

# APPENDIX

Connecting new generations with a legacy brand:

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

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# Appendix A: Recap Beerlab and Bar Workshop

Workshop 1: BeerLAB

## Most important BeerLAB conclusions and findings

All **BeerLAB explorations** should be linked to the Heineken 're-imagine lager' innovation manifesto. Put lager back on the menu.

Beside the BeerLAB we create an **experience pod to validate our new beer flavors in an immersive and experimental way**. Out of this testing we get learnings for further developments

For the visitor should participation in **the experiments feel like an experience that's worth sharing**. Although the experience looks sleek, immersive and never seen before: it has still this 'experimental vibe' over it.

By adding the experience pod to the space, **we keep the balance in immersive tech** experiences (the pod) **and non-digital** real-life experiences (BeerLAB)

As part of the BeerLAB we **create a test kitchen**

The test kitchen will be used for:

- Mixing different flavors together
- Reviewing samples
- Storing and refrigerating
- Preparing the drinks (could also be done at the Bar?)
- Visible for visitors: showcase the process.

The Heineken LAB explorations go through three stages: **Co-creation** (small scale), **validation** (medium scale) and **experience** (large scale).

1. The test kitchen will be used for **co-creation** (small groups)
2. The experience pod for **validation** and further development (small groups)
3. The bar/lounge/program for large scale testing as an **experience** (large groups)

The space needs to be a **neutral and clinical LAB environment**, but without losing a certain degree of **warmth, craftsmanship and authenticity**.

The way we **display and store the beers** should be an important BeerLAB **eye-catcher**.

**The experience pod** could be a **prominent and important piece** in the space, but could also be down-scaled according to the use of it and how advanced this pod is.

## Staff: conclusion out of break-out session

### Reflecting diversity

The staff needs to reflect the diverse variety of the target audience through the full consumer journey. This variety can be reflected by bar staff in person, or digital (for example an AI robot).

### Brand

The staff is an important personal touch-point for the target audience, they should behave as the ears and the eyes on the floor to gather authentic feedback and insights.

### The look

Not a traditional uniform - but a clear signal that they are the Heineken LAB staff. Let a uniform guide but everyone can show off their own style. The uniform can serve as a canvas, but staff members are allowed to customize it with art, buttons, patches - whatever expresses them and what they love.

### From a consumer POV

The staff needs to be unobtrusive yet engaging - a knowledgeable guide to facilities the experience but not distract from it. They need to be non-corporate and none- or subtle branded.

### Individual personalities

Staff members are individual personalities with their own passion points and experiences. They have all a base knowledge of the experience and a basic training - but if eg. sustainability or local farming is their thing, let it shine! Each time the staff can bring a different point of view for the visitor.

## Staff: other conclusions and findings

- The **human connection** staff has is important for the vibe of the bar
- Play with **technology and staff**, how far can you go in replacing staff functions with robots?
- Make the job also interesting, make sure it's **infotainment for the staff** as well
- The staff is there to **spread their enthusiasm to the consumers**
- The staff helps **building the local neighborhood community** by spotting local initiatives, creatives and other potentials
- **Unpolished, approachable, unconventional** but a **light branded touch** to recognize they are members of the Heineken LAB staff
- **Subtle reflection of the Heineken brand** in the way they look
- Be **approachable in how they act** and look
- **Reflect the target consumer** but be a little bit more special. **Be aspirational for the target group.**
- Let the staff **behave and act accessible so every visitor feels free to enter** and join the program
- If **the staff has fun** the consumers most likely will too
- The staff serves as a **brand ambassador to attract specific audiences**



## Serving rituals: conclusion out of break-out session



### Tools (1)

Tools to attract or lure people to the bar: Such as gamification, interaction, theatre spectacles

### Story (2)

Use underlying stories to give the tools form number 1 more meaning. Don't make it a gimmick, make it worth to visit again. (Infotainment)

### Complementing rituals (3)

Expansion the story with extra complementing rituals

### Example: The living bar

- (1) A bar made out of living materials that has an enormous appeal to the public.
- (2) The bartender tells the story behind the moss that grows sustainable on the bar and what it does for the planet and your beer.
- (3) As a complementing ritual, you can pick a piece of moss and put it in your beer to experiment with the taste.

## Serving rituals: other conclusions and findings

- There is a fine line between a one time trick and **something to come back for**
- The **staff is also part of the rituals** and spectacles that happen in the bar.
- **Infotainment works for Gen-YZ** and makes sure they **plan a re-visit**. Use rituals to learn Gen-YZ about certain topics
- Rituals are an excellent **tool to connect all senses**
- Rituals **elevate and improve the drink** experience
- Serving rituals **doesn't have to be offline**
- **Expose the tools and the process** of making the orders
- The bar is the ideal environment to **experimenting with food pairing** as a ritual
- How make we sure drinks and rituals are **worth the sharing (more than once) on social media?**
- Rituals should be used to **make the drinking experience spark joy**
- Embrace **local rituals**



## Serving rituals: other conclusions and findings



**At the bar we will experiment with all kind of new serving rituals between mixing, shaking, pouring, cooling, heating, spraying and so on.**

### Rough list of explorations/serving rituals

Based on input from the workshop | More ideas?

- Sip size glassware to let people try more flavors (**Customization**)
- Plants on the bar to mix with your drink (**Theater**)
- Bikes as bar stools to generate bar-electricity (**Sustainability**)
- Frozen glasses to keep the drinks cool (**Sustainability**)
- Inclusive glassware: Make sure that all people can cheers with their drink (**Inclusive**)
- Eatable glass, cups and cans (**Sustainability**)
- Rethink the cleaning proces of the bar, the glasses, the column etc. (**Sustainability**)
- The garnish on the drink (**Theater**)
- The pouring of the beer (**Sustainability**)
- DIY coasters as a memorable souvenir (**Customization**)
- Offer (digital) bar games to unlock new flavors (**Gamification**)
- Invite cocktail-shakers to expand the domain of beer cocktails (**Theater**)
- Why not beer in a **wine glass, whiskey glass?** (**Theater**)

## Menu & ordering: conclusion out of break-out session

### What?

- Showcase on the menu the product + the ritual behind it.
- How can we let the visitor experience flavors on the menu?
- Blur boundaries between cultures to create new flavor experiences.
- Sustainable menu: use local and seasonal ingredients.
- Offer preselected favorites from the skilled and experienced LAB staff.

### Why?

- Experiment on how we can influence and stimulate the choices of the consumer at the bar
- Lowering the threshold to order (digital?)
- Ordering should be an experience as well
- Make ordering an experience by the use of knowledge as inspiration
- Knowledge and inspiration could be provided by personal contact or immersive technology

### How?

- Use storytelling in the menu
- Let visitors unlock certain drinks (gamified menu)
- Sharing favorites and drinks with strangers / others (provoke interaction)
- Create a spoken menu
- Create a menu based on smell (or other sense)

### Where?

- Do we order at the bar, or at the table?
- Do we take orders at the entry?
- Do we have a digital/physical/phygital menu?
- Menu projected on the walls
- Menu printed on t-shirts of the staff



## Menu & Ordering: other conclusions and findings

- Use tech for a more **immersive and interactive menu/order experience**
- Play with multiple **senses to showcase the menu**
- Not only **show** the product but also **the ritual behind it**
- How to **showcase flavors** in the menu when **not using text or image?**
- **Lower the threshold** when ordering
- **Minimize order intensity**, also for staff
- Make explicitly **clear where and how to order**
- **Avoid long queues** by ordering at different touch-points
- **The staff** has a lot of control and **influence in decision making**
- Gen-YZ needs **enough time and freedom to think about their choices**. How can we support this?



Visual artistic pop-up menu @ The Beaufort Bar London **Pag. 19**

## Recap quality socializing: short explanation on this domain

### Quality socializing:

connecting with others and stand out. These are social moments that compromise both casual get-togethers and celebrations for a special occasion



Quality Socializing moments are typically in an on-trade location, **mainly in a bar or pub**. These are high energy occasions where consumers are in a very **positive mood feeling content and upbeat**.



These moments are **ultimately social with friends and/or partners**, with consumers wanting to connect and feel good.



These moments are typically **close to the end of the week** (Thursday or Friday) or weekend when consumers are often on a **party or a social gathering**.

#### Functional needs

### Discovery

Discover new flavor options within familiar and well-known brands, new brands and brand-extensions.

### Physical benefits

Opting for beverages which provide a physical benefit. EG allow consumers to manage a hangover or the need to feel refreshed.

### Quality and reputation

The need for quality and reputation extends into spirits drinking moments where consumers want to be seen to be drinking a reputable brand.

#### Emotional needs

### Connecting

The need to connect with others, where beers are considered as social glue to share these moments.

### Looking good

The need for wanting to look good and impress their peers by shaping their personal image by their drink choices.

# Appendix B: Bar Workshop agenda

Bar / Rituals workshop						
Creative Steps	Problem statement	Inspiration	Ideation	Inspiration	Converging	Outcome and recap
Full steps	Present goals of the workshop	Get inspired and informed	Post it ideation on bar A O O	Back to the real HLab concept	Decide what is needed to be able to do as much as possible	HLAB team create recap for Beer and Bar with decisions on concepts
Content	Define how to do explorations in the HLab	Show what HLab team thinks the Bar area is	Which ideas come to mind per A O O?	Love present their Bar Concept	What are the Bar elements that are most important?	
	define what an exploration exist of	Savanta take aways	Present a domain and what is interesting about it		What does a bar need as a bare minimum?	
	define a list of design specs	Vice Virtue Take aways	Switch around			
		Show what HLab means with Exploration	Create Bar concepts			
		Consumer touchpoints in the Bar				
		Divide the bar in 5 areas of opportunity				

miro

# Today's agenda

- 00:00 Meet & greet aim and objectives
- PART 1: What is the BAR?**
  - 00:00 What does the bar mean for our Heineken LAB?
  - 00:00 Creative stimuli / Food for thought on bars
    - Savanta: Recap of bar owner interviews + first thoughts on consumer journey
    - LOVE: Innovative design approaches on bars
    - Virtue: Future bar concepts and predictions
- PART 2: Explorations at our bars**
  - 00:00 Breakout-group exercise: What can we explore at our bars?
- 00:00 **Lunch**
- PART 3: Ideate and design**
  - 00:00 Breakout-group exercise: Ideate and design a bar concept
  - 00:00 Share results and feedback on bar concepts
- Part 4: What are the most important areas we need to focus on?**
  - Open brainstorm on a design specs-list for multiple bar concepts
- 00:00 Conclusion and action points

## Appendix C: Interview bartender

Bar Benthuis, Benthuizerstraat, Rotterdam

### 1. Hoe lang werk je hier al?

1 jaar

### 2. Hoe vaak werk je hier?

2-3 avonden per week

### 3. Wat voor gasten heb je? Gedrag belangrijker dan leeftijd. Zitten ze vaak op hun telefoon? waar praten ze over? wat voor interesses hebben ze?

Redelijk wat studenten, maar vooral gewoon mensen uit de buurt, er is ergens anders een bar gesloten waar veel stamgasten kwamen en die lopen soms over naar onze bar. Zijn soms vervelende mensen die stinken naar drank en mensen lastig vallen, wij handhaven dit wel. Door mensen niet te schenken etc. Gasten zitten eigenlijk nooit op telefoons, soms om iets op te zoeken. Als er gebeld wordt lopen mensen naar buiten. Gespreksonderwerpen zijn echt van alles, politiek, muziek, wat later op de avond seks en relaties. Best open gesprekken. Vooral bij stamgasten. Het is echt een buurtcafe.

### 4. Wat zijn jouw taken?

Bediening, happen, bier tappen, wijn schenken, alles schoonhouden, fusten vervangen. Ook inspraak in welke muziek er op komt. Ik bepaal beetje de sfeer zoals ik dat op dat moment aanvoel. 30L fusten staan al koel want duurt best lang voordat dat koud is. Soms nieuwe doos glazen aanbreken. Ook cocktails. Via een cocktail machine. De baas via via geregeld van een nederlandse uitvinder. Werkt met cartridges die ene QR code afleest. Zit voorgemengd in een blik. Machine heet L'oui. Eerste indruk was dat het kut werkte, een opstartfase uitvinding. Het gaf me veel extra schoonmaak werk. We hebben maar 30 min om schoon te maken na sluit. Weer een extra ding die je erbij moet doen. Ook nog meer multitasken. Inmiddels wel aan gewend. Niet mogelijk om de cocktails helemaal zelf te maken want dat is nog meer werk dus dit is goeie oplossing. En de cocktails die er uit komen zijn echt goed.



### 5. Hoeveel verschillende soorten bier hebben jullie?

9 bieren op tap 1 actief wisselend, 2-3 fusten daarna wisselen. Afhankelijk van de populariteit.

### 6. Wordt alles evenveel gedronken?

Meeste gedronken is eigenlijk Pils. Vaasje, meestal. logische maat que doodslaan en koud blijven. Het glas voelt wat luxer aan dan andere glazen, hij is wat slanker en hoger en de schuimkraag blijft er mooi op zitten. Wij doen daar zelf ook veel aan. wij geven het volledige plaatje aan de gasten. qua service, glas goede kant op viltje goede kant op, goed getapt. Dit onderscheidt ons echt.

### 7. Flesjes of tap?

Omer bier wordt heel veel gedronken uit flesje, gasten komen hier speciaal voor langs. Ze krijgen ook het glas en viltje er bij dat vinden mensen leuk.

### 8. Kun je uitleggen hoe je een bestelling aanneemt? van het begin tot het eind?

Vooral nieuwe gasten komen meteen naar de bar toe om te melden dat ze er zijn, want mensen zijn niet meer gewend te zitten op een terras en te wachten tot je langskomt. Wij hebben nog wel deze volledige service, van mij mogen ze gewoon gaan zitten ik kom echt wel langs. Tuurlijk als het wat drukker is is het sneller als ze aan de bar komen, dat is ook geen probleem hoor.

Ik begin meestal met iets zoals 'waar heeft u zin in?' dan krijg je natuurlijk een vraag terug in de trant van

'wat heb je allemaal?' Andere mensen willen graag zelf kijken en de kaart even bestuderen.

Uitleg over bier wordt ook vaak gevraagd. advies, ik heb zin in blond, wat heb je? Dan geef ik gewoon advies daarover hoor, ik weet echt goed wat ik allemaal schenk en hoe het smaakt. Ik drink het zelf ook vaak genoeg. Het liefst breng ik het dan naar hun tafel, dan kan ik het mooi neerzetten met het etiket de goede kant op en het viltje ook. Sommige gasten drinken liever aan de bar of nemen het zelf mee. De rekening komt later maar ik hou dat wel netjes bij op de computer.

### 9. Wat zijn de voornaamste problemen waar je tegenaan loopt?

Soms veel multitasken als het te druk is. Maar niet heel veel. Eerder is een probleem vervelende voorbijgangers of agressieve gasten. Dat is moeilijk te handelen. Maar technisch zijn er niet perse problemen. Als het echt druk is is er een glazen wasmachine die helpt met wijnglazen schoonmaken, dan glanzen ze ook meteen mooi. Bierglazen doe ik gewoon met de hand, dat hoort ook een beetje bij de barman show. Soms een beetje weinig werkruimte, maar daar werk je omheen.

### 10. Hoe bestellen gasten een drankje? >> zie 8

### 11. Waar liggen de fusten? Hoe vervang je ze? waar moet je nog meer rekening houden met het aansluiten van een nieuw fust?

Geen problemen mee, zomer is laagseizoen voor barren. 1 keer fust vervangen per keer werken ongeveer. Fusten staan onder de bar, en moeten wel koud staan want 30L per stuk koelt niet zo snel. Vervangen is makkelijk: dat is gewoon zo'n ding draaien en klikken en dan op het nieuwe fust zetten er zijn wel echt 4 verschillende manieren voor maar daar wen je aan.

### 12. Wordt er vaak bier weggegooid?

We hebben 1 keer klachten gehad over de smaak van het pils. Het vat was ook bijna leeg dus hebben 120 liter weggegooid. Dit speelde vooral psychologisch bij de gasten volgens mij want ik heb het zelf nog geproefd en daar was niks mis mee. Dan accepteer je het ook bij de gasten

### 13. Wat vind je het leukste aan het tappen van een biertje?

Het perfect volgen ervan. Maar iedereen geeft er net even z'n eigen draai aan. Bijvoorbeeld ik pak de spatel al in mn hand tijdens het tappen van het biertje. Zo kun je ook beter 8 bier in 1 keer verwerken, anders slaat je eerste biertje al dood voordat je hem hebt kunnen afschuimen omdat je nog met tappen bezig bent, ik doe het gewoon tegelijkertijd. Na een

tijdje wordt je wel handig in die dingen. Beetje spelen met de hoeveelheid schuim op een biertje en kijken hoe hij langer goed blijft. En dat elk biertje anders tapt dus ook vanuit hetzelfde fust. Je creëert er echt een gevoel voor.

**14. Wat is het onhandigste aan het tappen van een biertje?**

Geen last van echte problemen. Soms iets te veel glazen rondom de tap. Als het druk is tik je wel eens een glas om ofzo. Dan ben je uit je flow. Maar dat gebeurt. Schoonmaken zou beter kunnen. je spuit de taps door voordat je afsluit vanwege hygiëne. 2 verschillende manieren hiervoor. 1tje beter dan de andere.

**15. Wat vind je het mooiste meest premium glas?**

Omer glas, hoog slank met een volle buik en tuutje. werkt ook goed met hele biertje erin schenken. satisfying. Snap ook wel dat mensen telkens een nieuw glas willen hiervan.

**16. Als je verder nergens aan vast zou zitten, geen tap geen glas geen flesje geen blikje. alleen dat het bier bij de gast aan zou moeten komen hoe zou je het dan serveren?**

Zakjes? eigenlijk geen optie want dan mis je de experience. Biertoren is opzich wel grappig, dan kun je het zelf tappen. Ook economisch voor als het druk is en mensen vinden het grappig. biermuur? soort febo luik voor bier, ik vind het eigenlijk gewoon goed hoe het nu is.

**17. Wat is de laatste duurzame innovatie die je hebt toegepast op je eigen bar?**

Cocktail machine. Gigantische besparing op arbeidskosten. iet qua energie ofzo veel beter. ding blijft gewoon aan staan net als koffieapparaat. Maar zonder hadden we geen cocktails kunnen schenken. Soms zetten we de frituur een stuk lager als we weten dat het geen snacktijd is.

**18. Voor welk bar ritueel / gebruik / handeling mis je een duurzame oplossing?**

Wij gooien best veel viltjes weg omdat we elke keer wel weer het nieuwe viltje willen geven voor de experience. Dit recyclen we niet. glas wel. Wij tappen met 10% tapverlies in totaal, incl drankje voor de werknemers. Dus dit valt wel mee.

**19. Van welke barman skill/handeling zijn de meeste gasten altijd erg van onder de indruk?**

Persoonlijk contact, namen onthouden. Gasten redelijk vrij houden in wat ze willen doen en gezellig doen met ze. Nummertje op laten zetten etc. Ook het viltje en glas goed neerzetten natuurlijk. Het professionele een klein beetje loslaten. De ambiance is goed, want ik heb plezier in mijn werk. De bar is ook leuk aangekleed met dingetjes om naar te kijken als gast kun je gewoon gaan zitten en er gebeurd vanalles om je heen. Ook de persoonlijke aandacht die ze krijgen van mij vinden ze fijn.

**20. Is er een nieuw soort dienst/product/item op de menukaart/evenement/systeem/techniek (noem maar op) wat je graag uit zou willen proberen, maar waar je geen tijd, geld of capaciteit voor hebt?**

Zelf cocktails shaken ipv de machine. maar hier is geen tijd. Maar zou ook niet het biertap process willen aanpassen. denk dat ik dit sowieso beter kan dan een machine. Denk dat een



machine afdoet aan de kwaliteit. Wij vinden het leuk om persoonlijk te doen. En ambachtelijk dat past bij de sfeer.

**21. Noem drie elementen waar je altijd op let als je een andere bar bezoekt?**

Mensen kunnen echt slecht bier tappen. Weizen bijvoorbeeld, kun je beter niet afschuimen. Ook niet de goede kant op met de spatel. glazen niet super schoon. niet gepoleerd, kalk druppels.

**22. Kan je een 'state of the art' bar bedenken waar je echt van onder de indruk bent en die wij zeker zouden moeten bekijken?**

Plekken waar zelf gebrouwen wordt. Echt super bruine cafés die historie ademen vanbinnen. Of waalenburg, de gele kanarie. tekeningetje op het bierviltje is wel grappig. De grootste slok is echt zovreselijk grappige bruine kroeg. Ik ga naar een kroeg voor de gekke gewoontes van kroeg eigenaren. die van de grootste slok laat je alles doen maar, geen kringen op de tafels! Dan kan die vent gewoon echt boos worden op je. Dat vind ik hilarisch.

**23. Noem een echte (eeuwenoude?) bar traditie of ritueel die bij zowel jong als oud in de smaak valt?**

5 centjes in de fooienpot, die moet je door de zaak heen gooien. brengt ongeluk op de balie of in de pot. Oude collega heeft allemaal gekke bijgeloven. Ook het Sluitdrankje (of misschien wel tien.) Soms met vrienden die daar speciaal voor langskomen. Als je fust leeg is en je biertje is nog niet vol krijg je hem gratis, zelfde voor een fles jenever ofzo. Maar niet de fles he, het glas is gratis.

## Insights Bier, Bar, Techniek

- Gasten zitten eigenlijk nooit op telefoons, soms om iets op te zoeken. Als er gebeld wordt lopen mensen naar buiten.
- Gespreksonderwerpen zijn echt van alles, politiek, muziek, wat later op de avond seks en relaties. Best open gesprekken. Vooral bij stamgasten. Het is echt een buurtcafe.
- Via een cocktail machine. De baas via via geregeld van een nederlandse uitvinder. Werkt met cartridges die ene QR code afleest. Zit voorgemengd in een blik. Machine heet L'oui. Het gaf me veel extra schoonmaak werk.
- Meeste gedronken is eigenlijk Pils.
- Vaasje, meestal. logische maat que doodslaan en koud blijven. Het glas voelt wat luxer aan dan andere glazen, hij is wat slanker en hoger en de schuimkraag blijft er mooi op zitten. Wij doen daar zelf ook veel aan. wij geven het volledige plaatje aan de gasten. qua service, glas goede kant op viltje goede kant op, goed getapt. Dit onderscheidt ons echt.
- Omer bier wordt heel veel gedronken uit flesje, gasten komen hier speciaal voor langs. Ze krijgen ook het glas en viltje er bij dat vinden mensen leuk.
- Uitleg over bier wordt ook vaak gevraagd. advies, ik heb zin in blond, wat heb je? Dan geef ik gewoon advies daarover hoor, ik weet echt goed wat ik allemaal schenk en hoe het smaakt.
- Eerder is een probleem vervelende voorbijgangers of agressieve gasten. Dat is moeilijk te handelen.

- *Fusten staan onder de bar, en moeten wel koud staan want 30L per stuk koelt niet zo snel.*
- *Vervangen is makkelijk: dat is gewoon zo'n ding draaien en klikken en dan op het nieuwe fust zetten er zijn wel echt 4 verschillende manieren voor maar daar wen je aan.*
- *Anders slaat je eerste biertje al dood voordat je hem hebt kunnen afschuimen omdat je nog met tappen bezig bent, ik doe het gewoon tegelijkertijd.*
- *En dat elk biertje anders tapt dus ook vanuit hetzelfde fust. Je creëert er echt een gevoel voor.*
- *Schoonmaken zou beter kunnen. je spuit de taps door voordat je afsluit vanwege hygiëne. 2 verschillende manieren hiervoor. 1tje beter dan de andere.*
- *Omer glas, hoog slank met een volle buik en tuutje. werkt ook goed met hele biertje erin schenken. satisfying. Snap ook wel dat mensen telkens een nieuw glas willen hiervan.*
- *Wij gooien best veel viltjes weg omdat we elke keer wel weer het nieuwe viltje willen geven voor de experience.*
- *De ambiance is goed, want ik heb plezier in mijn werk.*
- *De bar is ook leuk aangekleed met dingetjes om naar te kijken als gast kun je gewoon gaan zitten en er gebeurt vanalles om je heen.*
- *Denk dat een machine afdoet aan de kwaliteit.*
- *Andere barmannen/vrouwen kunnen echt slecht bier tappen.*
- *Ik ga naar een kroeg voor de gekke gewoontes van kroeg eigenaren. Die van de grootste slok laat je alles doen maarr, geen kringen op de tafels! Dan kan die vent gewoon echt boos worden op je. Dat vind ik hilarisch.*

# Appendix D: Miro, Ideas clusters

Improve Quality socializing				Reimagining lager beer			
How to get the ideas	Collaborating with local taste experts/influencers	Asking the consumer what they want	Look at drinks/food trends from other cultures	Collaborating with influencers other than taste/food	Complete lab experience. get inspired by explorations from other lab elements	Within Heineken	
	<p>Invite local taste-experts (restaurants, bar owners) to collaborate on new flavor ideas. V K</p> <p>Invite externals: Taste makers, influencers, artists to create limited edition flavors to share within their platform. V</p> <p><b>Chef de cuisine</b></p>	<p>Explore the ideal base for Gen-Y, Z. (Alcohol free, Extra cold, Fruity? Ext)</p> <p>Test and trial with interactive ways (Installations, digital) to tell and educate our brewing story to gen Y, Z. V K</p>	<p>Invite niche target-groups to co-evaluate new drinks, based on their taste, style and interests. V</p>	<p>Collaborate with sustainable brands</p> <p>Design labs (food)</p>	<p>Mix and collaborate with other brands. What if a fashion brand (EG Acne, Wood Wood, Supreme, AMI, Aris, Daily Paper) shares their creativity, flavors and thoughts on our drinking product? V</p>		
Organising the ideas	Telling the brewing story (changing the brewing configurations)	Changing the form of beer (solid, slushy, viscosity, smoke)	Exploring beer flavours (changing the recipe)	Mixing beer with other drinks/flavours	Beyond beer (other brewed drinks)	Beyond beer (design beer for other activities, with a different purpose)	Influence of environment on taste perception (multisensory experience)
	<p>Brewers dreams (Willem en Hanneke)</p> <p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p>	<p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p>	<p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p>	<p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p>	<p>Put beer back on the menu</p>	<p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p> <p>How to tell the story of beer?</p>	<p>Explore ways to create a transparent and inviting environment. 'Kijkje in de keuken'. What does that mean for the BrewLAB equipment? V</p> <p>Influence taste of beer</p> <p>Multi-sensory experiences</p> <p>Explore how smell influence the taste experience on the</p> <p>Massive Music design</p>
Defining what we want to achieve	Elevated experiences	Accesable discovery	Fresh take on refreshment	Responsible drinking	Sustainability		

<i>Improve Quality socializing</i>			<i>Reimagining drinking rituals of lager beer</i>			
<b>How to get the ideas</b>	Collaborating with local bartending experts/influencers	Asking the consumer what they want	Look at rituals/trends from other cultures	Collaborating with influencers other than bartending world	Complete lab experience. get inspired by explorations from other lab elements	Within Heineken
		How can the visitor personalize certain rituals at the bar? V What would be your perfect bar experience?	Micheladas	Look at starbucks - Premiumization through innovation		
<b>Organising the ideas</b>	Ordering Ritual	Serving Ritual	Drinking Ritual	Design Look and Feel and Tech	Multisensory experience	Design for occasion exploring
	<p>Experiments with gentification during the ordering of payment process. Discuss after sharing content, doing games? V</p> <p>What if you payed a waste? Plastic bottles</p> <p>Ordering like in places: Farmery, Butcher</p> <p>Experiments with different payments methods. (Credit, digital, NFT, Crypto, Loyalty program) V</p> <p>Decide what to order: is there a role for the bartender, online game, menu boards?</p> <p>Putting a colored sticker on a phone as if a filter for pictures</p>	<p>Beer is a social experience. Socializing is the main reason for drinking beer.</p> <p>Ticks like tap montage style of bartending</p> <p>Share your drink without contaminating</p> <p>Multi-sensory engineering: The feeling of glass, sound of pouring, the smell of beer.</p> <p>Make a cooler cocktail, something you take care of during the night cause you want to take it home</p> <p>What is the role for digital/meta functionality for the physical bar? V</p> <p>The bar as a conversation starter. (With other guests, with bar-tender) T</p> <p>How can rituals complement the (new explored) BrewLAB flavors?</p> <p>At what moment does it turn into a gimmicky one of drink?</p>				
<b>Defining what we want to achieve</b>	<u>Elevated experiences</u>	<u>Accesable discovery</u>	<u>Redefining drinking</u>	<u>Responsible drinking</u>	<u>Sustainability</u>	



## Appendix E: Exploration criteria

<b>Exploration criteria</b>					
<b>1. Does it resonate with the innovation manifesto?</b>					
<b>Elevated Experiences</b>	<b>Accessible discovery</b>	<b>Fresh take on refreshment</b>	<b>Responsible drinking</b>	<b>Sustainability</b>	
<b>2. Does it contribute to Quality Socializing?</b>					
<b>Looking good</b>	<b>Discovery</b>	<b>Physical benefits</b>	<b>Connecting</b>	<b>Quality &amp; reputation</b>	
The need of wanting to look good and impress peers by shaping your personal image with your drink choices	Discover new flavor, ritual, product and activity options with familiar and well-known brands, new brands and brand-extensions	Opting for new flavor, ritual, product and activity options which provide a physical benefit. Allow consumers to manage a hangover or the need to feel refreshed	Improving the ability of beer to be a social glue to share moments of connecting	To extend into spirits drinking moments where consumers want to be seen to be drinking a reputable brand	
<b>3. What is in it for ... ?</b>					
<b>Heineken Brand</b>		<b>Gen Y - Z</b>		<b>Markets</b>	
Can this be done in another Heineken department? Does it fit the Heineken brand? Ask Willem van Weasberghe Will the family like it?		Will GenYZ like it? Does it make Heineken closer to popular culture?		Is there a brand that already does this? Tap into needs of Operation companies, Outlets, retail, bar personell	
<b>4. Does the exploration match one of our framed trends?</b>					
<b>Wellbeing</b>	<b>Gamification</b>	<b>Personalization</b>	<b>Technology</b>	<b>Community Building</b>	<b>Education</b>

# Appendix F: Themes information

## 1. Green Playground

### Description

Feel good activities with a strong link to the outdoors that plants a seed within Gen-Y/Z that being sustainable could be fun at all times.

### Why is this theme a fit?

In line with the needs of this generation to become active when it comes to environmental consciousness. Show this target audience that sustainability can be fun and refreshing at all times is in line with the LAB strategy to be fun, inventive and sustainable.

### Best matching explorations

Beer	Bar	Lounge	Program
Botanical beers	Pay with waste. Example: (plastic) bottles	Natural environment: simulation (multi sense)	Activities as in nature, but then in a bar: rock-climbing, ski, swim.
Upcycle left-overs into the flavor creation.	Pay with waste. Example: (plastic) bottles	Ultimate green merchandise: fun to use	Portal to Sao-Paulo: Traveling without flying. On holiday in the LAB
Climate proof beer: no cooling needed	Natural food-pairing: sustainable food surprises	Lounge to the sound of nature	Open exploration on reusing and up-cycling old Heineken merchandise
Beer from a tablet / powder / cup	Aroma infusion	Seating and floor that generates energy from movement	
Beer for a long hike in nature	Reuse Heineken bottle		

### Takeaways

Create unexpected feel-good sustainability Moments.

Lots of actionable explorations. Endless possibilities in the field of up-cycling, re-cycling, energy creation etc.

Discover what for Gen-Y/Z the fun factor in sustainability is. Make it fun and less activist.

### To think about

Current theme (fun, sustainable, green) feels more like a general LAB strategy. This should be integrated into the Heineken Lab at all times.

Make it less general: put 'sustainable is fun' on the front of the concept. Unexpected fun solutions/activities on sustainability issues.

## 2. The culture of mood

### Description

Heineken enables you to feel good, no matter your mood. Setting the tone with various moods, reflected throughout the space with light, colour, sound, vibrations, smell and more.

### Why is this theme a fit?

This theme taps into the needs and interests of Gen-Y/Z for mental health and being mindful. For Heineken it is interesting to explore their role within these trends, and how mental health and mindfulness could become a social activity.

### Best matching explorations

	Bar	Lounge	Program
Energy (alcohol %)	Service adapted to level of energy	Mood rooms	Collaborate with dating app: Date someone with the same mood
Flavors	A technological glass that creates different tastes and smells	Test the influence of music on behavior	The bar as a mind spa
Energy v.s. drinks	Your beer glass as comfortable as your cup of tea	Experiment: what is the ideal music volume	Private (mood) karaoke rooms
Alcohol %		Sound and color mapping through the space	
		A customizable space for high sensitive of introvert people (and vice versa)	

### ays

Use various moods using multisensorial designs.

Create an inclusive LAB environment for people with all moods (high sensitive, extravert)

Targeting area: Mindful socialising.

### about

Make sure these low-energy moods become a social activity that brings people together.

Don't make it too individual-focused.

Constantly changing the room to every type of mood: How can we approach this goal most sustainably?

## Losing authority

### on

Remove the 'theme' of no theme". Free the floor for real new culture makers. Give popular culture all freedom to grow within the house of Heineken.

### his theme a fit?

This could be seen as a social experiment where we explore real authenticity (match with Gen-Y/Z). To become part of popular culture (the aim of the HLAB) we need to relinquish full authority to the brand and give the power to a new wave of culture makers. Minimal briefing, full creative freedom.

### Best matching Explorations

	Bar	Lounge	Program
Flavored flavors	Decide where you pay for (product, service), and how much.	AI generated music and visuals that set the mood of the space	Give away authority to someone (a guru) with a real passion-point. -> co-creation
For brewers influenced by makers	A full self-service place	Lose yourself in immersive art throughout the space.	Competition for people to organize their own night out
	No glass or bottle: bring your own container. What can we learn from this in terms of sustainability, circular packaging?		Let consumers daily vote for exposed explorations. No influence from the brand.
	Bring your own flavor / ingredient to spice up your beer.		

### ays

Ask creative culture makers bottom up what the change is they want to see (within their culture). After that we can create a solution together.

We can link one guru or expert of a specific topic to new culture makers / creatives. This can serve as a base for a rotating theme.

**To think about**

To become part of popular culture authentically, Heineken should step back into the background. How to balance this?

What does freedom mean without authority? What do we mean by minimal briefing? What are the boundaries?

Having 'no authority and theme at all' is hard to explain level-up within the brand. How to balance?

## 4. Sustainable for planet and self

**Description**

Caring about the planet starts by caring about yourself. Exploring different ways of small steps for feeling (sustainable) good.

**Why is this theme a fit?**

Taps into the target audience's interest for well-being and caring about the environment. It glues these two interests together. how Heineken can facilitate socialisation in this area.

**Best matching explorations**

Beer	Bar	Lounge	Program
Hyper local beer: local ingredients	Bar guide: guide / coach you on a night out. Fitting your mood	NXT museum: create immersive moods to step in	Create together sustainable initiatives
Functional beers: well-being benefits	The perfect 'not feeling guilty' food-pairing	Eatable decoration with well-being functions	Day & night relevancy
Medicinal beers	Natural fibers as a material	Passive lounging (lay-down)	On vacation at the LAB
Good-night beers	Paper bottles	Sensorial hang-out cocoons	Wellness-like events
Non-bloating beers		Beer shampoo, scrub, facial	

**Takeaways**

Beer as a wellness instrument, in all forms. (Relaxing, beauty, cleansing). Create conciseness about well-being.

**To think about**

How can we bring people together to socialise, when it is super individual focused? (Well-being for yourself).

Be careful what to communicate. Have a strong knowledge of what really is sustainable.

Make it fun and approachable. Not too spiritual and serious.

## 5. Surprisingly yours, surprisingly impactful

**Description**

Small personal improvements that collectively make a difference. Personalisation that has a positive impact on the world (environmental, social, cultural, etc.)

**Why is this theme a fit?**

It encourages gen-Y/Z to think about personal impact by creating personalised experiences. It's a theme about creating impact good, and inviting visitors to explore their personal touch on this topic.

**Best Matching explorations**

	Bar	Lounge	Program
beer: based alized ofile (health)	Packaging-less beer: bring your own bottle.	Fill your own beer (outside the LAB / take away)	A night out, out of your bubble
Invite young create their imate	Ice/foam: Personalize beer with flavor in ice / shape in foam	Up-cycle old textiles: Shopping bag to return bottles	Interactive art installation
Beer with d	Personalize your beer bottle / spread a positive message through the bottle	Explore the perfect volume to be inclusive to all. How to personalize the volume? (Eldery, high sensitive, etc.)	Take care of your own hob/ yeast (like a tamagotchi)
	Micro flavor dosing to add personal touch to beer (ritual)	Piss'ner. Beer-cycling. Water plants etc with toilet-water/urine.	Design your own shape (art) bottle -> create together an art wall
			Open brief: Create with is the perfect smell/light/texture that tackles a social issue (eg. anxiety).

ing focus on co-creation. Invite to do good by co-creation collectively: make an impact.

doing-good mentality.

-Y/Z a voice through our services and products to spread their positive message.

**about**

ifferentiate from general sustainability actions?

ive impact factor feels a bit all over the place. How to narrow it down to a specific

## Drink like there is a tomorrow

**on**

daytime socialising, and all the benefits of it. This theme brings people together under the umbrella of conscious consumption and well-being.

**his theme a fit?**

Customers new and fresh ways to drink, consumes and socialise. It tackles big topics such as sustainability and well-being, and within these topics, it brings people together. The open-minded take on the day and nighttime switch provides refreshing solutions for socialising.

**ching explorations**

	Bar	Lounge	Program
isponsible highs	Food pairing for a better tomorrow (sustainable, physical)	Lounge-seats that react with day-light	Host your day-time event at the LAB (meetings)
to start your sh (after the rinking)	Pick your own ingredients (day-light orientated)	Energy provided by daylight	Day-time festival atmosphere
nks: 'Hoppy	Water-bags/bottle to stay fresh / 'water pairing'	Park pick-nick set-up	Organize day-light related activities
ng beer	'Aperitif moment' rituals	Self-service during day-time to provide long queues	
ees CBD, etc.)	Experiment with sip-sizes	'How does the day sound?' Experiment in music	

**/s**

important topic to research is what daytime socialising means and its future.

**about**

is 6 months on only day-time socialising, does that mean we can't use the LAB at nighttime? Feels like a waste of those hours.

# Appendix G: Exploration cards

**Title: Nespresso Cups for Beer**

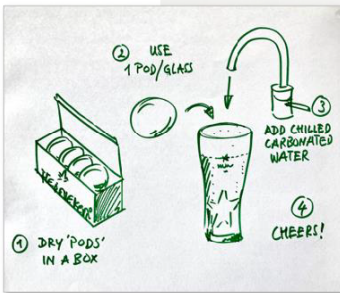

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Why do we have to drink beer from the keg or a bottle? Beer is almost all water. Isn't it much easier to distribute beer without the water? Can we create a beer machine that adds the water later on?  
<https://thespoon.tech/drinkworks-launches-beer-pods-for-its-home-cocktail-machine/>

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 An incredible reduction of transport and water emissions from Heineken. Becoming the most sustainable beer. Also other options for occasions for drinking beer, like on a long hiking trip.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Engineers, Master brewers

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> Strong <input checked="" type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending <input checked="" type="checkbox"/>
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic		Wellness
Searching for authenticity		Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre <input checked="" type="checkbox"/>
Balance of live vs digital		Being adventurous <input checked="" type="checkbox"/>

**Title: Functional Beer**


Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Brew Dog recently posted on LinkedIn, asking consumers to weigh in whether to launch a functional beer line. There seem to be consumer interest, but there are barriers.  
 • Difficulty claiming functional benefits as a beer  
 • Balance between drinking and relevant functional claims for consumers that fit their existing occasions

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Explore different ways into functional beer that are both feasible and relevant to consumers in existing occasions

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Bar tenders, flavour houses, consumers, craft brewers



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> Strong <input checked="" type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic		Wellness <input checked="" type="checkbox"/>
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous <input checked="" type="checkbox"/>

**Title: Medicinal Beer**


Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 A lot of winning Cocktails (from legacy Bacardi cocktail competition) had some medicinal herb in them. These herbs have risen in popularity. What happens if we give an extra buzz to beer with one of these medicinal, and legal, herbs?  
<https://www.quest.nl/natuur/planten/a39406633/beeldverhaal-cocktails-met-meer-dan-alleen-alcohol/>

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Maybe we can in the future emit alcohol from beer? Make it a very healthy alternative?

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Doctors, Designers, Cocktail artists, Master brewers. Technologists



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> Strong <input checked="" type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality
Shifting traditional serving dynamic		Wellness
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous

**Title: Local ingredients**


Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Experiment with making beers from local leftovers or by products to create new flavours. For example a beer from Maine that is brewed with lobster leftovers. <https://www.atlasobscura.com/foods/lobster-beer> Or a beer from Wageningen that helps the creation of a new banana variety by using the leftovers of this banana production to make a beer. <https://kloosterkracht.nl/neder-groep-introduceert-allereerste-bananenbiertje-met-nederlandse-bananen/>

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 In the future we could optimise waste streams and be more efficient in our supply chain. It also gives rise to new beer tastes and a better embedded local activity of Heineken.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Local farmers, industries with leftovers, master brewers, technology for new ways of implementing the ingredients.



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> Strong <input checked="" type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic		Wellness
Searching for authenticity		Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous <input checked="" type="checkbox"/>

**Title:** Good Night Beer


Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
An example of beer with a special activity. We all know good night tea, what would a good night beer look like? And taste like. Because this is so far from the original purpose of beer a good road mapping is required for implementation.

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Drinking beer for other occasions. New categories

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Master brewers, Sleep specialists, sleep apps?, tea brands?



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free <input checked="" type="checkbox"/>
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness <input checked="" type="checkbox"/>
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous

**Title:** Beer Cocktail competition

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Every Year Bacardi organises a Cocktail competition. A lot of very capable and creative mixologist are attracted to this competition to show of their skills and share ideas and tastes.  
What if Heineken organises a likewise event or a collaboration with Bacardi?

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
This could be a great way of diving deeper into the world of beertails. In the future it could lead to the normalising of beertails in culture and making it more premium. It also serves a great co-creation and open innovation opportunity and can inspire new flavours to mix Heineken beer with. The event should have a premium feel to boost one of Heineken's brand qualities.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Bartenders from all over the world. But also enthusiastic people who like to explore beer. Because it can be a big event we might have the opportunity to explore how Heineken can facilitate big events.



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing	<input checked="" type="checkbox"/>	DIY Bartending <input checked="" type="checkbox"/>
Collaboration and culture	<input checked="" type="checkbox"/>	Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly
A sense of belonging and identification	<input checked="" type="checkbox"/>	Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles <input checked="" type="checkbox"/>
Multi-sensory harmony		Sharable theatre <input checked="" type="checkbox"/>
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous

**Title:** Collaboration with a dating app

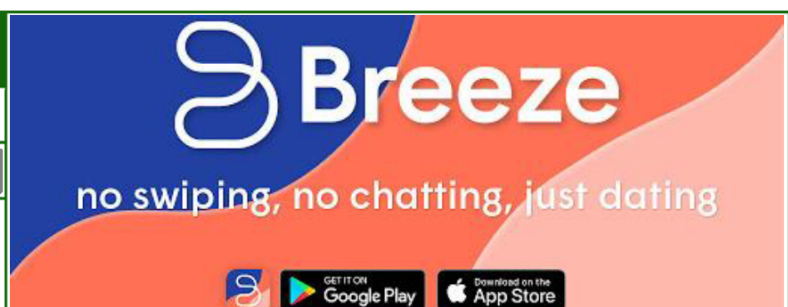
Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Dating apps are everything for meeting new people nowadays. Not only new relationships but also friendships are made with dating apps. Breeze is a dating app that when a match is made makes you go on a date immediately, they also organise speed dating events.

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Let's collaborate with Breeze to organise these dating events in the lab

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Breeze, Designers



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing	<input checked="" type="checkbox"/>	DIY Bartending
Collaboration and culture	<input checked="" type="checkbox"/>	Paying more for quality
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness <input checked="" type="checkbox"/>
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification	<input checked="" type="checkbox"/>	Sustainability, Humanity-friendly
The importance of zoning	<input checked="" type="checkbox"/>	Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous

**Title:** On Vacation at the Lab

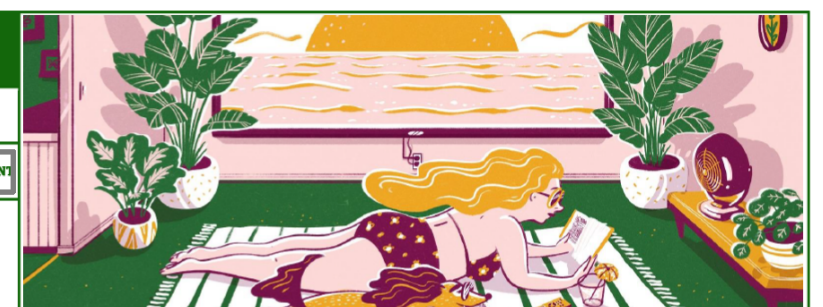
Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
How can we decorate the lab and the 4 elements in a way that people feel like they have had a complete vacation when they went there?

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Can we do a sleepover at the lab? Maybe it feels like a warm summery vacation day in the winter? Sand and water everywhere, Warm air UV lighting. Use sunscreen please. How does this impact beer taste and perception? What glasses do you use?

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Vacation suppliers, Designers



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free <input checked="" type="checkbox"/>
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness <input checked="" type="checkbox"/>
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification	<input checked="" type="checkbox"/>	Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning	<input checked="" type="checkbox"/>	Sweeter profiles
Multi-sensory harmony	<input checked="" type="checkbox"/>	Sharable theatre
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous <input checked="" type="checkbox"/>

**Title:** Barista, hand pumped beers, sidra, sake, soyu, mixing cultures

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Other cultures have other ways of drinking drinks. There is so much to vary on. Most are heavily culturized habits but all can be a huge source of inspiration. There are so many videos of people doing their drinking tradition available. Let's dive in why these are so popular and use it as inspiration for our own drinking rituals

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
A new way of drinking Heineken accompanied by a different beer, For better social interaction??

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Interaction designers, Bartenders, Consumers



Validation of your Exploration			
Complexity:	Added value for the Brand:	Connection to Quality Socializing:	
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> X High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> X Strong <input checked="" type="checkbox"/>	
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key		The rise of Alcohol Free	
Competitive socializing	X	DIY Bartending	X
Collaboration and culture	X	Paying more for quality	
Shifting traditional serving dynamic	X	Wellness	X
Searching for authenticity	X	Sustainability, Eco-friendly	
A sense of belonging and identification		Sustainability, Humanity-friendly	
The importance of zoning		Sweeter profiles	
Multi-sensory harmony		Sharable theatre	X
Balance of live vs digital		Being adventurous	X

**Title:** Your AI Beer

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Using the help of AI and scientific formulas to create a different beer for every person in the room. You answer a few questions and a beer is generated based on your answers.  
[https://weare10x.com/portfolio\\_page/intelligentx/](https://weare10x.com/portfolio_page/intelligentx/)

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
This could give rise to bars with highly personalised drinks. A new Special Heineken bar or equipment that can personalise your drinks at home.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Tech people, designers, flavour specialists, AI specialists, Agencies? Master brewers.



Validation of your Exploration			
Complexity:	Added value for the Brand:	Connection to Quality Socializing:	
Not Complex <input checked="" type="checkbox"/> Very Complex <input type="checkbox"/>	Low <input type="checkbox"/> X High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> X Strong <input checked="" type="checkbox"/>	
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key	X	The rise of Alcohol Free	X
Competitive socializing		DIY Bartending	X
Collaboration and culture		Paying more for quality	X
Shifting traditional serving dynamic	X	Wellness	X
Searching for authenticity		Sustainability, Eco-friendly	
A sense of belonging and identification	X	Sustainability, Humanity-friendly	X
The importance of zoning		Sweeter profiles	X
Multi-sensory harmony	X	Sharable theatre	X
Balance of live vs digital	X	Being adventurous	X

**Title:** New flavour sensations > Climate proof

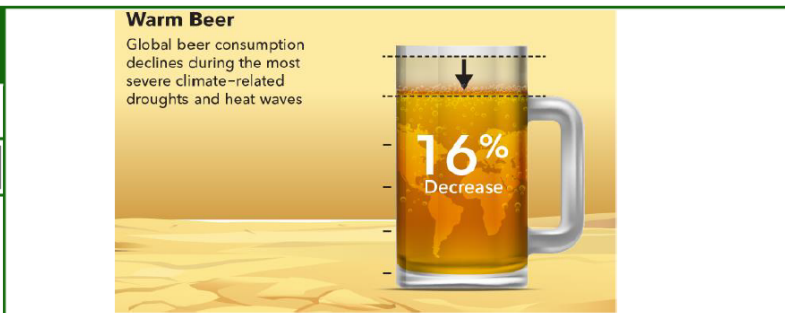
Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Research has shown that hops and barley differ in taste in the climate they were grown in. Climate change will thus have a huge impact on the taste of Heineken. It is of paramount importance for Heineken to have a good grip on its farming habits and do this sustainably. Being proactive on this topic could help Heineken in the future. (<https://www.wired.com/story/dont-save-the-planet-for-the-planet-do-it-for-the-beer/>) <<fun news article

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Maybe Heineken will build a new Farming innovation lab to try different strains of barley and hop for taste experiments. Or design more climate proof barley and hops. Connections with farmers can grow.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Farmers, agriculture specialists, Agriculture students. Researchers. Climate researchers.



Validation of your Exploration			
Complexity:	Added value for the Brand:	Connection to Quality Socializing:	
Not Complex <input checked="" type="checkbox"/> Very Complex <input type="checkbox"/>	Low <input type="checkbox"/> X High <input checked="" type="checkbox"/>	Weak <input checked="" type="checkbox"/> X Strong <input type="checkbox"/>	
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key	-	The rise of Alcohol Free	-
Competitive socializing	-	DIY Bartending	-
Collaboration and culture	X	Paying more for quality	X
Shifting traditional serving dynamic	-	Wellness	-
Searching for authenticity	X	Sustainability, Eco-friendly	X
A sense of belonging and identification	X	Sustainability, Humanity-friendly	X
The importance of zoning	-	Sweeter profiles	-
Multi-sensory harmony	-	Sharable theatre	-
Balance of live vs digital	-	Being adventurous	X

**Title:** A message bird, with touch screen tables

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
send messages to other tables with embedded touch screen devices in tables.

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Interactions between tables, Play games etc. Ways to connect with other tables and talk to that cute person you saw earlier.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Interaction Designers, Touch screen suppliers, Dating apps?



Validation of your Exploration			
Complexity:	Added value for the Brand:	Connection to Quality Socializing:	
Not Complex <input checked="" type="checkbox"/> Very Complex <input type="checkbox"/>	Low <input checked="" type="checkbox"/> X High <input type="checkbox"/>	Weak <input type="checkbox"/> X Strong <input checked="" type="checkbox"/>	
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key	X	The rise of Alcohol Free	
Competitive socializing	X	DIY Bartending	
Collaboration and culture		Paying more for quality	
Shifting traditional serving dynamic	X	Wellness	X
Searching for authenticity		Sustainability, Eco-friendly	
A sense of belonging and identification	X	Sustainability, Humanity-friendly	X
The importance of zoning	X	Sweeter profiles	
Multi-sensory harmony	X	Sharable theatre	X
Balance of live vs digital	X	Being adventurous	

**Title:** Heineken Agriculture

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Showcasing Heinekens's state of the art agriculture techniques that combat climate change. Showing people how ingredients from different climates have influence on taste in beer

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
An agricultural hub that combats climate change together with its visitors.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Farmers,

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture	<input checked="" type="checkbox"/>	Paying more for quality
Shifting traditional serving dynamic		Wellness
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous

**Title:** Music & Visual Art generated by brewing

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Beer and music have always gone hand in hand. What if our beer brewed at the LAB could create the music and visuals in the space? Team up with scientists and sonic engineers to translate the live fermentation/brewing process into music and visual art. Can we create our own unique sights and sounds using the A-Yeast?

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Discovering new creative ways of expressing the magic of the brewing process and complimenting the drinking experience. Maybe different styles of beer create different styles of music or visuals? Could make for some very interesting product development.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Collaborate with studios such as TeamLab, Universal Everything or Japanese sound artist Yuri Suzuki

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification	<input checked="" type="checkbox"/>	Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony	<input checked="" type="checkbox"/>	Sharable theatre
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous

**Title:** Beertails / Ready Drinks

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
Explore the world of cocktails, beertails and ready drinks to develop new lager beer products and serving rituals

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Idea can span a continuum of ideas from beer cocktails prepared by the bartender to new draft beer solutions to prepacked beertails

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Bar tenders, flavor houses, consumers, craft brewers

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing	-	DIY Bartending
Collaboration and culture	<input checked="" type="checkbox"/>	Paying more for quality
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness
Searching for authenticity	-	Sustainability, Eco-friendly
A sense of belonging and identification	-	Sustainability, Humanity-friendly
The importance of zoning	-	Sweeter profiles
Multi-sensory harmony	<input checked="" type="checkbox"/>	Sharable theatre
Balance of live vs digital	-	Being adventurous

**Title:** Medicinal Beer

Lab Area (Choose): **BREW LAB** **BAR** **LOUNGE** **PROGRAM**

Type of exploration: (Choose) **PRODUCT** **SERVICE** **TECHNOLOGY** **BRANDING** **ENDORSEMENT**

**Description (1-2 sentences):**  
A lot of winning Cocktails (from legacy Bacardi cocktail competition) had some medicinal herb in them. These herbs have risen in popularity. What happens if we give an extra buzz to beer with one of these medicinal, and legal, herbs? <https://www.quest.nl/natuur/planten/a39406633/beeldverhaal-cocktails-met-meer-dan-alleen-alcohol/>

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
Maybe we can in the future emmit alcohol from beer? Make it a very healthy alternative?

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
Doctors, Designers, Cocktail artists, Master brewers. Technologists

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality
Shifting traditional serving dynamic		Wellness
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous

**Title:** Immersive Art installations

Lab Area (Choose): BREW LAB BAR LOUNGE PROGRAM

Type of exploration: (Choose) PRODUCT SERVICE TECHNOLOGY BRANDING ENDORSEMENT

**Description (1-2 sentences):**  
 What happens to your senses when the whole world around you is changing? How can we influence the world around us with technology? What would GenYZ make if they could define everything around them? What is the role of art for Heineken?

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 A space that changes at the touch of a button, or maybe already with your mind?

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Artists, Tech experts, Designers, Musea



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> Strong <input checked="" type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing	<input checked="" type="checkbox"/>	DIY Bartending
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic		Wellness <input checked="" type="checkbox"/>
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly
A sense of belonging and identification	<input checked="" type="checkbox"/>	Sustainability, Humanity-friendly
The importance of zoning	<input checked="" type="checkbox"/>	Sweeter profiles
Multi-sensory harmony	<input checked="" type="checkbox"/>	Sharable theatre
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous

**Title:** AI BEER

Lab Area (Choose): BREW LAB BAR LOUNGE PROGRAM

Type of exploration: (Choose) PRODUCT SERVICE TECHNOLOGY BRANDING ENDORSEMENT

**Description (1-2 sentences):**  
 Use machine learning and consumer data to brew beer. Live feedback and updated consumer preferences continually shape and personalise the flavours. This could be a process driven by onsite computers or online, interacting with consumers before they come to the lab to sample the beer. Use of robotics and AI to also perfect the serve?

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 This approach sees an attempt to connect the digital and the real world through flavour. Could this develop into an app that allows LAB visitors to curate their own beer before they arrive? Can you create your perfect beer online and have it available to pick up at the LAB hatch? The more data we capture the more we learn about our audience and their preferences.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Collaborate with data science firms such as 10x to help develop the technology and deliver the concept.



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input type="checkbox"/> Very Complex <input checked="" type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input type="checkbox"/> Strong <input checked="" type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre <input checked="" type="checkbox"/>
Balance of live vs digital		Being adventurous

**Title:** What if you paid with waste? Plastic bottles or whatever.

Lab Area (Choose): BREW LAB BAR LOUNGE PROGRAM

Type of exploration: (Choose) PRODUCT SERVICE TECHNOLOGY BRANDING ENDORSEMENT

**Description (1-2 sentences):**  
 Remember the joke if you can't pay, you need to do the dishes? Paying with money is boring, beer is getting more expensive and we have too much waste. Heineken can help lower waste by letting people pay for it and use the waste as an alternative stream of income, maybe collecting food waste to produce biofuel. Or plastic for recycled packaging. Or glass for new glass bottles.

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Heineken also becomes a recycling company and has more access to raw resources. This way they can optimize their recycling streams and become more sustainable. It can also teach Heineken new things about their waste streams to optimize other products.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Government, Renewi, Designers, Industrial ecologists, Users



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex <input type="checkbox"/>	Low <input checked="" type="checkbox"/> High <input type="checkbox"/>	Weak <input checked="" type="checkbox"/> Strong <input type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing	<input checked="" type="checkbox"/>	DIY Bartending <input checked="" type="checkbox"/>
Collaboration and culture	-	Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness
Searching for authenticity		Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre <input checked="" type="checkbox"/>
Balance of live vs digital		Being adventurous

**Title:** Roots as building materials

Lab Area (Choose): BEER BAR LOUNGE PROGRAM

Type of exploration: (Choose) PRODUCT SERVICE TECHNOLOGY BRANDING ENDORSEMENT

**Description (1-2 sentences):**  
 Creating materials from plant roots. All around the world we grow our ingredients, what if we can make use of the roots to build materials by manipulation of their growth in structured moulds

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Finding new ways to re-use materials is increasingly important.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Universities, farmers



**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex <input type="checkbox"/>	Low <input type="checkbox"/> High <input checked="" type="checkbox"/>	Weak <input checked="" type="checkbox"/> Strong <input type="checkbox"/>
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality
Shifting traditional serving dynamic		Wellness <input checked="" type="checkbox"/>
Searching for authenticity		Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous




**Title:** Botanicals

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Beer didn't always have hops in it. Beer used to be brewed with botanicals, herbs and wheat that grow naturally in fields and have likewise effects. This alternative source of ingredients can be a more sustainable alternative for hops. Good effects on the durability of nature and biodiversity. But also effects on taste in beer.



**Validation of your Exploration**

**Complexity:** Not Complex  Very Complex

**Added value for the Brand:** Low  High

**Connection to Quality Socializing:** Weak  Strong

Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key	-	The rise of Alcohol Free	-
Competitive socializing	-	DIY Bartending	-
Collaboration and culture	X	Paying more for quality	X
Shifting traditional serving dynamic	X	Wellness	X
Searching for authenticity	X	Sustainability, Eco-friendly	X
A sense of belonging and identification	-	Sustainability, Humanity-friendly	X
The importance of zoning	-	Sweeter profiles	-
Multi-sensory harmony	X	Sharable theatre	X
Balance of live vs digital	-	Being adventurous	X

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Alternative resources could make Heineken more resilient to climate change or other influences. Growing botanicals (in a sustainable way) also has a positive effect on biodiversity. It will result in more diverse tastes and a more diverse Heineken beer. Maybe Heineken can help farmers to produce botanicals for them?


**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Farmers, Master brewers.

**Title:** Cultivated Beer

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 How can we create a perfect lager beer without the use of the conventional brewing process? Just like meat is now getting cultivated in petri dishes. Are their other possibilities of achieving the same beer without the process we are doing now?



**Validation of your Exploration**

**Complexity:** Not Complex  Very Complex

**Added value for the Brand:** Low  High

**Connection to Quality Socializing:** Weak  Strong

Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key		The rise of Alcohol Free	
Competitive socializing		DIY Bartending	
Collaboration and culture		Paying more for quality	
Shifting traditional serving dynamic		Wellness	
Searching for authenticity		Sustainability, Eco-friendly	
A sense of belonging and identification		Sustainability, Humanity-friendly	
The importance of zoning		Sweeter profiles	
Multi-sensory harmony		Sharable theatre	
Balance of live vs digital		Being adventurous	

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 This could bring beer into the future, maybe it can result in less water use or other pouring techniques. Inspiration from cultivated meat.


**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Technology experts, Brewing experts.

**Title:** A portal to Sao Paulo

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Make a real life portal that connects to sao paulo. Full size with sound and video.



**Validation of your Exploration**

**Complexity:** Not Complex  Very Complex

**Added value for the Brand:** Low  High

**Connection to Quality Socializing:** Weak  Strong

Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key		The rise of Alcohol Free	
Competitive socializing	X	DIY Bartending	
Collaboration and culture	X	Paying more for quality	
Shifting traditional serving dynamic	X	Wellness	X
Searching for authenticity		Sustainability, Eco-friendly	
A sense of belonging and identification	X	Sustainability, Humanity-friendly	
The importance of zoning	X	Sweeter profiles	
Multi-sensory harmony	X	Sharable theatre	X
Balance of live vs digital	X	Being adventurous	X

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 A new way of interacting with the other side of the world. Also connecting both labs. Maybe put some interactive play elements in ther for easier connecting?


**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Engineers, Zoom/Skype/whatsapp?

**Title:** Beer / Flavour Microdosing

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Taking hyper concentrated flavour in micro-doses and allowing our consumers to personalise and customise their drinks experience. Flavour combinations could be determined by seasonality, program themes or events, partner collaborations or even digital interaction by consumers.



**Validation of your Exploration**

**Complexity:** Not Complex  Very Complex

**Added value for the Brand:** Low  High

**Connection to Quality Socializing:** Weak  Strong

Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key		The rise of Alcohol Free	X
Competitive socializing		DIY Bartending	X
Collaboration and culture		Paying more for quality	
Shifting traditional serving dynamic		Wellness	
Searching for authenticity		Sustainability, Eco-friendly	
A sense of belonging and identification		Sustainability, Humanity-friendly	
The importance of zoning		Sweeter profiles	
Multi-sensory harmony	X	Sharable theatre	X
Balance of live vs digital		Being adventurous	

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Whilst this could start as pure flavour exploration we could look to evolve into a new beer mixing / flavour mixing experience going forward. Potential breakthroughs in flavour combinations and microdose delivery systems could even permeate into the home drinks RTD market.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 These flavour infusions could be developed by Heineken or in collaboration with chefs, perfume houses, fashion designers and clothing brands etc.

**Title:** Beer / Flavour Microdosing

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Taking hyper concentrated flavour in micro-doses and allowing our consumers to personalise and customise their drinks experience. Flavour combinations could be determined by seasonality, program themes or events, partner collaborations or even digital interaction by consumers.



**Validation of your Exploration**

**Complexity:** Not Complex  Very Complex

**Added value for the Brand:** Low  High

**Connection to Quality Socializing:** Weak  Strong

Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):	
Personalization and tailoring is key		The rise of Alcohol Free	X
Competitive socializing		DIY Bartending	X
Collaboration and culture		Paying more for quality	
Shifting traditional serving dynamic		Wellness	
Searching for authenticity		Sustainability, Eco-friendly	
A sense of belonging and identification		Sustainability, Humanity-friendly	
The importance of zoning		Sweeter profiles	
Multi-sensory harmony	X	Sharable theatre	X
Balance of live vs digital		Being adventurous	

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Whilst this could start as pure flavour exploration we could look to evolve into a new beer mixing / flavour mixing experience going forward. Potential breakthroughs in flavour combinations and microdose delivery systems could even permeate into the home drinks RTD market.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 These flavour infusions could be developed by Heineken or in collaboration with chefs, perfume houses, fashion designers and clothing brands etc.

**Title:** AI text to Image

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 What if we let AI design new packaging for us? Or what if we use designers to use AI to design anything for us. There is a rise in AI powered Text to Image converters where the possibilities are endless

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Art, digital Art, AI art, Packaging design

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 AI artists, Dalle-2, Disco diffusion, Midjourney, Designers

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key	<input checked="" type="checkbox"/>	The rise of Alcohol Free
Competitive socializing	<input checked="" type="checkbox"/>	DIY Bartending
Collaboration and culture	<input checked="" type="checkbox"/>	Paying more for quality
Shifting traditional serving dynamic		Wellness
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony	<input checked="" type="checkbox"/>	Sharable theatre
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous

**Title:** PISS'NER - BEER CYCLING

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Create beers using recycled water waste from the LABS toilets. Just as the international space station recycles all water from human urine, we could look to create a 'zero water' waste approach at the lab. We could even look to use human urine as a way of fertilising malting barley just as Danish brewer Norrebro Bryghus does.

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Beer drinking leads to a natural water cycle where the drunk liquid is then lost as waste. We could innovate our bars by creating a fully circular beer-cycling approach, using cleansed water from the bars toilets to be used in the creation of new beers.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Collaborate with breweries such as Norrebro Bryghus or NewBrew Singapore.

The brewery's unique craft beer is made using 'Newater,' Singapore's brand of clean, high-quality water recycled from sewage and urine. About 95 per cent of Newater is made of Newater, which not only adheres to international standards of safe drinking water but also is tested clean enough to use for brewing beeron standards of safe drinking water but also is tested clean enough to use for brewing beer'

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic		Wellness
Searching for authenticity		Sustainability, Eco-friendly
A sense of belonging and identification		Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous

**Title:** Greener Merchandise

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 The future is green. Of course the most sustainable merchandise is no merchandise at all. But can we take it one step further and design merchandise that has an actual positive impact on the planet and our society?

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 Heineken only has merchandise that does something good for the planet and people rather than makes use of the planet.

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 New technologies and materials. Designers, Industrial ecologists, Startups

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture		Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic		Wellness
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification		Sustainability, Humanity-friendly <input checked="" type="checkbox"/>
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital	<input checked="" type="checkbox"/>	Being adventurous

**Title:** Heineken Cereal, What else can we make with Barley and Hops?

Lab Area (Choose): **BREW LAB** | **BAR** | **LOUNGE** | **PROGRAM**

Type of exploration: (Choose) **PRODUCT** | **SERVICE** | **TECHNOLOGY** | **BRANDING** | **ENDORSEMENT**

**Description (1-2 sentences):**  
 Lay's released a Lay's Wodka made from their special potatoes. It paired exceptionally well with crisps.

**Future perspective (1-2 sentences, How do you see the idea evolve in the future?):**  
 What if the Heineken lab looks into what other uses their Barley & Hop has. What other foods/drinks can we make that pair well with beer? Or can we use our to be wasted grains to produce something else?

**Collaborate with (Designer, Artist, Chef, Bartender, etc.):**  
 Designers, Industrial ecologists, Distillery specialists

**Validation of your Exploration**

Complexity:	Added value for the Brand:	Connection to Quality Socializing:
Not Complex <input checked="" type="checkbox"/> Very Complex	Low <input checked="" type="checkbox"/> High	Weak <input checked="" type="checkbox"/> Strong
Accompanying GenYZ (Need or Habit):		Accompanying GenYZ (Consumption value):
Personalization and tailoring is key		The rise of Alcohol Free
Competitive socializing		DIY Bartending
Collaboration and culture	<input checked="" type="checkbox"/>	Paying more for quality <input checked="" type="checkbox"/>
Shifting traditional serving dynamic	<input checked="" type="checkbox"/>	Wellness
Searching for authenticity	<input checked="" type="checkbox"/>	Sustainability, Eco-friendly <input checked="" type="checkbox"/>
A sense of belonging and identification	<input checked="" type="checkbox"/>	Sustainability, Humanity-friendly
The importance of zoning		Sweeter profiles
Multi-sensory harmony		Sharable theatre
Balance of live vs digital		Being adventurous <input checked="" type="checkbox"/>

# Appendix H: Theme Workshop Materials

0

<b>Name:</b> <b>Write here</b>	<b>#2 Input how it reflects Heineken Brand DNA</b> Inventiveness: Write here	<b>#3 Impact on Quality Socializing</b> Connecting, Looking good, Physical benefit, Discovery, Quality & reputation Write here	<b>#4 Future Vision Statement</b> Describe here how the combinations of #1, #2 and #3 create a narrative for the lab. With this theme we hope to: Write here:	<b>#6 Beer</b> Areas to explore Write here
	<b>#1 Fill in first: Trends</b> Write here	Worldliness: Write here Open-mindedness: Write here	<b>#3 Opportunities for connecting with Generation Y and Z</b> Ambition 2025: Become the beer brand of choice for Gen Y/Z and double the Write here	<b>#6 Bar</b> Areas to explore Write here
	<b>#2 Input how it reflects Heineken Greener Strategy</b> How does this make a more sustainable future? Write here	Write here		<b>#6 Program</b> Areas to explore Write here

<b>Title:</b>										
<b>Lab Area</b> (Choose)	BREW LAB	<b>BAR</b>	LOUNGE	PROGRAM						
<b>Type of exploration:</b> (Choose)	PRODUCT	SERVICE	TECHNOLOGY	BRANDING	ENDORSEMENT					
Description (1-2 sentences):										
Future perspective (1-2 sentences, How do you see the idea evolve in the future?):					<b>Validation of your Exploration</b>					
					<b>Complexity:</b> <i>Not Complex</i> —●— <i>Very Complex</i>		<b>Added value for the Brand:</b> <i>Low</i> —●— <i>High</i>		<b>Connection to Quality Socializing:</b> <i>Weak</i> —●— <i>Strong</i>	
Collaborate with (Designer, Artist, Chef, Bartender, etc.):					<b>Accompanying GenYZ (Need or Habit):</b>			<b>Accompanying GenYZ (Consumption value):</b>		
					Personalization and tailoring is key			The rise of Alcohol Free		
					Competitive socializing			DIY Bartending		
					Collaboration and culture			Paying more for quality		
					Shifting traditional serving dynamic			Wellness		
					Searching for authenticity			Sustainability, Eco-friendly		
					A sense of belonging and identification			Sustainability, Humanity-friendly		
					The importance of zoning			Sweeter profiles		
					Multi-sensory harmony			Sharable theatre		
					Balance of live vs digital			Being adventurous		

<b>BEER</b>	<b>BAR</b>	<b>LOUNGE</b>	<b>PROGRAM</b>
Changing brewing configurations   Changing beer recipe   Changing beer appearance or viscosity   Mixing with other flavours   Design beer for activities or purpose   Influence beer with the environment	Ordering Ritual   Serving Ritual   Drinking Ritual   Design Look & Feel   Technology   Multi-sensory Experience   Design for occasion   Food pairing	Seating configuration   Art installation   Furniture   Lighting   Serving Ritual   Group Dynamic   Connecting strangers   Drink from home   Technology   Multi-sensory Experience	Design collaboration   Sound   Gamification   Dance   Night Out   Fashion   Launch Party   Phigital/Meta   Drinking for activity
Short (5-10)	Short (5-10)	Short (5-10)	Short (5-10)
Medium (3-5)	Medium (3-5)	Medium (3-5)	Medium (3-5)
Long (2-3)	Long (2-3)	Long (2-3)	Long (2-3)
Full-time (1-2)	Full-time (1-2)	Full-time (1-2)	Full-time (1-2)

# 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!

family name Dinten Fernandez  
 initials JVS given name Javier  
 student number \_\_\_\_\_  
 street & no. \_\_\_\_\_  
 zipcode & city \_\_\_\_\_  
 country the Netherlands  
 phone \_\_\_\_\_  
 email \_\_\_\_\_

Your master programme (only select the options that apply to you):  
 IDE master(s):  IPD  DII  SPD  
 2<sup>nd</sup> non-IDE master: \_\_\_\_\_  
 individual programme: \_\_\_\_\_ (give date of approval)  
 honours programme:  Honours Programme Master  
 specialisation / annotation:  Medisign  
 Tech. in Sustainable Design  
 Entrepreneurship

**SUPERVISORY TEAM \*\***

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

\*\* chair Hultink, H.J. dept. / section: DOS / MCR  
 \*\* mentor Coelen, J. dept. / section: DOS / MOD  
 2<sup>nd</sup> mentor Caroline van Hoff  
 organisation: Heineken Bv.  
 city: Amsterdam country: the Netherlands  
 comments (optional) \_\_\_\_\_

- ! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.
- ! Second mentor only applies in case the assignment is hosted by an external organisation.
- ! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

# Appendix J: Project Brief

**Procedural Checks - IDE Master Graduation**

**APPROVAL PROJECT BRIEF**

To be filled in by the chair of the supervisory team.

chair Hultink, H.J. date \_\_\_\_\_ signature \_\_\_\_\_

**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: \_\_\_\_\_ 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 \_\_\_\_\_ EC  NO missing 1<sup>st</sup> year master courses are:

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

\_\_\_\_\_

\_\_\_\_\_

name \_\_\_\_\_ date \_\_\_\_\_ signature \_\_\_\_\_

**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)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content:  APPROVED  NOT APPROVED

Procedure:  APPROVED  NOT APPROVED

\_\_\_\_\_ comments

name \_\_\_\_\_ date \_\_\_\_\_ signature \_\_\_\_\_

Strategic activity roadmap for Heineken innovation Lab 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 21 - 06 - 2022 end date 21 - 11 - 2022

**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, ...).

Drinking beer is an ancient tradition among humans dating back as far as 7000 years ago. The location, rituals and occasions for drinking beer are continuously changing. Among others, Covid-19 and the digitalization have led to a new change in the habits of the upcoming beer drinking generation (GenYZ age 18+). This has also impacted the position of (lager) beer. If Heineken wants to become the top of mind brand for GenYZ, it has to adapt to the habits of these new generations. Heineken is known for not having changed their beer recipe the last 100 years but, new strategies have opened up the floor to change Heineken from a 'mono' product brand into a brand with extensions. Currently, Heineken is busy setting up an Innovation Lab where Heineken can prototype and co-create these innovations with GenYZ. They want the place to be a social hub for the new generation. Where Heineken can host events and get direct feedback from the consumer while also showcasing the brand. This graduation project will focus on how Heineken can innovate for new taste experiences and beer drinking rituals from inside the innovation lab. Specifically, I will look into how taste experiences can improve the perception of the Heineken brand for GenYZ and how the innovation Lab can coexist next to Heineken global by building a strategic roadmap for five years after the launch.

This graduation project is done in cooperation with the design and sustainability department of Heineken Global. Heineken Global determines the vision for all of Heineken's operating companies with over 300 brands and situated in 190 countries the influence of Heineken is truly global. Heineken connects people with their products and stands for Passion, Courage, Care, and Enjoyment. They strive to connect people with their products and embrace diversity. A big challenge in this project will be keeping a vision that includes all these different cultures and can give direction to the employees. I will be mentored by a senior design manager from Heineken and will work closely together with a junior design manager. This way I can receive feedback from multiple levels.

Heineken strives for perfection in their campaigns and with the help of multiple design agencies (Reggs, Love creative, Vice Virtue), they achieve this. I will also be assisted by and work together with these agencies. Together with the Junior Design Manager I will be organizing workshops to make clear what they are expected from Heineken. Other important stakeholders are the outlets, every place where you can order a Heineken drink. This is an important place for Heineken to influence how beer is served and the environment around it.

The birthdate of the target group ranges from 1996 to 2004, Heineken will only address those of legal drinking age. Because they will be the new generation to drink Heineken's beverages it is very important for Heineken to gain traction with them. One of the things Heineken is currently doing is cooperating with artists, musicians and young professionals as they can be a source of inspiration for their vision. Working together with these people could also help me further. It will be a challenge to find out what the interests, latent needs and underlying motivations of GenYZ are. The research agency Savanta is doing a thorough research on the (latent) needs of GenYZ which I will be able to help steer and use in my project. GenYZ are also called digital natives, they are the first of many generations to come, that have been raised with the digital world. This has set of new ways of socializing for generations to come. This is why Heineken has to adapt to suit to their habits and needs.

space available for images / figures on next page

introduction (continued): space for images

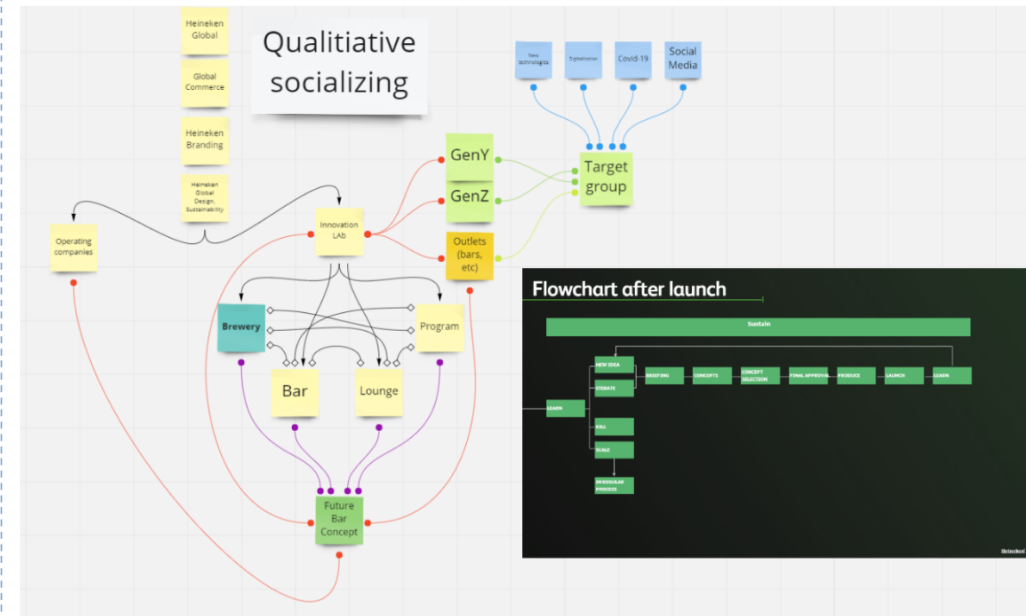


image / figure 1: Domain, and program

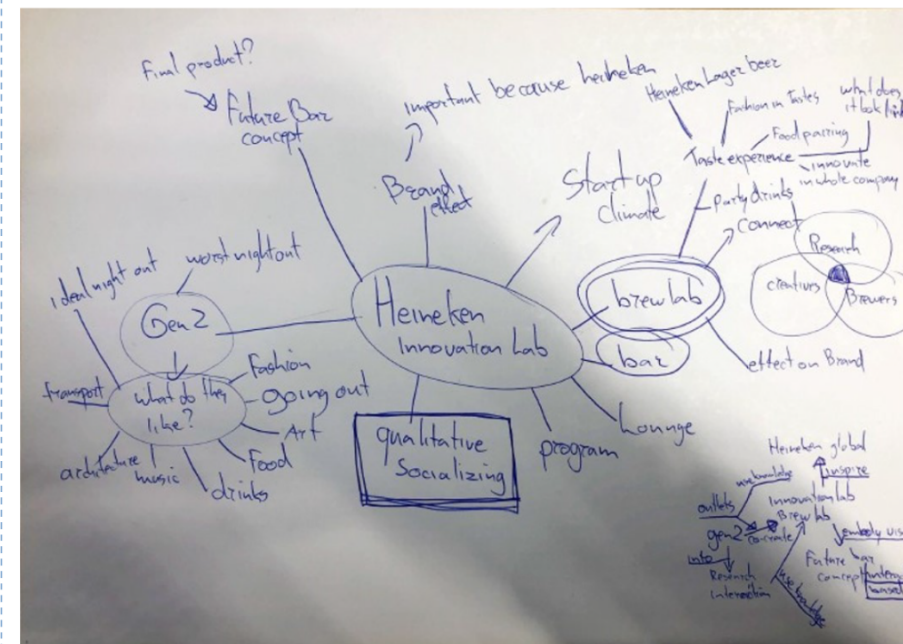


image / figure 2: Initial Brainstorm

**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.

Target group: GenY-Z, 18+  
 Place: One of the locations of the Heineken Innovation Lab. Later on implementable in most of Heineken's outlets, globally  
 Product: A strategic roadmap for testing and showcasing future taste experience and beer rituals with Heineken beer in the innovation Lab.

The Heineken brand is built on a contradiction, a brand that breathes progressiveness with a beer recipe that has been the same for 100 years and will stay the same for the coming 100 years. In order to stay relevant for the new generation they are opening up the brand for brand extensions. To create these innovations Heineken is in the process of designing and building an innovation lab. Heineken wants to collaborate with artists, musicians and young professionals. As a strategic designer we have developed a skill set that is able to facilitate collaborations and creative sessions.  
 How can a strategic designer co-create with GenYZ in the Heineken innovation lab to influence the taste experience to make it more suited for GenYZ?  
 Studies have shown that new generations are drinking less lager beer and like a more diversified pallet of tastes on a night out. How can Heineken stay relevant within this new environment with seltzers and craft beers? Designing a new taste experience innovation strategy tailored to GenYZ for the Heineken innovation lab. This has to be a visionary project that can later be implemented in Heineken's outlets.  
 With this project, Heineken global needs to show all of Heineken's employees and competitors that they are innovative. How to display this to give it the right effect on the Heineken brand?

**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.

Firstly, I am going to research the Heineken brand and its influence, the wants and needs of GenY-Z, innovation labs, and taste experiences. Secondly, I am going to combine this knowledge and design new taste experiences that can be evaluated in the innovation lab. Finally, I am going to create a vision/strategy for the Heineken brand and the outlets globally.

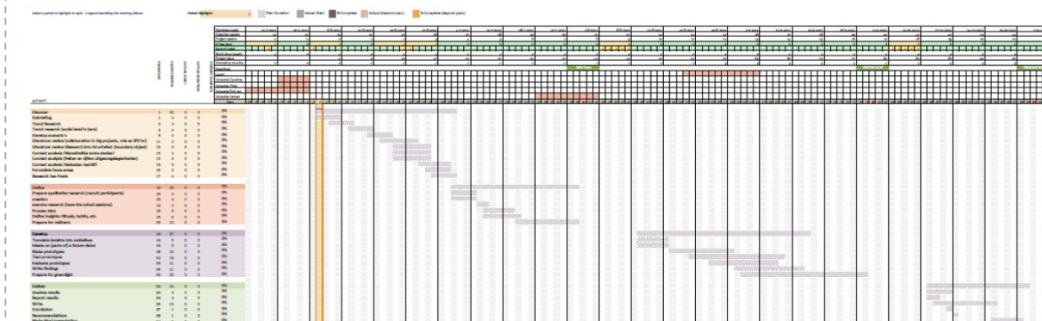
For the innovation lab to be a success it has to be a lively popular establishment that creates through and with popular culture. A hub for new movements with connecting young active people at it's core. Several agencies are already helping Heineken create this place. Love creative will be creating the visual concept and design language. Heineken has noticed that a strong design language has led them to success in earlier likewise projects. Savanta is doing market and consumer research to point out how to connect with the target group and fit in the right domain. Vice virtue will assist in finding the right people to co-create with and developing a unique culture around the place by using media coverage. Finally, Reggs will be able to help develop quick prototypes and designing technical objects. Heineken is already used to creating big launch parties but the innovation lab needs to run on after this. My assignment will be focused on creating a roadmap for this. Using the knowledge and expertise from the agencies and Heineken to design a visionary strategy that is easily applicable to the innovation lab anywhere in the world.

I aim to deliver a strategy accompanied by an artefact this could be a model, a storyboard, an animation or a concept for a product. The artefact has to embody the strategy and make it more understandable and easier to implement the strategy. It has to follow Heineken's own strategy and sustainability plans. But also show a different route into the future. I want to do this by actively participating in the opening of the innovation lab and using the, to be built, innovation lab to prototype, try out, and co-create/co-reflect with the parties involved.

**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 21 - 6 - 2022 end date 21 - 11 - 2022



Here the initial version of my planning is shown in the form of a Gantt chart. I will be using the double diamond method for the setup of my planning. I chose this method because it is a very convenient method to use in design.

As I will be working throughout the summer I strive to keep a strict planning but also want to give myself time to relax after a deadline. Therefore the planning I made is dynamic, I can change deadlines and vacation dates and all the other dates automatically change with them. For now I have chosen two vacation moments, one after the mid term and one after the green light.

I feel that good mental health is becoming a very important issue with other students during their graduation project. A lot of them become stressed near deadlines and don't have a good work/free-time balance. I will keep this in mind during my project and evaluate on this during the project. Keeping a good working schedule of 8-9 hours a day for five days a week and making space for hobbies, friends, and family when I need this is thus important for me.



**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 a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... . Stick to no more than five ambitions.

When I started looking for a graduation project, my first objective was that I wanted to do it at a company. This meant that I wanted to do a real-life project that could mean something. When talking to fellow students, I noticed that working together with a company during your graduation would give you more valuable feedback and a more valuable graduation project. My second objective is that I want to create something for Heineken that lasts. I want it to be meaningful and up to date for the next ten to fifteen years. Something Heineken can use for further reference and future innovations.

One of the reasons I chose SPD is that I am fascinated by branding and its potential for companies. With this project, for one of the most prominent brands globally, I want to learn how a brand like this is managed and how to improve it. I want to learn first-hand from Heineken and its employers, but I also want to look into the connection of branding with strategic design and how we, as strategic designers, have an influence.

Another part of my interests is my Entrepreneurial spirit and how to innovate within a large company. In my elective space, I did the course Build your Startup. And I also did a board year at Stud. I believe that a strategic designer is most capable of improving innovative processes within large companies and am very interested in how this could work within an innovation lab.

I also want to give the project a personal touch. I have noticed during the years that designers can be and, in my opinion, should be subjective in a way. I see myself as a designer as one of the stakeholders in this project. My values are that I eventually want the world to improve with the work that I do. This can be in a myriad of ways.

One of my passions is the natural world. I love understanding how natural systems work in symbiosis with each other without the production of waste. Everything is connected in a way that works for another part of the system. But sadly we as humans have misused the virtues of the natural world and are abusing it. As designers, we should strive to make people reconnect with nature so the world can once more thrive, together with humans.

Another one of my passions is food. I am a good home cook and love to explore the realm of taste experiences. This is a passion that I would like to expand on during this project. I would like to learn what certain tastes, smells, structures do with the perception of people and how they connect and what kind of effect they give. And how can strategic designers use this in a way to improve their work?

**FINAL COMMENTS**

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