

## P&G Alums Share Tales In Book

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Procter & Gamble's alumni network, a group of 18,000 former P&Gers, has just published its first book, drawing on the stories of more than two dozen executives.

The book features a foreword by A.G. Lafley, P&G's CEO from 2000 to 2009, and an epilogue from Ed Artzt, CEO from 1990 to 1995. In between are stories and reflections from 35 former P&G execs gathered and written by two authors. Among the stories:

- Fernando Aguirre, CEO of Chiquita Brands International Inc., talks about being named P&G's general manager in Brazil in the early 1990s: "In my first three weeks, I learned it was a disaster," he says. The company was losing \$40 million a year there on sales of \$70 million.

Aguirre proposed a plan to break even in three years, but CEO Artzt wanted it done in one. At a meeting in Brazil, Artzt publicly backed Aguirre in front of the employees, and a year later the venture broke even and was profitable in year two. It was a formative experience for Aguirre, who now runs the world's largest banana seller. "I learned the most at that assignment in Brazil," he says. "Mostly because of truly having responsibility of a business for the first time by myself."

- AOL founder Steve Case says he went to P&G right after college to learn about business and marketing, and that's what happened. He also appreciated receiving training and earning responsibility at such a young age, but the downside of such a big company also influenced him.

"The strength of big companies can also be their weakness," he says. "The deliberate approach they bring to bear; they are defenders, trying to protect the status quo, not attackers trying to usher in new concepts."

Other executives in the book include John Smale, P&G CEO from 1981 to 1990, who died in November; John Pepper, CEO from 1995 to 1998; Jim McNerney, P&G's presiding board member and the CEO of Boeing Co.; and Dean Butler, founder of LensCrafters.

With the title of "When Core Values are Strategic," the book focuses on how lessons learned while at P&G have influenced these executives during their post-P&G careers.

Profits from the sales of the book will go to the newly established P&G Alumni Foundation, which will support organizations around the world that support economic empowerment, said Ed Tazzia, chair of the alumni network.

"The P&G Alumni Network includes people who left P&G to go on to distinguished careers elsewhere, as well as P&G retirees," Tazzia said. "These leaders have valuable experiences that can benefit businesses and non-profit organizations everywhere."

In his foreword, Lafley writes: "With P&G as the thread, you explore how core values can promote clarity of thought, in both professional and personal settings. It is a relevant, timely and insightful message for students, small business owners, community leaders, corporations and their leadership."

From the desk of David Holthaus