INDUSTRY

Fortune 100 Consumer Packaged Goods

LOCATION

70+ countries

SIZE

110,000 employees worldwide

REVENUE

$70.7 Billion

How OpenExO helped this Fortune 100 company embrace & implement next level innovation & create a massive transformative purpose.

About Procter & Gamble

Procter & Gamble (P&G) is a leading American multinational consumer goods manufacturer headquartered in Cincinnati, Ohio. They provide household and personal care products, and most of their brands are sold globally.

The Challenge

P&G's Global Business Services (GBS) is one of the four main organizational units of the company. It provides over 160 best-in-class shared services including IT, finance, facilities, purchasing, employee services and business building solutions. P&G's challenge was how to transform and update its inner workings to be able to incorporate disruptive innovation into the organization and ensure continued leadership in that space for the next ten years.

The Solution

OpenExO went in to P&G to conduct an ExO Sprint for GBS—**with astounding results.**

With the assistance of OpenExO, P&G formed **Next Generation Services (NGS)** as an edge organization. It was created at arms-length from GBS, separate from the day-to-day operations of the company, and focused primarily on innovation.

Their objective was to determine how to deliver either ten times the benefit for the same cost, or the same benefit at one tenth of the cost, and transfer learnings back into the company.

- Educate on **how** on to discover and implement new technologies.
- Deliver 10x growth to GBS.
- Create roadmap for the transformation to an Exponential Organization (ExO).
- Introduce innovative technologies.
- Incorporate disruptive innovation methods into GBS shared services unit.
- Take ideas from ideation to execution.

"I think it's been a fabulous journey, not just in terms of coming up with new ideas, but infecting the broader organization so that you can actually run your operations differently. When you're a large enterprise, success isn't all about what a small group of people is doing in isolation; success is about the transformation you bring back into the core."

TONY SALDANHA
VP GLOBAL BUSINESS SERVICES, P&G

P&G Meets the ExO Sprint

The ExO Sprint is an immersive 10-week program that prepares established organizations to emulate the world's fastest growing companies by adopting their proven exponential mindsets and methods.

01

Awake Session

100+ attendees

Create awareness of current exponential technologies and startups that may disrupt their industry.

02

Establish **4 teams** of 6 people each

OpenExO Core stream

- 2 teams.
- Maintain core values & business
- Advance current organization
- Discover new technologies

OpenExO Edge stream

- 2 teams
- Develop ideas & businesses that could potentially disrupt industry
- Lead in new markets
- Build vs. buy

Together these formed:

P&G Next Generation Services

03

Launch

Core & edge initiatives

Before the ExO Sprint

1. Transactional oriented business unit
2. Ideation stagnation
3. Resistance to:

- New technologies
- To adapt services to new context
- New mindset

After the ExO Sprint

1. Launched 25 new initiatives (to date), 8 of which are on track to deliver either +$50 million in value or a 10x lift in customer satisfaction.
2. Created the new NGS innovation division and learned how to run their own Sprints.
3. Succeeded in changing the behavior of the parent organization to become more ExO.
4. Transitioned several shared services from cost centers to revenue generators.
5. Developed and embraced new Massive Transformative Purpose (MTP): Free up your employees for free.

"At Procter & Gamble, we partnered with Salim Ismail, who was the Dean of Singularity University, to set up a shared services disruptive innovation team. Together, we created a sprint model to translate exponential possibilities into exponential transformation. This has been successful in driving 10x disruptive innovation for P&G's Global Business Services."

TONY SALDANHA
VP GLOBAL BUSINESS SERVICES, P&G

Via their commitment to the ExO Sprint, P&G has successfully integrated core aspects of the ExO methodology into their core and edge operating models. By means of key shifts in organizational behaviors and mindsets, P&G has achieved real, measurable success in the form of 25 innovative, revenue or success metric generating initiatives (to date) and a fundamental understanding of how to thrive as an ExO.

But don't just take our word for it

"Maintaining a leadership position in today's business environment requires a complete transformation of mindset. The imperative for transformation needs to be understood by leadership and middle management as soon as possible, and this applies to any given organization," says Tony Saldanha, VP of Global Business Services at P&G. "Traditional measures don't apply when change isn't optional. An ExO Sprint is not about the qualitative or quantitative results. It's the boiling frog risk. You act because you can't afford not to."