

# CREATIVE EXCELLENCE



# Creative Excellence Program

<b>COMMUNICATION OBJECTIVE</b>	Accelerate the power of Creative Excellence to deliver effectiveness and brand growth
<b>HOW</b>	<b>By pursuing more Creative Marketing, invest in higher Creative Commitment, and build a stronger culture of Creativity &amp; Effectiveness with a winning mindset</b>
<b>KPI</b>	Outperform ABI on 1. growth of brand power driven by meaningfully different brands by 2025 2. Creative Excellence External recognition (award strategy) 3. Creative Commitment (TB) 4. Creative Culture (KPI TBC)
<b>DELIVERABLE</b>	A framework to structurally elevate HKN creative output globally with focus on the biggest future growth Brands/Opco's

WHAT (AND INSPIRATIONS)

## Creative Commerce

- Memorable, Motivating, truthful
- Embracing Data and Technology
- Consumer & Customer Centric



## Creative Culture

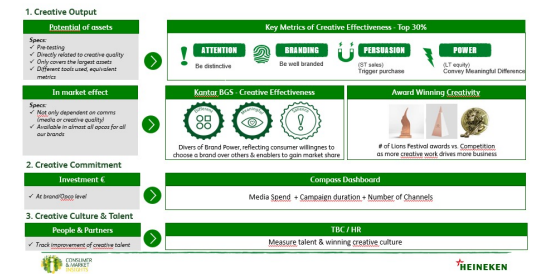
- Winning Mindset
- Support & Protect
- Embrace Risk
- Fail fast, Adopt faster, Learn faster



## Creative Commitment

- Commitment of investment
- Focus

Measuring Company Progress in Creative Effectiveness



# Creativity state of the nation 2021/22

Creative Councils: A formal place to foster a creative culture & learning



**11 Councils across 4 regions**  
 33 hours of debate,  
 49 internal brands

**Q4 2022:**

- 2 more in AMEE
- Europe round 2

## State of the Nation report\*

Summarizing the state of creativity across regions

The screenshot shows the 'State of the Nation report' for Europe. It includes an introduction, a section on 'Overall Creative State of the Nation in the European Region', and a section on 'Brand Outward Campaigns'. The report mentions that 11 Creative Councils were held across four Heineken regions (EMEA, AMEE, APAC, and Europe) over the course of 33 hours of discussion and debate. It also notes that the majority of brands have clear and well-considered brand fundamentals, but production values are generally, although not universally, high. The report highlights that campaigns were frequently video-led and confined to traditional media, rather than involving big ideas that fully explored the creative potential of touchpoints across all 14 Must Win Battles. A critical issue facing Heineken at the moment is that AB (Beer) is not only the largest and wealthiest player in the market, but also a company that has long committed to building and sharpening its creative capabilities. This, of course, culminated in AB being awarded the title of Creative Marketer of the Year at the Marking Council in 2021. In the report, Heineken brands are credited for demonstrating the consistent creative ambition, bravery, and executional flair that have become hallmarks of AB Heineken brands over recent years.



The level of creativity overall was respectable, punctuated with flashes of world-class innovation and creative inspiration.



The majority of brands have clear and well considered brand fundamentals; many campaigns are built upon robust human insights.



Production values are generally, although not universally, high.



There are a number of examples of Heineken brands deliberately and effectively breaking with the narrow conventions of the category.



Too frequently the campaigns being presented to the Creative Councils were fundamentally conservative in their ideas and executions.



Campaigns were frequently video-led and confined to traditional media, rather than involving big ideas that fully explored the creative potential of touchpoints across all 14 Must Win Battles. Genuinely social-first campaigns were absent.



A not insubstantial minority of brands fell into the 'Cliché' bracket through their relative lack of insight, their use of 'stock-shot-esque' imagery, and their general willingness to conform to, rather than challenge, what is expected from beer brands.

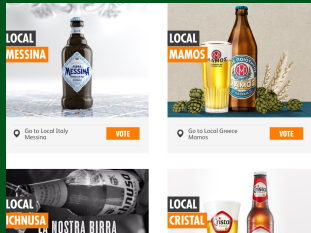
\*Full report shared as a pre-read on the Marking Council microsite.



# Creative Excellence Program – YTD



Foster Creative Culture & Learning



Roll-out to all regions from April

THE CREATIVE MONDAYS

Bringing the outside in

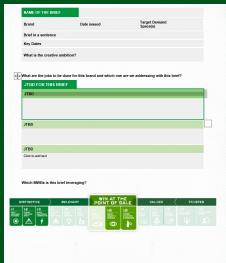


Launch 17<sup>th</sup> of January, Quarterly inspiration sessions



The IMC Brief

One Consumer-led Brief & Briefing



Launch March, Q1 bold Intervention



Creative Excellence Effectiveness Program  
James Hurman

How to drive Creative Effectiveness



Pilot Heineken Brand Mid February – Mid May



Award Winning Strategy & Program

Hands-on support by experts



Clear pipeline (Feb) and optimized submissions



Cannes Deconstructed Program

Integrated partnership pre-during-post



A complete program from April onwards

# Creative Excellence Program – coming soon

## 1 Integrated Marketing Communication



### Embedding IMC skills to unlock consumer inspired growth

A simple and practical guidance for anyone working on IMC to get started, get back on track or to understand where they are on the journey:

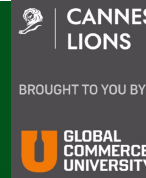
- Step 1 – Brief launched through Commerce Week session, webinars and booklet. Building example bank. Integration Heineken Way tbd.
- Overall IMC capability and subsequent steps under co-development with internal (Spain, India, Poland) and external partners (Dentsu, Publicis).



**Who:** All marketers, media, CMI, agencies

**When:** Step 1 Heineken Way session in Q4; overall IMC process guidance end Q1

## 2 CANNES CURATED PROGRAM



### The Cannes LIONS exclusive

#### 4 private live sessions curated by Cannes LIONS:

- Festival Digest on key themes and trends
- Screening of a selection of winning case
- Creative Effectiveness juror Bertille Toledano
- Speaker session (tbc)

#### 2 on-demand sessions starring Fernando Machado:

- Cannes Cabana talk with Bruno Bertelli
- Media Summit presentation gaming

Including Q&A / discussion  
Recordings available after the live session

**Who:** Marketing Directors, Capability Builders / CCOs in APAC, selected regional and global marketers

**When:** Mondays 19<sup>th</sup> September to 24<sup>th</sup> October

## 3 SIR JOHN HEGARTY



### Learn from a legend!

#### The 'Business of Creativity' course consists of:

- 8 on-demand weekly lectures with Sir John Hegarty – more information on the modules here: <https://www.businessofcreativity.com/the-course/>
- 8 inspirational sessions with creative experts / guest speakers
- 4 Bi-weekly Q&A opportunities to ask Sir John live
- Carefully curated additional reading, watching & listening material
- All content available until 25<sup>th</sup> November

**Who:** Raise the ceiling capability program for high potential marketing leaders responsible for priority brands needing to deliver disproportional commercial growth.

**When:** Starting 19<sup>th</sup> September

WHAT

WHEN / WHO

What do we need  
to further develop  
this capability?