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**

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**Organization as “machine”**

*Leaders* are “masterminds” who delegate top-down

*Silos*

*Employees* are protected from uncertainty and receive detailed instruction

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**Organization as an organic system**

*Leaders* show direction, help, and enable action

*Cross-functional* teams with end-to-end accountability

*Employees* are exposed to uncertainty and trusted to do the right thing
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

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