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# P&G modifies 'up or out' culture

## Marketing experts are given new title

*Post staff report*

The Procter & Gamble Co. has created a new designation to retain marketing experts who aren't interested in climbing the corporate ladder.

The title "Harley Procter marketer" will go to 10 or 12 of P&G's top marketing directors who don't want to become general managers, the next step in the career path, and are "passionate" about marketing, P&G said.

So far, three Harley Procter marketers have been named - John Bennett, Ed Burghard and Elizabeth Ronn, a company spokeswoman said. P&G has more than 200 marketing directors worldwide.

The new position was named after Harley Procter, the son of P&G founder William Procter.

Harley Procter gave Ivory soap its name and later directed the brand's first national advertising campaign.

The effort is designed to keep talented marketing professionals at P&G and displace the company's "up or out" culture, officials said.

A marketing director at P&G oversees work on several brands in a product category. A general manager oversees the product category; the work is more management than marketing.

The new designation envisions that the marketers will stay in that position until retirement, the company said.

Bennett joined P&G in 1965 in the United Kingdom and is credited with keeping Pampers' 60 percent market share there when Kimberly-Clark entered the market with Huggies disposable diapers in the mid-1990s. He also built Sunny Delight into the leading soft drink in U.K. homes with children and managed the integration of Tambrands Inc. in the U.K. after P&G bought it in 1997.

Burghard went to work for Norwich Eaton Pharmaceuticals in 1976 and transferred to pharmaceuticals marketing in 1982 when P&G acquired the company. He developed marketing

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for Asacol, including the first direct-to-patient print and interactive campaign. Asacol is P&G's time-release, anti-inflammatory medication for ulcerative colitis.

Brands managed by Burghard in the past five years have increased sales by 190 percent and profits by 371 percent, the company said. He is now creating a global training program for pharmaceuticals marketing.

Ms. Ronn joined P&G in 1984 and is the company's leading expert on consumer segmentation and developed a model for segmenting consumers globally for baby care products. She developed the first regional marketing director role in Latin America to launch diapers and feminine care products.

Currently, she is working with marketing directors globally to develop consistent brand properties for baby care products and to build the global business unit's marketing capabilities.

### Sharing knowledge

**The Harley Procter** marketers will keep marketing director duties and get one-month "externships" at least once every two years to broaden their knowledge.

**They also** will share their experience with other brand managers, participate in symposiums and serve as consultants to senior management on marketing issues.

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