

Case Study: Content as a Service (CaaS)

Strategic Operationalization of a Global Content Ecosystem

Client

Unilever (77 Global Brands)

Timeline

2020 – 2025

Role

Strategic Operations Partner

Leadership Partnership

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The Challenge: The Complexity Trap

In 2020, Unilever's digital landscape was defined by extreme fragmentation. Across 77 global brands, content was being delivered through dozens of different agencies, each operating with its own workflows and standards. The mandate: transition to a Content as a Service (CaaS) framework to drive **Global scale and Cost efficiency**.

The Agency Fragment

77 brands managing disparate agency relationships in silos.

Economic Friction

Legacy "pay-per-seat" models created high overhead.

The Implementation Gap

Required a robust operational "Grip" amid AI disruption.

Action: Strategic Operationalization



Consolidation

Orchestrated the transition of 77 brands from disparate agencies to a unified delivery structure.



AI Transition

Operationalized AI workflows, unlocking a **57% gain in cost-efficiency**.



Commercial Model

Shifted to a disruptive **asset-based rate card** (Output-based value).



Orchestration

Managed a **linchpin team of 8 Project Managers** governing a 72-person production hub.

Solution: The Ecosystem of Accountability

The Strategic Roadmap

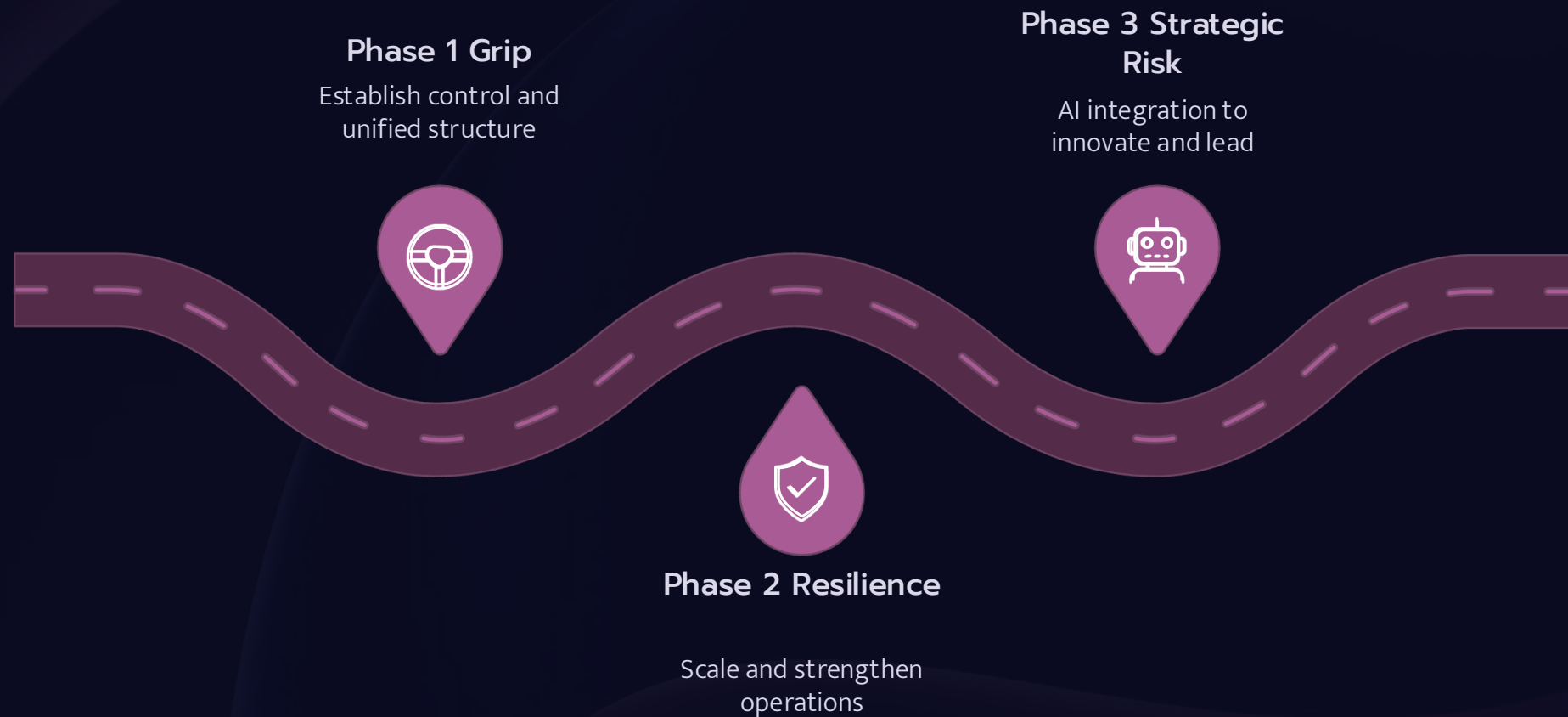
Phase 1 Grip | Phase 2 : Resilience |
Phase 3 onwards: Strategic Risk (AI
Integration).

Precision Guardrails

Outcome-based KPIs for the 8 PMs
to ensure "North Star" alignment.

Governance

Vendor proficiency model based on
performance, not just cost.



This phased roadmap ensured that operational control was established before scaling, and that AI integration was introduced only once the ecosystem had the resilience to absorb it responsibly.

Impact: The Result

57%

Efficiency Gain

Via commercial evolution and AI.

12

Major Markets

Doubled reach from 5 to 12 major markets on a flat budget.

#1

Digital Shelf 2025

Unilever named **#1 Digital shelf of 2025** — global recognition for the transformation.

- ✓ **Global Recognition:** Unilever named **#1 Digital shelf of 2025**. A testament to the power of strategic operationalization, unified governance, and AI-enabled content delivery at scale.