



Heinemann Americas Aligns Culture & Strategy to Build Connection in a Remote Environment

Founded in 1879, Gebr. Heinemann is the only family-run business in the travel retail market. Heinemann Americas, founded in 2014 in Miami, is a subsidiary of the Germany-based parent company and a leader in duty-free distribution, logistics, and supply chain management.

With business partners in over 10 nations, including 10 cruise vessels, and more than one million retail items available, Heinemann Americas stores are tailored to unique audiences and offer innovative, experiential shopping experiences. The company remains focused on establishing long-term relationships based on trust and collaboration - the reason behind their continued success across markets – and the same goal extends to its workforce.

Shifting Company Culture to Support Remote & Hybrid Teams

When offices closed in early 2020, things changed drastically at Heinemann Americas. Reliant on the travel industry, the company experienced a halt in any new business for the next 18 months.

In addition to grappling with the challenges of figuring out how to retain partnerships and clients, reforecast revenue projections, and re-engineer business models, the company hadn't the need, up until this point, to think intentionally about how to support a remote team.

Heinemann Americas prides itself on being a human-centric, family-like culture. In fact, a guiding core principle for the company is:



We are family

We cultivate family values and act as we would like to be treated. We treat employees, partners and customers like part of our family. We value different characters and encourage individuality. Our unbureaucratic culture makes us fast and flexible.

When the pandemic hit and employees pivoted to remote work, team members soon realized their sense of culture and connection relied on in-person interactions.

“Culture conversations just weren’t a priority before the pandemic, but we soon realized how important culture is for employee morale, connection, performance, and engagement. When we were in the office, the little things made the difference. Our doors were always open. We all ate in the lunchroom. Through all the little interactions, we were able to connect in ways that we struggled to do when we went remote. All the little moments just didn’t happen anymore. Culture needs to be a priority at the top of any organization, and I soon began driving those very necessary discussions at the executive level.”

– Nadine Heubel, Chief Executive Officer at Heinemann Americas

The pandemic served as a catalyst to start real conversation about culture. Through a series of meetings, company leadership started identifying what culture really meant for Heinemann Americas, who they intended to be as a company, and where they wanted to go – and began asking these kinds of questions:

1. What are the kinds of behaviors we seek to model and reinforce?
2. What do we need more of and what do we need less of to reach our goals?
3. How can we be intentional about culture and no longer dependent on organic interactions to create connection?

The Impact: Improving Collaboration & Team Performance at Heinemann Americas

KEY TECHNOLOGY:

Team Culture Analytics, EQ Everywhere

Heinemann Americas turned to Humantelligence to help them answer these questions.

With just a short but powerful 12-minute self-assessment, individuals, people managers, and the Heinemann Americas’ leadership team gained insight into their own behaviors, motivators, and

work energizers – as well as insight into the eight characteristics that measure one’s ability to adapt to a remote work environment. Each Heinemann Americas team member received a talent profile, and with it, experienced the following.



Increased Self-Awareness at Work

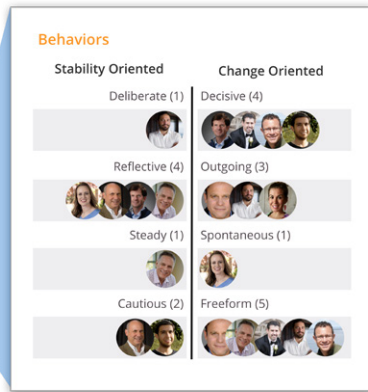
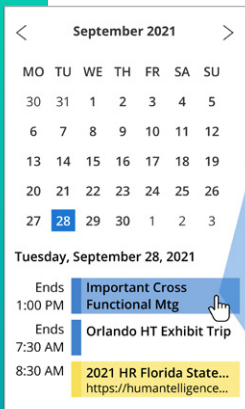
Unlike the assessments once reserved for only executive level positions and requiring extensive consultation and workshops, the Humantelligence assessment provided deep insight into how each team member prefers to think, engage, and apply their abilities. It’s that kind of self-awareness — when people better understand their success factors and are more deeply engaged in their work — that helps them leverage their strengths and more easily identify the work that best aligns with their professional motivators and goals.



Improved Collaboration & Elevated Emotional Intelligence

Heinemann Americas soon put that data to work in Humantelligence. With the use of the EQ Everywhere plug-in, team members had recommendations to help maintain productivity, tailor communication, and enable better performance while working remotely both for themselves and for those with whom they worked.

Humantelligence put emotional intelligence insights from Heinemann Americas team members’ profiles right where employees communicated most often now — in virtual meetings, chat, and email. Employees could click on meeting participants or email recipients and see real-time tips for communicating, motivating, teaching, and learning. Instead of relying on chance interactions, this tool allowed employees to be intentional in their approach to communication and collaboration, while making every moment of connection valuable, even when not in the office.



Calendar Meeting Insights

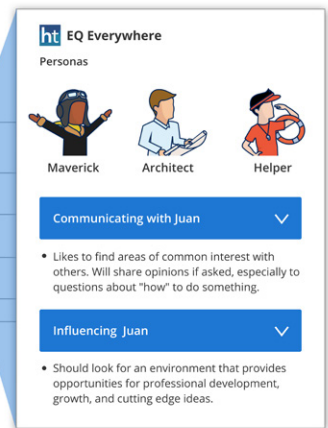
Email Insights

From: david.snider@humantelligence.com

To: juan@humantelligence.com

Cc:

Subject: Important proposal for review



Deep Culture Analytics to Drive Performance

In addition to supporting their remote employees in building connection, Heinemann Americas was able to leverage

the culture analytics solution to aggregate this data for actionable insights into team dynamics and comparative analysis.

In better understanding the makeup of its team, leadership was able to see similarities and complements on a continuum – highlighting strengths, like the collective team’s affinity for structure, and identifying potential gaps, like the lack of flexibility being required during this pandemic. Armed with this kind of information, the company was able to:

- Map current vs. target cultures for teams and the entire organization
- Pinpoint strengths & gaps to identify necessary shifts — what do we need more of or less of
- Understand what work motivators contributed most to their team’s culture

With a team culture mapping, the company was able to build teams that better aligned with a pivoted strategy – driving better team effectiveness.

“The overall gamification element of Humantelligence, actionability of the tools in our everyday work, and the valuable information at the employee, team, and organizational levels helped keep our employees engaged and helped us see the changes we needed to make to build the kind of culture that empowered our team members and lived up to our guiding company principles.”

– Nadine Heubel, Chief Executive Officer at Heinemann Americas

*Source: Case contains references and descriptions shared in HR Tech Connect Summit’s end-user panel session. To view the full session, [click here](#).

ABOUT HUMANTELLIGENCE

Humantelligence measures team and company culture, so you have the culture and talent intelligence needed to measure, manage, and hire for culture, optimize collaboration, and build engaged high-performing teams across the organization. To learn more, visit www.humantelligence.com.