

# Challenge Ecosystems

Deck for usage externally at events  
2020



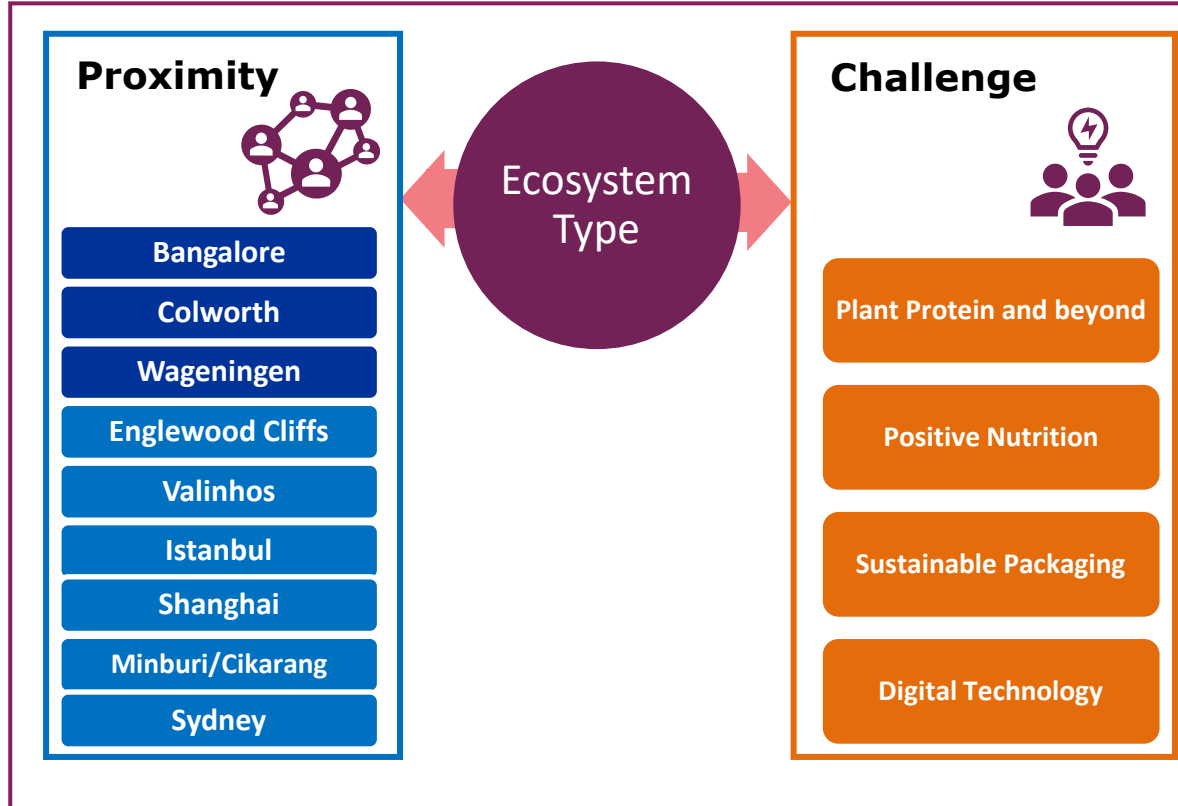
Unilever  
FOODS  
REFRESHMENT

Taste good, feel good, force for good.

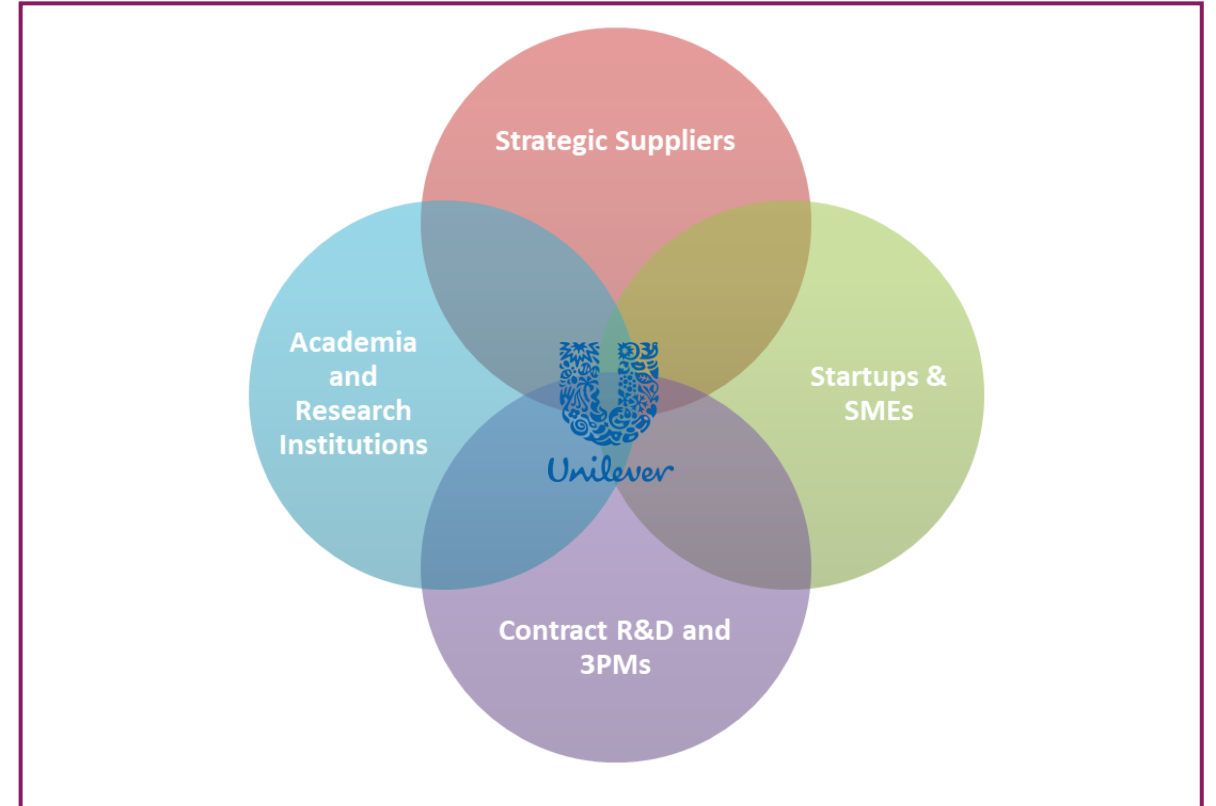
# Our F&R Innovation Ecosystems



## Our Ecosystems



## Types of Partner



**2 types of ecosystem, built up across 4 dimensions**

SME = Small and Medium-sized Enterprises

# What we are looking for



## Challenge



Plant Protein and beyond

Positive Nutrition

Sustainable Packaging

Biology 2.0

Digital Technology



## Plant Protein and beyond

- Vegan plant-based protein ingredients for usage in Ice Cream applications, that can fit within our current manufacturing processes with neutral taste and no negative textural attributes
- Vegan, natural proteins and/or fibres that can support formation and shaping of dough by binding other ingredients before baking in meat analogue products
- Vegan, natural proteins and/or fibres that can act as building blocks and give a texture similar to meat before baking in meat analogue products



**Andre Pots & Andrew Russell**  
R&D Directors, Science & Technology



**Alejandro Amezcua**  
R&D Director, Science & Technology

5 key challenge ecosystems for Foods & Refreshment

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## Positive Nutrition

- We are looking for science-based solutions to deliver a holistic approach to immunity
- We are looking for science-based solutions to improve sleep, stress, and cognition for healthy individuals
- We are looking for affordable solutions to help children grow up healthy
- We are looking for solutions to improve iron intake
- We are looking for science-based solutions that measure and beneficially modulate gut microbiome function and composition for healthy individuals
- We are looking for science-based digital personalised solutions that will lead to sustained behaviour change and improved nutrition/wellness



**Angelika De Bree**  
R&D Director, Nutrition



**Amelia Jarman**  
R&D Director, Science  
& Technology

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## Sustainable Packaging

- Unilever has a clear strategy: Less plastic. Better plastic. No plastic.
- We're accelerating our efforts towards a more circular economy for plastic (and other packaging materials)
- To develop a material solution that can be applied on an appropriate paper substrate, with stable barrier performance across different climate conditions (including tropical) for dry savoury products
- To develop a material solution that can be applied on an appropriate paper substrate, with stable barrier performance under frozen conditions for Ice Cream products
- Any solutions to the above should allow recyclability in the conventional paper stream, be certified home compostable, marine safe and have no soil toxicity



**Hugo Menilo**  
Packaging Capability  
Director



**Sanjeev Das**  
Packaging Capability  
Director

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## Digital Technology

- How do we innovate in a digital world?
- Where can digital tools help in the product development process (e.g. AI, machine learning, tea tasting, consumer liking/preference)?
- Where can digital tools help in the production environment (e.g. connected factories, predicting RM shortage, quality checks)?
- We are looking for cost-effective and new ways to drive consumer understanding and the translation from consumer needs to technical solutions




**Michel van der Stappen**  
R&D Digital & Data  
Director

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