



## **Case name: From Tribal to Collaborative and Creative**

**Company:** Procter and Gamble

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### **The Challenge:**

This company is one of the world's greatest and most prolific consumer products manufacturers. They project manage their many unique product lines through a "brand team" organization. There are as many as eighty brand teams, each one representing the company's interests with the advertising agency selected for a particular brand. In the majority of cases, the advertising agency establishes a creative account team to work with the brand team. The corporate Vice President of Advertising for Procter and Gamble wanted to raise the creative collaboration and improve communication between the brand team and the agency account team to a higher level. He sought out Herrmann International to conduct a series of creative process workshops for each brand team, along with its advertising agency counterpart. For example, there were twelve people from the brand team and six people from the agency to make a total participant group of eighteen. With another product, there may have been an equal number from the company and the agency.

### **Purpose:**

The purpose of these programs was to have the brand teams and the agency teams experience the creative process simultaneously as they attempted to solve specific brand problems and learn to create and communicate more collaboratively.

### **Existing conditions:**

The company felt that it was not getting the yield that it was paying for. Management felt that most of the brand team/agency team relationships were sub-optimized. The cost benefit ratio was, in most cases, too low.

### **Desired outcomes:**

Short term: The company felt that by learning together the two teams would be able to maximize the advertising investment being made for each product line. The brand team problems would be better understood by the agency team and the agency team advertising recommendations would be more in line with the brand team's expectations.

Long term: This improved understanding would lead to greater product success in the form of market share and revenue.

### **Whole Brain intervention, processes, and strategies:**

Herrmann International tailored its ongoing Creative Problem Solving Workshop series to fit this

unique application. The HBDI was used to create improved self-understanding of the participants and cross-understanding of the company and agency teams. Specific real time brand product problems were the focus of the creativity program. (For example, the closure of the brand box.) Both teams were simultaneously trained in a variety of cutting edge creative tools and techniques. The three-day workshop culminated in the two teams working together on the current advertising project for that particular brand product.

**Summary of outcomes:**

When both teams “bought in” to the the training process, it produced outstanding results. For example, two teams that could not work well together were so engaged in their current project that they refused to end the workshop. The actual close was delayed by two hours in order to take advantage of this new-found motivation. The downside was that some advertising agencies felt threatened by the creativity training and risked their future with the company by canceling out of the workshop at the last minute. Three quarters of the workshops were highly successful in improving the communication and productivity of the teams involved.

**Optimizing the results:**

Short term: Embed into the design and facilitation of the creativity workshop specific relationship building content and exercises, and use only the most senior faculty to lead the workshops.

Long term: To provide follow-up coaching to the brand team to strengthen their creative interface with the ad agency.

**Measurement criteria applied to actual outcome:**





The success measurement process allows for up to 100 points to be allocated to each of the four quadrants of this Whole Brain process. The success measurement points are allocated as follows:

A quadrant: Effective problem solving on many brand issues

B quadrant: Difficult to arrange workshops between P&G and the agencies

C quadrant: Many P&G brand teams and agency teams gelled

D quadrant: When creativity worked, it really worked

<u>Metaphors</u>		<u>Success measurement points</u>	
A 	D 	A 60	D 95
B 	C 	B 30	C 80

