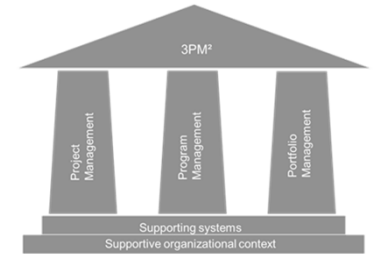# Invoeren van Project Management in een Organisatie:
De Introductie van een Nieuwe Cultuur

Jean-Claude Wylin
International Private Label Manager
Alpro

Jean-Claude Wylin

- **Experience**
  - Alpro ('01-today)
    - → International Private Label Manager
    - → ECR manager
    - → Supply Chain project manager
  - Delaware ('97-'01)
    - → SAP project manager
  - Trislot ('85-'97)
    - → Plant manager
- **Background**
  - PMI ('00)
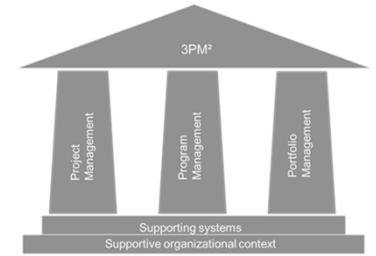 - PICS ('99)
  - MBA ('92)
  - Engineer ('83)
- **Personal**
  - Happily married, 2 sons (young adults)
  - I like something challenging new

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About Alpro

**"We create delicious, naturally-healthy plant-based foods
for the maximum wellbeing of everyone
and with the utmost respect for our planet"**

**Founded in 1980
End 2011 turnover 265 M€
staff 800 people**

**UK
Kettering (Birmingham)**

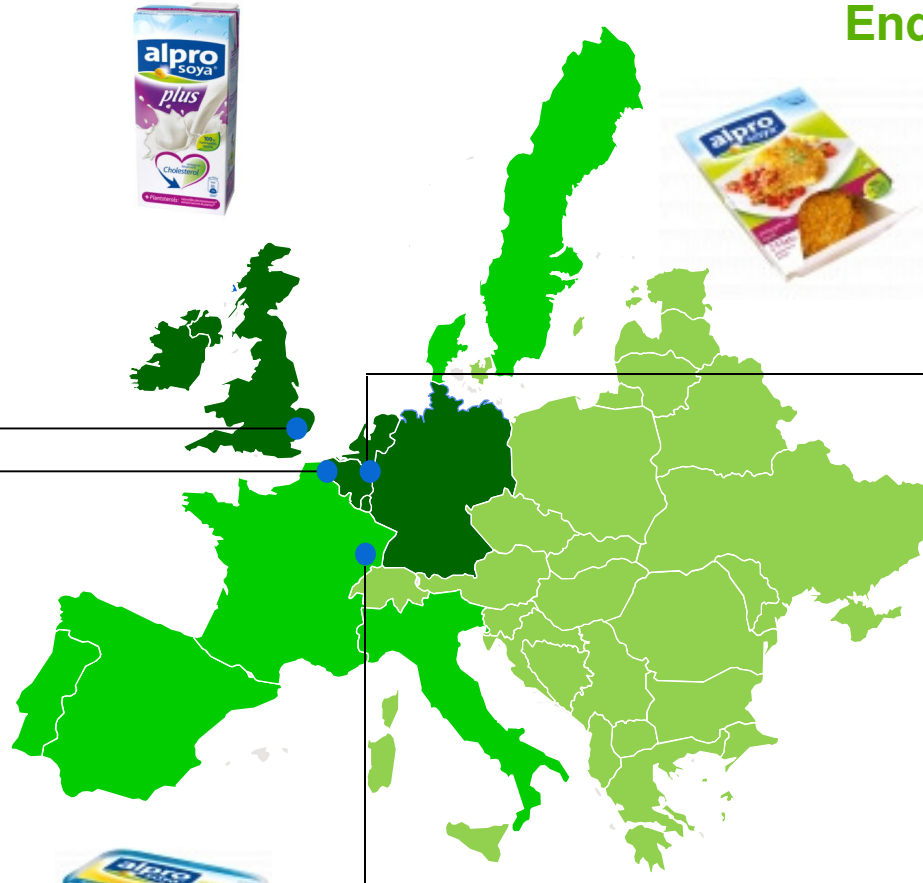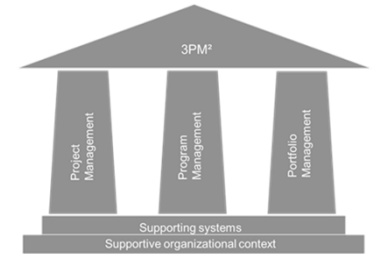**The Netherlands
Landgraaf (Maastricht)**

**Belgium
Wevelgem (Kortrijk) &
Headquarter Gent**

**France
Issenheim (Colmar)**

● Alpro's plants

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Context …

- **Alpro 2003**
  - Business-growth 20%
  - Staff-growth $300 \Rightarrow 400$ in 1 year
  - Moving from SME-company to an international operating company.
  - A multiple of new initiatives are taking place at the same time to support this growth.
  - New staff-members bringing in PM-expertise, but all of different approach.
  - Long list of projects, link with the Alpro strategy not always clear, managed not that well, too many not reaching the end.
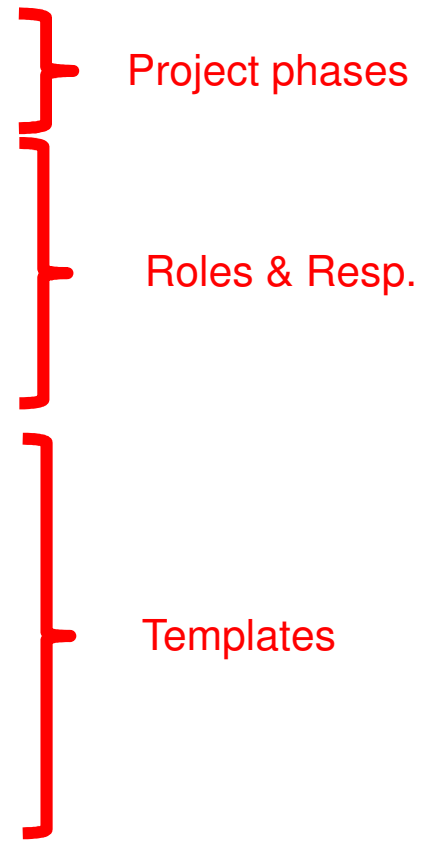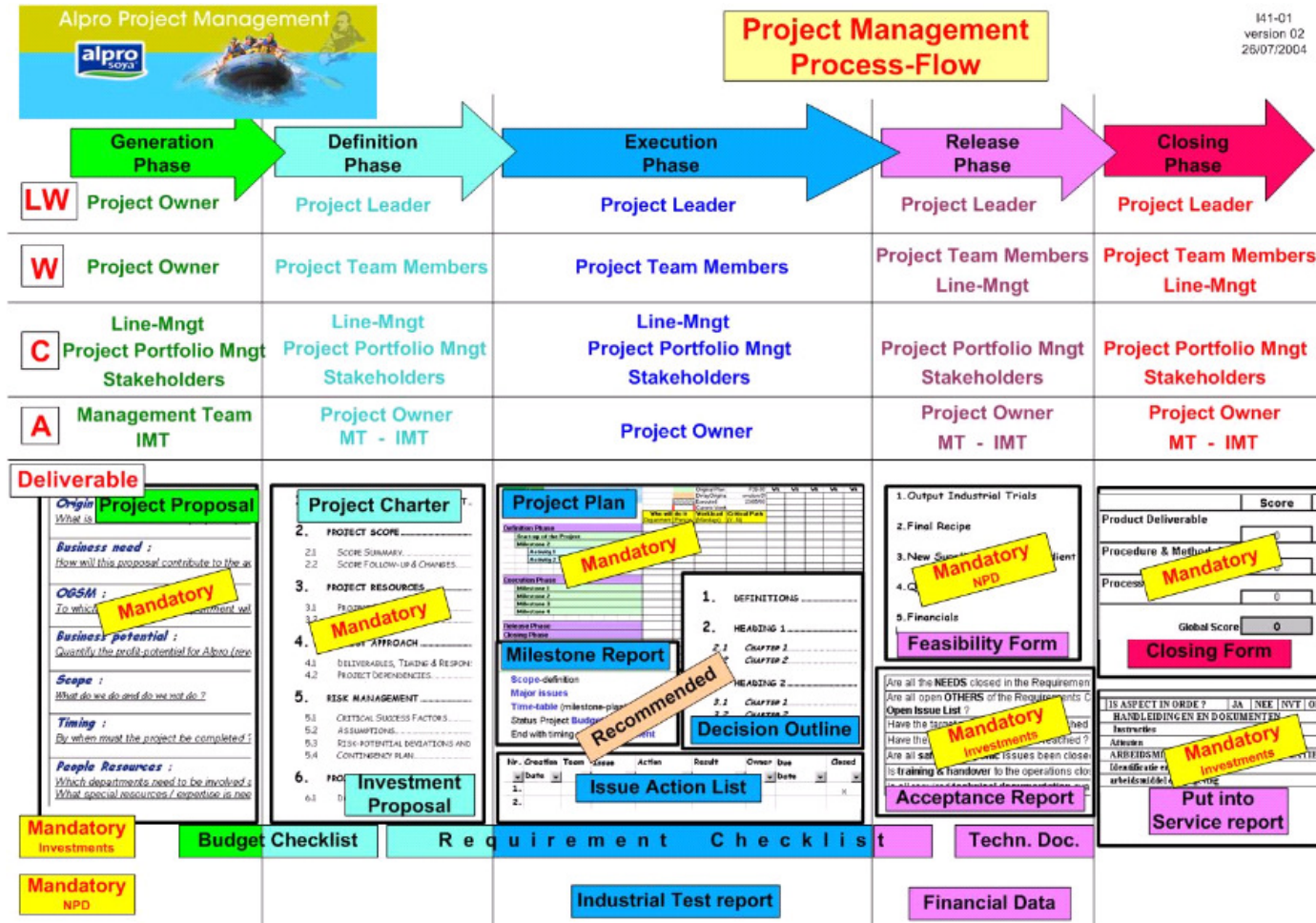 - Clear room for improvement.

- **April 2003**
  - Staff of 12 in quarantine for 3 days with one clear goal:
    define the key elements of the "Alpro Project Management" approach.

The need for a professional, pragmatic & uniform project approach
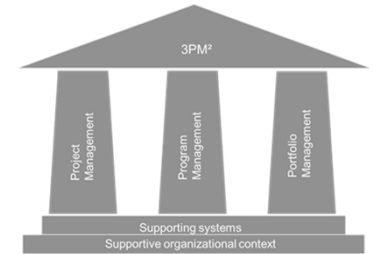
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The What …
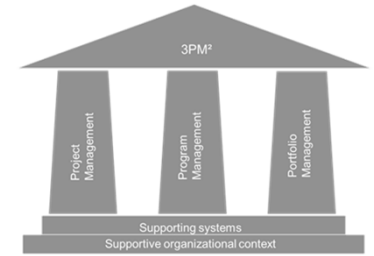
We defined a common language

The How …

- **PMO**
  Central PM-function: facilitating the change track to one stream-lined project approach
  taking care for project portfolio

- **Training:**
  – Fundamentals of PM $\Rightarrow$ project team members
  – Advanced PM $\Rightarrow$ current/future project leaders & owners
  – Mastering PM $\Rightarrow$ refresh – deepen

- **Decision-tree**
  – Full / Light / PDCA
  – Product / Capex / IT/ Business

- **Project portfolio mgt**
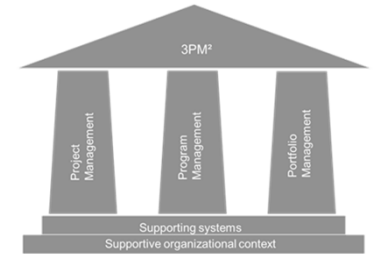 – Funneling: right process-flow & decision criteria

- **PLM**
  – From individual NPD-project to integrated process management

- **Voice of the customer**
  – Yearly screening PM-performance

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Obstacles – Opportunities

- **Obstacles**
    - Resistance of people for change or to act within a framework
    - Keep it simple & clear, don't make the exceptions the rule
    - Roles & responsibilities: project leader ⇔ project expert
      project team members
    - Meeting-skill
    - Decision taking process: consultative

- **Opportunities**
    - The power of focus: clear link between each project and the Alpro strategy
      scoping - timing
    - One common language
      → now more than hundred ambassadors of PM with the organization
      → PM brings structure & transparency
    - Roles & Responsibilities: role of the project owner
    -                                       importance of a strong project leader
    - Team-work ⇒5 dysfunctions of Lencioni
    - Project portfolio management: priority-setting & resource management
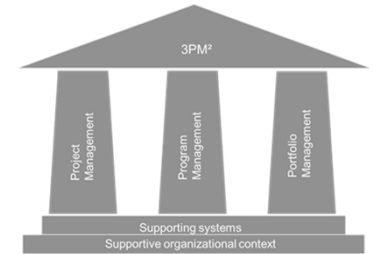
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Critical Success-Factors
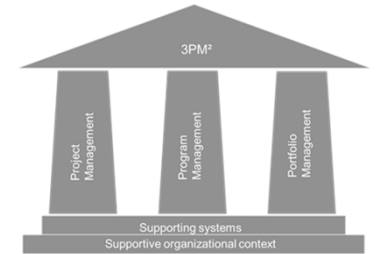
- **Support of the highest level in the organization.**

- **PMO central consolidating function**
  - People know where to go
  - PM-training is Alpro custom made

- **Persistence**
  - As people are by nature resistant to change.

- **Consistency**
  - Adjust/adapt element of the PM-approach only when clearly needed.
  - To keep the tool simple.

- **Relevancy**
  - The PM-approach must have added value, otherwise switch to light-approach or PDCA.

- **Keep it live**
  - Stay self-critical and assess your PM-approach on a regular basis.
  - The organization & the business-context is dynamic, so the PM-approach must be.
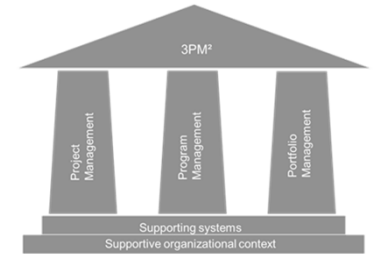
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Stanwicks Approach

- **Implementing 3PM² needs time**
  - Multi-generation plan
  - Bottom-up / Top-down / Parallel approach

- **A common language is a basic condition for implementing 3PM²**
  - Gather the existing knowledge/tools/templates (create buy-in)
  - Create consensus through representative steering committee

- **Keep it simple and lean (systems, tools, organisation)**
  - Stanwick employees are PRINCE2 and/or PMP certified
  - However, our approaches are adapted to the needs of the customer

- **Training across the organisation creates necessary awareness, enhances crucial competences and creates enthusiasm**
  - Training for all stakeholders (project managers, project owners, board of directors,…)
  - Training for different levels (fundamentals, advanced, master, …)

- **Focus on managerial and behavioural components enables success**
  - Project team management, Project leadership,…

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Discussion

- **Does THE project management approach exist?**

- **Can you introduce/run a PM-approach within your organization without PMO-function?**