

HEINEKEN

HOW HEINEKEN GAINED VALUABLE PRODUCTION COST INSIGHTS WITH CLEOPATRA ESTIMATING



Dutch company Heineken is one of the largest brewers in the world, with an annual production of more than 200 million hectoliters per year.

Introduction to Heineken's Cost Optimization Needs

The estimating department of Heineken Supply Chain is responsible for all cost estimates and budgets of the operating divisions. The department creates estimates during the whole project life cycle, from feasibility studies to detailed budgets.

For these activities, Heineken was looking for an alternative to the previously used estimating system. That system lacked some of the required functionality, and there was also a need for better (technical) support. The aim of the new system was to be able to create CAPEX budgets faster and more efficiently, while both quality and flexibility had to remain at least at the same level. On the basis of these and other prescriptions, Cleopatra Enterprise's **cost estimating software** was selected. The possibilities that Cleopatra offers to increase productivity and improve the effectiveness of processes within the estimating department also influenced this decision.

Challenges in Heineken's Cost Estimation Process

Heineken Supply Chain has valuable estimating knowledge, which is built up over the course of time. It was, therefore, of great importance that knowledge from the existing systems and processes could be used in the new estimating system, as well as the guarantee that new knowledge that is expected to be gained in the future can be easily added. This approach ensures the continuity of business processes.

In light of this requirement, Cleopatra Enterprise offered extensive database development services, which enabled Heineken to hit the ground running with Cleopatra. Cleopatra Enterprise also developed a plug-in for the cost models that Heineken frequently uses, allowing those models to be continuously updated and improved on the basis of new quotations.

Before the implementation of Cleopatra, regression analyses were often done ad hoc. This doesn't have to be a problem, especially if this is done by experienced estimators, but it does pose the risk of inconsistent, time-consuming processes. With Cleopatra, Heineken is able to reuse these regression analyses and standardize the underlying processes.



The family business Heineken was founded in 1864 and is, with a yearly production of 200 million hectoliters of beer, one of the largest beer brewers in the world. Heineken's products are sold in 178 countries, with its operational activities spread across more than 70 countries.

The company employs about 80,000 people. The Heineken Supply Chain Division is responsible for producing the beer. In addition to Heineken and other famous brands, such as Amstel, the company owns dozens of brands worldwide.

Key Benefits for Heineken:

- Unique way of working leads to more efficient and more accurate estimating
- Insight into the production costs of breweries
- Comprehensive, customized management reports
- Easily use and expand the existing knowledge
- Cost models to conduct feasibility studies quickly and accurately



CLEOPATRA



Since 1996, Cleopatra Enterprise has empowered over 500 industry-leading companies across 75 countries to deliver complex projects and turnarounds with confidence.

How Cleopatra Was Implemented

In line with the vision of Heineken, focused on change, Cleopatra Enterprise was asked to organize a 'Needs Analysis' workshop. It aimed to get a complete picture of the current situation at Heineken and to decide on the approach to be taken to make the estimating department future-proof. For this Needs Analysis, which creates the input for an implementation plan, a diverse group of stakeholders was interviewed to get the best possible image of the organization and the current estimating processes.



This also clarified where in these processes Cleopatra Enterprise could deliver the most added value.

Of course, the **implementation of the software** is only part of the entire process. Just as important is creating the conditions that allow for clear and standardized project structures, where the use and reuse of data is a daily practice.

After the successful completion of the implementation phase, Cleopatra Enterprise continued to be involved through, among other things, the support of the estimating department. Examples of this are the temporary deployment of estimators, data development, and the creation of new plug-ins.

“Cleopatra Enterprise gives the project managers at Heineken’s department for Global Projects and Engineering the trust that the project cost control and reporting are structured in the best way. Also, Cleopatra is flexible enough to allow us to embed our own way of working into the system, which means full control of project costs”.

-Heineken

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Cleopatra offers a Total Project and Turnaround Management Software that supports the entire project lifecycle through an integrated project cost management solution. It is the only tool that combines cost estimating, work package management, BIM, scheduling, cost control, form tracking, benchmarking, and more—helping you build robust project controls capabilities to stay on schedule and within budget.

With cutting-edge technology and a team of experienced professionals, Cleopatra enables companies to streamline processes, improve project performance, and achieve their goals with confidence.

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