

American Airlines: Making the World's Largest Airline the World's Greatest

How do you stand apart in an industry where everything you offer customers – from more legroom to newer planes – can be quickly matched by the competition? You invest in your key differentiator: your people. That's why American Airlines Group Inc. is reinventing its team-member experience, using SAP® SuccessFactors® solutions and SAP Cloud Platform to **make connection and collaboration possible anytime and anywhere** and help the airline earn the trust and loyalty of the best workers in the industry.



Making a Perfect Landing in the Cloud with SAP® SuccessFactors® Solutions

Before: Challenges and Opportunities

- Create industry-leading experiences that improve team-member trust and customer satisfaction
- Bring team-member data from more than 60 countries together on a single, future-proof cloud platform
- Bridge operational divides from past mergers to simplify and streamline HR services

Why SAP

- SAP® SuccessFactors® solutions and SAP Cloud Platform to support global and local functionality, quarterly upgrades, and long-term extensibility
- Decades-long partnership with SAP for solutions, implementation, and support
- Proven record of workforce innovation and connecting complex systems in the cloud

After: Value-Driven Results

- Improved team-member experiences through faster, more-streamlined HR services
- Best practices instantly available to 130,000 team members worldwide through SAP Cloud Platform
- Better decisions using more-accurate data, real-time analytics, and complete global and local visibility



“With SAP Cloud Platform and SAP SuccessFactors solutions, we can **reach every team member in every location** to deliver consistent experiences and instantly release new capabilities.”

Mark Mitchell, Managing Director HR Shared Services,
American Airlines Group Inc.

300%

Increase in candidate applications

10 minutes

To complete application, down from 45 minutes

SAP SuccessFactors



Bringing Together **130,000 Team Members** Across More Than 60 Countries

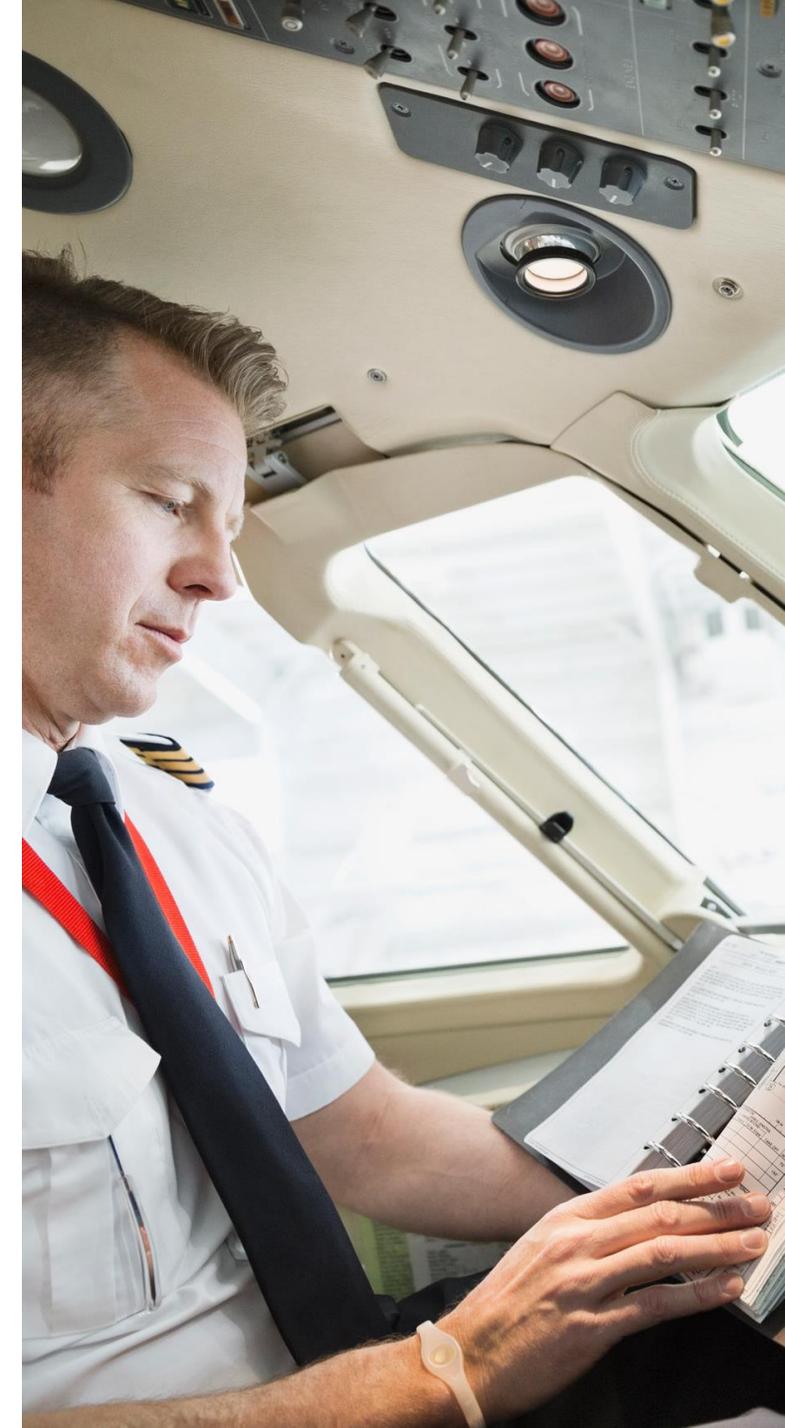
Charles Lindbergh flew the first American Airlines flight on April 15, 1926, carrying mail from St. Louis, Missouri, to Chicago, Illinois. Almost a century later, American Airlines Group Inc. averages 6,700 flights daily, carrying passengers to 350 different destinations around the world. While American Airlines has grown to be the world's largest airline, the company is striving to be the best airline in the world – for its customers and for its team members.

Seamless team-member experiences

The leaders at American Airlines understood that improving the experiences of its global workforce would also help improve service and quality for customers. However, with the merger of US Airways completed several years ago, a key challenge was combining the operational sides of the newly merged companies to ensure a seamless experience for customers and team members alike.

Platform for workforce engagement and innovation

That challenge gave birth to “Project Spring,” bringing the entire, global workforce together on a single, best-in-class platform – a platform that would deliver a consistent and satisfying experience for every interaction team members have with the company, and one that would empower management to make better decisions globally and locally on their behalf. What’s more, American Airlines needed a platform to grow on, one that could extend and scale quickly and support constant future innovation.





Keeping Team Members at the Center of HR Transformation

By choosing SAP® Cloud Platform and SAP SuccessFactors® solutions, American Airlines could bring scattered and often disconnected HR systems and processes together, establishing a single destination for workforce information and services. It launched the SAP SuccessFactors Employee Central solution to run its service center, which is fully staffed by American Airlines team members who help other team members with all of their HR-related service requests.

Innovation and extensibility

The airline took full advantage of the unique innovation and extensibility capabilities of the cloud platform. It built several custom apps for specialized business processes, such as calculating seniority or provisioning for collective bargaining agreements.

What's more, by integrating SAP Fieldglass® solutions with SAP SuccessFactors solutions on SAP Cloud Platform, the airline brought its global pool of contingent workers into the service center, giving managers a **complete view of the entire workforce**.

New functionality every quarter

With SAP Cloud Platform, new capabilities are introduced through quarterly upgrades. For example, soon after it went live with SAP SuccessFactors solutions, American Airlines had to meet new guidelines under the European Union's General Data Protection Regulation (GDPR). Fortunately, on the next quarterly release, the platform was instantly GDPR compliant and the airline avoided the time and cost of a new implementation.



335,000

Team-member records



10,000

Daily users worldwide



>150

Unique interfaces



Taking Flight with a **Cloud-Connected Global Workforce**

With global access to consistent, accurate, and trusted team-member data, team members at all levels of the organization are gaining trust and confidence in HR activities. Global team members can now autonomously execute local decisions without relying on paper calculations or outside verification, and HR-related payroll errors have been reduced to zero.

Instantly available HR best practices

While SAP SuccessFactors solutions deliver a full range of best practices, SAP Cloud Platform makes these practices instantly available to 130,000 team members worldwide. Now, teams

can be more agile and effective, such as in recruiting, where job applications can now be completed in 10 minutes instead of 45 minutes.

Powerful workforce analytics in real time

With real-time analysis of key drivers such as compensation, shift planning, and benefits, HR teams are capturing the insights they need to continuously improve. They can better measure ROI and success, make course corrections, and improve team-member outcomes. Now, the team-member service center can resolve issues more swiftly, helping them handle 131,000 interactions in a single year.

“A more caring and trusted **people-first team-member culture** is having a positive impact on our business as a whole, especially for our customer experiences.”

Mark Mitchell, Managing Director HR Shared Services, American Airlines Group Inc.



1 million

Candidate applications a year



Building on the Trust Earned from Team Members

Over the next two years, American Airlines will build on the new HR services the company deployed over the past year. Leadership wants to widen the view for workforce managers by introducing new services that connect to other parts of the enterprise and extend solutions already running on SAP Cloud Platform.

SAP Cloud Platform Mobile Services

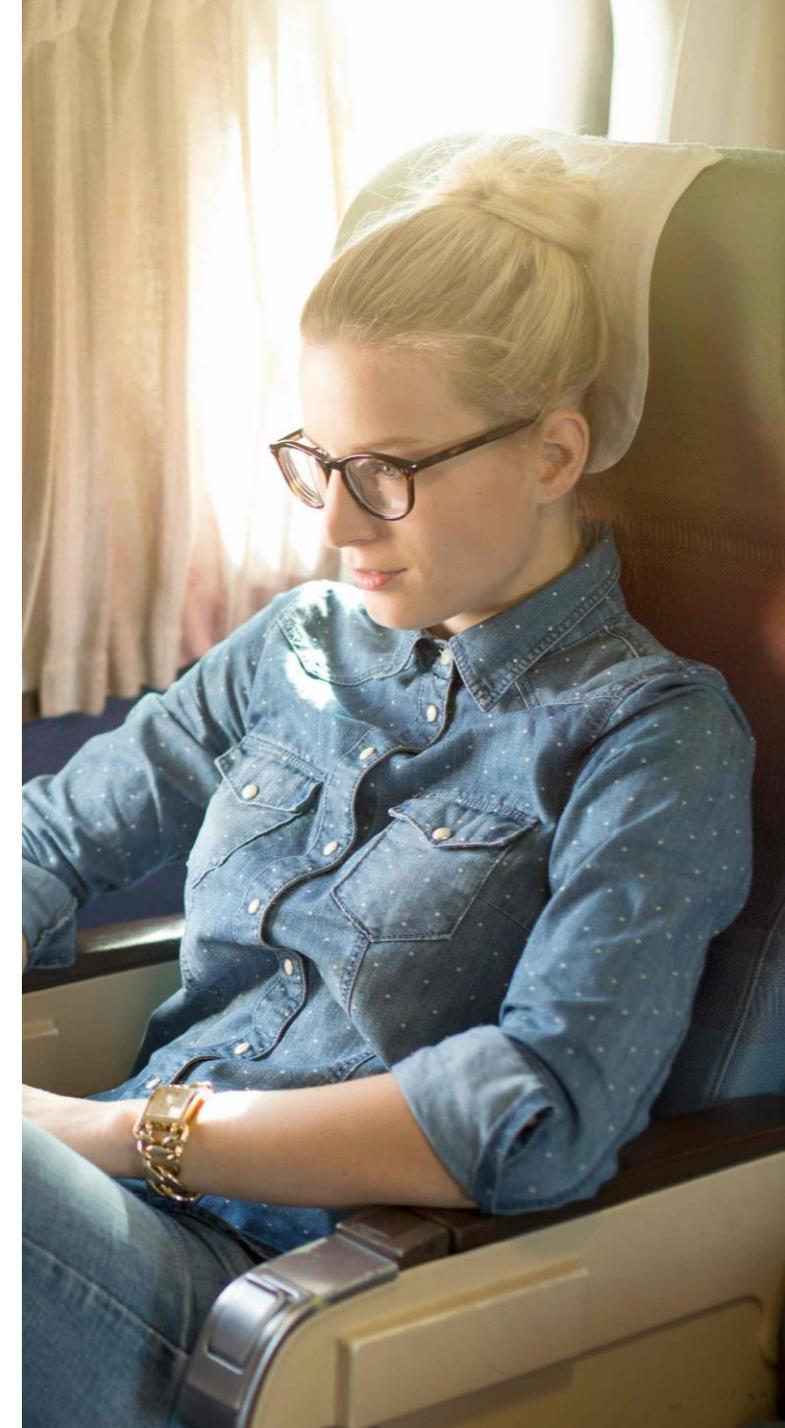
American Airlines is moving forward with a simplified and streamlined mobile app development platform. HR teams can build their own enterprise apps for iOS and Android – without writing any code. These mobile apps ensure secure access to on-premise or cloud-based data sources and remain fully integrated with core SAP systems.

SAP SuccessFactors Employee Central

Over the long term, HR teams will continue to deploy new solutions that extend SAP SuccessFactors solutions and deliver even better team-member experiences with deeper team-member insight. For example, the airline just completed its rollout of SAP Concur® solutions enterprise-wide. Now, the entire workforce can complete travel and expense documentation with just a picture of the receipt captured by the mobile app. The airline is also using Experience Management solutions from SAP to run its team-member surveys.

“The one thing that we have, that we believe will be the **differentiator for the future**, is our people at American Airlines.”

Mark Mitchell, Managing Director HR Shared Services, American Airlines Group Inc.



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