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1. Introduction

The contextual acceleration in globalisation has effectively transferred the consumer goods market with the compelling multinational enterprises for developing the most engaging and sophisticated strategies as regards navigating through the diverse international markets by making balanced standardisation with local responsiveness. This consultancy report strategically defines a detailed and comprehensive analysis of Procter & Gamble (P&G), a leading American multinational corporation with 180 countries presence and operations in 70+ nations, with the strategic focus on the engagement with India as the critical emerging economy within the BRIC framework. P&G, headquartered in Cincinnati, Ohio, well demonstrates its multinational excellence with its strong global workforce and manufacturing facilities worldwide with the diversified revenue streams. This report systematically examines P&G's international business operations through established theoretical frameworks, including Dunning's OLI paradigm, analysing ownership advantages. Integrating Hofstede's cultural dimensions and Porter's value chain analysis, the report effectively evaluates how cultural distance between the United States and India impacts the market entry strategy before providing three evidence-based Standard Operating Procedure recommendations.

2. Benefits and Challenges of International Operations

2.1 Justification of P&G as an MNC

2.1.1 MNC Defining Characteristics

Porter & Gamble (P&G) well demonstrates a well-known multinational corporation through its extensive global footprint and internationally driven revenues. The company markets products in about 180 countries with the storing maintaining on-the-ground operations in 70 countries, and organises sales across several regions such as North America, Europe, Latin America, Greater China, Asia Pacific and IMEA with the supported regional offices in Switzerland, Panama, Singapore, China and the UAE and shared service centres in Costa Rica, the UK and Philippines. International activity further contributes to financial performance, as demonstrated by FY2025 international net sales of \$42.7bn, exceeding domestic sales of \$41.6bn.

2.1.2 P&G's Multinational Status Evidence

P&G reported \$84.3bn net sales in FY2025, with North AMeria 52%, Europe 22%, Latin America 7%, Greater China 7%, Asia Pacific 7% and EMEA 5%. Most of the revenue comes from outside the U.S. The global workforce totals at 109,000, with only 28% (30,520) in the U.S. and 72% (78,480) abroad. The manufacturing runs 75 sites in 32 countries outside the U.S, in comparison to 24 domestic sites in the various segments such as beauty, grooming, health care, fabric and home care and baby care.

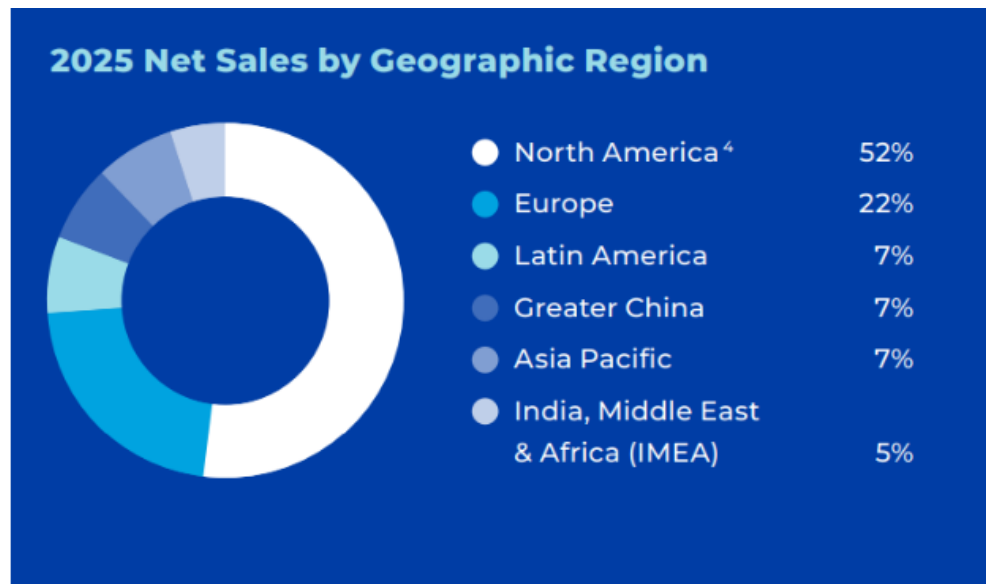


Figure 1: P&G sales by different region

(Source: Us.pg, 2025)

2.2 Nature of P&G's Global Operations and Value Chain Configuration

2.2.1 Research and Development (R&D)

P&G's global research and development infrastructure is a strategically decentralised configuration designed for balancing centralised innovation excellence with the regional market responsiveness (Collinson *et al.* 2020). With over 7600 scientists and engineers, including 1000+ PhDs, and \$2 billion annual R&D spend, 37000+ active patents and 6000+ published articles, P&G effectively demonstrates the scale, deeper technical capability and strong IP leverage. This capability is reinforced by 13 research facilities worldwide, including major centres in Kobe, Beijing, Singapore, Louveira (Brazil), Strombeek-Bever (Belgium), Kronberg/Schwalbach (Germany), Reading and Newcastle (UK), and multiple U.S. hubs such as Mason, West Chester, South Boston, Saint Bernard, and Cincinnati. These research sites contributed towards the regional relevance, rapid product prototyping, along with the regulatory engagement across the global product categories (Pgresearchdevelop, 2025). Central to P&G's R&D coordination is its

groundbreaking “Connect + Develop” open innovation model, launched in the year 2000, which effectively revolutionised the company’s approach to innovation sourcing.

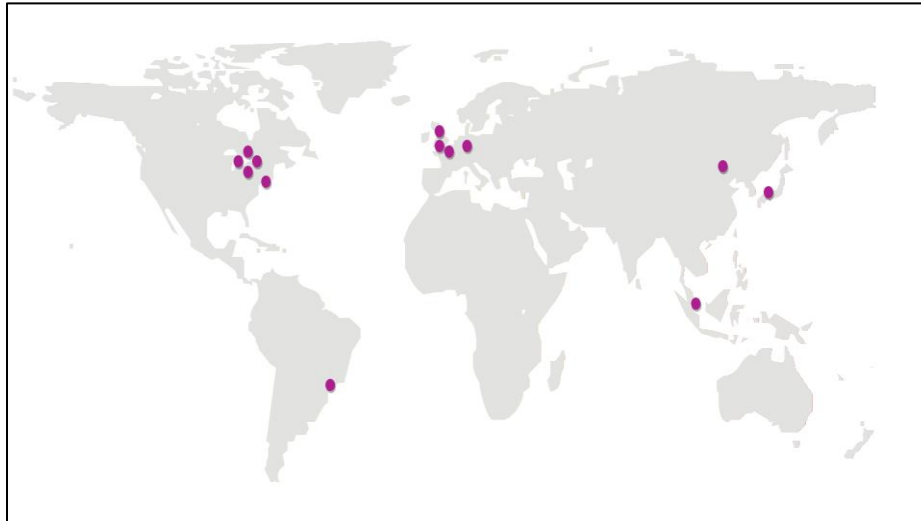


Figure 2: Research and development facilities of P&G

(Source: Us.pg, 2025)

2.2.2 Sourcing and Procurement

P&G treats the supply chain as the key primary productivity engine, with investments in automation, advanced planning, and unified digital platforms. Its supplier-finance program (payment terms 60-180 days) had \$5,790 million in confirmed obligations as of June 30, 2025, contributing to supplier liquidity but leading to residual disruption and concentration risks.

2.2.3 Production and Manufacturing

Porter & Gamble’s manufacturing network with 99 global sites determines scale, multi-segment flexibility and resilience (Daniels *et al.* 2022). As of FY25, 36 sites produce baby and feminine and family care products, 34 fabric and home care, 21 beauty, 20 health care and 17 grooming, while 49% of the total workforce works in the manufacturing activities. Management facility defines the well-managed facilities by enabling productivity and technology investments in supporting cross-segment production.

2.2.4 Sales and Marketing

Porter and Gamble's strategic distribution network articulates the emphasis of the global reach, retail execution and the digital technology integration (Us.pg, 2025). P&G sells through the online platform as its e-commerce grew 12% in FY25 to 19% of sales. Organic sales grew by 2% driven by the 1% pricing and 1% mix, while volumes remain flat. Retail execution and proprietary retail-search program, which adjusts the bids every 15 minutes, contributed towards the brand sales returns fourfold.

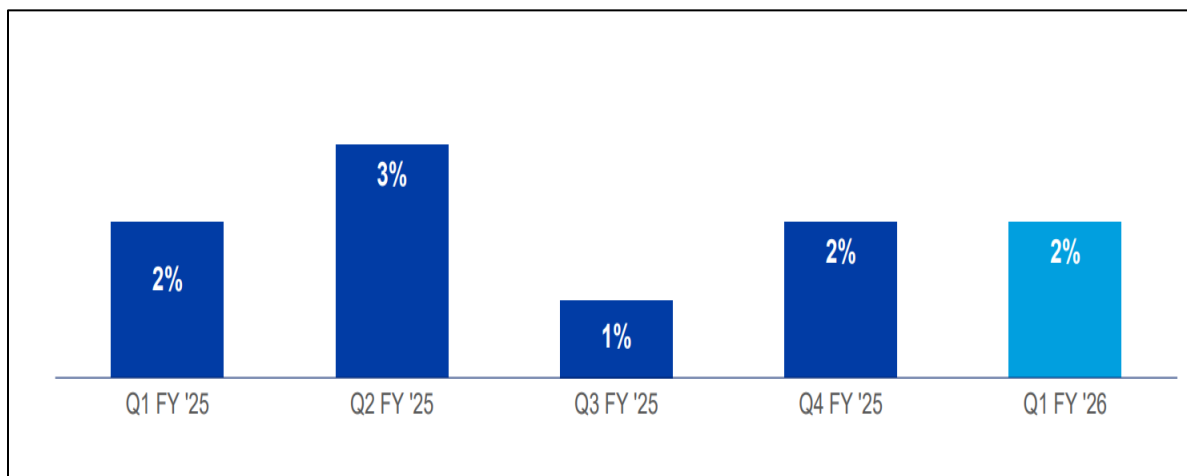


Figure 3: Organic sales of P&G

(Source: Us.pg, 2025)

2.2.5 Financing

The financial operations of P&G stress the centralised risk management and liquidity. Current liabilities were \$10.7 billion more than current assets as of June 30, 2025. Exchange-rate risk is significant since more than half of P&G's sales come from beyond the United States (Hill, 2023). To take advantage of favourable spreads, P&G uses net investing hedges, forward agreements, swaps of currencies (mostly for less than 18 months), and spontaneous hedging.

2.3 Key Benefits from International Operations

2.3.1 Sales Expansion Benefits

International business operations of P&G provide considerable growth in sales. P&G has high shareholder value creation with its dividends amounting to 9.9 billion and share buybacks amounting to 6.5 billion in FY2025, totaling 151 billion in the last ten years. Another sign of long-term commitment to proprietors is 5 percent increment in payouts (Us.pg, 2025). And, there was an upgraded performance on the market: 30 of the top 50 category and nation combos either retained or added value in FY2025, in comparison with 17 in FY2016, which is evidence of an enhanced market performance. With a 1% FX and portfolio tailwind, P&G anticipates 0–4% organic sales growth and 1–5% net sales growth in FY2026. EPS projections show cautious confidence in the face of expected challenges, ranging from 0–4% core and 3–9% all-in.

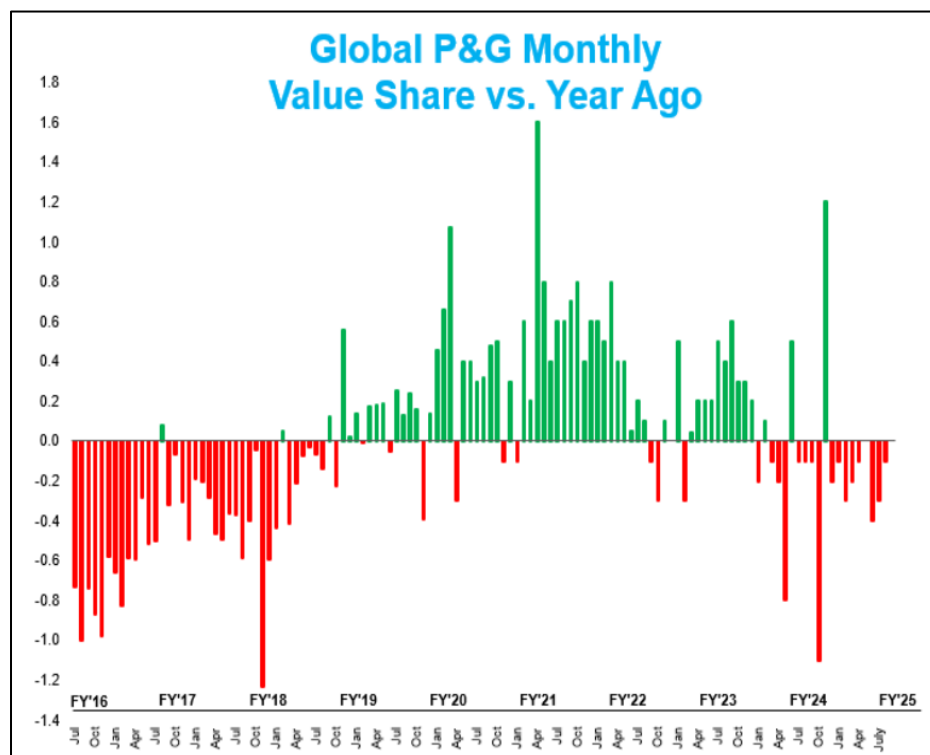


Figure 5: P&G monthly value share

(Source: Us.pg, 2025)

2.3.2 Resource Acquisition Benefits

With the integrated ultra-low manufacturing wages of about \$1/hour which is far below China's \$5.6/hour, India offers the most contextual, unmatched scale-cost advantages. India becomes an emerging attractive destination for global firms seeking affordability and workforce capacity (Weekendinvesting, 2025). This aspect leverages P&G for achieving a greater competitive edge in cost structures while maintaining quality standards through its global manufacturing facilities.



Figure 6: Manufacturing wage of India
(Source: Weekendinvesting, 2025)

2.4 International Market Entry Modes

2.4.1 International Market Entry Modes Portfolio Analysis

Wholly Owned Subsidiaries

Porter and Gamble's organisational design and international footprint demonstrate wholly subsidiaries' predominance in the key markets (Medium, 2025). P&G has 100+ wholly owned subsidiaries across the globe- the US, China, India, Europe and Latin America with extensive local ownership, operational control and legal support in terms of global execution and supply-chain integration.

Acquisitions and Mergers

P&G strategically uses acquisitions for strengthening the brands, categories and market reach, treating M&A as the core portfolio-management tool (Audretsch *et al.* 2021). The landmark 2005 Gillette acquisition, which added major intangible assets and enabled P&G's Grooming segment to secure 45%+ global share through Gillette and Venus. P&G acquired key beauty and grooming brands like Mielle Organics, TULA, and OUAI Haircare (2021-2023) to strengthen its portfolio, alongside the purchase of Merck's Consumer Health business (2018) for OTC expansion (Aliceblueonline, 2025). P&G's investment pattern shows clear strategic prioritization, with the UK, Japan, and Egypt receiving the highest funding.

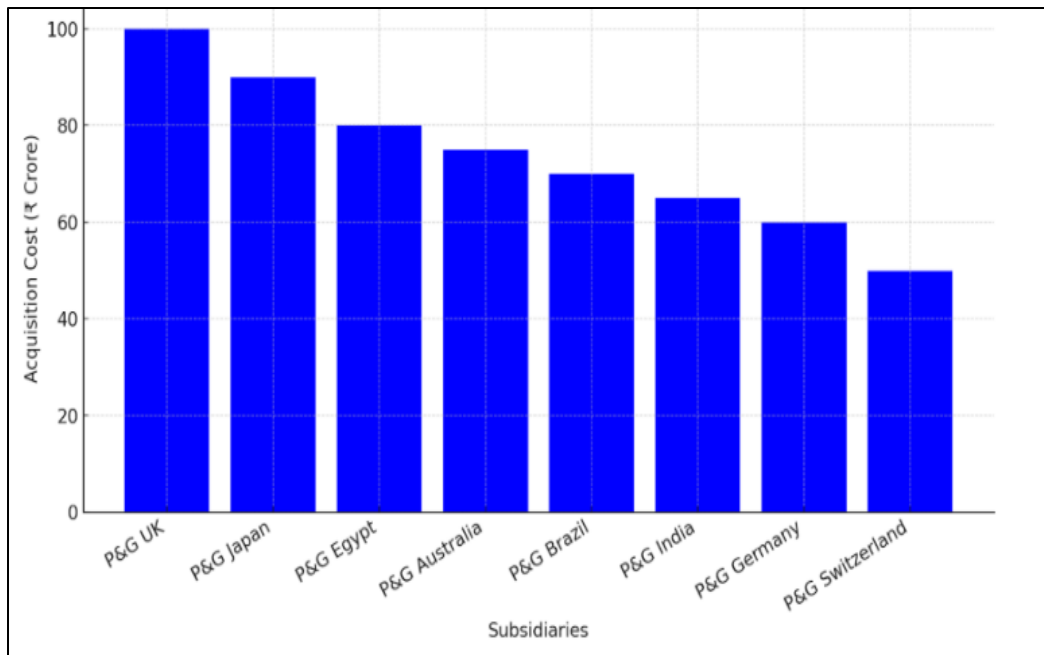


Figure 4: Acquisition cost of P&G

(Source: Aliceblueonline, 2025)

Joint Ventures (Historical/Strategic)

P&G effectively selects the joint ventures with precautions when strategic value declines. The key example includes its planned January 2026 exit from the Glad JV with Clorox, expected to create the contextual cash proceeds and an after-tax gain (Balogun *et al.* 2022). In the same way, dissolving the PGT Healthcare JV with Teva in 2019 effectively leveraged an after-tax gain. Further, the organisation uses innovation partnerships such as Basecamp Research for AI enzyme development and tech collaborations with 3M and J&J. Strategic pivots include replacing the dissolved PGT JV with the Maersk Consumer Health acquisition.

Strategic Alliances

P&G's global strategic alliance demonstrates its priority on innovation, sustainability and market reach in association with the partnership (Wild and Wild, 2023). The key example includes its EY partnership, which articulates 400+ smart factories built and US\$15 billion in savings over a 10-year collaboration with the integrated P&G's IWS and SNO system for effective transformation of supply chains (Ey, 2025). Even the long-term WWF and AWS alliances address the shared environmental challenges. P&G's CSDW program further involves 150+ NGO partners defying large-scale humanitarian collaboration. In the

marketing aspect, alliance with GLAAD ensures the authentic representation, while media partners such as Carat support global campaigns.

Exporting

The key theme of the export strategy of P&G is in the regional manufacturing centres like India and Egypt to gain scale, reduce costs, and enhance the global efficiency. P&G is able to enhance its resilience and support, which it has achieved by consolidating its production in powerful sites through its Supply Chain 3.0 initiatives, in advanced and cost-effective locations (In.Pg, 2025). It has a 2000 crore automated Gujarat plant that is owned by it and designed to cater to international demand.

3. Critical Analysis of OLI Factors For P&G's India Entry

3.1 Introduction to OLI Framework Application

Dunning's OLI (Eclectic) Paradigm provides the key comprehensive theoretical frameworks for a better comprehension of why multinational enterprises choose foreign direct investment over alternative market entry modes such as exporting or licensing (Aithal, 2025).

3.2 Ownership Advantages (O) Analysis

P&G's ownership advantages are widespread from its deep intellectual property-based patents, proprietary technology and patented manufacturing processes, which effectively underpin its strategy of 'irresistible superiority'. The company explicitly credits its success to securing, maintaining and enforcing the patents and trademarks, supported by continuous research and development, and consumer insights (Yu *et al.* 2023). The Oral-B iO platform, Tide evo (covered by more than 50 patents), Ariel Big One Pods, nitrogen-powered whole-body deodorant sprays (leading to #1 brand positions), and Charmin's patented Smooth-Tear design are just a few examples of the ground-breaking advancements made possible by these exclusive assets. Further, its ownership advantage is reinforced through its enormous patent portfolio with 103,813 patents globally, with 20,646 active and 39,192 granted, demonstrating sustained technological leadership. The U.S., Europe, and Japan are its primary filing and R&D centres, reflecting concentrated innovation capability (Insights, 2025).

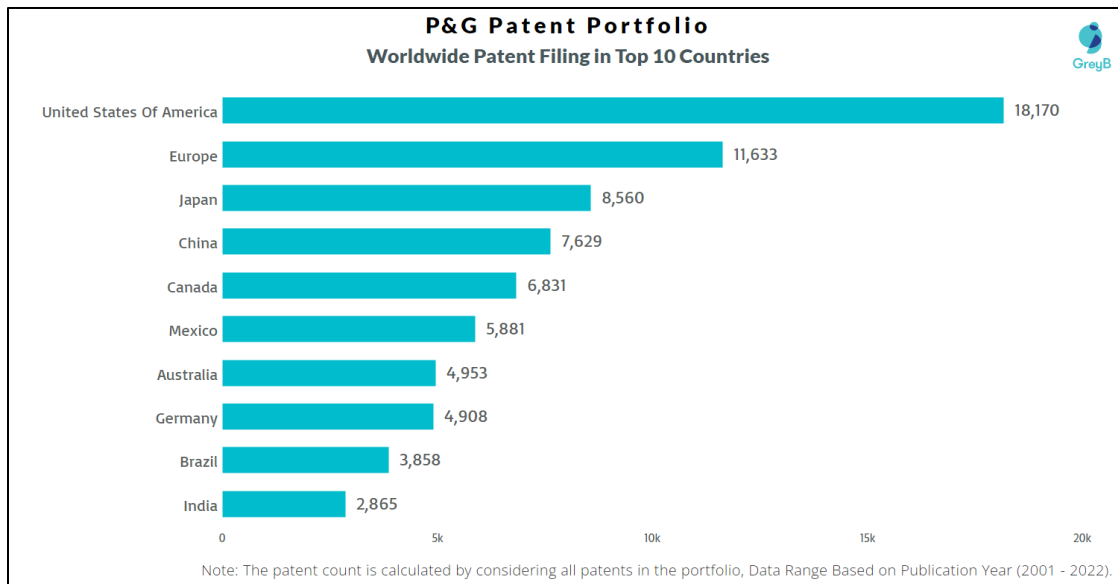


Figure 7: Patents portfolio of P&G in various regions

(Source: Insights, 2025)

Beyond the technological capabilities, P&G's most valuable ownership advantage lies in its brand equity portfolio, which demonstrates its intangible assets of extraordinary value (Wang, 2024). Fabric and home care is the largest segment, generating about 36% of the net sales of \$29.6B, whereas baby care contributes to 35% of earnings, about \$5.8B. Feminine and family care products account for 24% of sales with \$20.2B. Ariel Big One, which contributes 40% of the growth in the U.K. category, and Tide evo, which is covered by more than 50 patents and offers extremely incremental growth (Us.pg, 2025). Oral-B power brushes saw a 1.3-point increase in share due to high single-digit revenue growth, while Charmin Smooth Tear saw a high low-teen gain. "Venus" rose mid-single digits, gaining 1.4 share points, and nitrogen-powered deodorants lifted the North America sales high single digits, making P&G at no.1 in the whole-body sprays. P&G's India-specific entry mode evolution exemplifies this theoretical logic in practice (Meyer *et al.* 2023). The initial joint venture with Godrej, established in 1985, when P&G possessed a limited understanding of Indian market dynamics and faced contextual regulatory barriers.



Figure 8: Net sales of P&G segments

(Source: Us.pg, 2025)

3.3 Location Advantages (L) Analysis

P&G's location-advantage analysis underscores the deliberate, supply-chain-driven approach for the foreign investment. The organisation stresses the "right-sizing and right-locating" production for securing productivity, faster innovation, cost savings, and supply resilience (Martín, Chetty, and Bai, 2022). P&G's India location advantages within the EMEA regions demonstrate a pragmatic, supply-chain-led rationale for direct investment. Cost and operational factors contribute towards India as the strategic manufacturing and export location (Xu *et al.* 2021). P&G imposes on productivity for offsetting commodity, tariff and transport pressures. Concrete Indian commitments, such as an automated Gujarat facility worth approximately ₹2,000 crore and an existing eight-plant footprint, show a dedication to Industry-4.0 robotics, talent leveraging, and regional export centre capability. Further demographic factors contribute to India's locational attractiveness. According to the study of Statista (2025), one-third of Indians live in cities, with the rising urbanisation of 4% over the decade, expanding consumers, labour and retail. P&G's strategic focus on the urban and semi-urban markets positions it as the better place by capturing the organisation-driven consumption growth (Statista, 2025). Apart from the market factors, India offers contextual cost-based location advantages.

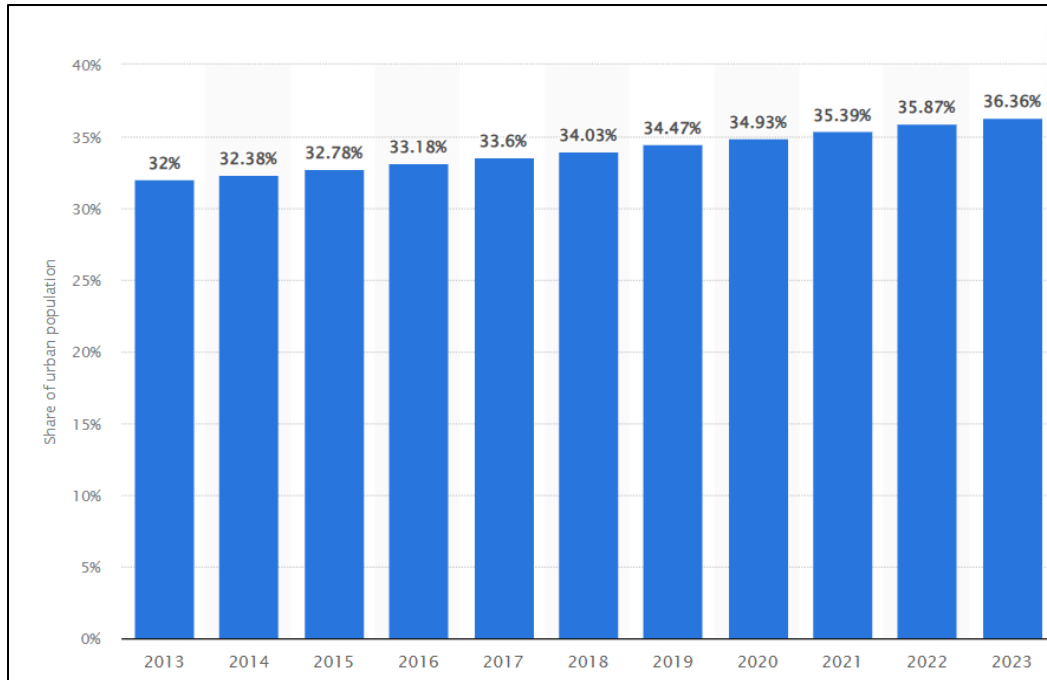


Figure 9: Urbanisation prospects of India

(Source: Statista, 2025)

P&G's location-driven entry-mode differentiates its high-commitment FDI in stable, high-value focus markets from flexible, risk-managed approaches in Enterprise Markets. Enterprise Markets teams, on the other hand, have more tactical freedom in managing Enterprise Markets (regions such as Latin America, Greater China, Asia Pacific, and IMEA, each accounting for approximately 5–7% of sales) (Pereira *et al.* 2022). They prefer joint ventures, distribution partnerships, selective outsourcing, or quick divestiture when risks arise (e.g., significant liquidation in Argentina in FY2025). Even geopolitical volatility, such as the Russia-Ukraine conflict, inflationary pressures, and tariff fluctuations, increases the contextual attractiveness of flexible entry and exit options. The contextual global retail sales growth and Asia Pacific's 3% rise despite the cost-of-living pressure (Euromonitor, 2025). While most physical channels saw a dip, e-commerce increased by 7% and currently accounts for 22% of retail. By 2029, the Asia Pacific will account for 64% of global retail growth. This supports the digital 'locations' of P&G supporting e-commerce growth with the asset-light DTC and marketplace strategies, which complement the physical FDI for better balancing scale and control.

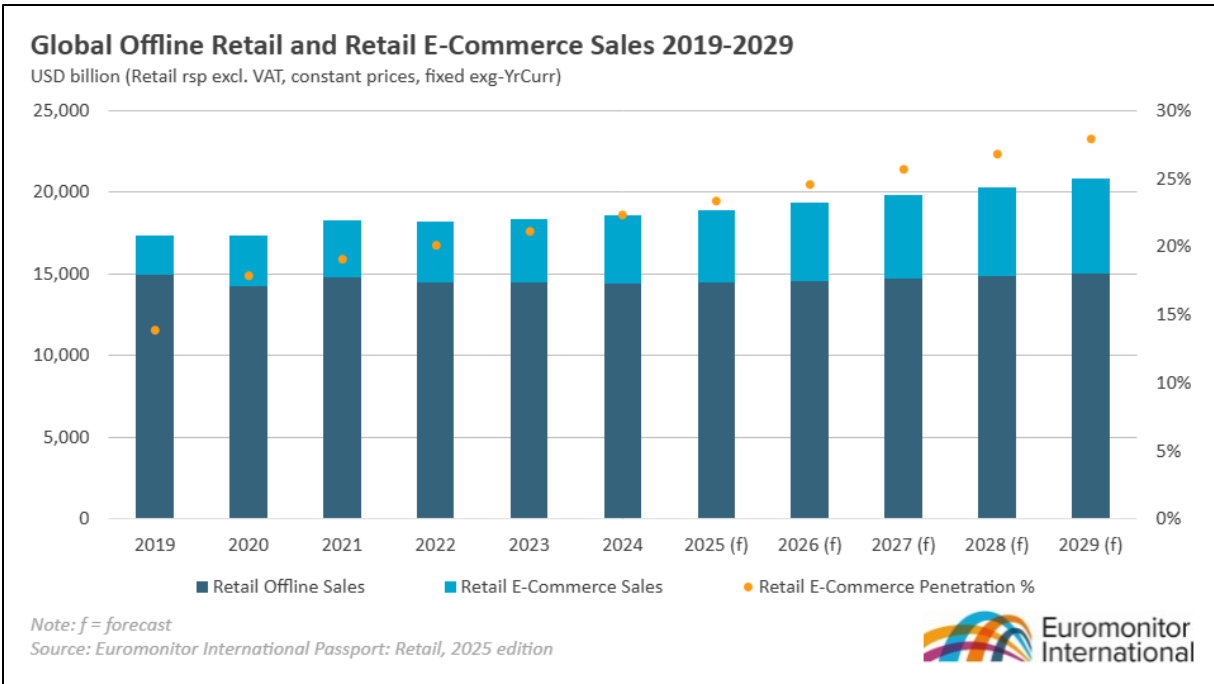


Figure 10: Global e-commerce sales growth

(Source: Euromonitor, 2025)

3.4 Internalisation Advantages (I) Analysis

P&G's clear preference for the internationalisation contextually supports control, efficiency, and quality across the global value chain framework (Phamet *et al.* 2022). Internalisation delivers measurable efficiency: productivity initiatives contributed 140 basis points of SG&A benefit, and overall SG&A fell 80 basis points to 26.9% in FY2025. As regards the internationalisation aspects, licensing arrangements present substantial risks for P&G, considering the competitive nature of the industry. P&G heavily expanded its high-growth regions, such as India, with the investment of ₹20,000 crore over 20 years, including ₹500 crore for rural reach and ₹680 crore in sustainable supply partnerships (In.Pg, 2025). Globally, it effectively restricted underperforming ones such as Nigeria and Argentina. According to the World Bank's 2020 Doing Business ranking, India ranks 163rd out of 180 nations for enforcement of agreements, with average resolution intervals for business disagreements exceeding 1,400 days (Business-standard, 2025). These difficulties highlight opportunities and risks, where licensees may reduce costs by substituting ingredients or taking production routes that lower quality. However, with the accumulated knowledge of the India-specific market over two decades of operational

experience, the relative value of Godrej's contribution declined, while coordination costs and strategic constraints of shared control became increasingly burdensome.

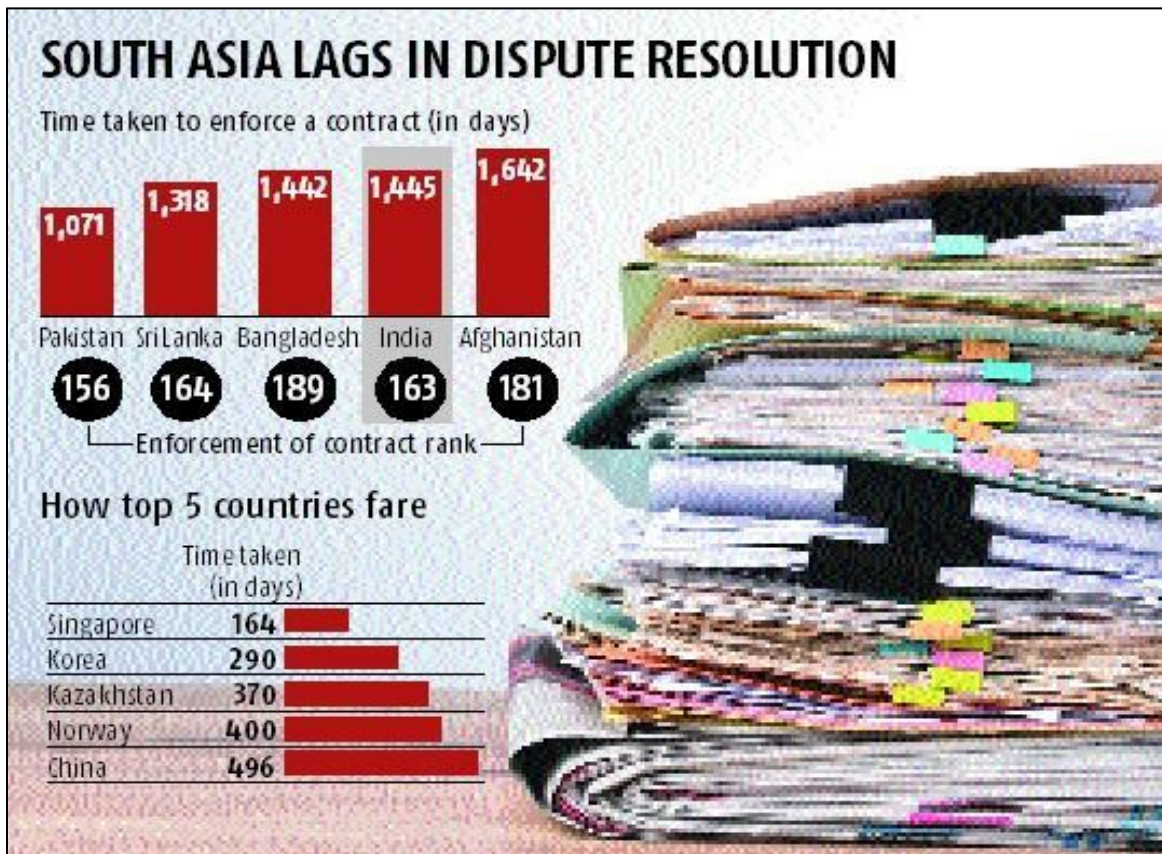


Figure 11: Average resolution intervals in India

(Source: Business-standard, 2025)

4. Critical Evaluation of Cultural Differences affecting P&G's India Entry and Success

Cultural difference between India and United States have been analysed through Country Comparison Tool based on Hofstede's cultural dimensions. Both the countries have been analysed using six different dimensions and quantified through evidence based practical tool.

'Power distance' 'Individualism' and 'long term orientation': United States has low power distance (40) and high individualism (60), which defines liberty, sense of equality and direct, rights. It also denotes direct, informal and participative communication in the country (theculturefactor, 2025). P&G has strategized its internal capabilities accordingly to match with US tradition and customer needs. Real example of this alignment can be seen from P&G's 2025 annual report where the organisation has targeted 98% on-shelf and quick availability through online ordering. This has led to USD 1.5 Billion annual gross productivity savings and USD 500 million marketing budget reduction (P&G, 2025).

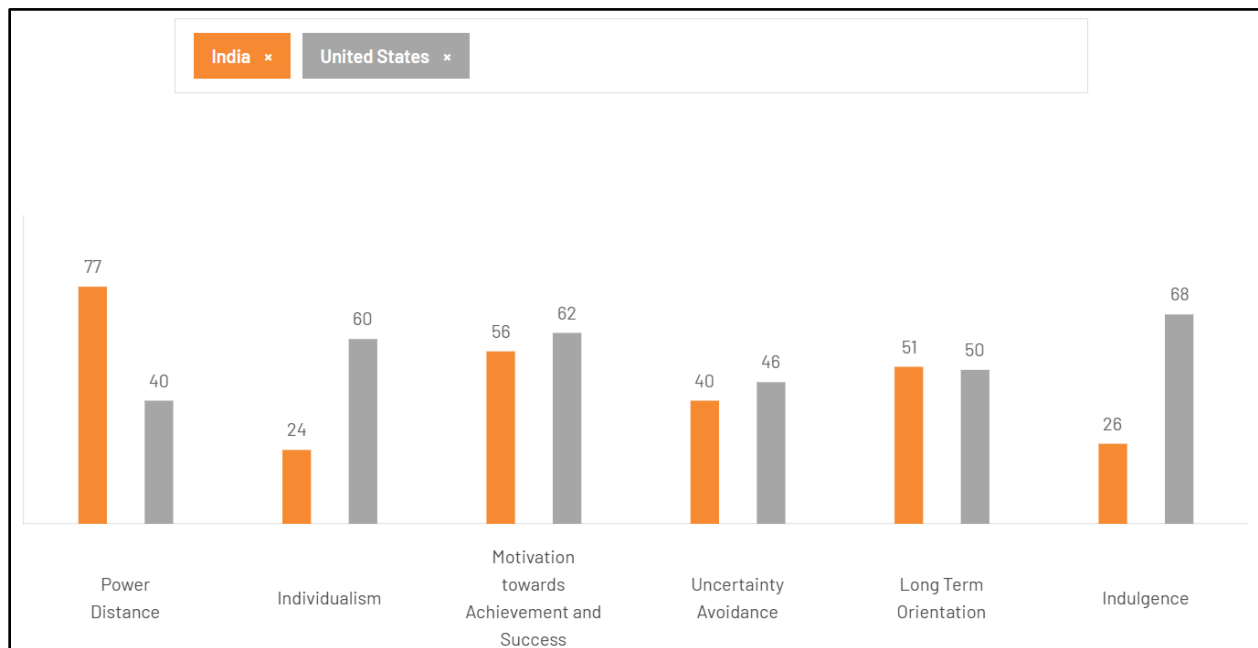


Figure 12: Cultural differences in India vs United States

(Source: theculturefactor, 2025)

On the other hand, India is a country, which blends tradition with modernity, emphasizes on hierarchical structure, collectivism (low Individualism score of 24) and long term commitment (51).

‘Indulgence’: India has high power distance (77) and low Indulgence score (26), which shows India’s culture of Restraint as it can control gratification of their desires or leisure activities compared to US’s prudish society (theculturefactor, 2025). Product Design aspect of P&G needs to align with these differences for gaining competitive advantage over existing Indian retailers.

‘Motivation towards Achievement and success’: Score in this dimension is nearly same for both the countries, where India stands at 56 and United States at 62. Ease of doing business India has its own challenges as identified for workplace challenges as 45% workers complained about performance rewards and poor work-life balance (economictimes.indiatimes.com, 2025).

‘Uncertainty avoidance’: Uncertainty avoidance in India is low (40) compared to US (46), which due to India’s huge population of 1.4 billion people making high chances of unavoidable circumstances according to consumer dynamics. Example of precautionary marketing in P&G's 2025 Annual Report shows India tops 10 ranking of global market growth within 5% IMEA segment with an achievement of more than 2 billion USD sales in FY24 (Procter & Gamble, 2025). However, some of the economic and strategic policies could not match with India’s relationship oriented approach and failed to adapt with demographics and capitalise international advantages.

4.1 Understanding Consumer Behaviour for Product Positioning strategy in India

India’s FMCG landscape has undergone rapid transformation as it has changed e-commerce market to Quick commerce driven by AI, data analytics and complex behavioural pattern analysis. It is a developing industry as market is projected at USD 1108 Billion by 2033 (IMARC, 2025).

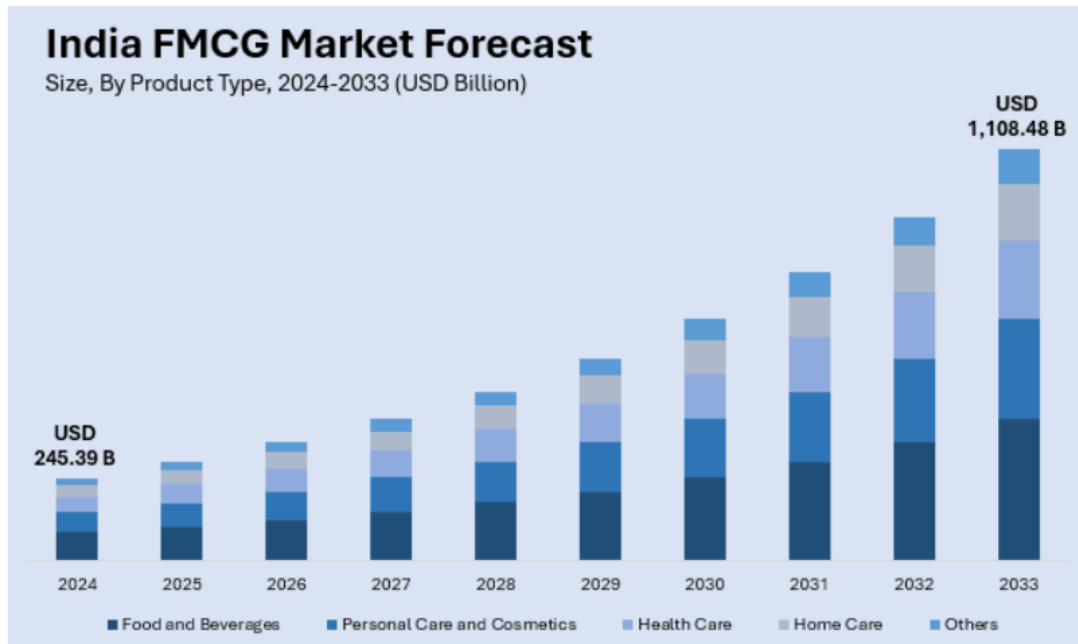


Figure 13: India FMCG market

(Source: IMARC, 2025)

P&G's has emerged from its home country US, which operates on individual behaviour compared to collectivism in India, where family welfare, opinion is prioritised (Garg et al. 2023).

Concerned organisation has introduced 'Sachet' concept for Indian market showing high relevance for daily household usage. P&G has shown deep consumer understanding through recognition of deep rooted stigma like women's intimate hygiene, taboos in school education. Whisper's #KeepGirlsInSchool and Ariel's #ShareTheLoad challenge shows determination and awareness regarding Gender equality and woman empowerment. P&G Hygiene reported ₹3,374 crore, which is a 3% increased within last nine month (Bloomberg, 2021). Change from individualistic approach towards collective marketing strategy can be seen from sanitary pad company Whisper's 50%+ share via "family protection" narratives in India compared to 10% in USA. Company's cultural pivot has utilised location advantages in 70% rural people as total sales hit ₹17,429 crore. CM Mukta Maheshwari stated India as Marketer's paradise in 2025, which is redefining quick commerce and AI, insights driven product innovation (RoyChowdhury, 2025).

4.2 Organisation adaptation for Hierarchy and Communication

Indian market has high power distance demands, which is completely different from P&G's flat US structures. Therefore, P&G initiated projects for minimisation of inequality in India such as P&G Shiksha. Organisation has stayed focused on the core areas of marketing with personalisation, digital acceleration and sustainable purpose driven branding. Communication with consumers has been driven through cultural resemblance, scalable traditional packaging and awareness. Hierarchical adaptation can be seen through appointment of Mukta Maheshwari in multiple roles as local hierarchical yield of 2% organic growth compared to home country benchmark of 4% (Cyrill, 2025). P&G has recognised India's rising influence in corporate global leadership as its global CEO to Divisional heads and talents are being selected from Indian-origin executives. P&G has utilised India as a talent factors and spotlighted India-rooted leadership assuming new role of CEO Shailesh Jejurikar from 2026 January (e4m, 2025).

4.3 Business decision making and time orientation

US business culture shows monochronic time orientation, which means time is considered as linear, divisible and quantifiable parameter (Skill Up, 2025). Business interactions in US are time and task focused, which has minimal tolerance for procedural delays (Subramanian, 2023). On the other hand, Indian business follows polychronic time orientation, where relationships is prioritised before transaction. This business culture emphasizes on flexibility over rigid schedules and trust building through personal interactions and slow progress over transaction speed (Cyrill, 2025). All these temporal differences has affected P&G's market entry strategy through internal external operations. US segment of P&G suggested on quick market penetration and high ROI in a short span, which has been composed following US capitalism. However Indian market required rural population focused marketing strategy and extended relationships with components such as stakeholders, distributors, consumers and retailers.

4.4 Rural Expansion Risks and Uncertainty Avoidance

Rural expansion has been the compulsory route for internationalisation in India, which has been utilised by P&G, however poverty, inequality, incapable infrastructure, inadequate resources and job scarcity becomes derivative of remote expansion. Not every organisation can follow up with this strategy during urbanization pressures and

livelihood insecurity, as they seem to misinterpret Indian market composition (niti.gov.in, 2025). More than 65% of India's population comes under rural area, which contributes to 46% of national income. 76% of Indian household has reported increased consumption and nearly 40% companies have witnessed higher income compared to previous year. Capitalising on this chances, P&G aimed for affordable packaging and different branding of same product category with multiple pricing options (Rachal, 2025).

4.5 Strategic choice evaluation of P&G and success factors

Cultural differences in different markets has necessitated use of strategic changes according to target country's demographics and geological diversification. Risks are still present due to dynamics consumer behaviour and emerging trend of Gen Z through faster localisation process adding to 15% projected uplift and globalisation efforts transformed into positive market growth.

P&G operational changes has have been highlighted below:

Communication: Target country needs personal and family centric communication whereas US consumers prefer individualistic approach for marketing strategies, which can be reverse funnel strategy and premium positioning compared to Indian market (Rachal, 2025).

Distribution channel: In US, P&G focuses on the major e-commerce like DHL, Ryder for while in India it contacts C&F agents, wholesalers and distributors for reaching out to diverse outlets in rural areas (P&G, 2024).

Consumer research: Consumer research has been a vast area, which is done in P&G through big data analytics and predictive modelling, which gained 8% increase in sales in 2024 as stated by Derek Chan (Director, Analytics & Insights, Canada Market Operations) (P&G, 2024).

Managerial implication: P&G has already selected Indian origin leaders for crucial roles understanding talent resources available in India. Therefore, selection of leaders in designated places and following Hybrid leadership has been crucial for P&G.

5. Three major adjustment for P&G in India

P&G 2025 Annual report shows that company is not operating with a scalable growth over last few years, which shows net sales of USD 84.3 billion in current financial year, where organic sales growth has been denoted as 2% and EPS growth of 4% (P&G, 2025). Enterprise market in India for the company has also shown growth of nearly 2% along with 12% in e-commerce market, comprising total 19% sales for the running year. India has been highlighted globally as the biggest and fastest growing market considering its manufacturing and export capacity increase in recent years. P&G needs to capitalise on its OLI advantage over India and follow up infrastructural change around the country to manage cultural gap between India and US and adjustments in its SOPs for profit allocation and supply chain improvement (P&G, 2025).



Figure 14: Suggested SOPs for P&G

(Source: Self-created)

5.1 SOP Adjustment: India Tailored Governance structure for risk reduction

P&G's governance structure follows home country based foundational course, which is autocratic in nature. Ownership perspective tells P&G's competitive position lies in the high power distance followed from US as it has designed a flat and flexible SOPs in accordance to local stakeholder's convenience (Yuwei, 2024). OLI Analysis shows how P&G's strategic plan has covered retail organisations and large to mid-scale retailers. OLI section also shows in former sections show why P&G has moved from Joint venture to WOS model for operations and this has been beneficial for knowledge gathering (Insights, 2025). All such decisions were supported as a part of its core governance plan, which has restructured its current employee role and configuration with reduction of more than

7000 non-manufacturing roles globally, which 15% of the total office staffs (Dignan, 2025). Centralisation of employee roles can be considered as the reason for this action. In order to improve current condition of governance in India, explicit localisation of SOP is needed, which can also leverage current FDI advantages in India (P&G, 2025).

Bi-functional governance SOP for India

- Localization of SOP can be only done through inclusion of regional leaders in decision making (Akhtar et al. 2024). As an example, Formal approval affecting Indian FDI assets like Portfolio, investment, Marketing platform norms and product pricing cannot be only altered by sole control of global category teams. It also need written signed off documents from India's leadership of P&G and functional heads. This process can provide stability in enterprise market with strategic freedom, however it needs collaboration for enactment.
- Risk assessment due to power distance and collectivism scenario can reduce uncertainty depending on the role of decision makers, influencers, and reviewers from governance board. Decision making through integration can reduce more than 20-30% decision drag considering ambiguous roles and internationalisation advantages (Wadkar et al. 2024).
- Comparison of India's performance in specific products with global scorecards can define specific needs as it can correlate with relative global enterprise average, export revenue and performance share of 2% (P&G, 2025).

Adjustment to this SOP is not any cultural change as it has been identified from OLI analysis, where O (Ownership) has been preserved for maintaining IP and global standards with centralised brand strategy. L (Location) has been utilised through sourcing local executives for adaption with Indian regulations and cultural aspects.

SUMMARY OF 2025 RESULTS			
<u>Amounts in millions, except per share amounts</u>	2025	2024	Change vs. Prior Year
Net sales	\$ 84,284	\$ 84,039	— %
Operating income	20,451	18,545	10 %
Net earnings	16,065	14,974	7 %
Net earnings attributable to Procter & Gamble	15,974	14,879	7 %
Diluted net earnings per common share	6.51	6.02	8 %
Core earnings per share	6.83	6.59	4 %
Cash flow from operating activities	17,817	19,846	(10)%

Figure 15: Operating Income global, 2025

(Source: P&G, 2025)

FY2025 shows operating income of USD 20.451 Billion and net earnings of USD 16 billion, which has contributed towards additional margin increase with more accuracy (P&G, 2025).

5.2 SOP Adjustment: Working capital adjustment and Supply chain

In this case, restructuring of P&G in India needs implementation of Supply chain 3.0, which has been a proven strategy for company in US through focusing on four areas, Supply chain, Environmental Sustainability, Digital Acumen and Employee Value Equation (P&G, 2025). Major change in this integrated strategy can strengthen its business over Emerging countries, specifically India. P&G has always treated supply chain as medium for productivity and India is being recognised as a manufacturing hub, which provides scope for the company to configure updated supply chain model for India. Company's supplier program developed with marketing has generated USD 5.79 Billion considering current liabilities of 10.7 Billion dollars.

- India market is majorly operated with unorganised loan and "Kirana" style business with small unorganised loan approach, where credit can be a hindrance towards operating capital unlike Home country. India needs resilient supply and Liquidity SOP which can be considered as a 98% availability target for crucial sectors, which are 'Female hygiene' and 'Rural Kirana Shops'
- P&G's altered SOP in India should commence with share capturing through extended payment programs, which reduces dependence risk. Efficiency oriented SOPs need to be directly controlled, so that it can aligned with trust based model. Cultural polychrony

in India demands a flexible logistics model, which can help brand reach 70% of rural areas through L (Location) advantage (Karthikeyan and Bajj, 2025).

Adoption of Trust-based ecosystem bound by SOP

No other organisation has ever tried to follow this model of developing a trust-based ecosystem with organisational SOPs. This can be done by P&G considering their wide product portfolio and preference in India. This can help micro entrepreneurship to grow. Indian economy is currently being dominated by these Micro-entrepreneurs, which forms about 63 Million micro organisations among total MSMEs of India. It contributes nearly 30% GVA and increases engagement through digital platform exports (ICRIER, 2025).

5.3 SOP Adjustment 3: India specific Innovative measures and R&D

P&G has its heritage of innovative measures and this has contributed towards company's success and advantages. It spends over USD 2 Billion per year globally on thousands of active patent. P&G's 2025 annual report shows us that its growth model is largely dependent on this product efficiency and usability. Therefore, organic sales of FY2025 shows 1% volume per 1% pricing for mix pricing suggesting growth for inflationary adjustment in composite consumer insight. P&G's result shows Q1FY2026 PAT went more than 137% year on year with 192 crores with total revenue less than 1000 crores (P&G, 2025). In the reports of Cyrill (2025), India's collectivist culture denotes lower income based insight for "local-value-use" with single construct and adjustment for "**India specific Innovation and R&D SOP**".

- India needs to define global heavy bias for high income markets with a new approach, which forms self-diagnosis through calling or reaching out online. In this changed SOP, intended changes can be complied with co-creating user ecosystem and quick resolution without hassle. This can reduce any additional logistics cost for company and help with even large SKUs for remote locations of Tier 2 and 3 cities (Invest India, 2025).
- Primary research in regular intervals is needed in India due to dynamics of consumer and trader relationship unlike

other countries (Jenita et al. 2025). At least one large survey or primary investigative research is required for decision making and choices of the total pack size. This raw data can help ensure digital plan creation and implementation contributing rise to the overall sales percentage increase.

6. Conclusion

Procter and Gamble's operations in India shows cultural differences In the home and target market, which are economically different, can be overcome through changes in strategic variables as well as business model. Initial strategies of the organisation in India faced challenges due to poor market comprehension and high pricing in India, which needed to be streamlined as per Indian cultural assumption focused on polychronic relationship and high risk avoidance factor (Skill Up, 2025). P&G achieved success through delivering notable profit from Whisper brand, multiple outlet presence. This report has studied evaluation of marketing journey from its market entry strategies to current leadership condition in India focusing on the principles of international business success. It can also help MNCs aiming to enter emerging economies and form fundamental architecture reducing chances of business failure and gain competitive advantage. Multiple entry modes are discussed to help choose most appropriate path considering current internal characters and OLI paradigm. P&G's OLI framework shows mix outcome as contextual regulatory barriers, cost minimisation changes, and supply chain extension scopes to gain market stability. It can be concluded that P&G journey can be smoother through refinement in distribution channel, revamped Consumer research considering changes in Gen Z consumers and encouraging collective communication.

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