



**FrieslandCampina** 

*nourishing by nature*



## Key Success Factors for a quality driven organisation

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# The challenges & solutions to bring quality close to the heart

- Introduction FrieslandCampina
- FrieslandCampina Quality Vision & System
- FrieslandCampina Ingredients Supply Chain & Quality Assurance Context and Complexity
- Tools to bring quality in the heart of the organisation



Every day  
we nourish  
millions of  
consumers  
around  
the world...

nourishing by nature

# 19,000 ambitious member farmers are the owners of FrieslandCampina

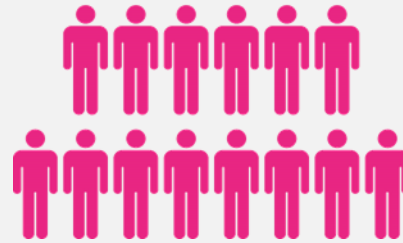


Well cared-for cows and the skill and professionalism of its member dairy farmers are the basis for good quality milk.

# FrieslandCampina at a glance



**11.0 billion**  
euros revenue



**21,927**  
employees



Facilities in  
**33** countries



Export to over  
**100** countries



**18,906**  
Member dairy farmers  
own the Company



Every day  
**millions**  
of consumers

## Europe



Netherlands, Germany, Belgium, Greece, Hungary, Romania, Russia, France, Spain, Italy, Austria, United Kingdom

## Africa and the Middle East



Nigeria, Ghana, Ivory Coast, United Arab Emirates, Saudi Arabia, Egypt

## Asia and Oceania



Indonesia, Malaysia, Singapore, Thailand, Myanmar, Vietnam, Philippines, China, Hong Kong, Pakistan, India, Japan, New Zealand

## North and South America



United States of America, Brazil

## Top 10 consumer brands in revenue in euros

1.	Friso	
2.	Frisian Flag	
3.	Dutch Lady	
4.	Peak	
5.	Alaska	
6.	Campina	
7.	Rainbow	
8.	Foremost	
9.	Debic	
10.	Frico	

## Top 5 industrial products in revenue in euros

1.	DMV Excellion (caseïnaat)	
2.	Kievit Vana Blanca (creamers)	
3.	Domo Vivinal GOS (galacto-oligosacharide)	
4.	DFE Pharmatose (farmalactose)	
5.	Kievit Vana Grasa (vetpoeders)	

### Consumer



### Food service Ingredients



## Our ambition on Food Safety & Quality

- FrieslandCampina is committed to create value for consumers and customers by offering a wide range of high quality and safe dairy and fruit-based products.
- We develop, produce and sell our brands at different locations and in many different countries, and our customers rightfully expect all our products to offer the same high quality and safety.

Quality & safety is a shared responsibility for us all.





# Golden Quality Rules

- Give direction to our quality thinking
- Make sure that our consumers and customers are and remain highly satisfied about our products



- Happy consumers and customers
- Qualified and engaged people
- Robust processes
- Clean and organised workplace
- Sustainable change management and problem solving
- Credible data
- Professional partners and suppliers

# Our Quality Management System is built upon the GQRs

Our license to be trusted by consumers  
Our license to be your supplier

- Foqus system



- Advanced Audit Standard based on PDCA

<b>1 Happy customer</b>	<b>4 Clean and organized workplace</b>
1.1 Product design (NDP)	4.1 Cleaning of hardware (building & equipment)
1.2 Implementation of corporate policies & standards	4.2 Hygiene of personnel
1.3 Customer feedback management	4.3 Environmental monitoring
1.4 Crisis / Issue management	4.4 Internal audits: Hygiene
1.5 Product release & management of NC products	4.5 Storage, warehousing & transportation
1.6 Food defense (food security)	4.6 Pest control
<b>2 Qualified &amp; engaged people</b>	<b>5 Sustainable change management &amp; problem solving</b>
2.1 Quality policy / annual plan / management review	5.1 Process development
2.2 Training, skills and competences	5.2 Clearance & PLCC
2.3 Quality awareness / ownership / communication	5.3 Management of change
2.4 KPI management	5.4 Problem solving (implementation RCA techniques)
2.5 Internal auditing	5.5 CAPA management
2.6 Work meeting structure	<b>6 Credible data</b>
<b>3 Robust processes</b>	6.1 Traceability
3.1 Design of hardware (building & equipment)	6.2 Specification management
3.2 Maintenance of hardware (building & equipment)	6.3 Document management
3.3 Specific control equipment, quality of utilities	6.4 Record keeping
3.4 Validation	<b>7 Professional Partners</b>
3.5 HACCP	7.1 Supplier selection
3.6 QCP	7.2 Supplier performance
3.7 Process & product control	7.3 Incoming goods control
	7.4 Internal supplies
	7.5 Outsourcing



# ...infant Milk Formula is strongly regulated

I want the best  
for my baby



Breastfeeding is best

What does this mean in  
practice?



- Special products to address special needs of babies
- Highly regulated in many countries
- Detailed requirements & strict compliance
- Infant formula needs to:
  - be available
  - be affordable
  - adhere to the highest quality and safety standards
  - be as close to breast milk as possible
- Close collaboration between dairy companies, governments and universities

**Company culture is a critical enabler**

# Production facilities have many targets from many stakeholders...

- Integrated approach
- High focus on 4 x zero



Management is role model  
at all times!



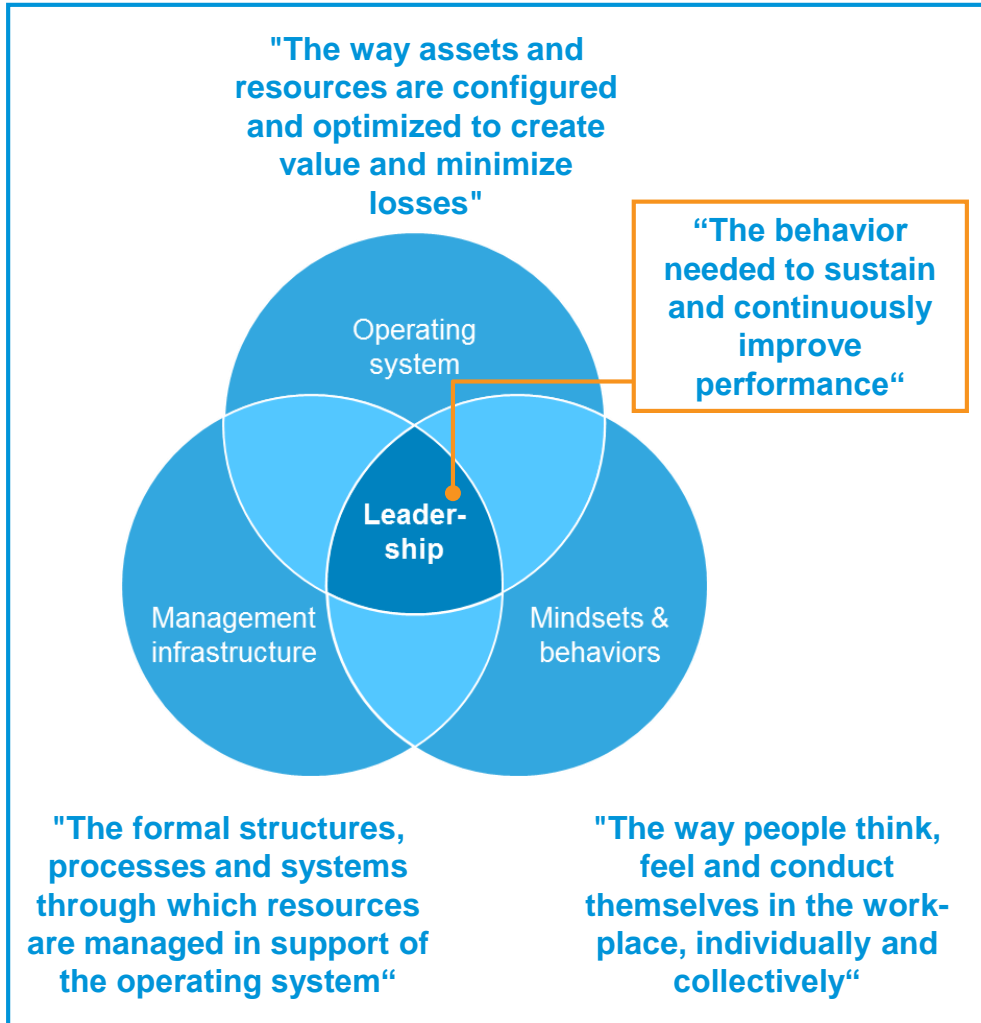
# Leadership practices most effective during high impact moments



- The common tools as 5S and inspections/ hygiene rounds are effective but often led by QA
- In this set up the necessary behavior to meet our quality objectives is integrated in the daily job

# Manufacturing Excellence

## Q improvement will lead to loss reduction



Assure dialogue with customers to agree priorities and standards

# Bring quality close to the heart of every employee and create feeling of togetherness



Newsletters

Events

Quality awards

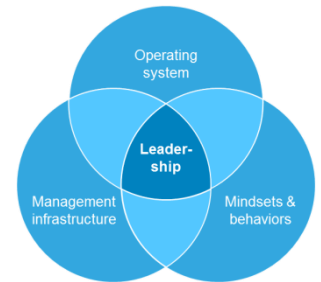
Personal stories



# Conclusions

## Key Success Factors for a quality driven organisation

- A clear overall & understood Quality Vision that is visualised and tangible
- Integrated into overall Business & Supply Chain plan to allow joint objectives and measurable KPI's
- With visible commitment by role modelling & leadership from management in daily work
- In a rewarding environment with care for employees and incentives for results





FrieslandCampina 

Thank You

