# AMOS SUCCESS STORY

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## ALITALIA: FIVE FORMERLY INDEPENDENT AIRLINES USING ONE AMOS

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**ABOUT ALITALIA COMPAGNIA AEREA ITALIANA S.P.A.**
In January 2009 Alitalia emerged from the five Italian airlines Volare, Alitalia Express, Air One, Air One Cityliner and last but not least the former Alitalia – Linee Aeree Italiane.
The "new" Alitalia takes its customers to 29 Italian destinations and 92 international cities abroad. With a fleet of 147 aircraft, the flag carrier of Italy offers 5'200 flights on a weekly basis. Long-haul flights are carried out with Alitalia's B777, B767 and A330 aircraft. Service is provided by A321/320/319 and MD80 on medium-haul routes, while regional destinations are operated by ERJ 170 and CRJ900. The airline executes in-house aircraft maintenance for its own fleet as well as 3rd party aircraft. Services include airframes, equipment, systems and components for various aircraft types: from MD80 to A320 and B777 families. Alitalia is in the position to perform in-house Line and heavy Base Maintenance.

**INITIAL SITUATION AND OBJECTIVE**
In 2009 Alitalia started to screen the MRO software market for two main reasons: Firstly, the airline's MRO legacy system was already 30 years old and therefore not up-to-date to today's MRO trends and procedures. Secondly, due to the merger of five – formerly independent – airlines, the corporate management decided to take advantage of this unique situation and to standardise the IT systems and business processes within the maintenance organisation.
The expectations linked to this software implementation project were clearly expressed: Cost reduction and process optimisation in the maintenance division.
The individual airlines had several different maintenance software systems in place, such as MEMIS, an in-house developed software by Alitalia. The airline evaluated almost 20 MRO software packages while using criteria such as functional fitness and future-proof technology, implementation time, cost for licence and maintenance and the service provider's experience and competitiveness.
At that time, AMOS was already operative at Alitalia Express. The positive experience from the AMOS implementation at Alitalia Express combined with the best fit in terms of functionality and more than 20 years of MRO and implementation know-how finally convinced Alitalia to choose Swiss-AS' AMOS.

**AMOS** AND
**AT A GLANCE** *Alitalia*

- Smooth Go-Live in April 2011 after 15 months of project work

- Set up/change of more than 140 processes for four formerly independent airlines

- Project completed on time and budget

- Implementation of dual interface between AMOS and NetLine/Ops

- Only a limited number of company-specific customisations were implemented before Go-Live

- Approx. 2'000 users trained

"THE PROJECT COMMITMENT OF SWISS-AS WAS VERY HIGH IN AREAS SUCH AS PROJECT MANAGEMENT, CONSULTING, TRAINING AND GO-LIVE SUPPORT," STATES PIERLUIGI CALU, AMOS PROJECT LEADER AT ALITALIA.

**CHALLENGES**
The main challenges are directly understandable from the above mentioned reasons for implementing a new MRO software:

- Data transfer was extremely challenging since a huge amount of data from five airlines with several data sources had to be correctly mapped and transferred – the MEMIS suite on its own already had more than 27 different databases stemming from individual systems/sub-systems.
- The creation of a completely new process landscape was a demanding and highly complex task for the Alitalia project team and the Swiss-AS' consultants as they had to meet the demands of all airlines involved.
- Change management as well was a complex part of this project. Changing the processes was not enough but also the end users had to be familiarised with the new procedures.
- Another challenge was the specification, programming and testing of a dual interface between NetLine/Ops and AMOS for an accurate and reliable exchange of maintenance and operational data.

*Alitalia*

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## SOLUTION, REALISATION AND BENEFIT

The described challenges were successfully managed due to the very close collaboration of Swiss-AS and Alitalia. While Alitalia's IT department was heavily involved in the data transfer, the project team had to overcome the challenge of (re-)designing more than 140 business processes. Another success factor was the customer's project team, which was fully committed to the implementation and equipped with the necessary energy, time and know-how (one overall project manager, one project leader, one change manager, 20 key users business and 17 IT specialists). Also limiting the number of company-specific customisations was beneficial to the overall project success and helped to meet the tight timeframe.

The change management process was supported by a dedicated strategy to involve the AMOS end users via email communication, internal marketing campaign with the slogan "Uno per tutti, tutto in uno" (meaning "one for all and all in one"), company magazine, online forum with FAQ, dedicated email address for general questions on the project. All these activities made the end users feel comfortable and helped them to understand that the change - even if tough in the beginning - will lead to lots of benefits for everyone.

Crowned with a smooth changeover from the legacy systems to AMOS, the implementation project was successfully finalised after 15 months, in April 2011. In view of the complexity and size of Alitalia, a 15 month implementation is considered to be both swift and challenging. The Italian flag carrier decided in favour of a "Big Bang" approach. During, before and after Go-Live, Swiss-AS' project leaders, trainers, data migration and operational experts actively supported the new AMOS users at Alitalia onsite with their experience and know-how gathered from previous implementations. The changeover to AMOS was achieved without any significant negative operational impact.

Alitalia already had NetLine/Ops in place before the AMOS project started. To fully exploit the benefits of NetLine/Ops and AMOS, Alitalia decided to implement a dual interface between AMOS and NetLine/Ops. The Ops system feeds AMOS with information about historical flight hours and cycles, delays and cancellations as well as future flights - information that is needed for maintenance planning purposes. A new feature is the backward flow of data from AMOS to NetLine/Ops, e.g. maintenance ground times/workpackages are displayed as GANTT charts in the Ops system, providing the planning and Ops staff with an overview of planned maintenance events at a glance. Restrictions and limitations that arise from maintenance, e.g. MEL items, are also transferred from AMOS to NetLine/Ops.

It is too early to name any direct or indirect benefits from implementing AMOS, since AMOS has been operational for just a few weeks. A steep learning curve is characteristic for the first weeks of using a new, multifaceted software and first realistic calculations of financial benefits will only be possible after six months at the earliest.



Uno per tutti, tutto in uno.

Nasce AMOS, il nuovo sistema IT facile e integrato di Alitalia e Air One. Per rendere più efficace la gestione dei processi di manutenzione e più semplice il tuo lavoro.

"THE AMOS IMPLEMENTATION PROJECT WAS FINALISED ON BUDGET AND WITHIN THE TIGHT TIMELINE," STATES PIERLUIGI CALU, AMOS PROJECT LEADER AT ALITALIA.

## AMOS USAGE TODAY

The AMOS Competence Centre at Alitalia is the first contact for the internal users to address any questions or difficulties. If the internal AMOS experts cannot solve these issues, they will directly get in touch with Swiss-AS via the online support tool. Alitalia also decided to sign for the "AMOS Operation Services" (AOS), a service offered by Swiss-AS that covers the AMOS server operations and database administration.

Of course, due to the quite recent completion of the project, processes and the daily work need to be fully established first, prior to stating the impact of AMOS on Alitalia's maintenance activities. Nevertheless both project teams are convinced that Alitalia will substantially profit from the AMOS implementation and re-structuring process in the short as well as the long run – in particular, the fact that they now use a single company-wide system will enable them to exploit the synergies.

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**ABOUT SWISS AVIATION SOFTWARE AND AMOS**

AMOS is a fully integrated maintenance management system developed and distributed by Swiss AviationSoftware Ltd. As a 100% subsidiary of Swiss International Air Lines Ltd., Swiss-AS has become a fixture in the MRO software market and successfully sets standards in the MRO software industry. AMOS - the answer to the complex and cost intensive maintenance & engineering requirements - is now also represented in Miami, Florida, USA.

Today, almost 100 customers from all over the world rely on AMOS and benefit from its continuously enlarged functionalities and technological cutting edge, which makes AMOS the industry-leading MRO software in Europe and one of the best-selling solutions world-wide. Its solid customer base ranges from pure operators of all sizes, major low-cost, regional and flag carriers to large airline groups and MRO providers.

www.swiss-as.com