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Nashville, Tennessee

Conference Chairs:

Lynn Glaus, Best Buy

Cynthia Hotvedt, Medtronics, Inc.

Photography by Clif Brewer, Mayo Clinic, and Becky Holzman, Crews Control

Welcome
Chris Barry, Best Buy, CMMA President

Hello everyone! Welcome to Nashville and the CMMA Innovation Conference.

Steve Jobs once said "innovation distinguishes between a leader and a follower." Of course, when we think of innovation we think of the big stuff—what has been accomplished by geniuses like Jobs, inventors like Henry Ford or game-changers like former Google exec (and now Yahoo CEO) Marissa Meyer. But innovation has many facets, big and small. Sometimes it's as simple as making a process more efficient or improving on an idea.

So what does innovation mean for a media manager? To me, at a minimum, it means avoiding complacency and doing something the same way because "it's what's worked before." Calcification can quickly overtake a team that isn't challenging itself to lead. And those challenges can be small, simple things but they can add up to innovation becoming part of a team's DNA. A while back Best Buy's Lynn Glaus started a series of opt-in Creative Brainstorms with Food where folks on our team could come to the table with a new project, tap the minds of our larger team to get creative ideas and have some pizza. Every time we've scheduled one, it has led to something new and fresh on a Yellow Tag project. To me that's innovation. But we have to work at it.

The same applies to CMMA. The magic of this organization is when we are sharing new thinking, pushing our boundaries and looking to the future for each other, and our organizations. We're hoping The Innovation Conference does that for you

I'm hoping that when you leave the conference you are inspired and mentally stretched by some very cool thinking, but maybe more importantly, you'll have some very practical ways to weave innovation into your team's DNA and move your team closer to the leading edge. It's very easy to keep it status quo—especially when

we're crazy busy, but that's a risky proposition in the dynamic environments we work in today.

There's a lot going on over these next few days. Dive in and have fun!

Think Like a Futurist
Know What Changes, What Doesn't, and What's Next
Cecily Sommers, Author *Think Like a Futurist*

Program Abstract

Cecily Sommers helps people make sense of a world gone flat, fast and fickle. With tremendous clarity, Cecily shows how the social, economic and environmental crises of our time spring from just four consistent and predictable forces. As Cecily shares her methods for strategic foresight and innovation, she treats us to a guided tour of the future, pointing out important opportunities along the way.
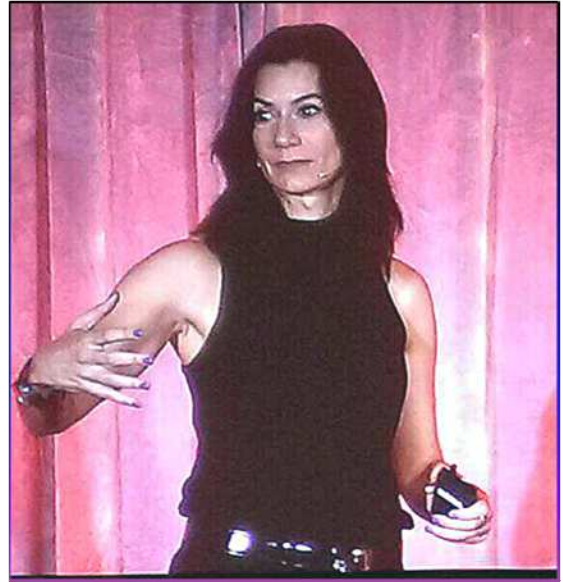
You'll learn how the brain, business, and government are wired for the "Permanent Present" and resist change; four constant and predictable forces shaping the future; and how to manage an innovation portfolio that plans on the far and future, while delivering on the here and now.

Cecily:

We have been on this planet for 20 million years. Only in the last 20 years we have had computers. All kinds of new things are possible through this interconnectedness.

ipad has only been available for two years:
- Better connectivity (often by far) than we have at the office
- 500 different kinds of tablets now
- A very fast pace of evolution on the digital front.
- We need to get back to where business is leading again, instead of consumer technology

Innovation as a term is used so often. Described as disruptive, a tsunami. Some of this is hyperbole and some of it is true.

What is a futurist?
- My mother asks this every time she sees me. And she asks "How many of you are there?"
- Futurists study long-term trends
- We imagine the future; solve the future from the future
- We step away from any issue and look for patterns and impacts. Then get close and imagine what it's like to be inside that future.

- We all need to be futurists
- Everything you do today must be aligned with what you envision for the future.

Three main points
1. The future is predictable. (outcomes are not)
2. The future only lives in one place: our minds and our vision—what we can imagine.
3. The future is only as wide as our capacity to imagine it.

What changes:
- Conditions in which we live
- What work, home, family looks like

What doesn't change:
- Human needs
- We must always solve problems for human needs

What's next?
- Your choice

Innovative Change Examples

Maldive (underground water hotel)
Bioplotter (3D printer)
Telekinesis (control by thought)

3D printers are a reality today. Plastic. Cells. Being used in science labs everywhere. Eventually will be used for food prep in our homes.

The Permanent Present: How we're hard-wired to resist change

- Our brains want us to live in a permanent present.
- Know what to do in a given situation based on experience.
- Problem is that we can only cache forward what we've already experienced.
- When you want new ideas and insights, start by getting new information.
- Looking at the future is a learning excursion—a left-brain function.
- Then use your right brain for what I call the Zone of Discovery to get new insights from what you have learned.
- Ideas are useless unless you bring them to implementation.

The Four Forces

1. Resources
   a. Raw materials

        b. Gifts of nature
2. Tools
        a. Technology
        b. Push future forward
        c. Change how we produce
        d. An economic model
3. Demographics
        a. Who is your labor force?
        b. Who will use the tools and resources?
        c. What skills will they need?
4. Governance
        a. Rules of the road
        b. Rule of the law
        c. How to get along
        d. Rules of the market
        e. How we manage change in resources…adapt to new technology…cultivate and scale the workforce

Trends come from these Four Forces
- Once a capability becomes possible, it will get implemented.
- More people on the planet than ever before. Four forces always at work, in any society, at any time.
- When you're looking at strategy you will want to reference the Four Forces.
- Whole undercarriage of our economy is shifting with technology. Business model must change along with it.

Four Forces Trends

1. Resources
- New energy sources discovered/invented as old ones get depleted
- Space exploration—looking for resources

2. Technology
- Mainframe computer in your watch
- New types of displays
- Customize data
- Quantum computer coming
        o Shifts in agriculture
        o Electronic tattoos for biodata: better health

3. Demographics
- 7 billion today
- What does this mean for the workforce?
- 86% of growth comes from developing world.
- Median age in Africa: 25 yrs

- Shared global workforce

4. Governance
   - Crowd-sourcing to create new laws (Finland)
   - Invite you in rather than keep you out
   - This is an issue real to you with the proliferation of tools

You have the power to build scenarios of the future for people to see and imagine.

The Future of Media
Who's going to fill all those screens?

- Make connections
- Turn communications into conversations
- Invite people to collaborate
- Examples:
  - CollaBracam
    - collaborative social video production for iOS
    - film, edit, stream in real time from multiple iPhones
  - Press Pause Play www.presspauseplay.com
  - Social Media promotes social movements
    - Instrumental in promoting 2011 revolution
- Everyone has the tools; what is your role? We're all in the media business now.

Video literacy
- Any media organization or individual that doesn't understand video is dead
- Making content is everyone's occupation
- If you can't beat the, join 'em

Video revolution
- Explosion of platforms
- Shift from impressions to connections
- The Guardian Media Academy
  - Online resource to teach media production skills to anyone
  - Invite them in
- Holographic Meetings
  - Microsoft/Skype developing tool
  - A realistic physical body double or proxy at a remote meeting
- Serious games for training
  - Navigating difficult conversations, teaching skills, role-playing

Be thought leaders for your business
- Scan for change
- Salt leaders for your own business

- Think like a futurist
- Find ways to automate content collection; mechanized production
  - [WOCHit](#)

Looming Questions
- How do you integrate experimentation into your work?
- If things are changing faster than your organization, you need to become a thought leader for your organization.
- Be the go-to resource
- For what's happening in the field
- Creativity and innovation
  - …not grunt-workers
  - set standards of excellence
  - enable contribution, collaboration, automation

Problems cannot be solved by the same level of thinking that created them. (Albert Einstein)

Imagine the Future
- What are the conditions
- What are the needs
- Who is the audience
- What is your role
- Can't keep doing the same thing as the world around you changes

Solving for X (Problem, Issue, Opportunity)

How far out are you looking?
What will people's lives be like (home, work, family)?
What are the needs at the heart of this issue?
What role will you play in influencing behaviors and outcomes in this scenario?
What ideas, opportunities, partnerships, projects will pursue to fulfill the vision?

A problem is simply a situation that you don't understand. You need to learn more about it, see it from a new point of view, and shake it up a little until--suddenly--there's an "Aha! I see it now" moment in which the path forward is clear.

Challenge Star
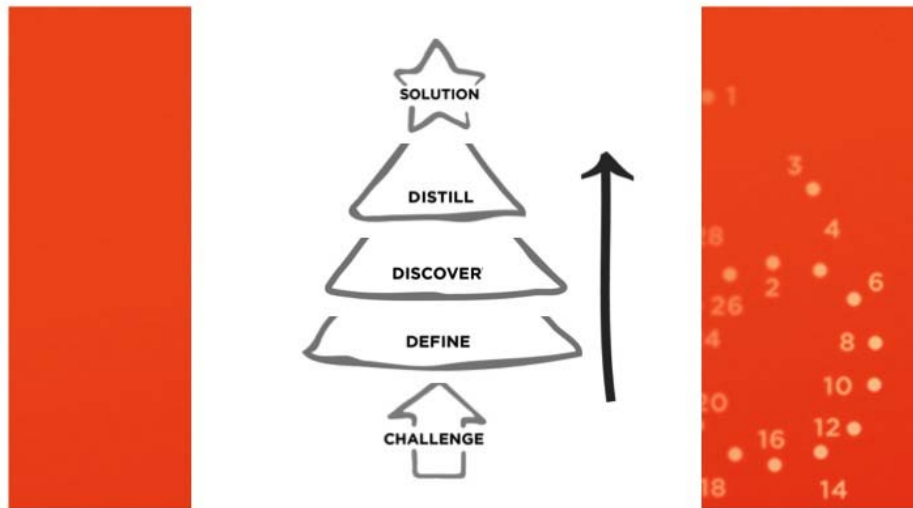
Step 1: Define
- What exactly is the issue
- What is the scope of inquiry needed to define the opportunity
- Best questions to help define

Step 2: Discover
- Insights
- Ideas
- Vision

Step 3: Distill
- Short, medium, long-term projects
- Plan in reverse
- Find the first moveable piece

Step 4: Implement

5% Rule

- This is what keeps you fresh in the midst of everything you do.
- How to bring innovation to a business designed for production.
- Everything is done in Projects. If you apply the concepts we are talking about to projects, it will change things. Need to spend at least 5% of your time and your budget on research and discovery. And it doesn't happen in a conference room.
- 5% totals about ½ hour a day; as much as 2 hours a week. You don't really need this much time, but if you have it in the budget you can use as much as you need.

Relevance determines value. Your value to the organization. Projects must relate to the Four Forces. You and your team need freedom to experiment.

Example: General Mills Idea Greenhouse
- Most companies don't have the structure in place to support innovation
- 5% rule is a great place to start
- Takes the hierarchy out of innovation
- Results:
    - +5% in net sales for Snacks Division
    - 10% market share in grain-cereal bar market
    - Adoption of Core Hours (9am-3pm)
- Need to embed the practice. Needs to happen in the boardroom. Invest in the future every day.

Anybody can do this.
Problem-solve and innovate using the Four Forces.
Follow the 5% rule.

IMAGINATION = where the future lives
CHOICE = the power we have to influence change

Cecily@cecilysommers.com

Q&A

What is the future of bandwidth? It's such a limitation on collaboration?

Ability to transmit data is critical. Gets better now at 10% a year. Not so much about more bandwidth as using that bandwidth better. Better compression technologies.

Comment if you would on future always as being portrayed as "better." How can we communicate about the future in a way than honors the present and the past?

A better future cannot happen without honoring the present and the past. I'm a change agnostic. Change is neither good or bad. It's what we do with it. Hold on to what doesn't change—human needs. Build on those to determine how to adapt to change.

INNOVATION WORKSHOP

Looming Questions for Media Managers

- How do you integrate experimentation into your work?
- How do you become thought leaders, the go-to resource?
    - For what's happening in the field
    - Creativity and innovation
- …not grunt workers
    - Set standards of excellence

o Enable contribution, collaboration, automation

Attendees were divided into groups to address these three issues:

1. The Future of Production/Leadership
2. Commoditization of Tools/Collaboration
3. Sharpening Your Creative Edge/5% innovation

Three areas to discuss:
- Problems
- Solutions
- Research

The Future of Production/Leadership

Problems:
- Proliferation of technology
    - Non-compliant technical standards
- Challenges with People
    - No middle: experts and newbies
- Lack of money
- How to maintain standards/quality
    - Poor quality user-generated content
- Time to produce good work vs time client gives you
- Us ($) Agencies ($$$$)
- Pressure to be fast; doesn't have to be good
- Legal and liability issues with productions
- Communicating to different generations
- Not enough emphasis on good story telling

Solutions
- Automated editing
    - Instruct system what you want
    - It builds it
    - Save money, time, people
- Feeding all the screens
    - Manage the process
    - Technology does the work
    - Use artificial intelligence
- Harness others "out there" making content
    - Open it up to the web

- o Broaden production to the world
  - o Crowdsource
- Vetting platform for creative
- Commitment to Center for Excellence
- Take down barriers to distribution and rebuild the highways
- Streamline production workflow process
- Get leadership buy-in—all participants/stakeholders

Learning Needed
- Artificial intelligence
- Technology innovations unrelated to media production (self-sealing wine corks)
- Connectivity: close gap between business and entertainment
- Use CMMA network
- Benchmark peers/industry experts—go deep
- Audience research—different generations

Commoditization of Tools/Collaboration

Problems
- Cheap consumer tools available
- Roles are in competition
- File format issues
- Audio and video quality
- Fixing others' mistakes
- Content storage
- Digital Asset Management
- Manage volume of opportunities to find content & collect it
- Engaging new talent
- Stay relevant

Solutions
- Education
- Universal translation
- Standardize what we call assets; automated; global
- Rise up from project level to universe view level—communication plans
- Use the systems we have and make them work together
- Know early on who has the information

Research
- CMMA membership
- Historical precedence
- Who else is thinking about this
- Collect more data/surveys/stories

Sharpening Your Creative Edge/5% Rule

Problems
- Information overload
- Motivating staff
- Risk aversion/comfort zone
- Buy-in from upper management
- Structured rules/compliance
- Time restraints/workload
- Articulating goals
- Freedom to fail
- Roadblocks to collaboration
- Authority levels/perception
- Measurement challenges
- Costs
- Too many cooks in the kitchen

Themes to these problems:
- Resource restraints
- Culture
- Results

Solutions—if we could have it all
- Reward innovation (meaningful)
- Offer sandboxes to try new things
- Offer time
- Multidisciplinary groups
- Trust by senior leadership
- Embrace risk/learn from it
- Retain ideas for future use
- Hire the right team
- Be able to fail; try new things
- Idea hopper
- Provide consistent sabbaticals
- Embrace new media channels

Research needed
- IDEO
- Assess measurements for innovations
- Use concepts from other industries
- Define criteria for your projects
- Outsource for new ideas & creative speed
- Find right balance between cost/creativity

Takeaways
- Intrinsic rewards
- Be bold
- Trust

MCA-I Presentation
Don Block

Brief history of MCA-1
- Formed in 1970
- Meet monthly
- 12 chapters; each chapter meets monthly
- Also have member-at-large category; no chapter available
- 600 members
- Varied educational opportunities; a lot of how-to sessions

Benefits
- The people
- Networking
- Resources for professional development
- Media Festival
- Insurance
- Production tools
- Stock video and audio

Service in a professional association is a pathway to character development

A Partnership with CMMA
- A marketing strategy to boost membership for each group
- Promote our brands
- Certain up and coming staff are not eligible for CMMA membership, but are eligible for MCA-I
- Those members will eventually be eligible for CMMA

For our partnership to work:
- Encourage your staff to consider MCA-I
- Need to think out 10, 20, 30 years
- Building the infrastructure for the future
- Need to be advocates for membership

Nature of the partnership
- A presence at each other's conferences
- A video about CMMA on MCA-I website
- Links on CMMA site to MCA-I
- Safe havens where we reconnect with each other face-to-face

CMMA Member Case Study
Moving Communications Forward
Do-it-Yourself Video Recording Studio and Edit Suite
Doug Salmela, 3M
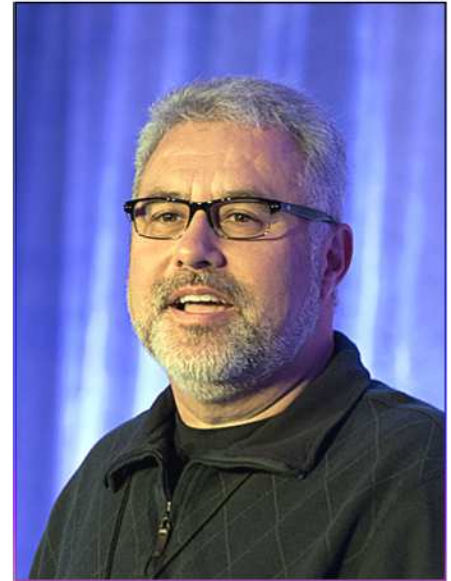
Current Situation

- Use of video increasing:
    - Online video a mainstream tool in the arsenal of seasoned marketing professionals
    - 815 of marketing pros use online video
    - 67% post video online
    - 61% post to social media sites
    - 52% use video email marketing
- Employees are increasingly video savvy
- Budgets are getting smaller
- Technology is making video production more available
- Senior VP of Marketing said, "Why don't we have a studio here for anyone to use?"

Project Audience and Objectives

Audience: all employees at 3M center
Objective: provide an easy-to-use, low investment video production facility to capture and edit videos that requires minimal support from Media Solutions staff

The process
- Held a focus group with lead users
- Worked with facilities engineering on space
- Developed equipment proposal
- Purchased/installed equipment
- Developed training documentation
- Beta testing
- Launch communications

Focus Group
- Business requirements
  - How will they use it? Talking heads, product demonstrations
  - How many people on set
  - What size room is needed?
  - What level of training will be needed?
  - Scheduling? Online, must be accessible to all

- Technical requirements
  - Quality of camera (wheeled tripod, power supplied, must stay in room)
  - Capture to what? Mac or PC? How do we move recorded file?
  - Playback monitor and powered audio speaker?
  - LED studio lighting on moveable stands
  - Wire label, table top, or boom microphones?
  - Small easy to use audio mixer
  - Three or four backdrops? Paint hard wall green?

The Space
- Timing was good!
- 18' x 18' by 9'
- Good network connectivity
- Noise free air handling
- Sun blocking screens on windows
- Plenty of power

Studio Equipment
- Camera Panasonic AW-HE50SN
- HD 1920 x 1080
- Remote controllable
- SDI out
- Tethered to computer
- Pan, tilt, zoom, iris
- Stores presents, positions and moves

Audio
- Shure SCM810
- Two lapel mics
- One hand-held
- Powered monitor speaker

Lighting
- IKAN portable LED lighting
- Dimmable
- 32K and 56K

Backdrops
- 3 reversible muslins
- light/dark grey
- light/dark brown
- green screen
- white wall

Video Capture
- HP Z620 Tower
- Blackmagic HD-SDI-video card
- 40" NEC monitor
- record to hard drive

DIY Edit Suite
- Adobe Premiere Elements 10
- HP Z620 Tower
- Blackmagic HD-SDI-video card
- 40" NEC Monitor

Training Documentation
- Developed studio user manuals, set-up guides
- Provide hands-on technical training for first-time users
- SharePoint site
- Point them to online resources
    - Lynda.com
    - Gragan.com
    - AdobeTV.com

Beta testing
- Asked our lead users to use the room, test scheduling, and evaluate training
- Added some props
- Simplified training
- Added an assistant station

Launch Communication
- Audience: all employees at 3M Center
- Objective: create awareness of the new service
- Key message: It's easy to use!
- Vehicles
    - E-mail
    - Video
    - Sharepoint site

Q&A

What did it cost?

Under 20 thousand, excluding the building space.

Hats off to you and your team. Brilliant idea; very well executed. My question: Have you been happy with the LED lights?

Yes. Not super bright, but great for lighting up one or two people in this studio.

Do you not worry about security of the finished product? Do you have publishing guidelines?

Yes, we worry about it. Yes, we have guidelines. My group not responsible for enforcing them. Not concerned about internal projects; only external.

Has this eaten into your brand reputation? Do people assume you are producing these? Or has it enhanced your reputation for providing this service?

Too soon to tell. So far the impact is positive that we are providing resources. Get lots of positive emails.

Have you seen any effect on your workload?

Not yet. Too early.

CMMA Member Case Study
Behind the Skunkworks (if you dare)
Bill Marriott, SAS

- We all struggle with innovation. We always say this is the year we will be more innovative.
- Company expectation is that we will be innovators
- Team wants to express their creativity
- But what is innovation exactly? And how do you measure it? How do you know if you are successful?
- In spite of good intentions, we come up with good excuses
    - Who has time?
    - Budget constraints
    - We've done it before; it didn't work
    - Our clients ask us to do uncreative things

- Every year we have an offsite meeting
- We get all charged up
- But we don't get innovation done
- Rise in employee-generated content this year
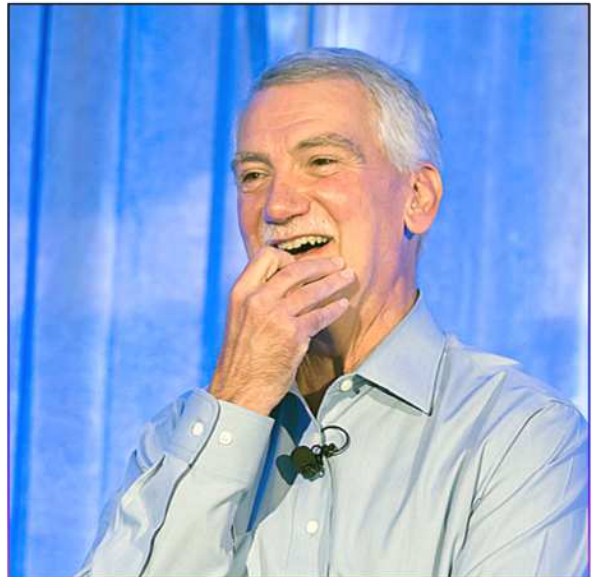
- Began to notice that a lot of that content was damn creative even though it was technically inferior
- What did they have that we didn't have?
  - Time—doing it on their own time
  - No budget—so no constraint on what they could do
- We're the order takers for where people are supposed to go
- A disconnect between us and them

What to do?
- As team leader, I feel responsible to changing things
- Morale began to slip
- You get lulled into doing the same thing over and over
- *Newsroom* show on TV
  - Season 1; episode 1
  - About a news journalist that has lulled him to sleep
  - His job is to be everyman; the face of the news
  - We were kind of like him

Solution: *Let's make our own content!*

Methodology for innovative content
- In our 2013 objectives, we decided to have quarterly meetings to brainstorm content.
- Produce something new every quarter
- Do it on our own without anyone knowing about it
- Let's do it!

First quarter meeting
- Everyone showed up
- What can we do for SAS to make it more successful
- Lots and lots of ideas
- 40 people in department; offices around the campus; events team on the road a lot
- Used Basecamp online collaborative space
  - Everyone could participate
  - Refined the list to help determined the 1st quarter project
  - Decided on Big Data Parody

Big Data Parody
- Have a big guy portray "Big Data"
- Short, funny 30-60 second clips
- Show companies having to deal with big data
- SAS HPA is the solution to tame Big Data

- Did three spots first quarter
- A series of short messages

So all of a sudden we're doing things—in a new and different way.
At this point, we're feeling great.
We're our own client; we're feeling empowered.
So this is the time to show the results to the client—but who is the client?

- We spent some money—hired actors. Invested time, money, resources. Out-of-pocket dollars in the 20 thousand range.
- What do we do with this?
- Our necks are out there—let's go big.
- Had a meeting with Chief Marketing Officer and CEO. Is this the right place to take this idea?
- Less than 10 minutes before the meeting showed spots to the CMO on my i-phone.
- CMO told CEO we had some videos to show him.
- CEO is a quiet geek kind of guy.
- He was quiet after watching the videos. I'm thinking, oh shit; I'm screwed.

SAS CMO Jim Davis

SAS CEO Jim Goodnight

- But he immediately called in Sales & Marketing Lead for the Americas.
    o We've got these new commercials...
    o She had no choice but to get behind it.

Results
- Posted online. 27,000 views in less than two months on YouTube. With links to SAS website.
- Have produced more spots since then.
- Put spots on Fox Sports South. Marketing Director asked us to do a new spot about sports analytics.
- People want Big Data to show up at events and sign autographs.

We've come up with some other ideas since Big Data.
- Before anyone else is involved is the best time to get creative.
- We're seldom asked to do things that target the heartstrings. Reputation for high-end technical shows.
- Working on a program called "One Life Changed" about people whose lives are changed by analytics
- Found employee with child with life-threatening blood disorder
    o Doctor diagnosed through SAS analytics
    o She recovered & is now a cheerleader
    o We're going to tell her story—again nobody knows about it

Most recent employee satisfaction survey:
- Morale up
- Less concern about innovation
- Team happy with innovation process

Q&A

So $20,000 initially. Did you get some funding?

We are not a chargeback facility, so we have a budget that we control. We're funding our own projects, but feeling more empowered to do it.

Did you find that after the initial success that content providers starting giving you more freedom?

It's a slow process. We're still fighting perceptions that we're too slow to deliver. That didn't go away. But we got a lot of positive feedback that we were bringing new things to the table. We have delighted many of the marketing people by coming up with content they didn't know they wanted or needed.

If the first spots had flopped, we would have been in big trouble.

I'm really impressed. You took a calculated risk. I'm envious. Did anyone get pissed off? Especially marketing folks when you went over their heads?

I'm sure there was. But nobody pulled me into an office and said they were upset. Fortunately the two Jim's immediately adopted this as their concept. They took ownership, which took pressure off us.

When you were coming up with the creative, were you working off key messages that were in marketing goals?

Yes, aligned with company messages around big data. But a very different approach to it.

A structural question. Is Jim head of global marketing? And where does your team report?

He is global, and we report to global. One other guy between me and Jim. I work for a very flat organization. Chain of command is not sacrosanct. I did show my boss the spots before I showed them to the two Jim's. He was not upset with me.

New Member Presentations

Tonya Penfield
USAA

- USAA a financial service company headquartered in San Antonio.
- 24000 employees
- Our own zip code
- The Starbucks at USAA is the most frequented in Texas
- Been at USAA in 1990
- IT background
    - Played the role for about 20 years because that's where the opportunities
    - In new role about 1 year
    - Brought in to improve processes, but told leadership not to box in the creative
- Joined CMMA for the networking
    - Used to go to IT conference—rather boring
    - You guys are for real
    - Thank you for making me feel welcome

Jeffrey Lowe
Quantum

- Broadcast engineering breakdown
- Worked for Nascar
- Understand working in an environment where no one knows what you do
- Main skillset is doing productions
- But I can speak to ROI as well
- First CMMA member who works for a partner
- Very glad to finally be a member

Kirk Duffy, Creative Media Productions, Gargill

Gargill truly a global company—more than 2/3 outside US.

Our jobs are different than a lot of people's. No one understands why we would work 18 hours without OT pay.

Creative Media Productions at Gargill is a team of three. We're part of IT. I was charged with growing the team and upgrading the technology. Still working on that. Recently became charge-back.

Rarely use freelancers. Some crews for live event support. I do all the writing.

Survey about why our clients use us:
1. Trust
2. Convenience
3. Creativity
4. Technical capabilities
5. Cost

I always thought cost was #1; so this was an eye-opener for me.

Shoot about 150 videos annually; about 50% talking heads.
Have a studio next to our loading dock (you don't get to choose your space).
Our goal is to become the partner of choice for our services. We cannot be everything to everyone. We offer to help in whatever way possible. Willing to work with a client's outside production house and do whatever piece makes sense.

Looking Ahead
- A lot of opportunities
- Challenges with delivery
- Content storage
- Positioned to continue to grow and support the organization

Impressions of CMMA:
- Too many emails leading up to the conference
- Really good discussions here
- Getting together with people who do what I do is what I wanted

Robert Stevens
Founder, Geek Squad
(via videoconferencing)
Chris Barry, Host

Program Abstract

Robert Stevens founded Geek Squad with $200 and a bicycle in 1994. Today, Geek Squad is a household name, and as part of Best Buy, it is the world's largest technology support company As "Chief Inspector" Robert was the catalyst for the strong culture of service and innovation among Geek Squad agents. Code names, badges, and a penchant for polyester are not just brand trappings—they are a way of life for more than 24,000 agents.
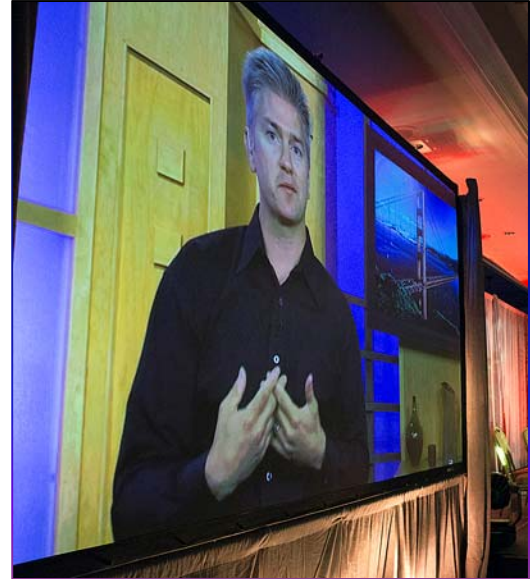
Chris*: What was it like to work with Adam West?*

Realization of a fond dream. When we acquired Best Buy, needed someone to officiate the marriage of these two companies. I love the guy.

Our theme is innovation. What was innovative about Geek Squad?

The bar was really low. Just up the food chain from plumbing. Show up on time and smell good. What matters is that you are authentic. No more secrets. That can be to your advantage if you are authentic. Information can be used to expose companies. Cannot fake authenticity.

You didn't answer my question, but I liked your answer. How was the marriage of Geek Squad and Best Buy?

Not hard at all. All marriages are great at the beginning. And we dated for two years, which I highly recommend. I knew Best Buy was going to be #1. Best Buy was a do-it-yourself brand builder, and internal media is more authentic. Telling the story from the inside/out. Best Buy communications are the best in the world. Great advertisement for the corporation. I took the time to get to know Best Buy.

I had a vision for being a global brand. Was told I needed a vision. So I decided: Global Domination. That's every corporation's goal whether they realize it or not. Once you know who you are, you know what you're not.

You were a small concern in a big company. Was there a culture shift for you? How do you innovate and stay true to yourselves in that environment?

You have to have a hobby to keep yourself from committing suicide. You guys have a really tough job. You have to hack the system—obey the rules of budgets, timing, etc.—but do things without asking for permission. Take some risks. I went into this with my eyes open. We were around eight years before we acquired Best Buy. Those were tough years. I decided to stick around and learn from Best Buy. Why can't large companies be innovative. Large companies have leverage. Small companies can be innovative. The challenge is to bring them together. Large companies are a mirage. They can't be directed easily. It's a paradox. Grass is always greener. Small start-ups are a fun job, but risky too.

If you had to define innovation, what would you say?

Doing it better, faster. Solving a problem. Breaking a rule while obeying it at the same time. That's the challenge. I spent eight years building Geek Squad and solving the problems before Best Buy bought us. And 10 years later we're still going strong.

In the corporate environment, your team can feel like they are a box. Do the same thing because that's what leadership expects. How do you find the balance between conformity and innovation?

I get this question a lot. You have to choose your CEO very carefully. And it's individual what will work for you. The fish stinks from the head down. There's a reason why these people get paid a lot. Innovation starts with the leader. They should be the first one on social media. Vulnerable, authentic. Large companies can appear way more human if they engage in things that are not scale-able.

Robert used to give me a lot of advice about Yellow Tag productions. He was a video producer before Geek Squad. You even encouraged me to do offshore editing to keep our costs down! Costs weren't such an issue for us then, but you pushed me to think more innovatively. But it wasn't until scarcity hit that we really needed to it. You were a mentor to me. How do you create that in your team now?

That's where practice comes in. Thank my mother. Kids have more fun with a cardboard box than an electric gadget. Go outside and play. Constraints on resources creates innovation. People are great problem solvers.

What do you think about video these days? What would you encourage us to think about?

Expand your mindset. Video is one tool. Biggest trend in next 20 years is this concept of friction decreasing. How you board an airplane with an digital pass. Order a pizza. What's the friction in company storytelling? YouTube trained the world not to trust an image that is too polished. Study what is possible. If it's possible, it's going to happen. Video is just one paintbrush. Your job is storytelling. You keep your company smaller and relevant. Snapchat, for example. Why is it being used? What could brands use it for? Keeps your jobs more interesting, too.

I hope you are writing books. I want to read them.

Rethink the palette. What does it mean to write a book these days? Do I really want fixed content? To be honest, I'm a verbal thinker. We need new tools to capture verbal thinkers and translate it. Part of it is I don't want to look back at history.

You talked about the leadership at Best Buy. What are your comments about how your leadership has changed over the years because of Best Buy.

I thought I would start a dot.com company. I saw too many people trying this and the partners fighting with each other. So I decided I wanted my own company first. I knew I was good at what I did, but didn't know if I could be a good manager. Wondered at Best Buy how I could be as an employee. For my next gig, I need to be CEO again. I need to be in charge. Thought I could change things about myself, but now I want to be in situations that use my strengths.

How much pressure do you feel to do the next thing?

This is my fourth midlife crisis. I average about one every 10 years. In three years I'll be an empty nester. There's the pressure to come up with the next big thing. The pressure I feel is to use what I learned. Next thing I'm going to be dangerous as hell. So watch out. I'm going to spend the next three years spending enough time with my kids before I kick them out.

I watched a YouTube video about you before the conference. Who are your key influencers?

Willy Wonka has everything a leader needs to learn…starting a company…labor issues…Best film about running a company. Twitter founder Dick Costolo is another fascinating guy. So young, but so smart. Humanities are going to be very important for innovation.

What traits did you look for in your first geeks, and what do you look for now?

Aptitude and enthusiasm originally. Now I've updated that. Curiosity, ethics, drive. Cannot train for these. Hire for skills you cannot train. You can't hire a tech who knows everything. But if they are curious and have drive, they can figure it out. And they need ethics because of the information they have access to. Curiosity is the most important trait.

Speed Geeking

Jack Stillwell
Marriott Corporation

I've been with CMMA for a long time. I was one of the younger guys then. The members of the group were older and mentors to me. I'm almost 30 years into my career. I've seen a lot. How do I keep myself motivated and learning? How do you keep your enthusiasm up?

- What are you passionate about?
- You have a lot to offer.
- Have sessions where you all get together and share new ideas.
- We eat lunch together almost every day. It's social time, but it keeps the energy there.
- We're going through a rebranding. We are the storytellers for the brand. Finding those stories gives you the business connection and the creative opportunities.
- Focus on what you can control.
- Every year we have an offsite retreat. Get completely away from the office. Agenda created by the team. Everyone owns part of the presentation. A lot of brainstorming goes on and good solutions come out of it. Gives everyone an opportunity to shine.
- Establish someone as a young mentor to you. Keep you thinking young.
- Seminars led by your associates.
- Switch jobs
- Spend more time on the parts of your job you really enjoy.
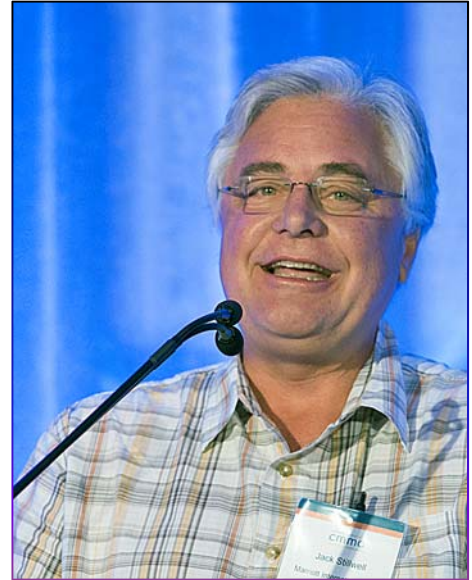
Jack: Discussion reminded me of why I value CMMA so much. But we probably need to make CMMA cooler to appeal to young managers coming up.

Gerry Harris
NEW an ISURION Company

We just completed a major merger/acquisition. No organization chart yet. Everybody I've ever had for champions and go-to folks have changed—everyone except for one. I'm in a rebuilding mode, back at square one. Nobody in the new company has any experience with media. New structures, no champions, have to re-build my brand. I'm looking for ideas and advice. There are a lot of new hires that nobody has heard of.

- The reality is they are probably doing the same thing. They don't know anything either.
- Network. Big time. Get them talking to each other and to you. Everyone else is probably feeling like you do.
- Be a servant to them. Make yourself invaluable.
- Think about what's on their plate. You are at the bottom of their priorities. How can you help them?
- Show them how they can communicate the messages they need to establish their new roles.
- Learn from others who appear to be successful at find their niche in the new organization.
- Refine your story in the new environment. Have your elevator speech ready, and longer presentations.
- Use your own medium to showcase what you can do.
- Try to find and connect with the internet services in this new company and try to get some pieces on the web about what we have to offer
- Look for low-hanging fruit
- Look for surviving advocates you worked with in the past and have them become your champion
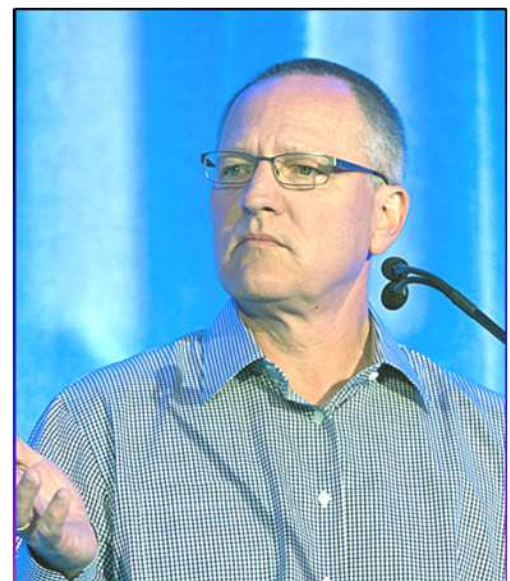
Peter Simon
Boy Scouts of America

Money has gotten really tight. How do I demonstrate ROI to management? We are a sunk cost to them of about 1 million a year. We do internal communications and marketing, e-learning. Some freelance, but more staff than not.

Top 10 Ways to Show ROI
    10. Connect projects to results

- Can you quantify the value of that learning component? (savings in time, travel, convenience) Example: Cut training time in half with e-learning
- Save travel costs; personnel time
- Shelf-life can be a good metric. E-learning modules that will be online for a long time, for example.

9. You vs. external cost
- Every project we compare internal costs to external. Always a big gap
- Every dollar an organization spends internally on services gives the org $4 to spend externally. (model one CMMA organization's CEO uses)
- Time spent to bring outside resources up-to-speed

8. Tell the story in their terms
- Stacking up your awards doesn't mean anything
- Communicate how they were help

7. Tracking and analytics

6. Trust = Value
- Value of trust in people they know—your team
- Tell the story in their terms, not yours.

5. Home team advantage
- Knowledge of the organization is a valuable intangible.
- How many times you work with senior leadership is a valuable metric—percentage of your work.
- Ask some of your key clients what they would say your value is to the organization.

4. Annual report
- Prepared as if you were your own little company

3. Client testimonials

2. Repurpose existing assets
- Cost efficient

1. Enhance value Net promoter score
- Ask for recommendations
- How satisfied are you
- Would you use us again
- Would you recommend us to others

Benjamin Hamblen
Fifth and Pacific Companies

The Problem
- *We have no Asset Management tool. We live in servers and spreadsheets. We need a visual searchable database. A lot of needs and no single solution. Cross-platform. Metadata. Scaleable. We have no Asset Management tool and live in servers and spreadsheets*
- *We need a solution to better grease the image/asset markup, selection and direction notes.*
- *We need a solution to manage Usage rights, Access rights, image copyright, delivery of assets, Video workflow*
- *What are others using? What pitfalls did you encounter?*
- *Did you go to the cloud or stay local?*

Questions to us
- Are we archiving years of storage?
- Is there a need for massive archiving?
  If not, then it's infinitely easier
- How many user licenses?
- How to value your assets?
- Who is cataloging?
- Are you ingesting final assets or working assets?

Solutions/Options
- SAS model (Software as a Service)
- Adobe Anywhere
- CAT DV
- AVID Symphony
- Open Text
- Mainstream Data
- Getty Images
- Canto Cumulus
- Xinet
- MediaBeacon
- Final Cut Server
- Virage Media Bin

Key Feedback
- Approach it in buckets/functionality
    - Database

- Storage
- Backup
- Plan for customization
- Find a Systems Integrator who you TRUST
  "Someone you trust to spot what you don't know"
- On-premise or Cloud-based? Or combo of two
- Need to flowchart and map out the architecture
- Clearly define needs and defined workflow to select your product
- Build alliance across divisions for buy-in
- Plan for upfront development protocols
- Need 1-2 Digital Librarians
- "Go SAS Storage"
- Analyze workflow
- Chargeback model is an option to help pay for solution?
- Work with IT . . . unpalatable but necessary
- EXECUTE in PHASES
- Talk to existing customers to find best practices
- Internal survey to gauge issues and concerns
- Layer the ingesting and input of metadata
  - Increases chances of success of search
  - Refines the asset metadata
  - Devolves the process to multiple input levels
- Separate Production and Delivery workflow
- Have to hire a librarian
- It will be costly.
- Need technical person, and creative person who understands the footage.

Main Take-aways

"Be Afraid. Be Very Afraid"
"There is no single tool that will fulfill all our needs"
"You think this is going to solve all your problems, but it is only the beginning"
"Call me"

Brian Honey
Microsoft

I am kicking off a process for a 3-year plan. Hired my team 10 years ago. Deliver very high-end video. Our corporation has changed from software company to hardware and services. 3-year plan is to have my team use the new tools for social media. Team used to high-end projects with HD. Team is very opposed to using what they term "inferior" products like Skype and Link. We

reach a global audience with high definition. My team is very resistant to change.

- I expect your team use social meeting tools away from the office all the time. If they work for connectivity with their friends they can work for the enterprise.
- Change your evaluation criteria for your staff.
- Rely on their emotions and feelings more than the stuff. Quality goes out the door when I am Skype with my grandson. What applications in the organization have similar emotional components where quality of video is irrelevant
- Try a brainstorming session where they come up with scenarios and situations where quality of video is not as important as other things like speed…connectivity…intimacy.
- Just fire the bastards!
- Challenge the to solve the problem. How would they integrate the new media.
- Provide some success stories
- Change the objectives for your staff in their performance reviews
- If all else fails, hire a consultant. Someone who focuses on change management.

Membership Director Anita Allison, Bain & Company, reads the CMMA membership charge to Robert Melendez, Fifth and Pacific; Tonya Penfield, USAA; Kirk Duffy, Cargil; and Jeffrey Lowe, Quantum.

Topic-go-'round
Lynne Glaus, Best Buy, Moderator

One of the things I'm doing right now is creating an IT roadmap, a three-year plan to make sure we have the right technical pieces. We don't want to lose out on their budget. Does anyone else have such a plan, and what's on it? I have a pretty good relationship with our IT rep.

- I'm jealous that we don't have one. Our IT folks do have a roadmap, and our challenge is that we have existing streaming capabilities throughout the organization. How do we get our needs met?
- One thing that we're adding to our plan that's different is that it's not just about technology. We're adding ROI information to it, including what our clients are asking us to do. IT is just a small part of our plan.
- We have product roadmaps. We do them a year at a time, which gives us more flexibility. Things do change.
- One word: consultant. Has to be someone who does this for a living.
- Our marketing department has such a roadmap. We might be able to work from that.

We're looking to combine all creative functions under one roof. Have any companies here done that? How is it organized?

- We were the result of that. Between '02 and '06 I worked for the research division. Each division had their own media facilities. Operated as separate companies. In '06 combined under one roof and supported company as a whole. Standardized quality and service across the organization. Same standards. I didn't drive that change, but I was part of it.

We are in the process of going from Final Cut Pro to Adobe Premiere. Lessons learned and tips for us?

- We looked at Premiere but my editors were against using Final Cut X, and now they like it.
- I just build a studio and went with Premiere Pro. It's a lot different. It's a challenge.
- We've done this. Premiere works on a Windows box. Saved an amazing amount of space on our servers. Premiere's already there for 4K. Raw format gives us better

content and content out. Workflow very efficient. And it works on Windows!

- My editor found finding going from Final Cut to Premiere was not difficult. If you are thinking about Digital Asset Management you have to consider that into the work flow.
- Several comments:
    - Depends on the kind of work you do
    - What the output is
    - If your editors are remote and virtual, everything coming into the cloud come be a fantastic boon
    - If you are a Final Cut facility, there is another version coming. Reports are that it rocks. Wait a couple of weeks. Fixes everything that was a problem. If you don't have to jump, don't.

This is a CMMA go-around question. We were talking about where CMMA puts our effort. We all agreed that our website sucks. The branding and the look. We think we can do better. We don't have a plan; we didn't get that far. But we are ready.

- This came up in the BOD meeting. Our Web Director is new and just getting her arms around this. She's putting together a proposal including budget to revamp the website.
- It anyone has time or resources and want to put your money where your mouth is, we love to have you work with Karen.
- Where do people think it needs improvement?
    - It's a recruiting tool; it needs to attract new members
    - Social tools are buried
    - Old white guys in the videos
    - I can't find what I want; not user friendly
    - Sometimes I have to call down to Florida to find out where something is
    - Tried to think of a website we really liked and could not come up with one. That would be good to find.
    - Who's your audience? What's your objective? We need an external website for recruiting, and we need a website for members. Functionality is important to us as members.
    - We just had to redo our site because it doesn't attract Millenials. We asked them what they thought about the site, and we learned a lot— things we didn't know. Be brief. Be dynamic. Be gone. Make it sexy.
    - It's not a great reflection of the creativity that sits in the room. We can do better.
    - Many people view sites on mobile devices now. Need fewer menus on home page.

- Base Camp would be a helpful thing to integrate into the members only part for collaboration
- One thing that would be very valuable for me would be to have an archive of Bijou entries. Great to show my team. Would be a big homerun for me. Could make it a condition of entrée for Bijou about whether or not video can be archived to the site.
  - A lot of these are probably on YouTube; would save storage space to link to them
- This is a much-needed discussion. We will put together a task force and commit dollars to this during my tenure. (Chris Barry)

Mayo Clinic Center for Innovation: Transformational Thinking
Lorna Ross, Design Manager, Mayo Clinic Center for Innovation

Program Abstract:
The work of driving innovation to the heart of a large organization is distinct from most other forms of innovation that operate at the edges and travel outward. Innovation that attempts to disrupt the existing status quo and to challenge norms and orthodoxies need to behave in very particular ways to be effective. It needs to withstand different forces and forge unlikely alliances.

At Mayo Clinic, the Center for Innovation is a fully imbedded, integrated part of the clinical practice. It operates from a user centric design philosophy and is staffed with non-traditional roles and disciplines.

This presentation will describe the evolution of this group, how its process has been adapted in response to environmental influencers and how it keeps its creative edge while driving for maximum impact and influence.

Lorna:
We are continually faced by great opportunities brilliantly described as insolvable problems.

Outline
- CFI and Innovation at Mayo
- What is service design?
- What we do
- How we work
- Summary

Background in Design
- We do not design for how we are, but how we wish to be—aspirational
- Design one of the most powerful ways to effect behavior—far greater than fear, intimidation or coercion
- Mayo is the 5th innovation group I have worked in
- A preoccupation with predicting the future is consistent in all of them

Health spending as % of GDP (2010)
- Australia 9.1%
- United Kingdom 9.6%

- Canada 11.4%
- France 11.6%
- United States 17.6%

Physician Fees 2012: Routine Office Visit
- Spain $11
- France $30
- Canada $30
- United States $176
    - Exponentially greater than other countries
    - Economic impact of rising healthcare costs
    - General Motors example
        - Covers more than 1.1 mil current/former employees
        - $5 billion annually
        - Healthcare adds $1500 to $2000 to cost of each automobile

Modern medicine is reductive
- Isolates medicine from things outside its view
- Scientific research enjoys total credibility as long as it declares the questions it seeks to answer
- You only see what you are looking for; limiting
- You only answer the questions you ask

Convergent/Divergent thinkers
- People who execute; get things done
- Artists and designers are divergent thinkers
- Expand the horizon of possibilities

Mayo Clinic
- 150 years old this year
- 60,000+ employees
- Ratio 30:1 admin/MD
- Integrated, academic group practice
- Not-for-profit
- Salaried physicians
- Consensus decision making
    - Everyone has to agree on everything
- Physician led
    - Not run like a business
    - We are a practice
- Leadership term limits
    - Function as leaders; then go back to practice
    - Affected by their own decisions

Complexity of the Mayo Clinic Organization
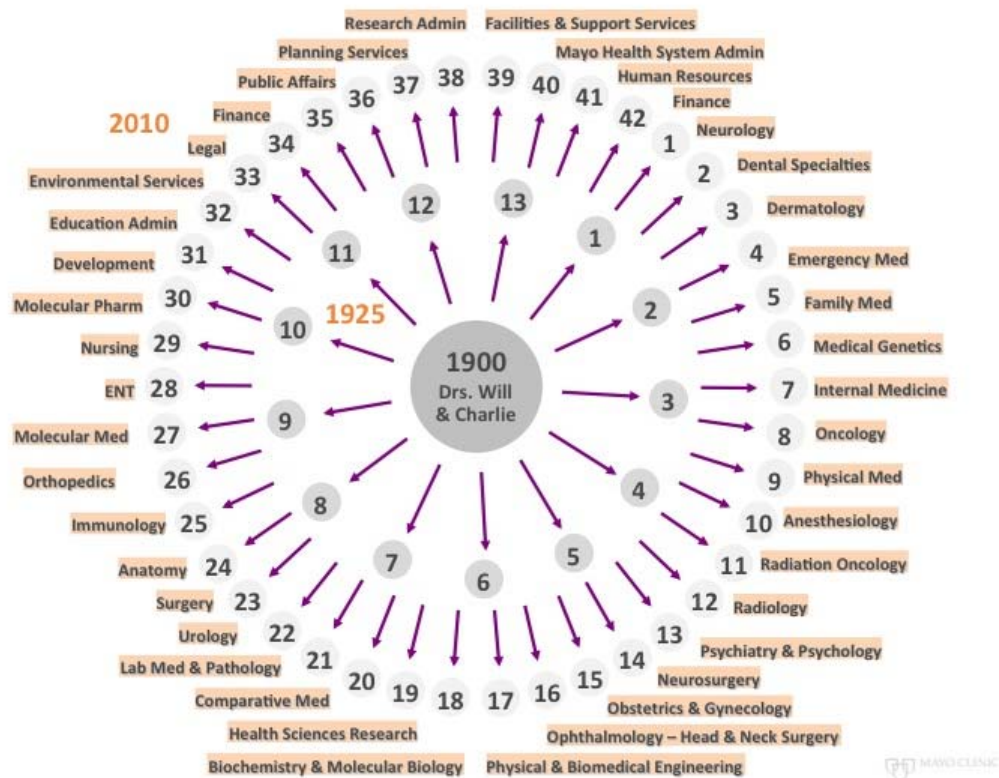
Growth of Sub-specialties at Mayo
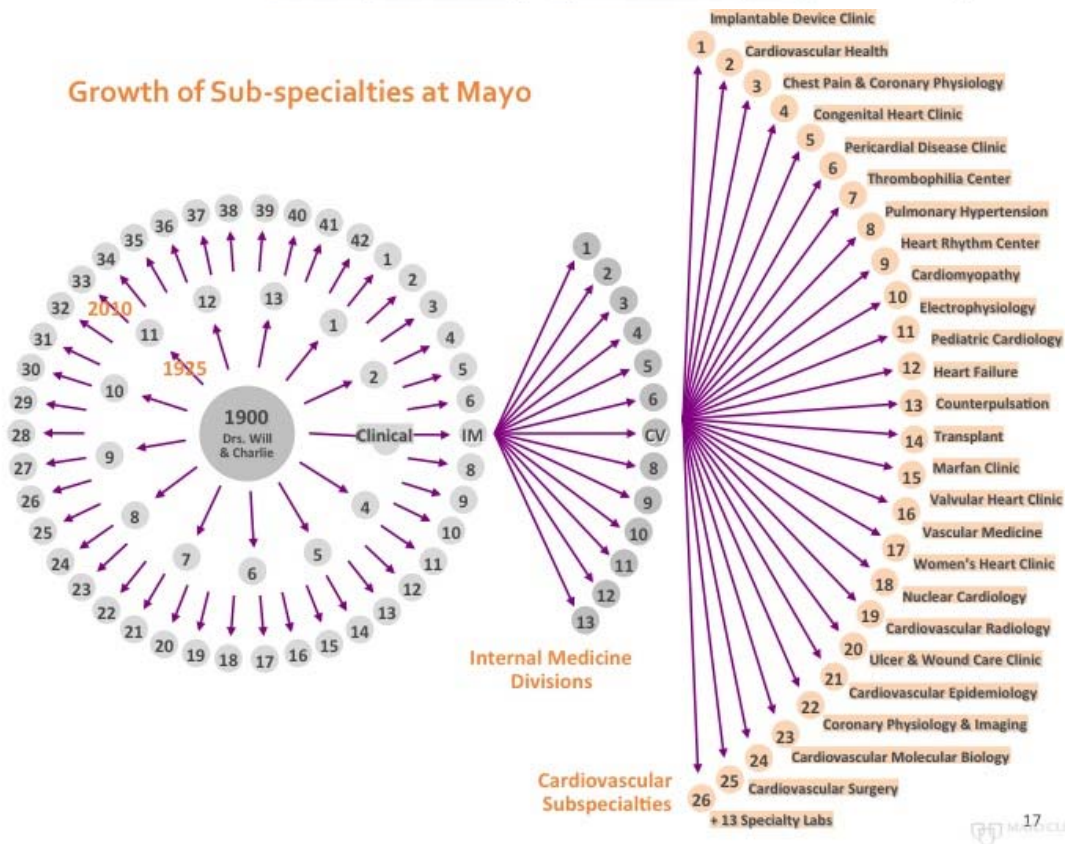
Patient Classification
- During our research, we were shocked to learn Mayo did not have a system in place for classifying patients by type
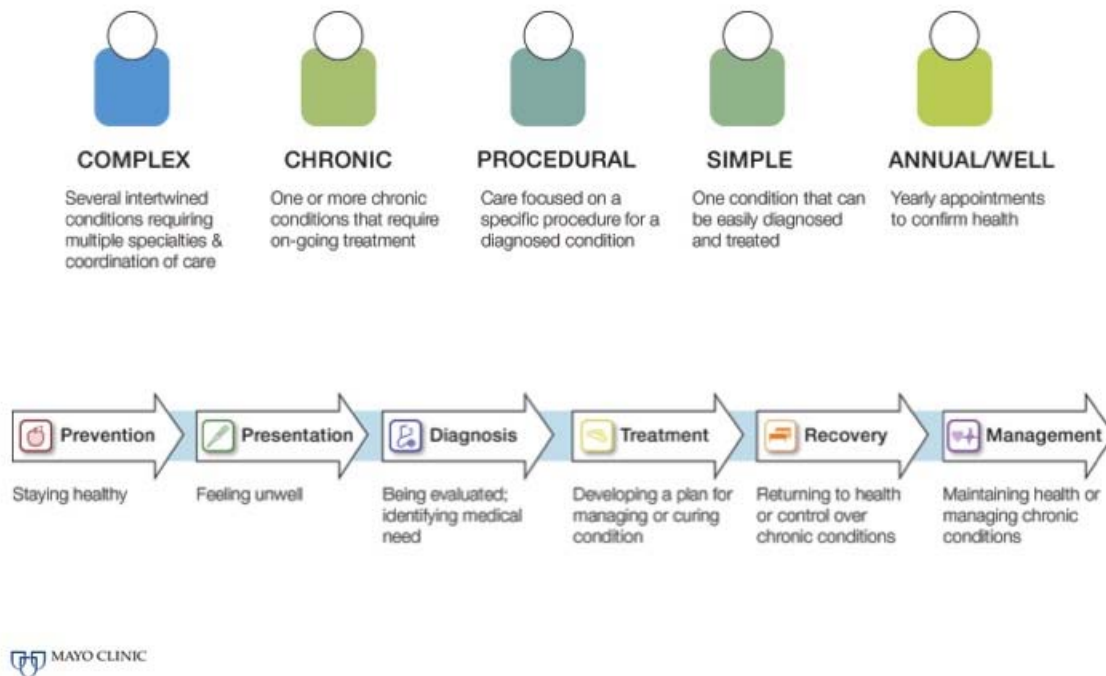- We created a continuum of care to classify different stages of care
- First attempt to provide some organization to this complex system

COMPLEX	CHRONIC	PROCEDURAL	SIMPLE	ANNUAL/WELL
Several intertwined conditions requiring multiple specialties & coordination of care	One or more chronic conditions that require on-going treatment	Care focused on a specific procedure for a diagnosed condition	One condition that can be easily diagnosed and treated	Yearly appointments to confirm health

Prevention	Presentation	Diagnosis	Treatment	Recovery	Management
Staying healthy	Feeling unwell	Being evaluated; identifying medical need	Developing a plan for managing or curing condition	Returning to health or control over chronic conditions	Maintaining health or managing chronic conditions

MAYO CLINIC

Center For Innovation (CFI) at Mayo

- Humans have a strong bias to link cause & effect
- We make direct linear connections to explain things; create narratives
- In complex systems cause and effect are not easily understood
- As we become experts we reinforce what we know rather than explore the new

CFI
- We report to the clinical practice.
- Multidisciplinary group embedded in the clinic
- Located on the clinical floor; very expensive real estate; patients go by our area all the time.
- Mission: Transforming the delivery and experience of health care
- We partner with providers and care teams to co-design innovative solutions

Innovation is the capacity to:
- Generate
- Recognize
- And use
- Good ideas that add value

At the core of innovation is creativity. People think:
- Creativity is an illusive skill
- Taught to an obscure group of individuals call designers
- Design is a process by which people can move from the known to the unknown with confidence
- What matters is not what's true, but what's possible.
- Truth is limited to what we can agree on; can only describe present state
- Future is created through imagination

How we work
- Needs to Solutions
- We are very collaborative
- Process diagram helps us communicate with others to get their input

What we do
- Three different platforms:
  - Mayo Practice
    - Outpatient
    - Hospital
    - Community health
  - Connected Care
    - mHealth and eHealth
    - Practice integration tools
    - OB nest
      - Pregnancy is not a disease
      - More care than needed is the norm
    - Diabetes
  - Health & wellbeing
    - Thriving in place
    - Student wellbeing

Metrics and Achievements
- 16 enterprise-wide projects
- 18 site level projects
- 37 department level projects
- Reached 1,379,808 people in 2012
- 6091 Mayo employees directly engaged in CFI initiatives

Goal
- Move from believing that problems need to be eradicated
- Instead imagine alternate future where problem is obsolete
- Move from care to knowledge and relationships
  - Currently focused on high quality centralized care
  - Need to leverage the Mayo Clinic knowledge
  - Become a powerful emergent network for health

Paradigm Shifts
- FROM centralized care TO distributed practice
- FROM siloed knowledge TO centralized knowledge
- FROM goal is seeing patients TO goal is to become smarter
- FROM provider-centric TO patient-centric
- FROM robust system TO flexible/adaptive system
- FROM single business model TO multiple business models
- FROM one-to-one TO some-to-some
- FROM patient as consumer TO patient as partner
- FROM curative system TO variety of treatments
- FROM fee for service TO shared savings
- FROM 2 million TO 20 million +

Care
- 1889: The needs of the patient come first

Knowledge
- 2013: Every patient makes us smarter

Relationships
- 2020: Human health connects us

We have sold this yet—but we won't give up trying.

So what do we do?

We build our own tools.
- Capture tools; capture data
- Everything from floor plans on up

We challenge assumptions and expose orthodoxies

We tell stories that illuminate the system
- Service mapping
- Develop a narrative
- Show how flexible system needs to me

And reframe gaps as opportunities

We make the invisible visible
- Capture how a room is used
- Make a map that tracks movement
- Look at inefficiencies and risks in the movement through the space

And create compelling evidence for change

We make objects to support our thinking
- Redesign spaces
- Prototype new space design

We leverage others for their insight and creativity
- Ask clinical staff to critique our work
- Have a website to teach others to do what we do
- People still want a lot of face-to-face contact and hand-holding

We develop disruptive models that challenge the status quo
- Current model every single patient sees a physician first
- New model triage as a team to determine who needs to see a physician
- For every five patients coming into the clinic:
    - One needs to see a staff doctor
    - One would be better served outside the clinic
    - Three can be managed by their care team (nurse practitioners, care team RNs)

Research
- Research is too precise to address complexity
- Research is reductive; gives a false sense of control
- Never confuse knowledge with understanding

- No absolutes in the world
- We practice active research and experimentation
  - Project Mars – Smart Space
  - First develop a low-fidelity prototype
    - Quickly exposes problems
  - High-fidelity prototype follows

Final thoughts about innovation:
- Innovation that is additive is more tolerated…
- Innovation that is subtractive (destructive) is threatening
- You cannot innovate unless you are prepared to change
- Innovation is not additive; it is transformative
- Prediction is very difficult—especially if it's about the future

Q&A

Any tips on encouraging innovation while managing small teams of working stiffs?

If you are person who succeeds by getting things done, it's very hard to change that model. Focus on the bigger role you could play, while still getting the work done. How you get it done can be more expansive. How you talk about it and how you work is important. Can't micromanage how to do the work.

You have a license to develop disruptive models that challenge the status quo. How do you bring people along to your point of view and see the need for change?

It's incredibly hard. To varying degrees, different approaches work. Very incremental is one approach. Teach them how to fish. Consensus at every step. Did not work. Made them part of the problem. We like them to be part of the decision making, but not the work. Use pressure from leadership. Mayo very isolated; we are constantly bringing in an outside perspective. Position everything in relation to what's happening in the healthcare industry. We need to be competitive. Use scare tactics sometimes. Only successful about 1 in 10 times.

For those of us who don't have a license to innovate, how do we bring the organization on board?

You've got a staff of creative. You have the resources you need for innovation. Getting buy-in from management is a lot harder. Workshops…events to showcase innovation…approach teams with strong leadership who are open to innovation…

In your environment, what's it like working with physicians?

I'm taking the 5th! My experience has changed as I've spent more time in the Clinic. We try to connect with them in any way we can. We talk about the soft side of practicing medicine. We have adapted ourselves to working with them; we can't expect them to adapt to us. Our language has changed a lot. We measure; we insert technical phrases that help scientific community track what we are doing. They are ultimately the decision maker. Even if you have a room full of brilliant people, if they are not physicians they cannot make the decision.

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