



# case study

## From time management to invoice Norbert Dentressangle opts for Protime



« Thanks to Protime, we now have insight into the processes and the performance delivered. »

**Peter den Hartog**  
Logistics Engineer

With 8 branches and over 1,000 employees, Norbert Dentressangle Netherlands is a prominent player in the logistical services market. With a modern fleet, state-of-the-art storage and distribution centres as well as excellent IT infrastructure, Norbert Dentressangle is a preferred logistics partner.

The strategy of providing bespoke solutions to the customer has proved its success. Protime's time management system is not only a useful tool for this, but also forms the basis of the invoice.

### Who?

Norbert Dentressangle Netherlands

### What?

Norbert Dentressangle is a leading European player in logistics and transportation. We are represented in 14 European countries, with around 27,000 employees, 5,400,000 m<sup>2</sup> of warehouse space and 7,000 transport units.

In the Netherlands, Norbert Dentressangle's turnover is 80 million euros. There are eight branches with over 295,000 m<sup>2</sup> of warehouse space and 1,000 employees. We work in partnership with well-established customers such as Xerox, Mattel, Ikea, Xenos, De Bijenkorf, Danone and AH. Norbert Dentressangle provides its customers in the Netherlands with a range of services for various sectors, including food, retail, electronics and fashion. Deep frozen and fresh logistics are among the core activities that the company intends to develop intensively in the coming years.

### Info?

[www.norbert-dentressangle.nl](http://www.norbert-dentressangle.nl)

At the end of 2007, some time after the takeover of Christian Salvesen logistics, it became clear that the time management system then in use, dating from 2002, was due for replacement.

A new system was needed to provide more management information and operational support. Integrated access control was another requirement, and the integration of Christian Salvesen, which had earlier opted for Protime, also played a part.

### Insight into performance

A feature of Norbert Dentressangle's approach is that our activities form a part of the customer's business process. "In many cases, we take over complete processes", explains Peter den Hartog, Logistics Engineer at Norbert Dentressangle Netherlands. To Peter and his organisation, time management in this context is an obvious and essential component. "If you manage processes,

you are also involved in time management. Thanks to Protime, we have insight into the processes and the performances delivered!"

### Project management

The work started even before the selection procedure. A clear business case was formulated and a project group was set up that included representatives from each site for Finance, HR and Operations. The project group then made a technical comparison of the offers. Says Peter den Hartog: "Very soon we were down to 2 suppliers. We chose Protime based on the affinity we felt with this international organisation. You have to work in close co-operation, and that is very important." As with the selection procedure, Norbert Dentressangle managed the implementation in the form of a project. There were key- and super users and the prescribed authorisations were defined. In cases where opinions differed, the project manager took the decision.

**"Insight into time spent is insight into costs"**



## Peter den Hartog

has been Logistics Engineer with Norbert Dentressangle Netherlands since 2002. He supported the implementation of time and access management via Prottime.



## Successful implementation through good project management

Long before the system was due to go live, we started with the training of the users and managers. The training was given in house by Prottime, with a hands-on approach, with real data and cases. The implementation went according to plan. "Partly because of our thorough preparation, but also because Prottime had everything well organised. Looking back, the smooth implementation was the result of solid project management of the internal and external process, in which the suppliers were also involved."

## Transparent cost centre model

The time management system functioned according to expectations more or less from the start. Prottime is easy to connect in practice, which is very important, since time registration forms the basis of the invoice that Norbert Dentressangle eventually sends to the customer. For this purpose, the input of employees is registered with accuracy, and the customer sees the details later on the invoice. Peter den Hartog says: "This makes our service provision transparent to the purchaser, who can clearly see how many hours have been spent on storage, handling and transport. We see open communication as an important aspect of this."

**"Our service provision is transparent to the purchaser."**

**"Time management forms the basis of the invoice."**

Analysis of the registered hours and linking this to cost posts provides useful insights. "Insight into time usage means insight into costs", says Peter den Hartog. "That applies for our customer and also when we wish to examine productivity." This creates the 'info per cost centre model', in which the time registration and invoices are set against the standard times and turnover – a good basis, not only for the final invoice, but of course also for an effective – or more effective - process. To measure is to know!

## Easy connection

The Prottime solution provides everything necessary to facilitate this process, and can easily be connected with the other IT solutions that Norbert Dentressangle deploys. Peter den Hartog: "Of course, we administer our own payroll administration and compile the time registration statistics for the employment agencies that send their people to us. With Prottime, they know what they can invoice and we know what it has cost. Useful management information is also supplied to the HR department. "This saves time, for example in appraisal interviews."

## Service and support

There is remarkably little to say concerning the period following the implementation. Den Hartog concludes: "Everything went more or less to our

satisfaction. The aftercare from Prottime was very good and relations are still excellent. And I am already completing a big IT project." We are still being invited to the users' days, where a lot of information is exchanged. Present and future updates are communicated to us, and there is a lot of input from the Prottime customers."

## Recommendations:

Is your organisation about to select and/or implement a time management system?

Here are the recommendations of Peter den Hartog and his team:

- Begin by standardising and defining processes.
- Put clear rules in place and of course have clear communication on the method, both with the customer and with the employees.
- Use effective project management of the internal and external process, also involving the suppliers.
- Complete each point and obtain consensus before continuing.