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Unilever Food Solutions new digital CRM Platform - What is the combination of tools,

processes and content that will help Unilever Food Solutions grow his business?

Maria Joana Pereira Coutinho de Sousa e Holstein

MSc Student Number **15/2332**

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Professor Luis Rodrigues

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ABSTRACT

Unilever Food Solutions new digital CRM[1] Platform - What is the combination of tools, processes and content that will help Unilever Food Solutions grow his business?

Unilever Food Solutions (UFS) intend to create a new online platform to enable it to communicate with segments of the markets, which have previously been too difficult to reach. Specifically targeted at Chefs and other food professionals, the aim is to create an interactive website, which delivers value to its intended users by providing a variety of relevant content and functions, while simultaneously opening up a potential transactional channel to those same users.

Keywords: Best Operator Journey, Digital CRM platform, Recipes, Touch Points

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[1] CRM stands for Customer Relationship Management

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LITERATURE REVIEW

The literature review I used for this Work Project consists mainly on material supported by Unilever Food Solutions Global Team and readings on Customer Relationship Management and Marketing Books to understand the concepts used to develop this new platform. Additional to that and since this is an online platform, **Internet trends for Portugal** and some studies of the **use of Internet by Portuguese and worldwide Chefs** were also used for de development of the Work Project.

To build this new CRM platform several weekly calls were taken to support UFS Portugal until the launch of the platform. These calls, besides the digital team of UFS Portugal, had always the presence of the **Global Digital and CRM manager** of UFS, **Emakina**, the digital team who gave training on the content workstream, helped implement the Operator Journey workstream, etc; **Oxyma** who gave support on the operator data and operator journey, provided templates and support on handling checklists, supported and advised on data definition, data related decisions and on operator journey and helped create the operator profile. Both **Emakina** and **Oxyma** gave support to the local digital agency **Arc Worldwide** who will work with Unilever Food Solutions Portugal before, during and after the launch of the new platform.

Concerning the **Internet Trends**, there are three trends in Portugal. The first one is that the **future is mobile**: *"People use a range of connected devices – 6 out of 10 consumers are smartphone users! Smartphones are used throughout the entire purchase journey, especially for seeking for advice[2]"*. The second trend is that **today's shopper is an online shopper**. *"Consumers rely on various connected devices, including smartphones, when looking for information on upcoming purchases. Among research-related activities done while shopping, in-store research is one of the most important[3]"*. The final one is the **millions of online videos views**. *"Many people watch online videos at least weekly, 62% do so on a smartphone. People*

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[2] Source: Consumer Barometer 2015 Local Report Source: The Connected Consumer Survey 2015
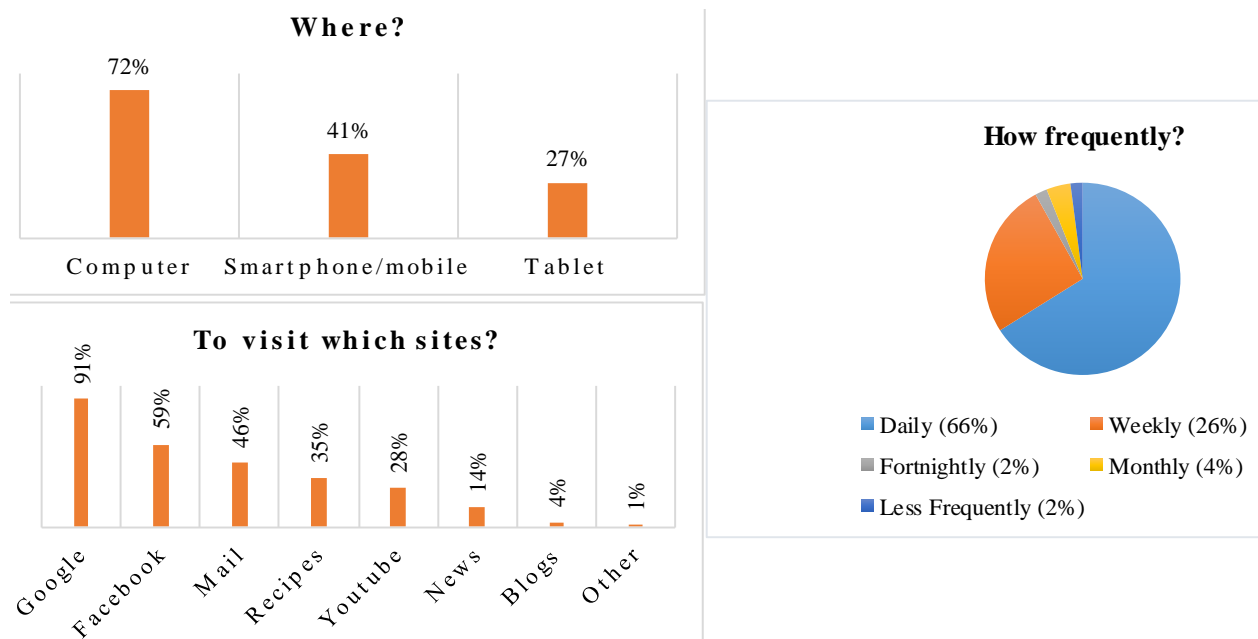[3] Source: Consumer Barometer 2015 Local Report Source: The Connected Consumer Survey 2015

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watch a range of online video types via their smartphones. Many people prefer to watch short online videos, especially when watching via smartphone[4]".

Additional to that is that *"consumers go online for personal reasons and to look for information: 74% use the internet for personal reasons and consumers state that the internet is the first place they look for information[5]*" and people use a variety of connected devices: 31% use Tablet, 57% use Smartphone and 68% use Computer[6].

To conclude the search is mobile, *"41% are using search engines via smartphones at least weekly making it crucial for business to think mobile[7]*".

However, and since this new platform is specifically targeted for Chefs and other food professional it is important to know how Chefs are online. In **Portugal** 71% of the Chefs use Internet regularly[8] and where, how frequently and which sites do they visit are shown in the graphics below[9]:

Where?

Computer 72%
Smartphone/mobile 41%
Tablet 27%

How frequently?

■ Daily (66%) ■ Weekly (26%)
■ Fortnightly (2%) ■ Monthly (4%)
■ Less Frequently (2%)

To visit which sites?

Google 91%
Facebook 59%
Mail 46%
Recipes 35%
Youtube 28%
News 14%
Blogs 4%
Other 1%

Graphics I, II and III*: Portuguese Chefs use internet regularly*

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[4] Source: Consumer Barometer 2015 Local Report Source: The Connected Consumer Survey 2015
[5] Source: Consumer Barometer 2015 Local Report Source: The Connected Consumer Survey 2015 "Question asked: To what extend do you agree or disagree with the following statements? Please evaluate each of the following statements on a scale from 1 – strongly agree to 5 – strongly disagree", Base: Internet users (accessing via computer, tablet or smartphone)
[6] Source: Consumer Barometer 2015 Local Report Source: The Connected Consumer Survey 2015, Base: Total online and offline population
[7] Source: Consumer Barometer 2015 Local Report Source: The Connected Consumer Survey 2015, Base: Internet users (accessing via computer, tablet or smartphone)
[8] Source: GFK. (2015). Unilever Food Solutions research. Portugal., Base: Total 120 Chefs
[9] Source: GFK. (2015). Unilever Food Solutions research. Portugal, Base: Use internet regularly (85 Chefs). From a total of 120 Chefs only 85 use internet regularly. The other 35 don't use internet because of lack of time, lack of interest among other reasons.

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Worldwide, a Research was conducted among 165 Chefs in Australia in January 2015 and the results were as follow: **89%** of Chefs can't name a professional recipe site, for **76%** of Chefs recipe research is an escape both professionally and personally, **70%** of Chefs are untrained but want to be more professional and **28%** of Chefs look for Chef-created and –endorsed recipes.

BRIEF CONTEXT

UNILEVER FOOD SOLUTIONS

Unilever Food Solutions is the Business-to-Business unit of Unilever group. It works for all the professionals in the HoReCa[10] market, talking with Chefs for more than 30 years, being their preferred partner and fulfilling their Food service needs in Meals and Desserts with their major brands: Knorr, Hellmann's, Vaqueiro, Carte D'Or among other.

In Portugal, UFS currently employs 45 people and 26% of their products are produced in Portugal[11] and the rest of UFS products are produced in foreign countries in Europe. Its Route 2 Market is done through four different ways to their Clients[12]: Cash & Carry, Distributors, Direct Delivery and Wholesalers & Resellers.

Unilever Food Solutions operators look for suppliers who understand their challenges day-by-day, who share their passion about food, who inspire them to create new dishes to satisfy their guests every day, therefore UFS ADN is **Chefmanship: Creativity, Commercialism, Collaboration** and **Culinary competencies. Creativity** influences everything Unilever Food Solutions does. The critical thinking goes beyond the dish. Being creative about the business and finding new solutions it is how UFS works. **Commercialism** is about focusing on UFS operator commercial reality and their desire to build a successful business. It is the basis of Unilever Food Solutions behavior and how they can adapt to their operator business.

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[10] HoReCa refers to the Industry of Hotels, Restaurants and Canteens
[11] Either in Santa Iris da Azóia factory or in an external factory
[12] Restaurants, Hotels, Quick Service Restaurants (QSR), Canteens among others.

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Collaboration is about working together, sharing UFS passion to be a true business partner. Finally, **culinary competencies** is about expressing Unilever Food Solutions passion for what they do. It is about being curious and finding ways to do the best both in the kitchen and in their business.

MARKET OVERVIEW

Unilever Food Solutions faces strong competition in the Portuguese Market. Unilever Food Solutions has five different categories in its portfolio: **Savoury, Dressings, Baking Cooking & Spreads (BCS), Desserts** and **Tea**. **Savoury**, namely the Brand Knorr[13] has a strong market share (above 85% in Cash & Carry), making Knorr retail format the biggest competitor in this category. **Dressings**[14] has a strong local brand competitor, Paladin. Paladin is an extremely competitive brand. It produces not only huge formats of dressings, but also private labels, estimated to account for more than 60% of the market. **BCS[15]** has a major competition from private labels and an unfair competitiveness level with butter due to 23% VAT, while butter/animal cream has only 6% VAT. Additionally, **Desserts,** with the brand Carte D'Or, faces a major competition from Frozen/Child Desserts in the HoRe[16] market being produce locally by several players[17]. In the Social[18] sector, UFS major competitors are private labels due to the price in the de-hydrated desserts, which is key taking into account the maximum value charged per meal. Finally, the **Tea**[19] category, Tetley is a strong competitor of Lipton in the HoReCa market by having a strong partnership with Portugal number 1 coffee brand: Delta Cafés.

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[13] The Brand Knorr has in its portfolio products like Chicken bouillon, Meat Bouillon…
[14] Dressings corresponds to the following Brands: Hellmann's,Calve and Maille
[15] BCS corresponds to the following brands: Vaqueiro, Planta, Flora, Becel and Phase
[16] HoRe refers to the Industry of Hotels and Restaurants
[17] Dessert major competitors are Nestlé, Mondelez International with the Brand Royal and Makro and Recheio Private labels
[18] Social Sector corresponds to Work place canteens, Hospitals & Clinics and other Institutions
[19] Tea has as brand Lipton

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CURRENT SITUATION

The total Food Service universe in Portugal consists of 70.300[20] Operators. This universe is divided in two main channels: **Commercial** and **Social.**

The **Commercial channel** represents 89% of total universe serving 62.300 Operators and it consists of Hotels, Restaurants, Quick Service Restaurants (QSR), Take-away, Pubs & Bars and Travel.

The **Social channel** serves 8.000 Operators representing 11% of the total universe and it involves Work place canteens, Hospitals & Clinics, Elderly homes, Education and Other Institutions.

From this total Food Service Universe, Unilever Food Solutions targeted universe is represented in the graphic below:

Graphic IV: Food Service Targeted Universe: 31.600 Operators

Food Service Targeted Universe: 31.600 Operators

- Restaurants (9,5%)
- Snack-Bars (75,9%)
- Hotels (4,1%)
- Canteens (9,5%)
- QSR (1%)
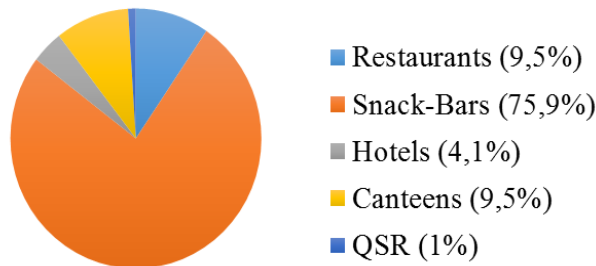
OBJECTIVE OF THE INTERNSHIP

A significant part of Unilever Food Solution's communication with its customer has taken place through sales visit, often supported by brochures and other printed material. There was a need to change the existing platform to a new platform. The existing platform had some less positive characteristics that need to be changed: the focus was on products, it wasn't centered on

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[20] Source: Nielsen Annuary 2013, Gira 2012, SSD Data, EuroExpansao, UFS Reach based on SSD WS, no C&C Reach included

operator's needs and the website was somehow confusing with a lot of information to the operators.

Therefore, the new platform will be aligned with UFS purpose: **to free Chefs to love what they do**. It will be based on operator's needs, offering a simple visual and personalized based on channel[21]; and in order to accelerate growth, UFS intends to build this new platform to increase the reach, frequency and relevance of its communication. The use of new media channels will enable Unilever Food Solutions on one hand to **intensify its relationship with existing customers** and on the other hand to **reach new customers** that they cannot visit on a regular basis. It is key that this communication is used to build a relationship directly with Chefs, offering them access to UFS products and relevant services.

2015 marks the start of a new ufs.com era with ufs.com unlocking many new features. It is key to enable operator journey built around the needs of Chefs, by offering a fast, mobile-first website, it is a responsive website, which adapts to either Desktop, Tablet or Smartphone. It has a highly visual user experience, a prominent place for search, potential to personalize, it has a channel selector, where operator can tell where they come from, either from Restaurants, Snack Bars and other channels.

The scope of this digital CRM program is to deliver a global Digital CRM platform to 64 countries that delivers content produced by MCOs[22] supported with unified data, capability and tools. This is much more than a new website; it is a complete platform to enable Unilever Food Solutions to convert free trade chefs into customers.

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[21] Channel selector is not available in Portugal at the moment
[22] MCOs stands for Multi-Country Organizations

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ANALYSIS METHODOLOGY

PROBLEM DEFINITION

The problem definition for this Work Project was to develop a new digital CRM platform that helps Unilever Food Solutions grow his business and enables a relationship with both free trade operators[23] and already existing ones by following its purpose: **to free Chefs to love what they do.**

"CRM can be defined as an organizational approach that seeks to understand and influence customer behavior through meaningful communications in order to improve customer acquisition, retention, loyalty and profitability (Swift in Ngai, 2005:583)[24]"; it is a way of **managing relationships with customers to drive engagement and sales, which depends extremely on using data**. Over the coming years, Unilever Food Solutions will be applying CRM to how **they manage all operators' relationship**, visited and non-visited, new and existing. Additionally, it is about **finding new customers**, **engaging them** by creating a relation that is meaningful for the Chef, **collecting information about them** over time and especially using that information to increase their experience and also to existing customers, **sustain long-term relationships**, and drive awareness and trial of products and services.

As we can see from the current situation described above, there are still many operators who are not being contacted by Unilever Food Solutions. Therefore, to increase the relevance of its offer, reach more customer and penetrate more products, UFS needs to find new ways to interact with operators through the CRM tools. Unilever Food Solutions needs to offer the best solutions to their operators: quality, more from the core and better innovation products; services like recipes, nutrition, food waste, etc.

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[23] More than 50% of UFS business is from operators they don't visit (Source: UFS, CRM Basics program kick-off, December 2013)
[24] Source: M Viljoen, JA Bennett, AD Berndt & CR van Zyl. (2005). The use of Technology in Customer Relationship Management (CRM). University of Johannesburg South Africa

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Consequently, to get to know what an operator needs, UFS needs to build a strong database[25], since if they don't t have crucial details of their potential customers, they cannot communicate with them.

For the development of this Work Project, two questions were considered. The **first one** is "How to boost digital demand creation, generation more leads by 2017?" For this, the **Best Operator Journey** was analyzed, which enables the relationship with free trade operators and increase sales in the future. The **second one** is "Where do Chefs get inspiration for their own kitchen and how can Unilever Food Solutions suits their needs?". Therefore, the content introduced in the new platform that best suits Chefs needs was described.

METHODOLOGY

CHALLENGE

With the intention to test and come up with some recommendations and conclusions, an internal research project was initiated to answer the following question: What is the combination of tools, processes and content that will help Unilever Food Solutions grow his business?

ANALYSIS

My analysis consists in two main phases. As I said before, Unilever Food Solutions works for all the professionals in the Horeca market. Horeca is a highly fragmented market, being impossible to touch all operators directly and frequently. It is imperative to find new ways to speak to these Chefs, as a pillar for growth. The food service is changing rapidly, 90% of Chefs worldwide are online looking for information and buying increasingly with smartphones[26].

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[25] The basic profile consists of: Operator name, contact name, address details, phone number, tax number, detail, role, type of business, type of cuisine, average menu price, average number of covers daily, preferred supplier
[26] Source: CMI panel research, May 2014

The **first phase** of my analysis will be about the **Best Operator Journey** Unilever Food Solutions can deliver through this new platform. The Operator Journey is the steps an operator goes through to form an ongoing buying list with Unilever Food Solutions and UFS job is to make it as easy and simple as possible for the operator. For the analysis of the Best Operator Journey different types of campaigns were analyzed. A campaign is an integrated series of activities that move a Chef through each phase of the operator journey. Additionally, each phase in the journey has a different goal and should be addressed with the right touch points, therefore different touch points were analyzed to test the several ways Unilever Food Solution has to contact new and existing customers.

The **second phase** of my analysis will be about which content to provide in the new website to suits Chefs need and to drive the Best Operator Journey. Services that meet free trade operator's and existing ones enables UFS to reach them, build trust and sell in products. Like I said in the literature review, worldwide 89% of Chefs cannot name a professional recipe site and for 76% of Chefs recipe research is an escape both professionally and personally[27]. This means that 76% of Chefs look for online recipes.

BEST OPERATOR JOURNEY

To get on operators' buying list Unilever Food Solutions needs to offer a solution to their needs. Most chefs heavily depend on routine to avoid risk. To break this routine and get on their buying list, UFS must tap into a very relevant need and offer a suitable solution to this need. However, reaching Chefs is not always easy; they are incredibly busy and have a lot on their mind, making them hard to reach. So engaging them only works with truly personalized journeys. Therefore, Unilever Food Solutions needs to guide them through a continuous and connected journey, to free as many Chefs to love what they do and not have them end up in dead-ends.

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[27] Research conducted among 165 Chefs in Australia, January 2015

Thus, the new Digital CRM platform enables the Best Operator Journey. CRM basics is composed of four phases: **Recruit, Profile, Engage** and **Sell. Recruit** especially non-visited operators and have them sign-up in the database by making motivating offers for which operator will give their contact details and communicate these offers through key touch points. There are two types of touch points to capture operator contact details: online and offline. **Online touch points** are sign-up banners, pop-ups, partner websites and social media. **Offline touch** points are trade partners, Distributor Sales Representative (DSRs), on-pack or offline events. **Profile** is about gathering key information about operators in the database by asking meaningful questions, for example: "Which channel are you operating in?", "How many meals do you serve on an average day?" etc. **Engage** is about to determine how to contact the free trade operator, by providing relevant communication for his/her business, for example: brand campaign, UFS content, deals and promotions with trade partners, theme activations, etc. Finally, **sell** is about selling the first product to new customers or more products to existing customers. This can be done for example by identifying relevant products that will trigger their interest. Concluding it is important to understand operator needs, engage operators via content that matters to them and provide highly relevant offers, driving purchase through preferred trade partners.

Consequently, the Best Operator Journey enables Unilever Food Solutions relationship with free trade operators. The Best Operator Journey is a four steps phase as it is shown in the picture below:

Picture I*: The Best Operator Journey*

To deliver the Best Operator Journey Unilever Food Solutions needs to adapt the way of working. Current operator journeys are not good enough and there is a need to improve the

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operator journeys. This can be done through campaigning. Good campaigns are continuously optimized, use online and offline touch points that are most relevant for the operator, are driven by technology and content and finally generate business.

There are three main types of campaigns: **Brand Sales Plan (BSP) activity campaigns, Personal campaigns** and **Recruit & Profile campaigns** (see appendix I for the three types of campaigns). A **BSP activity campaign** is based on the Need Solutions of the operator; it is for example dressing campaign by showing the benefit of the product (see appendix II for an example of a BSP activity campaign). A **Personal campaign** is based on the operator's click behavior and/or profile; it is for example a birthday message to the operator telling the operator for example: "Happy Birthday! Visit ufs.com and receive your birthday present." It can be either a free sample product, a voucher, etc. (see appendix III for an example of a Personal campaign). Finally, **Recruit & Profile campaign** aim to grow or profile the operator database. An example of a Recruit & Profile campaign is SMS & win campaign or a Newsletter registration discount (see appendix IV for an example of a Recruit & Profile campaign). However, for this type of campaign it is important to think how to convince operator to share their contact details, what would motivate operators to leave their contact details, by making sure to only ask for information that is useful to build the profile onwards. They might do so if they get something back that is relevant to them and the content needs to be engaging, simple and relevant and stimulate action. Some examples of motivating offers are free products or samples, gifts, regular updates of inspirational recipes, coupons, etc.

Nowadays Unilever Food Solutions does 90% BSP activity campaigns, 5% Personal campaigns and 5% Recruit & Profile campaigns[28] and the focus here is to improve BSP activity campaigns, start personal campaigns and do more Recruit & Profile campaigns. For example, a typical pure player like Booking.com, who has €4 billion revenue in 2014, 625.000 rooms booked daily,

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[28] These values are estimated values for Unilever Food Solutions

1700 FTE[29], of which >30% work on online development[30] does 15% BSP activity campaign (seasonal campaigns), 70% Personal campaigns and 15% Recruit & Profile campaigns.[31]

Additionally it is important to know how to design the Best Operator Journey using different touch points. Firstly, **E-mail** is a relevant touch points in each phase of the operator journey, since it is one of the digital touch points with biggest positive impact on revenue, a great way to manage relationship with operators and the most popular lead generation channel by B2B marketers.[32] There exist three types of emails[33] (appendix V refers to the three types of emails): **Regularly planned** (e.g. newsletters), **Real-time triggered** (e.g. requested sample, birthday) and **Notification** (e.g. validate sample request).

In addition, when sending an email to operators it is important to have into consideration the **content**, therefore, it is important to test with a target group randomly distributed, from the total database, which content to use. For example, UK, the first country that launched the new ufs.com website, tested two types of subject lines for the content of the email[34]. The first one **"Free sample – Knorr jelly bouillon"** and the second one **"Save time! Try Knorr jelly bouillon now"**. For both of this subject lines the result is that for the first one the Open Rate (OR) is 9,0% and the Click-Through Rate (CTR[35]) is 0,64%; for the second one the OR is 14,1% and the CTR is 0,74%. Therefore, the second subject line is better than the first one because of the highest OR and CTR[36] and consequently the second subject line was delivered to the total database after this test.

Secondly, the use of **SMS** as a right touch point is important, since operators do not need data connection to receive SMS, SMS can be delivered within seconds and mobile phone number is

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[29] FTE stands for full-time equivalent
[30] Source: Elsevier; Booking.com; FD
[31] These values are estimated values for Booking
[32] Source: VentureHarbour.com
[33] Source: VentureHarbour.com
[34] From a total target group randomly distributed
[35] Click-through rate (CTR) is the ratio of users who click on a specific link to the number of total users who view a page, email, or advertisement. It is commonly used to measure the success of an online advertising campaign for a particular website as well as the effectiveness of email campaigns; Retrieved from Wikipedia: https://en.wikipedia.org/wiki/Click-through_rate (2015, 12 30)
[36] These values come from the Adobe Campaign Management, which is the Campaign management tool used in each MCO

already a field in each user form. There are two ways to use SMS: send SMS to operator or send/receive SMS to/from operator. The first one (**one-way SMS**) can be used to link to online version of e-Newsletter, update profile[37] (e.g. update your profile online and win an iPad), sample request confirmation, etc. The second one (**two way SMS**) can be used for surveys (e.g. Unilever ask a question with a, b, c answers and the operator can answer back for free).

Finally and the most expensive method is **Telesales.** It can be a method to convert leads into sales, to close-off a multi-touch point customer journey, start a long-term customer relationship by making the operator order the first product and help to do successful lead follow-ups by making human interaction. However, having in mind the cost of this touch point, it is important to consider all other options (email and SMS) to convert leads into sales. A combination of touch points could work as well and increase the effectivity of telesales.

CONTENT TO SUITS CHEF'S NEEDS

THEME ACTIVATION AND THEME ACTIVATION PAGE

Theme activations are a key component of the new platform. All theme activations should be done when Chefs are open for inspirations and Unilever Food Solutions has to meet the need of Chefs. Some moments when Chefs look for inspiration are for example **Holidays** (e.g. Christmas, offering simple and fast tricks and recipes to impress the guest), **World Cuisine** (e.g. Vietnamese street food, offering authentic flavors trends and techniques from the food culture) and **Top dishes with a twist** (e.g. latest trends to reinvent the classics). In addition, it is crucial to have in mind that a Chefs inspiration comes always before the time, for example when a Chef plans to reinvent the menu for Christmas, the Chef has always to think before time (e.g. looks for inspiration in October to implement in December in his/her restaurant).

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[37] New UFS.com is a mobile-first website and optimized for smartphone or tablet

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Therefore, Unilever Food Solutions needs to offer the right theme activation at Chef's inspiration time.

In addition, operators can also have information about **USLP[38] activation**. Some of these activations are Nutrition including special dietary needs offering classic dishes adjusted to suit dietary requirements and Legislation (e.g. allergens information) offering a simple explanation of the impact for the Chef and the business. Regarding Legislation, Unilever Food Solutions asked 400 Operator worldwide which service would they value most, and besides of Recipes & Food Trends, Legislation came out on top by far. For example, in the USA 60% of new restaurants close in the first year, and 90% of these close because of legal reasons[39].

Concluding both the theme activation and USLP activation drive the Best Operator Journey (see appendix VI for an example of a Legislation service through the Operator Journey).

Concerning the theme activation page (see appendix VII for an example of a theme activation page), each theme activation require a truth solution for Chefs and the minimum content for an activation is whatever best meets the need: recipes, relevant information about the topic and in some cases it can contain USLP information by having a simple explanation of legislation.

An example for this is Allergen information. From December 13, 2014, it was mandatory to report on the presence of the 14 Allergens in products / recipes provided in Chefs establishment. Therefore, Unilever Food Solutions provides all the information Chefs need to know about food allergies, food labeling and the food allergen information. This can be: **(1) Tips and Advice for Chefs** (all the information of the 14 allergens and products that contain allergens, practical advice to help Chefs to adapt their business, etc.); **(2) Legislation about allergens** (inform all the cooking team about the necessary knowledge to ensure fair and efficient management of allergens in the preparation of menus and in each dish, inform Clients about the presence of allergens, etc.); **(3) Recipes without Allergens**, among other topics.

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[38] USLP stands for Unilever Sustainable Living Plan
[39] Source: Why Restaurants Fail, Cornel Hospitality Quarterly August 2005 vol. 46 no. 3 304-322

Finally, in each Theme activation page operators have the possibility to sign-up to the e-Newsletter to receive more information about the related topic or about other information Unilever Food Solutions can provide.

RECIPES AND RECIPES PAGE

Recipes are a very important content for Chefs, it is the most looked for content online by Chefs. Recipes are grouped around the theme activations. The new website is the key touch point for free trade operators and the best content to engage them is recipes. Recipes drive the growth of Unilever Food Solutions business and drive the Best Operator Journey (see appendix VIII for a Digital Recipe Journey). Free Trade operators will be the biggest growth driver for 2017 and there is a need to engage with them (see appendix IX for what success looks like in 2017 – global goals).

Great recipes spark emotion and passion, are the operational blueprint for a restaurant[40], help Chefs escape from the day job (biggest likes are cooking food, creativity and experimenting with dishes[41]) and Chefs look for new and interesting ideas all the time[42], especially outside their familiar cuisines. By inspiring Chefs with recipes, Unilever Food Solutions is truly living its purpose: to free Chefs to love what they do.

Professional recipes are different; Chefs scan recipes in a component way of how recipes are handled in a professional kitchen. For a Chef a recipe is something to be changed to suit their needs. Therefore, Recipes are central to the new operator journey for two reasons. First, recipes matter to Chefs: 76% of chefs view recipe & ingredient research as a professional escape that satisfies both a professional & personal need[43], but 89% of Chefs cannot name or find a recipe

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[40] Research conducted among 165 chefs in Australia, January 2015: 28% of chefs look for recipes created by chefs, endorsed by chefs & the names and pictures of their outlets in the recipes
[41] Source: What is loved and disliked of being a chef? Poll conducted in the chef panel in May 2014
[42] Source: Online Media Report (CN), Chenzi Consulting (November 2012); Research (DE, CN), Kompass (April 2012)
[43] Research conducted among 165 Chefs in Australia, January 2015

site for professional kitchens, most sites target consumers[44]. Secondly, recipes highlight the role of UFS products in the context of a dish, bridging the interest of the Chef and Unilever Food Solutions business. Thus, the right recipe content can help Unilever Food Solutions sell more. For this, Unilever Food Solutions transformed the approach from a functional recipe based on the products to an inspiration recipe that drives the operator journey and consequently introduced the variation recipes, the same recipe with two versions (see appendix X for an example of a variation recipe). One version is a truly inspirational recipe from an external Chef (e.g. one who is influencing market trends). The second is a recipe created by Unilever Food Solutions Chef by showing the benefits of UFS products, e.g. fewer steps, and faster preparation.

Hence, the way Unilever Food Solutions captures Chefs is through (1) **good recipes:** Unilever Food Solution looks at the latest trends, ingredients and dishes that are being talked about, and then translates them into recipes that are achievable for mainstream Chefs; and (2) **dish photography:** Chefs are visual, Unilever Food Solutions photography needs to stand out. Chefs know automatically if a dish is relevant for them, e.g. made by a professional chef, not a home cook. In this way, dish photography sparks chefs' imagination, transporting them away from the realities of their daily routine into new possibilities and ideas.

For that reason, there is an opportunity to own the Menu: Unilever Food Solutions becomes the bridge between the trendsetters and mainstream Chefs making the trends accessible and therefore recipes matter to Unilever Food Solutions, they are the bridge between Unilever Food Solutions products and Chefs interests. It should present the recipes in a Chef-friendly way and make escapism recepies[45] accessible and doable. In addition, how can Unilever Food Solutions own the Menu? Chefs follow a two steps thought process when looking for inspiration: (1) **Inspiration:** Do I like the look of this recipe? and (2) **Execution:** Can I make it in my kitchen?.

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[44] Research conducted among 165 Chefs in Australia, January 2015
[45] Escapism means transporting chefs away from everyday work to new possibilities and ideas.

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Therefore, Unilever Food Solutions has to provide a recipe route, by following the same process and provide both escapism and doable recipes. The recipe route is composed of four steps. The first one is **Chefs need**. Chefs look for recipes for a reason; they start from a real Chef's need. Secondly is the **current trend**, what Chefs are looking for, what they would type into a search engine. Related to this, there is the **inspirational recipe story**, an interesting idea from an external source, e.g. top restaurants recipe, magazines. It combines aspirational photography with a story behind the dish to provide escapism into their imagination, dream of new possibilities and credible evidence why this recipe is so great. The final step of this route is Unilever Food Solutions recipe to **bridge the gap** between the channel trendsetters and make it accessible to the mainstream Chef by offering locally available ingredients, written in a component way with short simple text and uses Unilever Food Solutions products by showing its key benefits.

Regarding the recipe page it has to contain a highly quality and escapist dish photography to draw Chefs in. Chefs can also adjust the number of portions they are going to do. This makes the work easier for Chefs, for each additional/subtraction portion, the ingredients vary proportionally. Additionally, as I said before, Unilever Food Solutions introduced the variation recipes, which drives the operator journey. It is important to provide something inspirational as the start point and offer a doable (UFS) version for Chefs. In each UFS version, it is important to describe the specific twists and benefits for Chefs. The purpose of the UFS version is to demonstrate the role that its products play in making inspiration accessible. For the UFS version there is always a link to UFS product page. Finally, the recipe is structured in components. It is the way Chefs scan and use recipes. A dish is a combination of different building blocks: sauce, protein, accompaniments, etc. Chefs work in mise-en place[46], so components enable Chefs to

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[46] Mise en place (French pronunciation: [mi zɑ ˈplas]) is a French culinary phrase which meant "putting in place", as in set up. It is used in professional kitchens to refer to organizing and arranging the ingredients (e.g., cuts of meat, relishes, sauces, par-cooked items, spices, freshly chopped vegetables, and other components) that a cook will require for the menu items that are expected to be prepared during a shift; Retrieved from Wikipedia: https://en.wikipedia.org/wiki/Mise_en_place (2015, 12 30)

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capture the key information at one glance and adapt components to their own needs and interests.

PRODUCT CATALOGUE PAGE AND SAMPLE ORDER

The product catalogue page can be filtered by category, brand or sub category. Product are characterized either in a basic page or in a selling story[47] product page. Non-top products have a basic page, featuring the product itself. All top 10 products and Innovation products are built around a selling story with videos. Default view of the product catalogue has products with selling stories and samples first, since the focus for products of this new platform is the use of selling stories to characterize the products.

Selling stories help Unilever Food Solutions meet their purpose, they make it easier to trigger operators to try and buy the products, since they are focused on real operator needs. A Selling story is composed of eight components (see appendix XI for an example of a Selling Story). The first one is the **truth visual** in order to trigger interest. The truth visual should be: (1) **authentic**, showing an authentic picture of the Chef's real world; (2) **relevant**, it should be a relevant image that contextualizes the need references and (3) **specific**, meaning it should have visuals details that a Chef would recognize as specific to this message. The second one is a **truth copy**, which is truly related to the need and sets up a role for the product. The third one is the **solution copy**, which has to contain a reason to believe, ideally a claim of a real chef. After that, the Selling Story has to have the **image** of the product. Fifth, it has to contain the **additional selling points** to show how the product will help Chefs in their kitchen by reassuring quality, inspiring application ideas and spark interest. Additionally it has to cover the **main applications ideas** focusing on the most common application and show an appetite appeal,

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[47] A selling story is a short sharp story for an operator that connects a real operator need with the main product benefit, giving reassurance on common barriers and offers a compelling reason to buy. (Source: Part of Solutions for Chefs Communication Guidance, March 2014)

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since it is essential to convince Chefs to use this product. The last but not the least, the Selling Story has to show the **reason to believe visual and claim** of the product by communicating the main benefits and can feature Unilever Food Solutions comparative visuals. The reason to believe visual has to be an impactful image that shows directly why the solution works and is connected directly to the need of Chef's. Finally, the **product information** is very important for Chefs, especially the ingredients and vitality icons (lactose free, gluten free, no preservatives, etc.).

Related to the product is the Sample order. Each category will have one/two products with the possibility to ask for a sample. Most of the samples are from Top 10 Products and Innovations. Since Portugal doesn´t have at the moment channel selector, the only moment Unilever Food Solutions talks with the operator is either when the operator subscribes the e-Newsletter or asks for a sample. Therefore, the sample order will work as follow: the operator ask for the sample by filling in a form. When the operator submit the form, Unilever Food Solutions sends him/her a thank you message and the sample is delivered through Wholesaler's logistic.

CONCLUSION & RECOMMENDATIONS

Based on both analysis I did during the Work Project, Best Operator Journey and Content to suits Chef's needs, there is an opportunity to grow Unilever Food Solutions business with the new Digital CRM platform. As I explained before, the Operator Journey consist of four phases: Trigger Need, Explain Solution, Get the Sale and Follow up. Putting all the content to suits Chef's needs into the Best Operator Journey, the conclusion is that with the theme activation Unilever Food Solutions can trigger the need, by supporting Chefs either with relevant need of what Chefs are looking online and inspiration (seasonal ingredients, trends, events, etc.) or just by offering them legislation support for their own business. To explain the solution and since recipes are grouped around the theme activations, recipes are the trigger need content for both

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free trade operators and existing operators. The factors for this are the activation-specific recipes and the variation recipes, which illustrates Unilever Food Solutions product benefits. Additional to this step are the Products, especially the one that have Selling Stories, which show the benefits of the product aligned to the need of the Chef. Afterwards there is the "Get the Sale" step. When looking for the products there is the possibility to ask for a sample and taste the product. Here is where the CRM starts. Operator have already tried the product and UFS wants to start selling. Finally, there is the "Follow up phase" in which Unilever Food Solutions builds a relation with the operators choosing the right touch point; e-mail, SMS or Telesales.

To conclude, for a brilliant journey there are three key elements: the **right touch points, content that engages** and **measure & improve**. For the **right touch points**, it is important to understand the most effective ones and select ones with the highest reach. As a result, for this, DACH[48] Countries interviewed some Chefs on touch points and the results were the following having in mind two variables: use (reach) and believe (influence). With **high coverage** (strong use/weak influence) are the touch points that are good to build general awareness: advertising in trade magazines, google search, SMS and UFS email. With **high impact** (strong reach/strong influence) are the touch points that are good to convince on relevant solutions: packaging, website, UFS sample and Brochures. With **high influence** (weak use/strong influence) are the touch points to use targeted operators: trade fair, sales representative and telesales. Finally **not strategic** (weak reach/weak influence) are the touch points that are not recommended: poster in C&C, Chat apps and add in Trade websites (see appendix XII: How to research touch points – Learning from Dach).

For the **engaging content** it is important to have in mind that content is very important to drive action. For this, it is crucial to create relevant and impactful content and ensure that each next step in the journey is triggered.

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[48] DACH stands for Germany (D), Austria (A) and Switzerland (CH)

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Finally **measure & improve** is what Unilever Food Solutions can learn from it. It is important to set clear objectives per step and optimize all the time. For this, it is crucial to use dashboards to gain insights in campaign performance, continuously optimize campaign performance based on gained insights and experience on how to gain insights from dashboards and translate it to actions. Unilever Food Solutions will start working with three levels of dashboards: **strategic, tactical** and **operation. Strategic** is to measure performance on key KPIs at global, regional and country level (see appendix XIII for an example of a strategic dashboard). **Tactical** is to monitor and optimize effectiveness of journeys and individual campaigns, to gain insights in overall campaign performance (see appendixes XIV, XV, XVI and XVII for an example of a tactical dashboard) and **operational** is to track performance of touch points continuously across campaigns. For each of the three different levels of dashboards the KPIs measure are respectively: global KPIs and metrics, campaign metrics and specific touchpoints metrics, that apply to all campaign types (BSP activity campaign, Personal campaigns and Recruit & Profile campaigns). **Strategic dashboards** are used to track high-level performance on a quarterly and monthly basis**. Tactical dashboards** are used to optimize campaigns along the journey on a monthly basis. **Operational dashboards** can be accessed real-time and are used to track performance of main touch points continuously across campaigns. There are two types of **operational dashboards**: ufs.com and e-mail (see appendixes XVIII and XIX for an example of both ufs.com and e-mail dashboard). The ufs.com dashboards analyzes for example the number of pages seen per session and the average duration and pages per session. The e-mail dashboard gives real time insights in the performance of e-mail campaigns, for example actuals and target for OR per campaign and actuals and target for CTR per campaign.

However, there are still some improvements that need to be done, especially in the ufs.com Portugal. The **first main recommendation** is concerning recipes. There are many recommendations for recipes that should be taken into consideration. The first one is about

variation recipes. For now, the Portuguese platform only has two variation recipes and as I said before this is one of the core topics for the new website, not only by illustrating Unilever Food Solutions product benefits but also because it drives the operator journey. Secondly, nutritional information is an important topic for Chefs. Nowadays people are much more aware of the composition of the products and of what they eat, so it is important to support Chefs with this information. Finally, about recipes, when reading recipes there are some technical words which less skilled Chefs may not know what they mean. Therefore, the new platform should have a "Foodpedia", this would be a dictionary of words that are not that usual for common Chefs. When Chefs read the recipes they will have the possibility to click on this word and this will redirect to a dictionary explaining what the word means. For example, in Portugal exist many different ways to cut the vegetables, e.g. cut the carrot in "Juliana". The Chef who doesn't know what this mean, can click on the word "Juliana" and the Foodpedia will explain to him what this mean.

The **second main recommendation** should be the possibility of having tutorials in the website. Unilever Food Solutions has three professional Chefs working full time with them. Some operator don't know the benefits and the various applications the products have. Besides some product have the Selling Story supporting this, this will help to create a more personal relation with operators since Unilever Food Solutions Chef's are talking directly to them.

The **final main recommendation** is that Unilever Food Solutions Portugal should have the possibility to have a channel selector, where the content segments and is more relevant for the Operator. The channel selector is a way for Unilever Food Solutions to see where operators come from (e.g. restaurants, snack bars, hotels, social sector, etc.) and will enable to filter content that is most relevant for each channel, meaning that for example what restaurants are looking for is not the same that Work place canteens are looking for.

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