



# JETPAK

”BUSINESSWARE has helped us to streamline our cost base by reducing costs with more than 25 million SEK in less than two years and to create our Digital Business Platform with BusinessMap® as a core application. The whole process has been a major contributor to an +100 million SEK increase in Jetpak’s shareholder value during the project period”.

Erik Lautmann, CEO, JETPAK Group



**BUSINESSWARE**

# Rigorous results through knowledge



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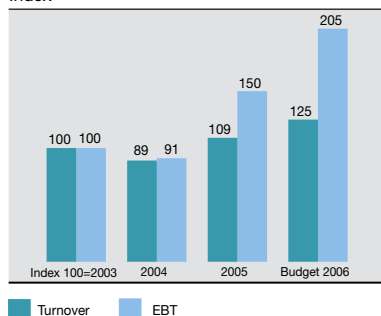
**In November 2003 JETPAK decided to initiate a strategic project, with BUSINESSWARE appointed as project managers.**

The goal was clear; to create additional profits in line with increased turnover. Previously, the variable costs had risen in line with sales. The project was appropriately named EPOS (Enhanced Performance of Operations and Sales). The project reinforced JETPAK’s plan to create opportunities for the company to expand into new European markets and to secure a share of a much larger market than JETPAK had previously focused on.

The result speaks for itself:

- During the project costs were reduced by approximately 20 million SEK EBT, 19 million of which was achieved during 2004. In 2005, during a subsequent project, costs were reduced by an additional 20 million SEK. The success of the project was directly visible on the bottom line.
- With regards to growth, JETPAK’s organic growth was 2% in 2004, compared to -3% in 2003. In 2005, organic growth is expected to reach 10%.

**Turnover and EBT (Earnings before Tax) Index**



**From analysis to growth**

The first step of the strategic process was to analyse JETPAK’s turnover and income structure. It was deemed necessary to identify the “drivers” that created or could create value for JETPAK, enhance JETPAK’s knowledge of its market and competitors and identify ways in which they could extend their product portfolio and brand platform.

“For us to be in a position to expand, while being profitable, we needed to strengthen our existing business platform”, says Erik Lautmann, CEO, JETPAK. “Previously we had to a great extent focused on our production and on being able to meet customer demand in the short term. After the merger in 2002 with AdenaPicko and an ambitious growth strategy it became obvious that we needed strategic tools to get us on the right track.”

**Charlotte Hansson, Commercial Director, JETPAK Group:**

“The BUSINESSWARE consultants were catalysts during a process that brought us together as a company and made us increasingly business and customer orientated”.





*Product Managers Anette Bergström, Erik Dandanell, Peter Szmulik and Business Controller Jesper Godlund are evaluating the profitability of the segmentation strategy.*

### **Strategic advisors and tools**

To support and facilitate the second part of the strategic process, in August 2004 BUSINESSWARE were again appointed, this time in the capacity as strategic advisors.

Charlotte Hansson, Commercial Director, JETPAK: "During the process it was especially useful to have an external perspective and to find a tool that could handle questions about our market position and opportunities. The BUSINESSWARE consultants were catalysts during a process that brought us together as a company and made us increasingly business and customer oriented."

BusinessMap® was an essential tool in the process of visualising our current position.

"BusinessMap® made us acknowledge the "gap" between our perceived and actual market position. It was soon clear that we did not have all the required answers. An increasing number of us have gained a much deeper understanding of our business.

BusinessMap® has enabled us to gather all of our financial, sales and market data in one place. We have gained an overview and a qualified basis on which we can make strategic decisions. We have also acquired a collective business language across the company, which makes it easier to discuss and agree strategies across divisions and groups of employees" says Micael Nilsson, Internal Business Consultant.

### **Performance culture**

JETPAK's enhanced focus on costs, its market position and sales has had a great knock on effect on the company's organisation and culture. JETPAK is today a performance driven company with a management team that knows where and when a project will be profitable.

"It has been easy to communicate the strategic project to line managers and employees, who have all gained a much better understanding of how the company is joined together. There is now a direct link from the knowledge generated in BusinessMap® to the development of business plans, and employees' understanding of how they can create value for customers and the company ", says Charlotte Hansson.

Another important aspect is JETPAK's focus on new projects.

Erik Lautmann: "Previously, many projects were initiated without us being completely clear of its relevance and consequently many of these were unsuccessful. Today we select fewer projects, but we see them through in order to secure the desired outcome."



*Charlotte Hansson, Commercial Director  
and Erik Lautmann, CEO,  
are discussing the 3 year  
Digital BusinessPlan Report  
from BusinessMap.*



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**Market position and sales**

A particular part of the strategic project had a commercial focus on; customers, products and sales. Part of BUSINESSWARE’s analysis made it clear that JETPAK operates in a larger market and is up against more competitors than originally perceived. Consequently, it was essential to identify the profitable market segments, opportunities for repositioning the company’s brand and how JETPAK best can develop new products to specific market segments.

Charlotte Hansson: “Fundamentally it has been about examining our product portfolio, evaluating if we have a sufficient number of activities planned and if it’s feasible to develop new products and services that are competitive on quality and price. Those decisions are now made on a strategic foundation. Previously we did not have an overview of our profitable and not so profitable business segments”.

The strategic project has been extended to the company’s Swedish franchises. Like JETPAK, the franchises have gained a number of tools that will help them to target their sales and marketing to a larger geographical market, but to a more precise target group. Initially the focus is on developing best practice among the Swedish franchises, but during the next couple of years the project will be extended to Denmark and Norway.

**Visible market value**

The strategic process and the use of BusinessMap® have improved the data available and its transparency. Previously data was spread across different databases; it was not integrated nor was it used for making decisions about the business.

“Also owners and financial interested parties have benefited from the process; we are in control of our business processes, our turnover has increased, and our market value has become more visible. To put it simply BusinessMap® has enabled us to generate a documented report about our business and results. In other words we have established a digital business platform,” says Erik Lautmann.

In December 2005, JETPAK’s owner sold the SAS Company to the Danish Polaris Private Equity company for 490 million SEK.



# A profile of BUSINESSWARE A/S

BUSINESSWARE A/S is an international consultancy company with a focus on the classical management disciplines. The head office is in Copenhagen, but the company is also represented in Sweden and the United Kingdom. The majority of our work revolves around BusinessMap®, which is sold and implemented in collaboration with our international partners.

BUSINESSWARE A/S was established in 1985. The key to our current success is BusinessMap's ability to link the formulation and implementation of strategy. Consequently, BusinessMap® has become an acknowledged strategic tool that enables companies to build strategic knowledge and competence, identify key performance indicators and adopt a more performance driven approach.

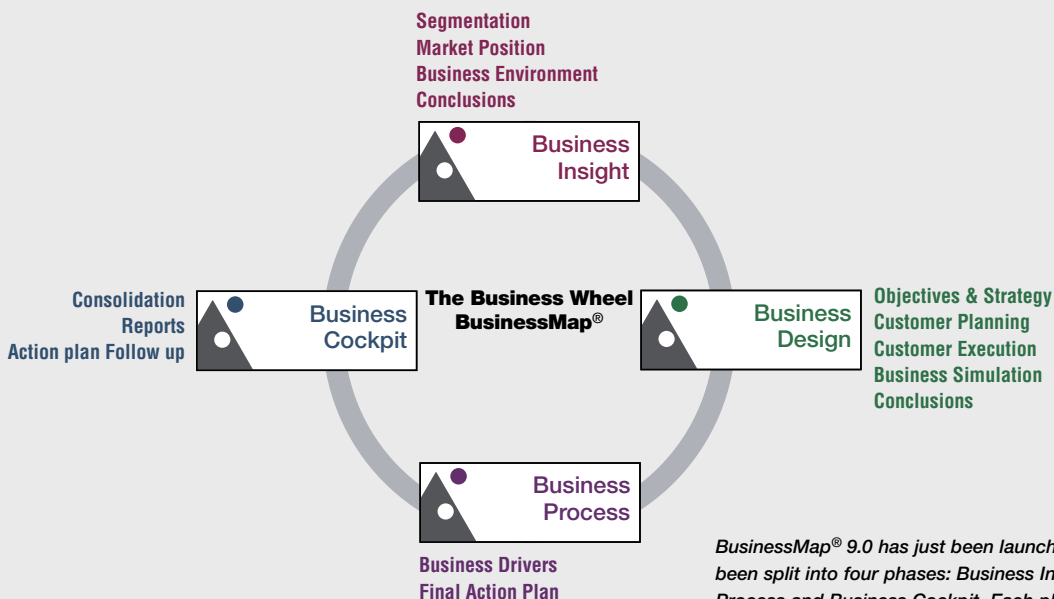
We have successfully undertaken more than 700 customer projects, the objectives of which have been to create a performance culture, a stronger market position, increased organic growth, and most of all increased profits. Our customers come from all industries and regions and include ATP, BEA Systems, Boehringer Ingelheim, CBS, CSC, Falck Securitas, JETPAK Group, Post Danmark, SAS, SAS Cargo, Tele 2 and Tomkins Plc.

For the second consecutive year, the BUSINESSWARE Group has been awarded an AAA credit rating by Dun & Bradstreet. Consequently, we are among the 2.7% most financially solid companies in Denmark.

## BusinessMap® – from strategy to improved performance

BusinessMap® helps companies systematise the strategic process; from the analysis and development of strategies, plans and budgets, to embedment and monitoring, through to reporting and communicating results.

BusinessMap® is suitable for different size companies, across all industries and integrates the strategic process across divisions and sister companies. It enables managers and employees to monitor and analyse how the strategy is implemented throughout the company. Benchmarks and best practice are identified so that the company can continuously define new goals and activities.



*BusinessMap® 9.0 has just been launched. The BusinessMap process has been split into four phases: Business Insight, Business Design, Business Process and Business Cockpit. Each phase consist of a number of modules that can be used continuatively or individually. BusinessMap makes it easy and quick to report and communicate the strategic results both internally and externally.*

## **A brief introduction to JETPAK**

Within the Nordic market JETPAK is today a growing,  
performance driven and increasingly profitable company,  
– the result of a strategic project that was initiated early 2004.

During the project, BUSINESSWARE was appointed consultants  
and BusinessMap® was used to gain an overview of JETPAK's  
markets, products, sales, costs and turnover. For JETPAK  
BusinessMap® is today an essential tool when making  
decisions regarding new customers, projects and products.



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