



# Corporate Culture

**M**y day started in Chicago at 4:30 a.m. and ended 14 hours later in Cincinnati. And in that time I traversed the city, visited four Procter & Gamble business centers and interviewed veteran executives who shared insight on the company's outsourcing program and our robust industry. And that was only Day 1!

Thanks to P&G's willingness to share, we're proud to feature our exclusive cover story, which offers insight into handling external sourcing and look at how P&G has become a 171-year-old, \$84 billion business. But there are some interesting elements of P&G that aren't in that story and they're some of the ones that made an indelible impression on me.

For one, every one of the seven executives I met has worked for P&G for decades — a few were recently recognized for 30 years of service! That says a lot about the kind of culture P&G measures — one that pushes its people to new limits and grows their careers, a real benefit to the employees and the company.

Also, while the company sprawls across huge campuses all over the city (and the world, for that matter), there are very few doors, rather offices with doors. With the exception of an historical building reminiscent of an old school, most of P&G's execs have cubicles, albeit large ones, but cubes nonetheless. This open and creativity-driving atmosphere is refreshing and inviting, leading to easy idea exchange and accessibility.

Given my extensive view of P&G, it's clear that creating corporate culture is a prominent influence on its success — success for its employees, its business partners and ultimately consumers, meaning all of us.

## CM&P Update

On another note, I want to introduce you to a few new elements of *CM&P*. First, you'll notice a new section called Raising the Bar. As we continue to explore the industry, we have learned that there are many regulatory guidelines making demands of you, and alternatively there are places where there should be standards in place and there aren't. Raising the Bar will highlight standards and regulations, as well as the organizations and associations that are driving them. If you've got information to share that would fit here, please let us know.

Also, you will notice a new icon coined "Web sights," directing you to our site — [www.cmpmag.com](http://www.cmpmag.com). Later this summer we're re-launching the site, flush with Web-exclusive content and rich, informative stories, as well as archives. We'll use the icon to point you to our site for more information and expert insights. Keep an eye out for it and click away. ■

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