

PROCTER & GAMBLE INDIA: GAP IN THE PRODUCT PORTFOLIO?

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Procter & Gamble India: Gap in the Product Portfolio?

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Procter & Gamble India: Gap in the Product Portfolio?

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Why engage in CNV?

- Reduce growth dependence
- Only 1% of innovative projects will reach the market targets



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Key challenges

- struggle to have products accepted by a niche

Product	Market Share	Revenue
Product A	10%	100M
Product B	5%	50M
Product C	2%	20M

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Increase effectiveness of CNV

- Develop the core competencies of work within the company
- Increase cross-functional interaction



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CNV Structure

- Lack of integration with other departments
- Strong inner culture
- CNV needs to be a separate team



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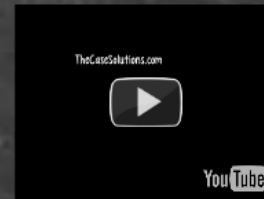
Conclusion

- Talking will only make us change
- Find right strategy, believe
- Increase integration of CNV in the company
- Run to become an innovation company

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Why engage in CNV?

- Achieve growth objective
- only 15 % of innovation projects were meeting success targets



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CNV Structure

- Lack of integration with other departments
- strong inner culture
- CNV viewed as a separate team



Conclusion

- Falling will only make us stronger
- Find right strategic balance
- Optimize integration of CNV in the company
- Aim to become an ambidextrous company

Increase effectiveness of CNV

- Eliminate the non-transparency of work within the company
- Increase cross-functional interaction



Fit with the organization's process



B Use heavyweight teams within the existing organization	C Use a heavyweight team in a separate spinout organization
A Use a lightweight or functional team within the existing organization	D Development may occur in-house through a heavyweight team but commercialization almost always requires a spinout

Good

Poor



Fit with the organization's values