

ST1 ENTERPRISE ARCHITECTURE DRIVEN SUCCESS IN BUSINESS TRANSFORMATION



CHALLENGE

- FAST GROWTH THROUGH ACQUISITIONS LED TO A FRAGMENTED OPERATING MODEL
- OVERLAPPING IT SYSTEMS AND UNAVAILABILITY OF BUSINESS-CRITICAL DATA
- ONGOING DIGITAL TRANSFORMATION



SOLUTION

- QPR SUPPORT IN ST1'S PLATFORM RENEWAL PLANNING AND RENEWAL PROCESS
- QPR ENTERPRISE ARCHITECT HELPED TO FOCUS ON ARCHITECTURALLY RELEVANT AREAS
- ADAPTING NEW BUSINESS MODELS IN RESPONSE TO DISRUPTIVE TECHNOLOGY TRENDS



BENEFIT

- ST1 DIGITAL PLATFORM
- HARMONIZATION OF OPERATIONS AND PLATFORM RENEWAL IMPROVED PROCESSES AND VISIBILITY
- NEW BUSINESS MODELS IDENTIFIED AND CREATED: ST1 FINANCE, ONLINE AND MOBILE CHANNELS

ST1 DIGITAL PLATFORM

St1's strong growth strategy after several M&A activities led to fragmented business with multiple strategies, processes and systems during the last decade. With the help of QPR consulting and QPR EnterpriseArchitect software St1 managed to complete the integration of two businesses post acquisition of Shell Norway in a record time of six months in 2015. The business technology platform was renewed, and the ongoing development with lean principles is driving St1 even further on their path towards digital transformation.

The objective from the beginning was to improve St1's business efficiency and competitiveness. This could be achieved by developing the company's human capital, processes and IT systems. St1 implemented its Nordic organization in 2018, and the company continues to build a common core to help create a better understanding of St1's goals throughout the organization. New finance services business requires setting up a new digital platform for managing a completely new business ecosystem.



St1 focuses on fuels marketing activities, oil refining and renewable energy solutions such as waste-based advanced ethanol fuels and industrial wind power.

The group has 1400 St1 and Shell branded retail stations in Finland, Sweden and Norway. Headquartered in Helsinki, St1 employs currently some 750 people in Finland, Sweden and Norway.

“QPR EnterpriseArchitect is the core product that we are using. It is a very easy to approach and matter-of-fact tool. I like working with it, because it is not pretending to be anything else than what it is. QPR knows where to add value and they do that.”

Matti Eerola, Chief Enterprise Architect,
Head of Architecture and Projects, St1 Nordic Oy



PROCESSES HAVE IMPROVED

QPR EnterpriseArchitect has proved to be a highly useful tool for successful business transformation. With the help of the EA software the awareness of St1's business models, processes and systems has increased. The company's new business models require a new digital business platform enabling deeper levels of automation into finance and payment processes. Processes have already improved on a large scale, and St1 is on its way from fragmented business to seamless processes.

"Digitalization is more than just technology. One needs to understand the data, technology and IT solutions, which help develop the processes. Moreover, the role of employees, customers, competitors and actors/vendors in the ecosystem

needs to be understood, as they all play a part in an organization's digitalization process. Management needs to understand how to use this data in order to put it into business context and fundamentally increase shareholder value," says Matti Eerola, Head of Architecture and Projects, St1 Nordic.

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- Matti Eerola, Chief Enterprise Architect, Head of Architecture and Projects, St1 Nordic Oy



NEW BUSINESS MODELS IDENTIFIED

As a response to the changing environment and in order to improve customer experience and streamline their operations, St1 has developed their online and mobile retail services. Furthermore, in 2017 they set up St1 Finance Services with payment account and payment method through E-2-E digital processes and a fully mobile channel.

St1 identified the ongoing disruption in payment industry and decided to build a new payment institution business. This also minimizes the role of middle men in the payment processes and creates cost competitiveness.

"QPR EnterpriseArchitect and the whole business architecture method helped us structure a completely new business model St1 Finance, and define competencies therein," says Matti Eerola.



QPR SOFTWARE PLC

QPR Software Plc (Nasdaq Helsinki) provides solutions for strategy execution, performance and process management, process mining and enterprise architecture in over 50 countries. Users of QPR Software gain the insight they need for informed decisions that make a difference.