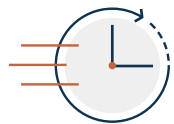


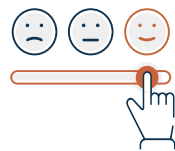


## The Outcome



### EXECUTED PROGRAM TURNAROUND

for \$37M cross-functional transformation program



### IMPROVED THE EMPLOYEE EXPERIENCE

for 58k+ team members by enabling mobile access and expanding self-service options



### AUTOMATED 30+ BUSINESS PROCESSES

to reduce manual, paper-based operations

## AIRLINE

# Human Capital Management System Implementation for Major U.S. Airline

A leading domestic airline carrier was replacing an aging human capital management and payroll system with a new, more agile platform. As part of this transformation, a new enterprise resource planning (ERP) platform was selected to streamline processes, consolidate data, and ultimately create a compliant, scalable, and improved experience for employees and leaders. This program was highly visible and critical throughout the organization. However, given the target scope and resource capacity, the program was not going to meet the go-live date.

Two Roads stepped in to support an integrated, program-wide, capacity based replanning effort to provide updated timelines and present an achievable plan for implementation, then helped support post go-live hyper care.

Two Roads helped turn the program around by strictly executing the plan and providing clear program communications for seven core business areas including Talent Acquisition, Compensation, Human Capital Management (HCM), Talent Management, Onboarding, Absence, and Reporting. The team provided support to each business area and subject matter experts by completing risk assessments, change requests, test plans, managing integrations, and coordinating vendors. The new system implementation involved automating 30+ manual processes, providing mobile access and self-service capabilities for employees, building and testing over 200 integrations, and creating over 325 new analytics reports. Following implementation, the focus shifted to risk mitigation and defect management to ensure functionality was delivered as expected and accelerate company-wide adoption.

Planning, clear communication, and risk mitigation were key to ensuring the implementation launched as planned. The \$37M cross-functional transformation program successfully delivered a modern, streamlined HR and payroll system that impacted over 58,000 employees. This resulted in a more efficient organization able to focus on improving the overall employee experience. There were 45,000 unique logins within the first four weeks after the new system was launched. The company has been able to utilize the tool for more efficient recruiting and hiring, onboarding over 8,000 new employees through the new system.

## INDUSTRY

Airline

## SERVICES

Technology Modernization  
Strategy & Planning  
Digital Product Innovation