HEINEKEN

ENJOY making our customers WIN

Aiming for Planning Excellence

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ASPASIA

TIMES are CHANGING

Data Strategy Alignment

Global Tool Functionalities

How to change?

Resources available

Right SAP backbone

?

?

Old situation

New situation

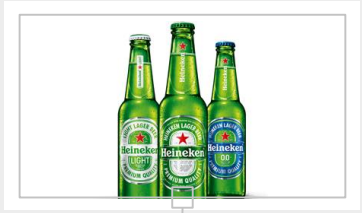
HEINEKEN Netherlands Supply: Our Breweries

Zoeterwoude: The Flexible Global Brewery

Den Bosch: The Innovation Brewery

Wijlre Brand: The Craft Brewery

Deliver top line growth



Accelerating Heineken®

In 2018, Heineken® brand grew 7.7%, its best performance in a decade

Developing our international brands

Double digit growth driven by Tiger, Desperados, Birra Moretti and Krušovice

Winning with local brands

Strong local positioning providing scale and route-to-market power

Shaping the cider category

Double digit growth, led by South Africa, Spain and Vietnam

Building Craft & Variety

Double digit growth of international and local craft brands

Leading Low- and no-alcohol

- Mid-single digit growth.
- Strong growth in Europe, Egypt, Russia, Ethiopia and Haiti

Driving draught innovation and e-commerce

- The Blade, a counter-top draught system for small outlets, rolled-out in 2018
- Sales of The Sub accelerated in 2018
- Continue to develop and roll out B2B and B2C platforms across markets

CHANGING DEMAND

Low & No alcohol

DRINK DIFFERENT

Pils

GOOD DEAL

Craft

DRINK DIFFERENT

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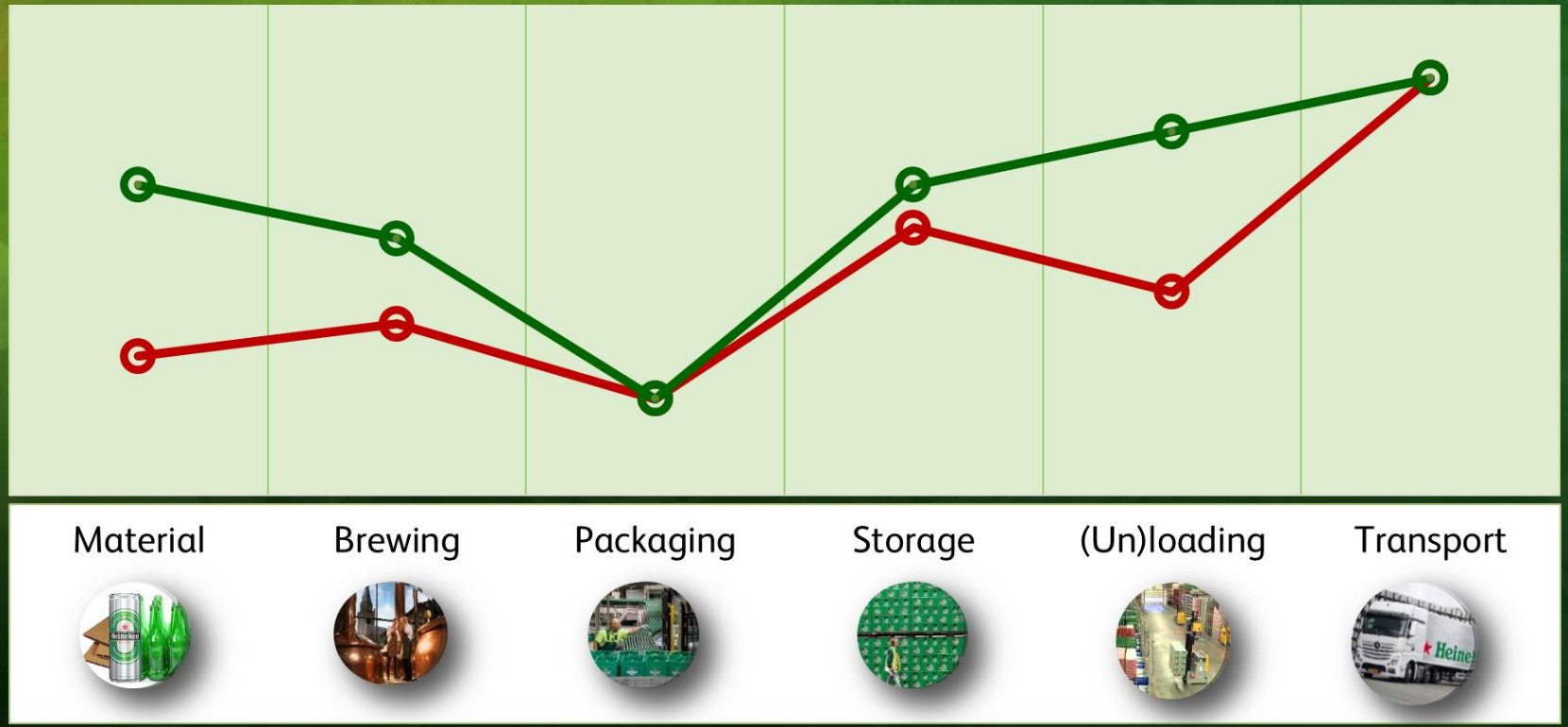
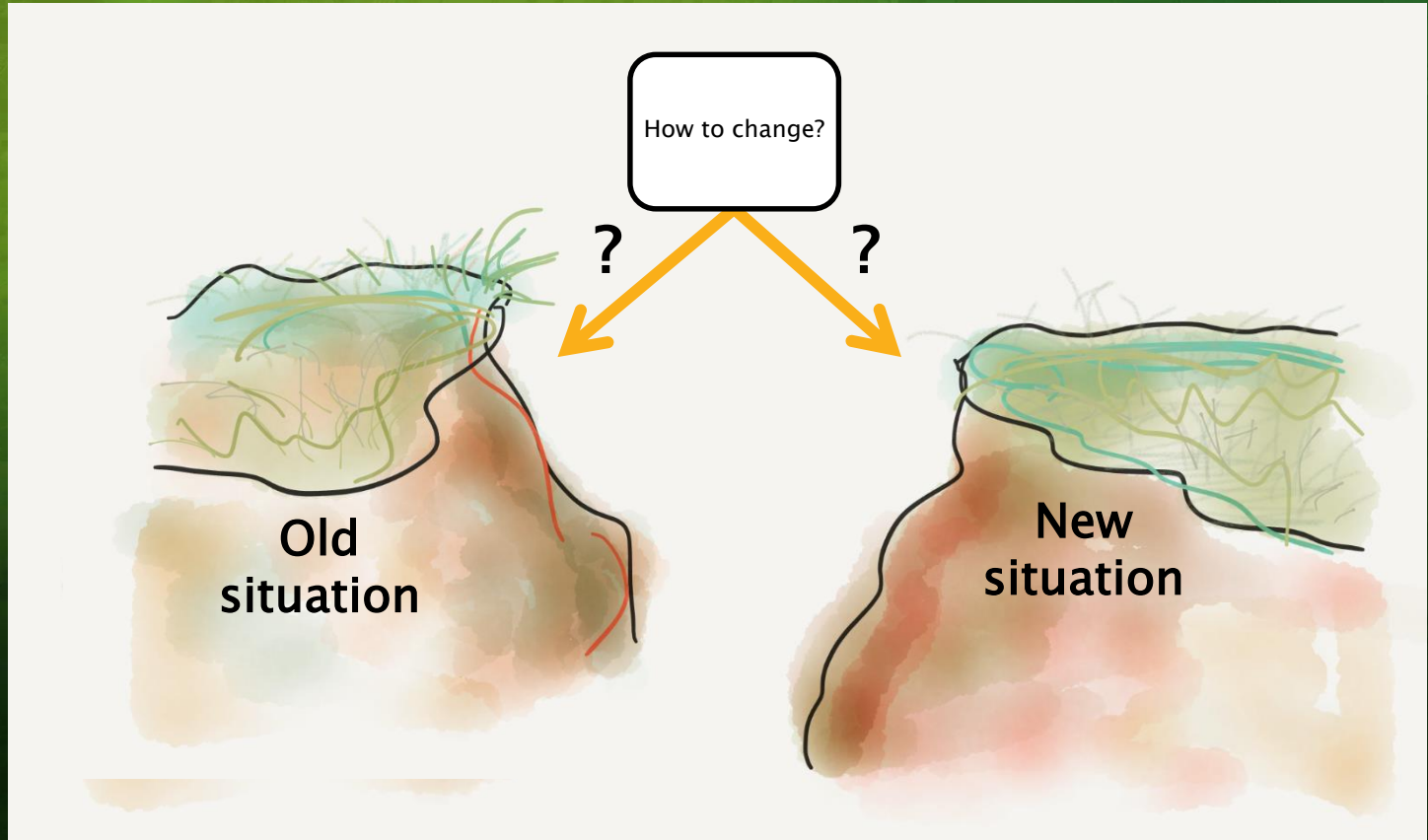
MULTIPLE BOTTLENECKS



TIMES are CHANGING



PLANNING Excellence

HAPPY HEALTHY PEOPLE

SCP work pressure deployment and action

Werkdruk-O-Meter Supply Chain Planning - 2019 --> Vul in 0, 0,5 of 1

	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Toelichting
Department A	1	0.5	0.5	1	1	0.5	0.5	0	Eerste groene maand van het jaar. Goede bezetting en minder druk op productie
Department B	0	0	0	0	0.5	0	0	0	Ondanks 2 grote incidenten wel groen, bezetting op orde. Uit hoogseizoen.
Department C	0.5	0.5	0.5	1	1	0.5	0	0	Volledige bezetting en langzaam uit control towers. Meer tijd voor verbeteringen.
Department D	0.5	0	0	0.5	0	0	0	0.5	Veel strategische projecten, vaker niet alle taken af van de week.
TOTAAL SCORE SCP	1.5	1	1	3	2.5	1	0.5	0.5	
TARGET SCORE =<1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
CUMMULATIEF SCORE SCP	1.5	3.5	4.5	5.5	8	10.5	11.5	12	12.5
CUMMULATIEF TARGET SCP	1.5	3	4.5	6	7.5	9	10.5	12	13.5

Action plan 2019

- Samenwerken feedback loops implementatie ✓
- Vacature opvullen TSCP/OS Wijlre ✓
- Verstoringen Den Bosch materiaal ✓
- Optimalisatie werkplek Brouwen/Filtratie ✓

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1. Key learning weekly discuss & act

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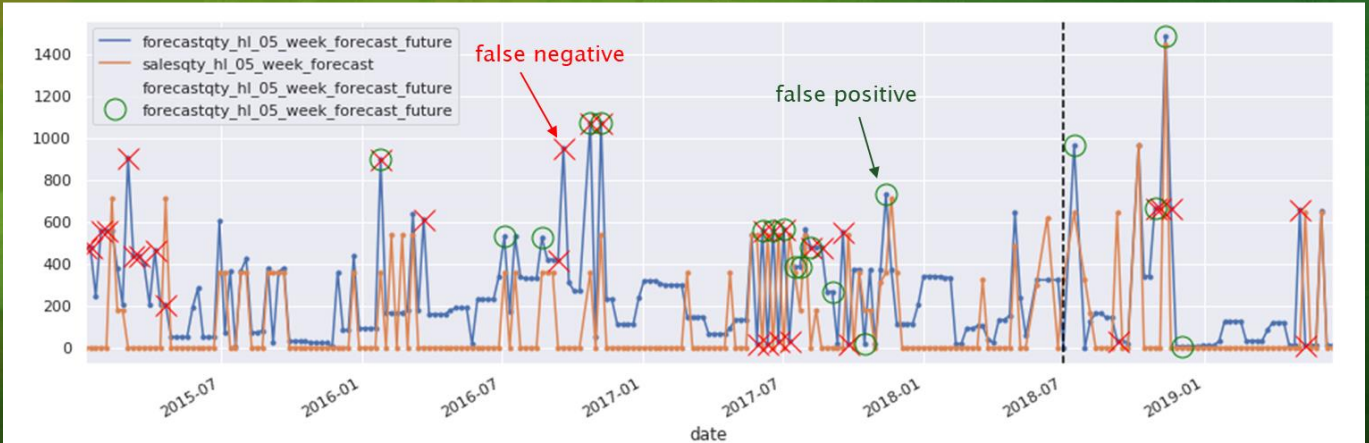
LEARNINGS MACHINE LEARNING

When you experiment with Machine Learning outlier prediction model



2. Machine learning is hard but experimenting with it brings side benefits

- Work “Agile”
- Start ambitious
- Get your data / input right
- Make sacrificies
- Stop and Rethink

- Choose the right level
- You cannot predict when it is unpredicable
- Don’t believe everything they sell you
- Start doing experiments

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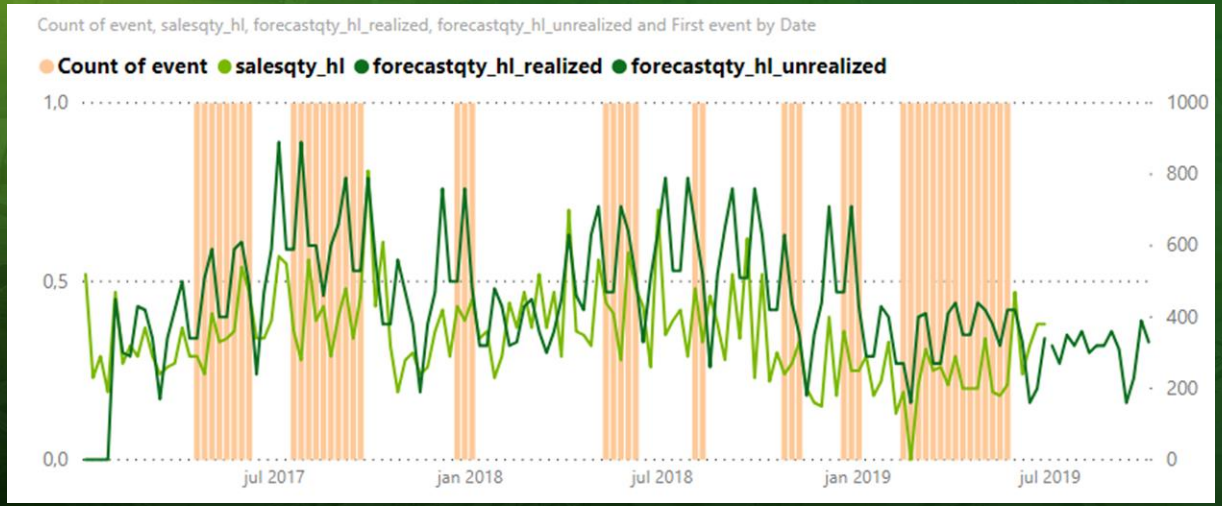
NOW WHAT

When you ended up with a descriptive outlier model

- Descripitive is a start
- Start with the proof of value
- Start learning
- Start training
- Evaluate



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MATERIAL
CHANGEOVERS.

PRESCRIPTIVE PLANNING (PackMat)

Key Learnings Material Design Changeover Optimization

- Start with VMI with suppliers – this can be via excel

- Describe current processes (potentially via intern)

- Work closely with local IT to build or select a tool together

- Build in (automated) data validity checks and do not allow to start without it

- For changeover problems within FMCG, choose Mixed Integer Linear Programming

- Use combination of Continuous Improvement and AGILE

Main Advantage
No rework for OS, due to missing vendor distributions.
Before: manually call off materials for approx 10 materials weekly.
→Time saving: between 1 and 3 hours per week

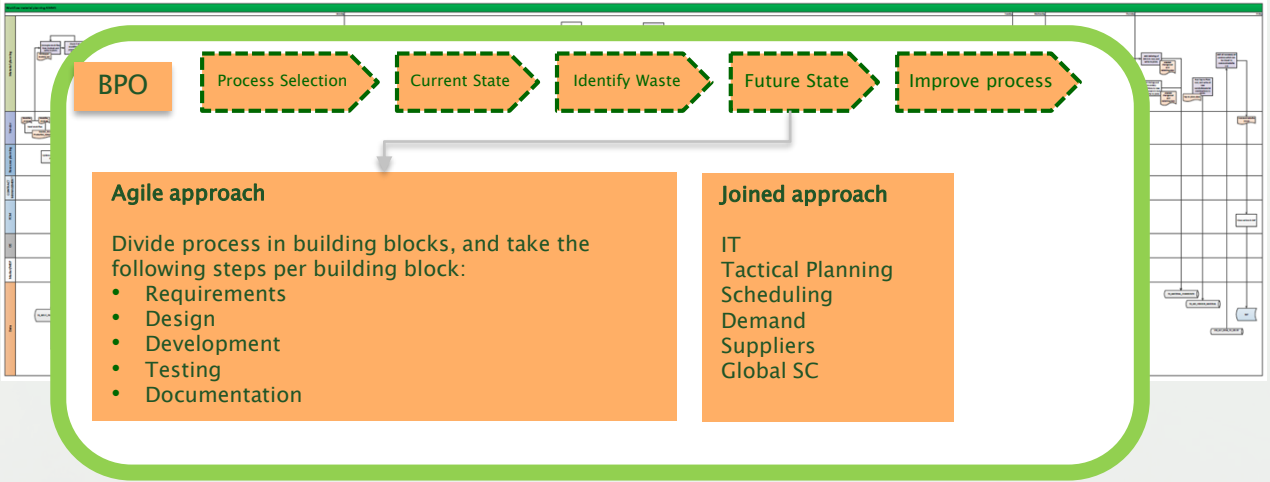
Main Advantage
Powerfull solver in AIMMS (16 sec)
Before: excels solves in 1.5 hours
→Time saving: 1.5 hour per week

Main Advantages
Automatic generation and emailing of questions to supplie
Before: manually ask 100 questions to suppliers per week!
→Time saving: Going home before 19.00 again!

Correct display of shortages.

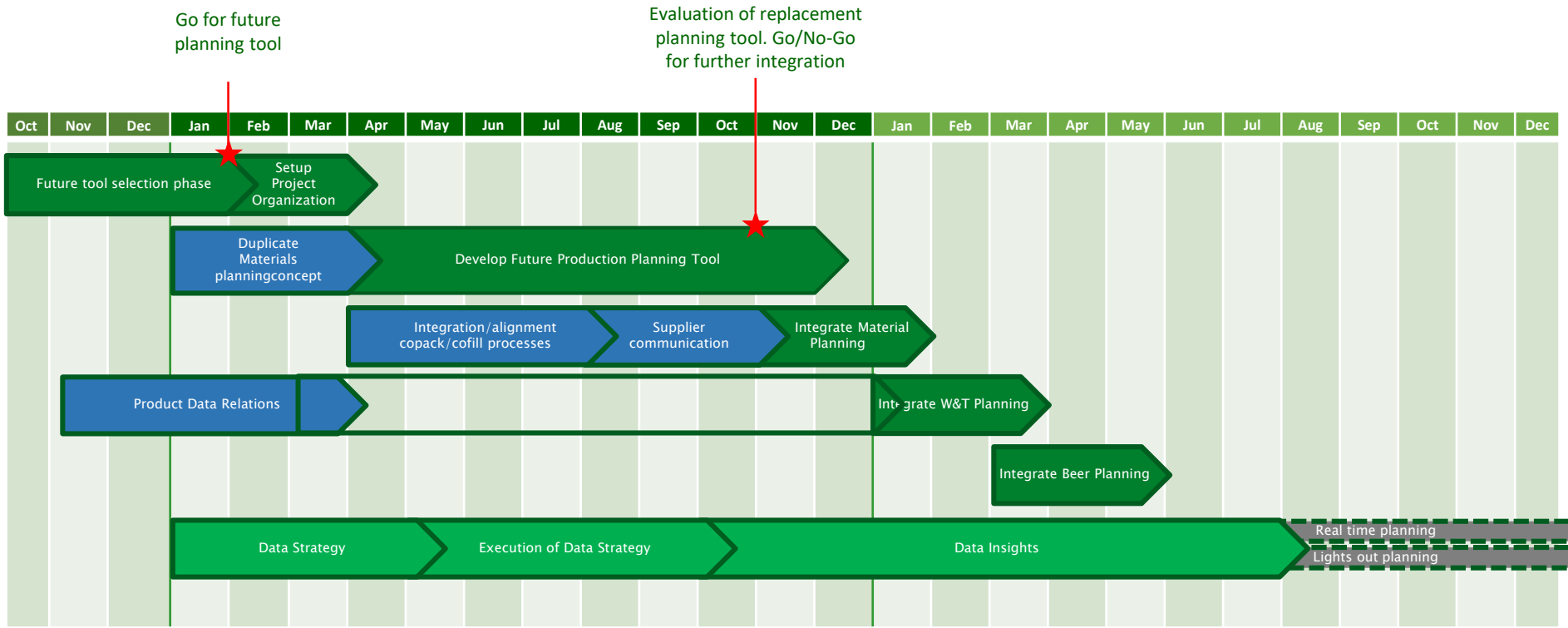
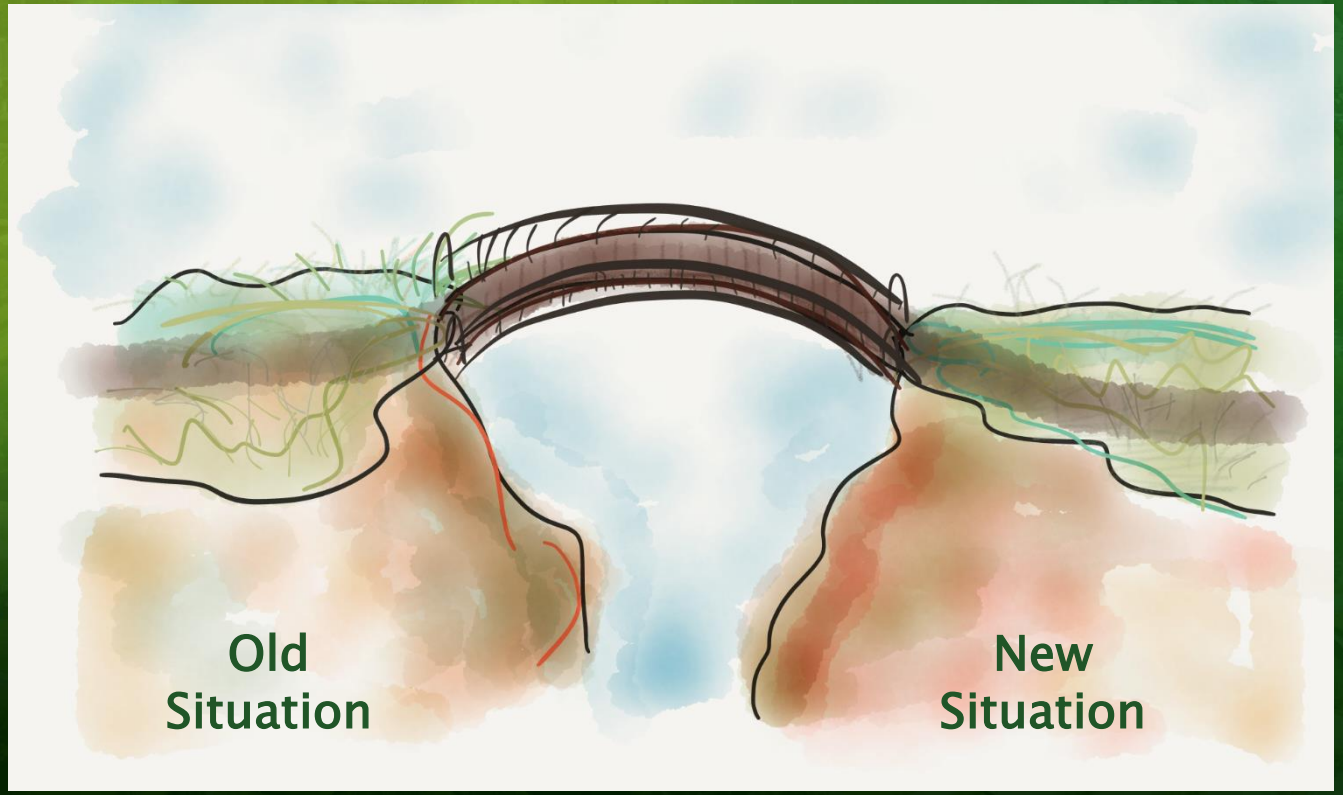
3.“VAN DOEN LEER JE MEER DAN VAN DENKEN”

USING HEINEKEN CONTINUOUS IMPROVEMENT **AND COMBINE WITH AGILE IT APPROACH**



PRESCRIPTIVE PLANNING
delivers results

Simplified Roadmap 2020



LETS BUILD THAT **BRIDGE**