

TITLE OF THE CASE STUDY: HAPPINESS(COVID CASE)

Name of the organisation: Mahou San Miguel

Country and sector of the organisation: Spain. Brewery

Type of organisation:

- Business company
- Public organization
- Private organization
- NGO
- Other:

Size of the organisation:

- small
- medium
- large

Brief description of the organisation:

Mahou San Miguel is the leading Spanish company in the beer sector in the country and the most international, with presence in over 70 countries. The company refers itself as "a family of more than 4,250 professionals" who, with their enthusiasm and commitment, strive every day to ensure that our brands are part of the best moments for our consumers.

According to their website, Mahou is defined by "the passion for what we do, quality, tradition, brewing expertise passed down from generation to generation throughout our more than 130 years of history and our ability to learn and transform ourselves. But, above all, we are the values that have brought us here; because the professionals at Mahou San Miguel drive innovation, believe in people, seek excellence, enjoy doing things well and create sustainable businesses and environments".

Short description of the case study (500 characters)

Among the company's values is the importance of the human factor, where people are the driving force of the company (customers, suppliers and professionals). At the work level, people are much more than a resource and decisions are made thinking of the impact on people and their environment, and not only on their results.

In this sense, in 2018 Mahou launched its Happiness Area, a strategic division in charge of implementing initiatives that promote positive emotions among its professionals.

The new area is part of the People & Organization team and is in charge of developing a comprehensive strategy that encourages the emotional well-being of its professionals. In this way, the Company takes another step forward in its desire to put professionals at the centre of its strategy, strengthening their motivation, optimism and capacity for innovation.

After the lockdown, Mahou has launched various measures aimed at adapting its way of working to this new circumstance, such as Diamond Breakfasts, a meeting with relevant people linked to happiness and well-being that inspires its teams, mindfulness sessions before starting the day, or measuring the emotional well-being of professionals in order to establish strategies for improvement. On the other hand, they have reinvented these and other online initiatives such as advice on physical activity, healthy eating, psychosocial risk surveys and an online coaching service. They have also worked on aspects such as digital disconnection, especially relevant when it comes to respecting timetables in a situation as exceptional as the one, we have experienced, says Jesús Domingo, Mahou's general manager of people & organisation.

Key words: Happiness, people, motivation, optimism, human factor

BEST PRACTICE PROFILE

DETAILED DESCRIPTION

The company, through its medical services and human resources department, already had extensive experience working on programmes to increase people's well-being and health. This even led to it being one of the first five organisations in Spain to achieve the Healthy Company seal. At that time the work was more focused on everything related to stress, the subject par excellence associated with psychosocial risks. But despite the fact that the results obtained were very positive in this sense, the day-to-day work showed that many of the consultations that arrived at the medical services and even the leaves generated were caused by an emotional imbalance.

At that time, the need arose to give different responses to common situations, always with the aim of increasing people's level of health. This led the organisation to understand stress as a useful biological tool to face our daily life in the best conditions, reaching a conclusion: "our objective is not to fight stress, but to have stressed but happy people". We live in a society that is perfectly adapted to stress. Moreover, there are many factors outside of work that affect us daily and that favour those little mismatches. Understanding the change in perception of the situation and the ways of dealing with it was the origin of the Emotional Well-being Area.

From there we understood that not only the emotion was significant, the real importance is in the whole mind! This is what gives consistency to the concept of Biological Happiness. It was worth working on the development of people from what science already knows about the functioning of the brain. It is clear that it is not a question of the organisation's aim to achieve the happiness of its employees, because the happiness of each person depends solely and exclusively on him or herself and although the organisation can show and accompany this, the path is personal and non-transferable.

Following this line, Mahou became one of the first Spanish companies that established the figure of the Chief Happiness Officer in the figure of Paloma Fuentes, in charge of supervising all this strategy aimed at the welfare of the staff and the entire organization.

RATIONALE

The traditional concepts of illness and health do not exactly match reality and prevention involves something that companies have usually not paid much attention to: the life behaviours that we all have. These are the ones that cause more than 80% of the illnesses that cause the highest mortality in the Western world and those that lead to a very high number of consultations in health centres. Health and quality of life go hand in hand. Health and the ability to develop our capacities go hand in hand. Health and brain go hand in hand. Because it is the binomial brain and mind that directs the functioning of our body. When the brain is healthy and the mind works in "quality" mode, all the processes that contribute to keeping us in good health are more vigorous. But to do this, we must focus on the quality of our mind, which is the primary basis for us to adopt health-promoting behaviours.

In addition, health and happiness is the most activating, energizing and ecological biological energy that exists, something that is scientifically supported. A happy mind reduces cortisol levels and, with it, blood pressure figures and, in general, cardiovascular risk. It also lowers the incidence of pro-inflammatory substances which promote the development of many ailments and increases the production of immune cell types which protect us against infections. There are many other effects on the physical state, such as energy, when we live in that state of happiness, our mind is more receptive and therefore learns better, makes better and faster decisions, is more creative, and much more efficient.

In this sense, in 2018 Mahou San Miguel appointed Dr. Paloma Fuentes CHO (Chief Happiness Officer), a pioneering position in Spain, whose functions were "to create, implement and evaluate the concept of happiness with which we are working, and the HappyNet® Project that houses and develops it". "Our objective is to collaborate with all the participants to develop new neuronal networks of positive plasticity, especially at the level of the left prefrontal cortex, training the competencies that science shows us are directly related to happiness," says Dr. Fuentes, who points out that "from these individual neuronal networks, collective ones will be generated that will be the gear of a progressive transformation of the world of work. And, for that, I propose individual and collective actions, and I collaborate in their realization, through conferences, courses, and even the realization of the PPF, Personalized Happiness Plans".

From Mahou's happiness department, they point out that "when we speak of happiness, we refer to a process of personal inner transformation, through the incorporation of mental abilities that lead us to that dynamic state of mind that is happiness".

This also means a kind of evolution in the classic concept of Human Resources or the Area of Personnel. "We come from Health, Welfare and we come to Happiness", says the CHO of the company, who "wouldn't use the word break-up, but I do believe that it takes courage to put it into action. It is important to recognise, thank and value the courage and bravery shown by the Company's Senior Management in integrating the word "Happiness" into the Organisation Chart. I assure you that today it is part of the daily "life" of the Organization, although it is true that it continues to attract attention".

Now we talk about organisational happiness almost every day. But if you listen carefully to the message of those who spread this idea, most of the time you will see that the measures they propose refer to organizational well-being and not to happiness. When I improve the environment, I am taking measures that improve people's well-being. It is very important, but it is not happiness. When I inform, train and facilitate access to some of the most powerful tools for making real and lasting positive mental changes in people, then I am working on their happiness.

It is very important for organisations to work for people's well-being. At Mahou San Miguel we have been doing very important work in the area of wellbeing and health since the 1990s, which is now part of our corporate DNA. With the creation of a specific area of Happiness, we have made further progress towards the goal of improving people's health and quality of life. A step that we believe provides an innovative vision of the world of work, as we

actively contribute to making the people who work in our organisation aware of and able to approach the day-to-day tools that drive happiness.

GOALS

The ultimate goal is **to place people, their Welfare, Health and Happiness at the centre of the organisation**. This transformation will certainly have a positive impact on talent retention, productivity, creativity and effectiveness, but only as a side effect and in the medium to long term.

The first goal is **the acceptance and awareness of the importance of the concept of happiness in the professional world**. "There are still people who are afraid to pronounce the word happiness in a working environment. This is because our traditional values link the word happiness with something superficial, frivolous, utopian, transitory and always in the opposite direction to work", assumes Dr. Fuentes. Fortunately, when she learned about the concept and the essence of what we understand by happiness, that fear has been completely dissipated and we are already talking about happiness with total naturalness in any centre and environment of the organization, knowing that we are talking about science and health.

In line with this, one of the great goals achieved by Mahou's happiness department is that **the staff "has already internalized the concept and importance of working on their happiness on a daily basis"**. As the project progresses, we detect a growing interest in all activities with progressively increasing participation rates. Something particularly noteworthy is the number of people who participate daily in the mindfulness sessions, which will soon be led by the colleagues with the initiative we are starting to promote the creation of internal monitors of mindfulness to accompany their colleagues in their daily practice.

Another of Mahou's objectives since he introduced the figure of the CHO and created the happiness department was **to give scientific support to his research**, but also to the implementation of happiness programmes for his workers. To this end, one of the objectives was to develop a solid strategy which was reflected at a collective level in the creation of the "DILO" work climate survey and, as a consequence, a drastic reduction in absenteeism rates.

At an individual level, Mahou uses two of its own indices: Energy Levels (before and after a specific activity) and the CHEF® (Happiness Specific Skills Questionnaire), developed in collaboration with Jacobson&Azulay consulting firm by applying its algorithm that measures the individual levels of the 20 primary happiness training competencies. "This questionnaire allows us to establish starting levels of each of those 20 competencies, establish individual training plans and the effectiveness of the training, as well as an organizational portrait complete on the status of the organization in these 20 competencies," says Dr. Paloma Fuentes. In their model, Happiness is the result of adding 40% of the Skills ascribed to Consciousness and 20% of each of the other important skills (Health, Flexibility and Coherence).

IMPACT

The mission of the Mahou Happiness Department is "to transform the way people view our health and why we come to work". We are used to talking about talent, innovation, leadership and all these concepts linked to the company. For all that to work well, there has to be a person with a good mental quality. This means having the ability to know that our mind is the one that directs our whole life, in one way or another. Even the physical aspects, because mind and body are linked.

For Mahou, to work on happiness is to work on that mental quality that allows us to develop our maximum potential, the highest quality of life we can have in every moment. This implies understanding that we do not only come to the company because we are paid, which is important and fundamental, but that there are more things we should come to work for. The amount of hours we spend at work is a huge opportunity to train the mental quality we are talking about.

The impact of the CHO and its department goes towards a global vision of what it means to come to work. "We don't just come because we have to keep a schedule, do a job and because at the end of the month we get paid, which is essential. But the most important and transforming thing is that, in addition to that, we know that when we come we are developing as people. We must take advantage of these hours to train our mental quality," says Dr. Fuentes.

In addition, and directly, there is an immediate impact on reducing the ailments and illnesses that can be avoided by enjoying good quality mint. Mahou handles studies that show that 80% of the ailments with which Spaniards sit in front of their primary care doctor every day have a basis linked to not knowing how to manage an emotion, not knowing how to confront a situation, not having an adequate response to something that happens to us in life.

This is what the Spanish Society of Primary Care Physicians says, so the Happiness Department aims to "change all that, a revolution in health and well-being in the workplace". They really do teach us many things, but they don't teach us how to face life. They must teach us, fundamentally, that life is transformation and that it changes constantly. Above all, that it is imperfect and that we are going to face imperfections day by day throughout our lives. We must have the best answer to each of these imperfections. And there will be some of them that we cannot solve; in that case, our mind is also fundamental to accept what comes and to save energy to give the best possible answer.

There is a database, Pub-Med, where most of the best health-related medical studies from the best universities in the world are published. If you introduce the concept of health and happiness into this database, between 15,000 and 20,000 studies appear each year relating how positive emotional states directly generate physical health; they increase our immune cells, decrease our general inflammatory response, and reduce our response to bad stress.

Our thoughts have an impact on absolutely every cell in our body. What we think, what we say and what we do directly affects the health of every cell in our body. It is not innocent. Health is an unstable situation that is built every day with what we eat, what we move, what we sleep, and also with what we think, what we say, how we say it, what we express, what we feel, the friendships we have. All this builds health every day.

The next step in the impact of Mahou's happiness strategy is its sustainability. In order to do this, the priority is to continue working on raising awareness and disseminating the fact that Happiness depends only on us, that it is the fruit of a state of mind which is trained at will and built up every day by acquiring an awareness of what we think, what we say, how we say it, the time we devote to ourselves and to others. In this sense, the company insists that our working life has a lot to do with this training, facilitating it and promoting it. Therefore, the challenge is to accompany people in a transformation of our perception of work, from the current one in which what predominates is the idea of work as an obligation, almost as a burden, to a new vision in which work also represents a valuable opportunity for our integral personal development, to grow in health through Happiness. Taking advantage of our time at work to invest in this personal growth, always from knowledge and awareness, is the most innovative, advanced and challenging decision we can make.

LESSONS LEARNED

- Implementing the concept of happiness in the workplace does not have to do with frivolous, unprofessional aspects or even linked to lower performance. "It seems that work is taken in a non-serious, non-rigorous manner, that an environment is created that does not correspond to a working environment. And absolutely nothing to do with our proposal", they point out from Mahou.

- This can be solved by talking about happiness with scientific rigour, from Neuroscience, with studies showing that there are many people investigating how our thoughts and emotions directly affect our health, our performance, productivity and efficiency.

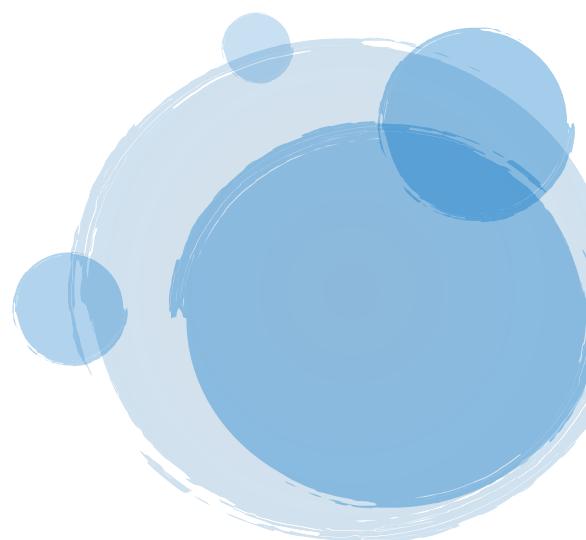
Today, talking about happiness is something normal in Mahou. "It is something desirable, dear, sought after and we have normalised happiness in the company", points out Dr. Paloma Fuentes. This work of raising awareness in order to advance in a situation of mental quality has been generating a different vision of happiness.

- Happiness is an absolutely tangible concept, even in the profit and loss account. The happiness of a company or organisation is the sum of each person's happiness. It is a state of mind, it is pure chemistry promoted by some substances called neurotransmitters, which are the ones that produce that you are happy, sad, angry, excited, in love... "Our mind is capable of generating happiness at will, without any doubt. It has been proven", they acknowledge from the Mahou Happiness Department.

- The key to happiness is to work a brain with four great resources: consciousness; coherence (to do, think and feel in a coordinated way); flexibility (to widen our vision of life); and health. We must take care of the health of our brain: eat well, exercise, sleep and rest well (which is not the same thing). When I talk about brain health, it's important how we think, what we feel, what we do; let's take care of our words, our thoughts and emotions. And let's dedicate time to ourselves, to reflect on our day and on our life: what I liked, what bothered me, why, when I was happiest... We spend the day doing, forgetting that to do you have to be; and we leave aside being. Reflecting is connecting with our being; it is fundamental that we dedicate a portion of our day to reflecting on ourselves, because that is direct health to our brain and the rest of the body.

- The position of Chief Happiness Officer will have a long journey in the coming years. It is coming to Europe and in the medium term will be a transversal job position. Happiness management has to be part of the companies from the Medical Services, to absolutely all other areas.

- "A CHO does not make anyone happy. It is people who manage to achieve happiness when they want to, when they love each other and when they know they have the best tool to achieve it".



MATERIAL



Sporting facilities in Mahou's headquarters



Dr. Paloma Fuentes, CHO in Mahou San Miguel



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