

I . INTRODUCTION

1.1 Company History

Mondelez International is considered as a young company which was founded on 1 October 2012. It is an American multinational company based in Chicago which currently moves in the business of food & beverage FMCG. It was built on the foundation of several predecessor companies, most of which date back over 100 years. Some of its big brands include LU, Cadbury, Kraft, Nabisco, and Chiclets.

Back in 1792, the first America's commercial bakery was established by John Pearson in Newburyport, Massachusetts to make a tough and durable biscuit for a sea voyage. Continuing to 1801, the new type of biscuit was introduced called crackers, named probably due to its cracking sound when eaten. The industry of bakery escalated and at the end of the 18 century, National Biscuit Company (NBC) was incorporated in New Jersey through a merger between several baking companies. In 1912, Oreo was introduced by National Biscuit Company (later known as Nabisco) and soon became a top selling cookie that is enjoyed by more than 100 countries in the world. The iconic red triangle label on Nabisco first used in 1952 to unify the purpose of the Nabisco brand. Nabisco went through a series of mergers and events of acquirement, making it grow and expand more and more in the worldwide business. In 1982, Nabisco split its organization into Nabisco Brands USA and International Nabisco Brands. For 11 years, International Nabisco Brands was acquired by Kraft and in the 20th century, Philip Morris acquired Nabisco. At the end, Nabisco business was merged with Kraft Foods, a Philip Morris Companies subsidiary.

Kraft's journey begins in 1914 where J.L. Kraft and his brother decide to buy cheese plants and manufacture their own cheese product in Illinois. 10 years later, J.L. Kraft & Bros. Co. showed signs of global expansion and changed its name to Kraft Cheese Company. In 1928, Kraft Cheese Company merged with Phenix Cheese Corp. National Dairy Product Corporation acquired Kraft in 1930. In short, after several times changing its name and reorganization, Kraft Inc became part of Philip Morris Companies Inc. and combined it with General Food Corp. 1 year after. In 2002, Kraft Foods began a major expansion by acquiring a major Australian biscuit company and Lanes Food Group which in result gained control of Nabisco Brands license. Philip Morris changed its name to Altria Group Inc. and soon in 2007 Kraft Foods Inc. became a fully independent company separate from Altria Group Inc. in the same year, Kraft also acquired Danone's Global biscuit business which include LU, TUC, and Prince brand and all of their business operation and facility. In 2010, Kraft foods acquired UK Based Cadbury, including Cadbury Adams Gums (Chiclet's brand). Finally in 2012, Kraft effectively split into 2 separate companies, such as Mondelez International Inc., the global snack company, and Kraft Foods Group Inc., the North American Grocery products company.

1.2 Vision of The Company

The vision of Mondelez International by 2030 is to be the Global Snacking Leader, winning in Chocolate, Biscuits and Baked Snacks. The increase of consumer awareness on their diet leads to

mindful snacking to fuel their daily lives. With the consumer as the center priority of Mondelez activity, Mondelez lives its main purpose every day to empower people to snack right. Mondelez International held a prominent role to address consumer's snacking needs and aim to become the leader of sustainable snacking. This vision can not be separated from the role of every maker and baker around the world to make it happen.

1.3 Mission of The Company

The mission of Mondelez International is to lead the future of snacking by offering THE RIGHT SNACK, AT THE RIGHT TIME, MADE THE RIGHT WAY. The border between meals and snacks are blurring. There is an increase of consumer behavior for snacking between meals and also a universal cultural tension where people do not want to choose between snacking and eating right. That's why Mondelez International's purpose is to empower people to snack right. The inspiration of leading the future of snacking by offering the right snack, for the right moment, made the right way to describe the implementation of this mission by delivering a broad range of delicious, high quality, mindful, and more sustainable snacks.

1.4 Main Activity of The Company

Mondelez International is currently leading the future of snacking by empowering people to snack right in over 150 countries in the world through its iconic brand of cookies and chocolates. Mondelez International always encourages the right snack, at the right moment, made the right way. Some of the activities that can be done to achieve the vision mission includes delivering high quality delicious snacks, educating people how to mindful snacking, and developing more sustainable snacks. From the perspective of packaging, sustainability is currently the major trending for the last several years. Many parties are now participating in sustainable packaging to reduce waste and preserve the earth. By 2030, Mondelez International targeted for all of their snack packaging to be designed 100% recyclable. R&D Packaging plays a key role in developing a more sustainable packaging. A lot of packaging types have been developed and tested during the trial. As a R&D, a good expected result of packaging is not enough because snack quality also comes into consideration which means both snack and packaging quality must be in excellent quality standard. This is in accordance with the purpose where consumer is the main priority of Mondelez activity to empower them to snack right.

1.5 Organizational Structure

Mondelez International factory in Cikarang, West Java is mainly focused on the Biscuit category. The factory is led by the Plant Director as the highest authority who supervises the whole activities in the factory. There are several departments in the supply chain organization such as Production Department, Business Development Department, Planner and Warehouse Department, Quality Department, Health & Safety Department, and Human Resources Department. The Research and Development Department is originally not part of the manufacturing organization as it is a Global Organizations Department. The R&D team in Cikarang is divided into two specialties, which are the RnD product and process, and R&D packaging. The division between supply chain organization and R&D organization can be seen in **Figure 1**.

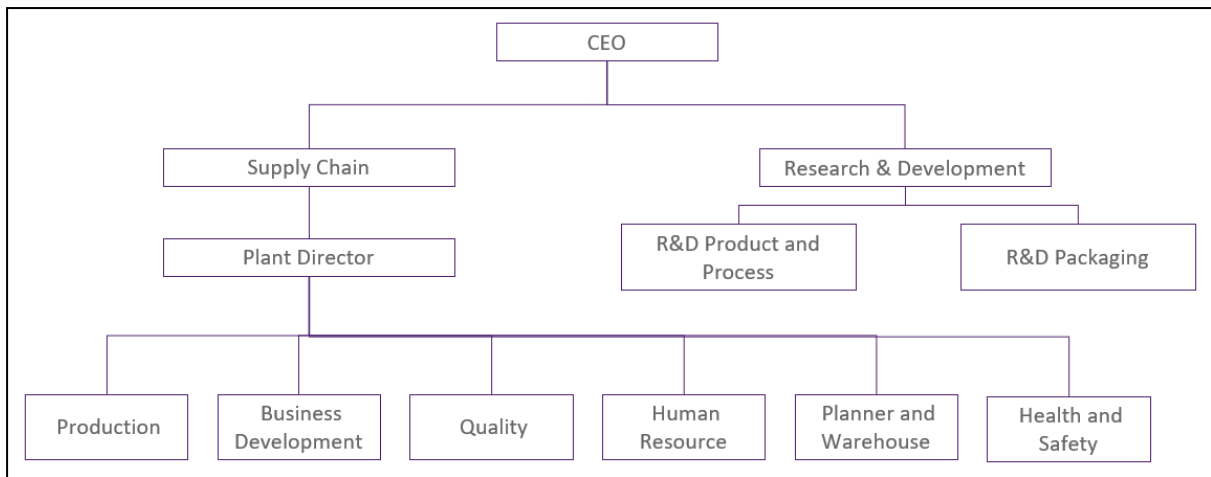


Figure 1. Manufacturing organization structure of Mondelez International, Cikarang

1.6 The Student's Unit or Department

As mentioned previously, R&D department in the Cikarang plant is divided into 2 sections, consisting of R&D packaging and R&D product and process. The author is involved as a R&D packaging team. In general, R&D packaging plays a role in the optimization of packaging to increase productivity and create new innovations in packaging. Optimization and innovation is first done by creating a mockup sample as a model sample. R&D packaging is also responsible to ensure all packaging needed for trial is ready and coordinate with the plant team regarding trial execution. During trial, the fitment of the packaging in the packing line is observed and recorded for its feasibility.