



## Profile: KLM

*Boet Kreiken, CIO at KLM, explains how technology is making a difference to the Netherlands' national airline.*

### **T**ell us a bit about your job and what you believe makes a good CIO?

My key responsibility is that we make the KLM businesses more innovative in their markets to create new value and to lower continuously the costs of existing services and applications. So this double edged sword of innovation and continuity is the essence. Right now we have around 80 projects in progress and 12 which are particularly large. Next to this we have the integration between Air France and KLM IT which is challenging and brings the best out of us in both organisations. A good CIO understands the company and business' strategy, adds to its future and current results by partly also shaping that strategy via new business-IT projects and by having reliable and efficient services. Finally, good CIO's work hard on IT management development and have an outside-in view on technology and business processes.

### **Are you seeing the gains that technology is making to KLM?**

Absolutely, the solutions and processes we've integrated have made a huge difference – things such as the efficiency of our website

### **KLM:**

- Headquartered at Amsterdam Airport Schiphol.
- Employs 33,000 people of more than 70 different nationalities.
- Deals with 23 million passengers per year.
- Flies to 148 destinations.
- Fleet of 195 aircraft.

or internet check-in are cutting edge. For example in ground operations we have grown in certain activities by 20%, lowered costs dramatically and have less staff than five years ago. Our focus is on increasing performance and reliability through innovation and refining our business processes. It's always interesting to hear the experiences of the people who use the technology everyday. For example on a recent flight to Kuala Lumpur I talked to the Captain who shared with me the positive impact new software had on engine rotation speed during take-off. It's rewarding to know that the work of my team is making sure we deliver the goods (in this case less kerosene use, less engine maintenance cost and chain optimisation).

### **What is a key project you're working on at the moment?**

We're busy with something called 'Technology: A game changer' right now. In the past, technology was all about driving greater efficiency, then it shifted to increased productivity and now we're looking at how we can improve connectivity. We need to understand how we can best connect ourselves, our information and our data to the rest of the world. This will influence how our staff work and behave and how we interact with our customers. We have to operate as a truly modern business if we are to continue our expansion and have a competitive edge in what is an extremely competitive market.

### **Inevitably your job must involve a lot of travel?**

I've racked up a number of air miles over the years! Having worked with KLM's partners in Europe, Asia, the Americas and Africa, I've learned a huge amount about how people can approach projects differently. This gives me a wider perspective on what I want to achieve at KLM. ■

**“Our focus is on increasing performance and reliability through innovation and refining our business processes. It's always interesting to hear the experiences of the people who use the technology everyday.”**