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Future Developments of P&G in the Field of Marketing

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Executive Summary

Against the backdrop of the global economic downturn and the recurrence of the COVID-19 epidemic, various industries have been affected to varying degrees (Department of Economic and Social Affairs, 2022). Procter & Gamble, one of the world's largest consumer goods companies, has been challenged by its multi-tiered distribution system and is lagging behind in the digital marketing game (Nielsen, 2022). After a collaborative group study by Assignment 1 proposed a precision marketing strategy based on big data driven marketing. This report analyses P&G's marketing environment with the help of PESTEL and SWOT models, and combines research on target markets, marketing mix and marketing media to identify the criteria for measuring marketing effectiveness. Based on a critical assessment of P&G's key marketing activities, it is found that the current P&G distribution channels are not changing in a timely manner, missing the opportunity to take advantage of emerging channels, lacking consumer insights in marketing formats and unreasonable marketing investment. To better implement the creation of a digital marketing system driven by big data analytics, the following recommendations are put forward:

- Build a professional team to support digital marketing
- Multi-dimensional customer segmentation to achieve full lifecycle customer management
- Actively promote the innovation of programmed media
- Strengthen the digital middle office

The report analyses the future development of P&G in the marketing field, aiming to provide a reference direction for P&G to get out of the current marketing dilemma and the development of future digital marketing solutions, as well as to propose feasible strategies for the adjustment of peer marketing strategies.

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1.0 Introduction

Procter & Gamble (abbreviated as P&G in this report) is a consumer household chemical company founded in the United States in 1837. As a global FMCG giant, its products are sold in more than 180 countries, with operations in North America, Europe, Asia Pacific, Greater China, Latin America and the IMEA region. Its leading brands, such as Tide, L'Occitane, Hefeiffer and SK-II, cover the beauty, hair, home care and food and beverage categories (Procter & Gamble, 2022).

However, in the midst of the recurring COVID-19 epidemic and the economic downturn, P&G was hit hard by this gloom and the multi-level distribution system was challenged. Specifically, demand from traditional channels decreased, making it difficult to accurately estimate and plan for contingencies; offline shopping frequency decreased and online demand increased, but supply and distribution capacity was limited; the outbreak led to supply chain shortages in some markets, resulting in material shortages, capacity fluctuations and unavailability of finished goods. In addition, the digital marketing game is becoming more intense, and the lack of follow-up on the effectiveness of marketing campaigns across channels has led to high marketing costs (Marketing Week, 2022). A collaborative group study on assignment one proposed a big data-driven precision marketing strategy. On the one hand, it combines the existing customer management system to analyse users' needs, deep consumer insights and create user identity tags, while monitoring the supply and demand in each market, making the distribution system more flexible in terms of regulation; on the other hand, it tests marketing techniques and monitors changes in data, analyses the marketing department's ROMI and productivity across distribution channels in real time, and adjusts marketing investment decisions based on performance pairs to create pop-ups (Gu, 2022). Leveraging a strong middle office to support mature brand incubation systems to achieve product upgrades and step-ups, channel transformation bouts and breakthroughs to reach consumers in multiple areas. This can mitigate the bias of preconceptions and can point the way to marketing decisions (Sarah, 2018).

Therefore, under the development trend of digital marketing and marketing refinement, the report selects a representative FMCG company like P&G as the research object and analyses it in depth with the help of SOSTAC model. The study examines its marketing environment, target market, marketing mix and marketing media, and evaluates the feasibility of the

recommendations in a comprehensive manner with clear measurement criteria. Based on the findings and conclusions, a specific and feasible marketing plan is developed. It provides a reference for the development of P&G's future digital marketing plan, as well as a reference for the adjustment of marketing strategies of peer companies.

2.0 Main Findings

2.1 The Marketing Concept

Marketing is an organisational function and process of creating, communicating and delivering value to customers, and managing customer relationships to benefit the organisation and its stakeholders (American Marketing Association, 2021). With exchange at its core, the ultimate goal is to satisfy needs and wants. In this process, the conflict between production and consumption is resolved. Secondly, to avoid wasting social and corporate resources. Additionally, to realise the value and add value to the goods or services. To better achieve the objectives, marketing resources, the organisation's core technology, product sequence, marketing channels, branding, reputation, customer relations and market network (DeSarbo et al., 2007; Ngo & O'Cass, 2012), play an important role as key elements.

P&G has invested sufficient human, financial and technical resources in marketing. It has a clear advantage in terms of products, marketing network and branding, with a technology R&D investment/sales of over 3%. It has adopted a multi-brand and differentiation strategy, pursuing differentiation between different brands of similar products, including functionality, packaging and promotion, so that each brand has a distinct personality, thus increasing the scope for market development (Procter & Gamble, 2021). Also, in order to implement data-driven precision marketing, P&G will invest more financial resources to train digital marketing professionals and improve marketing systems. However, in recent years, there have been many marketing ethics incidents such as sexist marketing campaigns and after-sales issues, which have had a significant impact on the company's reputation and customer relationships (AI Financial Services, 2021).

2.2 The Macro & Micro Environments

2.2.1 The Macro Environment

The PESTEL model is a useful tool for analysing the macro environment and the report uses it to identify external forces that have an impact on P&G. See Appendix 1 for detailed model.

Political	International political turmoil and geopolitical divisions create more business uncertainty (Department of Economic and Social Affairs, 2022) e.g. Russia-Ukraine conflict (P&G suspends Russian operations)
Economic	(1) High global inflationary pressure and slowing economic growth (the global economy is expected to grow by only 3.1% in 2022 (The United Nations, 2022)) (2) Highly unstable global economic conditions and increased foreign exchange risk
Social	(1) Consumers view the social responsibility of companies and the maintenance of data privacy as important criteria for measurement and choice. (2) Consumer trends/preferences • Significant increase in frequency of online purchases (about 53% of consumers prefer to shop online) • Consumers are more vigilant in their consumer spending, favouring flat replacement products (Kantar worldpanel, 2022) • Channel shift in marketing focus with consumer channels (Deloitte, 2021)
Technology	(1) Technology development broadens marketing channels (2) 5G empowers user experience. (3) Digital trends in marketing (DCMN, 2022)

	• Data Central • User/content tagging
Environment	(1) Intense competition in the consumer goods industry (Kantar worldpanel, 2022) (2) Risk of supply chain disruptions due to the epidemic, resulting in imbalance between supply and demand in some markets
Legal	There are significant differences in regulations and policies in different countries/regions that require focused attention when developing marketing programmes.

Figure 1 P&G's Pestel Analysis

2.2.2 The Micro Environment

The report uses the SWOT model to synthesize and summarize P&G's internal and external conditions, which facilitates the company to focus its resources and actions on its strengths and where there are more opportunities. See Appendix 2 for the complete SWOT model.

P&G's development of a data-driven precision marketing strategy is strength and responsive to market opportunities. Firstly, as an FMCG giant, P&G has a stable customer base, a strong relationship network and technology development capabilities, and its constantly refined product portfolio offers more possibilities for precision marketing delivery (Chen, 2016). At the same time, the advantages of traditional channels allow the organisation to focus more on emerging channels (Mahasuar, 2019). Secondly, the rapid development of internet technology has activated social, live and short video marketing platforms and tools, and big data technology has made marketing decisions more accurate and reliable (Naiman, 2019).

However, P&G's own weaknesses and external threats will be a major impediment to its marketing strategy. On the one hand, the existing marketing channels are numerous and conflict-ridden, and it is necessary to eliminate those channels with low ROMI. Moreover, P&G may consider digital transformation of marketing as a core strategy due to the organization's slow decision making and slow response to digital marketing. On the other

hand, the strong attack of L'Oreal and Unilever, the rise of alternatives and the increasing competition in the daily chemical industry, P&G's lagging behind in the level of digital marketing and the damage to the company's reputation caused by poor marketing decisions need to be given more attention(Tien, 2019).

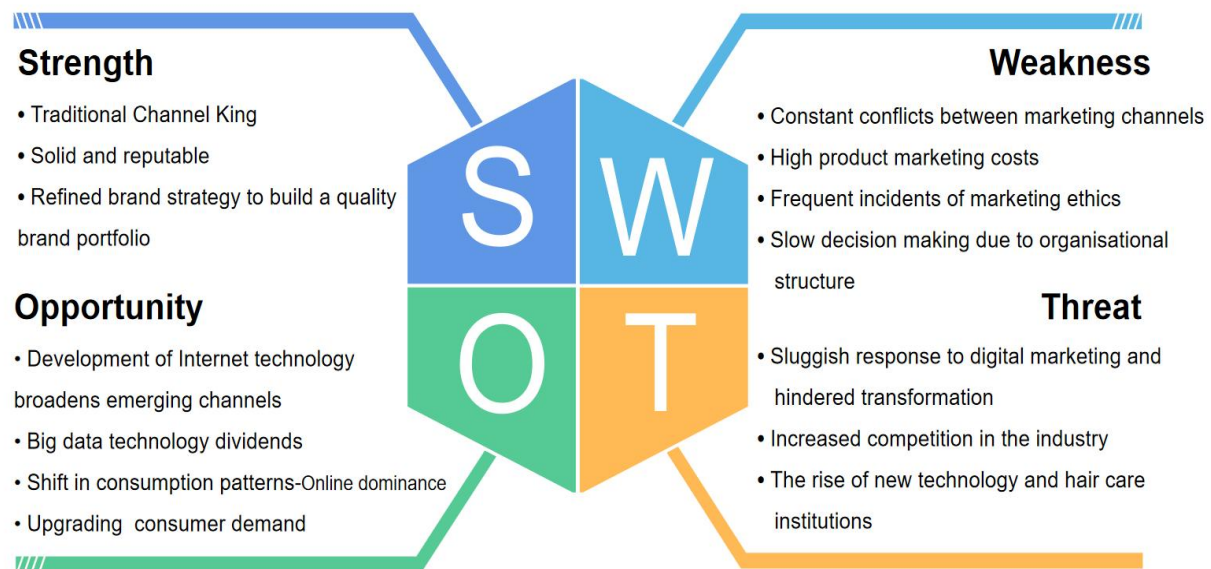


Figure 2 P&G's SWOT Analysis

2.3 The Target Market

2.3.1 Segmentation

A market is heterogeneous and the process of dividing target customers into subgroups in order to better understand their behaviour is defined as market segmentation (Kotler and Keller, 2015). P&G products cover a wide range of markets and are sold all over the world, so it uses a mixture of segmentation variables such as demographics, geography, and behaviour. By demographic segmentation, P&G produces its products according to age, e.g. 'Crest' stands for children's toothpaste, while adult paste is a healthy expression of Crest Nature; Sex: 'Boss' fragrance for male The product range is broken down geographically, with the fabric care business segment, for example, having three representative brands in the Chinese market, Tide, Bilang and Donny. Donnie 3 brands are represented in the Chinese market and 9 brands are represented in the US market such as Ariel, Bounce and Cheer (Procter & Gamble, 2022).

Product division	P&G China brand			P&G American brand		
Fabric care						
						
						
Skin care						
						
						

Figure 3 Some of P&G's Brands in US and China

Source: Procter & Gamble

The data-driven precision marketing strategy will also integrate the above segmentation criteria. For example, teenagers prefer to use fragmented time to browse, corresponding to social media marketing, such as using Tiktok, Instagram (Kantar worldpanel, 2022). Next, for commuters, it is more effective to use podcasts and search engine advertising marketing, where they can receive information unobtrusively while commuting and browsing the web. Of course, traditional channels are more effective for housewives and older age groups (Li, 2017).

2.3.2 Targeting

With the trend of consumer upgrading and with a better product portfolio, P&G has shifted from its original focused marketing to a differentiated target market strategy, where a specific marketing mix is developed to appeal to all or some segments of the market (Knight et al., 2020). Data tools are used to improve marketing decisions, with the goal of optimising the choice of marketing channels, making the marketing more resonant with consumers and thus increasing sales. P&G targeted multiple segments and launched multiple brands in one product category, such as hand soap (Ivory, Safeguard, Zest, Magnolia, Old Spice), shampoo (Pantene, Head and Shoulders), rather than focusing resources on a single leading brand (Procter & Gamble, 2021). Although segmentation may achieve higher sales with separate offers, the added investment cannot be ignored. Precision marketing decisions are attempts to intelligently match marketing approaches based on personalised user profiles and select marketing channels that take into account the needs of each segment, thus helping managers cut out ineffective marketing investments (Sarah, 2018).

2.3.3 Positioning

According to the 2021 P&G Annual Report, P&G is accelerating its shift from demographic targeting to "programmatic targeting". In its demographic positioning, P&G continues to refine its marketing mix. In the wash and care segment, for example, P&G has created in the Chinese market the "shampoo and condition both", "anti-dandruff", "Pantene", "hair care expert", and "professional wash and care" of Vidal Sassoon. The brand matrix of "Professional Wash" (Procter & Gamble, 2021). Programmatic positioning, however, uses more automated and comprehensive analysis, focusing on conversion, to reach consumers with greater precision, create the right image stimulus in their minds and establish a unique brand position (Gu, 2022). Looking to the future, programmatic targeting will more comprehensively cover both online and offline channels, with real-time data and reporting to help companies optimise their marketing campaigns (Li, 2017).

2.4 The Marketing Mix

The marketing mix is the controllable variables that an organisation can coordinate in order to meet its target market (Khan, 2017). The report is presented in a 7p model (detailed presentation in Appendix 3).

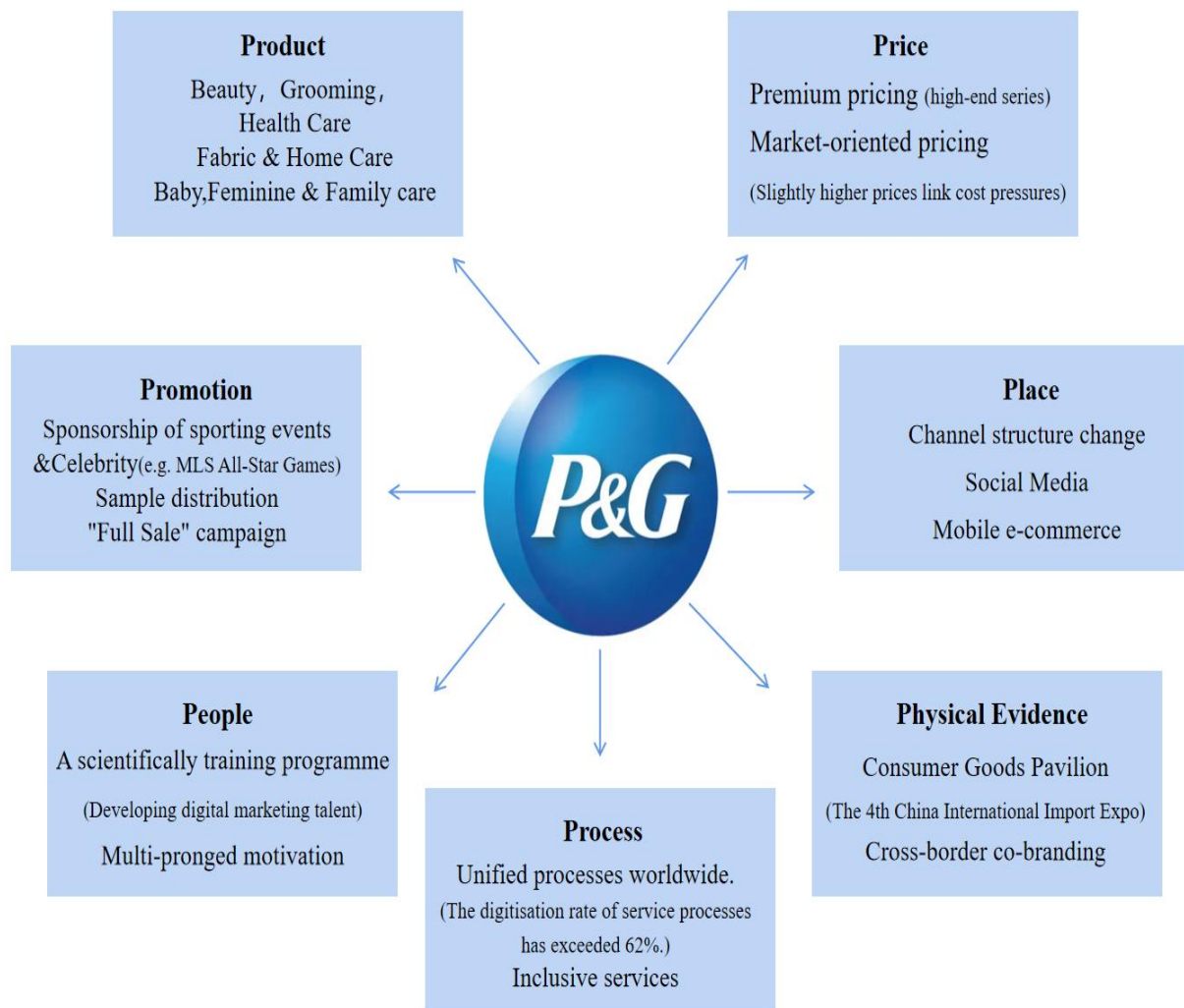


Figure 4 Marketing Mix of P&G

P&G currently has 65 key brands, with a product portfolio divided into five segments (Beauty, Grooming, Health Care, Fabric & Home Care, Baby, Feminine & Family care). for price, with market-driven pricing at its core, and premium pricing for its premium products. Next, through sponsorship of events and celebrities, sample giveaways and other promotions (Yang, 2021). In terms of people, recruiting and developing more digital marketing talent and diversifying incentives are positive for the adoption of data-driven precision marketing (Sarah, 2018). At the same time, service processes are becoming increasingly digital and

more culturally inclusive. Finally, cross-border cooperation and active participation in exhibitions allow consumers to experience all aspects of P&G's products and technologies (China Light Industry Internet, 2021).

2.5 Marketing Media

P&G's key marketing media include global TV, print, radio, internet and in-store advertising, with marketing spend of US\$8.2 billion in 2021, up 12.3% year-on-year (Procter & Gamble, 2022). As internet technology and digital marketing evolve, more budgets are being reallocated away from traditional media, scaling back offline marketing costs and gradually expanding the reach and quality of digital coverage (Seb, 2021). The growing importance of mobile and social media and the evolving role of advertising agencies. P&G has shifted some of the creative part of its marketing investment from agencies to in-house, outsourcing or automating it to technology partners. This has also challenged P&G's ability to evaluate and select social media placements, and developing ways to optimise digital ad placements and increase transparency is a solid option.

Thankfully the alignment to add more digital touchpoints is positive. Compared to the same period in 2020, P&G marketing spend increased by 50 basis points. However, overall marketing spend as a percentage of sales decreased by 80 basis points, driving a 6% increase in net sales (Marketing Week, 2022). This indicates that P&G's marketing is more effective as a result of increased digital spending.

2.6 Measuring Success

Effectiveness measurement has always been an important means of testing the success of marketing (Ambler & Xiucun, 2003). However, as marketing technology advances and its engagement with the media becomes increasingly fragmented, the measurement of campaign effectiveness becomes more integrated (Marketing evolution, 2022). The following criteria are being measured.

(1) Repeat purchase rate - this metric reveals customer loyalty and can also be used to predict sales.

(2) Lifetime customer value - measures the life-cycle value of customers, and thus determines which marketing strategies activate the most consumers and estimates how much they will spend in future years.

(3) Churn rate - measures when and why consumers leave the sales channel, providing insight into the types of activities that lead to or reduce customer churn.

(4) Funnel velocity - calculates the value of a touchpoint that results in a lead conversion; the faster the velocity, the more effective the touchpoint is.

(5) Sales growth - estimate how much ROI the campaign will achieve by examining the sales trend trajectory.

(6) ROMI - used to measure the success of a campaign when you divide the total revenue by the total marketing investment, or as a basis for scaling a successful campaign.

P&G adjusts the proportion of marketing investment in traditional and emerging channels, a marketing strategy that appears to be working so far. Faster funnels in social media, mobile e-commerce have resulted in significant sales growth for the category and increased ROMI (Nikolinakou & Phua, 2020). However, the measurement of marketing success is multifaceted and requires more data to support a comprehensive assessment, and it is even more necessary to maintain real-time monitoring and testing of marketing campaigns.

3.0 Conclusion

Based on the analysis and research in the previous part, it is concluded that there are some shortcomings in P&G's current marketing strategy. Firstly, the change of distribution channels is not timely. The existing system still focuses on traditional channels such as supermarkets and TV. Under the background of the epidemic in COVID-19 and digitalization, consumer demand and shopping preferences have been adjusted. Procter & Gamble has not been able to take advantage of emerging channels in a timely manner due to the slow decision-making of its organizational structure. Second, marketing forms lack consumer insight. A single logical way of announcement, lack of consumer pain point mining, brand aging problem appeared, explosive heat to maintain insufficient. Next, the frequent marketing ethics incidents show that P&G's understanding of consumer values is not in place. Finally,

the marketing investment is unreasonable. Procter & Gamble's multi-brand strategy also resulted in high operating costs, and some marketing methods were ineffective. The market research invested in the early stage failed due to the rapid market adjustment, resulting in a waste of resources. There is a problem with the proportion of channel investment. The proportion of traditional advertisements is too high. However, methods with higher conversion rates, such as live broadcast, short video and social media, are given low attention.

4.0 Recommendations

4.1 Build a professional team to support digital marketing

Recruiting and training digital marketing specialists, building agile marketing analytics and marketing design teams, and focusing on personalisation (Kotler & Armstrong, 2014). This meant that P&G had to invest its budget upfront on human resource enhancement, which was necessary.

4.2 Multi-dimensional customer segmentation for full life-cycle customer management

Combine P&G's existing customer management system to achieve multi-dimensional customer segmentation and customer profiling. To ensure the quality of data and the diversity of information, external data suppliers should be gradually introduced to dig deeper into information related to customers' consumption and life (Ali et al., 2021). Based on the basic data of the customer portrait, use data clustering methods to build a database of customer identity tags to achieve finer segmentation of customer value, life cycle, location information and activity scenarios. Deep consumer insights to design marketing strategies that match the needs and values of different customers (Mitchell & Clark, 2019). Optimisation of the customer management system is feasible with expert guidance, and collaboration with external parties needs to rely on P&G's strong social network.

4.3 Actively drive innovation in programmatic media

By rapidly embracing digital technology, we can monitor changes in user behaviour data in real time, test the potential effectiveness of different marketing campaigns, estimate ROMI

and productivity of distribution channels, adjust marketing investment decisions based on performance pairs, and reduce unnecessary marketing investments (Li, 2017). At the same time, correctly predict consumer acceptance and trends to create pop-ups and deliver efficient marketing with dynamic privacy requirements across evolving media and mobile platforms (Dwivedi et al., 2021).

4.4 Strengthening the digital middle platform

Gradually realise efficient connectivity between big data management platforms, marketing implementation decision engines and supply marketing information systems. Use big data credit collection and cloud computing technologies to achieve cross-channel customer management. Real-time tracking of customer needs to improve the conversion rate of marketing activities. Identify potential customers based on segmentation tags for precision marketing (Deloitte, 2021). Multi-channel connectivity for sales conversion. What's more, on the sales side, we collect and analyse data, explore market hotspots and potential opportunities, and upgrade products; on the supply side, we monitor supply and demand in various markets, adjust the proportion of new channels in the distribution system, and intelligently form plans to reduce distribution. In the supply side, we monitor the supply and demand relationship in each market, adjust the proportion of new channels in the distribution system, and form intelligent plans to reduce the risk of distribution collisions (Ding et al., 2021). In addition, a privacy-focused programme will strengthen consumers' trust in digital channels.

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Appendices

Appendix 1 – PESTEL Analysis

Political	International political turmoil and geopolitical divisions create more business uncertainty (Department of Economic and Social Affairs, 2022) • Russia-Ukraine conflict (P&G suspends Russian operations) • Britain's withdrawal from the EU (impact on manufacturing and distribution of products) • U.S.&China trade war (P&G's tightened policies in the Chinese market, fierce local competition and squeezed market share)
Economic	(1) High global inflationary pressure and slowing economic growth (the global economy is expected to grow by only 3.1% in 2022 (The United Nations, 2022)) (2) Highly unstable global economic conditions and increased foreign exchange risk (3) Increased financial vulnerability of the population
Social	(1) Consumers view the social responsibility of companies and the maintenance of data privacy as important criteria for measurement and choice. (2) Consumer trends/preferences • Significant increase in frequency of online purchases (about 53% of consumers prefer to shop online) • Consumers are more vigilant in their consumer spending, favouring flat replacement products (Kantar worldpanel, 2022) • Channel shift in marketing focus with consumer channels. Social media channels become important channels for building brand awareness, short-form video marketing is the most interesting form of marketing for advertisers in the next 3 years, with social e-commerce and private domain traffic in the second tier (Deloitte, 2021)
Technology	(1) Technology development to broaden marketing channels (2) 5G enables user experience. 5G can empower marketers with high-speed data transmission, 4K video, HD augmented reality and HD virtual reality, enabling a "data-heavy experience" (3) Digital trends in marketing (DCMN, 2022) • Data hubs that analyse user data and behaviour to provide insights into

	consumer changes and personalise marketing strategies based on segmentation • User/content tagging
Environment	(1) The consumer goods industry is highly competitive, with L'Oréal and Unilever gaining momentum, especially L'Oréal's more mature digital marketing presence (Kantar worldpanel, 2022) (2) The epidemic raises the risk of supply chain disruptions, resulting in imbalances between supply and demand in some markets
Legal	There are significant differences in regulations and policies in different countries/regions that require focused attention when developing marketing programmes. • Environmental law: All P&G facilities are subject to emission limits set by each country and any compliance-related issues will result in significant litigation that could damage their brand reputation. • Patent law: Beware of cases of patent infringement. • Marketing laws: prevent false advertising and marketing content that is not vulgar and does not contain racial or gender discrimination

Appendix 2 – SWOT Analysis

Strength	
(1) Traditional Channel King	With its strong marketing capabilities and traditional dealer channels, it controls exclusivity, squeezes other brands' living space, and occupies offline channels on a large scale, leaving consumers with no choice. In particular, the cooperation with Wal-Mart, the "king of retail", has formed the "Baoma model".
(2) Solid and reputable	As one of the world's largest manufacturers of household products, P&G has a stable customer base, a huge market share and a strong relationship network, and has sufficient resources for product innovation and technology research and development. As a global Fortune 500 company with a history of 185 years, P&G's products are distributed in

	more than 180 countries and regions around the world, serving nearly 5 billion consumers worldwide.
(3) Refined brand strategy to build a quality brand portfolio	The use of P&G's multi-brand strategy has enabled its product portfolio to spread across consumers' horizons and meet their diverse needs. Resources are focused and brands are streamlined, allowing quality products to drive brand concepts deep into consumers' hearts and minds and increase consumer brand loyalty.
Weakness	
(1) Constant conflicts between marketing channels	The P&G market is large, with many marketing channels and fierce competition within the company. Due to the continued economic downturn, in order to survive and perform, horizontal and vertical conflicts between channels are constant, the number of distributors is difficult to control, and chaotic prices and broken prices are frequent. There is a lack of a global system to regulate the operation of the channels.
(2) Frequent incidents of marketing ethics	In recent years, some of P&G's marketing activities have increased deviations from consumer values, and insulting marketing incidents such as racial and gender discrimination have pushed it into the limelight, causing its reputation to be damaged (AI Financial Services, 2022). The marketing department has not conducted sufficient research on consumer perceptions and preferences in different markets, and has conducted monolithic campaigns.
(3) High product marketing costs	Due to the use of multi-brand strategy, P&G spends a lot of money on marketing activities. The advertising formats are similar, the market response is poor, the placement is not targeted for each channel and some ROMI is low. Although marketing analysts make forecasts based on data, market demand changes rapidly and it is difficult to make real-time dynamic adjustments to marketing campaigns accordingly.

(4) Slow decision making due to organisational structure	P&G's current organisation has too many levels of management, resulting in slow and unresponsive decision-making.
Opportunity	
(1) New platforms emerge, giving rise to huge marketing opportunities	Even with the presence of industry giants like Google and Facebook, marketers must remain open to other marketing channels and have a strong ability to adapt. For example, TikTok, with downloads exceeding 3 billion and monthly activity exceeding 1 billion in 2021, has become the most downloaded app in the world, with huge marketing potential.
(2) Internet technology development broadens emerging channels	Thanks to advances in interconnection technology, smart terminals and network communications, information dissemination channels have been expanded. In the era of the epidemic, consumption patterns are changing and the trend towards "mobile commerce" is becoming stronger. Brands need to harness consumer information in a holistic manner, and categories and channels that represent youth consumption trends have become important tracks. The distribution of attention has enabled social networks, short videos, live streaming and text content to pool rich traffic and become new online consumption portals in the form of social e-commerce, live streaming e-commerce and content e-commerce (Questmobile, 2022).
(3) Big data technology dividends	Traditional crude operations do not effectively combine product and user needs, and marketing success rates are low. Given the explosive growth of big data technology, precision marketing and personalised recommendations have gained the dividends of big data technology, and marketing technology can progress with it.
(4) Increased demand for high-end driven by improved living standards	P&G's high-end products are still in short supply, and high-end user groups have room to grow. Diversified consumer demand requires targeted launch of applicable products.

Threat	
(1) Increased competition in the industry	Competition in the consumer goods industry has become increasingly fierce. L'Oreal has taken the lead in grasping the timing of consumer upgrading and make-up trends, giving full play to the rank effect to consolidate the industry's leading position. In the face of its competitors, P&G has failed to make a rapid change in its competitive strategy, and the problem of aging brands has not been solved in time.
(2) Sluggish response to digital marketing and hindered transformation	With the threat of e-commerce to the real economy and the weakening of the supermarket channel, P&G was unable to occupy the emerging channel resources at a favourable point in time. Digital transformation is resisted because the products covered by P&G are mainly daily necessities with low consumer involvement, which are not suitable for the emerging social media with user lifestyle and community interests as the aggregation model.
(3) The rise of new technology and hair care institution	Traditional hair care products are not meeting the needs of the new generation of consumers, and the differences between similar hair care products are being weakened and gradually shifting to alternative technology products. Such as professional medical devices and hair care and nurturing salons, hair care and nurturing has become a market hotspot, is moving towards diversification, to achieve the purpose of deeply tapping the consumer potential of customers, and thus more development value.

Appendix 3 – Marketing Mix

1. Product

P&G currently has 65 key brands, grouped into five main segments.

Segmentation	Product categories	Major brands
Beauty	Hair care (conditioners, shampoos, styling aids, treatments) Skin and personal care (antiperspirant and deodorant, personal cleansing, skin care)	Pantene, Skin Care, Olay, SK-II, Old Spice, Head&Shoulders, Pantene, Rejoice
Grooming	The grooming products category includes shaving care (women's blades and razors, men's blades grooming products and razors, pre- and post-shave products, and other residual care) and appliances	Braun, Fusion, Gillette, Mach3, Prestobarba, Venus
Health Care	Oral care (toothbrushes, toothpaste, other oral care) Personal care (gastrointestinal, rapid diagnostics, respiratory, vitamins/ minerals/ supplements, other personal care)	Crest, Oral-B, Metamucil , Prilosec, Vicks
Fabric & Home Care	Fabric care (fabric enhancers, laundry additives, laundry detergents) Home care (air care, dish care, housekeeping professional, surface care)	Ariel, Domny, Gain, Tide, Cascade, Dawn, Febreze, Mr Clean, Swiffer
Baby,Feminine & Family care	Baby care (baby wipes, nappies and trousers) Baby, female Feminine care (adult incontinence, feminine care) Home care (tissues, toilet paper)	Luvs, Pampers, Always, Tampax, Bounty, Chammin, Puffs

2. Price

(1) Premium pricing. For its high quality products, P&G charges a premium price. Instead of offering many discounts and coupons for its products, it spends extra money on advertising.

(2) Market-oriented pricing. The impact of the Covid-19 variant, combined with inflationary pressures and supply chain difficulties, were pushing up operating costs. P&G combined price increases with innovation to increase value for consumers while offsetting some of the cost pressures.

3. Promotion

(1) P&G promotes its products through sponsorship of TV shows, sporting events and other activities, and celebrity endorsements. Examples include the MLS All-Star Game, the Mexican National Team US Tour and the League Cup (Yang, 2021).

(2) Sample giveaways. This campaign is relatively low cost, easy to deliver and easy for consumers to purchase. With its well-prepared distribution, P&G has achieved good results in terms of brand image, awareness and marketing effectiveness.

(3) Price reduction promotions. Communicate with authorised distributors, supermarkets, retailers, etc. to offer bulk purchase discounts to organisational buyers through "full sale" activities on holidays.

4. Place

P&G products are sold in over 180 countries and territories. P&G uses four channels: "major retailers and large chains", "wholesalers", "distributors" and "Wal-Mart". The company sells its products through four channels. Due to the rise of internet e-commerce and mobile e-commerce becoming a popular channel, the transformation of distributors and the change of channel structure has become an inevitable trend.

5. People

(1) Scientific and reasonable training plan. Customised career planning based on career specificity; with a lifelong rotation system, employees can make career path adjustments according to their own development plans. For high potential talents with outstanding performance, there is an overseas assignment programme to develop global management elites so as to provide more professional services to consumers.

(2) Multi-pronged incentive for employees. Compensation incentives: P&G's continuously optimised profit-sharing system and employee shareholding plan; the opportunity for employees to participate in corporate decision-making is constantly being enhanced; and a sound two-way communication system.

6. Process

(1) Unified global processes. P&G has adopted a standard process for the 180 countries and regions it serves, and the digitisation rate of service processes has exceeded 62%. (2) Inclusive service.

(2) Inclusive service. P&G embraces cultural differences and values in its consumer management process.

7. Physical evidence

(1) Consumer goods pavilion. For example, P&G showcased a number of innovative products, advanced technologies and ultimate experiences at the Expo, giving customers a comprehensive understanding of P&G and enjoying the "spillover effect" (PR Newswire, 2021). The P&G Better Living Lab, an immersive virtual experience show, showcased P&G's integration of technological innovations in home care, personal health care and sustainability for a global audience (China Light Industry Internet, 2021).

(2) Cross-border co-branding. Corporate characteristics were conveyed to consumers through apparel and pendants.