



A Holistic Approach to Innovation



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**Innovation is turning
Creativity
into a Successful Enterprise**

Successful Innovation satisfies all Stakeholders

Consumer



**Innovation is an Evolving
Journey in Unilever**

Background

Until 1990

- Highly decentralised
- Federation of Companies
- 5 Central Laboratories
- Common Code of Business Principles
- Innovation and Marketing all at Company level (circa 200)

Start of Modern Innovation Journey

1990-1995

- Conference to establish need for Innovation Process
- Dedicated Innovation Resources
- Development of Concept of Innovation Centres
- Random software developments
- 14,000 odd databases were created
- Some innovations at Innovation Centres

Unilever's mission

- Unilever's mission is to add vitality to life. We meet everyday needs for nutrition, hygiene, and personal care with brands that help people feel good, look good and get more out of life.

In The Evolving Journey

2005 onwards

- Additional features
 - Group Executive announced
 - R&D aligned within the businesses
 - Focus is on Consumers, Brands & Customer

Key Features of Unilever Innovation Process Management

Objectives

Big, bold consumer relevant innovations - rolled out fast; and we always remind ourselves that:

- The process is only there to help enable innovation: the IT software is just to support the process.

Key Features of Unilever Innovation

- Innovation is Consumer focussed
 - Unilever reach in 150 countries
 - Respect for individual tastes, preferences and way of living
- All the 16,000 people who are involved in Innovation are connected via a common software in all the countries around the world
 - Global Community on line with common purpose
- Senior people manage, allocate and guide resources
 - Senior management commitment

Key Features of Unilever Innovation

- Regular meeting mechanism to review and move the Innovation agenda ahead
- Formal process to seize opportunities and to make business daring
 - To manage risks and to assess opportunities
- The Innovation output is measured by three key Key Performance Indicators; viz Underlying Volume Growth, Innovation Rate and Spend on R&D
 - What you measure is what people focus at

Key Features of Unilever Innovation

- There is formal process of capturing learnings to build a continuous learning organisation
- There is a Steering Group and network of Innovation to keep the capability building programmes, processes and systems leading edge

Key Features of Unilever Innovation

Capability building programmes include:

- Leadership Courses
- Marketing Academy Courses
- Project Management and Creativity
Modules/Facilitations

Key Learnings

- Picklist codings highlighted the enormous complexity of managing 1800 odd brands, hence Brand Focus Initiative:
 - To focus on 40 Power Brands
- Like many other companies, Consumer Dis-connect became apparent when the modern journey began, hence this initiative on Consumer Re-connect
- Brand fragmentation had created a weak and inefficient supply chain system, hence the World Class Supply Chain Initiative

Key Learnings

- To make Innovation top of the mind agenda has resulted in Enterprise Culture Initiative in which leadership is being focussed on growth
- Common process and systems have brought Simplicity and focus towards growth
- Advent of E-Economy coupled with other developments in Market Environment like growing Service Sectors has given impetus to innovate new-Channels hence the initiative on Pioneering New Channels

In Conclusion

- Lots of recent learnings in our Innovation journey have helped in Shaping the vitality Strategy to meet Everyday needs for Nutrition, Hygiene and Personal care with Brands that help people feel good, look good and get more out of life and the new organisation.
- We stay focussed on Consumers and continue to keep our Brands connected to their lives
- By working collaboratively with our Customers with world class service, we need to continue to grow the business.

Thank you

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