



JET AVIATION

STANDARDIZING KEY PROCESSES TO ADOPT INDUSTRY BEST PRACTICES

QUICK FACTS

Company

- Name: Jet Aviation Management AG
- Location: Zurich, Switzerland
- Industry: Aerospace and defense – MRO/ME service providers
- Products and services: Business aviation services
- Revenue: Sfr980 million (US\$1 billion)
- Employees: 5,100
- Web site: www.jetaviation.com
- Implementation partner: HCL AXON

Challenges and Opportunities

- Improve processes for maintenance scheduling; planning, scheduling, and capacity planning; customer management and sales and billing; long-term planning and budgeting; reporting; and training
- Leverage existing processes and systems that are sound
- Improve efficiency, productivity, and compliance in planning and execution
- Manage change resulting from introduction of new processes
- Lay the foundation for best practices for the organization and its processes

Objectives

- Upgrade existing SAP® software
- Implement iMRO software for maintenance, repair, and overhaul (MRO)
- Integrate subsidiaries through shared services
- Standardize task lists
- Integrate data held in external systems with SAP software
- Eliminate extraneous solutions

SAP Solution and Services

Upgrade SAP for Aerospace & Defense (SAP for A&D) solutions

Implementation Highlights

- Involved 1,200 users
- Accomplished in 3 phases over 1 year
- Reengineered key MRO processes
- Joined SAP user group to learn more about the new software

Why SAP

- Ability to build on existing investment in SAP solutions
- Enhanced industry functionality
- Strong implementation support
- Road maps for future development
- Commitment to current platform through 2015

Benefits

- Harmonized organization and structures in multiple markets
- Synchronized MRO processes
- Replaced customized solutions with standard solution
- Created maintenance events based on task lists
- Instituted automated labor clocking for real-time and detailed progress and cost tracking
- Accelerated quote process
- Achieved faster throughput

Existing Environment

- SAP ERP application
- SAP for A&D solutions
- SAP NetWeaver® Business Warehouse component

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Andreas Haller, Director of IT Solutions,
Jet Aviation Management AG



SAP Customer Success Story

Aerospace and Defense – MRO/ME Service Providers



A wholly owned subsidiary of General Dynamics Corporation, Jet Aviation Management AG is a world-leading provider of business aviation services. To support rapid growth and enhance profitability, Jet Aviation sought to make its strategies more proactive, optimize resources, and adopt industry best practices. An upgrade of SAP for Aerospace & Defense solutions, combined with an implementation of iMRO software from HCL AXON, helped improve the company's ability to schedule maintenance services, manage customer billings, and plan for the long term.

Based in Zurich, Switzerland, Jet Aviation operates from 24 airport facilities in Europe, the Middle East, Asia, North America, and South America. The company provides maintenance, repair, and overhaul (MRO) services; completions and refurbishment; engineering and fixed-base operations – along with aircraft management, charter services, aircraft sales, and personnel services. Jet Aviation's European and U.S. aircraft management and charter divisions jointly operate a fleet of more than 200 aircraft.

Acquisition of the company by General Dynamics in 2008 was accompanied by rapid growth that triggered the need for advanced IT support for process management, near- and long-term strategic planning, and controlling. In 2009, the company also faced the need for reporting support to comply with the U.S. Sarbanes-Oxley Act.

"To move forward and enhance our profitability, we needed to make our business strategies more proactive, optimize business resources, remove service bottlenecks, and adopt industry best practices," says Andreas Haller, director of IT solutions for Jet Aviation. This meant improving processes for planning and scheduling aircraft maintenance as well as capacity planning and budgeting. It also meant improving processes for sales, customer management and billing, reporting, and training. In addition, Jet Aviation wanted more visibility into specific maintenance tasks, better integration with vendor systems for more effective inventory management, and greater cost control.

Adding Advanced Aerospace and Defense Functionality

Since 1995, Jet Aviation has used functionality now available in the SAP® ERP application. The company was also

an early adopter and pilot customer of SAP for Aerospace & Defense (SAP for A&D) solutions. "These solutions have proven to provide a solid enterprise resource planning backbone that could grow with our company," Haller says. "Over time, however, heavy customization of the solutions had made them costly to maintain and created various user issues.

In upgrading to the latest release of the SAP solutions, Jet Aviation wanted a more standardized platform that could support industry best practices. The company also wanted to take advantage of major improvements in A&D functionalities that had become available. "In addition, we liked that SAP had a clear road map for future functionality and had committed to its current platform through 2015. This has been very helpful in planning the implementation and rollout of our software," Haller adds.



“SAP software is stable to run and can be upgraded smoothly. We value the experienced assistance available from SAP that is helping us adopt industry best practices.”

Andreas Haller, Director of IT Solutions, Jet Aviation Management AG

As part of the implementation, Jet Aviation added iMRO software, an SAP-endorsed business solution from SAP global services partner HCL AXON. Solutions endorsed by SAP are produced in accordance with SAP development guidelines and provide additional choices and flexibility for businesses running SAP applications.

Built to complement MRO functionality in SAP for A&D solutions, iMRO is specifically designed to meet industry requirements in the areas of maintenance engineering, planning, and operations. HCL AXON became the primary implementation partner, helping Jet Aviation find an efficient migration path from its custom-built solutions to the standard software platform that SAP for A&D solutions and iMRO offered.

Jet Aviation opted for a phased implementation, which will eventually serve 1,200 users. In the first phase, HCL

the company to institute industry best practices. During the second phase, Jet Aviation carried out the upgrade of SAP ERP. The third phase involved post-upgrade development for advanced planning functions.

Processes More Harmonized, Less Costly

“The new software addresses our most important requirements,” says Haller, “from compliance with Sarbanes-Oxley to MRO execution, financial consolidation, and the management of human resources skills.

With SAP for A&D and the SAP-endorsed business solution iMRO in place, Jet Aviation can more easily define the scope of work for maintenance services and then package and execute those services. Standardizing these and other processes has made the company more efficient and cut costs.

list of tasks. Automated labor clocking enables detailed, real-time tracking of service projects and their costs. Customers receive quotes several days sooner. Built-in compliance checks have standardized and streamlined the compliance processes.

“We’ve changed both our core processes and our support processes,” says Haller. “Processes are more harmonized across MRO, our company, and structures throughout Europe, the Middle East, and Asia.” Haller continues: “SAP software is stable to run and can be upgraded smoothly. And we value the experienced assistance available from SAP that is helping us adopt industry best practices.”

Looking Ahead

Jet Aviation plans a complete rollout of the new software to its centers of excellence by 2011 and to all its sites in Europe, the Middle East, and Asia by 2012. Implementation of the next version of iMRO will add advanced planning tools that create more visibility into actual capacity loads in the maintenance network. Using an existing implementation of the SAP NetWeaver® Business Warehouse component and a planned implementation of SAP BusinessObjects™ software, the company hopes to enhance reporting with advanced dashboards that improve the visualization of key performance indicators.

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Andreas Haller, Director of IT Solutions, Jet Aviation Management AG

AXON built a road map to help Jet Aviation move away from all but the most highly customized elements of its existing solutions. Consultants from HCL AXON worked with the company to implement various workbenches and planning functionality that would allow

Increased visibility into the processes has also helped with short- and long-term planning.

In the past, Jet Aviation had to create work packages manually. Today the company can automatically generate a

HCL AXON

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