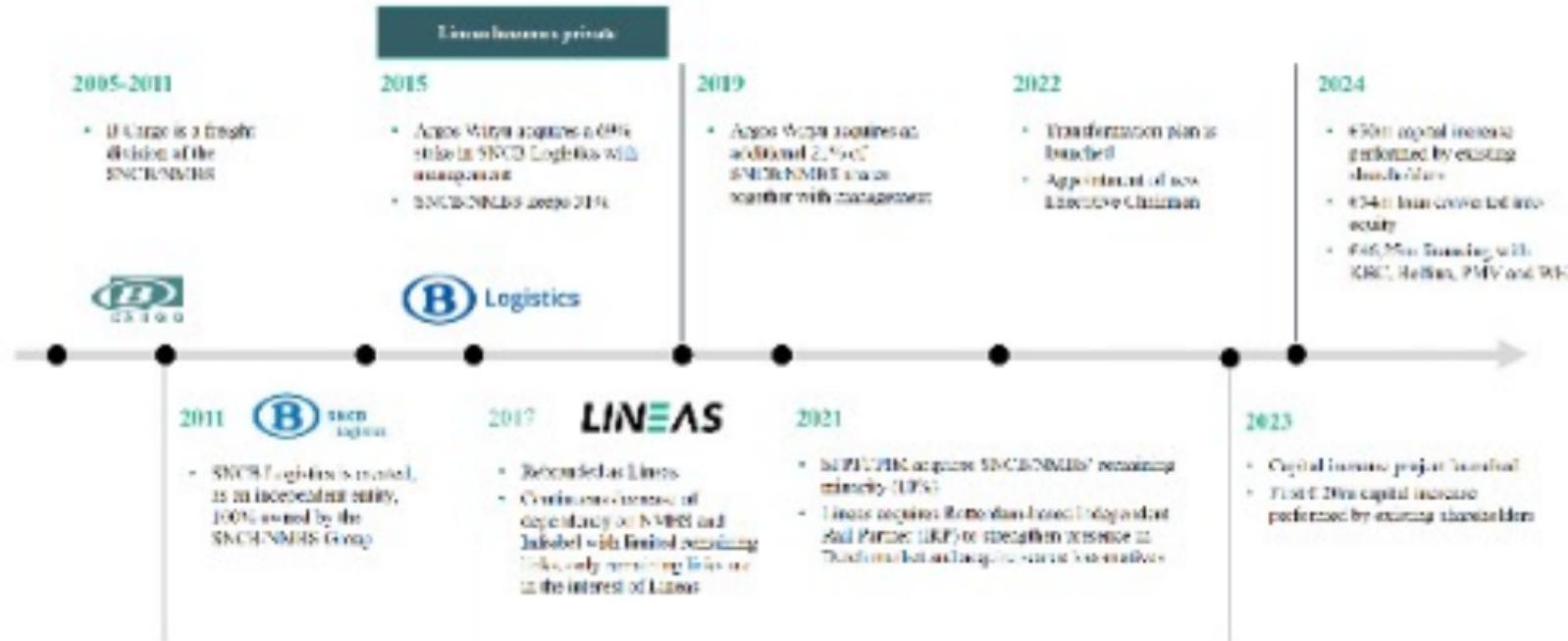


Lineas, the biggest private rail freight operator in Europe

LINEAS

- Our **mission**: we decarbonize the supply chain of our customers, being a key enabler for their growing ESG objectives
- Belgium headquartered company, but **truly multi-national**
- Operating in **Western/Central Europe** with all capabilities to deliver internationally
- Very strong ties with **major North Sea Ports**: Antwerp, Ghent, Zeebrugge, Rotterdam, Vlissingen
- Railway **undertaking** with a mix of **conventional** (industrial) and **intermodal** modi
- **Digitalizing** the supply chain
- Approx. 1700 employees with **passion** for rail
- Pool of ~500 national and international **drivers**
- Diversified **rolling asset base** (240 locomotives, 6200 wagons)

The first European rail freight operator to be privatised in 2015



Lineas' core activities

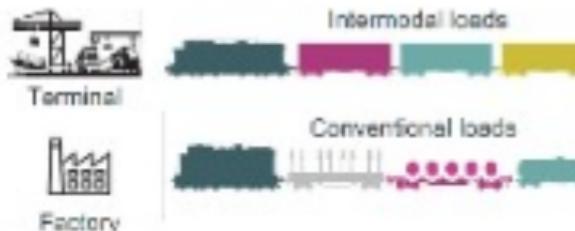
Driving trains from point A to point B for single clients (Closed block trains)



Rail undertaking role

Specifies: one client, no commercial risk on filling the train, focus on vessel optimization

Consolidating volumes from different clients, contracting a rail undertaker to drive train (Open trains)

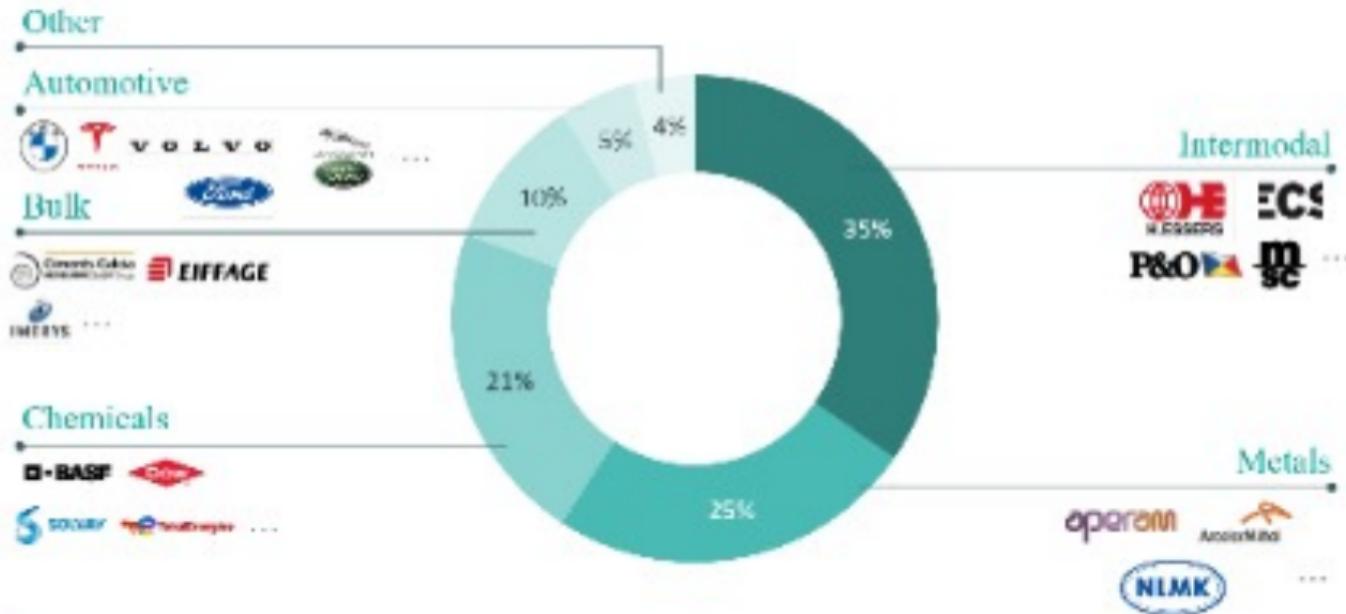


Interrail or Conventional Operator

Specifies: multiple clients, commercial risk on filling the train, focus on filling the train

Includes management of the terminals (Antwerp)

A varied and growing customer base



We operate in a regulated environment, so delivering proof we work safe and compliant is part of our business...



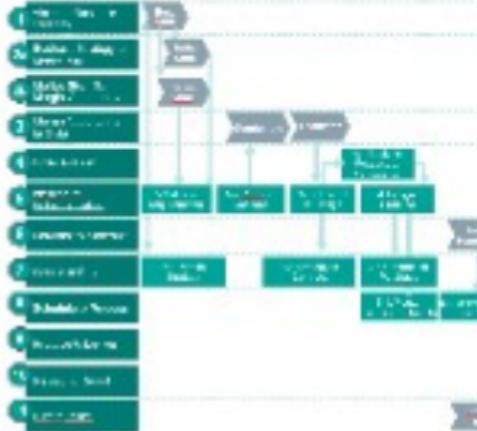
LINEAS' FIRST STEPS INTO PROCESS MANAGEMENT

LINEAS' FIRST STEPS INTO PROCESS MANAGEMENT

The screenshot displays a software application with multiple windows and panels:

- Top Left Panel:** Shows a navigation menu with items like "Iniciar Sesión", "Acerca de", "Ayuda", "Ayuda en línea", and "Ayuda en línea en línea". Below it is a section titled "ESTRUCTURA DE DATOS" with tabs for "TABLA DE DATOS", "TABLA DE RELACIONES", and "TABLA DE FÓRMULAS".
- Top Right Panel:** Shows a "ESTRUCTURA DE DATOS" panel with a tree view of data structures.
- Bottom Left Panel:** Shows a "TABLA DE DATOS" (Data Table) with columns "ID", "Nombre", "Apellido", "Sexo", "Edad", and "Número de teléfono". A specific row is selected with values: 1, "Juan", "Pérez", "M", 25, "(555) 123-4567". Below it is a "TABLA DE RELACIONES" (Relationship Table).
- Bottom Middle Panel:** Shows a "TABLA DE FÓRMULAS" (Formula Table) with a single row containing the formula $(\text{Edad} + 1) * 2$.
- Bottom Right Panel:** Shows a "ESTRUCTURA DE PROCESOS" (Process Structure) panel with a process flow diagram. The diagram includes a start node, a decision node labeled "D", two parallel regions, and an end node. Data flows between nodes are labeled with variables like "CANTIDAD", "PRECIO", and "TOTAL".

L1 End-to-end process map



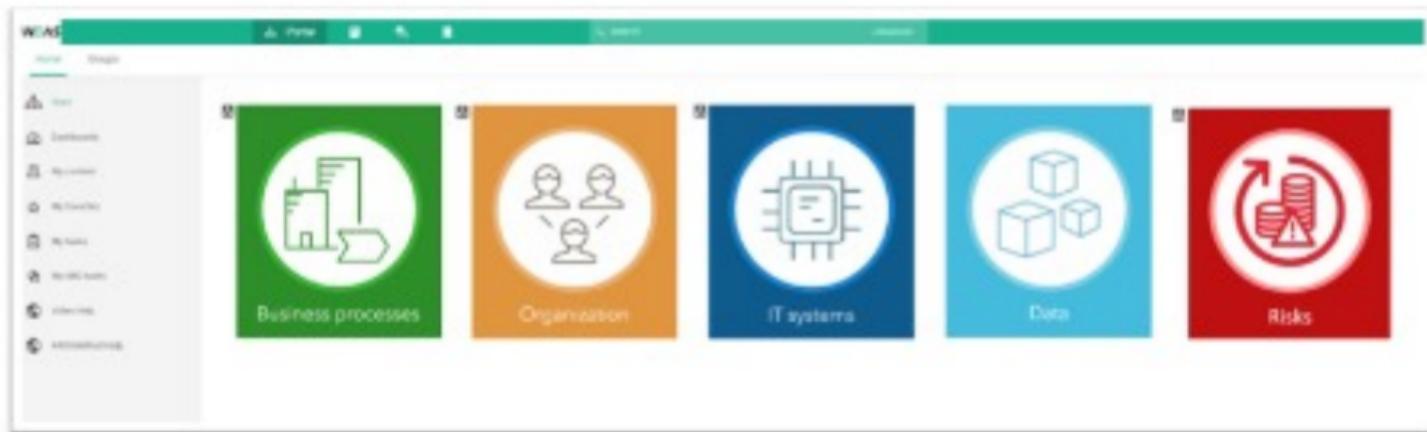
L2 Process Map

Process Interface View

Process Interface View				
L1 Process	L2 Sub-process	L3 Sub-sub-process	L4 Sub-sub-sub-process	L5 Sub-sub-sub-sub-process
L1.1 Data Input	L1.1.1 Data Input	L1.1.1.1 Data Input	L1.1.1.1.1 Data Input	L1.1.1.1.1.1 Data Input
L1.1 Data Input	L1.1.2 Data Input	L1.1.2.1 Data Input	L1.1.2.1.1 Data Input	L1.1.2.1.1.1 Data Input
L1.2 Data Processing	L1.2.1 Data Processing	L1.2.1.1 Data Processing	L1.2.1.1.1 Data Processing	L1.2.1.1.1.1 Data Processing
L1.2 Data Processing	L1.2.2 Data Processing	L1.2.2.1 Data Processing	L1.2.2.1.1 Data Processing	L1.2.2.1.1.1 Data Processing
L1.3 Data Analysis	L1.3.1 Data Analysis	L1.3.1.1 Data Analysis	L1.3.1.1.1 Data Analysis	L1.3.1.1.1.1 Data Analysis
L1.3 Data Analysis	L1.3.2 Data Analysis	L1.3.2.1 Data Analysis	L1.3.2.1.1 Data Analysis	L1.3.2.1.1.1 Data Analysis
L1.4 Reporting	L1.4.1 Reporting	L1.4.1.1 Reporting	L1.4.1.1.1 Reporting	L1.4.1.1.1.1 Reporting
L1.4 Reporting	L1.4.2 Reporting	L1.4.2.1 Reporting	L1.4.2.1.1 Reporting	L1.4.2.1.1.1 Reporting

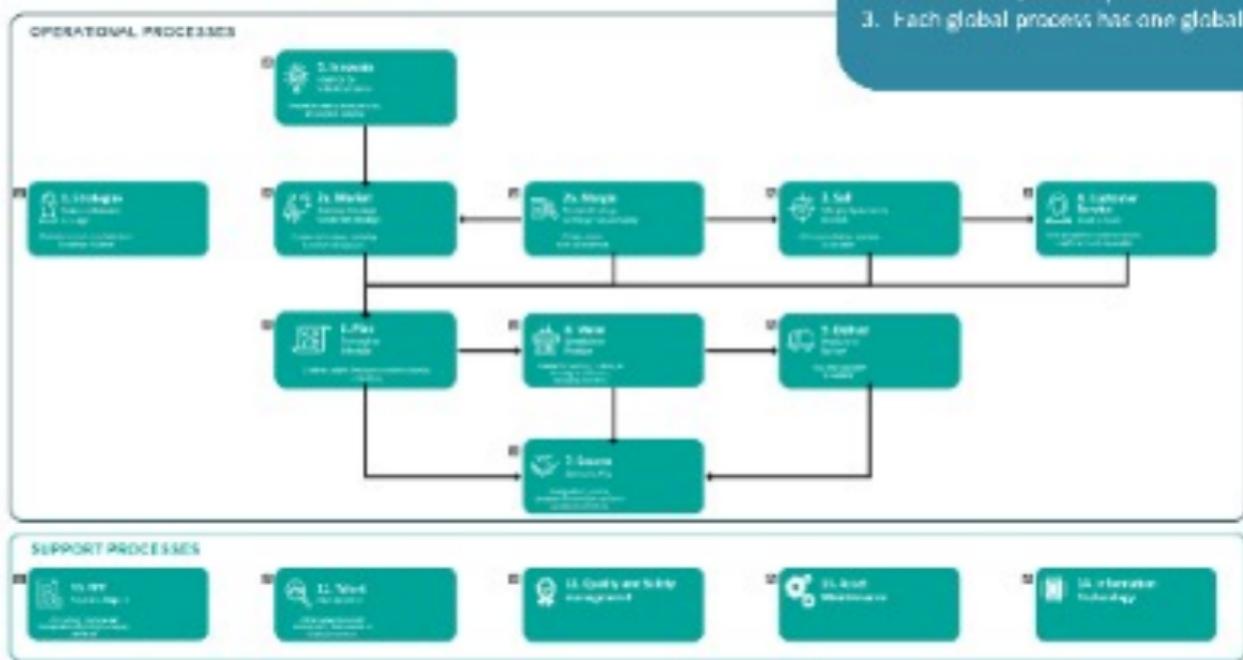
PROOF OF VALUE TO CONVINCE THE LINEAS EXCO TO ADOPT ARIS FOR BPM

DEMO ARIS



Lineas' process canvas

Visualization of the L0 processes



L0:

1. Each global process represents a key function/domain required in the delivery of our services.
2. Entails all L1,L2 & L3 processes
3. Each global process has one global process owner

Process breakdown from L0 to L4

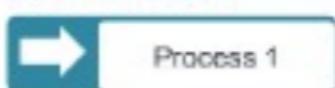
L0: Global process



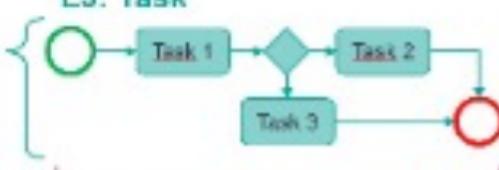
L1: Process clusters



L2: Processes



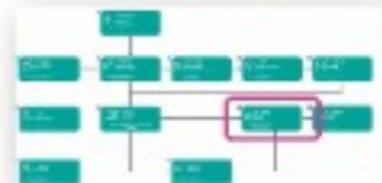
L3: Task



L4: Work instructions



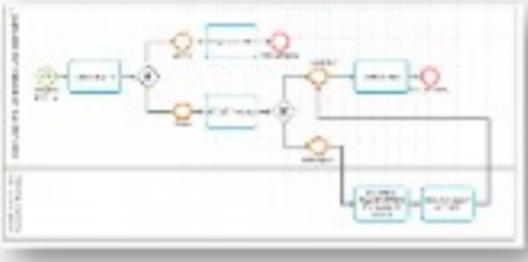
Linesas Global Process Map



Process Cluster map



Process



Design conventions

ARIS Modeler <File> <Edit> <View> <Insert> <Format> <Tools> <Help> <Search>					
Ar	File	Edit	View	Insert	Format
1					
2					
3	Model / Object name	Optional	O		
4	Process (PMB)	Mandatory	M		
5					
6					
7					
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9					
10					
11					
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TRAINING AND ONE ON ONE COACHING TAILORED FOR EACH POPULATION

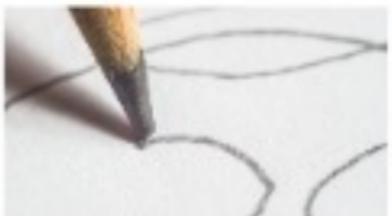


- Architect
- Designer
- Viewer pro's
- One on One Coaching for designers

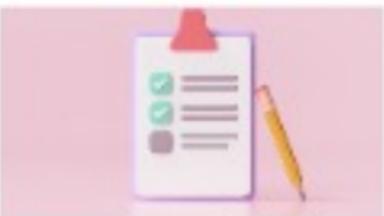
Lineas' Processes

Process Design Life Cycle

- Develop-Design



- Review



- Approve



- Publish*



- SUBJECT MATTER EXPERTS
- PROCESS OWNERS

- KEY STAKEHOLDERS
- REGULATION-COMPLIANCE
- RISK EXPERTS

- GLOBAL PROCESS OWNER
- PROCESS OWNER
- ADMINISTRATORS

- ADMINISTRATORS

*wikiLineas

Maturity domain



- Process Documented (templates-instructions)
- Process Risks controlled
- Process Legal requirements linked
- Process Measured
- Process Conformance Monitored

WELL DEFINED AND ASSIGNED ROLES

Lines' Processes

Roles & Responsibilities



BUILDING SKILLS AND KEEPING UP THE MOMENTUM WITH A GOVERNANCE THAT INVOLVES ALL KEY STAKEHOLDERS



Monthly Steerco with sponsor



Monthly Process Mgt CoE with SME's



Monthly Process Review with GPO's, PO's and SME's



On demand coaching of SME's

Quarterly Process Review with GPO's & C-level

KEEPING A TIGHT HANDLE ON PROCESS DEVELOPMENT AND PROCESS REVISION

LINEAS Process Management

Process Overview | Process Flowchart | Process Details | Process History | Process Metrics | Process Revision Log | Process Configuration | Process Notifications

Process ID: P001 | Version: 1.0 | Last Update: 2023-10-01 | Status: Active | Revision: 1.0

Process Description: Sales Order Processing

Process Flowchart:

```

graph LR
    Start((Start)) --> S1[Sales Order Received]
    S1 --> S2[Sales Order Entered]
    S2 --> S3[Sales Order Validated]
    S3 --> S4[Sales Order Assigned]
    S4 --> S5[Sales Order Processed]
    S5 --> S6[Sales Order Shipped]
    S6 --> S7[Sales Order Completed]
    S7 --> End((End))
  
```

Process Details:

- Process ID: P001
- Process Name: Sales Order Processing
- Process Flow: Sales Order Received → Sales Order Entered → Sales Order Validated → Sales Order Assigned → Sales Order Processed → Sales Order Shipped → Sales Order Completed → End
- Process Status: Active
- Last Update: 2023-10-01
- Revision: 1.0
- Process Owner: Sales Department
- Process Type: Transactional
- Process Frequency: Daily
- Process Duration: 10 minutes
- Process Throughput: 100 orders per day
- Process Efficiency: 98%
- Process Defect Rate: 0.5%

Process Metrics:

Metric	Value
Process Throughput	100 orders per day
Process Efficiency	98%
Process Defect Rate	0.5%
Process Lead Time	10 minutes
Process Cost	\$1000 per day
Process Resource Utilization	80%

Process Revision Log:

Revision	Date	Author	Comments
1.0	2023-10-01	Admin	Initial release of the Sales Order Processing process.
1.1	2023-10-05	John Doe	Added validation step to ensure order details are correct.
1.2	2023-10-10	Jane Smith	Optimized processing steps for faster turnaround.
1.3	2023-10-15	Mike Johnson	Added tracking feature for order status.
1.4	2023-10-20	Sarah Lee	Improved reporting module for management.

Process Configuration:

Setting	Value
Process Type	Transactional
Process Flow	Sales Order Received → Sales Order Entered → Sales Order Validated → Sales Order Assigned → Sales Order Processed → Sales Order Shipped → Sales Order Completed → End
Process Status	Active
Process Revision	1.0
Process Lead Time	10 minutes
Process Cost	\$1000 per day
Process Resource Utilization	80%

Process Notifications:

Event	Action
Sales Order Received	Notify Sales Team
Sales Order Entered	Notify Inventory Management
Sales Order Validated	Notify Production Planning
Sales Order Assigned	Notify Shipping Department
Sales Order Processed	Notify Quality Control
Sales Order Shipped	Notify Customer Support
Sales Order Completed	Notify Finance Department

Process Status by User:

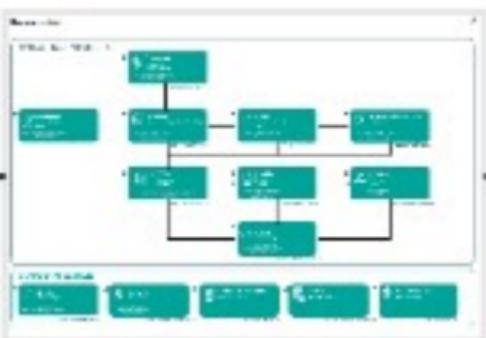
User	Processes
Admin	10
John Doe	0
Jane Smith	0
Mike Johnson	0
Sarah Lee	0
Others	0

Process Published Date:

Date	Processes
2023-10-01	9
2023-10-05	1
2023-10-10	1
2023-10-15	1
2023-10-20	1

Process Execution:

User	2023-10-01	2023-10-05	2023-10-10	2023-10-15	2023-10-20
Admin	Red	Red	Red	Red	Red
John Doe	Red	Red	Red	Red	Red
Jane Smith	Red	Red	Red	Red	Red
Mike Johnson	Red	Red	Red	Red	Red
Sarah Lee	Red	Red	Red	Red	Red
Others	Red	Red	Red	Red	Red



INTEGRATION WITH HR DATA

Employee Details

Employee Name	Employee ID	Last Updated Date	Valid Until
John Doe	123456789	2023-01-01	2026-12-31

Diagnoses

```

graph TD
    Diagnoses[Diagnoses] --> Infectious[Infectious Disease]
    Diagnoses --> NonInfectious[Non-Infectious Disease]
    Infectious --> Viral[Viral]
    Infectious --> Bacterial[Bacterial]
    Viral --> HIV[HIV/AIDS]
    Viral --> Hepatitis[Hepatitis]
    Bacterial --> TB[Tuberculosis]
    Bacterial --> Streptococcus[Streptococcus]
    NonInfectious --> Cancer[Cancer]
    NonInfectious --> Cardio[Cardiovascular Disease]
  
```

INTEGRATION WITH DOC MGT SYSTEM

Medical Record

Search

Search by Patient ID: 1234567890
Search by Patient Name: John Doe

Recent Records

Date	Condition	Severity	Treatment
2023-01-01	Flu	Mild	Antivirals
2023-01-15	Hepatitis C	Severe	Liver Transplant
2023-02-01	Tuberculosis	Medium	Antibiotics
2023-02-15	Streptococcus	Medium	Antibiotics
2023-03-01	Cancer	Severe	Chemotherapy
2023-03-15	Cardiovascular Disease	Medium	Medication

View Details

Condition	Severity	Treatment
Flu	Mild	Antivirals
Hepatitis C	Severe	Liver Transplant
Tuberculosis	Medium	Antibiotics
Streptococcus	Medium	Antibiotics
Cancer	Severe	Chemotherapy
Cardiovascular Disease	Medium	Medication

Audit Management

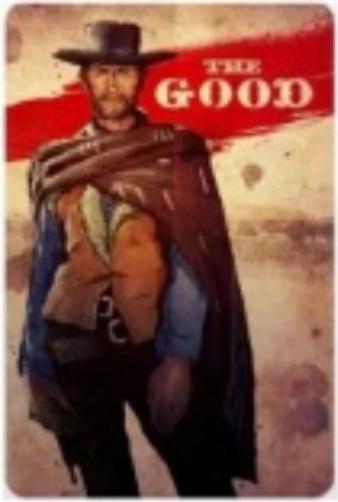


Confirmation Management



Issue Management





- Happy that we "thought hard" about the process breakdown
- Great to have a central repository for all our process related information
- Engagement and adoption go hand in hand
- Functionalities can be added as you go
- The Regulators are impressed with the ARIS process documentation

- BPM is a journey, but also requires a continued effort to keep information current
- To keep in mind, Only the "happy few" love processes, for the rest it's a necessary evil



- ARIS offers a lot of functionalities, but requires - a lot of - technical expertise
- The ARIS user interface is a hurdle for user adoption
- People leaving and changing responsibilities is a "B****", but hé, don't let is slip

