Introduction

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 efficient, whilst both quality and flexibility had to remain at least at the same level. On the basis of these and other prescriptions, Cleopatra Enterprise was selected. The possibilities that Cleopatra offers to increase productivity and to improve the effectiveness of processes within the estimating department was also of influence to this decision.

Challenges

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, Cost Engineering offered extensive database development services, which enabled Heineken to hit the ground running with Cleopatra Enterprise. Cost Engineering 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 does pose the risk of inconsistent, time-consuming processes. With Cleopatra, Heineken is able to reuse these regression analyses and to standardize the underlying processes.

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
**The project**

In line with the vision of Heineken, focused on change, Cost Engineering was asked to organize a ‘Needs Analysis’ workshop. Its aim was 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 use and reuse of data is daily practice.

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