

# Heineken Sligro

One order, one delivery, one invoice!





## One order, one delivery, one invoice

**When Heineken and Sligro—the two market leaders in the Dutch hospitality sector—decided to join forces, they required a partner capable of streamlining their financial processes. BVCM rose to the challenge and implemented an efficient, well-structured process that optimally supports their collaboration.**

At the end of 2017, Sligro Food Group and Heineken Netherlands entered into a strategic and long-term partnership to better serve the Dutch hospitality market. Since then, Sligro has been responsible for the entire logistics process for all beer and cider orders. This also includes the wholesale activities (such as soft drinks, water, spirits, wines, tea, and coffee) that Heineken transferred to Sligro.

Through a joint online ordering platform, more than 22,000 hospitality clients can easily place their orders for beverages, food, and non-food products. This not only saves time but also creates a more transparent and efficient process for entrepreneurs.

Mark Stevens, Manager Order to Cash and Purchase to Pay at Heineken, explains: *"Instead of two trucks or vans, the customer now only sees one—something that's also better for the environment. Moreover, customers receive a single consolidated invoice, which simplifies their administration."*



## Streamlining financial processes

In addition to the complex logistical changes—such as the relocation of national inventory from Heineken's 13 distribution centers to Sligro's 9 delivery service locations, and the alignment of customer and product master data—there arose a clear need to restructure financial processes.

Orders and invoicing were processed through separate systems, resulting in duplicate administration, extended payment terms, and a high DSO (Days Sales Outstanding). Moreover, the lack of digitalization meant that many processes were still handled manually, increasing the risk of errors and reducing efficiency. The main challenges included:

- Multiple ordering and invoicing platforms created unnecessary administrative burden
- Long payment terms and high DSO put pressure on cash flow
- Limited visibility into customers' credit positions
- Manual invoicing processes increased the risk of errors

This called for advanced digitalization, smart software to manage the entire invoicing and collections process, and the implementation of a new credit management strategy. A comprehensive project that was executed in phases through a structured, step-by-step approach.



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## An innovative and digital solution

To address these challenges, we at BVCM, together with Heineken and Sligro, have developed an innovative and digital solution. This included:



### Digitalization of the billing and collections process with advanced software

We have implemented an advanced e-invoicing system, which digitizes the entire billing and collections process. This results in reduced manual processing and a lower error margin. Thanks to automatic payment reminders and structured follow-up, outstanding invoices can be collected more quickly.



### Implementation of a phased accounts receivable management process

Understanding the magnitude of the project, we at BVCM introduced a phased accounts receivable management process, which continues to utilize smart data analysis and automated follow-up on outstanding payments. This ensures that overdue payments are identified in a timely manner and addressed efficiently, without putting pressure on customer relationships.

***"Even during COVID, the percentage of overdue balances relative to revenue remained relatively low. This proves that the underlying process is clear and well-managed."***

## Strong workflow for collections

A well-structured collection process is essential for maintaining healthy cash flow, especially in complex partnerships like that between Heineken and Sligro. With the support of BVCM, a robust and transparent workflow has been established, emphasizing speed, clarity, and a results-driven approach.

*"In the area of collections, I appreciate having a very strong workflow documented," says Mark Stevens. "Even during the Covid period, the percentage of overdue balances relative to revenue remained relatively low. This indicates that payments are being made effectively. The process is clear, operates efficiently, and directly contributes to reducing our DSO."*

The strength lies in the combination of technology, clear communication, and close collaboration. Thanks to all efforts, not only has the collection process been professionalized, but the cash flow has also been optimized.

With a single point of contact from BVCM for both administrations and complete insight into the credit position of clients, there is control, overview, and convenience—for both the organization and the customer.



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## Our story

BVCM provides comprehensive solutions within the Order to Cash process, ranging from outsourcing and secondment to debt collection and legal proceedings.

Since our inception in 2005, we have consistently dedicated ourselves to achieving the best possible results for our clients. After all, you are only as good as your last result. Over the years, we have expanded into an international full-service credit management specialist, proudly serving hundreds of clients both in the Netherlands and beyond.

We continuously evolve by staying abreast of the latest technological advancements to meet all our clients' credit management needs.

As your international partner in the total prospect-to-cash process, BVCM (Bureau for Credit Management) leverages our extensive experience to optimize your complete credit management, alongside our partners, services, and personnel. From client selection to (e)-invoicing and invoice payment, we employ intelligent modern digital solutions such as e-invoicing to deliver your invoice to your client in the most efficient manner or by applying machine learning to determine the most effective trajectory. Would you like to learn more about our BPO services? Feel free to contact us at [sales@bvcm.nl](mailto:sales@bvcm.nl) or +31 20 34 60 746. Prefer to schedule an appointment directly? You can do so via the button below!

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