



FUTURE OF CREATIVE PARTNERSHIPS



Purpose of The Future of Creative Partnerships:

Accelerate the power of Creative
Excellence to deliver brand growth and
effectiveness

By evaluating our current Creative Partnerships and Ecosystem to future
proof and be a fundamental accelerator for Creative Excellence and enable
our Transform Brand Building BOLD move.

PRE READ CONTENT

1 Process Update

2 RFI Update & Results

3

Next Steps & Actions:

- Steerco Decision
- Baseline Collection
- Chemistry Meetings
- RFP – Your Input/Feedback
- Mid Year Review

Process update:

“ Following the March Marketing Council
what have we done? ”

MAR

Marketing Council
Your input

APR



1

HEINEKEN Needs Assessment
Detailed needs analysis

- Clear agency search brief
- Set expectations on agency model and scope

2

The Universe
A whole world of possibilities
A long list of choices

- Long list of suitable agencies
- Decision on shortlist to go to RFI (request for information) stage

MAY



3

RFI – Informed Credential
Gain additional insight into the shortlist
of agencies

- Scoring and evaluation report of track record, operational health, relevant experience, and team structure

We are here 

4

Chemistry Sessions
Checking chemistry and dynamics

- Scoring Report – Focus on the dynamics between the client and agency and agency itself

Marketing Council 08/06

JUN

Chemistry Sessions:
Cannes 22&23/06
**SEE CHEMISTRY SESION
INFO PACK**

5

RFP – Finalist Round
Agencies respond to strategic brief and
submit cost templates

- Develop RFP Brief
- Final Presentations – Agencies respond to the strategic brief
- Agency SOW Fee and Media Cost Template submissions
- Reference Check Report
- Scoring Report – Focus on strategic abilities of the agencies

JUL-SEPT



6

Partner Alignment
Setting compensation and incentive
structures

- Fee analysis and benchmarking report
- Final fee and contract



OCT-NOV

 **HEINEKEN**

Update:

Following the March Marketing Council where we shared the model approach below, we have decided to put the

Mavericks on hold until after AOR decision has been made

<p style="text-align: center;"> 2 Global AORs</p> <p>WHAT ARE AORs?</p> <ul style="list-style-type: none">• Network agency partner who are highly strategic for long-range marketing counsel/planning and able to provide superior end-to-end management of major, global brands. <p>CONDITIONS</p> <ul style="list-style-type: none">• Global brand to have 70-80% consolidated towards 1x AOR only <hr/> <p>WHY</p> <ul style="list-style-type: none">• Thought Leadership• Brand Guardianship• Innovation Roadmap• Brand Consistency• Global Footprint	<p style="text-align: center;"> 1 Global Transcreation Partner</p> <p>WHAT IS A TRANSCREATION PARTNER?</p> <ul style="list-style-type: none">• Transcreation agency responsible for execution/asset development / adaptation / localization work <p>CONDITIONS</p> <ul style="list-style-type: none">• 1x partner for all OpCos to use. <hr/> <p>WHY</p> <ul style="list-style-type: none">• Speed, Quality, Price• Brand Consistency• Cost saving• Efficiency <p>Single repository (DAM), frees market managers to focus on local strategy and activations</p>
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RFI update:

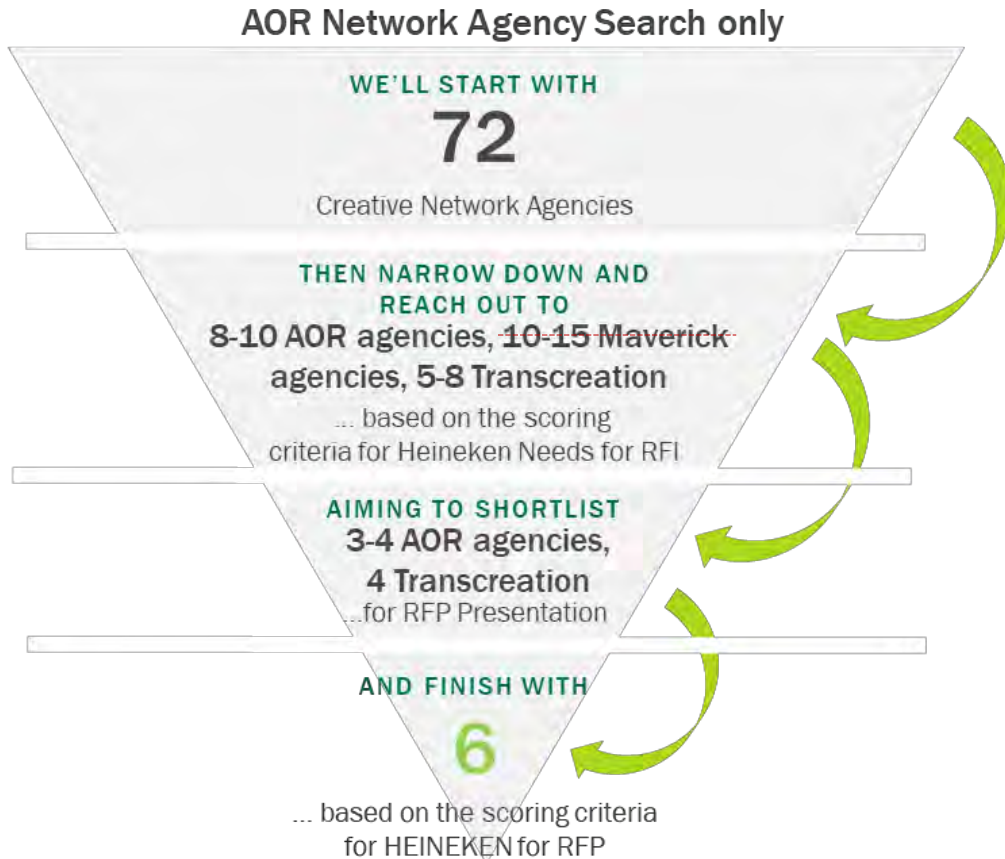
“

How did we choose the agencies for RFI from
the long list? What are the results?

”

Approach to identify RFI Shortlist

Screening for the Best Agency Partners for HEINEKEN



What was the approach?

2 
Global AORs

WHAT ARE AORs?

- Network agency partner who are highly strategic for **long-range marketing counsel**/planning and able to provide superior end-to-end management of major, global brands.

CONDITIONS

- Global brand to have 70-80% consolidated towards 1x AOR only

WHY

- Thought Leadership
- Brand Guardianship
- Innovation Roadmap
- Brand Consistency
- Global Footprint

1 
Global
Transcreation Partner

WHAT IS A TRANSCREATION PARTNER?

- Transcreation agency responsible for execution/**asset development / adaptation / localization work**

CONDITIONS

- 1x partner for all OpCos to use.








WHY

- Speed, Quality, Price
- Brand Consistency
- Cost saving
- Efficiency

Single repository (DAM), frees market managers to focus on local strategy and activations

*See appendix for detailed overview and selection criteria

Shortlist invited for RFI

Agencies Type		
Network Agencies		Transcreation
OmnicomGroup	BBDO	 <p>*Incumbent</p>      <p>→ Pulled Out</p>  <p>CreativeDrive Part of Accenture Interactive</p>
WPP	Ogilvy VMLY&R	
IPG	McCANN	
accenture	Accenture Song	
*Incumbent PUBLICIS GROUPE	Publicis WORLDWIDE	
dentsu	dentsu creative	

RFI update:

What we got back and RFI results.

“

What is the key take out for each agency?

”

See separate optional pre read for full RFI brief

RFI (Stage 1) Evaluation Criteria

Case Study (40%)

How well does the submitted case study reflect the agency's relevant capabilities – showcased via an integrated communications campaign driven by stellar strategic thinking and innovative creative executions. This case study must demonstrate their agency's ability to:

- Operate at the speed of culture to drive social engagements that grow category conversations and build brand favourability
- Develop globally-insightful work that was successfully adapted for the local nuances of 5 or more markets/ regions

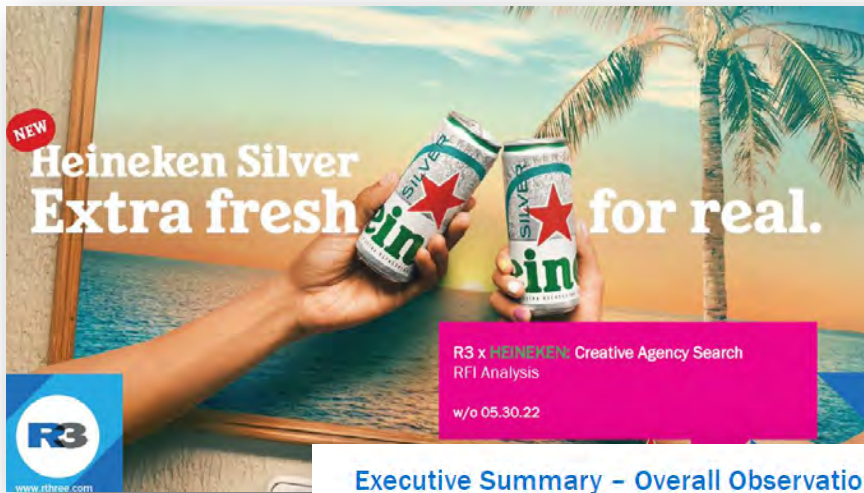
Operational Health (30%)

- Team Experience: Average Team Tenure (leadership team and working team)
- Clients: Top 5 Client Average Tenure, Client Relevance
- Business Health: Revenue Growth and Headcount Growth (2019 to 2021),
- DE&I Workplace
- Global Footprint

POV for Driving Creative Excellence (30%)

A point-of-view on how to address Creative Innovation and Cultural Relevance, while ensuring Global Campaigns and Big Idea consistency and relevancy in local markets

See separate pre read for full RFI Analysis & Results



Executive Summary – Overall Observations

7

AGENCY PARTICIPATION

- Accenture Song
- BBDO
- Dentsu Creative
- McCann
- Ogilvy
- Publicis
- VMLY&R



RFI EVALUATION CRITERIA

- Operational Health (30%)
- Case Study (40%)
- POV for Driving Creative Excellence (30%)



AGENCY STRUCTURE AND EXPERIENCE

- #1 BBDO - 21%
- #2 VMLY&R - 20%
- #3 Ogilvy - 18%



CASE STUDIES

- #1 BBDO - 37.5%
- #2 McCann - 35%
- #3 Accenture Song - 32.5%



POINTS OF VIEW

- #1 Dentsu - 28.1%
- #2 BBDO - 24.4%
- #3 Publicis - 24.4%



DE&I (Score out of 10)

- #1 McCann - 8.8
- #2 Publicis - 8.1
- #3 BBDO - 7.5



TRANSITION (Score out of 10)

- #1 BBDO - 8.8
- #2 Ogilvy - 8.8
- #3 VMLY&R - 8.1



SUSTAINABILITY (Score out of 10)

- #1 BBDO - 7.5
- #2 Ogilvy - 7.5
- #3 VMLY&R - 7.5



OVERALL PERFORMANCE (Score out of 10)

- #1 BBDO - 83%
- #2 McCann - 73%
- #3 Publicis - 72.7%
- #4 Ogilvy - 72.6%
- #5 VMLY&R - 70%
- #6 Accenture Song - 68%
- #7 Dentsu - 61%



SHORTLIST TO CHEMISTRY MEETINGS

- Shortlist 7 agencies to Chemistry Meetings
- Propose that 2 be eliminated
- Shortlist 4-5 for RFP stage

RFI Total Score

BBDO has slight edge, most agencies performing

RANKING		1	2	3	4	5	6	7	
Category	Evaluation Criteria	Weightage	BBDO	McCANN	Publicis	Ogilvy	VMLY&R	Accenture Song	dentsu creative
Agency Structure and Experience	Operational Health	10%	3.4%	3.3%	4.2%	3.4%	5.0%	6.7%	5.0%
	Relevant Client Experience and Structure	10%	7.5%	8.3%	7.5%	7.5%	6.7%	6.7%	5.0%
	Team Experience	10%	10.0%	5.0%	6.3%	7.5%	8.8%	5.0%	6.3%
Case Studies	Total Agency Structure and Experience score	30%	20.9%	16.7%	17.9%	18.4%	20.5%	18.3%	16.3%
	Case Studies	40%	37.5%	35.0%	29.2%	30.8%	29.2%	32.5%	15.0%
Strategic POVs	Strategic POVs	30%	24.4%	21.6%	24.4%	23.4%	21.6%	15.0%	28.1%
	Total		82.7%	73.2%	72.7%	72.6%	71.2%	65.8%	59.4%

Next Steps & Actions:

“ What is your role in the following next steps? ”

- Steerco Decision

- Stop all significant Strategic Creative agency & Transceation pitches

- Baseline Collection

- We have issued communication to collect the baseline from agencies, please support your appointed local champions where required
- Communication to your existing agencies: We are reviewing our existing model and require baseline to do a full benchmarking activity

- Chemistry Meetings

- Will be held 22 & 23 June in Cannes at the HNK Cabana – you have received the invitation if you are present please join if your schedule allows. **For consistency & formality if you attend 1 session please attend ALL.** See schedule & brief in appendix

- RFP – Your Input/Feedback

- We will be sharing the RFP brief with you for your feedback and builds in the coming weeks

- Mid Year Review

- Mid Year Review and End Year Review is now mandated and mandatory to complete going forward
- Mid year has been launched please brief your team to ensure agencies representing 80% of the spend will be reviewed.

APPENDIX

1 > RFI Long List Selection Criteria

2 > Chemistry meeting Schedule





Agency Service Requirement AOR Network Agencies

<9
Below Average

11 - 17
Average

18 - 25
Strong

To go deeper into the Long List, we used **four initial criteria based on the Heineken Needs Assessment** to assess each agency.

CRITERIA	MAX SCORE	SCORING CRITERIA
 Strategic Prowess	25	Thoughts leaders who are highly strategic for long-range marketing counsel/planning, able to drive both attitudinal and performance metrics while constantly challenging the status quo in the in premium beer to NoLo beverages category.
 Breakthrough Creativity	25	Unapologetically creative, challenger mindset, constantly supplies fresh ideas, and have a reputation for creating award winning or viral and transformative creative work.
 Digital First / Futurist Mentality	25	Outstanding digital-first creative talent that stays ahead of the curve with track record of designing integrated consumer experiences and driving disruptive, innovative, ground-breaking pilots & activations.
 Operational Excellence and Agility	25	Superior end-to-end management of major, global brands. Can build, grow, and flex with Heineken's needs in both the near and long term. Offers the best people and capabilities that are worthy of and can elevate the world's best beer brand.

LONG LIST: Global Agency Networks Ranked

Agency	Network	Strategic Prowess (Score: 25)	Breakthrough Creativity (Score: 25)	Digital First/ Futurist Mentality (Score: 25)	Operational Excellence and Agility (Score: 25)	Total
BBDO	Omnicom	20	21	17	19	77
McCann	IPG	19	17	18	21	75
Ogilvy	WPP	21	17	17	20	75
Publicis	Publicis Groupe	19	17	19	20	75
VMLY&R	WPP	19	17	20	18	74
DDB	Omnicom	18	18	16	18	70
TBWA	Omnicom	17	18	18	17	70
Accenture Interactive	Accenture	15	19	21	14	69
Wunderman Thompson	WPP	18	15	17	19	69
BBH	Publicis Groupe	21	18	15	14	68
Saatchi & Saatchi	Publicis Groupe	17	14	17	16	64
FCB	IPG	16	16	15	16	63
Grey	WPP	16	14	13	19	62
Leo Burnett	Publicis Groupe	16	15	15	16	62
McGarryBowen*	Dentsu	16	15	15	14	60
Havas	Havas	15	15	14	15	59
MullenLowe	IPG	15	14	13	15	57
M&C Saatchi	Publicis Groupe	13	15	12	13	53

*Dentsu's strength remains in Media





Agency Service Requirement Transcreation Agencies

<9
Below Average

11 - 17
Average

18 - 25
Strong

To go deeper into the Long List, we used **four initial criteria** based on the Heineken Needs Assessment to assess each agency.

CRITERIA		MAX SCORE	SCORING CRITERIA
	Global Presence & Network	25	Extensive network of offices across the globe, appropriately staffed.
	Production Capabilities	25	Highly competent, excellent full service production capabilities, beyond foundational services to include development of global playbooks, creative origination, adaptation, translation, localization, etc.
	Relevant Experience	25	Highly experience in Alcohol, NoLo, Beverage category, number of global clients, relationship tenure and high revenue contribution, service provided, account significance.
	Agile Methodology	25	Highly agile and nimble, experience with large network campaigns, can deliver large scale assets, fast churn. localized by market.

LONG LIST: Transcreation Agencies Ranked

Agency	Network	Global Presence & Network (Score: 25)	Production Capabilities (Score: 25)	Relevant Experience (Score: 25)	Agile Methodology (Score: 25)	Total
Hogarth	WPP	23	19	21	21	84
Tag	Independent	22	22	20	20	84
eg+	Omnicom Group	20	20	21	22	83
Creative Drive	Accenture	18	17	20	21	76
Oliver	Brandtech Group	18	16	23	15	72
SGK	Matthews	18	18	16	17	69
Media.Monks	S4	17	18	17	16	68
HH Global	HH Global	13	19	18	17	67
Craft	IPG	15	16	17	17	65
Wellcomm	Innocean	16	17	16	16	65
Prodigious	Publicis	14	17	16	17	64
Taylor James	Tag Worldwide	15	16	16	15	62
Dentsu x	Dentsu	16	14	15	16	61
ADK+	ADK	12	14	12	14	52

*Oliver focuses more on in-house set up

*Media Monks is more focused on creative

*Dentsu's strength remains in Media

Chemistry Meeting Schedule – Creative AOR

- Wed (6/22) 9am-1pm CET – 4 Agencies
- Thursday (6/23) 9am -12noon CET – 3 Agencies
- Scheduled in alphabetical order
- Option to drop if RFI submissions are unsatisfactory

Time	Wednesday 6/22	Thursday 6/23
9 - 9.50am		dentsu creative
10 - 10.50am	BBDO	Ogilvy
11 - 11.50am	Accenture Song	
12 - 12.50pm	McCANN	

