ITC INFOTECH

Business-friendly Solutions

AUTOMATION PLAYBOOK

AIRLINES/AVIATION (AL)

Table of Contents

1. PREFACE

Automation is in the air. It is the topic of animated discussion at every meeting, conference and seminar. As many as 90% of the world's most influential companies—those in the Fortune 500—are investing aggressively in automation, creating bots for everyday tasks. Other organizations want to emulate the leaders and are keen to move from experimentation to the application of bots at scale. The goal is to boost Customer Experience, Employee Experience and Product Experience. But bot adoption in the automation space remains low. On the other hand, research shows that savings from chatbots and intelligent virtual assistants will be US$8B by 2022.[i] Clearly, organizations are not going to continue to eye automation from a distance. Action is around the corner. The question is: Where does one begin the automation journey?

Let's reframe that question: What can I do with automation that brings the highest ROI? The answer to that question provides a clue to where your automation journey should begin. In terms of how industry is applying automation, we see that 63% of the AIRLINES implementing automation have done it to improve their finance function while 75% are using it to boost contact center efficiency, HR, IT and Procurement processes. Within these functions, it boils down to understanding and solving problems to deliver efficiency, effectiveness and experience. We'd say that automating those areas that impact customer experience should take precedence, followed by tasks that have high volume, are speed sensitive and have irregular labor demand.

For many AIRLINES, automation has become a key component of their digital transformation initiatives. It has become part of the social, mobile, data and analytics mix.

However, the truth remains that many AIRLINES are struggling to adopt automation. One AIRLINES identified 10 use cases that it wanted to automate. An examination of the 10 use cases showed that only 6 were candidates for automation. However, those six processes could not be automated – for the simple reason that they were not templatized for use across the AIRLINES and needed to be standardized first. There are two ways to look at this: The AIRLINES failed to adopt automation, or the AIRLINES learnt and is now better positioned to leverage automation.

There are many reasons why automation has been slow in making its way into the technology mix of AIRLINES. It is important to understand why this is so. This document dives deep into the AIRLINES industry processes, challenges, and the potential areas for automation. This document should serve as a ready reckoner for the practitioners to understand where, and how to start their automation journey.

Happy reading!

[1] https://www.finextra.com/blogposting/14691/juniper-research-cost-and-time-savings-from-chatbots

_____This page has been intentionally left blank_____

2. CONTEXT OF THIS DOCUMENT

This document captures the core processes across the AIRLINES industry value chain and analyzes the challenges faced and opportunities to improve through automation. The content of this document is based on the latest trends demonstrated by different industry players, across geographies and has been normalized to present an inclusive view.

This document establishes an industry view of where automation can be leveraged to potentially improve the performance and efficacy of the AIRLINES process. It is of relevance to the following roles: -

- Industry leaders (decision making capacity, influencers) looking to evaluate automation as a means of boosting operational efficiency and human potential
- Sales and Business Development teams looking out to understand and set up preliminary conversations to address client's pain points
- Onboarding resources who are new into automation and industry knowledge

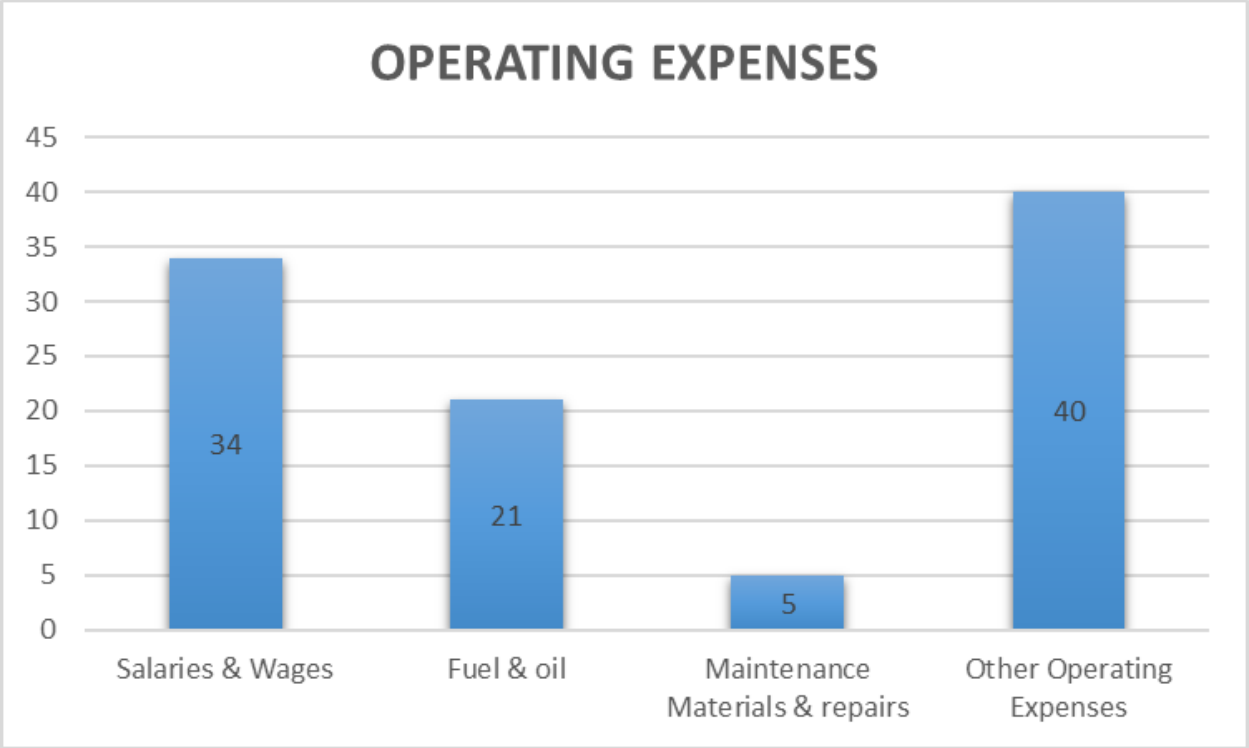
3. TRENDS IN AIRLINES INDUSTRY AND RELEVANCE OF AUTOMATION

The AIRLINES industry being the most global of industries, is likely to see major impact and changes due to externalities. Understanding the landscape in which the AIRLINES industry operates is therefore critical for a sustainable future growth and greater connectivity. The passenger growth in AIRLINES travel is pegged at around 16% YoY and for good reasons. A new report published by IT provider SITA has revealed that "the demands of the growing number of tech-savvy travelers will have the biggest impact on the digital plans of airports and AIRLINES over the next six years". By 2025, 68% of passengers will be digital travelers. They will expect travel through airports to offer the same conveniences, controlling their experience digitally through their mobile devices, as every other aspect of their lives.

As per International Air Transport Association report, the demand for air passenger services remained solid, with industry-wide revenue passenger kilometers (RPKs) increasing by 7.4% over the year 2019. Air passenger demand was supported by a generally solid global economic backdrop, especially earlier in the year, which in turn supporteds jobs, incomes and business activity, as well as the strong competition in the industry which helpeds ensure airfares remain affordable to travelers.

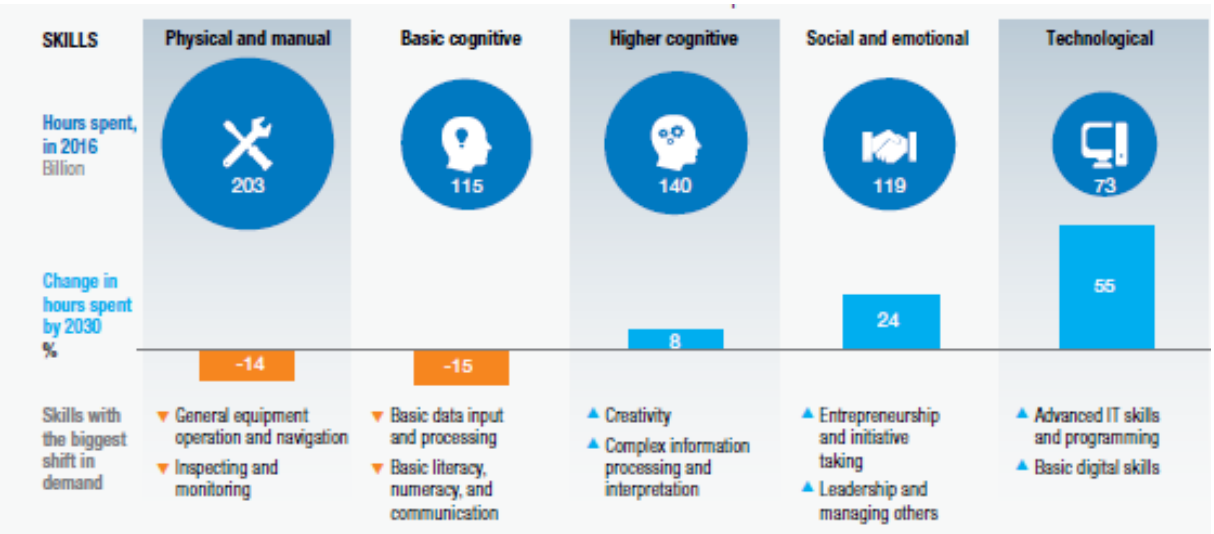
Relevant to the passenger growth Operational cost was growing i.e. cost to serve per passenger; high volume, but low margins constantly strives for innovative ways to reduce cost and increase productivity; RPA becomes an extremely critical technology to drive both these necessities.

As per study of Top 5 Global AIRLINES: Ranked by Passenger Traffic



Major focus being on technology, the ask for technical skills is likely to increase which means greater wage payouts for High Skilled Resources. Labor costs are expected to constitute roughly 25% - 30% of the AIRLINES's operational cost in 2020. Labor/manpower now constitutes more than the fuel cost and has been increasing.

A recent McKinsey report shows that the need for physical and manual skills will decline significantly, while the need for technical skills will intensify.



Thus, Automation will become an integral part to accelerate the shift in required workforce skills we have seen over the past 15 years. The research finds that the strongest growth in demand will be for technological skills, the smallest category today, which will rise by 55 percent and by 2030 will represent 17 percent of hours worked, up from 11 percent in 2016. This surge will affect demand for in basic digital skills as well as advanced technological skills such as programming. Demand for social and emotional skills such as leadership and managing others will rise by 24 percent, to 22 percent of hours worked. Demand for higher cognitive skills will grow moderately overall, but will rise sharply for some of these skills, especially creativity.

As part of the automation, the focus is to deliver on all the three key aspects of efficiency, effectiveness and experience for the stakeholders through a digital workplace of the future.

1. Efficiency - Automation for the key tasks across support functions (e.g. Finance, HR, Legal, Compliance etc.) result in direct labor-saving identified processes are usually labor intensive and automation will deliver direct cost savings
2. Effectiveness - Automation of broader spectrum of roles performed by the business in addition to the lower priority tasks for support functions that impact on quality improvement and cost reduction across business functions
3. Experience - Automation delivering a better experience by orchestrating the complex business activities and tasks through bots Improved work environment, high quality skills and higher productivity add up in the business

While AIRLINES players based in the North America are majorly driving the sales globally, they are also facing stiff competition from emerging markets: -

https://aviationoutlook.com/airline-industry/#airline-industry-trends

4. AUTOMATION ACROSS THE AIRLINES INDUSTRY VALUE CHAIN

Technology has empowered the digital customer today to change the rules of the Aviation business and AIRLINES need to change the way they do business and become much more dynamic and agile. Business transformation is not new to any industry however we observe the need to draft a clear process heat map based on business priorities, complexity, ROI, frequency of task as some of the basis for interconnecting and coming out with an Enterprise Business Model which can be used to drive the value chain in adopting & accommodating such transformations. Considering the pre and post Covid way of doing business has changed the Aviation sector, customer priorities have simultaneous evolved - their travel choices, curtailed travel plans, demand for digital interactions and content, online transactions and near zero touch customer service are forcing enterprises adopt new/re-configured business models and align processes to suite and adapt to the customer and business demands. These new ways of business operations requires Enterprises to have a clear view of departmental functions, roles, activities of interconnecting systems.

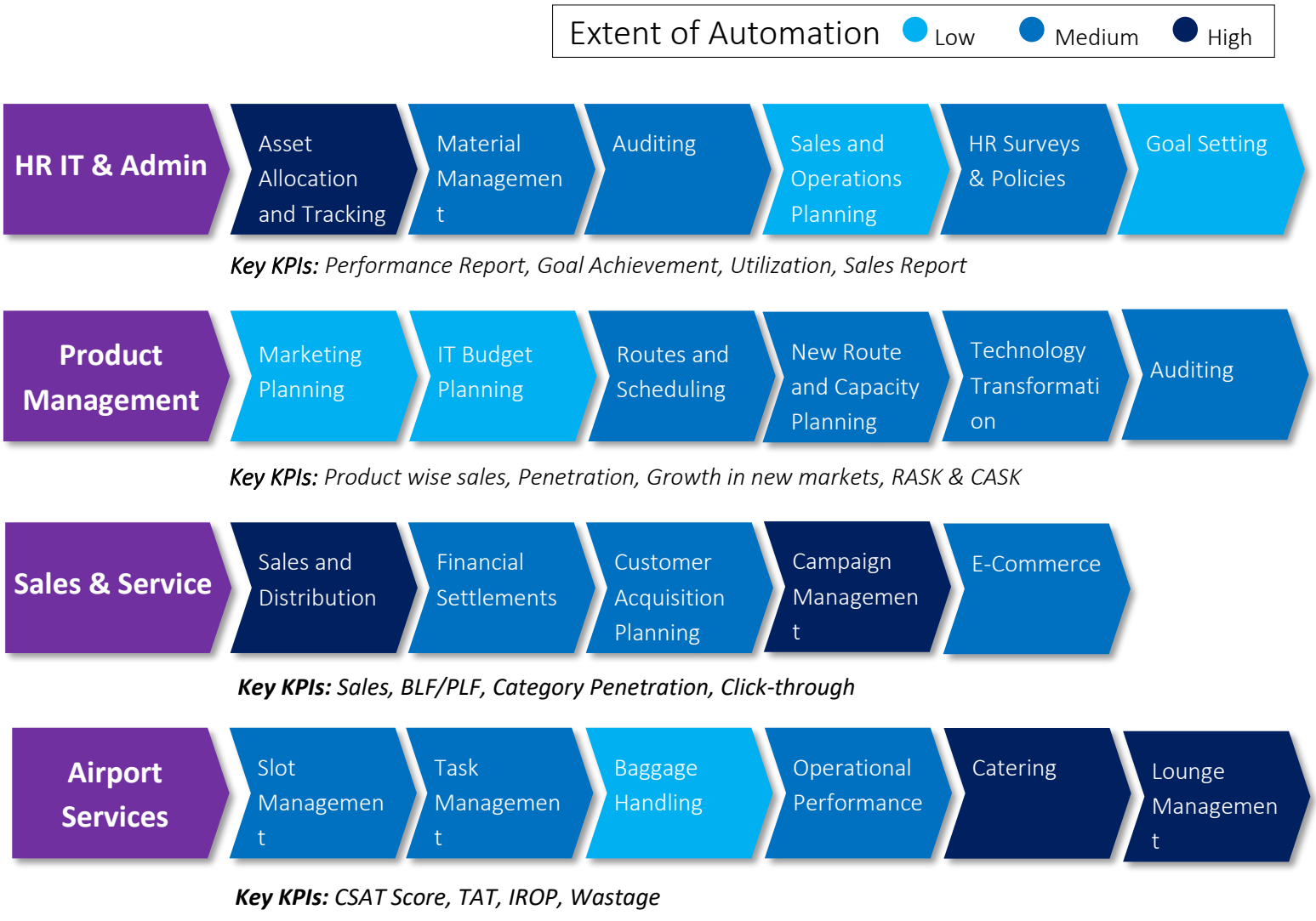
	HR IT & Admin	Product management	Sales & Service	Airport Services	Maintenance & Engg	Operations	F&L (Cargo)
Roles	Business Planner, Alliance manager, Financial Planner, Procurement manager, Facility manager Legal counsellor, ITSM leader	Brand Manager, Product head, Development manager, Network planner, Business heads, Quality control	Sales Manager, CRM Planner Channel manager Marketing manager Financial controller Pricing planner Customer service Agent	WFM Leader Flight dispatcher Alliance manager Lounge manager Security manager	Maintenance planner, Engg. Leader, Hanger manager, Inventory planner, Quality controller, Stock and Vendor Auditor,	Fleet planner, Ground ops planner Gate manager, Airport office manager, Baggage manager, Customer service manager	Logistics Manager, Warehouse Manager, Ramp manager, Merchandise pickup and Receiving associate…
Systems	Analytical tools, Visualization, Strategic planning tools, HRMS, Collaboration tools, Finance management system, ERP, ITSM	WCM, CRM, PSS, RM , ERP, ACARS, Alliance network, Quality control tools, PMO, ESB, DWH, BI, ITSM, OEM…	PSS, DCS, CRM, WCM, Pricing, Fares, Payment gateway, GDS, OTA, ERP, E-com, ITSM, social media	WFM, CUTE, CUSS, ATC, Weather, ACARS, MRO, ERP, Crew roaster, Pax Manifest, PSS, CRM, W&B	MRO, Schedules, IROP, ERP, Payment gateway, OEM	DCS, Bag manager, BRS, service desk, CUSS, CUTE, ERP, HRMS, World tracer, CMS, CPS, FPDS, FDMA, SQMS, ITMS	Front Office tools, ITSM tools, Analytical tools, PSS, W&B

Inputs	Historical demand/consumption reports, Budgets, Existing contracts, Resource requirements, expenses, financial projections, employee feedbacks, customer feedbacks	Demand plan, Product information, Historical assortments, Consumption reports, Consumer behavior, Sales data, Budgets, IT landscape, vendor information	Sales & availability records, Offerings portfolio, PSS, E-com, CVM, SVC	Schedules, manifest, boarding information, SSR reports, ERP, HRMS	Schedules, Supplier scorecard, Budget approvals, Workforce plans, HR plans, OEM SPOC, Parts inventory	Fleet availability, Gate information, ATC communications, Airport security, Baggage information	Load plan, cargo manifest,
Outputs	Business & BCP plan, Forecasting, Rough cut capacity plan, Capital expenditure plan, Annual Budget, Work force plan, Procurement plan (IT/Non-IT), IT asset plan, Legal policy	Marketing plan, IT Plans, resource plan, Product procurement plan, Account level sales, Network plan, certification plan, Quality & Audit plans, Business roadmap	Sales plan, CRM strategy, Ancillary products, Corporate target plans, Channel performance plans, Market expansion plan	Manpower Plan, schedule plans, Planeside service plan, Lounge manifest, Reporting, Check-in plan	MRO schedule, IROP mitigation plan, Procurement SLA contracts, Group operations, Turn around services, non-scheduled services, Reporting, PO, Asset allocation, Hanger management plan	Gate assignment plan, Fleet assignment, Crew briefing plan and roaster, Route plans, Customer handling plan, reporting, ground transport, Crew accommodation pan, Transportation schedule.	Asset tracking, Outbound orders, Dispatch routing, Picking and packing, Loading, Warehouse space allocation, insurance plans
Activities	Business Planning, Goal setting, Scheduling, Executive S&OP, Auditing, Asset allocations, material management, HR surveys & policies, Legal actions & resolutions	Marketing planning, IT budget planning, IT & Business Roadmap creation, Audits, Routes & Schedules finalization, New routes and capacity decisions, Technology transformation initiatives	E-commerce, sales & distribution, financial settlements, Customer acquisition planning, campaigns	Slot management, Task management, Baggage handling, Operational performance, Catering & Lounge management	MRO scheduling, IROP planning, Procurement SLA monitoring, Group operations, Turn around services, non-scheduled services, Reporting, PO, Asset allocation, Hanger monitoring.	Gate assignments, Fleet assignment, Crew briefing, bag management, Customer complaint reporting, ground transport, Crew accommodation, accommodation	Asset tracking, Outbound orders, Dispatch routing, Picking and packing, Loading, Warehouse space allocation, insurance plans
Metrics	Goal achievement, Performance reports, Sales Comparison, Sales volume, Stakeholder communication	Category Sales, Product wise sales, Category penetration, New Item sales, Growth in new markets, Cost reduction, Business transformation	Product wise sales, Category penetration, New Item sales, Ancillary sales, increased PLF, reduced BELF	CSAT score, optimal TAT, reduced disruption, minimal incidents & complaints	Reduced AOG, predictive maintenance, all-time availability of parts,	Timely boarding, minimal customer complaints, Smooth pax flow, reduced lost baggage, reduced misconnection	ESAT, CSAT, Compliance cost, Incident resolution, Arrest Leaks and faulty payouts

Fig 1.3: AIRLINES INDUSTRY value chain

To keep up to the ever-evolving customer demand and business transformation, RPA becomes very critical to be looked at across business functions. The need to constantly innovate for which bandwidth is needed and secondly to support the low margins and high operating cost we need to look at ways to reduce the Opex and RPA process to be a big area to tackle both. We have devised a framework to draft the Automation roadmap for the industry considering the Personas of various job roles that not only automates the selected processes but also makes sure to effectively give back maximum productive bandwidth associated with a particular Role. In order to do so we have also put together a guiding grid to reflect the extent of automation against functional areas, these can be based on mutual discussion picked up to draft the roadmap of automation journey.

Automation areas in the AIRLINES INDUSTRY value chain and KPIs



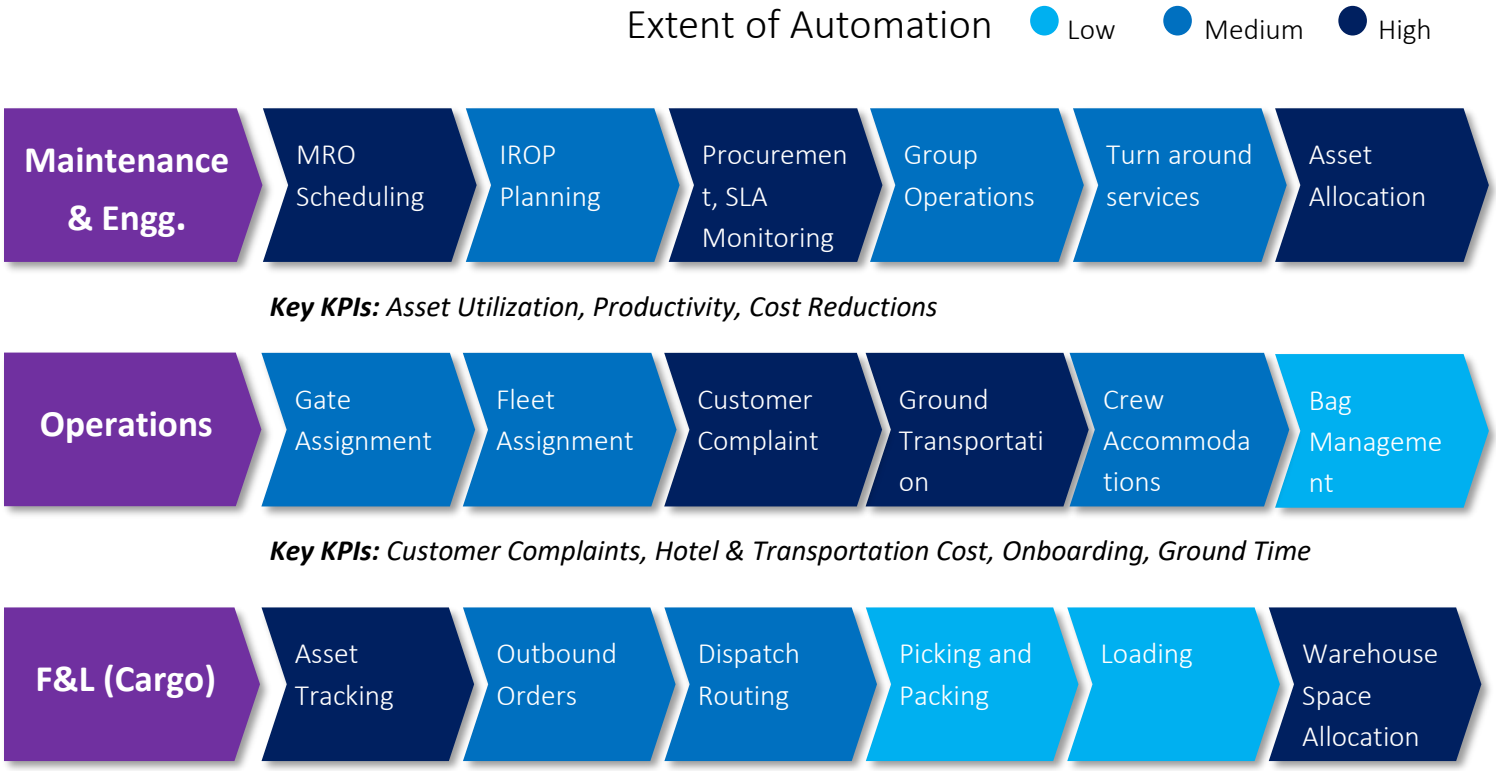


Fig 1.4: Automation propensity map across AIRLINES INDUSTRY value chain

In conclusion, we can see that RPA can have a high impact on nearly 30% of the AIRLINES INDUSTRY processes, with broader benefits including better accuracy, faster throughput, higher straight through processing, improved tracking, reduction in cost, increased visibility and timely monitoring of processes/operations.

We will now look at the challenges within the AIRLINES INDUSTRY, and the underlying opportunities for RPA.

5. CHALLENGES AND OPPORTUNITIES

From technology standpoint, Robotics and Automation are one of the key drivers of change for the AIRLINES Industry. Others being (and not limited to): Cybersecurity, VR/AR, IoT, New Aircraft Designs, etc. Automation is expected to lead to new opportunities, transforming how people and devices are monitored and marketed to in real-time. Automation makes life easier, tasks faster and efficiency better. Some of the benefits that automation brings in are quality, cost reduction, improved turnaround time, consistency and operational efficiency.

Robots increasingly work alongside people, taking on physical and repetitive tasks, with humans adding values in the spaces where AI have not yet become dominant. The below chart from SITA 2019 Air Transport IT Insights suggest the need for Robotics and Automation in order to add value in future AI space. In order to make 45% of R&D more effective, the dial of Major Program in Robotics and Automation needs to shift further towards the right.

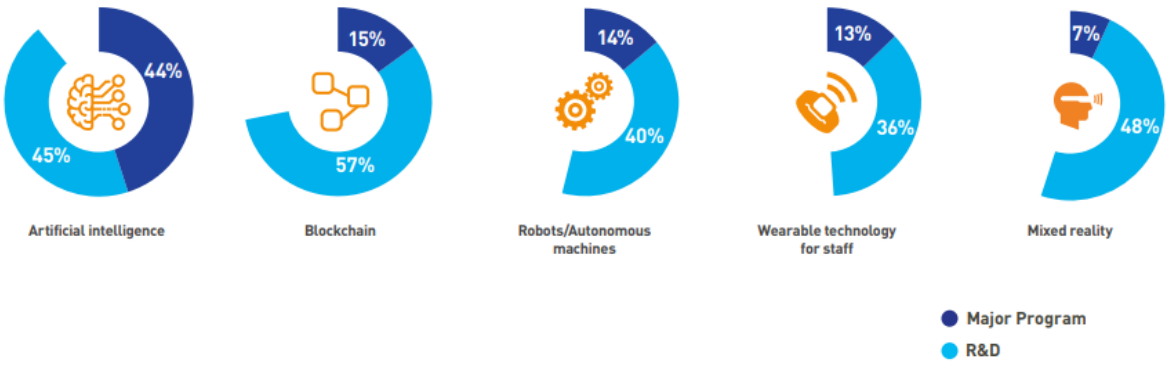


Fig 1.5 – SITA 2019 Air Transport IT Insights study

There is a need to innovate. The AIRLINES industry has seen few fundamental challenges to business models over the past 30 years, except for the arrival of LCCs and the introduction of alliances. AIRLINES struggle to differentiate themselves, competing on network, pricing and service. Profit margins are stressed and to top it, customer service, social values and simplicity becomes increasingly important as consumers expect more personalized service. Data is floating all around in the system (but in silos). Companies that can control the movement of data will have extreme advantage over existing peers in developing new niches in these stressed environments. There is a potential for AIRLINES to take advantage of advances in automation to focus on customer service and interactions with passengers. Hence, it is important to leverage existing strength (data, robotics and automation) to evolve in the industry.

The rising volume in passenger travelling by air will impact the cost of services and IT expenses directly. This clubbed with rising competition and thin margins are a big concern for any AIRLINES.

Automating some of the labor-intensive processes thus becomes key starting step. Some industry statistics suggest that around 22% of the processes in the aviation industry can be either optimized or eliminated which justifies our recommendations for process led and persona led automation.

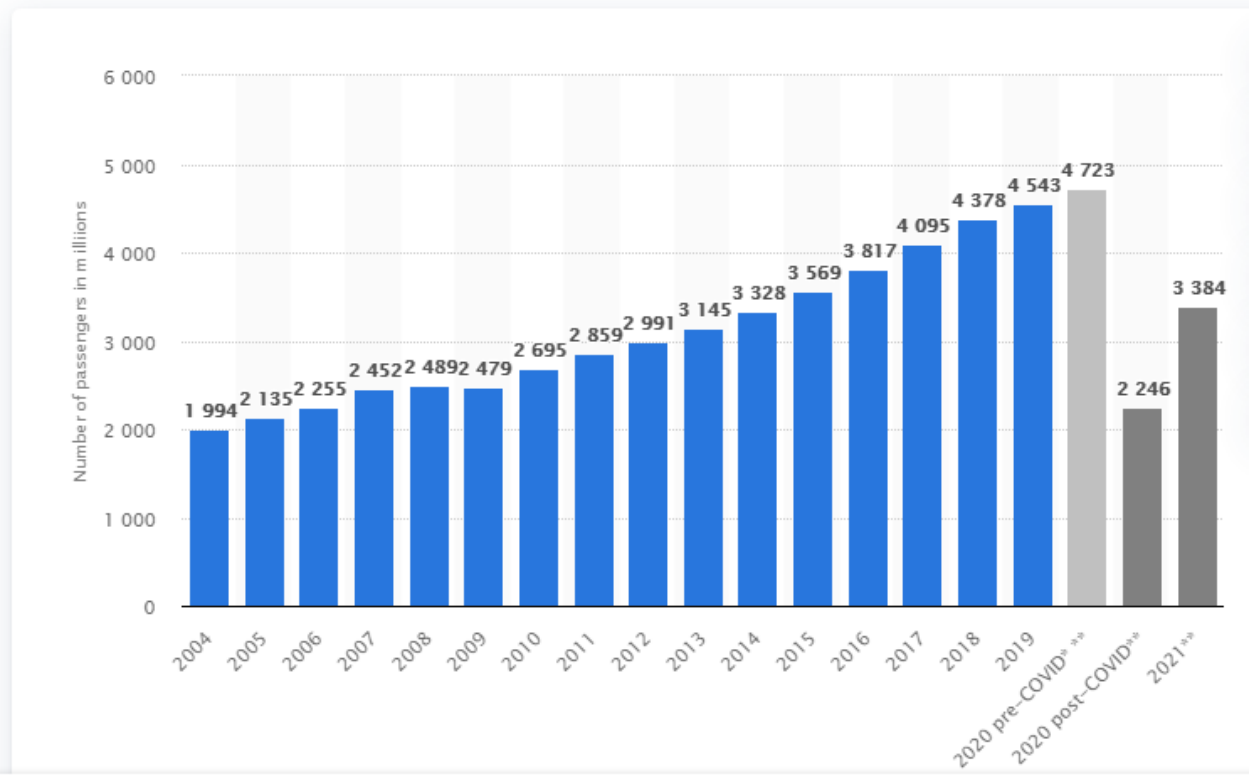


Fig 1.6 – Y-o-Y passenger volume [ii]

Another advantage of automation can be seen in relation to operating cost reduction. For instance, an efficient flight performance can reduce fuel consumption to achieve a lower operating cost and increase profits. To make the flight performance more efficient and effective in order to squeeze higher profit margins, the data that gets generated in aircraft computer systems during a course of a flight, needs to be consumed in order to study and further enhance the performance. Automated processes and systems can help derive results faster as time to consumption of data gets reduced.

[ii] https://www.statista.com/statistics/564717/airline-industry-passenger-traffic-globally/

Some of the other opportunities automation brings into the landscape of the travel industry includes business metrics reporting, responsiveness, expense management, customer retention,

etc. Real time tracking and reporting through automation helps businesses identify trends of the business. It also gives rise to the unforeseen business opportunities and helps in the overall governance of the operations. Time spent on admin tasks can be huge. But with automated processes, the tasks can become fast. Through automation, high volume tasks can be carried out

with greater accuracy while avoiding manual errors which in-turn leads to free up employees to focus on other core business activities. With the help of automation, what was previously a painstaking task of inputting manual codes became a smooth painless effort. Employees can track real-time spending and access reports from a centralized location, which traditional systems could not handle. Automated self-booking systems have freed up time in other areas of business. Stacks of statements and invoices can now be swiftly processed even after modifications from the customer's end. Conversations with the customers may not need to end after the journey is complete. Even post travel, businesses can stay in touch with the customers through emails and ads in order to generate loyalty. AIRLINES can send campaigns with relevant offers based on the travel history or even customers who browsed on the platform but did not check out can be targeted with the help of automation.

AIRLINES can also fulfill MICE travel request effectively with a fully automated process. An AIRLINES group booking tool makes it easy for customers to raise a travel request by mentioning multiple origin sources and the destination. Once the system receives the request, it responds with the ideal quote. This is possible as the system automatically calculates the fare considering several pre-set conditions. Through a negotiation platform, customers get an opportunity to negotiate group fares. Group booking requires timely reminders for payment and name list submission. Automatic follow-up does not let it slip through the cracks.

Hence, AIRLINES that take business objectives, strategies and priorities seriously should automate their business processes (wherever applicable) to maximize profits.

6. INTRODUCING PROCESS DRIVEN AUTOMATION

The traditional method of approaching automation opportunities, is to conduct a detailed time and motion study of the individual processes across the value stream and determine what improvements can be made through automation. This approach to study business processes at a detailed level and identifying the automation opportunities is called the Process Driven Approach. The process driven approach qualifies the opportunities based on efficiency, effectiveness and experience factors from perspectives of: -

- Volumes which consume a person's critical bandwidth
- Execution time – the time spent by the person doing redundant work or non-value steps
- Degree of rework and propensity of errors
- Tasks making a person's work mundane e.g. checks and verifications

Once the detailed study of the opportunities has been completed, a qualification report is generated based on the degree of automation possible, impact of the automation on dependent flows, cost-benefit factor. Based on the qualification report and client's preference, creation of a priority matrix helps to plan out the RPA roadmap, deployment and support frameworks.

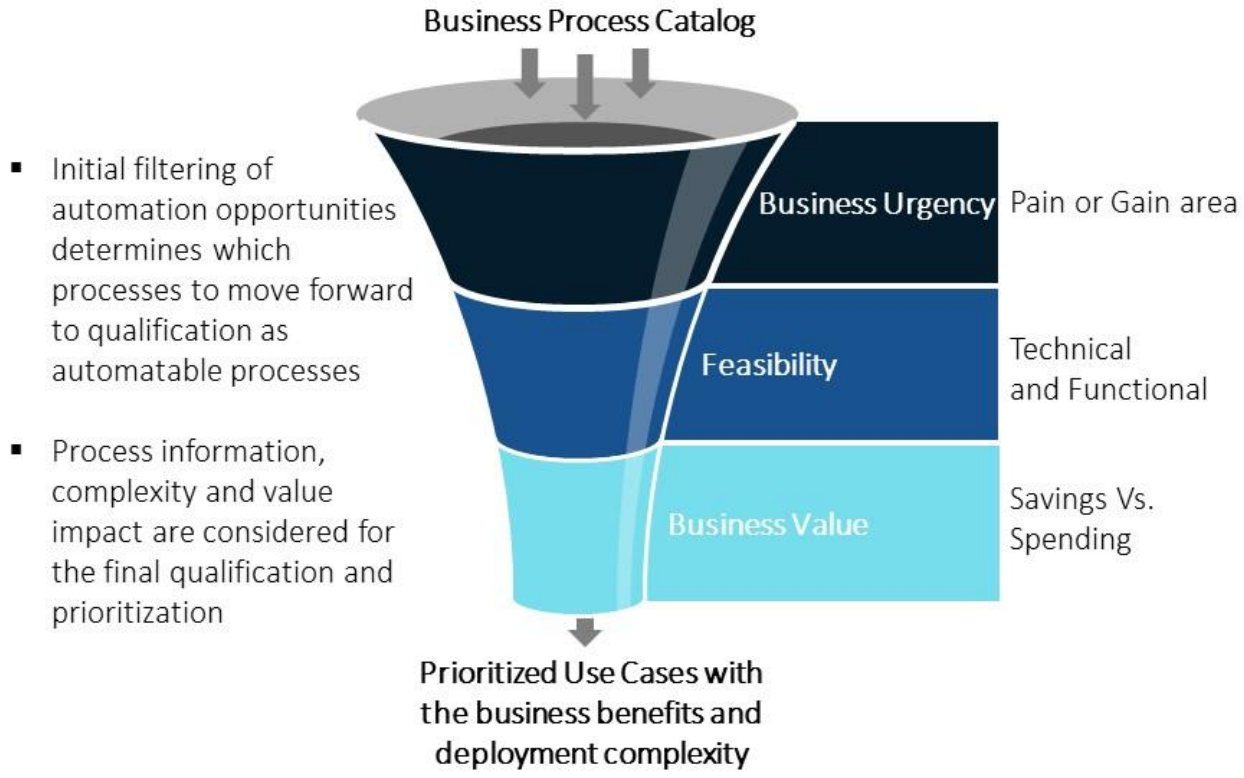


Fig 1.5 – Process Prioritization Funnel

Following the prioritization process, derive the 'value benchmarking' and 'measurement' as follows: -

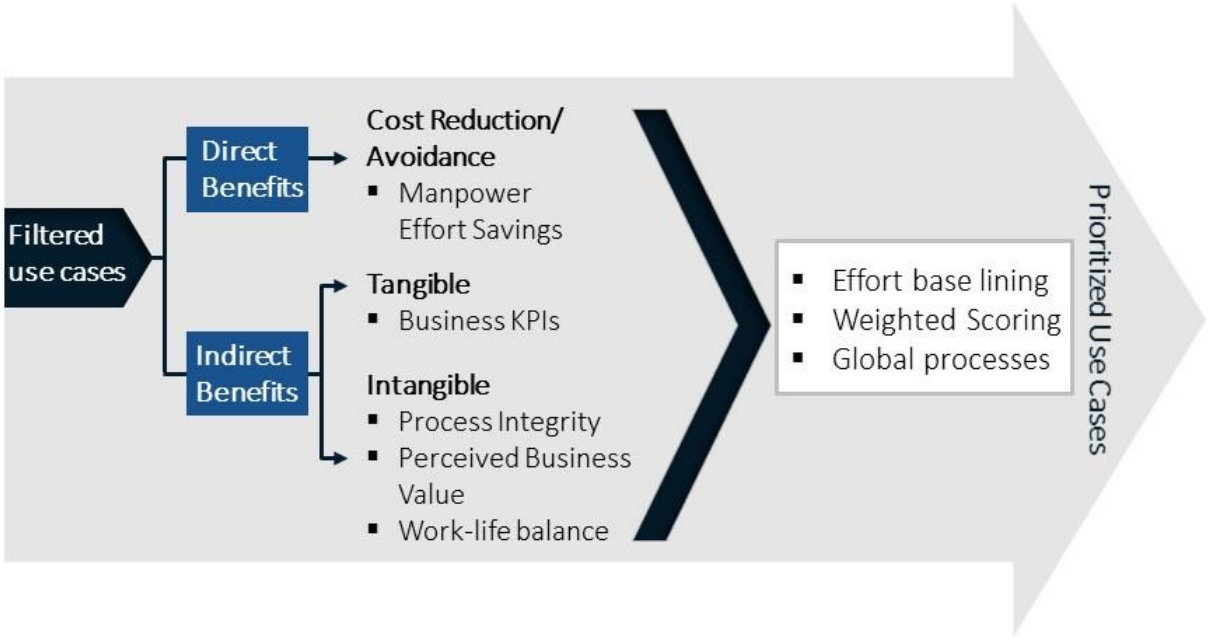


Fig 1.6 – Value Measurement Framework

Initiate the value measurement once the automated processes are implemented and BOTs start to execute the day-to-day activities. Capture the performance parameters to identify the resulting

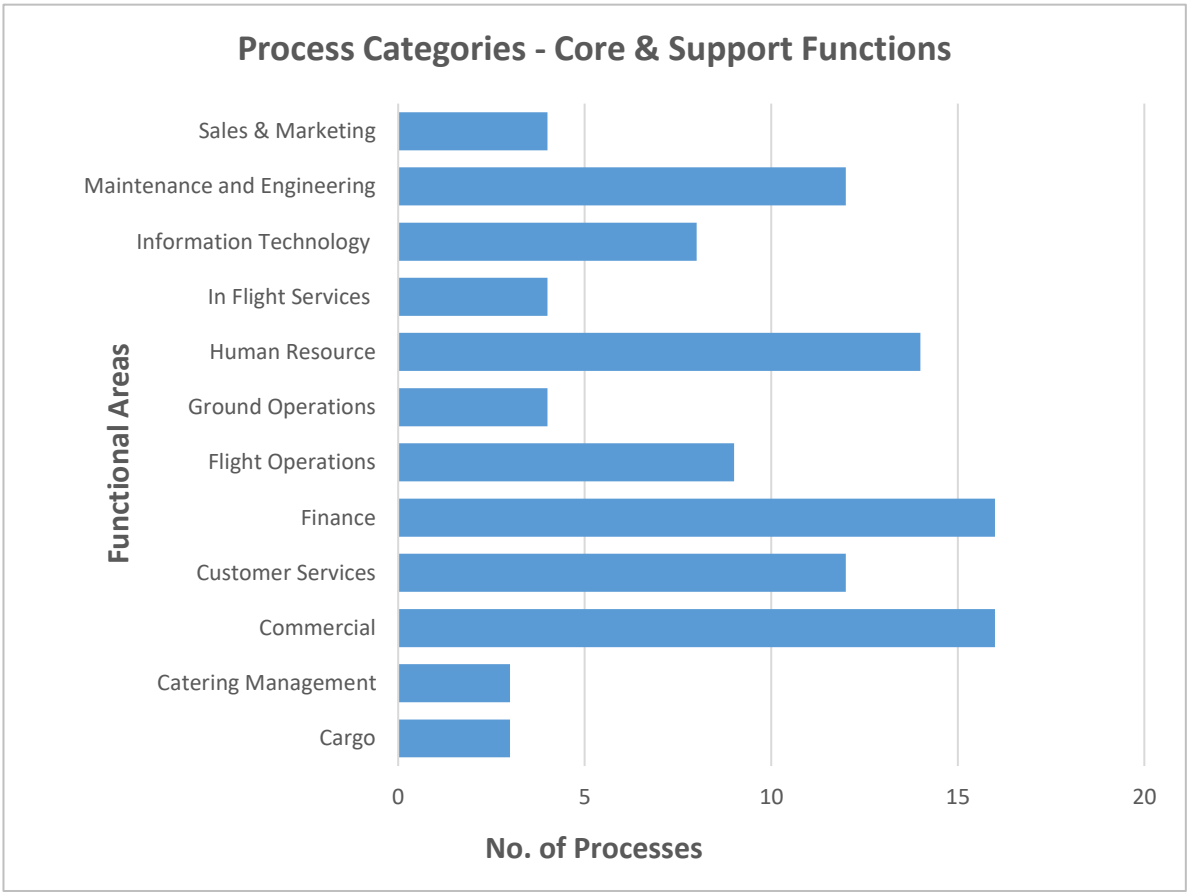
value from automation in terms of Effort savings, Cost savings, SLA adherence, accuracy and additional baselined business KPIs.

6.1. PROCESS CATALOG

After conducting a detailed analysis of the AIRLINES INDUSTRY value chain, business functions and multiple AIRLINES INDUSTRY players, following is the process catalog with the list of processes which can be automated. (Refer Appendix for the Process Catalog)

6.2. FUNCTION WISE AUTOMATION PROPENSITY

Based on the processes study and process cycle mapped in Section 4, we find that the eligibility of automation across different core and supporting functions of the AIRLINES industry is as follows –



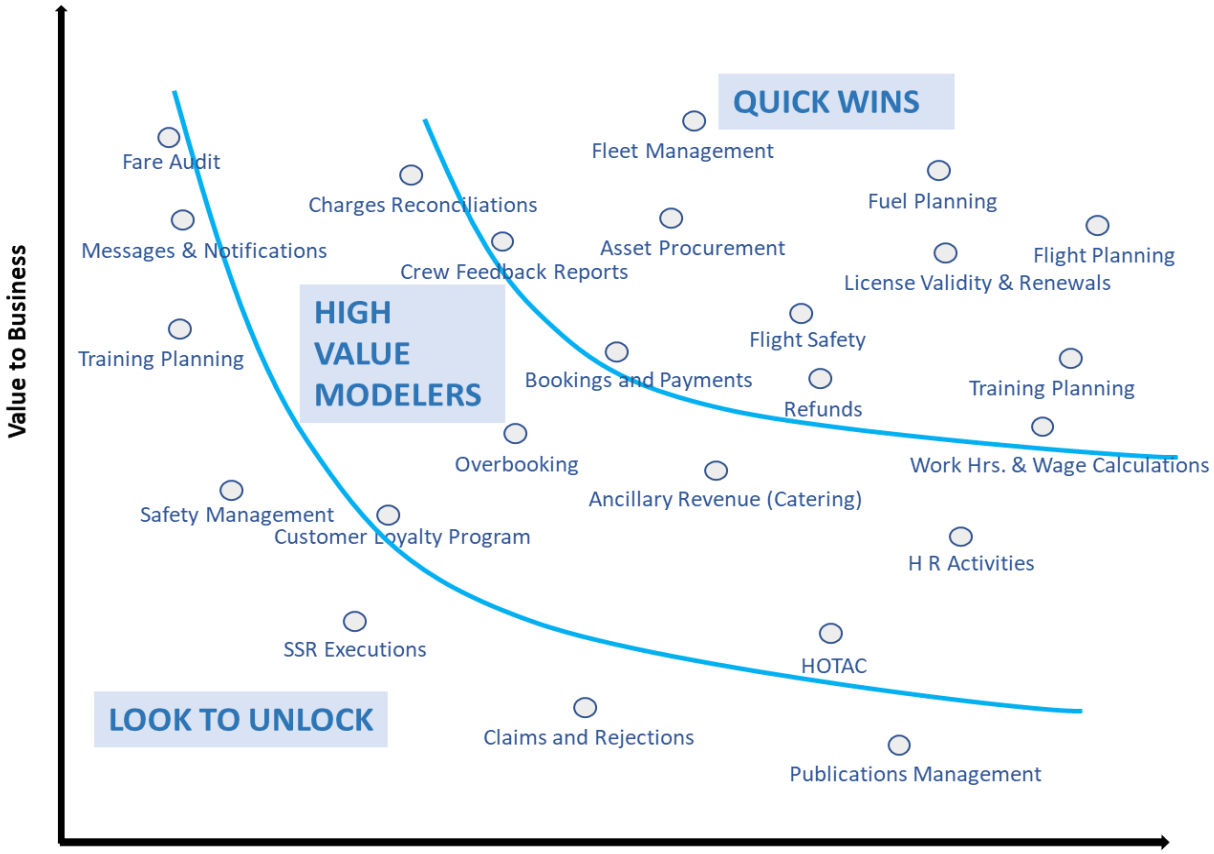
*Based on a study of 107 processes, the above chart shows the function wise propensity of automation

The advantages of the above representation are: -

- Quick view of functions with a greater number of automation candidates
- Opportunity to look persona-based standardization

Automation Propensity Overview

In this view, we are representing some of the processes pertaining to the above functions in terms of their complexity and the degree of automation possible.



*Complexity to Automatability representation of AIRLINES INDUSTRY processes

The advantages of the above representation are: -

- A pin-point view on which process to start with
- A foundation to create a process prioritization matrix

Now let's see what the possible approaches could be to embark on the RPA journey or take the RPA journey to the next level of enabling transformation within an organization.

7. INTRODUCING THE DIGITAL WORKFORCE – PERSONA DRIVEN AUTOMATION

While the Process Driven Approach is a standard and widely adopted method to start the automation journey, we have come up with a new approach of amplifying human potential with a hybrid workforce where human skills are complemented with digital skills. This concept is based on: -

A. Looking at creating helper bots across job roles – Digital Buddy
B. Looking at creating bots which can take a major part of the job role thus streamlining workforce – Traditional Persona or Digital Workforce

In both cases the, method of approaching an automation opportunity is largely people centric. This is a purely design thinking led approach which captures efficiency, effectiveness and experience from perspectives of: -

- Repeatability vs Redundancy – the frequency of execution of a particular task over a period of time vs the number of times the task is executed without much value
- Time taken to execute – the time between the arrival of the task request and initiation of processing of the task
- Number of steps that are manual and are automatable
- Decision making vs Discretion

To construct a Persona, following is the structured approach to identify the manual tasks which can be transformed into digital skillsets: -

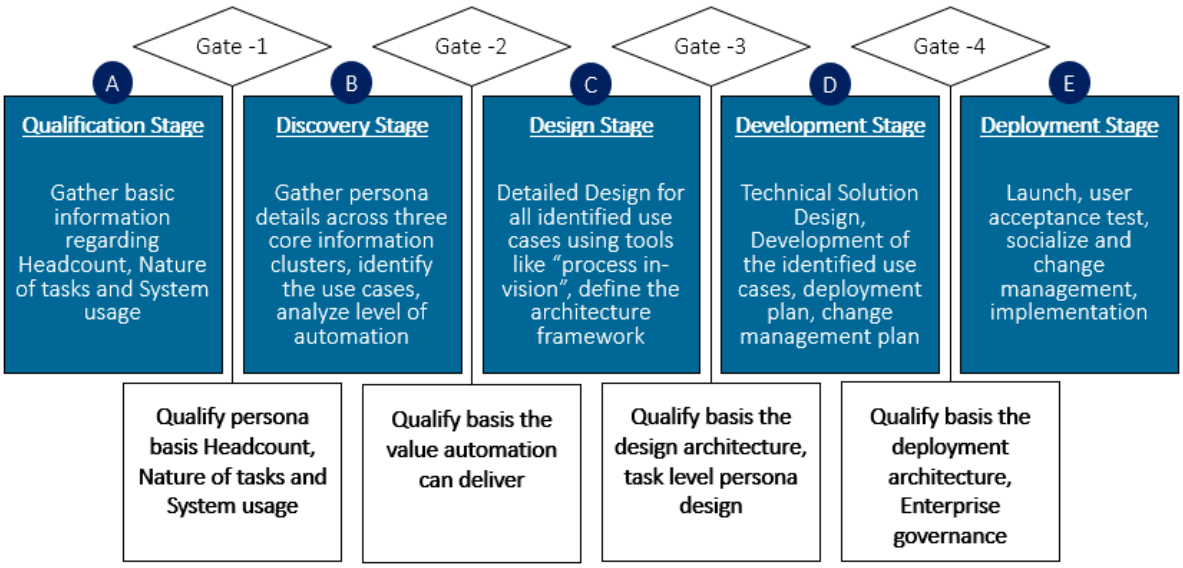


Fig 1.7 – Persona Modelling approach

Extending the Digital worker concept to AIRLINES INDUSTRY, outlined are 3 major personas through which this industry will benefit the most based on the assessment of the degree of automation possible, tasks across roles and the value expected from automation.

7.1. FLIGHT ANALYST

Key KPIs of a Flight Analyst

Inventory Allocation and Management | Flight Monitoring (Current and Future) | Booking Buildup tracking | Target RASK/Flight Revenue/Avg. Fare | Overbooking | Route Performance | Waitlist, Queue and Cancellations Management | Peak and Non-Peak Flights Inventory Pricing |

The Flight Analyst plays a critical role in maximizing the revenue of a flight and hence in-turn maximizing network revenue. His/her key responsibilities lie in anticipating demand for an identified set of flights, achieve flight performance targets, continually review the booking buildup and forecast for the set of flights to ensure they reflect the optimal settings given the current performance to minimize spillage/spoilage, conduct pre and post departure analysis and identify & recommend the need for price adjustments based on competitor forces. Throughout the process, the Flight Analyst interacts with multiple stakeholders – network planning team, flight support center or operational command center, customers looking forward for group bookings and communicate with the alliance partners as required; therefore there is a huge responsibility riding with him/her to ensure smooth flow.

Keeping the criticality of end user bandwidth in mind, the following Flight Analyst persona construct complements the day-in-life activities with digital skillsets: -

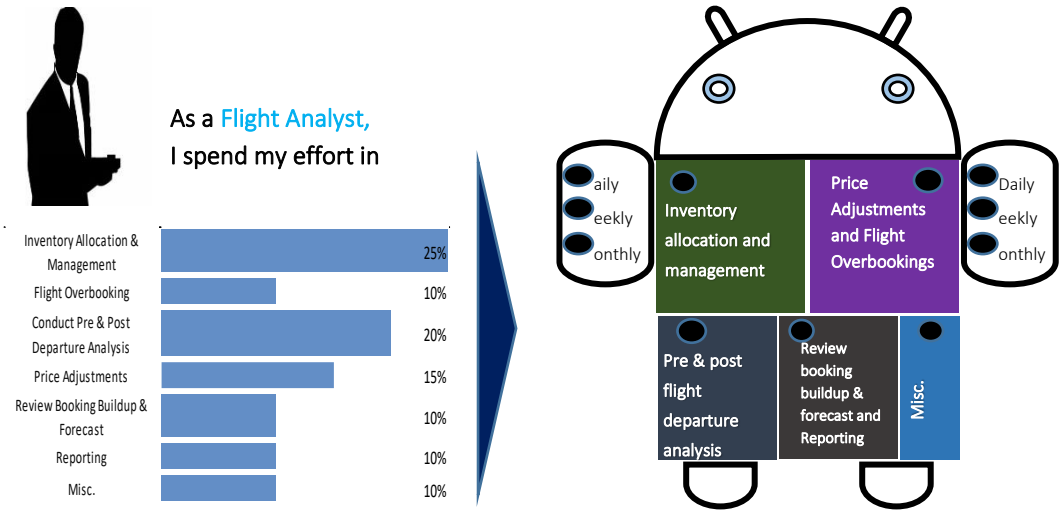


Fig 1.8 – Modelling the Flight Analyst Persona

7.2. DISPATCH PLANNER

Key KPIs of a Dispatch Planner

Minimal OTP delays attributed to Flight Dispatch | Flight plan optimized and in accordance with regulatory and Company policy | Actively monitoring NOTAMs and Weather Changes | Pre-Flight brief to Crew on Performance | Timely liaison with OCC departments reg. Operational matters

The Dispatch Planner plays a critical and direct role in Flight Operations. They usually share legal responsibility for the safety of every flight they dispatch. His/her key responsibilities lie in ensuring efficient and risk-free operations. He/she coordinates planning new flights and monitors other operational aspects such as Weather conditions, aircraft status, fuel planning to maintain smooth operations. Due to the constantly changing nature of AIRLINES operations, flight dispatchers experience a high level of stress in managing operational constrains with the overriding safety mandates.

Keeping the criticality of end user bandwidth in mind, the following Dispatch Planner persona construct complements the day-in-life activities with digital skillsets: -

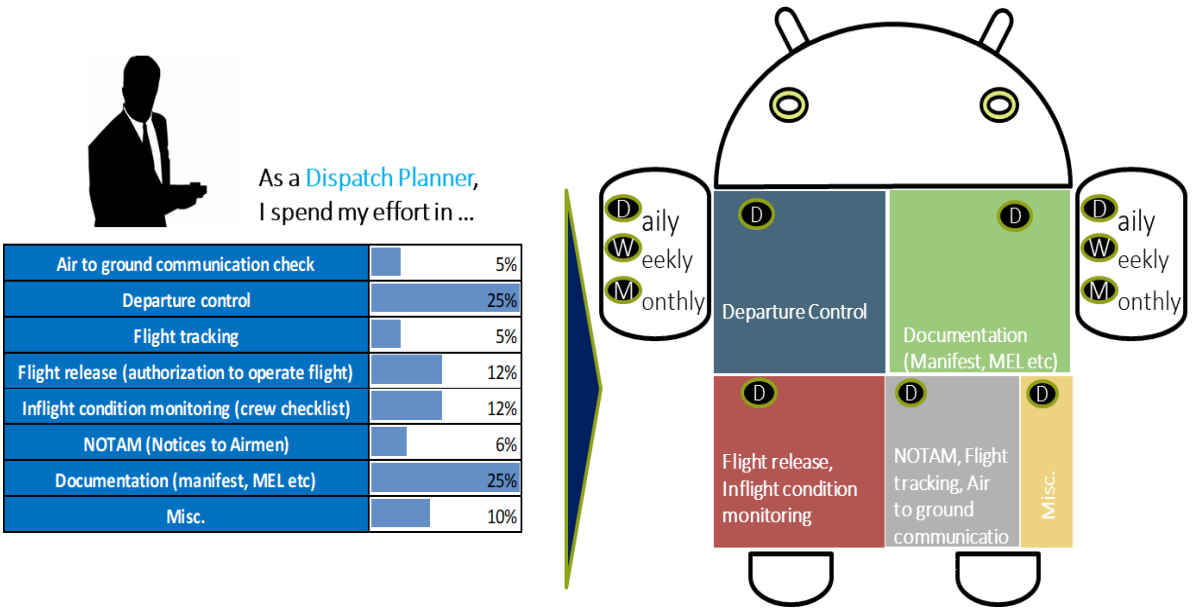


Fig 1.9 – Modelling the Dispatch Planner Persona

7.3. HUMAN RESOURCE MANAGER

Key KPIs of a H R Manager

Profiling, Recruitment and Induction |Employee Compliance, Grievances and Terminations |Training and Development | Performance Management | Employee data management

Attracting and retaining world-class talent is the #1 influencer of success in this century. Hence HR employees play a critical role in the future prosperity of any business. Yet, too many of them waste valuable time on manual HR processes that have become an administrative burden for growing organizations. Drowning in paperwork, files, email threads, and many such manual tasks have crippled HR teams from performing optimally. Add to this employee vacation requests, expense claims, performance management and more.

HR department has numerous administrative activities and is, therefore a great candidate to benefit significantly from automation.

Keeping the criticality of end user bandwidth in mind, the following H R Manager persona construct complements the day-in-life activities with digital skillsets: -

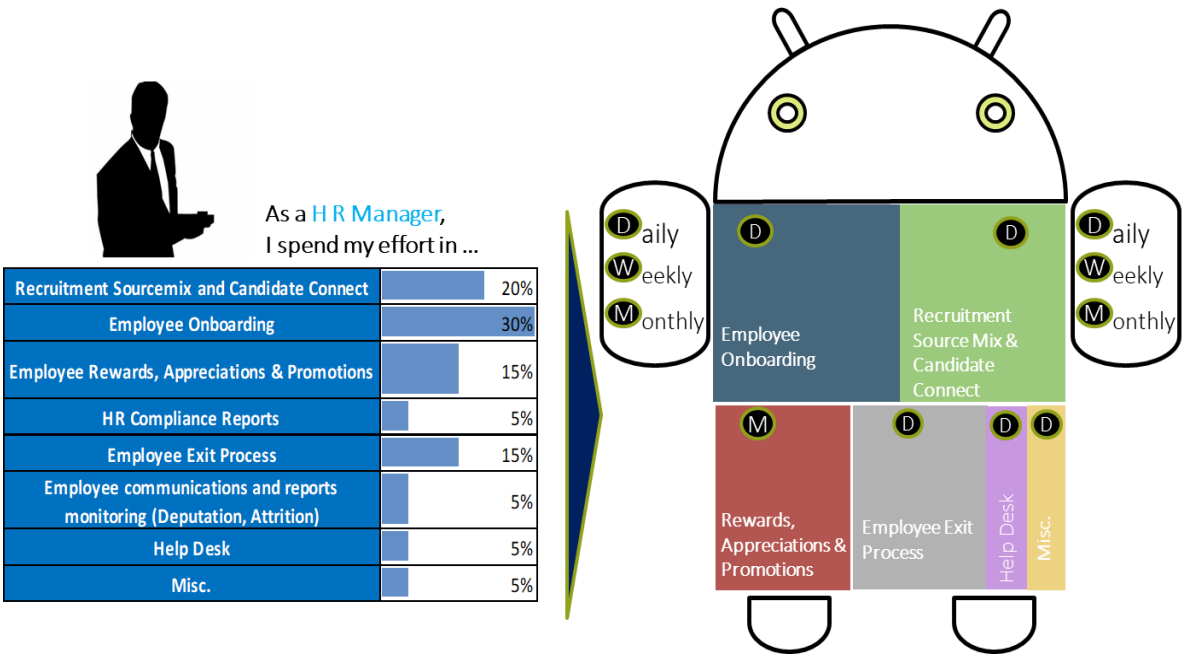


Fig 1.10 – Modelling the H R Manager Persona

7.4. FINANCE MANAGER

Key KPIs of a Finance Manager

Business Planning & Budgeting | Credit, Invoicing & Collections | Transactions Processing & Reporting | Profitability and Value Management | Capex and Projects |Governance, Risk and Compliance |

Accounting and financial process management are probably the toughest professional areas in terms of job pressure and work- related stress. Managing the daily flow of data such as expenses across the organization, Floating exchange rates, changing international financial standards etc., requires lot of mental ability and long work hours.

Automation enables finance departments to streamline processes such as accounts reconciliation, journal entries, preparing financial statements etc., with minimal human intervention and ensures smooth workflows.

Considering the criticality of end user bandwidth, ensuring that the job outcome is accurate and timely, the following Finance Planner persona construct complements the day-in-life activities with digital skillsets: -

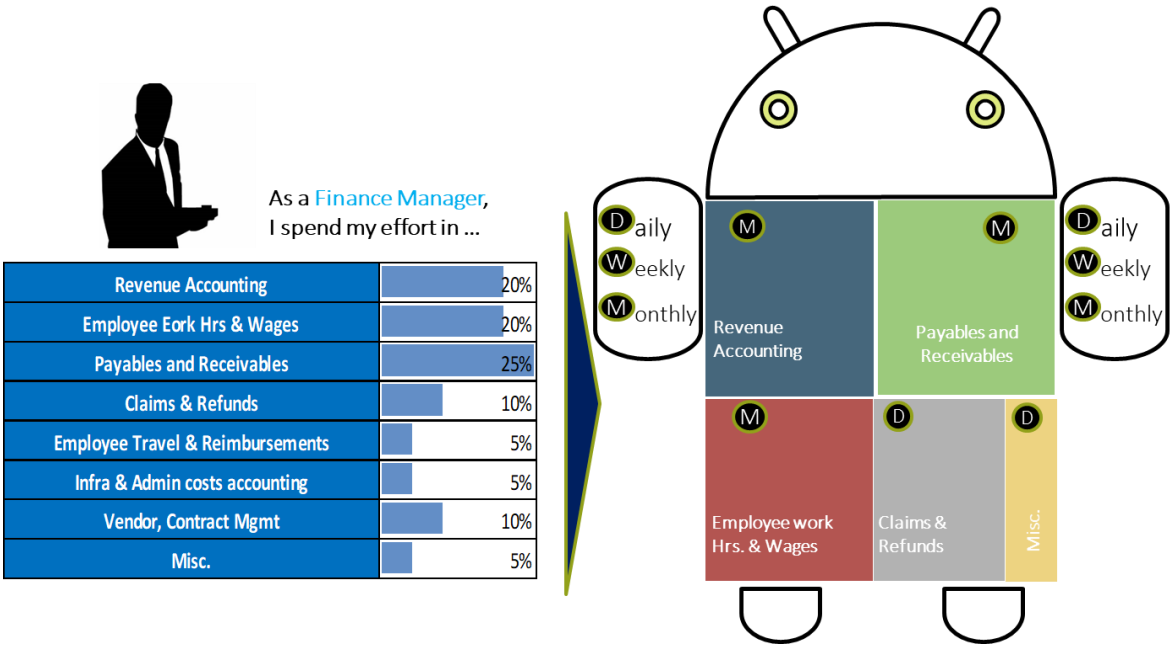


Fig 1.11 – Modelling the Finance Manager Persona

8. GETTING STARTED

8.1. APPROACH TO AUTOMATION

From an approach standpoint, a process and technology landscape study to identify automation potential is a must. However, to accelerate this process we have created a starter kit which gives a ready reference list of processes across the different high automation propensity functions based on time and motion perspective. While the Starter Kit will help quick start the automation process for new adopters, the traditional approach of Discovery to Sustain still remains relevant to create automation waves for sustainable outcomes.

Outlined is our consulting led approach for an end to end automation cycle: -

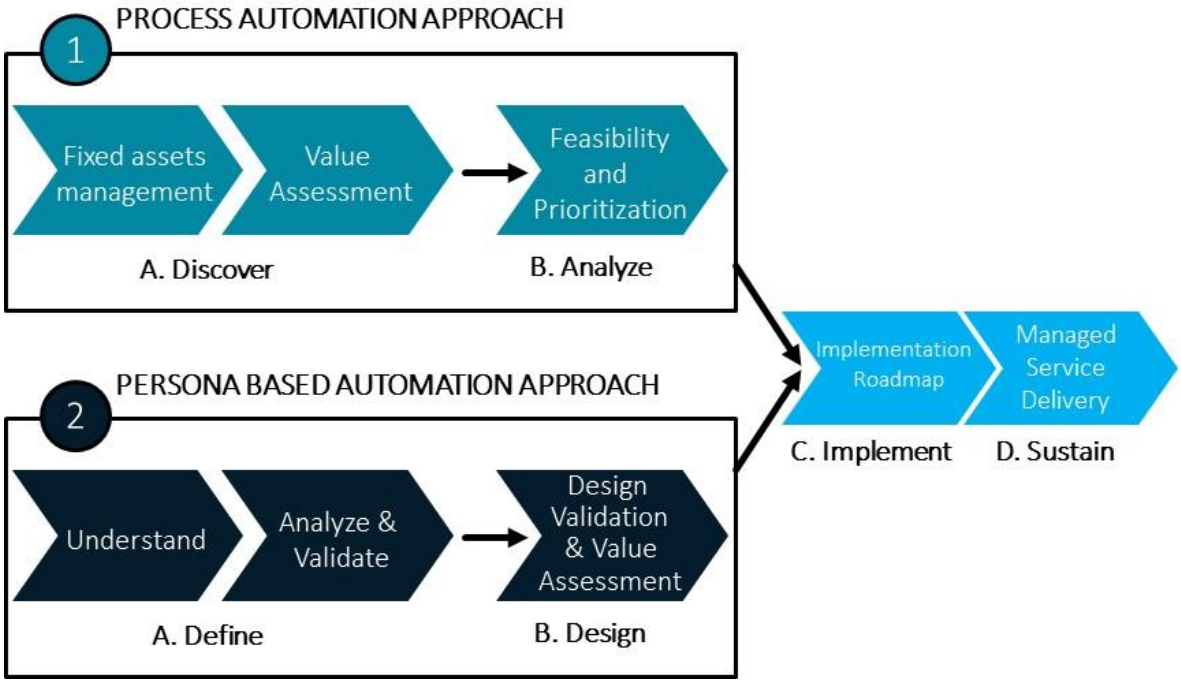


Fig 1.13 – Process Discovery and Mining Approach

8.2. METHODOLOGY

<u>Process Discovery and Prioritization Methodology</u>

Our Process Discovery and Analysis phases are powered by IP driven methodologies and frameworks that has been built based on industry best practices and execution experience. The discovery, process prioritization and value assessment are conducted using our E^3 Framework (Efficiency, Effectiveness and Experience) wherein each process is studied in detail and key parameters are captured to determine the following:

- Dependencies – Technology, People, Upstream-downstream process
- Actions Performed at each step – determine whether it is a necessary action, action leading to non-value add, action prone to error or deviation from expected method, repetitive, manual interventions needed

- Degree of Repeatability
- Degree of Redundancy
- Time Factors – time to response, time to wait, time to execute, frequency etc.
- Degree of work not happening on IT e.g. reading and understanding data before being fed into IT system

Perform a detailed data/response collection based on the key attributes of Efficiency, Effectiveness and Experience, our framework determines the degree of automation and complexity based on predefined rules and thresholds.

Based on this output, we corelate the candidate processes with automation priority for business. Predict the notional ROI considering the total effort involved in executing the as-is process, the TCO for automating the process against the expected returns on automating the process.

Persona Discovery Methodology

Our QD4 framework is used to qualification and design the Digital Persona. The data collected and the correlations derived from the design-thinking led approach helps to determine which role and tasks for the roles have a higher propensity for automation to deliver a higher return.

After helping our clients by creating an opportunity wave, detailed roadmaps are created for implementation and carry out business as usual. It is achieved through the following: -

- Pure Play Automation Ownership – Where we help the client with consultancy on how to go about with automation, do the implementation and handover so that the client and own and manage the program by themselves
- Managed Services – In this model we own the delivery and sustenance of the automation program end to end. We may play the role of license reseller in certain situations. Additionally, we have a Bot as a Service – In this model, we own process as whole therefore the infrastructure, licenses also come under our responsibility.
- POV as a Service – Should a client wish to test waters before deep diving into automation investments, we also provide a POV (Proof of Value) as a service, wherein we help simulate a critical part of the opportunity and establish the fitment of solution (the bot framework, automation tool) and present the value to our clients. This is a Pilot of mini-project model wherein the scope of the deliverable is limited to prove the concept and the value.
- RPA Support as a Service – Under this model, we may take up the support and governance of an RPA program that we have developed or any other entity has developed, with the main aim of running it at high efficiency, performing bot rationalization to optimize resource consumption and maximize output.

Based on the different stages of automation maturity that our clients have; we can assist them with an aligned strategy for growth.

Stage	Challenges	How can we help
Seekers – Planning for RPA investment	• Relevance and feasibility of automation • Risk and cost of transformation • Product evaluation	• Product comparison and selection • Starter kit • Process mining
Samplers – Conducting Proof of Technology / Concept	• Selecting the right product • Identifying the right use cases for automation • Business case for Automation	• Business case creation • Alternate platform selection • Process mining and prioritization • Implementation services • Functional and Technical experts • Value modeling
Embracers – In early stages of implementing RPA	• Enterprise process discovery • Process standardization and streamlining • Bot development and deployment • Bot support and maintenance	• Value baselining and measurement • Industry specific automation process catalog • Establish governance and RPA CoE • Different engagement models (Automation as a service / Managed service) • Change management • Use bots for end user support and issue triaging
Champions – Have done RPA implementation at scale and innovation	• Scale Bot implementation and deployment • Intelligent Automation • Bot KPI improvement	• Integrated Automation solutions – End user computing as a service, PLM Support automation, Test Automation • Change Management • Intelligent Automation Establish RPA CoE • Validate coding best practices using QC bot • Use of bots for end user support and issue triaging

8.3. STARTER KIT

In order to kick start the automation journey for our client <minimize the time from discovery to design>, we offer the Starter Kit catalogue in which the client is free to choose from the process catalogue and based on the complexity assigned to the process, there will be a fixed rate charged for the services (* RPA Licensing is exclusive of this).

Based on our experience in handling various client requests, following is a representative development to deploy timeline: -

Automation Complexity	Avg. Turnaround Time (in days)
Simple	15 – 20
Medium	25 – 35
Complex	35 – 45

Following is the Starter kit process catalog: -

Sl.#	Business Area	Simple Use Cases (Pick any 2)	Medium Use Cases (Pick any 1)	Complex Use Cases (Pick any 1)
1	Cargo	• Update available cargo space	• List all (non-stop, direct and via) flights to choose from Org A to Des B	• Plan extra cargo uplift
2	Catering	• Predicting what food and how much to be loaded in what flight	• Order Reconciliation • Purchase Order Creation	• In-Flight Catering requirement
3	Commercial	• Duplicate booking identification by staff for staff travel • Name updating • Overbooking report to track Flight Overbooking efficiency • Password Reset	• Aircraft Utilization • Bid Price Management • Flight/Market/Route performance • Inventory allocation and management • Refund of excess amount for exchanged PNRs • SPA Agreement • Target Achievement	• Accept/Reject booking request • Cost to Serve • Fare Audit to minimize revenue leakage • Flight Overbooking • Generating Fare Violation Alerts
4	Customer Services	• Auto Notifications • Customer rewarding program • Getting detailed billing data • Loading a detailed customer profile	• Analyze feedback/issues reported by pax and generate feedback reports • Claims auto-check as per SOPs • Crew SSR Alerts • Customer Feedback Analysis to Sales and product marketing team • Customer Feedback reports • Customer Support Management • Mishandled baggage status notification • Track feedback/ issues reported by the pax	
5	Finance	• Generate and Transmit billing data to customer • Medical Claims • Reimbursements • Travel Expenses	• Issue full refund to credit cards • Payments Processing • Uplift missing coupons	• Airport Charges consolidation • Back office revenue accounting • Fuel quantity consolidation • Invoice Processing • Invoice Validation • Pay slips and Tax Deduction Certificate Generation • Reconciliation • Requirements projections and utilization reports • Work Hrs., Allowances, OT…
6	Flight Operations	• Automated data transfer	• Assign individual aircraft to specific routes • Navigation databases update • Safety hazard log preparation • Validity tracker	• Fuel Tankering Estimation • Regulatory reporting/MIS • Training tracker • Validity tracker
7	Ground Operations	• Automated order generation in ERP tool based on part inventory	• Attendance Synchronization • Inventory tracker/PO Mgmt. • Planning and Dispatch	• Spend Analysis

Sl.#	Business Area	Simple Use Cases (Pick any 2)	Medium Use Cases (Pick any 1)	Complex Use Cases (Pick any 1)
8	HR	• Appreciations and Awards • Attrition report • Candidate Connect • Deputation Cycle Management • Employee Onboarding • Employee Probation Confirmation • Exit process • HR Compliance reports • HR Helpdesk • OA Promotion Letter • Recruitment source mix	• Auto archiving of employee documents • Generate and forward for manager approval	• SLA Monitoring
9	In Flight Services	• Generate feedback reports	• Adjust sales target for buy on board • Complete post flight report, post crew report and crew performance • Update loyalty member preferences and other user information	
9	Information Technology	• Asset Tracking • Expense Report • Share Drive Access Control Report • Vendor Service Request Handling	• Application accessibility and availability • Backup Monitoring • IT Helpdesk • System Audits	
10	Maintenance and Engineering	• Asset Purchase Report • Purchase Order Request	• Events Opening • Import to AMOS • Inventory allocation and management • Inventory report • Production planning for scheduled maintenance • Purchase order creation • Rostering for engineering line management • TechOps Oxygen Bottles • TechOps Wheels • Work Package Printing	
11	Marketing	• Follow up email to loyalty members • Increase loyalty member activity • Notification trigger to sales team • Send a thank you gesture	Automated Query response system for social media channels.	TBD Jointly for Personalized campaigns

9. CONCLUSION

The top reason why automation is still viewed with unease lies in the demands made by automation technology on process maturity. AIRLINES are not certain if they are ready for automation. In many instances, they have already failed to extract real benefits from their automation pilots. This is because of the type of end objectives set for their automation programs, the most popular being, “I want to reduce X people in the AIRLINES.” Just replace X with any number from 5 to 500.

Other objectives that lead to failure are, “Excessive operational cost and I want automation to reduce this cost.” This is even though AIRLINES have, for years, developed macros to automate worksheets—each time to ensure that tasks are done faster and more accurately by their workforce, and never with the goal of eliminating or replacing manpower.

To succeed, we offer one thumb rule: Continue to keep the benefits of automation narrowly focused on making the workforce agile, amplify human potential, make more time available to employees so that they can perform better and elevate their cognitive potential.

People are being loaded with more work than ever before. They are expected to quickly learn new skills and if they do, it is at the cost of being able to use their cognitive skills. Automation is a way to regain cognitive ground.

Boosting employee potential is a remarkably powerful objective. But we have seen it fail in 80% of the engagements that we have been involved with. Reason: AIRLINES fail to see the larger picture; they feel that once you apply automation, employees will be free when in reality what needs to be measured (and reported) is the improvement in efficiency, reduction in efforts and without the existence of potential human error.

Let’s examine a commonly experienced problem—that of worker fatigue from repetitive tasks such as generating tickets from voice calls, emails and chat applications. After doing this task repeatedly, fatigue injects errors into the process. The cost of inaccurate tickets slipping into the system and the cost of rework are huge. Robotic Process Automation and Virtual Assistants can easily reduce this cost by improving worker efficiency and reducing fatigue.

If automation can deliver such major impact, what can AIRLINES do to eliminate barriers to the technology? The truth is that AIRLINES don’t know where to begin. Traditional AIRLINES want to see value in automation that is tangible. Often that is difficult to demonstrate in the first few cautious projects. But the deeper truth is that by not proposing an adoption plan they are making it harder to assimilate automation into their business and culture, while the rest of the world moves ahead.

We hope this document has been able to bring clarity in the thought process, the start and the end points, and most importantly, appreciation of the fact that the hybrid workforce is here to help, sooner than later. Earlier one adopts, faster is the road to nirvana.

_____This page has been intentionally left blank_____

10. APPENDIX

Sl.#	Functional Area	Use Case	Use Case Description	Role
1	Cargo	Plan extra cargo uplift	Plan extra cargo by getting real time info of forecasted booked loads and forecasted baggage weight	Cargo Planner
2	Cargo	List all (non-stop, direct, via) flights to choose from Org A to Des B	In order to select the best flight or combination of flights given the cargo weight and delivery time limitations	Station Incharge
3	Cargo	Update available cargo space	Update remaining cargo space so that future cargo consignment can be planned accordingly	Cargo Planner
4	Catering	In-flight Catering requirement	Basis pre-booked meal request and forecasted pax demand, plan in-flight catering requirement	Catering Manager
5	Catering	Purchase order creation	Place required meal request with the Caterer	Catering Manager
6	Catering	Order Reconciliation	Match purchase order with the invoice received from the caterer	Catering Manager
7	Commercial	Aircraft Utilization	Capture Tail # actual block hour v/s target utilization	Network Planning Manager
8	Commercial	Fare Audit to minimize revenue leakage	Automation solution that enables AIRLINES to minimize revenue leakage and generate revenue recovery. Reduced need for manual intervention and errors thereby.	Fare Auditor
9	Commercial	Generating Fare Violation Alerts	Automated alerts of suspected fare PNRs from list of fare PNRs to PSS that require revenue out calling by contact center team	Fare Auditor
10	Commercial	Inventory allocation and management	In order to ensure that planned inventory is allocated in each RBD for each flight basis peak and non-peak flight strategies/ rules	RM Analyst
11	Commercial	Flight Overbooking	Understand pre and post departure analysis for each flight in order to overbook future flights and reduce spoilage	RM Analyst
12	Commercial	Overbooking report to track Flight Overbooking efficiency	Report to track the efficiency of flight Overbooking in order to avoid Denied Boarding and negative brand positioning	RM Analyst
13	Commercial	Flight/Market/Route performance	Generate flight/market/route performance reports in order to identify trends, monitor performance w.r.t plan v/s actual nos.	RM Analyst
14	Commercial	Bid Price Management	Update bid price in order to maximize O&D revenue	RM Analyst
15	Commercial	Duplicate booking identification by staff for staff travel	Identification of duplicate confirmed staff travel in the same flight or sector for the same departure date	Fare Auditor
16	Commercial	SPA Agreement	Upload of fares reference data basis SPA agreements with different AIRLINES into revenue system on periodic basis	Fare Auditor

Sl.#	Functional Area	Use Case	Use Case Description	Role
17	Commercial	Target Achievement	Track corporates performance against their target	Corp Sales Manager
18	Commercial	Cost to Serve	Track cost incurred by offering discounts & ancillary services, cost incurred by filed agents/sales team to pursue a new account or maintain existing account	Business Development Manager
19	Commercial	Accept/Reject booking request	Informed and quick decision making by displaying booking trend for the flight	Sales Manager
20	Commercial	Name updation	Reduce effort of Reservation Executives and enable them to focus on other core activities	Reservation Executive
21	Finance	Generate and Transmit billing data to customer	Charge and share invoice to the agency/customer for charter/group bookings	Finance head, Travel desk Supervisor
22	Commercial	Password Reset	Reset password post account authentication and notify members via email/phone. For un-authenticated account, send email asking for additional details	IT Service Desk
23	Commercial	Refund of excess amount for exchanged PNRs	Refund excess amount to customer for reissued tickets after validation in refund application at revenue accounting system	Reservation Executive
24	Flight Operations	Assign individual aircraft to specific routes	Auto assignment of aircraft tail nos to published routes	Network Planning Manager
25	Flight Operations	Fuel Tankering Estimation	Additional Fuel uplift as per company SOPs	Flight Planning
26	Flight Operations	Regulatory reporting/MIS	Auto generation of reports in prescribed templates for leadership teams and regulatory bodies	Operations head
27	Flight Operations	Validity tracker	Automated Tracking crew license expiry and generating timely alerts to help schedule renewals.	Rostering Supervisor
28	Flight Operations	Training tracker	Tracking and Scheduling crew training requirements for both internal and external certification requirements to optimize crew training time	Manager - Crew training and certifications
29	Flight Operations	Navigation databases update	Update operations data (Airports, Weather etc.) from source files/Sources to Flight planning software	Flight Dispatcher
30	Flight Operations	Automated data transfer	Automated transfer of post-flight data from local ground stations to AIRLINES central database.	Flight Data Analyst
31	Flight Operations	Validity tracker	Tracking operational document validity to generate in -time alerts on expiry dates and usage validity.	Flight Dispatcher
32	Ground Operations	Planning and Dispatch	Requirement projection and automatic gate/bay assignment	Ramp Manager
33	Ground Operations	Spend Analysis	Generation of summary reports and projections for MIS and budgeting	Finance Manager
34	Ground Operations	Attendance Synchronization	Synchronized update of staff works Hrs/Leave days/available days between	Shift In-charge

Sl.#	Functional Area	Use Case	Use Case Description	Role
			multiple work applications to central HR System	
35	Ground Operations	Inventory tracker/PO Mgmt.	Automated tracking of inventory and generating purchase orders for crew uniform/accessories, as per set rules/definitions	Inventory Manager
36	In Flight Services	Complete post flight report, post crew report and crew performance	Better understand the type of issues reported by the crew on duty across touchpoints	Senior Cabin Crew
37	In Flight Services	Generate feedback reports	Share crew feedback report to the concerned dept to work upon issues addressed by cabin crew	IFSD Manager, Dept. Head
38	In Flight Services	Adjust sales target for buy on board	Update target buy on board sales target by considering pre-booked meals and booked pax into account	Senior Cabin Crew
39	Customer Services	Mishandled baggage status notification	Automatic baggage mishandled status notification members basis defined rules specific to mishandled type	Station Incharge
40	Customer Services	Claims auto-check as per SOPs	Automatic baggage mishandled policy check basis defined rules for process claim/rejections.	Customer Services Head
41	Customer Services	Track feedback/ issues reported by the pax	Enhance pax experience at various touchpoints	Customer Service Manager
42	Customer Services	Analyze feedback/issues reported by pax and generate feedback reports	Understand C&C's at various pax touchpoints and share it with the concerned dept	Customer Service Manager, Dept. Head
43	Customer Services	Auto Notifications	Create and send SMS/Email notifications to passengers with disrupted flight(s) details during IROPS situations via communication tool.	Station Incharge
44	Customer Services	Crew SSR Alerts	Segregation of PNRs basis date into a priority queue for urgent handling (queue place), queue remove post validation, PNR Cleanup (remarks deletion/cleanup - OSI), SSR execution etc.	Station Incharge
45	Customer Services	Customer Feedback reports	Report generation of feedback received for products	Customer Service Manager
46	Customer Services	Customer Support Management	Automation in customer feedback tracking, service wait times and patterns analysis across customer issues	Customer Service Manager
47	Customer Services	Customer Feedback Analysis to Sales and product marketing team	Generate customer feedback reports to be sent to product design team and manufacturing	Customer Service Manager
48	Customer Services	Customer rewarding program	Run analysis of customers participating on reward programs, selection of winners and due communications	Customer Service Manager

Sl.#	Functional Area	Use Case	Use Case Description	Role
49	Finance	Requirements projections and utilization reports	Automated process for booking hotel accommodations, basis duty travel and payments consolidation basis contractual agreements, crew rank and actual utilization.	Finance head, Travel desk Supervisor
50	Finance	Payments Processing	Process payments compensation against local regulations after validating the flight detail as per reservation system and inform finance via email reg. payments' rejection/approval.	Finance head
51	Finance	Invoice Processing	Reading different invoice formats via cognitive services and generating document numbers after processing each invoice in SAP	Finance head
52	Finance	Fuel quantity consolidation	Automatic Payments reconciliation enabled by daily tracking of fuel quantity, prices as captured in internal systems and external invoices received to reduce discrepancies and revenue leakage	Finance head
53	Finance	Work Hrs, Allowances, OT…	Detailed payout calculations based on employee salaries, bonus/benefit payouts, recovery	Finance Manager
54	Finance	Reimbursements	Under employee benefits and perks, process payouts/reimbursements based on employee eligibility and expenses shown. Will involve document verification and validation	Finance Manager
55	Finance	Payslips and Tax Deduction Certificate Generation	Generation of payslips, benefit notes, tax certificates and forms based on labor rules and regulations, which are part of employee payroll management	Finance Manager
56	Finance	Travel Expenses	Process payouts under travel expense reimbursement schemes based on employee eligibility and other factors (conditional approvals, client interventions, natural disaster etc.)	Finance Manager
57	Finance	Medical Claims	Process payouts under medical expense reimbursement schemes based on employee eligibility and other factors (conditional approvals) majorly under Health Schemes and for Tax Benefits	Finance Manager
58	Finance	Airport Charges consolidation	Automatic Payables reconciliation enabled by daily tracking of various airport charges as captured in internal systems and external invoices received, to reduce discrepancies and revenue leakage	Finance Manager
59	Flight Operations	Safety hazard log preparation	Regulatory reports publish	Performance Engineer
60	Finance	Invoice Validation	Central Reference database for contract content	Finance Manager
61	Finance	Reconciliation	Channel wise revenue reconciliation	Finance Manager

Sl.#	Functional Area	Use Case	Use Case Description	Role
62	Finance	Back office revenue accounting	Settling all the revenue accounting in terms of agent, channel and partner charges	Finance Manager

63	HR	SLA Monitoring	This will keep a track on the agreed SLAs with various vendors. If SLAs are not met, then impose penalties	Admin
64	Finance	Uplift missing coupons	Sirax gets the number of passengers on the flights from Departure control system (DCS) [Cognos] and compares it to the coupon amount in the system [Sirax]. Reports should be exported. In case DCS shows a bigger amount, there are coupons missing and these differences need to be sent for manual analyzing and correction.	
65	Finance	Issue full refund to credit cards	Due to corona crisis, there were lot of involuntary cancellations. And ones including Credit card based were refunded with ARD and updated info on salesforce	
66	HR	Attrition report	Reporting of attrition rate - number of employees onboarded vs number of employees resigned, sacked, death	HR Manager
67	HR	HR Compliance reports	General reports on LOB wise adherence to core company mandates - IT rules awareness, GDPR awareness etc.	HR Manager
68	HR	Employee Probation Confirmation	Confirmation on retention or release based on performance feedback provided by reporting managers on employees under probation	HR Manager
69	HR	Exit process	Reconciliation of pending dues, interacting with different stakeholders and updating the records in the SF system, closing the licenses if any intimation to be sent to IT Department.	HR Manager
70	HR	HR Helpdesk	Handling of basic HR related queries and concerns raised by employees	HR Manager
71	HR	Recruitment source mix	Sourcing of profiles based on provided job descriptions	HR Manager
72	HR	Employee Onboarding	Onboarding (document verification, alignment to reporting manager, seat allocation, emp id creation, entry of employee data in database) and Joining formalities for permanent and contractual workforce	HR Manager
73	HR	OA Promotion Letter	Office Associates promotion details is fetched from appraisal excel, eligibility criteria & salary details are cross checked, promotion letter is created & printout of letter is taken.	HR Manager
74	HR	Deputation Cycle Management	Update employee pay, benefits, perks and allowances based on deputation plans created	HR Manager
75	HR	Candidate Connect	Managing important notifications and communications with prospective candidates	HR Manager
76	HR	Appreciations and Awards	Creation of certificates of excellence and allocation of reward points based on manage recommendation	HR Manager

77	HR	Generate and forward for manager approval	Auto generation basis employee resignation	
78	HR	Auto archiving of employee documents	BOT to manage mails, attachments from employees	
79	Information Technology	Backup Monitoring	An audit requirement where the machines need to be checked for the Backup files in different servers, this is a repetitive task which can be taken remotely for 'N' number of machines. Report the status of the backup to business user	IT Manager
80	Information Technology	IT Helpdesk	IT Helpdesk is a platform which is used to help employee to enquire about any query related to IT issues and needs to allocate as per policies to respective stakeholders like servicing the tickets (against queries by employees)	IT Manager
81	Information Technology	Asset Tracking	Real time tracking of allocated assets and permissions of usage. Timely software updates and patches	IT Manager
82	Information Technology	Expense Report	Generation of report regarding spend on procurement of assets, licenses, repairs etc. created to track against budget estimated for IT spend	IT Manager
83	Information Technology	Vendor Service Request Handling	Generation of service requests (complaints) with software, hardware vendors and tracking request lifecycles	IT Manager
84	Information Technology	System Audits	Perform system audits to identify malpractices if any	IT Manager
85	Information Technology	Application accessibility and availability	Check critical functions are working and accessible on the ecommerce website and monitor all critical IT application availability.	IT Manager
86	Information Technology	Share Drive Access Control Report	Report generated providing details on share drive access control information	IT Manager
87	Maintenance and Engineering	Work Package Printing	Automated Work package printing, as per the planned schedule and staff roster.	Maintenance Supervisor
88	Maintenance and Engineering	Rostering for engineering line management		Maintenance Supervisor
89	Maintenance and Engineering	Production planning for scheduled maintenance		Maintenance Supervisor
90	Maintenance and Engineering	Purchase Order Request	Place required asset purchase request internally for approvals	Inventory Manager
91	Maintenance and Engineering	Purchase Order Creation	Raise purchase order request for the assets with the supplier	Inventory Manager
92	Maintenance and Engineering	Inventory report	Report generation in order to create asset consumption view	Inventory Manager
93	Maintenance and Engineering	Asset Purchase Report	Generate purchase reports for review on actual v/s budget expenses	Inventory Manager

94	Maintenance and Engineering	Inventory allocation and management	Manage the asset inflow into the warehouse and update the inventory	Inventory Manager
95	Maintenance and Engineering	TechOps Wheels	Wheel orders will be created by BOT	
96	Maintenance and Engineering	TechOps Oxygen Bottles	Find unserviceable condition oxygen bottles from AMOS system which have been transferred to the MKE repair shop and create CM Project work order by choosing correct repair matters, requirements and modifications	
97	Maintenance and Engineering	Events Opening	Robot shall open AMOS event based on input from various data source	
98	Maintenance and Engineering	Import to AMOS	Receiving SBs from Airbus portals and import them to AMOS Publication Management.	
99	Marketing	Increase loyalty member activity	Send email invitation to explore new destination/s or flight/s from the base airport and asking loyalty member to download a free destination guide	Manager - Loyalty Program
100	Marketing	Send a thank you gesture	Send a thank you note to all the people who take up the offer	Manager - Loyalty Program
101	Marketing	Follow up email to loyalty members	Several days later, follow up with an email to those people, offering them a discount on flight booking to the new destination through the airport	Manager - Loyalty Program
102	Marketing	Notification trigger to sales team	When a lead clicks through to the online flight ticket booking page, send your sales team a notification so that they can follow up with that person in order to convert	Manager - Loyalty Program
103	Customer Services	Loading a detailed customer profile	Load the detailed customer profile in front of the executive in order to better understand the vintage of the customer including the previous interactions with the customer services team	Customer Services Executive
104	Customer Services	Getting detailed billing data	Retrieve the recent payment details so that the payment data can be invoked in seconds to the rep	Customer Services Executive
105	In Flight Services	Update loyalty member preferences and another user information	Update choice of in-flight meal, beverage, other general information that can be captured FtoF to better understand the loyalty customer	Cabin Crew