

# “Global Shopping”

## Implementing a Global Procurement Solution

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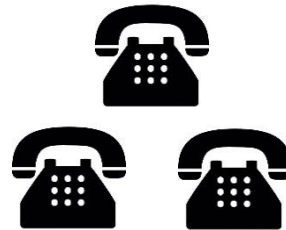
# Looking back| Procurement in HEINEKEN was different

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



A step by step approach is used



IT build, process & organizational design, & change management



Structured and controlled project management approach

## 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

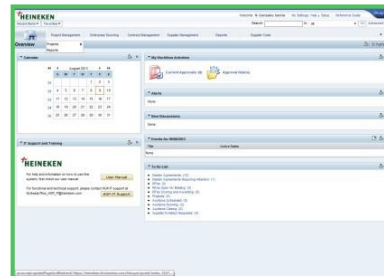
Reporting on how much is spent  
on *what with whom*



## One system

### Get the money

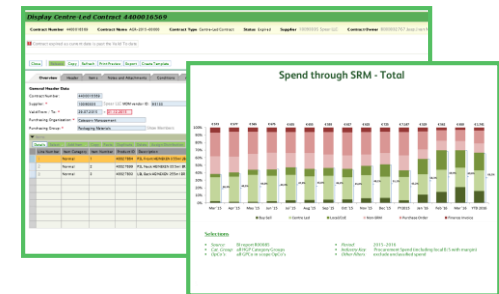
Collaboration tool to manage  
the full sourcing cycle  
Repository for legal contracts  
Sustainability



## One way of ordering

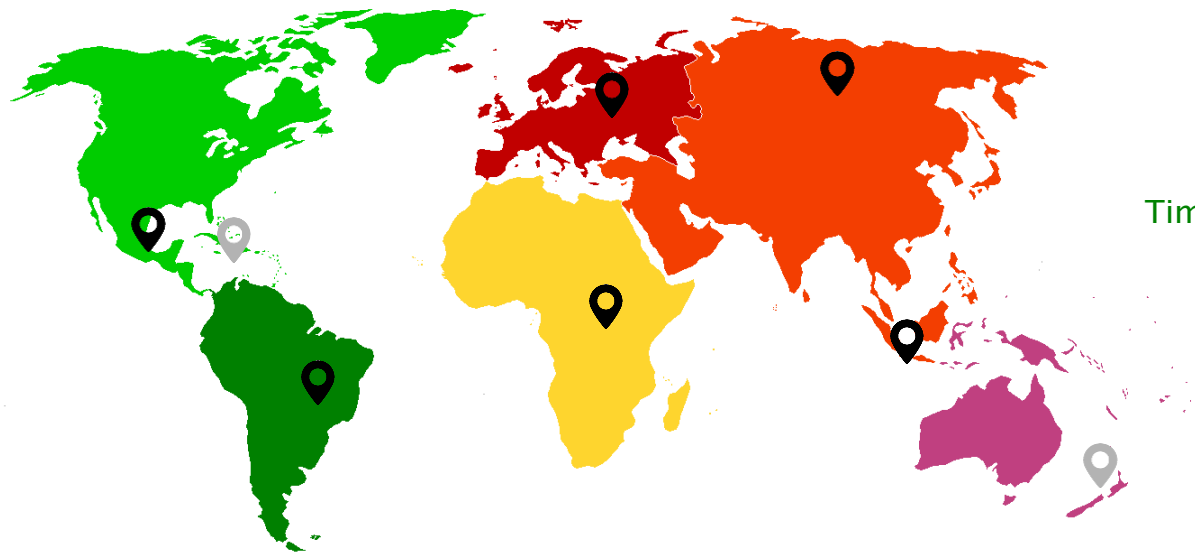
### Keep the money

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**