



Project- en Portfolio Management

Geert Verhoeven, 19 mei 2011, Fortes Best Practice Seminar, Baarn



Welcome





We provide people
around the world
with all the
good things
milk has to offer





By nature,
milk is one of the
richest sources
of food.
We process the
milk, supplied by
our member dairy
farmers, into a
wide range of dairy
products.

Our milk





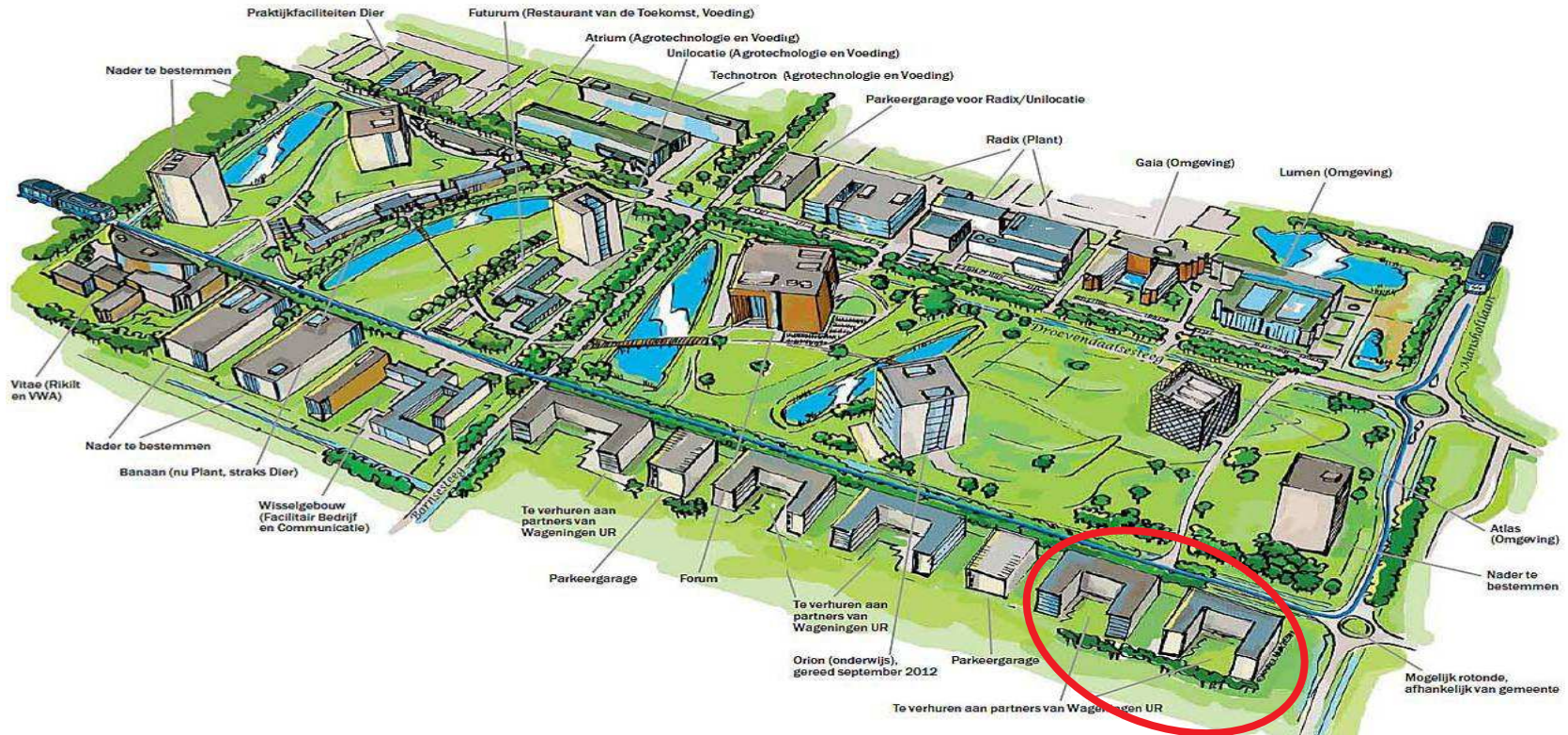
Innovation



500 R&D professionals working together



Innovation



LOCATION FRIESLANDCAMPINA

Strongly embedded in Food Valley among 1,000+ food scientists

Branches in:

- Belgium
- Germany
- France
- Greece
- Great Britain
- Hungary
- Italy
- The Netherlands
- Austria
- Romania
- Russia
- Spain
- Saudi Arabia
- United Arab Emirates

- Ghana
- Nigeria

- China
- Philippines
- Hong Kong
- Indonesia
- Malaysia

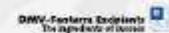
- Singapore
- Thailand
- Vietnam

United States of America

Worldwide



Ingredients



Onze merken



Onze zuivelproducten leveren niet alleen een unieke smaakbeleving, maar ook eiwitten, vetten, vitaminen, mineralen en melksuikers; bouwstoffen en brandstoffen die belangrijk zijn voor de gezondheid en het welzijn van mensen.

Our key figures



- EUR 9.0 billion net sales value (2010)



- 30+ well known brands



- 19,484 employees in production and sales locations in 25 countries



- 10.3 billion kilograms of milk processed in 2010



- 14,829 member dairy farms, supplying 8.8 billion kilograms of milk annually

Project- en Portfolio Management



Uitdaging en gekozen aanpak

Uitgangspunten



Waar komen we vandaan?

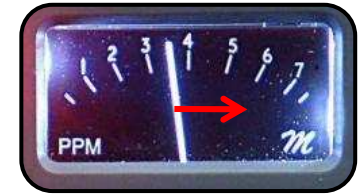
- Fusie tussen Campina en Friesland Foods januari 2009
- Verschillende werkwijzen binnen verschillende vestigingen
- Oud-Campina meer aandacht voor Portfolio Management
- Oud-Friesland Foods meer aandacht voor Project Management
- 6 verschillende software systemen in gebruik, sommige zelf ontwikkeld

Kengetallen

- Binnen Innovation, Supply Chain / Engineering en ICT werken 1500 mensen projectmatig
- Totaal aantal gelijktijdig lopende projecten > 4000
- Projectgerelateerd geld ruwweg € 500 miljoen per jaar



Business Case



Waarom PPM verbeteren?

Om te komen tot:

- Verbeterde projectuitvoering: efficiency, time to market, kwaliteit
- Verbeterde go/no-go besluitvorming gedurende de looptijd van elk project
- Verbetering van transparantie en prioritering met betrekking tot de Projecten Portfolio's binnen en tussen Business Groepen, Operating Companies en Disciplines

Wat ons uiteindelijk in staat stelt:

- om te gaan met een steeds sneller veranderende wereld





Waarom PPM verbeteren?

“Er is **nooit** tijd en geld om het in één keer **goed** te doen,
maar er is **altijd** tijd en geld om het **over** te doen”

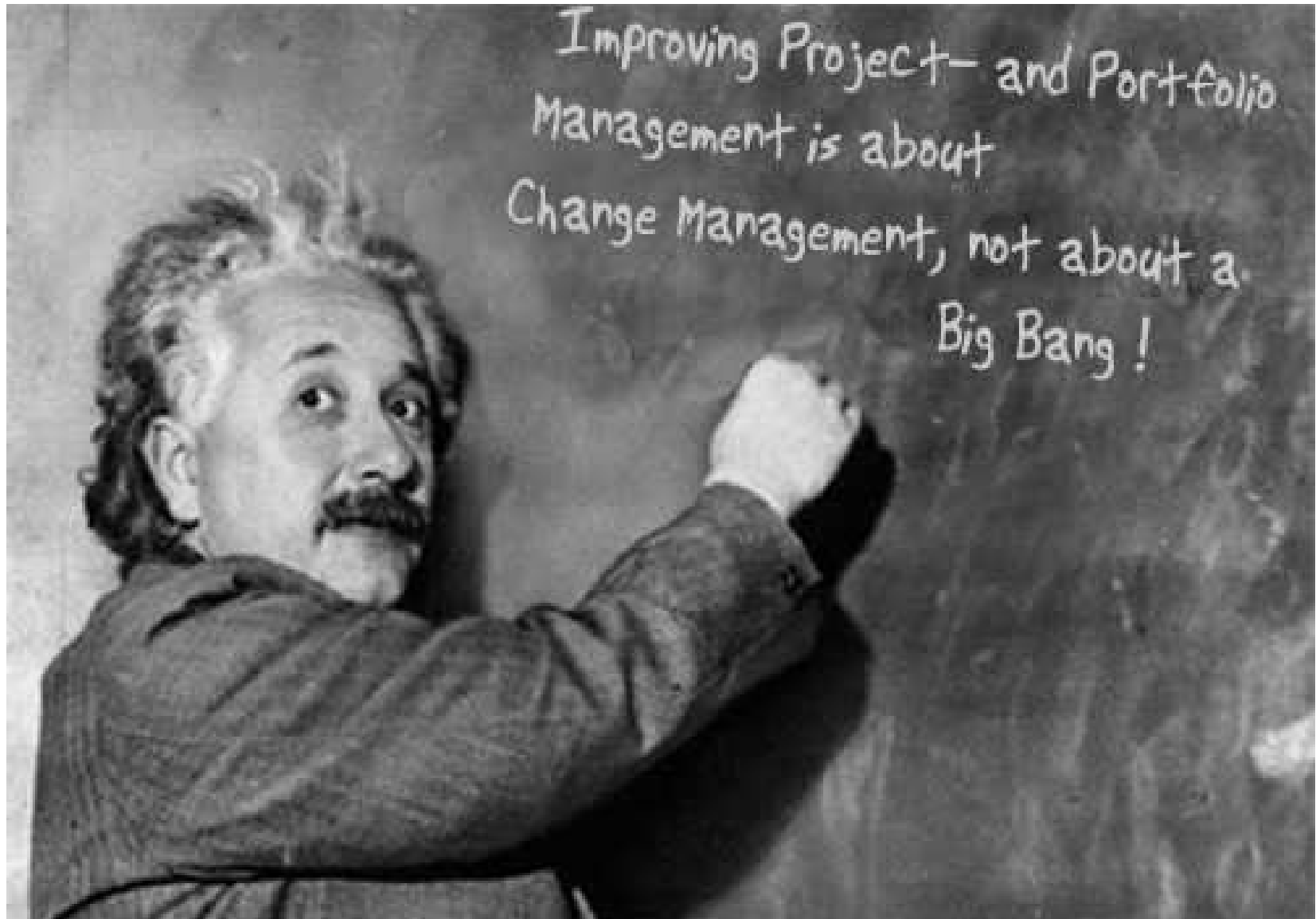
Member Executive Board:

“**Deliverable**, oh ja, welke **activiteit** gaan we doen?”

Principals weten niet altijd wat een project is en vervullen
de **rol** die ze hebben vaak niet naar behoren

Hoge **tijdsdruk** leidt tot “cutting corners”

Er is weinig **inzicht** in wat we met Innovatie geld doen





Beeldvorming belangrijk

Vaak vechten tegen beeld dat het om een software implementatie gaat; boodschap steeds weer herhalen

Vraag vanuit Operating Companies:

“Geef ons nou maar die **tool**, dan kunnen we **Project Management** gaan doen”

Antwoord: “A **fool** with a tool is still a fool,
but more **expensive**”



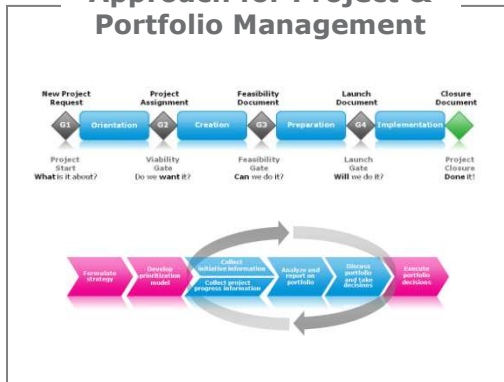
Gekozen aanpak

- **Eén** werkwijze voor **alle** disciplines voor heel FrieslandCampina voor zowel Project- als Portfolio Management
- Projectaanpak volgens **Stage Gate Model**
- **Multidisciplinair** FrieslandCampina team met daarin ook 2 medewerkers van P2 Projectmanagement: één dag per week **samen-werken**
- Veel aandacht voor:
 - Werkwijze
 - Trainings curriculum
 - Waar staan we en waar moeten we heen (maturity)
 - Overdracht naar staande organisatie
 - En ja, ook aandacht voor software



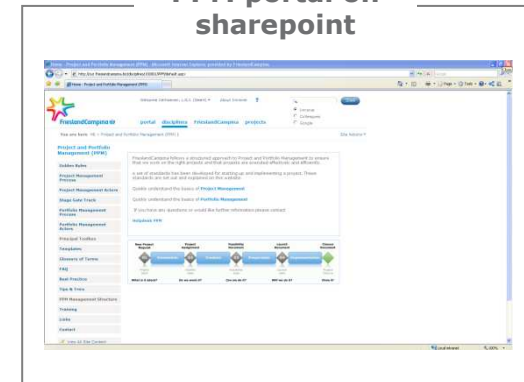
Project Apropos delivered the preconditions to develop PPM

Approach for Project & Portfolio Management



Formats Stage Gate Docs (incl. examples)

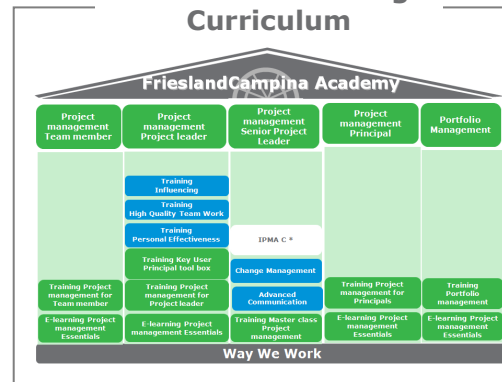
PPM portal on sharepoint



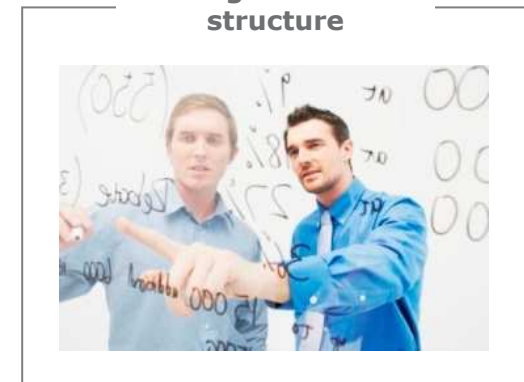
Basic configuration Principal Toolbox



New PPM Training Curriculum



PPM governance structure



Approach for Project & Portfolio Management



Format Stage Gate Docs (incl. examples)



Project name: Vifit Power Business Group: Consumer Products Europe
 Project ID: Example001 OpCo: Benelux
 Project mng: John Ball Discipline: New product development

Project Assignment "Vifit Power"



Author: John Ball
 Principal: Anna Winner
 Date: 16 December 2010
 Version: V1.0
 Start date: 1 November 2010
 Envisaged end date: 1 September 2011
 Sent to: Project Team, Principal, Gate Keeping Committee
 Key words: Vifit, Dairy sports drink, Benelux

Progress Report

Report Identification	
Project stage	Creation
Reporting period	January 2011

Explanation status symbols	
☹ issues, not under control	😊 issues, under control
😊 according to plan	

Click for Menu	Comments / Measures	
Overall status	😊	Project is in general well on track
Budget	😊	
Time	☹	Investigation of claim is behind schedule. This will not affect the planning of the next gate decision
Risk	😊	
Quality	😊	
Information	😊	A presentation on Vifit Power was given (and well received) to the Category Team during their strategy session.
Organisation	☹	Team member Tom Record is under pressure to join the team of Project "Superfly". This will be detrimental to his contribution to Vifit Power. A solution needs to be found

PPM portal on Sharepoint

Home - Project and Portfolio Management (PPM) - Microsoft Internet Explorer provided by FrieslandCampina

http://our.frieslandcampina.biz/disciplines/100001/PPM/default.aspx

Welcome Verhoeven, L.G.J. (Geert) | About Intranet | ?

Zoek

Intranet
Colleagues
Google

You are here HR > Project and Portfolio Management (PPM) | Site Actions

Project and Portfolio Management (PPM)

Golden Rules

Project Management Process

Project Management Actors

Stage Gate Track

Portfolio Management Process

Portfolio Management Actors

Principal Toolbox

Templates

Glossary of Terms

FAQ

Best Practice

Tips & Tricks

PPM Management Structure

Training

Links

Contact

View All Site Content

FrieslandCampina follows a structured approach to Project and Portfolio Management to ensure that we work on the right projects and that projects are executed effectively and efficiently.

A set of standards has been developed for starting up and implementing a project. These standards are set out and explained on this website.

Quickly understand the basics of [Project Management](#)

Quickly understand the basics of [Portfolio Management](#)

If you have any questions or would like further information please contact

[Helpdesk PPM](#)

New Project Request **Project Assignment** **Feasibility Document** **Launch Document** **Closure Document**

G1 Orientation G2 Creation G3 Preparation G4 Implementation

Project Start Viability Gate Feasibility Gate Launch Gate Project Closure

What is it about? *Do we want it?* *Can we do it?* *Will we do it?* *Done it!*

Local intranet 100%

Basic configuration Principal Toolbox

Principal Toolbox® (Friesland Campina)

FrieslandCampina (Test) | Home | Portfolio Management | Time Entry | Resource Allocation | Integration Dashboard | Setup | Settings

Verhoeven, Geert | Logout

Dashboard | Properties | Work Breakdown Structure | Deliverables | Gantt | Activity Gantt | Resource Management | Documents | Portfolio Report | Reports | Guide

Project: Iron encapsulation in probiotic spores

Edit Settings | Edit Members | Pack Project Offline

Short Description: Verhoeven, Geert
 Organisation:
 Status: -
 Info:

Management

	New	Total
I Issue / Risk log		
R Requirements		
O Organisation / Communication		20
C Change log		
A Daily / Action log		
L Lessons learned log		
M Minutes		

Automated Reports Edit

My to do List

Deliverables Edit Owner & Milestones | Edit Project | Set Baseline | + | -

Deliverable	Owner	Start	Draft	Checked	Final	Actions
New Project Request						I R Q C A
SGD1 - New Project Request	--	--	--	--	--	- - - - -
Orientation	Owner	Start	Draft	Checked	Final	I R Q C A
SGD2 - Project Assignment	--	--	--	--	--	- - - - -
Creation	Owner	Start	Draft	Checked	Final	I R Q C A
Business Case	--	--	--	--	--	- - - - -
Investment Authorisation Request (Capex)	--	--	--	--	--	- - - - -
SGD3 - Feasibility Document	--	--	--	--	--	- - - - -
Preparation	Owner	Start	Draft	Checked	Final	I R Q C A
SGD4 - Launch Document	--	--	--	--	--	- - - - -
Implementation	Owner	Start	Draft	Checked	Final	I R Q C A
Iron encapsulation in probiotic spores	--	--	--	--	--	- - - - -
Closure Document	--	--	--	--	--	- - - - -

Done

Local intranet 100%

New PPM Training Curriculum

FrieslandCampina Academy

Project management Team member	Project management Project leader	Project management Senior Project Leader	Project management Principal	Portfolio Management
	<p data-bbox="607 759 952 826">Training Influencing</p> <p data-bbox="607 842 952 909">Training High Quality Team Work</p> <p data-bbox="607 925 952 992">Training Personal Effectiveness</p> <p data-bbox="607 1008 952 1114">Training Key User Principal tool box</p>	<p data-bbox="985 935 1281 1040">IPMA C *</p> <p data-bbox="985 1056 1281 1123">Change Management</p>		
<p data-bbox="300 1144 573 1227">Training Project management for Team member</p>	<p data-bbox="607 1144 952 1227">Training Project management for Project leader</p>	<p data-bbox="985 1160 1281 1227">Advanced Communication</p>	<p data-bbox="1314 1144 1624 1227">Training Project management for Principals</p>	<p data-bbox="1657 1144 1919 1227">Training Portfolio management</p>
<p data-bbox="300 1254 573 1337">E-learning Project management Essentials</p>	<p data-bbox="607 1254 952 1337">E-learning Project management Essentials</p>	<p data-bbox="985 1254 1281 1337">Training Master class Project management</p>	<p data-bbox="1314 1254 1624 1337">E-learning Project management Essentials</p>	<p data-bbox="1657 1254 1919 1337">E-learning Project management Essentials</p>

Way We Work

PPM Governance Structure





Hoe nu verder? (IPMA nov 2010)

- Road Map ontwikkeling
(verantwoordelijkheid van de Operating Companies)
 - Jump start acties
 - Benoemen rollen
 - Training Executive Board en Management Teams
- Ondersteuning van uitrol volgens Road Map
 - Werkwijze
 - Tooling
- Overdracht aan staande organisatie
- Eind 2011 gereed



Grootste uitdagingen (IPMA nov 2010)

-  • **Permanente PPM organisatie inrichten**
 - Kost tijd en geld, vraagt commitment
 - We moeten nog wennen aan Portfolio Management

-  • **Ondersteunen Road Map ontwikkeling**
 - We hebben 30 Operating Companies
 - en er is maar een klein team

-  • **Wildgroei aantal werkwijzen en documenten terugdringen en in toekomst voorkomen**
 - Eén aanpak voor het hele bedrijf vraagt hierom
 - Balans tussen “voorgeschreven” en “vrijheid”

-  • **Kanteling van organisatie**
 - Geeft toegevoegde complexiteit in Portfolio Management



Kostenbeheersing middels portfoliomanagement

Projecten kennen vaak 2 financiële kanten

- **Kostenkant**
 - Denk bijvoorbeeld aan Capex rapportage (investeringsoverzicht)
- **Opbrengstenkant**
 - Innovatieportfolio (benefits)
 - Duidelijke afspraken nodig over Portfolio Metrics
 - Afstemming met Corporate Finance
 - Berekening in Toolbox

complex



“Get more out of Milk!”