

Case Study

Manufacturing, Packaging Equipment Register Review and Criticality Analysis



Client Background

Nampak is Africa's largest diversified packaging manufacturer and has been listed on the JSE Limited (Johannesburg Stock Exchange) since 1969. Nampak operates from 25 sites in South Africa and 18 sites in the rest of Africa.

Nampak selected Pragma as its asset management preferred supplier to drive asset care improvement in selected African operations.

An asset care improvement programme was initiated in 2018 to promote asset care excellence in Nampak's Metals, Plastics and previously owned Glass operations.

Pragma provided Asset Management (AM) consulting expertise and support in the design and implementation of a maintenance work management program.

Key Challenges

- Differences in EAMS equipment structures and configuration across different sites and divisions
- Inconsistency in terms of naming conventions and asset coding
- Formal company standards to manage asset data across various sites and divisions not fully established
- Difficult operating environment, economically and with competitive pressures
- Equipment intensive operation with mostly linear production lines complicates which is the most critical equipment within a plant or division
- Alignment of all role players across the various geographical locations and with different operating contexts
- Operational restructuring and cost-cutting measures being implemented during the implementation phase



Value Add

- Standards manual created a common framework for equipment structure configuration, allowing for standardised system configuration
- Reviewed and reconfigured all the equipment tree structures for all divisions and sites to a standardised structure
- Establishment of criticality analysis templates together with a group standard for conducting and reviewing analysis and further actions for maintenance plan development
- Per site ABC analysis of critical equipment to direct appropriate resources for asset care plan development and reviews, ensuring maintenance is focused in the correct areas
- Asset criticality uploaded and linked to equipment in JD Edwards that will assist planning function in maintenance prioritisation

“Having standards and templates available has significantly helped the reliability teams and operations streamline and standardise the improvement journey. The big challenge is to ensure the developed and improved plans are implemented in the plant...” Pieter O’Connell, Business Systems Manager, Asset Care

Pragma Intervention

- Pragma consultants developed a detailed Asset Care Plan Development process which was adopted. This included standards, templates and guidance on Criticality Analysis and Asset Care Plan Development.
- Pragma developed a detailed standards manual with, amongst others, standards for JDE Equipment register configuration in support of effective maintenance work management. This was used for equipment register standardisation.
- A resource development learning pathway was developed and facilitated through a Pragma and Nampak partnership. Pragma's training consultants conducted over 60 sessions to at least 10 Nampak operations in a phased approach.

Tools and Technology

- Asset Management Improvement Planning Assessment
- JD Edwards
- AC Pack Asset Care Plan Development Business Process
- Pragma Academy training material