Aena Brasil: Sustained growth and improved performance

Aena implements SAP S/4HANA in its Brazilian operation in just 4 months.

"The professionals at T-Systems were extremely committed and had their objectives very well aligned with those of Aena, working as if we were members of a single team, which was fundamental to the success of the project."

Emerson Thomazini, ICT Director, Aena

Airport operators rely on efficiency, security, and customer happiness to guarantee that operations run smoothly. Aena Brasil is the Brazilian operation of Spain's Aena, the world's largest airport operator by passenger volume, which manages 46 airports and two heliports in Spain. It also owns 51% of London-Luton Airport and operates twelve Mexican airports, two in Colombia, and two in Jamaica.

Since 2020, the concessionaire has managed 17 airports in Brazil, accounting for around 20% of the country's air traffic, firmly establishing itself as the country's largest network of airports given. With extensive experience in airport management, the company promotes an integrated approach, increasing synergy and promoting greater efficiency in its operations.

Aena has expanded its operations in Brazil, and since 2023, it has been running 11 additional airport terminals, including Congonhas. To ensure integrated management across all 17 airports under its concession, they chose T-Systems to implement SAP S/4HANA in the new terminals, in line with the parent company's global standards. Implementing the system required collaboration between teams from T-Systems and Aena, facing challenging deadlines and regional regulatory complexities. The success of the project was attributed to the commitment of the teams, effective governance, and participatory leadership, resulting in a stable implementation with no negative impact.

At a glance

- Implement the SAP S/4HANA ERP in the operation of 11 airport terminals in Brazil, in just 4 months
- Use of the SAP Activate Methodology
- Power BI was used to consolidate tests and provide greater visibility of information in real-time
- Periodic meetings with the Spanish team to align and gather technical and management information
- Stability of the solution with total transparency of information
- The 11 new airports under the company's management, including the Congonhas Airport, started using ERP on the first day of operation

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Reference in detail

🎯 Customer pain points

Based on an ambitious plan to operate in Brazil, global airport operator Aena began managing the concession of six airports in the Northeast in 2020. In August 2022, it won the auction for the terminals of eleven more airports, including the Congonhas Airport, making it the largest airport operator in the country.

With the commitment to take over the operations of these new terminals in October 2023, the operator had little time to implement a management system that would allow it to operate with stability and excellence from the start, integrated into the Northeast airport system, and in accordance with the standards set by its parent company in Spain.

To ensure total compliance with global contracts, Aena chose T-Systems to implement SAP S/4HANA ERP in its Brazilian operation. However, the key aspect considered when closing this cooperation was T-Systems do Brasil's capacity to conquer the obstacle of implementing the management system and getting it up and running in only four months.

💡 How T-Systems solved it

The platform would be responsible for ensuring the reliability of the entire financial and accounting flow, and it would need to be a customization and adaptation of the SAP system that had already been implemented in the operation of Northeast airports, ensuring information integration.

Aena was able to rely on the experience of its employees, who had previously implemented the solution, as well as T-Systems consultants, who gradually began interviewing users to revalidate the existing documentation, allowing for quick and error-free development. The goal was not just to create something new, but also to improve on what had already been established based on problem identification, and to launch it in just four months.

This process involved T-Systems Spain, T-Systems do Brazil and the Aena teams located in Spain and Brazil. The regulatory specificities of each of the eleven airport states located in Brazil were taken into account, further increasing the complexity of orchestrating this transformation, with meetings in different languages and at different times. The SAP Activate methodology was used, in addition to Power BI, to consolidate the tests and provide greater visibility of the information in real-time.

> **"The schedule presented by T-Systems ensured that we would be able to implement the system on time, and that was decisive when it came to choosing the company as our partner."**
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> Raul Moya Gonzalez, COO, Aena

⭐ Business impact

The timetable initially established went as planned and the launch date was met, allowing activities to begin on both the tax as well as the accounting and invoicing sides. The precise implementation ensured the solution's stability and complete transparency, as seen by the accuracy of internal controls — an important consideration for Aena, which has a portion of its capital publicly held in Spain.

While several variables may have gone wrong, including a lack of time, multiple companies, and new customers, the governance and involvement of Aena's Spanish operations and T-Systems' top leadership was critical to ensure that the installation went well and on time.