

**At the Heart of
Transforming
Processes**

**Plugging Revenue Leakages for
a Leading European Airline**

CASE STUDY

Synopsis

A focus on plugging revenue leakages creates the need to efficiently manage discrepancies within fares, commissions, and taxes. In order to pursue an aggressive revenue-growth strategy, a charter airline wanted to control revenue leakages and streamline internal business processes. Since prevention of leakage was becoming difficult for the airline, they engaged with us. We responded by deploying the Monalisa suite of fare audit processes that overcame revenue leakage challenges, decreased operational costs, and reduced processing time—transforming the way the airline functioned.

About the Client

Air Berlin is Germany's second largest airline, after Lufthansa, and Europe's eighth largest airline in terms of passengers carried. It

maintains hubs at Berlin Tegel Airport and Düsseldorf Airport, and operates a route network that includes a total of 17 German cities, some European metropolitan, and several leisure destinations in Southern Europe and North Africa, as well as intercontinental services to destinations in the Caribbean and the Americas.

Business Challenge

The fast expansion and success of the airline client was driven by their vision of being one of the most successful airlines worldwide. This created a challenging environment to operate in. Starting as a charter airline, before swiftly moving into 17 German cities and many other destinations, a fundamental transformation was needed. The existing ticketing system resulted in revenue leakages and the airline needed a quick influx of expertise in the revenue accounting department.

The agents were issuing tickets with incorrect fare, commission, and taxes. Penalty charges were also not reviewed properly and fares were not adjusted appropriately. Due to incorrect calculation of penalty charges and taxes, the refund amount was very high.

The client needed a cost-effective and high-quality solution for its passenger revenue accounting and recovery process, as part of the company's initiative to control costs and process efficiencies. The client chose NIIT Technologies based on the capabilities of the team to provide expertise in the Fare Audit and Revenue Accounting process. Our engagement helped the airline to meet the business objectives, increasing their recoveries significantly.

Our Solution

After conducting extensive research into revenue accounting solutions, the client reached out to us. We conducted detailed workshops and consulting activities to better understand the work practices of the airline. We

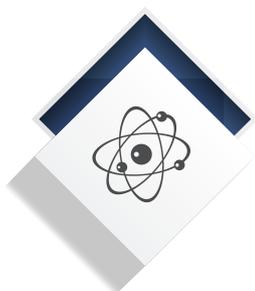
implemented fare audit services to determine discrepancies within the fares, taxes, Reservations Booking Discriminator (RBD), refunds, commissions, and then help generate Agency Debit Memos (ADMs) for agents.

Our Monalisa suite of solutions offered end-to-end strategic planning focused on improving revenues and streamlining internal business processes. The carrier's executives were armed with Amadeus Web services, an API that allowed them to easily download fare data. The fare data was uploaded in the Monalisa tariff master for up-to-date fares.

Delivering More Value

We were successful in efficiently reporting fare and tax related issues. The benefits realized by the client included:

- ◆ **More Revenue:** Timely issue of ADMs led to immediate revenue recovery from agents.
- ◆ **More Efficiency:** We readily identified agents issuing tickets with wrong fares bringing efficiencies in the system.



The NIIT Technologies Advantage

Our pool of talented revenue accounting experts performed revenue accounting and fare audit functions—ensuring accurate, efficient, and timely processing, leading to enhanced recoveries. We were also able to successfully train their staff, which helped them streamline their processes and increase business efficiencies, which in turn protected them against revenue leakages.

Customer Testimonial

Air Berlin has commissioned NIIT Technologies to carry out several revenue recovery functions such as fare, commission, and refund auditing on its behalf. The cooperation with NIIT Technologies started in 2008 and it has already proven to be a highly reliable, speedy, and cost-efficient solution for our business requirement to reduce revenue leakage.

Jacob Fischer

Head of International Sales, Air Berlin



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