

**WELCOME**

## **CIO day 2010 – Vopak**

**“Let go to grow; how business ownership grows ICT’s top line and translates to tangible business results”**

# The world of Vopak

The collage features 100 small images of industrial facilities, each with a blue caption at the bottom. The facilities are distributed across various global regions, including North America, South America, Europe, Africa, the Middle East, Asia, and Australia. The images show a wide variety of infrastructure, from large storage tanks and processing units to complex piping and offshore platforms.

**World Map Legend:**

- Hub terminal (Red dot)
- Import/Export Distribution terminal (Orange dot)
- Industrial terminal (Green dot)

**Map Labels:** North America, South America, Europe, Africa, Middle East, Asia, Australia.



# Key figures and customers

Employees:	± 5,000 (incl. JV's)
Terminals:	80
Countries:	31
Capacity:	28.6 Million m <sup>3</sup>
Net Revenues '09:	€ 1.001 Million
EBIT* '09	€ 385 Million
Market capitalization:	€ 4.5 Billion

\* excluding exceptional items



bp



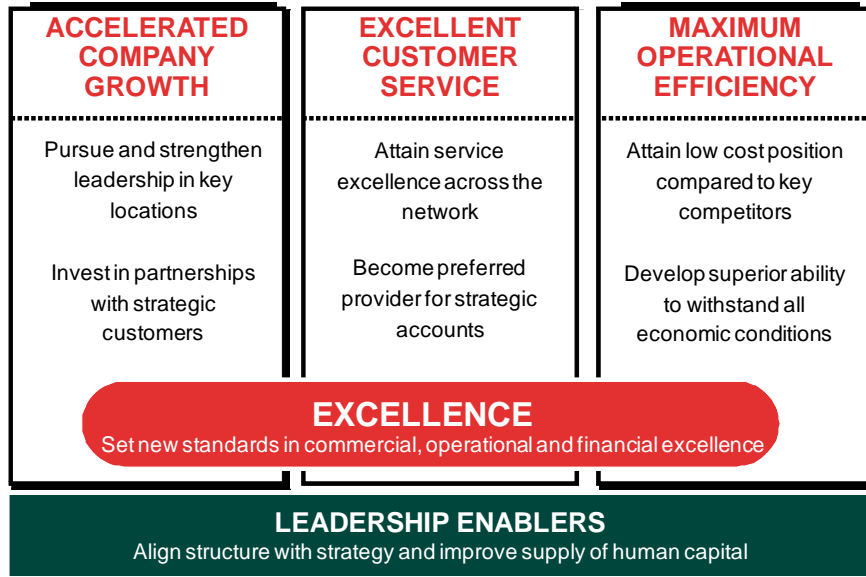
And many more

# Vopak's character

- Many (80) small organizational units – terminals
- High geographical spread – at lands end locations
- Local P&L responsibility – highly entrepreneurial
- Grew through acquisition, lot of local practices
- Terminals provide the same services to local and global customer with similar products

# Corporate & IT Strategy

## Corporate Strategy



*IT is a key enabler for the realization of our strategic goals.*

*For that purpose, the mission of IT in Vopak is to identify, design, deliver and operate IT systems that create value in each of our strategy areas.*

## IT Strategy

- Deliver and run solutions that create business value*
- Provide a quality service to internal and external customers*
- Be an agile organisation able to respond to business demand*
- Operate IT at "best in class" cost levels*
- Run IT systems at required quality and security levels*
- Be a source for business innovation*
- Incorporate Vopak Values in our daily work*
- Be a desired place to work and a valuable experience in successful Vopak careers*

# Goal & Approach

To realise all business benefits from IT in the shortest timeframe

- Identified the potential business benefits of IT within Vopak
- Educated people about these benefits
- Defined the strategy and architecture to guide IT investments
- Created a framework to make the right IT investment decisions
- Transferred the responsibility for processes and applications
- Set up an IT delivery organisation that really delivers
- Deliver

# IT contribution & opportunities

<b>IT Contribution &amp; IT Opportunities</b>		
<b>IT Value</b>	<b>IT Efficiency</b>	<b>IT Quality</b>
<ul style="list-style-type: none"><li><b>Process safety</b></li><li><b>Process integrity</b></li><li><b>Asset usage optimization</b></li><li><b>Process improvement</b></li><li><b>Customer interaction</b></li><li><b>Employee communication</b></li><li><b>Efficiency of repetitive</b></li><li><b>External communication</b></li><li><b>Governance &amp; Demand</b></li></ul>	<ul style="list-style-type: none"><li><b>Global IT procurement</b></li><li><b>Global IT sourcing</b></li><li><b>Eliminating legacy systems</b></li><li><b>LEAN IT Processes</b></li><li><b>Standard IT Infrastructure &amp; Virtualization</b></li></ul>	<ul style="list-style-type: none"><li><b>IT incident reduction</b></li><li><b>VPM for IT</b></li><li><b>IT control improvement</b></li><li><b>Time to market for IT changes</b></li><li><b>Customer satisfaction</b></li></ul>

# Governance starting points

- Simple
- Investments
- Transparent
- Make or change policies \*
- Fast
- Deviate from policies \*
- Unambiguous

Investment decisions can be made based on the regular management authorisations if within the existing policies\*. Deviations from policies or investments in areas that are currently not subject to policies, must be aligned with the owner of the respective functional area.

Every investment is based on an approved investment proposal/business case.

\* *policies, standards, architecture*

# Main processes

	Owner
Lead to Contract (L2C)	COMEX
Order to Cash (O2C)	COMEX
Arrival to Departure (A2D)	COOPX
Maintain to Operate (M2O)	COOPX
Procure to Pay (P2P)	CoProc
Hire to Retire (H2R)	COHR
Record to Report (R2R)	CC&F
Develop to Commission (D2C)	COOPX

# Let Go to Grow; conclusions

It really works for us

and also surprised us somewhat  
prioritisation is still somewhat arbitrary  
delivery mostly in line with expectations  
value is actually realised

Safety targets

NPS score

EBIT

# My challenges & dilemma(s)

How far can we stretch the IT organisation and for how long?

Manage the efficiency of solutions while under pressure of quickly selecting

How to avoid the risk of success?

Overload of demand for IT

Quality & time of delivery

CIO, CTO, CPO or CAO?

-Which role do I want?

-Which role do I get?

-What do I need to do to get the role I want?

**THANK YOU**

[www.vopak.com](http://www.vopak.com)