



INTERCHAIN 2023

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FUNCTION: OPERATIONS

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INTRODUCTION

1. AB InBev Introduction

Anheuser-Busch InBev (AB InBev) - The World's Largest Beer Company

Founded in 1366, Anheuser-Busch InBev (AB InBev) is based in Leuven (Belgium) and has branches in many countries, with a size of 167,000 employees worldwide.

AB InBev currently owns more than 500 beer brands, covering 150 countries. Our beers are well-known for their premium and super-premium quality worldwide, with iconic brands such as Budweiser®, Hoegaarden®, Beck's®, Leffe®, Corona®, and Stella Artois®.

Over 175 major breweries are now operated across 50 countries. In Vietnam, we are proud to have established 2 breweries producing Budweiser®, Hoegaarden 2® and Becks 4®, with a total capacity of up to 1 million HL/year.

Our 2022 key figures (source: AB InBev Annual Report 2022) are:

- Revenue: 57.8 billion USD
- Volume: 517.99 million HL
- EBITDA: 19.8 billion USD with 7.2% organic EBITDA growth

2. Our Global Purpose

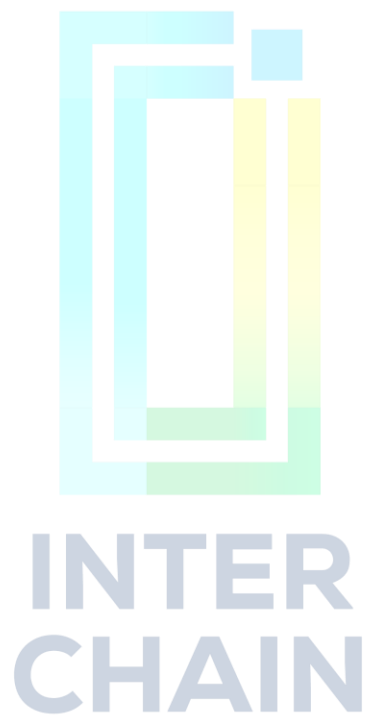
We dream big to create a future with more cheers.

Our purpose drives everything we do. As we continue to build on our more than 600 years of heritage, we are always looking to serve up new ways to meet life's moments, and we dream big to move our industry forward. We are building a future where everyone feels welcome and we are united by our collective ambition to make positive and lasting contributions to our communities.

Our purpose enables us to deliver on our commercial vision. It gives us flexibility to innovate and develop solutions that address customer and consumer needs. We are dreaming big to create a future with more cheers by aiming to:

- Advance sustainability around the world
- Drive category leadership and growth of our industry
- Reach more consumers on more occasions with our best-in-class portfolio and strong innovation pipeline
- Use data and technology to connect with our customers and consumers

- Connect our farmers with resources
- Make a positive and lasting impact in our local communities around the globe in the moments that matter
- Empower our approximately 167,000 colleagues, who are passionate owners and problem-solvers, to lead real change



THE CASE STUDY CONTEXT

When June drew near, temperatures in Southeast Asian nations, including Vietnam, peaked. As a result, demand for beer soared everywhere.

AB InBev Brewery in Binh Duong received information about orders for Budweiser® products from distributors in Southeast Asian nations at the end of May, along with delivery and shipping times to markets as below:

ORDER NUMBER	SKU Description	ETA DATE	LEADTIME PRODUCTION (DAYS)	Leadtime release (DAYS)	Export process time (DAYS)	Leadtime Delivery (DAYS)	Quantity order (CASE)	Nominal speed Case/h	Production line
BW00BT61-2307	BUDWEISER 610ML1X12 OW	10-Jul-23	3	7	4	3	10,080	720	Line A
BW00BT61-2310	BUDWEISER 610ML1X12 OW	25-Jul-23	3	7	4	3	18,400	720	Line A
BWP2BT61-2303	BUDWEISER 610ML6X2 OW	15-Jul-23	3	7	4	3	16,720	720	Line A
BW00CA50-2302	BUDWEISER 500ML1X12 BOX CAN	10-Jul-23	3	7	4	3	52,096	1200	Line A
BWP2CA50-2302	BUDWEISER 500ML6X2 CAN	10-Jul-23	3	7	4	3	120,096	1200	Line A
BW00DR20-2306	Budweiser KEG	10-Jul-23	3	7	4	3	15,040	80	LINE B
BW00DR20-2307	Budweiser KEG	15-Jul-23	3	7	4	3	5,040	80	LINE B
BW00DR20-2308	Budweiser KEG	25-Jul-23	3	7	4	3	15,040	80	LINE B
BWALBT35-2301	BUDWEISER 355ML1X24 ALU	10-Jul-23	3	7	4	3	12,016	450	Line A
BW00CA33-2304	BUDWEISER 330ML1X24 BOX CAN	15-Jul-23	3	7	4	3	50,040	1100	Line A
BWP2BT61-2304	BUDWEISER 610ML6X2 OW	25-Jul-23	3	7	4	3	11,760	720	Line A
2302004-VN-BC	BUDWEISER 330ML1X24 BOX CAN	25-Jul-23	3	7	4	7	10,680	1100	Line A
2302004-VN-BC	BUDWEISER 500ML1X12 BOX CAN	25-Jul-23	3	7	4	7	10,064	1200	Line A
0215-2023	Budweiser KEG	25-Jul-23	3	7	4	14	6,000	80	LINE B
0206-2023	BUDWEISER 500ML1X12 BOX CAN	25-Jul-23	3	7	4	14	30,024	1200	Line A
BUD-2023-03-02	BUDWEISER 355ML1X24 ALU	15-Jul-23	3	7	4	3	14,716	450	Line A
BUD-2023-03-02	BUDWEISER 330ML1X24 BOX CAN	25-Jul-23	3	7	4	3	110,305	1100	Line A
LHA6590	BUDWEISER 610ML1X12 OW	25-Jul-23	3	7	4	14	13,360	720	Line A

Change over matrix among product:

Unit (Mins)	BUDWEISER 610ML1X12 OW	BUDWEISER 500ML1X12 BOX CAN	BUDWEISER 500ML6X2 CAN	BUDWEISER 355ML1X24 ALU	BUDWEISER 330ML1X24 BOX CAN	BUDWEISER 610ML6X2 OW
BUDWEISER 610ML1X12 OW	X	120	120	180	180	30
BUDWEISER 500ML1X12 BOX CAN	180	X	30	360	60	180
BUDWEISER 500ML6X2 CAN	180	30	X	360	60	180
BUDWEISER 355ML1X24 ALU	150	360	360	X	360	150
BUDWEISER 330ML1X24 BOX CAN	120	60	60	360	X	120
BUDWEISER 610ML6X2 OW	30	120	120	180	180	X

Given that our brewery operates 24 hours/day and 6 days/week. There will be CIP & start-up line time taking 3 hours in total, and CIP at the final takes 2 hours.

Our breweries are now at the full capacity until the end of June 10th.

At the same time, we are informed about a shipment of 32,000 CASE Budweiser 610ml 1x12 OW ® to Singapore damaged due to transportation. The distributor's warehouse was where the defective product was discovered.

➤ *The new delivery will be on July 10th*

We have just imported necessary production materials for order in July and Procurement team did not plan to purchase materials for defective orders.

➤ **Production materials status:**

- Available materials at the brewery: total available material and newly imported one are definitely not enough to produce July order and compensated orders. Materials should be imported more.
- Time to import materials to brewery will be 14 days.

Our current challenge is replacing orders for the Singapore distributor on schedule while ensuring that orders shipped in July to other nations are delivered without delay.



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YOUR TASK

Candidates should come up with a **production plan** to complete the orders on time and minimize the costs incurred.



APPENDIX

Supply & Logistics function headcount in 2 breweries:

Sub-Function	Headcount
Admin	3
Brewing	33
EHS	2
Logistics	13
New Product Development	2
Packaging	52
Planning	5
Plant Management	3
PPM	3
Quality	12
Technical Support	32
Grand Total	160

Wish you all the best!