

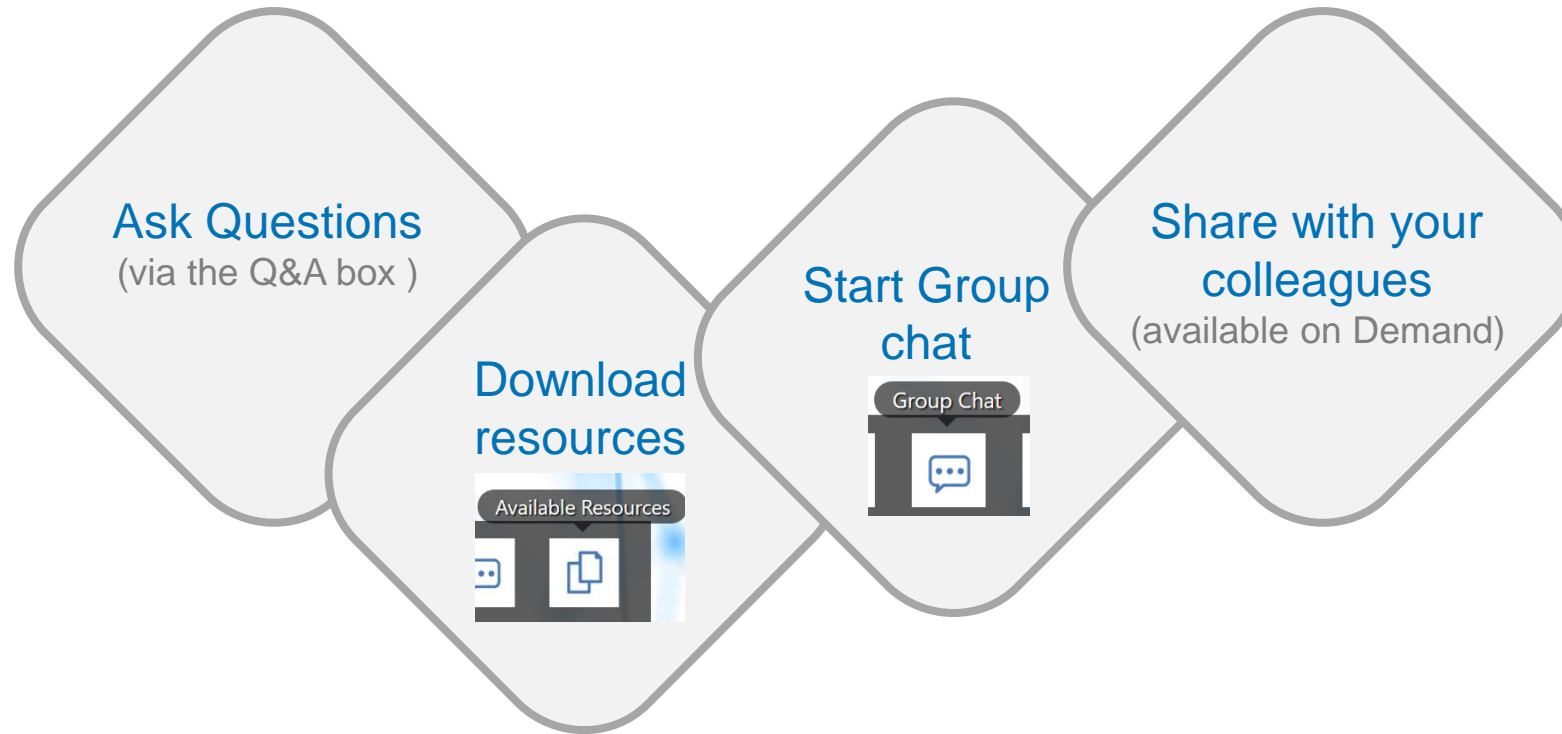
The Conference Board Webcast Mini-Series

Learning To Lead Innovation - Part I

14 September 2021



Making the most of the webcast



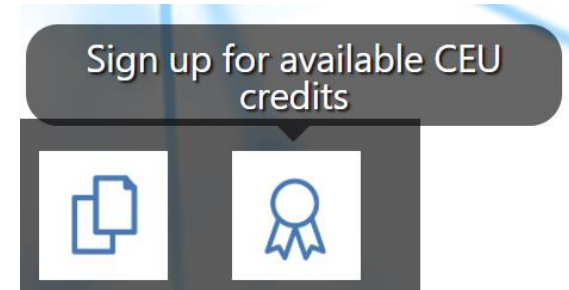
Tell us about your experience to help us improve our future program



Earn Credits

CPE (NASBA)

- ✓ Click the link in the **CEU Request Widget** to sign up for credit
- ✓ Stay online for the entire webcast
- ✓ Click 'ok' for 3 popups that occur during the program
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Panelists:



Kathleen Fish

Recently Retired Chief Research & Development and Innovation Officer

Procter & Gamble

[Bio](#)



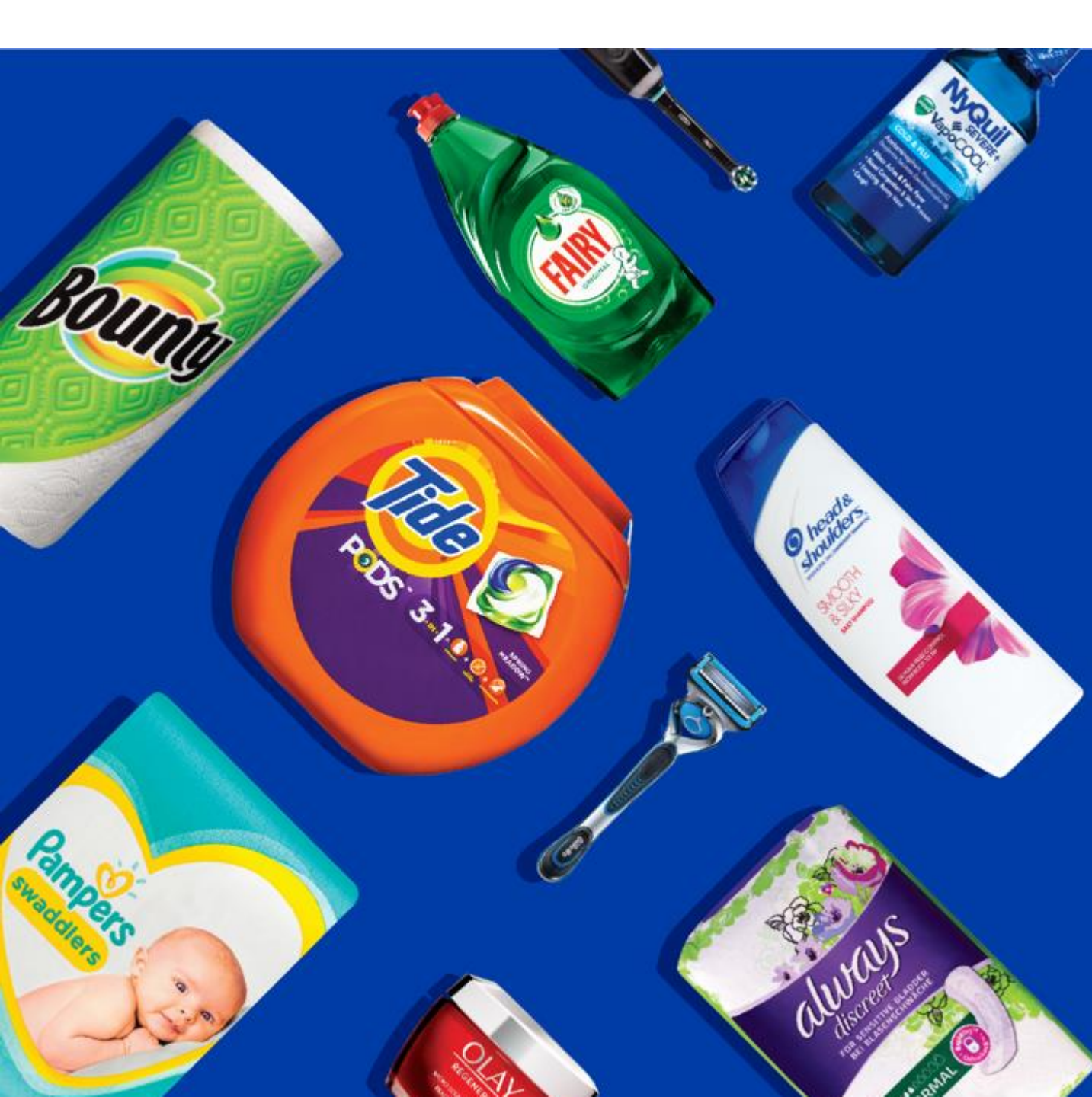
John Metselaar

(Moderator)

Co-Leader Innovation & Digital Transformation Institute,
Program Director of the European, Asian, and Gulf Innovation Councils, and European Chief Technology & Innovation Officers Council

The Conference Board

[Bio](#)



Ambidextrous Leadership -
Perform Today While Creating the Future

Kathy Fish, Retired Chief R&D & Innovation Officer
Procter & Gamble

Ambidextrous Leadership



The diagram features two interlocking gears on a dark blue background. The left gear is light blue and contains a central white circle with a purple border, containing the text 'OPERATE CURRENT BUSINESS'. The right gear is also light blue and contains a similar central white circle with a purple border, containing the text 'CREATE FUTURE'. The gears are positioned such that they mesh together, symbolizing the integration of current operations and future growth.

**OPERATE
CURRENT
BUSINESS**

**CREATE
FUTURE**

Our Heritage

FOUNDED
1837



William Procter



James Gamble





Factories conducted on the Profit-sharing Plan

IVORY
DESIGN PAT'D AUG 26.79.

THE IVORY

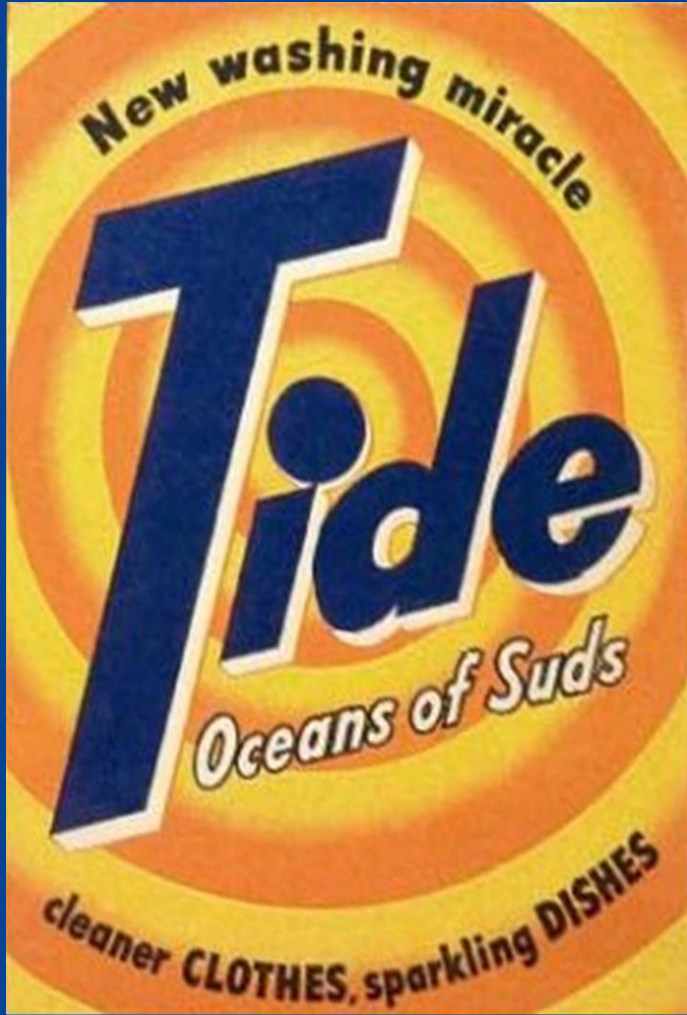
REG. U.S. PAT. OFF.

SOAP

Procter & Gamble, Cincinnati

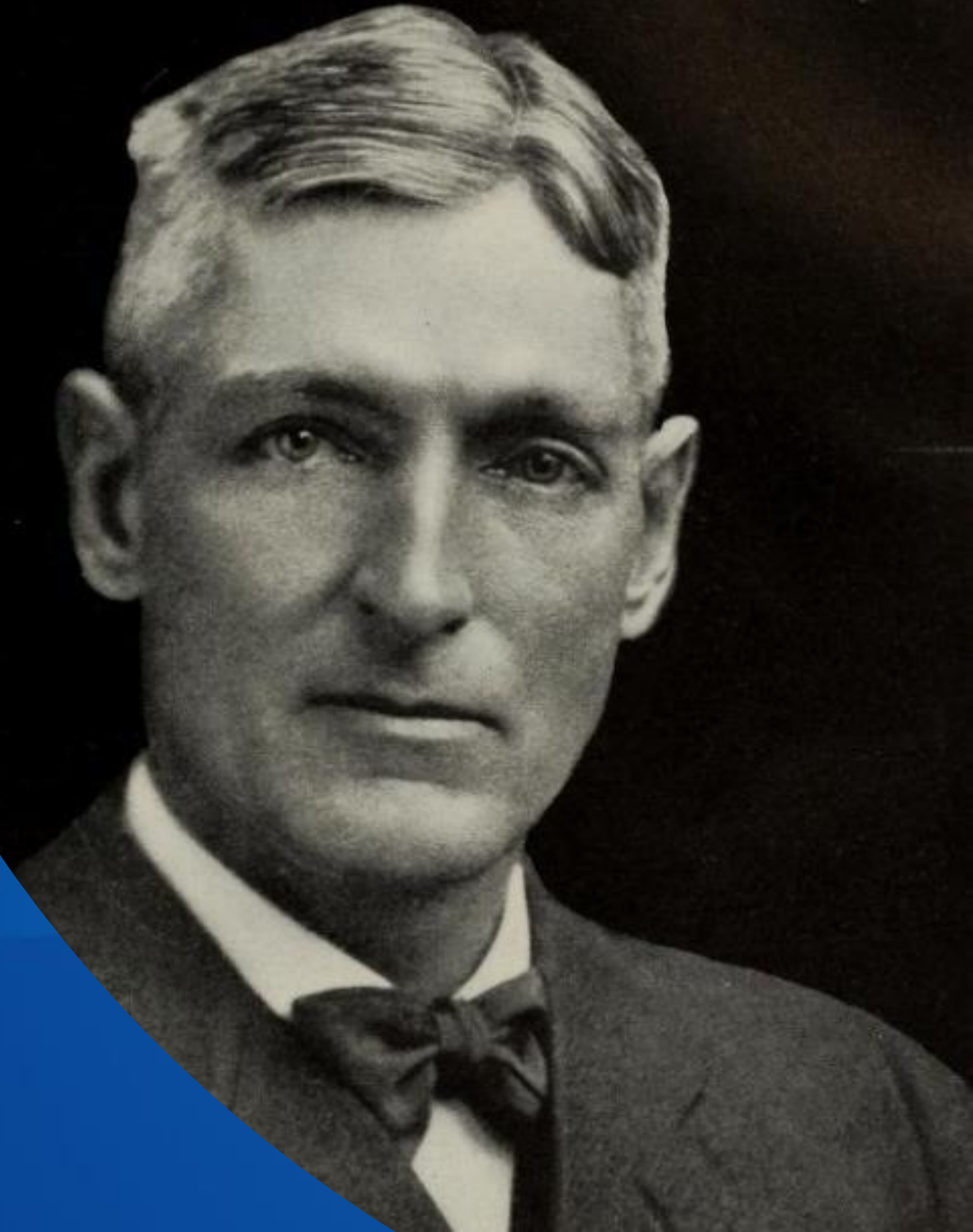
PROCTER & GAMBLE PRODUCTS

Procter & Gamble, Cincinnati



“This may ruin the soap business. But if anybody is going to ruin the soap business it had better be Procter & Gamble.”

– William Cooper Procter 1930



Pantene 1990's



"Don't hate me because I'm beautiful."

"My hair used to dry, it was dying of thirst!"



"I was here with a hair... for the past years... I had used Pantene... I loved the way 'The Natural Pantene'..."

"Yes, but... Pantene... it was so dry... it was dying of thirst... I was here with a hair... for the past years... I had used Pantene... I loved the way 'The Natural Pantene'..."

"A formula that gives your hair more moisture... Pantene... it was so dry... it was dying of thirst... I was here with a hair... for the past years... I had used Pantene... I loved the way 'The Natural Pantene'..."

"I used to dry my hair... Pantene... it was so dry... it was dying of thirst... I was here with a hair... for the past years... I had used Pantene... I loved the way 'The Natural Pantene'..."

"My hair used to dry, it was dying of thirst!"

"My hair used to dry, it was dying of thirst!"

"My hair used to dry, it was dying of thirst!"

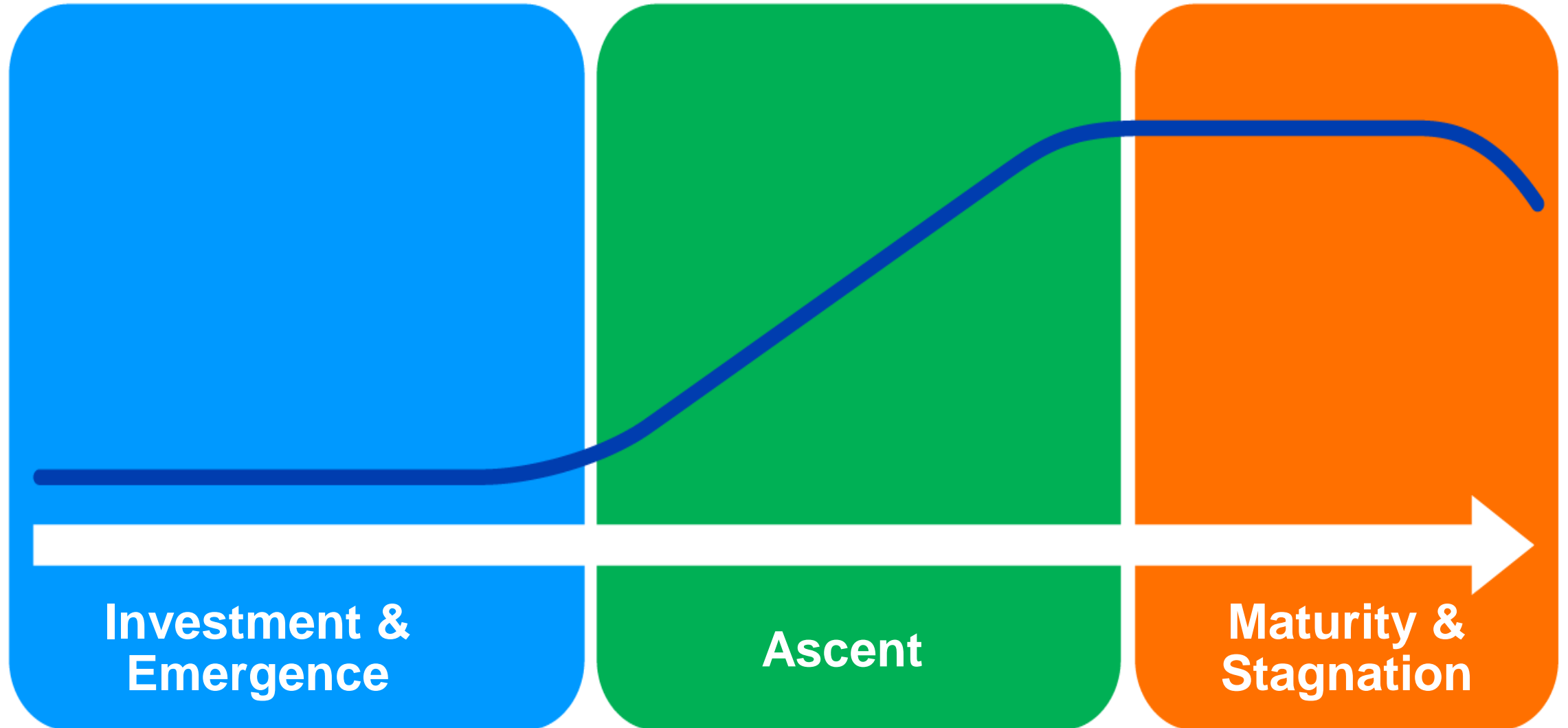
"My hair used to dry, it was dying of thirst!"



PANTENE
BRAND CARE FOR BEAUTIFUL HAIR

S-Curve Framework and Terminology

To Assess Sustainable Competitive Advantage



Diagnosing the Problem

**Success Factors
Behind Billion \$\$
Brands**

**Connecting Our
Business Results
to our Innovation
History**

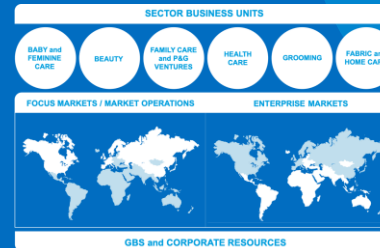
INTEGRATED GROWTH STRATEGY

WELL-POSITIONED FOR THE FUTURE



PORTFOLIO

PERFORMANCE DRIVES
BRAND CHOICE



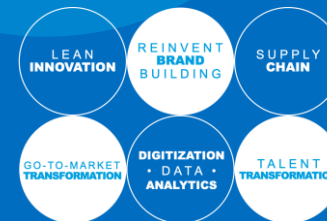
ORGANIZATION

EMPOWERED • AGILE
ACCOUNTABLE



SUPERIORITY

TO WIN WITH CONSUMERS



CONSTRUCTIVE DISRUPTION

ACROSS OUR BUSINESS

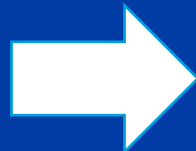


PRODUCTIVITY

TO FUEL INVESTMENTS



FOCUSED PORTFOLIO



Baby	Fem	Family	Fabric	Home	Hair	Skin & PC	Grooming	Oral	PHC

170
Brands

16
Categories

65*
Brands

10
Categories

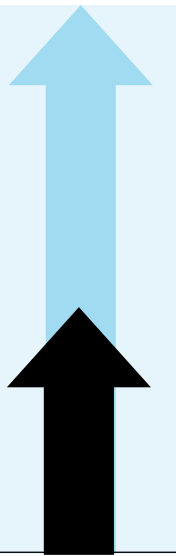
- ✓ Daily Use
- ✓ Products that Solve Problems



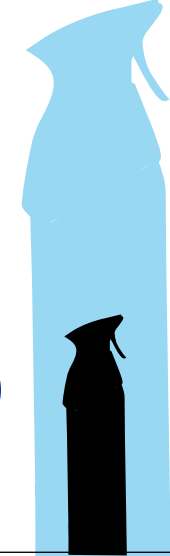
*Brand count ending FY '17

SUPERIORITY TO WIN WITH CONSUMERS

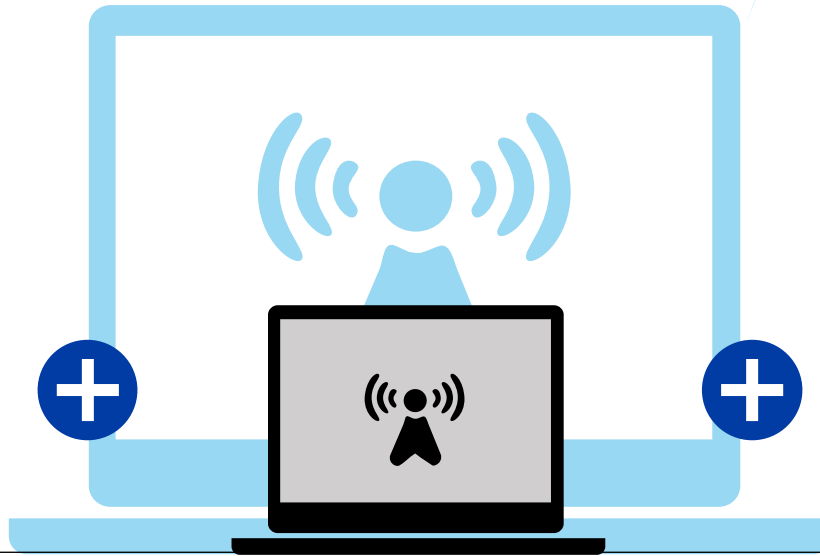
*New Standard
Of Excellence*



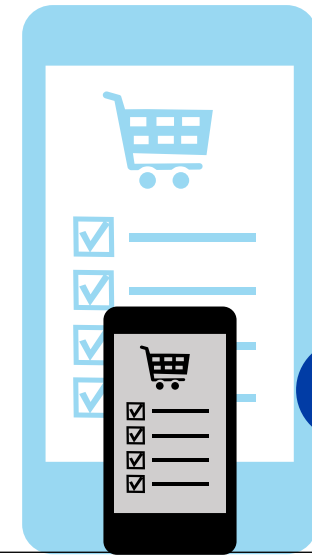
Superior
Products



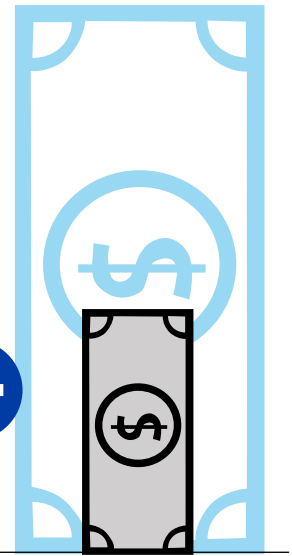
Superior
Packaging



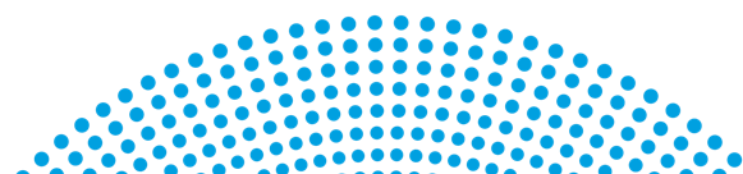
Superior Brand
Communication



Superior Retail
Execution



Superior Consumer
& Customer
Value Equation



PRODUCTIVITY



+



LEADING CONSTRUCTIVE DISRUPTION



FOCUSED & AGILE ORGANIZATION

SECTOR BUSINESS UNITS

BABY and
FEMININE
CARE

BEAUTY

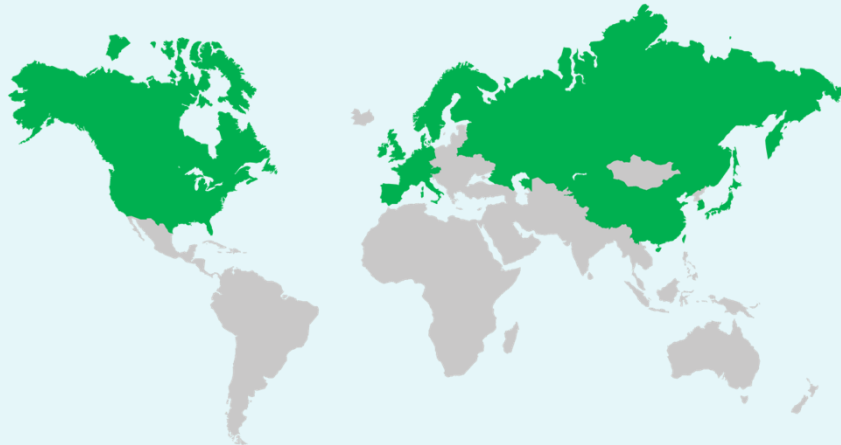
FAMILY CARE
and P&G
VENTURES

HEALTH
CARE

GROOMING

FABRIC and
HOME CARE

FOCUS MARKETS / MARKET OPERATIONS



ENTERPRISE MARKETS



GBS and CORPORATE RESOURCES



CITIZENSHIP BUILT INTO THE BUSINESS



INTEGRATED GROWTH STRATEGY

WELL-POSITIONED FOR THE FUTURE



PORTFOLIO

PERFORMANCE DRIVES
BRAND CHOICE



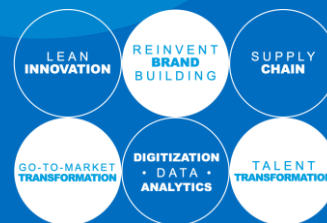
ORGANIZATION

EMPOWERED • AGILE
ACCOUNTABLE



SUPERIORITY

TO WIN WITH CONSUMERS



CONSTRUCTIVE DISRUPTION

ACROSS OUR BUSINESS



PRODUCTIVITY

TO FUEL INVESTMENTS



**INNOVATING
THE
WAY WE
INNOVATE**



Raising the bar to deliver an irresistible consumer experience



Taking a more forward looking approach



Accelerating the speed and quality of our learning through lean innovation



Leveraging digital tools to drive the speed of learning and a more delightful consumer experience



Step changing our approach to Open Innovation through strategic partnerships



**FROM
PERFORMANCE
TO
EXPERIENCE**





Tide



actual size
taille réelle

SPRING
MEADOW™

PODS™

3 IN 1

- DETERGENT / DÉTÉRGENT
- STAIN REMOVER / DÉTACHANT
- COLOR PROTECTOR / PROTÈGE-COULEUR



WARNING: HARMFUL IF PUT IN MOUTH OR SWALLOWED. EYE IRRITANT. Pods can burst if children put them in mouth or play with them. See warning on back label. KEEP OUT OF REACH OF CHILDREN.

AVERTISSEMENT: NOCIF SI INGÉRÉ OU MIS DANS LA BOUCHE. IRRITE LES YEUX. Les capsules peuvent éclater si les enfants les mettent dans leur bouche ou s'ils jouent avec le produit. Voir la mention Attention au dos. TENIR HORS DE LA PORTÉE DES ENFANTS.

DETERGENT/DÉTÉRGENT
42
PACS
CAPSULES

1.05 kg (2.31 LB) 37 OZ



90743868



42 PACS CAPSULES

1.05 kg (2.31 LB) 37 OZ



90743868

TENIR HORS DE LA PORTÉE DES ENFANTS

POUR PLUS D'INFORMATIONS SUR NOS PRODUITS, VISITEZ NOTRE SITE WEB À L'URL ci-dessous. Pour plus d'informations, consultez le site web de notre entreprise.





**MORE
FORWARD
LOOKING**

More Forward Looking

5 Emerging Consumer Scenarios

Key Demographics



Aging Boomers



Chinese Middle Class



Urban Millennials



Uber-Urbanization



Resource Scarcity



Bio-Inspiration



Hyper-Personalization



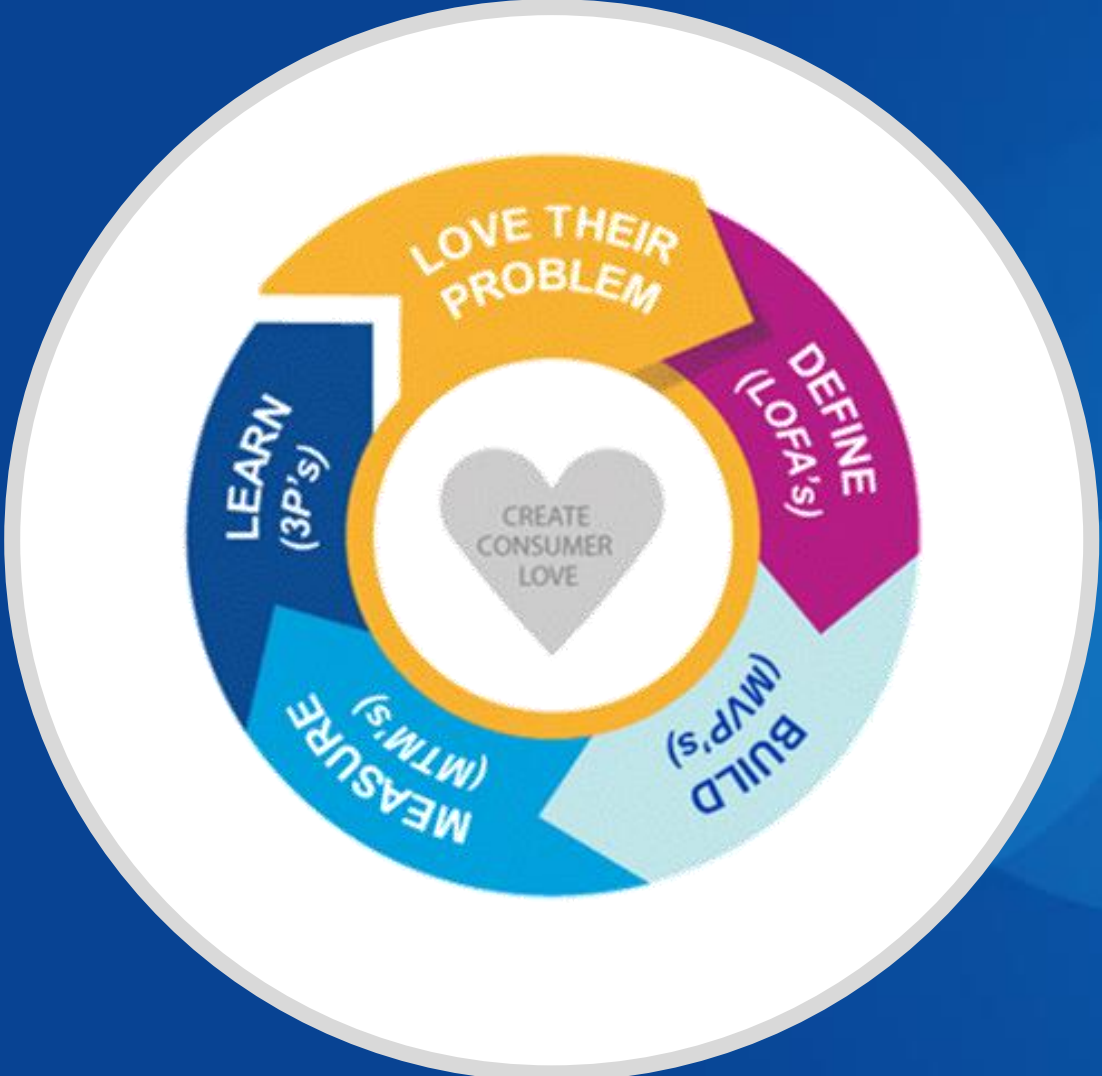
Digital



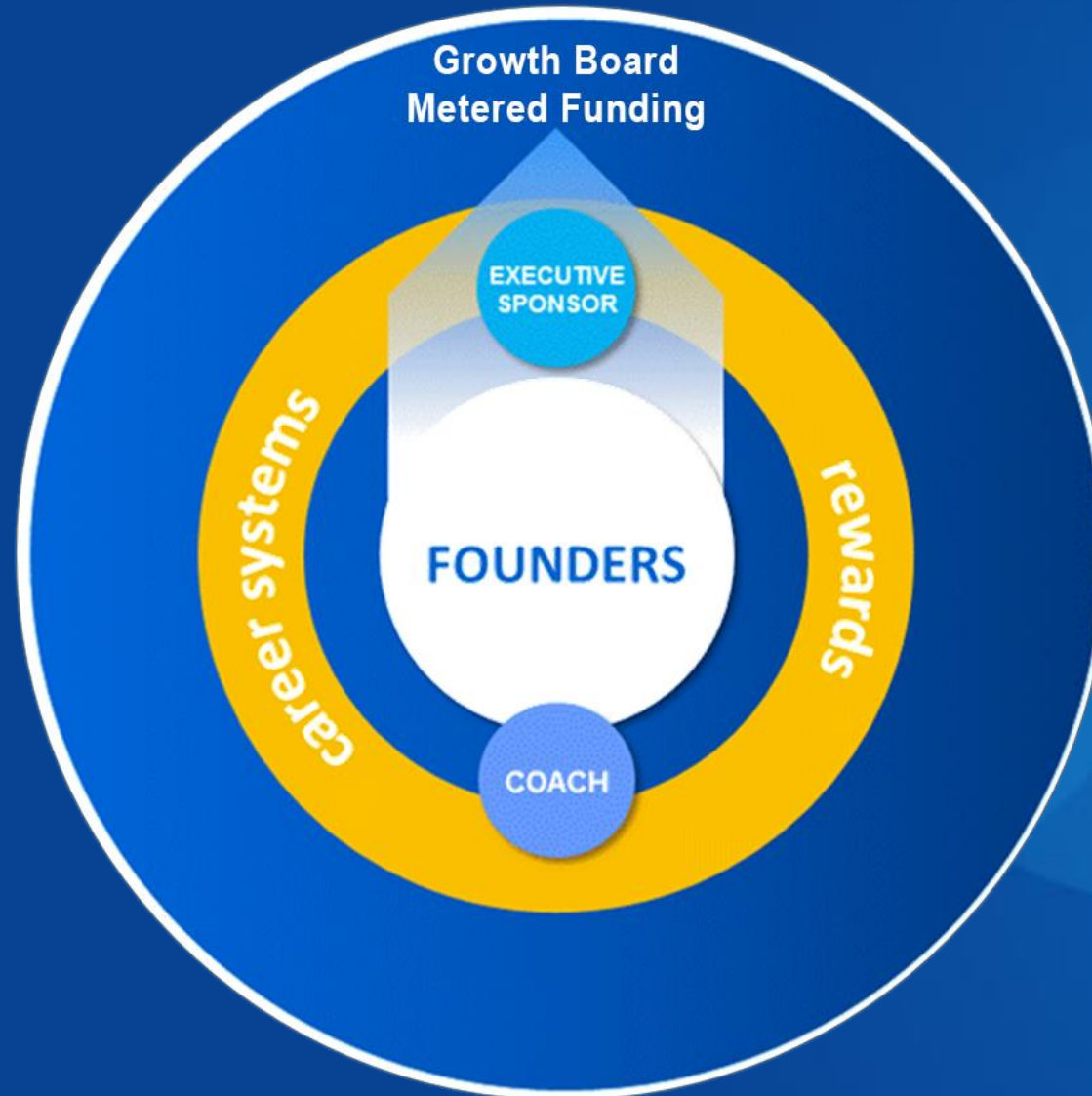
**ACCELERATE
SPEED &
QUALITY OF
LEARNING**



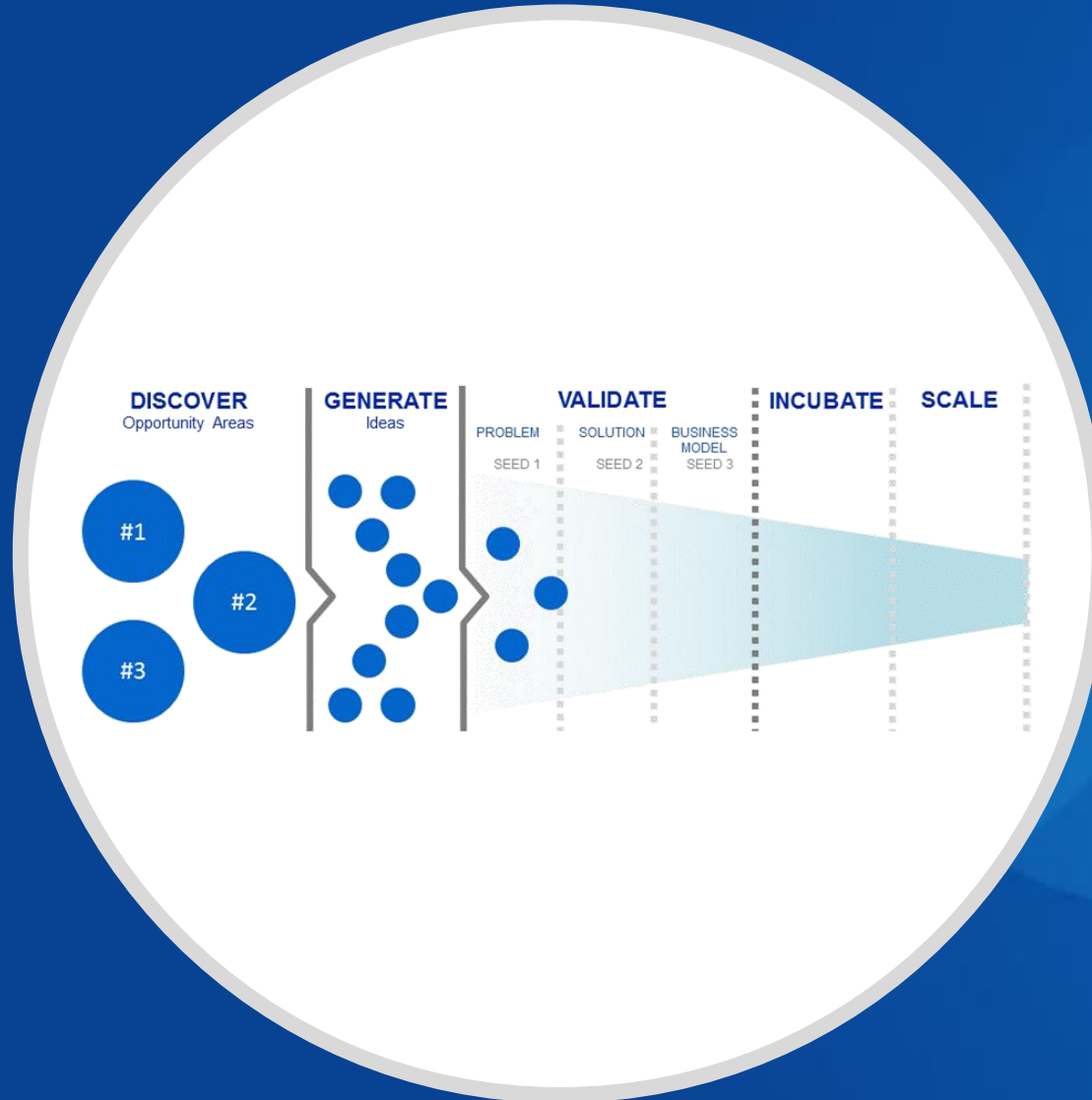
Combining the Spirit of Entrepreneurship



With an Entrepreneurial Structure



And a Future-Focused Portfolio





GrowthWorks



Non-Toxic Insect Control





**LEVERAGING
DIGITAL
TOOLS**

Oral-B

iO™

SERIES 9

RECHARGEABLE TOOTHBRUSH
BROSSE À DENTS RECHARGEABLE



A.I.



BLACK ONYX
ONYX NOIR

7 SMART MODES
MODES INTELLIGENTS

INSIDE
À L'INTÉRIEUR



HANDLE,
CHARGER,
TRAVEL CASE,
4 BRUSH HEADS
MANCHE, CHARGEUR,
ÉTUI DE VOYAGE, 4 BROSSETTES



**STEP
CHANGING
OPEN
INNOVATION**

FUTURE SITE OF



PURECYCLE
TECHNOLOGIES



**INNOVATING
THE
WAY WE
INNOVATE**



Raising the bar to deliver an irresistible consumer experience



Taking a more forward looking approach



Accelerating the speed and quality of our learning through lean innovation



Leveraging digital tools to drive the speed of learning and a more delightful consumer experience



Step changing our approach to Open Innovation through strategic partnerships

2020/21 COMPANY RESULTS

	JAS	OND	JFM	AMJ	FY
Organic Sales	+9%	+8%	+4%	+4%	+6%
Core EPS	+19%	+15%	+8%	-3%	+11%
Adjusted Free Cash Flow Productivity	+95%	+113%	+106%	+117%	+107%



Ambidextrous Leadership



The diagram features two interlocking gears of a light blue color against a darker blue background. Each gear has a central circular hub with a white-to-gray gradient and a purple outer ring. The left gear is positioned slightly higher and to the left of the right gear, and they are meshed together. Small dark blue dots are scattered around the gears, suggesting a network or interconnectedness.

**OPERATE
CURRENT
BUSINESS**

**CREATE
FUTURE**

Webcasts

New Monthly Series – details closer to date



[All Upcoming webcasts](#)

[On-Demand \(Recorded\) webcasts](#)

[Podcasts](#)

For more information contact:

Margaret Murphy – Upcoming & Content

+32 (0) 2 679 50 65

Margaret.murphy@conferenceboard.org

Derek Servais - IT & Digital Media

+32 (0) 2 679 50 54

Derek.servais@conferenceboard.org

