



case study

FMCG (fast moving consumer goods)

“Wherever work is done in our company, Protime is used. Period.”



Wil Pijnenburg,
Campina in the Netherlands

The strengths of Protime according to Wil Pijnenburg

Efficient

At least 50% fewer errors

Speed

Centralising the payroll data for 2,700 employees takes only 1 hour a month

Price/quality ratio

No customisation was necessary in the package, despite the complex Dairy CBA in the Netherlands

Service

With a service level agreement (SLA) Protime guarantees a quick intervention in the event of malfunctions (can even possibly be done remotely)

In his e-mail signature under ‘Central Payroll Accounting’ explicitly stands also the job description ‘Protime Application Management’, and in that capacity he processes centrally from the North-Brabant Veghel the time and personnel registration of all Campina employees in the Netherlands. “Triggering the salary payment order for the 2,700 permanent employees takes me on average about one hour a month”, Wil Pijnenburg recounts with infectious enthusiasm. “It absolutely isn’t a daily job for me, not at all.”

Who?

Campina BV

What?

Active from London to Moscow and from the US to Japan, and for many generations solidly anchored in the countryside of Netherlands, Germany and Belgium: the international cooperative dairy company Campina. The 8,000 dairy farmers who together are the owners of Campina, care every day for their cows, the landscape and the finest quality milk. This milk, full of natural building blocks for the human body, forms the basis for milk, dairy drinks, yoghurts, desserts, cheese and butter, which consumers recognise from the brands Campina, Landliebe and Mona. In addition, Campina is one of the world’s leading suppliers of ingredients which find their application in foodstuffs and pharmaceutical products. With their passion for dairy, the 6,800 employees achieve a turnover of more of 3.6 billion euros. Within Campina, the CPE Nederland group is responsible for the development, production, marketing and sales of consumer products under the brands Campina, Mona, Vilit and Optimel.

Info?

www.campina.com

A fact is a fact: in the Netherlands, more articles with the oval green Campina logo are scanned at store cash registers than from any other brand, and as a dairy producer the brand is also making strong advances in Belgium, Germany, Poland, the United Kingdom, China, Japan, Russia and Ukraine, among other countries. The group as it currently exists historically grew from the merger of a large number of small dairy cooperatives, where dairy farmers jointly process and sell their milk.

Those fragmented origins were also reflected in the personnel management: each plant in the Campina Group had its own system, with a central department which processed all of this information in a URS system on an old and expensive mainframe computer. A report from the management consulting firm McKinsey at the end of the 1990’s made it clear that a centralised rather than a decentralised time registration could save a number of FTE’s (full-time equivalents). “Campina in the Netherlands

was in the first instance looking for a time registration system for the plants, i.e. the milk production plants”, recalls Wil Pijnenburg. “Only later was it decided to also add the production plants of the Cheese & Butter group, the offices and the Industrial Products group in Veghel. In that period, around 2004, I arrived in the central payroll accounting department and I became a bit the contact person for everything which had to do with Protime. Currently I’m the sole application manager at the central level, but I’ve been training someone who over a number of years will be able to take over from me.”

Harmonisation

The major challenge for Protime resided precisely in that decentralised character of the company. “The objective was to fully harmonise the time registration. Wherever work is done, Protime is used. Period. Because whatever time registration you may have had in the past, at



at the headquarters the manager still had to give his approval to what comes out of the system. ProTeam offered us a chance to break with that. The ProTeamer - in most cases the department heads, certainly in the production plants - manages his people, he gives his approval and that's it, apart from a couple of audit tasks of local key users. The Dairy CBA, which includes all kinds of surcharges - is one of the most difficult in the Netherlands, but with Protime's standard solution it works." Above all, Wil Pijnenburg can't stress the word 'standard' enough. "Campina wanted zero customisation, because that is precisely what we wanted to get away from. Because then you get problems with new releases and so on, for which even more customisation becomes necessary. Thanks to Protime, everything was finally structured: everyone went to work according to the same structure."

Global Look

By logically and consistently introducing a single system, Campina in the Netherlands also for the first time obtained a real view of the total payroll amount, the wage costs, the overtime, the vacation allowances. "I have a single environment in which I can see the whole of the Netherlands", says Wil Pijnenburg. "Once a month we extract all these data from Protime in order to enter them into PayMaster. Triggering the salary payment order for the 2,700 permanent employees takes me on average around one hour a month. It absolutely isn't a daily job for me, not at all. To give you an idea: earlier in Eindhoven we had someone on the staff who worked on it four days a week!

The data for the temporary workers - collected via Protime - are still processed per location, for the simple reason that they have to go to the local or regional temporary work agencies in question."

"Triggering the salary payment order for the 2,700 permanent employees takes me on average around one hour a month."

For Wil Pijnenburg, the reason for the smooth processing is simple: "Earlier, all of the hours came onto the mainframe and changes could still be made there. Then you would get panicky phone calls and a whole lot of extra paperwork. Now a specific payroll period ceases (for example) on Saturday, Monday the managers can still make adjustments, Tuesday is the verification day for the locations and Wednesday is my day. I start in the morning at seven thirty and before it's nine o'clock, I can submit it to PayMaster. The chance of error has been cut in absolute terms by more than 50%, and month by month we are succeeding in further reducing that figure. An extra advantage is that every week our employees receive an overview showing what has been booked for them. So they can verify the figures, something which they couldn't do earlier."

And in Belgium?

One also works with Protime at Campina Belgium in the East-Flemish Aalter and Sleidinge, an establishment with 700 blue-collar and white-collar workers.

Here, too, one speaks of two different ages: the one pre-Protime and the other post-Protime. "Before the introduction, the attendance administration was a heavily manual operation, with a great chance of errors, inaccuracies and delays", says Patrick Muylle, Director Personnel & Organisation of Campina Belgium. "Now via ProTeam each department head handles the personnel planning and the registrations of his team. The labour-intensive adjustments by the personnel department and the senseless document flow this entailed are now history. Protime automatically takes account of all working conditions and/or arrangements which are specific to the functioning of an FMCG plant (fast moving consumer goods, ed.), such as bridging shifts and so on." Patrick Muylle regards the links with the processing program of the social secretariat and the payroll processing program of the in-house temporary work office as another major benefit. "Thanks to the parametrisation possibilities which the Protime software offers, many more things take place automatically than was the case earlier. The ProNet module, which the employees use to request, approve and register vacation, is another good example of this."