

Qantas Supports Business Transformation with CA Project & Portfolio Management SaaS



CLIENT PROFILE

Industry: Aviation

Company: Qantas

Employees: 30,000

Revenue: \$15.8 billion (AUS)

BUSINESS

Qantas is Australia's largest domestic and international airline, carrying nearly 20 percent of all passengers travelling in and out of the country. Employing more than 30,000 people, it has built a reputation for operational reliability and customer service.

CHALLENGE

To maintain its competitive advantage in the increasingly difficult aviation industry, Qantas embarked on a major transformation programme to position the company for a strong and sustainable future. When it comes to transformation, Qantas IT is a key enabler.

SOLUTION

Qantas implemented CA Project & Portfolio Management SaaS to improve IT project visibility and reporting. The solution manages more than 276 projects and 185 resources.

RESULT

The solution has enabled Qantas to adopt a more standardised and consistent approach to project management, thereby improving reporting and efficiency. These factors will help the company better support business-wide transformation.



Business

Australia's national airline

Founded in the Queensland outback in 1920, Qantas has grown to be Australia's largest domestic and international airline. It is widely regarded as the world's leading long distance airline and one of the strongest brands in Australia.

The Qantas Group's main business is the transportation of customers using two complementary airline brands – Qantas and Jetstar. It also operates subsidiary businesses such as Q Catering and embarked on a new 10-year global aviation partnership with Emirates in 2012.

Employing over 30,000 people, 93 percent of which are based in Australia, Qantas carries 65 percent share of the Australian domestic market and carries nearly 20 percent of all passengers travelling in and out of the country.

Qantas has built a reputation for excellence in safety, operational reliability, engineering and maintenance and customer service.

Challenge

Maintaining a competitive edge

The aviation industry is phenomenally competitive. With the high price of fuel coupled with the rapid deceleration of the Australian economy placing increasing pressure on Qantas's business, the company must ensure it can safeguard its reputation and build a strong and sustainable future.

“As a group we must become smarter, more agile and more efficient.”

Roger Kayes

Manager, Portfolio Services

Roger Kayes, Manager, Portfolio Services comments, “As a group we must become smarter, more agile and more efficient if we are to remain competitive.”

In 2011, the company embarked on a major programme of transformation, with the aim of challenging the way in which it worked and empowering the business to reduce costs while driving efficiencies and productivity. As part of this initiative, it became clear that IT projects were a key enabler to transform the business. Qantas IT required improved business information, to enable faster decisions in a timely manner. With IT systems underpinning everything that Qantas does, this transformation extended to the way in which IT projects were managed.

Qantas outsources the majority of its IT functions. When it outsourced programme delivery, it quickly realised that existing project management systems were no longer capable of meeting the company's needs.

Kayes explains, "We had developed a number of in-house reporting systems over the years, with multiple systems being used throughout the project management process."

This fragmented approach meant that reports could take days to produce, and there was little standardisation or consistency in the way in which the IT department reported back to the business. "There wasn't a single source of the truth, which affected the credibility of reporting," adds Kayes.

Supporting its various systems was also increasingly costly for Qantas, and due to complex interdependencies, an issue with one meant that the entire project management process was affected.

Solution

A rapid, consistent and consolidated solution

To identify a better solution to support IT project management, Qantas embarked on a feasibility study. CA Project & Portfolio Management SaaS secured the highest score by 15 percent, and was implemented in October 2011. "CA Project & Portfolio Management SaaS had the features and functionality that we needed, but also its software-as-a-service model aligned to our IT architectural roadmap and enabled a rapid start-up and the flexibility we needed, while meeting our budget constraints," explains Kayes.

The rapid deployment time was particularly important as Qantas had just 12 weeks to go live with the new system. CA Services and CA Project & Portfolio Management SaaS specialists assisted with the implementation, which has been divided into two releases.

Following the first release, Qantas is now using the solution's project management, demand management and portfolio management modules.

More than 28 Qantas-tailored training courses were delivered to more than 160 users as part of the adoption process. "We invested heavily in internal training to ensure that adoption was seamless," comments Kayes. "We also ensured that we had sufficient specialist support after we went live to handle the extra work throughout the transition period."

More than 300 Qantas employees and outsourcing partners across the globe use CA Project & Portfolio Management SaaS to manage more than 276 projects. The solution also helps manage more than 185 resources and includes 50 specially designed portlets for planning and budgeting.

CA Project & Portfolio Management SaaS has a crucial role in helping Qantas manage financials, with forecasts, actuals, benefits and budgets all tracked via the solution. The solution is also used to track software capitalisation and profit and loss impact.

Following the success Qantas is experiencing with its first and second releases of the solution, it now plans to continue enabling the business through an agile approach.

Benefit

Supporting business transformation

With CA Project & Portfolio Management SaaS helping Qantas adopt efficient best practice processes, the company is able to meet its transformation objectives for IT. “With full visibility of projects underway, we can plan and budget much more accurately and have greater control,” comments Kayes.

“We can provide better support for the transformation of the wider business.”

Roger Kayes

Manager, Portfolio Services

As well as delivering a smarter and more agile approach to project and portfolio management, using CA Project & Portfolio Management SaaS also enables Qantas to:

- Improve the accuracy and speed of IT project and financial reporting
- Enable standardisation and ensure a consistent approach to IT project management across the globe
- Enhance IT efficiency and staff productivity
- Reduce costs through legacy system and application support savings.

“With a more efficient IT function and more successful IT project delivery, we can provide better support for the transformation of the wider business to maintain our position as Australia’s leading airline,” concludes Kayes.

*Please note that, in September 2014, the product name in the original customer success story was updated from “CA Clarity PPM On-Demand” to “CA Project & Portfolio Management SaaS”



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