

# Development and implementation of a new HR strategy for an international airline

Sector: Aviation



## MISSION



Specific question: How must HR position itself in the future in accordance with the new corporate strategy?

The HR value contribution to the corporate strategy had to be defined together with the Chief Human Resources Officer (CHRO) and the top HR executives. This involved developing both a cross-business unit vision and concrete measures.

## APPROACH



During the project work, we emphasized on developing a strategy in alignment with all relevant stakeholders and management levels as the basis for a successful transformation.

- The HR vision was first formulated in joint Executive Board workshops. This target vision was based on the newly defined corporate strategy. Among other things, the main focus was on developing a clear value contribution from future HR work for the implementation of the overall strategy.
- In a next step, we worked out measures with the Executive Board and with managers to achieve these targets. The target vision was then coordinated with the CHROs of the individual divisions; their current and planned measures were identified and evaluated.
- Finally, the future top HR strategy measures were prioritized in a joint "HR community" and these were detailed in terms of content and timing.

## RESULT



The objective was to create a company-wide implementation roadmap comprising twelve prioritized strategic HR measures for the following six months.

In addition, there were 33 further long-term measures (over the following three years). All measures were described in detailed profiles and defined for the purpose of standardization across Group units.

## IMPACT



Thanks to our pragmatic approach, the top management was able to quickly rely on implementation-oriented and concrete measures. Since

ConMendo has already accompanied a large number of cross-company HR projects and has experience with complexities and coordination procedures at different management levels, the project could be established quickly.

### Contact:

Dr. Philip Hucke  
E-Mail: [philip.hucke@conmendo.de](mailto:philip.hucke@conmendo.de)

We look forward to your message.

