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| Procter and Gamble |
| Strategic Analysis |
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| **4/17/2014** |

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**Executive Summary**

In this paper the background of Procter and Gamble will be discussed, as well as the main strategic problems they face. The external analysis includes the environmental factors and Porter’s Five Forces. The two biggest environmental factors that influence Procter and Gamble’s day-to-day operations include the global environment and the demographic environment. The industry will be explained in detail through Porter’s Five Forces.

The internal analysis includes the financial information. The 2013 annual report from Procter and Gamble will be compared to themselves, as well as one of their main competitors, Johnson and Johnson. Following the financials, the SWOT analysis will be explained, which includes their strengths, weaknesses, opportunities, and threats. Also, the value chain analysis and the strategic implementation will be discussed in this section.

Lastly, the recommendations for the strategic problem will be analyzed with three different solutions. Out of these three solutions, the best one will be explained in detail as to why it is the best strategy. Also, the implementation of the recommendation will be explained.

**Introduction**

In 1837 William Procter and James Gamble settled into Cincinnati, Ohio and built their business of branded consumer goods. Their first branded product was Ivory soap, which launched in 1879 and is still around today. There are five segments of goods that include Beauty, Grooming, Health Care, Fabric and Home Care, and Baby and Family Care. In 1930 they became an international corporation when they had an acquisition of Thomas Hedley Co. Procter and Gamble has grown over the years and now has manufacturing operations in over 15 regions around the world. Throughout the years they have acquired other companies including Folgers Coffee, Old Spice, Max Factor, and Iams dog food. Their biggest acquisition to this day was Gillette, which made them the biggest consumer goods company. They are in the Fortune 500 and ranked as number 28 for 2013.

There are a few strategic problems that Procter and Gamble has had currently and over the years. They include the recession/market growth; the risk of change for consumer demand along with competition; and the possibility of cannibalizing sales of another product.

Procter and Gamble relies heavily on the United States revenues. If the United States economy gets worse and people do not buy as much they could lose a lot of money. According to figure 1, North America makes up 39 percent of total net sales, 36 percent being from the United States. No other individual country makes up more than 10 percent, which leads the United States by 26 percent.

Procter and Gamble is a consumer products company that relies on the demand of their products from consumers. They must have products that consumers want. This is considered a strategic problem because there is a risk that they could loss the consumer’s demands by their competition. The consumer product industry is a very competitive industry and people could switch products very easily without hesitation. Procter and Gamble has items in different categories. This means they have different competitors, both locally and globally, that they must do research on and be up to date. They have to be able to compete on a high level with local and global competitors in new and existing markets. There are challenges maintaining profit margin with the ongoing competition. The items that Procter and Gamble must respond to in order to achieve the advantage includes pricing, promotional incentives, and trade items (Lafley, 2013). They must also market their products efficiently to be able to see the results that are needed. Their ad effectiveness has decreased over the past years. Although the Old Spice commercials have been effective, the other parts of the industry are in the middle or below of the Advertising Benchmark (Neff, 2013). They also had a delay in their launches of new products. Tide Pods were six months late coming out, which in turn would make the competitors have a better advantage. There were also issues with Fusion ProGlide Razors and an Old Spice Body Wash. They blame unexpected consumer demand for the main reason that these situations happened.

Another strategic problem that Procter and Gamble has is the risk of cannibalizing their own products. They have many products in the same category. One product could cause another product to lose money. A hair product, such as Aussie, could make Herbal Essences not as appealing. If this were to happen, Aussie, would make them lose money and not be worth selling anymore.

**External Analysis**

**General Assessment of Environment**

**Global Segment**

Procter and Gamble markets their products in over 180 countries and serves almost 5 billion people in the world today. Their global segment is divided into five segments which include North America, Western Europe, Central and Eastern Europe/Middle East/Africa, Latin America, and Asia. The economy in each of these sections affects Procter and Gamble’s livelihood of their business. They plan to serve the remaining 2 billion people in the world once they can achieve it profitably. Until that time comes, Procter and Gamble has been doing social responsibility programs for people around the world. One of the projects is the P&G Children’s Safe Drinking Water Campaign, which consists of water purification packets for people that desperately need it.

The U.S. dollar is the functional currency for the subsidiaries in Venezuela. When the currency measurements are adjusted for the non-dollar assets and liabilities, gains and losses are reflected in the earnings. In February 2013 Venezuela devalued their currency relative to the U.S. dollar. This changed the original 4.3 Bolivares Fuertes to one U.S. dollar to 6.3 Bolivares Fuertes to one U.S. dollar. The change that Venezuela had on their currency will change the reported net sales of Procter and Gamble by less than 1 percent on a going basis, which in turn had a $0.04 decrease in reported earnings per share (Lafley, 2013).

Procter and Gamble uses dynamic macroeconomic factors to determine the demand for their products across the world. This involves data compiled over time to help decision-makers spot historical trends. They say that economic changes, terrorist activity, and natural disasters could cause business interruption with either inflation or deflation. It could also cause a decreased demand for their products.

According to figure 2, Procter and Gamble’s corporate structure includes the Global Business Units with Corporate Functions to improve their ongoing plan in business performance. Each sector focuses on consumer benefits, technologies, and competitors. The Global Business Services uses their partners to provide the best-in-class business support services at the lowest costs so that Procter and Gamble has a winning advantage (Procter & Gamble: Corporate Structure).

**Demographic Segment**

The world population is increasing every day. The mortality rate is decreasing which means there are more people in the world than 10 years ago. Procter and Gamble currently sells over 300 items in 180 countries. Around 36 percent of the countries are developing countries with increasing population. They sell to all ages, genders, ethnicity, and social classes. As the world’s population increases, Procter and Gamble has an opportunity to increase their sales.

**Porter’s 5 forces analysis:**

**Threat of New Entrants: Low**

Procter and Gamble has a wide range of products that makes it hard for a new company to come in and pose a threat. The personal products market is difficult to get into due to a high degree of concentration. The highly concentrated market makes it difficult for new entrants because there are only a few companies in that industry and they are very competitive. The companies that are in the personal products market, such as Procter and Gamble, Johnson and Johnson, Kimberly-Clark, and Colgate-Palmolive, have been in for a long period of time. This gives them a competitive advantage because they have had many years to create entry barriers for potential threats.

The economies of scale are considered to be high because Procter and Gamble is so big. They are able to spread the costs of production over how many items are produced. This makes it harder for entrants because they have to come in at a high scale, creating a cost disadvantage. In the health products industry, there is a high level of customer loyalty and a strong sense of brand identification. This will create new entrants to spend a greater degree to overcome existing customer loyalty. The access to distribution channels will also be very high when new entrants try to establish their brand.

**Bargaining Power of Buyers: Moderate**

The bargaining power of buyers for Procter and Gamble is considered to be moderate. Switching costs are considered low because most products on the shelf are around the same price. For example, comparing Procter and Gamble toothpaste to Colgate-Palmolive toothpaste there is not a big difference. The quality in some circumstances could be different. Although the two brands mentioned above would compare in the same quality, smaller companies could not compete with the price and quality. Smaller companies should not try to compete with these larger companies because they have been in business a lot longer, and it would be too expensive for a smaller company to compete.

There is a lot of differentiation with Procter and Gamble products and other competitor products. Procter and Gamble has new ideas coming out every year, which gives them an advantage. Last year, Procter and Gamble came out with a new floor cleaning device called the Swiffer Bissell Steamboost. This new device “leverages the capabilities of Swiffer, a pioneer in the cleaning systems category, and Bissell, the global floor care appliance company” (Tricia, 2013). This mop makes it easier for busy people to clean the house even better than before.

**Bargaining Power of Suppliers: Low**

Procter and Gamble has five principles that each supplier must follow. These include best total value; honest, ethical, and fair dealings; externally linked supply solutions; competition and collaboration; and supplier incumbency (P&G Suppliers, 2011). Procter and Gamble has a codependent relationship with their suppliers. Procter and Gamble needs quality materials to be able to sell them at the best value. They get most of their raw materials from different suppliers, sometimes single-source suppliers. Procter and Gamble is so big that the suppliers will want to sell to them to generate revenue. They will have little bargaining power because of how small their size is compared to Procter and Gamble. “Supplier diversity is a fundamental business strategy” and if they do not like the prices that one supplier is providing, they can just go to another supplier (Procter & Gamble).

**Threat of Substitute Products and Services: Moderate**

The threat of substitute products is moderate in the personal products industry. There are always going to be substitute products and the willingness of the customer to switch to those products determines how high the threat will be. To be considered a substitute product, the product must have a price and performance close to the original product.

Pricing decisions should be extremely important to any firm because of the high competition. Customers often try to rationalize the money they spend on personal products and products in general. By doing this, they might think that price is perceived as value. Name brand products such as Olay, Aussie, Mr. Clean, and Swiffer will be more expensive than the generic store brand products. People might assume that they will be of better quality because the price is higher. The threat of substitutes will depend on the customer’s wants and needs. If they want to pay a higher price for better performance, they will buy the brand name. If they want to save money and get something that is close to the name brand product, they will go for the lesser known, generic brands.

**Threat of Rivalry Among Competitors: High**

The threat of rivalry for Procter and Gamble is high. There are a few companies that have been in business for a long time including Johnson and Johnson, Kimberly-Clark, and Colgate-Palmolive. These companies have established brands with similar products.

Over the last three years net sales of Procter and Gamble have gone up 1-3 percent. This is the same for their competitors. Johnson & Johnson has had a steady 1 percent increase over the last three years (Figure 3). To maintain the industry growth and the rivalry with their competitors, Procter and Gamble will need to keep expenses down and cut away where needed.

**Internal Analysis**

**Financial Analysis**

When looking into Procter and Gamble’s success over the years, one should look at profitability, liquidity, debt management, and asset management ratios. This will help show the firm’s performance when compared to previous years and competitors. By looking at these ratios, it could also show the firm’s future performance.

When looking at Procter and Gamble’s current and quick ratios over the past five years, one can say that although they are increasing, they are below average. Their quick ratio is below one which could mean that they do not have enough liquid assets available to meet their current obligations. One of Procter and Gamble’s biggest competitors is Johnson & Johnson. Their quick ratio was over 1.5 in 2013, which is over 1 point higher than Procter and Gamble. (Figure 3) Johnson & Johnson seems to have better short term liquidity ratios. Other ratios that were compared between the companies were the return on assets (ROA). The ROA shows an idea of how efficient management is at using their assets to make earnings. When comparing the ROA’s on Figure 7 it will show that Procter and Gamble has fluctuated over the past five years, but has increased from 2012 to 2013. When comparing to Johnson & Johnson they are lower. Johnson & Johnson had a large drop from 2010 to 2011 but they have been increasing at a steady rate.

Although Procter and Gamble makes more money than Johnson & Johnson, they have more expenses, which in turn makes Johnson & Johnson have higher net earnings. Compared to one of its competitors financially, Procter and Gamble could do better. Also, when Procter and Gamble is compared to their own history, their net earnings have, for the most part, decreased over the past five years. Their costs of goods sold and selling, general, and administrative expenses have increased over the past five years as well. If they could decrease some of these expenses they will have a higher net income.

**Value Chain Analysis**

**Primary Activities**

The inbound logistics include the location of their warehouses that hold their inventory. Procter and Gamble gets most of their raw and packaging materials from suppliers. One of the only things they do in house is some of the chemicals used in the manufacturing process. They get their raw materials from all over the world, wherever it is most cost effective. This way is more effective for their business and is a faster way to get the materials.

Procter and Gamble is a global manufacturer. They market over 300 products in over 180 countries. These countries include America, Europe, the Middle East, Africa, and Asia. Procter and Gamble is organized into four global business units which include beauty, health and grooming, baby and family care, and fabric and home care. In April of last year they announced that 45 of their plants are now zero manufacturing waste plants. This means that these plants rely on renewable energy to run the entire plant. Also, all the packaging used is recycled and renewable materials. They plan to have all of their plants this way in the future through their long-term Environmental Vision.

In 2013, Wal-Mart was approximately 14 percent of their total revenue. No other customer is more than 10 percent of their net sales. The top 10 customers represent 30 percent of their total unit volume, which shows how big Wal-Mart role is in their profit (Lafley, 2013). Procter and Gamble sells their products to over 180 countries today and to over 5 billion customers. Twenty-three of their brands are considered “Billion Dollar Brands” where they make at least $1 billion in sales every year. Figure 9 shows in detail what types of products are in each segment, as well as what percentage of sales they made for 2013. When looking at this figure, fabric and home care was the biggest percentage of net sales in 2013 at 32 percent, followed by beauty sales at 24 percent. The advertising that Procter and Gamble does throughout the year includes worldwide television, print, radio, internet, and in-store advertising. This accounted for $9.7 billion in 2013. They also have non-advertising components related to marketing that include costs associated with consumer promotions, as well as coupons and customer trade funds.

Procter and Gamble wants every customer to have good quality products at reasonable prices. In developing countries they have the chance to locate supply chains closer to the customers they want to serve. By doing this, it will reduce the costs of products so they are affordable for the customers and the services are faster. In the developed markets they are focusing on being able to reduce the number of facilities while building scale across categories. This can reduce the costs and inventory and in the end improve customer service.

**Support Activities**

Procter and Gamble has placed a large emphasis on their research and development (R&D). They spend approximately $2 billion a year on R&D. They use R&D to enable sustained organic growth. They feel that spending the time on these activities will show future growth. Product R&D has made Procter and Gamble get to the level they are today. Innovation is now one of Procter and Gamble’s core strengths. They are considered the leader in the industry’s global innovation.

**SWOT and RBV Analysis**

The SWOT analysis is used to analyze the firm’s strengths, weaknesses, opportunities, and threats. It involves identifying the internal and external factors to determine where the firm stands. The internal factors are found in the strengths and weaknesses and include where the firm excels and where it needs help. The external factors are found in the opportunities and threats. They include the general and competitive environment.

**Strengths**

Procter and Gamble focuses on five core strengths that include consumer understanding, innovation, brand building, go-to-market capabilities, and scale. They want to win in the consumer industry and are “designed to lead in each of these areas” (Procter & Gamble Core Strengths)

Procter and Gamble invests more in market research to determine what consumers want. They interact with consumers everyday in over 100 of their 180 countries they sell to. They also have over one thousand research studies every year to get insights to better opportunities in innovation and to better understand the needs of consumers. Procter and Gamble is an innovation leader in the global industry. They have research partners external to the company that provide at least one component to their new product innovations. Within the last year they have had three new items on the IRI’s top 10 list that include Febreze CAR vent clips, Olay body collections, and Crest Complete Multi Benefit. According to Procter and Gamble, they have had more than 148 products make the top 25 Pacesetters list in the non food industry. This is more than their six largest competitors combined. (Procter & Gamble: Core Strengths) Procter and Gamble has built 50 strong brands over the years that account for more than 90 percent of their sales and profits. They have been around for over 100 years and are the best at what they do. This is valuable because they have had a lot of time to build and maintain their company. They have gone through the great depression and economic problems throughout the years that others cannot. No one can imitate this strength because it is the experiences they have gone through that other companies have not.

**Weaknesses**

Although Procter and Gamble has strengths they do have a few weaknesses. They include quality control, the notices of violation in 2013, and having many different kinds of the same product. In August 2013 they had a recall on dry dog food because it was contaminated with Salmonella (P&G Corporate Newsroom). A few years ago they had a recall on the Swiffer Sweep+Vac because of heating and hire hazard problems. Although they were two different kinds of instances, this could cause a problem with their brand image leading to lower customer loyalty. The number of violations increased from 34 in 2012 to 43 in 2013. The difference from the previous year was not that much but the total in fines increased drastically. They went from $93,760 to $709,061, a difference of $615,301 (Len, 2013). Everyone today is worried about the environment and disposing of wastes properly. This could harm Procter and Gamble, not only financially, but as a brand as well.

Procter and Gamble has many different products throughout its brand segments. For example, they have Cascade dishwashing detergent in Classic, Advanced, and Platinum varieties. They also have many different ways things are packaged, such as paper towels. According to an article by Goodman, this can create confusion against consumers and even cannibalize sales on existing products (Goodman, 2013). They have not come out with a major product in awhile and they rely heavily on existing products and extensions on those brands.

**Opportunities**

Opportunities that Procter and Gamble should focus on are the expansion in developing markets, environmental issues, and future growth plans. Developing countries, such as China, have a high opportunity for companies because income is higher, the middle class is growing, and people are building their households. Procter and Gamble has been focusing on the opportunities of expanding into developing markets over the last 10 years. The developing markets are now a $32 billion business for Procter and Gamble, and it includes 38 percent of their sales. As the growth of the countries increase, Procter and Gamble will benefit more by already being in the market. While Procter and Gamble focus more on the developing countries, they do not have to rely on the profits from the United States and other developed markets.

Procter and Gamble has sustainability goals for the next six years. The environmental goals consist of conservation of resources and using renewable resources. This is a great opportunity for them to save money as well as help the environment. One of their goals is to have plants powered by 30% renewable energy. Although the costs up front are higher, in the long run they will save a lot of money.

Since 2000, Procter and Gamble has merged with Gillette and had acquisitions of Clairol and Wella. When they merged with Gillette it added more brands to its product portfolio that include Gillette and Braun’s shaving and grooming products. It also received the Oral-B dental care line and Duracell batteries. There are always opportunities for mergers and acquisitions with a company like Procter and Gamble that could happen anytime.

**Threats**

Procter and Gamble’s threats consist of intense competition with substitute products and government regulation changes across the world. Johnson & Johnson and Kimberly Clark are Procter and Gamble’s main competitors. If Johnson & Johnson continues to grow as they have over the last five years, they could pose a bigger threat to Procter and Gamble. The other companies will continue to innovate and price their products competitively. The threat of substitute products is moderate with Procter and Gamble because their competition has similar products. If Procter and Gamble does not have loyal customers and something of the same quality or better comes out, they have the potential to lose their business.

Procter and Gamble can face law and regulation changes in the United States, as well as other countries, because they are a multinational company. If there are laws that change it could change the way it operates. If they fail to manage the possible changes they can receive fines and penalties that will affect their financials. There are many health, safety, and environmental requirements that are different around the world. Each plant has a set of emission limits and operating requirements that they have to follow. Procter and Gamble intends to comply with all of these rules. If there are any problems with compliance, they will fix them as soon as possible.

**Strategy Identification**

Procter and Gamble is focused on strategies that will benefit the overall health of the company while delivering total shareholder return. They are focusing on the core markets, such as the United States, to strengthen and grow their business. They are also focusing on the developing markets that have the largest size of profit and the highest likelihood of winning. Productivity is considered a core strength in Procter and Gamble so that they can fund their growth effort and be able to provide financial commitments. They are in a cost savings initiative that started in 2012 that will last for five years. It will help to reduce cost of goods sold, marketing expense, and non-manufacturing overhead. Innovation has been and always will be one of the items that they focus on. It helps them determine what the consumers want and without it they would not be able to maintain their business.

**Recommendations**

The most important strategic issue that Procter and Gamble is facing today would be the intense competition in the consumer products industry. They have to be able to compete on a high level with local and global competitors in new and existing markets. Three potential strategies that Procter and Gamble could do include launching their new products effectively; focusing on what products are profitable; and maintaining their competitive advantage globally.

Procter and Gamble has had problems in the past with launching their products on time. They postponed the launch of Tide Pods twice, which gave an advantage for the competitors to catch up. Procter and Gamble needs to make sure they launch their products on time so that these competitors do not have the advantage. A pro to this strategy include having an edge on the competition. Another pro would be making more revenues on their new products. If they have new products that other companies have not come out with people are going to buy theirs first. When other companies do come out with their similar products, Tide has the customer loyalty to their products. If people are used to using one product and like it, their chances of switching to another product are not likely. A con to this suggestion would be the chance of consumers not liking or not purchasing the product. Even if they do the research and get the opinions of consumers, there is still a chance that the product will not be successful and they will lose money.

If Procter and Gamble only focuses on what products make them profitable they can keep an edge on the competition. They have already started doing this by selling their dog food brands to Mars Company. Mars is the leader in the global pet food market with $74.5 billion invested. Procter and Gamble sold their three brands of dog food for $2.9 billion a few weeks ago (Bachman, 2014). A pro to this transaction is now Procter and Gamble can spend more time and money on research and development for their core products. The cons to this would include the growing pet food market. They could have potentially made more money in the pet food industry if they would have stayed in this business. They also were in the food and beverage industry at one time and it made 25 percent of their sales. They sold Pringles a few years ago to Kellogg’s brand so that they could focus on their other brands. If they only focus on their core brands they will be more profitable and have a higher advantage on the competition.

Another suggestion for Procter and Gamble is maintaining their competitive advantage locally and globally through the use of innovation. Part of the way they do this globally is having a diversified staff and company for the continued growth. They have already started their global advantage with the acquisition of The Gillette Company. This helped them achieve the global advantage in the grooming industry. The money invested into research and development will also help them achieve this. A pro to this suggestion would be being able to expand into more developing markets and also maximize revenues, profits, and share price. They plan to provide their products to the other 2 billion people in the world and having a competitive advantage over the other companies will help them achieve this in the time frame they want. A con to this suggestion would be the factors that affect other countries could hurt Procter and Gamble. The rates of inflation, economic growth, and political uncertainties are a few examples that could cause harm to the company.

Of the three suggestions mentioned above, the suggestion that should be focused on the most would be maintaining a competitive advantage globally through the use of innovation. The reason that this is the most important is because Procter and Gamble is selling in over 180 countries worldwide. If they do not maintain a competitive advantage globally it would really hurt the company. They also want to serve the 2 billion people left that they currently do not sell to. If they have a competitive advantage in the developing countries it could be easier for them to move into the other countries. Procter and Gamble spends more money on innovation than their competitors. They have to compete with other name brands and the retailer’s private label brands. Usually the retailer’s private label brands are a little cheaper in price so Procter and Gamble has to use their innovation skills to make their products better so people will choose theirs. Also, by having a competitive advantage they will be able to maintain a leadership position or a significant market share position. Their inventory turnover will also be higher than their competition. If their inventory turnover is higher, they are spending less money on overhead costs, which will benefit them in the profit margins.

A way that they can have a competitive advantage over their competition is to learn their competitor’s strengths and weaknesses. Although Procter and Gamble has probably done this before, continuing to go and look back at their strengths and weaknesses will give them an advantage. Procter and Gamble can use their weaknesses against them as an important tool to surpass them. Predicting future trends in their industry will be a tremendous help in maintaining their competitive advantage. Continuing the constant research and monitoring of the competitors and also adapting to the consumer’s needs and wants is vital to the company. Using collaboration with the consumers will help keep the competitive advantage over the other companies. Another way that they can implement this would be to keep true to their core. If they stay with their mission and values consumers will want to buy from them. If they drift from their beliefs, customers could change products because their reputation would be jeopardized.

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**Appendix A**

Figure 1

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| --- | --- | --- | --- |
|  | 2013 | 2012 | 2011 |
| North America (US and Canada) | 39% | 39% | 41% |
| Western Europe | 18% | 19% | 20% |
| Asia | 18% | 18% | 16% |
| Latin America | 10% | 10% | 9% |
| CEEMEA (Central and Western Europe, Middle East, and Africa) | 15% | 14% | 14% |

Table from Procter and Gamble 2013 Annual Report

Figure 2

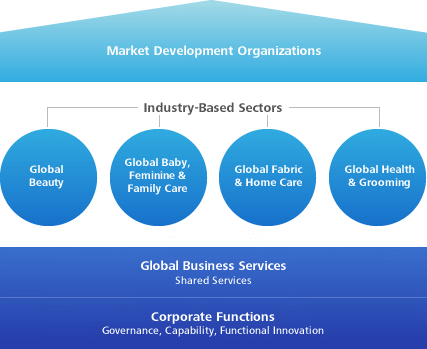


Table from Procter & Gamble Corporate Structure

Figure 3

Numbers taken from Procter & Gamble’s 2013 Annual Report Financials

Numbers taken from Johnson & Johnson’s 2013 Annual Report Financials

Figure 4

Numbers taken from Procter & Gamble’s 2013 Annual Report Financials

Numbers taken from Johnson & Johnson’s 2013 Annual Report Financials

Figure 5

Numbers taken from Procter & Gamble’s 2013 Annual Report Financials

Numbers taken from Johnson & Johnson’s 2013 Annual Report Financials

Figure 6

Numbers taken from Procter & Gamble’s 2013 Annual Report Financials

Numbers taken from Johnson & Johnson’s 2013 Annual Report Financials

Figure 7

Numbers taken from Procter & Gamble’s 2013 Annual Report Financials

Numbers taken from Johnson & Johnson’s 2013 Annual Report Financials

Figure 8

Numbers taken from Procter & Gamble’s 2013 Annual Report Financials

Numbers taken from Johnson & Johnson’s 2013 Annual Report Financials

Figure 9

|  |  |  |
| --- | --- | --- |
| Segment | Key Products | % of Net Sales |
| Fabric Care & Home Care | Fabric Care (Bleach, Laundry Detergent, Fabric Enhancers); Home Care (Dish Care, Air Care, Surface Care); Personal Care (Batteries); Pet Care | 32% |
| Baby Care & Family Care | Baby Care (Baby Wipes Diapers); Family Care (Paper Towels, Tissues, Toilet Paper) | 20% |
| Beauty | Beauty Care (Deodorant, Cosmetics, Skin Care); Hair Care and Color; Prestige (Fragrances); Salon Professional | 24% |
| Grooming | Shave Care (Blades and Razors, Pre- and Post-Shave Products; Braun and Accessories | 9% |
| Health Care | Feminine Care; Oral Care (Toothbrush, Toothpaste, Other Oral Care); Personal Health Care (Gastrointestinal, Rapid Diagnostics, Respiratory, Vitamins/Minerals/Supplements) | 15% |

Table from Procter and Gamble 2013 Annual Report