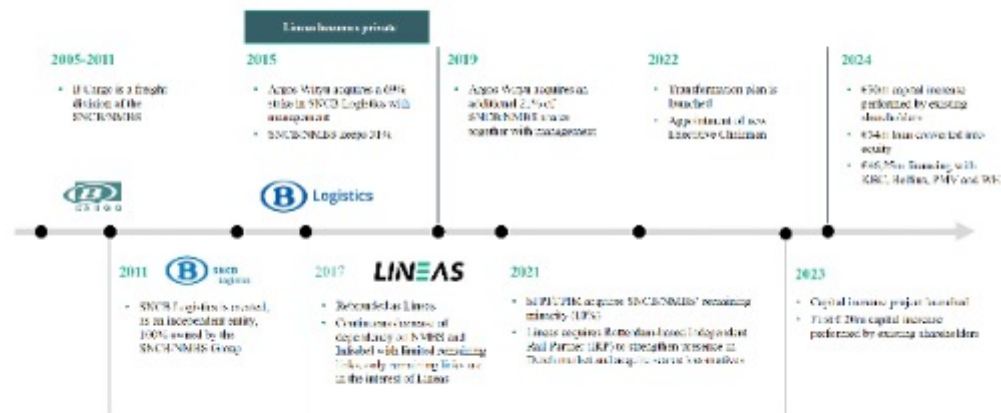


Lineas, the biggest private rail freight operator in Europe

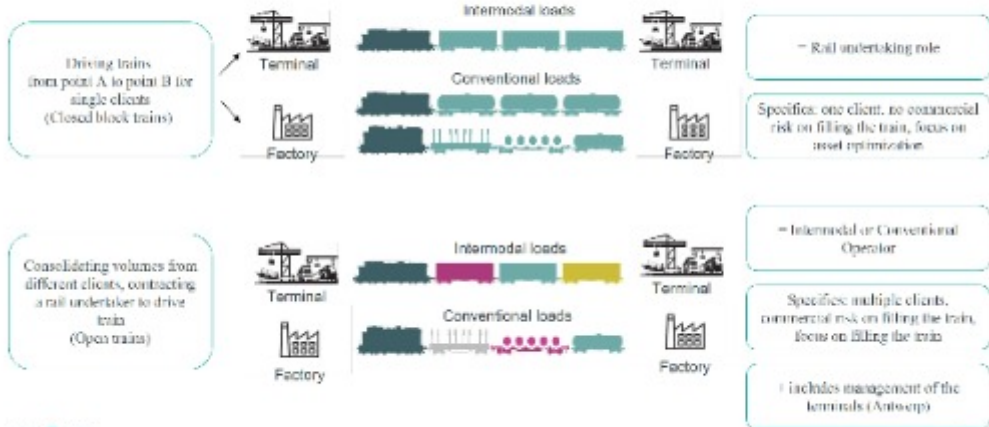
LINEAS

- 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** modalities
- **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)

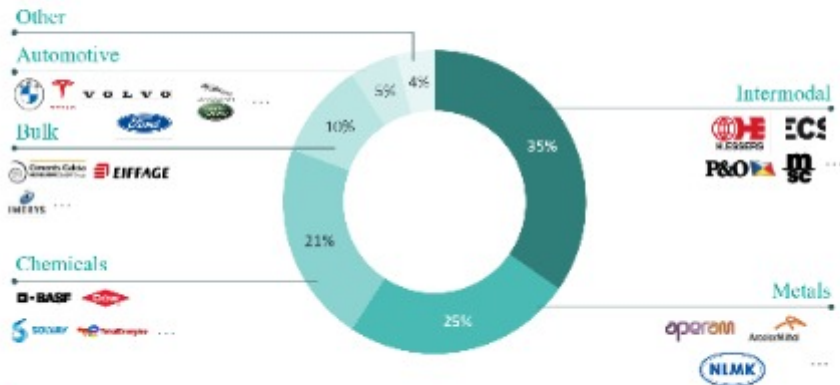
The first European rail freight operator to be privatised in 2015



Lineas' core activities



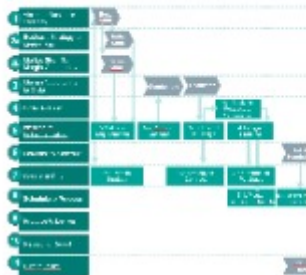
A varied and growing customer base



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



L1 End-to-end process map

[illegible]

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

DEMO
ARIS

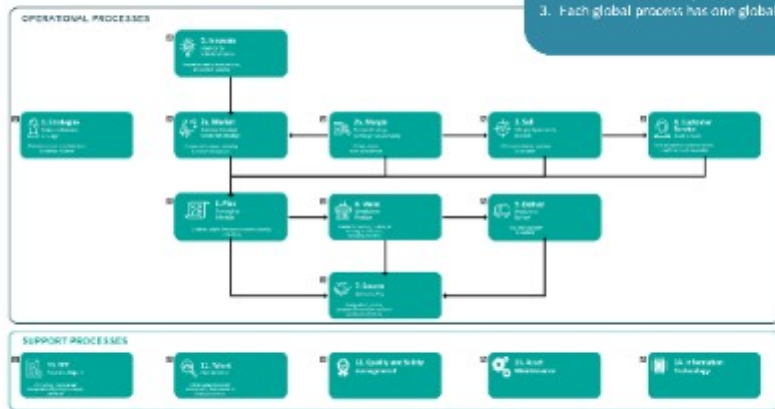


Lineas' process canvas

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

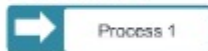
L0: Global process



L1: Process clusters



L2: Processes



L3: Task



L4: Work instructions



Design conventions

A11						
	A	B	C	D	E	F
1		Optional	O			
2		Mandatory	M			
3	Model / Object name		Category	Attribute/object name	Notes	Open
4	Process (P/DBQ)		M	Name	The name of the Process/Model	
			M	Description	Formally, describe the major must-get required understanding of what is described in this process. 1. Explain in an overview manner this scenario 2. Purpose: What is the objective of this process. Why is it important people follow this process and what are possible consequences to non-compliance in the execution. 3. Target group: For whom is this process relevant and by consequence needs to be followed about this process. 4. Scope: What is the application range of this process? What products or services, regions, business units, ...	
5			M	Valid until	Data related to the model is valid. This data needs to be filled in before the model is submitted for validation. The model editor will reject the validation data, when this data is passed the project needs to be revalidated.	
6			M	Status	A process will be in development status, the status "In development". As soon as the process is fully set and validated by the process owner and his stakeholders, the status is changed to "Validated". After the process is validated the status as a whole will move all from the process to "Validated" and not the flow. When a process is no longer wanted it should be put in status "To be deleted", important in this status will be removed from the design view as well as DBQs associated and stored in the "to delete" status.	
7			M	Responsible SMC	The name of the Designable SMC, to be selected from the DBQ user list. The Responsible SMC is the expert of the model and is responsible for modeling, modifications in the model and all the related content. If he/she does not have a designer license, the actual modeling will be done by somebody with a designer license based on the input of the SMC.	
8			M	Responsible Person	The name of the Responsible Person, to be selected from the user list. The "Responsible Person" must make sure the process is compliant with applicable regulations / legislation and safety guidelines. He/she should also ensure the process is capable of meeting the required performance levels.	
9			M	Responsible EPO	The name of the SMC who is the content expert of the process, to be selected from the DBQ user list. The Responsible EPO is accountable for the content of the model and its related content.	
10			M	Process reviewer	The name of the people who needs to review and approve the process before publication. Somebody from design team involved in the process should be assigned as "reviewer" and if applicable a representative for Regulations, Legal, ... For publication later: The list of the positions of the people For a later: Representative of role The person to be selected from the DBQ user list and the list of reviewers needs to be agreed upon with the SMC	

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



- SUBJECT MATTER EXPERTS
- PROCESS OWNERS

Review



- KEY STAKEHOLDERS
- REGULATION-COMPLIANCE
- RISK EXPERTS

• Approve



- GLOBAL PROCESS OWNER
- PROCESS OWNER
- ADMINISTRATORS

• Publish*



- 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

Lineas' Processes Roles & Responsibilities

Customer Support

Provide support to customers regarding product usage, troubleshooting, and general inquiries. Respond to customer feedback and ensure a positive user experience.

Product Development

Develop and improve the product based on customer feedback and market trends. Collaborate with other departments to ensure a seamless integration of new features.

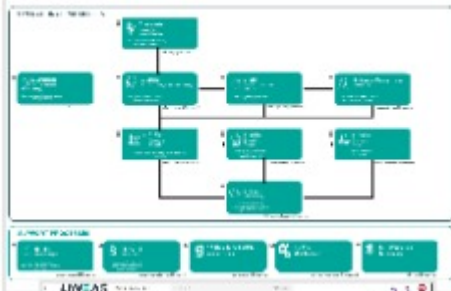
Business Development

Identify and pursue new business opportunities. Build relationships with potential clients and partners to drive growth.

Marketing

Develop and execute marketing strategies to promote the product and brand. Monitor market trends and competitor activities to stay ahead.

Marketing



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

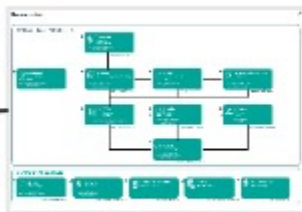
Quarterly Process Review with GPO's & C-level



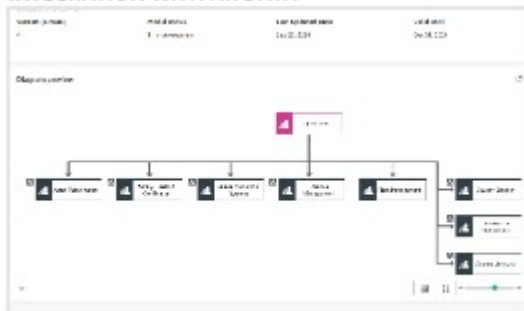
On demand coaching of SME's

KEEPING A TIGHT HANDLE ON PROCESS DEVELOPMENT AND PROCESS REVISION

[illegible]



INTEGRATION WITH HR DATA



INTEGRATION WITH DOC MGT SYSTEM



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 it slip

