

BusinessMap® Testimonial



In June 2001, SAS Cargo Group A/S was established as an independent subsidiary to Scandinavian Airlines System and is fully owned by the SAS Group. SAS Cargo Group A/S is the parent company of SAS Cargo Denmark A/S, SAS Cargo Norway AS and SAS Cargo Sweden AB. The company manages sales and operations within the three countries. SAS Cargo is the leading air cargo carrier to, from and within Scandinavia. Every day around 1000 SAS passenger and cargo flights serve over 100 worldwide destinations, and in 2006 SAS Cargo Group had a turnover of 387 million euro. Superior frequency, comprehensive network, extensive capacity and outstanding reliability ensure shipments arrive as agreed, - "Airfreight the Scandinavian Way".

www.sascargo.com

SAS Cargo Project Spirit Handling



Kenneth Marx, CEO, SAS Cargo

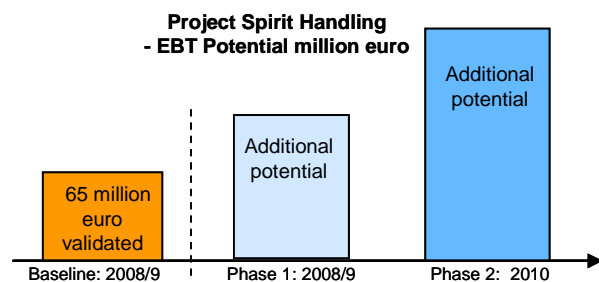
Within less than 3 months, BUSINESSWARE, through analyses and project groups, identified that the earning potential of SAS Cargo's airport terminal company Spirit could be increased significantly.

Kenneth Marx, CEO, SAS Cargo:

" BUSINESSWARE's project leaders secured an objective analysis and have through great commitment and professionalism secured the agreed objectives throughout the process. BUSINESSWARE has helped to identify significant areas of improvement that will help to secure our future competitive ability within handling of cargo".

The airport terminal company Spirit used to be part of SAS Cargo, but the SAS Group initiated an analysis of the future role and placement of Spirit.

BUSINESSWARE was asked to analyse three strategic scenarios and identify the one that would provide the greatest value. BUSINESSWARE acted as project leaders and was responsible for securing a neutral and objective analysis.



BUSINESSWARE's Involvement

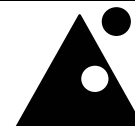
- Identify cost savings
- Identify economical consequences on group level
- Identify quality and business risks
- Identify strategic consequences
- Identify implementation costs

SAS Group's yield

- A savings potential of 7.1 million euro was validated
- Additional significant savings were identified and the effectiveness index increased
- Closing report included simulation of different scenarios, risk analysis and recommendation of the future role of Spirit.
- Operational and commercial scorecards that help to increase the company's focus on operational efforts and on profitability in relation to both customers and products.

The three most crucial savings areas

- Increase effectiveness
- Free production capacity
- Market innovation



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