



**Heineken**  
**Request for Information: Creative Agency**  
**April 2022**





## Overview

## Context

HEINEKEN´ s Evergreen strategy has a clear ambition of driving growth through stronger brand portfolios with a focus on building brilliant premium brands.

At HEINEKEN, we recognize the need for transforming the way we do brand building and have launched a major initiative in the organization in which Creative Excellence will be one of the key enablers to bring back brand growth and brand power. More than 15 years of empirical research into advertising effectiveness, prove the undeniable role of creativity in producing strong commercial outcomes (sales growth, market share growth, profitability).

Using the power of Creative Excellence to drive Brand Power growth requires to elevate our creative output, demonstrate a strong creative commitment and ensure a robust and sustainable creative culture within the organization.

# The DREAM

Creative Excellence as a critical enabler for disproportionate growth of brand power and market share driven by:

- Accelerating growth via the pursuit of better creative output, higher creative commitment, and through a stronger culture of creativity and effectiveness; becoming externally recognized by customers, consumers, and stakeholders for the quality our creative output.
- Creating meaningful, different Brand associations that are widely recognized
- Leading popular culture and attracting gen Z population
- Creating unique Brand Experiences by using the power of data and technology in innovative ways

## Overview of this RFI

Heineken is seeking to build new long-term relationships with the most innovative and result-oriented agency partners. This partnership will help drive business performance through consistent thought leadership and game-changing strategic thinking for Heineken. Heineken's portfolio includes more than 300 brands in 150 countries

In scope for this review are services related to the following:

- Strategic Thinking
- Creative Leadership Building Brands through Impact
- Brand Development and Stewardship
- Seamless Omni-Channel Communication

Further detail on the agency scope will be shared during the RFP stage.

## At a Glance<sup>1</sup>



<sup>1</sup>All info refers to FY2021 results. For Market Cap, it refers to status at 31 Dec 2021.

*"We delivered a strong set of results in 2021 in a challenging and fast-changing environment. I am proud of how our colleagues, customers, and suppliers continued to adapt, support one another, and deliver these results.*

*We made a big step towards recovering to pre-pandemic levels, and in parts going beyond. I am pleased with the great momentum of the Heineken® brand, the renewal of our brand and product portfolio, the acceleration of our digital transformation and how we are strengthening our footprint with the acquisition of UBL in India and our announced intentions for Southern Africa. We raised the bar on sustainability and responsibility and are making big strides in right-sizing our cost base.*

*Looking ahead, although the speed of recovery remains uncertain and we face significant inflationary challenges, we are encouraged by the strong performance of our business and how EverGreen is taking shape. This gives me confidence we are on course to deliver superior and balanced growth to drive sustainable long-term value creation."*



**FY2021 Results**

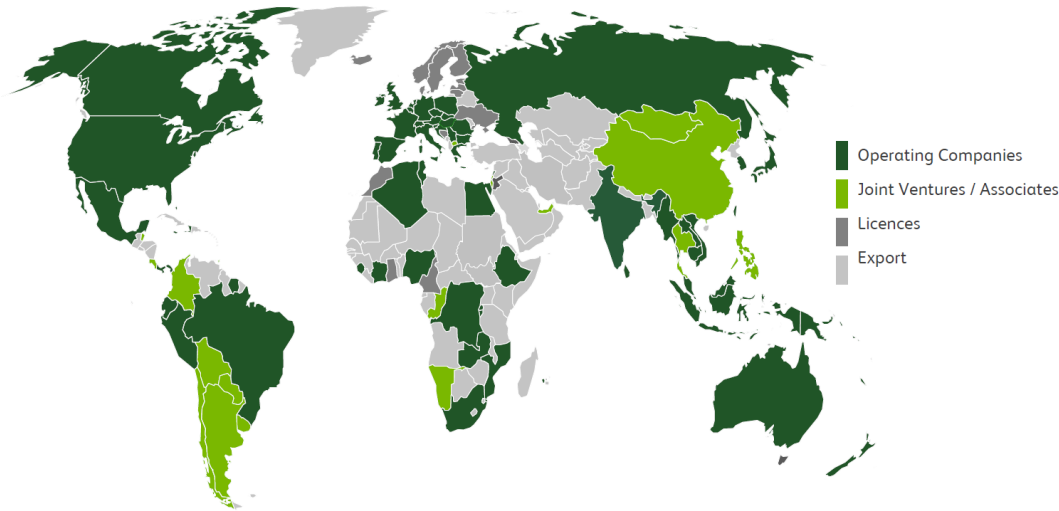
**Dolf van den Brink**

Chairman Executive Board / CEO

 **HEINEKEN**

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## Diversified global footprint geared for growth

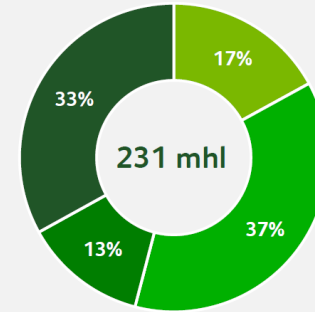


### Significant deals

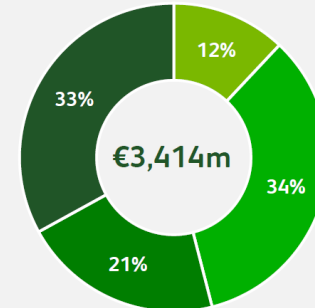


13.33 x 7.50 in

### Consolidated Beer Volume (mhl)<sup>1</sup>



### Operating Profit (beia; €m)<sup>1</sup>



AMEE Americas APAC Europe

<sup>1</sup>Data refers to FY2021 results & excludes Head-Office and eliminations.

## Heineken®: The most international beer brand



Heineken® volume in 2021

**+17.4%**

Heineken® Silver more than doubled its volume and will reach over 25 markets by 2022

Heineken® 0.0 grew in the thirties and is the largest non-alcoholic beer brand in the world

For more information: [Our Heineken® Brand](#)

## KEY FACTS

**>190**

# markets in which Heineken® is sold as the most international beer brand

**c.20%**

Heineken® volume as % of total volume

**14**

# markets where Heineken® >1mhl

**>100**

# markets where Heineken® 0.0 is available

 **HEINEKEN**

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## Winning portfolio and strong track record in building new categories



Top premium beer portfolio

Versatile international and domestic portfolios to successfully compete in a wide range of consumer occasions

For more information: [Our Brands](#)

## KEY FACTS

>300 Brands

>40% Revenues from PREMIUM

c.6% LONO volume as % of total volume winning in traditional soft drink occasions

c.2% CIDER as % of total volume offering an opportunity to leverage existing assets appealing to additional consumers

## Drive premiumisation at scale led by Heineken®



### Heineken®



Win value share, everywhere



### International brands



Scale and replicate success



### Local premium champions



Fewer, bigger bets



# Brew a Better World #RaiseTheBar2030

## ENVIRONMENTAL

### Reach carbon neutrality

- Net zero emissions in production by 2030
- Carbon neutral value chain by 2040, 30% absolute reduction by 2030
- 100% sustainable ingredients (hops, barley) by 2030

### Maximise circularity

- Zero waste to landfill for all our production sites by 2025
- Turn waste into value and close material loops throughout the value chain – strategy & targets in development

### Towards healthy watersheds

- Fully balance water used in our products in water-stressed areas by 2030
- Maximise reuse and recycling in water-stressed areas by 2030
- Treat 100% of wastewater of all breweries by 2023
- Reduce average water intake to 2.6 hl/hl in water-stressed areas, and 2.9 hl/hl worldwide by 2030

### Foundation: our ways of working

## SOCIAL

### Embrace inclusion & diversity

- Gender balance across senior management: 30% women by 2025, 40% by 2030
- Cultural diversity: across each region at least 65% of country leadership teams are regional nationals by 2023
- 100% of our managers trained in inclusive leadership by 2023

### A fair & safe workplace

- Fair wage for employees: close any gaps by 2023
- Equal pay for equal work: assessments and action by 2023
- Ensure fair living and working standards for third party employees and brand promoters
- Create leadership capacity to drive zero fatal accidents and serious injuries at work

### Positive impact in our communities

- A social impact initiative in 100% of our markets every year
- Local sourcing of agricultural ingredients in Africa: 50% increase in volume by 2025

### Responsible business conduct

- An effective Speak Up framework
- Zero tolerance to bribery and corruption

## RESPONSIBLE

### Always a choice

- A zero alcohol option for two strategic brands in the majority of our markets (accounting for 90% of our business) by 2023
- Clear and transparent consumer information on 100% of our products by 2023

### Address harmful use

- 100% of markets in scope have a partnership to address alcohol-related harm

### Make moderation cool

- 10% of Heineken® media spend invested every year in responsible consumption campaigns, reaching 1 Billion consumers

### Respecting human rights

- Ongoing due diligence
- Good governance

Our commitments



# Key Agency Attributes

| CRITERIA                                  | MAX SCORE | SCORING CRITERIA  |
|---|-----------|---|
| <b>Strategic Prowess</b>                  | <b>25</b> | Thought 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 Lono beverages category.       |
| <b>Breakthrough Creativity</b>            | <b>25</b> | Unapologetically creative, challenger mindset, constantly supplies fresh ideas, and has a reputation for creating award winning or viral and transformative creative work.  |
| <b>Futurist Mentality</b>                 | <b>25</b> | 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.                                |
| <b>Operational Excellence and Agility</b> | <b>25</b> | 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. |

# Agency Partner Expectations

The Creative AOR will be a partner with whom we aim to foster a long-term relationship.

As a company that is undergoing major transformation, we would like to the following commitment from our agency partners:

- Operate with fluidity and agility: Throughout 2022, Heineken is reinventing its marketing operating model and agency ecosystem and requires a lead creative agency partner who will be open and adaptive to new ways of working and evolving partnership relationships, both from a creative execution and operations POV
- Be a strategic and creative leader across multiple brands and multiple markets
- Own and drive big ideas behind hero moments
- Lead the development and creation of hub content in addition to hero moments and traditional paid content
- Co-function within a digital-first, culture-driven ecosystem – collaborating seamlessly with internal teams and other agency partners to ensure flawlessly activation and amplification across various consumer touchpoints

# 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



## Case Study

# Case Study – Requirements

- Requirements

In order to help Heineken better assess your agency's strategic, creative, and digital capabilities, agencies are to share a case study that showcases an integrated communications campaign driven by stellar strategic thinking and innovative creative executions.

This case study must demonstrate your agency's ability to:

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

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- Criteria

The case study must be:

- From the lead office who is responding to the RFI
- No more than 24 months old
- In selecting the cases to feature, please consider relevance to Heineken's business as well as what they seek in their agency partner
- Provide images to support your case
- Video case study is optional
- No more than 4 slides (duplicate slide template if necessary)



# Case Study: Drive Cultural Impact through Integrated Communications

## Case Study Brief

- Provide a case study where your agency helped a client to **Drive Cultural Impact through Integrated Campaign Communications**.
- Within this case, demonstrate how your agency leveraged **Social Channels to Grow Category Conversations, Drive Consumer Engagement, & Build Brand Favourability**
- The case must be from one of the following categories:
  - 1) CPG
  - 2) Lifestyle
  - 3) Alcohol
  - 4) Fashion
- Must be a global case study, where work has travelled **beyond 5 markets/regions**

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## Case Study- Details (4 slides max.)

Each case study must include the following information:

- Client/ Brand
- Campaign Title
- Campaign Period
- Geographies
- Business Problem statement
- Business and Brand Objective
- Background and Key Challenge
- Strategic Insight
- The Big Idea
- Key Execution ideas (up to 3)
- State any first ever innovations
- Measurement and Success Metrics
- Video case study (optional)
- Award(s) won (if any)

# Case Study – Drive Cultural Impact through Integrated Communication

Within this case, demonstrate how your agency leveraged [Social Channels to Grow Category Conversations, Drive Consumer Engagement & Build Brand Favourability](#)





|  |  |
|--|--|
| Responsible Office   |  |
| Client / Brand   |  |
| Markets Served   |  |
| Background and Key Challenge                                 |  |
| Solution<br>(include the Strategic Insight and The Big Idea) |  |
| Platform/ Tools Used<br>(optional)                           |  |
| Results  |  |

# Case Study – Drive Cultural Impact through Integrated Communications

Within this case, demonstrate how your agency leveraged [Social Channels to Grow Category Conversations, Drive Consumer Engagement, & Build Brand Favourability](#)

Link(s) to case study video(s), if applicable:

Creative Sample

|   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Drag picture to placeholder or click icon to add key visual</li></ul>  | <ul style="list-style-type: none"><li>• Drag picture to placeholder or click icon to add key visual</li></ul>  |
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**POV**

# POV

Please provide a point-of-view on how you plan to deliver **creative excellence and cultural relevance** while also **ensuring the campaign and big idea can scale globally and be adapted** - without compromising creative consistency - for the **cultural nuances** of local markets.

- What are your ways of working when campaigns need to be adapted globally? E.g. how do you garner local market insights? Check cultural sensitivities? Do you provide a toolkit for adaptation? Are markets allowed to input into the toolkit before its finalised? Any other kind of assistance?
- Do you have an existing partnership network who you rely on for global transcreation? Which regions/ cities are these partners based in? (EU, APAC, AMET, LATAM)



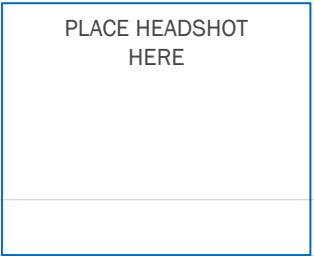
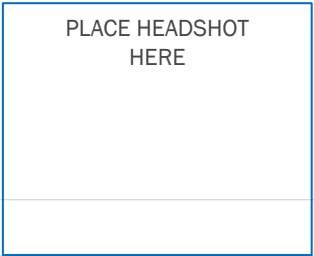
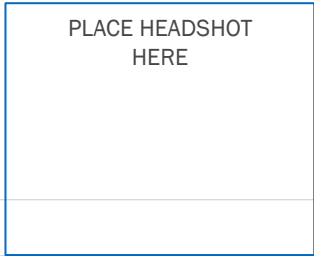
**Agency Team**

# Key Staff Bios

- On the next few slides, please provide brief biographies of up to 6 key staff members who would actively work on the Heineken business should it be awarded to your agency.
- Please include representation for the following areas:
  - Account Management/Client Leads
  - Strategy
  - Creative (if applicable, please include bio with awards and noteworthy award-winning work from current or previous agency experience under “Relevant Info”)
  - Project Management
  - Digital/ Social



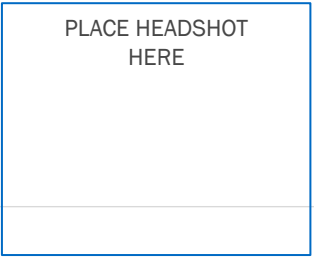
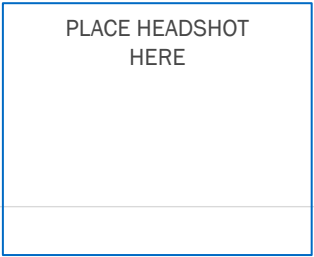
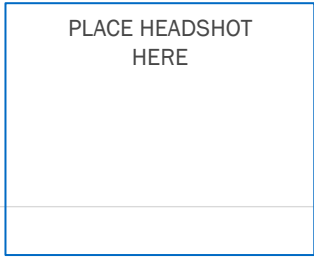
# Key Team Bios



|   |  |  |  |
|---|--|--|--|
| Name  |  |  |  |
| Job Title   |  |  |  |
| Years with the agency   |  |  |  |
| Total years of experience   |  |  |  |
| Role on business  |  |  |  |
| Office Location   |  |  |  |
| Previous agency   |  |  |  |
| Job title at previous agency  |  |  |  |
| Years with previous agency  |  |  |  |
| Relevant client experience<br>(List clients from existing<br>and previous job and add<br>description of their role in<br><300 words.) |  |  |  |
| LinkedIn Profile  |  |  |  |
| Other relevant info:<br>Bio/ Awards/ etc  |  |  |  |



# Key Team Bios



|   |  |  |  |
|---|--|--|--|
| Name  |  |  |  |
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| Role on business  |  |  |  |
| Office Location   |  |  |  |
| Previous agency   |  |  |  |
| Job title at previous agency  |  |  |  |
| Years with previous agency  |  |  |  |
| Relevant client experience<br>(List clients from existing<br>and previous job and add<br>description of their role in<br><300 words.) |  |  |  |
| LinkedIn Profile  |  |  |  |
| Other relevant info:<br>Bio/ Awards/ etc  |  |  |  |



# Thank You!

**Hailey Tay**

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