

# Case study

## Retail Facility

Making informed decisions,  
increasing efficiency, saving cost



### Client Background

Pick n Pay is a fast-moving consumer goods retailer based in Africa. They operate a lean and efficient business and aim to provide their customers with a tailored range of high-quality food, grocery and general merchandise products at competitive prices.

Pick n Pay has a strong growth plan that benefits from flexible formats and a leaner operating model. There are currently 1925 stores in the group across seven African countries.

Pick n Pay had the vision to digitise facility and asset management processes, increase control over cost, and increase efficiencies. Pragma was asked to assist with an asset identification and verification project to update the asset register, implement the On Key EAM system and streamline the workflow process to simplify the management of facilities and assets.

### Key Challenges

- The critical 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.
- The high number of work orders required that every step of the workflow process had to be streamlined with great care.
- Training and change management challenges with the large number of stakeholders involved.
- COVID-19 restrictions delayed the rollout.



*“Having granular costing information available helps to make informed decisions.” Richard Taylor | Store Design and Construction | Pick n Pay*

### Pragma Intervention

- **Asset tagging:** Pragma used the asset tagging mobile app and asset identification and verification process to set up standards and identify and tag assets at stores.
- **Streamlined workflow process:** Thorough process analysis was done with the Pick n Pay team to develop a simplified and streamlined workflow process. By incorporating applications and automating the process, several time-consuming steps were eliminated. By introducing the On Key EAM system and applications, the complexity caused by multiple stakeholders' systems and processes were removed.
- **Cost control:** Cost-saving opportunities were evaluated, and best practices were implemented that can manage costs and ensure savings. These include enforcing warranty management, structured suppliers rates, combining non-urgent with urgent work and reducing breakdowns with preventive maintenance.
- **Budget dashboard:** A dashboard was developed to display the committed budget against the spent budget.



### Value Add

- 13.4% cost saving during 6 month pilot on repairs and maintenance spent
- Accurate asset register
- Statutory compliance
- Streamlined work flow process to increase efficiency | 20% time saving
- Contractors administrate work orders on the Contractor Portal, and upload invoices reducing admin to Pick n Pay | 15% time saving
- Increased efficiency for Operational Managers who can now approve multiple work orders via the Approval App from a mobile device whilst not in front of a pc | 5% time saving
- Granular information in dash board views for budget, committed and actual cost
- Improved information (GPS, photos, standard rates)
- Increased contractor performance

### Tools and Technology

- Pragma On Key Enterprise Asset Management system
- Contractor Portal
- Work order Approval App
- On Key Insights | Dashboard