My Final Advice for the Heineken Innovation Lab

Chances are that the HLab project does not Put some creative tools there, like 3D printers, continue its operations within Heineken but post-its and Heineken concept bottles. for options on how to.

create with GenYZ and still be able to innovate without the physical Location of the HLab. My advice to Heineken:

Start small. Begin with a meeting room or area in the Heineken office. Moreover, put the name Heineken Innovation Lab on it.

Connecting New Generations with a Legacy Brand

Designing a Theme-Based innovation process for the Heineken Innovation Lab

The Innovation Process Flowchart

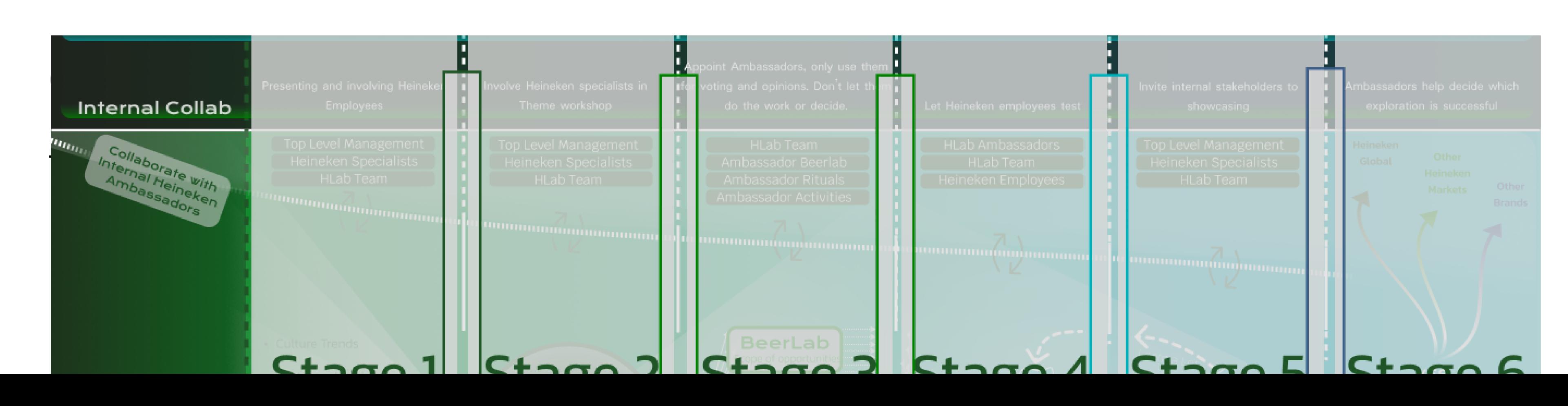
The research found that there is no readymade method that the HLab can use to innovate with GenYZ. Rather, this thesis shows that combining elements of popular methods already proven to work within other Innovation Labs is a better option.

The proposed Flowchart satisfies most requirements that were determined in the Discover and Develop phases. The Flowchart is based on Design Thinking, Lean and Open-Innovation methodologies.

The flowchart solves the following challenges • The HLab struggles with communicating its scope to external

- creators • The flowchart uses the co-created theme to communicate a common vision. The agency LOVE was better able to create
- tangible designs after this vision was made. • The HLab team does not have the manpower to create, oversee and govern the whole innovation process of the HLab.
- The process focuses on the use of external agencies without losing control. • The Hlab team does not have the specialistic knowledge on how to perform co-creation activities with different external
- creators. • The process uses external agencies for extra knowledge in co-creation.

- company.



influencer and friends to Heineken.

Look for a co-creation agency like Fronteer And above all, let the Influencer and friends process once. Let Reggs build the prototype. Moreover, test the prototype with Heineken employees. Improve the prototype and test it

with focus groups in the Heineken experience, but also make sure to invite Senior managers. has to continue in a different shape. The Find a self-made influencer from GenYZ And the most important part. Document all HD&S team still want to keep innovating in the already affiliated with beer or anything you small mistakes and learnings. Moreover, see same areas as the HLab so they will still look can connect with Heineken. It is important how to improve the prototypes. Do not be that the Influencer and Heineken are a good afraid to go back to an earlier prototype that This next section describes my advice for them match because this will increase the credibility worked better. By keeping the loop and on how they can use the Flowchart to co- of the partnership within GenYZ. Invite the business of the Hlab small it is possible to make small iterations and learnings.

and, together with them, go through the tell you what they think Heineken should be.

• To get closer to the popular culture of GenYZ the HLab should give them more authority. The HLab team is scared that giving away this authority might damage the Heineken Brand or creates innovations that are too much out of scope.

 The process uses covert and overt activities to create a safe experimental environment. Also, the different gates create barriers to communication to the outside world.

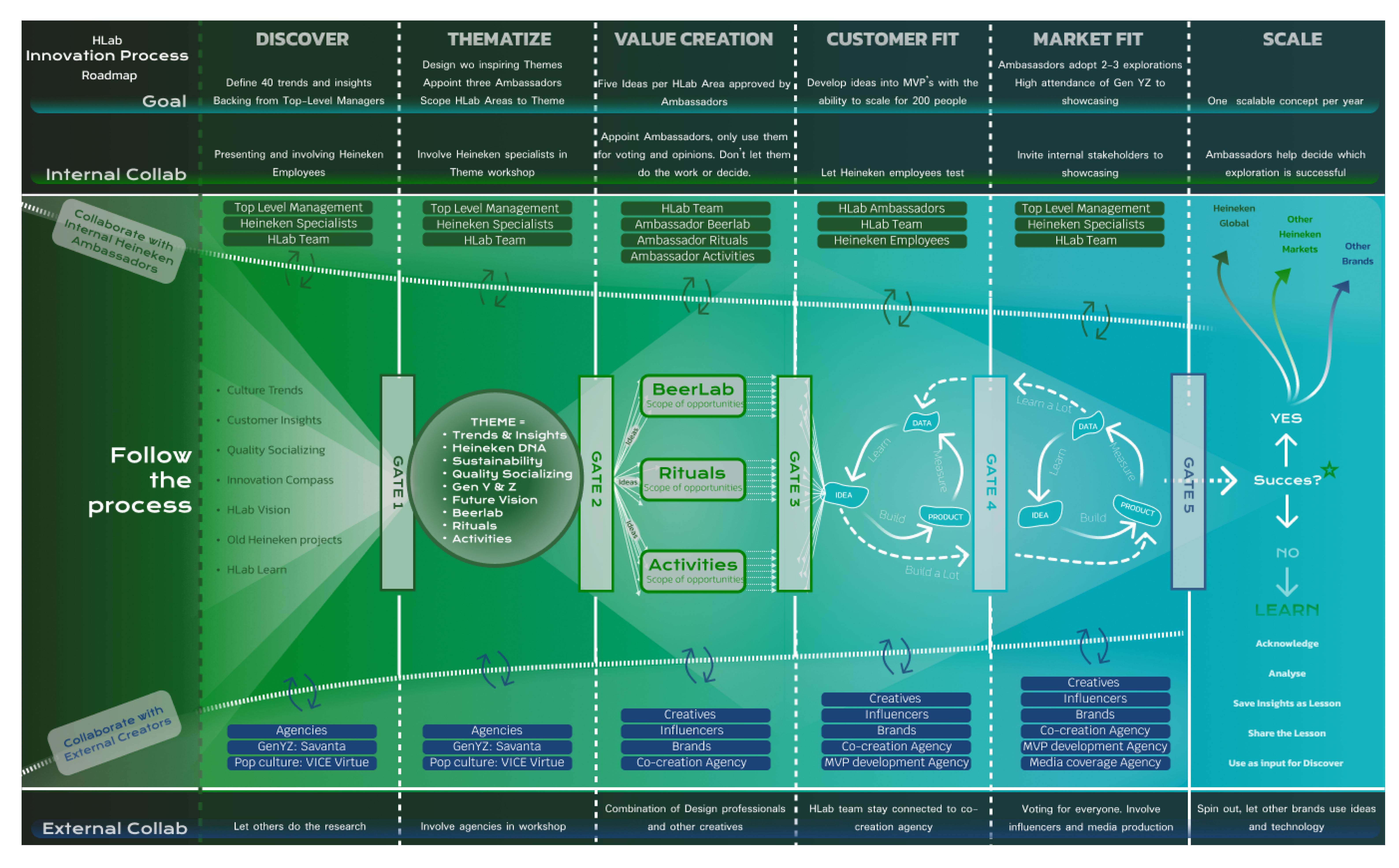
• The HLab currently does not have a good internal connection with Heineken. A better internal connection would improve the authority of the HLab itself. It would also enable the HLab to combine internal and external parties for more fruitful innovation. Lastly, it will root the innovations in the Heineken business so that they have the ability to be scaled later on. By using ambassadors, the HLab gets connected to the

business side of Heineken. Heineken employees want to get involved in the HLab but they do not have a platform for it yet.

 By using Heineken employees for testing and evaluating the prototypes, the HLab gets a better rooting in the whole

- Heineken and the HLab are too perfectionistic to the outside world because of the premium and luxury brand image that Heineken wants to portray. • The covert operations ensure unworthy concepts do not
- reach the outside world. • The HLab does not have a way to collaborate with GenYZ
- The Theme creates a common ground between Heienken and GenYZ.
- There is no readymade Innovation method or process that fits the needs of the HLab The process uses parts of different innovation methods that have been proven to work for innovating in innovation labs.

Finally, the Flowchart uses external parties in a collaborative way, and Heineken only needs one person to start trying this process and improving it. Moreover, if the process works well, the HLab can easily expand its work by hiring more employees.



The Design Process

brand and what elements of Innovation methods the HLab should use. Furthermore, thesis collaborates with the HLab team and external agencies during two structure for necessary workshops and several meetings. diverging and The workshops are used to realign the parties involved in the HLab and create a common ground and theme on which GenYZ can connect with Heineken.

This thesis used the Double Diamond Method, which cuts the project into four distinguished phases: Discover, Define, Develop, and Deliver. This method provides the organizing converging phases. This research uses literature and interviews to gain insights into how to co-create without damaging a

