



# Using Ontology and Modelling Concepts for Enterprise Innovation and Transformation: Example SAL Heavylift

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## Abstract

This case story covers the SAL Heavylift journey and how they tailored their strategy to address the opportunities within the market. The mapping and improvement of their value chain, business model and with it the service, revenue, value, cost, performance and operating model. Various details about this innovation and transformation journey will be shared, including, how BPM concepts are applied to understand and classify strategic considerations while enabling the business model decisions, redesign functions, and all the underlying activities (processes). This includes benchmarking maturity and develop a transformation roadmap. The case also discusses the issues faced by such complex environment; such as how value and performance drivers are incorporated into the existing operating model. In addition to that, the best practices, industry practices and leading practices applied are being discussed and the modelling disciplines used are specified.

## Introduction

### SAL Heavy Lift

SAL Heavy Lift, a member of the “K” Line Group, is one of the world’s leading carriers specialized in sea transport of heavy lift and project cargo, and its offshore subsidiary focuses on developing and delivering installation solutions for the oil & gas and renewables sectors. They operate a global network of own offices and representatives. This enables them to quickly provide excellent solutions to their clients. Thanks to their long-time experience, integrated best practices in HSEQ, highly trained crews and in-house engineering teams, we provide safe, innovative, reliable transport solutions, with respect for the environment. Their in-house engineering department develops customised solutions for all transport needs and thoroughly supervises all projects from the planning stages to successful completion, while working hand in hand with their highly skilled crews. SAL Heavy Lift’s wholly owned subsidiary SAL Off - shore B.V. provides Dynamic Positioning (DP) installation solutions to customers around the globe. SAL Offshore has a strong market offering based on the MV Lone, a DP Class 2 vessel with which it has successfully completed many projects for the offshore oil & gas and renewables industries. SAL Heavy Lift upholds the highest standards in respect of HSEQ: all vessels are certified as conforming to ISO 14001 and OHSAS 18001. Type 183, 176 and 116 have Environmental Passports confirming this compliance.

## Historic Overview

The history of SAL can be traced back as far as 1865, when the first sailing vessel SS “Amoenitas” was delivered to the Heinrich family by the Sietas ship yard in Germany (today all SAL vessels are produced by the same shipyard).

In 1980, the SAL office Steinkirchen was founded by Hans Heinrich. In 1984, Hans Heinrich, together with his brother Claus, took over the management of 3 vessels from their father Paul Heinrich. In the same year, the first geared vessels with 2 x 38 metric tons SWL were ordered.

From 2001 until 2011, SAL was under the joint management and ownership of the Heinrich and Rolner families and grew to a staff of almost 100 ashore and about 550 crew members on the vessels worldwide.

In April 2007, SAL entered a joint venture with the “K” Line Group headed by Kawasaki Kisen Kaisa, Ltd., Tokyo. “K” Line is one of the leading shipping companies in the world. The joint venture by these two shipping companies with their long histories resulted in a wide variety of synergy effects. While SAL’s strength lies in its extensive experience in heavy lift shipping, “K” Line’s contribution emerges from its worldwide logistical network and its highly diversified fleet.

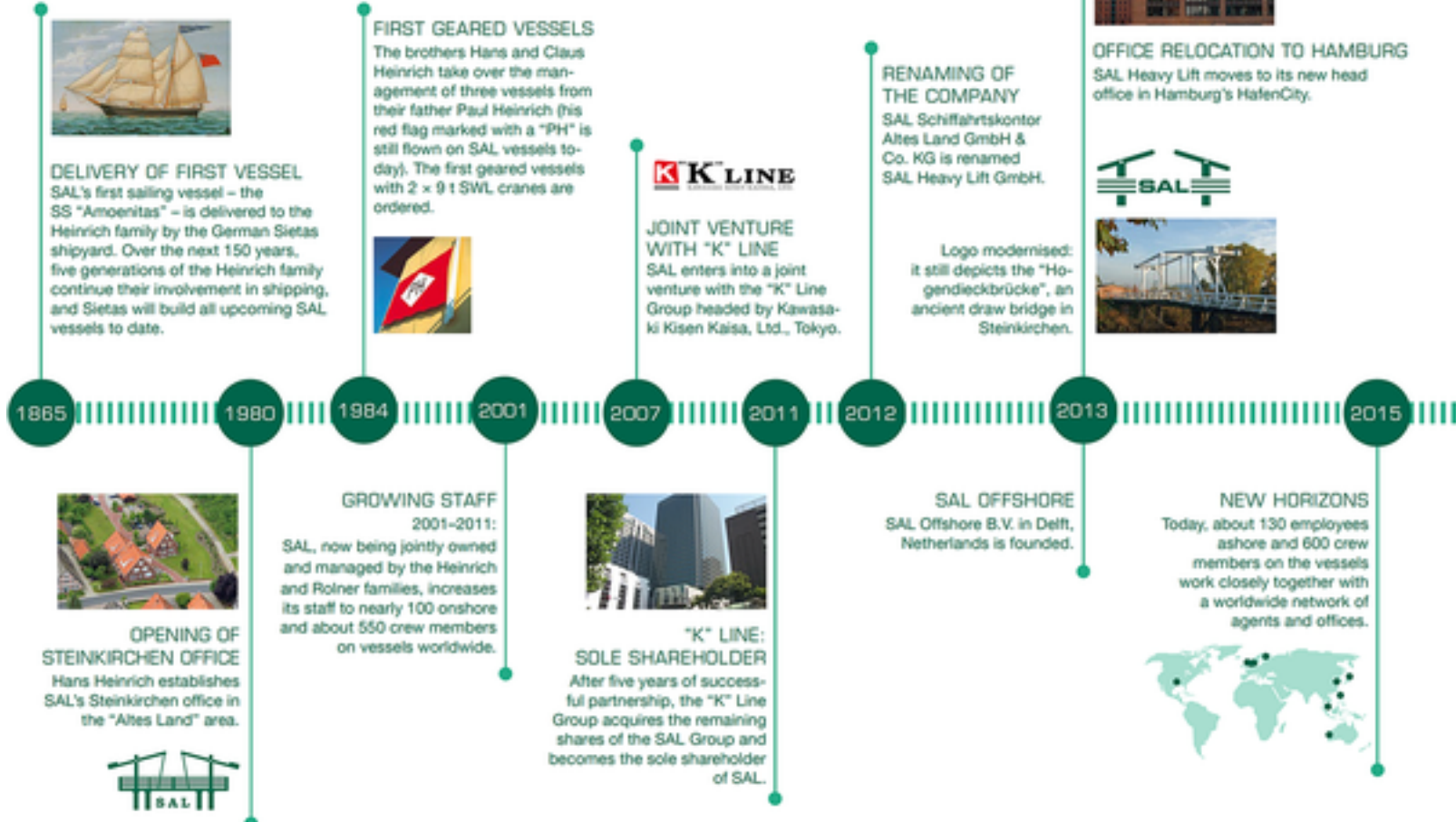
After five years of successful partnership, the “K” Line Group – with effect of July 1, 2011 –, acquired another 50 per cent of the SAL Group and with that becomes the sole shareholder of the company. The two SAL founders, Hans and Capt. Claus Heinrich retired, while Lars Rolner (former co-owner of the company) remains as member of the executive board of the company.

In January 2012, SAL Schiffahrtskontor Altes Land GmbH & Co. KG was renamed to SAL Heavy Lift GmbH.

Since mid-March 2013, SAL Heavy Lift operates from its new head office in Hamburg’s upcoming downtown, the HafenCity. For more than 30 years, the company had been located in Steinkirchen in the “Altes Land” region on the south bank of the river Elbe. The relocation to Hamburg’s urban waterfront involves more space for the growing staff, in particular for the new offshore department.

In awareness of the long tradition of the company, the company’s logo was slightly modernized; it still depicts a landmark of the “Altes Land” region: the “Hogendieckbrücke”, an ancient draw bridge. See Figure 1.

*Figure 1. We therefore provided a short historic overview*



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