



SACEA 2003

A Living Strategy for Success

11 April 2003



Coal mines in England



Executive Summary

Strategy Summary



Vision

To be a professional, dynamic, value-adding and influential body in our industry

Mission

- To empower members through effective interaction and to promote professionalism
- Acknowledge representation body for members and industry on decision taking forums (e.g. pension fund)
- Affect the technical maturity of the coal mining industry
- To uphold DME standards
- Through competent members, contribute to the bottom-line of the represented Mining Houses
- Associations actively engage with relevant professional associations

Role Deliverables

1. Advancement and status of Engineering fraternity in Coal Mining Industry
2. Standards setting contribution to:
 - legislation w.r.t technology and safety issues
 - competency standards setting bodies (MQA, ECSA, MRAC, CTC)
 - technical committees and associations – result in standards (SANS, SAFA)
3. Compliance to and improvement of SHERQ standards
4. To deliver membership value and company value
 - Share best practices
 - Member Commitment/participation
 - Structure for Networking
5. Promote active support by Mine managers from all Mining Houses
6. Ensure competency of technical and operations personnel w.r.t. machinery/equipment
7. Ensure the adoption of acceptable technology
8. Sound relationship with Government/DME
9. Alignment with relevant professional associations
10. Provide the vehicle that is the mechanism for social/technical interaction between members

1. Programmes to improve the SHE performance on mines
2. Active membership involvement and brand experience
 - Effective and efficient Council, structure, meetings, sub-committees, and attendance
 - Brand SACEA as a recognized body in the industry
3. Ensure the appointment of a suitably qualified Engineer stay mandatory subject to a “license to practice”
4. Engineering qualification setting
5. Technical professionalism through involvement in technical bodies
6. SACEA to remain financially self-sufficient

Thrusts 2003



To be a professional, dynamic, value-adding and influential body in our industry

- Professional
- Dynamic
- Value-adding
- Influential body
- Industry
- In behavior, responsible, competent, respected, beyond repute, ethical,
- Adaptable, energetic, pro-active, flexible, quest for excellence, challenging
- To member and company, leader, participative, to industry, cost sensitive, innovative, standards settings/influence, best practice
- Respect, acknowledge, change initiators, recognized, consulting, networking
- Coal Mining Industry, related Engineering fields

Our sphere of Influence

SACEA members and affiliated associations, Chamber of Mines, Government (incl. ECSA, MQA), labour force, suppliers, learning institutions and the respective Mining Houses

Mission proposal



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- Actively synergise with relevant professional associations

Key Driving Forces Summary



Industry

SACEA

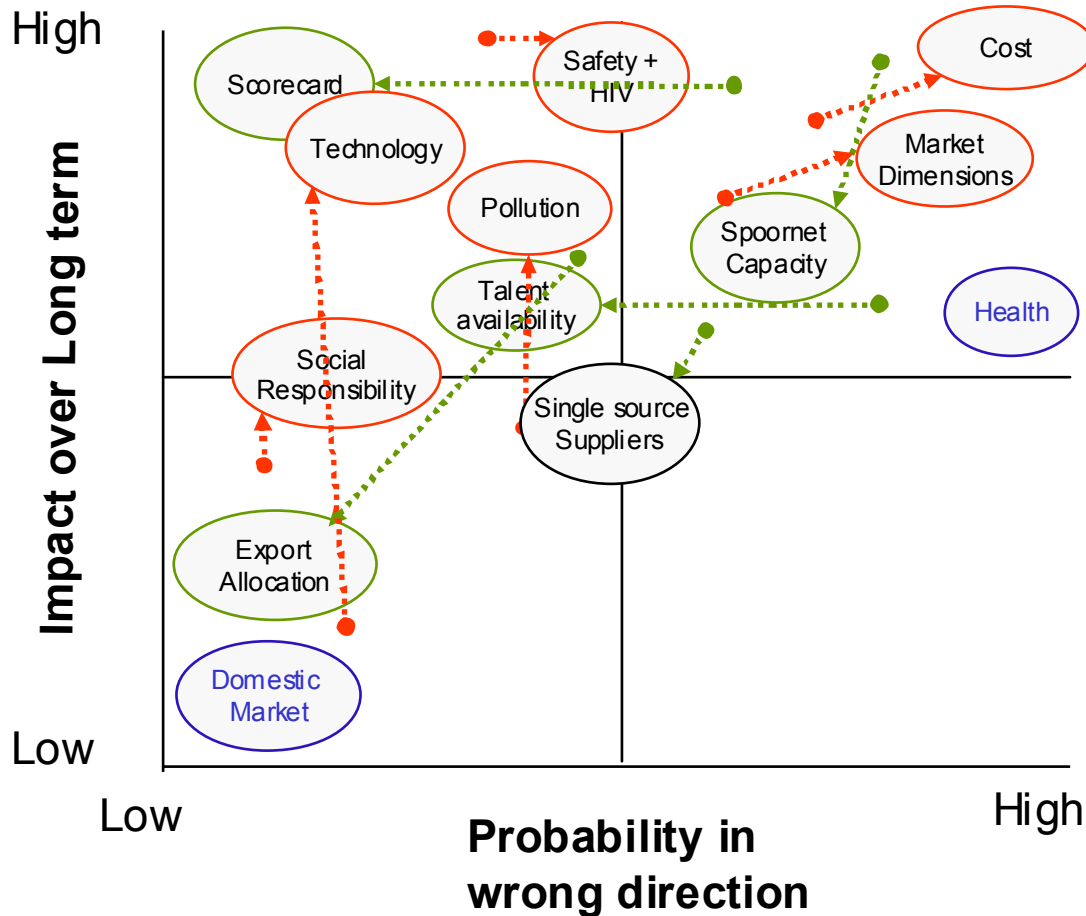
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- Safety of the person in total
- Environment – water & noise & dust & air pollution (sustainable development)
- Employee Health (include aids, community we life in)
- Social responsibility (stay in business, local economic development, poverty alleviation, skills)
- Scorecard - Equity/Mining charter//Money bill etc
- Talent pool – availability of talent (include education)
- Market and export allocation through Richardsbay,
- Domestic market smaller operators
- Spoornet capacity and reliability (include cost)
- Technology (new) development and (current) operational optimisation (application)
- The power of single source suppliers
- Market Dimensions - Demand, R/\$, selling price, Gas to Liquids

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- Mine managers involvement and support
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Risk Understanding of Key Drivers



Validate this against CEO's



Legend for Strategic Thrusts



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Stakeholder Focus



Stakeholder means: somebody who has an investment and/or interest in SACEA, somebody who can influence SACEA, somebody who SACEA want to influence

Priority

- Member
- Mining House
- COM
- Government
 - DME
 - MQA
 - MRAC
 - ECSA
 - SANS
 - SAFA
- CTC
- SACMA
- AMRE
- Suppliers: JOY

Other

- BMF
- Suppliers: Eskom, BE, Hitachi, Barlows, Komatsu, GoodYear, VAMT, SASOL, Siemens
- Spoornet
- Relevant Professional Associations

★ Represent a lot of work with high involvement and interaction

★
★
★
★

Strategy Guiding Principles



To achieve our vision:

- *The Health and Safety of the industry comes first*
- *Technical excellence is the vehicle to our success*
- *As members, we abide by The SACEA Code of Ethics*
- *Success is achieved through win-win partnering*
- *We recognise the importance of competitiveness, and the benefits of collective learning*
- *We value member involvement*
- *People ensure top achieving business*
- *Enjoy SACEA fellowship*



MINERS AT WORK



Agenda: 11 – 12 April

Agenda: Fri 11 April



10:00	Opening		
10:00 – 11:00	Review and Analysis		Conference Room
11:00 – 12:00	Industry Analysis		Conference Room
12:00 – 13:00	Vision, Mission, Roles		
13:00 to 14:00	Lunch		
14:00 – 15:00	Determine Thrusts		Conference Room
15:00	Tea/Coffee		
15:15 – 16:30	Thrust detail Session 1		Conference Room
16:30	Tea Break		Under the oak Tree
16:45 – 19:00	Thrust detail Session 2		Conference Room

Agenda: Sat 12 April



07:00 to 09:30	Breakfast		Restaurant
08:00 to 9:00	Thrust Closing		Conference Room
09:00	Tea		In the garden
09:00 to 10:00	Strategy Wrap-up		
10:00	Tea		Garden
10:00 – 12:00	Council Meeting		Conference Room
Afternoon	Golf		?

Sun 13 April

07:00 to 09:30	Breakfast		
10:00	Check out (Store Luggage)		
12:30	Lunch and Depart at Leisure		

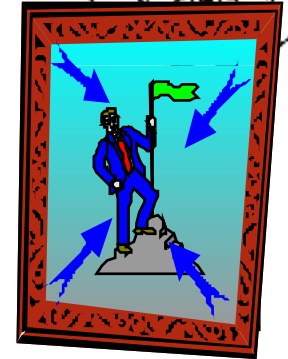
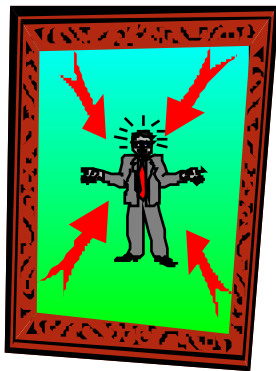


Stategy Process

Step 1: Where do we need to be ?

Where we need to be ?

The Flight Plan !



Where are we now ?

Basic sequence of strategy development



What might we do ?

Draft Vision

Vision: What the organisation / BU would like to become

Purpose / Mission

Mission: Why are you in business? - Declaration of purpose & long term objectives that the organisation / BU wants to achieve

Objectives (Charter & DOV)

Strategic Objectives: Measurable targets to be reached in the process of achieving the Mission & Vision:

What can we do ?

Strategic Options

**Competitive Advantages
Competencies Internal Limits**

i) Charter (Strategic Guidelines): Written guidelines of the expected role of the business. Typical elements include playing field, financial, people etc.

Review / Finalise Vision

ii) Definition of Victory: Measurement of implementation (execution) success of the strategy

Strategies / Strategic Drivers

Strategy / Strategic Drivers: How the business intends achieving the charter / objectives

Updated Objectives

Balanced Scorecard

Business Model: A diagram of causal relationships between key variables - the logic of how the business makes money

What do we want to do ?

Business & Project Plans

Strategy Workshop Process



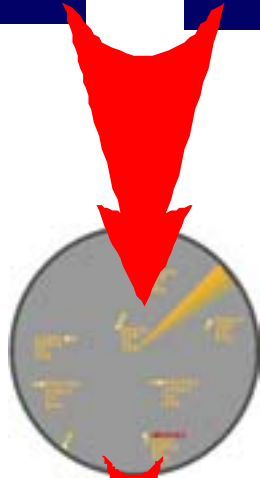
Common Challenges

External Industry Challenges

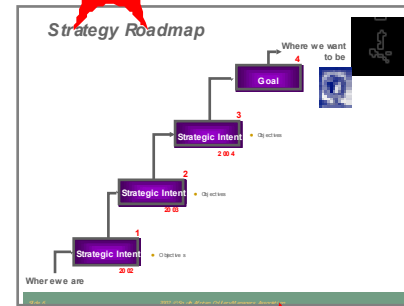


Tracking:
Key Driving Forces
Benchmarks

Risks
Threats
Opportunities

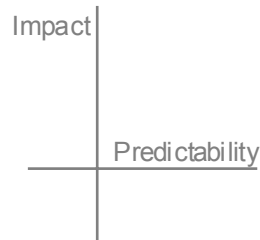
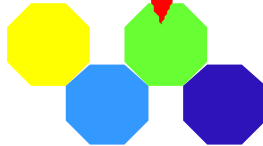


SACEA
Radar
Screen



Flightplan:
Thurst's
Objectives 3 y
Champions
Targets

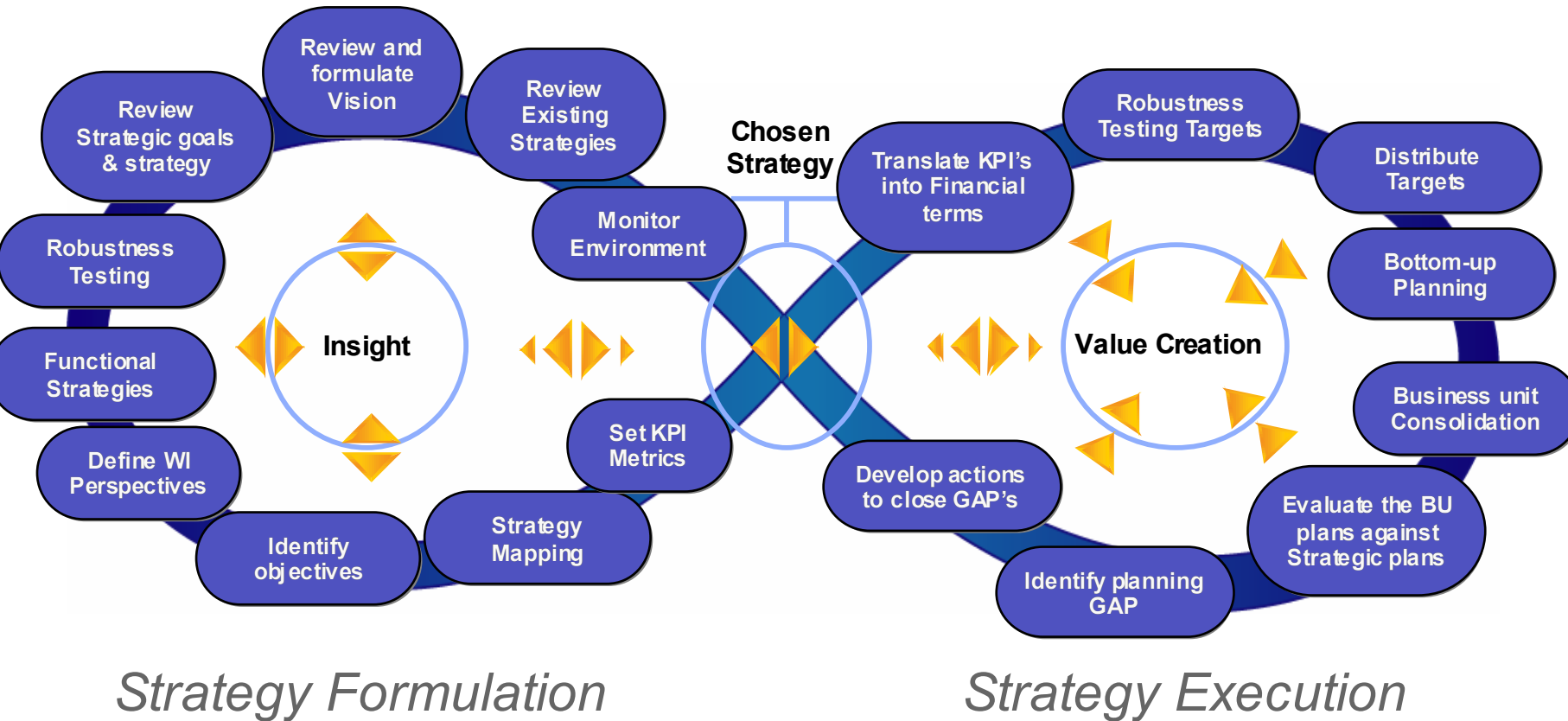
Clustering
of
Challenges



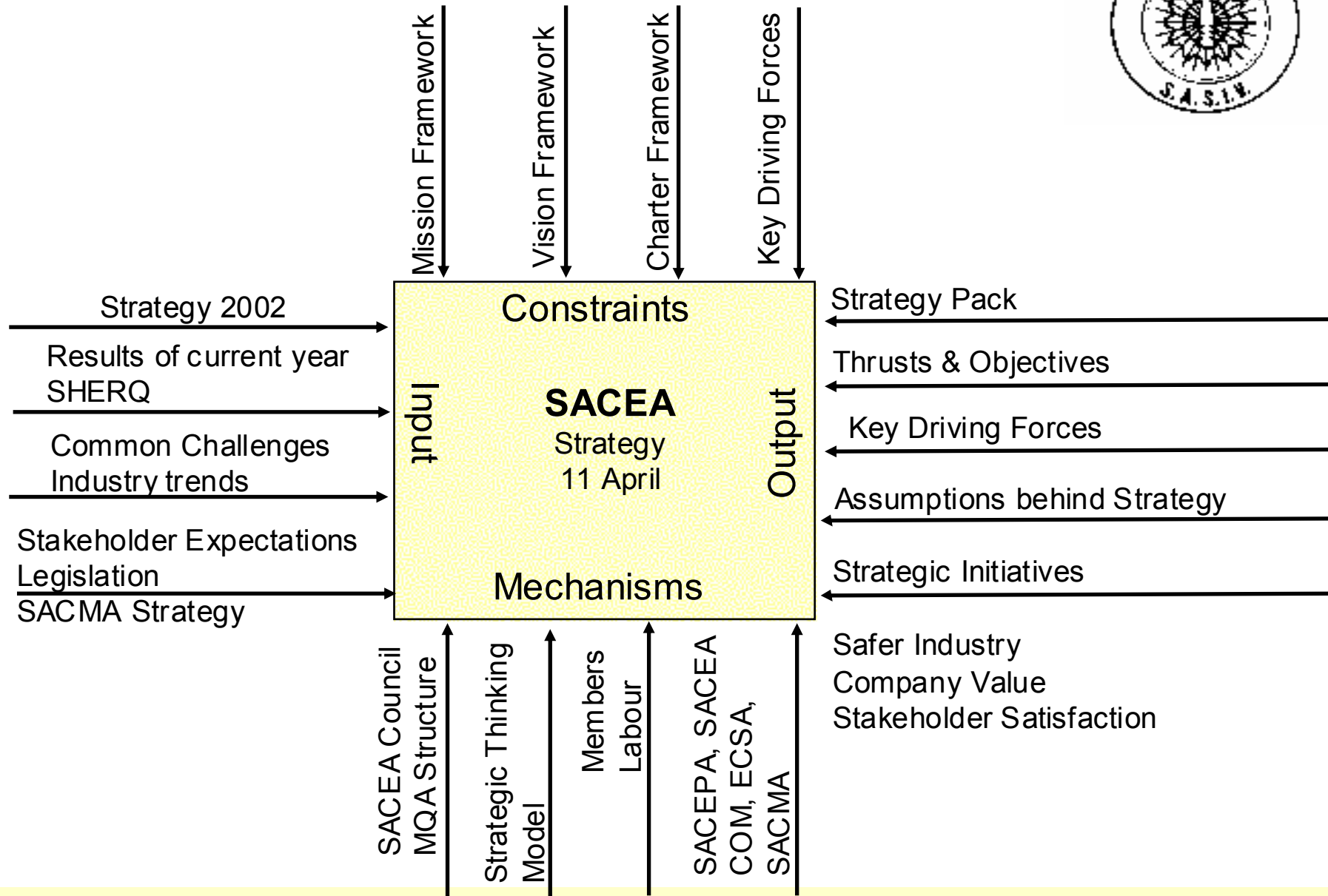
VISION
We see the bigger picture, and have a clear sense of where we want to go, which inspires and motivates others.

Review:
Vision
Mission
Purpose
Roles
Strategic Intent

A more detailed process model



Strategy IDEF Process





Strategy Development 2003

Workshop Expectations



- ☉ *Clear action plans for thrusts*
- ☉ *Approach to future of licensed engineer*
- ☉ *How to involve the members and get new members*
- ☉ *Tackle the cost issues of the association*
- ☉ *Resolve Ingwe's involvement*
 - *Representation from mining houses*
- ☉ *What do we offer to the company and member*
- ☉ *Involvement in MQA, committees and commitment*
- ☉ *Put the fun back in SACEA*
- ☉ *Appoint Champions for thrusts – combine with members work to ensure success*
- ☉ *Restructure council meetings for improved feedback and focus on thrusts*
- ☉ *Complete SACEA Strategy*



Reflection on 2002

Industry: Last year in context



- ➊ *It was the year after 11 September*
- ➋ *Product prices were lower than the year before*
- ➌ *Exchange rate were a mixed bag (Cost up)*
- ➍ *Had a bad safety patch in Nov-Dec compared to previous year (which followed a good Jan – Oct)*
- ➎ *Minerals bill caused uncertainty – the process followed to communicate it*
- ➏ *Mine, Health and Safety Act implementation changed – shift the ownership to the employer (self-regulation vs dictated before by state)*
- ➐ *Contribution of mining industry in SA becoming less compared to GDP (60% in 70's to below 10% now)*
- ➑ *ECSA/MQA influence and uncertainty*
- ➒ *Our people resources are diminishing*
- ➓ *Safety focus now include environmental, Risk, Quality*
- ➔ *HIV/Aids impact becoming visible – affects outcome of accidents*
- ➕ *Resource immigration to other industries/countries (platinum)*
- ➖ *Restructuring of businesses – loose competency*

SACEA Learning: General



What went well

- *Member participation improved*
- *Excellent technical visits*
- *Influence on MQA, ECSA*
- *Work closer together with SACMA via joint meetings*
- *Improved relationship with DME*
- *Improved relationship with standard generating bodies*
- *More involvement with/by CEO's*
- *Constitution revised – more dynamic*
- *Regional meetings more professional and effective*
- *Better underground sub-committee meetings*
- *OHSPC involvement*

What did not go well

- *Ordinary member participation still not good in sub-committees*
- *Strategic thrusts not in our focus*
- *Good have done more to improve our influence*
- *Did not increase our financial position*
- *Did not increase membership*
- *Web-site still not levered correctly*
- *SACEA newsflash inconsistent*
- *ECSA registration did not go according plan*
- *Poor information sharing through member participation and web-site,*
- *Quantity of technical papers low*
- *No council member nominations*
- *Don't have measuring system for member participation (or KPI's)*
- *Thrusts to generalized*
- *Member participation not reliable*




SACEA Learning: General



What went well

 -

What did not go well

-  *Participation only by member companies represented on council*
-  *Do not show (promote) the benefit to the member/company well enough*
-  *Equity in council/members*

Things to think about



- 🌐 *The structure of the council meeting is not working*
- 🌐 *Organogram and role clarification of whole structure including sub-committees and regional meetings*
- 🌐 *Retention of the “older” members - loose experience*
- 🌐 *Establish a sense of belonging*
- 🌐 *Bring fun back into SACEA*
 - *Dress Code*
- 🌐 *Is our logo still relevant?*



The Radar Screen for 2003 - 2004

Key Driving Forces: Coal Industry



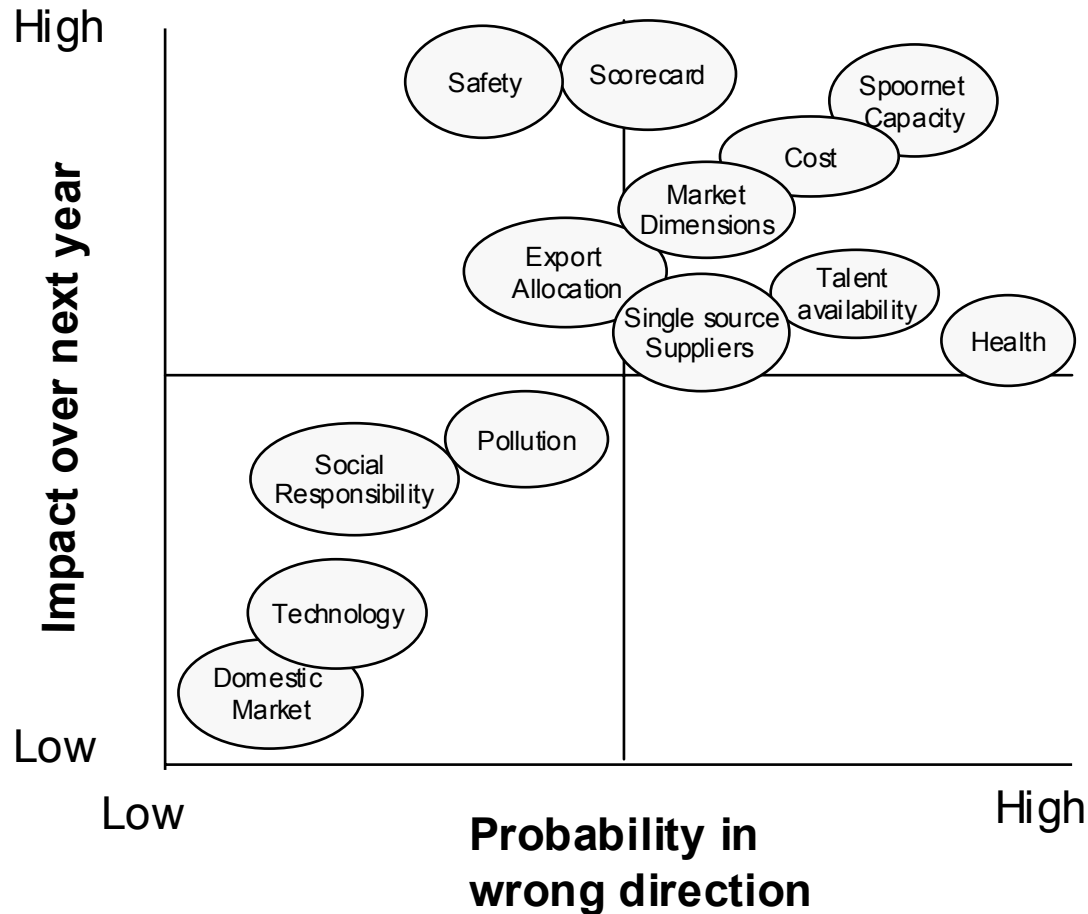
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The BIG blips on the radar screen: these cause change

Risk Understanding of Key Drivers



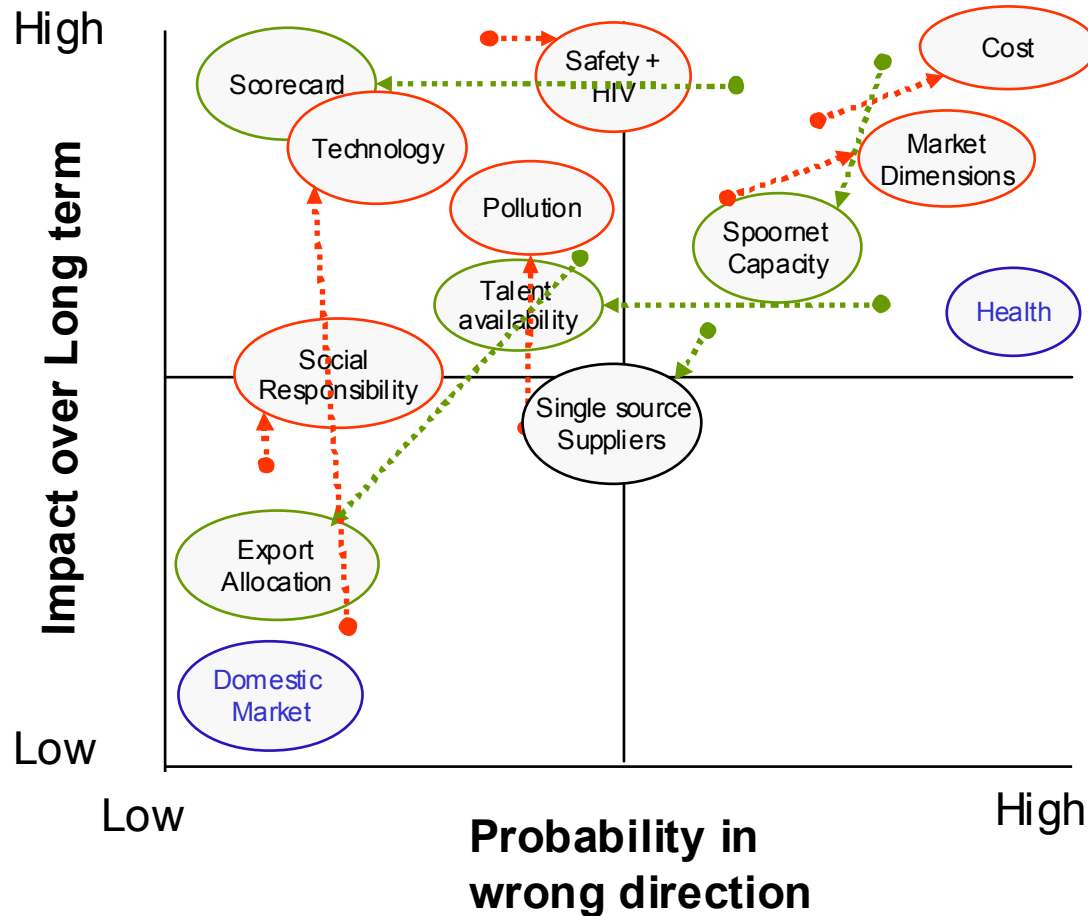
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Key Driving Forces: SACEA



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Key Driving Forces Conclusions



- *The industry and SACEA key driving forces will direct the SACEA thrusts*



Vision Review

The Attitude

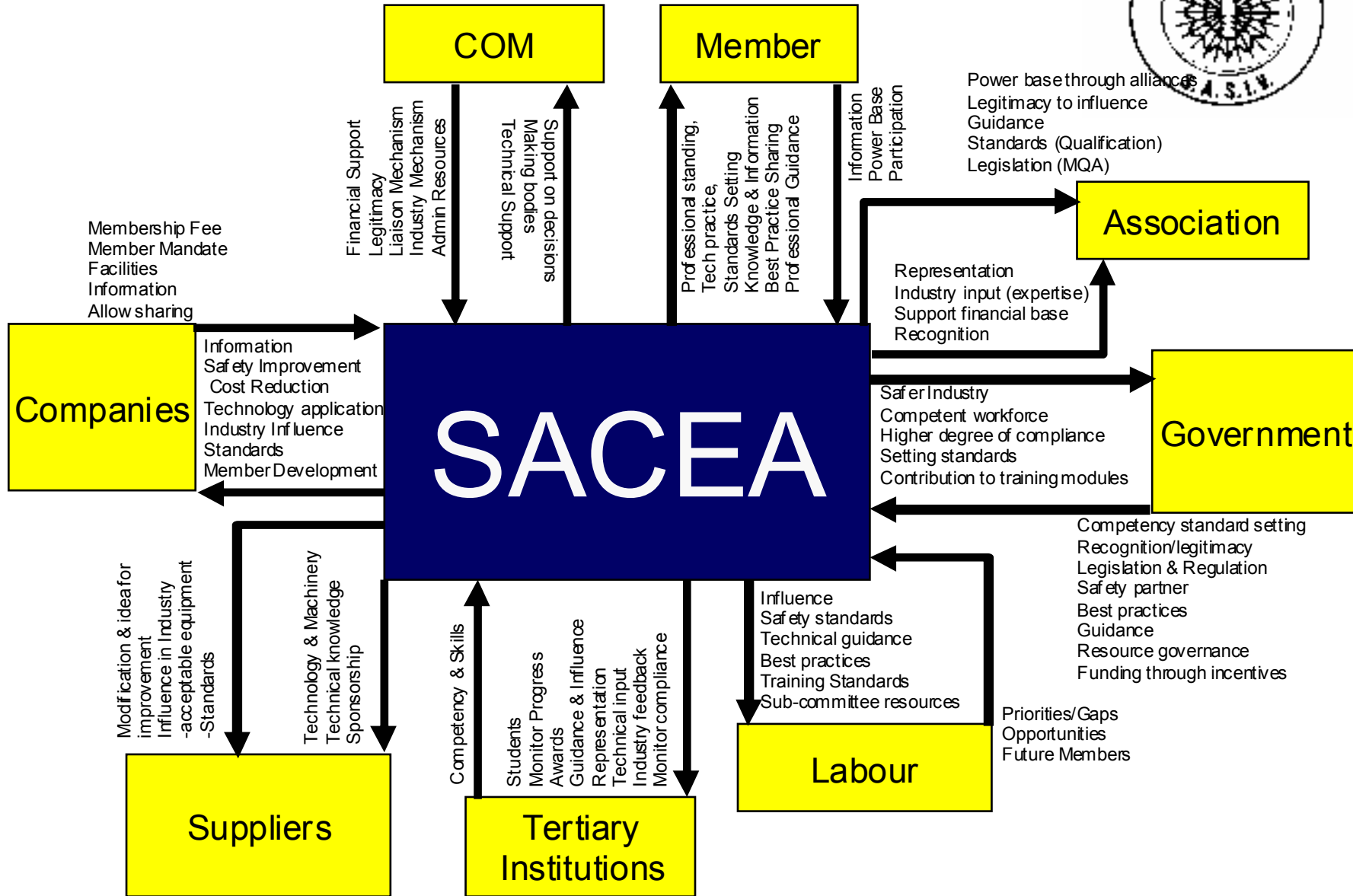


**SET YOUR GOALS
AND
AIM HIGH**

Nothing is impossible
in SACEA



SACEA Entity diagram





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Mission & Roles Analysis

Mission proposal



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- Acknowledge representation body for members and industry on decision taking forums (e.g. pension fund)
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Thrust 1



SHE Performance

Thrust

Programmes to improve the SHE performance on mines

Objectives

Champion Schalk

Team

David (Xstrata)
Jacob (Anglo)
Piet S (Sasol)
Rory (Ingwe)

2003	■	<i>Share learning between various Mining Houses</i>
	■	<i>Safety workshops on regional meetings</i>
	■	<i>Promote the use of the SA Coalsafe website by all members</i>
	■	<i>Active contribution to CoalSafe Mar 2004 by doing a relevant technical presentation</i>
	■	<i>Develop working guidelines for safe working practices (rigging, and roll-out to all Mining Houses</i>
	■	<i>Coordinate revisiting the standards for the priorities identified and roll-out (utilise/link to SACMA/SACEPA for resources)</i>
2004	■	<i>Investigate approach to achieve no machine related accidents</i>
	■	<i>Actively build relationship with DME and new personnel</i>
	■	<i>Complete previous priorities</i>
	■	<i>Determine new priorities if we have capacity</i>
	■	<i>Identify Risk and Quality opportunities</i>
2005	■	<i>First step to achieve no machine related accidents – develop our approach</i>
	■	<i>Disposal of dangerous substances (e.g. heavy oils)</i>
	■	<i>Programme to achieve no machine related accidents</i>

Thrust 1 Decisions: SHE Performance



Grey Area: Duplication with guidelines and DRM's

Goals

- Delivery on objectives and priorities
- Measure feedback from regional meetings
- Reduction in machinery related accidents

Priorities

1. Mobile machinery
2. Lock-out procedures/stored energy
3. Contractor management - SACMA

Done by SACEPA

1. Dust
2. Noise

Work Guidelines

- *Co-opt ad hoc members as and when needed*
- *Work closely with regional chairman and sub-committee chairpersons*
- *President and VP to assist with relationship building with DME*
- *Ensure that we align with the DME priorities*
- *Assist with development of new DME inspectors*
- *Translated information form OH&SPC to all members*
- *Ensure that we do not duplicate between SACMA, SACEPA and SACEA*
 - *Align Thrust with organisations*
- *Align with SACMA for Behaviorable Based Safety Programme*
- *Rezoning of hazardous locations –SACMA is an opportunity for the future*
- *Support SACEPA efforts w.r.t. dust and noise*
- *Stay involved with Coalsafe for technical presentations*

Thrust 2



Membership Experience

Thrust

Active membership involvement and brand experience

Objectives

Champion Johnny

Team

Lampies
Louis
Duncan
Council

2003

- Structure Council meeting to be aligned with the thrusts (Johnny)
- Develop charters for regional meetings (Louis, Duncan)
- Develop charters for sub-committees (Jacob, Don, Zes)
- Re-structure sub-committees to be aligned with council
- Every member allocated to sub-committee or thrust (Lampies)
- Further develop technical visits (target 4/pa) (Louis)
- Revisit definitions of technical paper and technical presentation (Trevor)
- Establish a database of technical papers/presentations and authors (Dave)
- Appoint coordinator per Mining House (e-mail list, papers, communication, accounts) (Sasol-Andre, Ingwe-Trevor, Xstrata-Danie, Anglo-Lampies, Eyesizwe-Johnny, Kumba -Japie, Total – Danie, Other)
- Monthly newsflash from SACMA and SACEA to all members & website (Koos)
- Revisit content, publishing and links on website (Dave)
- President to visit every Mining House to present SACEA business case

2004

- Organise annual technical symposium (?)

Thrust 2 Decisions: Membership Experience



Grey Area: -

Goals

- Member satisfaction survey performance
- Sustain and grow membership to 170

Priorities

- Involve members
- Communicate with Members
- Effective structures
- Best Practice sharing
- Have fun

Work Guidelines

- Charter will include: Purpose, Objectives, In-scope, feedback structure, priorities*
- Every member to belong to a sub-committee or thrust to establish centres of excellence*
- Regional meetings will be the key interface for knowledge sharing resulting from sub-committees (user groups)*
- Technical visits is a specific portfolio*
- We would like to engage the member in no more than 2 SACEA initiated events/activities a month (except council)*
- User Group chairpersons report to the Vice President*
- Technical visits should always support engineering principles, while being fun*
- Technical papers can be presented at user group meetings, regional meetings and general meetings*
- Priorities from thrusts can be themes for technical papers/presentations*
- The following decision need to be taken on the website: where will it be hosted (eg COM?), content required, history, contact lists, ownership*
- Every new member will receive an induction pack*

Thrust 3



Certificated Engineer (GCC)

Thrust

Ensure the appointment of a suitably qualified Engineer stay mandatory subject to a “license to practice”

Objectives

- *Understand the whole drive for change. Who is the driving force and why?*
- *Ensure Prof Hanrahan understand what “Certificated Engineer” mean*
- *Do a industry wide risk assessment to determine the need*
- *Develop a SACEA position and proposal*
- *Present to all stakeholders (Members, MQA, ECSA, MRAC)*
- *Maintain mandatory appointment of certificated engineers*
- *Develop a SACEA position on qualification on levels 5 – 8 for an engineer*

Champion

Trevor

2003

Team

Johnny
Dave
Lampies
Koos

2004

2005

- *Continue with process*
- *Continue with process*

Thrust 3 Decisions: Certificated Engineer (GCC)



Grey Area: -

Goals

- *Ensure competent engineers are placed at mines to ensure health and safety of industry and employees*

Priorities

- Members
- MQA – Graham Brokenshire
- ECSA – Prof Hanrahan
- MRAC - Fred Wilmans
- DME – May Hermanus, Fred, Rory, Tony, David
- SACMA

Work Guidelines

- *Base is the policy statement from May Hermanus regarding the role and function of the certificated engineer*
- *Review what is meant with a competent Engineer*
- *Why do we need a certificated Engineer?*
- *Why do we need a government certificate of competency?*
- *Determine exact role and relationships between priorities*
- *We need to achieve member support of the SACEA position before we communicate – mandate to proceed*
- *Ensure that we align with SACMA, AMRE, AMMSA and DoL – one position needed*

Thrust 4



Engineering Qualification

Thrust

Engineering qualification setting

Objectives

- *Ensure that engineering qualification setting from level 1 – 8 are relevant and applicable (Team)*
- *Determine how SACEA can influence the outcome of levels 1 – 8 (Team)*
- *Determine the effectiveness of SGB 26 (Japie)*
- *SACEA to balance the resource requirement Vs resource supply from individual training centres for the Coal industry (Koos)*
- *Align quality standards between individual training centres through the unit standards (Team)*
- *Develop SACEA position on the setting of unit standards for levels 5 – 8 (model statement) (Trevor)*
- *SACEA representative on QDTG (Koos)*
- *Influence the quality of competency of the learnerships*
- *Member of decision taking on quality of competency*

Champion

Koos

Team

Dave
Trevor
David
Ephraim
Piet B

2003

2004

Thrust 4 Decisions: Engineering Qualification Setting



Grey Area: Understanding of the full qualifications process

Goals

- A balance in supply and demand of suitably qualified engineering personnel for the Coal Mining Industry
- Influence and involvement in MQA – statement 3 of policy document

Priorities

- CTC – Icampus, Sasol, ACTDS
- MQA
- ECSA

Work Guidelines

- *Ensure that we understand the structure and committees of all stakeholders involved*
- *Ensure representation on all the relevant committees – SGB 26, and other, for all levels*
- *How will SACEA align with ECSA?*
- *The team are mandated to develop a proposal on testing for units 5 - 8 eg. using the unit standards*
- *All council members must have a clear understanding of unit standards, testing and the way forward*
- *Team to review work guidelines*
- *Develop our approach to the N-diploma*

Thrust 5



Technical Professionalism

Thrust

Technical professionalism through involvement in technical bodies

Objectives

- *Re-evaluate our involvement in all the sub-committees identified under priorities*
- *Set achievable goals for involvement in sub-committees selected for involvement*
- *Select specialists for involvement in sub-committees selected*
- *Represent industry on decision making of technical issues and standards*
- *Disemination of relevant sub-committee information to council and members*
- *Ensure continuity with respect to SACEA representation on sub-committees*
- *Set-up a communication channel for technical bodies via SACEA*

Champion

Dick

2003

Team

Thys
Japie
Ian M
Paddy
Bamey
Henk Z
Koos
Dave
Johnny
Lampies

2004

- *Review progress and priorities*

2005

- *Review progress and priorities*

Thrust 5 Decisions: Technical professionalism



Grey Area: Comprehensive representation that add value

Goals

- End user satisfaction – survey council first, then members
- Represent industry on decision making of technical issues and standards

Priorities

- SANS (0142, 0868-2) – Ian M (Elect), Paddy (Elect), Barney (Mech)
- SAFA – Henk Z
- CTC - Japie
- Commission of Examiners - Koos
- SIMRAC expert panel – Dave
- Chamber of Mines – Johnny, Lampies
- MRAC - ?
- JOY - Dick

Work Guidelines

- The priorities is not in order of importance*
- The list of priorities is not comprehensive, and can change at any time*
- Remember number voting in sub-committee's determine acceptance or not*
- Give mandate to representative of SACEA on technical bodies for decisoin support*
- Technical bodies can be invited to present technical papers and progress, or issues, to SACEA*
- Structured feedback to council and members – summarized, translated, presented, easy to use*
- Champion should understand the functioning of all these technical bodies and be part of council*
- Clarify definition of “end user” for satisfaction survey (Council, member, SACMA....?)*

Thrust 6



Financials

Thrust

SACEA to remain financially self-sufficient

Objectives

- Annual SACEA golf day (*Dick*)
- Develop an idea for an annual technical symposium (*Danie, Japie & Andre*)
- Programme to target new members (*Johnny, Mining House coordinators*)
- Target affiliated members (?)
- Annual awards

Champion

Dave

2003

Team

*Danie
Japie
Andre
Johnny
Simon
Dick*

2004

- Drive annual technical symposium

2005

Thrust 6 Decisions: Financials



Grey Area: -

Goals

- 100% membership fee collection
- Achieve funds to:
 - Sponsor awards
 - Sponsor a student a year – R5000
 - Execute the thrusts
 - Cover the increasing cost from MPAS due to the diminishing support from professional associations

Priorities

- Golf Day
- Membership fees pay-up
- Get new members

Work Guidelines

- Can technical papers be compiled on CD and sold for revenue*
- Actively link to Thrust 2 on branding*
- Actively target selected suppliers as sponsors*
- Develop a list of possible new members*
- Develop a report of all possible members (total capacity), current members and targeted new members*
- The member value added should be much more than the membership fees!*
- Design KPI's*
- Create a system for sponsorship*
- Review annual award system and beneficiaries*



Strategic Direction

Strategy Roadmap



Where we want to be

To be a professional, dynamic, value-adding and influential body in our industry

Strategic Intent

Achieving the SACEA Vision

2005

Strategic Intent

Achieve added value to all stakeholders

2004

Strategic Intent

Achieving Membership value

2003

Where we are

Strategy Guiding Principles



To achieve our vision:

- *The Health and Safety of the industry comes first*
- *Technical excellence is the vehicle to our success*
- *As members, we abide by The SACEA Code of Ethics*
- *Success is achieved through win-win partnering*
- *We recognise the importance of competitiveness, and the benefits of collective learning*
- *We value member involvement*
- *People ensure top achieving business*
- *Enjoy SACEA fellowship*



MINERS AT WORK

Assumptions behind the Strategy



- *We are prepared to share freely on safety, health and environmental issues between all Mining Houses*
- *We are prepared to share best practices*
- *The strategy will be supported by the members*
- *Mine Managers will actively support SACEA members in their roles (time, resources)*
- *Members will be committed to sub-committees*

Risk to our Strategy



- No support from Mine Managers and Mining Houses*
- Current workload increase of members*
- Members do not see the value added through SACEA*
- The necessary finances to pursue our thrusts*
- The repeal of the Certificated Engineer and it's mandatory appointment*



Closure

Next Steps



1. *Write CD's*
2. *Distribute CD content to SACEA council*
3. *Communicate to members*
 - *Website*
 - *Regional Meeting*
4. *Communicate to Mining Houses*
5. *Communicate to SACMA*
6. *Communicate Thrusts to SACEPA etc*

<i>PB</i>	<i>12/4</i>
<i>JC</i>	<i>18/4</i>
<i>DMJCS</i>	<i>18/4</i>
<i>JC</i>	<i>14/5</i>
<i>JC</i>	<i>30/6</i>
<i>JC</i>	<i>8/5</i>
<i>JC</i>	<i>8/5</i>



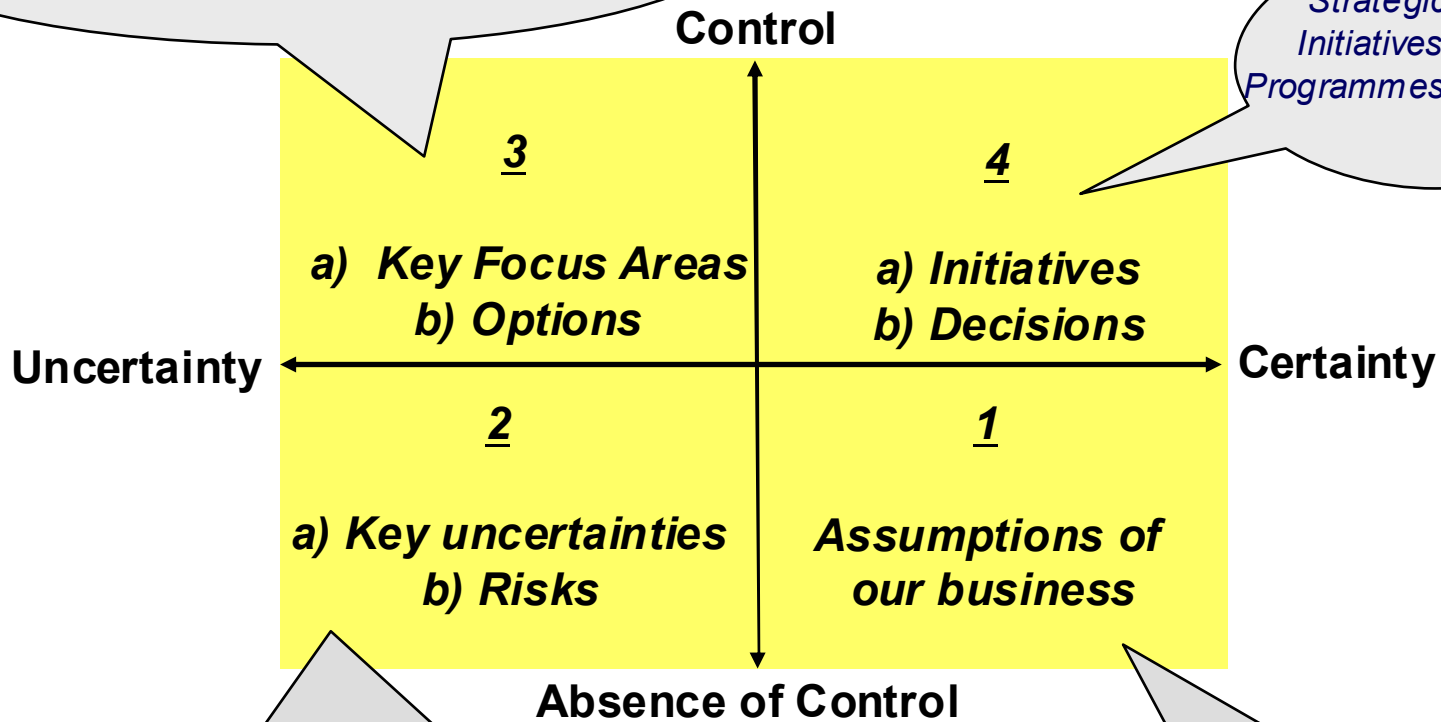
Strategy Templates for Use

Scenario Based “Strategic Thinking” Model



Key Focus Areas to concentrate on & options within these that would allow us to operate with more control in an uncertain environment

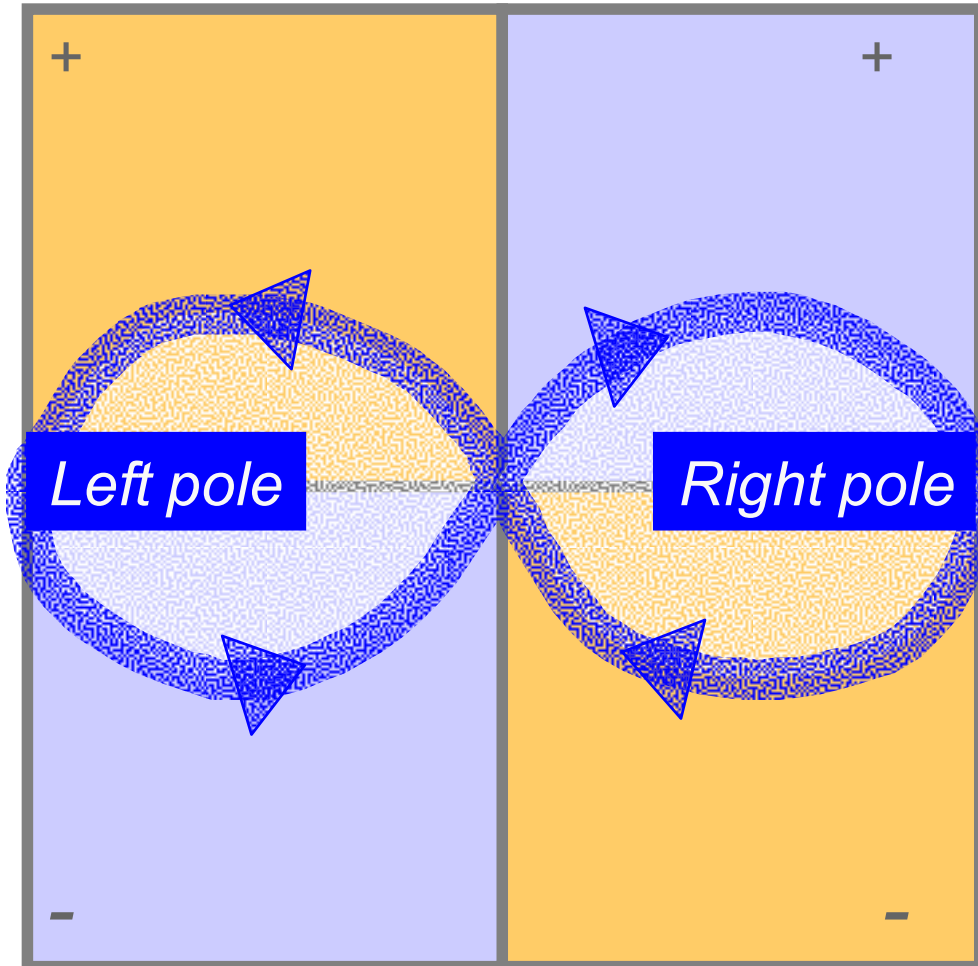
Strategic plans, Initiatives, Action Programmes, Decisions



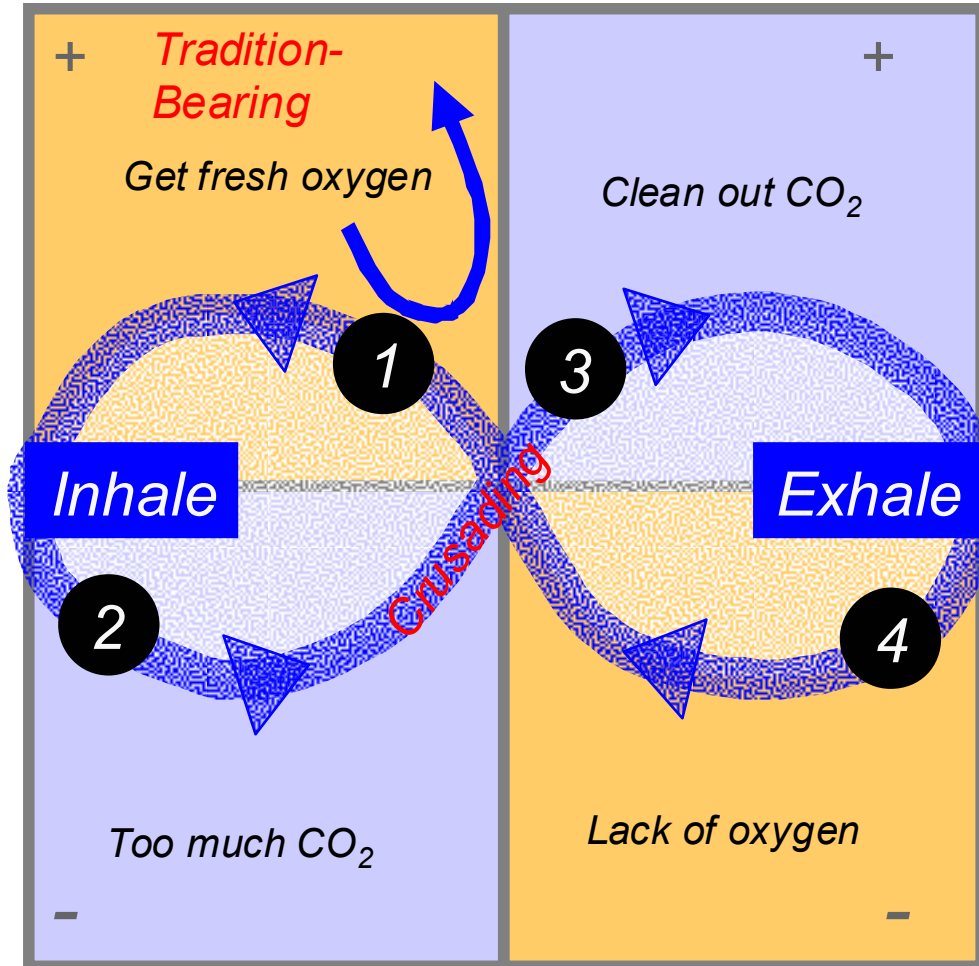
Key uncertainties and Risks (i.e. driving forces) over which we have no control

Things that are certain & over which we have no control - i.e. pre-determined elements

Polarity map



The breathing Polarity

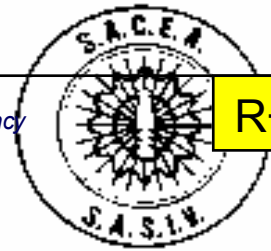


SACMA Polarities



Coal Mining Dilemma's (Polarities)	Select
Clarity of expectation vs Ability to execute	X
Stability vs Change	X
Governance and Standards vs Freedom to lead/innovate	X
Developing skills vs Retaining skills	X
Diversity vs Skills-pool	X
Generalization vs Specialization	X
Mine interest vs Mining House interest	X
Immediate fulfillment vs Correct procedure	X

Polarity of Decentralisation Vs Centralisation



- L+**
- Full control over application of resources by BUM
 - Freedom/flexibility
 - Focused on needs of specific BU
 - Better identity/ownership/teamwork
 - Easier enter into operations
 - Development of BU specific expertise
 - BU needs easy quantified
 - Backup for other ops managers
 - Close and immediate tech support
 - Good interrelationships with ops groups
 - Sense of job security

- R+**
- Technical governance on process
 - Clear technical career/retain technical competency
 - Integration cross boundaries
 - Single line interface with Sastech
 - Sustainable critical mass process competency
 - Better focus on long term issues
 - Standardisation of business processes and tools
 - Balance between short and long term focus
 - Functional excellence
 - Large project development
 - Balance of resources
 - ID and address bottlenecks
 - Natural linkage with other hubs reliability
 - Resource allocation optimal
 - Career development
 - Resource management efficient to total view

L **Decentralise**

- Interface management
- Lose competency easy
- Silo's
- Lack of standardisation
- Technical career development lacks
- Non-Technical focus
- Short term focus
- Difficult interface with external parties to integrate group wide issues
- No critical mass for tech expertise
- Decent control stronger than tech gov
- Different standards
- Tech subordinate to ops objectives
- Duplication of activities/Suboptimal use of resources
- Perceived limited support

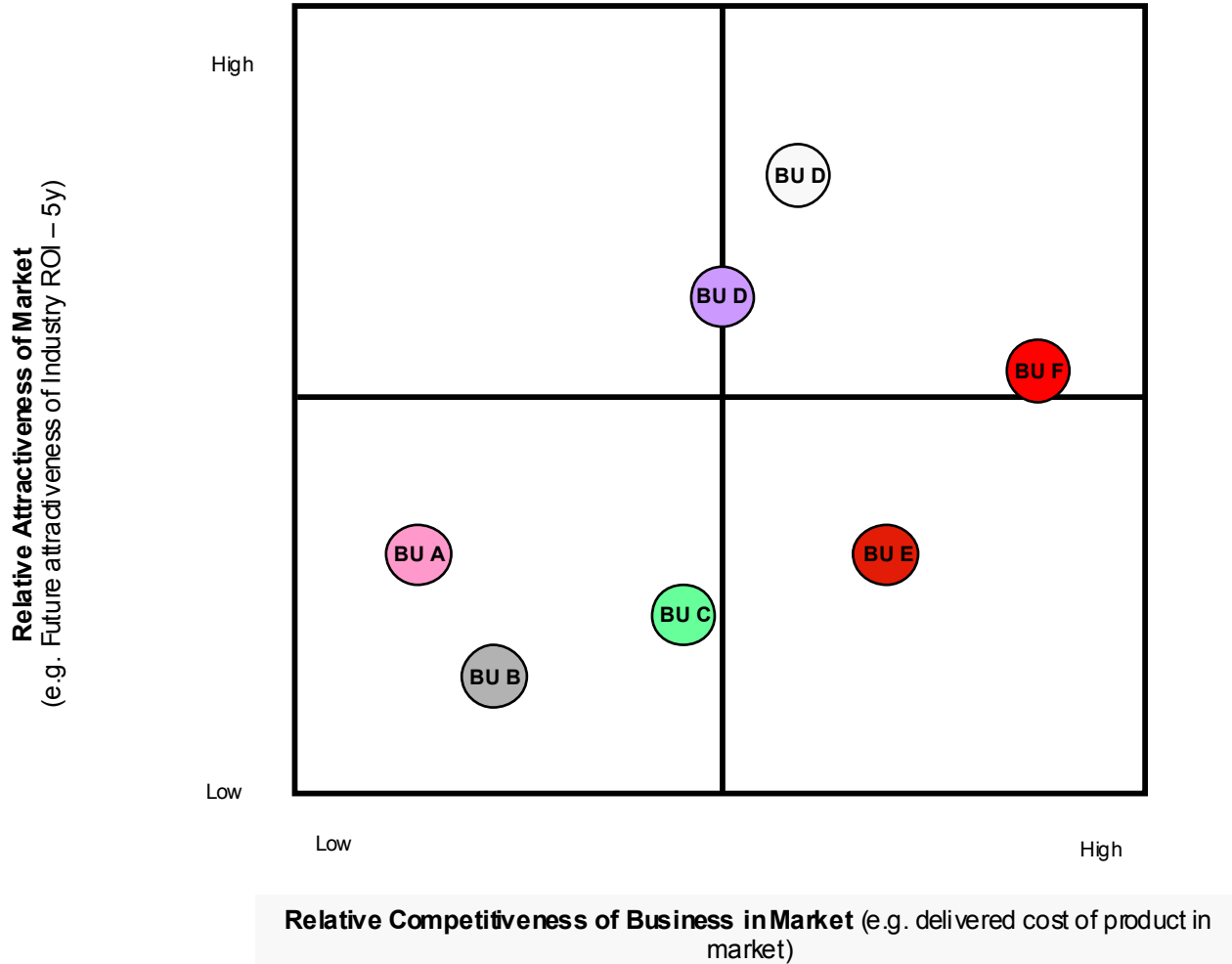
Centralised **R**

- Different goals/priorities between Hub and BU
- Dual reporting
- Management over large geographical area
- Perception of difficulty to enter into operations
- "mini Sastech"
- Everything becomes a technical problem
- Lack of ownership
- Potential to be bureaucratic
- Interface management complex between BU's
- Become generalist in process knowledge
- EQ and maturity required
- Lack of trust from client perspective
- Larger gap between process and mech, E&I
- Lack of control

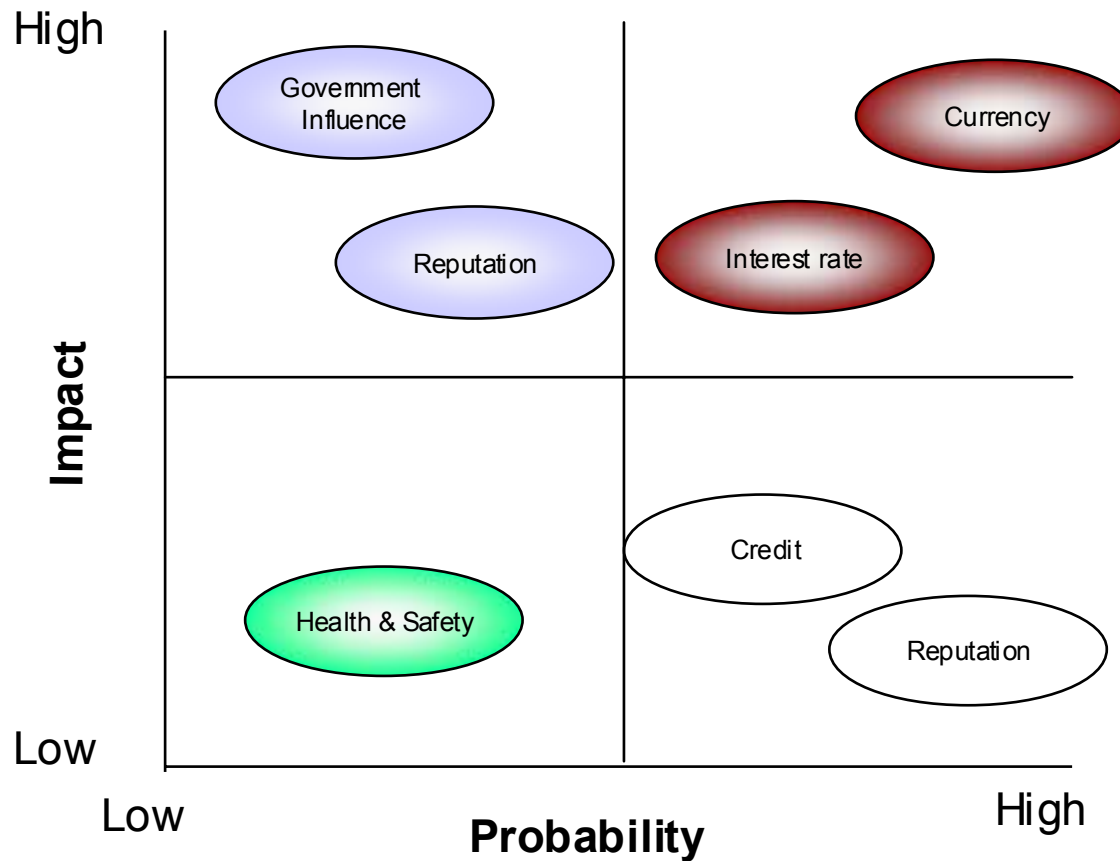
L-

R-

Market Analysis



Risk Understanding



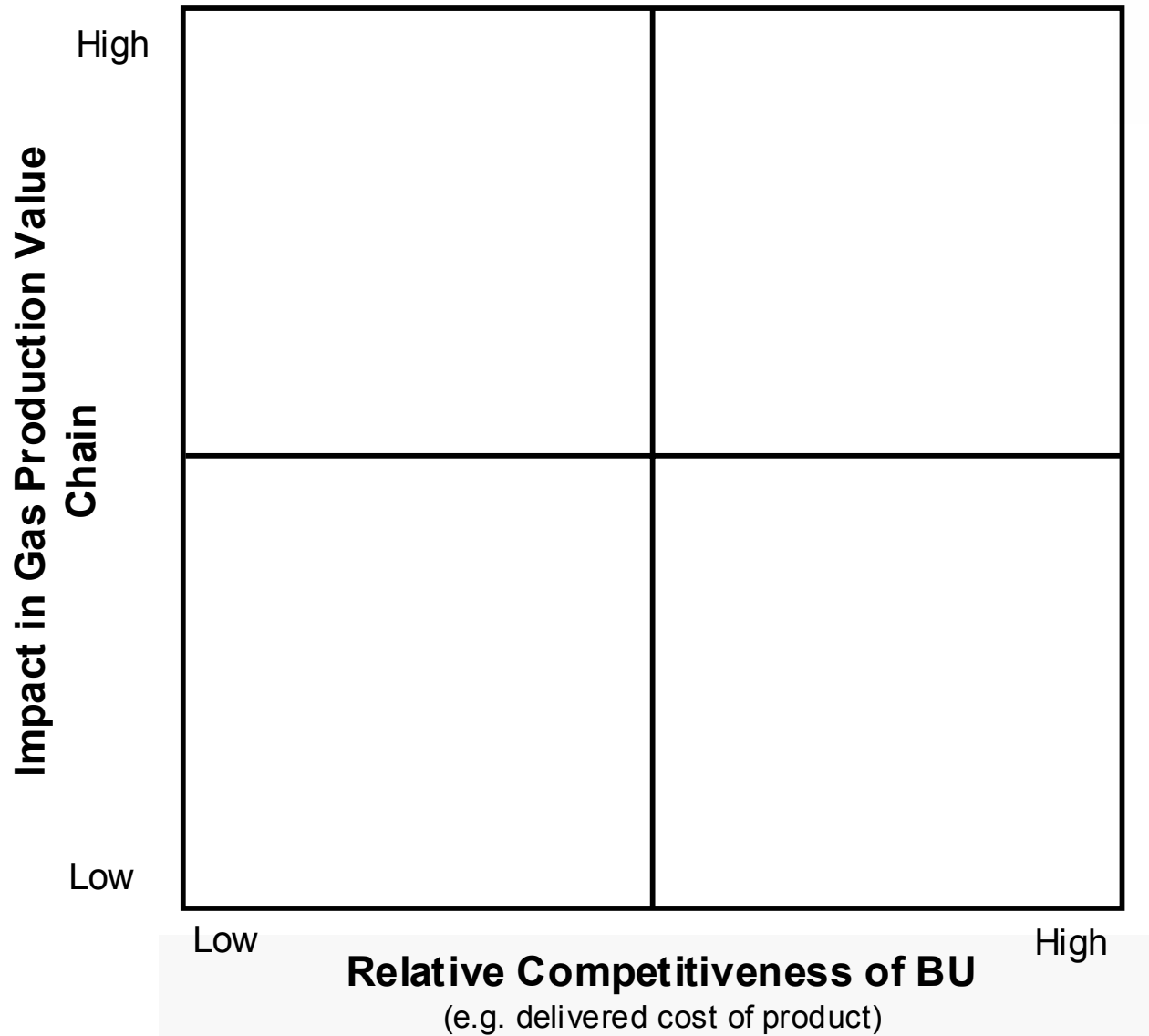
Business Assumptions Ranking Grid



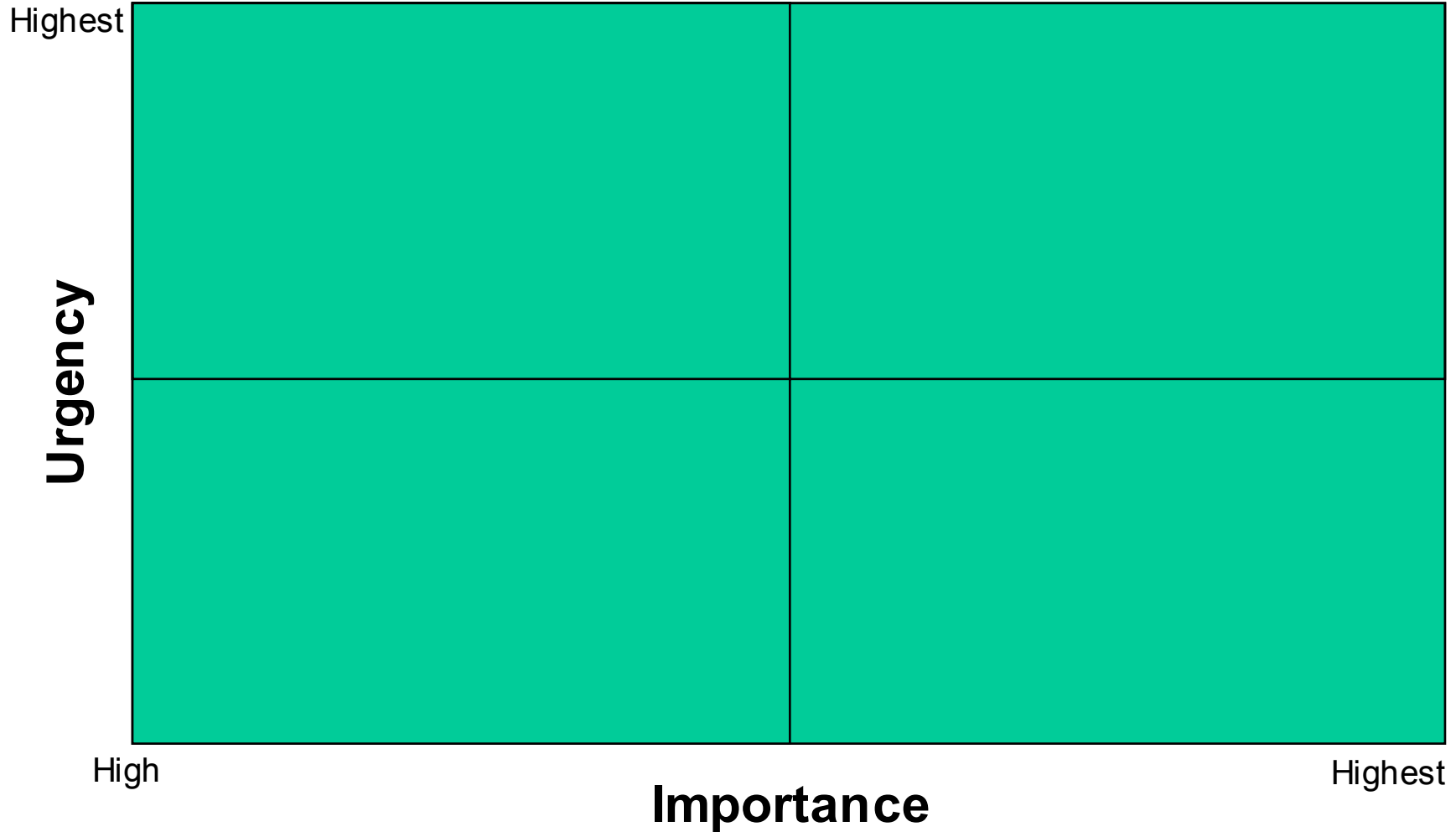
Degree of Certainty of the Assumptions

Impact on Business Strategy

Holistic Integration



Strategic Key Focus Areas



SWOT Analysis Template



Purpose of the SWOT Analysis

The SWOT analysis is a structured methodology used to create a current view on our business. It include that which we are good at, not so good at, risks for the future and based on the before mentioned, opportunities that might result from it.

Strengths	Weaknesses
Opportunities	Threats
<p>What are we good at? In what are we an internal benchmark or even world class?</p>	<p>What can we improve on? This is preventing us from optimal performance.</p>
<p>If we can achieve this, we will significantly change/improve our business. This is within our power to achieve in good time.</p>	<p>Internal or external risks to our business. Not addressing this, might imply business failure in future.</p>

Objective Matrix Template



Purpose

Why are we here? This is the end goal posts. Less quantifiable.

Results to Achieve	Results to Prevent
<p>The best possible results one would hope to achieve</p>	<p>All negative results. Not just the opposites of “Results to Achieve”. “The BIG threats”</p>
Available Resources	Constraints
<p>Aid you to achieve your purpose. A list of all relevant resources available to you (manpower, natural resources, abilities, funding, training programs, documents, specifications...)</p>	<p>All factors that could possibly hamper the achievement of the purpose (quality of raw material, high costs, loss of credibility in market....)</p>

Generic Strategies in a mature Industry



COMPETITIVE ADVANTAGE

		COMPETITIVE ADVANTAGE	
		Lower Cost	Differentiation
COMPETITIVE SCOPE	Broad Target	1. Cost Leadership	2. Differentiation
	Narrow Target	3 A. Cost Focus	3 A. Differentiation Focus

Industry Analysis



Degree to which ability of other firms to enter lowers maximum “non-harvest” (i.e., limit) price of product



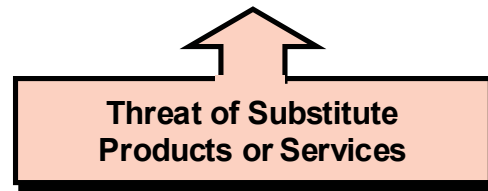
Degree to which suppliers capture total product value by raising price of input to firms



Degree to which industry participants (“firms”) compete



Degree to which customers capture total product value by forcing firms to lower price of product



Degree to which price / performance of alternative products lowers maximum “non-harvest” price of product

Decision Template



Grey Area: ?

DECISION

- ☰ This is the buy-in we want from the Executive Council

RATIONALE

- ☰ Why do we want to do this

IMPLICATION

- ☰ *What are the implications of our decisions*

Thrusts Template



Grey Area: ?

Objectives

☰ What exactly must we achieve

Work Guidelines

☰ *How should we go about achieving this*

Priorities

☰ Sequence of priorities