

Unilever Investor Seminar Istanbul 2011



Reaching our Consumers: New Media

Keith Weed: Chief Marketing and Communications Officer



Twin peaks: digitization & globalization



800M



400M



1.1B



200M



900M



The Numbers are Staggering....



Internet users worldwide in 2000 vs 2010

Data source: internet World Stats



1.2bn+

People on
Social networks

830 million active
Facebook users



3bn+

Views a day
on Youtube

Lady Gaga has
400MM+ views on
Youtube



5bn+

Mobile phones

More than have
toothbrushes or
toilets.

Entire Industries Upended....



TRADITIONAL MEDIA



BARNES & NOBLE
BOOKSELLERS



flickr

amazon.com



NETFLIX



Gmail
by Google BETA

NEW MEDIA

Disrupted Government and Politics...



“ We used facebook to schedule the protests, twitter to coordinate them and youtube to show the world”

— Wael Ghonim, Egyptian Internet Activist & Google Employee



- Videos were viewed 10x more than Hillarys
- Raised more money online with individual donors than corporation
- Won the Presidency

An Altered Family Dynamic



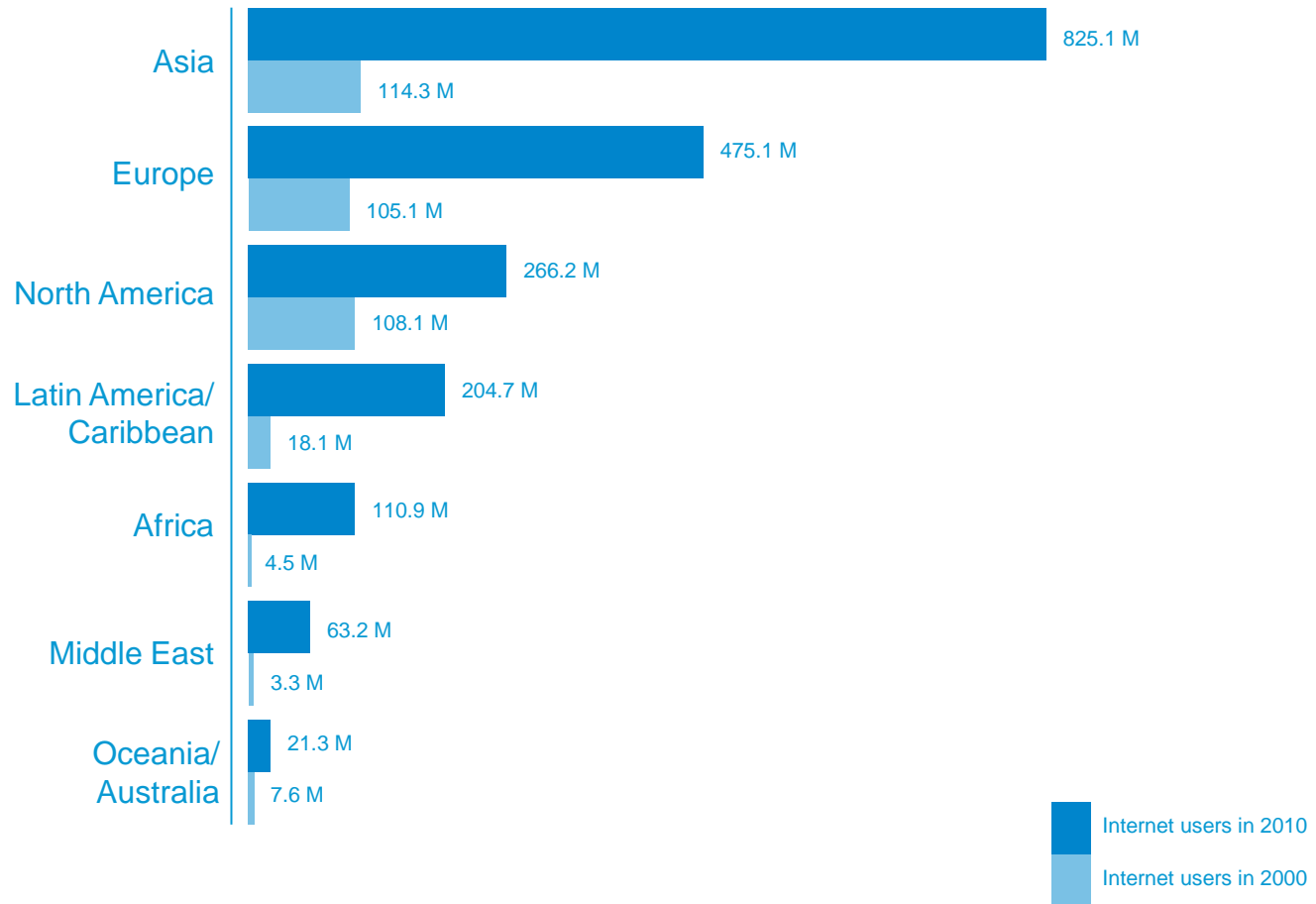
Then



Now



Internet users by region, 2000 vs 2010

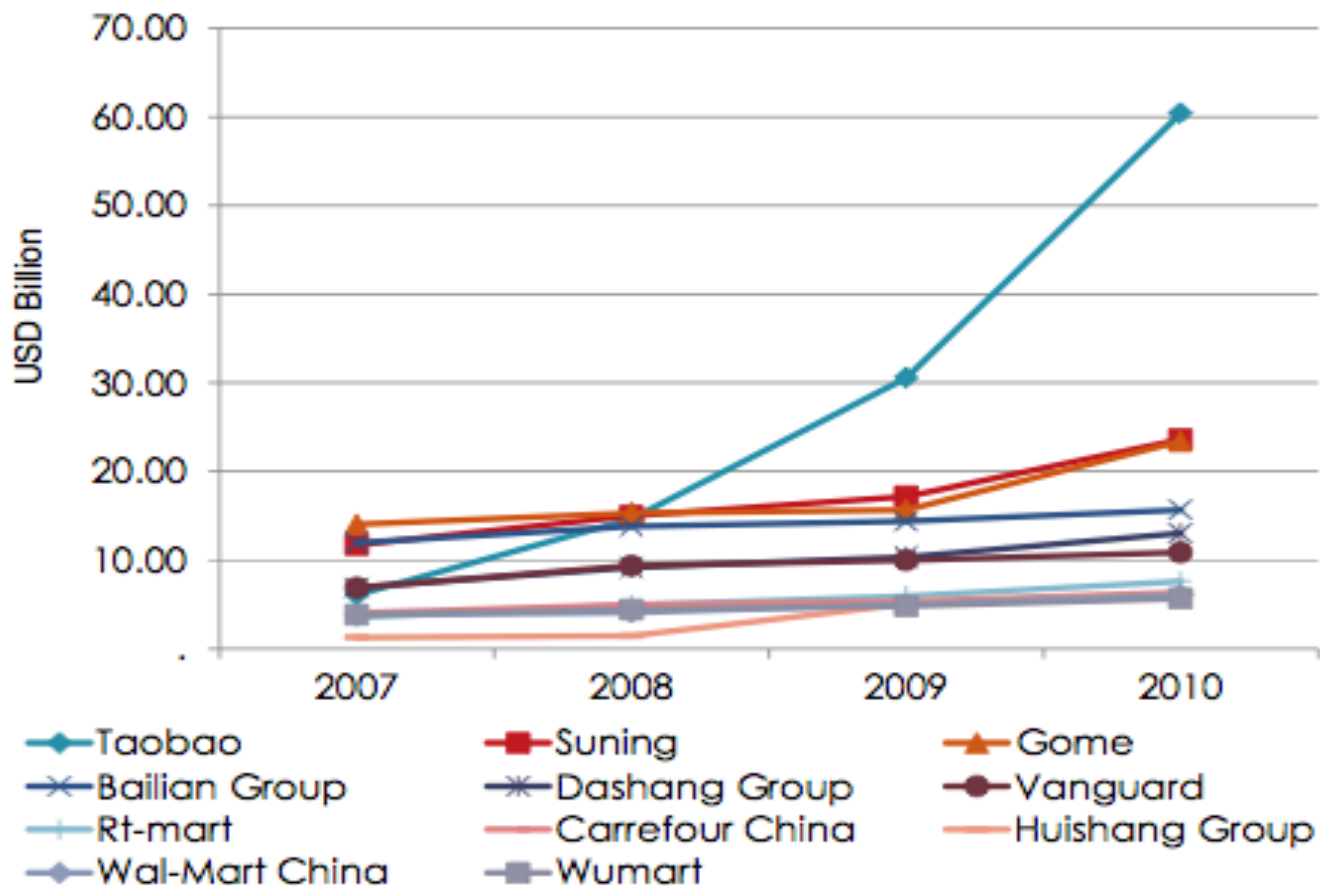


China has added more users in the last 3 years than the US has users



RANK	COUNTRY	07-10 INTERNET USER ADDITIONS (MMs)	2010 INTERNET USERS (MMs)	Y/Y GROWTH	POPULATION PENETRATION
1	China	246	459	20%	34%
2	India	42	88	43	8
3	Nigeria	35	45	2	28
4	Russia	25	60	0	42
5	Iran	24	37	31	49
6	USA	22	244	2	79
7	Brazil	21	79	4	41
8	Philippines	18	23	292	25
9	Mexico	13	35	24	31
10	Pakistan	12	29	43	17
	Top 10 World	457	1,099	16%	29%
		693	2,054	13%	30%

Sales Revenue of Top 10 Chinese Retailers



Developing economies account for 7 of the top 10 mobile markets



RANK	MARKET	SUBSCRIBERS (MM'S)
1	China	812.5
2	India	692.8
3	USA	296.1
4	Russia	219.6
5	Indonesia	197
6	Brazil	191.1
7	Vietnam	123.9
8	Japan	115.4
9	Germany	108.5
10	Pakistan	100.9

87% of Indonesian Internet users are on Facebook –
Indonesia, India, Philippines are all in Facebook's Top 10 markets globally



WHERE WE WERE



To some extent Unilever has been leading...



2005/06

DOVE EVOLUTION
FIRST DIGITAL WINNER
CANNES GRAND LION



2007/08



2009/10



ADVERTISER OF THE
YEAR



Significant opportunity to accelerate competitive advantage



- Leadership
- A Company Digital Strategy
- Institutionalized across brands/markets
- Innovative assets created globally & customized locally
- Robust technology platforms
- Invest appropriately
- Align agencies
- Build capability/skills

WHAT WE HAVE DONE



Executives 'top to top' to Silicon Valley



flickr™

amazon.com.



del.icio.us

You Tube

Microsoft®



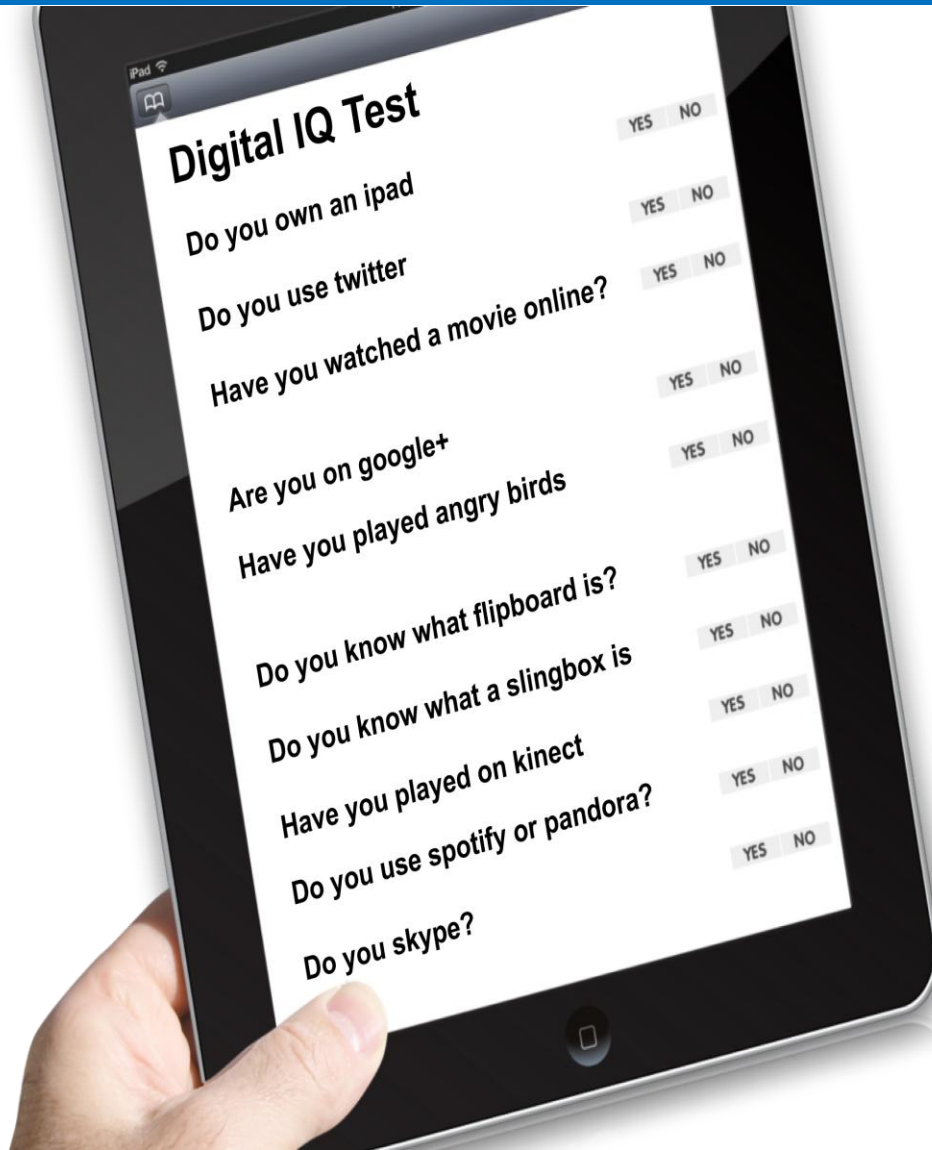
Google™



Live the space



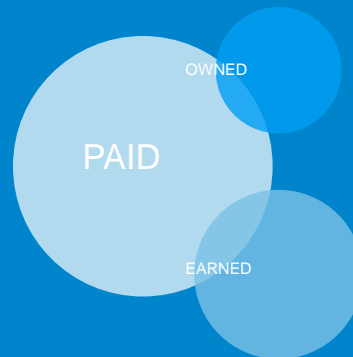
Living the space:





1. POEM

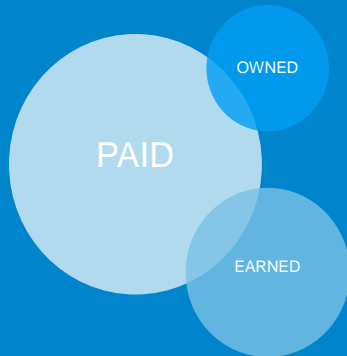
Evolve to an engagement based communications model shifting from Paid to a Paid, Owned and Earned approach





1. POEM

Evolve to an engagement based communications model shifting from Paid to a Paid, Owned and Earned approach



ACTIONS

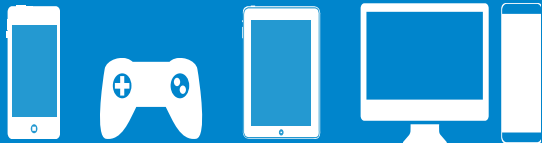
- Invest in Owned & Earned
- Created digital roster:





2. KEY PLATFORMS

Integrate digital into how we go to market with a focus on mobile, social, video, search, gaming and ecommerce



ACTIONS

- Global partnerships:



-
- Increased Spending



- Created Global Media Innovation Team

Dove Facebook: Where We Were



Dove Inside and out, how can beauty and taking great care of yourself be fun, creative and inspiring?

Home Campaigns for Real Beauty Self-Esteem Fund Go Fresh BarBody Wash Deodorant Hair Lotions Others

NEW DOVE MEN + CARE
How your man can be comfortable in his own skin. [LEARN MORE >](#)

7 in 10 girls believe they are not good enough.
Want to help foster positive self-esteem?
[BECOME A FAN TODAY >](#)

Soap leaves soap scum. Dove® doesn't. The truth is clear. [LEARN MORE >](#)

Dove visiblysmooth anti-irritation deodorant. Fresh Bubble Free for Longer. [LEARN MORE >](#)

WAKE UP YOUR SENSES!

Enter for a chance to be a Glow VIP with NEW reinvented Dove® Hair Care. [LEARN MORE >](#)

Soft skin is beautiful skin. [LEARN MORE >](#)

Get offers & coupons. [SAVE MONEY, FEEL GREAT](#)

facebook Home Profile Friends Marketplace

Dove Self-Esteem Fund Help Everyone • It's 2010... happy to see you here! Been thinking... there's a universal standard of beauty. Do you believe beauty is in the eye of the beholder? If so, what can we do to help what we think, see and...

Get Involved in Raising Girls' Self-Esteem
Whether you're a parent, teacher, sports coach or mentor, you can help foster healthy self-esteem and live a positive role model in a girl's life.

Here's what you can do to make a difference:

- Connect with others interested in building girls' self-esteem. [POST MESSAGE >](#)
- Join the conversation on this discussion board. [POST MESSAGE >](#)
- Find a local organization that works with girls to build self-esteem. [VIEW LOCAL ORGANIZATION >](#)
- Join a local... [VIEW LOCAL... >](#)
- Build self-esteem for moms, mentors and girls. [DISCUSSION >](#)
- Build a girls' network. [DISCUSSION >](#)
- Find a local organization that works with girls to build self-esteem. [VIEW LOCAL ORGANIZATION >](#)
- Join a local... [VIEW LOCAL... >](#)

[DONATE](#) [SHARE](#) [POST PHOTO](#) [POST VIDEO](#)

Dove - Canada Become a Fan

Wall Info Thank You... Photos Boxes Discussions

Add to My Page's Favorites
Suggest to Friends

Every time you make a Dove purchase, a portion of the proceeds go to the Dove Self-Esteem Fund.
Thank you for your continued role in supporting and promoting a wider definition of beauty.
Product here at: <http://www.dove.ca/thankyou>

Fans
6 of 3,227 fans See All

Angela Jones Plus model Kate Lansell-Smith wants you to be confident in who you are! Visit <http://www.plusmodelsonline.com>. We would love to hear your stories and comments! Thank you!
Sun at 10:27am Report

Dawn Gordon are you not having the self esteem sleep over this year or?
April 28 at 2:16pm Report

Dove - Canada Dear Dear,
Thank you for your question.
At the point in time, there are no plans for a specific night for Dove sleepovers in 2010. Instead, we will be challenging Canadians from coast-to-coast to hold their own self-esteem events on lines and days that work for them, using our tools and resources. ...
See how
Mon at 4:52am Report

Video
2 videos See All

10 Dove Become a Fan

Wall Info Dove vs. Soap Photos Video Boxes

What is soap residue?
Get the facts. [LEARN MORE >](#)

The Science Behind Dove
Discover the formula for soft, healthy skin. [LEARN MORE >](#)

The Dove Difference
Learn how soap compares to Dove.

Amy Bowling cant get it if you live in the uk,..... so wrong
April 28, 2010 at 7:33pm · Like

Shelley Lowther You need some canadian samples.
April 28, 2010 at 11:13pm · Like

Leila- Nathalie Azzoug Bonjour Dove, vous envoyez les produits pour la France ou pas ? Merci
April 29, 2010 at 9:50am · Like

facebook Search

I DOVE IT
Health/Beauty

Show Your Real Beauty with Real Care

REAL CARE

Wall Info Real Care Discussions Photos Notes Show Your Doveily Stan

About
Dove brings the definition of real beauty to every woman's life. Follow us...
More

Share: Post Photo Link Video

Write something...

Kiki Liu
hy nr and me dove_rambutisu agak kering kering bercambah lg shampoo dove yg mana ya yg cocok wait ambuduh??
8 minutes ago · Like · Comment

I DOVE IT
Ota-ota & herapan spt pentag by kehidupan seseorang. Jan #RealCare movement to keep the hope of brighter future! <http://bit.ly/jg5w0>

Dove #RealCare
303 p
Hi Ladies! Sederakah kamu, hai hai leed dapat membawa perubahan besar di sekeliling kita?hanya...
8 minutes ago via HostGator · Like · Comment · Share

9 people like this.

Yuliani Sarangheho Ibhly Herlanhang ko mo jd model. klan alampu DOME' gem cas emwath' (long reply) ywhh :)
about a minute ago · Like

Write a comment...

Dani Hubsantri
Hay Dove, alu sudah kirim email konfirmasi pemenang photo Show Your Doveily

US Dove page



facebook

Search

Debbie Home



Dove ▸ Dove

Health/Beauty



Please select your country and language

United States

English

Go

The Dove Movement Go Fresh Bar/Body Deodorant Hair Men+Care

Welcome to Dove on Facebook
A World Where Beauty is a Source of Confidence.



Meet a TeenNick HALO Award Honoree
For the Third Annual HALO Awards, the Dove Movement for Self-Esteem joined TeenNick in recognizing inspirational teen Shanoah Washington.

Read More

Create a Page

You and Dove



34 friends like this.

Find Friends from Choate Rosemary Hall



62 of your friends went to Choate Rosemary Hall. Find more people you know from Choate Rosemary Hall.

Find Friends

Friends' Videos



Web chat with Keith Weed on the ex...
Added about 2 months ago
By Atit Mehta

- Wall
- Info
- Friend Activity
- Dove**
- YouTube
- Photos
- Videos
- Events
- Notes
- MORE ▾

About

Dove is committed to help all women realise their personal beauty potential...

More

3,593,741

like this

117,783

talking about this

Likes

Fundación Dove®

Marmite Marmite with fish...discuss?

Pir Saad Ahsanuddin London: +44-7570-050899

Close Up added new photos to the album Have you observed this?

Virgin Today is Thursday (apparently), so that means...?

Vipin Goyal and Antonios Vonofakos are now friends.

Neil Sharma and Alex Jarrett are now friends.

Lama Alsukhon commented on Rima Ezzeddine's video: "This is soo cute!! Happy Bir..."

Amy G. Lehman terminal 5, we certainly have been seeing a lot of each other...

Jason Hirschhorn likes a link: Christian Bale says The Dark

Abigail Rieser Rubinstein

Ali Jannello

Alicia Tranen

Joanna Bursch

John E-Media

Patricia DeCorsey

MORE ONLINE FRIENDS (3)

Search

India Dove page



facebook

Search

Debbie Home



- Wall
- Info
- Friend Activity
- Dove**
- YouTube
- Photos
- Videos
- Events
- Notes
- MORE

About

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More

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117,783

talking about this

Likes

Dove ▸ Dove

Health/Beauty



Please select your country and language

India English Go

[Dove Real Beauty](#) [Dove Hair](#) [Dove Skin](#) [Body Lotion](#) [Skin Secrets](#)

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Web chat with Keith Weed on the ex...
Added about 2 months ago
By Atit Mehta

Dove Real Beauty

Would you dare to step out without make-up?
Say yes with Dove »

23 NOV - 22 DEC 2011

AND THE WINNERS OF THE DOVE SKIN CARE SECRETS CONTEST ARE...

NOURISH YOUR HAIR WITH EVERY WASH!
Click to know how

Marmite Marmite with fish... discuss?

Pir Saad Ahsanuddin London: +44-7570-050899

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MORE ONLINE FRIENDS (3)

Brazil Dove page



facebook

23

Procurar

Debbie Página inicial

Criar uma página



Dove Dove

Saúde/Beleza



Por favor, selecione seu país e idioma

Brazil Portuguese Ir

Sabonetes e Loções Antitranspirantes Cabelos Real Beleza

Dove

Campanha Pela Real Beleza

CLIQUE E ASSISTA AO FILME



Você e Dove



34 amigos curtiram isso.

Encontrar amigos de Harvard Business School



40 dos seus amigos frequentaram Harvard Business School. Encontre mais pessoas que você conhece de Harvard Business School.

Localizar amigos

Convites para eventos

Ver todos

Val V.G. and Stephen's annual holi...
domingo, 18 de Dezembro, 17:00 - 22:00



Participar Recusar

- Mural
- Informações
- Atividades de amigos
- Dove**
- YouTube
- Fotos
- Vídeos
- Eventos
- Notas
- MAIS

Sobre

Dove is committed to help all women realise their personal beauty potential...

Mais

3.593.762

curtiram isso

117.783

falando sobre isso

Orçãos "Curtir"

- Marmite Marmite with fish...
us?
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+44-7570-050899
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- John E-Media
- Patricia DeCorsey
- MAIS AMIGOS ONLINE (3)
- Anne-Gabrielle Dangu

E-Commerce



Buy this product online now at:



In Stock

Buy



In Stock

Buy



In Stock

Buy



In Stock

Buy



In Stock

Buy



In Stock

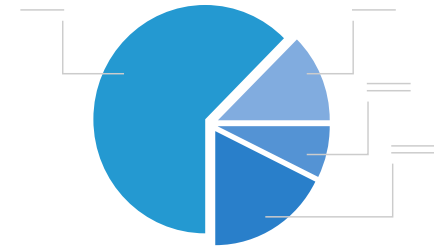
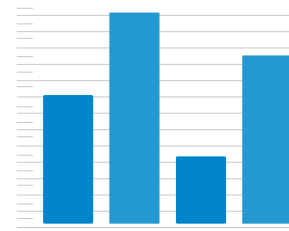
Buy

Last checked 30 mins ago

3. MEASUREMENT

Exploit the digital medium to enhance consumer insight, tracking, analytics, optimization and overall ROI

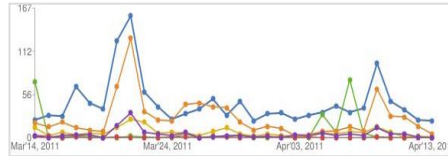
ACTIONS



What We Get With These Tools



Track share of conversations



Listen to conversations



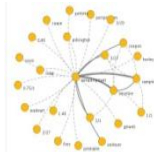
@gigibelmonico Bombshells...I SO love that **Dove** for **Men** commercial where the guy talks about his life and at the end says "I am... <http://fb.me/xhkRrtfX>
today 7018 Followers

Calculate sentiment of conversations



97%
Favorable

Analyze words associated with brands



ncaa championship unilever bobby hurley tobago personal care products new orleans rt john thompson suave johnson **twitter cent** men's basketball tournament dove men care skin irritation **personal wash food marketing care deodorant** point guard the

Identify top influencers

@Bettyannfox



117 Following, 1649 Followers **Authority 7**
Colorado. <http://www.mackayenterprises.net>
I love healthy skin, on me and others!

Engage with consumers

Fresh out the shower smellin like dove for men..

It's a warm & breezy Twitter for Android

ThegreatestMKG
Money Keep Growing

Measuring Digital ROI, and taking learnings



I Can't Believe It's Not Butter



- Recipes and game
- **ROI: 3.58**



Ragu



- Video pre-rolls & Facebook advertising
- **ROI: 3.15**



Bertolli Frozen



- Display advertising & Online video
- **ROI: 3.33**



Starbucks Ice Cream



- Facebook social advertising
- **ROI: 2.69**

4. TECHNOLOGY PLATFORMS

Leverage the digital space to build consumer centric technology platforms across brands & categories and scale regionally/globally

ACTIONS



Benefits Of A Technology Platform



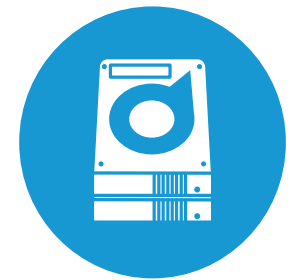
Faster



Cheaper



Better Security



Harness Data



5. ORGANIZATIONAL READINESS

Accelerate the digital readiness of the organization, with focus on structure, roles and capabilities

ACTIONS



HYPER ISLAND

- Digital Advisory Board
- Clarified roles & responsibilities
- White Papers



DIGITAL SCORECARDS

60%

BRANDS WITH
GLOBAL FACEBOOK
PAGES

2000+

OF MARKETERS
FORMALLY TRAINED BY
DTA

38

OF SYSYMOS LICENCES

5

BRANDS WITH
FACEBOOK PAGES OF
OVER A MILLION FANS

5

GLOBAL MEDIA
PARTNERSHIPS

13%

DIGITAL SPENDING
(DOUBLED IN LAST
TWO YEARS)

100%

BRANDS USING A DIGITAL
AGENCY FROM OUR
ROSTER

75%

BRANDS ON
TECHNOLOGY PLATFORM

8

MARKETS WITH MEDIA
LABS

In Summary

