

# BRIEF

## CASE STUDY COMPETITION 2019

**COMPANY:** HEINEKEN

**CATEGORY OF BUSINESS CASE:** Event management

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**NAME OF THE BUSINESS CASE:** We are the party and want to get invited by you!

**INFORMATIONS ABOUT COMPANY AND BRAND:** Desperados is a unique proposition: Beer+Tequila. It has a sweeter taste and alcohol percentage of 5.9%. Our target audience is the global young adult (18-34 years old). Desperados is a high-energy brand, which focusses on parties charging occasions: pre-party moments with friends and fellow students. We are no traditional beer! We believe life becomes more exciting when we remix the rules. Desperados helps you to do that, and to move forward in life creatively. We stand for 1) Imagination: experiment and challenge – dare what you haven't tried yet! 2) Bold: the daring spirit within that encourages us to act on our inspiration, and 3) Tribe: the spirit that glues us together. We challenge each other and take care of each other at the same time.

**DESCRIPTION OF THEME:** Whilst Desperados is already broadly positioned within Croatia in different channels, we have so far left the most important target group, the trend setters where the party really happens, largely undiscovered. This is YOU as students! We invite your team to discover these grounds together with us and become part of building a successful solution to a real live business opportunity. And most importantly: LEARN and have FUN!

We expect you to develop a holistic high level plan for building the grounds for Desperados within the student community across Croatia. Within the business framework that will be set out by us (including e.g. the brand model for Desperados, market investment levels, sustainability considerations), we want you to develop your business plan on the following key questions:

**Where is the party?**

What are the target group locations / events / occasions that set the ground for the segment? Think of locations in Zagreb, but also the other university-cities

## **When is the party?**

What are the typical moments where there are large student-gatherings? What moments are missing?

## **Why should we be there?**

Why does Desperados fit into the occasion / motivation and should thus be represented there? Who else is there from the beverage sector and what do they bring to the party?

## **How we can make the party unique & extraordinary?**

- **Brand visibility:** Where do we need to be on the venue (in/around the bars, at the entrance, specific places on the event venue), what visibility would strike (standard, such as posters, neon-signs, coasters, or non-standard (such as video, holograms, or any other new ideas)?
- **Activations:** How to bring the brand to life? This can be via sampling, promotional ways, e.g. 3+1free. Or buy+get for free (e.g. buy 6 DSP bottles and receive a t-shirt). But also via using the audience: e.g. the best dancing squad wins a tray of free DSP, or an interactive dancefloor (think of activities you can do on a festival!)
- **Activities:** are there general/standard/traditional activities that happen on student parties? Welcome drink? Games? Can the brand join/create such an activity?

## **What would you need to make it happen?**

- What people are required to build the initiative in the market? Do we need specific (student) sales representatives or brand ambassadors, or can this be done by our regular sales force?
- If we need specific staff how would you use and reward them?
- What other support would be required? Think of training, services (e.g. design, logistics etc.) or any other kind of support.

## **Are we getting to a sustainable business approach?**

- Would your approach be feasible within given resource limitation set out in the framework? Resource limitation = the cumulative case must break even within three years
- What activation budgets are required and how are they broadly structured across initiatives?
- How would your plans reflect upon our commitments on responsible consumptions?

## **ADDITIONAL INFORMATIONS:**

Check out the world's Deepest Dancefloor, DeepHouse:

<https://www.youtube.com/watch?v=VIQpjKD5SwY>

And our Hot Air Balloon Electronic Orchestra, Skyfest:

[https://www.youtube.com/watch?v=V3A5\\_ZIuPW0](https://www.youtube.com/watch?v=V3A5_ZIuPW0)

**FORMAT:** Please summarize your business plan into a short presentation of max. 10 pages and use it to explain your thinking and approach in a short video or Powerpoint presentation.

**MANDATORY ITEMS OF SOLUTION:** We expect to receive a high level business plan that answers all key questions set out above. Mandatory parts are an indicative marketing, activation and sales for student term 2019/2020, see criteria below.

A financial business case is not mandatory, however we ask you to provide for a high level budget split under which you have built your plans.

**SCORING CRITERION:**

| Criteria  | Evaluation | Contribution to evaluation | Total |
|---|------------|----------------------------|-------|
| Creativity and innovation in approach   | 0-5        | 20 %                       |       |
| Solution applicability to the market  | 0-5        | 25 %                       |       |
| Commercial market access strategy ( sales force structure, marketing & activation plan, etc...) | 0-5        | 25 %                       |       |
| Business plan (financial overview)  | 0-5        | 20 %                       |       |
| Final presentation (Powerpoint and or video)  | 0-5        | 10 %                       |       |
|   |            | <b>TOTAL:</b>              |       |

**ADDITIONAL BENEFITS:**

On top of the general incentive scheme provided within the competition, the winning team of the Desperados case will be granted:

- A VIP package to the Ultra-Festival to experience the brand on its home turf
- In case we assess your proposal fit for business, your team will be granted an internship (project work) at HEINEKEN Croatia to operationalize your ideas together with our team up until possible launch.

All solutions must be submitted in English.