

CASE STUDY: UNILEVER

Industry: Consumer

Helping Unilever to launch a new vision

Unilever has been going through an unprecedented period of change. After a slimming down of the brand portfolio and significant cost restructuring, new CEO Paul Polman wanted to align the business around an ambitious and inspiring vision to double in size while reducing environmental impacts. Unilever realised that the full engagement of all 160,000 staff around the vision and manifesto (*'the compass'*) was vital to its success. We were approached and asked to design, plan and lead the programme from launch through to cascade.



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Living the vision through interaction and experience

We themed the programme of engagement '*small actions, big difference*' to reflect the vision, and the emphasis throughout was on involvement, interactivity and inspiration. We reached our various target audiences through senior leaders events, town hall meetings, manager workshops and toolkits, and a microsite.

The programme was designed with easy-to-use tools to help spread through the business very rapidly. We provided '*freedom within a framework*' to allow for global message consistency with local flexibility and tailoring to ensure maximum relevance.



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Impressive results in a rapid timescale

The scale of the project was as impressive as the results themselves. Over the course of the programme: 345 leaders were upskilled as 'change leaders'; 700 manager workshops were run within eight weeks of the kick-off event; 100 town hall meetings covering 50 countries were held; 20,000 managers reached in 6 weeks; and 21 films were created in the space of four weeks. Within three months, the programme had reached 80% of Unilever employees globally. And the results? Within just three months, belief in the new vision and the compass had reached more than 85%, along with unprecedented change in employee engagement. As such, Unilever enlisted our help on the second, and now third, stages of the programme.

"The quality was of a very high standard, which was remarkable considering the tight deadlines. It could not have happened without your personal commitment and leadership." – Paul Polman, CEO, Unilever Plc

