CARGOLUX TAKES OFF INTO A SUCCESSFUL FUTURE

Customer
Founded in 1970, Luxembourg-based Cargolux Airlines International S.A. is now one of the largest scheduled all-cargo airlines in Europe with a global network. With estimated annual sales of $1.4 billion and more than 1,400 employees worldwide, Cargolux operates a fleet of 15 Boeing 747-400 cargo airplanes.

Industry
Transportation

Challenge
To better meet the requirements of a highly competitive market, Cargolux was searching for a way to identify inefficiencies in its organizational processes, reporting and data management.

Solution Set
Cargolux set up a three-phase Business Process Management (BPM) project:
• Process mapping with ARIS to fully understand the as-is processes and create an improvement proposal list
• Design of a data management library to improve data management
• Setup of a future system architecture based on the process mapping and data management results

Key Benefits
• Process integration opportunities materialized in the form of 180+ improvement proposals
• Improved process and IT system transparency formed a foundation for IT strategy moving forward
• Total BPM project investment represented less than 20 percent of the identified and validated savings potential

"The ARIS Platform enabled us to conduct a process analysis, determine the inefficiencies of selected processes and identify the improvement potential of selected processes"

— Henrik Ambak | P, Ground Services & Commercial IT | Cargolux Airlines International S.A.
Cargolux

Solution

Realizing its lack of competence in BPM, Cargolux decided to seek help of an external consultant and coach. While keeping the project primarily an in-house effort, it decided to work with IDS Scheer Consulting, a former Software AG brand.

Phase one of the project, called “process mapping,” lasted 12 months. The Cargolux divisions learned how to map processes with ARIS Platform products to get an overview on the existing as-is processes. More than 600 different process models were built and validated to be integrated into one central process library. In addition, an improvement proposal list containing 180+ items was raised by Cargolux. “It was interesting to learn that despite our prior expectations, the list also contained improvement proposals for our core processes,” says Ambak.

To enable the use of the project’s results for further strategic decisions and add BPM to the management culture, the Cargolux Process Web based on ARIS Web Publisher (now called ARIS Business Publisher) was created. It provides staff with an overview of their own processes as well as those of other departments. All affected divisions now rely on these commonly agreed maps, which clearly describe the consequences of a change.

In the second phase called “Master Data Management,” ARIS Platform products were used to design a central master data library as a subset of the processes with the focus on data used by more than one system. The third project phase titled “systems architecture” used the results of the two previous phases to provide an “objective” decision base for the future architecture planning. This phase created general guidelines for platform and application use, development and future application process coverage under an efficient enterprise architecture.

Client benefit

When asked about the lessons learned Ambak explains: “First of all, get senior management support to make sure that the whole company really wants it. Second, do it yourself but find a good coach, a true expert in Business Process Management. Third, decide on the right software platform. The ARIS products were able to provide us with maximum support throughout the whole project. Fourth, make a clear cut between project and daily management responsibility, but do it with the same people to secure buy-in. And finally secure governance to move forward the efforts and results of the project into daily management practice.”