

Leadership for Future Manufacturing

Module 8 Understanding Digital



12/08/2026



“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

STAY THREE → → →
STEPS AHEAD

DELIVER WITH ★
EXCELLENCE ↗ ↗

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?

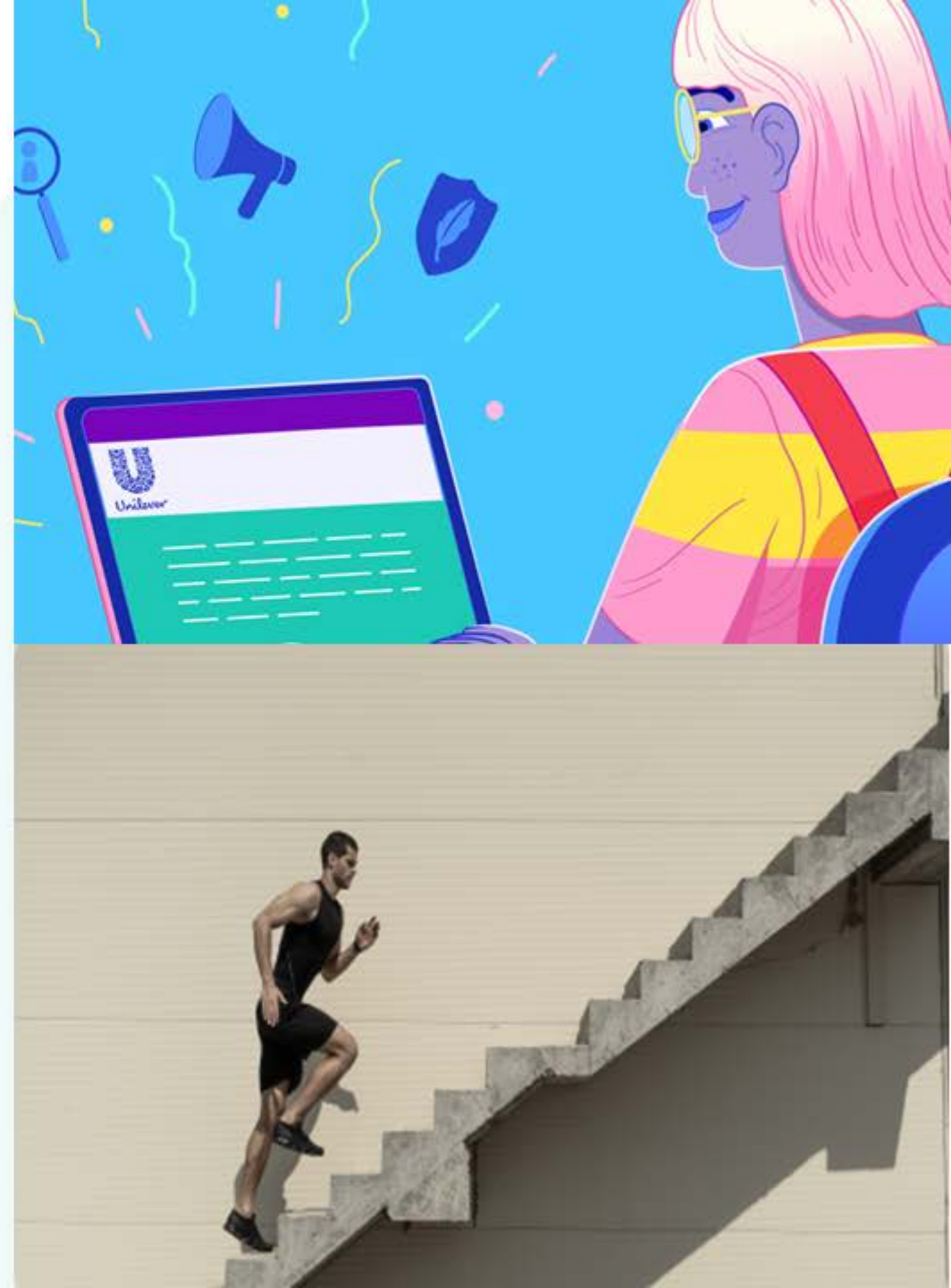
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Digital Foundation Themes for Debrief

1. **Real-Time Loss Capture:** Implementing systems that capture losses in real-time helps in identifying inefficiencies promptly, allowing for corrective actions and continuous improvement.
2. **Predictive Maintenance:** Adopting predictive maintenance techniques to foresee equipment failures and schedule timely maintenance, thereby minimizing disruptions.
3. **Zero harm:** Emphasizing safety through digital tools that monitor and ensure zero harm in our operations, fostering a safer working environment for all employees.
4. **Superior Product:** Leveraging digital technologies to maintain and enhance product quality, ensuring that our products meet the highest standards and consumer expectations.
5. **Gen AI based Knowledge Hubs:** Creating AI-driven knowledge hubs that facilitate information searching, sharing and decision-making, empowering managers with the insights.
6. **Sustainability Initiatives:** Leveraging digital technologies to track and reduce energy consumption, waste, and contributing to our sustainability goals.

The six themes not only emphasize operational efficiency and productivity but also empower managers and employees to make data-driven decisions, thereby fostering a culture of continuous improvement.



Digital Factory – available applications – Activity Debrief

NGTW

Get better waste visibility (RM/PM) with waste cost using NGTW.

Material Calloff

Provide right material to delivery at the right time to product lines.

DFOS

DFOS helps you capture data, identify losses and eliminate line inefficiencies.

Manufacturing HUB

Category focused visibility on manufacturing operations.

Build App

Digitize UMS process using Build App.

QA Matrix

Product quality
Defect data upload, visualization & Analysis.

SPC

Ensure product and process specification conformance with SPC.

Tag Mapper

We based online Tool to configure /setup your factory devices to get data to cloud. Manage / Update / Monitor existing devices.

MDCS

Easy data collection and reporting of OLE/MP, HR KPIs benchmarking across sites.

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.



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!

The Missing Element - Leadership & Capability Building

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

My Attitude to Digital Transformation



Digital Mindset – Barriers Exercise

In groups

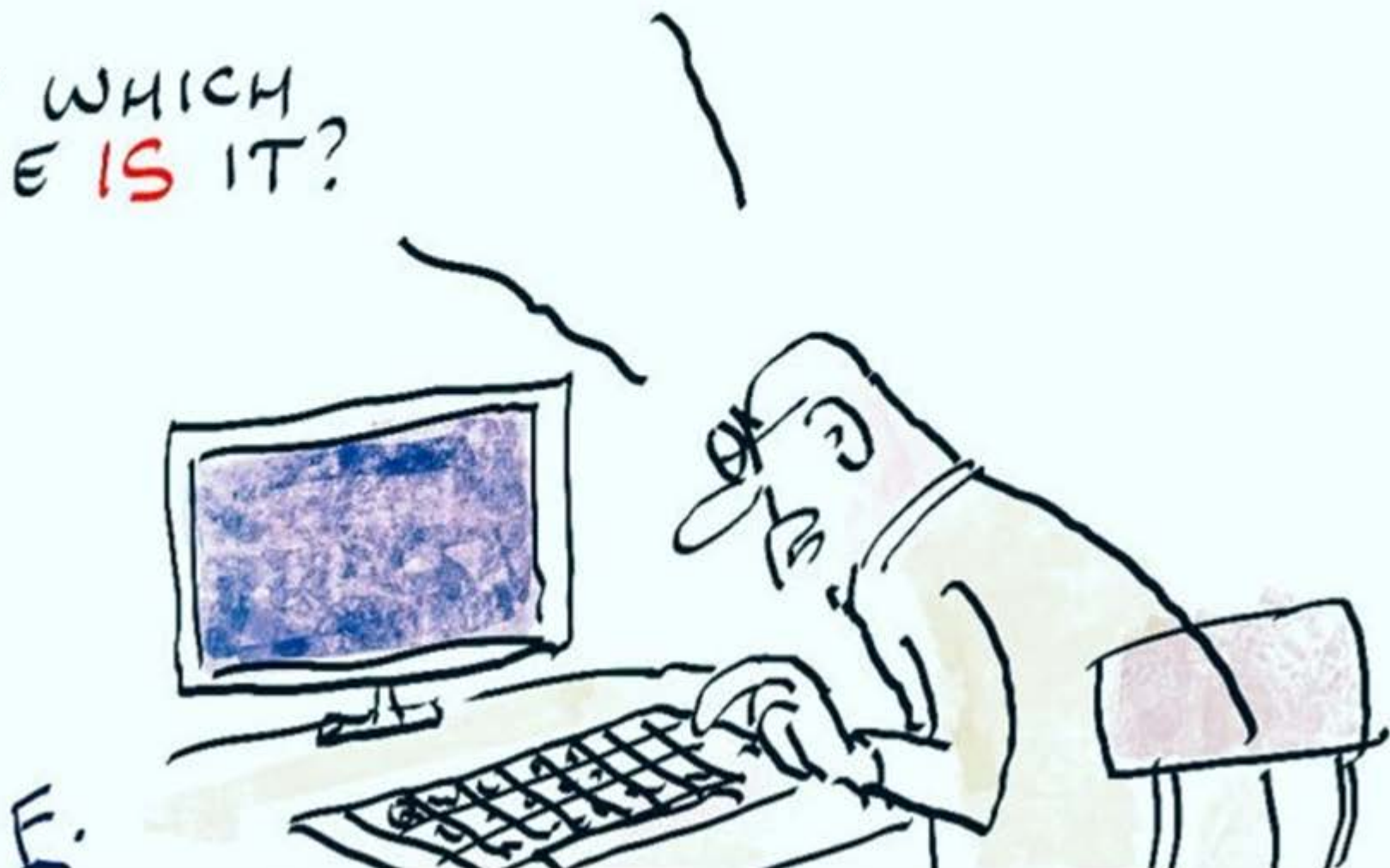
What are the challenges that adopting more digital /technology solutions in your processes could present to you and your team?

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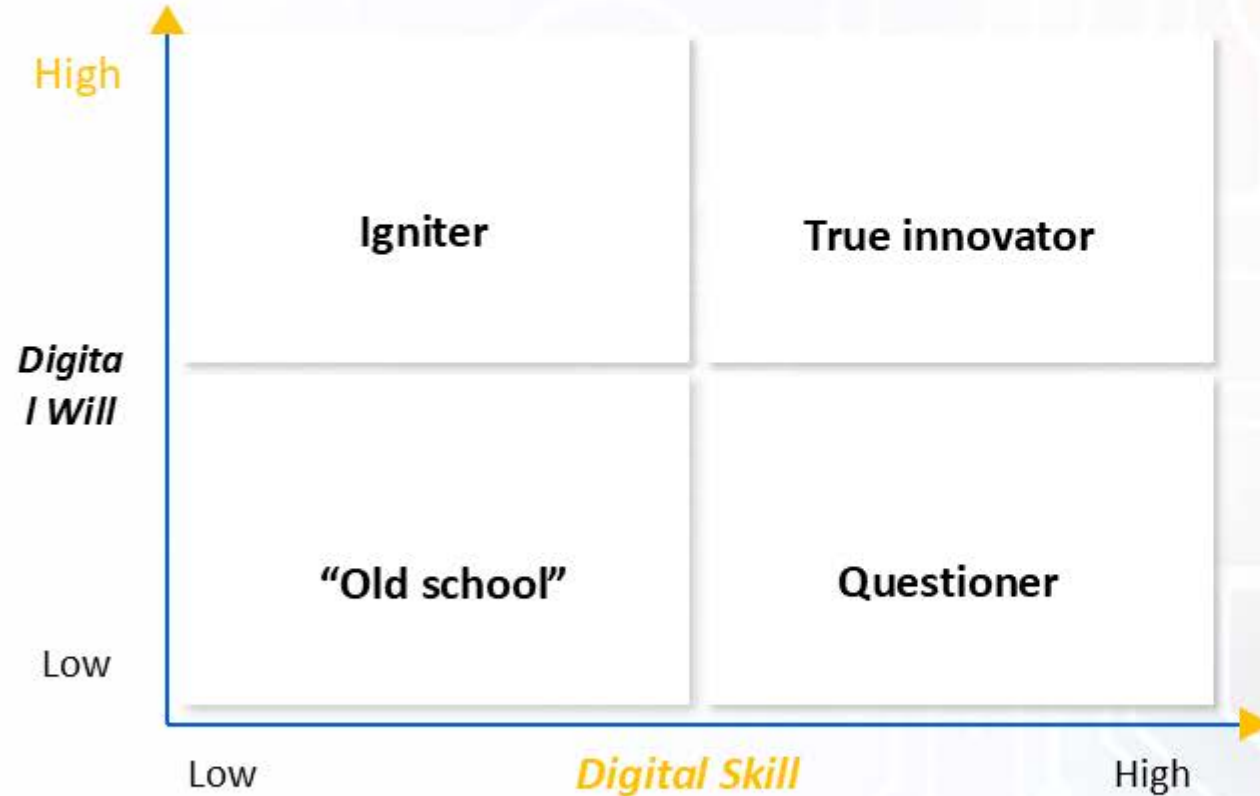


THEY SAID DIGITISATION
IS KEY...

BUT WHICH
ONE IS IT?



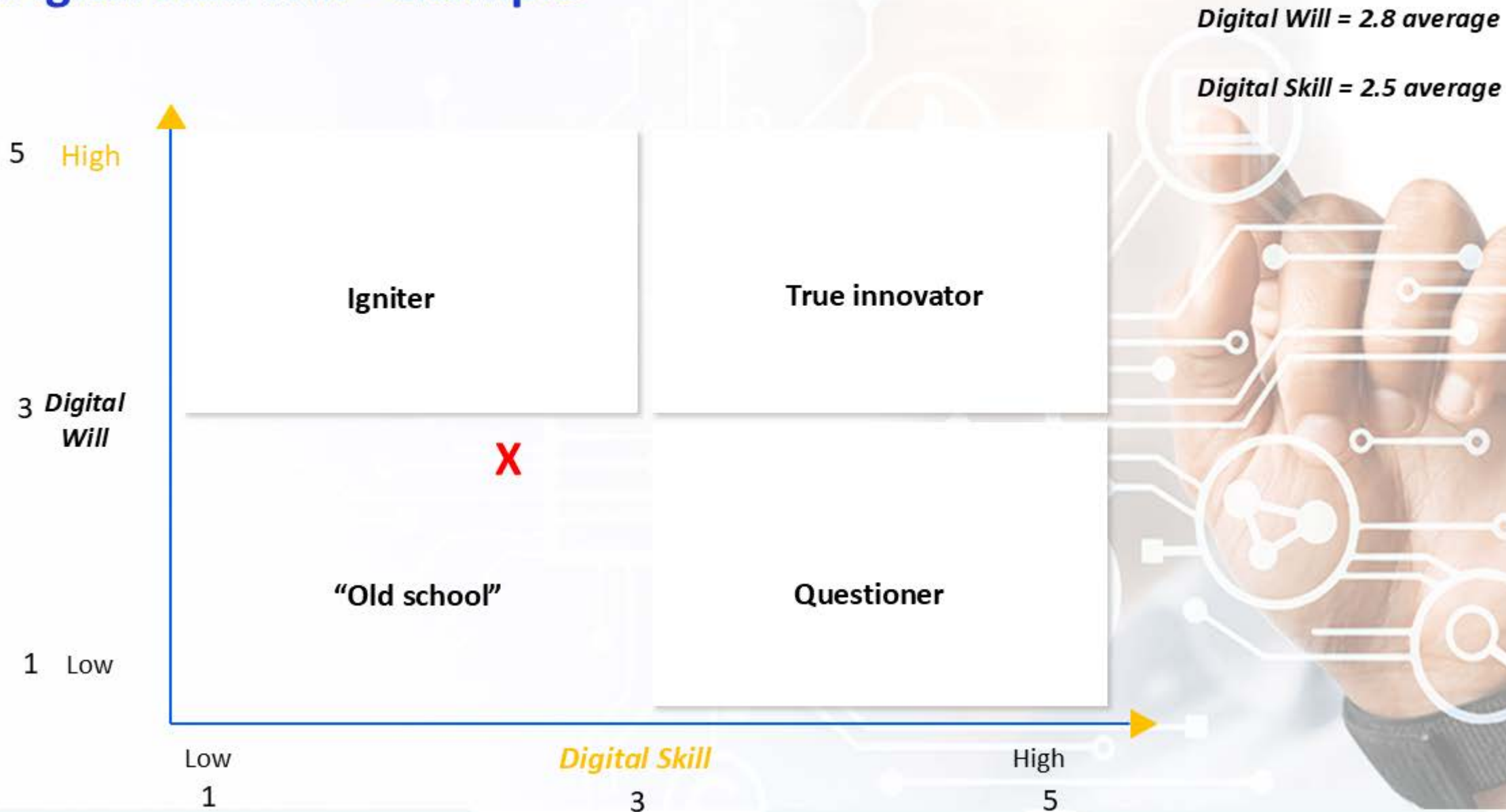
Digital Skill Will Workbook Page 5



Activity

1. Complete the short questionnaire to assess your digital skill / will
2. In your workbook – mark your position on the Digital Skill / Will Matrix
3. In your assigned groups – what are your next steps to develop your digital mindset, how do you take your team with you on that journey.
4. Capture action points to take into your daily routine

Digital Skill Will - Example



Role-modelling the digital mindset



Ask early “How can Digital help?”

DELIVER WITH EXCELLENCE



- 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



Tolerate Good Mistakes and Coach your People

**DELIVER WITH
EXCELLENCE** 

- 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

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**DELIVER WITH
EXCELLENCE** 

In groups

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

Which one should you prioritise?



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

