



# Unilever Sustainable Living Plan

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Our vision: Double size of the business (80 billion Euro) and...



## Three Big Goals by 2020



**HALVE**  
ENVIRONMENTAL  
FOOTPRINT OF  
OUR PRODUCTS

SOURCE  
**100%**  
OF AGRICULTURAL  
RAW MATERIALS  
SUSTAINABLY

HELP  
**1 BILLION**  
PEOPLE IMPROVE  
THEIR HEALTH  
& WELLBEING

Include 500,000 small producers in Unilever supply base by 2020

## Existing small farmer programmes

<b>Ingredient</b>	<b>Country</b>	<b>Brands</b>	<b>Partners</b>	<b>No. of SHF 2010</b>
<b>Tea</b>	<b>Kenya</b>	<b>Lipton, PG Tips</b>	<b>KTDA</b>	<b>40,000</b>
<b>Gherkins</b>	<b>India</b>	<b>Amora</b>		<b>6,000</b>
<b>Cassava</b>	<b>Indonesia</b>	<b>Signal, Pepsodent</b>	<b>Rabobank Foundation</b>	<b>25,000</b>
<b>Black soy beans</b>	<b>Indonesia</b>	<b>Kecap Banga</b>	<b>Rabobank Foundation</b>	<b>6,000</b>
<b>Onions</b>	<b>Kenya</b>	<b>Royco</b>	<b>BAACH, WEF</b>	<b>7,400</b>
<b>Allanblackia</b>	<b>West Africa</b>	<b>Flora/Becel</b>	<b>ICRAF, IUCN, SNV</b>	<b>15,000</b>

- **Some worked better than others, local situation, incentivation and buy-in determine success**
- **Do analyse needs of target group before going in**
- **Do analyse need of market before going in**
- **Do not take existing cropping model for granted and go look for a market**
- **“Scale-up” should start from identifying big volumes the markets need**
- **Local government needs to be involved if:**
  - **Certain regulatory conditions need to be created/enforced/changed**
  - **A handover of Business Development Services is foreseen at some time**
- **PPP could be a form to involve government**
- **Unilever shops for knowledge where we know the knowledge is**

- Partnership with Oxfam GB to learn about inclusive value chains
- Original focus: dehydrated vegetables
- Work started in Azerbaijan (field trials onions, processing plant)
- Failure to make it work in Tanzania:
  - Original feasibility positive
  - Business plan for farmers: 1/3 family, 1/3 local fresh, 1/3 for processing
  - 12 Vegetables identified for Knorr
  - Tanga region, NE Tanzania, suitable (land, climate, farmers)
  - But: processing would be driven by volume, in this case onions
  - Local onion (and other veg) market in Tanzania not saturated
  - Risk of side selling very big, no mitigation possible
  - Spent 6 months with 3 suppliers looking at business model
  - Decided to drop it
  - Lessons learned?

# We will need partnerships

**SUPPLIERS**

**AGRONOMISTS/  
FARMERS**

**NGO'S**



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