

# Case Study

## Manufacturing, Packaging Work Planning and Control Implementation and Support



### 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 Africa as its asset management preferred supplier, to drive improvement in asset care 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.

***“This was indeed a challenging, but very interesting journey. The biggest of them was organisational readiness and change management. Since implementation we have seen a significant improvement in planning and discipline within our Asset Care domain. In addition, visually measuring performance allows you to manage and improve...”***

***Pieter O’Connell, Business Systems Manager – Asset Care***

### Key Challenges

- Various levels of maturity across sites and divisions.
- Formal change management process not fully established to sensitise different cultures and practices across sites and divisions for interventions.
- Difficult operating environment, economically and with competitive pressures.
- Alignment of all role players across various geographical locations and with different operating contexts.
- Reporting throughout the support period was manual, and aligning all role players on KPIs was a challenge despite having a group standard.
- Operational restructuring and cost-cutting measures being implemented during the implementation phase.



### Value Add

- Standards manual created a common framework for maintenance work management, allowed for easy benchmarking and standardised system configuration.
- Standardising a group maintenance work management process and roles created more efficiency and clarified expectations.
- Embedded best practice maintenance planning and scheduling processes, which will lead to improved asset reliability.
- Establishing divisional and group asset care steering committees and a formal meeting structure per site allowed for more transparent communication across production execution, planning, sales and maintenance teams, ensuring maintenance does not get neglected.
- Improved asset history recorded for informed decision making, data-based problem solving and reporting.
- Schedule attainment improvement from a baseline of between 6.7-33.3% to 56-100% across five sites (where measured).
- Adoption of system and process from 47% to 82% compliance across eight sites.

### Pragma Intervention

- Developed a detailed standards manual, including among others:
  - standards for JDE Plant Maintenance configuration in support of effective maintenance work management
  - a detailed maintenance work management process, including sub-processes and AM roles and responsibilities.A guideline that supported the implementation phase was based on the standard.
- Developed and facilitated a resource development learning pathway through a Pragma and Nampak partnership. Pragma's training consultants conducted over 60 sessions to at least 10 Nampak operations in a phased approach.
- Supported the maintenance work management process rollout for a period of 7 months post-go-live. This included training and coaching maintenance planners, organisational change management to get other stakeholders on board and frequent reporting. The focus was on regular management feedback to ensure change is driven internally and enforced and ensure the new practices' sustainability.
- Developed and delivered a Nampak Asset Management scorecard before the maintenance work management rollout. This was crucial to effect the change in behaviour and practices required during the implementation of the maintenance work management process. Continued use of the scorecard would also ensure sustainable performance and continued process adherence and optimisation.

### Tools and Technology

- AMIP Assessment
- JD Edwards
- AC Pack
- Maintenance Work Management Business Process
- Pragma Academy training material
- Qlik View