



the **itam-unit**
Intelligence for IT



***“United
we stand”***

AIRFRANCE KLM

With over 80.000 employees, hundreds of suppliers and well over a hundred thousand IT assets, the activities of the international Vendor, Contract & License Management team within Air France-KLM is of great importance. Although its significance and added value has never been up for debate, the team has always aspired to continuously optimize. In 2022, it was time for the next big step to get Vendor, Contract & License Management - and the services they provide – even more prominently on the agenda. However, this represented a philosophical challenge. What exactly does this next step look like? How do we and the services we (can) provide become even more visible and of value within the organization? And where are we now and how do we get where we want to be? Pondering these questions, Roland Wagener (Manager Vendor Management), Bas Brakenhoff (Vendor & License Manager) and Ger Katuin (Vendor & License Manager and SAM Manager) enlisted the help of The ITAM-Unit to find answers together.

The next step

Before you determine where you want to go as a department - and how to get there - common practice is to have a clear idea of where you stand today. This was the start of the collaboration between Air France-KLM and The ITAM-Unit. Our CEO and principal consultant Johan West sat down with all team members within Vendor, Contract & License Management and asked them about their role, how this fitted into the organization as a whole, how they felt about it and what potential optimizations they saw themselves. “That gave me a lot of insight into how we are positioned and how we can approach and adjust things,” says Roland. “It was good to have the needs, wishes and ideas about improvement of the employees clearly and conveniently put on paper by someone from outside the organization.” In order to get a clear idea of where the team wants to (and should) go and how to get there, a team session was organized at the Air France-KLM office. With Johan as facilitator and moderator, the team met to discuss Vendor, Contract & License Management and how to take the next step of being of even more value to Air France-KLM. A session that resulted in six tangible actions that could be implemented to achieve the set objectives. “Johan has made it clear to us where we stand, where we need to go and how to get there. Insights and experiences from outside our organization played an important role in this”, concludes Ger.



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where we need to go and how to get there.***

The menu

One of these actions was related to improving the visibility of the team within Air France-KLM and the services they offer the organization. Creating visibility isn't always easy. “If we do our job well, then nothing is wrong and there are no problems, but that also means we are not visible in the way we want,” Ger explains. “We are not just firemen fighting fire and saving the day, we are also the ones who make sure that there is no fire to begin with.”

How can you as a team bring your work, your services and their importance to the attention of stakeholders and management? Together with The ITAM-Unit, a service catalogue was compiled precisely for this purpose, within Air France-KLM better known as “the menu”: a comprehensive list of all the standard services offered by the Vendor, Contract & License Management including a description of what ‘clients’ of the team can expect.

Why is this menu important? It forces one to think about services offered, what value they have, and therefore for whom this might be interesting. Think of it as a shop: the Vendor, Contract & License Management team provides services to the rest of the organization and therefore has clients who use these services, each for their own specific reasons. Connecting the Vendor, Contract & License Management shop to the needs of those clients is a good way to make the added value clear and to further improve and optimize.

Sustainability

An interesting need that is high on the agenda at Air France-KLM in all business units is sustainability and Green IT. The Vendor, Contract & License Management department can play an important role in this by ensuring that products and services purchased from external suppliers meet the highest standards with regard to sustainability and corporate social responsibility – in the context of the best price/performance ratio. “We have ensured that the subject of sustainability is on the agenda at every tactical and strategic supplier meeting,” says Roland. “As a result, we force ourselves to think about it and how we can contribute to this.” Research within Air France-KLM showed that this contribution can be significant: 70% of the CO2 emission of IT is accountable to suppliers. Sustainability is not neglected within Air France-KLM as they have been in the top three of the Dow Jones Sustainability Index (DJSI) for years. “Sustainability has always been on the agenda at Air France-KLM, but it was mainly internally focused. We have expanded this topic by also involving our suppliers and our use of IT. That is where the real advantage can be gained,” concludes Bas.

United we stand

The Vendor, Contract & License Management team, the services they provide and the value they offer have become very visible within Air France-KLM, but great progress has also been made within the team itself. “When we started a few years ago, many colleagues of ours had no knowledge of Vendor Management even though some of us were already two steps ahead of the pack,” explains Ger. “We have put a lot of time and energy into raising the level of knowledge internally and now you see that the whole team has a clear shared vision of where we are, where we need to go and how we will get there”. Bas adds: “Together, we discuss how we can best approach working with suppliers and how we position ourselves. It offers a lot of added value that we are now like-minded in this. After all, united we stand but divided we fall.”



AIRFRANCE KLM

Air France-KLM is a leader in international air transport from Europe. With three main areas of expertise (passenger air transport, cargo transport and aircraft maintenance), Air France-KLM is a major player worldwide. With a fleet of 537 aircraft (shared between Air France, KLM Royal Dutch Airlines and Transavia), our Group offers services to up to 300 destinations in 117 countries, mainly from our central hubs in Paris-Charles de Gaulle and Amsterdam-Schiphol.






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The ITAM Unit helps companies maximize the value of IT and software investments at minimal cost and risk by leveraging IT Asset Management (ITAM) best practices and technology. The ITAM Unit is aimed at managing, controlling and optimizing the process of selection, purchase, implementation, maintenance and use of computer hardware, software and cloud services within an organization.

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