MEASURING EFFICIENCY AND EFFECTIVENESS OF THE CORE BUSINESS PROCESS

Customer
Split Airport is the second largest airport in Croatia and the most important tourist airport in dalmatia with more than 1.1 million passengers per year. As well as delivering outstanding service and convenience to all of its users, the airport endeavors to serve as a magnet to visitors to the Croatian coast and act as a springboard for their memories.

Industry
Transportation & Travel

Opportunity
Introduction of ARIS Process Performance Manager (PPM) provided the opportunity to continuously analyze and measure performance of the key business process. The solution was implemented with the help of IDS Scheer Consulting, then a Software AG brand.

Solution Set
ARIS Process Performance Manager

Key Benefits
• Transparent process execution times and transparent execution times for all process instances within the key business process
• Option of performance indicator analysis using different dimensions (workday, type of aircraft, number of passengers, etc.)
• Process improvement via identification of weak points

Challenge
Faced with constant growth in seasonal traffic, management of the Split Airport identified the ability to perform core processes within strict time limits as key to business success. This was the main reason behind the Split Airport’s decision to implement performance analysis of its key business process—passenger and aircraft handling.

This initiative was aimed at gaining insights into the Key Performance Indicators (KPIs), identifying weaknesses and optimizing process times.

"Using PPM to analyze key process indicators, we were able to identify weak points in our core aircraft handling process. By keeping process times within the specified limits, we managed to keep pace with both the pressure of seasonal traffic and the constantly growing requirements of airline companies."

— Lukša Novak | CEO, Split Airport, Croatia
Challenge
As the most important tourist airport in Dalmatia and the second largest airport in Croatia, one of the Split Airport’s main features is the seasonal character of its business. Most of the airport’s traffic takes place during the summer season, while the physical capacity of the airport is obviously the same throughout the year. Thus, the key factors to be successful in its core business—passenger and aircraft handling—are effectiveness, efficiency and speed. At the same time, strict compliance with all local and international air traffic standards, regulations and obligations is essential. Taking all that into account, an initiative was launched to introduce systematic, ongoing performance measurement of core business processes. The aim was to analyze process KPIs, identify weaknesses and optimize cycle times.

Solution
The initiative to measure the performance of the Split Airport’s core business process was realized by implementation of PPM. This started with a pilot project measuring several KPIs in real time. Analysis focused on the airport’s core business process of passenger and aircraft handling. The project involved use of the existing process documentation in the ARIS repository and of the existing ARIS platform, which is the basis for describing and analyzing the airport’s processes. The pilot project was intended to cover the following:

- Analysis of KPIs for the core process (passenger and aircraft handling)
- Identification of process weaknesses
- Optimization of process times
- Bringing transparency to overall process execution

The PPM implementation was delivered in several project phases:
- Definition of business process scope for analysis/measurement
- Definition of process KPIs and measurement dimensions
- PPM implementation and customization
- Evaluation and measurement of as-is KPIs values and process cycle times

One of the project phases included training the airport team to ensure that it could work independently with PPM in the future. The long-term goal of all these activities was to ensure systematic, continuous measurement of key business process performance using PPM.

Benefits
Implementation of PPM enabled continuous measurement of business process effectiveness and efficiency, making it an ongoing activity for the improvement of business results. The Process Intelligence and Performance Management (PIPM) concept implemented in the Split Airport project has significant advantages over standard business intelligence solutions.

Measurement and analysis results are used for optimization of business processes and the developed scenarios support company management at the strategic, tactical and operational level:

- Performance indicator measurement for any active business process
- Graphical preview of business processes
- Identification of weak points in linked process models
- Support for process improvement via identification of best options

ABOUT SOFTWARE AG
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