
Branding the Master Brander (A): Positioning Procter & Gamble's Employer Brand

On a beautiful spring morning in 2018, Jules Brès settled into his seat in the conference room at Procter & Gamble's (P&G's) Paris office. He could not help but admire the view of the River Seine outside the window.¹ Gathered around the room were talent acquisition professionals from P&G's largest markets who had convened in Paris to develop P&G's two-year global talent acquisition strategy. At the top of the agenda was a very important topic for those in the room: the "P&G Global Employer Brand Positioning Assessment." As the recently assigned global brand manager for P&G's employer brand, Brès was now responsible for managing one of P&G's most valuable brands: the company's own reputation with prospective and current employees. Despite being only a week into his new role, Brès knew from his discussions with Laura Mattimore, senior vice president of global talent, that he would be expected to answer the question on everyone's mind: How should the company be positioning P&G's employer brand to continue to attract, develop, and retain the world's brightest talent?

At the end of the session, Brès was approached by P&G's head of talent acquisition in the United States. "Jules, our team in the US would like to talk to you about how we could continue to strengthen our brand image among top business school candidates. I'd like to invite you to a meeting in Cincinnati in two weeks to share your thoughts."

As he settled down at his desk following the meeting, Brès retrieved a report on US candidates and their perception of P&G and key competitors. As he looked at the data, Brès pondered how to convert this mass of information into the beginning of an answer. After six years working in Switzerland and France managing such consumer brands as Gillette, Always, and Tampax, he decided to approach P&G's employer brand positioning just as he would any consumer brand—putting consumers first.

Procter & Gamble

P&G was founded in 1837 by immigrants William Procter and James Gamble, who met when they married sisters Olivia and Elizabeth Norris.² The company, which started out making primarily soaps and candles, grew

¹ This is a field-based case. All quotes and information, unless otherwise noted, derive from company interviews and are used with permission.

² "Our History—How It Began," Procter & Gamble Fact Sheet, https://www.pg.com/en_US/downloads/media/Fact_Sheets_CompanyHistory.pdf (accessed Sept. 21, 2020).

This field-based case was prepared by Kimberly A. Whitler, Associate Professor of Business Administration, and Kyle Wyper (MBA '20). A special thanks to Universum for providing employer brand data, and to Dr. Christopher Puto, and Sarah Young (UVA '23) for providing input. The information Procter & Gamble provided in this case study and related teaching material is solely for the assignment at hand and educational purposes. It should not be used for any other reason. It was written as a basis for class discussion rather than to illustrate effective or ineffective handling of an administrative situation. Copyright © 2020 by the University of Virginia Darden School Foundation, Charlottesville, VA. All rights reserved. To order copies, send an email to sales@dardenbusinesspublishing.com. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording, or otherwise—without the permission of the Darden School Foundation. Our goal is to publish materials of the highest quality, so please submit any errata to editorial@dardenbusinesspublishing.com.

rapidly due to domestic expansion and a series of famous new product innovations such as Crisco shortening oil (1911), Tide detergent (1946), and Crest toothpaste (1955).³

As of 2020, P&G boasted a portfolio of 65 brands, including such household names as Tide, Always, Bounty, Charmin, Gillette, Olay, Oral-B, and Pampers, and operated in 180 countries. In 2019, the company generated \$67.7 billion in sales, which represented a 5% growth in organic sales over the prior year. The company and its leadership continued to prioritize innovation, investing \$2 billion annually in it to deliver on the company's mission to "improve the lives of the world's consumers, now and for generations to come."⁴

David Taylor, P&G's CEO since 2015, indicated that the company's focus was on "winning the consumer value equation...to create and build categories as the key driver of growth."⁵ Under Taylor's leadership, P&G had transformed itself by streamlining the company's product portfolio from 160 brands to 65 brands in order to create a more nimble company that was focused on growth. In order to support agile innovation, the company launched P&G Ventures in 2015 to help entrepreneurs scale their products and innovate into new categories.⁶

Employer Branding at P&G

Brès knew every firm had an "employer brand"—the associations and perceptions held by internal (e.g., employees) and external (e.g., prospective candidates and others) constituents regarding an employer. Just as every consumer brand, such as Tide, Bounty, or Olay, had an image among consumers, a firm's employer brand had an image as well, albeit from a different target market and viewpoint. Brès knew his objective was to achieve an employer brand image that enabled the firm to attract and retain desired talent.⁷

As a newer concept in practice, Brès's research showed that few firms applied the same level of rigor to developing their employer brand as they did their consumer brands. Tammy Garmey, senior vice president of the employer branding firm TMP, indicated:

Interestingly, many very respected companies who have cultivated excellent brands among consumers often overlook the importance of developing a compelling and appealing employer brand experience among prospective employees, especially through the digital candidate experience. In today's highly competitive talent marketplace, the companies that are focusing on developing superior employer brands and candidate experiences, like P&G, have a competitive advantage.⁸

For P&G, the effort to organize a team dedicated to developing the firm's employer brand began in earnest in 2017. Mattimore believed that this meant bringing P&G's brand marketing capability (e.g., consumer understanding, brand positioning, development, and delivery) into its talent acquisition function. A global employer brand manager role that would report up through Mattimore was created to develop a unified global brand positioning and activation plan designed to attract and retain the best talent across all disciplines and

³ https://www.pg.com/en_US/downloads/media/Fact_Sheets_CompanyHistory.pdf.

⁴ "Policies and Practices: Purpose, Values, and Principles," Procter & Gamble, <https://us.pg.com/policies-and-practices/purpose-values-and-principles/> (accessed Sept. 21, 2020).

⁵ Sofia Pitt, "One Year Later: How P&G Has Changed Under New CEO David Taylor," *CNBC*, October 27, 2016, <https://www.cnbc.com/2016/10/27/one-year-later-how-pg-has-changed-under-new-ceo-david-taylor.html> (accessed Sept. 21, 2020).

⁶ "Innovation Evolves with P&G Ventures," Procter & Gamble, <https://www.pgcareers.com/ventures> (accessed Sept. 21, 2020).

⁷ See Kimberly A. Whitler, "Employer Branding: What It Is, Why It Matters, and Key Dimensions," UVA-M-1003 (Charlottesville, VA: Darden Business Publishing, 2020).

⁸ Author interview with Tammy Garmey in early 2020.

geographies. As global brand manager in the newly created employer branding organization, Brès's assignment was to develop and oversee all facets of P&G's employer brand, just as he had in his previous roles.

The US Target Candidate

Turning to the consumer (i.e., job candidates),⁹ Brès examined a report from Universum, a leading data provider that surveyed over 50,000 US students and young professionals across all business disciplines.¹⁰ Brès hoped that the data would allow him to better understand the candidate career aspirations and to identify which segments might be a best fit for P&G. By targeting segments who had similar needs, Brès was confident that he could ensure that the brand positioning and communication strategy would be focused, meaningful, and relevant.

In addition to providing insight on the candidates, the Universum report also included the size of each segment and how P&G was perceived by each candidate segment relative to other employers (see **Exhibit 1**). Viewing the data, Brès considered his targeting strategy. Should he select P&G's target based on the size of the market? Or where P&G already had a positive employer brand image? Or where there was a significant opportunity? Finally, how many segments made sense to target—one, two, or maybe all of them?

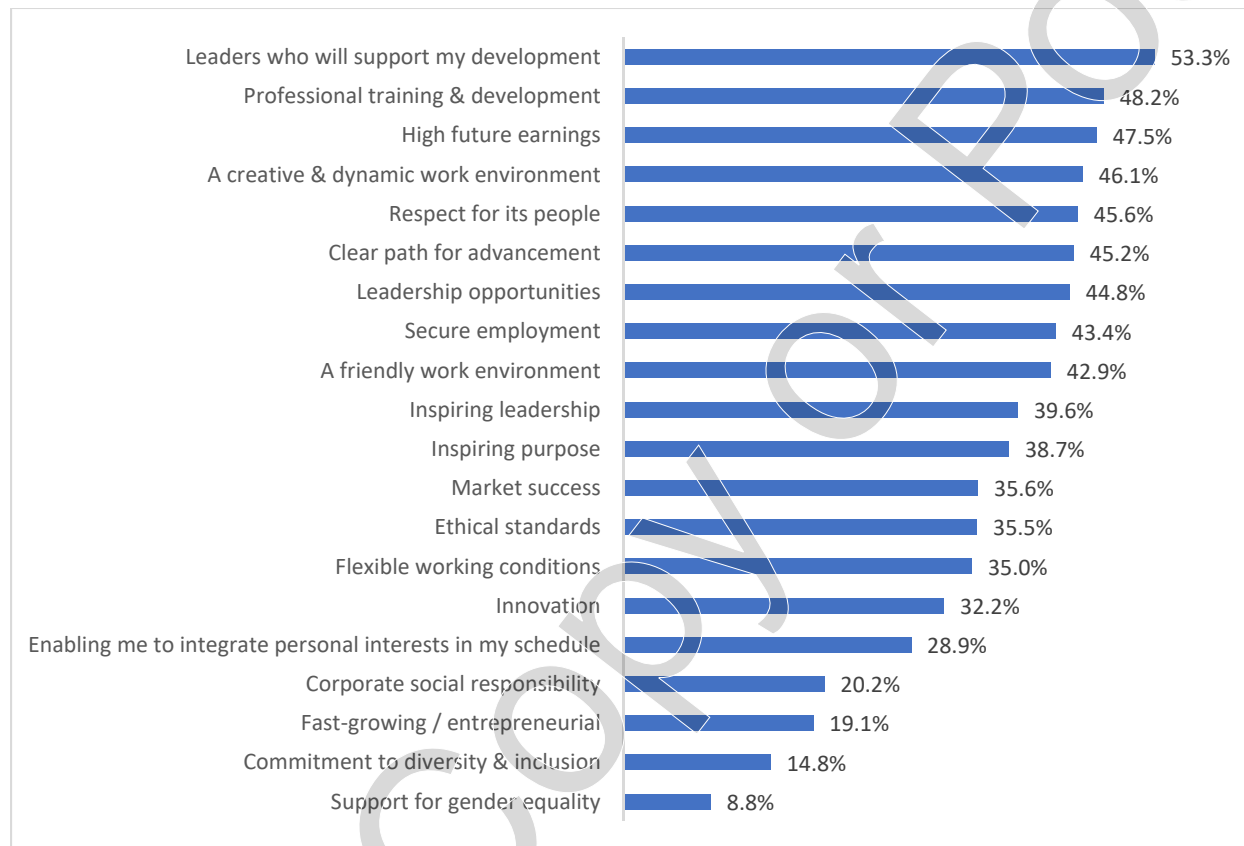
What Matters to Prospective Candidates

As Brès reviewed the profiles, he knew that an important factor in figuring out how to position P&G's brand was understanding which characteristics of an employer brand mattered most to the candidate. Just as the different features of a Gillette razor (e.g., handle, closeness of shave, size of razor) did not matter equally to consumers, aspects regarding the employer brand would vary in importance and relevance. Scanning the list of employer brand attributes that Universum's survey measured (see **Figure 1**), Brès found that he was surprised by the rankings on a number of the attributes. It was a reminder of his training—that brand positioning was always anchored on the needs of the consumer as evidenced through data and not the personal beliefs or preferences of the marketer.

As he reviewed the importance rankings of the different attributes, Brès compared the results to a report that Becky Cole, implementation lead on P&G's global employer brand, had compiled. The report included information on how P&G delivered on many of the important attributes. Although Brès knew this information would be critical as he built the brand essence statement for P&G's employer brand, he realized there was a lot to sift through to identify which attributes to prioritize (see **Exhibit 2** for P&G's distinguishing qualities list).

⁹ While P&G has both internal and external constituents, this case focuses on the external, prospective candidate constituent group.

¹⁰ Universum was founded in Stockholm, Sweden, in 1988 and has the largest career preference data set in the world. Universum conducts an annual Ideal Employers Survey with over one million students and graduates around the world, and this data are used to help some of the world's largest employers and universities attract and retain the right talent.

Figure 1. What the US candidate looks for in an employer.¹¹

Source: Universum, used with permission.

P&G Employer Brand Image Relative to Competitors

With a better understanding of the candidates and the attributes associated with an employer brand, Brès began thinking about the companies P&G was competing with for talent (i.e., P&G's competitive set). He reflected on the many campus presentations he had witnessed eight years earlier as a student and remembered P&G's standing out. He was impressed by the "develop talent from within" culture, recalling that P&G had historically enjoyed the lowest attrition rate in their industry.¹² He knew that the company's proprietary training programs, such as the P&G Leadership Academy and P&G Ignite Training Program, were part of the reason for high employee satisfaction.

Both training programs provided formalized and customized growth opportunities for all employees as part of their development, helping ensure a common base of knowledge and equipping employees with tools to succeed in their jobs. Beyond high-quality training, P&G employees valued the strong focus placed on experience-based learning. From Day 1, P&G gave employees important responsibilities that built careers consisting of different, yet complementary, assignments that helped employees develop into well-rounded leaders. Brès was aware that one of the selling points of the training and leadership development program was

¹¹ Question: Which attributes do you perceive as the most attractive? (Please select a maximum of three alternatives.)

¹² Susan Cantrell and David Smith, *Workforce of One: Revolutionizing Talent Management through Customization* (Boston: Harvard Business Press, 2010).

the success that many alumni had—even after leaving the company. Cole had provided him with a report of the P&G alumni who had become CEOs, and Brès was impressed to see that P&G had produced over 1,000 *Fortune* 500 leaders (see **Exhibit 3** for a sample of P&G alumni successes) and had been ranked as a top company for developing CEO talent (see **Figure 2**).

Figure 2. Companies that best prepare marketers to be CEOs.



Data Source: Kimberly A. Whitley, "Study Results: Top Companies that Prepare Marketers to Become CEOs," *Forbes*, August 21, 2016, <https://www.forbes.com/sites/kimberlywhitley/2016/08/21/best-companies-for-developing-c-level-marketing-leaders/#5a2ac07d4c31> (accessed Sept. 21, 2020).

While P&G's brands competed in the consumer goods space, Brès viewed the competition for P&G's employer brand more broadly. He had conducted research to familiarize himself with the US postgraduate recruiting landscape and noticed a number of firms from different industries, such as investment banking, technology, and consulting, competing for top talent. Although Universum surveyed students on their perception of more than 150 companies, Brès narrowed the list to six key competitors he thought were competing with P&G for similar talent: Amazon, Nike, Goldman Sachs, McKinsey & Co., the Coca-Cola Company (Coke), and Johnson & Johnson (J&J) (see **Exhibit 4** for key competitor overview).

Brès knew that the competitive brand image ratings data were critical to developing the employer brand positioning (see **Table 2** for candidate perception of P&G). As he analyzed the data, he was surprised that although the brand scored well, it wasn't stronger on a number of dimensions, including attributes related to leadership opportunities, development and growth, and compensation. Employee studies suggested that these were strong areas of employee satisfaction. On top of that, he had just read a *Forbes* article that quoted one of the leading executive recruiters in the C-level marketing space—Greg Welch, senior partner and marketing/sales practice lead for Spencer Stuart—highlighting these areas as strengths of P&G's employer brand, saying:

Starting a career at a company like P&G can make great sense for many reasons...Not only does it signal to me that someone “got over the bar” in the company’s rigorous recruiting process, but more importantly, I can safely make assumptions about any leader who succeeded in this healthy but competitive environment. Typically, we find these leaders to be universally smart, disciplined, well trained and they know how to make things happen. But perhaps the best way to evaluate the power of an “Employer Brand” like P&G is to assess how their alumni perform later in their careers with other firms. [P&G] is certainly one of the elite “blue chip academy” training ground companies given that they helped to jumpstart loads of future CEO’s for industry leading companies including Levi’s, Estée Lauder, eBay, HP, Hershey, Campbell’s Soup, Logitech and Dyson to name just a few. It is also worth considering the countless number of P&G alumni who have gone on to either launch themselves or to lead smaller private equity backed companies as CEOs. We point to the well-rounded early training on how to effectively manage P&L’s [profit and loss statements] which later led to these successful and often lucrative careers.¹³

Brès tried to make sense of the data. What did it mean that some of the brand image ratings were inconsistent with what the brand actually delivered? Where was P&G strong relative to competitors? Were all six firms in the competitive set, or were there only some he should focus on? As he compared the attribute list to brand image ratings, were there areas where P&G had a right to “own” an attribute but wasn’t? And what would that mean for the positioning strategy?

Table 2. Candidate perception of employer attributes: P&G versus key competitors.

Attributes of Employer Brands	P&G	Amazon	Nike	Goldman Sachs	McKinsey	Coke	J&J
Respect for its people	70%	65%	63%	52%	60%	65%	73%
A creative & dynamic work environment	61%	74%	77%	47%	67%	66%	56%
Corporate social responsibility	55%	50%	46%	36%	39%	58%	65%
A friendly work environment	55%	63%	63%	30%	39%	63%	68%
Clear path for advancement	63%	53%	51%	59%	67%	51%	57%
Commitment to diversity & inclusion	52%	58%	58%	38%	46%	57%	57%
Ability to integrate personal interests in my schedule	39%	47%	53%	26%	33%	40%	46%
Ethical standards	56%	47%	42%	33%	44%	48%	65%
Fast-growing / entrepreneurial	38%	81%	53%	37%	32%	42%	41%
Flexible working conditions	38%	48%	42%	18%	22%	35%	44%
High future earnings	69%	71%	64%	85%	85%	60%	70%
Innovation	58%	81%	75%	41%	53%	51%	59%
Inspiring leadership	56%	59%	57%	60%	62%	49%	57%
Inspiring purpose	45%	52%	56%	36%	45%	41%	59%
Leaders who will support my development	67%	61%	59%	63%	69%	57%	67%
Leadership opportunities	72%	65%	65%	62%	67%	67%	70%
Market success	83%	88%	85%	83%	77%	86%	78%
Professional training & development	73%	67%	62%	75%	78%	62%	70%
Secure employment	63%	55%	49%	43%	48%	55%	66%
Support for gender equality	45%	48%	49%	31%	39%	44%	46%

Source: Universum, used with permission.

¹³ <https://www.forbes.com/sites/kimberlywhitler/2016/08/21/best-companies-for-developing-c-level-marketing-leaders/#5a2ac07d4c31>.

Preparing for the US Meeting

As Brès contemplated his presentation to the US team, he felt conflicted. There was a lot of good news in the Universum reports regarding the health of P&G's employer brand. However, P&G had not thrived for more than 180 years by staying stagnant, and Brès knew from his brand management experience that brand positioning had to evolve *as* the target customer evolved—not *after* they had already evolved.

Keeping in mind his goal to continue strengthening P&G's overall attractiveness as an employer of choice among top talent, he looked at the data again, and a number of questions resurfaced. Which candidate segment(s) should P&G target? Who was P&G competing with for talent, and what elements of superiority should P&G be highlighting? Which distinguishing attributes should the US market focus on and which should it ignore? And finally, what should Brès recommend regarding P&G's positioning? With so many important questions, he knew this was one gamble that he could not afford to lose.

Exhibit 1

**Branding the Master Brander (A):
Positioning Procter & Gamble's Employer Brand**

Universum Career Profiles: US candidates.

Candidate Career Profile Description (Percentage of Candidates Identifying with Each Career Profile)	Perception: P&G versus Peers
Careerists (23%) are future-oriented individuals who ultimately want to be managers and leaders of groups of people in a business environment. They have no problem starting from the bottom and learning what each rung on the ladder is like. In fact, many careerists consider this process imperative to being a well-rounded leader later in their careers. What matters most to careerists is “professional training and development,” and a “clear path for advancement.”	<i>Excellent</i>
Entrepreneurs (4%) are curious and creative individuals who are primarily focused on challenging and innovative work. When searching for job opportunities, entrepreneurs look for fast-growing companies that share their entrepreneurial spirit. Entrepreneurs are bored quickly if they feel stagnant, which means they are always looking to lead their team to new challenges. What matters most to entrepreneurs is a “creative and dynamic work environment,” and a “clear path for advancement.”	<i>Average</i>
Harmonizers (17%) are responsible and loyal individuals who are happy to take on responsibilities for the good of the team. Their friendliness and comfort around others make them natural leaders, and their desire for harmony makes them excellent in team-oriented settings. They would like to have a stable job where they are among nice colleagues. What matters most to harmonizers is “secure employment,” and “respect for its people (employees).”	<i>Good</i>
Hunters (13%) are eager to search for new business opportunities and expect a competitive compensation as well as career advancement and high future earnings. A hunter is wired to be solution-focused, which enables them to provide answers for customer problems, which is an important facet for salespeople. What matters most to hunters is “high future earnings,” and “inspiring purpose.”	<i>Average</i>
Idealists (14%) want to work in organizations that value and respect their employees, while taking an ethical stand on issues of corporate responsibility. As might be expected, an idealist values environmental sustainability and wants to align with companies that share the same values. Idealists are fully capable of envisioning a higher state while implementing and leading teams in task-focused efforts. What matters most to idealists is “respect for its people (employees),” and “inspiring purpose.”	<i>Good</i>
Internationalists (13%) tend to be “big-picture” individuals who focus primarily on the future instead of day-to-day or historical situations. Companies that are global in scope, or at the very least have offices and/or operations in multiple parts of the world, will be most appealing to internationalists. What matters most to internationalists is “opportunities for international travel/relocation,” and “interaction with international clients and colleagues.”	<i>Good</i>
Leaders (13%) are able to see the big picture in any situation, which helps them inspire both their teams and themselves. They prefer the numerous benefits of working with others in a team environment, rather than being a “lone wolf”. Before starting their careers, leaders are often involved in various types of organizations, and are often responsible for the founding and growth of projects. What matters most to leaders is “leadership opportunities,” and “leaders who will support my development.”	<i>Excellent</i>

Source: Universum, used with permission.

Exhibit 2

**Branding the Master Brander (A):
Positioning Procter & Gamble's Employer Brand**

P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
Challenging Work	<p>Benefit Statement: At P&G, you'll be a leader from Day 1, building your enterprise skillset in a dynamic and ever-evolving environment so you can become a world-class leader. That's because P&G gives you meaningful, challenging work from Day 1 and our culture helps coach, develop, and mentor you to offer fast-paced career progression.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • "Meaningful, challenging work" ranked as the #1 reason for staying at P&G. • 80% of P&G employees indicated that they have "meaningful work."
Clear Path for Advancement	<p>Benefit Statement: P&G offers clear opportunities for development and career advancement by providing individualized career paths. This enables employees to have dynamic and robust work plans to grow their skills and ensure professional and personal goals are met.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • P&G supports gaining experience by changing career paths, regions, and businesses. You can build skill in many ways within the same company. • Managers change positions every 23 months on average. • Managers get promoted in 2.5 years on average. • P&G has established Talent Councils responsible for guiding careers and helping employees get to the job/career they want.
Competitive Base Salary	<p>Benefit Statement: P&G's philosophy is to pay competitively and to pay for performance. We regularly benchmark our base salary with the finest companies we compete with, and we reward employees for impact and contributions through salary increases.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Employee financial packages can include benefits such as interest-free loans, a tax-advantageous share purchase plan, and a contributory pension plan.¹ • P&G's STAR (Short Term Achievement Reward) Annual Bonus financially rewards eligible managers for the achievement of business unit and overall company level performance results.² • While salary is benchmarked against <i>Fortune</i> 50 competitors, the median home price in Cincinnati (home to P&G's US HQ) is 60% less than that of New York City and 81% lower than San Francisco.³ • US employees are eligible for P&G Direct Stock Purchase Plan from their first day of employment.

¹ "Benefits," Procter & Gamble, <https://www.pgcareers.com/benefits> (accessed Sept. 21, 2020).

² Procter & Gamble proxy statement, 2019.

³ "Home Prices in the 100 Largest Metro Areas," Kiplinger, February 26, 2020, <https://www.kiplinger.com/article/real-estate/t010-c000-s002-home-price-changes-in-the-100-largest-metro-areas.html> (accessed Sept. 21, 2020).

Exhibit 2 (continued)
P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
Creative & Dynamic Work Environment	<p>Benefit Statement: We encourage employees to focus on fueled creativity and agile methodology, designed to deliver business results and enable employees to grow their careers while meeting personal needs. This provides flexibility in where, when, and how work gets done.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Outsourced other <i>Fortune</i> 500 companies in surveys on both work flexibility and that flexibility being supported by managers. • Adopted a Lean innovation approach for fast-cycle development and have started up more than 180 seed-stage experiments.⁴ • Launched P&G Ventures, an internal studio partnering with start-ups, entrepreneurs, and inventors to build brands and businesses within consumer packaged goods (CPG).⁵ • Growth Works is our internal approach to accelerate R&D. We embrace the agility of a start-up, currently running nearly 200 experiments. • 75% of P&G employees work a flexible schedule.⁶
Friendly Work Environment	<p>Benefit Statement: P&G provides a clear work-life balance with opportunities for career advancement by creating remote work opportunities and fostering an environment that values personal growth and professional development.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Employee affinity groups offer employees a source of connection and emotional fuel, help employees feel valued, respected, and included, and expose us all to different perspectives and a richer experience.⁷ • Outsourced other <i>Fortune</i> 500 companies on recommending P&G as a great place to work. • Outsourced other <i>Fortune</i> 500 companies: "Employees have the opportunity for successful careers at P&G regardless of differences or backgrounds."
Good Reference for Future Career	<p>Benefit Statement: The P&G training and experience often enables alumni to achieve significant advancement in their careers. This is because P&G provides a well-defined path to continually take on more responsibility within a short time frame. This develops you as a leader and a professional and allows you to launch your career in whichever direction you want to take it.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • #1 company for preparing marketers to become CEOs (<i>Forbes</i>).⁸ • #1 company for developing C-level marketing leaders (<i>Forbes</i>).⁹ • 1,322 current global C-suite executives of large companies (10,000+ employees) started at P&G. • 11,467 current global C-suite executives have started their career at P&G. • 8,301 P&G alumni have started their own company.

⁴ "In Toothbrushes and Digital Diapers, P&G Brings Innovation to CES 2020," DLIT, January 8, 2020, <https://dlit.co/in-toothbrushes-and-digital-diapers-pg-brings-innovation-to-ces-2020-digital-trends/> (accessed Sept. 21, 2020).

⁵ <https://www.pgcareers.com/ventures>.

⁶ "Culture," Procter & Gamble, <https://www.pgcareers.com/culture> (accessed Sept. 21, 2020).

⁷ <https://www.pgcareers.com/culture>.

⁸ Kimberly A. Whitler, "Study Results: The Top Companies that Prepare Marketers to Become CEOs," *Forbes*, January 12, 2019, <https://www.forbes.com/sites/kimberlywhitler/2019/01/12/study-results-the-top-companies-that-prepare-marketers-to-become-ceos/#1f6af7055c1c> (accessed Sept. 21, 2020).

⁹ Kimberly A. Whitler, "Survey Reveals the Companies that Develop the Best C-level Marketing Leaders," *Forbes*, August 21, 2016, <https://www.forbes.com/sites/kimberlywhitler/2016/08/21/best-companies-for-developing-c-level-marketing-leaders/#5a2ac07d4c31> (accessed Sept. 21, 2020).

Exhibit 2 (continued)
P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
High Future Earnings	<p>Benefit Statement: P&G provides opportunities to build your skillset and market value to further expand your future career opportunities within or outside of the company. Your experience at P&G will help train and develop you to have a rewarding and prosperous career ahead.</p> <p>RTB:</p> <ul style="list-style-type: none"> Total compensation is benchmarked against a peer group of leading companies across the technology, energy, and consumer goods industries. Compensation can then be adjusted based on performance.
Innovation	<p>Benefit Statement: We are leading the constructive disruption of our industry across innovation, brand building, supply chain, and digitization and data analytics. P&G invests in innovation and talent, spending around \$1.9 billion on R&D (FY19) and hiring top students across disciplines from the best universities.</p> <p>RTBs:</p> <ul style="list-style-type: none"> Best Company for Innovators (<i>Fast Company</i>).¹⁰ Over 6,900 R&D experts, over \$1.9 billion spent in R&D.¹¹ 37,000 active patents. Moving from wasteful mass marketing to mass, one-to-one brand building fueled by data and technology, reinventing the way ads are made and rebuilding agency partnerships to transform the way media is purchased.¹² P&G has led transformative change within industry and society:¹³ <ul style="list-style-type: none"> 1924: Started market research, making P&G the first company to ever conduct data-based market research with consumers. 1931: Created brand management. 1933: Created the soap opera on network radio, making P&G one of the first innovators in radio advertising. 2001: Developed the first razor designed for women: Venus. 2015: Launched Always #LikeAGirl campaign, improving the public perception of the derogatory phrase, “like a girl.” 2016: Head & Shoulders produced the world’s first shampoo bottle made up of 25% recycled beach plastic.

¹⁰ “The 50 Best Workplaces for Innovators,” Fast Company, August 5, 2019, <https://www.fastcompany.com/best-workplaces-for-innovators/2019> (accessed Sept. 21, 2020).

¹¹ Procter & Gamble annual report, 2019.

¹² Jack Neff, “P&G Unwraps Trio of New Agency Models,” *Ad Age*, April 14, 2018, <https://adage.com/article/agency-news/p-g-launches-agency-models-including-publicis-led-unit-fabric-care/313030> (accessed Sept. 21, 2020).

¹³ “P&G History,” Procter & Gamble, <https://us.pg.com/pg-history/> (accessed Sept. 21, 2020).

Exhibit 2 (continued)
P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
Inspiring Purpose	<p>Benefit Statement: Our goal is to improve the health and well-being of every community we touch and we will do that by providing products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • #1 response for why employees stay with P&G was “meaningful, challenging work.” • Operating in 180 countries has allowed P&G to positively impact the lives of consumers globally through initiatives ranging from improving access to education for girls in India to providing water purification packets to families worldwide.¹⁴ • Developed P&G Good Everyday which puts the power in our consumers' hands by allowing enrolled customers to convert loyalty points into a donation to a charity of their choice.¹⁵
Leadership Opportunities	<p>Benefit Statement: P&G offers all employees significant responsibility as of Day 1 for the brand(s) under their management. Each of those brands depend on innovative employee ideas to generate growth.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Employees rank “Career Opportunities” as one of the top 5 best things about working at P&G, for the past 10 years. • Outsourced other <i>Fortune</i> 500 companies in terms of growth opportunity and reaching career goals. • New hires receive experience that builds C-suite potential through real decision-making authority and opportunities to move across brands and geographies and to tackle new challenges. Because of these experiences, P&G creates more future senior corporate leaders than any other company in the world. • More than 99% of P&G senior leaders are produced within the company.¹⁶ • #2 in Top 10 Companies for Leaders (<i>Fortune</i>).¹⁷ • #1 Company for Leadership Development in 40 Best Companies for Leaders.¹⁸

¹⁴ “Community Impact,” Procter & Gamble, <https://us.pg.com/community-impact/> (accessed Sept. 21, 2020).

¹⁵ “P&G Good Everyday: Turning Everyday Actions into Acts of Good for the World,” Procter & Gamble, May 20, 2020, <https://us.pg.com/blogs/pg-everyday-turning-everyday-actions-into-acts-of-good-for-the-world/> (accessed Sept. 21, 2020).

¹⁶ “Vault Guide to Management and Leadership Development Programs: Procter & Gamble,” Vault Career Library, 2008.

¹⁷ “Vault Guide to Management and Leadership Development Programs: Procter & Gamble.” (“Editors cited P&G for hiring managers with ‘in touch’ and leadership capabilities and nurturing those strengths through training and development.”)

¹⁸ “P&G Ranked No 1 for Leadership Development,” *Procter & Gamble News*, January 24, 2012, <https://www.pgnewsroom.co.uk/blog/company-strategy/pg-ranked-no-1-leadership-development> (accessed Sept. 21, 2020).

Exhibit 2 (continued)
P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
Leaders Who Will Support My Development	<p>Benefit statement: P&G has programs that establish a clear path for professional fulfillment and salary growth while exposing you to P&G leaders committed to your advancement—at P&G and beyond. Being a great manager at P&G is also rewarded, recognized, and considered in the employee's yearly evaluation, which makes them even more committed to their team's development.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Outscored other <i>Fortune</i> 500 companies on: <ul style="list-style-type: none"> ○ "I have the opportunities to grow and develop in my company." ○ "My manager gives me feedback that helps me improve." ○ "My manager and I have an open and trusting relationship." • P&G managers are evaluated on the success of their employees, which ensures a commitment to investing in each team member's development. • #9 in management for Top 250 Most Effectively Managed Companies in America.¹⁹ • 93% of employees approve of CEO David Taylor.²⁰ • At the time of hire, every employee receives the option of being assigned a formal mentor.²¹ • "Developing leaders has always been a top priority at P&G...The Marketing and Brand Management experiences I had there put a focus on leadership and cross-functional collaboration, which was great training for general management."—John Costello, former president of Dunkin' Brands, SVP of Pepsi, started his career at P&G²²
Market Success	<p>Benefit Statement: As one of the largest manufacturers of consumer goods in the world with operations in over 180 countries, P&G is a global <i>Fortune</i> 100 company that cultivates future leaders across diverse industries around the globe.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • P&G's total revenue has grown from \$65.06 billion in 2017 to \$67.7 billion in 2019.²³ • P&G has 65* brands in 10 focused categories and leads market share in categories such as global laundry care, which has grown sales by five times in the last 40 years.²⁴ • 33 of P&G's top 50 category/country combinations held or grew value share in FY19, up from 26 in FY18, 23 in FY17, and 17 in FY16.²⁵ • P&G continues to annually increase dividends and has paid a dividend for 129 consecutive years.

¹⁹ "Leadership Development," Procter & Gamble, <https://www.pgcareers.com/leadership-development> (accessed Sept. 21, 2020).

²⁰ "Procter & Gamble Reviews," Glassdoor, <https://www.glassdoor.com/Reviews/Procter-and-Gamble-Reviews-E544.htm> (accessed Sept. 21, 2020).

²¹ "Vault Guide to Management and Leadership Development Programs: Procter & Gamble."

²² Kimberly A. Whitler, "How These 15 Firms Better Prepare Marketers to Become CEOs: Insight from the C-Suite," *Forbes*, January 20, 2019, <https://www.forbes.com/sites/kimberlywhitler/2019/01/20/why-these-15-firms-are-better-at-preparing-marketers-to-become-ceos-insight-from-the-c-suite/#cf0842745c0d> (accessed Sept. 21, 2020).

²³ "Can Procter & Gamble's Revenue Cross \$72 Billion By 2021?," *Forbes*, October 31, 2019, <https://www.forbes.com/sites/greatspeculations/2019/10/31/can-procter-gambles-revenue-cross-72-billion-by-2021/#7e2186dcaee9> (accessed Sept. 21, 2020).

²⁴ <https://www.forbes.com/sites/greatspeculations/2019/10/31/can-procter-gambles-revenue-cross-72-billion-by-2021/#7e2186dcaee9>.

²⁵ Procter & Gamble annual report, 2019.

Exhibit 2 (continued)
P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
Commitment to Diversity, Inclusion, and Equity	<p>Benefit Statement: With more than 140 nationalities represented in our workforce, our own diversity helps us reflect and win with the consumers we serve around the world. We are driving action on the world stage to make a meaningful difference, and we care deeply about our impact, always striving to make the world better through our actions.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Diversity & Inclusion:²⁶ <ul style="list-style-type: none"> ○ Platinum sponsor of World Pride in New York with about 50 sites around the world showing support through Pride activities. ○ Launched “The Look,” the sequel to the award-winning film, “The Talk,” to continue the conversation about racial bias. ○ Actively promotes neurodiversity by hiring individuals on the Autism Spectrum. • Gender Equality:²⁷ <ul style="list-style-type: none"> ○ Always brand launched its #EndPeriodPoverty to help keep girls in school. ○ Secret was the first official sponsor to publicly support the US Women’s National Soccer Team’s fight for equal pay. ○ Hosted #WeSeeEqual campaigns around the world to support its Gender Equality strategies. ○ Prioritized women’s economic empowerment, spending more than \$1.1 billion with women-owned businesses globally.
Corporate Social Responsibility	<p>Benefit Statement: P&G is focused on enabling and inspiring positive impact on our environment and society while creating value for us as a company and you as a consumer. We’re doing this in a variety of ways, including working with NGOs to deliver clean water, inventing technologies to help revolutionize recycling, turning beach plastic into shampoo bottles, and using our brands to promote positive change.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • Community Impact:²⁸ <ul style="list-style-type: none"> ○ Delivered our 15 billionth liter of clean drinking water through the Children’s Safe Drinking Water Program. ○ Committed to delivering 25 billion liters of clean drinking water by 2025. ○ Provided aid to more than 25 natural disasters, such as the California wildfires. ○ Donated 1.7 million products to Syrian refugees in Turkey. • Environmental Responsibility: <ul style="list-style-type: none"> ○ Created Ambition 2030—a set of environmental goals such as the initiative to reduce virgin petroleum plastic in packaging by 50%.²⁹ ○ Committed to be carbon neutral for the decade 2020–30, purchasing 100% renewable energy globally.³⁰ ○ Joined forces with more than 40 companies to form the Alliance to End Plastic Waste chaired by our own CEO David Taylor.³¹

²⁶ “2019 Citizenship Report,” P&G, <https://us.pg.com/citizenship2019/> (accessed Sept. 21, 2020).

²⁷ <https://us.pg.com/citizenship2019/>.

²⁸ <https://us.pg.com/citizenship2019/>.

²⁹ “Environmental Sustainability,” Procter & Gamble, <https://us.pg.com/environmental-sustainability/> (accessed Sept. 21, 2020).

³⁰ “P&G Embraces Natural Climate Solutions to Accelerate Progress on Climate Change and Will Make Operations Carbon Neutral for the Decade,” Procter & Gamble press release, July 16, 2020, <https://news.pg.com/press-release/pg-corporate-announcements/pg-embraces-natural-climate-solutions-accelerate-progress-c> (accessed Sept. 21, 2020).

³¹ <https://us.pg.com/environmental-sustainability/>.

Exhibit 2 (continued)
P&G Distinguishing Qualities List

Attribute	Benefit Statement & Reasons to Believe (RTBs)
Professional Training & Development	<p>Benefit Statement: P&G is a company that will give you the opportunity to work on world-renowned brands and gain access to unparalleled development programs that will set your career off on the right foot and keep it going for years to come.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • P&G assigns all its employees impactful work from Day 1 so they can learn by doing while being coached by recognized experts. • The average new hire at P&G has held five different roles within their first 10 years, which enables employees to grow quickly into well-rounded leaders. • Surveys indicate that Learning and Growth helps drive engagement: <ul style="list-style-type: none"> ◦ 91% of employees who are highly engaged responded favorably to Learning and Growth. ◦ 79% of employees who are NOT likely to leave P&G in the next year responded favorably to “I have the opportunity to grow and develop at P&G.” • P&G Leadership Academy (PGLA) provides training for employees, with 40,000 employees enrolled in 2018. • P&G Ignite Training Program is a workforce upskilling program that designs custom content for each employee. This platform is intended to build the digital fluency of all our people. • P&G’s current US Employee-Initiated Education Policy supports education expenses for job or career study.
Prestige	<p>Benefit Statement: P&G is proud to be consistently recognized as a leading global company, earning a variety of awards and recognition in several key areas such as innovation, corporate social responsibility, workplace, and so on. For over 180 years, P&G has thrived by identifying consumer’s needs and creating brands, technologies, and solutions to address those needs.</p> <p>RTBs:</p> <ul style="list-style-type: none"> • P&G received four Kantar Products of the Year awards for new launches in 2019: Tide Pods Ultra Oxi, Tide Fresh Coral Blast, Dawn Platinum, and Crest Gum Detoxify.³² • P&G has been named “Brand Marketer of the Decade” for having the most award-winning commercials of any company in the annual Cannes Lions competition, receiving more than 240 awards and appearing in the top 10 every year.³³ • P&G has received a series of prestigious awards:³⁴ Companies that Develop the Best C-Level Marketing Leaders (<i>Forbes</i>), World’s Most Reputable Companies (<i>Forbes</i>), World’s Most Innovative Companies (<i>Fast Company</i>), Best Workplace for Innovators (<i>Fast Company</i>), Top Companies for Executive Women (<i>National Association of Female Executives</i>), Most Attractive Employers (<i>Universum</i>), World’s Most Admired Company (<i>Fortune</i>), 50 Best Places to Work (<i>Glassdoor</i>).

Source: All information provided by P&G unless otherwise cited.

³² “Product of the Year USA Announces 2019 Award Winners,” PR Newswire, February 8, 2019, <https://www.prnewswire.com/news-releases/product-of-the-year-usa-announces-2019-award-winners-300789656.html> (accessed Sept. 21, 2020).

³³ “P&G Named ‘Brand Marketer of Decade’ for Cool Commercials,” *Cincinnati Business Courier*, July 13, 2020, <https://www.bizjournals.com/cincinnati/news/2020/07/13/p-g-named-brand-marketer-of-decade-for-these-comme.html> (accessed Sept. 21, 2020).

³⁴ “Awards & Recognition,” Procter & Gamble, <https://us.pg.com/awards-and-recognition/> (accessed Sept. 21, 2020).

Exhibit 3

**Branding the Master Brander (A):
Positioning Procter & Gamble's Employer Brand**

P&G Alumni Sample List

Name (Position/Company)	Name (Position/Company)
Ballmer, Steve (Former CEO – Microsoft)	Immelt, Jeffrey (Former Chairman & CEO – GE)
Beeby, Robert (Former CEO – Pepsi International)	Kilduff, John (Former COO – Dr. Pepper Co.)
Belloni, Antonio (Group Managing Director – LVMH)	Lachman, Thom (CEO Duracell – Berkshire Hathaway)
Bergh, Charles (President & CEO – Levi Strauss & Co.)	Louvet, Patrice (President & CEO – Ralph Lauren Corporation)
Born, Stephan (CEO & President – Americas at HUGO BOSS)	Lych, Rob (President & CEO – Papa John's International)
Brandon, David (Former Chairman/CEO – Domino's Pizza)	McNeerney, Jim (Former Chairman of the Board, President & CEO – Boeing)
Brock, John (Former President & CEO – Coca-Cola Enterprises)	Morrison, Bob (Former Chairman/CEO – Kraft Foods; Former CEO – Quaker Oats)
Burke, Jim (Former CEO – Johnson & Johnson)	Polman, Paul (Former CEO – Unilever)
Butler, Dean (Founder – LensCrafters)	Postl, James (CEO – Pennzoil-Quaker State)
Case, Steve (Former Chairman/Founder – AOL Time Warner)	Sievert, Mike (President & CEO – T-Mobile)
Charron, Paul (Former CEO – Liz Claiborne)	Smale, John (Former Chairman – General Motors)
Cheung, Jasper (VP – Amazon.com)	Szymanczyk, Mike (Former CEO – Philip Morris USA)
Collins, Jack (Former CEO – Clorox)	Tanner, Kirk (CEO – PepsiCo Beverages North America)
Cook, Scott (Founder & Chairman of the Executive Committee – Intuit)	Trauss, Charles (Former President & CEO – Unilever USA)
Darrell, Bracken (CEO – Logitech)	Uzzell, Scott (CEO – Converse)
Fotiades, George (Former President & COO – Cardinal Health)	Ward, Lloyd (Former CEO – U.S. Olympic Comm. and Maytag)
Freda, Fabrizio (President & COO – Estee Lauder)	Whitman, Meg (Former CEO – eBay)
Gambardella, Susan (President, North America – Kimberly-Clark)	Wiedemann, Michael (President – Energy Sector at DHL)
Gass, Michelle (CEO – Kohl's; Former Board of Directors – PepsiCo)	Yankowski, Carl (Former President & COO – Sony Electronics)
Herbold, Bob (Former COO – Microsoft)	Yapan, Can (CEO – ThyssenKrupp)

Source: Procter & Gamble, used with permission.

Exhibit 4

**Branding the Master Brander (A):
Positioning Procter & Gamble's Employer Brand**

P&G Competitive Set

Company Name	Description	Top Universum Career Profile
Amazon	Amazon (NYSE: AMZN) is an international e-commerce website for consumers, sellers, and content creators, whose mission is to be Earth's most customer-centric company.	Careerist
Nike	NIKE, Inc., (NYSE: NKE) is the world's leading designer, marketer, and distributor of authentic athletic footwear, apparel, equipment, and accessories for a wide variety of sports and fitness activities.	Careerist
Goldman Sachs	Goldman Sachs (NYSE: GS) is a leading global investment banking, securities, and investment management firm.	Careerist
McKinsey & Company	McKinsey & Company is a global management consulting firm specializing in advising the world's leading businesses, governments, and institutions.	Careerist
The Coca-Cola Company	The Coca-Cola Company (NYSE: KO) is a total beverage company, offering over 500 brands in more than 200 countries and territories.	Careerist
Johnson & Johnson	Johnson & Johnson (NYSE: JNJ) is the largest and most broadly based health care company in the world, focusing on producing life-changing breakthroughs every day.	Harmonizer

Data sources: LinkedIn and Universum.