

Assignment 3:

Examination of an ongoing change program within an organization.

Model criteria:

- Examination of a company's change program.
- Concept of sustainability and ongoing change programs.
- Features and objectives of intervention or programs.
- Contrast to other existing alternatives.
- Final appraisal followed by a conclusion.

LEADING THE WAY



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EXECUTIVE SUMMARY

This essay will examine various facets regarding sustainability and ongoing change programs within Procter & Gamble. Highlighted shall be the objectives of intervention plans as well as recommended programs for Procter & Gamble to implement, if it does not so already in secret. In the making of this essay Procter & Gamble executives were contacted but they provided us with little support. The secretarial staff was more informative and they indicated some missing key elements that were not made available through the extensive company website.

INTRODUCTION

Procter & Gamble (P&G) is a company that generates over \$1 billion in dollars from its annual sales from their top 24 brands alone. Yet another 20 brand have sales within the range of \$500 million and \$1 billion. P&G's products are innovative and set a benchmark as global platforms.



P&G upholds six main strategic principles of which are used to categorize and overrun the company in a methodical ethical manner, these are:

Integrity: P&G aims to always accomplish the 'right' thing whilst being straightforward with abidance of the law. Risk and value recognition is seen as a vital component in P&G.

Leadership: P&G aims for a deep commitment in responsibility so as to give a grand vision to all employees whilst optimizing resources.

Strategy: P&G aims to develop so by removing organization barriers.

Ownership: P&G accepts accountability for proactive self-development – everyone within P&G acts like an owner.

Passion for winning: The determination to be on a Win, or Win-Win, situation is vital within P&G, and the status quo and desire to improve are always in P&G's agenda.

Trust: All stakeholders are treated with respect, and hence P&G has complete utter confidence on all players because the foundation of trust is critical in their vision statement.

MAIN CHANGE PROGRAM(S) IN-PLACE

Procter & Gamble's objectives are fulfilled by innovation. Sustainability is of primary concern in attaining innovation, and through sustainability & innovation O&G aims to become the leading competitor in every product category or country that it operates under.

P&G leverages innovation by the use of integration of P&G's scope on a global scope, which certainly, to date, remains unrivalled against. The outcome is a well planned stream of ideas that shape the product, operational, and organization innovations so as to achieve a 'winning' workforce.

P&G listens to its consumers, and from that it was learnt that 'they' want more sustainable choices but not to detriment of value or quality. This challenge results in a unique approach by P&G towards innovation, and this is done consistently, reliably, responsibly, and successfully.

The goals of sustainability with P&G are to mainly; define, invest, manage, deliver, and lead. Contingency plans are accounted for as 'programs-in-place', and P&G is constantly developing and investing more in Research and Development (R&D) projects. Without this key characteristic trait, of P&G, then indeed the organization would never have moved forwards towards the state in which it is in today – that is, a great multi-national company of great respect.

FEATURES OF THE SUSTAINABILITY PROGRAM

There are five main sustainability strategies for P&G to improve its operations in order to expand its “live, learn and thrive social responsibility program’.

This goal has only been implemented for a year, and already P&G is on track to exceed its goals. The five main strategies to improve environmental profile are a focus in the following segments:

1. Products – A goal to delight customers with sustainable innovations by compacting laundry detergents thus helping prevent polluting the environment; this alone generated more than \$2 billion in sales in the first year.
2. Operations – An aim to improve environmental standards worldwide by reducing energy and water use by 10% as well as other areas, and in a decade’s time the aim is a 40% reduction.
3. Social Responsibility – Some examples include the opening of the 140th P&G Hope School in China, helping poverty stricken children in rural areas, deliverance of clean drinking water to many, as well as partnering with UNICEF to provide more than 50 million vaccine doses.
4. Employees – Better ergonomics, sustainability thinking amongst employees, and implementing a unified employee program.
5. Stakeholders – Collaboration with local, regional, and global stakeholders is essential; this is done by also becoming part of the Clinton Global Initiative (CGI) and implementation of all criteria’s above.

“By 2015, we intend to purchase and use palm oil that we can confirm to have originated from responsible and sustainable sources.” (Procter & Gamble statement, 2009)

OBJECTIVES OF SUSTAINABILITY

“We conduct regular reviews to ensure that our facilities are highly competitive, and this process includes benchmarking versus third-party manufacturers.” (Procter & Gamble, 2009)

Sustainability has been often used synonymous with words such as durable/systematic/long-term/sound or maybe even ‘total quality management’. In the English language sustainability is referred as ‘durable development’.

There are some misconceptions of sustainability, these are:

- Reduces costs.
- Saves money
- Teaches new things within the workplace.

There are various barriers to sustainability; for starters, it is too abstract. The scope of the theme and lack of information may make respondents see it as being too distant from facts. Sustainability is also too ‘broad’ making it hard to take effective measures.

A situation may occur in which there is no personnel available to look after a sustainability issue, and indeed the job may only be able to be accomplished by highly qualified staff. Resources should also both a problem for consideration, and a scientific basis should be used for consideration.

Procter & Gamble envisages a workplace where every participant shall be able to lead

in some manner. In the issue of sustainability it ought to be made known that a leader must be able to visualize changes before they take

place – an environment with honest and efficient communications will ensure that this does occur to a proactive extent.

Schneider & Goldwasser (1998) states, “People in your organization are sensitive to every nuance of your behavior. They will take cues from you and even mimic your conduct and actions. If you're upbeat, enthusiastic and engaged, they will be as well.

The five points of sustainability by P&G

“We **define** innovation broadly, looking for sustainability opportunities at every touch-point along the path of our products.

We **invest** in innovation to reduce the environmental footprint of our operations, affecting both our facilities and our processes.

We **manage** innovation with discipline, using science-based tools to identify sustainability opportunities for our products, from discovery through disposal to potential reuse.

We **deliver** innovation through a combination of visible product-based improvements and less visible operations-based advancements.

We **lead** innovation by inspiring our employees to take personal responsibility for delivering our sustainability goals and leading positive change, both inside and outside the Company.” (P&G, 2009)

If you expect difficulties and take them in stride, they will too.”

As Downey (2004) implies, sustainability takes time, and correct implementation needs to oversee a program, whilst identifying resources, promoting collaboration and communication channels in order to build an effective sustainability agenda.

On a CSR level we may see pertinent social issues as way to bolster organization strategy and sustainability.

The creation of values for protection, sustainability, compromise and responsible care are seen as vital for P&G.

CONTRAST & CONSIDERATIONS

Contrasting different approaches to TQM, and related, can be difficult. It requires in seeing the visual and non-visual properties of which encompasses a problem within stakeholder's frame of mind of the real world. Below are some pertinent concepts that shall be briefed on:

IMITATION

Imitation can be promoted by the practice of benchmarking. Massa & Testa (2004) ponder over one question, 'But what do we mean by innovation and how could a benchmarking tool enhance innovation potential in firms?'.

Knowledge-based resources often result from extensive R&D of which is difficult to acquire and copy in a legal way. A firm's position to adopting and adjusting another organization's idea, with the intent on improving on it, may indeed result in long term sustainable competitive advantage.

The concept of 'receptors' is brought up by Massa et al, this in reference to other authors. 'Receptors' are those key factors that need to be exposed in an environment in order to utilize them assets in an exploitative manner – this is a critical component that leads towards innovation.

Abel (2008) examines the "validity of the first mover advantage theory (FMA) in the context of digital audio player (DAP) market. It explores two research questions: do first-movers improve their resources and capabilities and thus establish industry leadership? Do firms' initial resources affect the timing of entry?" That is, managers should be aware that the fact that an organization was the first to enter a market does not warrant its success in dominating the market – instead the development of capabilities in marketing, production, and continual sustainable improvement is what gives an organization the 'edge'.

Managers should understand that it is not the first-in-market, but the firm that invests in developing its resources and capabilities in marketing, production and continual product improvement that ends up dominating the new market.

TIMING OF RESOURCE DEVELOPMENT

Sivakumar (2002) stated that researches ought to highlight the importance of entry timing (into a new venture) with the involvement of decisions. Most of the work done by researchers in examination of the international market is purely descriptive in nature which puts an impediment on questions that inquire as to what is the optimal strategy for a company under a given set of circumstances. Further-also, aspects such as 'entry' timing, and involvement decisions have been treated in isolation in the past. The CEO for Procter-Gamble has a firm commitment to immediately respond to a competitor's market move by not only optimizing timing but by effectively making a decision that will be in interests of all stakeholders (competitor's excluded).

Organization entry timing associates resource effective usage with that of superior performance (this is not a tautological concept). It would be in P&G's leader's interest to benefit from increasing information flows within the company – this may be harmful to the leader since it also speeds imitation within the individual corporate segments.

“Absorbed spillovers benefit the follower through both faster and cheaper resource development.” (Pacheco-de-Almeida & Zemsky, 2007)

Organizations may vary in terms of resources or through the time-cost trade-offs due to developmental capability. The introduction of 'uncertainty' into a company may induce more theory-development which indeed could prove to be a proactive approach.

CORPORATE SOCIAL RESPONSIBILITY

Organizations of today are expected to demonstrate both moral management and ethical behavior – this is the case with P&G nowadays, but has not been the case in the past. Corporate social responsibility is a common term in today's organizations, and its scope can be more clearly defined from Lantos (2001) – of which's main points can be outlined as follows; economic, legal, ethical, altruistic, stewardship, collective, and legitimacy responsibilities encompassed by all stakeholders.

It is moral conduct to maintain a 'social contract' which incorporates CSR even on a philanthropic and humanitarian level. CSR is about maintaining a balancing 'act' with competing pressure from all sides just being minor obstacles towards the final objective. Sometimes ethics can be justified on a wholly profit based system, and companies like P&G get away with it by justifying it as a means to be an essential part of society. Competence is used by P&G in order to avoid controversial issues (ie: P&G conducts animal testing, but only as a last resort).

“Wherever responsibility is located, a practically useful system of CSR needs to be understood as a process involving individuals and groups.” (Maclagan, 2008)

CSR organizes itself by influencing the stakeholders' thoughts and minds, and in order to warrant this P&G pays a great heed to the nature of relationships within the organization.

EMPOWERMENT

Unfortunately the concept of empowerment does not stand at the front line of initiatives within P&G – however, there is some move towards that as they do encourage change based managerial initiatives.

“...subordinates' trust is formed from cognitively evaluating the integrity, ability and benevolence of their supervisors...” (Chan, Taylor and Markham, 2008)

P&G's attempts to 'empower' workers have encouraged managers to view empowerment in relatively simplistic terms of leadership training – this as an unproblematic fix to a range of strategic and labor management problems that of which they may have (P&G keeps its bad facets hidden from the public).

If true empowerment were to take place the employees would be expected to go that extra mile to adopt 'extra role behaviors' – this being a foundation for creativity and innovation. To proliferate such outcomes manager's ought to reduce formal control to 'cultivate' employees' self-discipline – this is called *empowerment*.

Empowerment is an intrinsic motivation drive that encourages employees to control their own destiny whilst enhancing their own needs.

P&G learnt much over the past decade about management thinking incumbent of empowerment. Various considerations have led to the consent that indeed a change in management was required; this change was based on the notion that the need to address competitive pressures was deemed essential.

“Despite the interest in empowerment there are few empirical studies of any substance which examine empowerment in any real detail.” (Collins, 1995, p.32)

REFLEXIVE HUMAN SCIENCE

“Social Sciences. Applied to that which turns back upon, or takes account of, itself or a person's self, especially methods that take into consideration the effect of the personality or presence of the researcher on the investigation.” (Holland, 1999)

P&G requires reflexivity when teaching leadership concepts to all its employees. This is a complex understanding by all employees that encompasses the environment that surrounds and sustains the organization together with awareness of one’s own stance in that environment whilst attaining an understanding of the value of other parties.

It is crucial that P&G becomes accustomed with viewing sociological creeds just as ‘we’ (the remainder of stakeholders) view the beliefs of others – it is imperative, in our view, that P&G must apply a sociological analysis of themselves in every country they operate – sort of like sociological examination of sociology itself. Reflexivity must become a personal construct of P&G’s knowledge own psychological theory, and where they falter they should look abroad for guidance.

Table 1: Ray Holland's reflexivity scopes summarized

REFLEXIVITY STAGES & TYPES (Holland, 1999) - summary	
Reflexivity 1	The smallest circles identify the local kind of reflexivity which is too weak to break through the boundary of its discipline or its containing paradigm.
Reflexivity 2a	Here, the paradigms are used against each other to highlight contradictions and conflicts of viewpoint.
Reflexivity 2b	On the same circle is the "liberal" view of paradigms as clusters of disciplinary alternatives to be drawn on eclectically.
Reflexivity 3	The next largest circle is in touch with paradigm positions although the focus is on movement.
Reflexivity 4	Here, the paradigms are regarded as humanly constructed and so they carry all the personal and cultural imperatives of their protagonists.

Reflexive governance is supervised by the board of directors, and is depicted as the 'brain and soul of the organization.

Humans are creatures of 'habit' – we drive to work, eat, and live in similar ways. We perform the same daily duties in much-like the same way, and it is 'our' habits that drive innovation within P&G. If 'our' habits fit in well with the way P&G operates then indeed this can be a powerful ally for organization growth and expansion. However, if 'our' habits change (through whatever extrinsic factor) then indeed this could pose problems for the operations of P&G.

SUPPORT FROM REGIONAL AUTHORITIES

*“How do you bring a community together to generate a shared vision with common goals? **ANS:** Convene the council-members to discuss their visions and major goals for the community.” (Darrington, 2004)*

The capability of P&G to voice their intents in a unified way does make significant improvement for the CEO to analyze the past as he contemplates the future. History and traditions of different, countries, and cultures, are taken into consideration when launching new products that are to be implemented.

It is desirable for P&G's firms to locate to specific areas as a pervasive consideration for economic development within the organization. Each region in which P&G operates faces its own set of considerations in regards to sustainability and growth, but in order to make the dream of one global unified company prevail, general facets are taken into consideration when it comes to culture – reflexive and humanitarian ideals that is.

In order to gain support from regional authorities some common start-ups may be implemented:

- “Initial conditions (endowments).
- Nature of businesses.
- Opportunistic adaptation.
- Securing resources.
- Traits and skills”, these are stated more clearly in Darrington (2004).

In addition to the aforementioned concepts, a certain amount of luck is involved in success. P&G entrepreneurs need to make their own luck through hard work. It is through the skills and traits of an entrepreneur that P&G can pass through the first stages of development. Growth with P&G is expected to occur, specially as there are untapped developing markets in the world – in order for this growth to progress P&G will have to continue its latest strategic approach whilst being open to the acceptance of advice due to unforeseeable market changes.

SIGNIFICANCE OF THE LEADER & COMPETENCY

It is most important to critically analyze which skills are required for a leader's competency early in the organization's life – this in order to achieve strategic organization goals and lead above the rest of the competitors. The ability to conduct 'health checks', as put by Homer (2001), is deemed essential so as to define gaps in leadership and how they can be filled or fixed.

“The solution is to minimize time spent on training and focus on people specifically on just the skills they need.” (Homer, 2001)

Charisma is a key attribute associated with visionary leadership exemplary of some behaviors of sacrifice and group success. When such leaders are able to identify with the subordinates and lead them into commitment through their beliefs, then a process of inspiration results that provides meaning and challenge to all followers. When P&G considers each individual as an asset, they are also recognizing the individual's needs – thus caring for them on an appropriate manner and regular basis. The significance of the leader by

intellectually stimulating his subordinates should not be overlooked – this leads to followers perceiving their leaders as able to look at past problems in new improved ways.

The term *competences* can be used as to express standards while *competency* as to meaning as expressed as standards. Private organizations, such as P&G, tend to use a competency model, while those in the public sector express usage of a competence model.

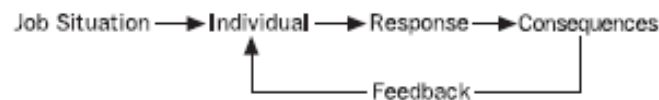


Figure 1: A situation-specific model of human performance (Hoffman, 1999, p..277)

[See the Appendix for further data and information]

A BALANCED SCORECARD (BSC) PROGRAM

A BSC approach ought to be a change implementation in order to be successful and should not be a quantitative affair. The key area of issue is in establishing key criteria's and implementing change in order to get the process launched. Executives in P&G implement the BSC approach to the extent of it being a tool to communicate vision, and the mission statement, towards greater performance that in turn was dramatically better than the company's past efforts. By shifting power, through empowerment of employees, P&G should be able to achieve team-based approaches to deal with transitions to a newer and improved performance model.

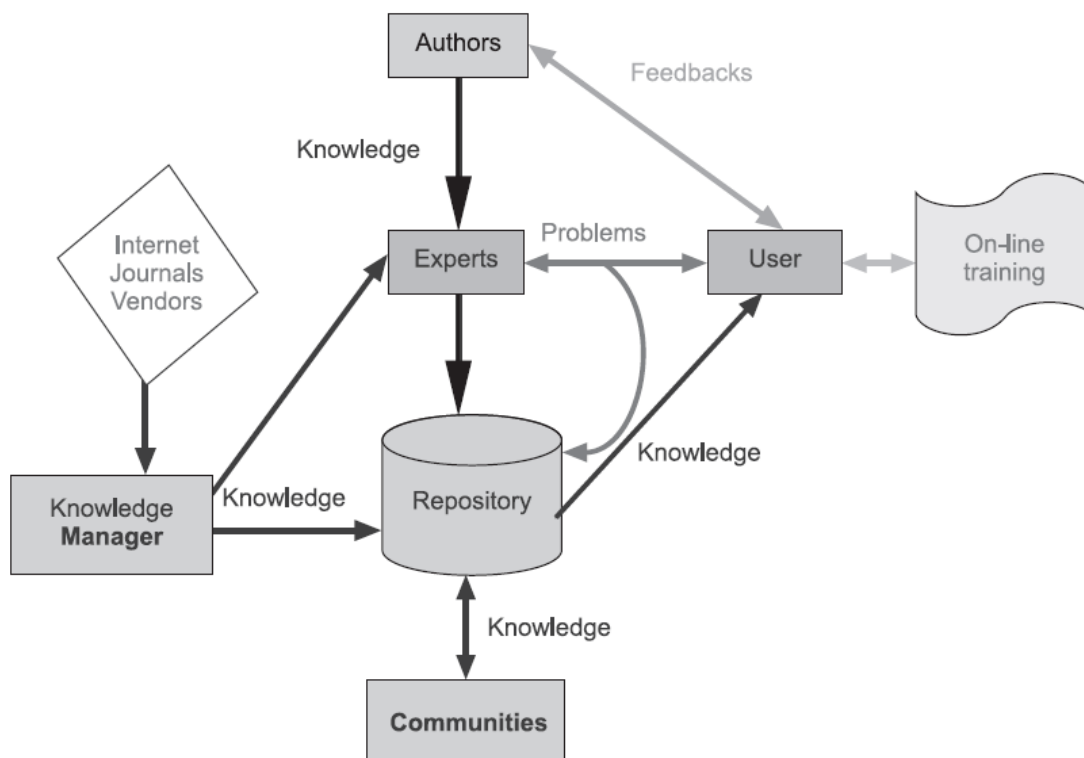
“The BSC is most effective when it's part of a major change process in an organization.” (Kaplan & Norton, 2001)

A BSC approach includes various methods, this includes adaptation of a knowledge management (KM) process to methods that focus on the following three stages of learning:

- Behavior;
- Cognition; and
- Performance improvement.

A typical knowledge management balanced score card approach can be seen in table 2 below:


Table 2: A typical KM database structure (Arora, 2002, p.243)




Executive leadership teams ought to frequently ascertain as to how the BSC can be sustained so that the strategy can be implemented proactively. Executive teams usually consist of functional specialists, each with intense know-how whilst having little knowledge how other departments work – this is not the case with P&G.

APPRAISAL

Facets that can be clearly outlined as of superior standards, within P&G, are included in their values and principles guidelines – summarized these are shown below:

- Integrity
 - Leadership
 - Ownership
 - Passion for winning
 - Trust
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- We show respect for ALL individuals
 - The interests of the company and the individual are inseparable
 - We are strategically focused in our work
 - Innovation is the cornerstone of our success
 - We are externally focused
 - We value personal mastery
 - We seek to be the best
 - Mutual interdependency is a way of life
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It is imperative for P&G to have all records within the business to be accurate, complete, and honest – this involves factual documentation on appraisal procedures without restrictions when it comes to ethical conduct.

Appraisal of P&G in contrast to other companies can occur in all levels, and to possibly encompass all these key attributes would be impossible. You, the reader, may be well aware of the various Duracell battery advertisements that have occurred over the past two decades. A fairly recent one depicts a charged up electronic rabbit racing against his competitor's who were powered by competitor's batteries, namely an attack on Eveready batteries. Indeed, Duracell batteries are of the highest standard, and we can conclude that Eveready battery certainly lacks an intelligent energy saving design – or so was the case.

P&G, Duracell's division, appears to think its fair and ethical to contrast an Alkaline battery to Eveready's 'Super Heavy Duty' Carbon-Zinc NON-ALKALINE battery. Any person that understands basic concepts of chemistry and electron cell voltage would know their batteries (or as an anonymous person put it; or who has young kids with a love of battery-eating toys). Eveready cannot hope to compete with Duracel in such an advertisement placement – they are, after all, different products made to look the same. It seems that indeed in this case P&G has taken the role of 'winning' to a drastic extreme, and instead it may falter in ethics as they are not comparing their products fairly.

Pringles is another product owned by P&G with a long standing record that outshines other potato crisps due to its uniqueness in design. One of our group mate's had his first taste of Pringles nearly/over 25 years ago in an airport in Japan – the sensation was simply bliss as the munching toddler came to the realization that the crisps were identical in shape and had a nice texture in his/her mouth. The packages contain a seemingly smiling man with a moustache, and this sign of joy and happiness is enough to imbue a sense of contentment on a young child's mind. P&G indeed target's all audiences with their advertising, from the 'pop' slogans, and also the conveniently of little mess when eating – however, it should be noted these crisps are reprocessed and not cut directly into the shape of a crisp spud – other companies fail to profit from this fault because they simply lack the ingenuity in advertising – Smith's excluded, but their low price sells itself.

CONCLUSION

In this essay we have examined various facets pertaining to sustainability with P&G. We contrasted P&G principles to real life considerations for improvement. P&G is a company that seeks to outshine the rest, and it resorts to doing this by placing itself on a 'Win' scenarios – most ideally would be a 'Win-Win' scenario but that may present causalities of collusion which is in turn illegal leaving P&G with no other option for corporate success. P&G could not have come up with a better timing to renovate their strategies, this being the technological revolution era, and corporate social responsibility remains a key issue for P&G as it is becoming apparent that our global economy is merging, and it won't be too many more decades before every individual in this planet sees the world as one harmonious place on which all beings, no matter what race or creed, coexist together in peace and harmony.

In order to achieve harmonious balance, P&G ought to be reflexive, seek support from individual regions, and empower its employees for the sake of spiritual embodiment to say the least.

Indeed, P&G is destined for growth, and we would strongly advise you invest stock shares in it if you are conservative about your investments.

“Thank you!”

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APPENDIX

Table 3: Sustainability strategies and goals for 2012






 <p>Strategy 1: Products</p> <p><i>Delight the consumer with sustainable innovations that improve the environmental profile of our products.</i></p> <p>GOAL: Develop and market at least \$20 billion in cumulative sales of "sustainable Innovation products," which are products with a significantly reduced (6-10%) environmental footprint versus previous or alternative products.</p> <p>PROGRESS: \$2.05 billion</p>	 <p>Strategy 2: Operations</p> <p><i>Improve the environmental profile of P&G's own operations.</i></p> <p>GOAL: Deliver an additional 10% reduction (per unit of production) in CO₂ emissions, energy consumption, water consumption and disposed waste from P&G plants, leading to a total reduction over the decade of at least 40%.</p> <p>PROGRESS: Reductions since July 2007: Energy Usage -6%, CO₂ Emissions -8%, Waste Disposal -21%, Water Usage -7%.</p> <p>Reductions since July 2002: Energy Usage -46%, CO₂ Emissions -52%, Waste Disposal -50%, Water Usage -51%.</p>	 <p>Strategy 3: Social Responsibility</p> <p><i>Improve children's lives through P&G's social responsibility programs.</i></p> <p>GOAL: Enable 250 million children to Live, Learn and Thrive. Prevent 80 million days of disease and save 10,000 lives by delivering 2 billion liters of clean water in our Children's Safe Drinking Water program.</p> <p>PROGRESS: 60 million children reached; 430 million liters of clean water delivered; 18 million days of disease prevented; 2,442 lives saved.</p>
 <p>Strategy 4: Employees</p> <p><i>Engage and equip all P&Gers to build sustainability thinking and practices into their everyday work.</i></p>	 <p>Strategy 5: Stakeholders</p> <p><i>Shape the future by working transparently with our stakeholders to enable continued freedom to innovate in a responsible way.</i></p>	

Table 4: Over 50 years of sustainability progress (I)

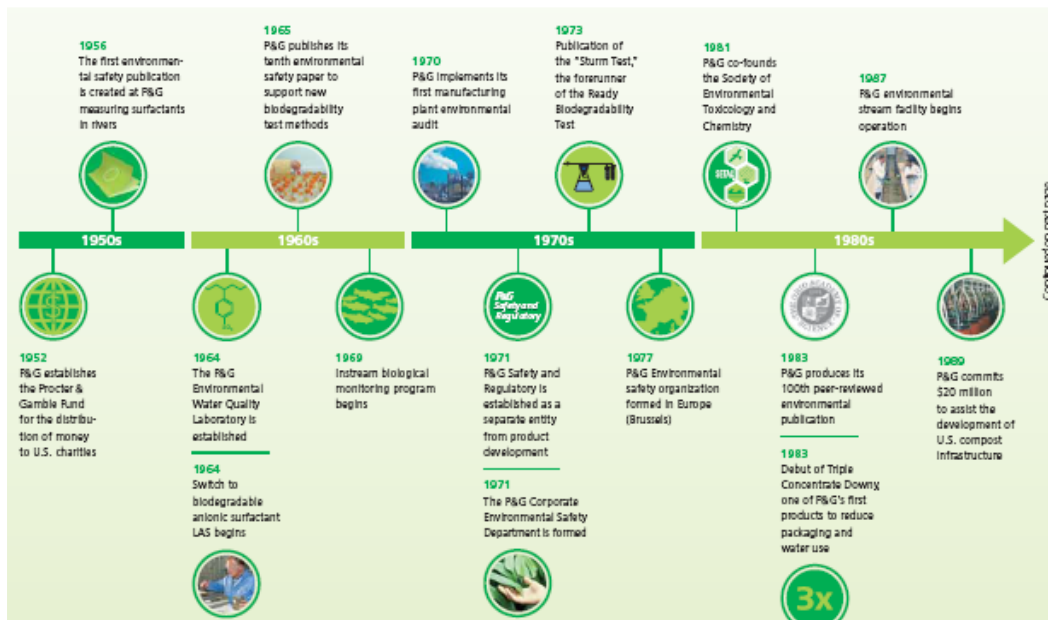


Table 5: Over 50 years of sustainability progress (II)

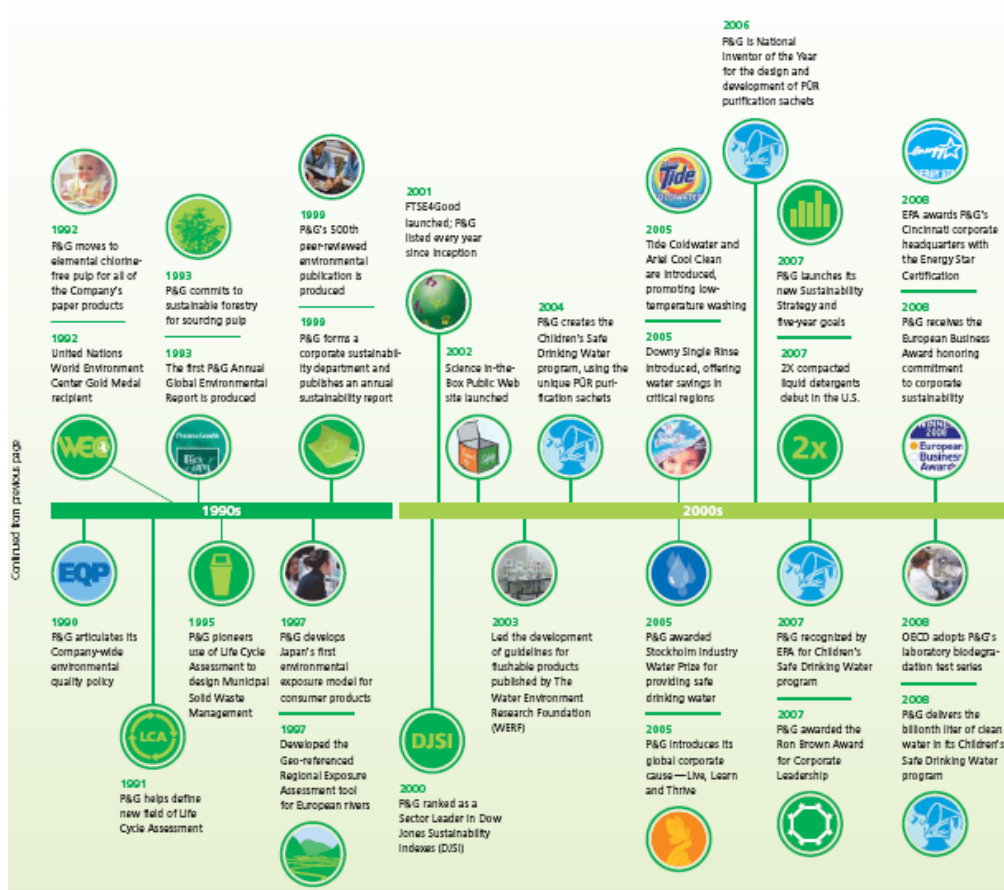


Table 6: Billion-dollar brands

- Actonel**
A prescription medication to treat and prevent postmenopausal osteoporosis.
- Always/Whisper**
Women around the world count on Always and Whisper feminine protection.
- Ariel**
Fabric cleaning and care at its best.
- Bounty**
Spills happen. With the Quilted Quicker Picker-Upper paper towel, cleanup is easy.
- Braun Electric Razor**
Keeping millions of men well-shaved and well-groomed.
- Charmin**
America's favorite bathroom tissue.
- Crest**
Oral care products creating beautiful, healthy smiles every day.
- Dawn**
No matter what your dishwashing need, Dawn has a product that's right for you.
- Downy/Lenor**
Laundry feels soft and smells fresh because of Downy and Lenor.
- Duracell**
You can depend on powerful, long-lasting Duracell batteries.
- Folgers**
Millions of Americans wake up with Folgers coffee every day.
- Gain**
Laundry detergent that delights scent-seekers.
- Gillette**
The best a man can get.
- Gillette Fusion Razor**
First five-blade shaving system with unique trimmer blade, setting a new standard for shaving closeness and comfort.
- Gillette MACH3 Razor**
Battery-powered shaving. Push the button, feel the power.
- Head & Shoulders**
Smooth, beautiful, flake-free hair. It's not what you'd expect in a dandruff shampoo. Head & Shoulders has 12 customized formulas—one just for you.
- Iams**
Nutrition for every life stage and lifestyle of your pet.
- Olay**
Designed for women of all ages to "love the skin they're in."
- Oral-B**
Dental hygiene products used by dentists themselves.
- Pampers**
Millions of babies experience the comfort and dryness of Pampers diapers.
- Pantene**
Hair around the world shines because of Pantene hair care products.
- Pringles**
Once you "pop," the fun doesn't stop!
- Tide**
Tough cleaning power that gets out laundry stains.
- Wella**
Hair care products used in salons and at home.

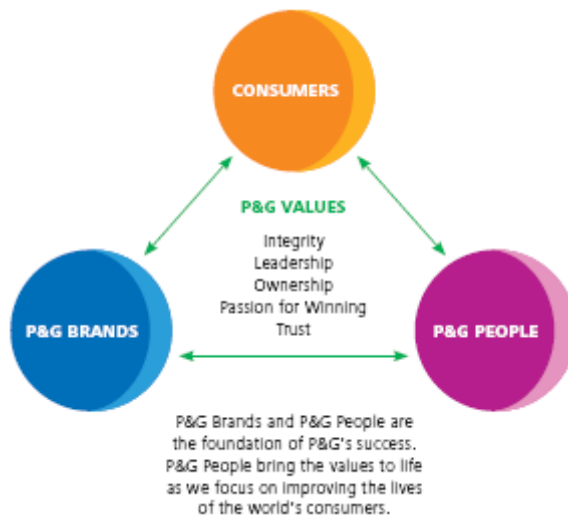


Figure 2: Values

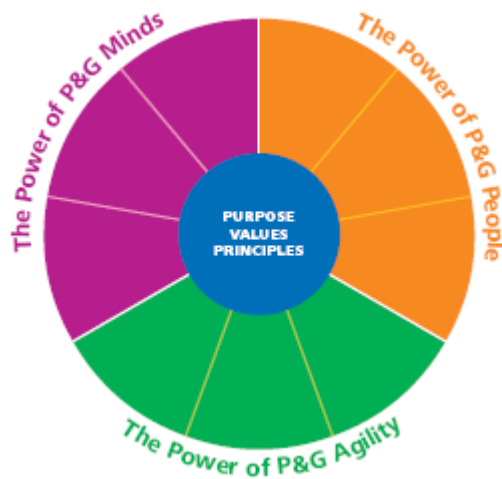


Figure 3: Principles

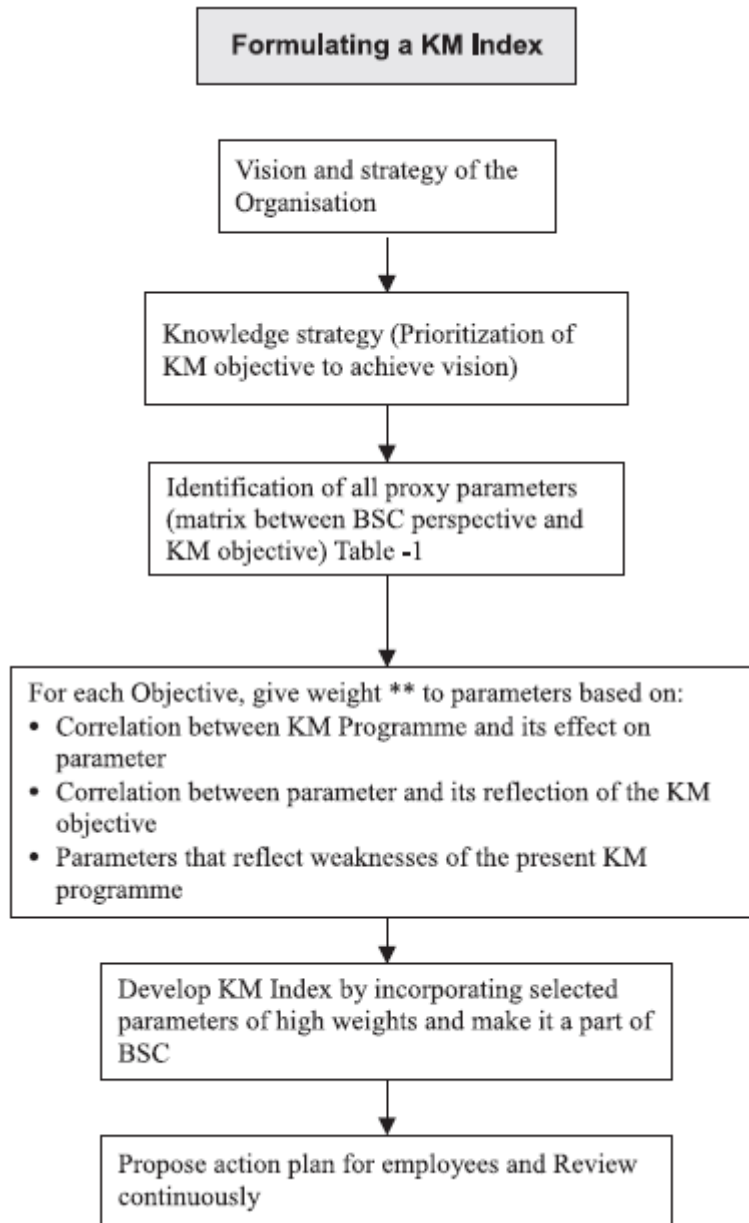
	Individual	Corporate	Purpose
Output	Performance Standards	Benchmarks	Performance based objectives (Training)
Inputs	Knowledge, Skills and abilities	Distinctive strengths	Subject matter content (Education)

Figure 4: Typologies of meaning and purpose of the term "competency" (Hoffman, 1999)

Table 7: Facets of competency. (Adapted from: Hoffman, 1991)

Competencies may be defined using each or any of the elements of the human performance model. By using any one of the elements of the model, the focus of meaning of the term "competency" may shift. For example:
The job situation defines when a desired performance or action is required. A competency may be to be able to determine when to act and when to not act, depending on the circumstances.
The individual needs underlying attributes such as knowledge, skills or attitudes in order to respond to the situation.
The response, or action, is an observable demonstration by the individual that they have both recognized the situation appropriately, and have the necessary underlying attributes to deliver the required action.
The consequences, or outcomes, are the standards desired. If they are not known, or they are not clear, the performer has no guide for their action. By putting the consequences, or outcomes, in writing, competency standards may set required quality standards for individuals to meet.
The feedback that individuals receive from the achievement or failure to achieve, guides their future actions if they wish to gain rewards or avoid punishments (Rothwell and Kazanas, 1992).

Table 8: Formulating a KM Index (Arora, 2002, p.248)



NEWSPAPER ARTICLE BLURBS

2009 MAR 11 - (<<http://www.newsrx.com>> NewsRx.com) -- P&G is empowering consumers to help keep children in developing nations healthy through GIVE Health, a campaign under the company's Live, Learn and Thrive corporate cause.

ALEXANDRIA, Va., March 3 -- Markus Speckbacher of Flamatt, Germany, and Hans-Jurgen Braun of Ueberstorf, Germany, have developed a colorant with cationic indazoline thiazolazo dye. The inventors were issued U.S. Patent No. 7,473,281 on Jan. 6. The patent has been assigned to The Procter & Gamble Co., Cincinnati.

2009 MAR 14 - (<<http://www.newsrx.com>> NewsRx.com) -- Venus(R) [PG], the number one selling female shaving system in the world, has launched new versions of its top-selling razors, including the most advanced five-bladed female shaving system, Venus Embrace(R). Regardless of your shaving routine or personal preference, Venus now has something for everyone.

Logo: <http://www.terratechnology.com>

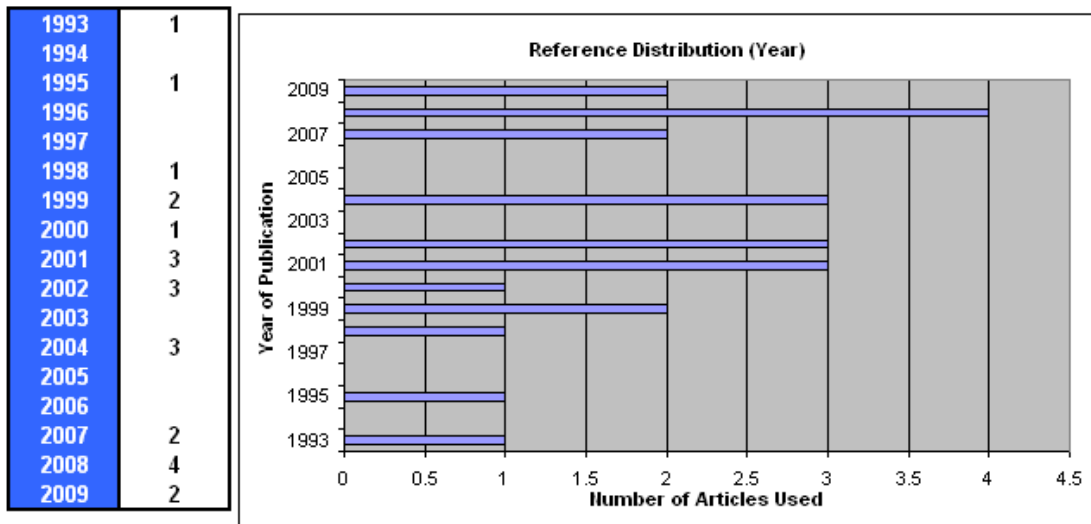
Terra Technology, the leading provider of demand sensing and inventory optimization solutions for consumer products companies, today announced that The Procter & Gamble Company (NYSE: PG), manufacturer of one of the strongest portfolios of consumer products in the world, has selected Terra's Multi-Enterprise Demand Sensing (MDS) solution to further improve forecast accuracy and demand visibility. In a recent model, the software reduced forecast error by more than 50 percent in certain categories for forecasts three weeks out or less.

2009 MAR 14 - (<<http://www.newsrx.com>> NewsRx.com) -- Recognized industry leaders in fabric care, Procter & Gamble's Tide(R) and Downy(R) brands continue to blur the lines between fashion and laundry products by launching a new partnership with women's apparel retailer, The Limited, an affiliate of Sun Capital. Beginning February 23rd, this partnership will celebrate new Tide and Downy Total Care's innovative product benefits and remind women that "washable is fashionable."

2009 FEB 28 - (VerticalNews.com) -- According to a study from the United States, "We have determined the gene expression profile induced by 17 alpha-ethynyl estradiol (EE) in Ishikawa cells, a human uterine-derived estrogen-sensitive cell line, at various doses (1pM, 100pM, 10nM, and 1 mc M) and time points (8, 24, and 48 h). The transcript profiles were compared between treatment groups and controls (vehicle-treated) using high-density oligonucleotide arrays to determine the expression level of approximately 38,500 human genes."

JUSTIFICATION OF RESOURCES

On a final analysis, it should be noted that some references were relatively old, with the following variation in years per number of articles:



It should be noted that there is quite a large disparity in publication dates, but the most pertinent articles were as recent as the year of 2009. The fact of the matter is that once an ongoing change technique is developed there requires a great deal of time, and evidence, for publications to proclaim as to what was the ‘norm’ to differ on an official level. We did cite articles as far back as a decade ago, but when cross-referencing such articles to some more present ones we found little in the way in change of opinions, and if at most just some elaborate regurgitation of words.

We believe that the journal articles we used warrant the integrity of this essay.

“Thank you!”