

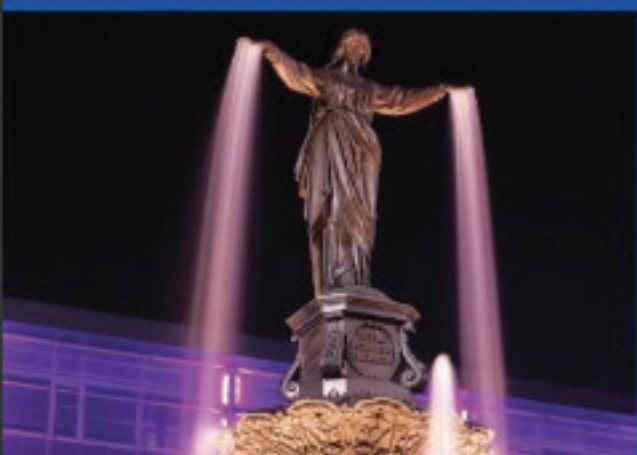
P&G Alumni Cincinnati Chapter

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Jim Stengel: Passion for purpose

By Jessica Baltzersen

It's June, and Jim Stengel, former global marketing officer at P&G, is heading the CMO Accelerator program at The Cannes Lions International Festival of Creativity in France – a prestigious gathering of the world's most innovative professionals in the creative and marketing communications industry.

At the same event a decade prior, his leadership was recognized when P&G was honored as the 2008 Cannes International Advertising Festival Advertiser of the Year – a first in the company's history. Later that year, Stengel left his coveted role at P&G to share his passion for growing businesses through purpose-inspired leadership.

Founder, president and CEO of The Jim Stengel Group, he's helped over 80 companies in 20 different countries activate their purpose, reinvigorate their spark, and successfully grow.

His latest book, released in September 2017 – *Unleashing the Innovators: How Mature Companies Find New Life with Startups*— draws on research from over 200 companies, and focuses on how the partnership of iconic companies with energetic startups can renew the culture at large. He is also the author of *Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*.

Stengel is best known for revitalizing P&G's marketing climate. In 1983, he joined, working on one of the hottest brands at the time, Duncan Hines Ready-to-Serve cookies. For the next 10 years, he worked on several food brands and moved to Baltimore as marketing director in 1993 after P&G acquired Cover Girl and Max Factor. He held a general manager position in Prague in 1995 and was promoted to vice president in charge of Baby Care Western Europe – where he was part of the team that tripled Pampers sales over the next 12 years.

His last seven years at P&G were spent as global marketing officer – a role in which he oversaw an \$8 billion advertising budget and held organizational responsibility for nearly 7,000 people. During his tenure, P&G sales doubled.



"There is no doubt I could not be doing what I am doing today – running a thriving advisory/consulting practice – without the training and experiences of P&G," Stengel says.

The big lessons he took from his 25 years at the company? It's about the consumer. Always.

"The consumer is in every decision, every discussion, at the heart of everything."

What's next? "Go big or go home," he says. "Thinking and acting big...that is P&G at its best."

The company also taught him not to move into tactics until a strategy is "excellent and winning." The most impactful skill he took away, was how to engage through writing and speaking.

"No matter how great an idea is, it dies without great communication," Stengel

says. "That has served me well in all endeavors."

While purpose is at the cornerstone for sustaining engagement and fueling passionate leadership, undoubtedly creativity is at the heart of business innovation. Yet, Stengel notes, creativity is vastly underleveraged in many organizations.

His advice on tapping into creativity, model the philosophy of the Ancient Greeks: "It is about mind, body and spirit. I deliberately spend time keeping myself fresh in all three areas. It is not easy, but it begins with taking control of your calendar."

Lastly, "Try as much as you can to have a portfolio life. That is one goal I had after P&G: to have an 'ecosystem' of activities that emanated from my purpose to help leaders with their purpose." ■