

# Delta Technology



## Overview

Delta Technology LLC is a wholly-owned subsidiary of Delta Air Lines and is Delta's information technology solutions provider. Based in Atlanta, Georgia, Delta Technology (DT) employs more than 1,200 of the IT industry's best and brightest. DT creates world-class products and services that enhance the travel experience for Delta customers and optimize Delta's business performance. DT solutions touch every Delta passenger whether they are purchasing a ticket on delta.com, checking in with their favorite mobile device, printing their boarding pass at a self-service kiosk, or viewing flight information at airport information displays.

## Challenge

The Enterprise Architecture function is responsible for the strategic alignment to the business direction and assuring that IT systems are developed in an optimized manner across the careful balance of time-to-market, the right solution, and total cost of ownership. It was the growing need to manage this responsibility that made Enterprise Architecture a discipline of high priority within Delta.

Delta Technology leveraged the Business Architecture group already in place to conduct a series of focus groups with its customers to determine Enterprise Architecture needs. The Business Architecture group then presented the results and an action plan to Delta Technology's executive leadership –which was very receptive– and realigned the group to ensure those expectations would be met.

As part this effort, DT sought to fully document the organization from top to bottom in intricate detail. From the strategic plan to service specifications, the goal was to create alignment. Doing so would require the assistance of a tool that was flexible and customizable, so as not to force DT to use any specific methodology. The tool also needed to be easy to learn and user-friendly in the presentations of the models created.

## Solution

After a careful evaluation, DT's Business Architecture group selected Metastorm ProVision® as its Enterprise Architecture solution.

## Highlights

### Challenge:

- Fully document the organization from top to bottom in intricate detail
- Establish strategic alignment to the business direction
- Assure that IT systems are developed in an optimized manner

### Customer Benefits & Results:

- Greater collaboration and increased alignment of actions across departments and groups
- Achieving target goals from new programs and processes
- Eliminating waste of time, money and resources across multiple areas

“Metastorm ProVision’s ability to document and align every business component—from a strategy to its supporting technology—helped it stand out from other tools,” said Sophia Y. Corker, Business Architecture Consultant and Six Sigma Greenbelt for Delta Technology. “No other enterprise modeling system enabled DT to fully document our environment and show the impact of every aspect of the business.”

The Business Architecture team is using Metastorm ProVision to support its research-related initiatives. For example, a recent project was to research Delta Air Line’s Food for Purchase Program. A previous incarnation of this program had experienced problems with food spoilage, loss of necessary scanner devices, and ineffective cash controls, so it was discontinued. Prior to its re-launch, it was necessary to perform detailed planning and research and to establish clear recommendations for the program’s success.

The project was comprised of two phases. First, the team used Metastorm ProVision to conduct a review of the previous Food for Purchase program’s process, including lessons learned and suggested resolutions. The deliverable of this phase was a Strategy Model – created in Metastorm ProVision – with more than 100 recommendations that featured specific goals for the new program along with metrics for gauging success.

In the second phase of the Food for Purchase project, the Business Architecture group worked with a core team of subject matter experts to model new processes, organizational structure, policies, and control measures within Metastorm ProVision. The tool helped the group to not only model all of these critical areas, but also to analyze the impact of each and determine the optimal approach for a new program. To help ensure the engagement’s success, the executive sponsor mandated managers in the in-flight division to attend the Business Architecture sessions, along with several seasoned flight attendants who had 10+ years of experience. The 15-20 participants attended approximately 10 facilitated sessions over the course of a month, during which they reviewed the Business Architecture group’s recommendations and came to consensus on important details. At the conclusion, they established a comprehensive organizational structure for the Food for Purchase program, including job requirements for program staff such as the manager, analyst and a maintenance person to monitor scanning devices. They also developed a set of policies for the caterers and in-flight team, which guided their respective responsibilities in the process. All of these decisions were captured in models in Metastorm ProVision.

After the Business Architecture sessions were complete, each group in the Food for Purchase Program was able to refer to the portion of the Process Model that was relevant to their role—and each had all the information needed to properly implement the program. As a result of the comprehensive analysis and research performed by the Business Architecture group, the new program launched successfully and has been well received by passengers, staff and Delta executives. One clear benefit is that the staff is now better equipped to make decisions.

## Results

Delta and Delta Technology are leaders in the airline industry, and following a recent successful emergence from bankruptcy, they continuously look for competitive advantages which will benefit the company and its customers.

“With Metastorm ProVision, Delta can bring together various departments and groups within the company to plan and agree on the course of action we will take to achieve our goals the first time a

new program or process is implemented– thereby eliminating waste of money, time and resources,” Corker said.

With each Business Architecture engagement, the team gathers measures of success for the specific strategy, goal and processes under study. The project engagement’s overall success is determined by the ability to improve performance against defined metrics either immediately or within three to six months of follow-up. Also, ensuring that all impacted departments establish a clear and consistent understanding of where they are, where they’re trying to go, and how they’re going to get there is another way in which the DT Business Architects measure their success.

“Now at Delta, any time there is a change and/or new challenge with organizational strategies, goals or strategic metrics, Metastorm ProVision is used to model those underlying business components required to either execute a new strategy or overcome challenges to our strategies, goals and metrics,” Corker said.

To other organizations that wish to establish an effective Business Architecture program, Corker recommends that executive-level sponsorship be secured.

“Demonstrate your value to the most vocal and charismatic business leaders in your organization,” she said. “Start modeling your environment and showing the impact of conflicting strategies before you’re engaged officially, using whatever published documentation you can. Once you gain the support of your most visible leaders, brag, brag, brag. Others will soon want to be on that same bandwagon of success, able to effectively plan and execute any strategy.”