



Intervju: **Indira Petrović**, direktorka fabrike ■■■

U Srbiji najbolja Tetra Pak fabrika

■■■ **Kontinuirano investiranje Tetra Paka u fabriku u Gornjem Milanovcu. – Proizvodi iz Srbije u 38 zemalja. – U 2009. uloženo 13 miliona evra u modernizaciju**

Srbija je dugogodišnja uspešna poslovna destinacija Tetra Pak Grupe, još od 1964. godine, samo 12 godina posle njenog osnivanja. Danas kompanija ima sopstvenu proizvodnju u Gornjem Milanovcu, koja je 2008. godine proglašena najboljom od 42 Tetra Pak fabrike u svetu, najbolji je regionalni partner i poseduje kvalitet i performanse svetske klase.

O rezultatima rada Tetra Pak Production d.o.o. i investiranju kompanije Tetra Pak, odnosno privatne industrijske grupe Tetra Laval u okviru koje posluje, govori **Indira Petrović**, direktorka fabrike.

Kada je počela proizvodnja Tetra Pak ambalaže u Srbiji?

- Tetra Pak je počeo proizvodnju u Srbiji 1997. godine, kada je Grupa donela odluku o kupovini dela fabrike Tipoplastika u Gornjem Milanovcu, koja je proizvodila po našoj licenci. Tako je osnovan Tetra Pak Production d.o.o. sa sedištem u Beogradu. Od tada je fabrika osavremenjena novim investicijama i u nju se neprestano ulaže. Konstantnim unapređenjem proizvodnje i neprestanim zalaganjem zaposlenih, fabrika se svrstala u red najvećih domaćih izvoznika, isporučujući robu u 38 zemalja širom sveta.

Na osnovu kojih kriterijuma je fabrika u Gornjem Milanovcu proglašena za najbolju u Grupi?

- Analizira se rad fabrike u trajanju od tri do pet godina. Kriterijumi su rad fabrike, ostvarenje rezultata, unapređenja u toku dužeg perioda, zatim su važne inovacije i razvoj ljudskih resursa kao i nivo servisa koji se pruža našim kupcima. Ambalaža i zatvarači se proizvode u 43 fabrike širom sveta i grupa se stara o tome da svaka fabrika koristi svoje kapacitete na najefikasniji mogući način, pa je stoga i ustanovila pomenutu nagradu, koja je za svaku fabriku u grupi željeni cilj. Proizvodni pogoni specijalizovani su za različite ambalažne sisteme (kao što su Tetra Brik,

SRPSKA FABRIKA „FABRIKA GODINE”

Tetra Pak Srbija je u sistemu Tetra Paka najbolja u svetu. Poslovno rukovodstvo Tetra Pak kompanije na globalnom nivou ocenilo je fabriku u Gornjem Milanovcu kao najbolju od 42 Tetra Pak fabrike u svetu i 2008. godine dodelilo joj prestižnu nagradu "Fabrika godine".

Tetra Pak je vodeći svetski proizvođač opreme za preradu i pakovanje tekućih prehrambenih proizvoda u oblasti prehrambene industrije. Tetra Pak je 1951. osnovao dr Ruben Rausing i svoje jedinstvene inovacije primenio je na način pakovanja i distribuciju hrane širom sveta. Danas je Tetra Pak je jedna od tri nezavisne kompanije u Tetra Laval grupi, industrijske grupe u privatnom vlasništvu, koja je započela svoje poslovanje u Švedskoj. Druge dve kompanije su DeLaval i Sidel. Sedište Tetra Laval grupe je u Švajcarskoj.



Tetra Prisma, Tetra Gemina, Tetra Top, itd.), za različite zapremine i štamparske tehnike, ali je poređenje učinka svakako moguće.

Gde se prodaju proizvodi Tetra Paka iz Srbije?

- Ambalažni materijal iz Gornjeg Milanovca stiže do više od 150 kupaca u 38 zemalja, na sve kontinente osim Severne Amerike. To znači da se izvozi oko 70 odsto proizvodnje. To je fabriku u Gornjem Milanovcu svrstalo

TETRA PAK U SRBIJI

Srpsko tržište nije novo za Tetra Pak. Tetra Pak je u Srbiji svoju prvu mašinu za punjenje prodao beogradskoj mlekari PKB 1964. godine, samo 12 godina posle osnivanja kompanije u Lundu u Švedskoj. Saradnja sa pojedinim kupcima traje još od tada. Fabrika Tipoplastika iz Gornjeg Milanovca dobila je licencu od Tetra Paka 1966. godine i počela je da snabdeva ambalažnim materijalom lokalne kupce. Tetra Pak je odlučio da se približi svojim kupcima i 1991. godine otvorio prvo predstavništvo u Beogradu, koje je kasnije postalo lokalni ogranak Tetra Pak kompanije. Od tada se posao širio. Fabrički pogon koji je proizvodio Tetra Pak ambalažu je kupljen od Tipoplastike iz Gornjeg Milanovca 1997. godine i od tada Tetra Pak ima sopstvenu proizvodnju u Srbiji.

Tetra Pak is the world's leading food processing and packaging solutions company. Tetra Pak was founded in 1951 by Dr Ruben Rausing, and he implemented his unique innovations on the packing and the distribution of food all over the world. Today Tetra Pak is one of the three independent companies in Tetra Laval group, a privately owned industrial group, which began its business operations in Sweden. Other two companies are DeLaval and Sidel. The seat of Tetra Laval is in Switzerland. Tetra Pak has more than 21000 employees all over the world and it sells its products in more than 170 countries.



Interview: **Indira Petrovic**, Supply chain director ■■■

Tetra Pak Serbia the best factory in the group

■■■ investment of Tetra Pak into the factory in Gornji Milanovac. – Products from Serbia in 38 countries. – In 2009 13 million Euros invested into the modernization

Serbia has for many years been a successful business destination of the Tetra Pak Group. This dates back to 1964 only 12 years after its founding. Today the company has its own production in Gornji Milanovac. In 2008 it was proclaimed the best out of 42 Tetra Pak factories in the world, the best regional partner and it possesses qualities and performances of world class.

Indira Petrovic, Supply chain director, speaks of the work results achieved by the Tetra Pak Production - production company with limited liability and the investments of the Tetra Pak company, that is, the first private industrial group Tetra Laval within the framework of its business operations.

When did the production of Tetra Pak packages began in Serbia?

- Tetra Pak began production in Serbia in 1997 when the Group decided to purchase a part of the Tipoplastika factory in Gornji Milanovac, a factory carton packages under our license. That is how Tetra Pak Production d.o.o with the seat in Belgrade was founded. Since then the factory has been modernized by new investments and it has been continually invested in. Through constant improvement of production and the never ending intercession of the employees, the factory products has come in line with the biggest exporters delivering goods into 38 countries around the world.

On the basis of what criteria has the factory in Gornji Milanovac been proclaimed for the best in the Group?

- The work of the factory is analyzed during the course of three to five years. The criteria is the work of the factory, the achieving of results, improvement during the course of a longer period. Also important are the innovations and the development of human resources as well as the level of ser-

“ THE FACTORY OF THE YEAR’ IN SERBIA

Tetra Pak Serbia is the best in the world in the Tetra Pak system in 2008. The business management of the Tetra Pak Company has on the global level estimated the factory in Gornji Milanovac as the best out of 42 Tetra Pak factories in the world and in 2008. the factory was rewarded the prestigious award “ The Factory of the Year”

vice offered to our customers. The packaging and the closures are produced in 43 factories all over the world and the Group takes care that every factory uses its capacities in the most efficient way. That is why it established the mentioned award, which is the desired goal for every factory in the Group. The production plants are specialized for various types of packaging systems (such as Tetra Brik, Tetra Prisma, Tetra Gemina, Tetra Top etc.) for various capacities and printing techniques, but it is also definitely possible to compare the achieved results.

Where are products of Tetra Pak Production Serbia sold?

- Factor from Gornji Milanovac serves more than 150 customers, delivering packages in 38 countries on all continents except North America. This means that almost 70 percent of production is exported. This has aligned the factory in Gornji Milanovac with the greatest exporters to the Russian market. Tetra Pak today globally sells all its products and services to more than 160 markets in the world. It is hard to find a country in which you can not buy milk or juice packaged into Tetra Pak packaging.

Is the productivity in Gornji Milanovac satisfactory?

- The production of the Tetra Pak factory in Serbia records

TETRA PAK IN SERBIA

The Serbian market is not a new one for Tetra Pak. In Serbia Tetra Pak sold its first filling machine to the Belgrade dairy PKB in 1964 only 12 years after the founding of the company in Lund, Sweden. The cooperation with individual customers dates back to that year. The Tipoplastika factory from Gornji Milanovac received a license from Tetra Pak in 1966 and began supplying local customers with packaging material. Tetra Pak decided to get closer to its customers and in 1991 it opened its first branch office in Belgrade and it later became the local branch office of the Tetra Pak Company. Since then business has spread. The plant which produced the Tetra Pak packaging was bought by Tipoplastika from Gornji Milanovac in 1997 and since then Tetra Pak has had its own production in Serbia. Tetra Pak Production a company with limited liability, Belgrade



PROIZVODNJA SVETSKE KLASJE

U okviru Tetra Pak grupe u Evropi, fabrika u Gornjem Milanovcu dobila je nagradu Japanskog Instituta za uvođenje totalnog kvaliteta (Japanese Institute for Plant Maintenance). To je najmerodavniji svetski institut u oblasti ocene implementacije proizvodnje svetske klase, za konzistentnu primenu sistema za unapređenje proizvodnje. Ovu nagradu fabrika u Srbiji zaslužila je kontinuiranim usavršavanjem sistema za unapređenje proizvodnje (Total Productive Maintenance) i postignutim rezultatima.

u red najvećih izvoznika na tržište Rusije. Tetra Pak danas globalno prodaje svoje proizvode i usluge na više od 160 tržišta u svetu. Teško je pronaći zemlju u kojoj ne možete kupiti mleko ili sok upakovane u Tetra Pak ambalažu.

Da li je zadovoljavajuća produktivnost u fabrici u Gornjem Milanovcu?

- Proizvodnja Tetra Pak fabrike u Srbiji beleži stalni porast. U 2008. godini proizvedeno je milijardu i 700 miliona standardnih proizvodnih jedinica, što je najbolji rezultat od osnivanja fabrike. Sadašnji obim proizvodnje daje dobre rezultate uz visoku efikasnost. U 2009. godini cela grupa je proizvela 145 milijardi pakovanja, što znači da je 70,6 milijardi litara tečnih prehrambenih proizvoda prodato u Tetra Pak ambalaži širom sveta.

Šta je donelo neprekidno investiranje u fabricu?

- Investiranjem u objekte i opremu u Gornjem Milanovcu povećali smo im kapacitet. Od kupovine fabrike u Gornjem Milanovcu 1997. godine, uložili smo oko 30 miliona evra. Osim toga, veliko i nemerljivo ulaganje je i ulaganje u naše ljudske resurse, čije je obrazovanje i posvećenost kompaniji najvažniji faktor za naš dosadašnji i budući uspeh. Samo u 2009. godini uloženo je 13 miliona evra u modernizaciju fabrike u Gornjem Milanovcu, a devet miliona evra od te investicije uloženo je u novu mašinu za štampanje. Ovo je najveća investicija u fabrici posle 31. godine. Sa ovom investicijom fabrika ima trenutni kapacitet od oko 2,5 milijarde standardnih jedinica. To je rezultat stalnog unapređenja efikasnosti u našim procesima i stalnog ulaganja naše kompanije u opremu i modernizaciju fabrike. U pitanju je oprema najnovije tehnologije, osmišljena prema našim potrebama, kvalitet štampe je podignut na mnogo viši nivo i omogućeno je dupliranje kapaciteta tog dela proizvodnog procesa. Uložili smo i u novi sistem za hlađenje vode i klimatizaciju proizvodne hale. Sistem je takav da nam obezbeđuje uštedu u potrošnji električne energije za 20 odsto.

ČETIRI PRESTIŽNA SERTIFIKATA

Tetra Pak fabrika u Gornjem Milanovcu ima četiri prestižna sertifikata: za kvalitet, zaštitu životne sredine, zaštitu na radu i higijenu, a jedina je u zemlji koja proizvodi ambalažu za hranu prema HACCP standardu.



Koliko ljudi zapošljava fabrika i kakvi su dalji razvojni planovi?

- U fabrici u Gornjem Milanovcu radi 82, a Tetra Pak u Srbiji ukupno 136 ljudi. Da li će doći do otvaranja novih proizvodnih pogodna u Srbiji zavisi od globalne ekonomije.

Osim ambalažnim materijalom, naše kupce snabdevamo i mašinama za punjenje kao i opremom za preradu tečne hrane, a takođe imamo tim koji servisira te mašine. Kupac je od samog početka u mogućnosti da od nas dobije kompletnu uslugu- od pakovanja do finalnog proizvoda.

REGIONALNI PARTNER

Kompanija Tetra Pak Production d.o.o. dobitnik je prestižne i tradicionalne nagrade BIZNIS PARTNER 2009. za najbolju fabricu u regionu. To je stručno i javno priznanje za najbolje kompanije i institucije koje su u svom poslovanju postigle zavidan nivo i ispunile određene kriterijume, vodeći se principom da je u biznisu, kao i u životu, najvažniji partner. Laureata nagrade BIZNIS PARTNER predlažu kompanije.

Šta znači slogan „Štiti što je dobro“?

- U svom radu mi negujemo korporativni slogan „Štiti što je dobro“, a on je proistekao iz vizije Tetra Paka koja nas obavezuje da hranu učinimo bezbednom i dostupnom svuda u svetu. Tetra Pak širom sveta ima 11 centara za istraživanje i razvoj. Tamo nastaju sve naše inovacije. Sa kupcima delimo svoje ideje i iskustva sa drugih tržišta, pružamo podršku njihovoj proizvodnji kroz treninge i unapređivanje kompetentnosti tehničkog osoblja. Svojim kupcima Tetra Pak nudi najbolja rešenja za preradu i pakovanje hrane. Poslovanje je usmereno ka inovacijama, razumevanju potreba potrošača, unapređenju odnosa sa dobavljačima i traženju najboljih rešenja za sve prilike u kojima se hrana proizvodi ili konzumira. Posebno zadovoljstvo nam predstavlja činjenica da je kvalitet našeg rada i konstantnog usavršavanja prepoznat od strane naših poslovnih partnera sa kojima već više decenija uspešno saradjujemo.

Od kada radite u kompaniji Tetra Pak i na kojim pozicijama?

- Ja sam u Tetra Pak kompaniji već punih 13 godina. Prošla sam sve važnije pozicije u fabrici, a provela sam i gotovo dve godine u Tetra Pak fabrici u Nemačkoj upravljajući proizvodnjom.



constant growth. In 2008 a billion and 700 million of standard production units were produced. This is the best result since the founding of the factory. The current range of production gives good results together with high efficiency. In 2009, the whole group produced 145 billion of containers and packaging, which means that 70.6 billions of liquid foodstuffs were sold in Tetra Pak packaging all over the world.

REGIONAL PARTNERS

The company Tetra Pak Production d.o.o. is the winner of the prestigious and traditional award BUSINESS PARTNER 2009 for the best factory in the region. This is an expert and public opinion of the best companies and institutions who have in their business achieved an envious level and fulfilled certain criteria following the principle that in business, as in life, the most important is the partner. Laureate of the award BUSINESS PARTNER is proposed by the companies.

What has been achieved by the continuous investment into the factory?

- By investing into the facilities and the equipment in Gornji Milanovac, we have increased their capacity. Since the purchase of the factory in Gornji Milanovac in 1997, we have invested around 30 million Euros. Apart from that, a big and immeasurable investment is the investment into our human resources whose education and commitment to the factory is the most important factor for our recent and future success. Only in 2009 we invested 13 million Euros into the modernization of the factory in Gornji Milanovac, and nine million Euros of that investment were invested into the new printing machine. This has been the biggest investment in the factory after 31 years. With this investment the factory's current capacity is around 2.5 billion standard units. This is the result of the continuous improvement of efficiency in our processes and continuous investment of our company into equipment and the modernization of the factory. The equipment in question is the equipment of the newest technology, designed in accordance with our needs. The quality of print has been raised to a much higher level and the doubling of the capacity of this production process has been enabled. We have invested into the new system for cooling water and the air-conditioning of the production hall. The system is such that it provides us with 20 percent savings in energy spending.

FOUR PRESTIGIOUS CERTIFICATES

The Tetra Pak factory in Gornji Milanovac has four prestigious certificates: for quality, for protection of environment, for safety at work and for hygiene. It is the only one in the country producing packaging for food in accordance with the HACCP standard.

How many people are employed in the factory and what are further development plans?

- The factory in Gornji Milanovac employs 82 and Tetra Pak in Serbia employs the total of 136 people. Whether new production plants will be opened in Serbia depends on the global economy. We supply our customers with not only packaging material, but also bottling machines as well as with the equipment for the processing of liquid food. We also have a team for machine maintenance. It is possible for the customer from the very start to receive from us a complete service – from packaging to the final product.

What does the slogan "Protect what is good" stand for?

- We cultivate the corporate slogan in our work "Protect what is good" and it stems from the vision of Tetra Pak which obliges us to make food safe and available everywhere in the world. Tetra Pak has 11 research and development centers around the world. That is where all our innovations are made. We share our ideas and experiences from other markets with our customers and we provide support to their production through training and improvement of competence of technical personnel. Tetra Pak offers best solutions for the processing and the packaging of food to its customers. Business is directed towards innovations, understanding of the consumer needs, the improvement of relations with the suppliers and the search for best solutions for all occasions in which food is produced or consumed. We get special satisfaction from the fact that the quality of our work and constant improvement has been recognized by our business partners with whom we have successfully worked for many decades.

Since when have you been working in Tetra Pak and what positions have you held?

- I have been in Tetra Pak Company for 13 years. I have held all the more important positions in the factory and I have spent almost two years in the Tetra Pak factory in Germany managing production.

WORLD CLASS PRODUCTION

Within the Tetra Pak group in Europe, the factory in Gornji Milanovac received the award of the Japanese Institute for the introduction of total quality (Japanese Institute for Plant Maintenance) This is the most competent world institute in the field of estimate of implementation of world class production for consistent application of the system for improvement of production. The factory in Serbia earned this award through continuous improvement of the system for developing production (Total Productive Maintenance) and through the achieved results.