



Unilever Case Study

Packaging Innovation
Excellence

SCOPE

Develop a Packaging Excellence Programme to support the challenge of raising capabilities for Bigger, Better and Faster Packaging Innovation projects.



BACKGROUND

Henkan has been supporting the improvement of packaging innovation capability through a series of initiatives since 2010, initially supporting the “Great Work” Programme. At this time, we kept developing the overall strategy and facilitating the agenda through a nominated specialist team. In conjunction with this, a series of assessments and “How to...” Manuals were created to ensure the transfer of capability to the Packaging teams.

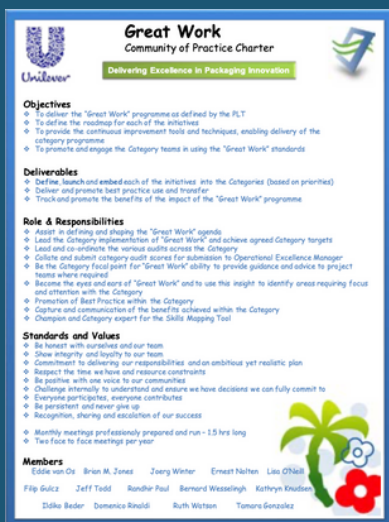
This programme was further influenced by creating a case study to show the business case and publicise it across the Unilever business, gaining further commitment. The culmination of these support activities was that the capabilities across the development centres were growing. In effect, the floor was raised to a standard where the mission was being realised.

The next challenge was to maximise the potential and raise the ceiling of capability, leveraging the know-how and technological advancements. Henkan were then commissioned to work with Unilever Global Packaging to develop an elite programme of packaging excellence.

APPROACH

There were two critical elements to the programme: to collate and, in some cases, develop a reference of know-how for best practice capability application. It ultimately built a series of handbooks to be sourced as the reference guide for future designed activities.

The capability areas were defined in line with the 1 Unilever Packaging Process. The second element was to design and deliver a practical training programme based on the capability content to be run globally to support the progression of the Global Packaging Development community. The programme would be designed in conjunction with the Unilever CI Project Manager.



Reference Guides

The Handbooks were developed in conjunction with the nominated experts in the techniques in Unilever and produced against the background of best practice project application ensuring the correct balance of theory to underpin the technique and practical reference to assure understanding and relevance of the content.

- ▶ Ultimately the content was collated in a series of handbooks to be used as individual capability events and as the basis for the Packaging Excellence course.
- ▶ The Packaging Excellence Course was designed as a one-week event where delegates were taken on the journey of the development process from Brand Design through to Scale-Up and Validation Capability.

As an immersion course, the delegates would also develop their Leadership and team working capabilities to deliver a credible innovation-proven concept at the end of the week. As a programme, the delegates would return to their work and project environment to put into further practice their learning and deeper understanding of the subject matter.

A significant influence of the course and the overall programme was understanding how working on projects had to take a more holistic and inclusive approach. The first event has been run in conjunction with capital investments in capabilities across the business.

RESULTS

3.8:1

Return on Investment
(ROI)

↓ 36%

Reduction in Lead Time,
resulting **savings** of over
£1 Million

↓ 31%

Reduction in waste

Net promotion: Delegates were enthused by the experience. There were several requests to run the event in their Global centres, culminating in plans for further strategic events.

In addition, there has been an uplift in demand for specific modules that Categories have believed the value and gap exist for them.

