

CUSTOMER CASE STUDY

“Heineken uses Every Angle for nearly every process”

“ I was flabbergasted. Absolutely flabbergasted. We’ve managed to improve our data integrity by major, major steps. ”



FRED HOLVAST
Logistics Director at Heineken Netherlands

The Heineken Group is one of the world’s greatest brewers with 140 breweries in more than 70 countries, and a global network of distributors. While ‘Heineken’ is the principal international brand, the Heineken Group also brews and sells over 200 beers and ciders. Of the 125 million hectoliters sold by Heineken in 2009, approximately 14% was produced by Heineken Netherlands Supply (HNS) in 3 breweries in the Netherlands. In these 3 breweries, more than 900 SKUs are produced on 30 packaging lines and sold to over 150 countries. The workforce of HNS consists of approximately 1,300 employees.

The objectives of HNS are to ensure that the business is:

- (a) More effective – through doing the right things, and
- (b) More efficient – through doing the right things in the right way.

Heineken and Every Angle

In 2007 Heineken implemented Every Angle’s standard Operational Performance Management add-on. Heineken initially used Every Angle to improve their data quality, data reliability and to quickly obtain difficult to access SAP data.

Actionable Insight and Self-Service

The management and staff members of Heineken Netherlands were looking for a more effective way to try and answer the myriad of ad-hoc questions that arose every day. With the implementation of Every Angle, they were empowered to answer these questions as they arose, all by themselves.

Questions such as:

- *How to reduce working capital?*
- *How to improve departure schedule conformance for vessels from the Port of Rotterdam?*
- *Which delivery type produces the largest carbon footprint?*

One unexpected and almost immediate side-effect from Every Angle’s use at Heineken was the rapid improvement in the user’s perception of, and attitude towards, SAP. Users suddenly saw the benefit of the SAP system more clearly and understood better how to manage it in a way that helps Heineken to effectively execute their daily processes.

S&OP and the Every Angle KPI Dashboard

One area where Heineken found significant benefit from Every Angle for is in supporting their Sales & Operations Planning (S&OP) process. Every Angle’s KPI Dashboard provides Heineken with the ability to easily access multiple input KPIs via an (internal) website of HNS. These KPI’s include multiple stock overviews, customer service levels, supply chain lead times and forecast accuracy and bias. These types of KPI’s are usually notorious for being difficult to reach consensus on how they should be interpreted and analyzed, but through using the new Every Angle ETL tool set, this wasn’t an issue and was solved with minimal effort. Now, Every Angle provides an overview of the most important KPI’s in Heineken Netherlands that is subsequently presented at the S&OP meeting as a balanced score card.

Every Angle provides Heineken’s management team with the ability to quickly track, evaluate and understand the results of these KPI’s, compare the performance with pre-set targets and slice and dice the data using the dashboard’s powerful and intuitive drilldown functionality.

“ We use Every Angle for nearly every process... It empowers our operating companies with self-service BI, and shows them where they can save a lot of money ”



“ Every Angle and the KPI Dashboard help the management of the breweries to get a better grip on the overall performance of the supply chain, which will ultimately help Heineken Netherlands to service its domestic and international customers better against lower cost. ”

FRED HOLVAST

Logistics Director at Heineken Netherlands



HEINEKEN



Fred Holvast, Logistics Director at Heineken Netherlands

“ The successful implementation of Every Angle has had many positive effects. Staff members now have a more accurate and up to date view of the achieved performance of HNS, which has motivated them to realize good scores. I also expect that the increased understanding of the relationship between the different KPIs will lead to a continuous optimization cycle. ”



ANTON DE ROMIJN
Strategic Supply Chain
Analyst at HNS

HEINEKEN

Results

In summary, Heineken obtained the following benefits from using Every Angle:

- ✓ Positive ROI from Every Angle achieved in weeks
- ✓ Increased business user's acceptance and use of the SAP system
- ✓ Stronger grip on the overall performance of the supply chain
- ✓ Provided better insights into the integrated supply chain process
- ✓ Identified significant cash saving opportunities that could be immediately saved – without further expenditure
- ✓ Improved reliability in master data and transactional data

It also helped to support HNS's two primary objectives, as follows:

1. Helping them be more effective (*do the right things*) by:
 - Pre-setting required service and quality levels
 - Being the best in class for new product introductions (i.e. cost level and time to market).
2. Helping them be more efficient (*do the right things right*) by:
 - Being the best in class for productivity
 - Ensuring sustained low (transfer) prices
 - Reducing working capital



Every Angle Cross-process Self-service Analytics for SAP®

Every Angle's self-service, cross-process analytical capability empowers organizations with new levels of actionable insight - enabling them to **'know more and act faster'**. Every Angle provides real **understanding** of what is actually going on across the business (and why), enabling people to act early enough to **control** performance and drive significant financial **improvements**.