

# Pampers Brand History

## The Birth of a Category

The birth of the Pampers brand is arguably P&G's best example of what happens when there is healthy dissatisfaction with the status quo. In 1956, a P&G researcher, Vic Mills, disliked changing the cloth diapers of his newborn grandchild. So he assigned fellow researchers in P&G's Exploratory Division in Miami Valley, Ohio to look into the practicality of making a better disposable diaper.

At the time, disposable diapers were used in less than 1% of the billions of diaper changes in the United States each year.

P&G's first test market was a fortunate failure. It was conducted in Dallas, Texas during the summer of 1958. The temperature was in the 90s and the plastic pants made the babies uncomfortable. Additionally, the plastic pants were not low cost and consumers told us that they couldn't purchase them often. These initial design and marketing problems turned out to be a blessing in disguise. P&G went back to the drawing board to create a low cost, better-designed product that consumers could purchase frequently.

Six months after the Dallas test market, P&G designed a diaper with better features including zee pleats, superior containment, a hydrophobic topsheet and a plastic backsheet. After 37,000 diapers were prepared, largely by hand, market testing began again. This time, the results were favorable and Pampers began to move out of its infancy.



## Going Global

Touching lives, improving life: this was as important to use in the 1970s as it is today. In 1971, P&G expanded the Pampers brand around the world, working with regional teams to make sure they understood the cultural differences and parenting preferences in order to produce and market an affordable disposable diaper. Whether working to understand the highly discriminating Japanese consumer or to opening the first international plant in Euskirchen, Germany, global teamwork was a critical factor.

Today, Pampers is P&G's biggest global brand, with products serving consumers in 98 countries. And they've worked hard over the past fifty years to create the infrastructure to support this growth. In the 1970s, P&G learned that what they couldn't do alone, they could do with a global partner and joint ventures became as important to us as our acquisitions. Additionally, P&G was the first U.S. company to create a truly global brand, making Pampers as familiar a term in Singapore as it is in South Dakota.

## Pampers Restage

In P&G's continued search to find ways to improve their products, they went to the task of finding a leakage solution. They started working in 1973 to perfect the fitted diaper -- an hour-glass shaped pad with flexible, elastic gathers. In 1976, they made the fateful decision to test market the new shaped design under a second brand name -- an approach that was consistent with their

“new benefit, new brand” philosophy of the time. Since it was an expensive diaper to make, they launched it at a 30% premium price over Pampers and called it Luvs.

Although research indicated this cost differential strongly supported a separate-brand strategy, immediately upon launch and national expansion, Luvs began to cannibalize Pampers’ sales.

1984 was a watershed year. In the largest single construction project in P&G history, they invested over \$500 million to re-platforming their systems. More than 100 lines worldwide were converted to produce Pampers “Blue Ribbon,” a new fitted diaper with a thicker core and softer topsheet. But it was Pampers Ultra, with more product innovations since the brand’s inception, that ultimately helped regain market share leadership from Huggies and reestablish Pampers as the #1 share brand in the market.

### **Inspired by Babies**

By 1990, P&G had been learning about baby care for more than three decades and had heavily invested in market research and focus group efforts around the world to understand what moms wanted for their babies. They created superior products and then worked to improve them -- for mom, the environment, and ultimately, for baby.

By 2001, they began to instill a greater design focus into their product mix, developing holistic innovations to delight consumers around the world. Whether aligning product benefits with developmental milestones, co-branding diapers with endearing, child-friendly characters or creating a Parenting Institute to provide outreach on health, wellness, and nutrition for mothers and babies, they’ve been listening. They are inspired by babies to make a lasting difference in the lives of our customers.

### **Caring for Babies’ and Toddlers’ Development**

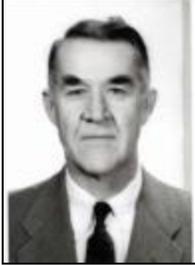
In 2005, after nearly a decade of business decline, Global Baby Care returned to growth behind four pillars -- a clear, focused strategy; a global, diverse leadership team; a concentration on building systems and capability; and an inspired culture.

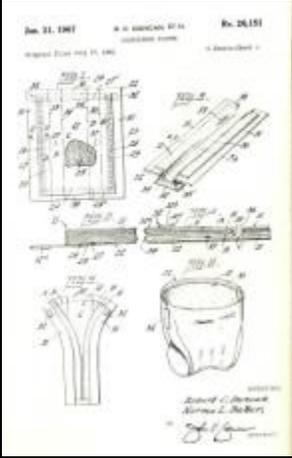
For the first time in P&G’s global history, they delivered three straight years of volume, sales, profits and share growth behind their highly successful “4C” strategic choices:

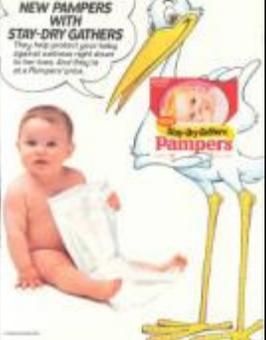
- Winning the consumer value equation by knowing our target consumer better than the competition;
- Creating a cost advantage versus the competition with focus on “better, cheaper, and faster” business solutions;
- Winning with customers via improved in-store presence and shopping experiences;
- Creating an inclusive, externally focused, culture in Baby Care.

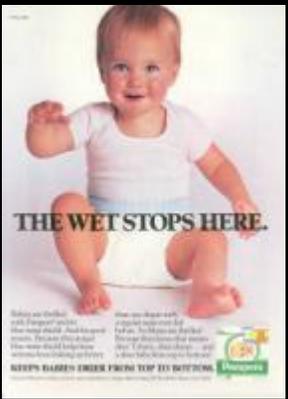
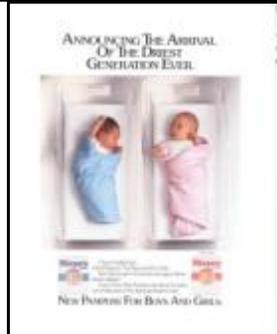
In shifting efforts from business turnaround to sustainable growth, P&G is driven by the vision to become the best Baby and Toddler Care Company in the world by touching lives and improving the lives of babies, toddlers and caregivers around the world.

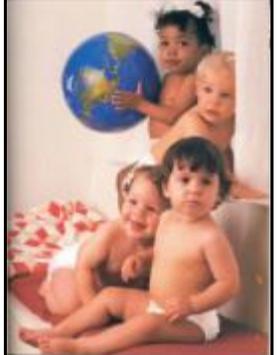
**Chronology:**

Year	Historical Moment	Visual Representation
1956	Vic Mills assigned researchers at Miami Valley to investigate the practicality of a disposable diaper.	
1958	First product placement -- Dallas, TX.	
1959	P&G became the first in the world to design a continuous process, diaper manufacturing machine that could produce 150 pads per minute.	
1961	First product upgrade incorporated a one-piece plastic backsheet and a hydrophobic topsheet.	
1961	Initial design is introduced into test market in Peoria, IL	
1962	First successful marketing campaign – P&G Professional Services hospital program encouraged nurses and pediatric wards to begin using Pampers instead of cloth diapers.	

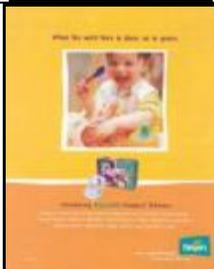
1964	P&G applied for first Pampers patent in the United States; the patent is received in 1967.	 <p>The image is a technical patent drawing for a diaper. It includes several views: a top-down view of the diaper, a side view showing the absorbent core, a cross-section of the core, and a perspective view of the diaper on a baby. The drawing is labeled with 'FIG. 1', 'FIG. 2', 'FIG. 3', and 'FIG. 4'. At the top, it says 'Pat. 3,111,187' and 'U. S. PATENT OFFICE'. At the bottom, it says 'Inventor: Edwin C. Johnson' and 'Attorney: Robert L. Roberts'.</p>	
1965	First of 8 diaper production lines opened in the Cheboygan, Michigan plant.	 <p>A black and white photograph showing a worker in a factory setting. The worker is standing next to a large piece of machinery, likely a roll of paper or fabric being processed into a diaper. The background shows other parts of the factory.</p>	
1966	First of 22 Pampers lines were added to the Mehoopany, Pennsylvania plant, joining Charmin and County product lines.	 <p>A black and white photograph showing a large roll of paper or fabric being processed in a factory. A worker is visible in the background, and the machinery is complex.</p>	
1969	Pampers completed national expansion in the U.S.	 <p>A black and white photograph of a baby sitting up, wearing a Pampers diaper. The baby is looking towards the camera. The text 'Pampers invents the dry baby.' is visible at the top of the image.</p>	

1971	Pampers with adhesive tapes rolled out, replacing diaper pins.	
1971	Pampers began globalization with entry into Canada and Japan.	
1976	P&G launched Pampers Quilted Comfort featuring a quilted, stay-dry liner for improved baby dryness.	
1979	Pampers became a billion dollar brand.	
1980	P&G launched the first Pampers Value Pack.	
1980	P&G launched Pampers Custom Quilted, a dryness upgrade in the U.S.	
1982	Pampers with new Stay Dry Leg Gathers launched in the U.S.	

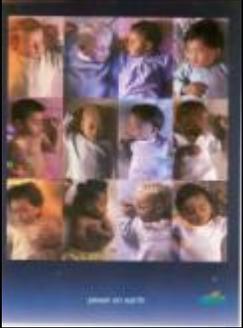
1984	Pampers began the global conversion process to re-platform shaped and fitted diapers with the launch of Pampers Shaped Diapers in the U.S.		
1986	Pampers became P&G's first 2 billion dollar brand.		
1986	P&G launched Pampers Ultra – the first diaper to feature a super thin, shaped core with AGM, a granular material that swells in contact with fluid and becomes a gel.		
1988	P&G acquired Mammi brand diapers in Venezuela, which allows entry into Latin America.		
1989	P&G entered into joint venture partnerships with Arbora/Ausonia on the Dodot diapers and wipes brand in Spain.		
1990	Pampers became P&G's first 3 billion dollar brand.		

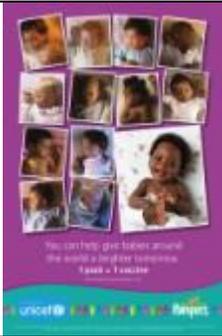
1990	Pampers Phases were launched in the U.S., providing diapers to meet the developmental needs of a child, from newborn to infant to crawler to toddler.			
1990	P&G entered into a joint venture diaper brand partnership with Eczacibasi Group in Turkey.			
1991	P&G acquired Duffy brand diapers in Argentina.			
1991	P&G entered into a joint venture partnership with Equimad on the Babysan brand diapers in Argentina.			
1992	Pampers became P&G's first 4 billion dollar brand.			
1992	Pampers Ultra III was launched in the U.S. with the introduction of CS-10 with extra wicking for increased dryness.			
1993	Pampers Trainers were launched in the U.S., introducing P&G's first pull-on diaper.			

1994	Pampers Stretch upgrade introduced stretchy side panels preventing gaps and leaks.		 <p>A package of Pampers Baby Fresh Jumbo diapers. The top is green with the word 'Jumbo' in white. Below is a photo of a baby's face. The brand name 'Pampers' is in large black letters, with 'BABY FRESH' in a smaller font below it. At the bottom, it says '2 TINS' and '68'.</p>	
1994	P&G and Fater SPA form a joint venture to market diapers and wipes in Western Europe.			
1995	Pampers extended its product lineup to include a premium tier, Pampers Premium.		 <p>A package of Pampers Premium diapers. The top is purple with a photo of a baby's face. The brand name 'Pampers' is in large white letters, with 'Premium' in a smaller font below it. At the bottom, it says '34'.</p>	
1995	Pampers Wipes began globalization in Europe and CEEMEA.		 <p>An advertisement for Pampers Wipes. It features a photo of a baby being held by an adult. Below the photo, there is text in multiple languages and a small image of a Pampers Wipes pack.</p>	
1996	P&G acquires Baby Fresh, and enters the baby wipes business in the U.S.			
1998	P&G acquires Cutie brand diapers in South Korea.		 <p>An advertisement for Pampers Cutie diapers. It features a photo of a woman holding a baby. Below the photo, there is text and a small image of a Pampers Cutie pack.</p>	

1999	Baby Care becomes one of the seven P&G global businesses. Mark Ketchum is named first president of Global Baby Care.			
2000	P&G launched Pampers Sensitive Wipes in the U.S.			
2001	P&G launched Pampers Bibsters, a disposable bib, in the U.S.			
2001	P&G launched Pampers Sunnies, a swim pant, in Europe.			
2001	Deb Henretta was named President of Global Baby Care.			
2002	Pampers Premium segment was restaged behind the Baby's Stages of Development with Swaddlers, Cruisers and Easy Ups.			
2002	Pampers Baby Dry "Koala" initiative launched in Europe with fit grips upgrade.			
2002	Pampers Baby Wipes were upgraded with new softer and thicker substrate sheet.			

2002	Project Enterprise completed a global replatforming of Pampers to embrace its new BSOD lineup, increasing manufacturing capacity to 875 diapers per minute by 2005.	
2002	Changemats and Bedmats, disposable protective liners, launched in Europe.	
2002	Vietnam Manufacturing Project was tested, creating a low-cost solution to bring affordable diapers to developing markets.	
2003	Kandoo, P&G's first toilet wipe for kids, launched in Europe.	
2003	Project Neptune completed a global replatforming of Baby Wipes manufacturing process.	
2003	Pampers Basica, a low-cost disposable diaper, was launched in Latin America.	
2004	Pampers became P&G's first 5 billion dollar brand.	
2004	Pampers Feel 'N Learn, a new trainer pant with a wet sensation liner, was launched in the U.S. and completes the Toddler Stages of Development lineup.	
2004	Project Obelisk resulted in a "better and cheaper" manufacturing solution	

	in Latin America and extends Pampers reach to all consumer segments.	
2004	Baby Wipes “Pangea” initiative created a single supply system for a common global substrate and a better product at a lower cost.	
2005	Pampers became P&G’s first 6 billion dollar brand.	
2005	Baby and Toddler Care Global Headquarters opened at Winton Hill Business Center in Cincinnati, Ohio.	
2005	Martin Riand became Global Baby and Adult Care President.	
2006	Significant anniversaries were celebrated: Pampers was 45 and the Pampers Parenting Institute was 10 years old.	
2006	An on-site Child Development Center opened at the Winton Hill Business Center.	

2007	Pampers became P&G's first \$7 billion brand on 07/07/07 – a remarkable milestone in a 46 year history of dedication to helping to make life a little bit better each day for babies and toddlers and the parents who love them.	
2008	Pampers partners with UNICEF creating the “One Package = One Vaccine” campaign.	
2008	Pampers announced \$8 Billion in sales on 08/08/08.	
2010	Pampers improved Cruisers and Swaddlers with its Dry Max design, which are 2x drier, thinner and allow baby to move and play better.	
2011	Pampers celebrates another milestone -- its 50 <sup>th</sup> birthday – and in turn celebrating, supporting and protecting little miracles for 50 years!	