

# **“Managing Diverse Leisure Travel Distribution within The Monarch Group”**

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# Introduction

- Overview of Monarch Group
- Business Objectives
- Technology Opportunities
- Managing Change
- Challenges
- Summary



# The Monarch Group: History



- Founded by Antonio Mantegazza in 1928, coaching tourists around Lake Lugano, Switzerland

- Cosmos Holidays: 1961
- Monarch Aircraft Engineering: 1967
- Monarch Airlines: 1968



- Key Companies Today: Monarch Airlines, Monarch Aircraft Engineering and Cosmos Holidays



# The Monarch Group: Present



- \$1 billion turnover / 2,500 Staff / 35 Aircraft
- Approx 8 million guests in 2012
- MAL (Long Haul to Asia & Americas, Short Haul to mainly Mediterranean)
- MAEL (3rd Party Engineering/Maintenance services for 100+ Aircraft)
- Cosmos Holidays (fully protected holidays around the globe)



# Group Similarities & Differences

- Similarities between Airline and Tour Operator
  - Mainly leisure/holiday customers
  - Mainly B2C (or B2B2C!)
- MAEL Quite Unique!
- Common Back-Office Functions/Systems (e.g. HR, IT)
- Web site code, content and hosting re-usability
- Payment Processing
- MI Reporting



# Business Objectives

- Increase Touch Points (Before, During and After Travel)
- Increase Self-Service and Automation
- Increase Cross-Sell and Up-Sell (Ancillaries)
- Reduce Costs
- Improve Functionality
- Increase Innovation (products and systems)



# Technology Opportunities

- *Web-based* (bookings, change and web check-in)
- Mobile-based (bookings, boarding passes, bag tags?)
- Airport Processes (data, data flows, RFID, etc)
- CRM (identify customers, personalise offerings)
- Brand Rationalisation (or skinning via SOA techniques)
- Brand Recognition (SEO, PPC, Social Media)
- Outsourcing (when and where)
- Client Device Management (Company PC, BYOD, VDI)

# Managing Business Change

- PMO and Programme Boards Essential
- Document Scope of Project, BAU and Feasibility
- Speculate on Distribution (Viewdata, GDS, Travel Agents, OTAs, Google/ITA)
- Assess Complexity v Cost (e.g. ticketing v ticket-less, BSP v IBCS, Type B)
- CRM (complexities of end-to-end, across brands, who are customers?)
- Look for ways to simplify business processes (TTIcodes?)

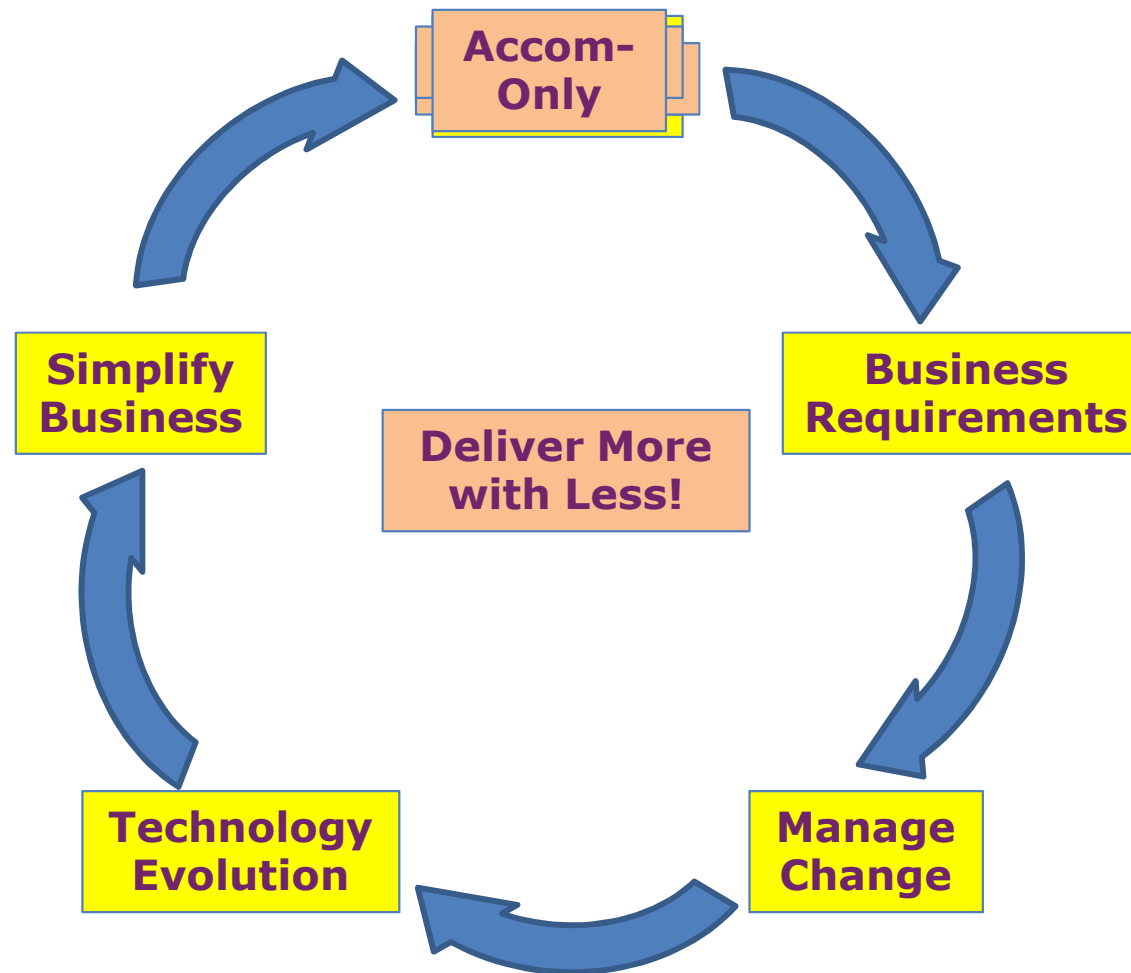




# Managing Technology Change

- Hosting: Insourcing, Outsourcing, SaaS, Cloud?
- SOA
- PCI DSS
- Client Hardware: PC, Mac, Android, Slate, BYOD??
- What's a *Mobile Device* these days?
- Look for ways to simplify technology, and management

# Challenges for IT Dept



# Summary

- It's always busy!
- Balance requirements across Brand, Group & Back-Office Depts
- Standardise common functions (e.g. APIS, PRM, PNLs)
- Good resources are critical to Enterprise Architecture
- Simplify systems and technologies where possible. Prioritise?
- IT/PMO/BA often have best umbrella view, but not the detail
- IT has never been more challenging (or interesting, or exciting!)
- Identify areas to change, then feed into PMO
- Ensure PMO track projects against strategy/requirements

**Thank You**

