

Projektové riadenie v praxi:

Projekt transferu výroby v Cloetta, projekt, ktorého výsledky môžete ochutnať

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Cloetta – kto sme



Strong Cloetta brands



Cloetta Production facilities

Cloetta has a total of six factories, located in Sweden, Slovakia, the Netherlands, Belgium and Ireland and produced approximately 101,354 tones of candy, chocolate, chewing gum, pastilles and nuts in 2023.

Levice, Slovakia

Production volume 2023: 29,585 tonnes

Number of plant employees: Approx. 765

Number of machine lines: 12 production lines, 35 packaging lines

Largest brands: Malaco, Red Band, Läkerol, Chewits, Venco, Läkerol Dents, Mynthon

Manufacturing methods: Starch moulding, extrusion, coating, hard and soft-boiled candy and toffee, chocolate enrobing

Certifications: Rainforest Alliance, BRC Global Standard for Food Safety, IFS Food, RSPO and SMETA



Turnhout, Belgium

Production volume 2023: 11,311 tonnes

Number of plant employees: Approx. 115

Number of machine lines: 2 production lines, 4 packaging lines

Sneek, The Netherlands

Production volume 2023: 5,702 tonnes

Number of plant employees: Approx. 105

Number of machine lines: 8 production lines, 14 packaging lines

Ljungsbro, Sweden

Production volume 2023: 27,138 tonnes

Number of plant employees: Approx. 370

Number of machine lines: 12 production lines with in-line packing, 3 separate packaging lines and 1 chocolate production center

Roosendaal (Spoorstraat), The Netherlands

Production volume 2023: 17,488 tonnes

Number of plant employees: 160

Number of machine lines: 5 production lines, 10 packaging lines

Dublin, Ireland

Production volume 2023: 2,867 tonnes

Number of plant employees: Approx. 85

Number of machine lines: 1 production line, 10 packaging lines

Cloetta Levice 2005



Cloetta Levice 2020



Cloetta Levice 2020



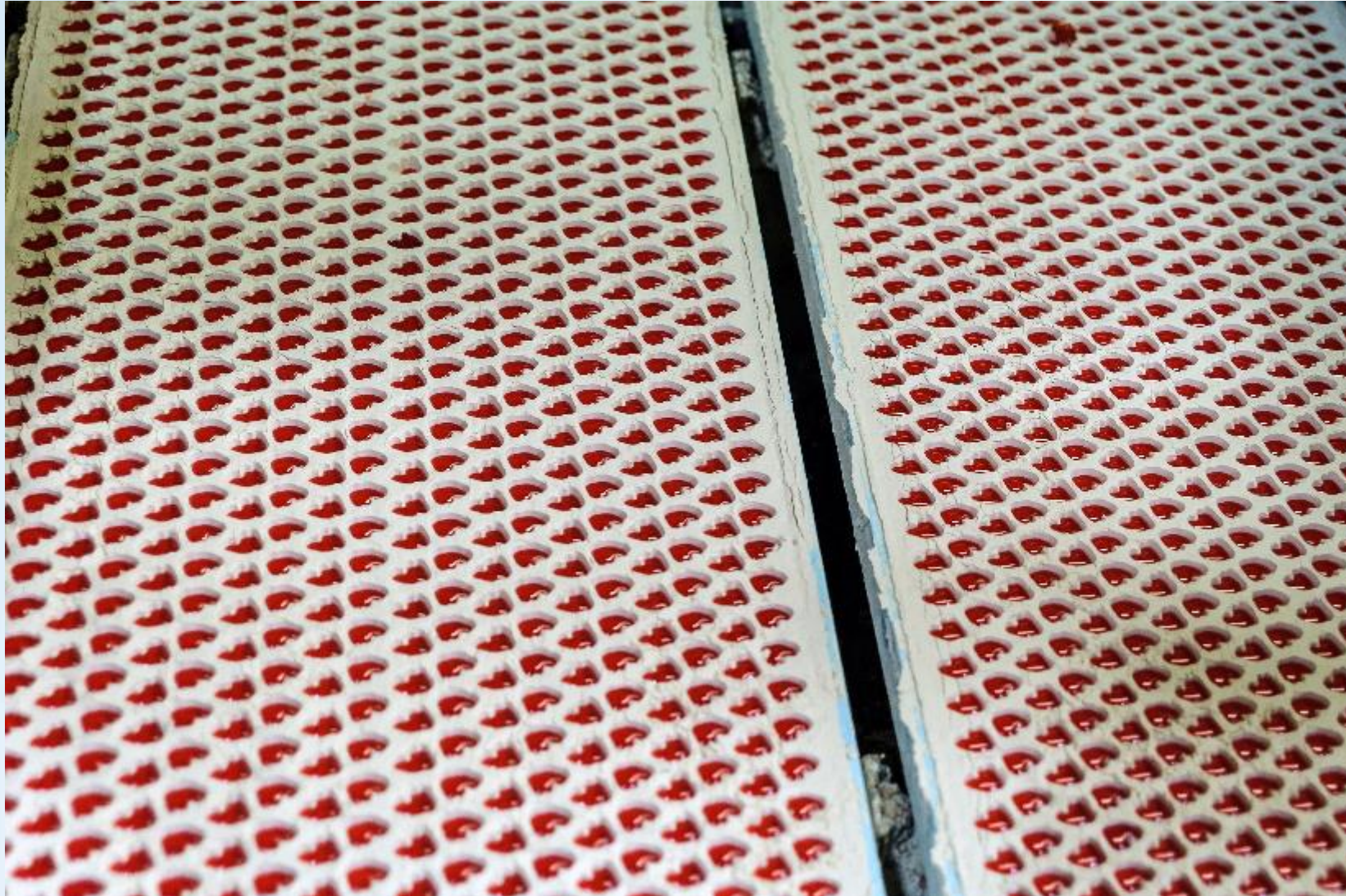
Cloetta Levice 2020



Cloetta Levice 2020



Cloetta Levice 2020



Cloetta Levice 2020

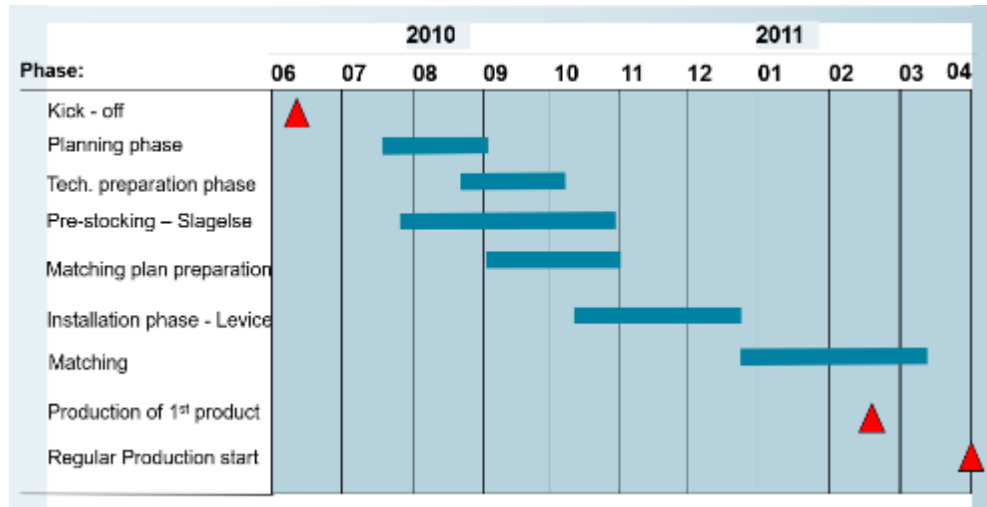
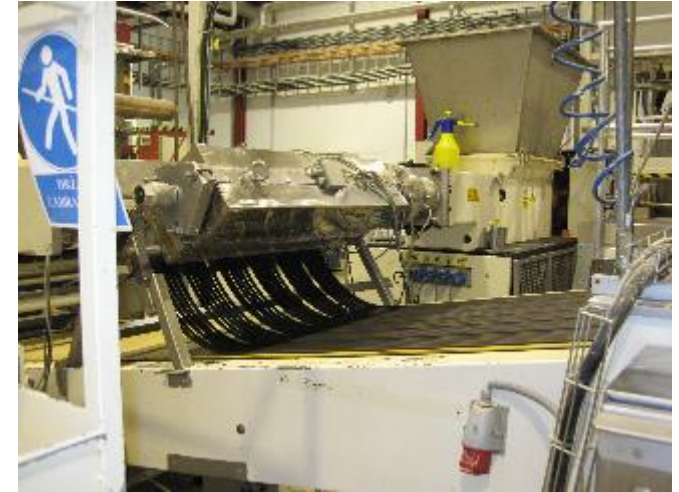


Cloetta Levice 2020



Project FLEX3

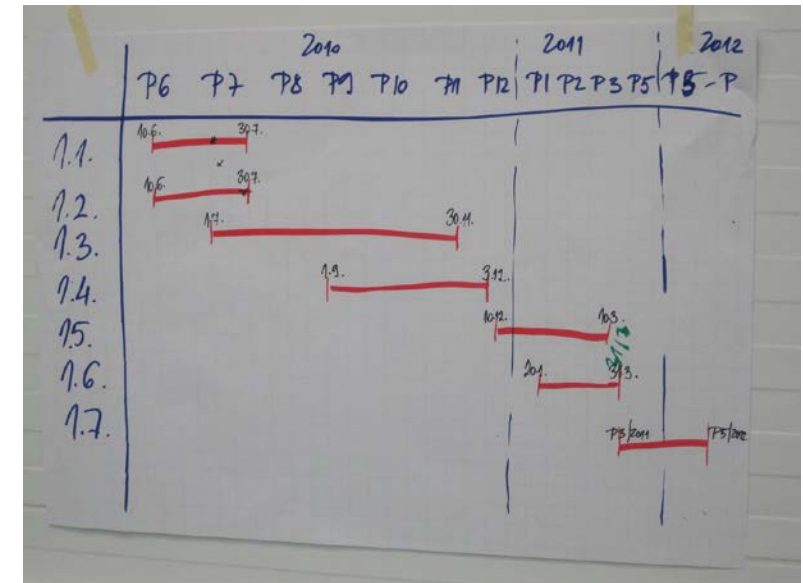
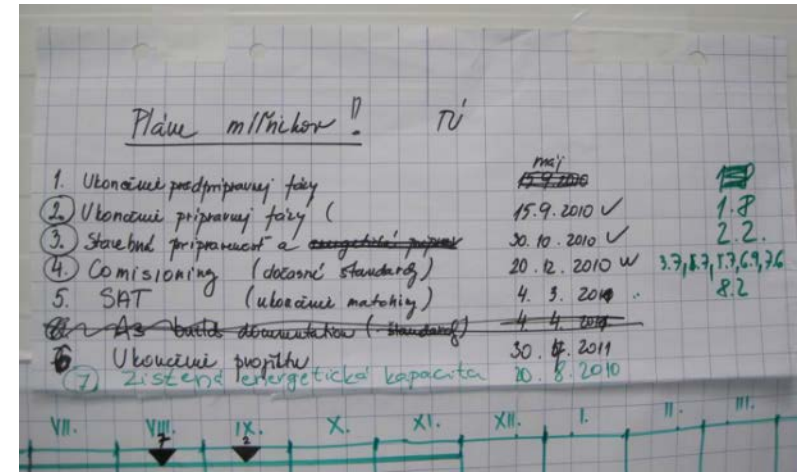
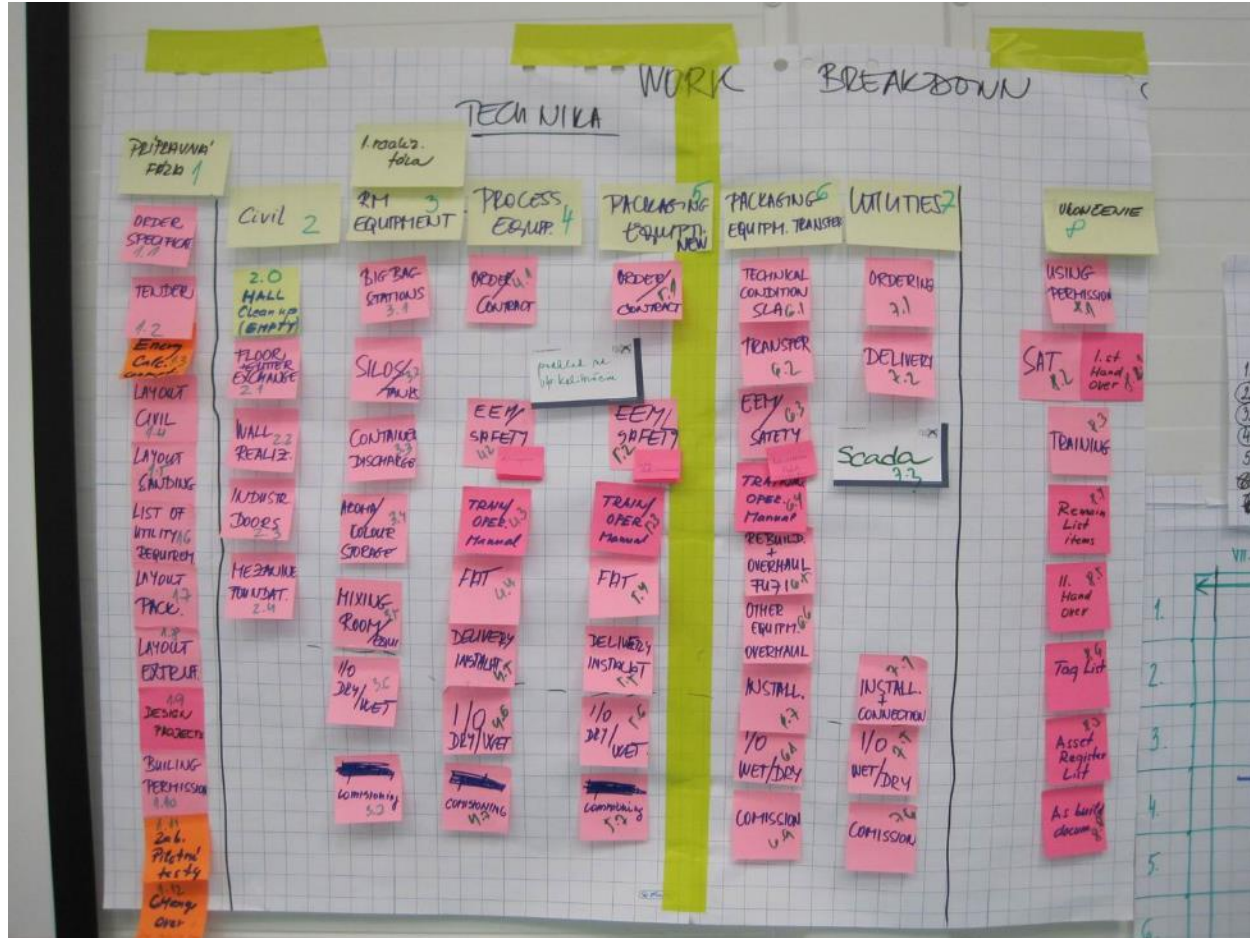
- **Objective:** Transfer of production from Slagelse (Denmark) to Levice (SK)
- **Scope:** Match Slagelse production + new 1500 tons of extruded products
- **Time:** 1 year
- **Budget:** confidential
- **Team:** 32 (12 Slagelse + 20 Levice members)
- **Assignment:** “Let’s apply project management to this project!”



How we started



Project Planning



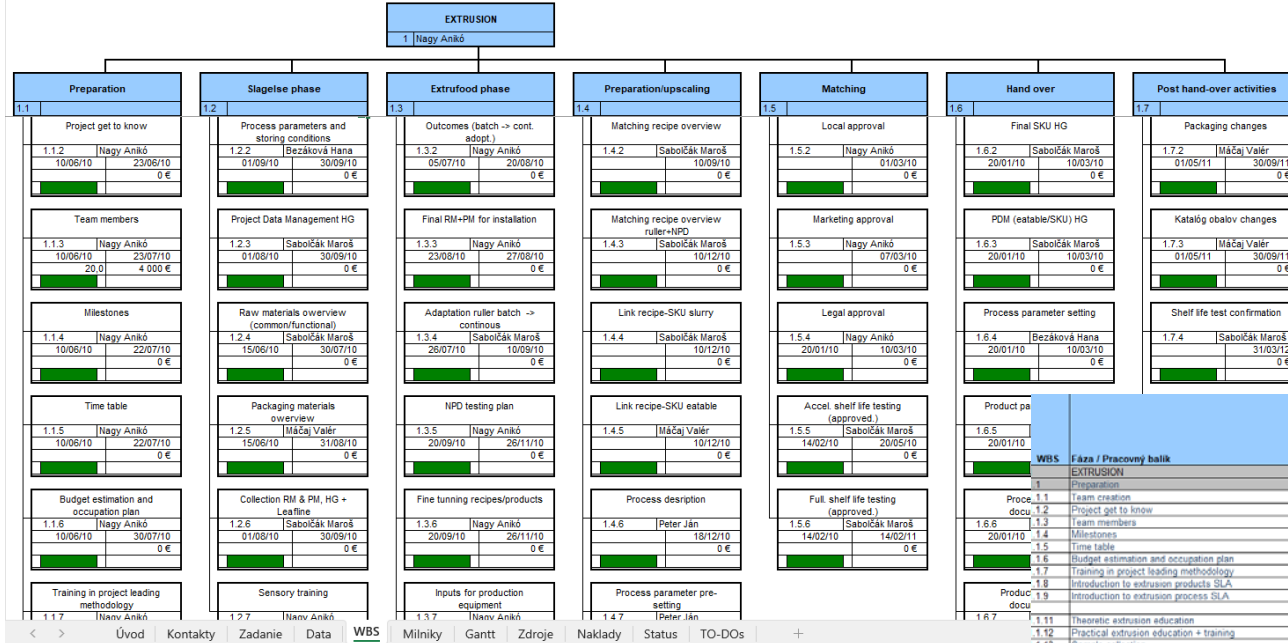
WBS is a must!



Project Plan



Work Breakdown Structure - EXTRUSION



Project Execution



Project Controlling & Monitoring

Regular meetings		FLEX3 PROGRAM				
		Communication Plan				
Meeting	Objectives	Agenda	Participants	Dates	Location	
Steering Committee	FLEX3 program status review Important decision Next steps approval	TBD	Jacqueline Hoogerbrugge / Peter van Wouwe / Jörgen Thunhorst-Martin Daniël CV3, Piet van den Broeke	10.9.2010 10.12.2010 14.02.2011	Leaf Level	
Weekly Flex3 Program status Meeting	Project team status quick review Task control Requests for decisions	-project team status, weekly update (1-2 highlights and main issues), urgent decisions - 30 min. - Summary of task, control old task, agreed on new task - 30 min	Gajdos Boris : Milan Petr : Svorc Robert : Nagy Antko : Kurtuc Gabriel : Mécser Jozsef : Arbetova Milica : Zemkova Erika : Solvaja Marek : Danielo Martin : Lastic Jozsef	Weekly, every Thursday 14:00-15:00	PMO	
Monthly Flex3 Program controlling meeting	Detailed project controlling Preparation of informations for steering committee	- Social controlling, scope, time, resource & budget controlling, preparing status for SC, new-stakeholders update, Pgl handbook update - 3-4 hours (include lunch)	Gajdos Boris : Milan Petr : Svorc Robert : Nagy Antko : Kurtuc Gabriel : Mécser Jozsef : Arbetova Milica : Zemkova Erika : Solvaja Marek : Danielo Martin : Lastic Jozsef	Monthly, every Thursday 9:00-13:00	PMO	
Bi-weekly meeting Stagelise project team	Project team status review Tasks control Requests for decisions			every second Monday,	Stagelise-meeting	
FLEX3 PROGRAM Stakeholders / Environment Analysis						

Task /	Team	Value Engineering	Logistic	Production	Technical	HR	Quality	Deadline
1 Create Team WBS		Done	Done	Done	Done	Done	Done	
2 Define Sub-team members		Done	Done	Not Started/Late	Done	Done	Done	
3 Organize Team Kick-Off		Done	Done	Not Started/Late	Done	Done	Done	
4 WBS comments		Done	Done	Not Started/Late	Done	Done	Done	19/08/2010
5 Send expectation of PMO to Jozef L.		Done	Done	Not Started/Late	Done	Done	Done	20/08/2010
6 Finalize the time plan for Siagelse		Not Started/Late	Done	Not applicable	Done	Not applicable	Not applicable	30/08/2010
Add budgeted expectation for each project		Done	Done	Not Started/Late	Done	Done	Done	19/08/2010
8 Identify the risk in sub team		Done	Not Started/Late	Not Started/Late	Done	In Progress	In Progress	19/08/2010



Project Closing

- Project Acceptance
- Lessons Learned

Post-project:

- Let's make it a standard!



Project Name		Core Team		Project Summary Status																							
ALL SORTS SRW+Italy+Sweden		Project Sponsor Jacco Bakker		Project Start Date 4.7.2013																							
Business Case		Project Leader Hana Bezáková		Estimated Completion Date 31.11.2013																							
preparation for extrusion in LEV - transfer of co-extrusion line ELS, extrusion line EL1		Project Team Lívia Janyíková Michal Lastovka Philip Miedendorp Kristína Jankeje Valér Máčaj Stanislav Baxa Elena Sučková Barbora Babiaková		Potential Financial Impact NA																							
Goal		Target		Annualised or One Off Savings NA																							
preparation of production transfer (line, products) from Slagelse to Levice		81 EPs, 14 mixes, 73 SKUs - prepare for transfer		Milestones																							
Constraints		Assumption		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Status</th> <th>Due</th> <th>Done</th> </tr> </thead> <tbody> <tr> <td>List of products "to be transferred"</td> <td>●</td> <td>w28</td> <td>7.7.16</td> </tr> <tr> <td>EP recipes / BOMs in M3</td> <td>●</td> <td>w35</td> <td>19.8.</td> </tr> <tr> <td>SKU BOMs in M3</td> <td>●</td> <td>w35</td> <td>30.8.</td> </tr> <tr> <td>Documentation - production</td> <td>●</td> <td>w48</td> <td>11.11.</td> </tr> </tbody> </table>				Milestones	Status	Due	Done	List of products "to be transferred"	●	w28	7.7.16	EP recipes / BOMs in M3	●	w35	19.8.	SKU BOMs in M3	●	w35	30.8.	Documentation - production	●	w48	11.11.
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human resources - support from delivering factory				<table border="1"> <thead> <tr> <th>Legend</th> <th>Legend</th> </tr> </thead> <tbody> <tr> <td>○ Not Started</td> <td>Signed By</td> </tr> <tr> <td>● Completed</td> <td>Project Leader</td> </tr> <tr> <td>● On Schedule</td> <td>Project Supervisor</td> </tr> <tr> <td>● At Risk</td> <td>ALLP Candidate</td> </tr> <tr> <td>● Off Track</td> <td></td> </tr> </tbody> </table>				Legend	Legend	○ Not Started	Signed By	● Completed	Project Leader	● On Schedule	Project Supervisor	● At Risk	ALLP Candidate	● Off Track									
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Deliverables		Scope																									
Lead indicators 81 Eps, 14 Mixes, 73 SKUs - data collection, dokumentation, HG, M3 training of VE and production		collecting datas - products - parameters, sensory evaluations process - settings documentation - manuals, OPLs, standards sensory panel																									

Project Charter

Status Report

Instructions

Cover page

Objectives

Communication

Org Chart

Stakeholders

Risks

WBS

Milestone plan

Project management in LEV - examples

Objectives / Non-objectives

Cloetta

Project Objective	Description of objective, Way of measurement
Delivery on time in Full with appropriate QA	First delivery fulfilled(Canada, Israel, Italy and Sweden) against Leaf specs.

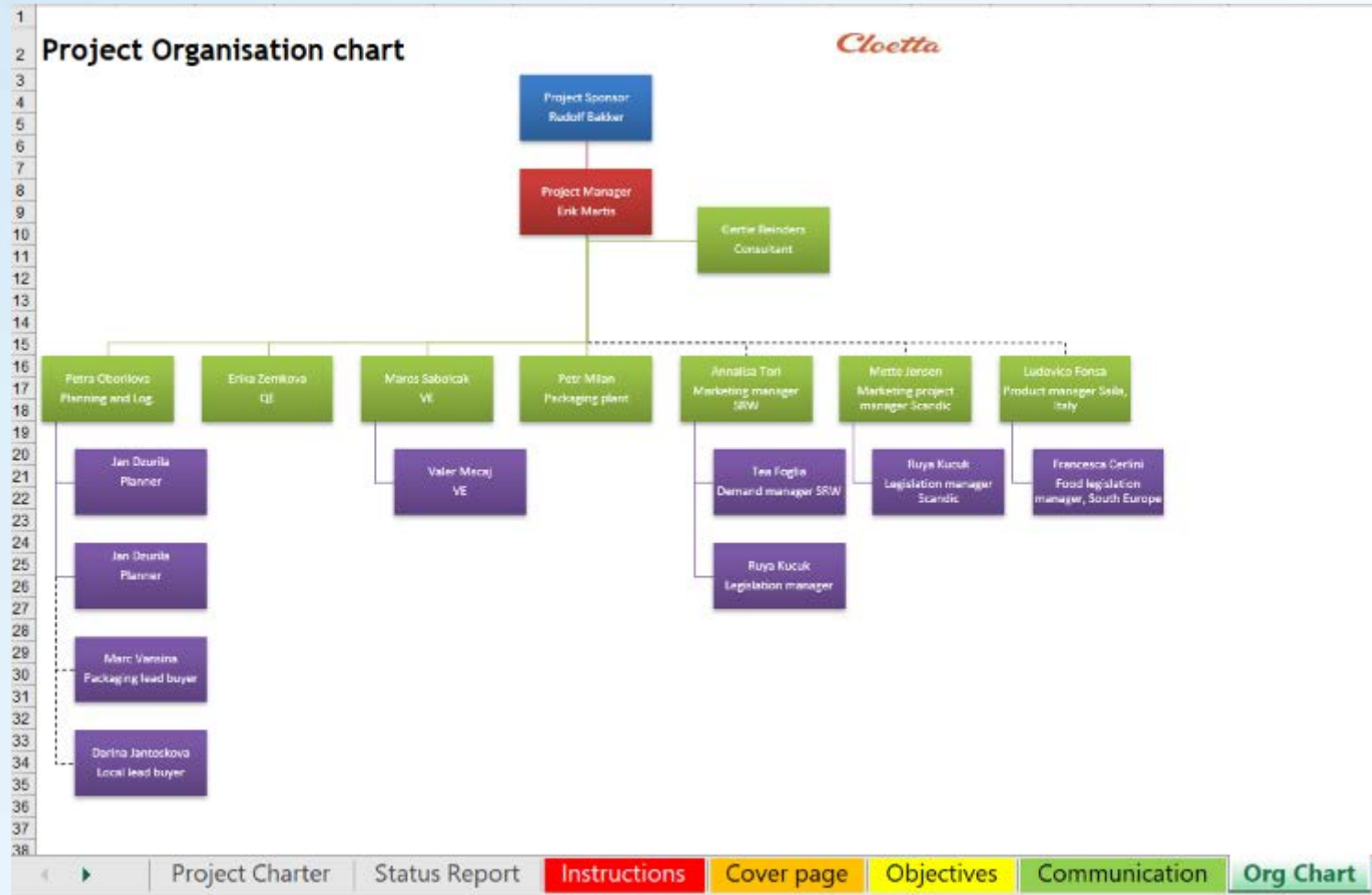
Non-objectives	Description of non-objective
Matching of coconut rolls for all markets	Inside of VE project already assigned for Hana B.
Improvement of sandwiches for all markets	Inside of VE project already assigned for Hana B.
Solving of individual technical line issues	Potential tech.issues to be solved in separate technical group.

Project management in LEV - examples

1	Communication plan 						
2							
3							
4							
5							
6	Communication/ meeting	Objectives	Agenda/Aim	Participants	Date/ frequenc	Time	Location
7	Follow up team meetings	Align on the set up actions and review progress on planned activities, set up actions	WBS anc action review/ compliance	Core team memebers, consultant, project participants (in certain aspects)	weekly	1 hour	TBD
8	Controlling meeting	Review timelines feasibility/ adjust plan if neccesary / inform PS.	Review plan/resources/timelines to adjust timing/resources/ WBS to flag potential issues and find siolutions	Core team memebers	monthly	1,5 hours	TBD
9	Status report	After each follow up team meeting send out traffic light report to PS, customers, team, stakeholders...etc	Project progress reporting, Scope, time, Resources, general.	All	bi weekly	0,5 hrs	NA
10							
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◀ ▶
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Project management in LEV - examples



Project management in LEV - examples

1	Project Stakeholders/ other related project							
2								
3								
4								
5								
6	N	Stakeholder	Relationship	Expectations/Threats	Task	Responsible	Date	Comment
7	1	New coconut rolls project	Positive	Outputs on matched product to All sorts SRW timelines	Information to PM	Maros	19.3.2013	
8	2	Black mass improvement in sandwiches	Positive	Outputs on matched product to All sorts SRW timelines	Information to PM	Maros	19.3.2013	
9	3	Plant manager Original	Neutral	Give support	Talk to get support	Erik	21.3.2013	
10	4	Plant manager Packaging	Neutral	Give support	Talk to get support	Erik	21.3.2013	
11	5	Plant manager Extrusion	Neutral	Give support	Talk to get support	Erik	21.3.2013	
12	6	M3 launch	Critical	Launch on M3 in June if not correct, delay	Ask to launch contingency M3 PM	Erik	31.5.2013	
13	7	Maintenance mng.	Critical	Unavailability of the lines due to higher utilisation\	Allocate resources to related lines from maintenance dept. in advance to check	Erik	30.4.2013	
14	8	Among others third kneeder for increasing kitchen capacity for sandwiches	Critical	If not successful, no sufficient sugar mass capacity for sandwiches	Align with Jozef Meciar, link to All sorts SRW project	Chris/Gertie	7.5.2013	
15	9							
16	10							
17	11							
18	12							
Project Charter Status Report Instructions Cover page Objectives Communication Org Chart Stakeholders Risks WBS Milestone plan ... + :								

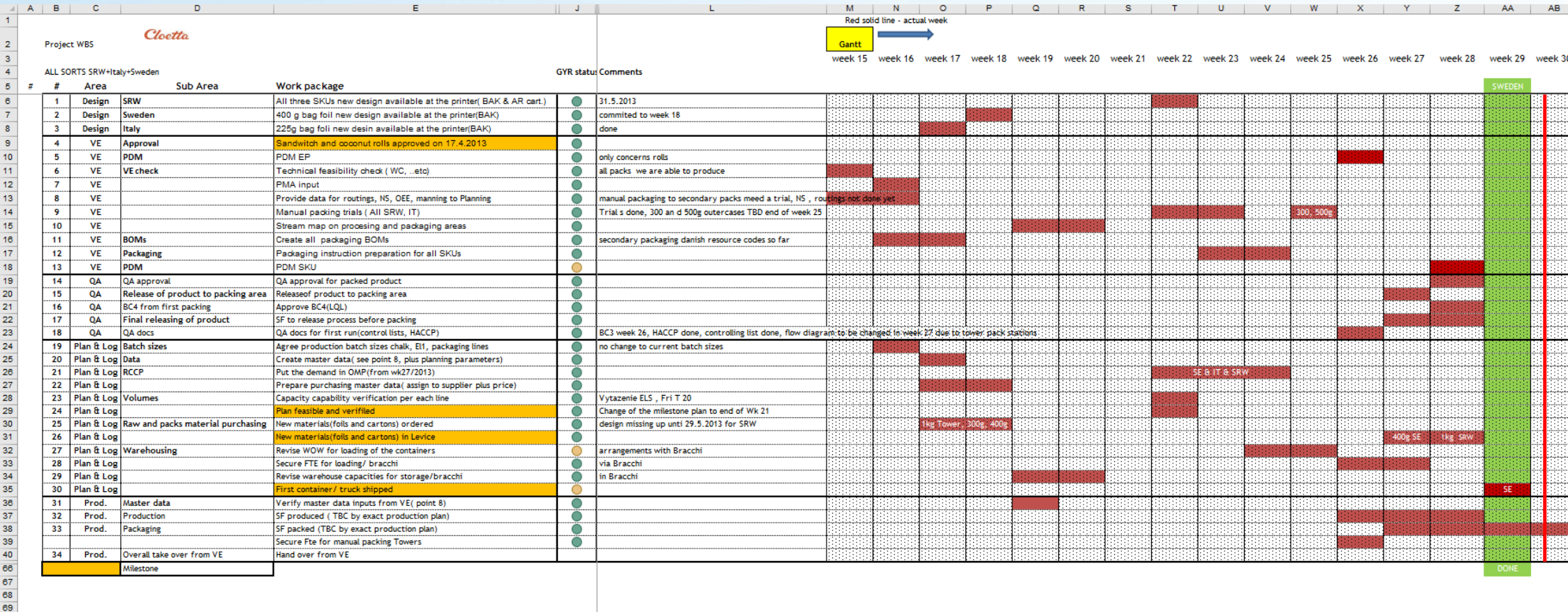
Cloetta

Cloetta

Project management in LEV - examples

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Risk register												
2													
3													
4													
5													
6	No	Risk	Internal / External	Identification date	Identified by	Project impact	Probability of happening	Priority	Preventive measure	Status	Risk owner	Deadline date	End date
7	1	Coconut rolls not matched on time	Internal	18.3.2013	EM	Big	30%	Middle	Adjust coconut rolls matching plan to suit also All sorts SRW	Identified	Maros	22.3.2013	
8	2	Sandwiches not improved on time	Internal	18.3.2013	MS	Big	30%	Middle	Repeat ASLT preliminary result in middle May. New batch to be produced on cca 26.4.2013	Identified	Maros	15.4.2013	
9	3	Design packs to reflect Levice recipe- delay	External	18.3.2013	EM	Big	50%	Big	Communicvate to relevant marketing/ legislation dept. about the need. Ask leg.resources to become external consultant of project.	Identified	Erik	5.4.2013	
10	4	Not enough capacity along the other all sorts markets	Internal	18.3.2013	MCH	Big	30%	Middle	RCCP for all markets in the determined period	Identified	Petra	5.4.2013	
11	5												
12	6												
13	7												
14	8												
	Project Charter		Status Report	Instructions	Cover page	Objectives	Communication	Org Chart	Stakeholders	Risks	WBS	Milestone plan	... +

Project management in LEV - examples



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+

Project management in LEV - examples

	A	B	C	D	E	F	G
1							
2		Milestone plan				<i>Cloetta</i>	
3							
4							
5							
6							
		No	Milestone	Planned date	Updated	Real accomplish ment dat	Comment
7		1	Sandwitch and coconut rolls approved	17.4.2013		17.4.2013	Finished
8		2	Plan feasible and verifiled	3.5.2013	24.5.2013	29.5.2013	Finished
9		3	New materials(foils and cartons) in Levice	17.6.2013	10.7.2013	10.7.2013	Finished
10		4	Truck shipped SE 400g bag	5.7.2013	19.7.2013	19.7.2013	First delivery planned for SE in week 29 and done! Wonderfull!!!!
11		5	First containerSRW 1kg tower	29.7.2013	5.8.2013	5.8.2013	SRW confirmed now week 32
12		6					
13		7					
14		8					
15		9					
16		10					
17		11					
18		12					
19		13					

Project management in LEV - examples

					<i>Cloetta</i>			
	Action list							
	No.	Area	Task	Responsible	Deadline	Status	Updated date	Comment
56	50	VE support during loading at Bracchi premises	Due to precise loading requirements secure supervision of VE source in bracchi premises.	Maros	as from 5.8.2013	In progress		Ve manager, SM manager also to be present, Monday week 32
59	53	Cutter ELS engine replacement	Replace ELS cutter engine with the stronger one.	Laco	15.7.2013	In progress	26.7.2013	Ivan S. to support. Planned for week 29. Now planned for Tue week 30! Now planned for Friday 26.7.2013
60	54	WOW Bracchi	Agree the WOW as regards loading of the containers, flexibility, nuber of containers per day, docs flow, transportation flow SRW- LEV- Canada.. Etc and present.	Petra	16.7.2013	In progress		Bracchi is able to load 2 required containers per day and also flexible. No conf call required , supply manager OK with flow and Bracchi already informed about the latest schedule-17.7.2013
62	56	Chalk kitchen utilisation	Assess the utilisation of the chalk kitchen and decided how to tackle the best current load (3 vs.4 shift operation).	Eva	18.7.2013	In progress		Eva to inform when 4th shift will start.
65	59	Whs capacities to release	Empty SF whs for All sorts premixes (50pallets on chalk area) by moving purchased Gavle items to Bracchi	Petra	as from 17.7.2013	Planned		
67	61	Check of Sf availability for packing	Check out the availabilitz of Sf for packing for week 31 due to rollss planned production only end of week 31 and action of needed.	Filip	29.7.2013	Planned		
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Project management in LEV - examples

1									
2	Project Rules			<i>Cloetta</i>					
3									
4	<i>Pozn. Tieto, prípadne iné Pravidlá projektu budú upravené a dohodnuté počas plánovania projektu pri prvých stretnutiach s projektovým tímom</i>								
5									
6	Area	Rule description	Comment						
7	Meetings	Meetings begin on time and end at the planned time. Mobile phones are switched off. Meeting minutes are sent at least 24 hours after meeting take place to all attendees.							
8	Project docs	Project docs are stores on the server at: Access ights to proj.docs > Core team New doc version is saved under the new doc version, old one is not overwritten.	G:\11. Project\All Sorts SRW_IT_SE						
9	Team cooperation	We work as a team. In case of the issues , there are discussed firstly discussed with project manager then with project sponsor. All the project memebbers are responsible for possitive marketing approach. In case of the task trouble, agreed before, a notification is given to project manager in sufficiently in advance.							
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Project management – Cloetta

- Systematické riadenie projektov
- Plánovanie
 - Plánovanie projektov na všetkých úrovniach – čas, financie, ľudské zdroje
 - Presná definícia cieľov a ne-cieľov
 - Podrobné plánovanie jednotlivých aktivít, zosúladenie v rámci celého projektového tímu
- Time management
- Jednoduché nástroje na riadenie projektu
- Vyhodnotenie projektu – odmeňovanie, oslava
- Archivácia projektovej dokumentácie

Pozitíva riadenia projektov – PM

- Vyššia pravdepodobnosť dosiahnutia stanoveného cieľa
- Transparentná komunikácia
- Flexibilita
- Risk management
- Motivácia tímu

Thank you / Ďakujeme