

Taking Marketing to the Next Level



Keith Weed, London 5th December 2013



What we've done to step up marketing

How the marketing world is changing

How we will step up in marketing in the future

What we've done to step up marketing

1. Organisation more focused on Brands
2. Built a model for Brands' growth
 - Bigger, better, faster innovation
 - More effective communication
 - Leveraged scale
3. Embraced Digital and improved capabilities

1. More focused on Brands

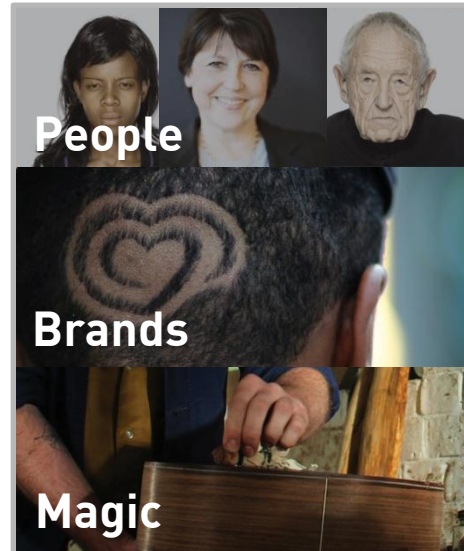
Marketing function
organised around
brands

Brand Development

Brand Building

Global Marketing

Marketing strategy
crafting Brands for
Life



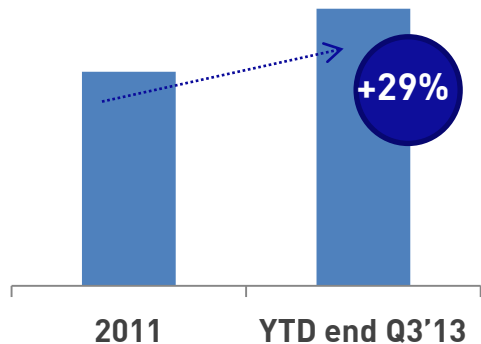
More Billion Euro
brands



2. Brand growth model: Bigger, better innovation

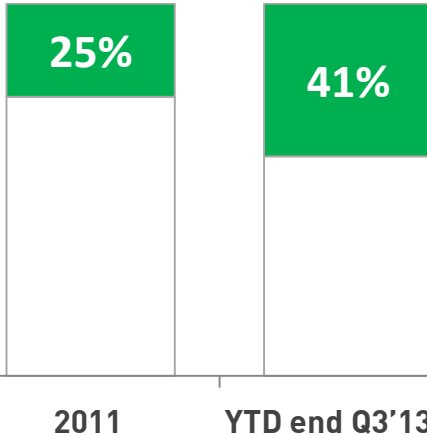
Bigger - Innovation investment

Avg. 1st Year A&P



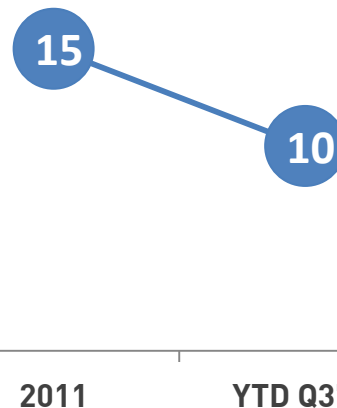
Better - Superior products

Innovation testing



Faster - Development process

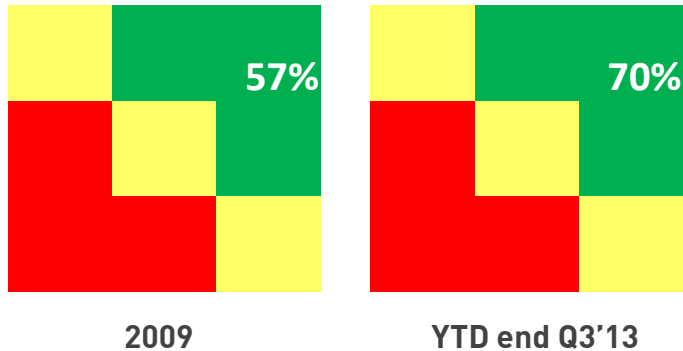
Development time
(months)



2. Brand growth model: Effective communication

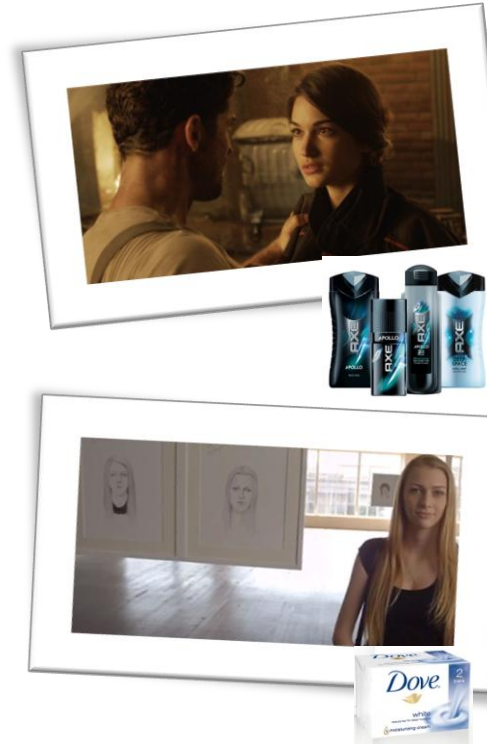
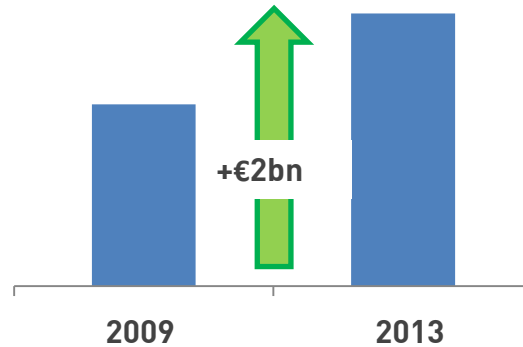
Quality of communication

Quantitative Preview Ad testing



A&P Investment

A&P



2. Brand growth model: Leveraged scale

Media expertise and savings programme

Ad Production and Artwork excellence

Creative assets used in more markets enabling efficiencies

From:
Traditional & Digital



To:
Paid **O**wned **E**arned **M**edia

ARTWORK 
EXCELLENCE





REAL ROMANCE



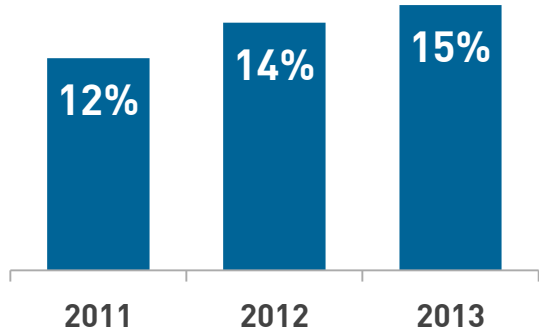
3. Embraced Digital: Improved expertise

Embraced Digital

Digital acceleration programme: reaching 4,100 marketers

Marketing step up programme: reaching 7,000 marketers across 55 locations

Unilever Digital Spend



Recognition and talent attraction

Unilever most awarded
advertiser



Unilever most effective
advertiser

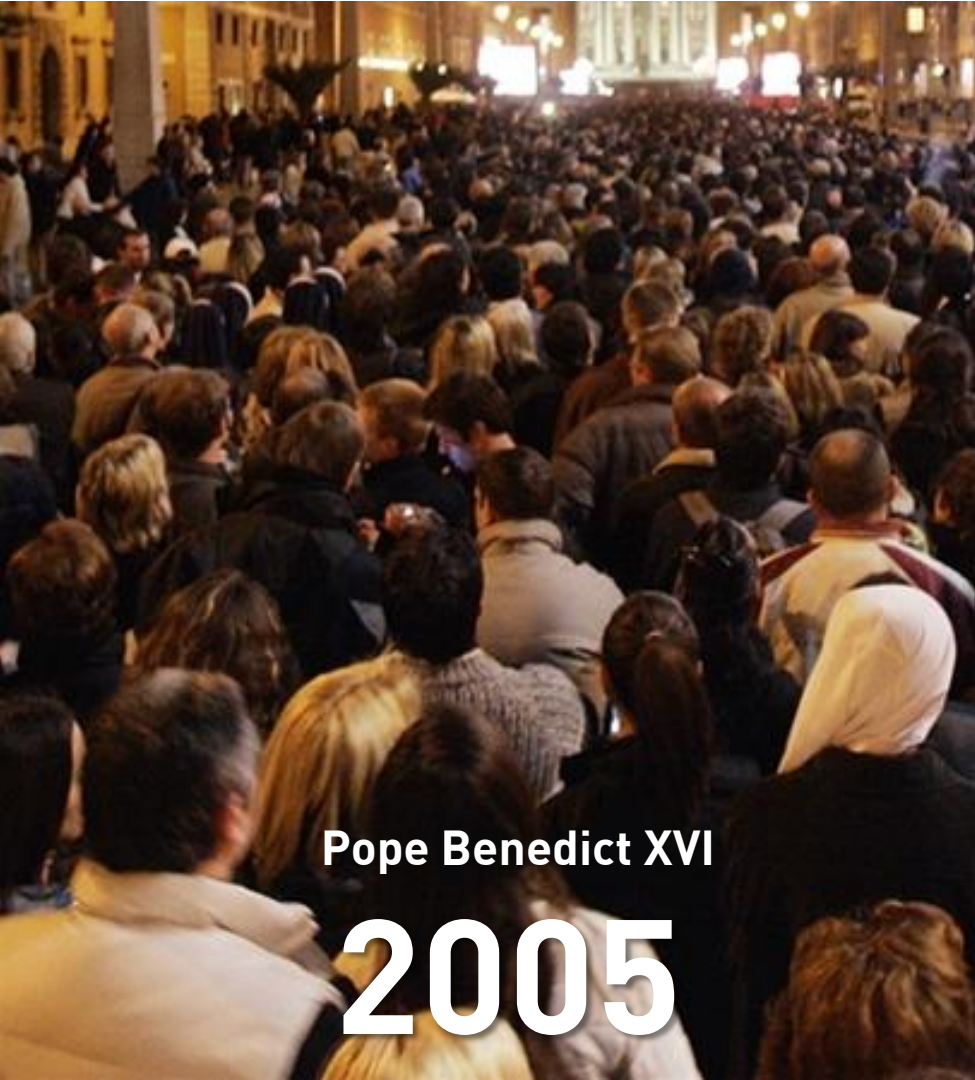


Unilever 2nd most in
demand in marketing



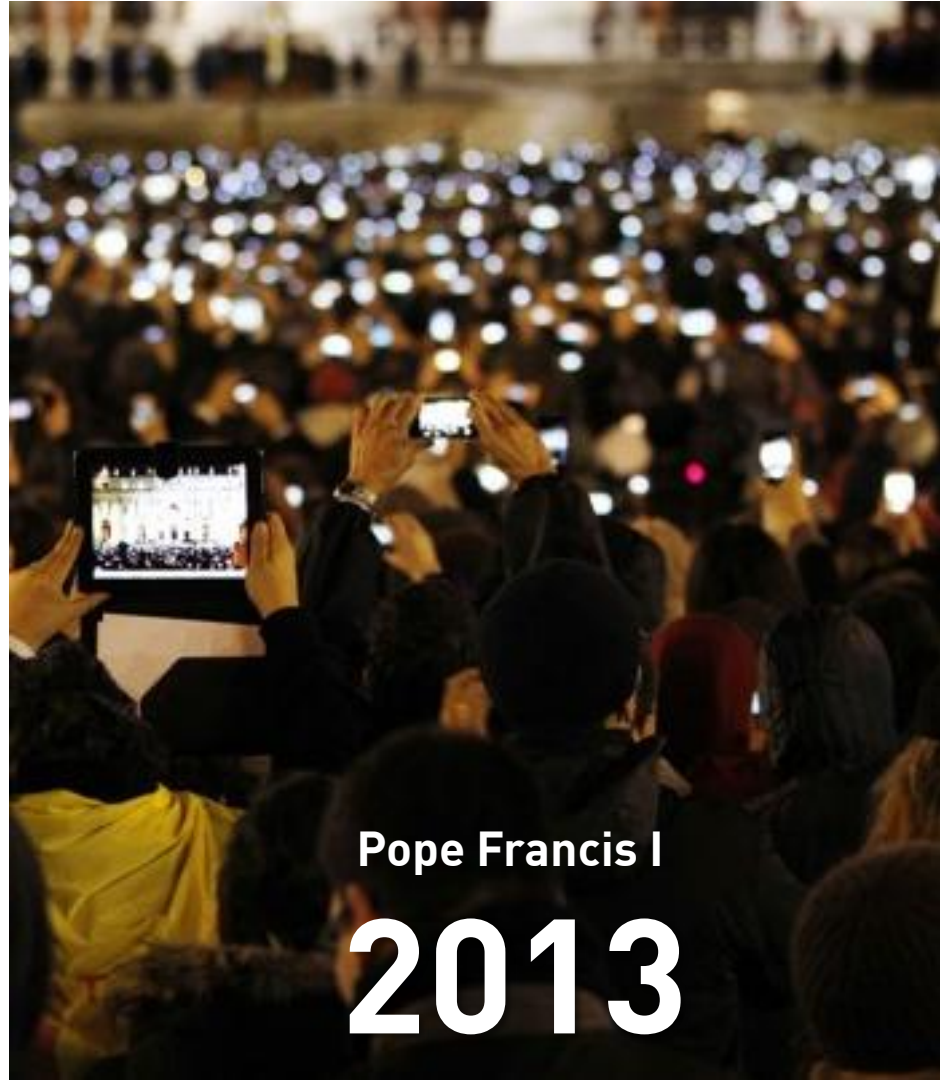
How the marketing world is changing:

- **More connections than ever before – data, ecommerce**
- **The explosion of social – always on, content**
- **Mobile as the enabler – SoLoMo, mCommerce**



Pope Benedict XVI

2005



Pope Francis I

2013

Mobile – leading in both D and D&E markets

Leading in Developed markets



Leading in Developing & Emerging markets



Brandtone



How will we step up marketing in the future

1. **Simpler, leaner, more agile organisation**
2. **ROI & fuel for growth**
3. **Powerful Brands with purpose**

1. Simpler, leaner, more agile organisation

Further developed Brand Development:


- 4 mega categories with different models
- Dependent on industry and degree of globalisation of brand
- Domain expertise

Strengthened Global Marketing:

- Consumer Engagement Centres
- Creative Excellence: Brand publishing
- Digital Media: Data, eCommerce, Mobile

Brand Building:

- Brand as community management / hyper local events
- eCommerce / Digital in the country
- Perfect stores and cities

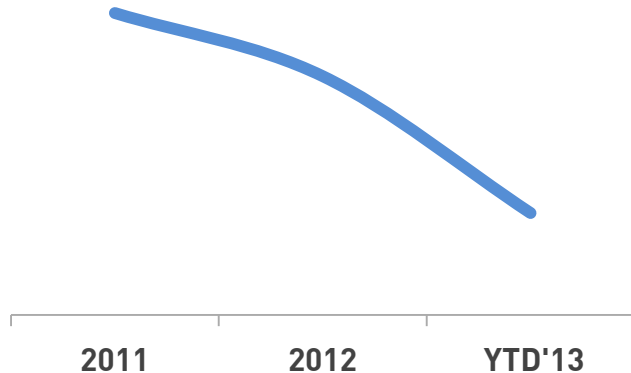


12% headcount reduction

1. Simpler, leaner, more agile organisation

**Reducing the number of small projects
with incremental turnover <€3m**

Small Projects



**Streamline to 6 core marketing
processes**

Marketing Insight

Category & Brand Strategy

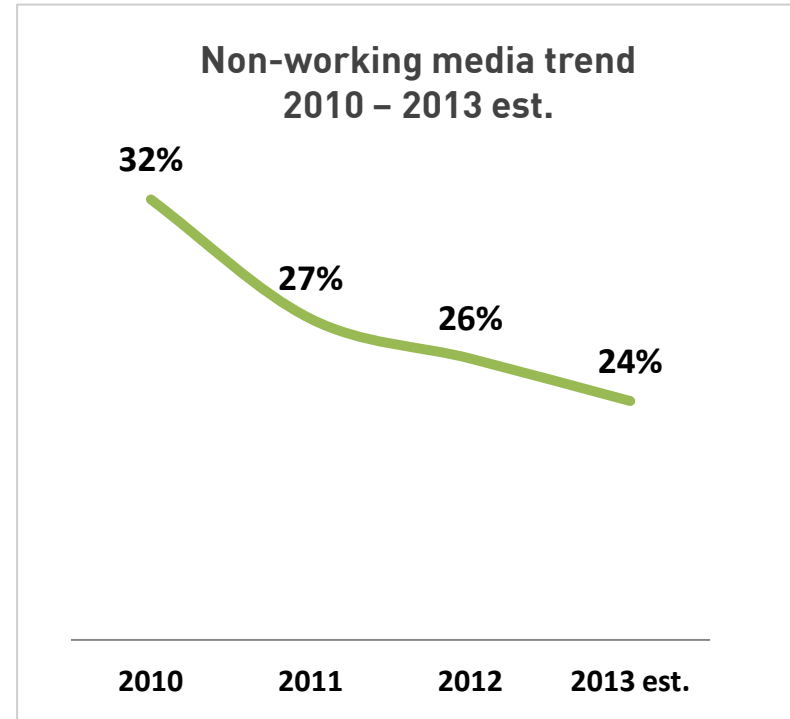
Brand Marketing Plans

Innovation / renovation

Communications

**In-market Brand Management,
execution, tracking & optimisation**

2. ROI & fuel for growth



3. Powerful Brands with purpose

*“From
Marketing to Consumers
to
Mattering to People”
David Jones CEO Havas*



3. Powerful Brands with purpose

**Purpose:
Unleashing
human
potential**



Help Mums ensure their kids fall ill a little less often



To lift your food, your mood and bring a touch of richness to your day



Surf's sensorial magic awakens your senses to discover happiness in the day to day



Brighter in a busy world



For the love of flavour because cooking delicious and nutritious food should be within everyone's reach



Yes, clothes matter. When you dress right you feel right

In summary

- **Significant progress in stepping up the quality of marketing**
- **Remain at the forefront of new developments in this fast changing marketing environment**
- **Steps in place to accelerate marketing further**