



# Pioneering partnership

Collaborating with innovators to make sustainable living commonplace



## Heritage of innovation



“MAKE CLEANLINESS COMMONPLACE”



# Pioneering

“ If you want something new, you have to stop doing something old ”

Peter Drucker



## Disruption is happening



•→• Citymapper



UBER



NETFLIX



Spotify

## Our categories are being disrupted



priv



Goûsto  
— Savour every moment —



MESSINA  
EST 2002



laundrapp



# Unprecedented growth rate in digital technologies

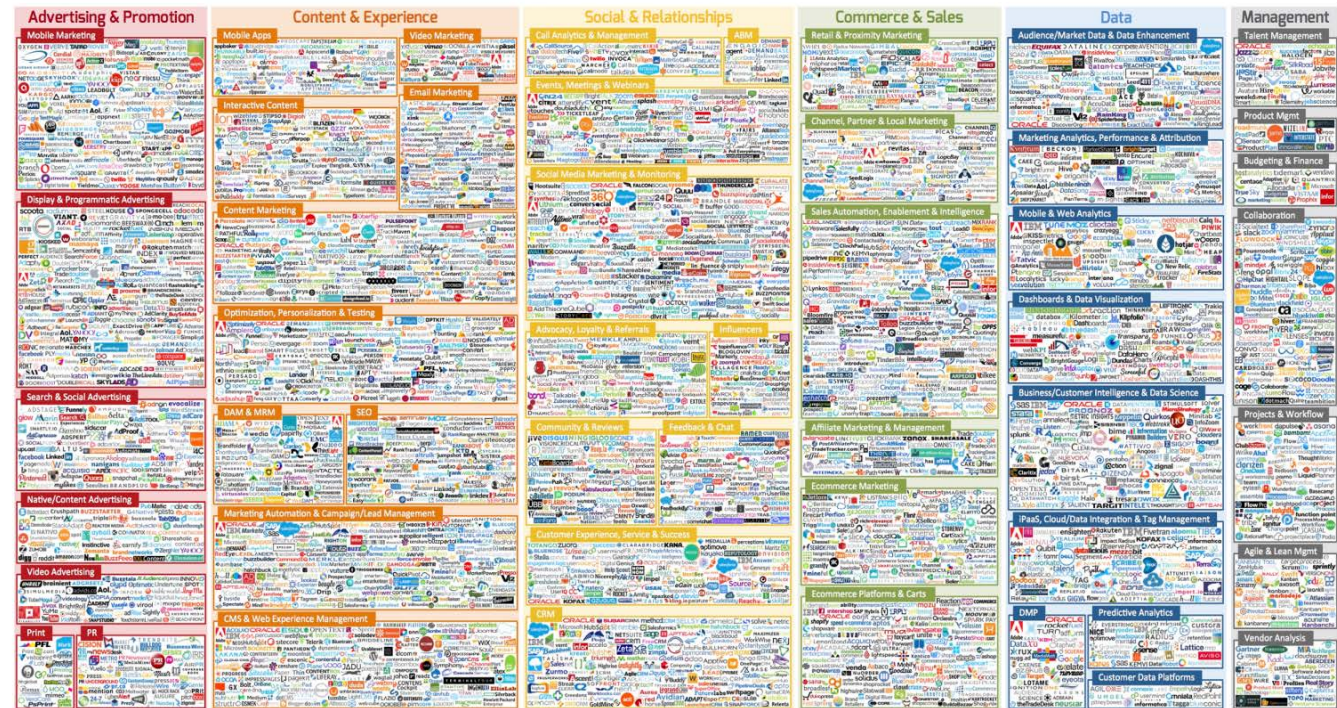
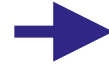
2011

2017



External Promotion Customer Experience Marketing Management

by Scott Brinker @chiefmartec <http://www.chiefmartec.com>



Sources: CabinetM (<http://cabinetm.com>), Captara, G2 Crowd, Google, Growthwave, LUMA Partners, Siftly, TrustRadius, VBP Profiles — see <http://chiefmartec.com/2016/03/marketing-technology-supergraph-2016/> for details.

Created by Scott Brinker (@chiefmartec)

## Fail Rate

---

90

Of Startups fail

%

**BUT**

12

Of Fortune 500 companies remain from  
1955. Average lifespan now 14 years.

%



## Disrupt or be disrupted : the cost of inaction is high



“While some still try to find reasons to use these devices, the fact is that smartphones do a better job in most cases. The UI on our Tom Tom was so balky and inflexible that it was almost impossible to find and enter destinations.”

(Fredric Paul, Network world, 2015)



“Blockbuster thought it was in the entertainment distribution business, but it was really all about retail customer experience.” (Jonathan Salem Baskin, Forbes, 2013)



“Instead of marketing the new technology, the company held back for fear of hurting its lucrative film business, even after digital products were reshaping the market.”

(Avi Dan, Forbes, 2012)

# Externally focused Innovation pillars at Unilever

## BUILD



R&D Open Innovation

## PARTNER



## INVEST



## ACQUIRE



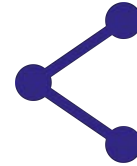
## It's time to partner

“ Meaningful innovation does not need to be based on outright invention. Rather, there is an exhilarating shortcut. It is based on bold, new combinations of already existing components that simultaneously unlock heightened levels of consumer value and reduce costs.

”







Our platform for  
**Collaborating**

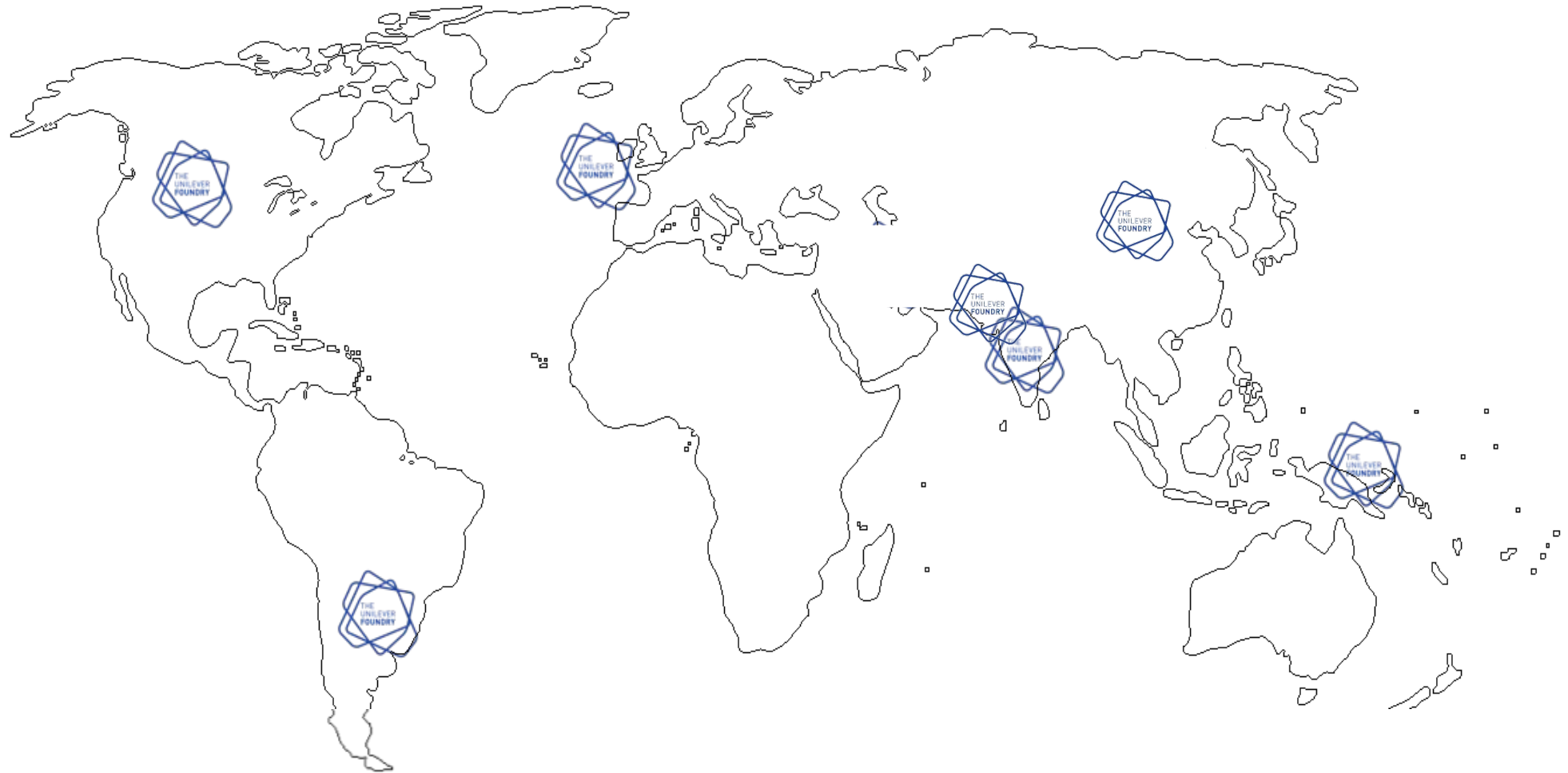


Our framework for  
**Experimentation**

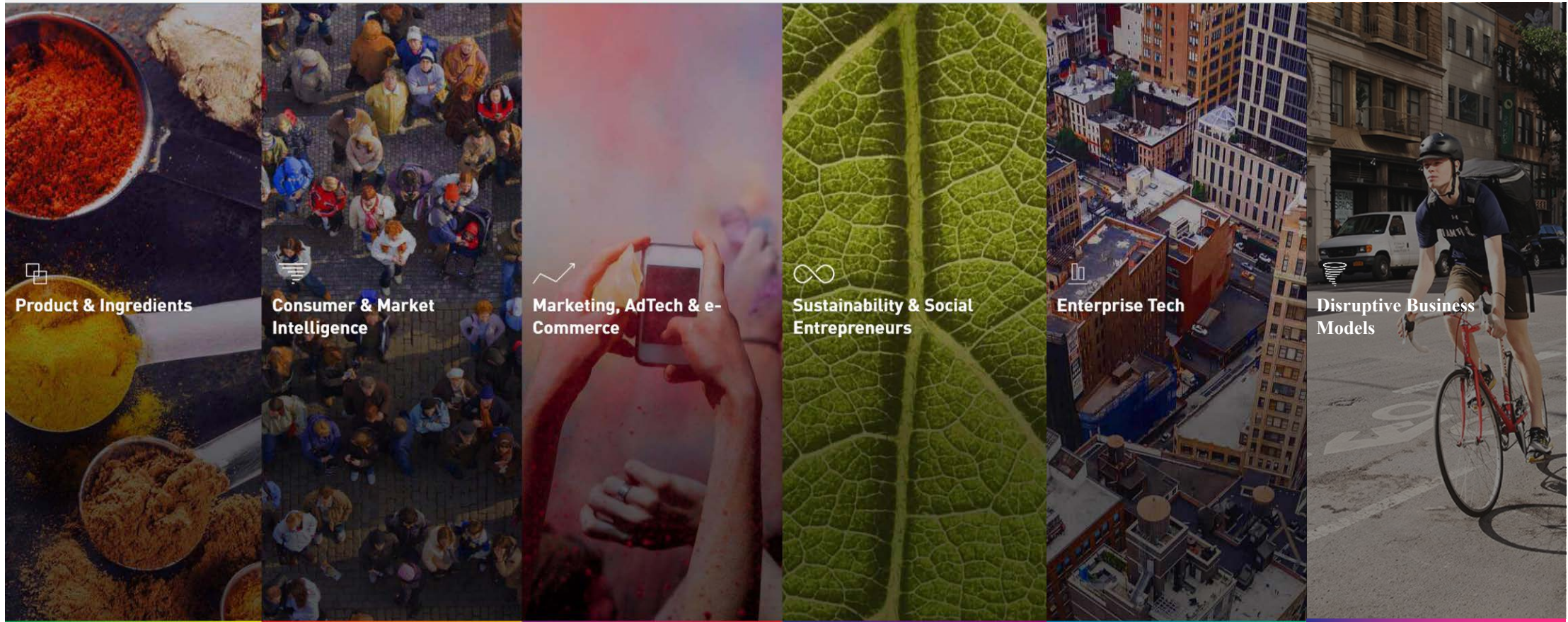


Enabling our brands & functions to  
**Pioneer**

## Presence across seven key markets

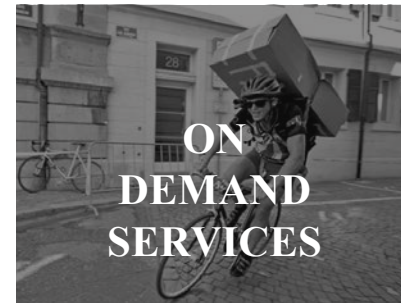
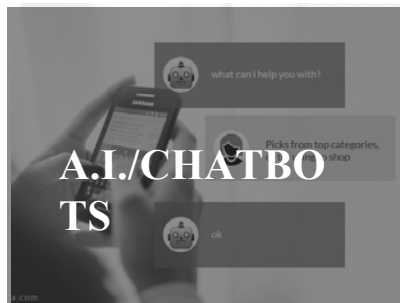
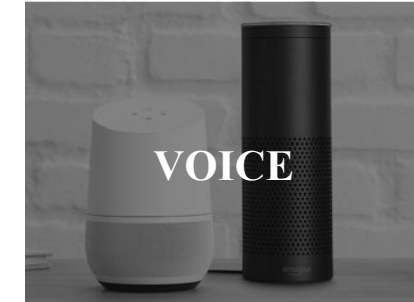
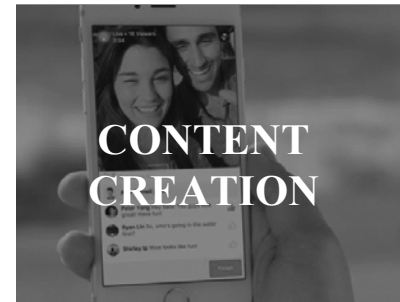


## Scouting across technology types

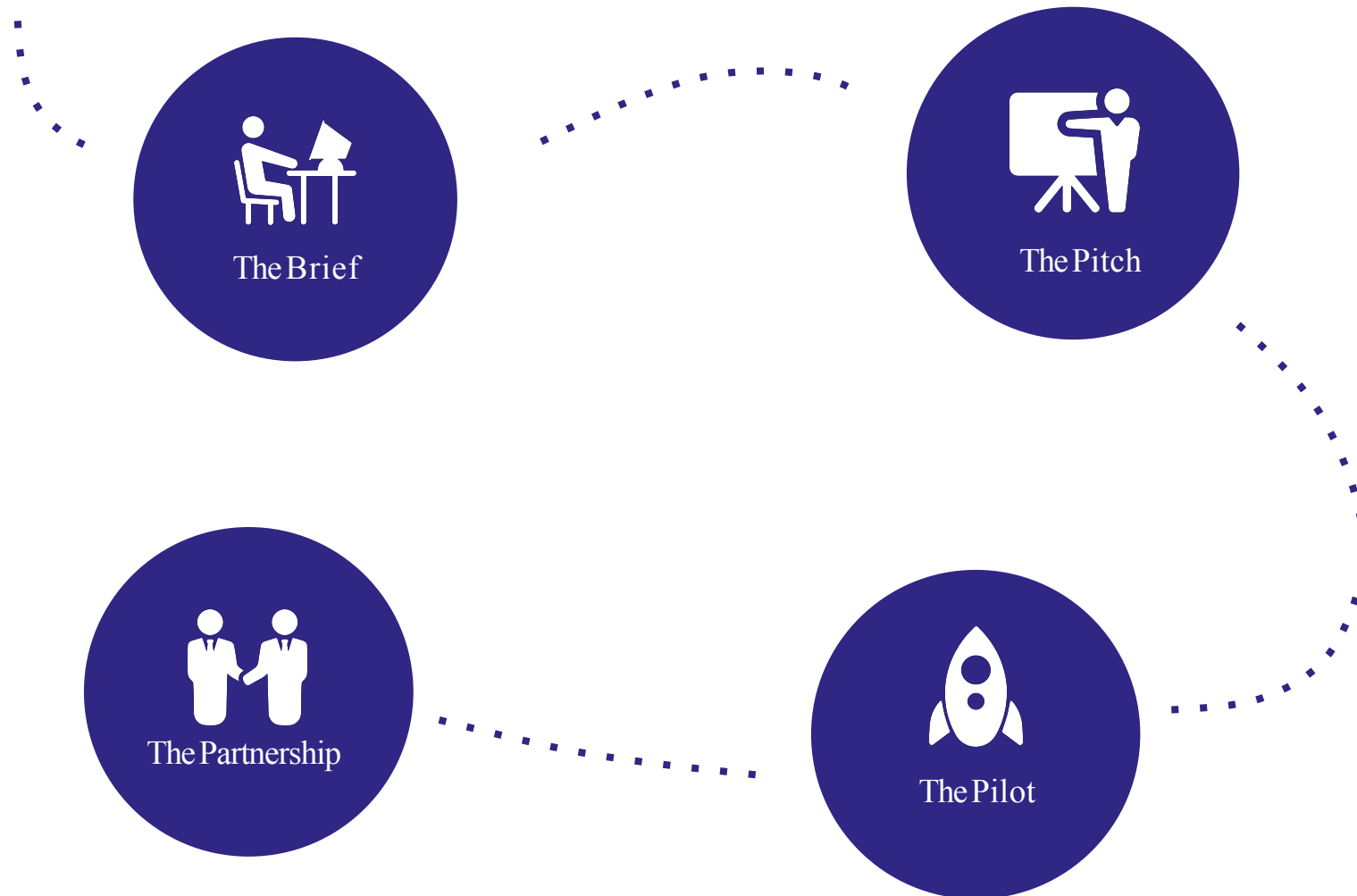




# Pilot and then scale technologies across Unilever



# Pitch to Pilot



## {Insert} Unilever Foundry Overview – Keith Weed





# The journey is 1% complete

**10,000+**

Start-ups scouted

**70+**

Mentor relationships

**\$25m+**

Invested in pilots

**25+**

Brands involved

**100+**

Start-ups pilot

**45+**

Start-ups being  
scaled up

## Creating physical ecosystems for collaboration



# Enough talk: Case Studies

---



## {Insert} Unilever Foundry 100 Pilots Showcase



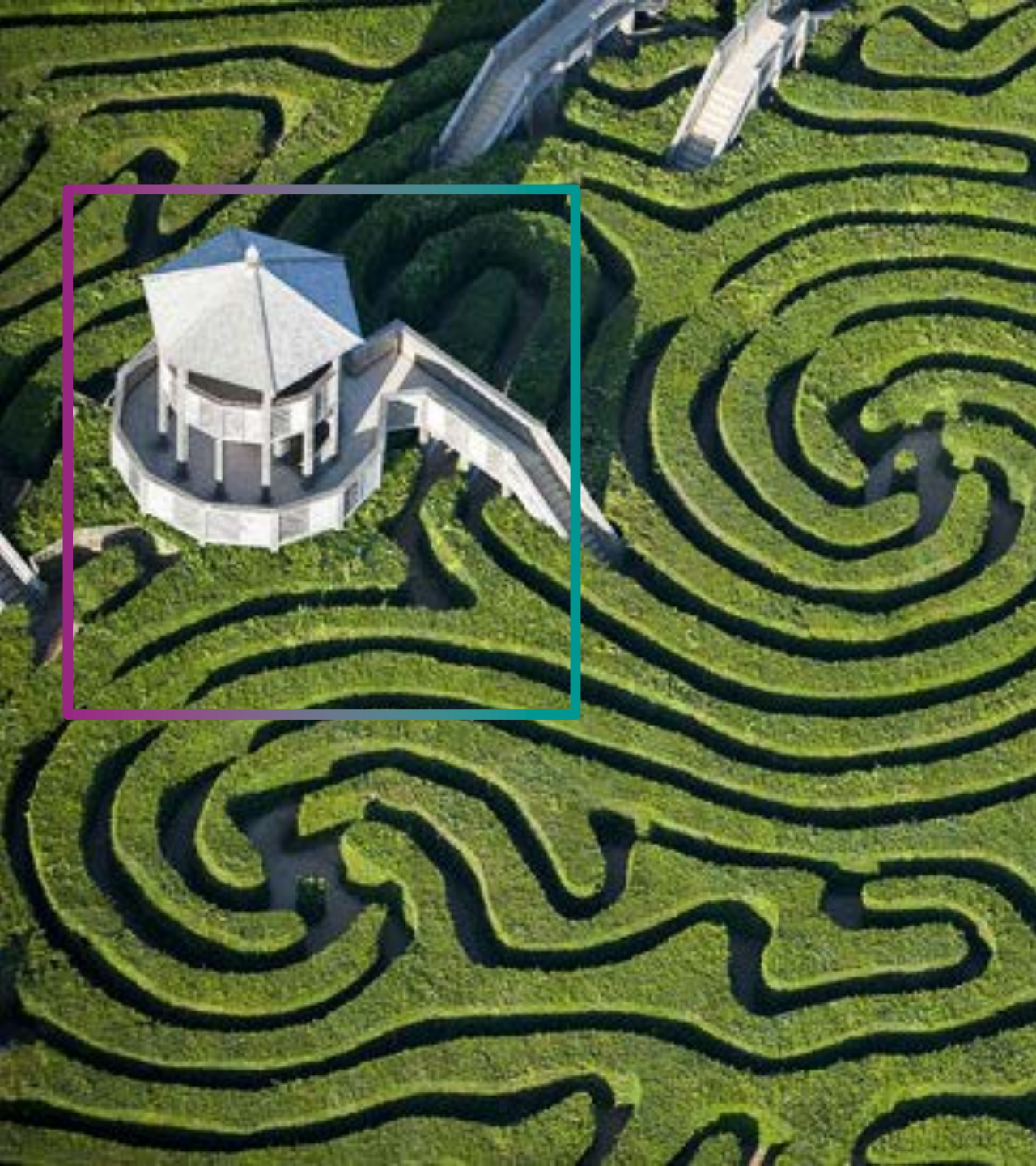
## New business models



# Learnings

---



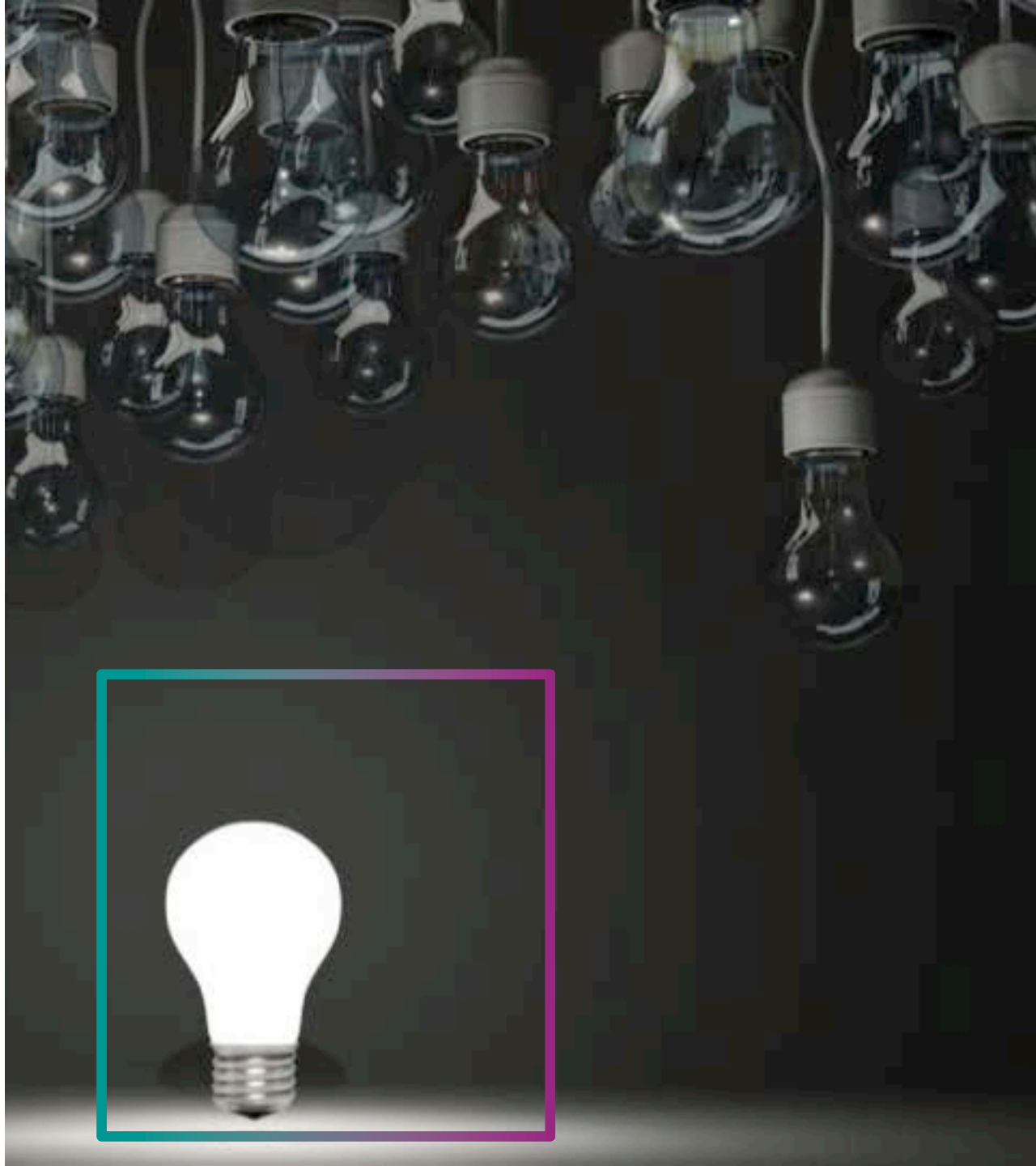


# NAVIGATING UNILEVER & THE INDUSTRY

---



# COMBINING INNOVATION WITH INSIGHT

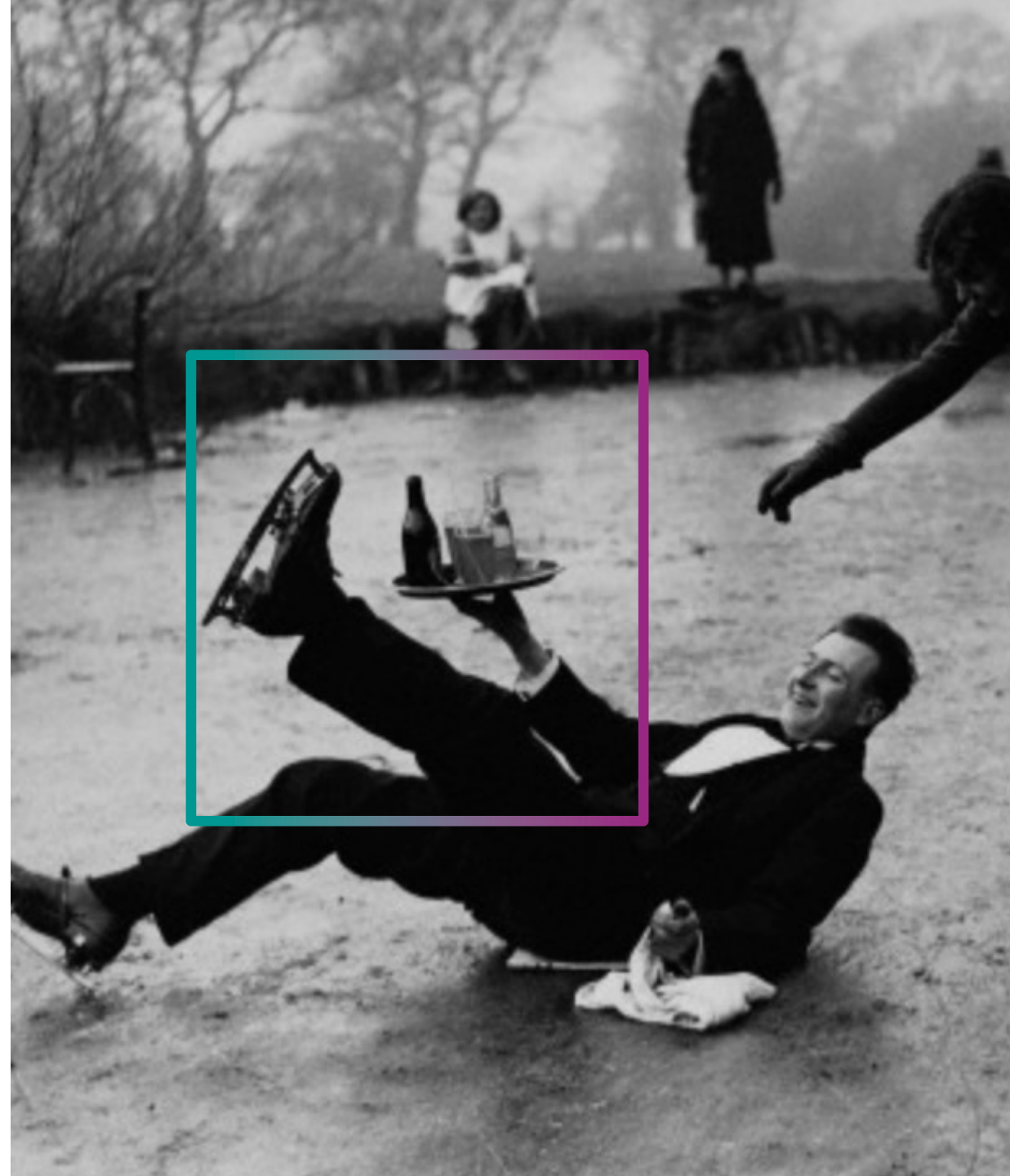


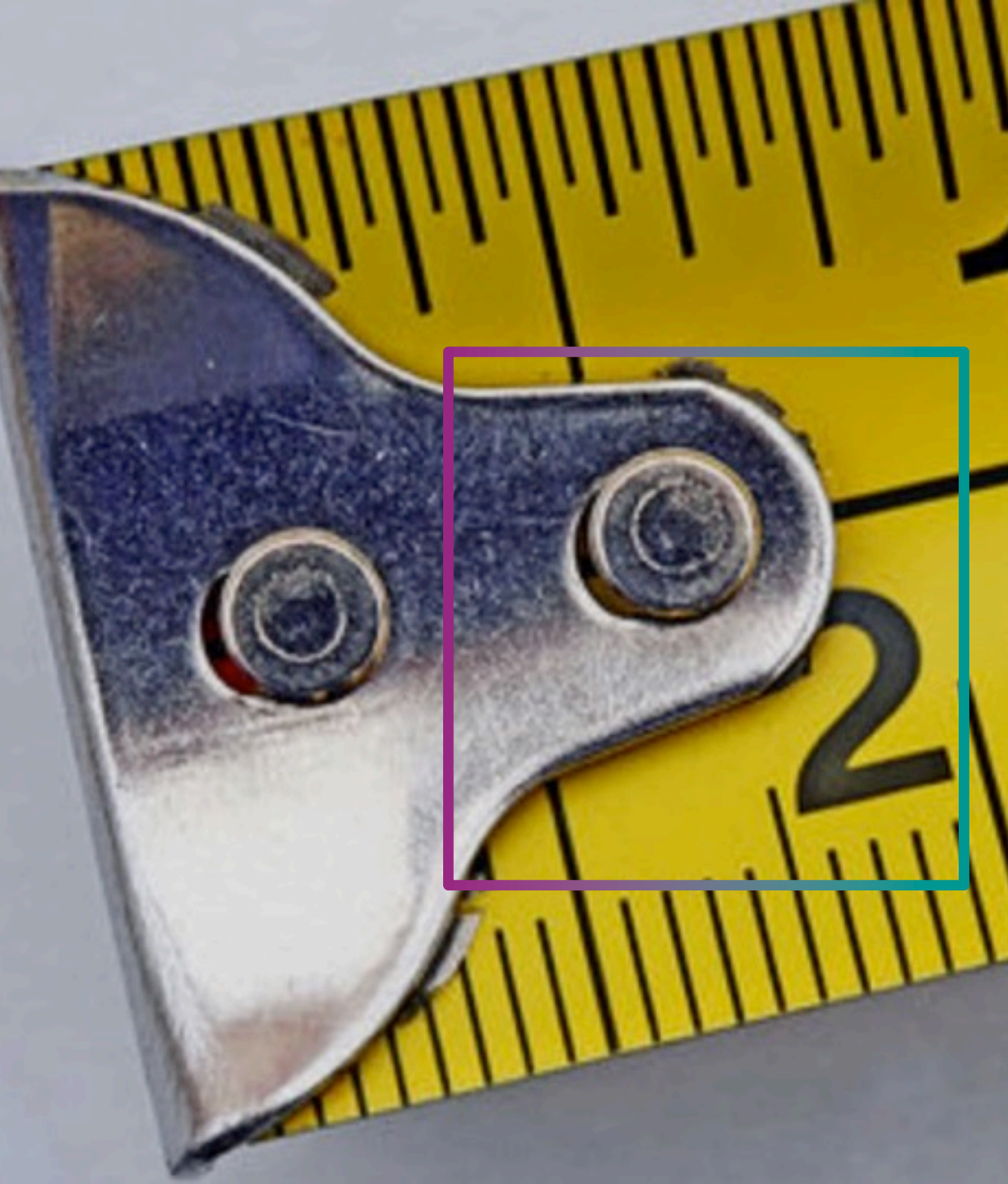


STAY FLEXIBLE &  
CONSUMER CENTRIC

# EMBRACE FAILURE

---





MEASURE SUCCESS

—



STARTUPS ARE YOUR  
BUSINESS PARTNERS

---

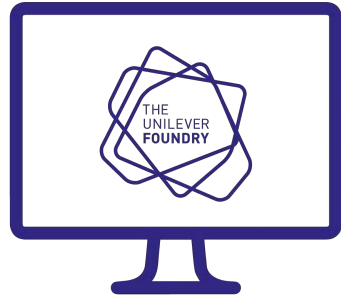




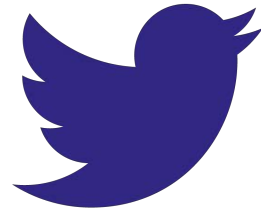
ENGAGE SENIOR LEADERS /  
SENIOR LEADERS ENGAGE

---

# Thank you



[Foundry.unilever.com](http://Foundry.unilever.com)



[@unileverfoundry](https://twitter.com/unileverfoundry)



[www.linkedin.com/  
company/theunilever-foundry](http://www.linkedin.com/company/theunilever-foundry)



Subscribe to our channel: Unilever  
Foundry