

PRODUCT INNOVATION STRATEGIES AND SALES REVENUE: INSIGHT FROM UNILEVER NIGERIA PLC. ABA, ABIA STATE (PAPER 14)

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ABSTRACT

This study investigated the effects of product innovation strategies on sales revenue of the Unilever Nigeria Plc, focusing on Unilever's operational presence in Aba, Abia State. Against the backdrop of a highly competitive and evolving fast-moving consumer goods (FMCG) market, the research explores how three core dimensions of innovation - customer orientation, market analysis/feasibility, and new product development - influence both sales growth and profitability. The study employed a causal research design, utilizing both primary and secondary data (e.g: 36 copies of structured questionnaire and data from Unilever's annual reports 2008–2024). Statistical analysis based on regression models revealed that each innovation strategy dimension significantly and positively impacts sales revenue and profitability. Additionally, the study established that managerial creativity plays a significant moderating role in strengthening the relationship between innovation strategies and sales outcomes. These findings underscore the critical importance of embedding innovation within the strategic and operational frameworks of consumer goods manufacturing firms. The study concludes that while product innovation drives revenue growth, its effectiveness is contingent upon organizational factors such as leadership, market insight, and cross-functional collaboration. Based on the findings, the paper recommends, among others, that Unilever should prioritize customer orientation strategies by embedding structured feedback loops and co-creation mechanisms in its product development cycle. It should also invest in leadership programs that foster innovation, strategic thinking, and change management for better performance.

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1.0 INTRODUCTION

In today's highly competitive and fast-evolving business environment, product innovation has become a strategic necessity for firms seeking sustained growth, customer loyalty, and enhanced sales revenue. Product innovation involves the introduction of new or significantly improved products that incorporate novel features or functionalities intended to deliver superior value or differentiate offerings from competitors (Farida & Setiawan, 2022; Innovatio Agbonifo, Ogwo, Nnolim, & Nkamnebe, 2007). More than the launch of new items, innovation represents the alignment of market needs with creativity, technology, and organizational capabilities, allowing firms to respond proactively to shifting consumer expectations and competitive pressures. In the fast-moving consumer goods (FMCG) sector, characterized by high product similarity and intense rivalry, innovation serves as a critical tool for maintaining market relevance and enhancing brand competitiveness. Empirical evidence indicates that innovation strengthens customer engagement and improves firms' strategic standing in crowded markets such as beverages and personal care (Ibidunni, Iyiola, & Ibidunni (2014); Gunday, Ulusoy, Kilic, & Alpan, 2011). Through product, service, managerial, or process innovation, firms achieve sustainable advantage and elevate the quality of consumers' experiences (Farida & Setiawan, 2022; Shqipe et al., 2013). Firms that fail to innovate are at risk of stagnation, declining market share, and eventual displacement (Cooper, 2001).

In Nigeria's FMCG environment, innovation is particularly essential given the dynamic nature of consumer tastes, rising competition, and economic uncertainty. For firms such as Unilever Nigeria Plc operating in markets like Aba, Abia State, product innovation is not only a strategy for differentiation but a critical driver of market penetration, competitive positioning, and sales expansion. Effective innovation is premised on customer orientation, rigorous market analysis, and an understanding of feasibility constraints, all of which ensure that product offerings align with consumer needs while remaining cost-efficient and market-viable. Despite substantial global research linking innovation to firm performance, the contextual dynamics of this relationship remain understudied in emerging markets, particularly Nigeria. Prior studies have demonstrated positive associations between product innovation and marketing outcomes (Zand & Rezaei, 2020; Li & Atuahene-Gima, 2001; Jajja et al., 2021), but limited work has examined how specific innovation strategies influence sales revenue within Nigerian FMCG firms. This gap is most evident in regional markets such as Aba, where consumer behaviors, distribution patterns, and competitive structures differ from national averages.

Accordingly, this study investigates the effect of two core innovation strategies; namely, customer orientation and market analysis/feasibility—on the sales revenue of Unilever Nigeria Plc. The study contributes to the literature by contextualizing innovation within an emerging-market FMCG firm and providing empirical insights for practitioners seeking to strengthen revenue outcomes through innovation strategy. By doing so, it deepens understanding of how targeted innovation approaches such as outlining the standardized process through which Unilever Nigeria Plc systematically collects, analyzes, and applies customer and market data before introducing or modifying products. The procedure requires that, prior to product development or market rollout, the marketing team conducts structured customer feedback surveys, distributor consultations, and market feasibility analyses. The findings are formally documented and reviewed by cross-functional teams (marketing, sales, finance, and operations) before approval is granted. The

specific objective of the study is to examine how the institutionalization of customer-focused and market-driven innovation practices through formalized SOPs influences revenue performance in an emerging-market fast-moving consumer goods (FMCG) firm.

2.0 REVIEW OF RELATED LITERATURE

Conceptual Review

2.1 Product Innovation

Product innovation entails the introduction of new products or the improvement of existing ones to enhance consumer value and organizational competitiveness (Kuncoro & Suriani, 2018; Farida & Setiawan, 2022). It reflects an organization's ability to integrate creativity, design, and market insight into offerings that address evolving consumer needs. As Gunday et al. (2011) assert, innovation is embedded in organizational structures and serves as a catalyst for market expansion and differentiation. It typically takes the form of new product development, incremental improvements, or repositioning strategies, all of which require strong market intelligence and strategic planning.

2.1.1 Customer Orientation

Customer orientation represents the firm's commitment to understanding and satisfying consumer needs. It forms the foundation of market orientation and ensures that innovation efforts remain relevant and value-driven. Studies show a positive link between customer orientation and firm performance (Langerak, 2003; Theoharakis & Hooley, 2008). In emerging markets, where consumer expectations shift rapidly, firms must maintain deep customer insight to sustain competitive advantage (Kirca et al., 2005; Hooley et al., 2000). Customer-oriented innovation reduces market uncertainty and strengthens product acceptance.

2.1.3 Market Analysis

Market analysis and feasibility studies constitute essential elements of innovation strategy. They involve assessing demand patterns, consumer preferences, competitors, cost implications, and operational constraints. These analyses ensure that new product initiatives align with both customer expectations and organizational capacities (Agustin et al., 2023). Robust market feasibility reduces the risk of innovation failure and improves the likelihood of successful commercialization.

New Product Development (NPD)

NPD encompasses the systematic stages from idea generation to commercialization, including concept development, business analysis, prototyping, and market testing (Agbonifo et al., 2007; Oja, 2010). NPD mitigates product life cycle decline and enables firms to remain relevant in competitive markets. Nevertheless, failures in NPD often arise from poor forecasting, pricing errors, or weak market execution, highlighting the need for structured and customer-focused approaches.

Sales Revenue

Sales revenue reflects income derived from a firm's core selling activities and serves as a primary indicator of performance (Huang et al., 2015). Baumol's (1962) revenue maximization theory suggests that firms may prioritize revenue growth as long as profits meet a satisfactory threshold.

Sales revenue influences market valuation and investor confidence and is distinct from total revenue, which includes ancillary income streams (Jegadeesh & Livnat, 2006).

Sales Growth

Sales growth measures the rate at which sales increase over time and captures the effectiveness of a firm's marketing strategies and market responsiveness. It is essential for long-term survival and investor confidence (Rachmawati & Sherlita, 2021). For firms like Unilever Nigeria Plc, sustained sales growth signals brand strength and operational efficiency (SooCheong & Kwangmin, 2011).

Profitability

Profitability measures the surplus remaining after all expenses and represents a key indicator of firm health, risk absorption, and sustainability (Carbaugh, 2006; Orji, 2017). A firm lacking consistent profitability faces reduced competitiveness and long-term vulnerability.

Management Drive for Creativity and Innovation

Management creativity reflects leadership's ability to cultivate an innovative culture, encourage risk-taking, and support strategic ideation. Leadership traits such as passion and strategic vision influence innovation outcomes (Strese et al., 2018; Baum & Locke, 2004). The upper echelons perspective affirms that leadership characteristics directly shape innovation capabilities and performance. However, leaders must balance visionary enthusiasm with critical evaluation to manage innovation risks effectively.

Theoretical Review

This study is anchored on the **Dynamic Capability Theory**, which emphasizes a firm's ability to create, extend, and reconfigure resources in response to environmental change (Teece et al., 1997; Helfat et al., 2007). Product innovation is conceptualized as part of a firm's dynamic capability to adapt to market shifts. Teece (2014) highlights dynamic capabilities as meta-capabilities that transform organizational competencies over time.

Innovation involves both incremental and radical shifts (Kodama, 2017), but only innovation that enhances long-term adaptability constitutes a dynamic capability (Helfat et al., 2007). Dynamic innovation capabilities allow firms to reinterpret market signals and realign resources to maintain competitiveness (Lawson & Samson, 2001). Ibidunni et al. (2014) further distinguish between dynamic capability innovation theory and prospect innovation theory, the latter suggesting that loss-facing firms are more willing to pursue radical innovation compared to profit-stable firms.

Schoonhoven (2006) asserts that unique organizational resources underpin sustainable innovation and enable firms to achieve superior performance. Thus, innovation capabilities serve both as an outcome of dynamic capabilities and as a driver of performance indicators such as sales revenue.

Empirical Review

Recent empirical studies demonstrate consistent links between innovation and firm performance. Kim and Lee (2024) report that product innovation significantly enhances sales across SMEs and large firms in Korea, while process innovation yields benefits primarily for larger firms. García-

Quevedo et al. (2024) find that persistent innovation outputs exert strong positive effects on medium-to-low-growth firms.

Bogetoft et al. (2024) reveal that firms combining product and other innovation types experience the greatest performance improvements, while process-only innovators achieve substantial catch-up gains. Zhao et al. (2023) confirm that high-quality technological innovation boosts new energy vehicle sales across value-chain segments.

Studies also show that artificial intelligence (AI) investments enhance sales growth through increased product innovation (Science Direct, 2023). In Nigeria, Ahmadu (2021) identifies innovation ambiguity, infrastructure deficits, and weak innovation management as constraints to online grocery business performance. Similarly, Al-Nashim and Amer (2014) emphasize the interplay of IT infrastructure, innovation, and knowledge management in influencing technology adoption.

Operational Conceptual Framework

The study’s conceptual framework articulates the effect of product innovation strategies—customer orientation and market feasibility—on sales revenue outcomes such as sales growth and profitability within Unilever Nigeria Plc. Each linkage within the framework represents a testable hypothesis, reflecting the directional influence of specific innovation strategies on sales performance measures. The model excludes moderating effects since these interactions are indirect.

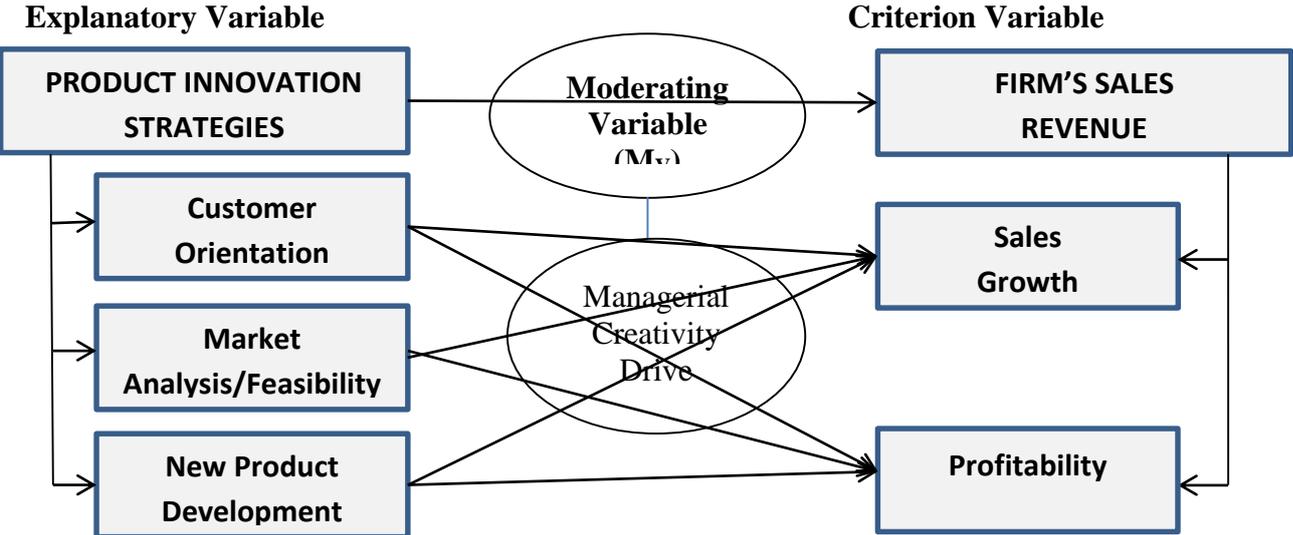


Figure 2.1 Operational Conceptual Frame Work for Product Innovation Strategies and Firm Revenue

Source: *Researcher’s Desk, 2025*

3.0 METHODOLOGY

This study used a unidirectional causal research design; hence, it focused on the causal flow. The flow runs from product innovation strategies to firm’s sales revenue. Both quantitative primary data and qualitative secondary data were used in the course of performance investigation.

4.0 RESULTS AND DISCUSSION

Table 4.1: Questionnaire Response Rate for the field Data Collection

S/N	Questionnaire Administration	Number Involved	Percentage
	Copies of the Questionnaire Administered	36	100
	Copies of the Questionnaire returned	31	86.1
	Copies of the Questionnaire well filled and used	27	75.0
	Copies of the Questionnaire dropped	04	11.1
	Copies of the Questionnaire lost in transit	05	13.9
	TOTAL	36	100

Source: Survey Data, 2025

Out of the 36 copies of the questionnaire administered to various levels of staff, only 31 copies of the said questionnaire returned, and this accounted for 86.1% response rate for the study. Due to error observed in filling of some of the copies of the questionnaire by respondents, 4 copies of the questionnaire were dropped, representing 11.1% of the total copies of questionnaire sent to the field. A total of 27 copies of the questionnaire were well filled representing 75.0% of the total copies of the questionnaire sent to the field. These constituted the instrument that was later tested for reliability using the Cronbach's alpha, and the result was above 0.7 respectively. Also, a validity test using factor analysis helped to identify loaded factors with high level of correlation. This was done by means of the SPSS window output.

Descriptive Statistics

Demographic variables

Table 4.2: Respondents Job Description

Respondents Job Description:	No.	%
Sales Managers	5	18.5
Brand managers	7	26.0
Manager Communications	6	22.2
Branch Team Leads	5	18.5
Manager Operations	4	14.8
Total	27	100

Source: Excel Output

The histogram chart referred, shows that 5 respondents of the studied branch which represents 18.5 percent of the total respondents, holds the position of sales managers, 7 accounting for 26.0 percent of the sample size said they hold the position of brand managers, another 6 also accounting to 22.2 percent of the respondents hold the position of communication managers. 5 making up 18.5 percent holds the position of branch team leads. Whereas, 4 making up 14.8 percent of the respondents said that they are managers in charge of operations.

Table 4.3 Cronbach Alpha Output

S/N	VARIABLE(S)	COEFFICIENT
1	Product Innovation	0.742
2	Customer Orientation	0.771

3	Market Analysis/Feasibility	0.753
4	New Product Development	0.864
5	Sales Revenue	0.811
6	Sales Growth	0.806
7	Managerial Creativity Drive	0.818

Source: Excel Output

The Cronbach alpha in Table 4.3 above shows that all the variables had Cronbach alpha greater than 0.7. The scales are therefore considered reliable and the result of data extracted thereof valid for use. The above results necessitated further steps that were taken to present the detailed analysis of the demographic/profile of Unilever Nigeria Plc. studied for ease of viewing using various charts, as was shown in preceding demographics reports / outputs.

Table 4.4: Firm application of Customer Orientation Strategy Scale (COS). (Alpha = 0.742)

Items	Statement Item	\bar{x}	σ	Remark
COS1	Our company frequently surveys customers to assess their needs.	3.87	0.578	Agree
COS2	We constantly monitor our level of commitment to serving customers' needs.	3.62	0.642	Agree
COS3	To ensure we maintain a step ahead of competitors is the drive for periodic outreach to our customers	3.69	0.481	Agree
COS4	Customer satisfaction is a top priority in our company.	3.61	0.603	Neutral
COS5	We make an effort to understand our customers' current and future needs.	3.55	0.664	Agree
Variable (Scale)		3.56	0.59	Agree

Source: SPSS output based on survey data

Table 4.5: Firm Utilization of Customer Analysis/Feasibility Scale (CAF). (Alpha = 0.771)

Items	Statement Item	\bar{x}	σ	Remark
CAF1	There is an existing need for the proposed product/service in the market.	3.72	0.624	Agree
CAF2	The target market is large enough to support the new product/service e.	3.88	0.832	Agree
CAF3	Customers are currently underserved in this market segment.	3.85	0.768	Agree
CAF4	Market trends indicate growing demand for this type of product/service.	3.49	0.617	Agree
CAF5	We understand the preferences and buying behavior of our potential customers.	3.78	0.698	Agree
Variable (Scale)		3.71	0.7136	Agree

Source: SPSS output based on survey data

Table 4.6: Firm Utilization of New Product Development Scale (NPD).(Alpha = 0.753)

Items	Statement Item	\bar{x}	σ	Remark
NPD1	There is an existing need for the proposed product/service in the market.	3.53	0.703	Agree
NPD2	Market trends indicate growing demand for this type of product/service.	3.92	0.682	Agree
NPD3	We understand the preferences and buying behavior of our potential customers.	3.51	0.677	Agree
NPD4	Our product/service has a competitive advantage in terms of price, quality, or innovation.	4.34	0.766	Agree

NPD5	Our organization has the technical ability to produce the product/service for profit.	4.07	0.728	Agree
Variable (Scale)		3.81	0.694	Agree

Source: SPSS output based on survey data

Table 4.7: Firm Performance based on Sales Growth Scale (SAG). (Alpha = 0.864)

Items	Statement Item	\bar{x}	σ	Remark
SAG1	We regularly analyze our sales data to identify growth trends.	3.74	0.695	Agree
SAG2	Sales targets are set and reviewed periodically.	4.11	0.565	Agree
SAG3	Sales feedback is used to adjust our strategies promptly to ensure consistency in growth rate of sales.	3.91	0.694	Agree
SAG4	Sales growth performance is reviewed across product lines.	3.68	0.725	Agree
SAG5	Satisfied customers often make repeat purchases.	4.23	0.617	Agree
Variable (Scale)		3.76	0.677	Agree

Source: SPSS output based on survey data

Table 4.8: Firm Profit Advantage Scale (PFT). (Alpha = 0.811)

Items	Statement Item	\bar{x}	σ	Remark
PFT1	The organization has experienced consistent revenue growth in recent years.	3.66	0.813	Agree
PFT2	Increases in product sales have directly contributed to profit growth.	3.71	0.684	Agree
PFT3	We have diversified income sources that support profitability.	3.53	0.594	Agree
PFT4	Our pricing strategy positively impacts total revenue.	3.77	0.753	Agree
PFT5	Our new products are gaining ground in profit due to collaboration with our customers and dealers ideas	3.52	0.566	Agree
Variable (Scale)		3.71	0.673	Agree

Source: SPSS output based on survey data

Table 4.9: MGT Creativity Drive Scale (MCD). (Alpha = 0.806)

Items	Statement Item	\bar{x}	σ	Remark
MCD1	Management encourages the generation of new ideas.	4.14	0.708	Agree
MCD2	Our managers are committed to supporting innovative solutions.	3.23	0.642	Agree
MCD3	Management promotes innovation as a core organizational value.	4.10	0.674	Agree
MCD4	Leaders in this organization actively seek creative input from staff.	3.57	0.611	Agree
MCD5	Creative experiments are welcomed, even if they don't always succeed.	3.04	0.701	Agree
Variable (Scale)		3.72	0.713	Agree

Source: SPSS output based on survey data

5.0 Empirical Findings and Discussion

Influence of Customer Orientation Strategy on Sales Growth

The first hypothesis proposed that *Customer Orientation Strategy* (COS), as a product innovation tool, does not significantly impact *Sales Growth* in Unilever Nigeria Plc. In this study, COS was assessed through several dimensions: frequent customer surveys, continuous monitoring of the firm's responsiveness to customer needs, proactive customer outreach relative to competitors, prioritization of customer satisfaction, and attentiveness to both expressed and latent customer needs. *Sales Growth* was measured by historical growth trends, performance against sales targets, effective use of customer feedback, sales increases across product lines, and customer loyalty as reflected in repeat purchases.

While previous studies have linked COS with firm performance, its specific impact in the Nigerian consumer goods context had not been conclusively established. To test this relationship, a regression analysis was conducted using SPSS (version 20.0). The results showed a strong positive and statistically significant relationship between COS and Sales Growth, with a coefficient of 0.6061 and a p-value of 0.0000. This indicates that improvements in customer orientation are associated with increases in sales, rejecting the null hypothesis of no significant effect. These findings are consistent with previous research by Rachmawati and Sherlita (2021), and Theoharakis and Hooley (2008), who found that firms employing customer-oriented strategies often experience improved sales performance. Further supporting evidence was drawn from Unilever Nigeria's annual reports from 2008 to 2024, which reflect sustained sales growth aligned with product innovation efforts.

Impact of Customer Analysis/Feasibility on Sales Growth

The second hypothesis posited that *Customer Analysis/Feasibility* (CAF) has no significant effect on Sales Growth. CAF was evaluated based on market need assessments, market size and demand sustainability, identification of underserved segments, alignment with emerging market trends, and understanding of customer preferences and buying behavior. Regression analysis indicated a significant positive effect of CAF on Sales Growth, with a coefficient of 0.4157 and a p-value of 0.0000. This shows a meaningful relationship between effective customer analysis and sales performance, thereby rejecting the null hypothesis. This outcome aligns with studies by Agustin et al. (2023) and Mhairat (2025), which highlight the importance of aligning product development with customer needs and feasibility assessments to achieve profitability and competitive advantage.

Impact of New Product Development on Sales Growth

The third hypothesis tested whether *New Product Development* (NPD) significantly influences Sales Growth. NPD was measured by the identification of customer needs, justification of production through customer behavior analysis, and validation of product advantages in quality, pricing, and market relevance. Sales Growth metrics remained consistent with those used in previous hypotheses. Regression analysis revealed a significant positive effect, with an NPD coefficient of 0.3164 and a p-value of 0.0000, suggesting that NPD contributes positively to Sales Growth. The null hypothesis was rejected. These findings corroborate the work of Bogetoft et al. (2024), who, using a large panel dataset from manufacturing firms, concluded that innovation

strategies, especially those aligned with product development, drive competitive advantage and revenue growth.

Influence of Customer Orientation Strategy on Profitability

The fourth hypothesis examined whether COS significantly impacts *Profitability*. Profitability was assessed based on revenue generated from customer satisfaction, sales volume growth, reinvestment returns, pricing strategies, and firm-customer engagement outcomes. COS was measured using the same indicators as in section 4.3.1. Regression analysis indicated a positive and significant relationship, with a COS coefficient of 0.3524 and a p-value of 0.0000, confirming that customer-focused innovation directly contributes to profitability. The null hypothesis was therefore rejected. These findings align with Rachmawati and Sherlita (2021), who found that sales growth, driven by strong customer orientation, positively affects earnings per share and profitability, particularly in larger firms.

Impact of Customer Analysis/Feasibility on Profitability

This hypothesis tested the impact of CAF on firm *Profitability*. CAF was measured as previously described, and Profitability retained the same indicators as in section 4.3.4. Regression results showed a positive and significant relationship, with a CAF coefficient of 0.3906 and a p-value of 0.0000, indicating that in-depth customer analysis contributes to higher profitability. Hence, the null hypothesis was rejected. This supports findings by Ahmadu (2021), who studied innovation in Nigeria's online grocery sector. The study emphasized the role of feasibility analysis and customer-centric innovation in improving service delivery and profitability through strategic innovation application.

Impact of New Product Development on Profitability

The sixth hypothesis evaluated whether NPD significantly affects Profitability. NPD was measured through recognition of customer needs, market validation, and competitive advantages of new offerings. Profitability measures remained consistent with earlier sections. The analysis revealed a strong positive and significant effect, with an NPD coefficient of 0.4526 and a p-value of 0.0001. The null hypothesis was rejected, confirming that NPD plays a crucial role in enhancing firm profitability. These findings are in line with Al-Nashim and Amer (2014), who emphasized that IT infrastructure and innovation drive new product development and organizational performance, provided the necessary systems are in place to support such innovation.

Moderating Role of Management Creativity in the Relationship Between Product Innovation and Sales Revenue

The final hypothesis tested whether *Management Creativity Drive* (MCD) moderates the relationship between *Product Innovation Strategies* (PIS) and *Sales Revenue* (SAR). The literature suggests that managerial vision and creativity significantly affect a firm's innovation capability and overall performance. The regression analysis demonstrated a positive and significant moderating effect, with a coefficient of 0.3712 and a p-value of 0.0000, thereby rejecting the null hypothesis. These results align with the findings of Gumusluoğlu and Ilsev (2009), who concluded that transformational leadership enhances internal innovation efforts, particularly when supported by conducive external environments.

6.0 CONCLUSION AND RECOMMENDATIONS

This study empirically examined the impact of product innovation strategies on the sales revenue of Unilever Nigeria Plc. The findings indicate that all three dimensions of product innovation - customer orientation strategy, customer analysis/feasibility, and new product development - positively influence sales revenue, although with varying degrees of statistical significance. Notably, managerial creativity was found to have a significant moderating effect, suggesting that innovation strategies alone may not sufficiently drive revenue growth without an enabling internal environment supported by strategic leadership. The empirical evidence affirms that product innovation contributes to improved sales performance, but its effectiveness is contingent upon how well these strategies are aligned with the firm's broader operational and strategic frameworks. Thus, Unilever Nigeria's capacity to sustain and grow its revenue through innovation is closely linked to its ability to institutionalize customer-centric practices, leverage market insights, and foster a culture of creativity and executional excellence within the organization. In summary, while product innovation is a catalyst for revenue growth, its real impact depends on managerial intent, strategic coherence, and organizational readiness to convert innovative ideas into value-added market offerings.

Based on the conclusions drawn, the following actionable recommendations are proposed to enhance the effectiveness of product innovation strategies in driving revenue growth at Unilever Nigeria Plc.:

Unilever should prioritize customer orientation strategies by embedding structured feedback loops and co-creation mechanisms in its product development cycle. Engaging consumers early and consistently can lead to better alignment between product offerings and market needs, thereby enhancing customer satisfaction and repeat patronage.

As managerial creativity significantly moderates the innovation–revenue relationship, Unilever should invest in leadership development programs focused on innovation management, strategic thinking, and change leadership. A forward-looking and innovation-literate management team can better harness product innovation for sustained profitability.

To improve the commercial success of new products, Unilever must deepen its investment in market intelligence systems. Using advanced data analytics to perform feasibility studies and predict consumer behavior will enable the firm to make informed decisions, reduce product failure rates, and enhance return on innovation investment.

Innovation should not be isolated within research and development (R&D) units. Unilever should promote cross-functional collaboration across marketing, production, and customer service departments to ensure that innovation is embedded in all facets of the value chain, from ideation to delivery.

Given the crucial link between innovation and market performance, the sales team must be adequately equipped to communicate product value effectively. Unilever should implement regular training programs focused on product knowledge, customer relationship management, and market responsiveness to improve sales conversion and customer retention.

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