



**The Heineken LAB:  
a place to facilitate and  
accelerate innovation**

APPENDIX

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## Appendix A: The project brief

DESIGN FOR our future
TU Delft

### IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

**! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**  
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

**STUDENT DATA & MASTER PROGRAMME**

Save this form according the format "IDE Master Graduation Project Brief\_familyname\_firstname\_studentnumber\_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

<p>family name <u>Nieuwsma</u> 5206</p> <p>initials <u>A.E.</u> given name <u>Auke</u></p> <p>student number <u>4457897</u></p> <p>street &amp; no. _____</p> <p>zipcode &amp; city _____</p> <p>country _____</p> <p>phone _____</p> <p>email _____</p>	<p>Your master programme (only select the options that apply to you):</p> <p>IDE master(s): <input type="radio"/> IPD <input type="radio"/> Dfl <input checked="" type="radio"/> SPD</p> <p>2<sup>nd</sup> non-IDE master: _____</p> <p>individual programme: - - (give date of approval)</p> <p>honours programme: <input type="radio"/> Honours Programme Master</p> <p>specialisation / annotation: <input type="radio"/> Medisign</p> <p><input type="radio"/> Tech. in Sustainable Design</p> <p><input type="radio"/> Entrepreneurship</p>
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**SUPERVISORY TEAM \*\***

Fill in the required data for the supervisory team members. Please check the instructions on the right !

<p>** chair <u>Hultink, H.J.</u> dept. / section: <u>DOS / MCR</u></p> <p>** mentor <u>Mulder, S.S.</u> dept. / section: <u>DOS / MOD</u></p> <p>2<sup>nd</sup> mentor <u>Caroline van Hoff</u></p> <p>organisation: <u>Heineken</u></p> <p>city: <u>Amsterdam</u> country: <u>The Netherlands</u></p> <p>comments (optional) _____</p>	<p>Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..</p> <p>Second mentor only applies in case the assignment is hosted by an external organisation.</p> <p>Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.</p>
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**TU Delft**

**Procedural Checks - IDE Master Graduation**

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**APPROVAL PROJECT BRIEF**  
To be filled in by the chair of the supervisory team.



chair Hultink, H.J. date 27 - 08 - 2021 signature \_\_\_\_\_

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**CHECK STUDY PROGRESS**  
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 30 EC  **YES** all 1<sup>st</sup> year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme 30 EC  **NO** missing 1<sup>st</sup> year master courses are:

List of electives obtained before the third semester without approval of the BoE

Digitally signed by J. J. de Bruin, SPA  
Date: 2021.08.31 13:26:50 +0200

name J. J. de Bruin date 31 - 08 - 2021 signature SPA

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**FORMAL APPROVAL GRADUATION PROJECT**  
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked \*\*. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?  **APPROVED**  **NOT APPROVED**
- Is the level of the project challenging enough for a MSc IDE graduating student?  **APPROVED**  **NOT APPROVED**
- Is the project expected to be doable within 100 working days/20 weeks?  **APPROVED**  **NOT APPROVED**
- Does the composition of the supervisory team comply with the regulations and fit the assignment?  **APPROVED**  **NOT APPROVED**

- new version approved

\_\_\_\_\_ comments

name Monique von Morgen date 28 - 09 - 2021 signature \_\_\_\_\_

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Initials & Name A.E. Nieuwsma 5206 Student number 4457897

Title of Project Envisioning the future of bars

**TU Delft**

**Personal Project Brief - IDE Master Graduation**

Envisioning the future of bars project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 23 - 08 - 2021 end date 07 - 03 - 2022

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**INTRODUCTION \*\***  
Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

This project contains the envisioning of future bars: defining a vision and make an artefact of that vision, a concept bar. This project is initiated by Heineken, the world's most famous beer brewery in the world. Compared to other beer brewers, Heineken stands out by their progressive & innovative character. The world doesn't stop turning, so the context in which Heineken operates is ever changing. And especially after the corona crisis it is interesting to research new habits, behaviors, rituals, etc. of young adult generations, gen Y and Z, on-trade with the Heineken brand. Heineken takes the lead in defining the future by building it, as it is in their DNA.

The main stakeholder is Heineken Global. Heineken Global determines the direction for all operating companies (OpCo's), almost every country in the world has one(see figure 1). Within Heineken Global there are different departments, such as innovation, merchandise, sponsoring & sustainability. Those people all work on the current and future of the brand, so they probably are a valuable source for building the future bar. Next to that, Heineken hires different consultancies to execute research and, in the end, build the bar. The last, most important stakeholders are bar owners and the consumers! Together with them we will determine how the future of bars look like. My graduation project is a semi-parallel project, where sometimes I will be assisted by Heineken employees and/or consultancies.

If big corporations lack a clear, concise, and inspiring vision, the company will be a mess. This project is a great opportunity to show the value of a vision. Building one vision for a company operating in 190 countries brings both opportunities as limitations which makes it a challenge. It must fit in a lot of different cultures and at the same time give direction to all the employees of Heineken.

Next to the different cultures being involved, the impact of Covid-19 on the habits, rituals, desires and wishes regarding a bar visit are interesting to research. What do the consumers want? Why are they spending time in bars? What kind of bars? Will it be more of a lounge, club, disco, festival, or all in one? Will it be inside or outside? What are the latent needs and their underlying motivations?

As technology develops there will also be interesting technological opportunities. Who will pour and bring your beer? How will they do it? How do you order? How do you make beer? Does that process influence the taste? does that make it better? How is the cooling process of the beer?

space available for images / figures on next page

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Initials & Name A.E. Nieuwsma 5206 Student number 4457897

Title of Project Envisioning the future of bars

introduction (continued): space for images



image / figure 1: Heineken organogram, The future bar project is in global heineken brand team

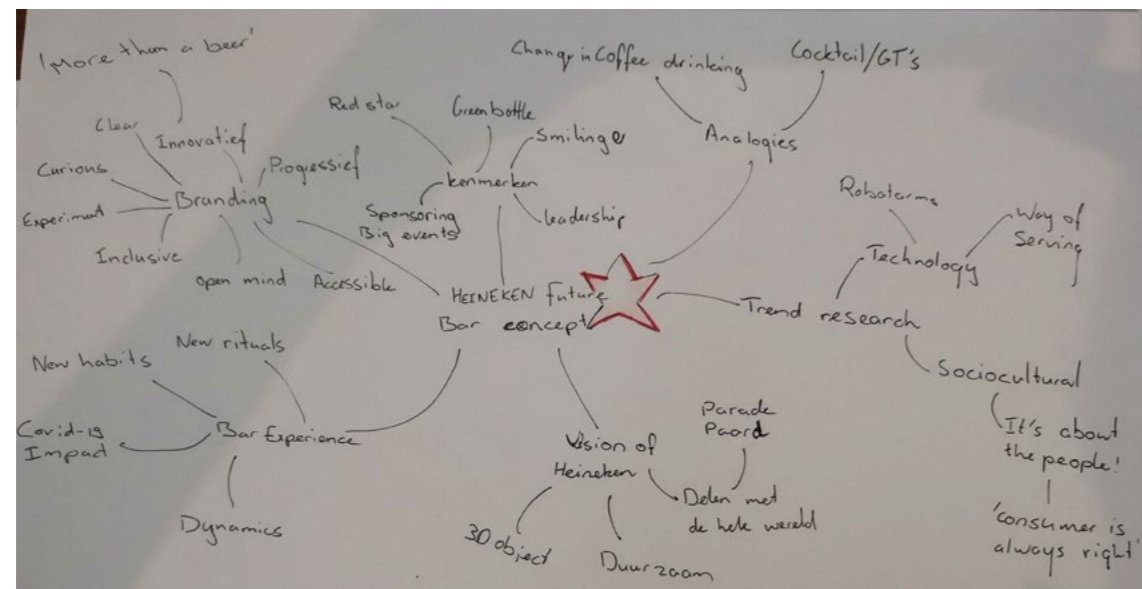


image / figure 2: mindmap Heineken future bar concept

**PROBLEM DEFINITION \*\***

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Heineken is a strong premium lager beer brand, the biggest in its sort. To keep and strengthen the salience of the brand, Heineken wants to connect with the younger generations, respectively gen Y and Z. Otherwise, Heineken got the chance to lose relevancy which can result in a decrease of sales with all further consequences. Therefore, together with Heineken the future bar project is initiated, a project to find connection with Gen Y and Z. In this project the wants, needs and dreams of these generations will be discovered. These insights will be the starting point of building a place which serve gen y + z a great night out. For Heineken it is a place to show their progressiveness, sustainability efforts and coolness of the brand to come on top of people's mind in every occasion where drinking beer (with 0.0 it is always) is going on.

How will the future of bars look like? That is the central question in this project. My focus will mainly be on the first part of the design process: executing research, both literature and qualitative, translate these to meaningful insights and take these insights as starting point for building a concept bar.

Things within the scope which are already determined:

- Target group: Gen Y + Z
- 'Product': provide them a great night out (not yet clear whether this should be a bar, club, lounge, festival, disco, etc)
- Place: where Heineken already is present: Urban venues

As Heineken's DNA is to take the lead and be innovative, this project is a perfect fit for Heineken, both for internal and external purposes. The concept bar will internally be shared with all employees in every country Heineken is operating. It will also be used as showcase to the public. If they don't do this project, Heineken will lose momentum and lack behind other beer brands.

**ASSIGNMENT \*\***

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

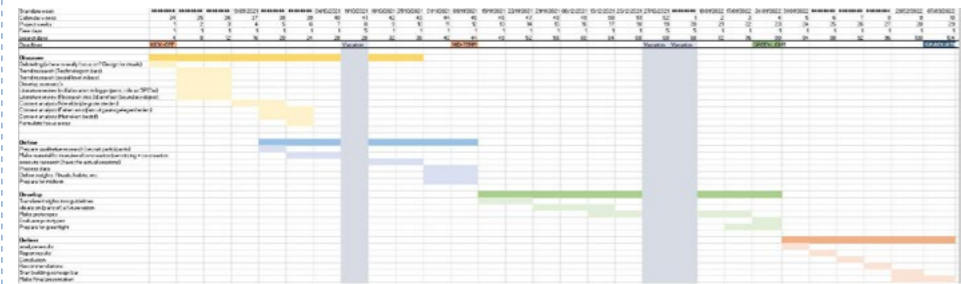
I will review relevant literature, execute trend research, scout tech and link activities. Next to that I will execute qualitative research in forms of co-creation sessions and interviews. These two types of research could be seen as the balance between market pull and technology push. Next to that, my theoretical framework is built on why a 3d artefact of a vision is valuable, if its valuable and what the impact is.

How did brands develop during COVID and how will they develop after this area? What are consumers' demands during and after the COVID period? How can Heineken tap into this new world? These are the relevant questions which I aim to answer during literature, trend and qualitative research. The result is a vision and a strategy: booklet of guidelines to reach that vision in form of a concept bar. This will guide bar builders to build the bar of the future.

**PLANNING AND APPROACH \*\***

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 23 - 8 - 2021 end date 7 - 3 - 2022



Here the initial planning of the project is shown in form of a Gantt chart and a rough sketch. It is based on the double diamond approach: diverging, converging, diverging, converging. Within this overarching process there are smaller design activities, such as context analysis, generative design approach, trend research on technological and behavioral level, etc. The Gantt chart can be found in the attached excel file as well.

To have a good work/life balance I planned to work 4 days each week for the project, so 32 hours. Next to that, there are 2 separate moments of holiday included. The first moment, in the week of the 9th of October, I am going to visit my parents in Sicily. The second moment is during Christmas. Since that is a quite busy period of the year, I thought to book myself out and enjoy time with my family. If it is necessary, I can work during that time as well.

**MOTIVATION AND PERSONAL AMBITIONS**

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge on a specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... . Stick to no more than five ambitions.

I am grateful that I got the chance to work with Heineken for my graduation. It is a fascinating company with a rich history. Next to that the world of brewers, bars and festivals is changing which makes it an interesting domain to research.

What I want to learn during my graduation project is to execute qualitative research and to communicate gained insights in a clear and concise manner. In the end a lot of designers' work activities is communication. During the project I want to be confident of my own story, share it with many different people and learn from each other. Hands-on things accompanied with this learning goal is reading and applying the book: Design is storytelling.

During this project different disciplines come together: design, branding, marketing, R&D, etc. I have never experienced the interplay between those disciplines in such a large context. Therefore, it is valuable to reflect on those experiences and find out what my position is in that collaboration, both personal and as a SPD'er. I will dedicate a part of my graduation report to the collaboration of these different departments and the role of a SPD'er in this context.

**FINAL COMMENTS**

In case your project brief needs final comments, please add any information you think is relevant.

## Appendix B: Location description



# The Heineken LAB

Locatie briefing.  
Januari 2022

## Locatie briefing.

**De Heineken LAB**  
De Heineken LAB wordt een plek om de toekomst van de ontrade categorie te onderzoeken. Co-creatie en experiment vormen de basis van dit onderzoek. Samen met de consument, ondernemers, startups, jong (design) talent, andere (bier) merken, beregenaren en OpCo's geven we invulling aan dit onderzoek. Het idee is om de ruimte modulair te kunnen gebruiken, zowel in programma als interieur.

**De basis van de ruimte wordt een experimentele bar.** Deze kan door middel van modulaire componenten worden aangepast aan de wensen van het moment. Videoschermen, lichtprojecties, geluid en geur zouden de ruimte op experimentele wijze verder vorm kunnen geven. Een belangrijk functioneel onderdeel van de Heineken LAB wordt het testen van biersmaken en het experimenteren met serving rituals. De multifunctionaliteit van de ruimte moet ten alle tijden dit experiment toestaan.

**Dagelijkse invulling**  
De Heineken Lab zal grotendeels gebruikt worden voor B2B co-creatie. Verschillende stakeholders worden uitgenodigd om samen te werken. Binnen een nog nader te bepalen frequentie willen we ook weekenden open zijn om onze nieuwe beleving te testen met publiek. Hiervoor zou een horecaverunning noodzakelijk zijn.

**Voor wie**  
Met de Heineken Lab focussen we ons op een jongere doelgroep: Gen Z (18 – 25 jaar). Het domein dat wij aanhouden is 'qualitative socializing'. Na de huidige corona-pandemie is het voor Heineken leerzaam om samen met Gen Z te onderzoeken wat uitgaan/ bier drinken/ontmoeten betekent voor deze groep. Welke veranderingen in de markt vinden plaats, welke verschuiving vindt plaats bij deze doelgroep, welke rol neemt Heineken hier in?

**Omgeving**  
Heineken's territorium is de stad. De doelgroep herkent zich het meest in opkomende stadsgebieden, denk aan makers-districten, oude (industrie)gebieden met creatieve nieuwe bestemmingsplannen of bruisende vernieuwende stadsdelen net buiten het centrum. Deze gebieden zijn een weerspiegeling van de doelgroep's eigen creativiteit. Locaties waar creatief wordt omgegaan met de verhouding tussen stad en natuur is ook een plus voor de doelgroep.

**Specificaties**  
De benodigde oppervlakte wordt geschat op ongeveer 200 m<sup>2</sup>. Hiervan is 100 m<sup>2</sup> vereist voor 'backoffice' (brouwerij, opslag etc.). De overige 100 m<sup>2</sup> wordt gebruikt voor het publieke programma. Het idee is om de ruimte modulair te kunnen gebruiken, zowel in programma als interieur. De ruimte zelf dient als canvas. Middels de eerder genoemde modulaire elementen kleuren we dit canvas in. Vier belangrijke terugkomende elementen zijn: de brew LAB, de bar, de lounge en ruimte voor activiteiten.


**Conclusie**  
**Ruimte:** 200 m<sup>2</sup>  
**Gebied:** Stedelijk, opkomend, natuur  
**Horecaverunning:** ja, nader te specificeren  
**Bestemmingsplan:** werkplek, bar, activiteiten  
**Doelgroep:** Gen Z (18 – 25 jaar)



Stadsnaam Brouwerij - Rotterdam

2.

## Locatie inspiratie.



Fiche-belle de mai - Marseille  
Hange - Amsterdam  
Restaurant Herkoff (Dagbl) - Rotterdam  
Dagbl - Amsterdam  
Werk - Rotterdam  
Bouwerij Noord - Rotterdam  
Hulshagen - Rotterdam  
Mikkeller Brouwerij - Eindhoven

3.

## NDSM Amsterdam.

**Omgeving**  
Gelegen aan het IJ, de NDSM-werf is een ruig, avontuurlijk en iconisch gebied. Voorheen één van de grootste scheepswerven ter wereld is sinds een aantal jaar omgetoverd tot cultureel stadspark. Het vrije karakter, de postindustriële gebouwen en de creatieve sfeer vormen het décor waar cultuur, zelforganisatie en stedelijke ontwikkeling samenkomen. Het gebied wordt gebruikt voor uiteenlopende evenementen. Verder zitten er verschillende creatieve hubs gevestigd, pop-up horecagelegenheden, en er vinden afwisselende binnen- en buiten tentoonstellingen plaats.

**Take-aways**  
- Zelforganiserend  
- Focus op co-creatie  
- Unieke woon werk plek  
- Thuishaven voor pioniers



Interpretatieve visualisatie - NDSM Werf



Omgeving

4.

# M4H Rotterdam.



**Omgeving**  
De Merveerhaven (M4H) is een groot en belangrijk onderdeel van het Rotterdamse Makerdistrict. Het gebied ondergaat een grote transformatie van oude, niet meer opererende industrie tot nieuw, levendig woonwerkgebied. Innovatie, inclusie en het bouwen aan een transparant netwerk met ondernemingen in het gebied staan centraal. Bekende Nederlandse kunstenaars zoals Joep van Lieshout en Daan Roosegaarde zijn gevestigd in dit gebied, en dragen actief bij aan het ontwikkelen van innovatieve bestemmingsplannen die het gebied en de stad verrijken.

**Take-aways**  
- Open cultuur  
- Stimuleren van samenwerkingen  
- Creëren van ecosystemen  
- Supporten van lokale initiatieven  
- inspirerende toekomstvisie - plan 'Rotterdam MAKE IT HAPPEN'

5.

## Appendix C: Futuristic thinking examples

### Futuristic thinking examples

Description, pro's and con's from the new Heineken LABperspective

+

Heineken Living Lab concept presentation (animated)

#### The examples

- La Biennale di Venezia
- Università della Birra
- House of Peroni
- A concept car
- Fordzilla e-sports team
- Apple's flagship stores
- Adidas innovation lab
- Nike popup stores
- Miele experience center
- The HEINEKEN experience
- HEINEKEN The club
- ABInbev Connections day
- The HEINEKEN greener bar
- *Any additions?*



**Description**

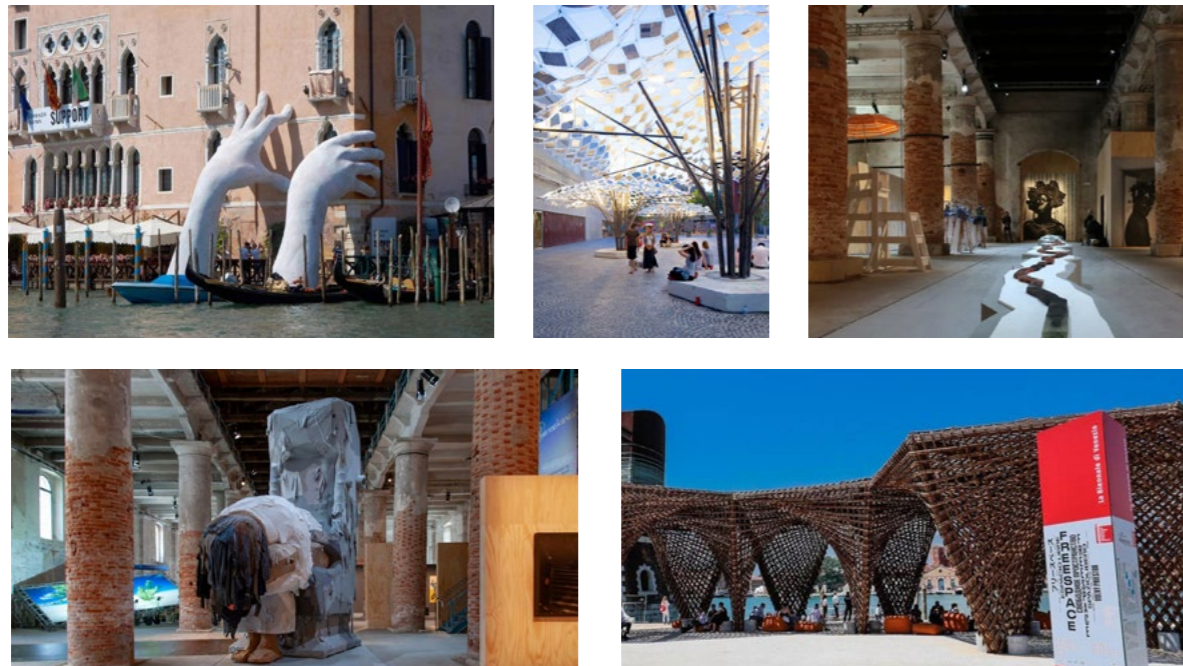
La Biennale di Venezia was established in 1895 and stands at the forefront of research and promotion of new contemporary art trends, and organizes events in all its specific sectors.

**Pro's**

- ✓ Dynamic, revolving different themes/disciplines
- ✓ Display trends

**Con's**

- Too far away from 'having a great night out'



**Description**

Università della Birra is an innovative pole for HEINEKEN's clients and partners. The project is based in an industrial building where students can learn in different spaces and setups about beer culture.

**Pro's**

- ✓ There is a unique experience
- ✓ Something to learn
- ✓ Unique location

**Con's**

- Only (or too much) focused on B2B
- Nothing to do with a great night out
- Target group is young people interested in beer, not gen Y/Z in general







**Description**

House of Peroni is an annual event celebrating a dynamic mix of forward-thinking artists and creatives originating in London 2012. In 2019, this exclusive event made its mark globally in several new markets around the world.

**Pro's**

- ✓ Relate the brand to artistic pioneers
- ✓ Pops up with different themes
- ✓ Links back to their heritage: to reflect the emergence of Italian luxury in fashion and design
- ✓ Works together with Michelin star chef

**Con's**

- Every time it is something new (no reuse of necessary items e.g. the bar)
- It always links to other events, eg fashion week. It is not an event on itself



**Description**

A concept car is a real, working artifact that demonstrates the plausibility of a future vision. The intention of a vision concept is to explore the future potential and provide answer to questions about future use, future system integration and the social experiences. Explore the future with a broad audience of future users, media opinion leaders, competitors and in company employees.

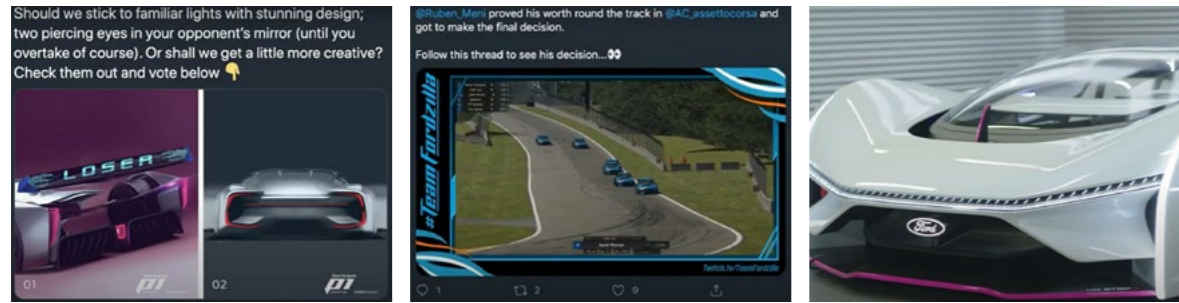
**Pro's**

- ✓ Gives direction to the brand, both internally and externally
- ✓ Challenge the status quo: they are old, we are new
- ✓ Get feedback from different sides, even from competitors
- ✓ It is attractive, people want to or even must see it
- ✓ It collects different ideas about the future in one artefact

**Con's**

- A concept car seems very static when it's there, it is just for one occasion





**Description**

Fordzilla is a concept of building the best E-sport car for Ford. They recognized the trend of e sports becoming more and more popular. As a result Ford created, together with the fordzilla community (+/- 5.000 people on twitter), the best virtual car ever. Since it was such a success, they have built de car in real life as well.

<https://www.youtube.com/watch?v=4Nk67~1IMMS~9t~124~>

**Pro's**

- ✓ Transparent design studio, share and make every design decision with the public
- ✓ Tap into likely valuable new category: Esport to find connection with the younger generation
- ✓ Research through design approach

**Con's**

- It's in the virtual world



**Description**

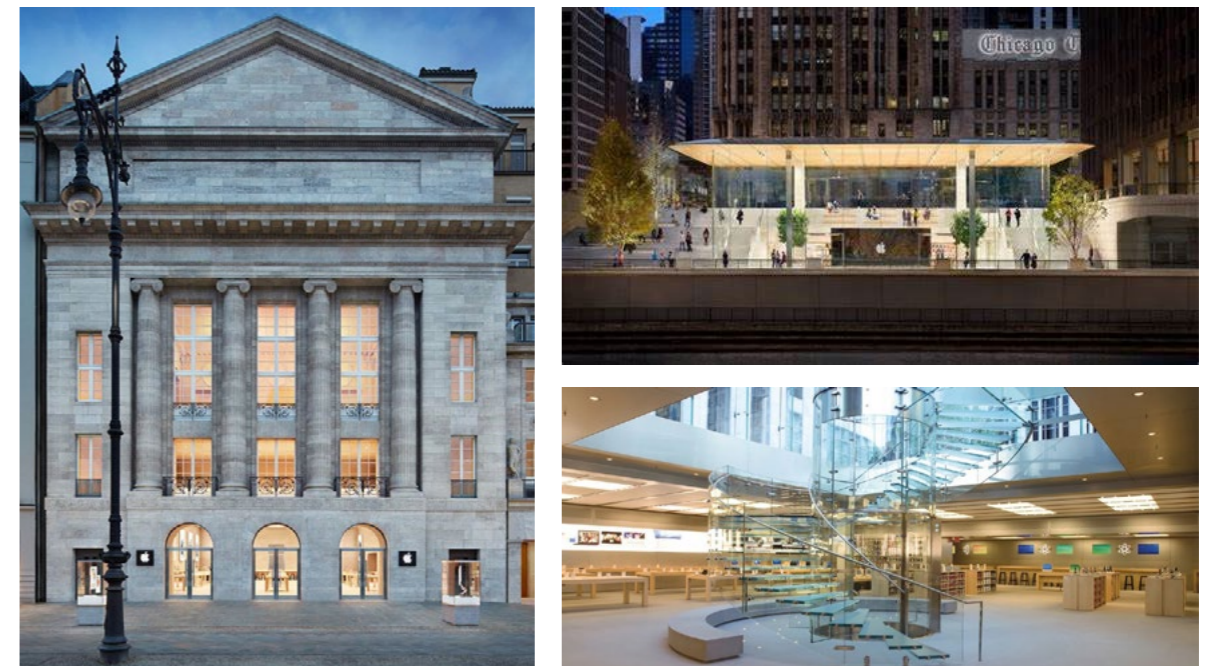
Apple's flagship stores focus on providing an experience, a must visit place. Selling their products comes later. It shows the brands latest launches and the whole place is a showcase for the brand.

**Pro's**

- ✓ Combining architecture & Design to stand out
- ✓ Showing their latest work
- ✓ Focused on brand building, not on selling as much as they could
- ✓ Creating a wow-effect
- ✓ Having differences per location

**Con's**

- Per location it is quite static. If you've been there it's not inviting to visit again, only if you are a crazy apple fan
- It feels almost like an turistic attraction in a prominent place





**Description**

The first adidas innovation lab in China promoting the official launch of adidas' new boost technology. A physical and digital experience of the technology, the history and the material of the new innovation, completely interactive at every level.

**Pro's**

- ✓ Interactive, a whole new experience in retail
- ✓ Showing a new technology in an engaging way

**Con's**

- Static place, focused on one thing



**Description**

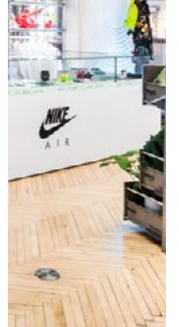
Nike works a lot with popup stores to display new technologies, tab into temporary big events and/or to show their latest products. Some pop up stores move around EU or the world, some are specific for a certain place.

**Pro's**

- ✓ Interactive, a whole new experience in retail
- ✓ Showing a new technology in an engaging way
- ✓ Transferable over the whole world (if applicable)
- ✓ A central eye catcher

**Con's**

- Not sustainable, creating new things





**Description**

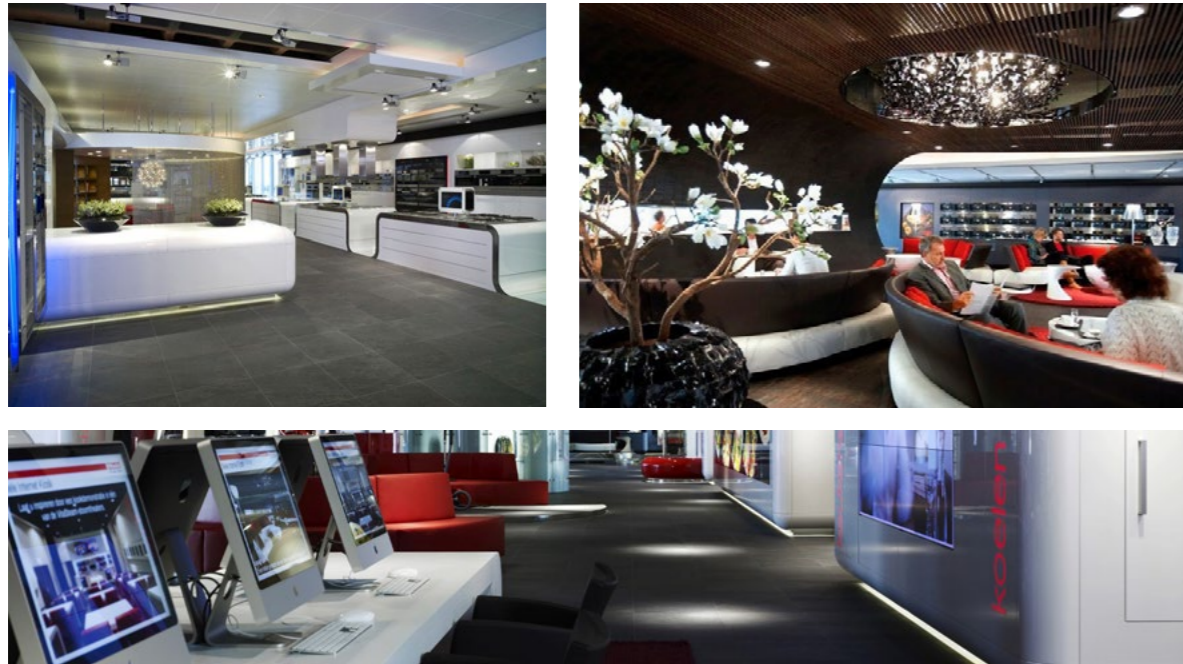
A 3000 m2 area with product presentations of Miele products. In this centre you can experience the Miele products. Advisers walk around to give extensive information. Next to this, Miele also provides a B2B solution, you can book a room or business activity!

**Pro's**

- ✓ Big center where everything of the brand is present
- ✓ Both B2B and B2C solutions

**Con's**

- Too business like
- Too much
- Too static



**Description**

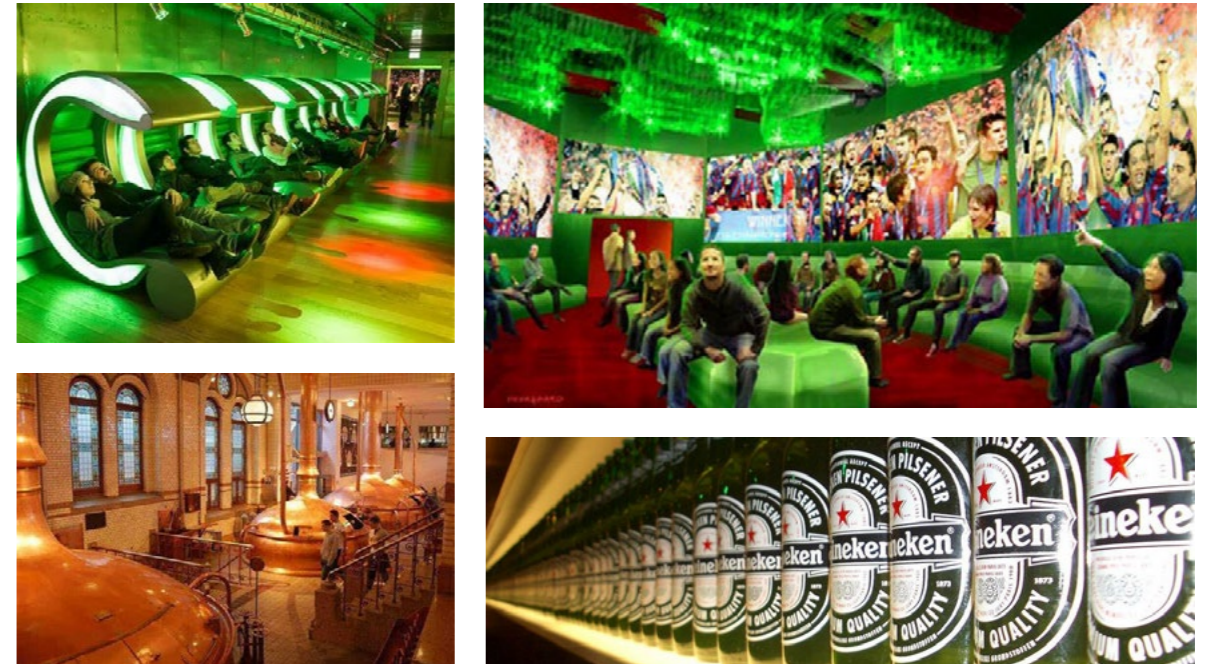
The HEINEKEN Experience, located in Amsterdam, is a historic brewery and corporate visitor center for the internationally distributed Dutch pilsner, HEINEKEN beer. The industrial facility was built as the first HEINEKEN brewery in 1867, serving as the company's primary brewing facility.

**Pro's**

- ✓ A lot to see and learn, the heritage and future of the HEINEKEN brand
- ✓ It's interactive and you even get to taste things
- ✓ Possibility to buy customizable products

**Con's**

- Museum like
- A lot of input from Heineken's side, not really from the consumer





**Description**

HEINEKEN The club is the result of an open design exploration with 19 different designers from over the whole world. The club has been showed during the milan fashion week. It showcase what the future of HEINEKEN holds on the future of the brand, system integration and social experiences

**Pro's**

- ✓ Co-creating the experience
- ✓ Inviting young talent

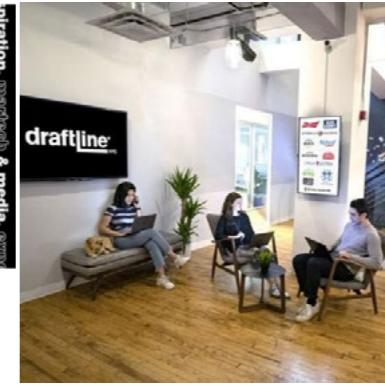
**Con's**

- Not sustainable, only one week during the design week



**Description**

Draftline is the in-house agency for Anheuser-Busch. They are committed to leading innovation and building a culture of creativity at ABInbev. Connections day is there for continuous learning and collaborating with latest trends, talents, partners and culture. The day is filled with engaging sessions from industry leaders and domain experts to leave new inspirations and find new opportunities!



**Pro's**

- ✓ An event to collaborate, learn, inspire and find new opportunities



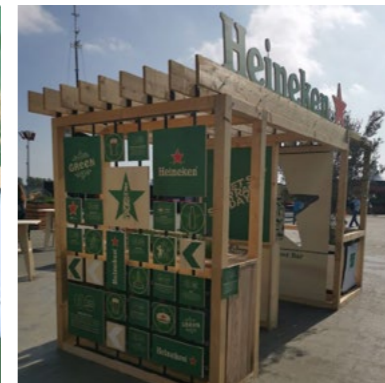
**Con's**

- Too incidental
- Too much focussed on inspiring the employees themselves, not the customers and consumers



**Description**

The greener bar is integrating every sustainable and responsible solution Heineken has to reduce and even remove CO2 emissions. Recycled materials, soil and plants to weigh down the bar, Reusable cups, upcycled Heineken crates and wood from naturally fallen trees.



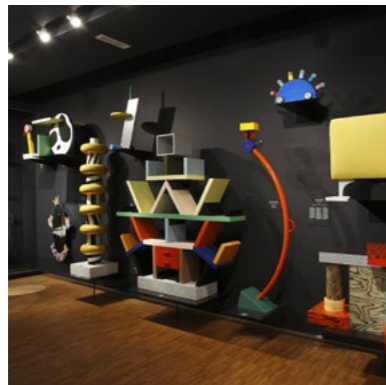
**Pro's**

- ✓ Pushing the boundaries of innovation and sustainability
- ✓ Operating from a clear vision & ambition
- ✓ easy to transfer or copy
- ✓ Fits the sustainability value of GenZ



**Con's**

- Too much the appearance of: look, my dad is the best handyman



**Description**  
The Memphis group, founded in 1981 by Ettore Sottsass, was a group of talented young designers who want to give a response to the dark, humorless design of the 1970. They want to challenge the institutional culture and dominant connotations of "good design", especially in furniture.

**Pro's**

- ✓ Created as purpose to inspire others
- ✓ And challenge the status quo and current paradigms
- ✓ Pioneered
- ✓ They explored in depth, for seven years, the vision of postmodernism in products

**Con's**

- The essence of this concept is really good, but may be for Heineken it's too far away from them



**Description**  
Johny walker at princess street. They have a tour; the journey of flavour. 2 whiskey tasting experiences. A rooftop bar. A whiskey bar. In short, it's a massive place, a temple for scotch whiskey. It certainly has a wow-effect to every visitor

**Pro's**

- ✓ Impressive, 8 store experience
- ✓ State of the art building
- ✓ Future prove, ready for the next 200 year
- ✓ Rooms have themes, within this theme they make it personal

**Con's**

- Its very high quality, focus on high segment of consumers (fits the brand of course)



**Description**

The coca cola house is a place where you can explore the fascinating story of coca cola. Different rooms learn you about the heritage, the history in advertising, the secret formula, the process and of course the taste of the cola (including scent discovery). The place is also linked to sponsorships (FIFA world cup) and activities like cooking, family fun And summer holiday.



**Pro's**

- ✓ They engage the visitor in the world of coca cola
- ✓ A lot of familiarity and old, famous campaigns
- ✓ Things to test, do, smell and taste.



**Con's**

- Visitors have a passive role, can only 'follow the route'
- Too much museum/Heineken experience like



**Description**

The Guinness open gate brewery is the place for their brewers to dream in beer and directly test their dreams with consumers. Small batch brews, limited editions and forever changing beer roster will let the visitor always offer something new. Visitors can experiment brewing themselves as well. Guinness chefs pair food with the new innovations. They also have a comedyclub, ensuring a great laugh while enjoying great beer and food.



**Pro's**

- ✓ They experiment with new brews on a small scale which make it limited.
- ✓ They invite consumers in the process
- ✓ Food pairing



**Con's**

- If I have to have one, this concept does not go far beyond the beer category.



**Description**

The Guinness storehouse, located in dublin, takes you into the world of Guinness. How it is made, why it is so dark and creamy and you will learn how to pour Guinness. It is way different than lager beer. The outside of the building is dark and grey, characteristic for the neighbourhood it's in. The inside is beautifully made with a banger at the end of the tour: the 360 roof bar!



**Pro's**

- ✓ They engage the visitor in the world of Guinness
- ✓ The place really fits the town, the vibe you get when you visit dublin. People there are proud of Guinness.



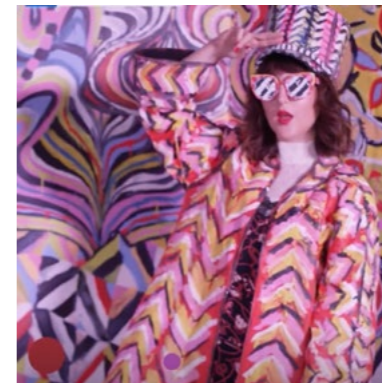
**Con's**

- Visitors have a passive role, can only 'follow the route'
- Too much museum/Heineken experience like



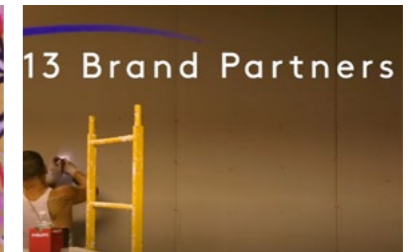
**Description**

29 rooms is an interactive funhouse of style, culture and technology. It's a funhouse because its full of glee and interactivity. It collaborates with different museums, brands, etc. who have great ideas to fill in the place. Created a open event during NY fashion week, all about their ethics: Inclusivity, art and innovation. You can touch the art, punch the art, shred the art. As a result people have fun, reflect, feel inspired and move be moved by this experience.



**Pro's**

- ✓ An existing place where brands can more easily test their ideas in one of the coolest places in NY, Williamsburg.
- ✓ Really interactive, visitors can choose what to do, how to walk. Really explore themselves.
- ✓ Co-creation!



**Con's**

- Limited freedom because Heineken don't own a place



**Description**

The grey goose boulangerie is a place where the vodka is combined with baking. Consumers can experience the process of making, whether it is from grain to bread or grain to distillery. It brings the French riviera to new York. The boulangerie is a port to the world of grey goose

[Grey Goose® Vodka Brings a Taste of the French Riviera to Manhattan with Boulangerie Bleue - YouTube](#)

**Pro's**

- ✓ It tells a great and surprising story
- ✓ Can return/pop up in different forms

**Con's**

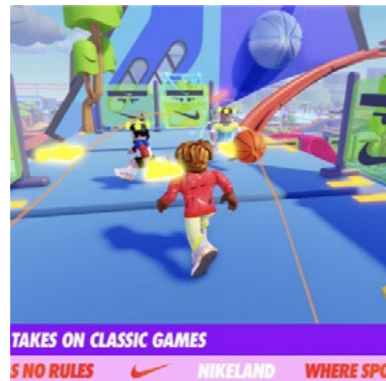
- It is fixed to one theme
- Only shortterm, it is a pop up concept.



**Description**

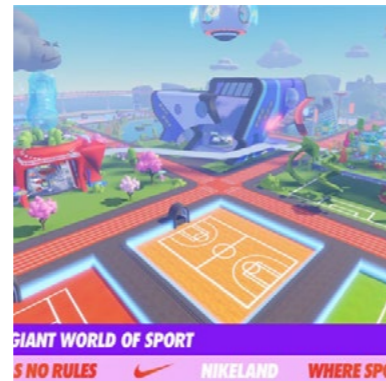
NIKE partnered with Roblox, a video game development software maker, to take a leap into the metaverse. With this, they try to create deep connections with their consumers, as they are well known of. In this world users can compete, create and share experiences. The avatar is dressed in nike gear and uses real-world movements for online play. With this they create loyalty and familiarity at a younger age. It is a bold marketing move, nike is known for this big bets. They live by their value of strives to bring innovation and inspiration to every athlete\* in the world. (\* If you have a body, you are an athlete.)

[NIKELAND on Roblox - Where Sport Has No Rules - YouTube](#)



**Pro's**

- ✓ They made a bold move to step into the metaverse
- ✓ Targeting a specific group: young people (67% of roblox users is below 16 y/o)
- ✓ Live by their aim and values



**Con's**

- Vi

**Appendix D: Miro board plus link**



[https://miro.com/welcomeonboard/TGtZrZfKTDh5dFd0bUdyQ3FlQ3gwUG5vaHJh-VUdpeDFHZ3VxQ2Y3VUJWNnpNZGRJeUdtRkZGQ0JGVXVlMnZ2WXwzMDc0N-DU3MzUyMzQ3ODEzMTA2?invite\\_link\\_id=899049600450](https://miro.com/welcomeonboard/TGtZrZfKTDh5dFd0bUdyQ3FlQ3gwUG5vaHJh-VUdpeDFHZ3VxQ2Y3VUJWNnpNZGRJeUdtRkZGQ0JGVXVlMnZ2WXwzMDc0N-DU3MzUyMzQ3ODEzMTA2?invite_link_id=899049600450)



## Appendix E: Clustering factors



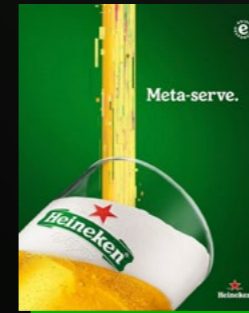


## Live up to the values of the young ones.

By collaborating with younger generations, Heineken shows their true progressiveness and meaningfulness. Their values are a healthier lifestyle, bolder brand graphics, instagrammable venues, sustainability acts and technology developments. The Heineken LAB aims to connect with the target group by capitalizing these values. The younger generation is the starting point to shape the future of the brand.



5.



## Digital world.

The younger generation grew up in a digital society, that's why they pursue the values of progressiveness and meaningfulness. Tech is everywhere nowadays, whether you think of bar equipment itself, production methods or a parallel digital world. To connect with the younger generation, Heineken must invest and apply new technologies. But it must be in a purposeful way, deliberately chosen, to align with the values of the younger generation.



6.



## True togetherness

Heineken is not just about drinking beer; it is about enjoying true togetherness to inspire a better world. It goes beyond drinking beer, the goal of the Heineken LAB is to enhance the whole consumer journey in the world of qualitative socializing. Their aim is to challenge and reinvent this category to create a new momentum around the most famous beer. What happens before drinking beer, during and after?



6.

## Take-aways.

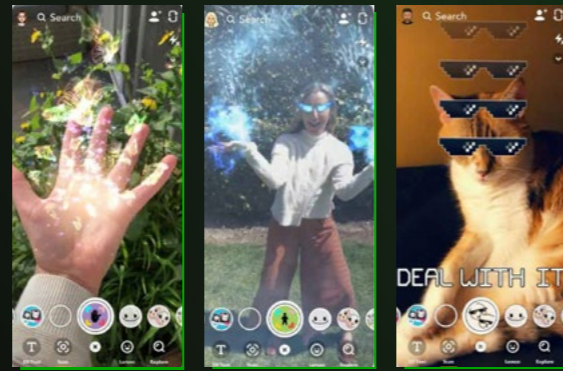
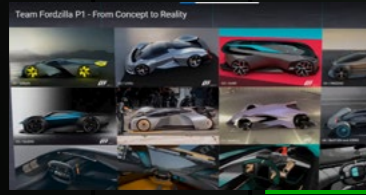
To live up to Heineken's values, they have to practice what they preach. Heineken does not just sell beer; they sell the whole experience of going out. This can be done in various ways:

- Putting the consumer at heart, not just in the focus, but really in the brand creation and development. Especially the Gen Z, since this is the new generation which brings disruption. For them, it's an exciting, interesting and unique opportunity to look and participate in the 'kitchen' of the world's leading and most iconic beer brand.

- Second focussing on the whole consumer journey of qualitative socializing. Think of hyping up an event and the after care. This ensures a great place in the mind of the consumer.

- Third exploring ways to find and apply new technologies, make them relevant for the brand. Both digital and physical technology can fuel the innovation funnel beyond product innovations.

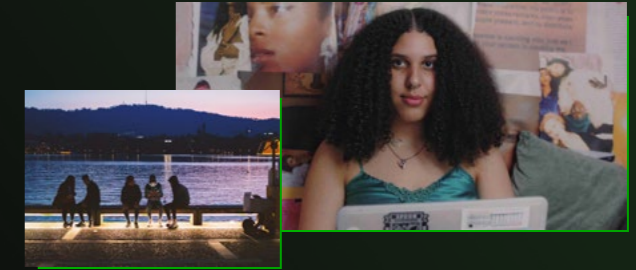
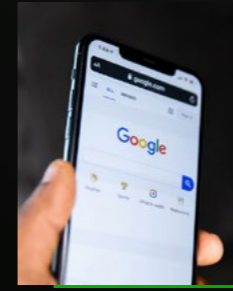
7.



### The next gen of super creatives.

With creative digital tools at hand, the young generation grew up in a digitalized world, creating lots of online content. Everybody is a creator. They believe their generation is more creative than previous ones and embrace all opportunities, but also recognize the need to take a break from the internet.

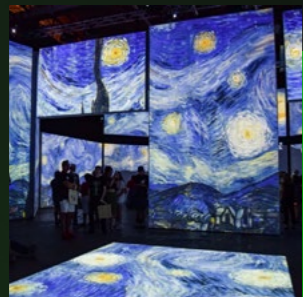
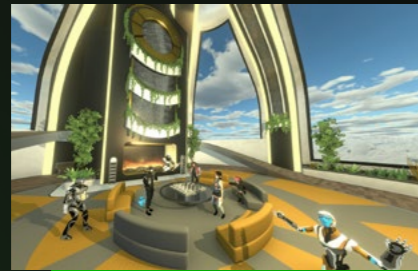
9.



### Focus on authenticity and transparency.

This generation is tired of the overly perfect world, they acknowledged that the world isn't perfect. Complete access to information awakens Gen Z to the reality of society, therefore they focus more on true authenticity and transparency in everything they do.

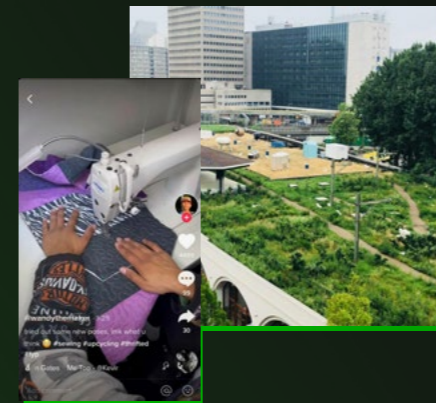
11.



### Escape from reality .

This generation is more and more escaping from reality by going either into a digital parallel world or on the contrary, going totally offline into nature. In the digital world, they can build the character they want to be and forget about their real-world problems. In the open air they can become one with nature and relax in the most beautiful scenery.

10.



### Undo the damage .

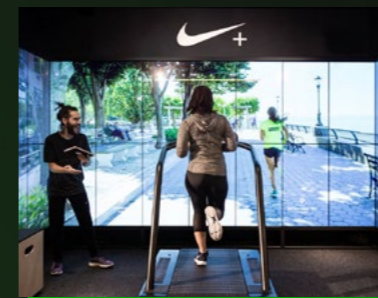
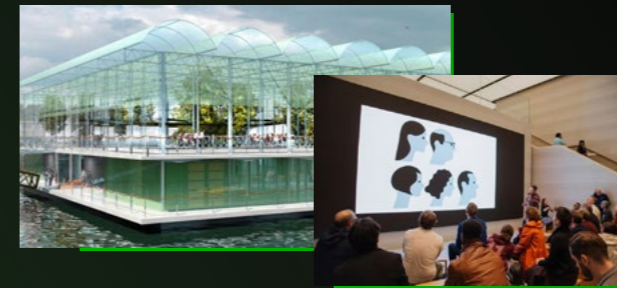
Gen Z is sustainability minded; they seek to undo the damage people have done to our world in the past. They put real effort in actions to make the world more liveable. Even though people and/or companies take small steps, they value every step in the right direction, as well as the honesty and transparency about those acts.

12.

# Take-aways.

- A shift in generation demands new brand activities to stay relevant. The next generation values sincerity, conscience, ambition and acceptance (Butterfly, 2021). Heineken needs to be meaningful for these new values on both the product as the emotional level.
- Gen Z seek to undo the damage we've done to our world. They expect the change in every brand. Sustainability is not just another USP, it needs to be in the core of all activities.
- Part of the activities to undo the damage is also pursuing a healthier lifestyle. Approximately 1 out of four gen z'ers and millennials participate in dry January (internal research). What is even more important is that half of them indicate that they will moderate alcohol consumption after January.

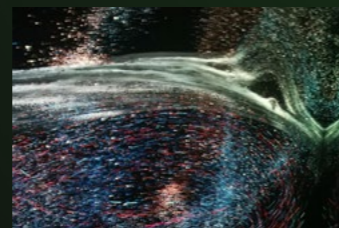
13.



## The experience of knowledge .

People are educated more than ever with all required background information within reach on their smartphones. This makes consumers very critical. That's why brand environments will turn more and more into entities to work together with and pursuing the same values. These experiences help to provide the target audience with the latest brand and product information. These experience centres also invite to co-create and test new brand and product ideas, from which learnings can be drawn immediately and quickly. Test, learn, build.

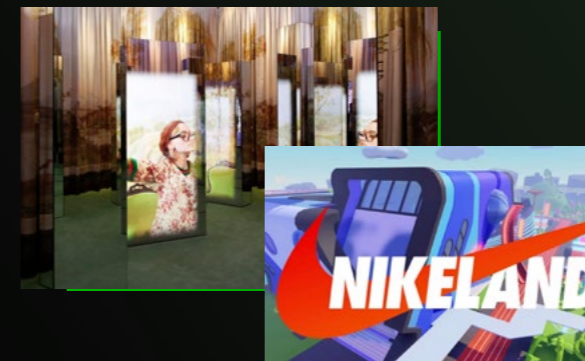
16.



## Multi-sensorial triggering.

The today's consumer has a tireless need for new impulses and inspiration. To tap into this need, more and more brands are approaching their brand environments multi-sensorial. This design form is expressed in various ways. Unconventional materials are used, design-storytelling plays a crucial role and spaces are increasingly given a modular interior and program.

15.



## The online brand extension.

The new digital reality ensures we can provide consumers certain experiences online that can't be experienced in the physical world. Brands are taking this opportunity to extend their brand story in a whole new digital narrative.

17.

# take-aways.

- Just serving a beer is not enough, brands develop towards multisensorial experiences and even combining virtual with real. Heineken needs to find their way to express themselves on different, on and offline, sensorial.

- Consumers have almost all knowledge in their pocket, they are tired of brands presenting the overly perfect world. Instead, they want real stories and feel connected with real, honest brands, which they can relate to.

18.

## Appendix F: Conclusion Management Team Meeting

### MT Deep Dive 23-11-21



3 December 2021

Caroline van Hoff  
Auke Nieuwsma  
Mark van Iterson

### Project definition – based on MT deep dive 23-11-21

#### OBJECTIVE

Increase the meaningfulness of the Heineken brand for Gen-Z, specifically on the BiaB elements:

- Open minded
- Fresher world
- Connections beyond barriers

By becoming more innovative and creative, through developing a 'creative space' in which Heineken can ideate, experiment, pilot and test all sorts of surprising concepts in small scale, around 'quality socializing' with Heineken.

#### WHAT

A Heineken LAB, a physical space, enhanced with digital/online connections, designed to facilitate innovations and creative exploration projects, to become the global thought leader and innovator of (future) quality socializing

In The LAB Heineken will develop innovative concepts that are not part of the regular development process in the regular GHBT workstreams, but are the 'edgy 5% top of the pyramid stuff'.

The focus of The LAB work is 'Quality Socializing' of Gen-Z, with a prominent role for on-premise, while being open for new definitions of places and ways to socialize – delivering concepts to bring the brand purpose to live: 'spark connections beyond barriers'.

#### NOT

Flagship bar.  
Communication campaign about innovation.  
Pretending to have all solutions, or know what the future will look like.

#### NOT

A bar that's daily open nor weekly hosting GenZ entertainment nights.  
Large scale regular packaging or POS evolutions, or special editions linked to TTL campaigns.  
Focussed on off-premise store shelves etc.  
An incubator investing in start-ups.

## Project definition – based on MT deep dive 23-11-21

### INNOVATION CONTENT SCOPE

Within Quality Socializing of GenZ, there will be workstreams in The LAB focussing on pillar 3 of the Innovation strategy:

- Reinvent serving- and drinking rituals, food pairing, packaging, beer-concepts
- Support the consumer journey before, during and after socializing
- Leverage new technology (VR/AR/Metaverse, data, virtual connections, etc)
- Lead in Sustainability & Responsibility
- Become part of Popular Culture – design-, brand-, fashion-, etc collabs
- If appropriate, other GHBT areas can use The LAB for innovations as well; PR, Digital, Innovation, Comms, Sponsorship, etc.

### NOT

Regular Innovation work in pillar 1 and 2.  
Advertising.  
Immediately scalable.  
Clear business case.  
Regular governance up to EB



## Project definition – based on MT deep dive 23-11-21

### KPI's – picture of success

- 1 innovation per year that can scale to all Hk markets
- XX %/points increase on Progressive / Innovative equity scores of the brand
- 2 activities per year that create broad visibility and engagement online at scale: XX Million engagements
- Most admired beer brand with thought-leaders, innovators, creators of popular culture – and eager to collaborate with Hk.

### CONSUMERS / CO-CREATORS VALUE PROPOSITION

#### Consumers:

It's exciting, interesting and a unique opportunity to take a look and participate in the 'kitchen' of the world's leading and most iconic beer brand.

Visiting and/or participating in The LAB provides a unique experience, and lots of 'social currency'.

#### Up and coming creatives:

The LAB provides a platform to collaborate with a world-class brand and team, with the opportunity to get global visibility, a great case in your portfolio, and a springboard for your career.

#### Innovators, start-ups, tech/supply companies:

The LAB provides the opportunity to finetune your innovation in reality, and apply it in real user cases, with high PR value – in the context of a cool iconic world brand; 'Make your innovation cool'

#### Established brands and talents:

Be part of a world class newsworthy initiative, that enhances your credibility and value.

### NOT

Pushing volume  
Delivering short term revenues or cost saving  
Increasing broad penetration

### NOT

'Buy' people's interest.  
Try to own all IP ourselves.



## Project definition – based on MT deep dive 23-11-21

### HOW

The LAB will be a space, with a digital online component, where it's all about open-mindedness, experimentation, cross-pollination, collaboration, test, learn and improve.

We'll invite consumers and customers into the process, work with experts and thought-leaders from different (unexpected) areas, create collaborations with young talents, leading creatives, companies and brands, and anything and anyone that could spark fresh ideas.

On a daily basis The LAB is a 'workshop' co-creation and -development place.

At e.g. Friday evenings The LAB can open up to trial, test and showcase concepts, small scale.

If appropriate, music, DJ's, performances, etc. can be part of it.

Online it can be amplified and many can engage.

It can be invitation only for a selected target group (influencers, press, creatives, innovators, bar owners, etc), or welcome everyone, depending on the activity.

### WHY THIS LAB SET-UP ?

In the current ways of working we lack a true experimental innovative drive. Because current blockers are: daily workload in the regular projects, mindset to focus on few big projects and make them global and at scale, with immediate successful deliverables and business case, and the strict brand approval governance / risk mitigation.

### NOT

A bar, club or music venue.  
An office or agency.  
A static showcase of a future bar design.  
A quant research venue.  
A museum.



## Project definition – based on MT deep dive 23-11-21

### PRACTICALITIES

- Start relatively small and pragmatic to keep it manageable, and learn.
- Start close to home – 1 LAB in Amsterdam (also logic in the brand's home town) (it could grow to multiple LABs around the world after year 2 for example)
- Rent a space that serves as a blank canvas; affordable, in an 'innovative' developing and GenZ area.
- Flexible by nature, many different concepts should be developed and hosted
- Ideally combined with 'Green Your City' space to create synergies
- Fully run by GHBT, Opco (NL) involved limited to beer delivery and possibly some other practicalities. Opco can collaborate in innovation workstreams.

Consideration: Might grow towards also facilitating 'other brand' innovations ?

### PROJECT

Concept development	2022
1st open	Q1/2 2023
Budget 2022	1 M
Agency partners	Savanta (consumer insights), LOVE (concept design), Vice / Amplify ?
Team	Caroline v H, Auke N, Mark v I, JD,

### NOT

Huge from the start.  
In the fancy city centre




## Appendix G: Workshop material

### 1. Pre-read



# The Heineken LAB

Workshop pre-read  
February 2022



## Index

- About the LAB 3
- Concept draft 5
- About the workshop 6
- Workshop focus 7
- Present disciplines 8
- Brewery examples
  - Guinness open gate brewery 9
  - Stadshaven brouwerij Rotterdam 10
  - Ginstitute UK 11
  - Oedipus Amsterdam 12
  - Mikkeller 13
- Future thinking examples
  - Fordzilla 14
  - Adidas innovation LAB 15
  - Nikeland 16
- Take-aways 17

“

The Heineken LAB is a great place to become truly experimental, to fail fast but learn even quicker

## About the Lab.

**RELATION TO THE HEINEKEN BRAND**

Heineken is a strong premium lager beer brand, the biggest in its sort. To keep and strengthen the brand power, Heineken wants, among others, to be meaningful for the younger generations, respectively gen Y and Z. Otherwise, Heineken got the chance to lose relevancy which result in a decrease of sales with all further consequences. Therefore, the Heineken LAB project is initiated, a project to find connection with Gen Y and Z by iterative co-creation with them. This activity will lead to innovations for Heineken, outlet owners and/or startups as Heineken LAB spinoffs.

**THE HEINEKEN LAB**

The Heineken LAB is a physical space, with a strong digital presence, to inspire and facilitate innovation in the broadest sense around 'quality socializing'. It is a creative and experimental environment designed for exploration, test-and-learn, co-creation and collaboration with consumers at the center. In the LAB Heineken will develop innovative concepts outside of the regular processes. It's a place where visitors and employees can live the brand.

3.

## About the Lab.

**OUR PURPOSE**

We believe meaningful innovation is driven in an experiential environment by co-creating with lead users who shape the world of qualitative socializing

**OUR AMBITION**

Establish an inspiring place where people do, instead of say, to fuel the innovation funnel and have at least 1 innovation each year that is worth to be scaled up

**OUR OBJECTIVES**

Increase progressive / innovative brand equity scores by 10% over 2 years

1 innovation per year that can scale to all Heineken markets

2 activities per year that create broad visibility and engagement

Eagerness of thought-leaders, innovators & creators to collaborate with us

**WE ARE**

Curious

Inviting

Flexible

Outward focussed

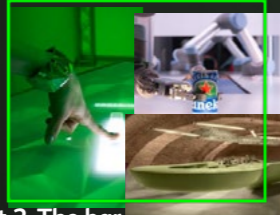
4.

# Concept draft. The Lab



## Element 1. The brewery

The first element is close to Heineken, namely beer, the best drink in the world. This element is categorized by experimenting with new (beer) flavours, the production techniques and research methods. Next to that, exploring hopstalls, nucleation levels and sensorial aspects like smell, structure, colour, transparency, sound, taste and pouring sound.



## Element 2. The bar

This element is a mean to explore rituals complementing the current and new flavours, glasses, draught systems, bottles, cans, coasters, etc. using new technologies and sustainable materials. Questioning the role of the bar and barkeeper and applying new technologies to give it new meaning.



## Element 3. The lounge

Extending the bar to the broader domain of quality socializing, exploring serving rituals, the glass, the way beer flows from keg to the consumer and collecting empty bottles/cans/glasses. There is a role for food pairing, furniture design, interaction design, art and music.



## Element 4. The program

The last element is the final touch, the cherry on the cake. Exploring the great journey of going a night out. Entertainment, games, sports, VR, metaverse, dancing, lounging and social interaction. Resulting in an all-encompassing environment to surprise gen Z.

5.

# Workshop focus.



We aim to make mistakes faster than everybody else.

## The brewery

The brewery (BrewLAB) allows for testing new flavours, rituals, mixes, or any other possibility related to beer and beyond. This includes discovering unconventional brewing techniques & research methods or any other things which challenge the status quo.



## Thing to think about..

- How can we build a microbrewery to facilitate co-creating new beers?
- How can we easily flavour beer in the brewing process?
- How do we set up a place to experiment new flavours/beers/ciders/seltzers?
- How can we take the whole consumer journey into account when developing new flavours?
- What are the innovations within brewing and serving beer?
- What operations are necessary?
- Who do we need? What role can you play in this ecosystem?
- How do we organize the input? What input is required?
- How can we add to the current R&D processes?
- Can we learn and make use of the current R&D and brewing streams?

7.

# About the workshop.

### Workshop purpose day 1

The workshop is divided into two days. The purpose of workshop day one is to go wild on the possibilities the Heineken LAB brings for innovators, creators, researchers and brewers.

### Workshop purpose day 2

The second day, focus lies on converging the ideas into clear specifications: what methods are we going to use? Which machineries do we need? How big should this place be? What would be everyone's role? We end up with a clear list to start filling in the Heineken LAB.



6.

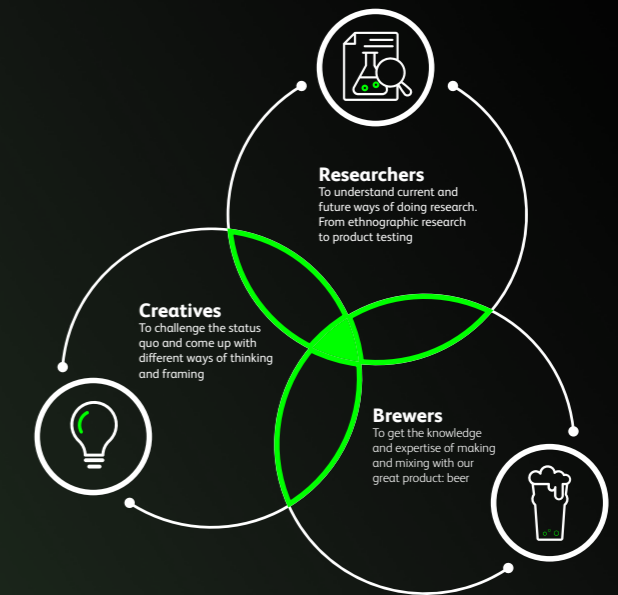
# The present disciplines.

### Aim & objectives

During the workshop we envision a great synergy between the different disciplines. The main aim of the workshop is to get a better understanding of all the ideas we could develop in the BrewLAB, how this is possible from a brewers perspective, but also research and creation wise.

### Picture of success

The picture of success will be ending with a clear overview about what do we need to start the BrewLAB, who we need and how we are going to make it relevant for the innovation, research and development funnel.



8.



Brewery examples



**Guinness open gate brewery.**

The Guinness open gate brewery is the place for their brewers to dream in beer and directly test their dreams with consumers. Small batch brews, limited editions and forever changing beer roster will let the visitor always offer something new. Guinness chefs pair food with the new innovations. They also have a comedy club, ensuring a great laugh while enjoying great beer and food.

9.

Brewery examples



**Ginstitute UK.**

The ginstitute is an exclusive experience into the world of gin. Visitors will learn about the history of gin, about the past and present blending processes and encountering lots of different flavours. If it's all told it is time to make your own gin! You'll find out about perfect cocktail and get your own distilled gin to enjoy at home!

11.

Brewery examples

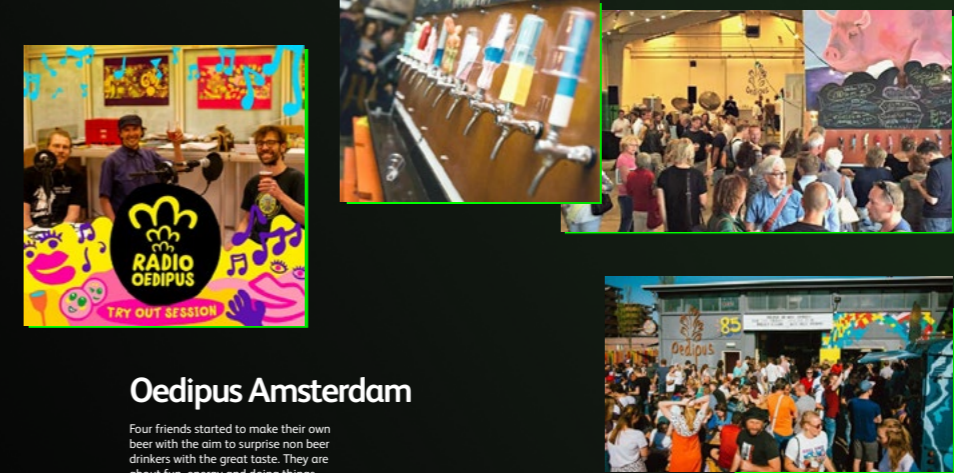


**Stadshavenbrouwerij Rotterdam.**

In an upcoming makers district is an old fruit storage rebuilt to a craft beer brewery. One large hall where you can enjoy freshly brewed beer, play quirky games, enjoy complementing food and take a tour. Always looking for the best ingredients, this brewery highly values sustainability as well. For example, spent grain from the brewing process goes to the floating farm next door!

10.

Brewery examples

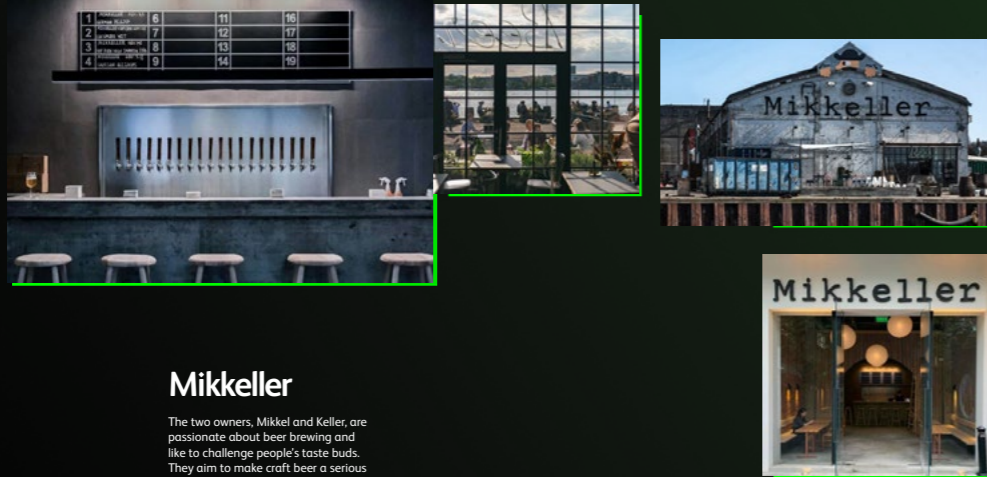


**Oedipus Amsterdam**

Four friends started to make their own beer with the aim to surprise non beer drinkers with the great taste. They are about fun, energy and doing things different. They have built a world around oedipus beer including two locations, hosting cool events, and a radio station. They explore new tastes and get it directly tested with the consumers!

12.

## Brewery examples

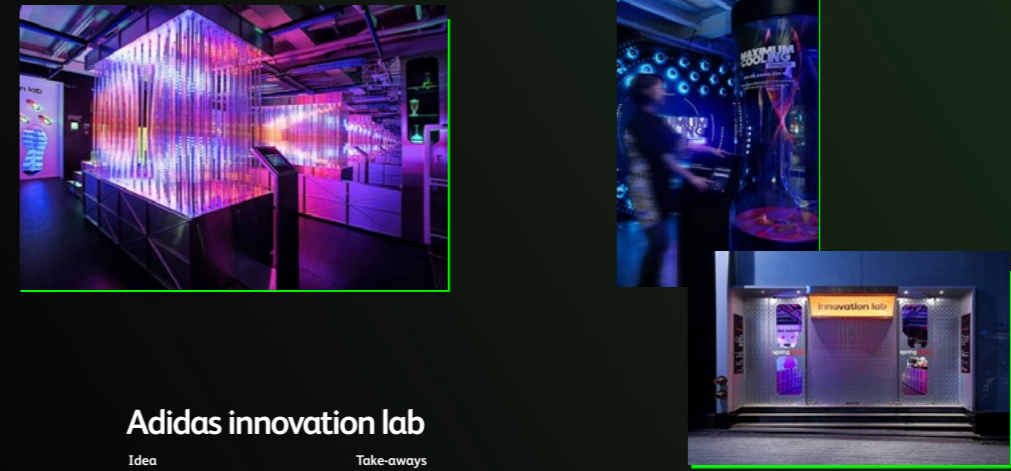


### Mikkeller

The two owners, Mikkel and Keller, are passionate about beer brewing and like to challenge people's taste buds. They aim to make craft beer a serious alternative to wine and champagne. To find the best beers they experiment a lot with new flavours. They distribute those flavours all over the world, there are 48 mikkeller bars! Designed with Danish style, in all hip and happening neighbourhoods.

13.

## Future thinking examples



### Adidas innovation lab

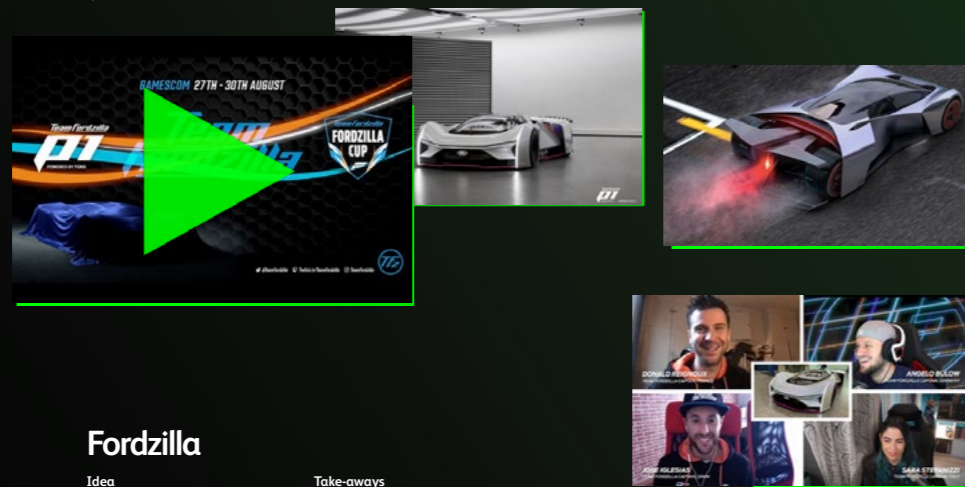
**Idea**  
The first adidas innovation lab in China promoting the official launch of adidas' new boost technology. A physical and digital experience of the technology, the history and the material of the new innovation, completely interactive at every level.

**Take-aways**

- Interactive, a whole new experience in retail
- Showing a new technology in an engaging way

15.

## Future thinking examples



### Fordzilla

**Idea**  
Fordzilla is a concept of building the best E-sport car for Ford. They recognized the trend of e-sports becoming more and more popular. As a result Ford created, together with the fordzilla community (+/- 5.000 people on twitter), the best virtual car ever. Since it was such a success, they have built de car in real life as well.

**Take-aways**

- Transparent design studio, share and make every design decision with the public
- Tap into likely valuable new category, Esport, to find connection with the younger generation
- Research through design approach

14.

## Future thinking examples



### Nikeland

**Idea**  
NIKE partnered with Roblox, a video game development software maker, to take a leap into the metaverse. With this, they try to create deep connections with their consumers, as they are well known of. In this world users can compete, create and share experiences. The avatar is dressed in nike gear and uses real-world movements for online play. With this they create loyalty and familiarity at a younger age. It is a bold marketing move, nike is known for this big bets. They live by their value of strives to bring innovation and inspiration to each athlete.

**Take-aways**

- They made a bold move to step into the metaverse
- Targeting a specific group: young people (67% of roblox users is below 16 y/o)
- Live by their aim and values

16.

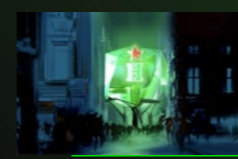
# Good to know. Take-aways

- The examples show disruptors, people who want to do something different. Unique locations, surprising collaborations, different ways of working and of course great products!
- The different concepts have the location in their DNA. They build on the history of the place and/or the story of the old building. They mostly get local resources and work together with local entrepreneurs.
- Makers, products, and consumers from a variety of disciplines come together. Of course the brewers, but also people from the food, art, music, fashion and design sector join forces.
- Make your own drink, experiment with flavours and really small batches are all a form of personalization, something individuals can relate to.

17.

Thank you. The Heineken LAB team

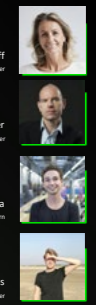
## 1. Presentation day 1



### The Heineken LAB.


Workshop 1: Brewing the LAB  
8th feb. 2022

### A very warm welcome! Meet the LAB team.



- Caroline van Hoff  
Senior Design Manager
- Ruud Bakker  
Innovation manager
- Auke Nieuwstma  
Graduate intern
- Thijs Philippus  
Senior Designer

### Different disciplines.



### A quick intro around the virtual table.

Please introduce yourself with 2 simple answers

- What is your name, company, role, function?
- Any particular expectations of today's workshop?

### Agenda day 1.

- 14:15: Today's aim & Heineken LAB - by Caroline
- 14:25: Breakout exercise
- 14:30: Food for thought: Micro brewery as benchmark - by Ruud
- 14:45: Breakout exercise
- 15:05: Share key take out and a 10 minutes break
- 15:25: Food for thought: Engaging Gen Y & Z @ the Brew LAB - by Savanta
- 15:40: Breakout exercise
- 16:00: Food for thought: Where consumers meet brands - by LOVE creative
- 16:15: Breakout exercise
- 16:35: Share key take out
- 16:55: Share key take out & Wrap up!

### Agenda day 2.

- 14:00: Recap day 1
- 14:15: Definition of success
- 14:30: Breakout exercise
- 14:40: Share vision for BrewLAB
- 15:00: Food for thought: Quality socializing in the digital age - by Virtue
- 15:20: 10 minutes break
- 15:30: Making it work! Deep dive break out
- A. define requirements for the daily operational Brew LAB, to facilitate fast forward experimentation, machinery, operator, input, output, etc.
- B. define co-creation model with consumers, customer, opinion leaders, that enables fast track qualitative results
- C. define consumer experience, social rituals, how do we communicate, what is our identity?
- D. define research, iteration, learnings, methods, for improvement, leading to better, surprising, connection quality socializing?
- 16:15: Share
- 16:30: Break out session: define action points, next steps to make the Brew LAB a success!
- 17:00: Wrap up day 2

### Aim of the workshop.

What is the picture of success?

Share inspiration, knowledge and experiences from multiple disciplines, that help us specify and co-create a clear vision for the Heineken BrewLAB.

Today there are no bad ideas.

### Aim of the Heineken LAB.

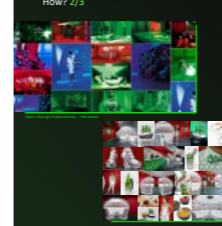
What do we want? 1/3

A long term project with learnings along the way to stay agile and create new concepts that challenge the qualitative socializing domain.

“It is our laboratory to explore new things, new brewing techniques, new flavors, new rituals, new experiences, new music, new art and design, to shape the future.”

### Aim of the Heineken LAB.

How? 2/3



How?

By co-creating with young creative talent, opinion leaders, experts in the industry, consumers and customers from cross disciplines in the qualitative socializing domain.

### Aim of the Heineken LAB.

The result? 3/3

Become the global thought leader of future quality socializing.

Maintaining the progressive & innovative character of the brand, enabling us to provide the right proposition for gen Y & Z now and in the future.



### Why?

Why do we want this? 1/3

We see a shift in generation:  
From gen y to gen z, this new generation is going into a legal drinking age. They will bring disruption and have different values that influence our brand. How can we make our brand resonate well, and become meaningful?

Heineken The LAB

### Why?

Why do we want this? 2/3

Product innovation acceleration:  
Competition and innovation in our category is growing fast.

We are changing from a mono brand, to a brand with extensions.

Finding opportunities in different categories and taste segments.

What is next?

Heineken The LAB

### Why?

Why do we want this? 3/3

Multiple points of contact, multisensorial experiences where consumer interaction with each other and our product play a crucial role?

Can we engage in ways that help us build understand and build meaningful relationship with our customers and consumers?

Heineken The LAB

### Our definition of The LAB.

What are key elements?

- Element 1. The BrewLAB
- Element 2. The bar
- Element 3. The lounge
- Element 4. The program

Heineken The LAB

### Our definition of The LAB.

What are key elements?

- Element 1. The BrewLAB
- Element 2. The bar
- Element 3. The lounge
- Element 4. The program

Heineken The LAB

### The BrewLAB.

What are key elements?

**“ We aim to make mistakes faster than anybody else. ”**

- Element 1. The BrewLAB

Heineken The LAB

### The BrewLAB.

Finding answers to these questions:

**How to create the 'brew lab' (not a micro brewery)?**

- Where to find and how to use a space?
- What methods & machinery do we need?
- How are the daily operations (e.g. every month a new brewer)?
- How to enable Fast Forward taste / flavour experimentation?

**How to set up for Co-creation?**

- How to facilitate experimentation?
- How to test & trial with gen y-z, micro brewers, R&D, influencers, trade, mixologists, bartenders?

**What kind of drinks can be explored?**

- Hopful explorations? Mixing w/ other brands, spicing water to soda?
- Regional localisation levels?
- Sensory aspects like smell, structure, colour, transparency, sound, taste bud feel and pouring sound?
- Explore within taste segments opportunities @R&D?

**What does the space look like?**

- How to create an interactive, easy changeable, adjustable space fitting the proposition?
- Enabling co-creation, testing, experimentation, and parties?
- How to connect with gen y-z through brand experiences?

Heineken The LAB

### Food for thought.

If we are not a microbrewery, what are we? – Ruud Bakker

**“ The important thing is not to stop questioning, curiosity has its own reason for existing. ”**

Heineken The LAB

**Heineken® Innovation**

Brew Lab  
Food 4 Thought

New York, February 9, 2022

### The Opportunity

Product development capability at HEINEKEN

Access to a **creative** and **experimental** environment to rapidly and constantly **develop, test and evolve** new beers

**↓**

**A vibrant community of innovators, creators, and consumers to push the boundaries of the**

Heineken

### Heineken® Innovation

**Brewing Capabilities**  
Different sizes and objectives of brewing business

Brew Size	Marketing Objective	Brewing Objective	Characteristics
Scale	Brand Sustainability Focus on Brand Presence	Efficient Brewing	>250 hl brew size Recipe Optimisation Efficient Packing
Heineken Supply Capability			
Growth	Brand Growth Focus on Brand Relevance	Consistent Brewing	100-200 hl brew size Recipe Adaptation Flexible Packing
Craft	Brand Creation Focus on Brand Distinctiveness	Experimental Brewing	20-80 hl brew size Recipe Creation Standard & Experimental Packing
Pubs	Brand Promotion	Show Brewing	5-10 hl brew size Recipe Replication Pub & Home Draught

Product Development Requirement

HEINEKEN

### 2nd Generation Craft Breweries

Combining product development, consumer experiences & content and DTC

**Nice to Have ...**

- Route to Market / DTC: Existing route to market with taprooms and network of local bars to rapidly test new products
- Experience & content: Creating own experiences and content through brand to directly engage and communicate with consumer bases

**Must Have ...**

- Brewing Capacity: Access to efficient brew assets from experimental (<20HL) to scalable (>150KL)
- Creativity: Qualitative, creative brew masters at the forefront of the beer market

HEINEKEN

### Heineken® Innovation

**Lowlander | brewed with botanicals**  
Expand portfolio to increase penetration and accelerate evolution into a lifestyle brand

HEINEKEN

### Guinness | From a Beer to a Brewer

**NO BOTTLE.**

**WHY?**  
BECAUSE INNOVATION, MUST BE GIVEN SPACE TO BE THE OUTCOME OF PASSION, NOT CALCULATION.

**PHYSICAL SPACES FOR THE BRAND'S LIVING PASSION ABOUT BEER**

**THE CULTURE BUILT FOR US. MUST BE GIVEN SPACE TO BE THE OUTCOME OF PASSION, NOT CALCULATION.**

HEINEKEN

### Heineken® Innovation

**Guinness | Open Gate Brewery, Tap Room & Cultural Hub**  
Diageo Announces €73 Million Guinness Microbrewery and Culture Hub to be Built in London

**Iconic Irish Brewer Emerges from Stout's Shadow**

Where are we? | What will it take? | Where will we be?

HEINEKEN

### Heineken® Innovation

**Mikkeller | Innovation Ecosystem**  
Set up 'innovation ecosystem' to support Sources of Growth product development

Innovation stage	Design Concept	Solution Prototyping	Test in Market	Validate Industrialisation	Scale it
	<ul style="list-style-type: none"> <li>Highly customer need</li> <li>Conceptual design</li> <li>Create functional prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Developed functional system</li> <li>Experimental brewing</li> <li>Small batch commercial production</li> </ul>	<ul style="list-style-type: none"> <li>Test market for new beers</li> <li>Commercial consistency</li> <li>Build consumer database</li> </ul>	<ul style="list-style-type: none"> <li>Test process technology</li> <li>Production trials</li> <li>Commercial batch production</li> <li>Define operational standards</li> </ul>	<ul style="list-style-type: none"> <li>Launch to scale RTM</li> <li>Production of medium scale brewery</li> <li>Integrate in Supply Chain/ERP</li> </ul>
Capacity need	<ul style="list-style-type: none"> <li>Consumer connection</li> <li>Consumer exploration in front end</li> <li>Knowledge &amp; experience in consumer design</li> <li>R&amp;D mindset, design mindset, that can be tested</li> </ul>	<ul style="list-style-type: none"> <li>Deep knowledge ingredients &amp; recipe</li> <li>Yeast &amp; bacteria collection</li> <li>Technological expertise</li> <li>Experience in translating concept into prototypes</li> <li>Experience with commercial production of prototypes</li> </ul>	<ul style="list-style-type: none"> <li>RTM for testing new beers</li> <li>Brand that has consumer base of early innovators &amp; adopters</li> <li>Consumer community gives feedback</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge and expertise in scale commercial production processes</li> <li>Medium scale equipment</li> <li>Industrial recipes</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge and expertise in scale commercial production marketing and product execution</li> <li>Scale Supply Chain</li> </ul>

HEINEKEN

### Heineken® Innovation

**Givaudan | Virtual Aroma Synthesizer (VAS)**  
Involving consumers in the flavor creation process

HEINEKEN

Thank you

HEINEKEN

### Breakout exercise.

Microbrewery X Heineken LAB

Discuss and go wild within your group on the following question:

**If we are not a microbrewery, then who are we?**

Heineken The LAB

### Good luck!

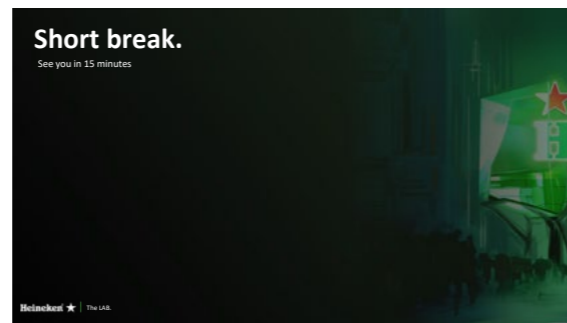
See you in 20 minutes

HEINEKEN

**Share key take-out.**  
What are the biggest and most surprising insights?

Heineken ★ The LAB

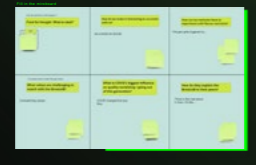
**Short break.**  
See you in 15 minutes



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**Breakout exercise.**  
This Gen and our BrewLAB

Discuss and go wild within your group on the following question:  
**How to engage with this generation in the BrewLAB?**



Heineken ★ The LAB

**Food for thought.**  
Gen Z X Heineken LAB

**Savanta:**

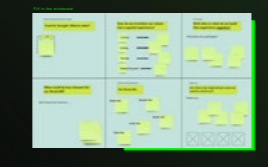
Heineken ★ The LAB

**Good luck!**  
See you in 20 minutes

Heineken ★ The LAB

**Breakout exercise.**  
Where consumers meet brands

Discuss and go wild within your group on the following question:  
**How do we build an engaging BrewLAB experience?**



Heineken ★ The LAB

**Food for thought.**  
Where consumers meet brands by LOVE creative

**LOVE.**  
We See What You Won't.

Heineken ★ The LAB

**Good luck!**  
See you in 20 minutes

Heineken ★ The LAB

**Share key take-out.**

Heineken ★ The LAB

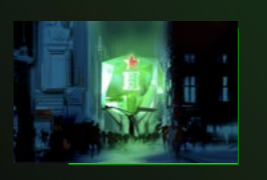
**Wrap it up.**  
Thank you very much

**Next workshop: specify the Brewlab**

Heineken ★ The LAB

### 3. Presentation day 2

**The Heineken LAB.**  
Workshop 2: The BrewLAB plan  
10th Feb. 2022



Heineken ★ The LAB

**Agenda day 2.**

- 14:00: **Welcome**
- 14:05: Recap exercise day 1, breakout in group
- 14:15: Share key findings, 8 mins per group
- 14:45: Vote and/or add your suggestions on the miro board
- 14:50: **Briefing the disciplines**
- 15:00: **Making it work! Deep dive breakout (including 10 min break)**
- 15:05: A. Define requirements for the daily operational Brew LAB, to facilitate fast forward experimentation, machinery, operators, input, output, etc.
- 15:10: B. Define co-creation model with consumers, customer, opinion leaders, that enables fast track qualitative results
- 15:15: C. Define consumer experience, space, rituals, how do we communicate, what is our identity?
- 15:20: D. Define research, iteration, learnings, methods for improvement, leading to better, surprising, connection quality socializing?
- 16:00: **Share per discipline, 15 mins per group**
- 16:05: Defined concepts + action points
- 17:00: **Wrap up day 2**

Heineken ★ The LAB

**Recap Day 1.**  
Going back to the boards, discuss main takeaways

- A. BREWERY**  
Define requirements for the daily operational Brew LAB, to facilitate fast forward experimentation, machinery, operators, input, output, etc.
- B. CO-CREATION**  
Define co-creation model with consumers, customer, opinion leaders, that enables fast track qualitative results
- C. EXPERIENCE**  
Define consumer experience, space, rituals, how do we communicate, what is our identity?
- D. RESEARCH METHODS**  
Define research, iteration, learnings, methods for improvement, leading to better, surprising, connection in the quality socializing domain

Heineken ★ The LAB

**Over to Miro.**  
Back in 10 minutes

Heineken ★ The LAB

**Teams to share key findings.**  
Please vote and add in Miro on your favorites!

Heineken ★ The LAB

**A. BREWLAB**

**How to experiment with new flavours?**

What is the objective and ambition of the BrewLAB?  
What methods & machinery do we need? Which capabilities and technology?  
What are the specifications for the BrewLAB (incl. location)?

What partnerships and eco-system do we need to set up to run the BrewLAB? What is the role of the local community?  
What is the operation model for the BrewLAB? What do we need beyond product development?  
What are possible barriers and pitfalls to overcome?

Roald - LAB  
Bryan - Experiment  
Wolke - Innovation  
Leonard - Pops  
Mark - Innovation  
Nick - Join for the Moon

Heineken ★ The LAB

**B. CO-CREATION**

**How to set up for Co-creation?**

What is the objective and ambition of the co-creation / collaboration model in the Brew Lab?  
Who do we want to collaborate with? Gen Y-Z, micro brewers, R&D, influencers, trade, mixologists, bartenders?  
How to enable co-creation?

What is the business model? How to shape the collaborations?  
What is the role of the Brew Lab in the local community? How can we leverage local taste makers?  
What are possible barriers and pitfalls to overcome?

Mariana - Pops  
Kris - LAB  
Mortue - LAB  
Verity - Science  
Mark - Innovation  
Auke - LAB  
Emma - Love

Heineken ★ The LAB

**C. EXPERIENCE**

**What does the space look like?**

How to create an interactive, easy changeable, adjustable space fitting the proposition?  
How to enable co-creation, tasting, experimentation, and parties?  
How to connect the experimental (beer) flavour into the spatial experience?

What are the rituals?  
How to connect with gen z through brand experiences?  
How to create a overall identity for a dynamic concept? How do we communicate?  
What are the barriers and pitfalls to overcome?

Rory - Love  
Auke - LAB  
Mia  
Caroline - LAB  
Ivy - Pops  
Jas - Join for the Moon

Heineken ★ The LAB

**D. RESEARCH METHODS**

**How to reinvent research?**

What is the objective and ambition of consumer research in the Brew LAB? (what do we want to achieve?)  
How can we make ultimate use of our lab to learn as much as possible?  
What are the kind of things we would like to test (and how)?  
What are the capabilities, requirements and partnerships for various research setups?  
How can we ensure that the research results are inspiring for designers?

What are the information streams (eg internal ideas or co-creation) and who decides what to experiment?  
What kind of research can we do to find out how consumers want to quality socializing post covid?  
How to best understand quality socializing?

Leonard - Innovation  
Andra - LAB  
Rachel - Science  
Tina - LAB  
Hannah - Innovation  
Magda - Innovation

Heineken ★ The LAB

**Over to Miro.**  
Back in 1 hour

Heineken ★ The LAB

## 4. Recap document



# The Heineken LAB

Workshop Recap.  
Part 1 - The BrewLAB | Februari 2022

# The Heineken LAB.

*Aim and objectives*

**Why**  
Heineken is losing penetration and 'meaningfulness' with young adult consumers (and women). On innovation the brand is falling behind the competition. Our ambition is to become the beer brand of choice for Gen Y/Z.

**How?**  
By co-creating with young creative talent, opinion leaders, experts in the industry, consumers and customers from cross disciplines in the qualitative socializing domain.

**What**  
A long-term project with learnings along the way to stay agile and create new concepts that challenge the qualitative socializing domain.

**The aimed result?**  
Become the global thought leader of future quality socializing. Maintaining the progressive & innovative character of the brand, enabling us to provide the right proposition for gen Y & Z, now and in the future.

“  
It is our laboratory to explore new things, new brewing techniques, new flavours, new rituals, new experiences, new music, new art and design, to shape the future.”

# Element 1. The BrewLAB



**Element 1. The BrewLAB**  
The first element is close to Heineken, namely beer, the best drink in the world. This element is categorized by experimenting with new (beer) flavours, the production techniques and research methods. Next to that, exploring hoptails, nucleation levels and sensorial aspects like smell, structure, colour, transparency, sound, taste and pouring sound.



**Element 2. The bar**  
This element is a mean to explore rituals complementing the current and new flavours; glasses, draught systems, bottles, cans, coasters, etc. using new technologies and sustainable materials. Questioning the role of the bar and bartender and applying new technologies to give it new meaning.




**Element 3. The Lounge**  
Extending the bar to the broader domain of quality socializing, exploring serving rituals, the glass, the way beer flows from keg to the consumer and collecting empty bottles/cans/glasses. There is a role for food pairing, furniture design, interaction design, art and music.



**Element 4. The Program**  
The last element is the final touch, the cherry on the cake. Exploring the great journey of going a night out. Entertainment, games, sports, VR, metaverse, dancing, lounging and social interaction. Resulting in an all-encompassing environment to surprise gen Y/Z.

3.



# Index.

- The Heineken LAB Recap 2
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- The MIRO 9
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  - The BrewLAB 13
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- Next steps and milestones 20

# This document.

## Thank you

Thanks to your amazing contributions we are looking back at two productive and inspiring workshop sessions. This document recaps the workshops and indicates possible next steps for the upcoming time. Because of everyone's great participation we would like to keep you closely involved during our further BrewLAB developments.

## Focus on BrewLAB

During the workshop sessions we gained a lot of creative insights and ideas on not only the BrewLAB part, but also the bigger Heineken LAB picture. In this document we keep the focus on part 1, The BrewLAB. We saved all the creative and useful ideas on the MIRO for later project phases.

## Dynamic document

We set up the document as a dynamic working document. Feel free to suggest adjustments, give feedback and share with us your further ideas and thoughts about the BrewLAB.

## Time to start

We can't wait to start. Soon after sending this recap report to all of you, we come back to every individual with clear briefs, possible roles and plans of action.

Short recap

# What was the workshop purpose.

## A better understanding

During the workshop we envision a great synergy between the different disciplines. The main aim of the workshop is to get a better understanding of all the ideas we could develop in the BrewLAB, how this is possible from a brewers perspective, but also research and creation wise.

## Setting the scene

By the use of our inspiring guest speakers we enabled good insights into what's happening in and beyond our category, and within our target-audience.

## Explore the BrewLAB possibilities

We used these sessions to go wild on the possibilities the Heineken BrewLAB brings for innovators, creators, researchers and brewers. We have tried to challenge everyone thinking together about all possibilities within the BrewLAB, with succes!

## Strategic direction

These sessions were fundamental to validate our first strategic directions. What do we need to start the BrewLAB, who do we need and how are we going to make it relevant for the innovation, research and development funnel?

Short recap

# What is the intended picture of succes.

## Picture of succes

The BrewLAB is a creative and experimental environment to rapidly and continuously test and develop new beers and drinks concepts.

A vibrant community of innovators, creators, and consumers – working together towards a new way of innovation and challenging the status quo.

It will allow Heineken to demonstrate its progressive brewing credentials and create new expressions, driven by collaboration, creativity, and cultural connections.

The BrewLAB brings together product development, direct consumer engagement and own creative content / experiences.

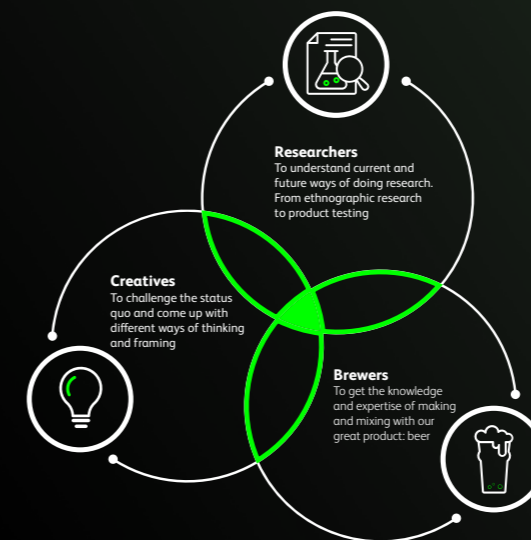
Our aim is to surprise, delight and engage young adult consumers through unexpected tastes, moments, and collaborations - across physical and digital worlds.

## Consumer involvement during innovation stages of product development (drinks)

1. Small scale co-creation, many product possibilities
  2. Medium scale validation, fewer product possibilities
  3. Large scale experience, few product possibilities
- The BrewLAB
- The Heineken LAB

# The synergy.

With who are we creating?



Heineken LAB

Heineken

Reggs

LOVE creative

Savanta

Aim for the Moon

Virtue

LINK TO MIRO  
Overview of everyone's effort

**MIRO**

9.

Heineken | The LAB

### Reinvent research: findings

What are general agreements for doing research at the BrewLAB?

At the BrewLAB we start research with open questions by **questioning everything we don't understand**. There are continuous **feedback loops in everything we do**. Failing is good if we take learnings out of it.

- ✓ Aim to learn fast by failing the quickest
- ✓ Heineken becoming part of Gen Z lives
- ✓ Gen Z becoming part of Heineken
- ✓ Integrating digital platforms with physical environments
- ✓ The Heineken LAB breathes co-creation
- ✓ Provide a sense of freedom, a place where you can be your creative self
- ✓ Not a one size fits all approach
- ✓ Diverse community with as much refreshing input from outside Heineken as possible

11.

Heineken

## Key outtakes

Divided per (workshop) theme

Most important outtakes to start experiment and build around element 1: **The BrewLAB**

We divided our findings into the four main subjects of the workshops: Research, the BrewLAB, Co-creation and the Space. Within each subject the focus is on general findings and on possible assumptions and ideas to start experiment. This provides an overview with the things we all agreed on and the possible next steps to start building the BrewLAB.

10.

Heineken | The LAB

### Reinvent research: potential experiments

Ways to experiment with research in the BrewLAB

<ul style="list-style-type: none"> <li>Observe customer behavior</li> <li>Interview customers about actual behavior</li> <li>DSM with interesting people experts on niche interests</li> </ul>	<ul style="list-style-type: none"> <li>Rapid prototyping (physical and digital) to check customer behaviors</li> <li>Build, measure, learn loops</li> <li>Get inspiration from different brands, content, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Get inspiration from customers via drinks and videos (what people not numbers)</li> <li>Start by doing small scale experiments. Later reflect on our bigger ambition</li> <li>Create an online open source innovation platform for customer engagement</li> </ul>	<ul style="list-style-type: none"> <li>Test different options with different drinks, flavors, and look customer behavior</li> <li>Explore, test and re-test rituals</li> <li>Experiment in different pop-up bars, less tied to a particular group or culture</li> <li>Apply new techniques such as eye tracking, facial expression, movement</li> </ul>
<ul style="list-style-type: none"> <li>Explore test new draught systems, glasses, bottles, ways to share drinks etc.</li> </ul>	<ul style="list-style-type: none"> <li>Run different local labs to influence each other - get more relevant data</li> </ul>	<ul style="list-style-type: none"> <li>Open acceleration programs to co-create with target group</li> </ul>	<ul style="list-style-type: none"> <li>Explore new testing methodologies</li> </ul>

Impact: Low to High

Effort: Low to High

11.

Heineken | The LAB



## The BrewLAB findings

What are general agreements for the BrewLAB?

The BrewLAB is a place where the **consumer is involved in co-creating and co-evaluating new drinks**. The place **allows for trial and error** with drinks, mixes, and unique combinations of flavours in a unique environment.

- ✓ A place where the Heineken LAB is direct connected to consumers
- ✓ Adds to current R&D workstreams
- ✓ Explores specific flavours and experiences
- ✓ Play with taste perception
- ✓ Be transparent and open about the ingredients
- ✓ Make use of a dynamic visual language

Considerations for choosing a microbrewery or not:

- ? Is it a vital characteristic for the consumer?
- ? Is it essential for fueling innovation?

## Co-creation findings

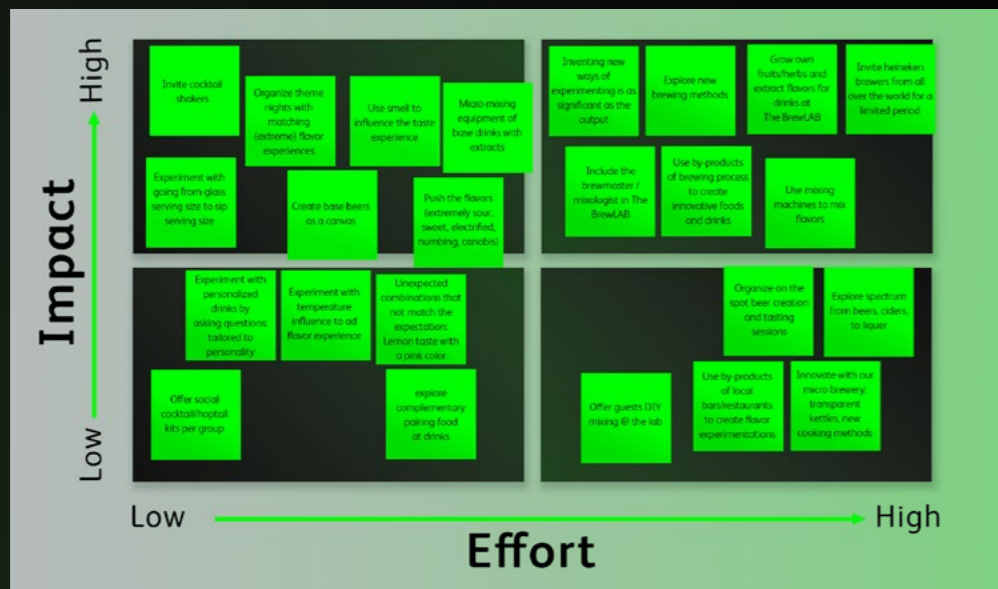
What are general agreements for co-creation at the BrewLAB?

Consumers feel a **sense of ownership by co-creating the drink**. The Brewery makes their contribution visible and therefore makes the consumers part of the story. A place where you're able to **ask questions, learn, provide, and receive feedback**.

- ✓ Hook in with different niches within the target audience
- ✓ Give talented people the platform they need
- ✓ Connect with local culture, initiatives, and events
- ✓ Explore new ways of co-creation Heineken becoming part of Gen Z lives
- ✓ Gen Z becoming part of Heineken Keeping stuff alive -> new stimuli/posts: continuity and regularity
- ✓ Program around social purpose, for example open up for students that have been isolated?

## BrewLAB: potential experiments

Ideas to build and experiment in the BrewLAB



## Co-creation: potential experiments

Potential partners and ways of working to co-create at the BrewLAB



## The space findings

What are general agreements for the space?

The BrewLAB leverage all senses, it is a 360-degree experience where there is interactive storytelling around the beer creation and mixing. There is always something new to check with a changeable interior that can adapt to different types of programs and activities.

- ✓ The place is not over-branded with Heineken
- ✓ Integrating digital platforms with physical environments
- ✓ Authenticity through staff and the face of the experience
- ✓ Sustainability as core value
- ✓ Design and communicate transparent

17.

## Specifications.

What and who does the BrewLAB need?

### Equipment / Space

- Experimental brewery – small scale (10 – 50 HL)
- Mixing Station and laboratory
- Blending machine – micro dosing equipment
- Storage for base beers and liquids
- Working space for preparation of flavor / set up
- Consumer area to try and taste the beers and drinks
- Digital and video equipment to broadcast experiences
- Packaging solution (internal or external)

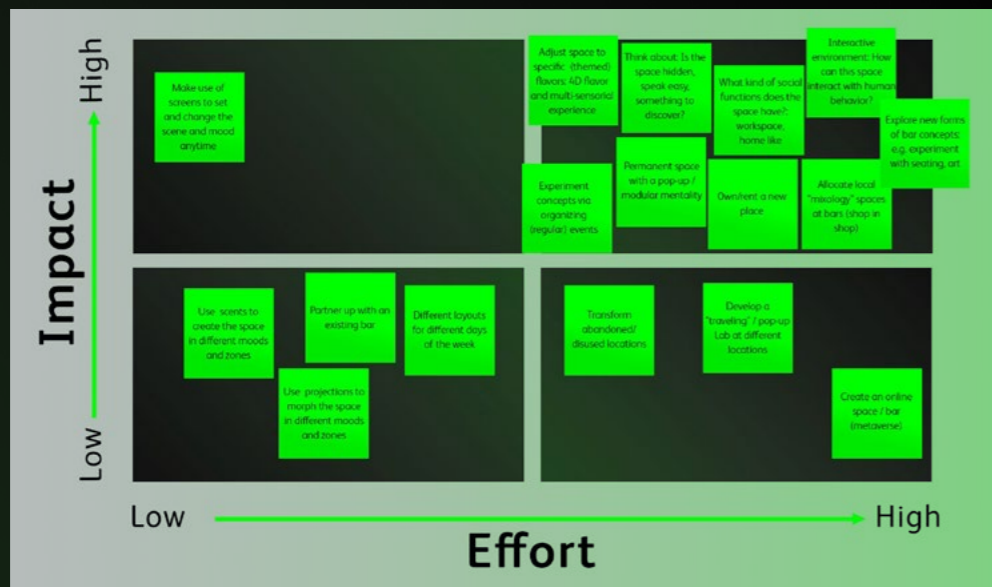
### Operational

- Technical / operational manager
- Master brewer(s) – temporary / rotating
- Consumer hospitality (synergy with operating Heineken Lab)
- Digital expert / storyteller (synergy with operating Heineken Lab)
- Internal partners: R&D, HNS, Local Opco
- External partners: Flavor Houses, Craft Breweries, Local Community

19.

## The space: potential experiments

Potential next step experiments for the physic BrewLAB space



## Next steps and milestones.

Next steps to build the actual location and to start experimenting around the BrewLAB

work in progress

### Conclude BrewLab workshop

Finalize workshop conclusions and share outcomes **Week 10**

### Draft a project plan for BrewLAB:

- Align on vision and ambition
- Key question: To brew or not to brew at The Lab?
- As alternative explore with pilot brewery and external brewing partners

### Formalize partnerships with agencies:

- Clear roles & responsibilities
- Clear deliverables, activities, resources, and mutual expectations
- Set up a joint alignment rhythm with team, internal stakeholders and external partners

### Further Heineken LAB developments

#### Decide on space:

- Explore options (Panama)
- Location visits
- Commit (long-term) budget
- Sign Letter of intent
- Negotiate with property owner & local entrepreneur
- Sign a lease-contract

#### Consumer deep-dive:

Create insight diaries around following elements **Week 11-13**

- The BrewLAB
- The Bar
- The Lounge
- The Program

#### Next workshops (involve Gen YZ):

- The Bar
- The Lounge
- The Program

#### The Heineken LAB identity:

- Brief external partner on identity
- Start identity development
- First decisions on identity

#### Design briefing:

Combine research streams into inspirational design briefings **Week 15-16**

- Design briefing for The BrewLAB
- Design briefing for The Bar
- Design briefing for The Lounge
- Design briefing for The Program

#### Collaborate with young Gen YZ design talent:

- Decide on design-network to use
- Send out the design briefings within this design-network
- Select and invite young Gen YZ designer for kick-off
- Decide on way of working to organize this design challenge
- Select and brief design coaches to guide and support during this challenge
- Organize kick-off session with Gen YZ designers

#### Start design:

- In close partnership with local entrepreneur, design coaches and young Gen YZ design talent

#### Start (re)building:

- In close partnership with local entrepreneur
- Tap in network of contractors/builders of local entrepreneur

#### Soft launch

Official launch

20.

**Thank you.** The Heineken LAB team