



# COVID-19 Response & Recovery

PMI 2020 Project of the Year First Runner-up



# 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



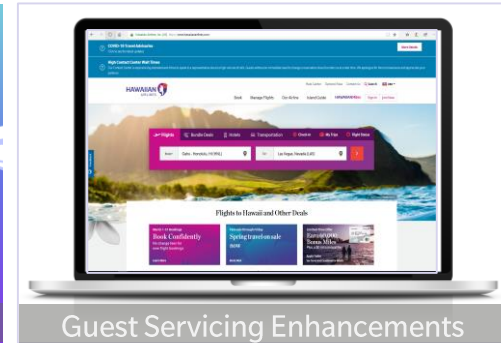


# Our Accomplishments

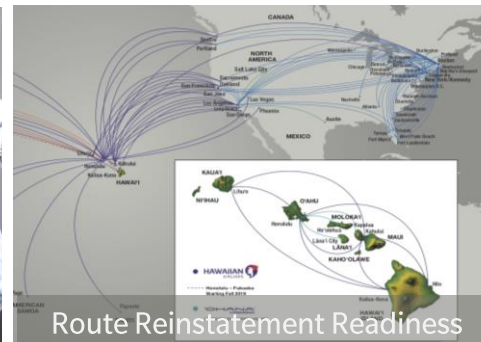
## Sustain Operations



## Maintain Liquidity



## Plan for the Future



# 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**





Mahalo

