

## Turnaround time at Chicle



**J**ohn Craig knows all about taking a business that hasn't been performing at its highest potential and transforming it into a thriving organization again. He did it as president and CEO of the struggling Lender's Bagels subsidiary of Kraft General Foods a few years ago, and he's looking to do it now as the recently appointed president of Warner-Lambert's American Chicle Group.

Although the operation produces Warner-Lambert's most well known confectionery products, its sales and profits have stalled in recent years, Craig admits frankly.

"We're in a turnaround situation here," he says. "Our products have built up equity over a long period of time, but sales have been flat in recent years and this year's sales are down significantly. We've missed our profit plan for several years running, and as business results suffered, so has morale."

Known for his innovative approaches to training and development, Craig brings an upbeat philosophy to the workplace.

"We have an organization here that needs a boost," he explains. "We need to rekindle some of the winning spirit that used to be here. And that's one of the reasons I took the job, because we have an opportunity to rebuild and rejuvenate."

Another factor that attracted Craig to Warner-Lambert was the corporation's very positive way of doing business. "Warner-Lambert still has a heart and soul, which can be difficult to find in large corporations today," he says. "It also shows concern and compassion for its workers, and I was very impressed by that. The company obviously has a great desire to do well in the marketplace."

