Case Study
Macadams International
OEM After Sales Maturity Assessment and Strategy Development

Client Background

Macadams was established in 1904 and has, during the last century, developed into a major force in the baking and food service industry across the globe. Macadams has their manufacturing facility in Cape Town, South Africa, where they design and manufacture all the equipment. They also have other baking and food service equipment that they represent and support in the market.

As OEM, Macadams is required to deliver after sales support to their customers. Over the years, they have established a network of independent contractors who are tasked to perform services and repairs to Macadams equipment in the field. Also part of the organisation is Spare Parts division that sells spare part to the market, but mostly via the independent contractors.

Key Challenges

Macadams' after sales capabilities were primarily focussed around technical support as opposed to customer service. The expectation was that the independent contractors will equip themselves to deliver high quality services to the customers. Macadams did not view their after sales division as a profit generating centre and it received limited management input.

The market complained that they receive inconsistent service experience and quality from the independent contractors. The processes followed were also inconsistent between different customers and regions. All of this created a negative perception surrounding the proud Macadams brand.

Pragma was tasked to assess the current after sales maturity and develop a new strategy with a practical implementation plan.

Value Add

The outcome was:
- The current Technical Services maturity and key challenges.
- 2020 vision for Technical Services within Macadams.
- Draft 2020 Technical Services improvement strategy.
- Technical Services organisational structure.

> *Without Pragma's involvement, we would only have been able to come up with 10% of the answer in the available time.*
>
> *Shane McMeeking*
> *Macadams International CEO*

Pragma Intervention

Assessed the current asset management maturity and performance of Macadams Technical Services. The after sales assessment included:
- Site visits to regional offices
- Evaluation of current business practices
- Interviews with staff and contractors involved in technical service delivery
- Review of reports and key performance indicators
- Interrogation of transaction records in the software systems used
- Consensus mapping to get agreement on the maturity levels.

Tools and Technology

- AMIP
- Assessor.