

# Heineken Global Commerce University Implements Locally Nuanced Learning

Heineken and CrossKnowledge

Best Strategy for a Corporate Learning University

July 2022



## Company Background



Company-at-a-Glance	
Headquarters	Amsterdam, The Netherlands
Year Founded	1864
Revenue	€19,724 million
Employees	>84,000
Global Scale	Global; 190 countries
Customers/Output, etc.	Heineken produces world-class ciders and low- and no-alcohol alternatives. Brewed drinks (Beer, Cider, Seltzer, Malt drinks, Energy drinks) Key customers across all channels: Off-trade (Grocery shops), On-trade (Restaurants and Bars), Wholesale.
Industry	Alcoholic Beverages and Drinks
Stock Symbol	Heineken N.V (HEIA)
Website	<a href="https://www.theheinekencompany.com/">https://www.theheinekencompany.com/</a>

## Company Background



Company-at-a-Glance	
Headquarters	Hoboken, New Jersey
Year Founded	2000
Revenue	\$70 million
Employees	350+
Global Scale	Worldwide
Customers/Output, etc.	Since its foundation, CrossKnowledge — A Wiley Brand, has been recognized as a long-lasting and trustworthy partner in the field of digital learning. CrossKnowledge operates worldwide and serves more than 12 million learners. Its main references are: L'Oréal, Kering, Engie, Edf, Sanofi, Carrefour, Blackrock, Thales, Total, Renault, ArcelorMittal, Henkel, Heineken, Pandora
Industry	Digital Learning
Stock Symbol	NYSE: JWA
Website	<a href="https://www.crossknowledge.com/">https://www.crossknowledge.com/</a>

## Budget and Timeframe

<b>Overall budget</b>	€950,000
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	Six
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	13
<b>Number of contractors involved with implementation</b>	Three
<b>Timeframe to implement</b>	Six months
<b>Start date of the program</b>	October 2020

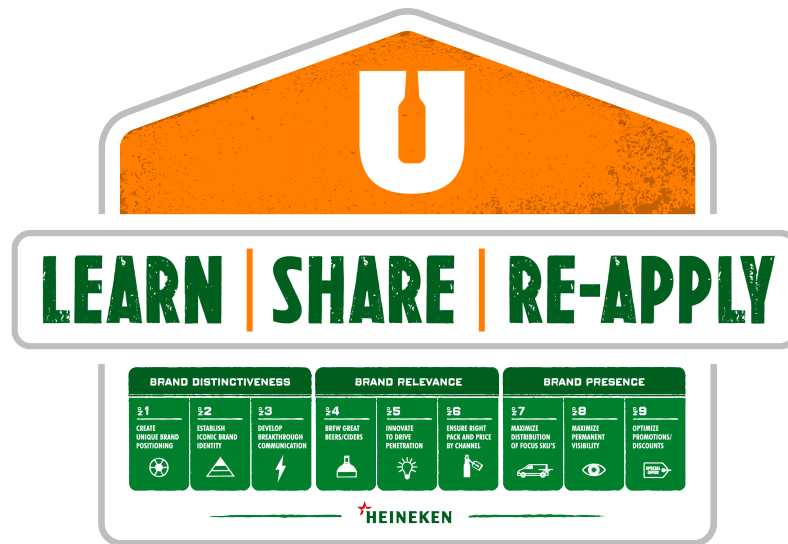
## Business Conditions and Business Needs

Heineken believes that to future-proof their business for sustainable growth, their top priority is to nurture talent and ensure building capabilities is a key focus for their people. The business needs to be a consumer and customer-obsessed organization that delights the world with their brands; means that the role of the Global Commerce University (GCU) is critical to the success of building strong Marketers in every country they operate in. The GCU's role is to create programs and learning materials that empower the commerce community to deliver on that ambition.

Heineken also believes in the power of listening to what local markets need from a capability point of view to ensure globally developed learning programs and frameworks are fit for purpose and can be operationalized in each country.

With a presence in 190 countries with over 300 brands, the global Marketing community needs to speak the same language and use the same framework to ensure that great ideas can easily travel. The Winning with Brands framework created by the GCU unites commerce teams around the same key focus areas. It is rooted in penetration marketing and has Nine Must Win Battles, designed to unlock commercial excellence and create the common language across the world. The commerce framework Winning with Brands simplifies planning by focusing single-mindedly on penetration. It unites all commerce functions behind a common goal with an increased level of collaboration.

Figure 1: Learn, Share, Re-Apply



**ALL 9 MUST WIN BATTLES MUST BE ACTIVATED TO DELIVER PENETRATION GROWTH.**

The Global Commerce University (GCU) equips the entire Heineken Commerce community with capabilities to drive brand-led profitable growth. Established in 2015, the GCU is rooted in driving capabilities to achieve marketing excellence; the GCU team comes with an innate ability to translate an array of marketing expertise into digestible and engaging learning materials and programs. Working closely with the global strategy, global media, global consumer market intelligence and global sales teams; the training programs are based on collective Meta learnings from each country Heineken operates in, making the approach data-driven. Deeply engaging training programs not only “educate” but also embed critical Heineken marketing approaches, the strategic lighthouse for the GCU.

The GCU core philosophy of “Do, Learn, Share and Reapply” ensures that they achieve strategic importance to each operating country by being the platform and vehicle centrally, to inform and inspire.

The Heineken company strategy has made a bold move to include capability-building as a key pillar to drive future growth, by intentionally putting focus behind growing and attracting top talent. In addition, with increased economic pressure, Heineken needs to be more sustainable in driving profitable growth. This means the GCU continuously seek out opportunities to be more effective (measurable) and cost-efficient in delivering Capability-building; considering both the platforms and tools used to roll out training, as well as leveraging their decentralized company approach.

The capability framework at HEINEKEN ensures the following:

- A common language across markets and functions to define what they do
- Prioritize areas where they want to mature and invest in, to enable strategic Big Bets
- To identify and manage cross-functional touch points related to people, process, technology and data

The core marketing capabilities of the GCU and focus in 2020 were: Excellence in Marketing Basics, Acting as a Brand CEO, Building winning portfolios and brands, Product innovation and lifecycle management, Consumer and market insights, and Digital Marketing. These capabilities defined the annual curriculum focus.

To ensure a measurable feedback loop to understand the current status of the capability strengths in each market, the GCU has local ambassadors and a close relationship with Marketing Directors. This guarantees that the learning material created has an impact and shows operationalized improvement in these areas; ultimately delivering brand led profitable growth for the company.

## Overview

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To build great brands that drive profitable growth, the GCU approach to capability building has three key pillars:

- Develop relevant training programs and eLearning's around the core capabilities
- Provide platforms and communities that facilitate sharing of great work in Marketing
- Rolling out programs and capability building plans in a locally nuanced way to take learning beyond being a tick box exercise

Before 2020, the Global Commerce University rolled out face-to-face training programs in-country, as well as online webinars and courses. In 2019, the GCU team visited 13 countries, reached 800 Marketers and received an average score of 8.8/10 for the training delivered. They also developed several deep dive webinars which reached the entire marketing population of 1,500 individuals. In 2020, zero in-market or face-to-face trainings were executed; instead, all programs were digitally delivered to the entire marketing team in each country.

Not knowing what 2020 would hold, the GCU had already taken a decision to change their approach to capability building. Focus on 3 areas: Becoming more efficient in how programs were delivered (no travelling); reaching a wider audience, expanding reach of all capability building programs, and ensuring programs are tailored to local market needs. The GCU also ensured a measurable feedback loop from the local markets (to

ensure training programs can be operationalized), to truly leverage their decentralized company structure. Good thing they did, as travel was no longer possible. This enabled the GCU to adapt to a digital age becoming closer to every country and marketer no matter where they were in the world.

The approach was two-fold, build a Local GCU Capability Builder community and move from physical to fully digital blended learning. Marketing Directors appointed a senior person in their team to be the Capability Builder; in some instances, the Marketing Directors themselves are the Capability Builder. This role is in addition to their day-to-day function and serves as an extension of the GCU in each country.

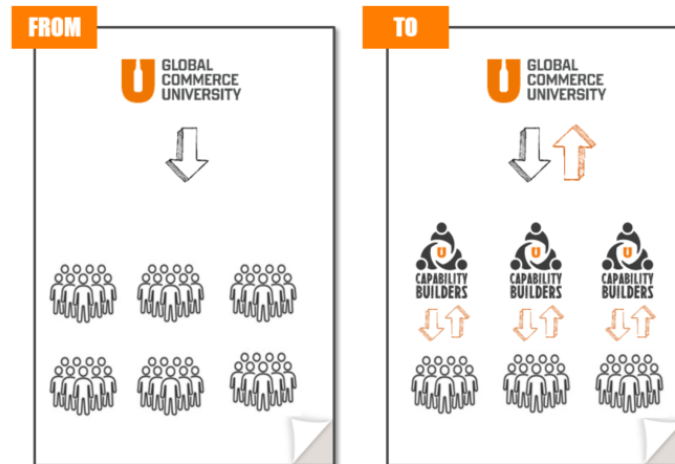
To ensure the GCU can fully leverage the voice of the local teams, the Local Capability Builders provide the central team with the insight on what their teams need from a capability point of view as well as giving an indication when training is most relevant to release from the center (to coincide with annual planning and key local planning milestones).

By having a Capability Building ambassador in each country, activating the GCU curriculum at scale with locally nuanced execution, increases efficiency and effectiveness.

Figure 2: How Learning Has Evolved at Heineken

## HOW LEARNING HAS EVOLVED AT HEINEKEN

Leveraging our decentralised approach; we have moved FROM the GCU centrally cascading all capability building plans TO Local Capability Builders serving as ambassadors on a local level to ensure the most relevant materials for the OpCo and programs are shared with their teams in a locally nuanced way.



## THE ROLE OF A LOCAL CAPABILITY BUILDER



### WHAT

- Establish a learning culture in the local market
- Ensure implementation of the Global Capability Plans & Frameworks
- Annual survey completion to establish local Capability gaps and training needs

### HOW

- Arrange learning initiatives by leveraging local nuances to take learning beyond being a tick box exercise

OpCo = Operating Company (the Heineken company in each country)

Champions appointed to mobilize local teams to operationalize frameworks by rolling out global capability programs as well as creating a layer of local learning in a relevant way, a community that drives Do, Learn, Share and Re-apply throughout the world.

Figure 3: Welcome Words

## WELCOME WORDS



**Ian Wilson**  
Senior Director Global Marketing  
Capabilities

"The Commerce Capabilities Programme kicking off in 2020 will really improve **the business ownership** and **commercial skills** of our marketing community. It will help us take much **stronger leadership of the commercial agenda** and drive strong collaboration between marketing and sales.

The Local GCU Capability Builders will be **critical in the success** of this programme by contributing to its development and ensuring the **OpCo marketing and relevant sales teams** are brought together to make this happen.

This programme is a **key focus for me** in 2020."



Pictured above is the tone set in the first Capability Builder Community call where Senior Director Global Marketing Capabilities, Ian Wilson emphasized the key role the community will play in driving local capability cultures in each country and also being an ambassador to unite commerce functions, Marketing, Sales and Trade Marketing. Senior stakeholders placing priority on the community ensured that each Capability Builder had support to be empowered as the local ambassador and driver of learning culture.

Figure 4: 2020 Plan

### WHAT IS THE 2020 PLAN?

DIGITAL CURRICULUM	LOCAL GCU CAPABILITY BUILDERS
 Digital <b>real time learning</b> experience	 <p style="margin-top: 10px;">Our <b>top marketing talents and experts who</b> can bring <b>capability building in the organization</b> to the next level</p>
 Pre and <b>post work</b>	
 Live <b>broadcast and gamification</b>	
 <b>Opportunity to reach</b> everyone	



## YOUR ROLE IN BRINGING THIS TO THE NEXT LEVEL



### SHAPE LOCAL GCU ROLL-OUT PLAN

- ▶ Taking the GCU Curriculum as a starting point, select who should attend which programs in your OpCo



### MAKE THE CONTENT RELEVANT FOR YOUR OPCO

- ▶ Facilitate group exercises and table discussions during education sessions



### DRIVE

DO | LEARN | SHARE | RE-APPLY

- ▶ Drive Do / Learn / Share / Re-apply within Capability Builder community
- ▶ Get on board relevant people from Commerce and other functions (Finance, etc.)

DO | LEARN | SHARE | RE-APPLY



### COLLECT OPCO NEEDS AND SHARE FEEDBACK

- ▶ Be our partner to identify local needs and challenges
- ▶ Share feedback on what worked vs not
- ▶ Track OpCo progress and results

SOME ACCOUNTABLE ACTIONS ARE ALSO REQUIRED (TO BOOK ROOM FOR TRAINING, ENSURE PRINTING MATERIALS ETC)  
NOTE: OUR RECOMMENDATION IS TO DELINEATE STRATEGY & OPERATIONS AND TO DELEGATE LOGISTICS TO A LOCAL ASSISTANT

The Local Capability Builder in each country used the Global GCU curriculum as well as any additional needs identified in their country to build an annual capability plan.

## Structure of the Corporate Learning University

The GCU Team is led by the Director of Marketing Capabilities and has a team of five. The team is made up of four Marketing Capability Managers and one Project Manager. The Marketing Capability Managers come from diverse commerce, marketing and media backgrounds having worked in a market themselves before. The GCU team works together with specialist Global Commerce teams and subject matter experts to develop content for training based on a diverse set of expertise (Media, Consumer Insights, Finance, Innovation and Portfolio Planning). The Global Brand teams work closely with Global Commerce to ensure that frameworks and materials developed are also supporting the global brand commercial plans.

The governance of the Global Commerce Team and the GCU is driven by Heineken's Chief Commercial Officer. Close engagement with the global Sales team (including Trade Marketing) as well as each country's Marketing Director; Core frameworks are discussed in Marketing Councils to truly ensure they can be operationalized.

**Figure 5: Global Commerce University**

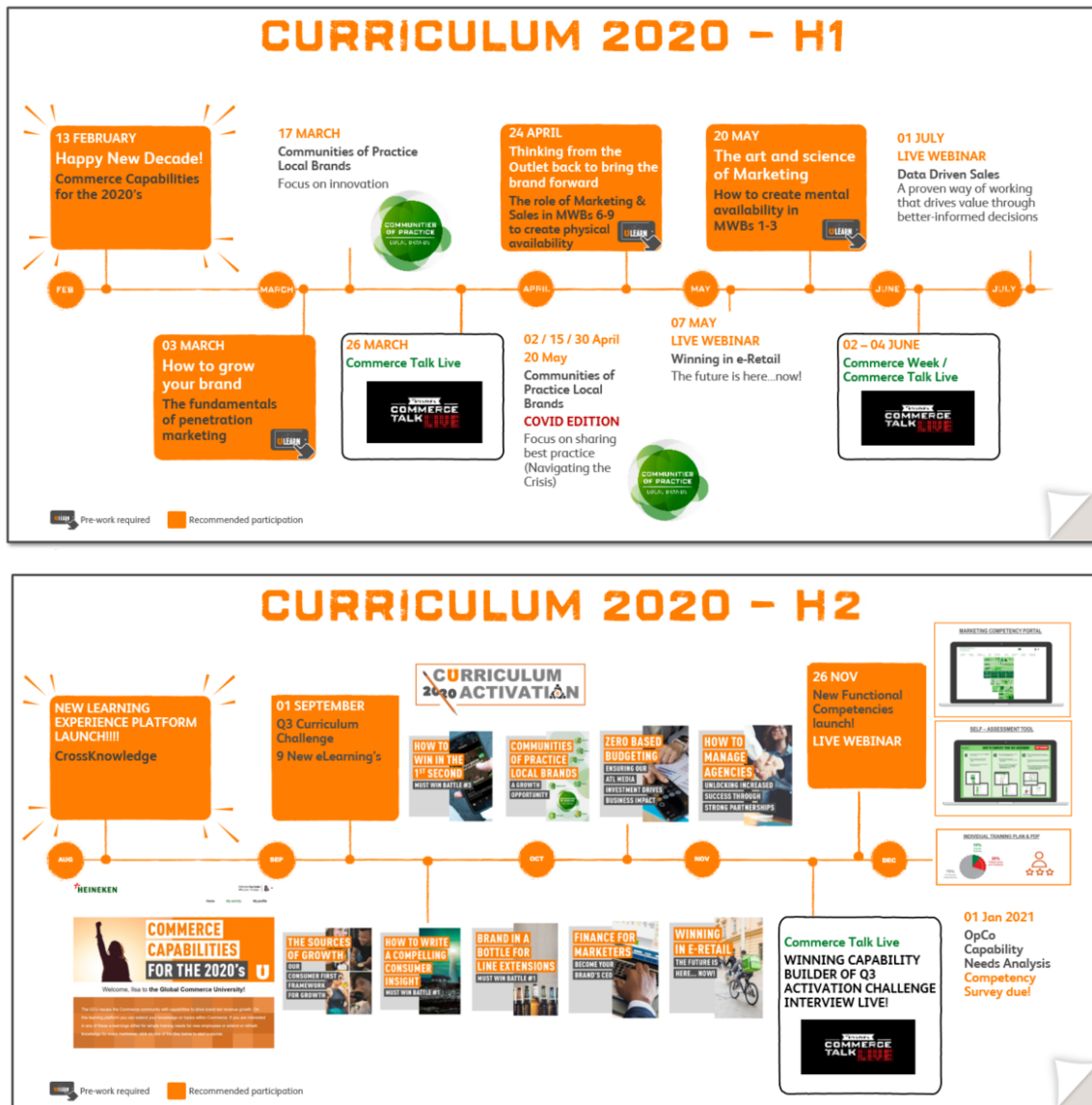

The core audience for the GCU is the entire Marketing community of 1,500 Marketers worldwide as well as the International Global Brand teams and selected sales and trade marketing representatives from each country. The key means of distributing content is via the Local Capability Builders. Media and Creative agencies are a key audience, too — Heineken values their partners and often work together with their global media agency and creative agency to ensure they can leverage and use their expertise. Local agencies partake in training programs and adopt the Heineken way of working to drive consistency across each market.

Several of the supporting functions such as Supply Chain, Finance, HR, Legal and Procurement are secondary audiences they are exposed to the key frameworks and play a crucial consulting role for content development.

## Delivery of Learning

A 2020 full-year curriculum was shared in January with the Capability Builders (before COVID 19). When the impact of lockdown started occurring worldwide the GCU also hosted additional sharing platforms to help the Commerce community navigate the crisis. This was rooted in building critical capabilities to sustain business.

Figure 6: Curriculum 2020








The 2020 curriculum was to elevate the focus on marketing fundamentals, each course designed to build on the foundation of the Winning With Brands Framework (updated learnings, new tools and concepts that add to the foundation). Using different platforms

to share the learning and training material was based on the depth of learning engagement required for the different topics. Outlined below, the GCU uses various delivery mediums; UTalks, ULearn, Commerce Talk Live and Community Calls.

The Capability Building programs are delivered in different ways to ensure a holistic approach to training and learning.

**Figure 7: Summary of the GCU Capability Building Platforms**

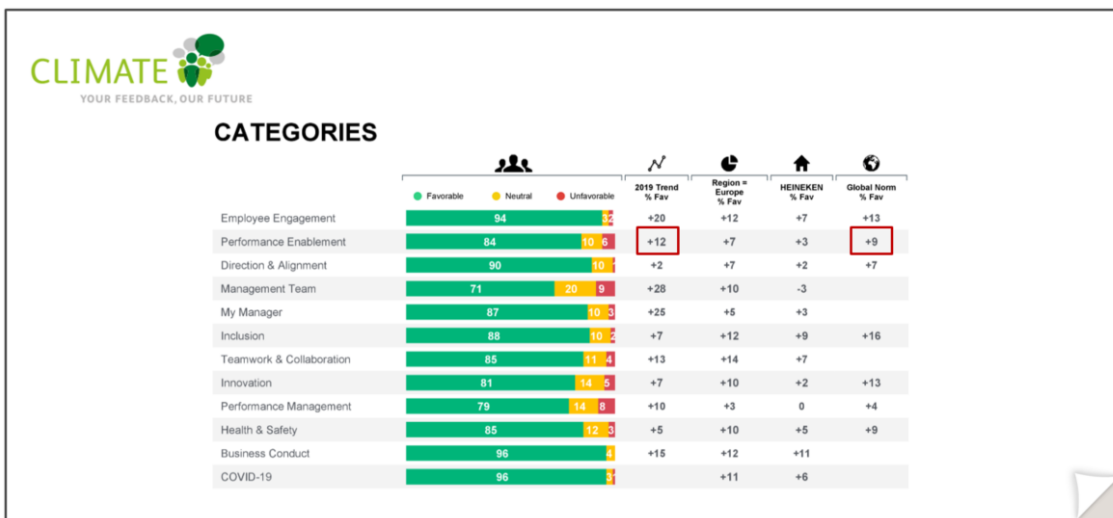
GCU PLATFORM	PURPOSE
	<p><b>UTalks</b>            Long form digital webinar format            Panel discussion style with viewer participation via polls and Q&amp;A            Best for large amount of information in shorter time / In depth guidance &amp; expertise</p>
	<p><b>ULearn</b>            Shorter digital eLearning format (Learning Experience Platform – CrossKnowledge)            Interactive learning resource with assessments            Framework fundamentals with Learning Journeys</p>
	<p><b>Commerce Talk Live</b>            Live broadcast via Facebook Workplace            Talk Show format            Share key business updates, facilitate sharing across markets (showcase work)</p>
	<p><b>Communities</b>            Community Calls to drive Learn, Share &amp; Re-Apply            Meeting format – highly engaging and interactive, best for in depth discussions and debates. Communities of Practice for Local Brands and Community of Dark Markets.</p>
	<p><b>Campus &amp; ULab</b>            Live face to face format            Intense bootcamp style training in market  <b>Not used in 2020!</b></p>
<p><b>ALL CONTENT STORED ON AN ONLINE PORTAL AND LINKS TO LEARNING CHANNEL VIA THE GCU HOME PAGE</b></p>	

## Measurable Benefits

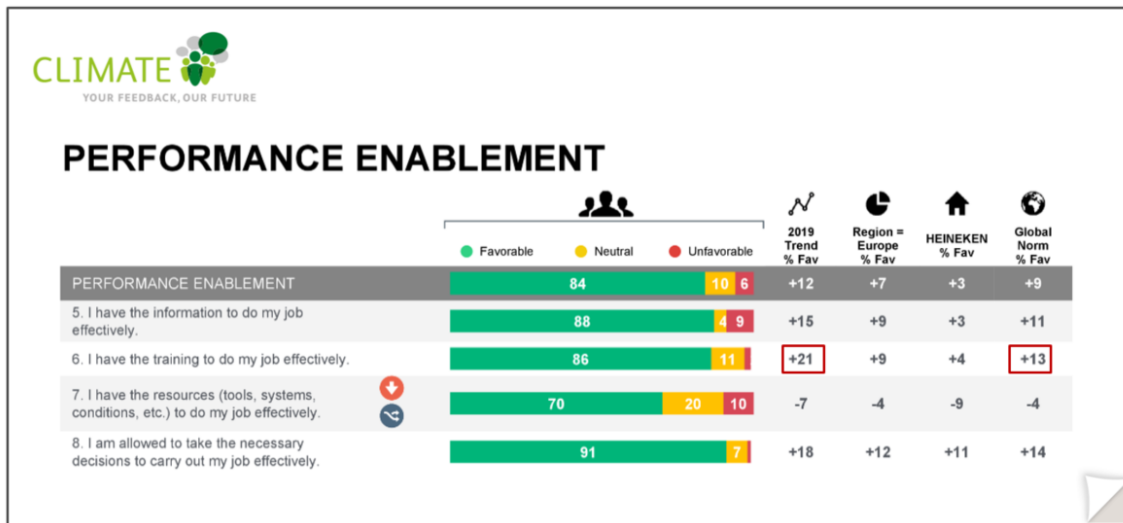
Heineken measures the organizational climate in every country with an annual deep dive. A consistent survey is completed by every employee across the world so that each operating company can understand the key needs of their people on a global level and where focus areas should lie to drive a healthy and favorable business climate.

Categories within the survey include areas like employee engagement, inclusion, business conduct, innovation, etc. The category that relates to capability building falls within performance enablement answering questions around whether employees have the right training, tools and appropriate environment to effectively do their jobs. The overall 2020 result was +12 points vs 2019 with an overall category favorability of 84%. This is +9 points above industry peers.

Figure 8: Categories



When zooming into the performance enablement area, the statement “I have the training to do my job” was +21 points up from 2019 with 86% favorability and +13 points ahead of the global industry norm.

**Figure 9: Performance Enablement**


This is an indicator across all departments and every country. Each Capability Builder within their markets also review these results on a department level to assess how they themselves are enabling and ensuring their commerce team are satisfied with the training available to them.

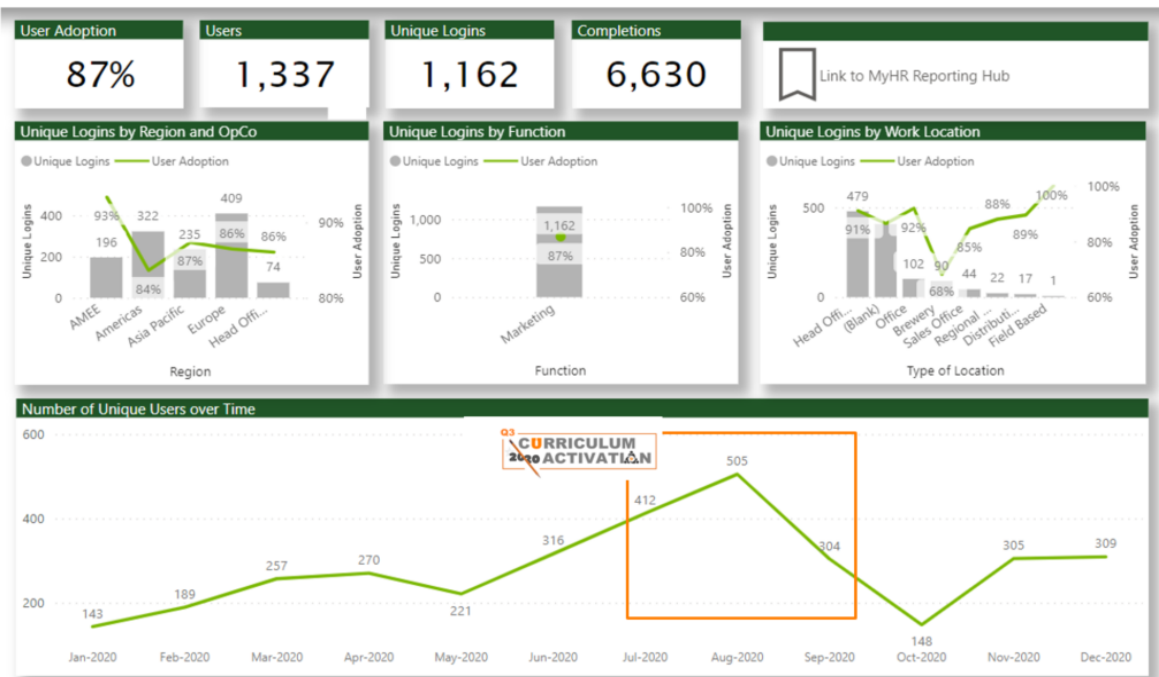
It was a difficult year for Heineken, as described by the new CEO in the financial annual report: 2020 was a year of unprecedented disruption and transition. The impact of the pandemic on the business was amplified by the on-trade and geographic exposure the company has. With the world in lockdown and key trading activities impacted, diligent cost mitigation was balanced to ensure we could still operate. This impacted budgets, and while not the only measurable indicator of the success achieved by the GCU, it is important to highlight that the annual commerce capability plan development was achieved with 50% less resource and budget vs the previous year (travel costs excluded from previous year). Doing more with less but with a strong approach to carry into the future the GCU drove efficiency and found smarter ways of increasing impact of the corporate learning university.

Results from the GCU Learning Channel on the CrossKnowledge platform shows great performance in first year of launch. One of the leading channels within the organization with an engaged audience and higher than average adoption rate. The activation driven by the Local Capability Builder Community shows a rapid increase in unique users, resulting in more than 90% all of the Heineken marketers worldwide having logged in to complete the ULearn training modules. Over 2,800 hours were spent on the new modules launched in 2020 with completion rates above 70%.



**Figure 10: Results from the GCU Learning Channel on the CrossKnowledge**

New ULearn Modules in 2020 // 2 800 Hours spent on the courses		
Course Name	Number of learners	Average Completion
Brand in a Bottle for line extensions	814	65%
Communities of Practice Local Brands: a growth opportunity	483	84%
Data Driven Sales	576	77%
Finance for Marketers	305	46%
How to grow your brand	658	73%
How to manage agencies	481	85%
How to win in the 1st second	658	76%
How to write a compelling consumer insight	717	71%
Premium Quality Draught Beer	16	69%
Sources Of Growth	385	55%
Winning in E-Retail	605	77%
Zero Based Budgeting	620	87%
<b>Total</b>	<b>6,318</b>	<b>73%</b>



GCU PLATFORM	2020 SUCCESS
	<b>UTalks</b> 100% Completion of 4 UTalks 1 500 Unique users
	<b>ULearn</b> 87% User adoption in 1 <sup>st</sup> year of launch! 1 162 Unique Logins 6 630 Completions
 	<b>Commerce Talk Live</b> 20 000 Views across 6 broadcasts. Between 1 900 and 3 500 unique viewers per broadcast Reaching beyond Marketing (Sales, Trade Marketing, HR, Finance and Supply Chain viewers)
	<b>Communities</b> Average Call Attendance : 80 – 150 People per call 7 Highly engaging Community Calls

All illustrations provided by Heineken and CrossKnowledge

Beyond global initiatives and platforms Capability Builders also ran surveys of their own in-country to establish if having a local Capability Champion and new approach to locally nuanced learning improved Motivation. On average, 80% of the Marketing teams said that they feel more motivated to learn and 95% completed double the learning courses vs previous year.

## Overall

A change in strategy to be more locally nuanced in driving capability building drove an overall increase in the engagement, completion rates and favorable scores for learning amongst the commerce community at Heineken.

Answering a key business priority to be focused on developing talent to ensure Heineken can drive brand-led profitable growth, the GCU succeeded in mobilizing a global commerce community to learn, share and reapply. Developing relevant content and presented in suitable formats makes the impact of the GCU training programs so much more effective.

The success of the Local Capability Builder Community has inspired an ongoing focus to nurture and continue to build on the strong foundation created in 2020. Heineken has identified the success of having local departmental ambassadors as an effective way to be locally nuanced in delivery of global programs. The Sales Capability Building community has already indicated that they will steal the idea and approach with pride.



The GCU forward-looking strategy will be to drive an even bigger impact with a continued focus on world-class content and framework development, deployed through relevant platforms and implemented through a strong community of Local Capability Builders.

Heineken will also be building on the success of blended digital training; the focus will be to build a measurable view of the Marketing talent pipeline with courses also structured to future-proof succession planning. Using successful platforms and delivering the right content for development through the right platform.

The philosophy of “Learn, Share and Re-Apply” will also remain a focus to ensure great ideas travel the world and countries can learn by doing what has worked somewhere else.

To deliver on the Heineken company ambition, the GCU will remain focused on building capability programs that empower the marketing and commerce community to build winning brands that delights consumers, with programs that are locally nuanced and continue to drive a common global language across 190 countries.

## About Brandon Hall Group

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