



Intercultural Management

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TRADE

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Heineken[®]



Heineken beer company – Key factors

In brief

- Global beer industry based in the Netherlands
- One of the biggest beer companies in the world
- More than 140 breweries in 71 countries

Origin



Key Performance Indicator

- €20.792 million (total revenue)
- 49,1 mhl (sales volume)
- 73.525 (employees)

Characteristic Product



Heineken approach to a SSCM with regards to the four criteria of the UN Global Compact



Human Rights

Non-complicity in Human rights violations

Heineken will act in such a way that none of its operations knowingly contribute to human rights violations by others

Non-discrimination

People are based on the principle of equal opportunity, without distinction to race, gender, sexual orientation, religion, descent or origin.

Freedom of association and the right to collective bargaining

Heineken respects the rights of its employee to be represented in order to advance their legitimate interests

Working hours

Heineken recognizes the right to rest and leisure and will therefore always comply with local laws, regulations and/or local customs with regard to working hours and overtime.

Forced labor and child labor

Heineken will avoid working with suppliers or employment agencies that are known to be making use of forced or compulsory labor in their operation.

Remuneration

Heineken pays for responsibility and for performance



Labor



Environment

Beverage Industry Environmental Roundtable (BIER)

Heineken is a member of Beverage Industry Environmental Roundtable (BIER) and has signed the BIER 2015 Joint Commitment on Climate Changes, committing to:

- Reduce energy consumption and source cleaner fuels
- Work with others to share tools and knowledge to manage water risk
- Collaborate on research and partnerships to create a more climate-resilient food chain
- Continue to reduce the industry's water footprint and support other sectors do the same



Anti-Corruption

Specific standard disclosures

G4-S03

Total number and percentage of operations assessed for risks related to corruption and the significant risks identified

G4-S04

Communication and training on anti-corruption policies and procedures

G4-S05

Confirmed incidents of corruption and actions taken

AmBev



Ambev beer company – Key factors

In brief

- Global beer industry based in the Brazil
- One of the biggest beer companies in the world
- More than 500 beer brands in 50 countries

Origin



Key Performance Indicator

- \$4.85 billion (total revenue)
- 116 mhl (sales volume)
- 200.000 (employees)

Characteristic Product



Ambev approach to a SSCM with regards to the four criteria of the UN Global Compact



Human Rights

Global Procurement Responsibility Policy

The policy defines the standards and principles to be followed in the company and in the supply chain in the matters.



Labor

Health and safety for employees

The company makes sure the health and safety rate into the company and it is improving every year

Working hours

The average working hours per employee are 8.8 for men and 11.3 for woman in the year 2016.



Environment

Water Efficiency Self-Assessment System

- Member of SAVEh
- Member of the United Nation Global Compact
- The CEO Water Mandate

Ambev as most sustainable company

Ambev was elected one of the eight most sustainable companies in the customers good sector. This was one of the most important awards in this area of Brazil.



Anti-Corruption

Member of two main anti-Corruption laws

- Brazilian Anti-corruption law
- To US Foreign Corruption Parcites Act called "FCPA"

Every employee must sign an anti-corruption contract

Overall comparison regarding to US GC Principles



ambev



Human Rights

- Heineken has certain policies for human rights but don't have projects to improve the human rights.

- Ambev has a policy about human rights but the company is so big to achieve that.



Labor

- Proactive support and wants employees to come up with ideas. Heineken gives extra money for responsibility and performance.

- Employees can work a lot of hours in the company on an average day. The company wants the employees just to their work.



Environment

- Heineken is a member of Beverage Industry Environmental Roundtable (BIER) and has signed the BIER 2015 Joint Commitment on Climate Changes. They have different rules they need to live up to.

- Have joint the water Efficiency Self-Assessment System



Anti-Corruption

- They have specific standard disclosures they have to uphold.

- The are member of two main anti-Corruption laws

COUNTRY COMPARISON

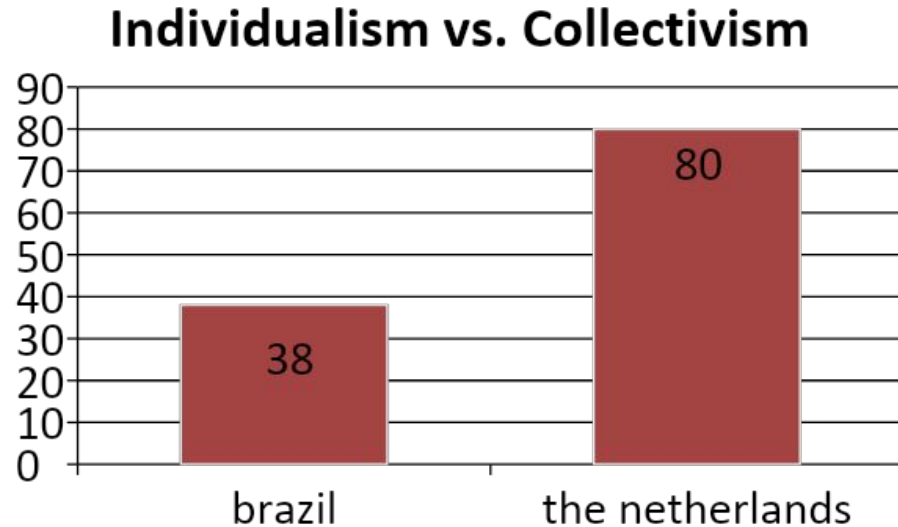
Brazil × Netherlands ×



	Netherlands	Brazil
Power Distance	(38)being independent, hierarchy for convenience only, equal rights, superiors accessible, coaching leader, management facilitates and empowers	(69) Believe in hierarchy and the different distribution of power justifies the fact that power holders have more benefits
Individualism vs. Collectivism	(80)individuals are expected to take care of themselves and their immediate families only; hiring and promotion decisions are supposed to be based on merit only	(38) Family is very important; In business it is important to build up trustworthy and long lasting relationships
Long-Term Orientation	(67) easily adapt traditions to changed conditions, a strong propensity to save and invest, perseverance in achieving results	(44) Intermediate score
Uncertainty Avoidance	(53) Slight preference for uncertainty avoidance	(76) strong need for rules and elaborate legal systems

Differences in the companies' approach to Human Rights

Due to a high degree in individualism in the Netherlands(80) , it could be suggested that they do not take care of Human Right standards very thoroughly whereas Brazil has a higher degree of collectivism (38) which could suggest that they value Human Rights more



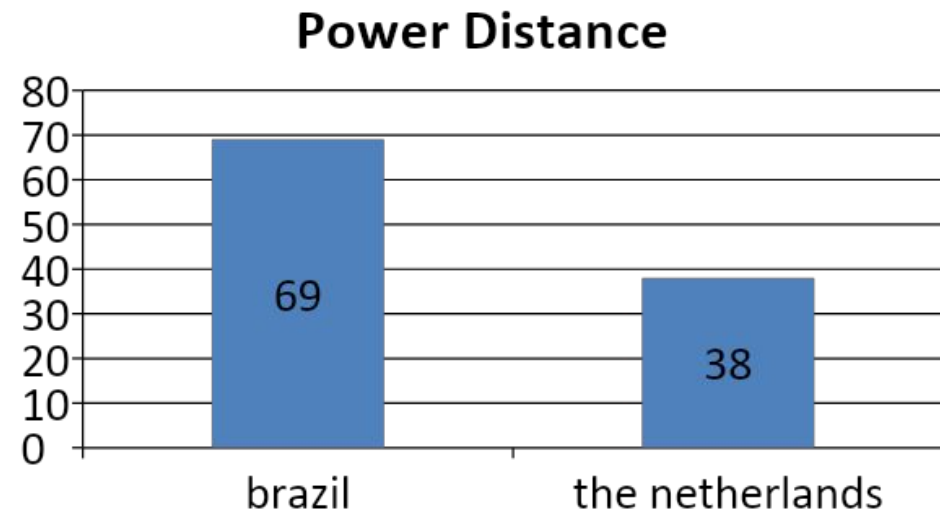
Research findings:

->Heineken actually recognizes that all people should be treated equally without distinction to race, gender, sexual orientation, religion, descent or origin they don't have any real plans

->Ambev actually has only more of a policy towards human rights but no distinct regulations

Differences in the companies' approach to Labour

The Low degree in power distance in the Netherlands(38), suggests an emphasis on equal power distribution within their suppliers network whereas the high degree in Brazil (69)suggests a top-down structure



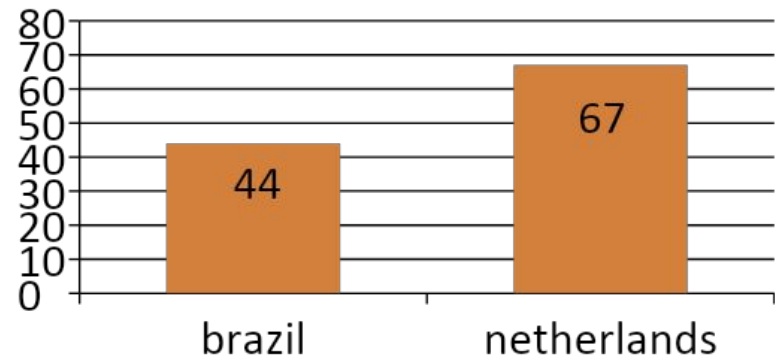
Research findings:

- > Heineken actually cares for an equal payment and employees can forward their own ideas. Heineken also pays it's suppliers dependent on how responsible they act
- >Ambev applies, as according to Hofstede, a top-down structure

Differences in the companies' approach to Environment

The intermediate score for Brazil (44) suggests that the main focus doesn't lie on the preservation of nature and using renewable resources whereas the high score of the Netherlands (67) suggests a high awareness towards the nature and using resources judiciously.

Long-Term Orientation



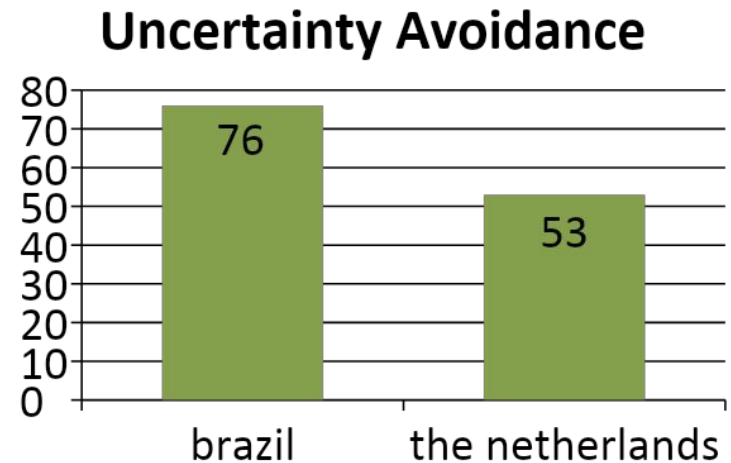
Research findings:

- > Heineken is a member of Beverage Industry Environmental Roundtable (BIER) and committed itself to following certain rules which is in line with the expectable
- > in contradiction to Hofstede, Ambev is Member in several environmental organizations and was even elected one of the eight most sustainable companies in the customers good sector in Brazil

Differences in the companies approach to Anti-Corruption

The high score of Brazil (76) suggests that companies have a lot of rigid rules and do not tolerate corruption

The intermediate score with a slight preference for Uncertainty Avoidance of the Netherlands (53) suggests that they are not acting as severe against corruption and have more flexible rules



Research findings:

-> Heineken is actually fighting against corruption by providing trainings on anti-corruption policies and procedures

->Ambev as in line with Hofstede there are a lot of contracts and rigid framework