POY – A321neo Entry-into-service (EIS) readiness
Imagine...

- A new PM and your first assignment is a large, high-visibility program
- One of the most important efforts for the company executives
- Provides a competitive advantage to the company
- ...so Investors are closely following what happens on the project

_Hawaiian_ Sees Airbus A321neo as New 'Competitive Weapon'
_Aviation Today_ - Dec 13, 2017

...a new beginning to Hawaii, when Hawaiian Airlines begins flying its first...
Hawaiian executives outlined their future vision for how the A321...

_A321neo Arrival Positions Hawaiian for Network Optimization_
_Aviation International News_ - Dec 18, 2017

Hawaiian Airlines sees its new Airbus A321neo fleet as the key to maximizing opportunities in some U.S. medium-haul markets too small for its...
A321neo Entry-into-service readiness

• Ensure 25+ departments (90% of the company) ready to:
  – Deliver 1st A321neo aircraft
  – Train employees
  – Pass FAA certification
  – Start revenue service
  – …within 90 days of receiving 1st aircraft

• All the pieces of the puzzle coming together
The challenges

• Last induction was 7 years ago – no knowledge transfer
• Shifting delivery date (one week-at-a-time)
  – Only 30 days notice for confirmed delivery date
• Planned summer delivery shifted to winter delivery with government shutdown looming – FAA may not be available to help with certification
• New aircraft in the industry - limited exposure resulted in discovering issues upon aircraft arrival
  – Seat map change in all systems
  – FAA certification related procedure updates
  – Overhead bin size issues – potential for boarding delays
• A321 seat capacity lower than other wide-body aircraft
• Keeping a team of 75+ motivated and focused
The outcome

- Aircraft delivered on the promised date
- Pass FAA tests
- Start revenue service for passengers
- No impact to on-time departures
Mahalo!