

# ***HR Transformation***

## ***The Unilever Company***



***MRH Congress „Tuning HR“***

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# Agenda



1. The Unilever Company
2. HR Transformation
3. HR Outsourcing
4. Challenges



# The Unilever Company



# Our locations worldwide

150 million times a day, in 150 countries, people use our products at key moments of their day





## Profile

- Consumer goods company manufacturing leading brands that add vitality to life
- 174 000 employees at the end of 2008
- A truly multi-local multinational - deep roots in local cultures and markets
- 2008 result: Turnover € 41 billion



# Major global brands



13 „€ 1 billion brands”



Rexona



LUX

SUNSILK



Surf

Top 25 brands = 70% of Unilever sales



# Our Mission

A woman with dark, curly hair, wearing a blue denim jacket, is smiling and holding a large blue rectangular sign. The sign contains white text. The background is a light, neutral color.

Unilever's mission is to add  
Vitality to life. We meet everyday  
needs for nutrition, hygiene and  
personal care with brands that  
help people feel good, look good  
and get more out of life.



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**TOGETHER**

**GROWING  
GREAT  
BUSINESS**

**UNDERSTANDING UNILEVER'S HR TRANSFORMATION**



- Unilever Executive decided to implement HR Transformation
  - Integral part of the **One Unilever** programme to make Unilever simpler, globally aligned and more effective
- We transformed HR to help make **Unilever fit to compete** by:
  - Worldwide standardized and faster processes suited for faster reactions
  - Leaner, more effective organization, able to deliver products to market quicker
  - High HR data quality to serve as the fundament for spot on business decisions
  - Cost management, cost reduction

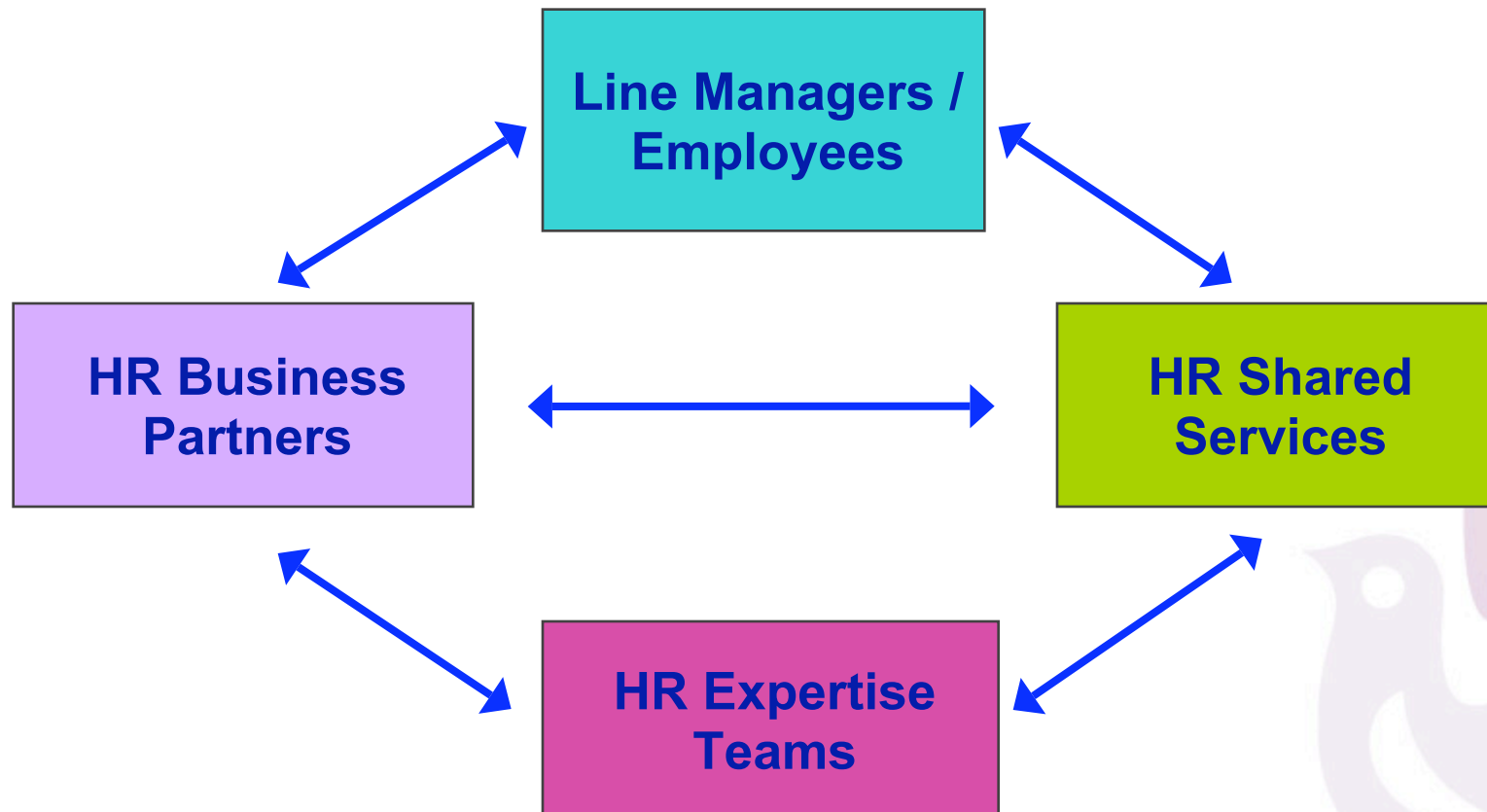


# **HR Operating framework**

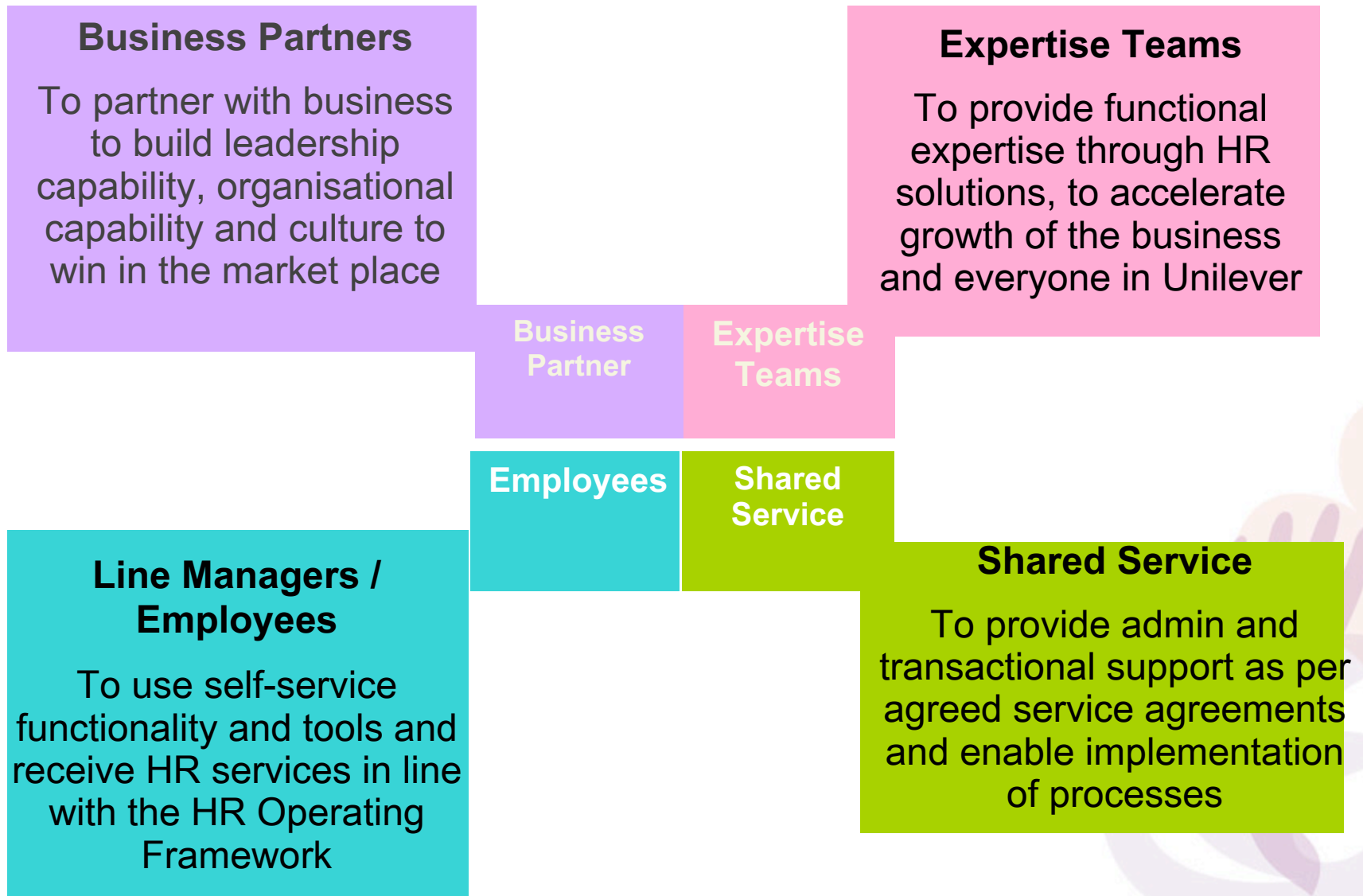


The HR Operating framework allows to simplify and align the way HR activities are delivered globally.

In the past we had HR Generalists. Now we have specialised roles: HR Business Partners, HR Expertise Teams and HR Shared Services.

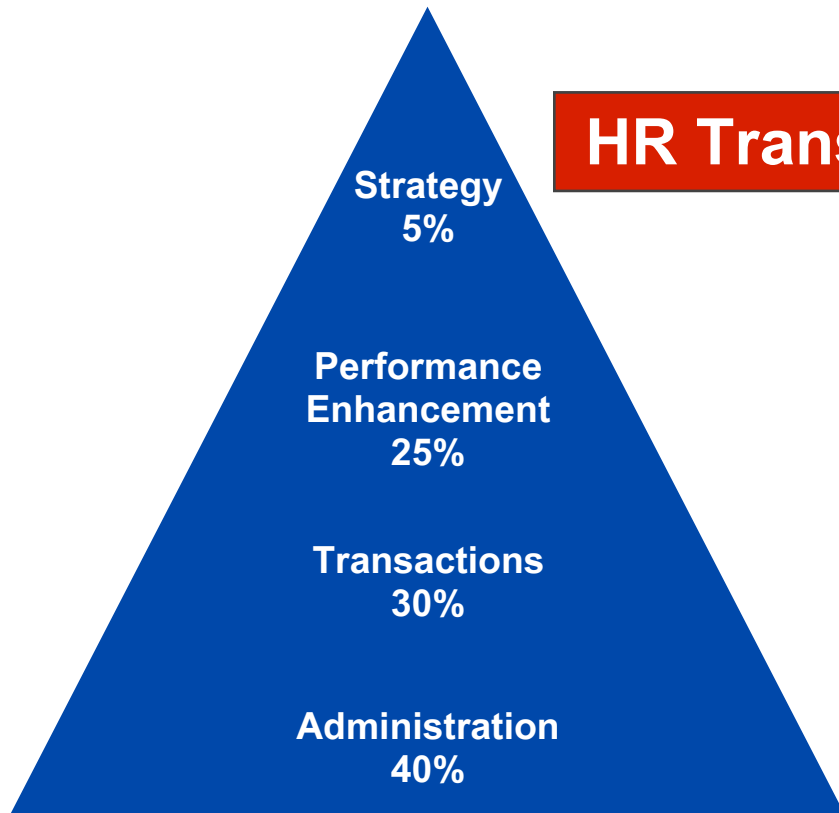


# **Roles in the HR Operating framework**



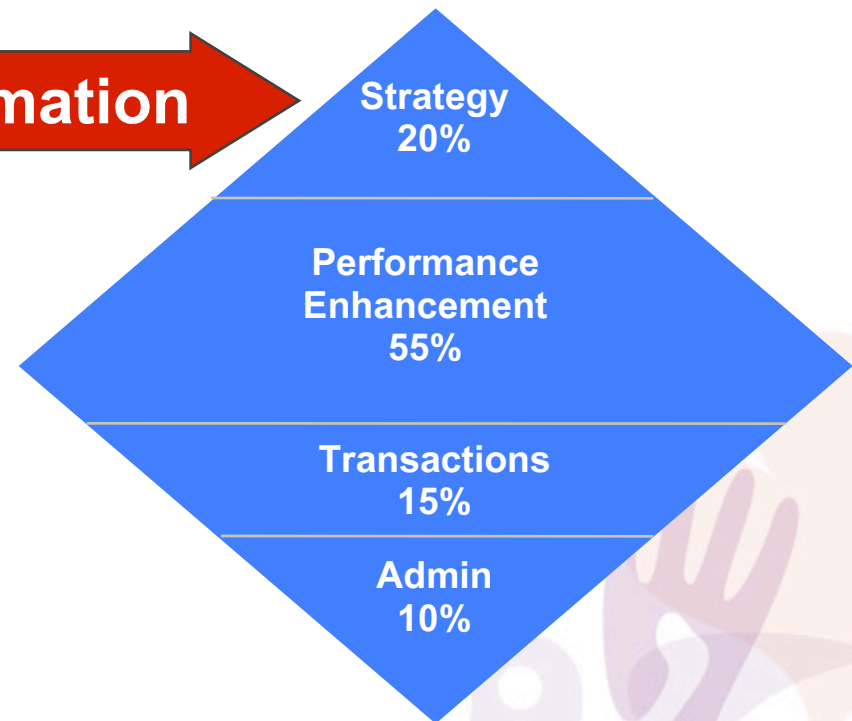


HR as it was



**HR Transformation**

HR as it is now



**HR vision:**

**“To be leaders in how people drive business performance”**

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# Outsourcing scope



- One global Service Provider for Unilever worldwide
- Local Delivery Centers in each country/cluster  
Regional Delivery Centers for different regions e.g. Prague, Bucharest, Bangalore
- New roles in the area of HR:
  - HR Business Partners
  - HR Expertise Teams
- New responsibilities for line managers and employees
- And all these changes took place mainly simultaneously



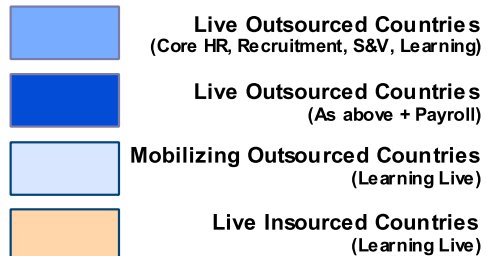
- Payroll
- Suppliers & Vendors
- Insourced Service

**Live Outsourced Countries**  
(HR, Recruitment, S&V, Learning)

**Live Outsourced Countries**  
(As above + Payroll)

**Utilizing Outsourced Countries**  
(Learning Live)

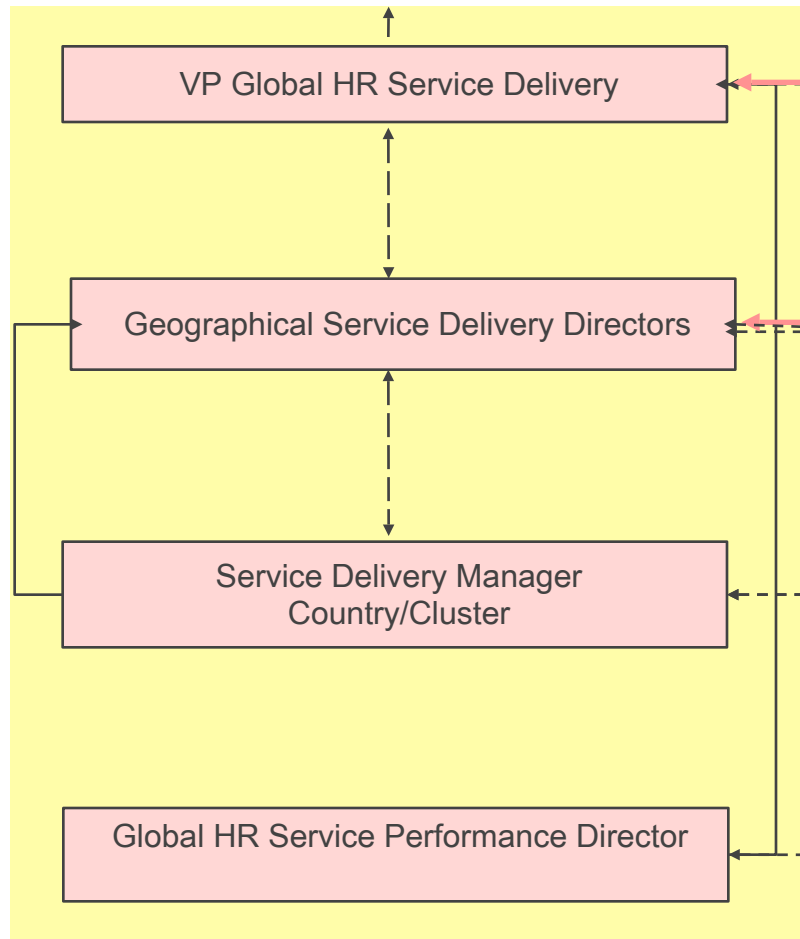
**Live Insourced Countries**  
(Learning Live)



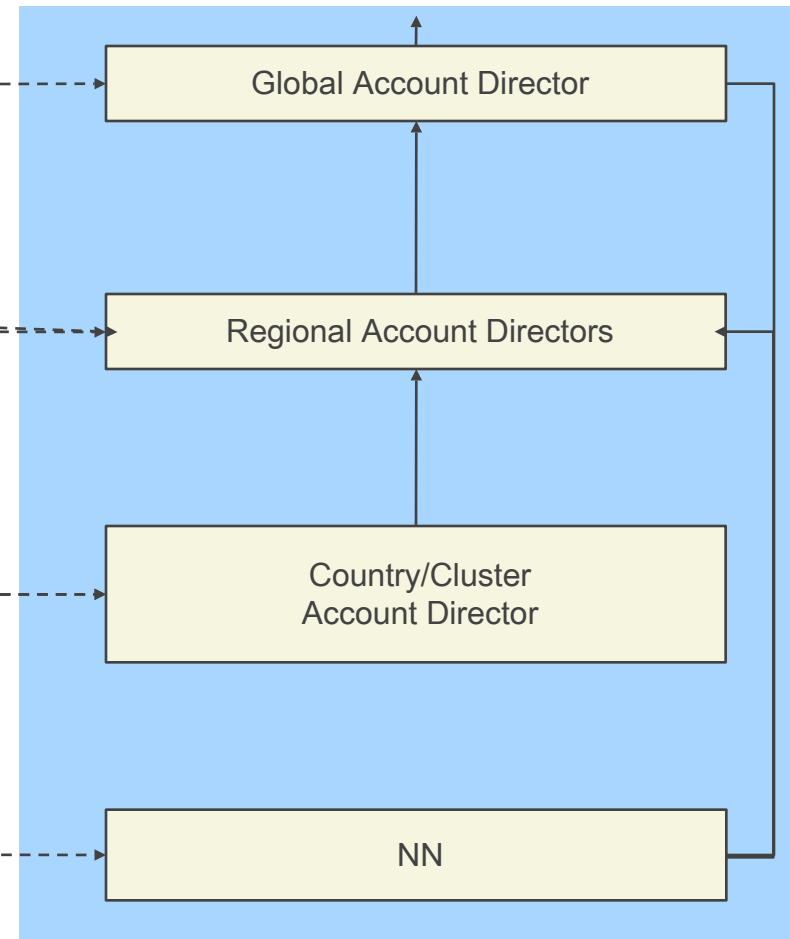
# Service Relationship Model: Service Mgmt roles fit with HR leadership



## Unilever



## Accenture 'Unilever Team'



**Practitioner of the Year Award 2006 for  
Unilever**

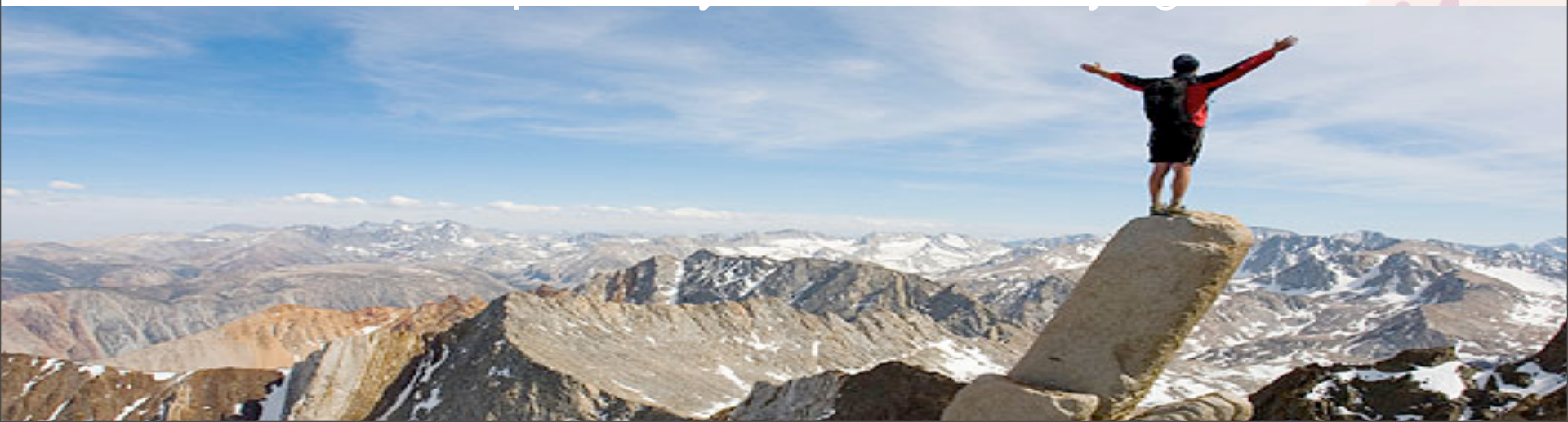
**awarded by HR Outsourcing Association**



# Actual status



- Business Case has been delivered
- Stakeholders commitment demonstrated through Business Adoption project
- Streamlined processes and efficient systems, supported by continuous improvement efforts
- Green results of service delivery
- Cooperation with provider significantly improved



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# Challenges of the HRT project



- Fully realistic business case
- Strong and sustainable stakeholder commitment
- Business adoption to new ways of working
- Efficient and easy to handle processes and systems
- Sustainable full delivery by the provider
- Trustful cooperation between customer and provider
- New role of HR Business Partner / new career path
- Operational challenges (keeping the deadlines, etc.)





**... the sails are  
catching the wind  
and off we go!**



**Thank you**

