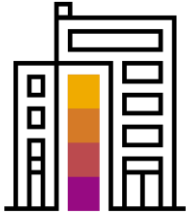




SAP® Innovation Awards 2020 Entry Pitch Deck

HEINEKEN HR Brewhouse 2019: Bringing HR tech innovations to our employees
The HEINEKEN Company



Company Information

Headquarters	Amsterdam, Netherlands
Industry	FMCG
Web site	www.theheinekencompany.com

At THE HEINEKEN Company, we want to wow the world with our brands, people and performance. With operations in over 75 countries, HEINEKEN is the most international beer brewer, and proud of it. Two of HEINEKEN's key strategic business pillars are 'Engage and Develop our People' and 'Connecting in a Digital World'. Based on these two strategic drivers, the business recently ran its first ever "HR Hackathon" through the HEINEKEN HR Brewhouse, hosted in Singapore on 4 October 2019.

The HEINEKEN HR Brewhouse was the first of its kind, inviting tech players from around the world to take part in producing solutions to real-world HR challenges. As technology influences and transforms the industry at a faster pace than ever, HEINEKEN aims to be the world's most connected and employee-centric e-brewer.

Our mission to becoming fully employee-centric and people-insights led

The HEINEKEN Company



The HEINEKEN HR Brewhouse is the first of its kind and allows us as a global corporation to tap into the innovations and out-of-the-box thinking of start-ups and HR tech players. This was the first HEINEKEN HR Brewhouse but will certainly not be the last.

Herman Rolfers– Director Global HR Technology & Solutions at The HEINEKEN Company

Challenge

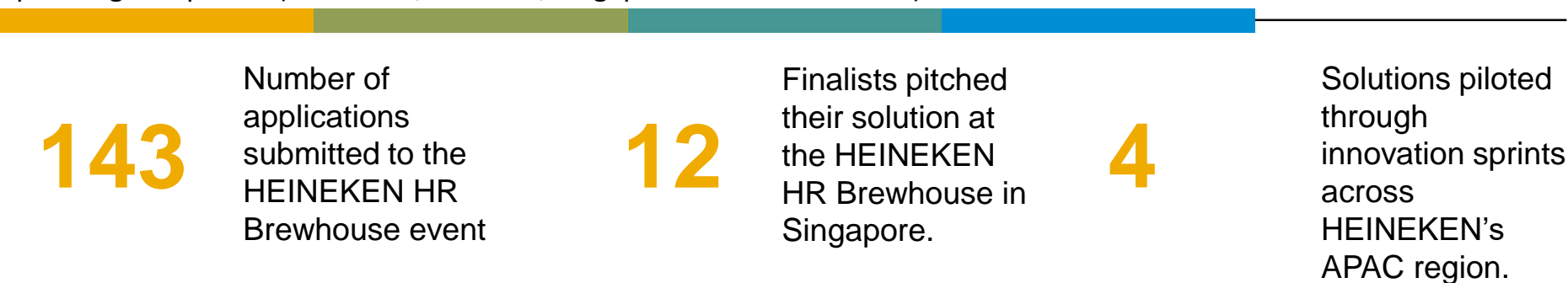
The HEINEKEN HR Brewhouse was the first of its kind, inviting tech players from around the world to take part in producing solutions to real-world HR challenges. The four challenges had been pre-identified through crowd sourcing of HEINEKEN’s employee population, to ensure that the focus was on the most critical HR topics.

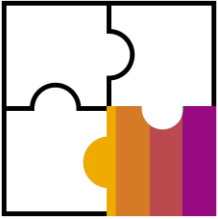
Solution

HEINEKEN decided to look for new and innovative solutions in the HR tech space to address some of the largest problem areas the company faces within HR. By putting out a global call-to-action for start-ups and tech players to help HEINEKEN find solutions in the HR Brewhouse, HEINEKEN received 143 applications within a one-week time frame to pitch at the event in Singapore.

Outcome

HEINEKEN invited 12 finalists within 4 categories (Recruiting for Superstars, Seamless Onboarding and Transitions, Employee Engagement and a Wildcard solution) to attend a final pitch day in Singapore in October 2019. With HEINEKEN, Accenture and external experts in attendance, 4 winners are now piloting their solutions in one of HEINEKEN’s Asia Pacific operating companies (Cambodia, Vietnam, Singapore and New Zealand).





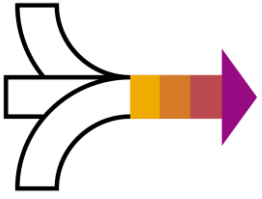
Participating Partner Information

Accenture Strategy: Implementation Partner

The HEINEKEN HR Brewhouse was implemented by The HEINEKEN Company through an agile approach, in partnership with Accenture and The Next Web (TNW). The first of its kind, the competition opened a call to startups and HR tech innovators to submit their solutions to pre-identified HR challenges that HEINEKEN currently faces. The role of Accenture was to support the approach to the Brewhouse as defined by HEINEKEN, including help in sourcing for start-up applicants, supporting with the review of applications and validating the 12 finalists. Following the HR Brewhouse event, Accenture is supporting HEINEKEN in conducting 4 pilots to evolve winning solutions across HEINEKEN's APAC operating companies.



- Support and validate the overall startup competition program plan for 6 weeks
- Validate the design of Round 1 (online) and Round 2 (in-person) judging and evaluation criteria
- Provide insights on applications and shortlisted finalists for HEINEKEN to review
- Market to portfolio companies of 20 VC funds and government institutions (Enterprise Singapore, EDB)
- Reach out to an initial list of 100+ HR Tech startups from our ASEAN network of startup ecosystem
- The role of the Accenture team is to act as advisors to HEINEKEN for the duration of the project. Accenture is guiding the 4 third-parties along with HEINEKEN HR and IT stakeholders through the pilot implementation process.

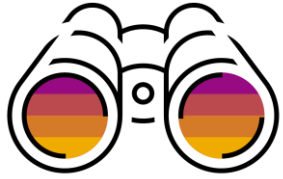


Business Challenges and Objectives

- Identified four real-life HR challenges that HEINEKEN faces today, within the categories of:
 - Recruiting for Superstars
 - Seamless Onboarding & Transitions
 - Employee Engagement
 - Wildcard

Decided to tap into the knowledge and expertise of external parties in order to ensure that we find the most advanced technological HR solutions to the challenges HEINEKEN faces.

- Improving the employee experience (for the entire life-cycle of an employee – from hire to retire)
- To tap into the knowledge and insights of start-ups and smaller tech players in the HR industry to explore new opportunities for the employee life-cycle within HEINEKEN.
- Exploring new innovations and ways of working to ensure that HR operations are optimized across HEINEKEN's global operations.



Project or Use Case Details

- The HEINEKEN HR Brewhouse invited tech players from around the world to take part in coming up with solutions to 4 pre-identified real-world HR challenges. The purpose of the Brewhouse event and sprints are to drive technology-enabled innovations forward within the global HR sector and find inventive solutions to HR challenges.
- 143 applications were submitted by 106 companies over approximately a one-week period. 4 real-life HR challenges were crowd-sourced internally by HEINEKEN. 12 finalists made their way to Singapore in October to pitch their solutions (3 finalists in each category), with the final 4 winners now piloting their solutions within one of HEINEKEN's Asia Pacific operating companies through innovation sprints (lasting 10 weeks).
- HEINEKEN committed to run a pilot with each category winner, with a view to scale successful pilots into full deployments with Heineken operating companies in APAC.
- All solutions had to be applicable to HR, and apply to one of four respective HR categories. Solutions had to be scalable across APAC, including HEINEKEN's operations in Cambodia, the Philippines, Korea, Myanmar, East Timor, New Caledonia, Indonesia, Singapore, New Zealand and Vietnam.



Benefits and Outcomes

Business or Social

- Improved employee experiences
- Improved new hire experience by reducing from 3 to 1 the number of channels used to engage during the onboarding process (from email, phone calls and face to face meetings to 1 single onboarding platform);
- Higher levels of employee engagement achieved through the creation of a HEINEKEN ambassador community;
- Improved candidate experience by creating a guided application process that is user friendly, allowing candidate to record interviews at their own pace and providing immediate feedback about their personality assessments.

IT

Information around new hires, onboarding processes, employee engagement, and entire employee life-cycle through innovative applications which align with SAP SuccessFactors.

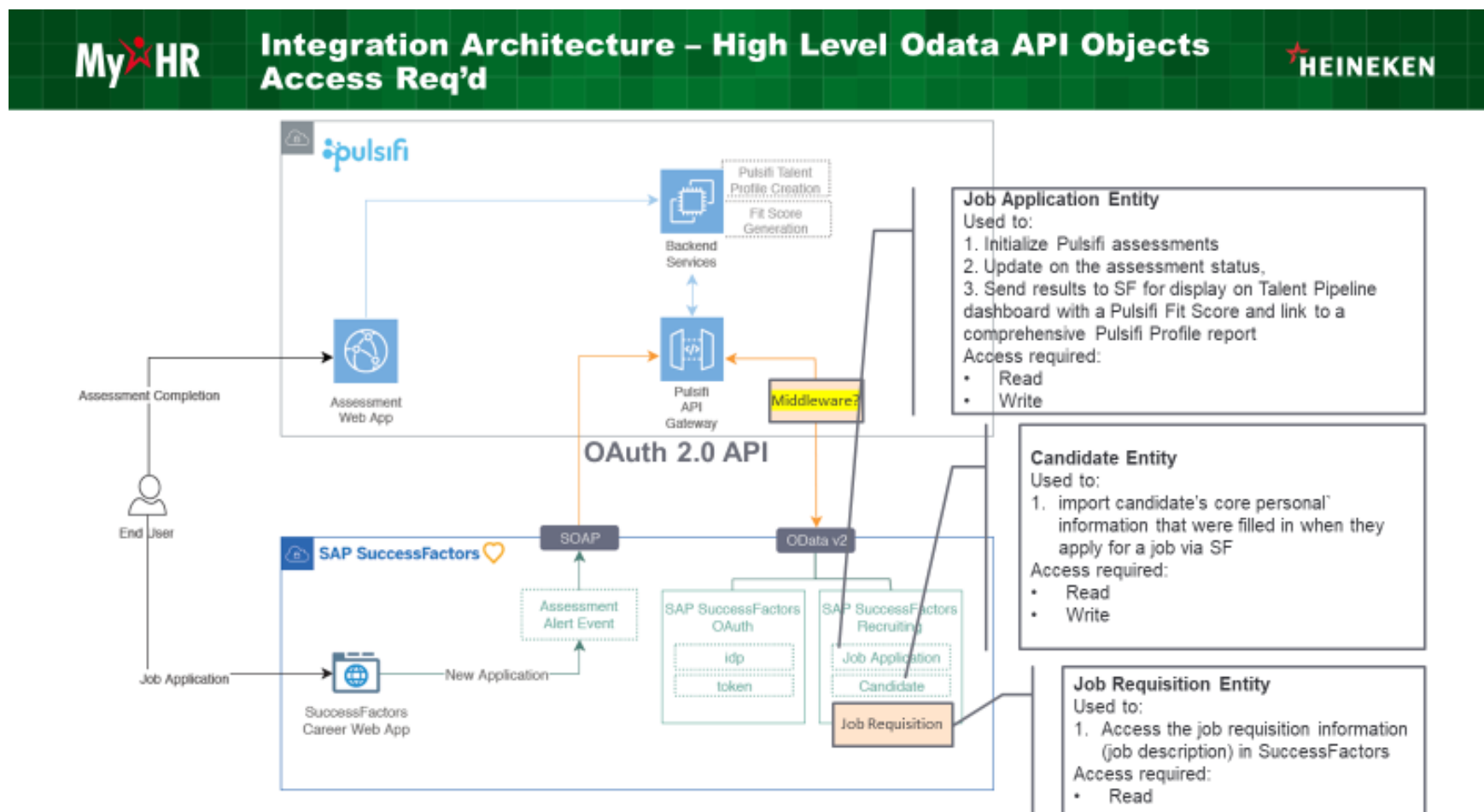
Human Empowerment

Automated CV screening, time to screen going from 0.5 days (average time for a human to screen a candidate) to immediate (Artificial Intelligence).



Architecture

Proposed architecture of one of the solution





Deployment



Deployment status Pilot

Date 06.12.2019 **Number of users** Approx. 50 (end users)

SAP technologies used:

	SAP product	Deployment status (live or proof of concept [POC])	Contribution to project
1	SAP SuccessFactors	POC	Recruiting solutions that can be integrated with SAP SF
2			
3			
4			
5			

If you have used one of the services or support offerings from SAP Digital Business Services during the implementation or deployment phase, please select with ☒ one or more of the following offerings:

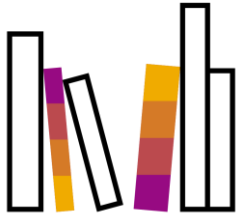
- ☐ SAP MaxAttention™
- ☐ SAP ActiveAttention™
- ☐ SAP Advanced Deployment
- ☐ SAP Value Assurance
- ☐ SAP Model Company
- ☐ Others:
- ☐ SAP Innovation Services
- ☐ SAP Innovative Business Solutions



Advanced Technologies

The following **advanced technologies** were part of the project.

	Technology or use case	Yes or No	Contribution to project
1	3D printing	No	
2	Blockchain	No	
3	Internet of Things (IoT)	No	
4	Machine learning or AI	Yes	AI algorithm used to automatically screen and rank CVs
5	Conversational AI	Yes	AI chatbot used to interact with candidates inviting them to upload their CV
6	Robotic process automation	No	
7	Data anonymization	No	
8	Augmented analytics	Yes	Tracking and monitoring recruitment & onboarding through automated analytics.



Additional Information

1. **Recruitment** is a growing challenge across all industries and finding the perfect candidate for a job consumes time and effort that could otherwise be put to better use. HEINEKEN looked for solutions to improve this process for both the candidate as well as the HR employees involved. This includes tasks from sourcing candidates using AI and making employee referrals easier to experimenting with new forms of interviews and managing the candidates' experience from beginning to end.
2. One of the largest challenges an addition of a new employee can bring upon the company is the transitioning and settling in to the company for the new-comer as well as the internal team. This is one of our priorities and our goal is to sustain the stress of transitioning for all employees to as little as possible. Therefore, we are looking for solutions to make the **on-boarding and transitions** process as seamless as feasible.
3. In the race to improve productivity and decrease attrition in today's fast moving world, increasing **employee engagement** is the key to success for many organizations globally. Therefore, in this challenge, we are looking for solutions to draw actionable insights from employee feedback and understand their sentiment, promote recognition of employee success across the company and encourage activities that benefit the health and wellness of all employees.
4. The **Wildcard** is an open category for any solution that resonates with the HR Brewhouse competition.
5. 7 vendors will test their solutions in 4 innovation sprints over a 10 week period
6. Currently all solutions are in POC. At the time of the innovation award all POC are finished and the solutions will be live.
7. Pitch deck of one of the solutions [Pitch deck soltuion 1](#)