



Payment at Lufthansa Group

How we got it organized

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Confidential

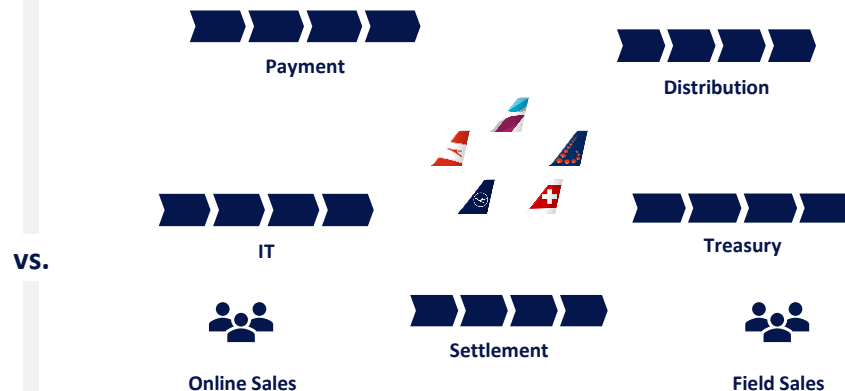
Payment became a critical success factor to enable revenue opportunities and drive commercial efficiencies, but LHG was not able to respond quickly

Changing market environment



Fast **changing payments market environment** requires a **holistic view** and **high responsiveness** from airlines to keep up with the competitors and adhere to regulations

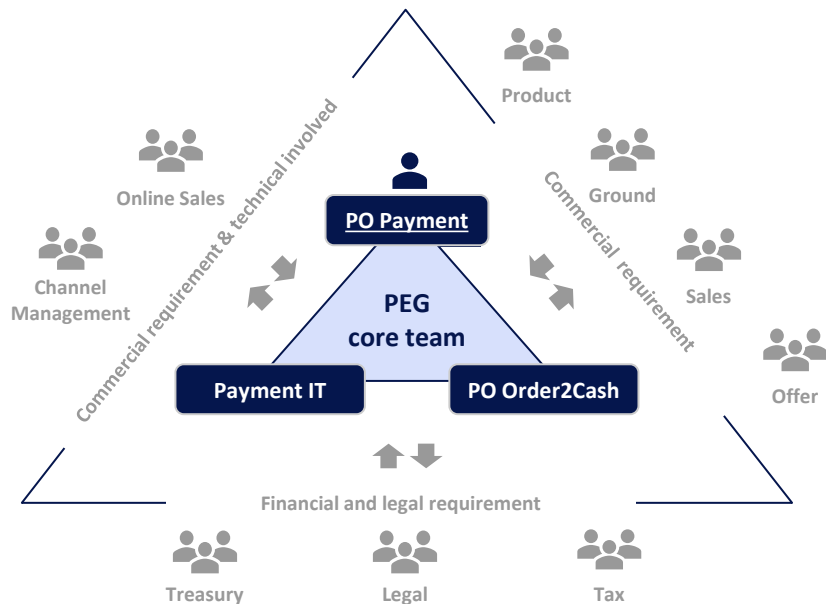
Distributed process ownership at Lufthansa Group



- ⚡ **Unclear** project portfolio and pipeline
- ⚡ **Conflicting** interests regarding prioritization
- ⚡ Several points of contact / **distributed** responsibilities

LHG has introduced the Payment Excellence Group to manage payment out of one hand while considering the needs of all relevant stakeholders

Payment Excellence Group (PEG) ecosystem



 Further stakeholders

Benefits of PEG

-  **Concentration of responsibility** with installation of a Head of Payment
-  **Improved commercial view** through allocation at commercial unit
-  Enhanced **transparency** on project portfolio
-  **Efficiency** gains through less process frictions
-  Improved decision making through **joint prioritization**

Based on the organizational PEG structure an inclusive strategy was developed and the Innovation in Payment program was set up

