

# From Insight to Innovation

## The CMO's New Role in Innovation using the Digital Customer Journey

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“The Chief Marketing Officer is now in prime position to drive innovation by extending the influence of marketing analytics and customer insight into the realm of new product and service definition, refinement and innovation. By using the Innovation Clock framework which starts with media strategy and the resulting data collection, current generation CMOs will broaden their impact on strategy and the competitive advantage of their firms.”

### I. INTRODUCTION

The Interviews used as the basis for this this paper reflect anonymous in-person interviews of current and former CMOs as well as selection of online interviews found on the internet matching specific objectives. This is not meant to be exhaustive or representative in any statistical sense yet I believe the themes discussed will be interesting to many CMOs with similar goals, challenges and opportunities.

I will show that CMOs often do not have a role in product and service innovation due to a variety of challenges and competing priorities. However, they now have a data advantage and market-facing point of view that elevates their potential for future contribution to product, service and even business model innovations that can drive future competitive advantages and the resulting increase in profitability for their firms. The conclusions point to new ways that CMOs can achieve the benefits of open innovation for influencing future product service evolution by using new infrastructure which now pervades digital media, mobile apps and marketing automation technology. I introduce the concept of the “Innovation Clock” which ties innovation outcomes back to upstream insight gained from data and methods in use today from the discipline of marketing analytics.

### II. CHALLENGES TO THE CMO ROLE

In recent years with the onslaught of new marketing and advertising technologies, most of which offer new forms of data generation and collection, the role of the CMO has been particularly challenged. This has several outcomes including: shorting tenure of CMOs, the division of labor into other newer roles such CRO (Chief Revenue Officer), CDIO (Chief Digital Officer), CDAO (Chief Data Officer) and VP positions in demand generation, and further separation of “above the line marketing advertising” (Brand, agency relations, PR, corporate communications) from the business unit or product line focus where roles such as content marketing, product marketing, digital channel ownership and social media focus are centered. So in addition to marketing-engineering technical roles below the CMO, there is more work to be done at the CMO level. New titles and specialties are slow to emerge, in part

because once they recognize this need, companies can barely find candidates with experience in those roles, and thus are forced to dig deeper to uncover those specialties or develop competencies internally. Furthermore, those specialties are based on very recent technology trends, and finding candidates with maximum experience is challenging and expensive.

### III. CUSTOMER JOURNEY AS THE KEY ASPECT OF OPEN SERVICES INNOVATION IN USE TODAY

The “Customer Journey” came to the fore as the most common aspect of open services innovation that was employed today by CMOs based on the interviews made and researched. Open services innovation is a framework for strategy and competitive advantage is the result of pioneering research by Henry Chesbrough, of UC Berkeley’s Haas School of Business. Many CMOs have experimented with crowdsourcing and some with co-design for new products however. The notion of “Customer Journey” is much broader, more automated, and supported with data due to several trends and technology innovations over the last 5 years. The Customer Journey I define as:

“The attention to detail of all impressions and touch points that influence the experience of the prospective customer from first awareness to final purchase, and past product usage on to potential loyalty and brand advocacy”.

The new marketing channels, tools and data collection gives unprecedented access via digital log files automatically collected via media channel interactions and mobile and web app usage from interactions and online behavior of prospects and customers. A key reason this is available is the recent appearance of mobile smartphones and mobile apps platforms (most notably Apple’s appstore, Google’s playstore) that have become multi-billion dollar industries driven in part by massive improvements in 4G mobile networks giving online browsing and interaction experiences on both WIFI networks or data connections when no WIFI is available. Innovations in devices, handsets, have led to the growth of the apps market to include all forms of diverse apps for both entertainment and productivity tools, many offered for free. Most of the apps are funded by displaying ads or collecting usage data that

accumulates to the app development company leading to several interesting effects discussed below.

Because of these factors, several of the recent trends in marketing today lead to a deeper understanding of the customer journey. This customer journey now begins far upstream, before the point of purchase in terms of audience awareness, interest, interaction, consideration and eventually purchase. With new forms of media from apps and social networks on mobile, devices as “screens” including now tablets, smart phones and internet TV for consumers, and new forms of big data collection, marketers each year have more tools, data and channels to consider. Accordingly, many CMOs are overwhelmed.

For example, Pinterest.com, a new social network started in 2009, controls 23% of all referral traffic to e-commerce sites. To many marketers, Pinterest has morphed from social network, now to a “channel” because of its unique interaction model and content. With the promise of paid advertising on the horizon, Pinterest seems like it's in a good spot to actually justify its \$5.0 billion recent valuation. Today it's focus on images collections and social sharing have attracted over 100,000 retailers to its platform, which represent the monetization side of this very new 2- sided platform focused on visual collections and the easy link to finding products online for e-commerce. Many of the retailers in the Top 500 list of US based e-commerce companies have Pinterest connections and buttons on the product pages to encourage people to “pin” it and allow sharing to spread the notion of personal interested across friends, yielding more impressions, interests, and ultimately revenue for both Pinterest and Brands that use them.

This is new user interaction model, because it allows search by visual interest, friend recommendations and without the use of keyword search. This emergence of the new channel (mobile internet) with huge growth and penetration, which challenged product search via keywords (smartphones have no keyboards), enabled the innovation in user experience (visual navigation), which allowed the new 2-sided platform to succeed as an intermediary between free-use to consumers on the subsidized side of the platform, to paid use by retailers on the monetization side. As Pinterest grows and its features evolve it becomes a “new channel” on its own.

#### **IV. NEW EXTERNAL DATA SOURCES ALLOW CUSTOMER JOURNEY EVOLUTION**

In the past, the traditional internal enterprise applications and their associated data, ERP (Enterprise Resource Planning) systems were based on accumulating internal transactions within the firm. By contrast, the new customer-centric externally-sourced data flows of customer usage and interaction on digital channels of the present gives new predictive power of the markets themselves. These in effect provide a form of “crowdsourcing” that is neither advertised, paid, nor asked of market participants. These data flows go beyond informing the success of marketing tactics and provide an early warning system that can steer the direction and resource allocation for innovation and strategy of the firm. They provide the

ability to create sequence of pivots in marketing, messaging, target markets, this ability to deliver temporary competitive advantages in sequential order becomes the new lifeblood of growth and success. The CMO who uses new marketing analytics technology, the data and resulting insights, is in pole position to filter, interpret and share subsets of these findings to influence the strategy of the firm and shape future innovations.

#### **V. THE ISSUE OF COMPANY SIZE ON CMO'S ROLE**

Interestingly, in many companies I spoke to and researched, innovation as a corporate concept is still very much rooted and owned by product development and even engineering. This is especially true in smaller startups where the timeline of the company is still very near the point of inception. Inception is where the founders had the original vision of innovation, disruption and market demand based on their personal past experience. With the founders focused on the original vision and executing the business with all its product and people details, there is gradual decay to the value of their original differentiating innovation. Most often that decay rate is not known nor discussed. Slowly over time, the focus becomes iterating with the customers they have found, and this naturally crowds out new innovation as the product and business models settle down into repeatable and predictable results. Most early stage technology companies do not have a CMO, instead they add marketing staff at more junior levels as way to first bolster sales efforts and achieve a public company persona and story in the form of PR, website, and then execute targeted campaigns and create content specific to their product or solution.

“Small brands innovate out of necessity. Their very survival depends on finding not just a fresh solution to a customer problem but also a distinctive means of getting their story out there.”

Beth Comstock, CMO of GE

Large Brands can innovate with the luxury of dedicated teams, often having a Chief Innovation Officer (CINO), and with coordination across teams, functions, agency partners, and access to new technology learning that come from being a marquis brand attracting entrepreneurial and innovative startups to call them. A typical top down new thinking marketing budget allocation is the 70-20-10 model of marketing expense: 70% “tried and true”, 20% “new to us”, 10% “new to the world” and this being marketing spend, not R&D. In this way innovation, from CMO perspective, is allocated into the budget and experimentation continues over time, often with 24-36 month time horizon, and with no mandate for specific ROI. Thus illustrates the tradeoff between the small and the large firm: entrepreneurial agility without legacy baggage for the startup; and resources and longer time horizon of large brands to innovate as a focused and separate organizational function.

As companies mature and increase in size, the CMOs were talking about innovation that “went up the stack” from technology to product in the startup sense, to more market facing concerns focusing on the messaging,

channels, consumer trends, new forms of content, engagement, messaging and creative. Depending on the company and industry, “innovation” is very scope dependent. For example, within Darden Restaurants a large multi-brand restaurant corporation, an “innovative menu” makes sense, and is a representation of the product offerings and is communication to the customer. Contrast this with a company like Intel, where changes to anything which are merely in print, would never be called “innovation”. This has to do with the technical history and complexity of the company’s core products and culture that evolved therein.

The other thing that emerged is that large company CMOs have experimental budget and this is where some of the innovation comes in. They have internal crowds (employees, some as customers) at large companies, and can leverage those to source ideas for future innovations or efficiencies. They have budget to hire outside agencies to gain an independent and up-to-the-moment consumer insights, intelligence and data. They can run external contests with sizable financial awards; promote them to large audiences, and they can hire agencies and service providers to run crowdsourcing programs for them. Lastly, they can attract and engage small startups, often with little or no capital commitment, as the large company represents marquis value of a potential big-name customer, and will engage many startups and cause them to educate and operate their innovations on behalf of the larger client company. Large firms can earmark several projects as “above the line” Brand advertising, and have no need for specific ROI requirements and those time horizons can be 24-36 months. All of these factors are not available to startups.

Alternatively, because startups are in definition mode there is little repetitive nature to the work especially at the outset. Everything is questioned, and many things are decided and created in a rapid fashion. The halo of the newness and uniqueness means that many roles are innovative and air of innovation means that many people feel part of the discovery process and are attracted to that environment. GE and IBM are two of the oldest and still dominant companies which have successfully morphed and diversified to retain growth and profitability despite sequences of disruptive technologies throughout their lifespan.

In contrast with small and medium sized firms, large firm’s acquisitions and corporate development are the organizational resources to provide renewal, growth and expansion large organizations without needing to “switch gears” with existing products and people. After integration to the acquiring company, internal competition for resources acts as mechanism for resource allocation to serve a mixture of future markets with comparative estimates on growth and profitability. These involve board level decisions across old and new lines of business. GE’s famous CMO Beth Comstock is interviewed below outlining GE’s focus on innovation in marketing using new channels such as Pinterest, and data collection to augment their strategy and help focus the brand target market around the “internet of things” as emerging hot technology topic.

## VI. PROBLEMS AND CHALLENGES

With CMOs in general, there are four focus areas which are continuous high priorities that apply from small to large firms. These include: 1) demand generation (to grow sales of existing products), 2) marketing and advertising campaign execution, 3) enabling a salesforce in B2B companies, using process, events, customer encounters and branded content; and 4) brand building or repositioning the brand in the case of Adobe described below

Demand generation is a dominant focus of most CMOs in small to medium sized firms. Since “no demand is every too much” because of its direct effect on top line growth, many other potentially valuable contributions that CMOs could make in terms of innovation, are downplayed or ignored. In fact, I will show below that the following 6 factors inhibit CMOs role in driving innovation, despite a close relationship to market needs, unmet needs, and future trends. However the 6th factor holds a potential opportunity:

1. CMOs are overburdened today with channel explosion mobile and social, and the technical interfaces they entail. Evaluating, testing, managing and measuring these is time consuming.
2. CMOs are overburdened with many aspects of technology, specifically Big Data, analytics and tools, which forces much more interaction and dependency on CIOs or CTOs.
3. CMOs are not a profit center usually, therefore don’t get credit for sales they enable, in part because marketing attribution analysis is expensive, immature and not entirely accurate, and also because marketing activity is mostly outside of CRM tools in use today which are central to B2B business models.
4. CMOs are seeking to hire “modular roles” underneath them or beside them to ease these burdens: Data analytics, Marketing Engineers, Data scientists, Statisticians to name a few. This increases the complexity of their organizations and the burden of hiring and managing these new larger teams overall.
5. CMOs are faced with evaluating new forms of outside service providers, agencies and tools as operating expense line items that they can decide on, usually with no capital expenditure or purchasing approval cycles in many cases.
6. CMOs are often the stewards of deciding which outside data flows back into the firm; as such they interact with CIOs and sometimes CTOs. Because data and analytic insights can travel freely and be shared, the data knows no organizational boundaries except for those imposed by the organization itself. This aspect holds the potential for feedback into innovation, evaluation and growth.

Partly due to the proliferation of new data and visible interaction with customers via social, the CMOs are in a pole position to see and quantify reasons for engagement,

reactions to their own and competitors' products, emerging market needs, and opportunities for new products and for reaching new market niches. But because of the 6 challenges above, CMOs are generally not asked to contribute to changing the product or service via innovation. They are swamped with their current priorities and innovating within the realm of marketing, branding and aspects of media and engagement with customers.

## VII. PROPOSED SOLUTION

I suggest these factors contribute to a new blind spot as an "implied assumption" based on crowding out of available time to the CMO. The organizational assumption is that:

***"What we sell today is the right thing, and more important than evolving that thing using external market perspective, is our need to sell it as it is".***

From the point of view of company decision making this elevates the importance of execution above that of innovation, and furthermore assumes that ROI from more targeted and vigorous selling of what we have today has stronger ROI (near term) than innovating what we sell or how we sell it in the future (longer term). Clearly both are essential, and the balance needed is the usual purview of CEO, especially in small to medium-sized firms. But pity those firms that get the balance wrong, for they will not grow and thrive. And it is this tacit assumption and its many implications that forces CMOs away from participation in the innovation process. To combat this effect in the longer run, I propose there are two paths to resolution:

1. CMO's gather and filter consumer insight, market analytics data and real customer dialogues in such a way that it feeds into the product marketing and product management process, not merely for customer development, but for innovation in product, service or even business model. This is a combination of education for perspective and value in using that intelligence, and a more formalized process for an evolution of existing data / intelligence gathering techniques.
2. CMOs work with a new peer or even subordinate, who functions as CINO (Chief innovation officer), regardless of actual title, who executes the feedback and planning loop using the forward looking marketing analytics (customer intelligence) and knows enough about the product development capabilities, roadmap, resources and capacity of the organization to make valuable judgments and recommendations when specific opportunities appear and become worthy for consideration or testing for validation. To some extent, stronger startup CEOs do this today.

Often in Silicon Valley startups this is addressed by the VP or Products or Product Management roles; however there is often a strong legacy bias of working for product

development as it is today, with the original assumptions intact which may even include the original prioritization of features and functions. Furthermore, those titles usually have no ability to define or implement changes to services, or changes to the business model or channel partner relationships. Since those changes often entail new roles for full-time staff positions, they remain beyond consideration for smaller firms, and this fact prevents their consideration from a strategy point of view. Strong CEOs anticipate this need, and hire while there is time to course-correct and ensure innovation of products, services and business models.

Furthermore, the emerging trend of "Pretotyping" with origins in Silicon Valley's culture of Lean Startups and Agile methods is defining a new methodology of sequential hypothesis testing that is moving backward from tangible product prototypes all the way up to testing interest from audiences of creative content, and testing the original ideas as innovations themselves. In this way, [Pretotyping](#) can function as conceptual bridge that fits between advertising and media topics discussed below and the definition of tangible innovation in the traditional product or engineering sense which yields prototypes for customer use. It's a framework for experimentation that can be applied from ideation, through development of products, in same way that A/B testing pervades media strategy today. In many of interviews in the appendix we see this mindset of experimentation as it applies to CMOs who are redefining the customer journey and product service mixes.

## VIII. CONCLUSIONS

CMOs now face many challenges that are new from the last 8 years: the rise of measurable media and the need for analytics in the discipline of marketing. A few notable disruptive changes were the success of online measured media in the form AdWords (Google search marketing) released in 2000, and dominate market solution by 2006, and later 2011, real time bidding for display advertising, Ad networks as intermediaries 2008, and Ad exchanges, 2010 as automated clearing houses between Brand advertisers and online publishers seeking to sell ad inventory at scale.

Beyond those disruptive changes are the emergence of new channels, with their own technology, interaction model, and audience expectations. These include social media and social networks, mobile (smart phones) with internet access, and the plethora of apps – some representing "Brand utilities" to offer freemium services to new customers as free apps. Each of these apps can act as forms of advertising for the brand, vehicles for delivering other brands' advertising, and consumer interest, behavior and usage measurements that accumulate to the developers of the app.

As the pathways to audiences and markets have gotten more complex and the data and tool alternatives become more nuanced, the need increases for subspecialties in marketing to tackle these changes. Optimizing customer engagement and brand awareness, per channel, cross channel, using consumer insight is challenging and technical. Now big data processing uses algorithmic classification and data extraction that yields new patterns

along the customers' journeys. There are new definitions for segments and new audiences. These new data flows point the way to product and service innovation by allowing proposed features and market questions to be represented in mobile apps and online offers. Because these data flows, properly filtered and analyzed, will represent outside-in knowledge flows they represent a new pathway to innovation. Furthermore, they are predictive of future opportunities because they reveal facts and test hypothesis about potential markets; not just about existing customers already stored in internal corporate databases. In this way,

the new digital customer journey will inform companies of new opportunities, new audience interests or preferences, unmet needs, competitive threats, as well as distractions that prospects face on their journey to becoming customers. CMOs who successfully tackle then refine these tools, processes, and data into insights followed by new requirements for development; stand to drive more success for their firms with innovation at the product, service and even business model level.

## CMO SWOT in Open Services Innovation

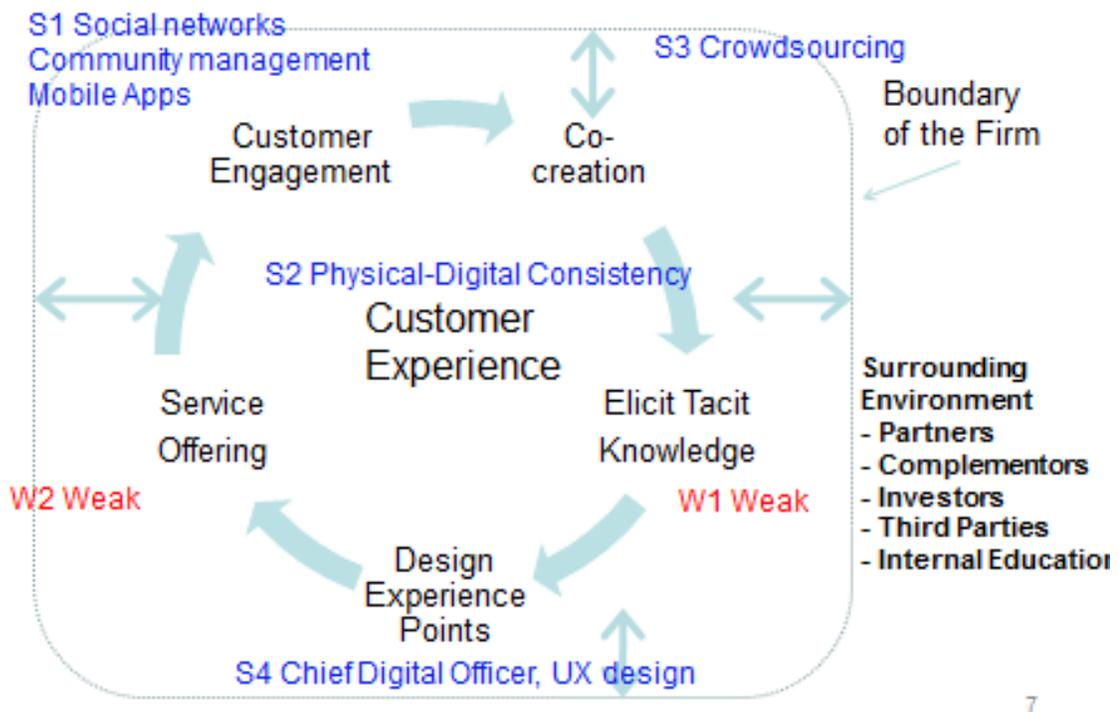


Figure 1. This diagram is adaptation of from Henry Chesbrough's Open service innovation presentation, with colored text added to point out ranked strengths (S) and weaknesses (W) based on the interviews performed for this paper.

## The Innovation Clock

The Cycle from Media Strategy to Product & Service Innovation

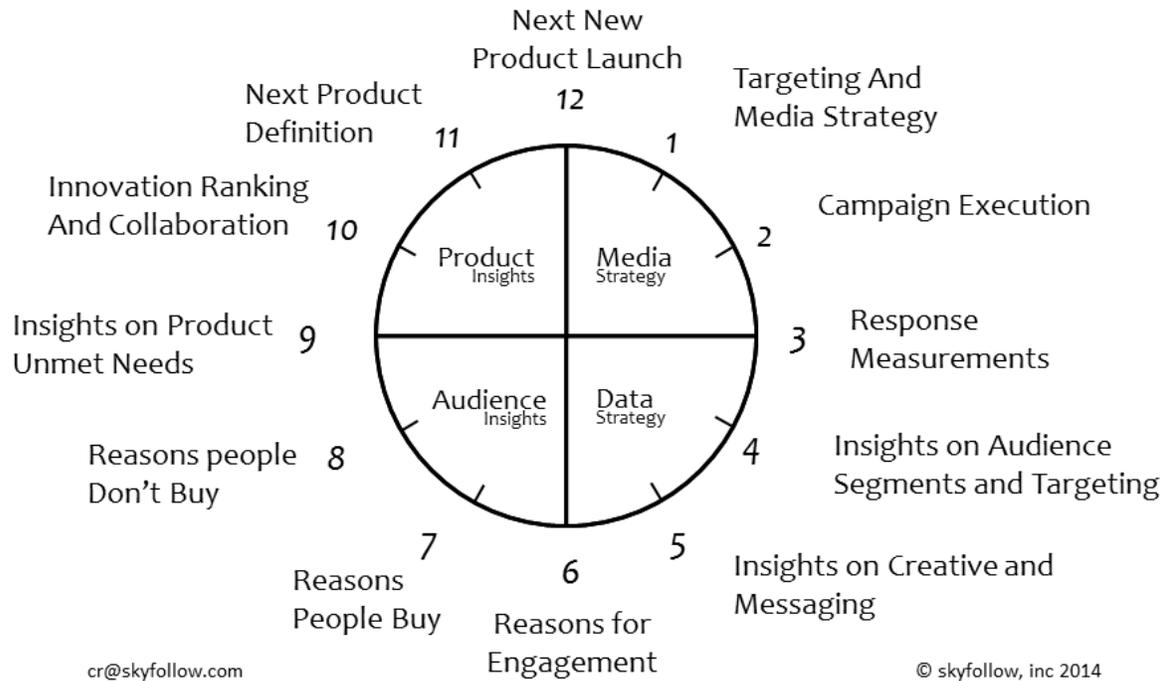


Figure 2. This “Innovation Clock” diagram illustrates the potential continuum between marketing analytics, audience insights and the reasons for engagement, purchase, product or service usage, and non-usage as ways to inspire innovation in products and services; and potentially even disruption.

## Appendix: Online Interview Source Credits

CMO's Name, Company Name, Company size (employees, and \$MM rev)	Key statements from interview	Interview Article URL, Interview Date
Gurval, Caer Done ,Wunderman (5,000-10,000 employees, global revenue: \$1,013MM - information on April, 2012 ), member of WPP (NASDAQ: WPPGY)	"The agency recently launched a joint venture with media agency MEC called Choreograph, which focuses on the intersection of data and creative, using real-time insights to develop dynamic marketing campaigns. As a founder of digital agency Blast Radius, Caer was an early adopter of digital and social marketing and data. "	<a href="http://www.cmo.com/articles/2014/3/21/wunderman_quick_ch at.html">http://www.cmo.com/articles/2014/3/21/wunderman_quick_ch at.html</a> March 25, 2014
Campbell Soup (17,700 employees, \$8131MM in revenue - as of Jan 2014	"We're trying to make sure we're making food and beverages for that next generation of consumers, so that involves innovation in new products that understand the younger consumers. Campbell has also boosted its digital marketing and social media presence, where the young and technically connected spend much of their time. "	<a href="http://www.cmo.com/articles/2013/5/20/Campbell_CMO.html">http://www.cmo.com/articles/2013/5/20/Campbell_CMO.html</a> May 22, 2013
L'Oreal (68,900 employees, \$28,880MM in revenue - as of May 2013)	"Traditionally, we've been very good at innovation at the product level, but we wanted to look at innovation in a broader sense of the term—specifically as it related to media and digital. To drive innovation and help the organization prepare for the future. As part of this focus, we created an incubation fund that we call the "Next Fund" to help brands experiment and share learnings across the portfolio. "	<a href="http://www.cmo.com/articles/2012/3/26/soda-interview-with-loreal-cmo-marc-speichert.html">http://www.cmo.com/articles/2012/3/26/soda-interview-with-loreal-cmo-marc-speichert.html</a> March 26, 2012
Coca-Cola (150,900 employees, \$46,834MM in revenues - as of December 2013)	"In recent years <a href="#">The Coca-Cola Company</a> has undergone a transformation during which its global and regional marketing teams have been reflecting on and tapping their creative heritage, while also leaning forward to experiment and learn how to engage today's digitally connected consumers. We try to get to a 70/20/10 investment principle model where 70 percent of our dollars are going to go against more of the tried-and-true, and we'll innovate inside of this".	<a href="http://www.cmo.com/articles/2013/8/2/cocacola_cmocom_inte .html">http://www.cmo.com/articles/2013/8/2/cocacola_cmocom_inte .html</a> August 05, 2013
At the point of interview: E*Trade Financial (3,000 employees, \$1,724MM - as of December 2013)	"But innovation has to be more than simply a groundbreaking idea – it has to be about viable new business concepts that meet real consumer needs better than what's already in the marketplace. Some of the things we are focusing on now at E*TRADE include: conducting innovation workshops around the company, introducing new ideation techniques, demonstrating through a hands-on exercise that everyone (not just creative types) can play a role in building innovative new businesses and encouraging open dialogue about how employees can help. For example, we're creating an innovation presence on the corporate intranet where we share tools and useful public domain materials so people who are interested can build knowledge"	<a href="https://www.innovationmanagement.se/2013/08/13/being-the-chief-innovation-officer-amy-radin-one-of-americas-first-chief-innovation-officers-shares-the-lessons/">https://www.innovationmanagement.se/2013/08/13/being-the-chief-innovation-officer-amy-radin-one-of-americas-first-chief-innovation-officers-shares-the-lessons/</a> August 13, 2013
General Electric (305,000 employees, \$146,045MM in revenue - as of December 2013	"We've tried to make marketing a driver of commercial innovation that sits alongside our technical innovators to deliver a range of value to GE customers. We're doing much more in open innovation – meaning using digital communities to drive new methods at GE. "	<a href="http://www.blastpr.com/content/1349/">http://www.blastpr.com/content/1349/</a> January 22, 2014
Walmart (2,200,000 employees, \$476,294MM in revenue - as of Jan 2014)	"Our companies need innovation, and they need a customer focus. A focus on innovation at Walmart has ramifications not just in obvious areas -- like rolling out a mobile app that lets customers make	<a href="http://adage.com/article/special-report-ana-annual-meeting-2013/walmart-s-quinn-ana-">http://adage.com/article/special-report-ana-annual-meeting-2013/walmart-s-quinn-ana-</a>

	<p>grocery lists, then check on deals and navigate stores to find items -- but also in how Walmart staffs its marketing functions and views agencies.</p> <p>Innovation can also come to bear in ad production.</p> <p>And so another part of innovation became doing that economically, which involved bringing in-house much of the production for 1,500 TV commercials a year and some other agency services. ”</p>	<p><a href="http://www.cmos-champion-innovation/244580/">cmos-champion-innovation/244580/</a></p> <p>October 04, 2013</p>
<p>AT&amp;T (242,360 employees, \$128,752MM in revenue - as of December 2013)</p>	<p>”AT&amp;T has been at the forefront of the latest wave of innovation, the mobile Internet. We’ve spent billions building a robust network that enabled a new industry, the app market, along with more data, more content, more video, and a whole new system of innovation.</p> <p>We innovate on a massive, unmatched scale, and we believe in innovation through collaboration”</p>	<p><a href="http://www.forbes.com/sites/avi-dan/2012/04/22/atts-cmo-cathy-coughlin-talks-innovation-and-how-the-brand-is-evolving/">http://www.forbes.com/sites/avi-dan/2012/04/22/atts-cmo-cathy-coughlin-talks-innovation-and-how-the-brand-is-evolving/</a></p> <p>April 22, 2012</p>
<p>American Express</p>	<p>”Being customer-focused is the first part of innovating because what you’re trying to do is anticipate the needs that those customers have and looking for an advantage over your competition, which usually comes from serving your customers in a unique way. The second part is to generate a level of curiosity about what’s happening in the world, both in terms of the talent you bring into the company as well as the culture that you build and maintain over time.</p> <p>If you’re going to do something, we believe it should live up to very high standard of innovation and newness so we didn’t repeat it this year. ”</p>	<p><a href="http://www.psfk.com/2014/01/american-express-marketing-prowess.html#!DnMqi">http://www.psfk.com/2014/01/american-express-marketing-prowess.html#!DnMqi</a></p> <p>January 28, 2014</p>
<p>The Rockport Company (400 employees, \$361MM in revenue)</p>	<p>”You have to be looking with a broader view of what is going on in the world, the social environment and tech, which drives a lot of innovation here at Rockport.</p> <p>[For] spring 2015, we are focusing on innovation for the brand. We are continuously launching, and building to go into the next launch. It is a cycle that sparks innovations throughout the process. ”</p>	<p><a href="http://www.trendreports.com/article/daniel-tschuemperlin">http://www.trendreports.com/article/daniel-tschuemperlin</a></p> <p>January 6, 2014</p>
<p>Cognizant Technology Solutions (171,400 employees, \$8,840MM in revenue - as of December 2013)</p>	<p>”The cost one is quite clear, but on the innovation side it’s around processes, it’s around business model but it is also around the product.</p> <p>The short answer is innovation is absolutely a top tier item. ”</p>	<p><a href="http://blog.saugatucktechnology.com/cloud-business-innovation-discussion-cognizant-technologys-malcolm-frank/">http://blog.saugatucktechnology.com/cloud-business-innovation-discussion-cognizant-technologys-malcolm-frank/</a></p> <p>August 14, 2013</p>
<p>Christopher, Krohn , Restaurant.com</p>	<p>”Developers and marketers sometimes face opposite incentives in a business. Developers are incented to maintain a stable code base and thoroughly test incremental changes to the platform. Marketers are often rewarded for breakthrough results, innovation, and driving change. The secret to agile product management is to balance the need for a stable operating environment with the need to innovate in the marketplace. From a leadership perspective, the key is to ensure developers and marketers work together with common goals and a shared understanding of trade-offs. That requires careful thought around work processes and workplace communication to establish cross-functional coordination”</p>	<p><a href="http://www.droidreport.com/executive-interview-christopher-krohn-president-cmo-restaurantcom-4828">http://www.droidreport.com/executive-interview-christopher-krohn-president-cmo-restaurantcom-4828</a></p> <p>January 22, 2014</p>
<p>Geoff, Cottrill Converse</p>	<p>”Geoff shared these insights and more with me during this year’s CMO Club Awards, where he won honors for innovation in marketing. Musicians and creative people are our core audience, and we need to do everything possible to foster this community.</p> <p>By opening Converse Rubber Tracks, it’s a way for us to say thank you to musicians all over who have helped us become the brand we are and to provide a place for new artists to have access to resources they may not be able to afford.</p> <p>We believe that success is not measured in the traditional sense (i.e.</p>	<p><a href="http://www.thedrewblog.com/index.php/2014/01/06/qa-on-marketing-innovation-w-geoff-cottrill-cmo-converse/">http://www.thedrewblog.com/index.php/2014/01/06/qa-on-marketing-innovation-w-geoff-cottrill-cmo-converse/</a></p> <p>January 06, 2014</p>

	ROI). The number of deep relationships we can foster with the creative community—not media impressions, and content views, measures success for the brand.”	
Dave Rome, CMO, Peerless Electronics Product Innovation, Assembly Work Drive Connector Sales	“There are a lot of customers out there who are doing things they shouldn’t have to do. When we take over some of their assembly work, they can focus on the more complicated processes”	<a href="http://globalpurchasing.com/features/product-innovation-assembly-work-drive-connector-sales">http://globalpurchasing.com/features/product-innovation-assembly-work-drive-connector-sales</a> Mar 11, 2014
Amanda McPherson, CMO, The Linux Foundation Google, Facebook, and Microsoft Team Up to Stop Another Heartbleed	“We decided to do what we always do: work with the industry to raise money and fund developers directly so they can do what they do best, develop, while we give them the assistance the way we do Linus Torvalds”	Klint Finley Apr 24, 2014 <a href="http://www.wired.com/2014/04/cii/">http://www.wired.com/2014/04/cii/</a>
Tom Wentworth, CMO, Acquia CMO interview: Marketing open source (to marketers)	“There are startup technologies I see every week and every month that are game-changing and if you lock yourself into one vendor’s view of the world, you’re just not going to get the level of innovation you can get when you’re open to anything”	April 24, 2014 <a href="http://www.cmo.com.au/article/543597/cmo-interview-marketing-open-source-marketers/">http://www.cmo.com.au/article/543597/cmo-interview-marketing-open-source-marketers/</a>
Erika Nardini, CMO, AOL Advertising Quick Chat: Erika Nardini, CMO, AOL Advertising	“The challenges that are most prevalent and nearly universal for all publishers is the challenge of fragmentation and being able to harness fragmentation”	<a href="http://www.cmo.com/articles/2014/4/21/quick-chat-erika-nardini-AOL-Advertising.html">http://www.cmo.com/articles/2014/4/21/quick-chat-erika-nardini-AOL-Advertising.html</a>  <a href="http://adage.com/print/243820">http://adage.com/print/243820</a> April 29, 2014
Ann Lewnes Senior Vice President and CMO at Adobe  An Interview with Ann Lewnes	“It’s required a complete change in how we work in marketing, and I think that’s been the biggest challenge for the whole organization.”	<a href="http://www.emarketer.com/corporate/clients/adobe">http://www.emarketer.com/corporate/clients/adobe</a>
Beth Comstock, CMO, GE GE Report: Innovation on the Rise, Executives Conflicted About Best Approaches	“Innovators must be resilient or risk being left behind”	<a href="http://www.sustainablebrands.com/news-and-views/articles/ge-report-innovation-rise-executives-conflicted-about-best-approaches">http://www.sustainablebrands.com/news-and-views/articles/ge-report-innovation-rise-executives-conflicted-about-best-approaches</a> January 18, 2013
Ann Glover, Chief Marketing Officer, ING U.S. Best Global Brands 2013: ING US on Building Trust (video)	“It’s in having conversations with our customers and listening very closely to how we engage with customers that we’re going to build repeat business—and trust”	<a href="http://www.interbrand.com/en/best-global-brands/2013/articles-and-interviews/ing-ann-glover.aspx">http://www.interbrand.com/en/best-global-brands/2013/articles-and-interviews/ing-ann-glover.aspx</a>
Candace Matthews, CMO, Amway The CMO.com Interview: Amway CMO Candace Matthews	“My job was not to transform us into a CPG company, but to bring the discipline of CPG to our business model”	<a href="http://www.cmo.com/articles/2013/1/21/the-cmo-com-interview.html">http://www.cmo.com/articles/2013/1/21/the-cmo-com-interview.html</a>
Tim Mahoney, CMO, Chevy GM Chevrolet CMO's Tips on Building a Marketing Strategy from Scratch	“Tim Mahoney, Chief Marketing Officer of Global Chevrolet and Global GM Marketing Operations Leader, agrees that brilliant marketing isn’t about budget, but about identifying your audience’s passion point”	<a href="http://www.entrepreneur.com/article/233692">http://www.entrepreneur.com/article/233692</a>
Creating Clutter, CMO,	“Whatever you call it—and even though it has been around for	<a href="http://www.forbes.com/sites/ch">http://www.forbes.com/sites/ch</a>

<p>Xerox Creating Clutter-Busting Branded Content</p>	<p>decades– content marketing is certainly enjoying a star turn in 2013. I suspect that the red carpet won't wear out soon for this approach to connecting brands with their audiences in more personal and authentic ways"</p>	<p><a href="http://ristacarone.com/2013/07/17/creating-clutter-busting-branded-content/">ristacarone/2013/07/17/creating-clutter-busting-branded-content/</a></p>
<p>Diageo CMO Andy Fennell: "All marketing is digital"</p>	<p>"Get behind a good idea – if it works, spin it around the world, if you fail, fail quickly and move on". When I caught up with him separately later on, Fennell echoed his views on the importance of experimentation. "Our policy is to experiment, so if a new platform comes up, we experiment with it," he says. "Our major endeavor is to just try things, see what works and what doesn't."</p>	<p><a href="http://www.mandmglobal.com/global-accounts/25-03-13/diageo-cmo-andy-fennell-all-marketing-is-digi.aspx">http://www.mandmglobal.com/global-accounts/25-03-13/diageo-cmo-andy-fennell-all-marketing-is-digi.aspx</a></p>
<p>Malcolm Frank, Chief Strategist and Chief Marketing Officer at Cognizant Technology Partners The Cloud and Business Innovation – A Discussion with Cognizant Technology's Malcolm Frank</p>	<p>"Client-server was about delivering horizontal business process improvement; SMAC is about creating vertical business innovation" "The short answer is innovation is absolutely a top tier item. But at the same time, they haven't flexed those muscles in the last 10 years. And many firms need help understanding how best to organize around that – what process should they use exactly? What are they innovating for?"</p>	<p><a href="http://blog.saugatucktechnology.com/cloud-business-innovation-discussion-cognizant-technology-malcolm-frank/">http://blog.saugatucktechnology.com/cloud-business-innovation-discussion-cognizant-technology-malcolm-frank/</a></p>
<p>Marisa Ricciardi, CMO, NYSE The CMO.com Interview: NYSE CMO Marisa Ricciardi</p>	<p>"Having data and having data that you know how to use is different."</p>	<p><a href="http://www.cmo.com/articles/2013/8/16/NYSE_cmo.com_interview.html">http://www.cmo.com/articles/2013/8/16/NYSE_cmo.com_interview.html</a> <i>"Having data and having data that you know how to use is different."</i></p>
<p>Robert Reilly, Chief Marketing Officer, GE Healthcare An Interview with Robert Reilly, Chief Marketing Officer, GE Healthcare</p>	<p>"We constantly impress upon our team the importance of innovation. We have started a new process within the company called FastWorks"</p>	<p><a href="http://www.leadersmag.com/issues/2014.2_Apr/Wisconsin/LEADERS-Robert-Reilly-GE-Healthcare.html">http://www.leadersmag.com/issues/2014.2_Apr/Wisconsin/LEADERS-Robert-Reilly-GE-Healthcare.html</a></p>
<p>Dave Knox, CMO, Rockfish Interactive Dave Knox – Chief Marketing Officer for Rockfish Interactive</p>	<p>"The only way to bring ideas to life is through action. Just about every person has an "idea" for the next great company or product. But ideas are worthless. I believe that ideas only matter when you take the first step to make it a reality instead of just a dream. I tried to live up to that belief."</p>	<p><a href="http://ideamensch.com/dave-knox/">http://ideamensch.com/dave-knox/</a></p>
<p>Simon Lowden, CMO PepsiCo North America Beverages FEATURE: 'Power of One' is PepsiCo's Recipe for New Product Launch Success</p>	<p>"Great taste plus great insights is the recipe for great innovation. And we're able to deliver this better than anyone else because we see the world through the lens of some of the world's most successful food and beverage brands. "</p>	<p><a href="http://www.pepsico.com/Assets/Download/pepsico-interview031213.pdf">http://www.pepsico.com/Assets/Download/pepsico-interview031213.pdf</a></p>
<p>Francesca Schuler, CMO, BevMo Interview: Francesca Schuler, BevMo's Chief Marketing Officer</p>	<p>"The good news is that people like innovation and discovery. It's more like fashion than it is milk and eggs and other categories. With new products, it's largely just making sure you don't over-inventory"</p>	<p><a href="http://www.shankennewsdaily.com/index.php/2013/05/02/5738/interview-francesca-schuler-bevmos-chief-marketing-officer/">http://www.shankennewsdaily.com/index.php/2013/05/02/5738/interview-francesca-schuler-bevmos-chief-marketing-officer/</a></p>