

**SASOL**  
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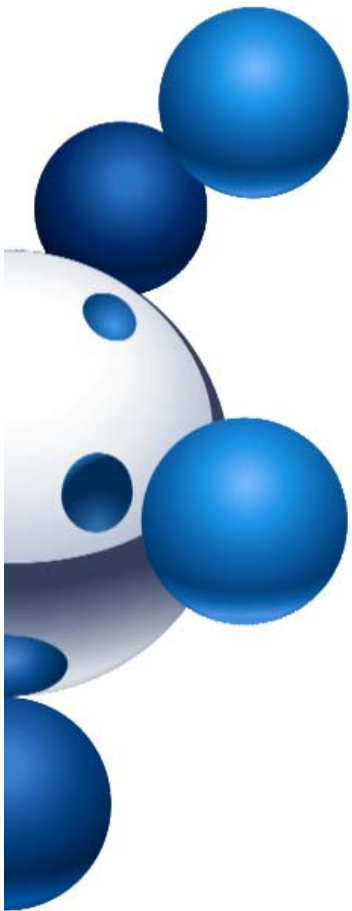
# ***Using Enterprise Architecture to Achieve Stable IT / Business Alignment at SASOL***

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The Enterprise Architecture Core Diagram

Gerhard Botha – Sasol Enterprise Architecture Team

13 March 2007



# Contents

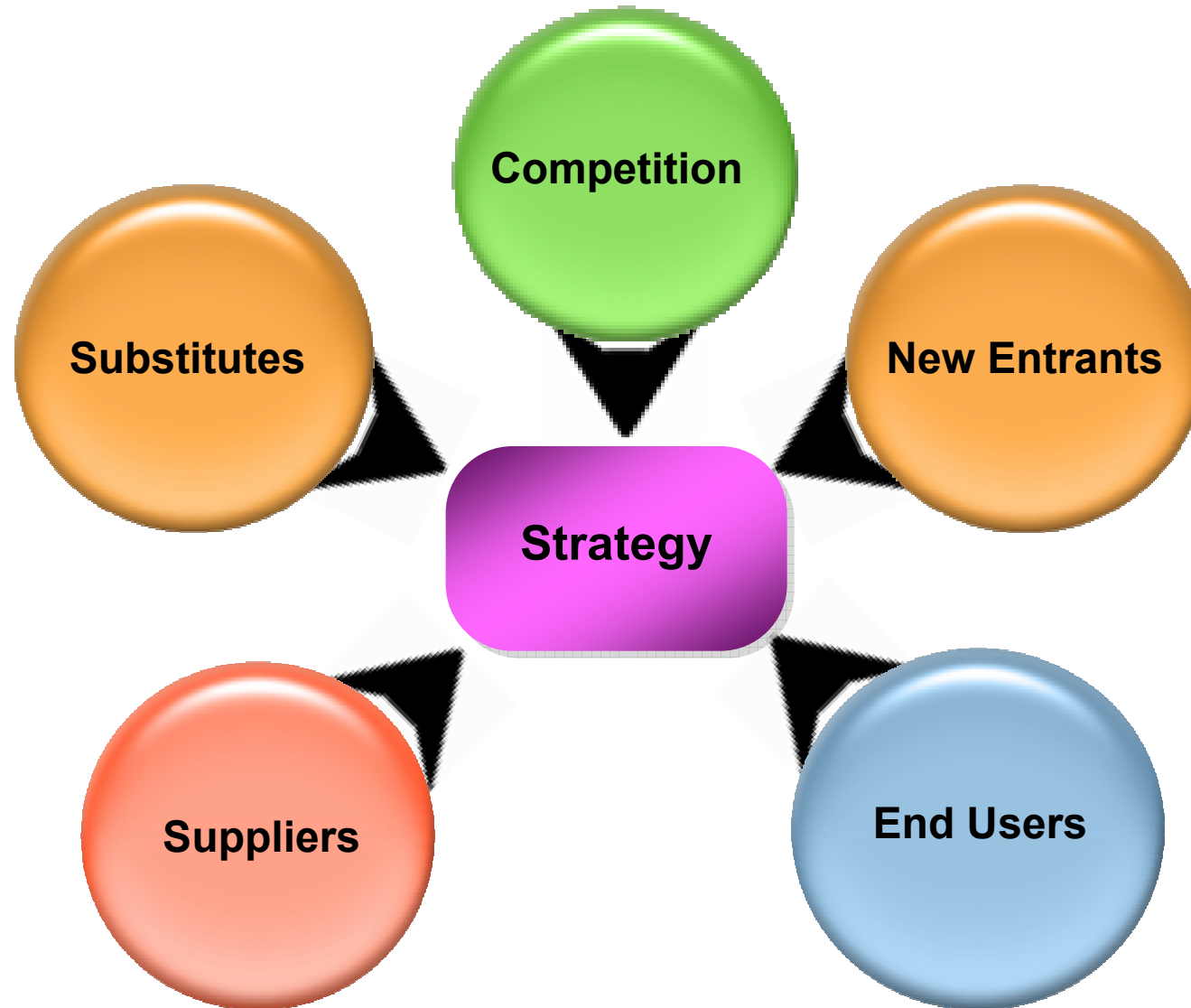
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- Alignment with Strategy
- Business Operating Models
- Foundation for Execution
- Architecture Core Diagram



# Strategy Development: The 5 Forces Model

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# Ever-Changing Strategy

To what extent will each of the following CIO actions be a priority for you in 2006?

	Ranking			
	2006		2005	2004
Delivering projects that enable business growth	1	↔	1	18
Linking business and IT strategies and plans	2	↔	2	4
Building business skills in the IS organization	3	↑	9	1
Demonstrating the business value of IT	4	↓	3	2
Attracting, developing and retaining IS personnel	5		*	*
Applying metrics to the IS organization and IS services	6	↓	4	14
Improving the quality of IS service delivery	7	↔	7	3
Flexible technology infrastructure	8		*	*
Improving IT governance	9	↑	10	11
Consolidating the IS organization and operations	10	↓	8	**

# Synfuels IM Strategy 2003-2007

*It ain't braggin' if you can back it up !!!*

**2003**

Success has many fathers, failures only one

We would rather turn you down than let you down

The way we as team members feel is ultimately the way the customer feels

Nothing works – I have to make it work!

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## From Good... ...to Great

### Value Delivery Through Partnering For Stability and Growth

#### IM strategic focus areas:

Information @ Work™	Client Intimacy	IM Standards & Controls	Performance Culture	Business Acumen
I'm satisfied that everybody knows where to find the information they need to do their work successfully.	I find lasting fulfillment in the long term IM-Business relationship.	I am delighted that I have capacity to focus on value adding activities because IM standards and controls simplify my life.	I passionately deliver excellence in IM's team performance.	I intimately know how to make a difference to the IM bottom line.

Information you need on your screen; ALWAYS! Making business sense of IT

#### IM Principles for Business Processes, Information, Application and Information & Communication Technology Domains

- Tightly Integrate Business Processes with Strategy
- Business requirements define IT solutions
- Design to support business change - Reduce integration complexity
- Reuse before buying before building
- Technology Matters Less - Focus on "IT in Business"
- Enterprise-wide interoperable standards
- Business is accountable for the timeliness, accuracy and integrity (value) of all information - "GIGO"
- Information is a Sasol corporate asset and should be managed according to sound management principles

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## From Good... ...to Great

#### Synfuels strategic focus areas:

World Class People	Operations Excellence	Growth through Technology	Environmental Conscientiousness
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Synfuels Strategy: Long Term Reliability, Stability and Growth

#### Synfuels IM Strategy: Value Delivery Through Partnering For Stability

##### IM strategic focus areas:

Support business process execution	Standards and compliance	Information analysis
Ensure commonality, uniformity, integrity, relevance and focus of information used by all employees and contractors while fulfilling their role in a section of the business process	Facilitate communication to the business of and compliance with internal and external processes, standards, governance and legislation	Facilitate analysis of information at the resolution and timeframe (historic, current and future) required

Information you need on your screen; ALWAYS! Making business sense of IT

##### IM functional strategies for Synfuels:

Information Technology	Business Process and Information Strategy
<ul style="list-style-type: none"> <li>• Technology Matters Less</li> <li>• Equalize technology renewal over the technology life cycle</li> <li>• Lower Synfuels TCO through achieving economies of scale</li> <li>• No bleeding edge technology</li> <li>• Integration of IT and IIT</li> <li>• Link Technology to Technical Architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Unified Architecture Management</li> <li>• Reduce Workflow Complexity</li> <li>• Perform for Competitive Advantage</li> <li>• Logical Partitioning of Business Design</li> <li>• Integrate Business Processes with Strategy</li> </ul>

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## From transacting... ...to interacting

to achieve...

### Customer 'Feel Good' With Benefit at Point of Use

our strategy is...

Value Delivery Through Supplier Partnering For Business Stability And Growth

by focusing on the 5 strategic areas of...

<b>2007</b>			
We build a team of excellence, growth and prosperity			

Performance Culture	Solutions For Work	Business Acumen	Standards, Processes & Controls
Everything I do focuses on the customer experience	Our users testify that work is simple and easy	I intimately know how to make a difference to my customer bottom line	IM processes, standards and controls simplify my life

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## *Operating Model – The Definition*

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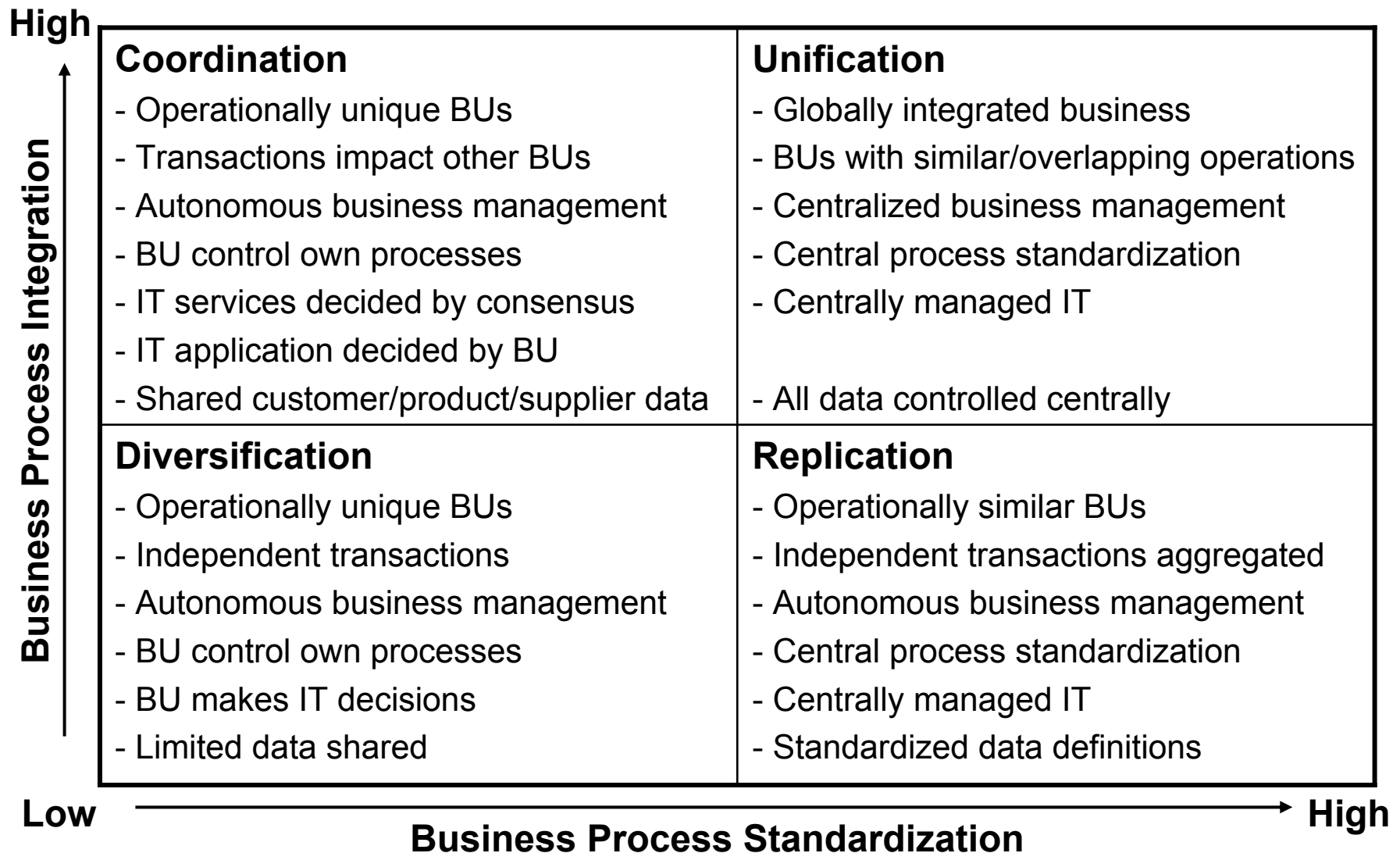
*An operating model* is the **necessary level of business process integration and standardization for delivering goods and services to customers.**

Enterprise Architecture As Strategy: Creating a Foundation for Business Execution, 2006 (Jeanne W. Ross, Peter Weill, and David C. Robertson)

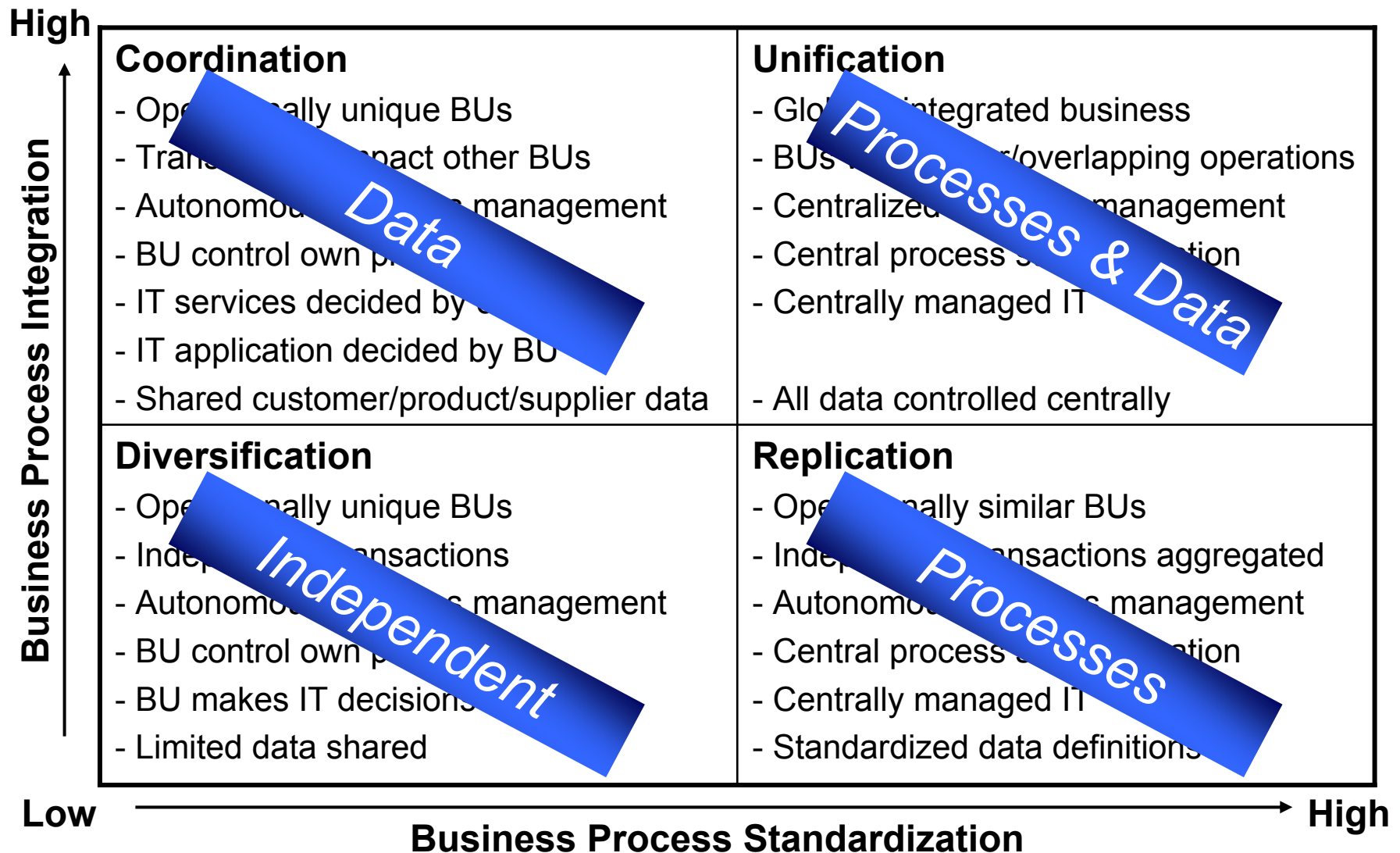
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## 4 Different Operating Models



## 4 Different Operating Models





## *Operating Models within the Operating Model*

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### **Coordination**

**Shared Services**  
Unification

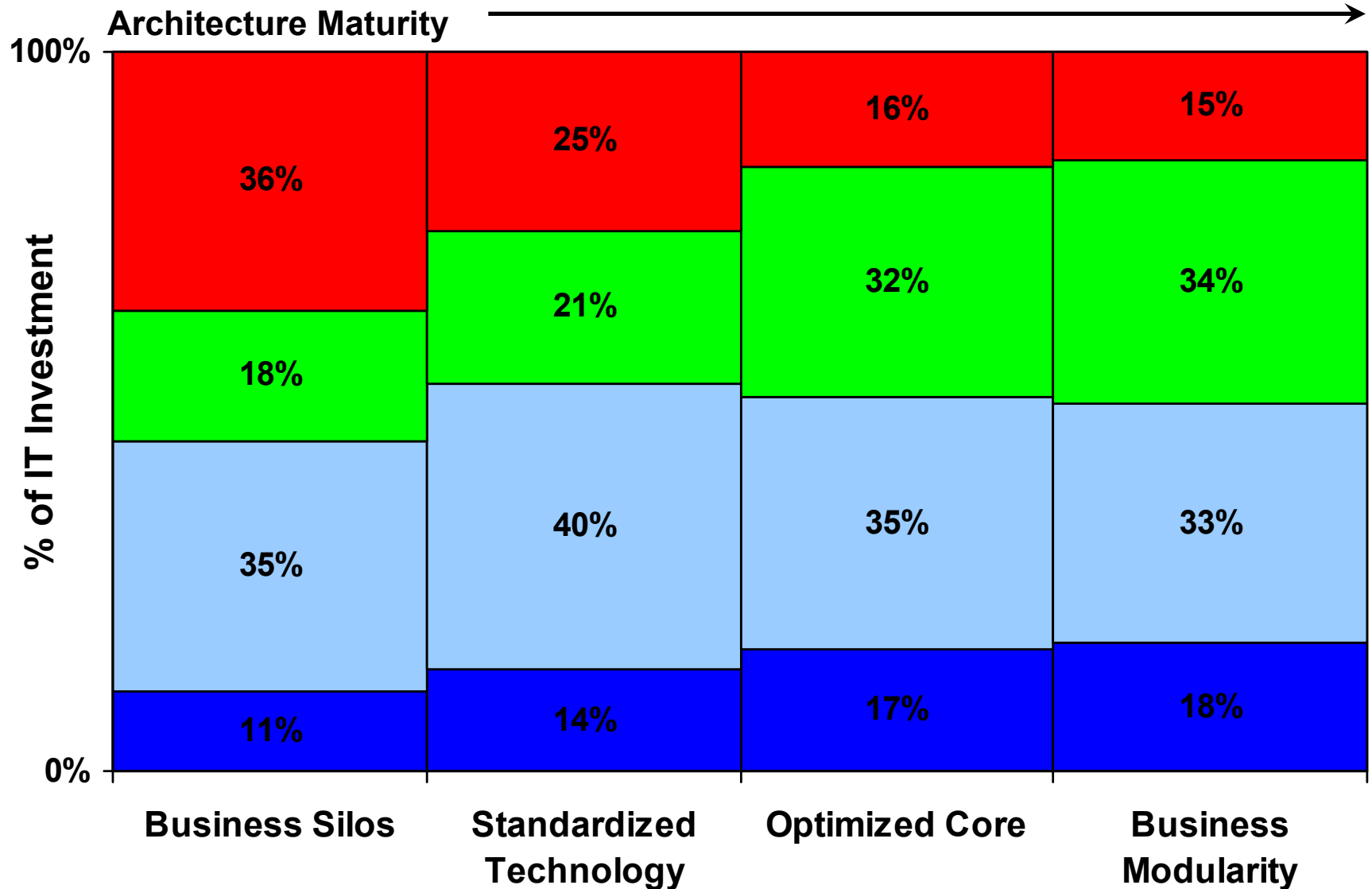
**R&D**  
Diversification

**Sales**  
Replication

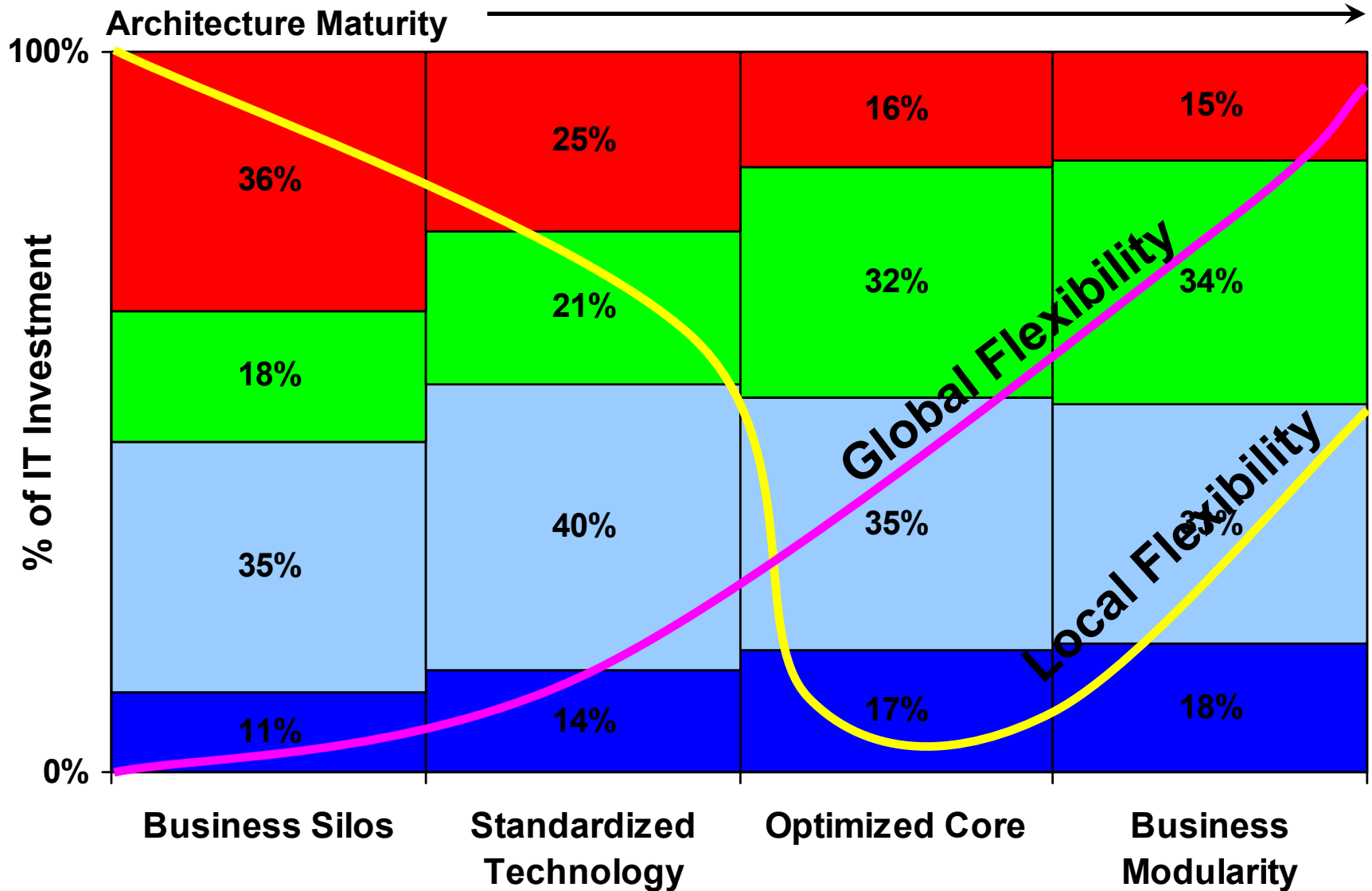
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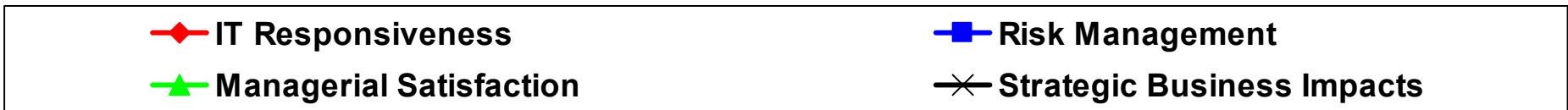
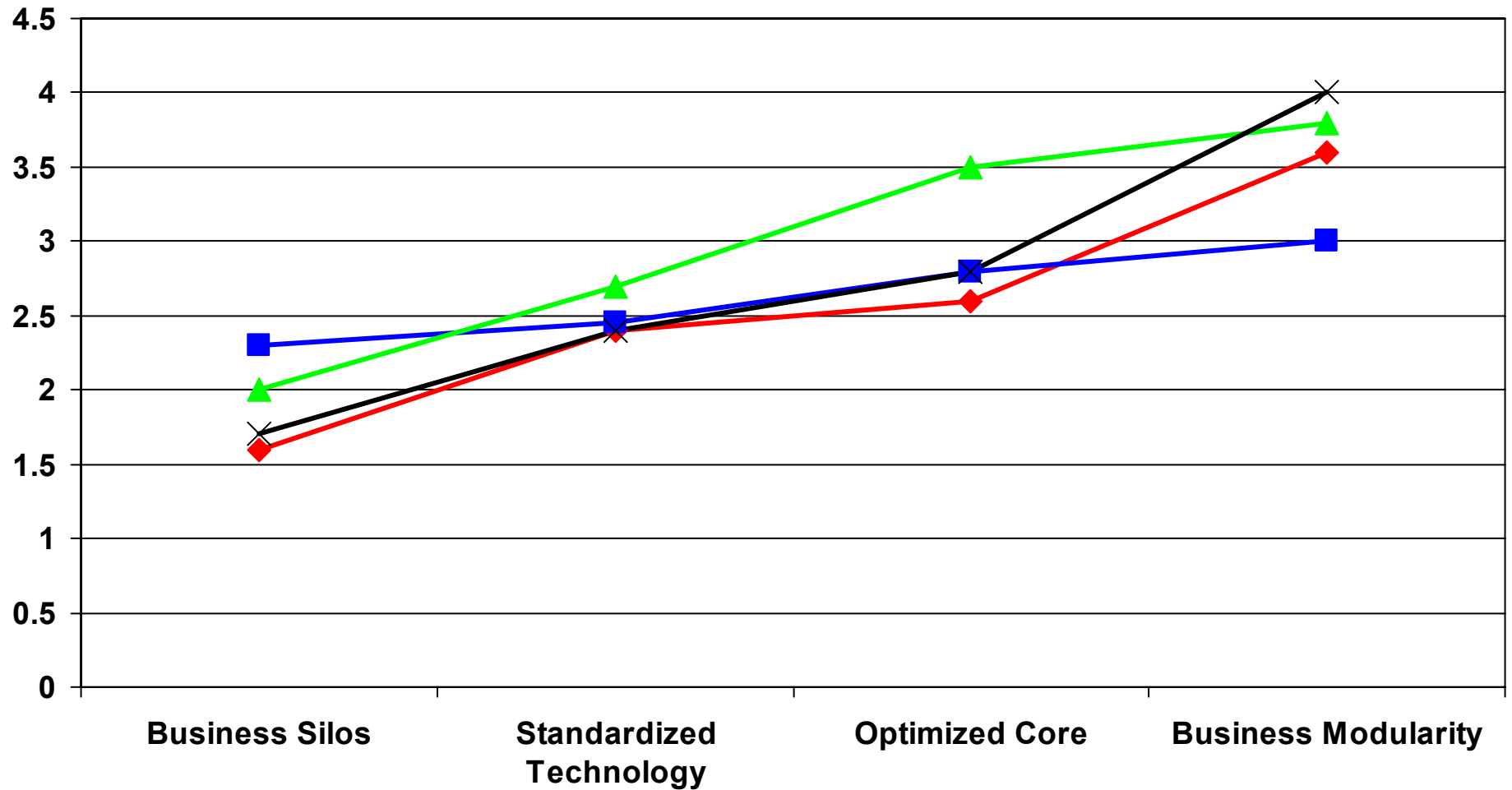
# Architecture Maturity Stages



# Architecture Maturity Stages



# CIO Rating through Architecture Maturity



## *Foundation for Execution*

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*A foundation for execution is  
the IT infrastructure and  
digitized business  
processes **automating a  
companies core  
capabilities.***

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## *The Core Diagram*

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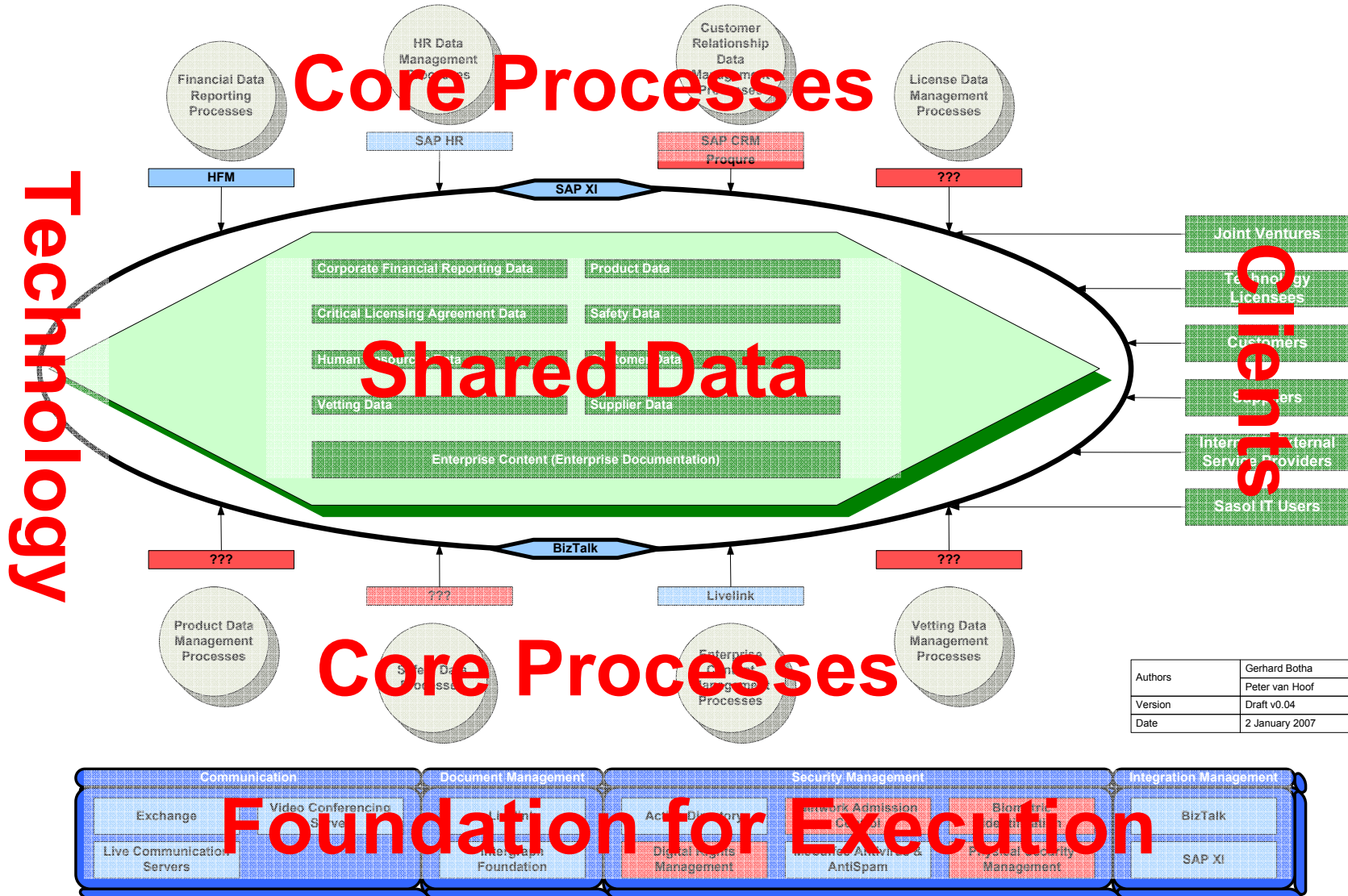
The *core diagram* is the expression of the business' operating model within the context of IT

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# Sasol's Architecture Core Diagram

Sasol Enterprise Architecture Core Diagram – Coordination Operating Model



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## References

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- How competitive forces shape strategy, 1979 (Porter, M)

