

Globant ►

The perfect landing  
for an airline's new  
**digital sales model**



# Introduction

All industries face turbulence, and the airline industry is no different. **The largest airline in Latin America** realized that their organization needed to be simplified. Too many siloes created process and decision bottlenecks, much like planes waiting to take off the tarmac. **They needed to simplify their offering to boost their business**, and Globant helped them provide first-class solutions for their customers.

# The challenge

The airline wanted a **comprehensive e-commerce platform** they could rapidly launch in a small market and use to **visualize the entire passenger experience**. They could then validate that the KPIs were being met, make optimizations, and quickly roll out into their larger markets.

# The approach

**Digital thought-leadership combined with a disruptive, innovative DNA focused on creating a world-class passenger experience.**

Working collaboratively under a scaled agile methodology (SAFe), we focused on simplifying the business model, generating revenue, and increasing savings.

We implemented a data-driven framework based on rapidly validating business hypotheses through controlled experimentation; we analyzed the user's effort to complete relevant tasks and used this data to propose a simplified user experience. The result was a **complete architectural rebuild of the entire e-commerce platform**, keeping only 20% of the use cases to **capture 80% of the revenue**. Multiple efforts happened simultaneously to meet the target time to market.

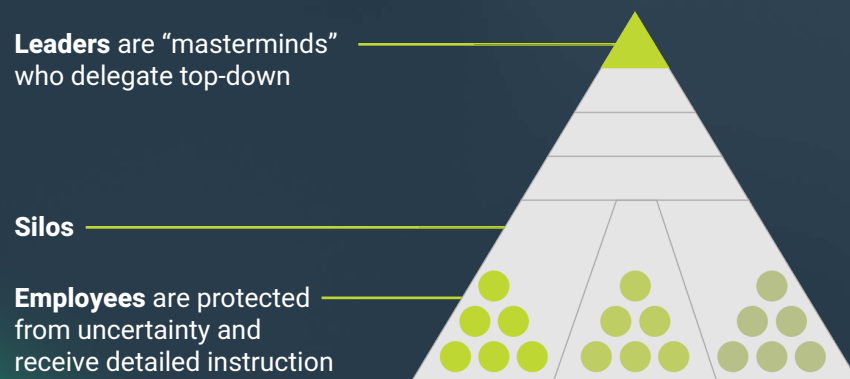
# The results

A **customer-centric, omnichannel experience** on a suite of applications provides customers access to a **seamless, efficient digital operation, enhancing their journey while improving business outcomes**. The new e-commerce platform included direct sales through the web, a mobile app, a revised solution for call center agents, an AI-powered conversational channel on WhatsApp, an industry-standard NDC (New-Distribution-Capability) for offerings through 3rd parties, like travel agencies, and improved

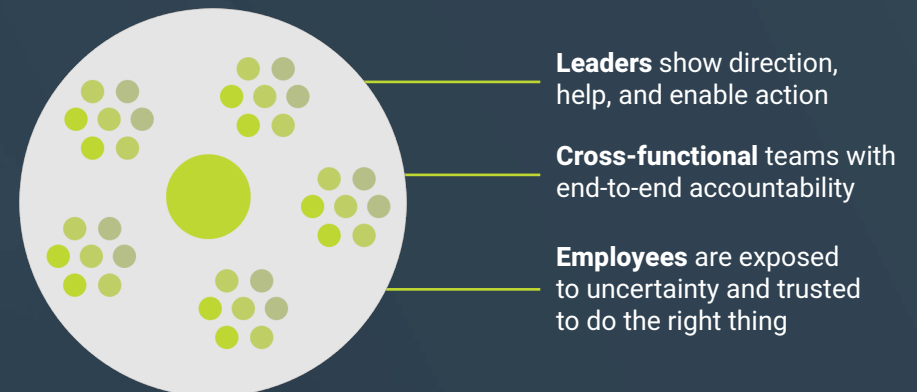
technology at airport counters and gates. The cornerstone of this reinvention was a **cultural change in the organization to become a digital airline**, unifying commercial and IT areas and unlocking a new eCommerce strategy. The new approach empowered teams to directly impact customers as they perform self-service booking, changes, upgrades, servicing, and check-in experiences, increasing sales and, most importantly, improving customer satisfaction scores across the board.

## Reshaping the organization's structure, moving from traditional to dynamic

### Organization as “machine”



### Organization as an organic system



# About Globant

We are a digitally native company that helps organizations reinvent themselves and unleash their potential. We are the place where innovation, design and engineering meet scale.

- We have more than 23,500 employees and we are present in 18 countries working for companies like Google, Electronic Arts and Santander, among others.
- We were named a Worldwide Leader in CX Improvement Services by IDC MarketScape report.
- We were also featured as a business case study at Harvard, MIT, and Stanford.
- We are a member of The Green Software Foundation (GSF) and the Cybersecurity Tech Accord.

For more information, visit [www.globant.com](https://www.globant.com)

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