

Leadership for Future Manufacturing

Module 9

Understanding Digital



20/06/2024



“WHEN DIGITAL TRANSFORMATION IS DONE RIGHT,
IT’S LIKE A CATERPILLAR TURNING INTO A BUTTERFLY,
BUT WHEN DONE WRONG, ALL YOU HAVE IS A
CATERPILLAR!!”

George Westerman



Digital Transformation for Unilever



Developing a positive digital mindset



Role modelling the digital mindset



Understanding Digital

– Agenda

1. Introduction
2. Understanding Digital Transformation for Unilever
3. Developing a positive Digital mindset
4. Role modelling the digital mindset
5. Commitment to Action





Driving
Value Creation
through
Digital
Transformation



Digital transformation: sell more, cost less & manage better



Digitally transforming
Consumer & Customer
Interactions to
be unmissable and ...
Sell More

Industry leading Customer
Integration through digitisation
+30 customers by 2025

Accelerate dComm growth &
Innovation
Winning digital shelf now with >50%
AI-generated content



Productivity at scale
and radical simplification
of our operations to...
Cost Less

Industry first fully AI connected
Customer Ops Ecosystem
Apps from >300 to 20
90 countries to 7 hubs
Touchless AI-enabled forecasting
Consumer Price Promotions
optimization for incremental gross
profit & productivity

Complexity reduction
Polaris SKU simplification -17% in '23



World-class secure, resilient
and connected tech / data
platforms enabling us to...
Manage Better

100% enterprise data on the Cloud
first in our industry

Driving agility, innovation and scale

Cyber Security Expansion

Cyber by design is dramatically
upweighting our capabilities
addressing key business risks.

Powered by upskilling our people with AI capabilities

Drive our digital transformation

Understanding Digital – Introductory Exercise

In groups

What advantages do you see for your team if we adopted more digital / technology in your processes?

How could it impact productivity?

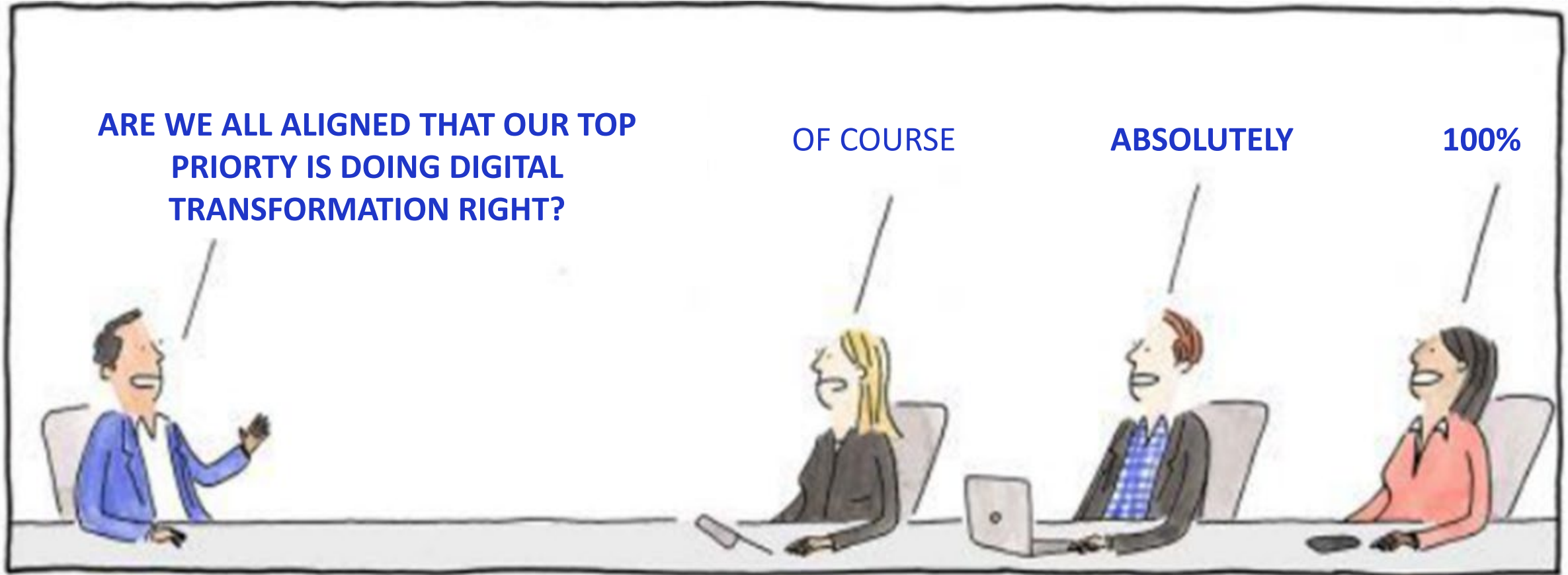
How could it improve safety?

How could it improve quality?

How could it improve consumer experience?

Workbook Page 3





SO WHAT EXACTLY
DO WE MEAN BY
DIGITAL TRANSFORMATION?

SORRY, I'M LATE
FOR ANOTHER
MEETING.

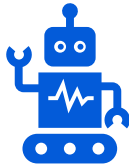


Digital Transformation

Digital transformation starts when you create a transformative vision of how your firm will be different in the digital world, and then ***engage*** your employees to make the vision a reality.



Journey towards Digital Transformation



Digital Naive

Digital Master

Simplify Processes

Save Money

Earn Money

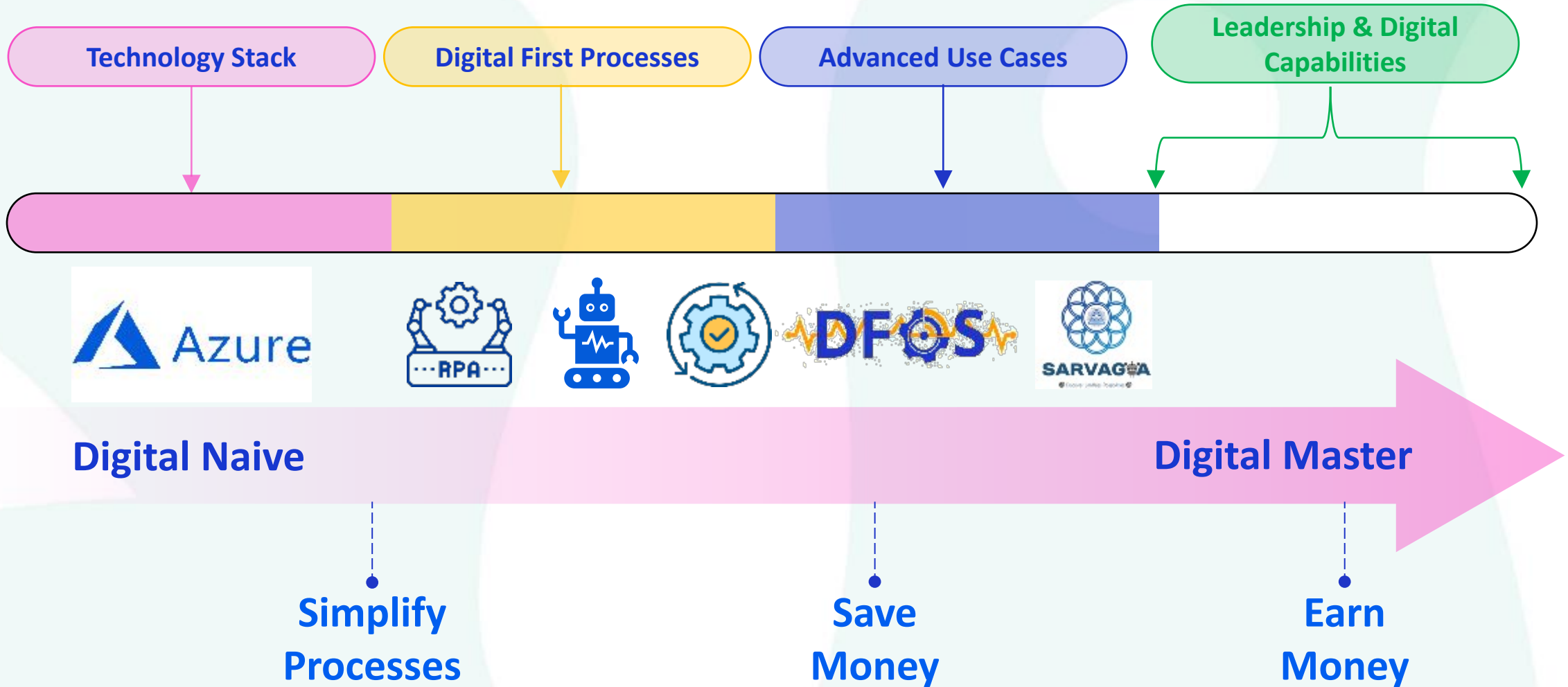
70%

**of all digital transformation
initiatives do not reach their
goals!**

Source: "Digital Transformation is not about Technology" by Behnam Tabrizi, Ed Lam, Kirk Girard, and Vernon Irvin, Harvard Business Review

\$900 billion out of a spending of \$1.3 trillion on Digital Transformation initiatives went to waste!

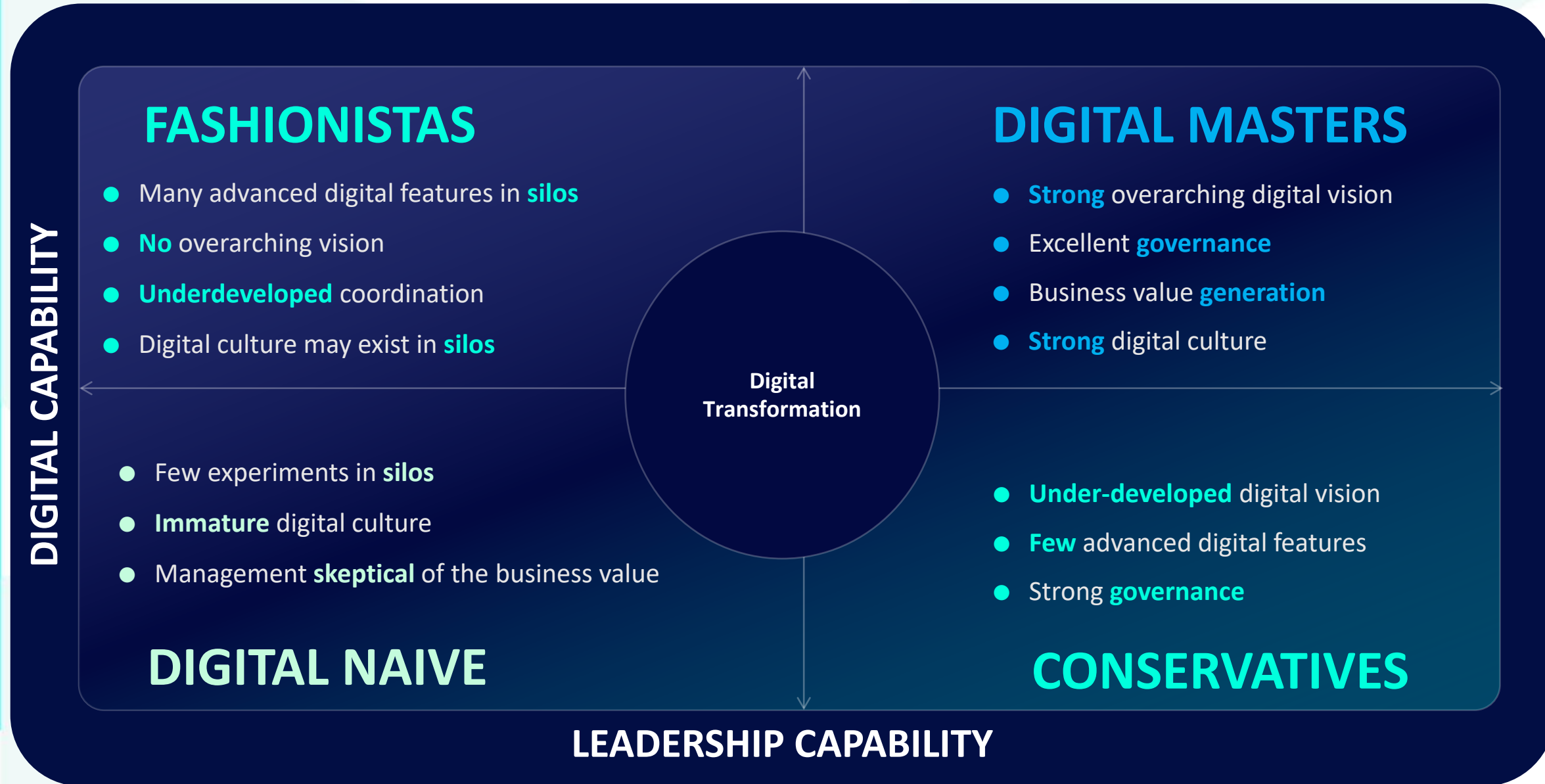
Journey towards Digital Transformation



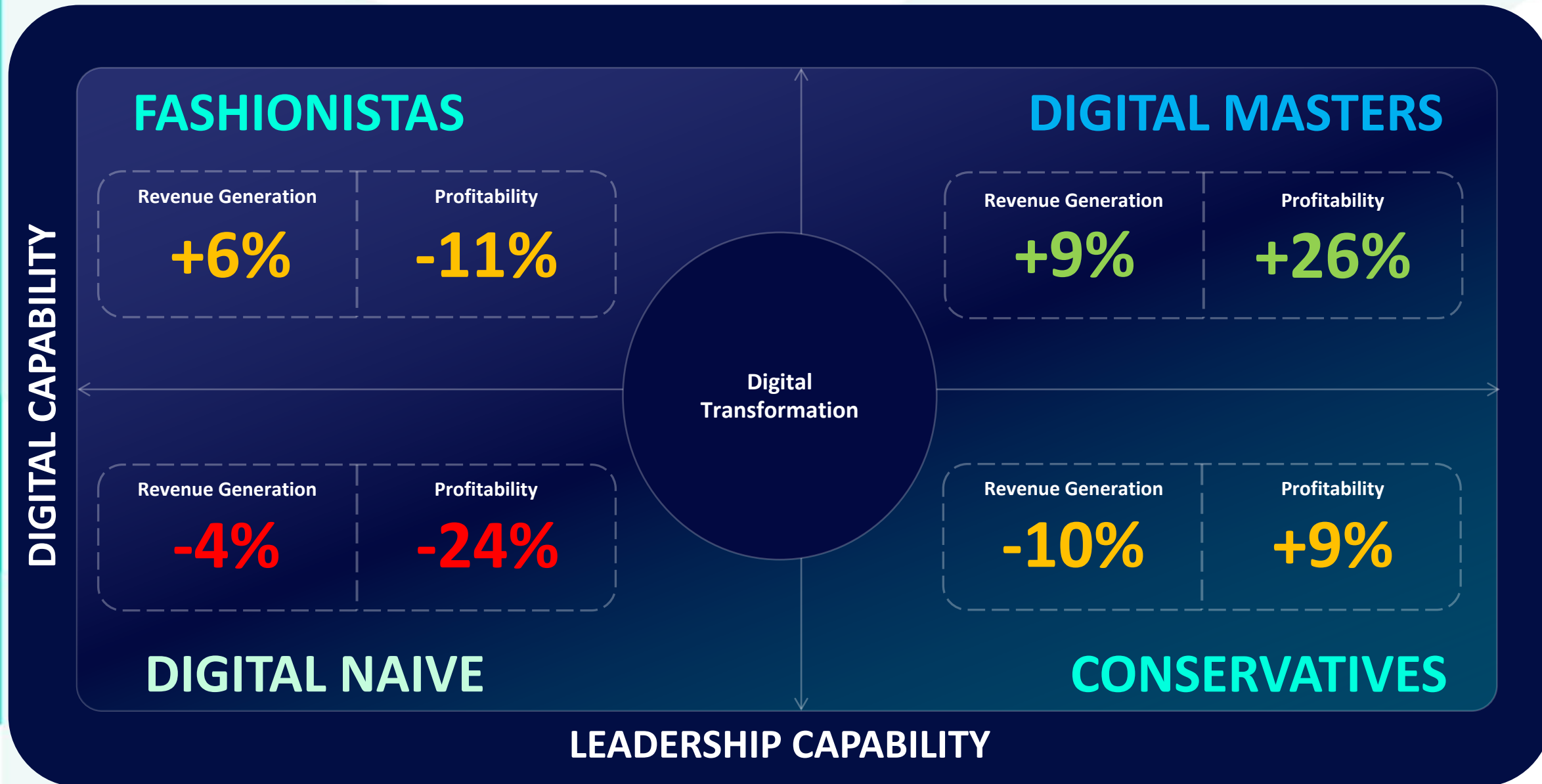
What is this
**MISSING
ELEMENT**
in the Digital
Transformation
Journey?

- 1** People Engagement
- 2** Building People Capability
- 3** Product Users to Product Owners
- 4** Identifying right Opportunity
- 5** Clear Execution Strategy
- 6** Measuring Transformation

Roadmap to Digital Mastery



Roadmap to Digital Mastery



Developing the Digital Mindset

**“digital transformation
is more about humans
than digital itself!!”**

Brian Solis

Digital Mindset – Barriers Exercise

In groups

What are the challenges that adopting more digital /technology solutions in your processes could present to you and your team?

Workbook Page 4

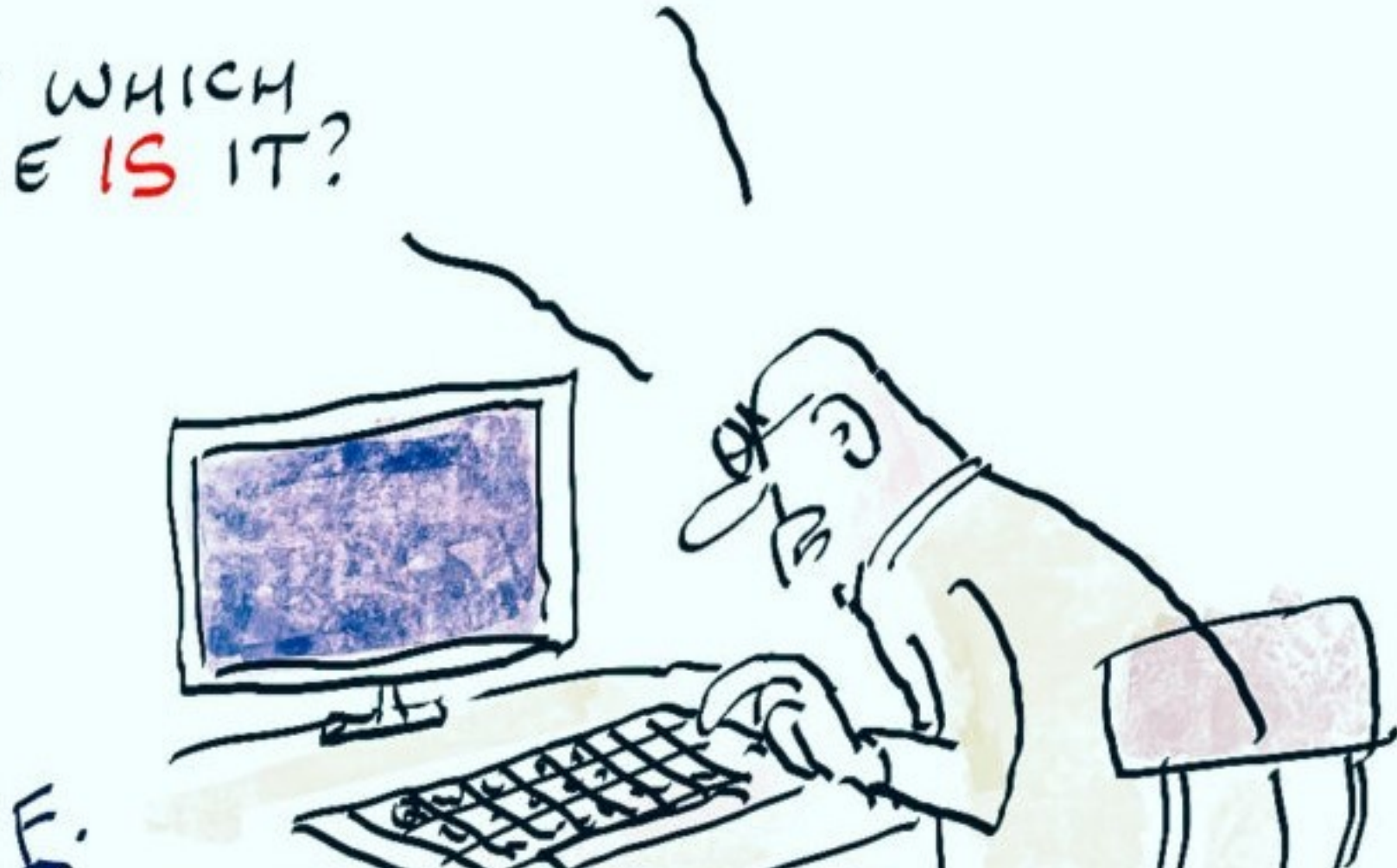


People Engagement – 6 Step approach

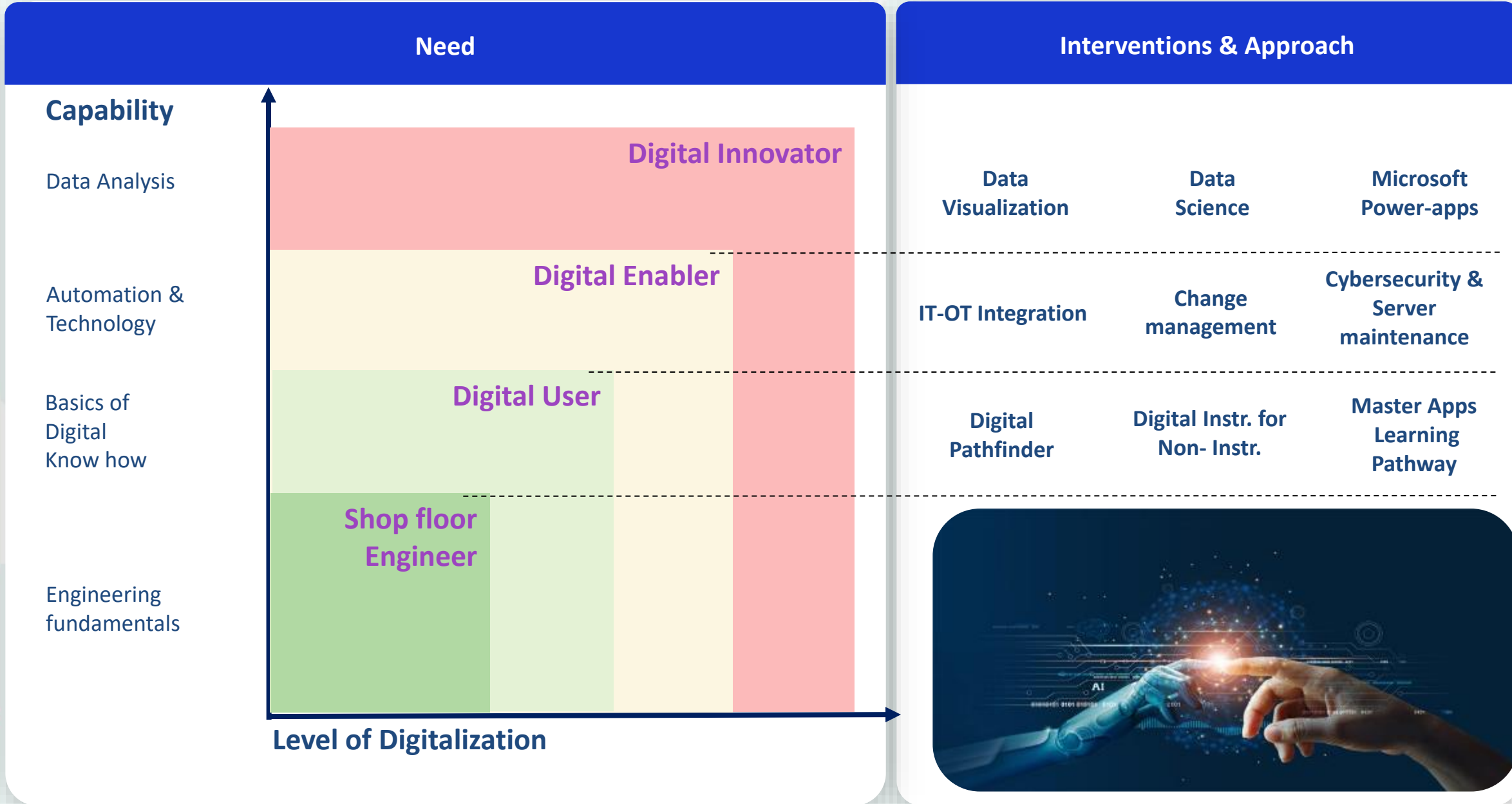
-  **SITE MASTER PLAN**
Discussion on Site Master Plan and related business priorities
-  **STAKEHOLDER ENGAGEMENT**
Pre-discussions between Factory-Manex-Eng-IT prior to Bootcamp on existing Level 0-4 solutions
-  **CURRENT STATE ANALYSIS**
Maturity Assessment of Current State of Site w.r.t IR 4.0 – Process, Technology, Organization
-  **IR 4.0 USE CASE IDEATION**
Identification of Use Cases to meet the gap for Future State of the Factory as identified in Site Master Plan
-  **BIG BET EXPERIMENTATION**
Identification of Big Bet Experimentation Projects to “transform for tomorrow”
-  **ROADMAP TO DIGITAL LIGHTHOUSE**
Discussion on Capability Building for Future Fit Factory

THEY SAID **DIGITISATION**
IS KEY...

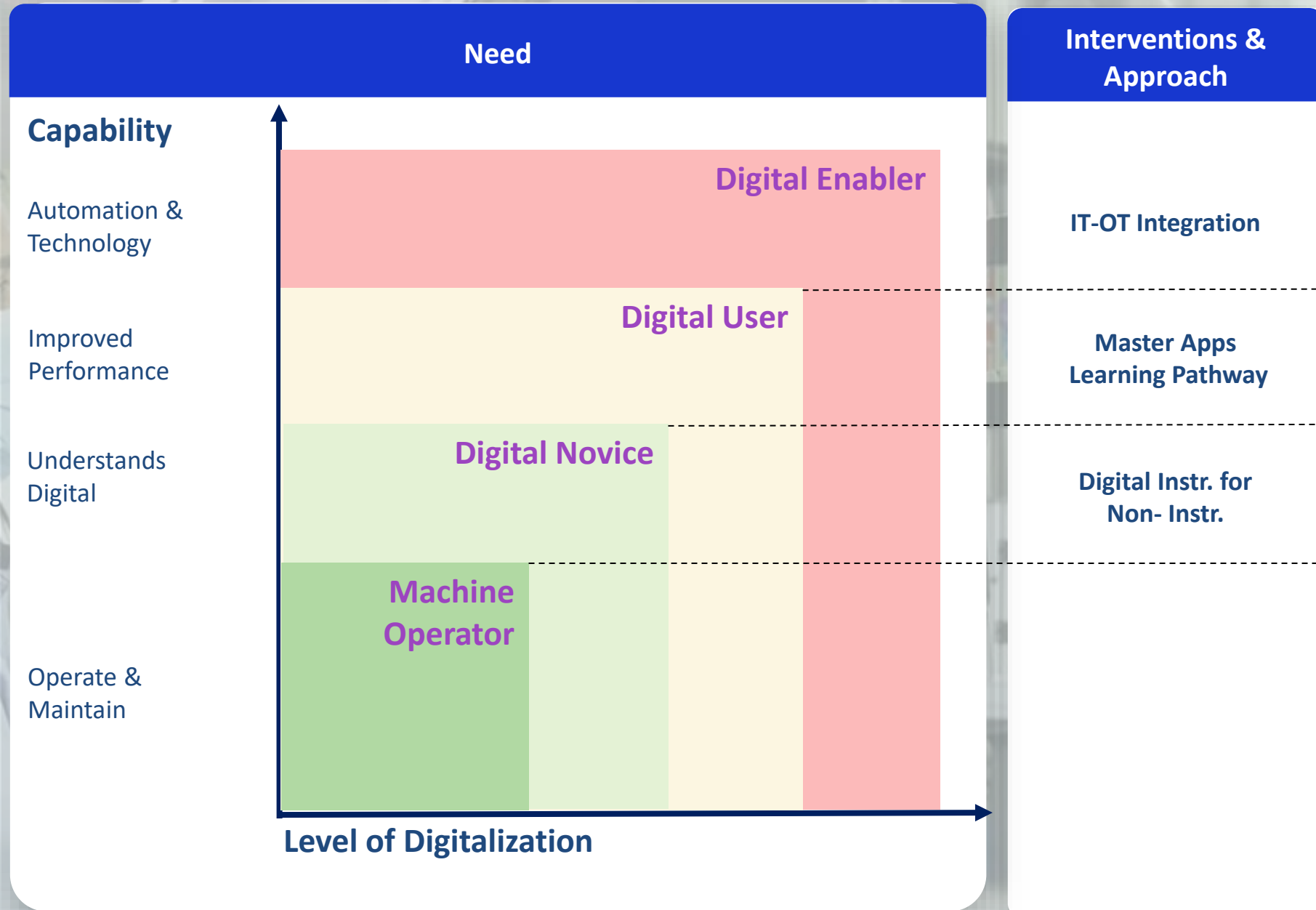
BUT WHICH
ONE **IS** IT?



Building People Capability – White Collar



Building People Capability – Blue Collar



**“what gets measured, gets improved.
What doesn’t get measured, does not exist!!”**

Measuring Transformation



What Should be Measured?



Deployment OTIF

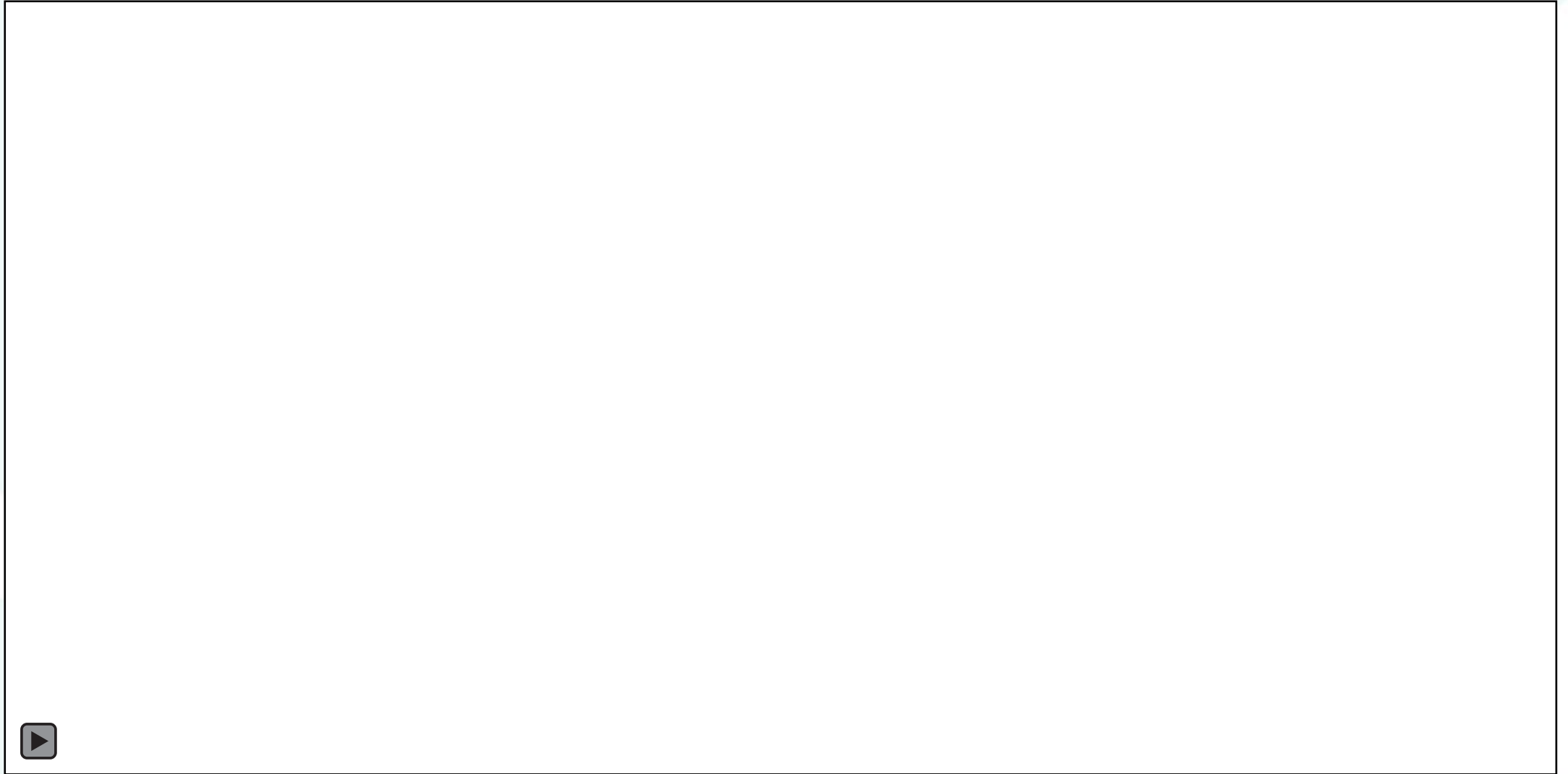
Adoption

Value Creation

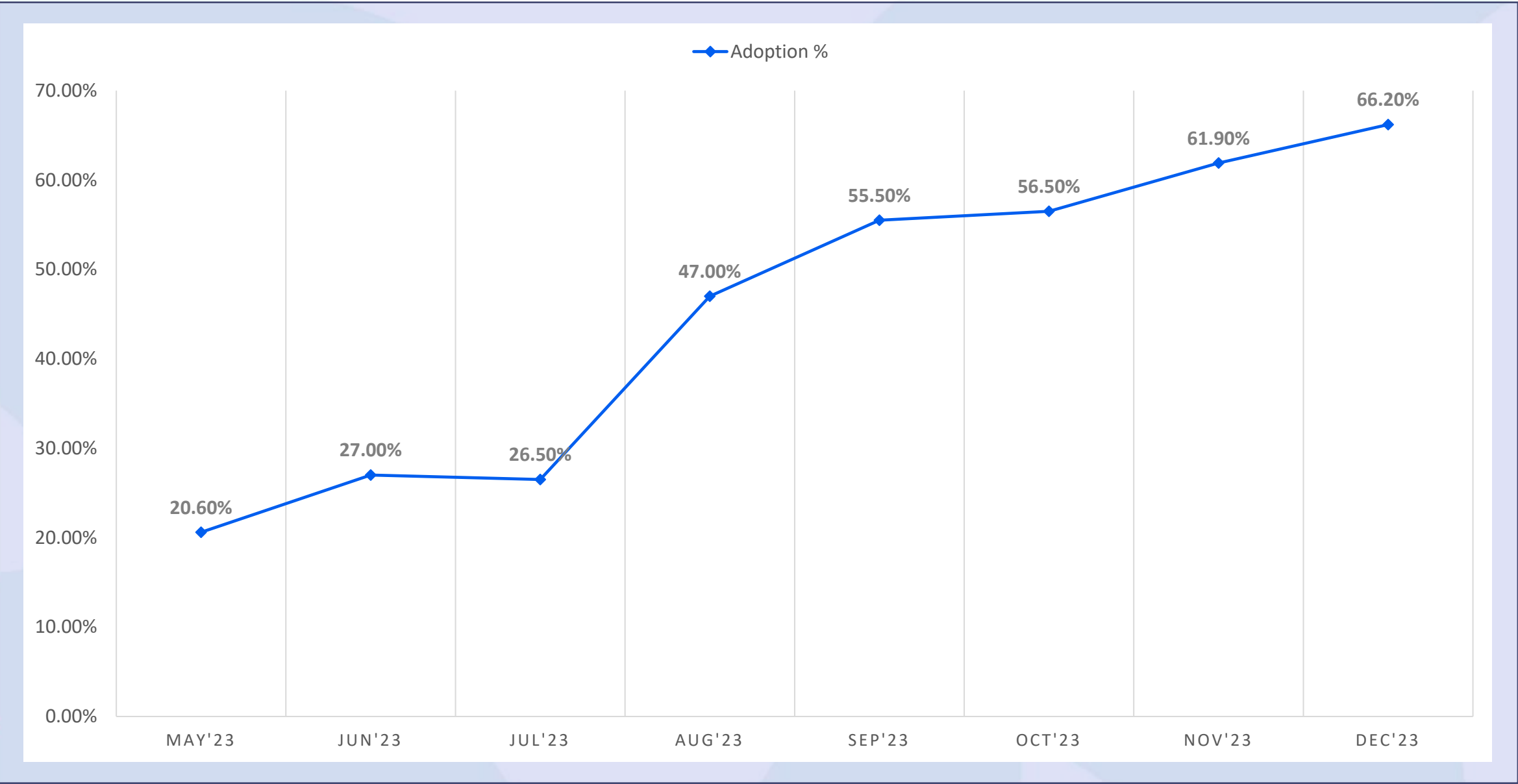
People Upskilling

DIGITAL TRANSFORMATION INDEX

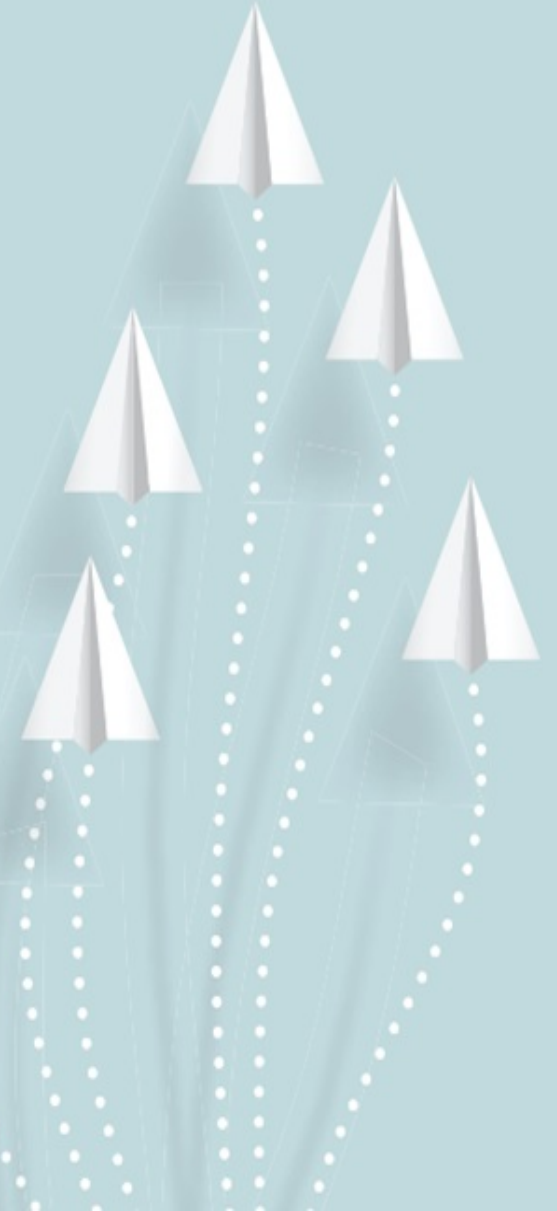
Measuring Transformation - DTI



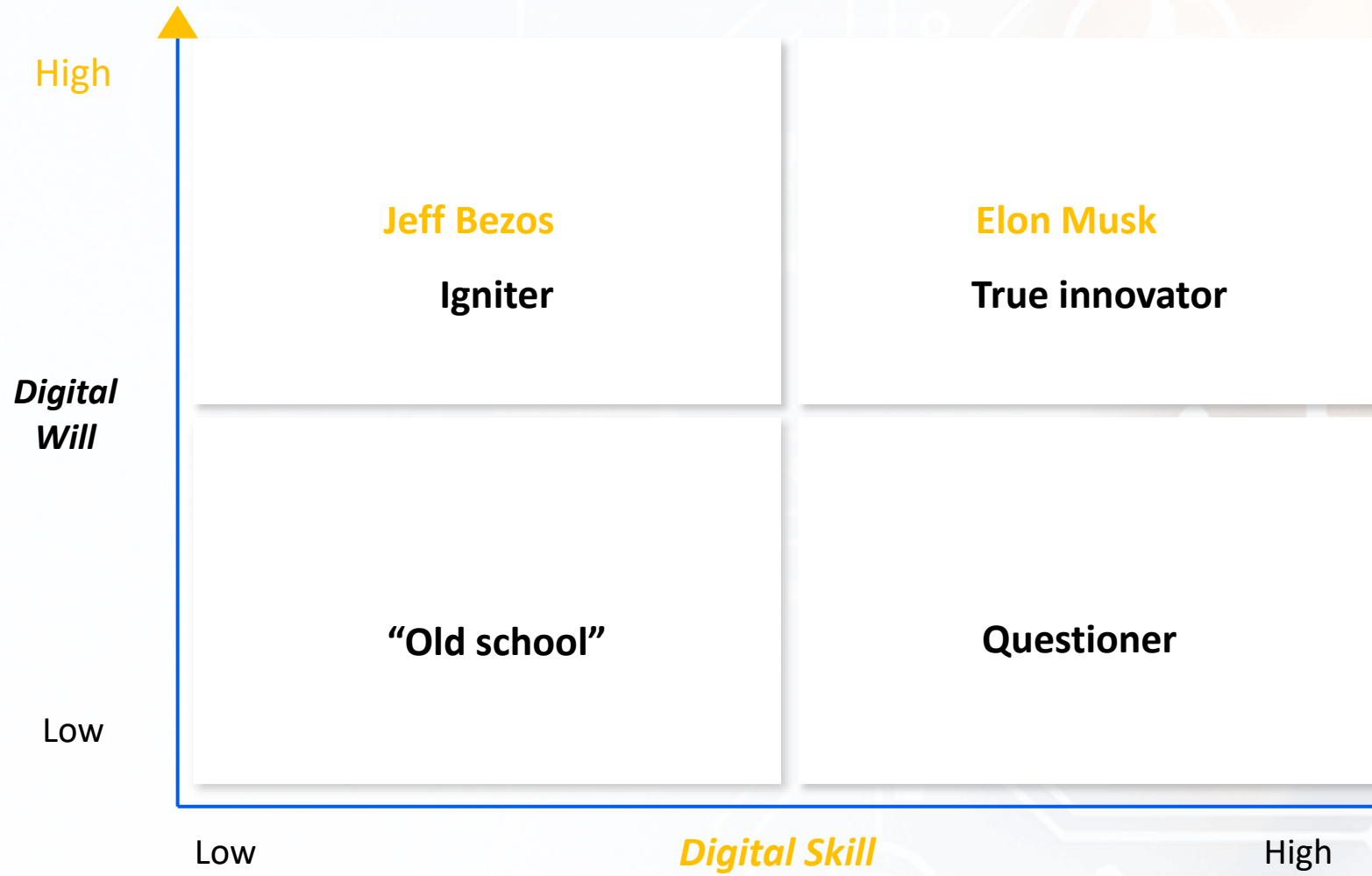
Measuring Transformation – 2023 ADOPTION



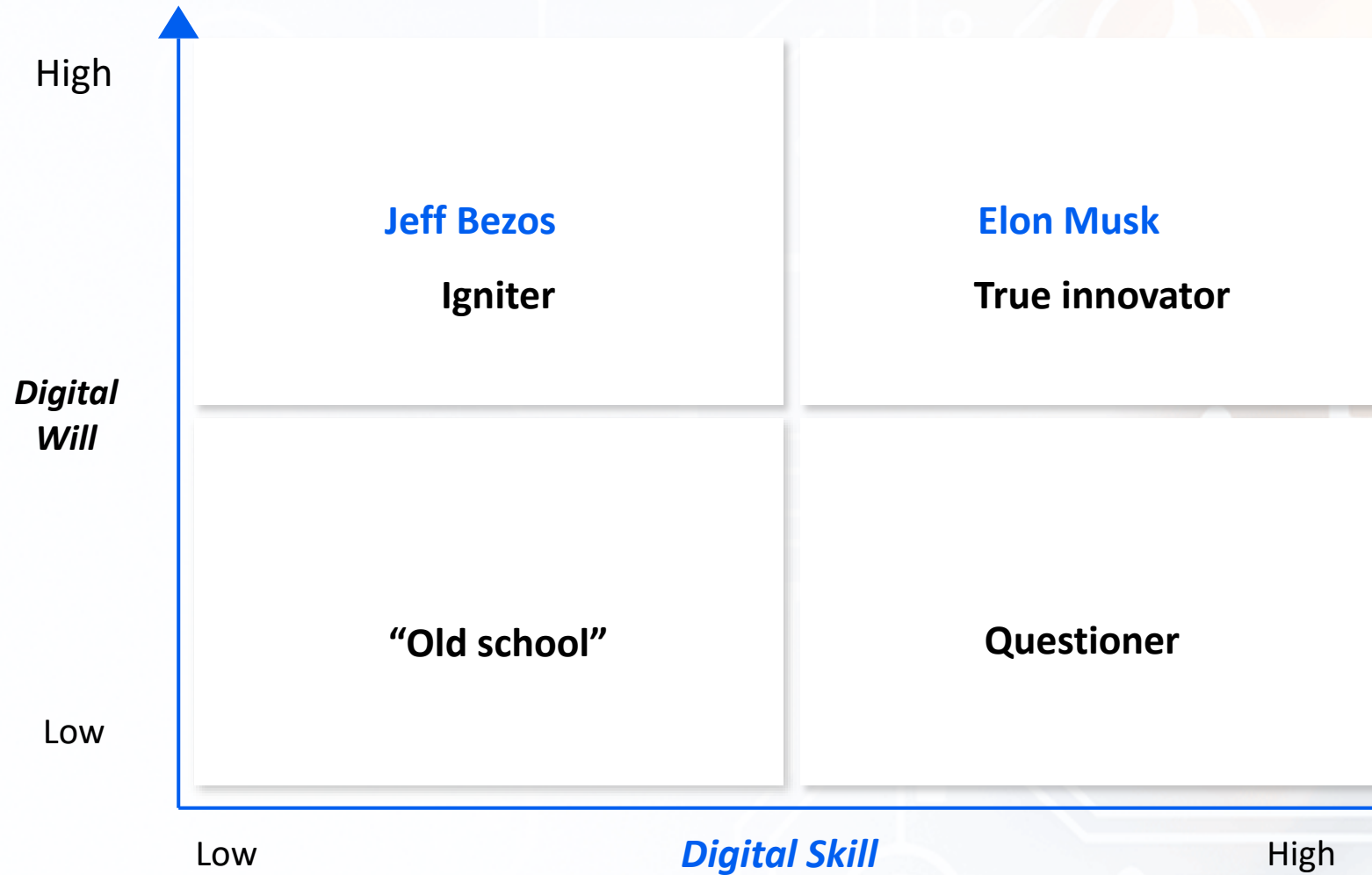
My Attitude and Role Modelling Digital Transformation



Digital Skill Will



Digital Skill Will Workbook Page 5



Activity

1. Where are you?
2. Where are your people?
3. Where would you like your people to be?
4. How can you increase Digital Skill & Digital Will?

Increase Digital Skill & Will: Magic Drivers

1. **Change your media diet**
2. Ask early “How can Digital help?”
3. Look for the right* talent
4. Tolerate good mistakes
5. Coach your people
6. Be an early adopter
7. Study what they serve you



1. Change your media diet

Agility

We are curious, courageous
and adaptable to change

- Seek out new events and new trends – not necessarily within your industry or country, paying particular attention to those other than your own.
- Identify significant event(s) that will change competition, customers, or impact on a Nation or industry.

FT.com
FINANCIAL TIMES

The
Economist

**Bloomberg
Businessweek**

Make it regime, just like a food diet.

2. Ask early “How can Digital help?”

Purposeful Impact

We care deeply about delivering positive impact for business, people and planet

- **In your team briefings, periodically talk about change and where digital could help us change**
 - **What changed?**
 - **How do we take advantage**
- **The more often you practice, the more acute your observations.**
- **We need to crystalize our view of the world and how it is changing**

3 & 4 Tolerate Good Mistakes and Coach your People

Talent Catalyst

We inspire people to grow,
with support and honesty

- **Remember psychological safety and tolerance to risk and change**
- **Learn from mistakes and encourage your team to try new things**
- **Remember skill / will – focus on mastery and motivation. Support the team and individuals through their development.**

Understanding Digital – Role Modelling the Digital Mindset Activity Workbook Page 6

Passion for High Performance

We are hungry to win together, prioritise ruthlessly and own the outcome

In groups

What opportunities presently exist for using different technology in your area?

Which one should you prioritise?

How can the “ Magic Drivers” assist you in deploying the new technology?

“IT IS NOT THE STRONGEST OF THE SPECIES THAT SURVIVES, NOR THE MOST INTELLIGENT. IT IS THE ONE THAT IS THE MOST ADAPTABLE TO CHANGE!”

Charles Darwin



Digital Transformation for Unilever



Developing a positive digital mindset



Role modelling the digital mindset



COMMIT TO ACTION

STOP START CONTINUE

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing

Workbook Page 7

