



# Bizagi streamlines sales at world's largest open-pit coal mine



**Customer:**  
Cerrejon Coal

**Industry:**  
Utility & Energy – Coal

**Location:**  
Colombia

Cerrejon Coal  
gained  
**Greater Control**  
over its sales  
process with  
Bizagi.

Bizagi BPM increases agility by improving integration between the different business units and facilitating better data consolidation.

The world's largest open-pit coal mine needed a BPM system to act as the orchestration layer across its ordering process.

“  
We chose Bizagi for its vast implementation experience, its support, and for its international presence”.

*Joaquin Uribe Franco, Productivity and Technology Manager, Cerrejon*

## Objectives

- ✓ Increase the ability and control of the coal sales process
- ✓ Integrate all areas involved: sales, foreign trade, logistics and finance
- ✓ Provide robust support for the conciliation of payments and collections
- ✓ Streamline workflows across geographies and stakeholders at multiple levels
- ✓ Embed secure electronic handling for sensitive commercial data

## Achievements

- ✓ Increase in business process agility, integration and visibility
- ✓ Reduction of the invoicing cycle
- ✓ Greater consolidation of information and processes
- ✓ Reduction in errors across large volumes of annual sales information
- ✓ Lower risk of non-compliance through electronic document handling
- ✓ Decision makers kept informed via easy to use reporting interface

## Overview

Cerrejon is the largest open-pit coal-export mining operations in the world with over three decades in the business. The company is an important actor in the Colombian economy and the driving power of La Guajira, the region where its production actively takes place. For coal sales, Cerrejon relies on two commercialization offices located in Dublin (Ireland) and Atlanta (United States).

## Challenges

Cerrejon's entire operation is integrated: a thermal coalmine, a railroad of 150 kilometers and a seaport able to receive ships of up to 180 thousand tons of capacity. The coal sales registration process is complex, due to the geographical location of the different stakeholders and the sensibility of the information that is handled.

"We were looking to improve the coordination and orchestration between all these areas – commercialization offices (Dublin and Atlanta), Foreign Trade and Logistics (Colombia), Financial Accounting, Accounts Payable and Treasury – from the moment a client places an order until they receive it", explains Joaquín Uribe, Productivity and Technology Manager at Cerrejon.

## The BPM Solution

In synthesis, what Cerrejon needed was a Business Process Management tool, integrated to its ERP, that enabled the management of all the transactions derived from the commercialization of the coal. It also needed to have robust support for the conciliation of payments and collections. For this, Cerrejon selected Bizagi.

After an extensive evaluation of tools and an open bidding process, Bizagi was selected. With the On Target methodology for project management, and with the support of the different areas involved, the work was done in Bogotá, Puerto Bolívar, Dublin and Atlanta. The BPM integrated the information from diverse sources, such as the ERP Ellipse, Minetrak (a system used in Puerto Bolívar to control the information of loading and boarding), and Aramis (an invoicing control system used in the commercialization offices).

"The coal sales registration and control project was the first project at Cerrejon based on the BPM (Business Process Management) platform, aligned with the process management corporate strategy implemented in the company", explains Uribe.

The solution was implemented in only 6 months, reaching the production stage with all areas integrated, achieving visibility of the whole process, and with a centralized parameterization of the business conditions through the Business Rules Engine (BRE). This is the system layer which contains the business rules and conditions that govern the process execution.

## Results

Thanks to the implementation of Bizagi BPM, Cerrejon increased the integration between the people and the sub-processes which are part of the coal sales operation. In this way, the mine completes the sales cycle, from the mine to the client, with the security that the required information in each step is correct and opportune, and satisfies the current regulations. "At the moment the coal sales registration and control process, managed through this platform, tracks and controls the sale of 32 million tons of coal a year", Uribe explains. Due to this volume of annual sales, the benefit of having a clean process and without errors constitutes a competitive advantage for Cerrejon.

Cerrejon makes sure it has all the necessary certificates in each ship, according to the laws of the receiving countries and relating to specifications such as amount of coal, calorific power, humidity, ash, etc. "The documentary handling of the characteristics of the coal is supported by the BPM system, grouping in this platform all the relevant documents for the process", concludes Uribe.

All the financial and process reports can be accessed via a simple interface. Also, the system sends alerts to inform the actors in the process which of the activities they own are close to expire. This brings additional support to the user in order to satisfy the time control that the law dictates for the presentation of documents, reducing the risk of non-compliance of the current norms.

In summary, Cerrejon managed to achieve its business objective by making the coal sales registration process more agile from beginning to end.

### Best Practice

- ✓ Ensure the BPM provider can offer free online support
- ✓ Enlist support from external facilitator to define the first processes
- ✓ Utilize proven project management methods (e.g. Bizagi On Target)
- ✓ Align your First Process with the corporate goals for improvement
- ✓ Be mindful of the internal culture and raise early awareness of BPM