

# Why & where companies in Europe go global ?

*a Unilever perspective*

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Unilever Foods R&D

You may not know us.... but you know our brands

etc....

## Scale and Geographic Reach

"Our deep roots in local cultures and markets around the world give us our strong relationship with consumers and are the foundation of our future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers - a truly multi-local multinational."

2005 Turnover: €39.7 billion

Europe: €16.2 bn 41%

Asia/Africa: €10.3 bn 24%

The Americas: €13.2 bn 35%

Present in 150 countries around the world  
206,000 employees

## Unilever organisation

CEO Patrick Cescau

Regions	Categories	Functions
President Europe Kees van der Graaf	President Foods Vindi Banga	Finance Rudy Markham
President Americas John Rice	President HPC Ralph Kugler	HR Sandy Ogg
President Asia / Africa Harsh Manwani		

Accountable for:

- Market Operations
- Long term value creation
- Category and Brand strategy
- Brand development & innovation
- Functional Excellence
- Strategic support

## Global R&D organisation

**WHAT**

Programme Organisation

VP R&D Category

Programme Manager A, Programme Manager B

Project Leader Project 1-6

Project Team

Resource Manager

VP Region

**HOW**

Resources Organisation

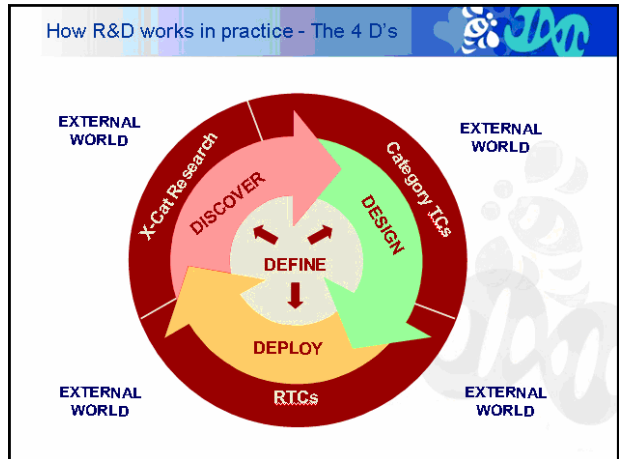
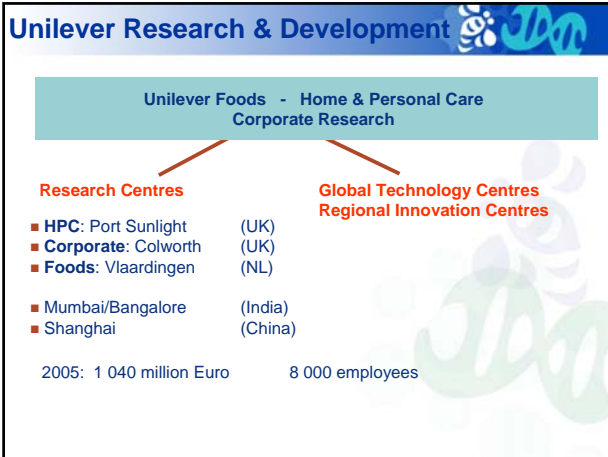
## Global Virtual Lab

Competencies

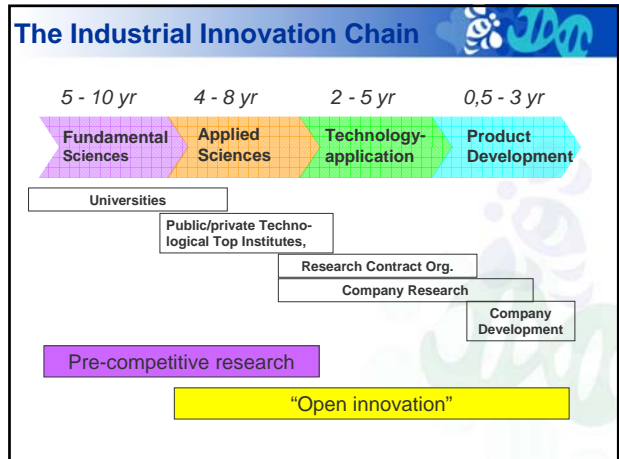
Projects

Human Resources

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- ### Industry needs vs role of governments
- Knowledge infrastructure
    - Education
    - Stimulation of research areas aligned with industry needs
      - support in high risk / large, long term knowledge investments
      - facilitation in partnering
  - Legal environment
    - IP
  - Social environment
    - human mobility



- ### Wageningen Centre for Food Sciences (WCFS)
- Alliance of Industry & Research Organisations to strengthen Dutch Food Industry through innovative technology
  - Leading Technological (virtual) Institute; founded 1997 120 fte's
  - Public-private investment: Industry-Academia-Government (30/20/50)
  - Participating Research Organisations
    - Nizo Food Research
    - TNO Nutrition
    - Wageningen University & Research Institute
    - Maastricht University
  - Participating Industries
    - CSM
    - DSM
    - Unilever
    - Netherlands Dairy Industry
    - Avebe (till 2008)
    - Cosun (till 2008)
    - Sovion (from 2007)

- ### Technological Top Institute model
- The industrial partners primarily provide market-oriented steering of the research programs.
  - The four participating research institutes contribute solid knowledge and experience in the areas of nutrition and food processing.
  - Government supplies budget for 4 years on basis of an overall business plan; further programming and execution is left to the partners
  - Projects are sizeable (ca 5 €million), good impact
  - Peer-review plays important role in assessment of quality and project delivery
  - Expansion into Europe is being undertaken



**Yes, the ETP Food for Life will**

- **Drive European competitiveness** based on the F&D sector sheer size and the transition foreseen to high value-added product portfolio (incl. services) according to consumer needs with a major impact on **well-being and welfare**
- **Impact positively on Community policies** (research integration, increased R&D expenditure, greater involvement of SMEs)
- **Boost research performance** to effect the transition to high added-value products
- **Sustain career-development** in food R&D in Europe and promote entrepreneurial activity
- **Prevent fragmentation** by creating a shared Common Vision and managing an effective Implementation Plan for a Strategic Research Agenda

**European programs**

European Technology Platform is an excellent concept, yet...

- Better alignment of European Framework program with European Technology Platforms is highly desirable
- Extension of TTI model for public/private partnerships should be pursued
  - empowerment of partners
  - building of knowledge infrastructure
  - reduction of bureaucracy

