Building Marketing Capability
Simon Clift – Chief Marketing Officer

Safe harbour statement

This presentation may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance. Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Further details of potential risks and uncertainties affecting the Group are described in the Group’s filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including the Annual Report & Accounts on Form 20-F. These forward-looking statements speak only as of the date of this presentation.
One core competence

Superior branded selling propositions

Personal Care growing at 6% +
Global habits, global competitors

Development of Deo global model

- Regional Centres
- Global Network Established
- Starting to work together
- Cross-regional Projects
- Global Projects
- Full Global Working
- Global economies of excellence, speed & scale

Different global habits

Leveraging experience from Personal Care

☐ withered?
☐ wonderful?

campaignforrealbeauty.ca | Dove

MAGAZINE
Brilliantly differentiated

Axe Pulse goes where our target goes

NEW FRAGRANCE

Commission a TRACK

Release TRACK across Europe

TV PRINT DIGITAL POS

PR EVENTS
Family Goodness Brand Mission

“To nourish children to reach their full potential.”

Rama Idea!

Rama Idea! is the first margarine that contains important nutrients that support mental development!

Product:
- Low fat (39%) spread
- Rich source of selected brain nutrients (DHA, ALA, B-vits)

Packaging
- One design for the world
Universal insights

No te abandona
Nao te abandona
Ne vous laisse pas tomber
Lasst Dich nicht im stich
НИКОГДА НЕ ПОДВЕДЕТ
Nigdy cię nie zawiedzie
Setia Setiap Saat
ΔΕΝ ΘΑ ΣΈ ΕΓΚΑΤΑΛΗΨΕΙ

Rexona
It won’t let you down

Setia Sepanjang Hari

Japan Gets the Axe Effect 2007

ΔΕΝ ΘΑ ΣΈ ΕΓΚΑΤΑΛΗΨΕΙ
The Global / Local challenge

judging the balance

Global

Local

global brand = global bland?

Domestos – from Europe to India

Europe

India

Sprayer Slayer

Millions of germs will die.
INTEGRATED BRAND COMMUNICATION
Unilever’s 360 degree marketing programme

• INTEGRATED around a single idea
• Exploitation of ALL touch points
• Encompasses ALL touch points, to meet OBJECTIVES
• Planned in TALKABILITY

ICBC: Television is no longer enough
eg Sunsilk Malaysia

45” opening followed by solution to last week’s dilemma
5 minute episode
30” Predicament with SMS call-to-action segment
30” SunSilk spot
30” station spot
10” closing bumper

‘Illyana’s Dreams’
A prime-time TV drama featuring Sunsilk character ‘Illyana’

SMS competition: What should Illyana do?

UNILEVER INTEGRATED BRAND COMMUNICATION
ILLYANA ON MOBILE

1. SMS Contest
2. Mobile Downloads
3. Illyana’s diary on SMS
4. Illyana’s Wap Site

RM0.50/SMS. Yana stl terlkor Kak Ju yg keja kg kat kafe.YG plg rindu - nasi lemak! Gembira sgt blk KL. I’m hm at last! Siapa nak belikan sy nasi lemak?!

ILLYANA ON-LINE

UNILEVER INTEGRATED BRAND COMMUNICATION
July 6th, 2006

Lama Yana X update blog. Tulah, bila kat Aust sbuk sgt, pegi sini sana. Tiap2 hari ada benda nak buat. Shopping mmg best! got sumthin 4 evry1.. Harap2 mrk sk. Tp klau dorang x suka, Yana bole simpan je. Tinggal sama mama lain rasanya.. mmg seronok klau hol, tp it's nt hme! Yana slalu terfikir Kak Ju yg keje srg kat kafe. Yana rindu Kak Ju & Kak Faz & …Fasha… & …Yg paling Yana rindu…nasi lemak…cari2 pun x dpt…x kan nk mkn vegemite tiap pagi! Yana gembira sgt balik KL….I'm home at last! Siapa nak belikan saya nasi lemak?!
Measurable Marketing Objectives:
Sunsilk strengthens leadership in shampoo to 24%

Measurable Marketing Objectives:
Sunsilk becomes No 1 in Conditioner
...as half the world don’t yet use a deo.

e.g. Asia is half the world’s population

But only 7 out of 100 Asians use Deos

3B Non-users

1.500 bn Euro OPPORTUNITY!

It’s our market to grow ...

Russia Deodorant Market from 1999

€ mio 10 25 105 139 148 164 168
POND’S Age Miracle™

Unilever’s first global masstige innovation

It’s time to believe in miracles

Launched in:
*China  Sep’06
*Thailand Oct ‘06
*Philipines  Nov ’06
*Indonesia  Nov ’06
*India  Dec ’06
*Vietnam  Jan ’07
*Taiwan  Jan ’07

with leading edge formulation
has breakthrough CLA anti-aging technology

“As age spots and wrinkles are
reduced in just 7 days”
Rama/Blueband Idea!
Launched in 14 countries in 5 months

Knorr fast roll-out

CUBITOS
From Latin America to a fast coordinated rollout throughout CEE and Africa (harmonised mix)

WET SOUPS (DOY PACK)
From the Netherlands to a fast coordinated rollout to Western Europe under Knorr (harmonised mix)
Marketing ROI

Source of Volume by Business Driver

- Detailing
- Samples
- Online
- Meetings
- Events
- DTC
- Long Term
- Brand Equity
- Growth
- Base
- Competitor
- Advertising

Marketing ROI:
Measuring Effectiveness of Advertising Content

Ad Profile

(Illustrative Example)

Efficiency at getting the brand’s message across
Effectiveness of message
Whether on strategy

Enjoyment
Engagement
Branding
Perceived Understanding
Relevance
Persuasion
Brand Appeal
Brand Difference
Main Point
Marketing ROI: Example of Brand Quarterly Tracker

GMI-1 Internal Fin. Data
AC Nielsen / World Panel
Millward Brown
AC Nielsen / IRI / GMI-1
Millward Brown
CARAT
Econometric Modeling Process

Data Collection
Build models that show how individual marketing and other drivers impacted sales
Run optimizers for ROI maximizing budget allocation

Establish historical marketing sales response curves
Report historical ROI

ROI of A&P spend: Summary

Input Metrics
- Content Development
  - Qualitative Research
  - Preview Adprofile
- Innovation Quality
  - Concept Product Tests
  - Simulated Test Markets
- Media Planning
  - Advertising Investment Measure (AIM)
  - Marketing Activity Costing (MAC)
  - Minimum Investment Level (MIL)
  - Mindshare Industry Metrics
  - Accenture Benchmarks

Output Metrics
- Dynamic Tracking
  - Brand Image metrics with attribution of source

Operational (ongoing)
- Market Mix Modelling
  - Disaggregation of mix effects

Launch
Loop back to development process
Marketing: an art as much as a science

infectious brand ideas