



Case Study: Business Process Modelling for Sasol

About the Company

Sasol Limited is one of Africa's major producers of chemicals and liquid fuels products, and a key player in the South African oil industry. Sasol has companies and activities covering a diversified set of industries and areas including chemicals, oils and fuels, explosives, agriculture, technology and mining. Sasol Technology, a company from this family, deals with research, engineering and project management, technology and new business development, information, and logistics.

The Information Management function at Sasol Technology (STIM) provides all the strategic and operational IT/IM services for Sasol Technology. It has about 104 employees who form the core intellectual capital for STIM as a group.

Project Description

- Provide consulting and guidance on the design and documentation of business processes and procedures in STIM, using Hammer's Business Process Reengineering (BPR) Approach integrated with CMMI best practices
- Report directly to the Leadership Team, for ensuring sufficient momentum and focus in the rollout of the business processes
- Create, train and drive a process design team in STIM that facilitates procedure documentation by the relevant process leaders and process teams
- Help identify and pilot process, and guide in the mapping and gap analysis of these procedures against applicable CMMI process areas.
- Carry out a CMMI Pre-Assessment for the Pilot Area.

Business Challenges

- Need to transform from a functional to a process-centric organisation
- Issues with vendor management and SLA compliance
- Scope for improvement in IT resource provisioning and utilisation
- Requirement to comply with best practice process models, including CMMI and ITIL

Nihilent's Role

- Model core and supporting processes
- Incorporate ITIL and CMMi best practices
- Establish a framework for continuous improvement
- Implement a Pilot process (Service Provider Management)
- Pilot Assessment to validate improvements in service quality and SLAs
- Skills transfer and training on BPM and CMMI



Platform and Technologies

- Workflow Modeller for IDEF0 modelling
- Visio, ARIS for process modelling and documentation

Business Benefits Delivered

- Organization change from a functional silo-based design to a process oriented one, with corresponding change in roles and responsibilities
- Alignment and traceability across strategic, tactical and operational activities due to process linkages
- Improved reporting and review focus based on metrics and measurements
- Higher team motivation due to involvement in designing own processes
- Improved service provider responsiveness with focus on SLA compliance, root cause analysis and proactive improvement measures