



## CARGOLUX TAKES OFF INTO A SUCCESSFUL FUTURE

### 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

With the support of IDS Scheer Consulting, a Software AG brand, 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

### 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



**cargolux**

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.

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**“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 | VP, Ground Services & Commercial IT | Cargolux Airlines International S.A.

## Cargolux project objective

Cargolux Airlines S.A. was in a strong market position with impressive sales and constant profit figures when the top management decided to run a “health check” on the company’s processes. Management perceived inefficiencies with the organization and IT spending was not optimized to support it. “In addition, management felt that internal groups sometimes had different versions of the truth and decision makers were having trouble gathering the information they needed in a timely manner, explains Henrik Ambak, vice president and head of IT at Cargolux. “Finally, over time each business unit had started to run their own systems and created databases that sometimes competed with each other. The risk of duplicated and unclear ownership of tasks had become too high.” Cargolux started to look for a way to streamline its processes and provide the foundation for creating a service-oriented systems architecture.

## 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. 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 such as IDS Scheer Consulting, 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.”

The BPM project at Cargolux finished with all objectives reached. It was able to streamline data management and improve process and IT system transparency, setting the path to strengthen its position in a highly competitive market. In addition, the total BPM project investment represented less than 20 percent of the savings potential identified and validated during the project.

## KEY COMPONENTS

**ARIS Platform** tools were used throughout the BPM project.

**IDS Scheer Consulting** provided expert coaching to assure successful project completion.

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## ABOUT SOFTWARE AG

Software AG is the global leader in Business Process Excellence. Our 40 years of innovation include the invention of the first high-performance transactional database, Adabas; the first business process analysis platform, ARIS; and the first B2B server and SOA-based integration platform, webMethods. We offer our customers end-to-end Business Process Management (BPM) solutions delivering low Total-Cost-of-Ownership and high ease of use. Our industry-leading brands, ARIS, webMethods, Adabas, Natural, CentraSite, Terracotta and IDS Scheer Consulting, represent a unique portfolio encompassing: process strategy, design, integration and control; SOA-based integration and data management; process-driven SAP implementation; and strategic process consulting and services.

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