Seat Upsells Initiative Governance

- Branding removed

Stakeholder Structure

Comms Plan

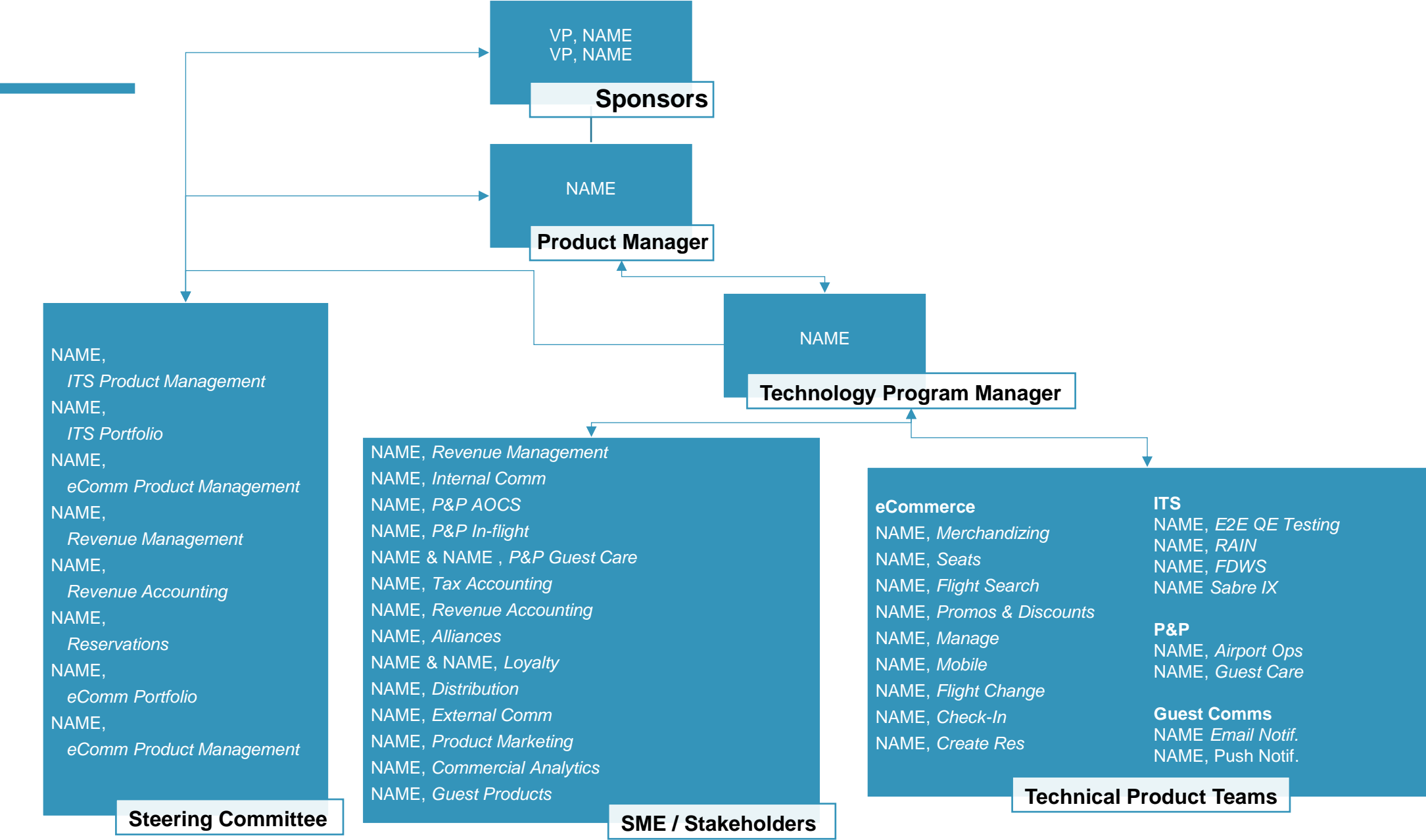Ownership

SteerCo R&R

RACI

- Business

- Portfolio

- Program

- Product

Communication Escalations

???

VP, NAME
VP, NAME

Sponsors

NAME

Product Manager

NAME

Technology Program Manager

NAME,
ITS Product Management
NAME,
ITS Portfolio
NAME,
eComm Product Management
NAME,
Revenue Management
NAME,
Revenue Accounting
NAME,
Reservations
NAME,
eComm Portfolio
NAME,
eComm Product Management

Steering Committee

NAME, *Revenue Management*
NAME, *Internal Comm*
NAME, *P&P AOCS*
NAME, *P&P In-flight*
NAME & NAME , *P&P Guest Care*
NAME, *Tax Accounting*
NAME, *Revenue Accounting*
NAME, *Alliances*
NAME & NAME, *Loyalty*
NAME, *Distribution*
NAME, *External Comm*
NAME, *Product Marketing*
NAME, *Commercial Analytics*
NAME, *Guest Products*

SME / Stakeholders

eCommerce
NAME, *Merchandizing*
NAME, *Seats*
NAME, *Flight Search*
NAME, *Promos & Discounts*
NAME, *Manage*
NAME, *Mobile*
NAME, *Flight Change*
NAME, *Check-In*
NAME, *Create Res*

ITS
NAME, *E2E QE Testing*
NAME, *RAIN*
NAME, *FDWS*
NAME *Sabre IX*

P&P
NAME, *Airport Ops*
NAME, *Guest Care*

Guest Comms
NAME *Email Notif.*
NAME, Push Notif.

Technical Product Teams

Stakeholder	Level of Interest	Power & Influence	Suggested Communication Approach
Business Revenue Management	High	High	Regular updates on revenue impact, project milestones, and challenges. Monthly meetings for strategic input.
E-commerce Teams (Guest Experience)	High	Medium	Bi-weekly progress reports, weekly status meetings, and ad hoc discussions on technical aspects.
ITS Teams (Agent Experience)	High	Medium	Regular updates on agent tools development, feedback channels, and integration progress.
Marketing Team	Medium	Medium	Monthly marketing plan reviews and project milestones updates. Collaboration on promotional strategies.
Customer Support	Medium	Low	Updates on customer support tools and processes. Training sessions before project launch.
Finance Department	Medium	High	Detailed budget updates, financial impact assessments, and quarterly budget meetings.
Legal and Compliance	Medium	High	Regular compliance reports and legal reviews of website content and policies.
Technology Vendors	Low	Low	Occasional updates on tech stack, integration requirements, and contract negotiations.
Customer Focus Groups	High	Low	Periodic feedback sessions, beta testing opportunities, and post-launch feedback collection.

Risk Strategy

Risk	Probability	Impact	Response Strategy	Comments
Inadequate server capacity during peak traffic due to underestimating website's popularity could result in slow load times and potential crashes, impacting user experience and sales.	High	Very High	Mitigate	Invest in scalable hosting solutions, load testing, and monitoring to handle traffic spikes effectively.
Failure to secure customer data in compliance with regulations and industry standards may lead to data breaches and legal consequences, damaging the client's reputation and finances.	High	Very High	Mitigate	Implement robust data security measures, regular audits, and employee training to reduce the risk of data breaches and ensure compliance.
Lack of thorough testing of payment processing system might lead to transaction errors or security vulnerabilities, affecting revenue and customer trust.	Medium	High	Mitigate	Conduct comprehensive testing, including security testing, to identify and fix payment processing system issues prior to launch.
Dependencies on third-party plugins or services without contingency plans may disrupt website functionality if those services experience downtime or changes.	Medium	High	Mitigate	Develop contingency plans, regularly update plugins, and have alternatives ready to minimize disruption caused by third-party issues.
Scope creep caused by frequent client-requested changes could extend project timelines and increase costs, potentially straining the client relationship.	Medium	Medium	Mitigate	Define clear project scope, have a change control process in place, and educate the client about the impact of frequent changes on timelines.
Inadequate mobile optimization might alienate a significant portion of potential customers, diminishing mobile sales and brand appeal.	Medium	Medium	Mitigate	Optimize the website for mobile devices, perform usability testing, and ensure a seamless mobile experience for users.
Insufficient backup and disaster recovery strategies may result in data loss or prolonged downtime during technical failures, impacting sales and customer trust.	Medium	High	Mitigate	Implement robust backup and disaster recovery plans, regularly test them, and ensure rapid recovery in case of downtime or data loss.
Delayed content creation or product uploads may hinder the website launch, affecting the client's ability to generate revenue within the expected timeframe.	Low	Medium	Avoid	Ensure content and product uploads are completed on time by allocating sufficient resources and setting strict project deadlines.
Ineffective SEO strategy or optimization may lead to poor search engine visibility, reducing organic traffic and sales.	Medium	Medium	Mitigate	Conduct thorough SEO research, implement best practices, and regularly monitor and adapt the strategy to improve search engine visibility.
Limited cybersecurity measures might expose the website to hacking attempts, leading to potential data breaches and reputational damage.	Low	High	Mitigate	Invest in cybersecurity solutions, conduct penetration testing, and train employees to reduce the risk of cyberattacks and data breaches.
Poorly managed inventory tracking and synchronization with the website could result in order fulfillment errors, customer dissatisfaction, and loss of revenue.	Low	Medium	Mitigate	Implement efficient inventory management systems, automate processes, and conduct regular reconciliations to minimize errors and discrepancies.
Ignoring international e-commerce regulations and taxes might lead to legal issues and financial penalties when selling to customers in different regions.	Low	Medium	Mitigate	Research and comply with international e-commerce regulations and tax laws to avoid legal issues and financial penalties.
Inadequate customer support systems may result in unresolved issues and negative reviews, damaging the client's brand reputation.	Low	Medium	Mitigate	Improve customer support processes, train support staff, and use customer feedback to enhance the support experience and reduce complaints.
Discrepancies in product pricing and information between the website and other sales channels could lead to customer frustration and loss of credibility.	Low	Low	Mitigate	Implement robust pricing and product information synchronization processes, ensuring consistency across all sales channels.
Lack of scalability planning might limit the website's ability to handle increased traffic during seasonal peaks, potentially causing downtime and lost sales.	Low	High	Mitigate	Plan for scalability by investing in flexible infrastructure and monitoring systems to handle increased traffic and demand effectively.

Program Communication Plan

Structure	Frequency
Steering Committee Meeting	Monthly
Sponsor Check-In	Weekly
Weekly PM/PdM/TPM tag-up	Weekly
Seat Upsells Core Team	Meeting Every 2 Weeks
Scrum of Scrum	Meeting Every 2 Weeks
Product Sprint Duration	Aligned with Ecom & ITS for 2 Week Duration
Status Email to Stakeholders & SC	Every 2 Weeks

PMO Communication

	NAME	NAME	NAME
Weekly PM/PdM/TPM tag-up	Collaborate	Collaborate	Own
Monthly Steering Committee	Collaborate	Own	Collaborate
Bi-Weekly Business Stakeholder Meeting	Collaborate	Own	Inform
Weekly eComm & Sponsor Check-in	Inform	Own	Collaborate
Bi-weekly Tech Core Team	Inform	Inform	Own
Bi-weekly Scrum of Scrums	Inform	Inform	Own
Bi-weekly Status Report	Collaborate	Own	Collaborate

- Own: manage schedule, agenda, attendee list, take/distribute minutes
- Collaborate: provide agenda items & feedback
- Inform: attend & have awareness of decisions and risks

SteerCo R & R

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Key Stakeholder	Role & Level of Influence	Engagement Level (L, M, H)	Communication Cadence	Internal Team Reporting Owner
NAME	VP Real Estate & Business Dev	M		
NAME	VP Revenue Mgmt & Network Plng	M		
NAME	Revenue Management	M	Monthly – SteerCo Bi-weekly Status Report	
NAME	Revenue Products	M	Monthly - SteerCo	
NAME	Revenue Accounting	L	Monthly - SteerCo	
NAME	Reservations	L		
NAME	ITS Product Management	L	Monthly - SteerCo	
NAME	ITS Portfolio	L	Monthly - SteerCo	
NAME	eComm Product Management	L		
NAME	eComm Portfolio	L		
NAME	eComm Product Management	H		

RACI | Business Revenue

Team	BU / Applications	R	A	C	I
Revenue	Revenue Management	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Rev Accounting	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Tax Accounting	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	P&P AOCS	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	P&P Guest Care	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Alliances	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Loyalty	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Distribution	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Internal & External Comms	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	Product Marketing	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Revenue	In-Flight	NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES

RACI | Ecomm Portfolio Team

Team	BU / Applications	R	A	C	I
Ecom	Merchandizing	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Seats	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Flight Search	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Manage	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Mobile	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Promo & Discounts	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Flight Change	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Create Res	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Check-In	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
ITS	RAIN	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
ITS	FDWS	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES

RACI | Program Team

Team	BU / Applications	R	A	C	I	
Ecom	Merchandizing	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Seats	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Flight Search	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Manage	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Mobile	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Promo & Discounts	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Flight Change	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Create Res	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Check-In	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
ITS	RAIN	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
ITS	FDWS	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES

RACI | Product Team

Team	BU / Applications	R	A	C	I
Ecom	Merchandizing	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Seats	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Flight Search	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Manage	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Mobile	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Promo & Discounts	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Flight Change	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Create Res	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
Ecom	Check-In	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
ITS	RAIN	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES
ITS	FDWS	NAMES NAMES	NAMES NAMES	NAMES NAMES	NAMES NAMES

Communication Escalations

- Product Teams

- Follow their existing Ecom and ITS agile processes.

Communication Escalations

- Between Product Teams

- <u>In the same BU:</u>

- Follow their existing agile process.

- <u>Between BUs:</u>

- Follow their existing agile process, and CC their Lead Scrum Master.

Communication Escalations

- Product Teams to Program Team

- Product team members to address with Product team leads, can CC Program lead.

- Product team leads to escalate to their Program lead, can CC their team.

Communication Escalations

- <u>TPgM to Portfolio Team</u>

- TPgM to escalate to their direct portfolio Mgr/Dir. To follow existing process.

Communication Escalations

- <u>RAID Escalations</u>

  - Each team to follow their existing process.

Conclusion

Importance of Governance

Effective project portfolio governance is crucial for ensuring successful business operations and onboarding processes.

Stakeholder Management

Engaging stakeholders effectively is a key component of project governance, ensuring alignment and support across the organization.

Risk Assessment

Conducting thorough risk assessments helps organizations identify potential challenges and develop strategies to mitigate them.

Clear Communication

Maintaining clear communication is essential for project success, ensuring all team members are informed and aligned.