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**Exxaro - Business Process Standardisation in Exxaro**




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Changing the World - One Process at a Time

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8<sup>th</sup> June 2011

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**Agenda**

1. Exxaro in context
2. Why model standard business processes
3. Why focus on business processes
4. Challenges
5. Why ARIS
6. Exxaro process architecture
7. Benefits of standard business processes
8. Questions

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## Exxaro

- One of the top 40 companies on the JSE
- Employ about 10 000 people
- Have access to valuable strategic assets and quality resources
- Are a 50%+ BEE owned business
- We have an extensive growth pipeline

• Revenue: R17bn\* \* Annual results for 12 months ended 31 December 2010



**Coal**  
the fourth largest coal producer in South Africa



**Mineral sands**  
one of the world's top three producers of zircon and chlorinatable TiO<sub>2</sub> slag





**Base metals**  
the only zinc producer in South Africa

**Iron ore**  
20% holding in Sishen Iron Ore Company




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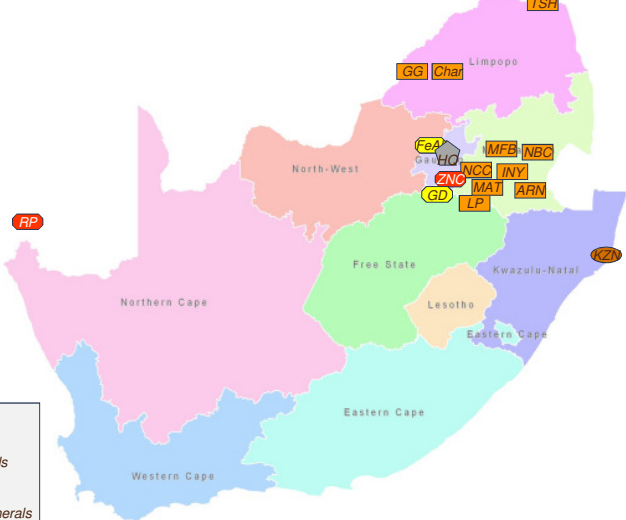





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## Exxaro





CC	Coal
MS	Mineral Sands
Zn	Zinc
FeA	Industrial Minerals



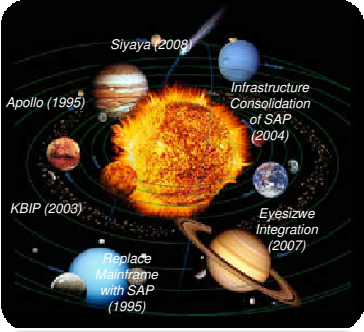
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## Why model Standard Business Processes?

### Impact of Business Initiatives within Exxaro



The Exxaro Universe....  
Diverse initiatives are part of normal business  
These initiatives are usually done independently or synchronised based on business requirements

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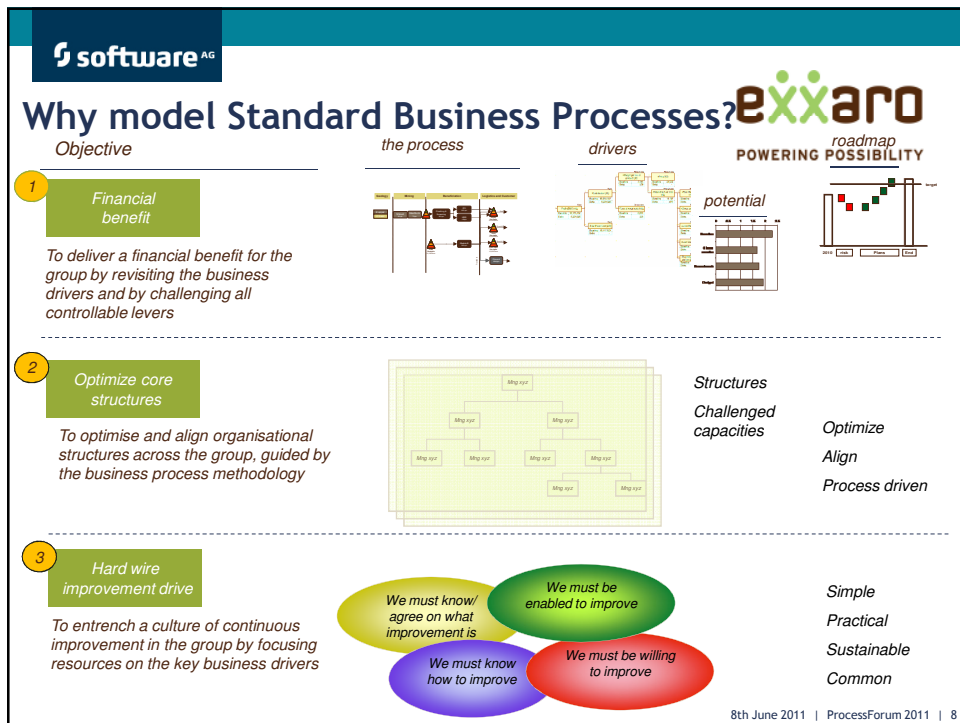
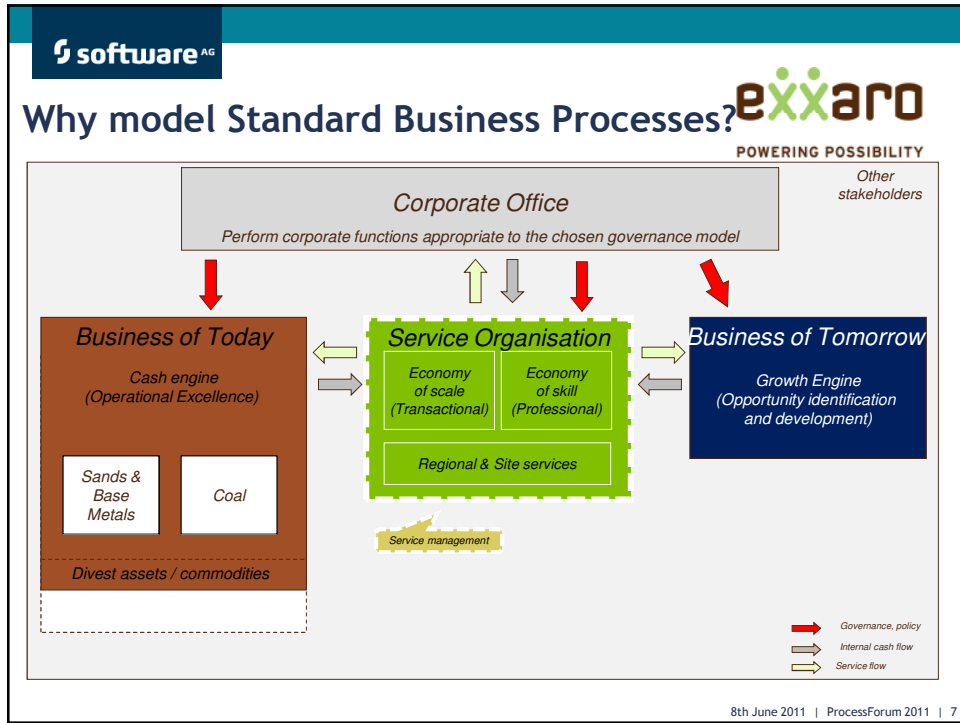
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## Why model Standard Business Processes?

*Exxaro embarked on a strategic programme called Siyaya. The case for change was driven mainly by the following 4 drivers*

<i>Services and Corporate Office</i>	<i>Core and Growth function</i>
<i>"Corporate control is not appropriate"</i>	<i>"Financial return to investors is too low compared to our peers"</i>
<i>"Cost of Services is too high"</i>	<i>Optimisation of Core structures</i>
<i>"Service delivery is not satisfactory"</i>	<i>Hard wire core for improvement</i>

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Why model Standard Business Processes?

- Promote **standardisation**
- Facilitate **understanding**
- Capture **knowledge**
- **Planning** aid
- Foundation for **improvement**
- **Visual** representation

```

graph TD
    Start{{Start}} --> A1[Activity]
    A1 --> A2[Activity]
    A2 --> P1[Pool]
    A2 --> P2[Pool]
    P1 --> A3[Activity]
    P2 --> A4[Activity]
    A3 --> E1[Event]
    A4 --> E2[Event]
    E1 --> PI1[Process Interface]
    E2 --> PI2[Process Interface]
  
```

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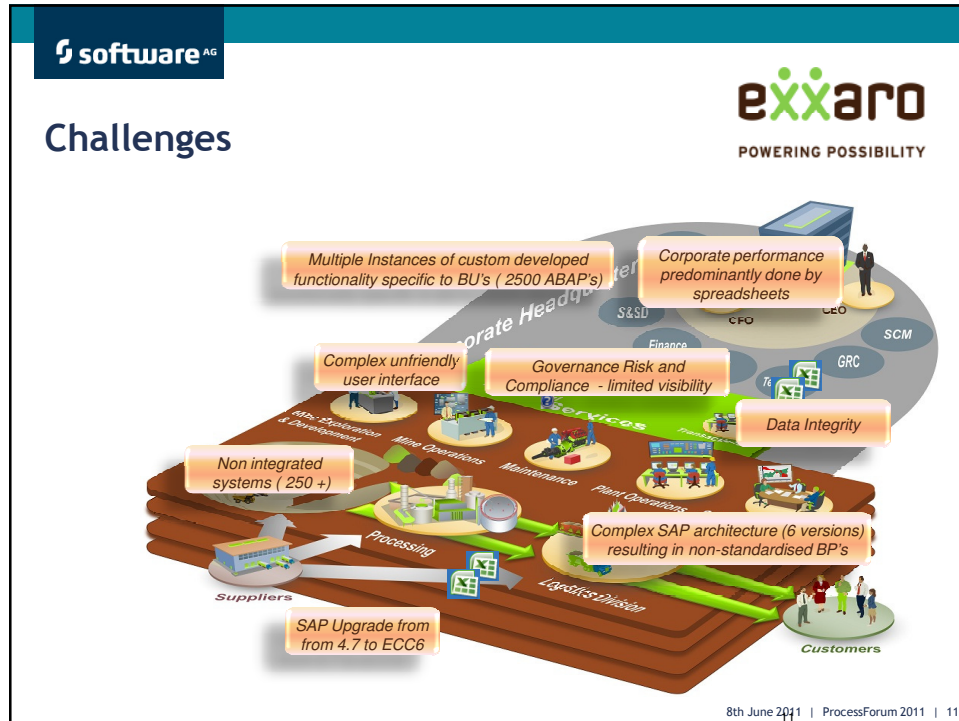
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Why focus on Business Processes?

- **Set of methods**, tools and technologies used to design, enact, analyse and control operational business processes
- Process-centric approach for **improving performance** that combines information technologies with process and governance methodologies
- **Collaboration** between business and information technologists to foster effective, agile, and transparent business processes
- Approach that is **all inclusive** and spans people, systems, functions, businesses, customers, suppliers and partners

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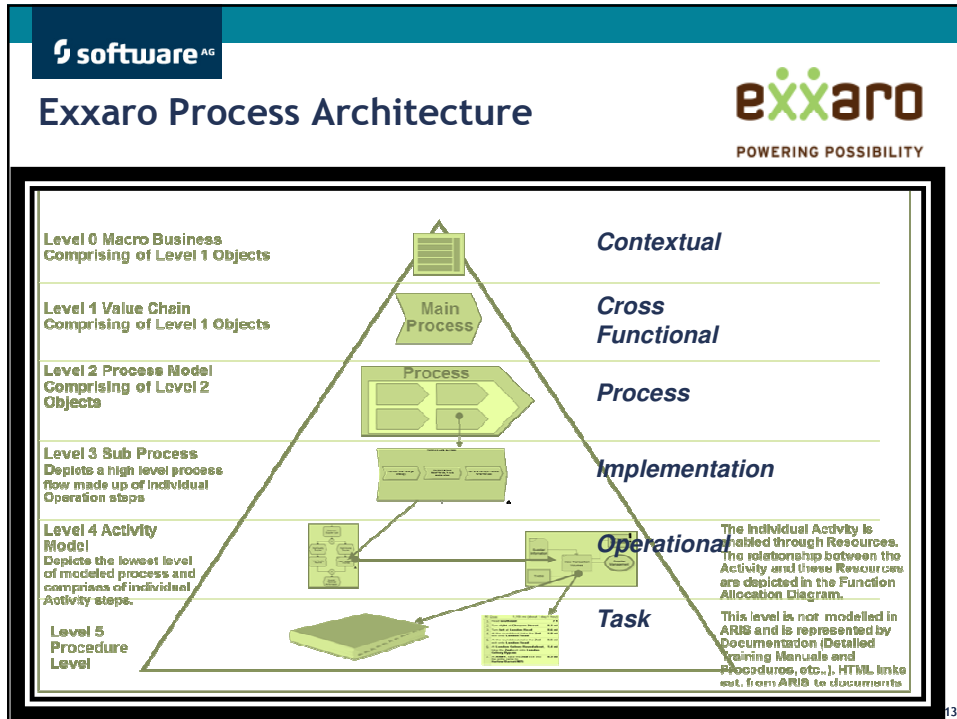
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## Why ARIS?

- Exxaro decided to use ARIS as the standard modeling tool for the following reasons:
  - ARIS provides a framework that supports the design, analysis, optimization and implementation of business processes by applying semantics process integrity is enforced.
  - The method provided by ARIS specifies how to organize and present all the information that comprises an enterprise's architecture that supports all of the major frameworks, including Zachman & TOGAF.
  - ARIS stores all information in a central data repository and stores symbols as objects that can be reused across multiple models.
  - ARIS can integrate with SAP Solution Manager
  - ARIS support both general business users and technical analysts and IM personnel.

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## Benefits of process standardisation in Exxaro

- Enables Exxaro to be process-focused instead of functionality focused
- Understand E2E business processes
- Create a common understanding of Exxaro's business processes
  - Align processes to IT Systems, IT Architecture, KPI's, HR Structure etc.
- Create common terminology for the business
- Create a one single version of the truth regarding business processes

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Thank You!