# Case Study

# Libstar Asset Care Academy

## Client Background

Libstar is a leading producer and supplier of high quality products in the consumer packed goods (CPG) industry and markets a wide range of products globally. The Group provides a multi-product offering in multiple categories across multiple channels, while strategically positioning itself within the food and beverage and HPC sectors and maintaining the flexibility to capitalise on growth areas in the CPG industry.

The Group currently operates across 27 Business Units and recently listed on the stock exchange. It uses a decentralised business model, with each Business Unit managing its own infrastructure, employees and products and being responsible for its own procurement, production, distribution and logistics, sales and marketing and customer relationships. However, all BUs use common ERP and CMMS systems and adhere to a Technical Governance System based on ISO standards as part of their Integrated Management System (IMS).

*Peter Grobler, Group Technical and Manufacturing Executive*
*"The blended learning approach proposed by Pragma was so well suited to our situation."*

## Key Challenges

- Libstar requires high availability of production equipment and strict application of food safety and other standards in all plants.
- Since it grew through the acquisition of entrepreneurial organisations, the reality is that the maturity of maintenance practices vary from plant to plant.
- The diverse range of assets at the different plants makes it difficult to impose a central set of "best practices" for all plants.
- Libstar is busy implementing a group-wide Computerised Maintenance Management System, requiring some standardisation of information, processes and reports.
- Real time OEE diagnostics system revealed the plant availability remained low and the maintenance costs high, due to the approach of breakdown maintenance at most plants.
- The maintenance management team is quite lean, making it difficult for them to be off-site for training for lengthy periods of time.

## Value Add

- The training was facilitated by experienced Pragma consultants, providing a broad mix of experience and facilitation styles.
- The training material was very practical, focusing on the successful implementation and application of asset care, rather than theoretical definitions, models and concepts.
- The blended approach combined face-to-face training with just-in-time remote learning.
- All participants rated the programme as "Excellent" or "Very Good".
- The design of the programme enabled the participants to apply the learning immediately in practice.
- The contact sessions enabled the plant engineers from the different sites to meet each other, exchange ideas and build a network of technical expertise.
- The programme succeeded in creating a common understanding of asset care and a minimum level of AC maturity across plants.
- The programme was an effective vehicle to configure and implement the new CMMS based on sound maintenance principles.
- Plants report substantial improvement in asset availability and OEE.
- Visibility through learning management systems.

## Pragma Intervention

Peter Grobler approached Pragma with the request for a "Plant Engineer School" to address the mentioned challenges through a structure training intervention. The intent was to create a common understanding of maintenance management among all plant engineers and to establish a minimum level of maintenance maturity across all plants. The outcome of these discussions was the Asset Care Academy, a practical 18-month blended learning programme covering the fundamentals of good asset care.

- The programme was structured in three phases: Asset Care Strategy; Asset Care Execution and Asset Care Optimisation
- The blended learning approach consisted of three 3-day Contact Sessions (6 months apart), interspersed with regular webinars and eLearning modules
- The programme was managed via Pragma's learning management system (LMS) and supported by an LMS administrator
- All training material was Libstar branded and included Libstar examples
- The implementation of the CMMS happened in parallel to the implementation of these asset care practices, ensuring maximum benefit for both processes
- At the end of every session, learners went back to their plants with a customised asset care implementation road map, as a guide for the next 6 months
- The design of the programme enabled the Plant Engineers to systematically implement an effective maintenance management system over an 18-month period
- Blended learning allowed the programme to be structured around business

## Programme Outcomes

On completion of the learning programme, learners were able to:

- Compile an asset care implementation plan for their plants
- Develop maintenance plans for all assets
- Use a computerised maintenance management system effectively
- Measure and monitor key performance indicators for asset care
- Implement maintenance work management systems and practices
- Implement basic operator asset care
- Establish a well-resourced maintenance department
- Manage facilities and stores
- Drive performance improvement through effective problem solving
- Apply basic project and shutdown management principles

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