



What our customers have to say:
“One invoice for
Heineken and Sligro”

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Results partnership Heineken Sligro

- Creating a single ordering and invoicing environment
- Streamlining of financial processes
- Optimized cash flow and low DSO
- Integrated view of a customer's credit position

What are Mark Stevens and Joris ten Westenend saying?

- ▶ “With BVCM and Billtrust, we have a partnership where one word is all it takes to understand each other well. It is not a customer-supplier relationship; we have entered into a long-term partnership.” - Joris ten Westenend
- ▶ “BVCM and Billtrust share their thoughts with us. We are working on setting up our business as efficiently and effectively as possible. In terms of collections, I like that a very sound working process has been documented for this.” - Mark Stevens
- ▶ “We create an integrated picture of a customer's credit position. Moreover, we make it even easier for the customer by offering a single point of contact.” - Mark Stevens



▼ The start

When the two hospitality market leaders, Heineken and Sligro, started to work together, they sought a partner to streamline their financial processes. BVCM and Billtrust have successfully taken on this task. “Together, we are working on setting up our business most efficiently and effectively possible.”

**HEINEKEN**



Sligro Food Group

Sligro Food Group and Heineken Netherlands reached an agreement at the end of 2017 on a strategic and long-term partnership to better serve the Dutch on-trade market. Since then, Sligro has taken on the entire logistics process for all beer and cider orders. The same applies to Heineken’s wholesale activities (including soft drinks, waters, spirits, wines, tea and coffee), which were sold to Sligro.

In a joint online ordering environment, all 22,000 on-trade customers of the two companies can place their orders for beverages, food and non-food. All this is to offer on-trade customers even more convenience in ordering products and services. “Instead of two trucks or delivery vans, customers will only see one turning up, which is also better for the environment. This way, all Heineken and Sligro products are delivered simultaneously. In addition, one joint invoice is easier and clearer for the customer to process”, says Mark Stevens, manager Order to Cash and Purchase to Pay at Heineken. He adds that cellar beers will still be delivered separately. This beer is delivered by a tanker truck with advanced equipment.

In addition to the combined hospitality customers, Sligro is also transferring its customers from the other segments (including catering, petrol, leisure and the institutional branches) to the ordering environment. “So here, too, we see one order, one delivery and one invoice. This means more than 40,000 customers must be onboarded, says Joris ten Westenend, manager of accounts receivable and cash at Sligro.



▼ Streamlining financial processes

In addition to the complex logistical adjustments that involved moving the national stocks in the 13 Heineken DCs to the nine Sligro delivery-service locations and matching customer and article master data, the financial processes also had to be streamlined. After all, entrepreneurs doing business with Heineken and Sligro now place one order delivered in one go, accompanied by one joint invoice showing the Heineken and Sligro logos. BVCM and Billtrust - BVCM's partner providing innovative e-Invoicing solutions - sat down with Heineken and Sligro right from the start to facilitate the financial processes involved in the partnership. This required extensive digitisation, intelligent software for the entire invoicing and collection process, and implementation of the new accounts receivable management. A sizeable project which was implemented in phases.

▼ Sharing ideas

Joris is delighted with what has already been achieved so far. "We actually started with a blank sheet of paper. When I see what is in place now, both for the Sligro environment and the Heineken/Sligro environment, we are incredibly proud of the result achieved! Of course, the partnership brings with it some challenges here and there. But that is something you see even in the best of marriages. With BVCM and Billtrust, we have a partnership where one word is all it takes to understand each other well. It is not a customer-supplier relationship; we have entered into a long-term partnership. BVCM and Billtrust are approachable partners who go the extra mile and make time for you. Also important in a partnership is listening to each other and trying to help each other move forward. If we come up with some advice or find any issue, we tackle it together. We share ideas on both sides."

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Joris ten Westenend
manager debiteurenadministratie en geldmiddelen (Sligro)



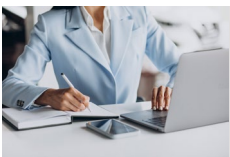
▼ Sound working process for collections

Mark can confirm the latter. “BVCM and Billtrust share their thoughts with us. We are working on setting up our business as efficiently and effectively as possible. In terms of collections, I like that a very sound working process has been documented for this. Even during Covid, the percentage of overdue balances compared to turnover was relatively low. This means that payments are coming through nicely. That optimises our cash flow, which in turn brings the DSO down. The underlying process is clear and runs extremely well.”



▼ Single point of contact

Besides the shared portfolio, Heineken and Sligro still have their own accounting functions. For Heineken, this is because they grant loans, manage premises and supply cellar beers. Purchases made in the Sligro cash-and-carry stores are also in a separate portfolio. Both portfolios are managed by BVCM and Billtrust. “This gives us an integral picture of a customer’s credit position. Moreover, we make it even easier for the customer by offering a single point of contact.”



Want to know more about our BPO solutions? For more information, please visit bvcm.nl/bpo



▼ About BVCM

BVCM (bureau for credit management) is your (international) partner for the entire prospect-to-cash process. From our years of experience, we optimise your entire credit management with our partners, services and people. From the selection of your customer to (e)-invoicing and the payment of your invoice.

We do this by using intelligent modern digital solutions such as e-invoicing to deliver the invoice to your customer optimally or by applying machine learning to determine the most efficient route.

Would you like to know more about our BPO services? Feel free to contact us via sales@bvcm.nl or 020 34 60 746.

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