
SOL INDEPENDENCE DAY

HEINEKEN

CASE 03

CASE



ABOUT SOL

Sol is a Mexican beer that originated in 1899. The company believes in Espiritu Libre and celebrates those who live with a Free Spirit. After centuries of thick colonial beer, a maverick German brew master wanted to give the people of Mexico a light, refreshing beer. And so he created El Sol, which would later become Sol.

EVENT CONTEXT

In 2014, the Global Marketing Manager had a daunting sales target. He felt he had only one chance to rally his sales and marketing forces after his predecessor tried numerous times to push the brand and failed.

WHO IS ORGANISING THE CHANGE?

Heineken is one of the leading brewing companies in the world. It is a global multinational company with operations in 70 countries and reaching 178 markets, each served by National Marketing Managers. The Global Marketing Director for Heineken had in Sol an orphan brand that had been available for 10 years, but was only selling in 5 markets. Sol's main competitor had and continues to have global recognition, and it dominates the class to which it belongs. The Sol brand had lost its credibility in markets at the local level across the globe. Marketing it was an uphill battle and marketing managers preferred to spend their resources on more recognizable and successful brands.

WHAT WAS THE CHALLENGE?

Marketers argued that making it a success would take too much time and would take too long; they didn't have any budget to give the brand the necessary support.

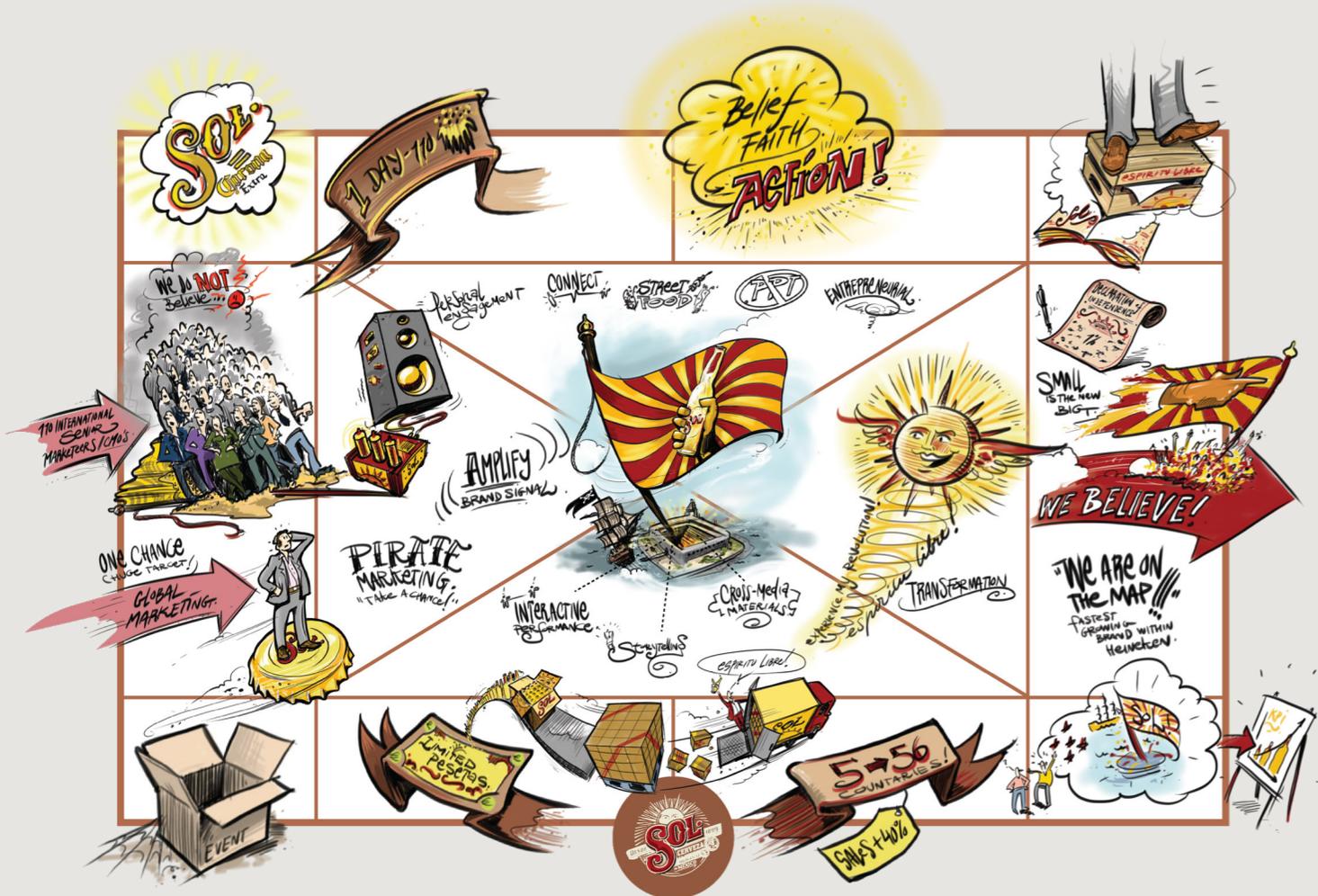
WHO ARE THE MAIN STAKEHOLDERS?

There were two Stakeholders: 110 international senior marketers and CMOs on one hand, and the Global Marketing Manager of Craft Beer and Sol Cerveza on the other hand.

THE EVENT DELTA

The desired change was in the attitude of 110 international senior marketers and CMOs toward the brand. Sol needed to change their attitude of not believing this brand could make them more successful into one of believing. But attitude was not the only thing; the 110 marketers were expected to act and feel responsible for the brand. The event was intended to give them conviction.





EVENT NARRATIVE

The desired exiting behaviour for the marketers was that they would believe in the brand. A key aspect of the Sol Independence Day was, to demonstrate their belief, the marketers needed to sign a Declaration of Independence and join the 1% of the Heineken community who believed in Sol. The Global Marketing Manager felt this was a critical step in putting his brand on the map and for it to become the fastest growing brand within Heineken.

Both Stakeholders' JOBS were to amplify the brand in their region. Reverting back to the roots of Sol was reverting back to the soul of the brand: the Mexican Revolution and Espiritu Libre, the free spirit. That Espiritu Libre was the PROMISE for the marketers and CMOs. Normally in big corporations, everything needs to be played by the rules. But Sol is an exception, and this took the form of Espiritu Libre.

As a joint PAIN, both Stakeholders felt that the brand Sol was not distinctive enough and was always referred to as 'something like Corona'. The GAIN was that the brand book of Sol allowed everyone to tell his or her own story about the brand', encouraging the marketers to take personal responsibility for it.

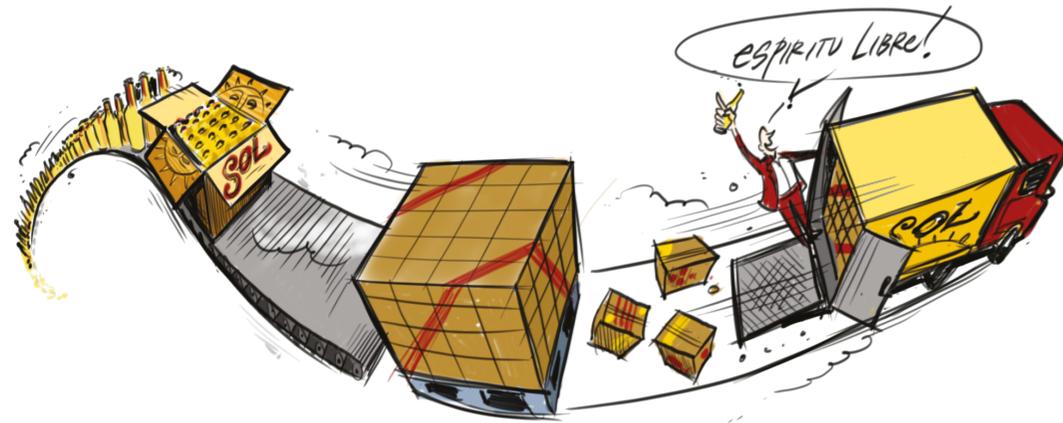
Everyone expected an 'inside-the-box' event in which the speakers would use Powerpoint and again direct the marketers to sell more of this particular brand. Instead, every marketer present was sharing the story about Revolution and how they were part of the transformation.

Sales went up 45% and the number of countries where Sol was served went from 5 to 56.

SO HOW DID THEY DO THAT?

The event happened on a fortress just in from the shore, and the EXPERIENCE JOURNEY consisted of a mixture of personal engagement, entrepreneurial spirit, human connection to the brand, and the feeling of a street food festival.

The INSTRUCTIONAL DESIGN consisted of interactive performances, storytelling, and cross-media materials. And there were no Powerpoint slides.



THE DESIGN PROCESS

Event marketing agency MOVE took the challenge and designed the Sol Independence Day for Heineken. The stakes were high because there was only one chance for the brand to reach its Stakeholders. It was very likely that repeating what had been done in earlier events would result in the same stagnation as before. Focussing instead on behaviour change helped to direct the event design conversation to a more innovative and effective design. MOVE challenged their client to think differently and came up with a groundbreaking design to achieve the desired behaviour change.

THE BRAIDING POINT

The Global Marketing Director, responsible for this orphan brand 'Sol', did not know what to do because nobody believed in the brand and he had an enormous sales target. His predecessors tried to promote the brand internally, numerous times without success.

NEXT?

MOVE uses the Event Canvas to start conversations with their clients, such as Heineken, and many others, to involve them in the Event Design. The Event Canvas enables MOVE to facilitate the discussion around the design and align their team and the client's team.



VERA KURPERSHOEK

SENIOR PROJECT MANAGER, MOVE

‘The Event Canvas allows us to bridge the gap between consultancy and practical event organisation to create insights on all stakeholders’ interests. A perfect tool to craft and deliver events worth attending.’

