

# iPLAN

## THE CLIENT

SABMiller Africa & Asia is a division of SABMiller responsible for beer and carbonated soft drink operations in all African and Asian operations, excluding South Africa. In 2005 the division was responsible for 38 African breweries and carbonated soft drink bottling plants in countries like Botswana, Tanzania, Angola, Uganda and even as far afield as Ghana.

## THE HISTORY

SABMiller Africa & Asia managed clear beer, traditional beer and carbonated soft drink bottling plants acquired over time in African and Asian countries. These operations are managed in a decentralised structure, each as a separate entity with the local management having the ultimate responsibility to meet SABMiller strategic targets. This approach caused a situation where each operation had its own business processes and operational procedures. It created numerous problems for consolidated reporting and for benchmarking within the organisation. As SABMiller also has extensive operations within the USA, Sarbanes Oxley conformance was also becoming a prerequisite.

## THE ASSIGNMENT

In 2004 SABMiller Africa & Asia contracted iPlan to design a set of standard business processes that can be deployed across all its various operations.

These processes needed to support:

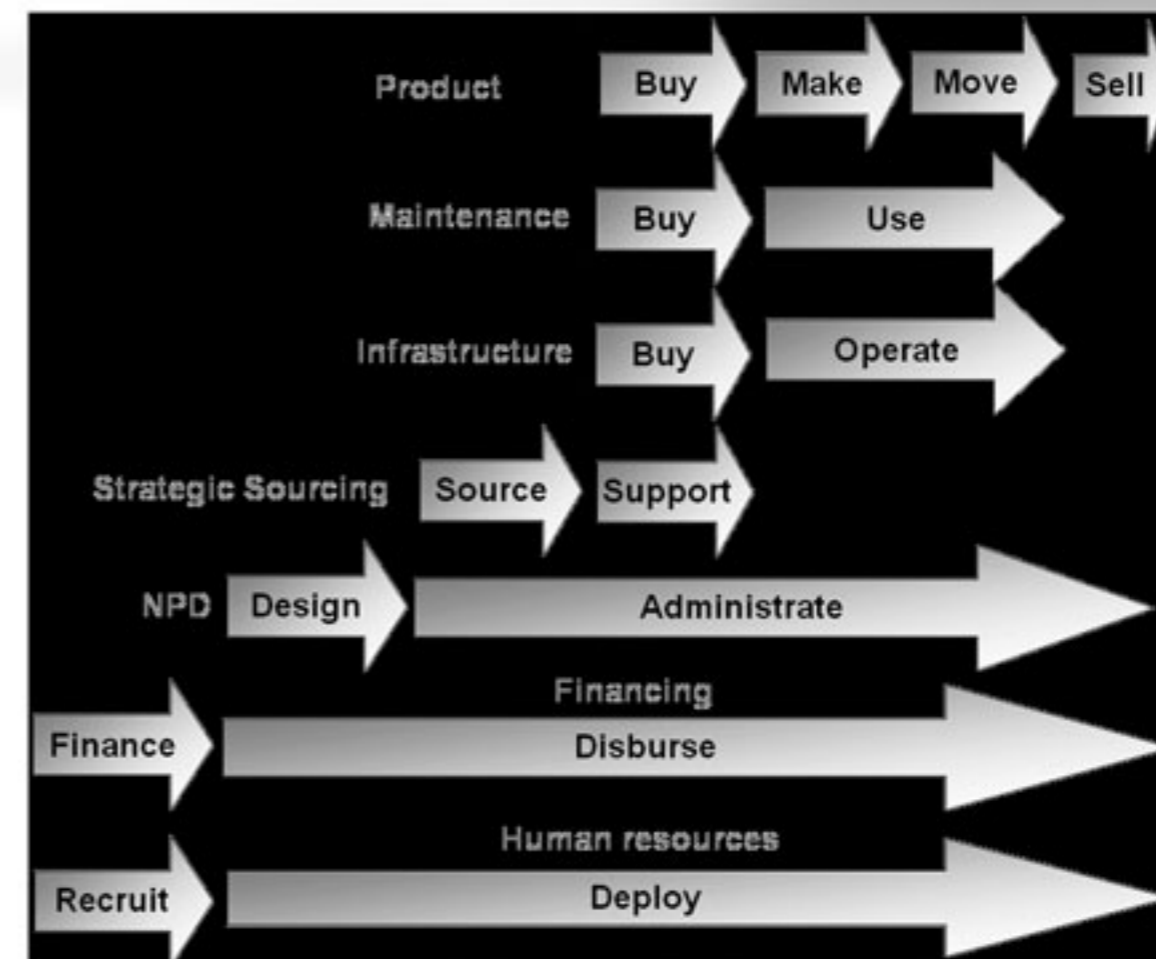
- \*\* all geographical locations;
- \*\* all product groups; and
- \*\* the full scope of all in-country activities.

Even though the processes was the main concern, iPlan also managed the system and people requirements in order to have a successful, balanced business solution.

## THE PROJECT

A team consisting of iPlan and SABMiller employees visited a number of the African operations to establish a basic understanding of the business processes and the possible differences between the various countries. It was agreed that the operations in Botswana would be the most representative example of all in country operations as all product lines and all the different distribution methods are well established in the country.

**Process:** iPlan developed an understanding of current processes by means of an AS-IS brown paper exercise. iPlan then spent three months developing new processes. The new TO-BE processes were a combination of the current processes, general best practices, SABMiller global best practices and technology and country resource capabilities.



**People:** To ensure an effective and manageable workflow the project was divided into phases to make the roll out of the new business processes to 38 operations. iPlan's Johan du Toit was appointed as programme manager to oversee the initial roll out of new processes and technology across Africa. All SABMiller employees were assisted and trained where necessary so that they understood the new processes and could successfully manage them.

**System:** After the initial process design the project team went on to develop the appropriate technology platform. iPlan acted as the design authority, ensuring that the developed platform supports the newly designed business processes.

## THE OUTCOME

To date the new business system has been successfully deployed in Botswana, Uganda, Mozambique, Lesotho and Swaziland.