

SASOL
reaching new frontiers

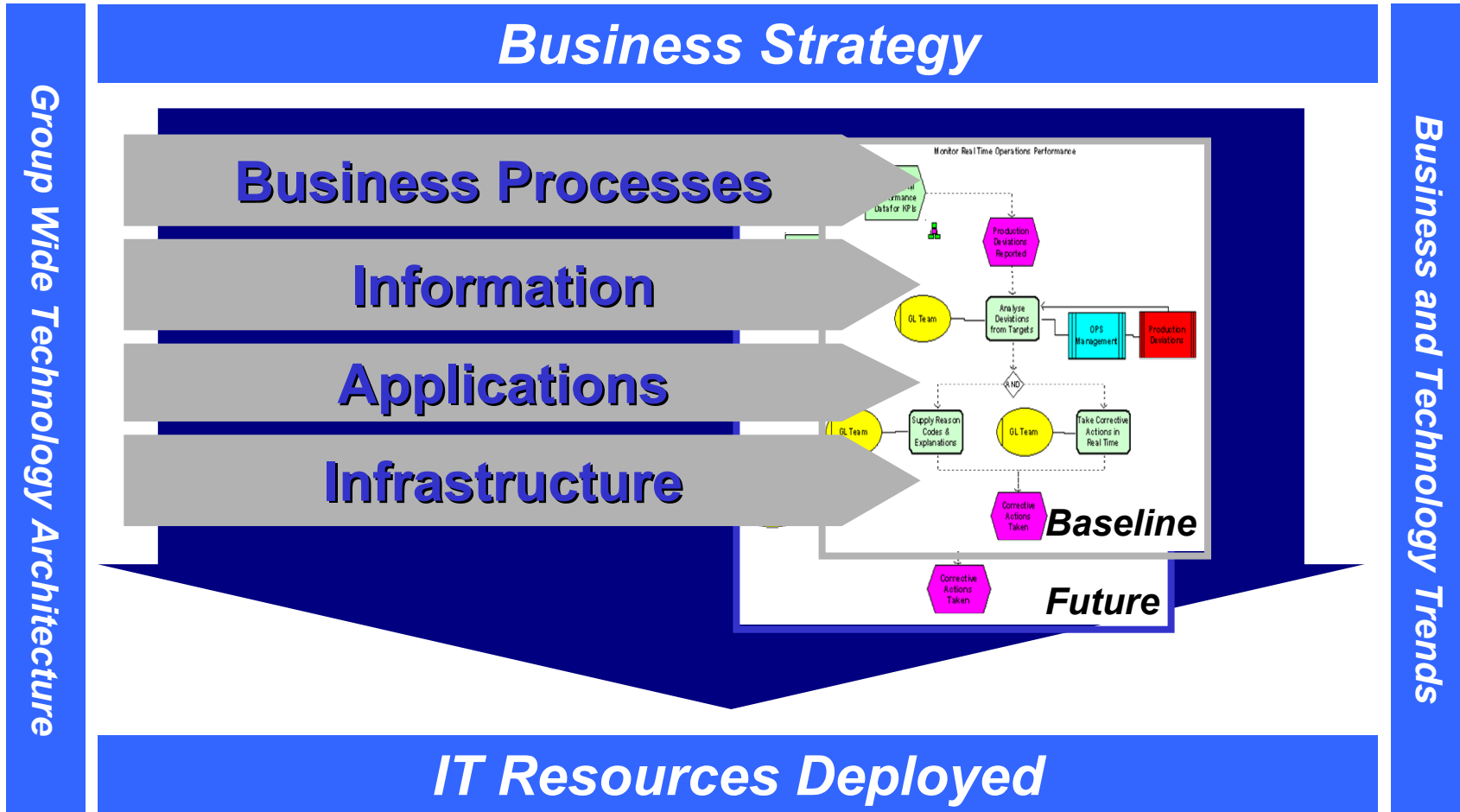


How Strategic is Strategy?

The case for the operating model



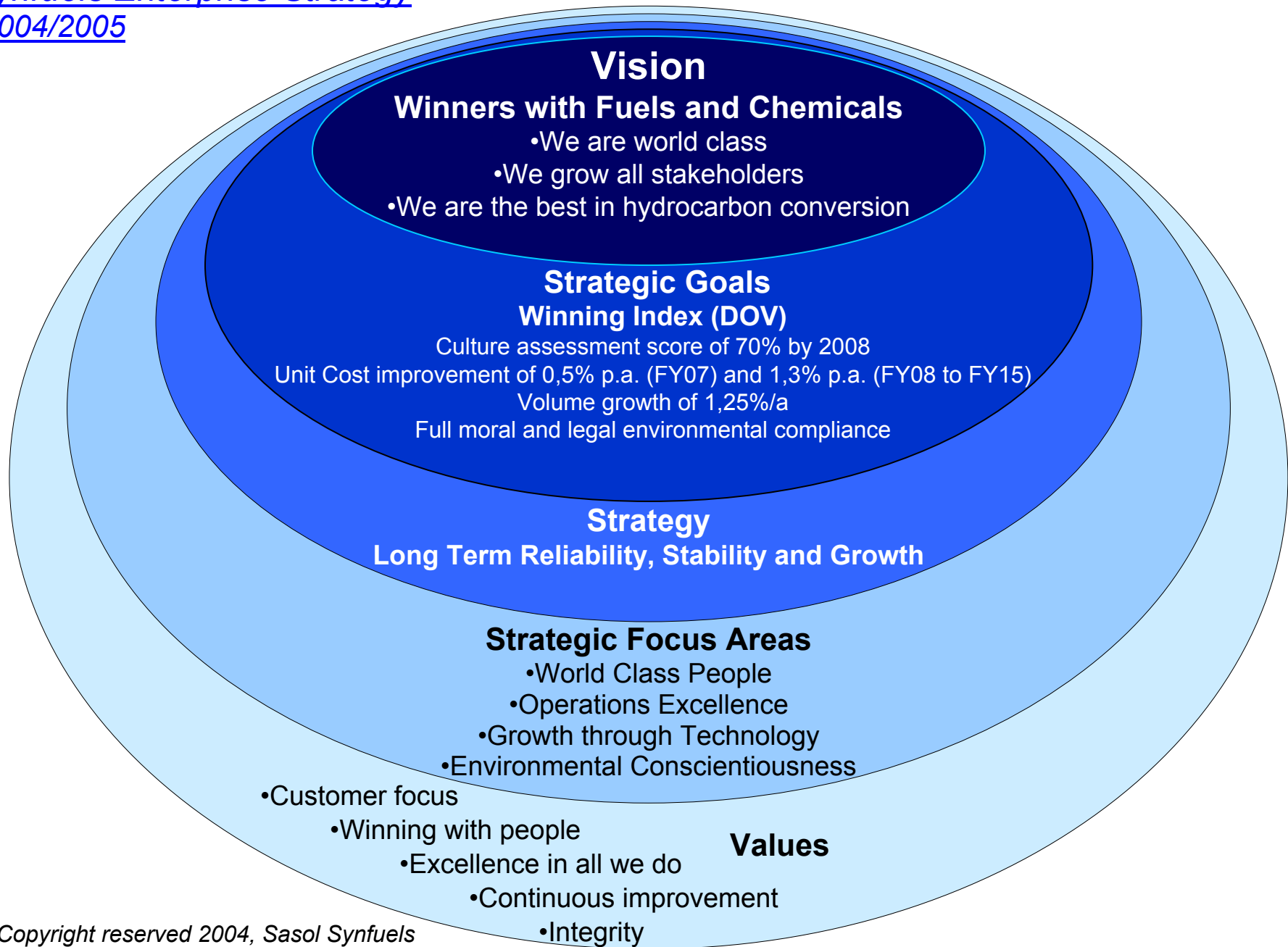
*Govern them by moral force, keep order among them
by ritual and they will keep their self-respect and come
to you of their own accord.*
Confucius (551-479 BC)





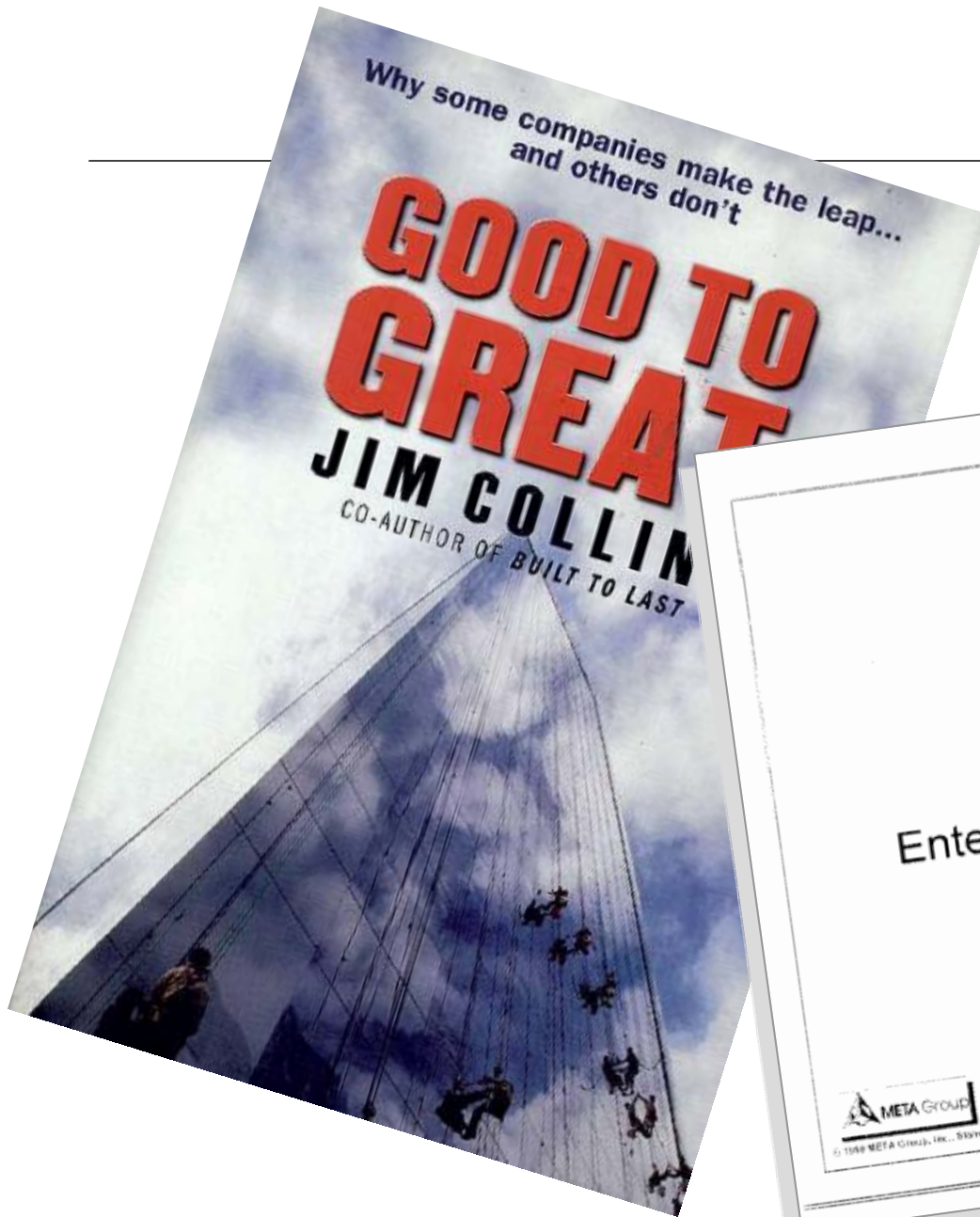
-
- Environment
 - Process
 - Product
 - *2004, 2005, 2006*

Synfuels Enterprise Strategy
2004/2005

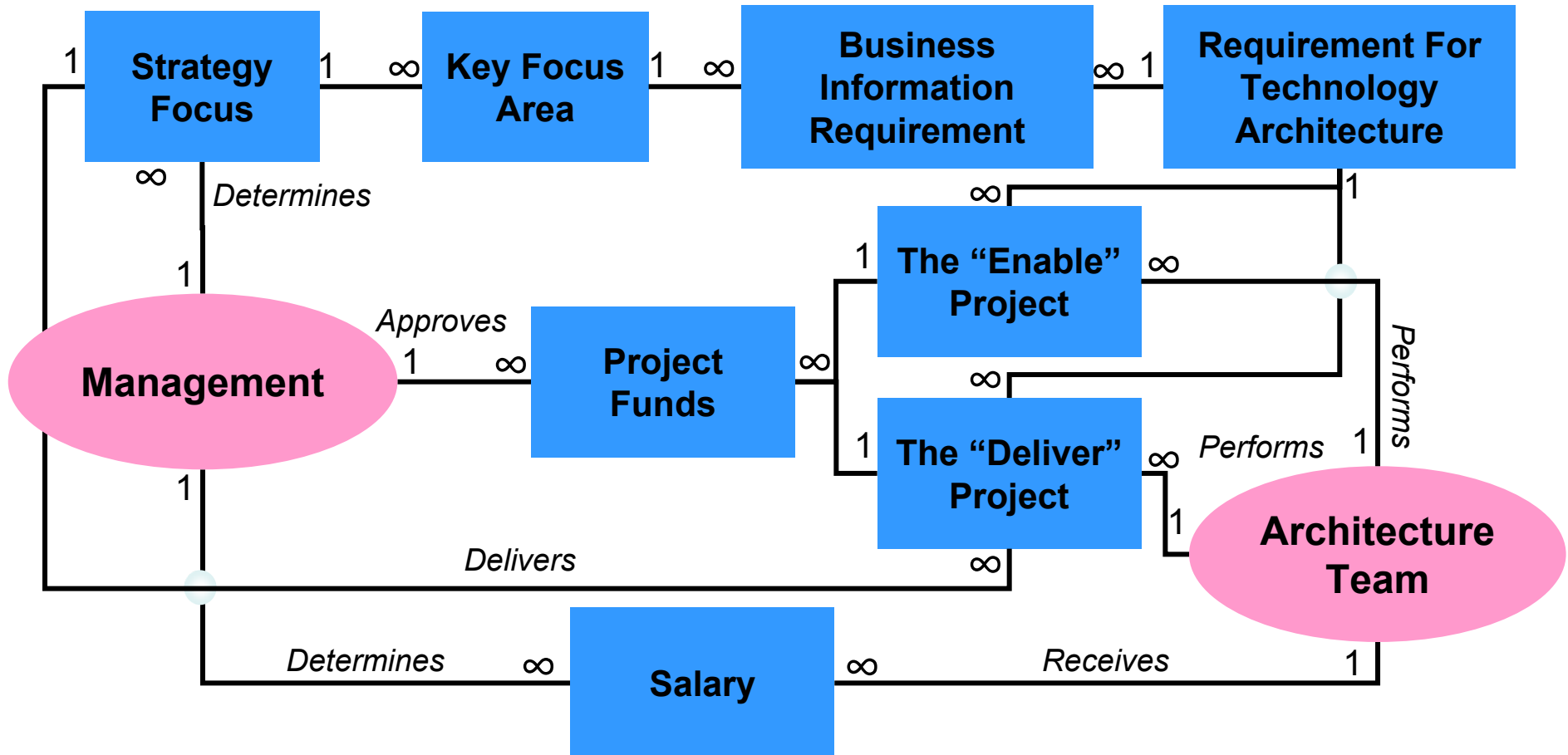


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A JOURNEY FROM GOOD TO GREAT



So...How to get the money
Enterprise Architecture Cape Town 2006 Strategy



Support Strategy of Your Client!

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 execution of the business process	Facilitate communication to the business of and compliance with internal and external processes, standards, governance, policies, procedures 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">▪Technology Matters Less▪Equalize technology renewal over the technology life cycle▪Lower Synfuels TCO through achieving economies of scale▪No bleeding edge technology▪Integration of IT and IIT▪Link Technology to Technical Architecture	<ul style="list-style-type: none">▪Unified Architecture Management▪Reduce Workflow Complexity▪Perform for Competitive Advantage▪Logical Partitioning of Business Design▪Integrate Business Processes with Strategy

	A	B	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1			RFA-4	RFA-3	RFA-3	RFA-3	RFA-5	RFA-5	RFA-5	RFA 2, 4,3 and 5	RFA 2, 4,3 and 5	RFA 2, 4,3 and 5	RFA 2, 4,3 and 5			
2			Availability of the location, usage and performance information of assets and services	Adequate lead time in the establishment of new offices and sites	User's role must be defined in the business processes	Users must be architecturally sound and allow for predictable operations with acceptable risk	User must be defined in business processes	Definition and classification of all Sasol's Intellectual Property	Physical and logical access to Sasol's IP is controlled and auditable	Representation, on full partnership base in business initiatives which require IM support.	Required skill, competency and ability levels of IM	All information supporting critical business processes has a single source, is valuable (classified, structured, accurate etc.) and has clear ownership.	Ability to execute projects in efficient and predictable manner	Criticality	Maturity SEAT Context (%)	Vector
3																
4	Mar Proj	BD&I Projects Process (Execute Architecture)	0	0	0	1		0	0	1	0	0	1	5	50	0.41
5	Mar Proj															
6	Mar Proj		0	0	0	0	0	0	0	0	1	0	1	2	90	0.11
7																
8	Proj Info Plan	EAS Process	0	0	0				0	1	0					
9	Refi															
10	Refi	Plan														
11	Refi	Perform Periodic EA Audit	1	0	1				1	1	0	1				
12																
13																
14	Mar Ope	Manage IT Assets	1	0	0	1	0	0	0	1	0	0	0	7	0	0.41
15		Manage IIT	1	0	0	1	0	0	0	1	0	0	0	3	30	0.57
16		Manage Demand	0	1	0	0	0	0	0	1	0			3	30	0.29
17		Manage Service Delivery	1	1	0	0	0	0	0	1	0			3	30	0.36
18		Manage Service Support	1	1	1	0	1	0	0	1	0	0	1	9	70	0.43

Critical Success Factors

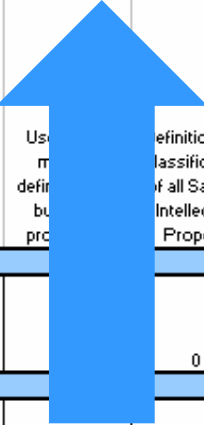
Maturity Assessment

Business Process

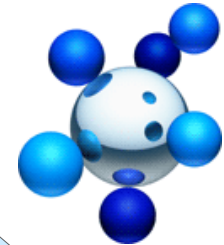
**High Support for CSF
High Criticality**

Focus on Low Maturity

Fix The Gap!



Synfuels Enterprise Strategy
2005/2006



A JOURNEY FROM GOOD TO GREAT

Strategy
Growth
People
Financial
Conclusion

Vision Achievement and Organisational Alignment

SASOL
reaching new frontiers

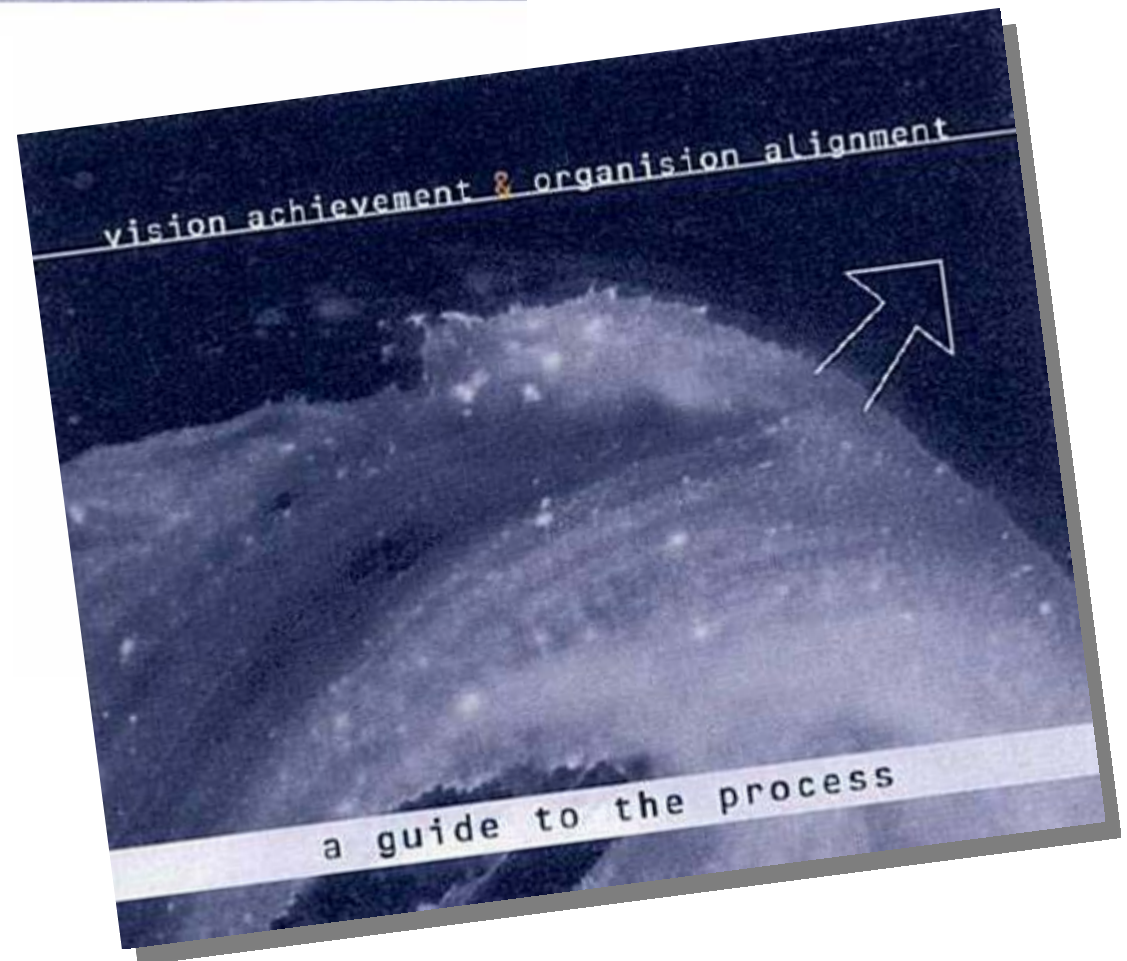


vision achievement & organisation alignment

Stages of the process

Introduction

1. **WoW**
2. Our Reason for being
3. Giving stakeholders best value
 - End results
 - Features
 - Measures
4. Facing brutal facts
5. Our definition of success
6. Taking accountability



From Good...

...to Great

Synfu

Support

Ensure co
relevance
all employ
fulfilling th

IM Principles for Business Process, 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

Stability

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Value D

nd Growth

IM strategic focus areas:

**Information
@ Work™**

I'M satisfied that everybody knows where to find the information they need to do their work successfully.

**Client
Intimacy**

I find lasting fulfillment in the long term IM-Business relationship.

**IM Standards &
Controls**

I am delighted that I have capacity to focus on value adding activities because IM standards and controls simplify my life

**Performance
Culture**

I passionately deliver excellence in IM's team performance

**Business
Acumen**

I intimately know how to make a difference to the IM bottom line

Information services you need; ALWAYS!

Making business sense of Information and Communication Technology

From Good...

...to Great

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Information @ Work™ - Descriptors and Measures



- “I’m delighted that everybody in business knows where to find the information they need to do their work successfully.”
 - *Business Process Maturity Assessment (Training)*
 - *Number of SAP, IPS and Desktop incidents*

- “I have proudly enabled delivery of the essential information to my clients.”
 - *User focused SLA performance*

- “I feel relaxed that in one context each question has only one answer.”
 - *Information Architecture/Policy defined and implemented (Where to find What)*

- “I am ecstatic that IM controls are appropriately applied, delivering absolute integrity (GIGO) of the data – no questions asked.”
 - *IM SOX Audits*
 - *IM Internal Audits*

- “I am happy that information is available for easy use by my clients where and when required.”
 - *Customer Satisfaction Survey*
 - *System Performance (stability, MTBF, response) Measurements (SLA)*

- “I always know how I contribute to a standard, service-based, information offering.”
 - *Product-based, service catalogue established, reviewed and updated*

Input

Colleagues

After our well deserved holidays and time that we could spend with our loved ones 2007 lies ahead of us full of exiting challenges...

....On 01 January 2007 **Sasol Secunda Shared Services** became an independent business within the Sasol Group of companies and an affiliate of Sasol Group Services (Pty) Ltd. This in itself poses a number of exciting challenges and has the following implications:

Sasol Secunda Shared Services will now function independently as a business...

Kind regards

Marius Brand

Sasol Secunda Shared Services Visual Strategy



Culture Statement

*Added together - much more than
service performance, partnering
and passionate people*

Strategic Conversation

- **Process Characteristics**
 - *Outside: Rigid discipline and structured engagement*
 - *Inside: Free flow, creative discussion*
 - *Presence and involvement of clients*
 - *Small groups, interacting in disciplined way*
 - *Synthesis important*
 - *Limited, focused outputs*
 - *No strategy book, natural*
 - *Vision rather than plans, no next steps*

- **Process Sequence**
 - *Environment: trends*
 - *Now: client experience and expectations*
 - *Future: actions*

From Good...

...to Great

Value Delivery Through Partnering For Stability and Growth

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Our People

We build a team of excellence, growth and prosperity

Performance Culture

Everything I do focuses on the customer experience

Solutions for Work

Our users testify that work is simple and easy

Business Acumen

I intimately know how to make a difference to my customer bottom line

Standards, Processes & Controls

IM processes, standards and controls simplify life

and Information & Communication Technology Domains

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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...

Our People

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**Standards,
Processes &
Controls**

**IM processes,
standards and
controls
simplify life**

From Transacting to Interacting

From transacting...

From getting the screams...



... to giving and receiving the laughs.

...to interacting.





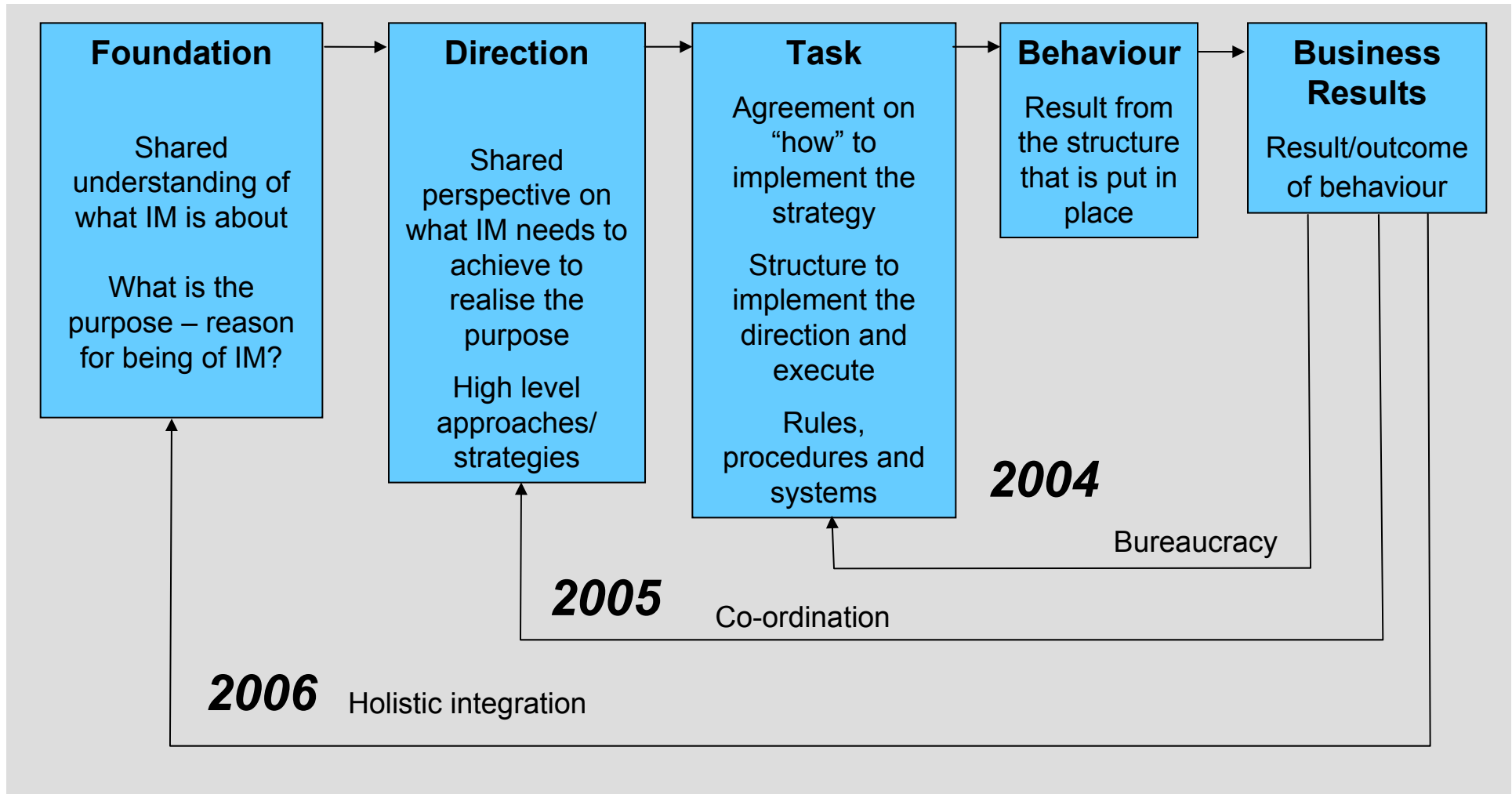
Table Discussion

*What initiatives in our
team support
'Customer Feel
Good'?*

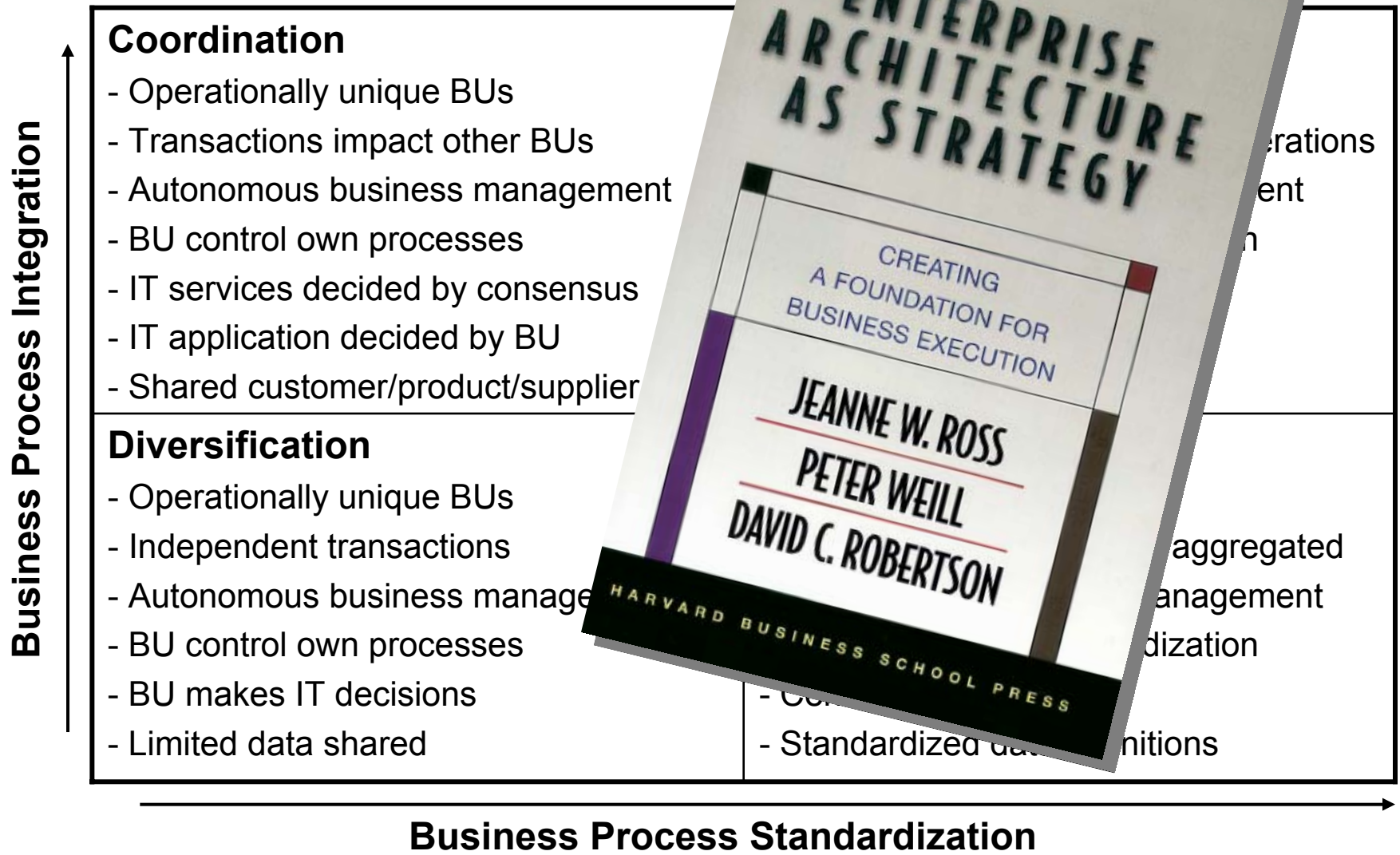


Strategising – a systemic approach

risk and freedom ← ← ← *confidence* ——— *structure and security*



Operating Models



- Enterprise Architecture Strategy Process
META / Gartner
- Vision Alignment and Organisational Achievement
The Pacific Institute
- Strategic Conversation
Dr. Mias de Klerk
- From Good to Great
 - *Jim Collins*
- Enterprise Architecture as Strategy
 - *Jeanne W. Ross, Peter Weill, David C. Robertson*

From Good...

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From Good...

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Thank You