Kepler in 2021: How IBAS overcame pandemic challenges
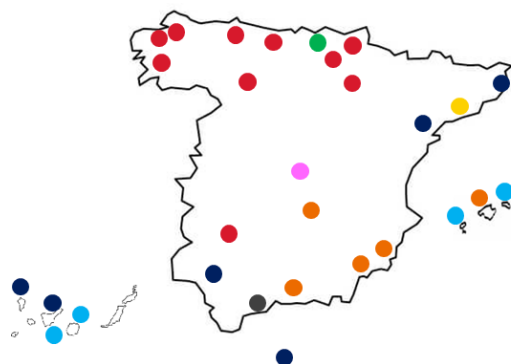
Project timeline & pandemic Impact
Redefining BCN go live
Redefining network airports go live
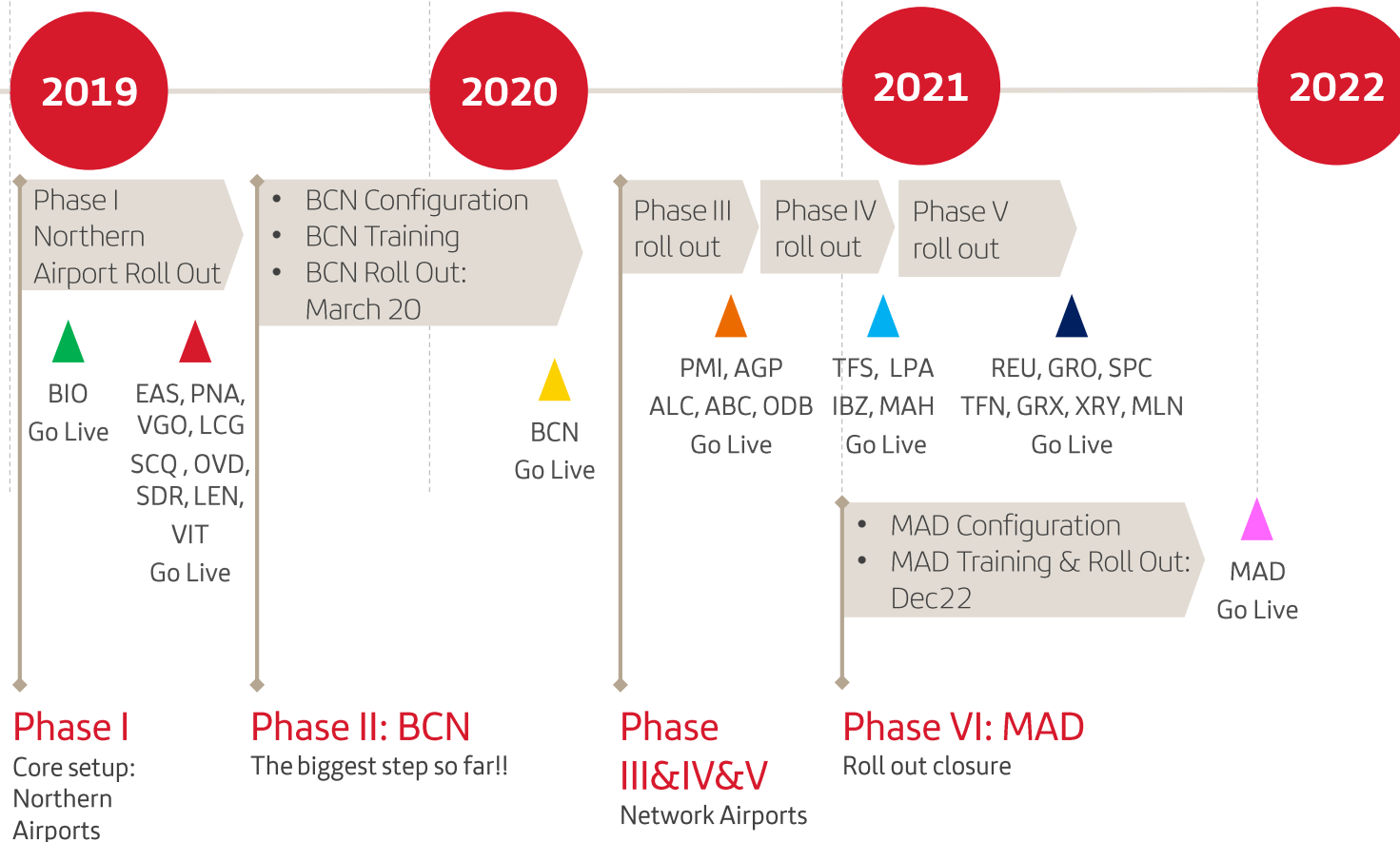Change management during pandemic

03

Initial Kepler deployment plan should have been completed by December 2022...

Airports Initial deployment Plan
(29 airports):

Legend:
- ██ **Phase I:** BIO + Northern Airports
- ██ **Phase II:** BCN
- ██ **Phase III:** Network Airports (group a)
- ██ **Phase IV:** Network Airports (group b)
- ██ **Phase V:** Network Airports (group c)
- ██ **Phase VI:** MAD

2019

Phase I Northern Airport Roll Out

▲ (green)
BIO
Go Live

▲ (red)
EAS, PNA, VGO, LCG SCQ , OVD, SDR, LEN, VIT
Go Live

Phase I
Core setup: Northern Airports

2020

- BCN Configuration
- BCN Training
- BCN Roll Out: March 20

▲ (yellow)
BCN
Go Live

Phase II: BCN
The biggest step so far!!

2021

Phase III roll out

Phase IV roll out

Phase V roll out

▲ (orange)
PMI, AGP ALC, ABC, ODB
Go Live

▲ (light blue)
TFS, LPA IBZ, MAH
Go Live

▲ (dark blue)
REU, GRO, SPC TFN, GRX, XRY, MLN
Go Live

- MAD Configuration
- MAD Training & Roll Out: Dec22

Phase III&IV&V
Network Airports

Phase VI: MAD
Roll out closure

2022

▲ (magenta)
MAD
Go Live

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... unfortunately, the SARS-CoV-2 came and all IBAS projects were put on hold on March 2020, including Kepler deployment

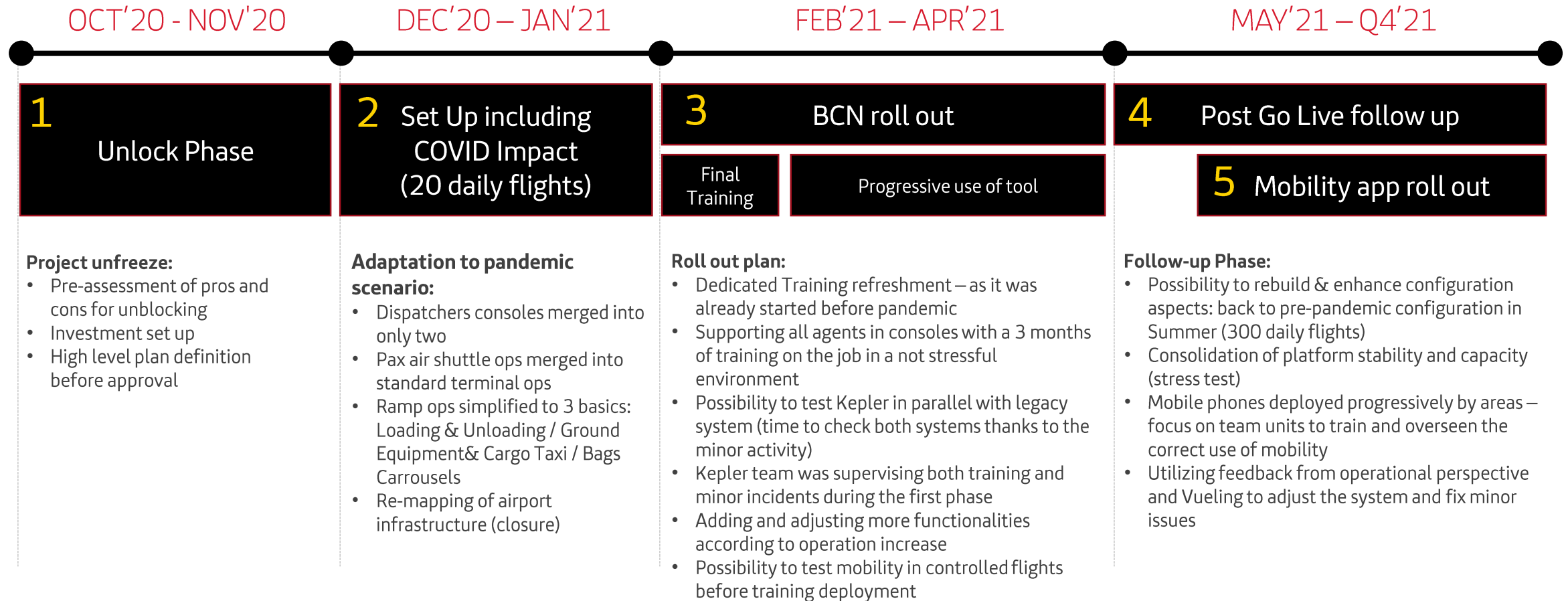*March 2020: BCN terminal empty of passengers during Spanish lockdown*

March 2020: BCN security control access closed during Spanish lockdown
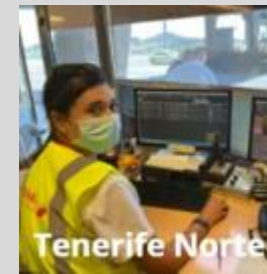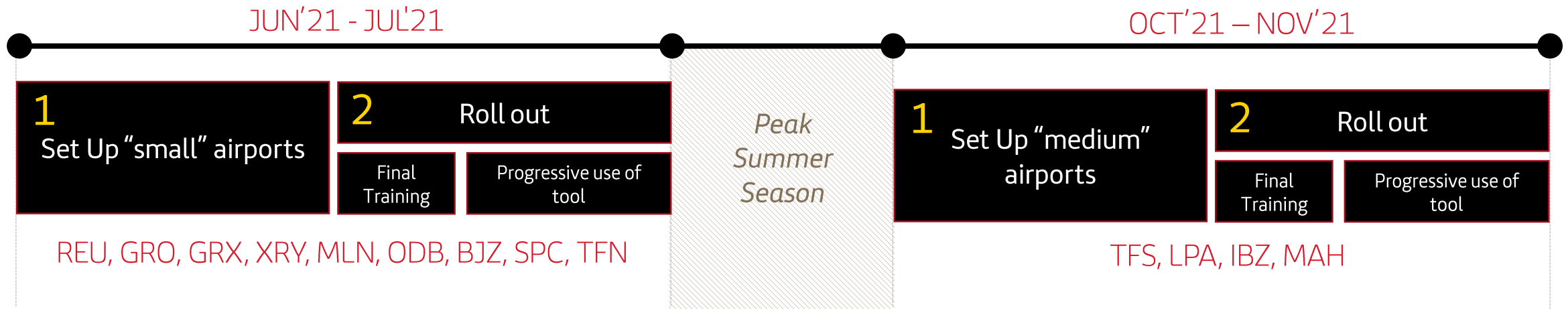
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Is pandemic time the right moment to drive change?

Yes! The downfall of activity was our opportunity to implement a smooth system change and a more dedicated training

| OCT'20 - NOV'20 | DEC'20 – JAN'21 | FEB'21 – APR'21 | MAY'21 – Q4'21 |

1 Unlock Phase

2 Set Up including COVID Impact (20 daily flights)

3 BCN roll out

| Final Training | Progressive use of tool |

4 Post Go Live follow up

5 Mobility app roll out

Project unfreeze:
- Pre-assessment of pros and cons for unblocking
- Investment set up
- High level plan definition before approval

Adaptation to pandemic scenario:
- Dispatchers consoles merged into only two
- Pax air shuttle ops merged into standard terminal ops
- Ramp ops simplified to 3 basics: Loading & Unloading / Ground Equipment& Cargo Taxi / Bags Carrousels
- Re-mapping of airport infrastructure (closure)

Roll out plan:
- Dedicated Training refreshment—as it was already started before pandemic
- Supporting all agents in consoles with a 3 months of training on the job in a not stressful environment
- Possibility to test Kepler in parallel with legacy system (time to check both systems thanks to the minor activity)
- Kepler team was supervising both training and minor incidents during the first phase
- Adding and adjusting more functionalities according to operation increase
- Possibility to test mobility in controlled flights before training deployment

Follow-up Phase:
- Possibility to rebuild & enhance configuration aspects: back to pre-pandemic configuration in Summer (300 daily flights)
- Consolidation of platform stability and capacity (stress test)
- Mobile phones deployed progressively by areas—focus on team units to train and overseen the correct use of mobility
- Utilizing feedback from operational perspective and Vueling to adjust the system and fix minor issues

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Yes! The downfall of activity was our opportunity to implement a smooth system change and a more dedicated training

JUN'21 - JUL'21

OCT'21 – NOV'21

1 Set Up "small" airports

2 Roll out

Final Training

Progressive use of tool

Peak Summer Season

1 Set Up "medium" airports

2 Roll out

Final Training

Progressive use of tool

REU, GRO, GRX, XRY, MLN, ODB, BJZ, SPC, TFN

TFS, LPA, IBZ, MAH

Badajoz   Granada   Melilla   La Palma   Jerez   Tenerife Norte   Reus   Gerona

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What was our change management roadmap?

✓ **Engage** all levels of IBAS organization in Kepler deployment

✓ Provide all **Support** required to allow Kepler adoption

End to End Staff Engagement

End-user involvement in design phase to understand their needs

Kepler trainers become our ambassadors

Ops Managers leading change and fully involved

Post Go-Live Support (6 months)

Investment in the proper equipment: mobiles, tablets, covers

Deployment plan fully coordinated with Vueling

Why? because we evaluate risks hand to hand with our partners and clients

Why? because in the Go Live they discover that their requirements were made real – We listen our staff! Our staff design IBAS future!

Why? because staff colleagues promote the new tool and enhance the adoption

Why? because the project becomes a priority for everybody

Why? because different people requires different time to learn and get use to the tools

Why? because we love technology! And we want to provide our staff with the right tools

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What was our change management roadmap?

Main achievements:

- Training ramp up from June to July 2021 during mobility roll out – operation readiness for peak summer
- More than 95% of staff fully trained in August 2021
- Capability to focus on new procedures adapted to the new tool

Data source: IBAS human resources records & AENA statistics for BCN

Kepler Training Deployment

	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Consoles in use:	4	5	6	7	9	10	10	10
Mobile devices in use:	10	50	100	125	250	450	550	550

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