

“Global Shopping”

Implementing a Global Procurement Solution



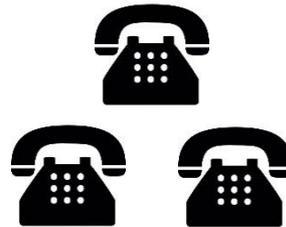
Looking back | Procurement in HEINEKEN was different

Legal contracts were stored..



In various file cabinets and PCs all over the world

Communication by..



Many phone calls between Global and OpCos



Spend Analysis and Reporting via..



Manual analysis with many input files

Today| HEINEKEN is on the journey of implementing a Global Procurement Solution

Programme and Process



Structured and controlled project management approach



A step by step approach is used



IT build, process & organizational design, & change management

Onboarding & Learning



OpCos were onboarded at head quarters



The programme developed during the implementation



Committed and well educated local team

Stakeholder Management



&



Managing our Non Product related stakeholders was a challenge



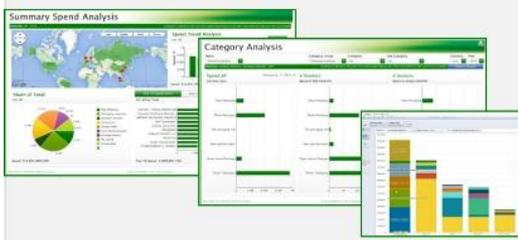
Successful long term adoption of the new ways of working

Tomorrow| HEINEKEN will have a Global Procurement Organization

One measurement

Find the money

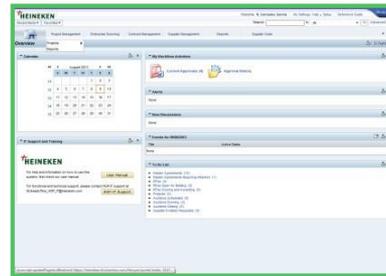
Reporting on how much is spent
on *what with whom*



One system

Get the money

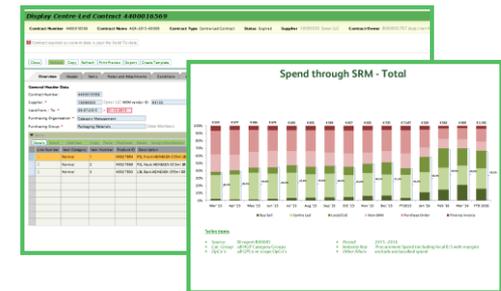
Collaboration tool to manage
the full sourcing cycle
Repository for legal contracts
Sustainability



One way of ordering

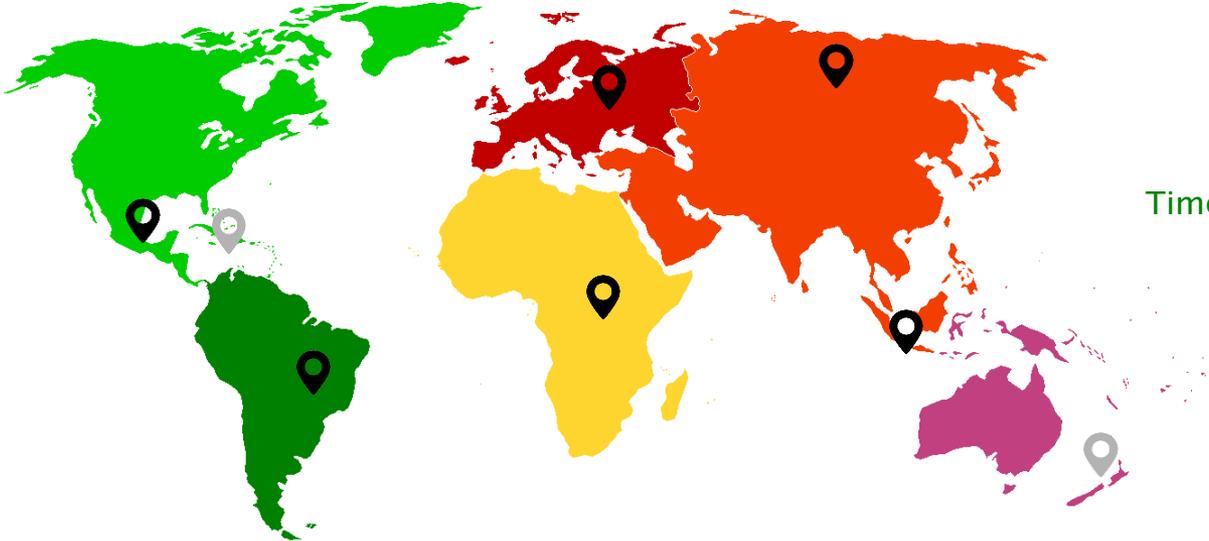
Keep the money

One stop procurement
Core system for contract
management



The learnings| from the journey of implementing a Global Procurement Solution

The global footprint: 28 OpCos live and 4 in flight



Different levels of maturity



Time zones and working weeks



Different religious festival



Culture



- 📍 Continents which are connected
- 📍 Continents which are in transition



HEINEKEN