

Case Study

Albany Bakeries



Client Background

Albany Bakeries is part of the Tiger Brands group of companies, operating in the domestic food environment.

There are 13 Bakeries across South Africa, with each supplying the same quality bread to its surrounding areas.

In 2003/2004 the company once again brought innovation to the market by launching the Best of Both bread. The company understood that children loved white bread and wouldn't eat brown or whole-wheat bread. The Best of Both was developed to have the look and taste of white bread, but with the fibre content of brown bread. This product has been very successful for the company ever since.

Key Challenges

During 2005, Albany Bakeries was faced with several challenges related to poor physical asset management at most of their bakeries:

- Production loss due to unreliable assets.
- No preventative maintenance program.
- Maintenance work carried out on a reactive basis.
- Limited control over spares.

“Since Pragma arrived on the scene our customer satisfaction levels have increased from 69% to 87%. I highly recommend Pragma.”

*Willie Marais,
Manufacturing Executive*



Value Add

Coordination of physical asset management practices, centralised at corporate level:

- Asset Management Steering Committee.
- Accurate asset register.
- Standardised work planning and control procedures.
- Standardised material management procedures.
- Asset performance history and cost of maintenance.

- Increase in customer satisfaction.
- Production output increase.
- Breakdown rate decreased.
- Assets are more reliable.
- Spares are controlled.

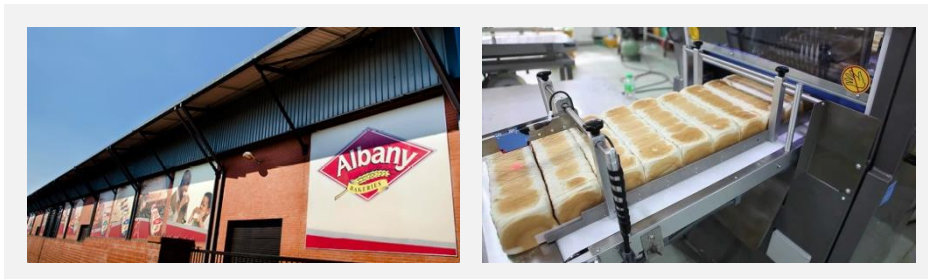
Tools and Technology

- On Key – Pragma's enterprise asset management system
- Weekly and monthly reporting.

The following business processes are implemented through the ACC Service:

- Asset Register Administration, to build and maintain a comprehensive asset register.
- Work Planning and Control, to manage the life cycle of asset related work (tactical and non-tactical).
- Materials Management, to ensure effective control over spares and materials.

Implementation of these business processes are being facilitated by weekly visits to the various bakeries, monthly feedback meetings with bakery management and monthly coordination meetings at corporate head office.



Pragma Intervention

The Asset Care Centre (ACC) Service was first implemented at 2 Western Cape bakeries during 1997. Due to current challenges, identified early 2005, and limited standardisation between bakeries, it was decided to implement the ACC Service nationally to facilitate standardisation and optimisation of asset care activities at all bakeries.

Today, the ACC Service supports all the bakeries from Pragma's offices, with 3 dedicated AC Engineers and administrative staff in support of the bakeries nationally.