

# Heineken USA

Diversity

## ASSESS

Heineken wished to position themselves as an employer with a commitment to diversity in employment, marketing, vendor relations, and community outreach. They wanted all their communications to reinforce this commitment.

## STRATEGIZE

We conducted online research with employees and hiring managers to benchmark perceptions and opinions on the importance of the company vision, its pledge to diversity, and on media consumption patterns.

## IMPLEMENT

We then created a company-wide, adaptable, diversity-branding statement for internal and external audiences. The message, "Our best ingredients are the talents of our people," became part of all corporate communications. The campaign was then executed via print, trade journals, and consumer magazines. The Heineken Diversity Council was established to articulate the mission, and to identify ways to effectively manage an environment where individual differences and cultural diversity are accepted and valued.

## MEASURE

The advertising campaign considerably increased the diversity of Heineken's applicant pool and achieved all communications goals. The Council developed a long-term action plan and initiated a training program for all Heineken USA employees. Additionally, a new corporate position was created to reinforce Heineken's commitment to diversity and to work with management to measure the success of their strategies.

