



Heineken Communication Plan

Submarine 4

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Introduction:

Heineken is a global brewer and an international brand that takes great pride in the values instilled into their company. Heineken accounts a majority of its global success to the way it prioritizes human rights. In September, Heineken released the Open Your World campaign, encouraging others to put aside their differences of opinions and break through these barriers that divide us. Heineken is devoted to breaking the barrier of gender inequality. In 2018, we still live in a world where “women make up 50% of the U.S. population and hold 60% of all undergraduate degrees. But only 20% of senior executives in U.S. companies are women and only 8% of top earners in the U.S. are women”. Heineken wants to talk about it, more importantly Heineken wants to make a difference. This statistic and many others fuel the motivation behind Heineken’s new women empowerment campaign, “Import Equality”. This campaign is designed to bring awareness to gender inequality and promote worldwide women empowerment.

The Import Equality Campaign will focus on raising awareness of gender inequality to students at CMU and teaching them how they can be involved to empower women. Heineken is especially passionate about promoting women empowerment this fall as Maggie Timone steps up as the CEO of Heineken USA. She is the first woman to serve as a chief executive for a major beer company in the United States. Timone is a passionate leader, who looks forward to inspiring women to unlock their full potential. Heineken will lead a weeks worth of events getting students involved on campus and making a difference in empowering women. The campaign will consist of five days of events to get students attention and long term objectives to keep women’s empowerment alive at CMU.

Problem Research

Women empowerment is essential for the development of the world. According to UN Women, gender inequalities are still large and persistent in all countries. Every day, every hour and every minute horrific violences are enacted upon women. Every day, 3 women are killed by a male partner in the United States. Every hour 48 girls and women are raped in Congo. Every minute 2 girls are raped in South Africa. The problem is evident around the world.

There is no one definition for women empowerment. In fact, the phrase "empowerment" does not exist in most countries. The European Institute for Gender Equality defines women empowerment as "Process by which women gain power and control over their own lives and acquire the ability to make strategic choices."

Gender inequality is the need for women's empowerment. According to European Institute for Gender Equality, gender inequality is defined as "legal, social and cultural situation in which sex and/or gender determine different rights and dignity for women and men, which are reflected in their unequal access to or enjoyment of rights, as well as the assumption of stereotyped social and cultural roles."

A non-profit organization called For Girls Global Leadership, or 4GGL, released the first ever global survey of women's empowerment. This online survey covered countries from Afghanistan to Zimbabwe, with the most responses from the Middle East and the United States. According to the global survey the top reasons for necessity of women's empowerment was domestic violence and education/career inequalities. 62 million girls are denied an education all over the world each year. Every year, an estimated 15 million girls under 18 are married worldwide, with little or no say in the matter. Girls Not Brides studies the problem and is working to find workable solutions. They know that education and empowerment for girls are the first

steps. According to the UN Foundation 4 out of 5 victims of human trafficking are girls and 250,000

Today, the key to economic growth, political stability and social transformation is credited to women empowerment. education, training, awareness raising, building self-confidence, expansion of choices, increased access to and control over resources, and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality are important tools for empowering women and girls to claim their rights.

Client Research

Heineken is the number one brewer in Europe and the number two brewer in the world. The brand's priorities are to deliver top line growth, drive end to end performance, "Brew a Better World" and engage and develop its people. According to Heineken's website, people are at the heart of the company and trust, diversity and progress throughout the company is a strength. In 2016, Heineken launched the "Open Your World" campaign where consumers were encouraged to progress through crossing borders by engaging with people they typically wouldn't. The aim of this campaign was to increase openness by finding commonalities between opposing forces. For instance, Heineken created a social experiment called "Worlds Apart" where two strangers with opposing views were brought together over a beer to find common ground. The "Open your world" campaign created conversation about social issues and built a greater bond with millennials and the company. Ultimately, the campaign reached the target market, building meaning for "Open your world" and sales for the Heineken brand.

History

Heineken began in 1864 when Gerard Adriaan Heineken bought De Hoolberg brewery and renamed it for his family. Twenty years later its signature green bottle with red star debuted and began exporting to several countries. Heineken USA boasts itself as the nation's leading upscale beer importer supplying brands such as Heineken Lager, Heineken Light, Amstel Light, Newcastle Brown Ale, and Strongbow Hard Cider. Heineken USA also imports brands from Mexico including Dos Equis, Tecate, Tecate Light, Indio, Carta Blanca and Bohemia.

Opportunity Research

Women make up 5% of CEOs worldwide and Heineken claims one of them. Women in the workforce have continued to struggle to attain powerful positions and get paid fairly. According to a recent study, even after "adjusting for factors like labor force experience, union status, race and ethnicity, and occupation, much of the gender wage gap remains unexplained." The study went on to reveal that "almost 60 percent of women would earn more if they were paid the same as men with equivalent levels of education and work hours." Heineken is focused on human rights, diversity and progress, which makes for a perfect partner for the Import Equality campaign centered around women equality and empowerment. Per our survey, CMU students are aware of the gender norms perpetuated in culture and ready to help change these ideas in order to create a more accepting and fair working environment for young professionals.

Since Heineken USA recently promoted Maggie Timone as CEO of Heineken USA, the company wants to take this as an opportunity to raise awareness for gender inequality and promote women's empowerment. The demographics of consumers of Heineken beer demonstrates that the majority of consumers are males. The Import Equality campaign is an opportunity for Heineken to make a difference in the world and increase their female audience.

Heineken has been recognized several times for their great campaign strategies. They are currently ranked in the top 30 on Forbes for their campaigns. In December of 2017, Heineken was featured in Branding for Results blog for being a fearless brand leader. Branding for Results wrote that Heineken campaigns had "quality, consistency and messaging". Heineken is devoted to keeping their brand name positive. "We are committed to the cause and the message it sends to women and men in any profession because we feel when you have a more equal workplace it's a win-win for everyone." What if beer – Heineken of course – leveraged that social magnetism to make a difference in the world?

Audience Research - Survey

We created a survey to further understand attitudes towards gender norms and equality for women. This 16-question anonymous survey was distributed through Facebook, Twitter, Instagram and Snapchat.

The survey was accessed by 197 people with an overwhelming majority of the respondents being white (90.9%) and female (73.1%). Most are college-aged, with 31% of those surveyed ages 18-20 and 62.9% ages 21-24. Over half of our respondents were upperclassmen; 41.3% were seniors at CMU and 20.4% were juniors.

When asked how likely on a scale of 1-5 (1 being the least likely and 5 being the most likely) a company's values affected purchasing decisions, 34% of respondents ranked it 4 and another 21.8% ranked it 5.

When asked if women are more pressured to have children than men, 73.6% answered yes. We followed up asking why and received many interesting responses. One person claimed "it's a girl thing to do, have children just like men are more pressured to have a job and take care of the family" while another asserted "women are expected to be home makers or stay at

home mothers, while men are expected to be providers. [This stems] from old societal norms about what a person's role is in their household." Moreover, another respondent supported these claims, "we live in a society where women are expected to have children and be caregivers and where men are traditionally expected to work." Many of the responses noted the pressure society puts on women to have children and be homemakers whereas men are more pressured to pursue a career. One person surveyed emphasized this fact, "men are still influenced to develop their careers rather than work on relationships, while women are more likely to be asked about their personal lives rather than professional goals."

Our survey suggests CMU students aged 18-24 believe women are more pressured by society to pursue a family rather than a career. Unlike men, who are more inclined to pursue their professional goals. Responses also included information on how a company's values play a role in purchasing decisions, with 55.8% ranking it 4 or above. This data supports our assertion that women are not expected to be as career-driven as men. By packaging the values of human rights, specifically women's rights, and Heineken we trust our campaign will elicit support from college-aged and educated women who hope to attain powerful professional positions. (See Appendix E for details)

Objectives

Impact Objectives

Informational

- To increase awareness of gender inequality worldwide among CMU students by 10% by September 2019

Attitudinal

- To create favorable opinions on the Heineken Import Equality Campaign on CMU's campus by 30% by September 2019

Behavioral

- To secure attendance of 200 CMU students at the Catwalk event

Output Objectives

- Write a press release to send to local media outlets
- Obtain permission from CMU to put post-it notes and posters around campus
- Obtain permission from CMU to put Kiosks around campus for Day 2
- Create Instagram, Twitter and Snapchat account to raise awareness on campus (@HeinekenCMU)
- Create two month long plan for social media influencers on Instagram and Twitter
- To distribute 2,000 post-it notes with empowering quotes/statistics around campus
- To distribute 50 flyers to on-campus RSO's, Athletics and Greek Life about the campaign and Heineken competition and donation of \$5,000
- Format media advisories to send to local media outlets inviting and informing them of the Import Equality campaign
- Create annual CMU Heineken Walk of Fame Newsletter
- Send an email about the Student Activities and Involvement email to inform students of upcoming events
- Promote campaign using #ImportEquality and #BreakingBarriers posts on Instagram and Twitter
- Respond to users who use #ImportEquality and #BreakingBarriers

Programming

Themes

#ImportEquality #BreakingBarriers

Key Messages

Heineken is committed to empowering women.

Heineken is devoted to raising awareness for gender inequality at CMU and around the world.

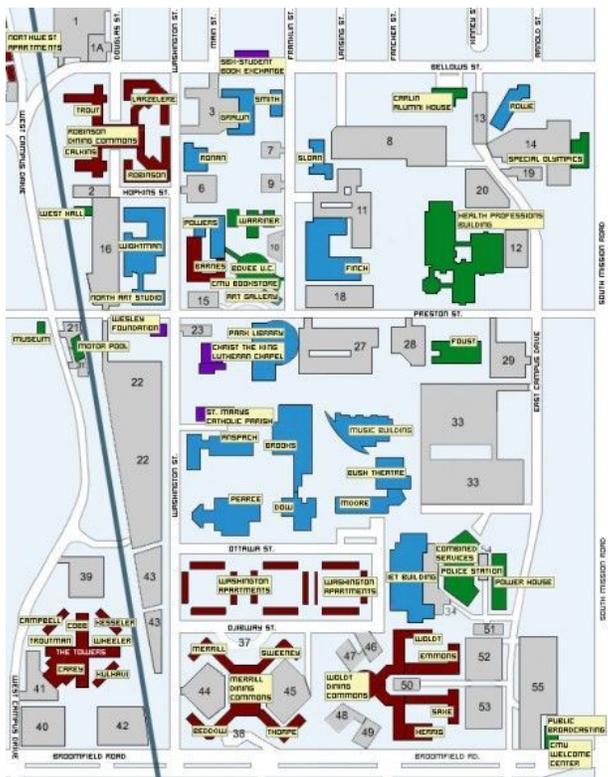
Events

Day 1: September 23

- Heineken will place 2,000 post it notes throughout campus
- Post it notes will be placed throughout resident halls, the Park Library, UC
- Post it notes will include gender inequality statistics and accomplishments of women

Day 2: September 24

- Eight kiosks with post it notes will be stationed on campus.
 - Locations include: the UC, Park Library, EHS Building, Towers, Moore Hall, Wightman Hall, Celani Hall, Grawn Hall
- A poster will be placed above the kiosk explaining to students to write something they find inspiring or empowering
- Free Heineken USBs will be provided for participating students
- Post it notes for
- students will be red colored



We need women's empowerment because Female Genital Mutilation (FGM), procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons, is happening in twenty-nine countries and is practiced on girls as young as five months old.



Day 3: September 25

- Heineken will have a “Walk of Fame” constructed on campus
- The Walk of Fame will include names of locally recognized women
- Incentive will be offered to students in the future to have their name etched into the Walk of Fame
- The Walk of Fame will be located outside of the UC
- The goal will be to continue the Walk of Fame to fill the sidewalks of CMU throughout the years

Day 4: September 26

- Catwalk for women CMU students
- Women will wear what they will wear in their future careers
- Have diverse women involved (defy stereotypical models)
- 100 women participating in catwalk
- Catwalk will take place over the course of one hour
- Catwalk will take place at the new Walk of Fame
- Catwalk will occur at 4 p.m.
- Crowd of RSO students, student athletes and greek life will attend

Media

Uncontrolled Media

- Feature stories about the event
- Media Interviews (CM Life, The Morning Sun, WCMU, 9 and 10 news)
- Photos

Controlled Media

- Flyers posted on campus billboards
- Ad in CM Life

Social Media

- Instagram
- Twitter
- Facebook
- Snapchat

Social Media Influencers

1. Sydney James (@sydneygjames)



- Involved with Michigan Women Forward-Our Mission is to accelerate Michigan's progress by advancing equality and opportunity for women & girls.
- Sydney's Instagram page is dedicated to her passion for women's rights and artwork. Her followers would be a great audience for the Breaking Barriers campaign.
- She has 9,600 followers, 1,181 posts and her more recent posts have been receiving about 800 likes. Several followers comment on her posts, she has a loyal and interactive audience.
- Heineken is a diverse company, and Sydney would be beneficial in reaching out to a diverse audience.

2. Anthony Zettel: (@anthonyzettel)



- Anthony Zettel is a 26-year-old member of the Detroit Lions. He has 13.6 thousand followers on Instagram.
- His employment as a member of the Detroit Lions football team would allow Heineken to involve more of the male audience in this campaign. Choosing Zettel for a social media influencer would align with Heineken because their social media accounts often post about sports. His age and the fact that he is a native of Michigan makes him perfect for the audience of Central Michigan students. Having Zettel as an influencer would allow Heineken to appeal to the male audience and athletes of Central Michigan.
- Zettel's has a total of 154 posts, on average his posts get 2,000 likes, and his videos reach about 5,000 views. His posts reach a good size audience and his audience trusts him and are loyal to his posts.

3. Sarah Goodwin (@sarahstayfit)



- She has 16.2K followers, she is a personal trainer from Michigan State University. She is in college and would be relatable to the CMU student audience. She would appeal to the female audience to empower the strength in women through working out. Her presence on Instagram already inspires women to be strong and chase their dreams.
- Her overall appearance on Instagram promotes fitness, well-being and has an overall appealing aesthetic.
- Sarah has 246 posts on Instagram and receives on average 1,200 likes per post.

4. Aisha Sinhdu (draishasindhu)



- Aisha is a doctor originally from New York City. Her Instagram is dedicated to inspiring women to pursue their dreams.
- Her posts reflect on her being a single, independent woman defying cultural norms and chasing her passion to be a doctor.
- Aisha's Instagram page matches with Heineken's values as well as their passion to travel and be diverse.



5. Ashlee Jaine (ashleejaine)

- She is a blogger and an entrepreneur who promotes her business and happy lifestyle on Instagram.
- Ashlee is a mother to two children and expresses her belief that mothers can be great moms while working and pursuing their dreams.
- She would be a great influencer to Heineken's Breaking Barriers campaign because she empowers women to work and have kids. She is an example of something we are trying to promote with our campaign, that mothers do not need to be stay at home moms.

•Ashlee has 20.1 thousand followers; 391 posts and her posts receive on average 1,500 likes.

Example Posts

1@sydneyjames



- “I call it ‘she can’.
#empowerment #women #BreakingBarriers
#womenachievement #genderbias #womenineducation
#womensrights #inspire #Heineken”

2. @anthonyzettel



Post: “Worldwide, 100 men for every 88 women are considered literate.’ Do you know how few people stand up to gender bias in education? Join the few, become the many. Every day women are #BreakingBarriers. @Heineken is out here making a difference.”

3. Post: @sarahstayfit_



- Hey everyone! As you all know, I am always chasing my dreams and fitness plays a huge impact on my lifestyle. I also believe in the power of women. I wanted to show you guys that I’m breaking PRs and more importantly, #BreakingBarriers every day, working towards a better me. I’m so excited to be a part of something bigger than me, something that will change the way women are viewed in education,

the way women are viewed in society.

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. .
.

#HeinekenUS #BreakingBarriers”



4. Post:

•“As a culture and a profession, medicine continues to systematically disadvantage women physicians at every stage of their careers.”

Ladies- don't give up, I have experienced discrimination for both my race and my gender. #BreakBarriers with me. Pursue your Education. Follow your dreams. Stop listening to society. #HeinekenUS #womenempowerment

• The photo attached to her post would follow her theme: a photo of herself. She is wearing her white lab coat and looking seriously into the camera.

@ashleejaine



“Ok we have some things to talk about today:

1. It is not okay to discriminate based on gender
2. Women can be anything they set their minds to (believe in yourself!)
3. Not all moms need to be stay at home moms. It's a choice! I want to see the best for my daughter, and empower her to grow to be whatever she wants to be.

.
.

Help #BreakBarriers with me-

gender stereotypes are real. As women, we can't let them set limits for us any longer! <3 #Heineken”

Evaluation

Heineken is determined to execute impact and output objectives in order to achieve our goal of increased awareness of worldwide gender inequality.

Impact Objectives

Informational

- To increase awareness of gender inequality worldwide among CMU students by 10% by September 2019
 - Evaluation: Resurvey CMU students compare to last survey to compare to last one

Attitudinal

- To create favorable opinions on the Heineken Import Equality Campaign on CMU's campus by 30% by October 2019
 - Evaluation: We will send out a new survey following the Import Equality Week to those that swiped into our events/participated, those that participated in the initial survey, along with posting it to our @HeinekenCMU social media pages and analyze how the percentage of favorable opinions grew.

Behavioral

- To secure attendance of 200 CMU students at the Catwalk event
 - Evaluation: Effectiveness will be measured based on how many students swiped into the event with their student IDs.

Output Objectives

- Write a press release to send to local media outlets
 - Evaluation: Evaluation will be determined by whether or not a press release was sent out to the different local media outlets prior to the event on the Wednesday before the start of Import Equality Week.
- Obtain permission from CMU to put post-it notes and posters around campus
 - Evaluation: This will be determined based on if permission is obtained from the university two weeks prior to the Import Equality Week.
- Obtain permission from CMU to put Kiosks around campus for Day 2
 - Evaluation: We will determine this based on if we obtain information from the university three weeks prior to the Import Equality Week.
- Create Instagram and Snapchat account to raise awareness on campus (@HeinekenCMU)
 - Evaluation: We consider this objective successfully completed if the @HeinekenCMU Instagram and Snapchat accounts are created a week in advance to the start of Import Equality Week.
- To distribute 2,000 post-it notes with empowering quotes/statistics around campus
 - Evaluation: This task will be considered completed if the 2,000 post-it notes are distributed around campus by 7:30 a.m. on September 23 before students head to 8 a.m. classes.
- To distribute 50 flyers to on-campus RSO's, Athletics and Greek Life about the campaign and Heineken competition and donation of \$5,000
 - Evaluation: Criteria for evaluation will be determined by if the 50 flyers are distributed to on-campus RSO', Athletics and Greek Life by noon on Sunday the day before the event, a popular day for most RSO's especially Greek Life to have organizational meetings.

- Format media advisories to send to local media outlets inviting and informing them of the Import Equality campaign
 - Evaluation: This will be determined based on if local media outlets receive the media advisories by Thursday the week before the event, in order to provide enough time for a reporter to get assigned the story.
- Create a newsletter about the Heineken Walk of Fame
 - Evaluation: The objective will be completed once the newsletter about the Heineken Walk of Fame is completed and is released.
- Send an email about the Student Activities and Involvement email to inform students of upcoming events
 - Evaluation: Evaluation will be based off whether or not an email is sent to Students Activities and Involvement on the Monday a week before the start of Import Equality Week.

Conclusion

Heineken is an international brand and brewer that pride themselves on the way they prioritize human rights. As a company, Heineken focuses on the “Brew a Better World” approach to engage and protect people. By running a campaign targeting women empowerment and gender inequalities, Heineken is staying true to their values and priorities.

The week-long events will allow students an opportunity to better understand gender inequalities and bring awareness to the world-wide problem. Each day will give students an opportunity to participate and educate themselves.

With the campaign *#ImportEquality*, Heineken will spread awareness on campus with interactive kiosks, post-it notes and events. By pairing with the Organization for Women Leaders on campus, it will allow us to better connect with the campus community. The campaign’s focus on a relevant and legitimate issue will educate and impact many. Gender inequality is a genuine problem in today’s society, and bringing awareness to the topic displays Heineken’s commitment to human rights and equality issues.

Appendix A

Key Message Articulation

HEINEKEN is devoted to promoting human rights

- Implementing human rights policies throughout company
 - create awareness and define action plans
 - build on our risk and control processes to monitor implementation
- Aligned with international standards
 - Universal Declaration of Human Rights
 - Declaration on Fundamental Principles and Rights at Work of the International Labour Organization
 - Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development
 - United Nations Guiding Principles on Business and Human Rights
- Conducting training across our operating companies
 - carry out workshops in markets to assess risks
- Preventing misconducts against humanity
 - Engaging with outside organizations to strengthen human rights
 - UN Global Contact
 - AIM PROGRESS
 - Consumer Goods Forum
 - Adopted the Social Resolution on Forced Labor

HEINEKEN is devoted to conducting business with integrity and fairness

- HEINEKEN Code of Business and Contact
 - Actively promoting Speak Up to prevent misconduct
- Sole retail sponsor of the Big City Emergency Manager's forum (BCEM)
- Provides supplies, volunteers and distribution networks through relief organizations
- HEINEKEN's 7 Principles on Brand Promoters
 - Training is mandatory

HEINEKEN is devoted to Health and Safety

- Company safety policies
 - HEINEKEN 12 Life Saving Rules
 - Enhancing global standards
 - Strengthening safety leadership and safety behaviors
- Upgrading equipment
 - Bottling and canning lines
 - Packing lines
- Continuous safety improvement
 - Global compliance monitoring
 - Systemic gap-closing
 - Central accident reporting
- Implementing lifesaving rules
 - 20% fewer accidents

HEINEKEN is devoted to providing a sustainable environment

- Protecting natural resources
 - Developing a supply chain that shares values with local communities
- Sourcing agricultural raw materials sustainably
 - Following the Sustainable Agriculture Initiative (SAI)
 - Active member of Arable and Vegetable Crops working group
 - Collaboration with the International Center for Maize and Wheat Improvement
- Conserve water resources
 - Improving irrigation techniques
 - Currently reducing use of flooding techniques
- Supporting farmer livelihoods
 - Raise water protection awareness amongst farmers
 - Provide training to change farming practices

Bridging

When questions are asked about ^{www}

1. Human Rights Policies

- What guidelines do the HEINEKEN company follow in regard to human rights
- How does HEINEKEN implement human right policies company wide
- How HEINEKEN brings awareness
- Specific partnerships

2. Ethical business practices

- What practices are followed
- Does HEINEKEN give back to the community
- How are employees trained to follow ethical practices
- How is HEINEKEN devoted to ensuring safety of employees

Bridging



These key messages

1. HEINEKEN is devoted to promoting human rights

- Implementing human rights policies throughout company
 - create awareness and define action plans
 - build on our risk and control processes to monitor implementation
- Aligned with international standards
 - Universal Declaration of Human Rights
 - Declaration on Fundamental Principles and Rights at Work of the International Labour Organization
 - Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development
 - United Nations Guiding Principles on Business and Human Rights
- Conducting training across our operating companies
 - carry out workshops in markets to assess risks
- Preventing misconducts against humanity
 - Engaging with outside organizations to strengthen human rights
 - UN Global Contact
 - AIM PROGRESS
 - Consumer Goods Forum
 - Adopted the Social Resolution on Forced Labor

2. HEINEKEN is devoted to conducting business with integrity and fairness

- HEINEKEN Code of Business and Contact
 - Provide relief partners with local donations and annual funding
 - Sole retail sponsor of the Big City Emergency Manager's forum (BCEM)
 - Provides supplies, volunteers and distribution networks through relief organizations
- Provide communication and training to employees worldwide
- Anti-bribery focus
 - screening third parties and operations to assess risks.

Appendix B



Contact

JMILL Public Relations

Margr1a@cmich.edu

517.749.3660

For Immediate Release

CMU to “Import Equality” on Campus

MT. PLEASANT, MI - Central Michigan University has partnered with Heineken to promote equality and empowerment for women during a five day period. The “Import Equality” campaign will start on September 23th. Each day will feature positive messages of empowerment and statements for equality with a unique twist.

A catwalk will be set up in the middle of the campus for a fashion show featuring CMU student organizations dressed for their dream job. Thousands of small messages of encouragement and facts about equality will be hung up throughout the campus. Names of locally recognized women will be etched into the sidewalk walk for the Heineken “Walk of Fame”.

Student organizations like greek life and registered student organizations have a chance to enter a competition to win \$5000 for their organization. Students can also enter a drawing for a small prize when they visit a kiosk and post their own positive messages of empowerment.

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For more information about this event please contact JMILL Public Relations at 517.749.3660 or visit our website at www.jmillpr.com

Appendix C

MEDIA ADVISORY

For Dec. 2, 2018

Contact: JMILL PR Firm

Cell: 989.312.4106

milli1me@cmich.edu

Heineken Organizes ‘Import Equality’ a Women’s Empowerment Week on CMU’s Campus

WHO: Heineken

WHAT: Import Equality Campaign: Women Empowerment Week

WHEN: September 23

WHERE: Central Michigan University campus

Heineken wants to raise awareness about gender inequality to CMU students. The company is organizing a five day campaign to promote women empowerment this weeks.

The Import Equality campaign will take place over five days, with each day introducing a new event.

The first day of the week Heineken will place 2,000 post-it notes throughout campus. Each post it note will have empowering facts or statistics on gender inequalities.

The second day of the campaign Heineken will place kiosks around campus with post it notes on them, encouraging students to write something that empowers them and add it to the collection of post it notes on campus.

The third day of the campaign, Heineken is engraving the sidewalks of CMU with names of women who have impacted and led CMU. The names will be engraved starting on the sidewalk directly outside of the University Center.

The fourth day Heineken is organizing a catwalk for students outside of the University Center. Women will walk wearing business clothes or in apparel that makes them feel powerful.

The last day of Import Equality, Heineken is hosting a bar night at O’kelly’s to get people together for the cause of empowering women. Proceeds will be donated to the UN Women’s Fund for Gender Equality.

The goal of the Import Equality Campaign is to stop gender inequality and promote women’s empowerment.

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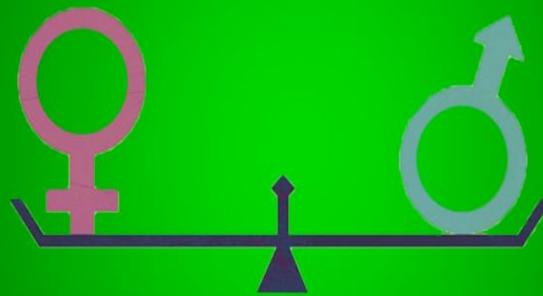
For more information please visit: <https://www.theheinekencompany.com>

Appendix D

Minimalist Ad



Heineken



Women make up 50% of the U.S. population and hold 60% of all undergraduate degrees. But only 20% of senior executives in U.S. companies are women and only 8% of top earners in the U.S. are women.

#BREAKINGBARRIERS

Flyer



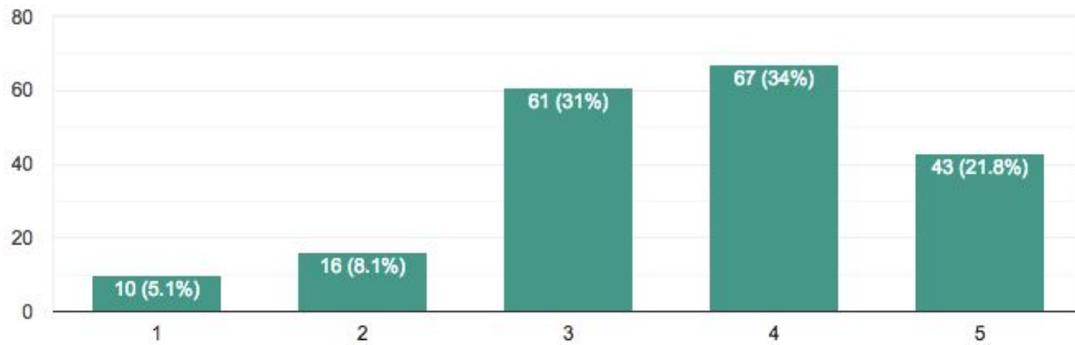

Heineken[®]
BREAKING BARRIERS

Heineken CMU Import Equality Week
Join us on campus August 21-25
Get involved for the chance to earn \$5,000 for your organization.
Contact us at importequalitycmu.org
or 989.312.4106

Appendix E

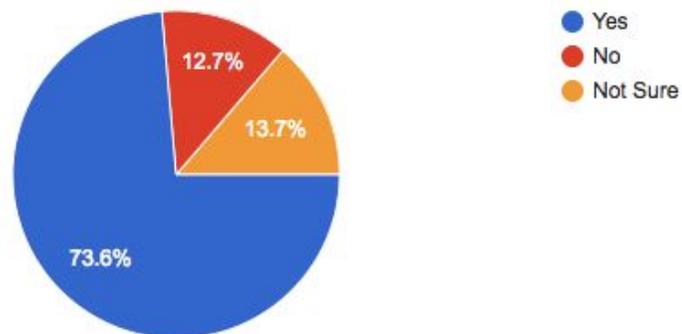
Do a company's values have a strong likelihood of affecting your purchasing decisions?

197 responses



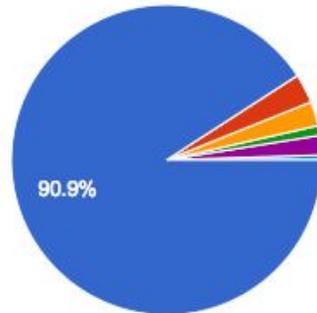
Do you think women are more pressured to have children than men?

197 responses



What is your ethnicity?

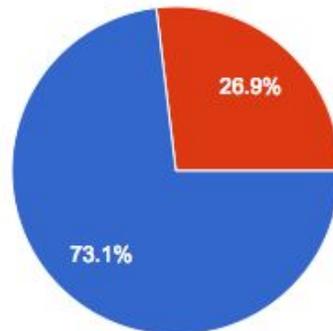
197 responses



- White
- Hispanic or Latino
- Black or African American
- Native American or American Indian
- Asian / Pacific Islander
- Other

What gender do you identify with?

197 responses



- Female
- Male
- Prefer not to say

Appendix F

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