



Strategy to Organization Design and  
Structure– Key Requirements for effective  
Transformation

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# Case Discussion: Unilever



Analyze the appropriateness of a bold new global corporate strategy



Requirements for an effective transformation organizational change

## Case Discussion: Unilever

In this challenging and tumultuous context how would you evaluate Poleman's decision to introduce a new strategy based on the Unilever Sustainable Living Plan?

Four Groups: Shareholders, Employees, Suppliers, NGO's

# Case Discussion: Unilever

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Immerse yourself fully in your assigned role.  
How does the USLP strategy look from your  
perspective in the 2010 context?

What do you like about it ?

What concerns you ?

# Case Discussion: Unilever

- ▶ What do you think of Polman's explicit hierarchy of responsibility, to consumer first then to the environment and society, then to Unilever employees, and finally to its shareholder's

# Case Discussion: Unilever

- ▶ Why would Polman be willing to bet the company's success– and indeed his own career – on this strategy ?

# Case Discussion: Unilever

- ▶ In early 2015, four years into the program, how effective do you think the implementation of the USLP strategy has been ?