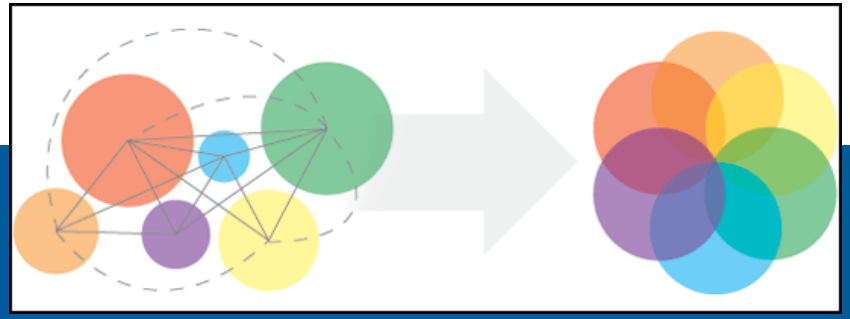
milcobel

Milk. Our profession. Our future.



CORPORATE HARMONISATION
SITE IDENTITY VS GLOBAL POSITION

Denis Vande Putte, Corporate QESH & Regulatory director

Key figures 2016

- Belgium’s N°1 dairy company
- Annual turnover: approximately € 991 million
- Annual milk collection: approximately 1.45 billion litres
  (>35% of the total Belgian milk production)
- Cooperative owner structure: approx. 2,900 dairy farmers
- Approximately 2,000 employees
- 8 production sites
- Specialised in:
  cheese, powder, butter and cream, milk and milk drinks, functional drinks, ice cream

Our products

Drinks

- UHT / aseptic milk drinks
- Clinical drinks (PL)
- GUM's (PL)
- Full range of packaging types in tetrapak and plastic bottles

Powder

- Full cream and skimmed milk powder
- Instant full cream and fat filled milk powder (bulk & consumer packs)

Butter

- 25 kg, 250 gr

Cream

- Bulk

Industrial cheeses (Fresh / frozen)

- Mozzarella (blocks / shredded)
- "Italian & Greek style" hard cheese
- Cheddar

Branded consumer cheeses

- Belgian style gouda
- Typical Belgian semi-hard abbey cheeses

Ice cream

- N° 3 Private label producer in Europe

Production sites

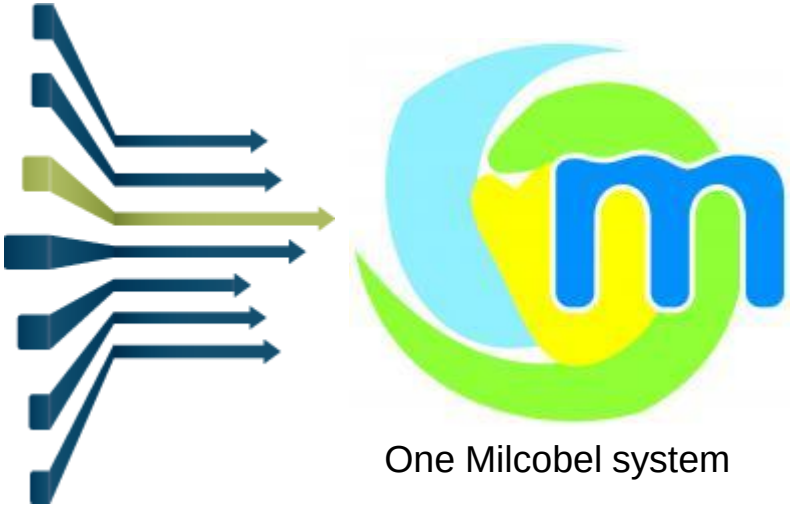
- Industrial products and export
- Ice cream
- Drinks
- Cheese service & distribution
- Consumer cheese
- Cream and consumer butter

France

the Netherlands

Initial situation

- Individual quality systems
- Different certifications
- No harmonised specs
- No coordination between sites
- Differences in rules, risk analyses
- Different control & sampling plans



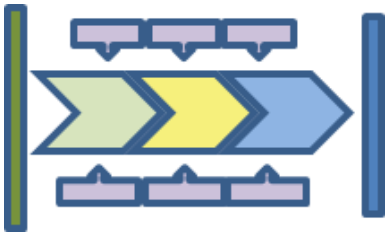
One Milcobel system

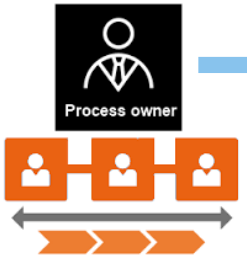
Getting started : Where's the need ?

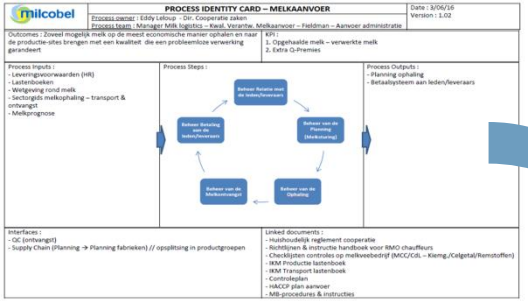
Change Management

- List advantages :
  - Benchmark
  - Credibility
  - “Energy & money” savings
- Know your ambassadors :
  - Involve
  - Common decisions
  - Communicate
  - Validate
- Know the contra’s:
  - Loosing independance
  - Change the way that worked
  - Workload
- Adapt your language:
  - Towards Direction
  - Towards the floor
  - Towards Sales
- Support the change:
  - Realistic planning
  - Tools that help
  - Be there!
  - More time for the other obligations
  - Highlight what’s coming from each site
  - Show the effects
  - Allow time!!!

Step by step




Process owner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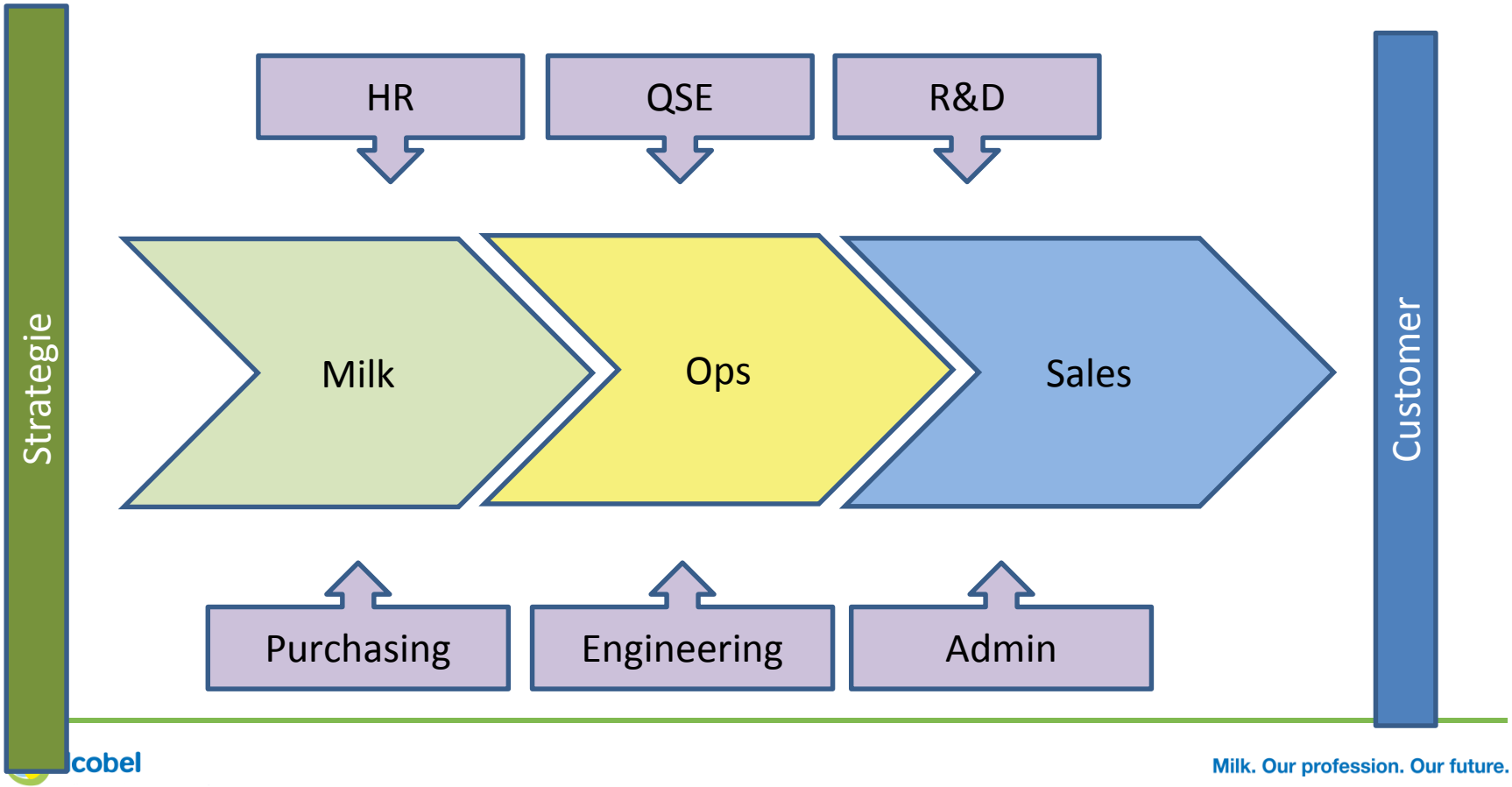
PROCESS IDENTITY CARD – MELKAANVOER
Date : 3/06/16
Version : 1.02
Process owner : Eddy Lelioup - Dir. Cooperatie zaken
Process team : Manager Milk logistics – Kwal. Verantw. Melkaanvoer – Fieldman – Aanvoer administratie
Outcomes : Zoveel mogelijk melk op de meest economische manier ophalen en naar de productie-sites brengen met een kwaliteit die een probleemloze verwerking garandeert
KPI :
1. Opgehaalde melk – verwerkte melk
2. Extra Q-Premies
Process Inputs :
- Leveringsvoorwaarden (HR)
- Lastenboeken
- Weitgeving rond melk
- Sectorgids melkophaling – transport & ontvangst
- Melkprognose
Process Steps :
Process Outputs :
- Planning ophaling
- Betaalsysteem aan leden/leveraars
Interfaces :
- QC (ontvangst)
- Supply Chain (Planning → Planning fabrieken) // opsplitsing in productgroepen
Linked documents :
- Huishoudelijk reglement cooperatie
- Richtlijnen & instructie handboek voor RMO chauffeurs
- Checklijsten controles op melkveebedrijf (MCC/CdL – Kiemg./Celgetal/Remstoffen)
- IKM Productie lastenboek
- IKM Transport lastenboek
- Controleplan
- HACCP plan aanvoer
- MB-procedures & instructies

PROCEDURE
POLICIES

INTERNAL AUDIT
PROVIDE ASSURANCE
CONFIRM AUDIT CRITERIA
CONDUCT AUDIT
SUMMARIZE FINDINGS
AGREE ON CORRECTIVE ACTIONS
GENERATE AUDIT REPORT
CONDUCT MANAGEMENT REVIEW

CERTIFIED
CERTIFIED

Getting started



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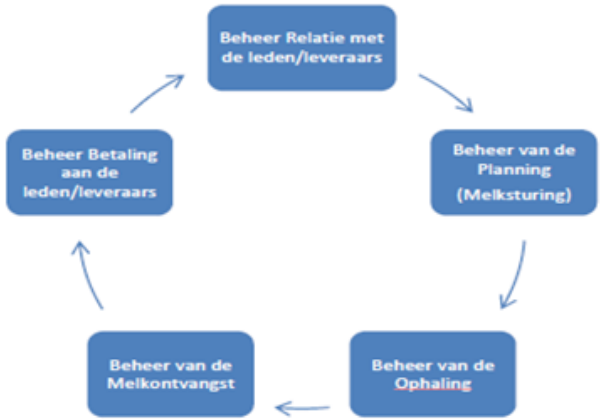

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Examples : Food Safety

Set up Q-Team

Brainstorm

HACCP Methodology
Hygiene Rules
Quality system
Training policy
Suppliers follow up
CIP Validations
Internal audits standards
Control plans
Calibrations

Implement

Validate together

Assign leaders

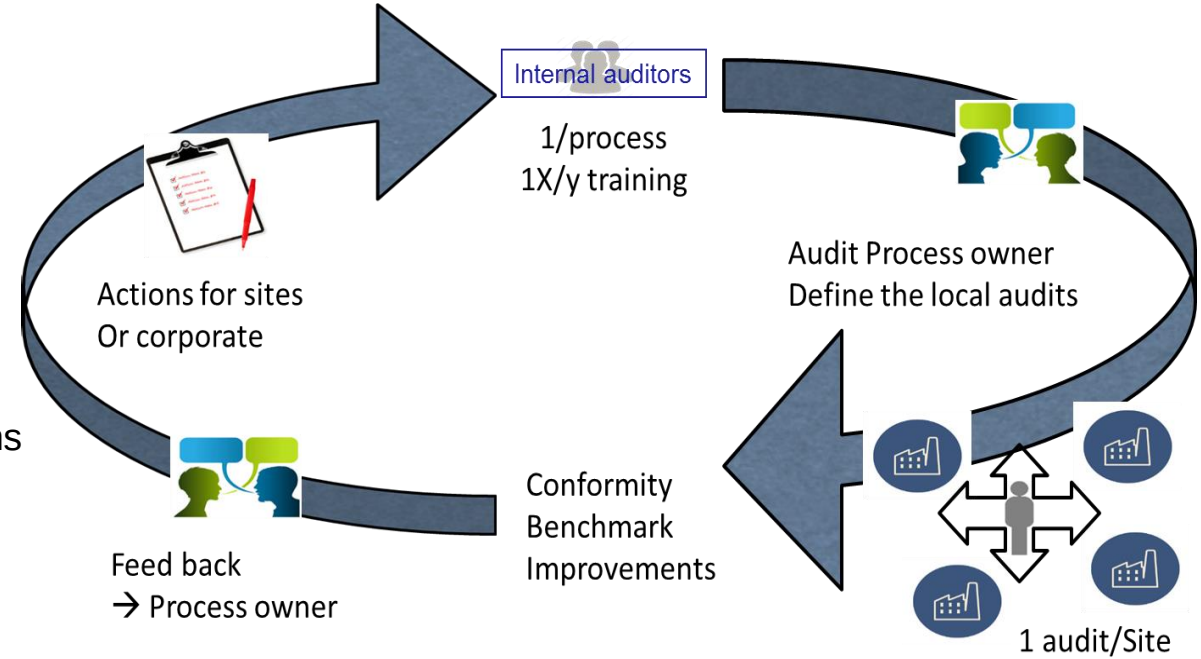
Pitfalls

- Not validated, not implemented :
  - Involve
  - Strong Process Owners
  - Common decisions
- No time :
  - Direction support
  - Argumentation
- Everything at once :
  - Set up a plan – step by step
  - Show the first results
- Process stands still:
  - Answer the needs & problems
  - Audit (involve everyone!)

- Too many details to manage:
  - Helicopter view
  - Different layers of system
- 2-Speed system :
  - Highlight advantages
  - Develop support tools
  - Use ambassadors
- Back to old habits:
  - Get rid of old documents
  - Make the gap too big to come back

Your best friends

- Identify your allies !
  - Procurement
  - R&D
  - OPS (Plant Managers)
  - Engineering
- Be specific
  - Not all with the same expectations
- Be reactive!
  - They have needs… jump!



- Coordination meetings :
  - Listen to the feed back
  - Support through internal audit

Done !

Processes :
- Milk
- Quality
- Procurement
- Engineering
- R&D
- Environment
- Labs

- HR
- Supply Chain
- Prod
- IT
- Maintenance

Projects :
- HACCP methodology
- HACCP Trainings
- Hygiene
- Specs
- Group internal auditing
- ABC Cleaning (CIP)
- Harmonization Powder
- R&D Project portfolio
- Document management
- Tenders procurement (15)
- Suppliers approval
- Suppliers evaluation
- Pest Control
- Control plans
- Crisis management

Group Certification Audit :

From October 2017

Celebrate & communicate !

Bring results in the spotlight

Address the issues