



**BUSINESS
SCHOOL**



UNILEVER

KENNETH BORNAUW

About UNILEVER



— one of the world's leading suppliers of fast-moving consumer goods

- global company
- 47 bln eur turnover
- 2 bln consumers every day
- 170.000 employees
- 190 countries

— our mission

- we help people to feel good, look good and get more out of life
- small everyday actions add up to a big difference
- doubling the size of our company while reducing our environmental impact



About UNILEVER



THE AMERICAS

33% of group turnover



WESTERN EUROPE

26% of group turnover



ASIA, AFRICA, CENTRAL & EASTERN EUROPE

41% of group turnover



Unilever Benelux —Vorst

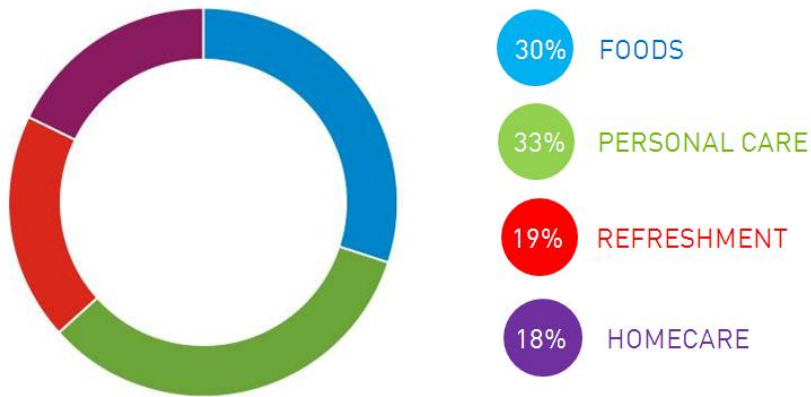


Unilever Benelux —Rotterdam

About UNILEVER



— portfolio scope



— some 1 bln eur brands



About KENNETH BORNAUW



1971



89-94

Vlerick Leuven Gent
Management School

94-95



FrieslandCampina nl

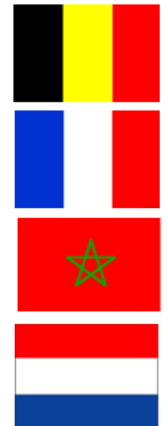
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ALKEN-MAES
BROUWERIJEN BRASSERIES

97-00



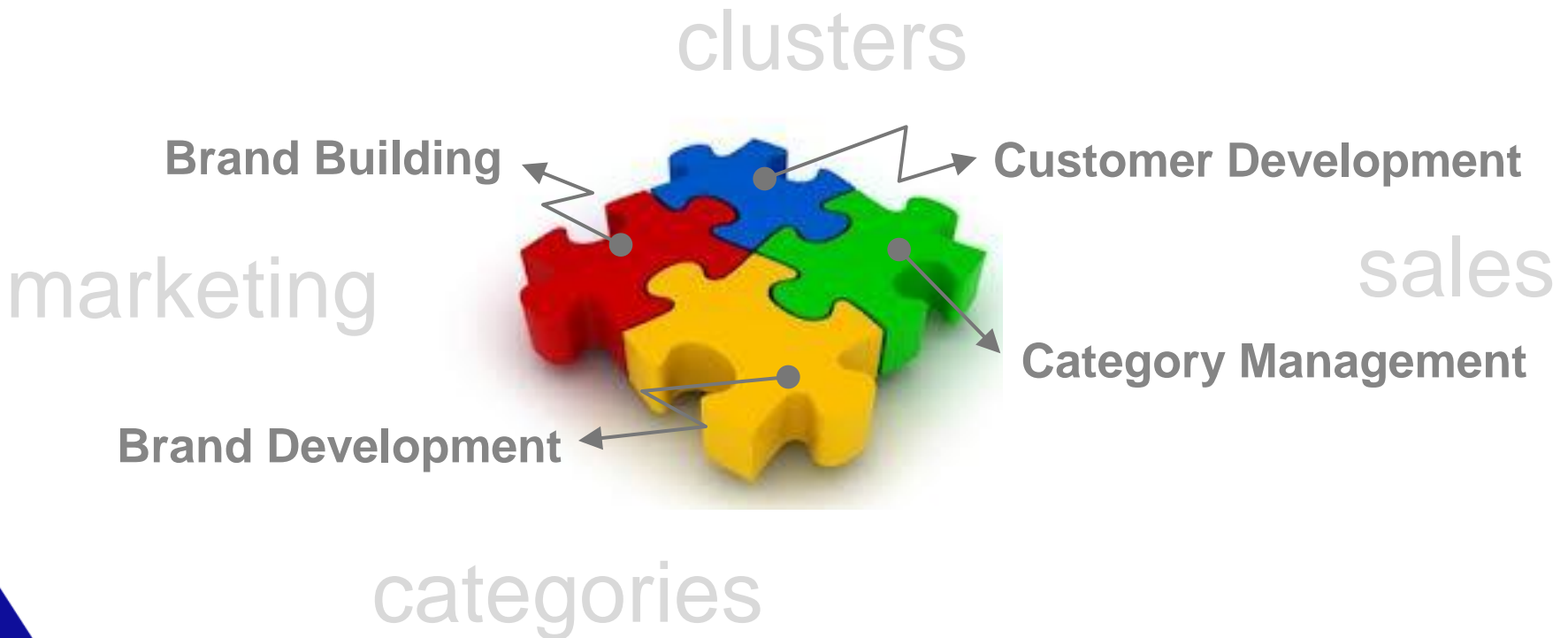
Unilever
since 2001



About A/MY CAREER



12 years with Unilever
Sales Director Belgium since Feb 2011



WHY SALES ?



**"Everything on your resume was lie.
I like that. Welcome to sales!"**

Sales as building block of a career



Paul Polman
CEO of Unilever

«Our operating chairmen need a solid experience in Customer Development and Marketing»



Dirk Van den Berghe
CEO Delhaize Belgium

«In emerging markets power is in the hands of FMCG companies, whereas in WE the balance of power is shifting towards the Retailers»

Sales as building block of a career



some personal findings (external)

- mature markets
 - increasingly more difficult to make the difference
 - often the incremental lies in better execution
- high fragmentation of retail landscape
 - presence of a multiple Retailers, channels & banners
- more power with the retailers
 - partnering with retailers is a must
 - international customers
- retail organisations increasingly more sophisticated
 - buyer is s.p.o.c. but need for a holistic approach & networking
- shopper behaviour more and more complex
 - Shopper understanding and channel management key to win
- given scale many companies have mainly sales offices in BE



Sales as building block of a career



some personal findings (internal)

— it is where the rubber hits the road

- how well are we doing across the entire chain (holistic)
- are we offering better solutions than competition

— huge step up in capability building over the last years

- driving knowledge building & sharing
(JBP, ROMSI, S&OP, shopper insights, channel strategy, POS execution, market development etc)
- globalised strategies

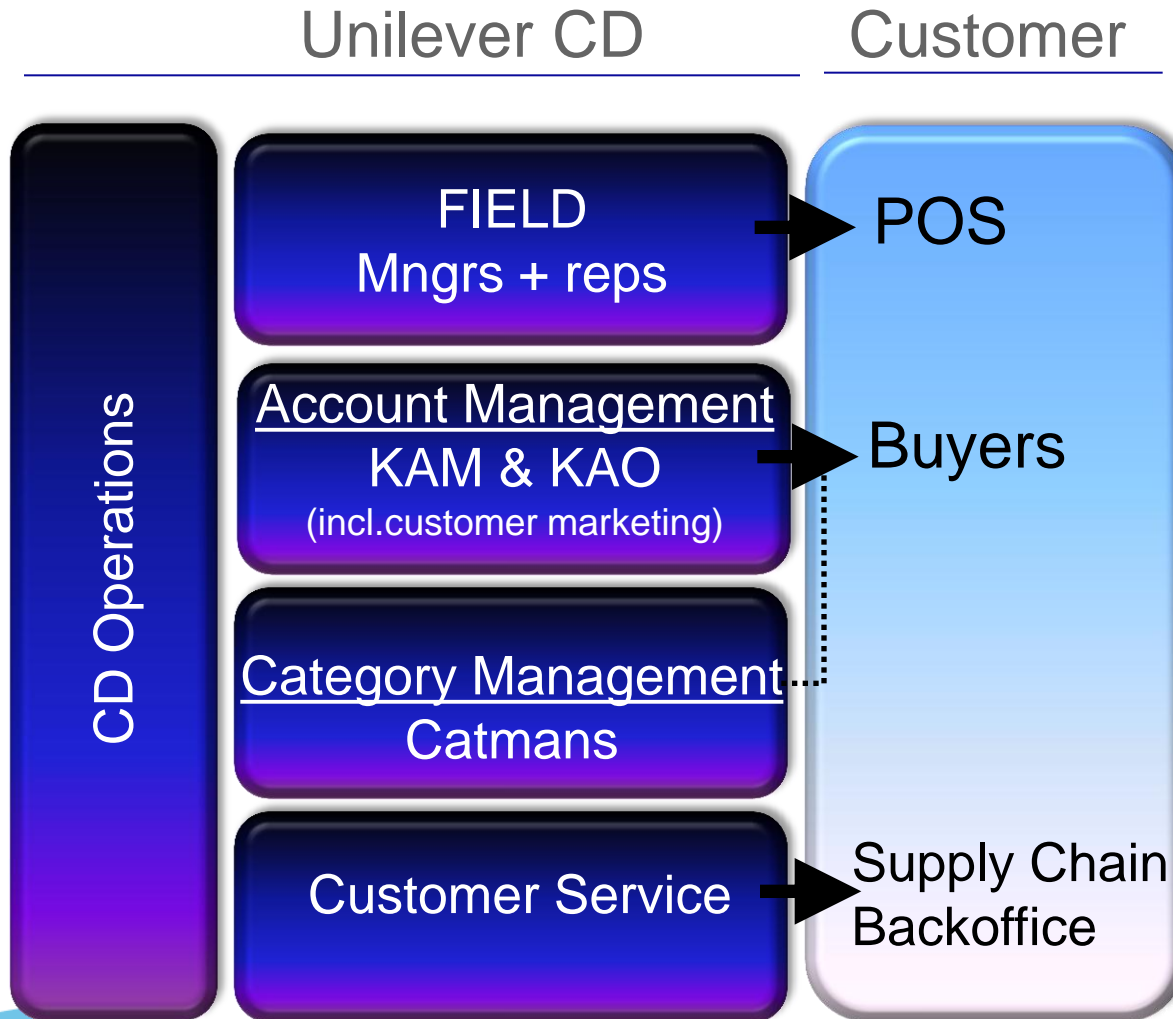
— broader career perspectives than before

- swapping lanes and geographies are encouraged
- international customers & centres of excellence



Sales at Unilever

—customer development is a key focus of the local clusters (marketing & sales offices)



Sponsoring the Vlerick Sales Club



- no sales curriculum available and therefore a unique initiative
- track record of successful recruitment at Vlerick
- supply of good sales profiles is key for us
sales people are wanted —internally and externally
- as the sales function is becoming increasingly more important & professional we believe we should develop people at an early stage
- access to external expertise
- support from Vlerick alumni in our organisation