

Case study

Retail Facility

Making informed decisions, increasing efficiency, cost savings

Massmart powered by Walmart

Client Background

Massmart is a South African-based globally competitive regional management group, invested in a portfolio of differentiated, complementary, focused wholesale and retail formats. Massmart is the second-largest distributor of consumer goods in Africa. They operate 420 stores in 13 countries in sub-Saharan Africa through the Group's two business units – Massmart Wholesale and Massmart Retail.

Massmart had the vision to digitise facility and asset management processes, to increase control over cost and to increase efficiencies.

Pragma was contracted to implement the On Key EAM system and streamline the work flow process to simplify the management of facilities and assets.

Key Challenges

- The key challenge lies in the complexities around managing an extensive network of facilities and assets (HVAC, refrigeration, generators, etc.) with a substantial pool of contractors.
- A large and dispersed network of stores with equipment that needed to be identified and tagged.
- Carefully streamlining the large number of work orders by considering every step of the workflow process.
- Training and change management challenges with the large number of stakeholders involved.
- Covid-19 restrictions delayed the rollout.



Value Add

- Accurate asset register
- Statutory compliance
- Cost control
- Streamlined workflow process to increase efficiency and 25% time-saving
- 5% time saving with automated selection of preferred contractor based on store, asset type and type of service required
- Estimated cost of work is automatically proposed based on history resulting in 5% time-saving
- 5% time-saving due to reduced admin as contractors are uploading invoices on work orders
- Increased efficiency for Operations Manager who can now approve multiple work orders via the Approval app from his mobile device
- 5% time-saving with SAP interface reducing financial administration and increasing accuracy of costing information
- 5% time-saving with the payment of one consolidated invoice for all work done for the month by a contractor
- Dash board replaces manual report for Regional Managers saving 3 hours per month
- Improved information such as GPS coordinates, photos and standard rates
- Increased contractor performance
- Granular information in dashboard views for budget committed and the actual cost

"The goal was to implement an enterprise asset management system that would provide Massmart with a visual picture of assets and maintenance management for 400 stores nationwide. This has helped us to efficiently manage the maintenance of the assets and also be able to provide the maintenance history from the system, which is a compliance requirement." Colin Garton | Massmart's Facilities Management General Manager

Pragma Intervention

- **Asset tagging:** Massmart took on the enormous challenge of tagging store assets themselves. Pragma's streamlined asset tagging process and mobile app simplified the task and equipped them to maintain their asset register accurately.
- **Streamlined workflow process:** Pragma and Massmart did a thorough process analysis to develop a simplified and streamlined workflow process. By incorporating interfaces, applications and automating the process, several time-consuming steps were eliminated.
- **Cost control:** Cost-saving opportunities were evaluated, and best practices were implemented to manage costs and ensure savings. These included enforcing warranty management, structuring suppliers rates, combining non-urgent with urgent work and reducing breakdowns with preventive maintenance. A dashboard was developed to display the committed budget against the spent budget.
- **SAP interface:** Administration effort is reduced by interfacing work order costing information between On Key EAM system and SAP.

Tools and Technology

- Pragma On Key Enterprise Asset Management system
- SAP interface
- Contractor Portal
- Work order approval App
- On Key Insights | Dashboards