



Finding SMEs as Partners

Good things do come in small packages!



Ann Perry
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- Introduction to Unilever and R&D
- Open Innovation
 - Intro to OI
 - OI in Unilever
 - Importance of SMEs
- Identifying good SMEs
 - The challenge
 - Proposed solution
- Methodology and example
- Conclusions



Unilever – the Vitality Company!



Powerful Categories & Brands



Foods

Savoury & Dressings

Spreads

Weight Management

Tea

Ice Cream

Home and Personal Care

Skin

Deodorants

Laundry #1 in D&E

Daily Hair Care #1 in D&E

Household Care

Oral Care



World Number 1



World Number 2



Local Strength

Our 12 €1 billion brands



SUNSILK



Dove



Rexona

LUX



R&D in Unilever



Using world-class science and technology to deliver nutrition, hygiene and personal care through distinctive products that help people look good, feel good and get more out of life

Look Better

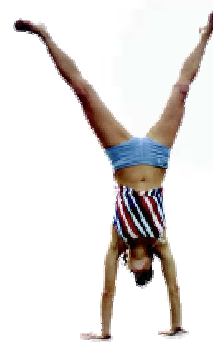
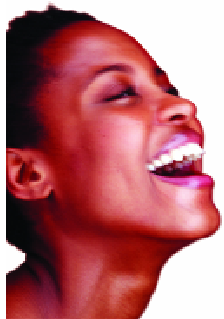
Be healthy for longer

Achieve more

Be free from health problems

Feel good daily

Give children a good start



Unilever R&D organisation



● Global and/or Regional sites

- 6000 employees
- 900 million Euros (2.2% turnover; 2007)
- 6 Global Research centres
- 15 Global Product Development centres
- Regional & country centres

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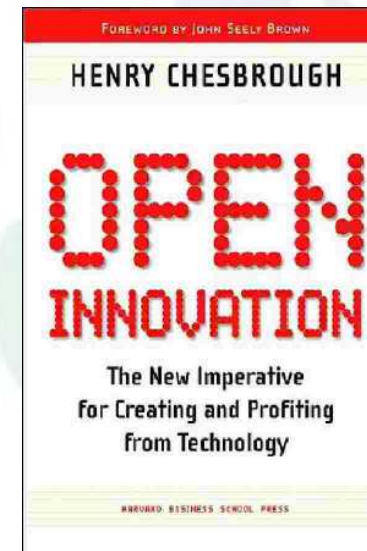
Why Open Innovation (OI)?



“The Open Innovation paradigm assumes that firms can and should use external as well as internal ideas, ...as they look to advance (their technology).”

Henry Chesbrough

Haas School of Business – Berkley California



Open Innovation in Unilever



We don't have a monopoly on new concepts or solutions.

That is why we are open for business on Open Innovation.

We want to collaborate with the best minds to make the differences that no single firm could make alone.

We would rather work with someone who has the answer today than hold out in the hope we can eventually come up with it ourselves tomorrow.

Patrick Cescau, Group Chief Executive, Unilever
6th World Conference on Detergents, Montreux
10 October 2006

eScouting as part of OI



STN[®]



STN[®]
ANAVIST[™]

aureka[®]
Search • Organize • Analyze • Collaborate

MINTeL gnpd



Dialog[®]
ProQuest



- One of a number of approaches used to identify potential new partners and/or opportunities
- We use a variety of sources, tools and techniques

Partners come...



...in all shapes and sizes

Why SMEs in particular?



- Growth in numbers (see Chesbrough)
 - Increasing share of R&D done in SMEs
- High Tech pioneers
 - Innovation led and therefore at the forefront of technology
- Specialised technology
 - Smaller enterprises can focus on specialisms
 - Can develop new agendas for larger firms

Likely a potent source of innovation

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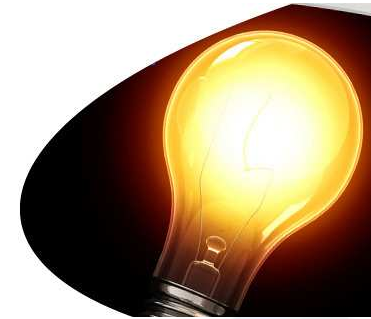
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- **Identifying good SMEs**
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What makes a “good” SME?



- Technical fit – “the idea”



plus

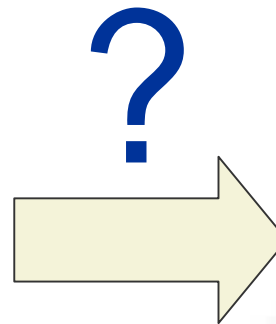
- Business fit – “commercially savvy”



What is the challenge?



- Can be hard to find – “small footprints”
- How do you identify the good ones?



The Information Challenge



- Sourcing appropriate data to begin with
- Data comes from a variety of sources
 - Structured and unstructured
- Dealing with large numbers of records



How do we bring it together and find the “shiny needles”?

What do we want to do?



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For help with your booking please call **0871 222 2298 (Call cost from 10p/min)** to book by phone.

Hotel List View | **Area map view** | **Hotel map view**

Show hotels in this area: Nice (and vicinity) (All areas) **Go** | **Hotel amenities and themes:** [Hide](#)

Choose amenities: [How do amenities work?](#)

<input type="checkbox"/> Courtesy breakfast (3)	<input type="checkbox"/> Swimming pool (59)
<input type="checkbox"/> Free parking (42)	<input type="checkbox"/> Restaurant in hotel (55)
<input type="checkbox"/> Hair dryer (107)	<input type="checkbox"/> Air conditioning (105)
<input type="checkbox"/> Spa services on site (4)	<input type="checkbox"/> High-speed Internet (36)

[See more](#)

Choose themes: [How do themes work?](#)

<input type="checkbox"/> Beach (3)	<input type="checkbox"/> Airport (4)
<input type="checkbox"/> Spa (3)	<input type="checkbox"/> Luxury (1)
<input type="checkbox"/> Family (1)	<input type="checkbox"/> Boutique (2)
<input type="checkbox"/> Aparthotel (3)	<input type="checkbox"/> Romantic (8)

[See more](#)

Select the amenities and themes you want, then click the **Search** button. **Search**

Page 1 of 7 [Previous](#) | [Next](#)

Sort by: **Expedia Recommends** Price Hotel Name City Hotel Class

More search options:
[Near an airport](#)

No nice tick boxes for companies!

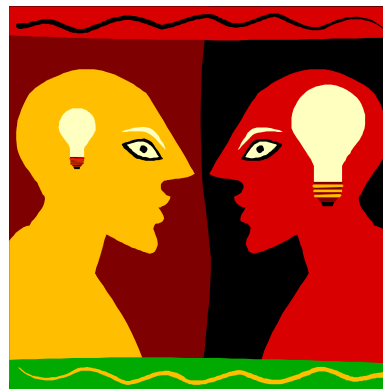
The Concept



Technical
information



Business
information



Can we identify
SMEs with both
technical and
business
footprints?

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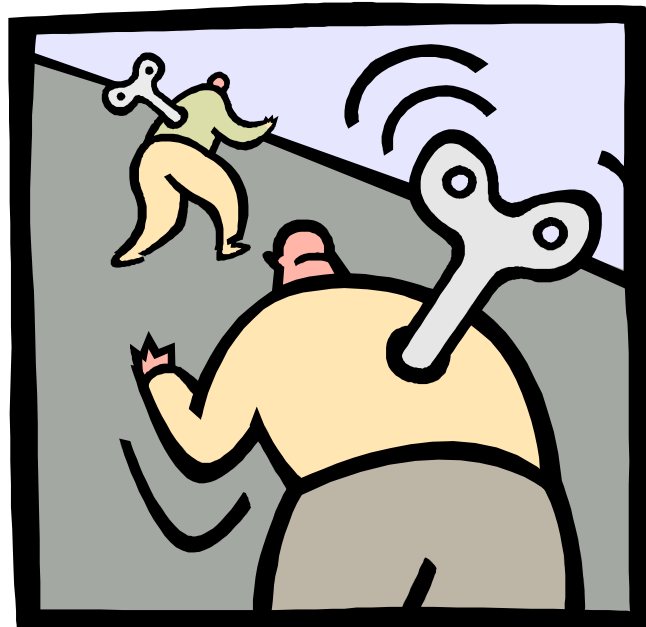
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One solution – Automate



- For this, you need:-
 - A tool which can handle data from a variety of sources
 - A unique identifier across all data sets
 - Method of comparing across data sets



One possible tool - VantagePoint



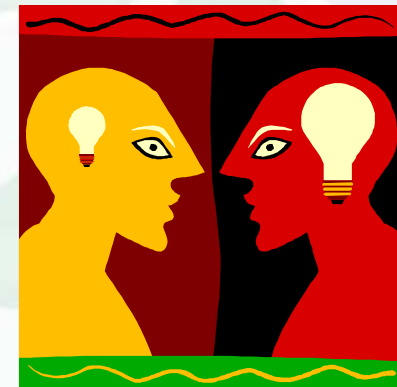
- Text Mining Software:-
 - Can identify patterns in large sets of Data
 - Can create lists of extracted terms (e.g. keywords, companies...)
 - Can correlate terms across datasets via “List Compare” function



VantagePoint Analysis



- Step 1 – Patent search
 - Create a list of the assignees
 - **The master list**
- Step 2 – Business search
 - Ideally from a variety of sources
 - Create a list of “phrases”
 - **Comparator list** - from ALL content
- Step 3 - Correlate the two lists
 - List compare function in VP
 - In effect a massive stepwise automated search
- Step 4 – Create final shortlist
 - For further analysis



Case – Hi-Tech Polymers



- Step 1 – Patent search

- >1000 records
- >1000 different Assignees!!



- Step 2 – Business search

- Also >1000 records
- Who knows how many companies!!

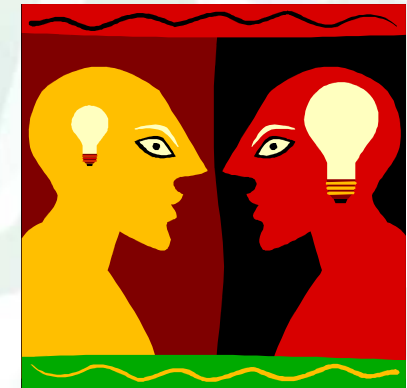


- Step 3 - Correlate the two lists

- Identify companies in both lists

- Step 4 – Final shortlist of 29 delivered

- Profiles prepared based on the original brief



14 were identified as of further interest

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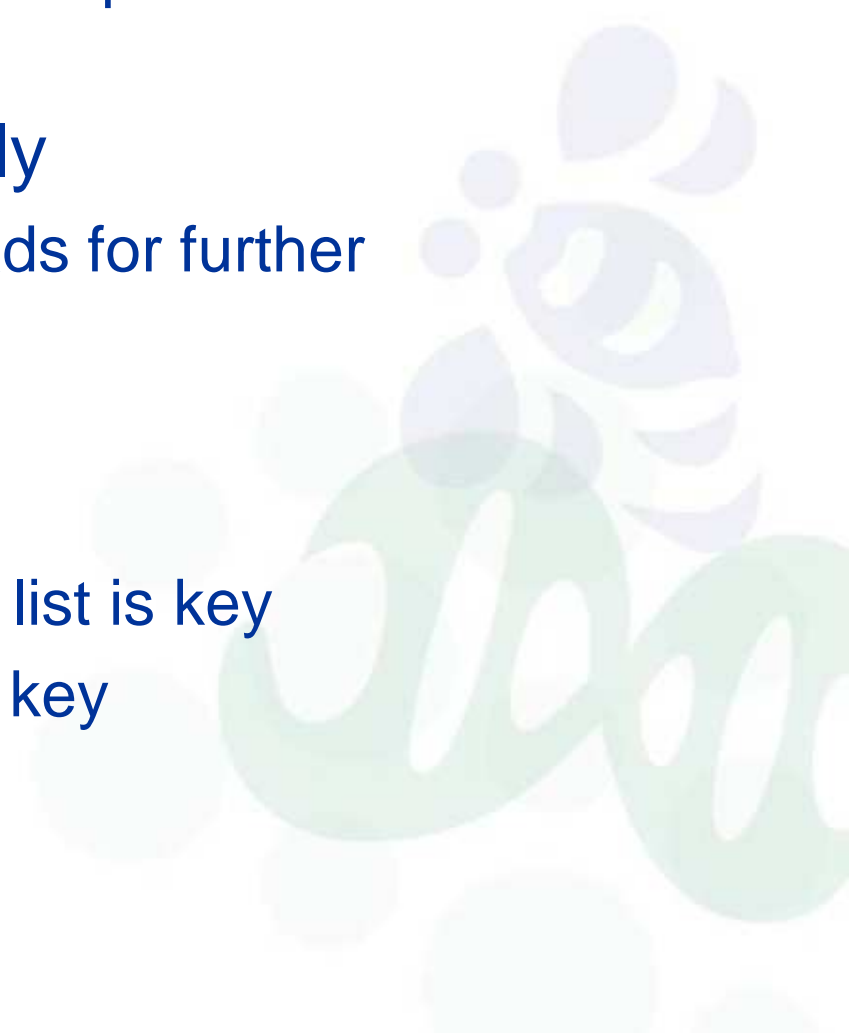


- Introduction to Unilever
- Principles of Open Innovation
- Open Innovation in Unilever
- Relevance of SMEs
- Challenges of identifying good SMEs
- One proposed solution
- Methodology and example
- **Conclusions**

Conclusions



- Can find “good” SMEs via text analysis tools
 - Customers interested to follow up leads
- Final shortlist is user friendly
 - Easy to scan and identify leads for further investigation
- Process insights
 - Cleaning of Patent Assignee list is key
 - Business source selection is key
 - But good clean-up is not vital.



What would make life easier?



- Integration of data and tools
 - Integrating information from more than one source
 - Ability to compare output across analysis tools
- More visibility from SMEs
 - Shout about the good innovations!
- Find us at www.ideas4unilever.com



It can be done!



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