

# The Practice of Innovation

**Innovation will be the key factor of brand survival in the face of uncertainty and brand growth in the "new normal" ahead of us.**

Even though **84% of marketers** believe that future brand growth will be tied to marketing innovation and technology, **nearly half spend 25% or less** of their time on innovation and technology.

ANA Marketing Futures partnered with R3 Worldwide



Marketing Futures reached out to its network of marketers, agency professionals, media experts, futurists, academics, and entrepreneurs and asked them to define "innovation."

**These are their responses:**



*Innovation happens when what's needed meets what's possible.*  
**Robert Scott**, former VP of IT and Business Services at P&G



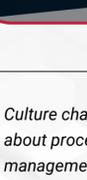
*Innovation is not just creating new things. Innovation is all about solving big problems that exist and exploiting new opportunities that most people don't know exist.*  
**Mike Donahue**, Senior Director, Member Relations at Association of National Advertisers

*Innovation is how we create significant change through new approaches to product and process.*  
**Sarah Tan**, Global Marketing Director at R3

*Innovation is necessary; it's about finding solutions to problems while competing for a limited set of resources.*  
**Jesse Hopps**, Founder & CEO of Demand Metric



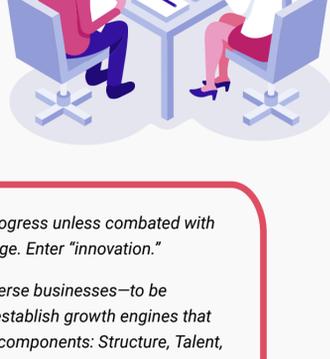
*Innovation is applying new thinking or emerging tools to solve a problem or create an opportunity for growth.*  
**Fred Schonenberg**, Founder of VentureFuel



*If people are confused at the outset about what innovation means, or if they're unclear about all the ways brands could innovate—it can be a disaster. Just having a 'company dictionary' has gone a long way because it gets people marching in the same direction and establishes trust among teams early on."*  
**Christina Adranly**, Director of Strategy at IPG Media Lab



*Culture change is key. It's less about process and an innovation management system, but creating a culture where it's okay to be playful, take risks, and be responsible for what those risks cost.*  
**Todd Newman**, VP of Innovation at Keurig Dr Pepper



*"Status quo" will always resist progress unless combated with an overwhelming reason to change. Enter "innovation."*  
 For ANA—as a consortium of diverse businesses—to be industry innovators, we need to establish growth engines that are sequentially built from three components: Structure, Talent, and Capabilities.  
 From these three sequential tenets we can inspire people to innovate rather than perpetuate status quo.  
**Chris Vitrano**, CMO at Nelson Schmidt



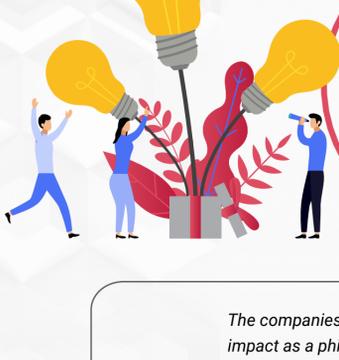
*"Innovate or die" is a popular axiom among marketers. While it is easy to agree with the notion, with all that has been written on innovation, there is one challenge: execution.*  
**Danilo Tauro**, Ph.D., Global Director of Media, Tech, and Data at P&G, and a member of the ANA CMO Growth Council



*Innovation needs radical responsibility, radical collaboration, honest sharing, and actual listening.*  
**Ryla Shwayyer**, Chief Transformation Catalyst, Moore DM Group – Advisor



*If you are innovating, the barriers will present themselves and each will be different. Don't try to anticipate. Simply prepare to be agile.*  
**Ted McConnell**, SVP of Business Development at Lucid, former Digital Marketing Innovation Manager at P&G.



*Companies innovating on the forefront of this change will be poised for success in the 2020s; the ones that stay stagnant will struggle to stay relevant.*  
**Jessica Peltz**, Founder, Hannah Grey; Partner, MDC Ventures



*The companies that don't pick up innovative ways to track impact as a philosophy and practice, they're going to lose the game, unfortunately.*  
**Clarence Lee**, Assistant Professor at Johnson Graduate School of Management, Cornell University



*The events of this year have thrown our industry into deep turmoil. The chaos caused by COVID-19 elevated the need for brands to effectively respond to change and to adapt quickly and meaningfully.*  
 For this reason, we must reclaim 'innovation' from buzzword oblivion and substantially invest in this discipline, which is at the core of business and brand growth. Let us remember that the only certainty facing marketers today is change, and one of the most important ways to affect change is through innovation.  
**Bob Liodice**, CEO of the Association for National Advertisers

**We want to meet you where you are and help you get to the next level.**



**To learn more about marketing's innovation journey** check out the [full research report](#).

You can also visit **ANA's Marketing Futures Hub** for other cutting-edge marketing topics that are changing the world of marketing forever.