



# case study

## Corporate Roll-out

# The European union of Barry Callebaut'



**“Thanks to Protime, the HR service delivery in all foreign offices has improved.”**

**Lien De Cnop,**  
Head of European Support Service Center

**Peter De Waegeneer,**  
Human Resources Director Europe

Charming Wieze, on the edge of the green Dender valley between Aalst and Dendermonde, was once known as a Mecca for beer lovers with the notorious Oktoberfeesten in the - yes, indeed - Oktoberhallen. Those high days are long gone but thanks to Barry Callebaut, the village now has another trump card for connoisseurs: it houses the largest chocolate factory in the world. Powered by Protime, that in addition also assists in the European streamlining and uniformising of the HR management...

### Who?

Barry Callebaut

### What?

- World leader in the production of high quality cocoa and chocolate products - from the cocoa bean to the end product in the shop.
- The company, listed on the stock market, with its head office in Zurich (Switzerland), had an annual turnover in 2007/08 of more than 4.8 billion CHF and is present in 26 countries. It has approximately 40 production units worldwide and employs more than 7,000 people.
- In West Europe, there are 4,200 employees, with factories in England, Sweden, the Netherlands, Belgium, France, Spain, . Barry Callebaut is also active in Eastern Europe (Russia, Poland and the Czech Republic) with approximately 125 employees.
- The Protime solutions are implemented in the factory in Wieze (800 employees), the European distribution centre in Aalst (50 employees) and chocolate Jacques in Eupen (150 employees). In the past three years, gradual implementations in the other European offices followed: the Netherlands, UK France and Switzerland.

### Info?

[www.barry-callebaut.com](http://www.barry-callebaut.com)

Peter De Waegeneer and Lien De Cnop, respectively Human Resources Director Europe and Head of European Support Service Centre with Barry Callebaut Belgium nv, are responsible for the European HR management of the multinational. They form the perfect team with years of experience versus sprightly enthusiasm, both focussed on the same objective. In the visitors area on the top floor of one of the offices, with a fantastic, nearly 360 degree view over the production site and the green environment, they share their European story.

“Four years ago, together with an external consultant, we analysed all HR activities within our European offices: who is doing what, how long do processes take, what systems are being used, etc. Several highly useful conclusions were drawn and rendered into a three year plan in order to effectively improve the efficiency and service delivery of our HR department. Lien has been involved full time in this project since the beginning, the other team members part time on top of their other activities.”

### Entrepreneurship

The European challenge was not to be underestimated: nearly every European country had its own personnel management, that within one country, could even differ entirely from one production site to the next. “Manual work prevailed”, remembers Lien. “Result: if you required figures from a certain report, it was all extremely time consuming.” Protime was resolutely chosen

**“Protime. Why? One of our company values is entrepreneurship, which we encourage to our employees and is something we also like to be to our customers.”**

for time & attendance. “This was determined by the experience we have with Protime in Belgium, due to the functionality and possibilities. Today, we work with Protime in Belgium, in the Netherlands, in UK, in France and in Switzerland. Other offices are likely to follow in the near future. Our aim is, at some point in time, to have one time and attendance platform in both West and Eastern Europe : Protime. Why? One of our company



## Figures that speak volumes

- With an annual volume of 250,000 tons, Wieze is the largest chocolate factory in the world.
- The Barry Callebaut group uses approximately 20% of the worldwide cocoa harvest, worth 1.1 billion tons of chocolate products per year.
- Barry Callebaut is market leader in Belgium with 73%, which in European context is 50%. There is worldwide a 25% chance that, if you eat a product containing cocoa or chocolate, this was produced by Barry Callebaut.

values is entrepreneurship which we encourage to our employees and is something we also like to be to our customers. Prottime approached us and said: "Perhaps we are able to think along with you in this story as we ultimately also have plans to expand internationally with our package." Of course, we also considered solutions used in other countries; however, in all our offices where Prottime was implemented, we received the same feedback: 'This is ok', 'This is user friendly', 'This contains the functionality that we would expect, there are no teething problems, no bugs, it is well supported, questions are answered, it has flexible parameters'."

## Everything is possible...

How do Peter De Waegeneer and Lien De Cnop look back at the last three years? "The main advantage of Prottime for us is its flexibility. The set-up differs in some of our European factories: some use Prottime only for production, other locations calculate the cost price of products based on time clocks, indicating the time that a shift has worked on a certain run. All is possible." "Currently, we prefer to run Prottime on our servers, however, the SAAS (Software as a Service) solution may be of interest to us in the future", adds Peter De Waegeneer. "I mainly see many advantages in nominating one point of contact for the support questions of all European HR employees. Lien is able to help the other offices with reports, technical

questions, new programming...

In England, we have recently moved from weekly payments to a monthly cycle. Lien and the local HR employee successfully made this switch on their own. We do not need to ask Prottime for assistance in such matters. And therefore, we do not need to worry about an invoice either (laughs)."

## Walk before you can run

"For our European project, we chose a 'Walk before you can run'-policy", concludes Peter. "In 2006, we could have opted for an all in one European shared services centre but we chose not to. Firstly, we wanted to streamline and centralise the activities on a national level and then move onto a higher level. If a certain country has a well functioning time & attendance system in place, we will not discard or replace it unnecessarily. Only when modernisation is needed or software is no longer supported, will we expand our business case. Parallel with this European Prottime implementation, we have started to push out all payroll activities to one supplier. This process is not as self-evident in all countries."

## Gain in time

In January 2009, all 400 employees in Wieze were given access to ProNet, enabling them to submit holiday requests and resolve issues with regard to the time clock (missing absence codes, double bookings...) themselves.

**Lien: "Thanks to this change, we easily gain two to three days per month."**

When Lien started to work for the company three years ago, many daily programs were already programmed: two shifts, three shifts, weekend staff, weekend staff that, for a certain period during the year, work during the week...

**Lien: "We continue to optimise using Prottime. Our eighteen drivers for national transport used the time clock but this data was never used. I have recently introduced them to Prottime and that saves me half a day per month."**

## Prottime in a nutshell..

These days, every company, regardless of its size, is confronted with the need for a healthy balance between private and professional life. How are you able to meet this flexibility as a company and simultaneously guarantee productivity and profitability?

info: [www.prottime.eu](http://www.prottime.eu)

## Prottime...

- automates the communication with your employees via the Self Service Tool
- offers HR managers the tools to implement and manage a strategic and flexible staff policy
- assists heads of department with staffing planning
- offers management a vast amount of useful information for monitoring the profitability of the company.