



# AWARDS FOR EXCELLENCE IN **PUBLIC RELATIONS 2023**





# Best Internal Communication



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## Campaign

"What's the Suss?" – HEINEKEN Ireland Sustainability Engagement programme

## Description of Campaign

This campaign made HEINEKEN Ireland's 'Brew a Better World' (BABW) sustainability programme more accessible and relatable to all staff. Working closely with the client, Murray's used a suite of bespoke video content, internal social media engagement, targeted volunteering events and newly designed collateral to mobilise HEINEKEN Ireland staff behind delivering the sustainability strategy.



## Public Relations Consultant

Murray



## Client

HEINEKEN Ireland

## Background to the Campaign

Sustainability features prominently in HEINEKEN's business strategy, corporate messaging, and external announcements. However, despite these external successes and industry accolades, internal business surveys found that staff across the various sectors of the business were not aware of the nature and impact of the Brew a Better World (BABW) programme and could not articulate clearly to stakeholders and customers how this activity had benefited not just HEINEKEN or the drinks industry, but communities across Ireland.

Murray was tasked by HEINEKEN to design and deliver an employee engagement programme that would grow awareness of, and understanding for, sustainability internally. We needed to communicate HEINEKEN's sustainability achievements and ambitions to employees in a clear way, so that the success and value of BABW would be appreciated and shared by all staff across the business, and most importantly that staff are engaged and mobilised to deliver on the 30 KPIs in the sustainability strategy which includes an ambition to be Net Zero in production by 2030.

HEINEKEN has made huge progress over the past 10 years with the success of its award-winning BABW sustainability

strategy. Rooted in Cork for 167 years, HEINEKEN is a leading sustainable business in Ireland and has been transparently reporting its sustainability results since 2010. HEINEKEN is the first and currently only drinks company in Ireland to hold the independently audited Business Working Responsibly Mark, under NSAI ISO 26100, and has been awarded a range of industry sustainability awards including Ireland's Overall Winner of the 2021 Green Food and Beverage Producer Awards, Bord Bia's Sustainable Impact Award in 2019 and a REPAK Bronze Award for commitments to reduce plastic from across the business in 2020.

A core premise for the 'What's the Suss' campaign was to bring to life many of the sustainability initiatives that HEINEKEN undertakes and make them real for staff. HEINEKEN's general staff demographic in Ireland is predominantly male and over 40 years of age. We decided that to have the best chance of success, the initiative needed to be a dynamic, engaging, and exciting and quite different from the typical internal communications plan.

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## Statement of Objectives

### Champions to Changemakers

The focus of the engagement programme was the development of individual sustainability "champions" across the business into a wider community of "changemakers," who would drive sustainability at HEINEKEN. We wanted to increase employees' knowledge of the BABW sustainability programme, while also increasing their interest in sustainability and their engagement with business sustainability initiatives to deliver a step change in how the company actually achieves the ambitious KPIs in the far-reaching sustainability strategy.

### Objectives

At the outset of the programme, we measured HEINEKEN employees' baseline understanding and awareness of sustainability and BABW using a questionnaire which allowed us to develop specific campaign objectives for staff engagement, activity, and recall.

1. Increase employees' understanding of HEINEKEN's BABW sustainability strategy – increase knowledge and recall of the programme for staff across the business.
2. Increase the value of sustainability to employees – strengthen how important it is to staff as a business objective and concept.
3. Expand employees' interest in relation to sustainability – help employees develop an understanding and interest in sustainability more broadly, rather than focusing on traditionally prominent areas of sustainability.
4. Increase the functional engagement of HEINEKEN's business units with the BABW programme and sustainability – encourage other departments (outside of the traditional areas such as Supply Chain and Corporate Affairs) to engage with delivering the BABW programme.
5. Create a team of "Sustainability Champions" – employees from different areas of the business with an interest and passion for sustainability, who want to drive sustainability across the business.
6. Create a Sustainability Hub – a dedicated internal platform to drive engagement with employees on the topic of sustainability.
7. Increase staff volunteering – following limited engagement with virtual volunteering opportunities, increase employees' involvement in BABW volunteering initiative for Social Impact.
8. Invite staff to utilise a newly designed physical BABW collaborative hub in the Cork brewery – embed BABW and sustainability in staff's day-to-day activities by creating a meeting room and collaboration space built around BABW branding and targets.
9. Showcase new, potential sustainability initiatives to the business – highlight sustainability initiatives and technology that align with BABW goals for support by HEINEKEN.

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## Programme Planning and Strategy

### Audience

HEINEKEN's operations in Ireland are split across two sites – Dublin and Cork. Its employees are split across core functions – such as corporate affairs, finance and marketing – and operational functions such as logistics, delivery and in-field sales for retailers and 7,000 pubs nationwide. HEINEKEN's general staff demographic in Ireland is predominantly male and over 40 years of age.



## Rationale & Approach

The 'What's the Suss?' engagement programme was born from the idea that HEINEKEN employees should be given the language, knowledge, and passion to be able to discuss the BABW sustainability strategy, and HEINEKEN's sustainability achievements, easily in environments outside of boardrooms or business meetings.

We adopted an approach to content development and communications that unfolded across three strategic areas –

1. Understanding
2. Engagement
3. Action

### 1. Understanding

The first phase of the programme focused on developing a greater sense of understanding among HEINEKEN staff of BABW's achievements and ambitions.

#### **Sustainability Hub**

We knew that leveraging the engagement and membership of the HEINEKEN Ireland Workplace page would be important in building a sustainability community and movement among staff. We launched the programme on the HEINEKEN Ireland Workplace page and created a Sustainability Hub page for staff to join and interact with. Throughout the programme, we maintained a drumbeat of activity on both pages, posting videos, graphics and photos of the programme, external media of interest, the annual BABW report and other HEINEKEN sustainability assets.

#### **2030 is Coming Video**

The vision for BABW is to "raise the bar to 2030" and enable faster progress towards Net Zero. For this reason, 2030 was the perfect staging post from a communications point of view.

But the year 2030 can seem very far in the future, so we produced an opening video to create a burning platform for the launch of the programme, entitled 2030 is Coming. This video focused on how close the year 2030 is – just 8 years away in 2022 by highlighting events from 8 years ago in 2014. The video highlighted key iconic moments for our audience from 2014 e.g. Ireland beating France at the Six Nations, Sky Sports broadcasting hurling for the first time, the release of the film Frozen, HEINEKEN marking 10 years of partnership with Electric Picnic, and the cancellation of five nights of Garth Brooks concerts at Croke Park.

By making the comparison between 2022 and 2014, it gave a clear idea of how quickly time can pass and how we need to grasp the opportunity now to impact positively on the future.

#### **What's the Suss? Video Series**

To illustrate HEINEKEN's sustainability achievements to staff and arm them with the language and enthusiasm to speak about them in depth with both internal and external audiences, we adopted a strategy of sharing a story, not a slide deck.

We created a three-part video series designed to be informative and entertaining. What's the Suss was both a question seeking information and a play on sustainability. The videos provided employees with accessible information on certain aspects of HEINEKEN's initiatives and instil a sense of pride that they are working for a company that is making a real difference.

The three videos aligned with HEINEKEN's three strategic pillars for BABW: Environment, Social Impact, and Responsible Consumption. Using simple language and clear examples, the videos documented conversations between presenter Aidan Power and members of the HEINEKEN team speaking about achievements and ambitions. We deliberately chose members from across different functions and different levels of the business to make the message more accessible:

- Mel Larkin, On Trade Sales Representative (Environment)
- Barbara-Anne Richardson, Sustainability Manager (Social Impact)
- Anna Walsh, Brand Manager (Responsible Consumption)

The videos covered examples such as:

- HEINEKEN's self-sufficiency in carbon dioxide through harnessing it from the brewing process and reusing it for its own beer – “we put the fizz back in”.
- HEINEKEN's donation of over €2 million in four years to Irish charities through the HEINEKEN Cares programme.
- HEINEKEN's creation of over 1,000 Zero Zones in retail outlets across Ireland to support the sale of all – not just HEINEKEN branded – zero and low alcohol drinks.

## **2. Engagement**

The second phase of the campaign focused on harnessing employees' new understanding of BABW and encouraging them to engage with BABW activities and events.

### ***Internal Workshops***

To mark the launch of the engagement phase of the programme, we hosted an internal workshop session in the newly designed BABW meeting room in HEINEKEN's Cork brewery. The BABW meeting room is strategically placed between the brewery and office block, so is ideal to act as a collaborative workspace and illustrates the importance of a collective delivery of BABW.

The first workshop session was opened by then MD Maarten Schuurman to highlight the importance of sustainability in HEINEKEN's business. A Q&A session with three members of the Management Team who are on the sustainability Steering Group was followed by a talk by sustainability influencers 'The Useless Project'. Their talk focused on how employees could bring sustainability into their own lives, including tips and tricks of how to become more sustainable both at work and at home.

Staff with an interest in sustainability were invited to attend additional workshop sessions to support the progress of the programme. These sessions were run via Microsoft Teams across the two office locations of Cork and Dublin; they covered an introduction to BABW and the 'asks' of the group to support the planned activity i.e. attend events, share content, encourage sustainability dialogue in their functions.

In preparation for HEINEKEN's inaugural sponsorship of the 2022 International Mixed Ability World Tournament (IMART), staff received a volunteer briefing workshop from IMART representatives on the inclusivity mission of Mixed Ability Sports and heard from players on the empowering experience of being involved in Mixed Ability Rugby to prepare them for their volunteering roles at the event.

## **3. Action**

The final phase of the programme focused on generating action from employees and encouraging them to use their new understanding of BABW to move from engagement to action and making their own positive impact through the programme.

### ***IMART 2022 Impact Day***

As part of HEINEKEN's sponsorship of the IMART, we hosted a Volunteer Impact Day, which brought together employees to provide behind the scenes and pitch-side support to players and the 25,000 attendees at the week-long global event. Over 60 HEINEKEN employees turned out in Musgrave Park, Cork to support the running of the event, and assist spectators, and players.

In addition to engaging staff to volunteer, we recorded video content with sports journalist and disability advocate Joanne O'Riordan to provide pitch-side commentary and conduct player interviews with IMART players, tournament staff and HEINEKEN employees on the positive impact of the event and the history of HEINEKEN supporting sporting tournaments around the world.

### ***Access Hospitality***

At the Volunteer Impact Day, we invited HEINEKEN senior leadership, staff and stakeholders to a showcase session of Access Hospitality – ground-breaking new assistive technology that allows those with disabilities to work in the hospitality sector. HEINEKEN attendees ordered drinks using the assistive technology and received a briefing from Access Hospitality staff and volunteers on how it works in supporting socially sustainable employment opportunities for those with disabilities.

## Social Assets & Collateral

For employees to easily illustrate and explain HEINEKEN's BABW strategy to colleagues and stakeholders, we designed social assets and collateral for use in presentations and documents. We used the beer mat motif and BABW branding to illustrate the past, present and future of HEINEKEN's achievements by printing a past achievement on one side and a future target on the other e.g. Past: HEINEKEN has established 100% renewable electricity across its Cork brewery. Future: HEINEKEN will reach carbon neutrality across the full value chain by 2040. The beer mat graphic was suitable for use on PowerPoint presentations, and as a shareable graphic and gif for social media.

## Measurement

Following completion of the campaign, a new survey was conducted to measure the impact of the programme across the agreed objectives.

Objective	From	To
1. Increase employees' understanding of BABW	78%	97%
2. Increase the value of sustainability to employees	82%	99%
3. Expand employees' interest in relation to sustainability	Volunteering and Repurposing	Diversity, Equality & Inclusion and Carbon Emissions Reductions
4. Increase the functional engagement of business units with the BABW programme and sustainability	Largely comes from Corporate Affairs and Supply Chain teams	There is now a dynamic 'Changemaker' on the Leadership Team of every function (Off-Trade, On-Trade, Marketing, Finance, HR, Supply Chain, Corporate Affairs, and Digital & Technology) who is actively identifying and owning sustainability projects.
5. Create a team of "Sustainability Champions"	Disparate interested individuals	25 Cross-Functional Champions
6. Create a HEINEKEN Ireland Sustainability Hub	Limited interaction with sustainability content	Sustainability Hub page established and eventually integrated into the HEINEKEN Ireland Workplace page, and the material now has one of the highest interaction rates of all HEINEKEN company pages. In total 14 posts with the below engagement: <ul style="list-style-type: none"><li>• Views: 3,321</li><li>• Likes: 359</li><li>• Comments: 102</li></ul>
7. Increase staff volunteering	Limited virtual volunteering	60+ active HEINEKEN team members at IMART, with many citing their participation as a highlight of 2022.

<p>8. Invite staff to utilise a newly-designed BABW meeting room space</p>	<p>Limited use of BABW meeting room</p>	<p>It is now used by all functions for internal and external events. Two examples are the Off Trade team bringing key customers into a planning session and dressing the space in re-used material, and an external event with the Cork City Council manager presenting the city's plans to be Carbon Neutral by 2030.</p>
<p>9. Showcase new, potential sustainability initiatives to the business</p>	<p>N/A</p>	<p>Showcased Access Hospitality Assistive Technology to support diversity in the hospitality sector, leading to the establishment of a corporate partnership in 2023 between HEINEKEN and Access Hospitality. The programme will build partnerships with Cork publicans to roll out the assistive technology on a pilot basis with the aim of securing employment for six people with disabilities.</p>

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