Background

How it started
• Changes due to COVID-19 accelerated in March 2020; it was difficult to keep pace
• We needed a “single source of truth” to help synchronize, mobilize, and prioritize COVID-19 response activities across the company
• The program team was formed, and project work began

Program Overview

120+ Key Stakeholders from across the company

20+ Major Projects / Initiatives affecting our workforce and guests

12 Project Managers assigned within 24 hours to lead and deliver results quickly

4 Months of an intense battle rhythm to support leadership, keep stakeholders informed, and ramp up projects
Our Goal

To coordinate Hawaiian’s COVID-19 response and recovery activities and support a seamless transition to its New Normal operating model

Key Functions

- Executive Support
- Request for Information Management
- Stakeholder Communication
- Timeline Synchronization
- Industry & COVID-19 Trends Tracking
- Coordination and project mobilization across the company to:
  1. Sustain Operations
  2. Maintain Liquidity
  3. Plan for the Future
Our Challenges

1. Responding to a rapidly changing environment
   • Myriad of travel and quarantine restrictions
   • Changing COVID-19 protocols and traveler expectations
   • Company transitioned to telework and more virtual meetings
   • Manual processes in need of automation, new IT solutions, or additional resources to keep pace with changes

2. Making and showing it is safe to fly
   • Enhanced cleaning procedures for our guests and employees
   • Physical distancing throughout the customer journey
   • Use of barriers and face masks for additional protection
   • Keeping guests informed of current travel protocols and rules for their safety and convenience

3. Preparing for what’s next in uncharted territory
   • Difficult to forecast based on past guest behavior and data
   • Scenario-based planning helped prepare for multiple outcomes but required significant resources
   • The extent of COVID-19’s impact was unfathomable; there was no playbook to prepare us for what we faced
Our Accomplishments

Sustain Operations
- Network Schedule Reduction
- Pop-up Call Center
- Enhanced Safety Measures

Maintain Liquidity
- Increased Cargo Flights
- Resource-sharing
- Guest Servicing Enhancements

Plan for the Future
- Business Resiliency & Support
- Route Reinstatement Readiness
- Office Reopening Preparedness
In Summary...

We were successful due to the hard work, commitment, and lōkahi (collaboration) across the company.

- The program was a whole-of-company effort.
- Executive leaders were engaged daily to keep the company focused on the right activities, pivoting when necessary.
- Project teams were quickly mobilized and integrated with the Program team; all the pieces fell into place.