Statement of the problem:
A conversion to a new system to manage staff and track flights was not successful.
Impact of the problem:
1. Passengers were stranded in a number of cities.
2. The airline had to pay for hotel rooms for the stranded passengers.
3. The airline instituted a national disaster response program.

The problem was not caused by the system not working as intended or by system crashes.
A lack of familiarity with the software by the users was considered the cause of the problems which was made worse because of weather conditions that prompted a number of flight changes.

"While the new scheduling system was run in parallel from September through the end of the year, the users could not use of new software fast enough even though they were proficient and were trained."

The CIO position was vacant.

A key consideration: Should the conversion have been made during such a busy travel time?
Who makes the decisions regarding implementation schedules and the approach to be taken?
How important is a risk assessment of a major new system and who should do such an evaluation?