TENET®

Where brand meets innovation®

BRAND INNOVATION 2018 TRENDS TO WATCH

To see where leading brands find competitive advantage, look to emerging and accelerating trends that shape customer experiences.

Some of today's most powerful brands are prioritizing innovation as a critical source of differentiation. It's a macro shift that goes much deeper than chasing the latest fad in an attempt to rise above the competition. These brands go much deeper by fostering a deep-seated culture of innovation that extends across the enterprise.

Innovation leaders are thinking deeply about how products, services and experiences impact their customers. They're connecting the dots in new ways and gaining real traction as a result. These enterprises disrupt markets and create new spaces thorough product innovation, service design, new business models and engagement strategies.

At Tenet, we've been looking closely at what's driving innovation in today's marketplace, and the opportunities that the trends represent. This report reflects the latest thinking from across our business.

TRENDS TO WATCH

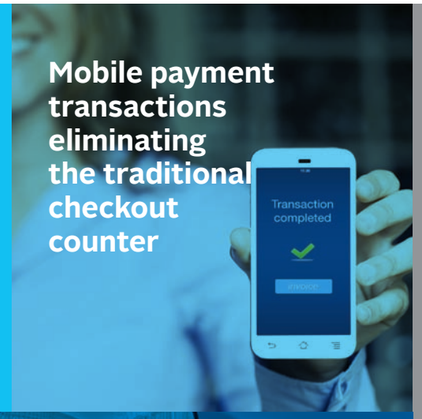
Innovation is key in differentiating brands that offer similar products and services. A company that can demonstrate its innovation by positively impacting customer experiences raises the perception of the brand as an expert and leader in its industry. An innovative product or service becomes just one part of a much more profound experience that can engage and motivate customers towards a purchase. How can this be achieved? Design thinking is one approach to capturing and incorporating the voice of the consumer. It's solution-focused and action-oriented, eventually leading to brand affinity.

SOME OF THE INNOVATIONS TRANSFORMING TODAY'S BUSINESS:

AI separates the innovators from the laggards and helps brands be smarter and better connected to customers

Chatbots personalizing the customer experience and enhancing customer service

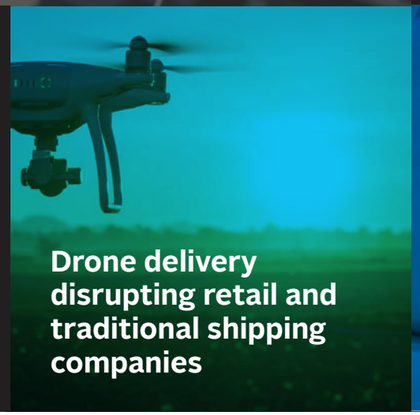
IoT bridging the gap between the physical and digital world



Mobile payment transactions eliminating the traditional checkout counter

Advancements humanizing big data and presenting it in a more empathetic and accessible way

AR and VR making headway into the mainstream



Drone delivery disrupting retail and traditional shipping companies

Driver-assist technologies paving the way for fully-autonomous vehicles

DESIGN THINKING

2.0, OR READY TO GO?

David Demar
Partner, Innovation Strategy and Design

Two important trends have emerged in design thinking in recent years: widespread adoption and increasing specialization.

Design thinking—the solution-focused, action-oriented methodology that's often used to solve complex problems—has been central to business innovation for some time. But does it need an update?

ADOPTION

Many manufacturers and service-based companies have applied—and in some cases restructured their organizations to incorporate—design thinking principles. They've hired designers, outsourced design resources, acquired design firms and brought them in-house, and even elevated senior level designers to the C-suite to ensure the faithful application of design thinking.

SPECIALIZATION

In parallel with adoption, the design profession has diversified and splintered into specialties including user experience design, information architecture, systems design, strategic and communication design, among many others.

Taken together, these two trends raise an important question: Given how fast things are changing, do the established principles, tools and methodologies of design thinking need to be revisited to stay relevant and useful in a rapidly evolving world shaped in large part by service and brand experience design?

At Tenet, we don't believe that an update is needed, because of the underlying nature of design thinking.

Inherently holistic – Design thinking has always involved a broad-ranging view that requires the creative team to become immersed in the entire lifespan and context of whatever's being created. This is as true of services and brand experiences as it is of physical products. Solving for the entire experience is critical. The online presence, registration and ordering process created for companies like Blue Apron and Fresh Direct may be beautifully crafted and simple to navigate, but if the goods they deliver and the packaging are inferior, the overall consumer experience is a failure.

Inherently collaborative – Design thinking has always been a team-based approach to problem solving and innovation. The roles may change when designing services or brand experiences instead of products, but the team concept remains as essential as ever. Where an industrial designer might collaborate with brand managers, R&D, production engineers, model fabricators, among many others to create a new appliance, a service or experience project might team brand managers with graphic and GUI designers, code writers, UX designers, among others to coordinate and succeed. How well the varied stakeholders share, cross-pollinate, interact and depend on each other is essential to success. That hasn't changed.

Inherently consumer-centric – Design thinking is about the end user's interaction with whatever is being created, and that requires a consumer-empathic perspective. Product designers are driven by what will motivate a consumer to notice and try a product: how it will feel, articulate, function and deliver a benefit to them. Service and brand experience designers are similarly consumer-centric; they just use different attributes. Instead of form, fit and function, a service experience might consider attributes like intuitiveness, legibility, navigability, brand appropriateness or security, among others. Regardless of the project's purpose, successful designers are quite adept at identifying and optimizing attributes to create better outcomes.

WHAT IS DESIGN THINKING?

Long before the business world embraced design thinking as a way to instill creativity and drive innovation, it was second nature for industrial designers. They innately blended their need for knowing how things work with how they are manufactured, used, stored, purchased, cared for and disposed of.

Over time, their passion and natural curiosity for what makes things look and work well took on the increasingly familiar collaborative, consumer-centric, iterative, and most importantly, holistic approach we now refer to as *design thinking*.

Inherently iterative – Constant revision is part of design thinking by nature and necessity. The journey to successful design is marked with many educated trial-and-error iterations, none considered precious and hardly ever identified as a final solution. For products, these can take the form of sketches, form studies, mock-ups and prototypes, among others. For a service design, the team might be iterating with brand mark comps, color combinations, wireframes, or naming articulations. Prior to any BMW vehicle launch, it has been drafted thousands of times in sketch form, color renderings and 3D clay models. The "Walmart experience" including brand marks, TV spots, apps and websites has similarly been crafted and revised countless times before each component is ready for the masses.

Design thinking is alive and well

Can design thinking be used to innovate, develop and design solutions in the service and brand experience categories? *Absolutely*. It happens every day.

Does it need to fundamentally evolve and upgrade itself to be able to succeed in these new arenas? ***Decidedly not.*** The existing, intuitive principles still apply. All it takes is the right stakeholders, tools, methodologies and talent to apply it.

DIGITAL/ PHYSICAL CONVERGENCE

WHAT ARE THE RISKS AND REWARDS?

Ken Miller
Partner, Innovation Strategy and Design

The lines between what's meant by "product" and "service" are blurring. What are the implications for companies looking to innovate?

Almost every consumer product manufacturer has proven that they can link products to the internet. I can regulate my thermostat from anywhere on the planet. Monitor my health. Program my appliances. Proof of concept has been achieved. Where do we go from here?

Two clear trends: device collaboration and intuitive use

At the most recent Consumer Electronics Show (CES), several manufacturers — led by the appliance category — released product lines that functionally link multiple devices in a much more subtle and intuitive way than the now-familiar "universal remote." These next-generation products are starting to play as a team. LG's ThinQ appliances talk to one other: identifying a recipe on a fridge screen tells the oven to preheat. And Samsung's Family Hub Fridge goes beyond kitchen boxes to link other household functions that have nothing to do with food. Cool.

The second clear trend is "smart" products that consumers can talk to. Many manufacturers are linking up with Google and Alexa to take the smartphone out of the equation, and for good reason: Voice activitation makes sense, and allows for more natural communication and a more personalized experience.

The opportunities for innovation here are limited only by the imagination. But there's real risk if the experience falls short. Both Siri and Alexa have been lampooned many times on late night TV and social media, and the taunting continues. As recently as the 2018 Super Bowl, a series of thematically-linked ads made fun of connected devices that are constantly listening to all we say.

The real rub: Is this what we want?

As novel as these products may be, the benefit story remains thin, equating greater convenience with greater satisfaction. We're moving toward high-tech at the expense of high-touch.

The tactile, creative, even social nature of the cooking experience is lost when all my appliances fire up on their own as I stand by and watch cooking happen. Do we really want a *Jetsons*-like future? Convenience as an overriding goal and benefit may not be strong enough to drive the consumer side of connected products.

Where will convergence take us?

Innovators need to consider two directions: One has to do with delivering tangible benefits. The other, with restoring, or rather augmenting an "exist-in-the-physical-world" experience.

A simple example of the former is the LiFi lamp, introduced at the last CES. It uses light from the bulb to stream your WiFi connection precisely where you need it. Tangible benefit: true internet security. And light, of course.

The latter goal is much more elusive in a tech-driven "do-it-because-we-can" future. It's possible to buy a refrigerator with cameras inside so you can see — from the supermarket aisle, if you like — exactly what's there. Is there value in that? For some, perhaps. For others, it might seem needlessly invasive.

The lesson is that convergence, while it holds enormous potential for innovation, is not always beneficial. It may be cool, but that doesn't automatically mean people want it.

The differentiating power of personalization

Products that learn will be critical to successful convergence, but not necessarily of the full-blown AI sort. Relatively simple software will collect and interpret usage data, look for patterns and play those patterns back to us in the form of personalized experiences. We won't have to "program" devices; the product learns and responds. The key notion here is that physical, device-based activation can go away, at least in theory. Data in the background becomes the trigger. My appliances "learn" and act accordingly.

Data and what we do with it becomes the differentiator because it holds the power to tailor the experience, even if we don't consciously know exactly what we want. The industrial side is far ahead on this front in the name of operational efficiency. But the consumer side will catch up to provide a very different set of benefits than we have today.

Are we moving beyond "products" and "services?"

If convergence yields personalized, satisfying experiences, the traditional notion of product and service go away. The word "experience" as the replacement may not be robust enough. It doesn't account for the desired outcomes or emotional rewards we might expect in a world where convenience alone doesn't light us up.

This should have a large impact on the way manufacturers view their relationships with consumers. Currently business models look at aggregate transactions as value. Soon, they will think more in terms of customer breadth of engagement and satisfaction across product silos as business drivers.

The greatest challenge for physical/digital convergence

The idea of satisfaction with the experience leads me back to another trend that convergence must address. There are signs of rebellion in the resurgence of respect for ergonomics and physical interaction with products. The subtlety and elegance of how things ***feel***. How they fit our hands and our lives. An intrigue with how things work. We see it in the fit and finish of Mazda cars—essentially steel and glass appliances that are surprisingly rewarding to drive. The return of handwriting and journaling. And in renewed interest in mechanical watches that you actually have to ***wind!***

It's here that the convergence of digital and physical is put to the test. Defining reward and satisfaction in this world will be critical for innovation to succeed. Is it about ever greater convenience? Or is it about customization and quality? As technology moves forward and allows us the choice, consumers will tell us for sure.

VOICE RECOGNITION

WHAT HAPPENS TO UX WHEN THE INTERFACE IS VOICE?

Larry Roth
Senior Partner, Digital

We've been talking to (and often yelling at) machines for as long as they've existed. But now they're starting to listen. Where will that take us?

To many, the discipline of user experience (UX) design is something new. In fact, it's been around for decades. What's new is how UX will have to change in response to emerging technologies such as voice recognition.

There are already many well-established and effective UX patterns and UI components. The "language" of menus, taps, clicks, cursors, swiping, highlighting, cutting and pasting is second nature today. The iconography of on/off, play, pause, stop, fast forward and rewind are familiar. Regardless of the device, however, these patterns and components are all geared to something with a screen — even screens as small as a watch. While the visual look and feedback loops improve with time, the primary methods for input and output are tried and true. The trend, however, is toward "smart" devices that recognize voice commands — technologies that take UX in completely new directions.

While voice recognition has advanced very rapidly in recent years, the methodologies surrounding it are still being imagined, tested, and refined. It's no secret that voice assistants don't always work perfectly. Many of us have had the experience of two people trying to use a voice-activated device, but only one experiencing good results. As often as not, it's because one user better understands what the device "expects" to hear. In the world of UX, this goes both ways. The user's expectations are also part of the equation. As voice control becomes increasingly common, experience designers will have to think deeply about how the fundamentals of UX apply when interactions are no longer visual and physical.

UX missteps: What works?

The user experience usually fails because the wrong interaction model was chosen. This was evident in January of 2018 when 1.4 million people in Hawaii thought their lives were ending because a missile alert was sent statewide due to faulty interface design. The software presented a drop-down box with two options: "Missile Alert" and "Test Missile Alert," and some poor operator selected the wrong one. UX experts know that the fail rate for selection via a drop-down is high. They also know you don't use a drop-down for a binary choice with such drastic consequences. It doesn't provide an affordance — an obvious choice to the user — that ensures the appropriate choice is made.

Affordance is a big part of the user experience. Think of a light switch. When the lights are off, and the switch is down, the user sees an obvious choice to make: Flip the switch up. But what if there are three switches? Which one does the user flip? UX designers spend a lot of their time making sure that affordance is solid in their UX patterns. Buttons look like they should be pressed, links look like they can be clicked and so on.

How affordance works with voice is much more difficult. What prompts the user? Often just the need for a result drives the start of an interaction: "Turn on the lights" or "Who won the Red Sox game last night?" Once users understand the basics, they can explore and get the results they expect. However, UX designers must provide appropriate feedback loops so they intuitively understand how to accomplish more complex interactions.

Cueing can make or break the experience

Adding contextual elements makes interaction much more complex and nuanced, and can mean the difference between a valuable experience and one that makes the user want to give up in disgust. Until AI and computing power allow for commands that border on human, it's essential for the system to let the user know how to interact with it. But even in the absence of a HAL9000-like voice assistant, it's possible to make voice assistants that are actually helpful.

Think about return prompts such as, "Which lights would you like to turn on? Kitchen, dining room, living room, master bedroom?" "Would you like me to record tomorrow's Red Sox game for you?" These are useful exchanges.

Contrast these natural-sounding "conversations" with an interaction that goes like this: "Turn on the lights." "Which lights would you like to turn on?" "Kitchen." "Did you say kitchen?" "Yes." "Okay, turning on the kitchen lights." A far more stilted, even frustrating, UX; by the time you've gotten the lights to turn on, you might as well have done it yourself.

The voice UX is here; innovators should embrace it

It's time for organizations to stop thinking their customers and users won't want to use a voice interface and start thinking of how to define those interfaces. They must start embracing the blossoming world of voice-based interactions and find ways to make voice-only transactions possible for their customers.

There are three immediate actions for UX designers to consider if they are to get ahead of this trend:

- *Plot out the possible interaction models* – Determine which applications and functions could work with a voice interface, which of those are best suited for a voice-driven UX, and what customers will be comfortable embracing.
- *Map interaction models to potential speech inputs and prompts* – There will be a large set of possible inputs and a correspondingly large number of prompts. Testing with users will be important, as there is quite a range of language skills within any user base.
- *Craft clear responses: not too many, not too few* – Ambiguity cannot be a part of any user choice. At the same time, there's a balance between too many choices and too many steps. Consider the room lighting commands above. A long voice response with a large number of options followed by a prompt for input is a recipe for disaster, but so is a procedure so tedious that the user will not want to engage at all. User interactions must be broken down into a manageable number of bite-sized choices, so each is clear and easy to understand.

VIRTUAL REALITY

POISED TO BECOME A POWERFUL PART OF BRAND EXPERIENCES

Andrew Bogucki
Senior Partner,
Creative Director

Virtual reality (VR) has already proven its ability to engage in an emotional and memorable way. That can be an important source of differentiated brand experiences.

High-quality, affordable VR burst on the scene a scant few years ago and its penetration continues to deepen as quality of experience increases and cost of adoption come down. However, it has yet to gain truly widespread adoption, especially in the enterprise and B2B space. That points to potential growth opportunities for innovators, but barriers remain.

VR adoption will, of course, be driven by the experience it delivers. Intel's unveiling of their True VR technology at the last CES along with the potential of fully-immersive, live streaming VR, is truly astonishing. At Tenet, we're anxiously waiting to see the data from their coverage of 30 events at this year's winter Olympics. But the scale and computing power required to deliver that level of experience will remain in the hands of very few for the near future.

What makes VR uniquely useful?

Despite the technical hurdles, VR is being used successfully in a number of industries to drive business results, including automotive, travel, education and non-profit fundraising. Organizations in these sectors have found that carefully curated VR experiences — location-based, contextual and highly relevant to users — can be very effective at driving engagement.

What lies behind successful VR deployments is the technology's ability to make brand experiences more "real" for users, and therefore more emotionally engaging. For example, charitable organizations such as Charity: water and Pencils of Promise have seen tremendous upticks in engagement and donations after immersing potential donors in environments and situations related to their cause.

And let's not forget the halo effect that VR can bring. As with any relatively new technology, organizations can generate a tremendous amount of positive PR and social buzz simply through association with leading-edge tech. Volvo's well-documented XC90 VR experience using Google Cardboard produced over 238 million PR impressions, 159 million paid media impressions, 19 million social media impressions, and a half-million web page views – all of which helped increase sales of the XC90 in the U.S. This effect, however, is ultimately transitory as the technology becomes more mainstream. VR worked for Volvo because the experience itself was a novel differentiator.

What's VR's future potential?

Just as digital transformation and IoT are demonstrating the power of merging the digital and physical to create more powerful and holistic experiences, we believe the promise of VR is similar if it becomes an integral part of a larger brand experience.

The organizations mentioned earlier were successful in that the content was not only focused and contextual, but that it was delivered as part of a broader brand story and connected experience designed to prompt action. For example, the Volvo XC90 virtual experience was paired with a digital showroom where users had the opportunity to purchase one of roughly 2,000 first edition vehicles.

Tenet recently produced a contextual VR piece for shipping terminal and inland logistics giant APM Terminals that was unveiled at a large industry conference in Long Beach, California. The experience featured a virtual tour of the local facility, Pier 400 in Los Angeles. The areas of the terminal that users could experience were carefully selected to highlight the key strategic differentiators that were also on display in the booth and supporting marketing material. The VR experience thus linked directly to the physical trade show experience.

The "wow factor" was achieved by placing the custom camera rig in areas that even seasoned shipping professionals aren't normally given access to. And the APM Terminals representatives were able to seamlessly engage the energized viewers in more in-depth conversations. Traffic at the booth far surpassed expectations, as did the number of meaningful and qualified conversations.

Underscoring the emerging nature of VR was the fact that even in a room filled with senior-level shipping and logistics professionals, very few of them had ever even worn a headset. Having someone at the booth dedicated to curating and guiding them through the experience proved to be key. This, as much as anything, demonstrates that enterprise and B2B VR applications are poised to be one of the largest areas of growth for the technology.

Incorporating VR into your brand strategy

The fact that VR is becoming more interactive, social and sensory – all powerful arguments for an enhanced brand experience – does not necessarily mean it will be a "must have" investment for the immediate future. Just because it can deliver an amazing experience does not automatically mean the experience will achieve its desired goal. VR must be used where appropriate, with intent, clear understanding of goals and proper regard for the larger brand experience.

We believe there are three key things brands need to consider as — and if — they choose to adopt VR technology:

- *Consider the role of the VR experience* – Avoid focusing on VR at the expense of the overall brand experience. It's essential to explore and fully understand how VR can combine with and augment other traditional and digital channels.
- *Pay attention to detail* – Make sure the experience reflects the brand through the design of interactive elements, packaging, and context of where the experience is encountered.
- *Don't assume your audience is VR savvy* – Do your best to develop a curated experience to ensure maximum impact and drive action.

ARTIFICIAL INTELLIGENCE

ENGINE OF CONTINUOUS IMPROVEMENT AND INNOVATION

Hampton Bridwell
CEO and Managing Partner

Artificial intelligence (AI) is much-talked-about, but often misunderstood. We believe its true potential will be realized when it becomes part of more human-centered experiences.

Across industries, we're seeing a wave of enthusiasm for investments in artificial intelligence and machine learning. Applications in e-commerce, health, banking, transportation, government and marketing are leading the way.

In a recent survey by the Economist with 200 executives, 75% said that they planned to implement AI in the next three years. In concert, venture capitalists are investing in startups at a record-setting pace, while corporations are racing ahead with research and development. If these moves represent the smart money, it's clear that AI has a very real future. But this swell of activity is, in a certain sense, taking place in an atmosphere of poor understanding and even outright ignorance of AI's true nature.

Amidst the hype and buzz, there is an important distinction that is critical for marketers and business leaders to get right: Just because a product uses an algorithm to optimize performance does not make it an example of AI.

Unfortunately, the term is being thrown around so loosely that like "digital," the real meaning is becoming lost in the conversation. Like many such terms, there is no single agreed-upon definition.

For the purposes of business and marketing, a simple way of thinking about it is this: *Artificial intelligence learns from existing information and past results to anticipate what will be required and alter future actions, thereby achieving continuous improvement.*

In other words, AI is both self-optimizing and anticipatory. That's what makes it "smart."

AI is poised to become essential to design

Some notable applications have already made a big impact in 2017 and accelerating advancement promises to make 2018 an exciting year. The amount of transaction data and engagement with consumers is growing exponentially, helping marketing to embrace AI. What's evolving is how this technology revolution will shape the future of brands.

The world of service design is experiencing the rise of chatbots, virtual digital assistants and agents, answering basic queries which, through AI, will allow us to tackle more complex problems and improve decision systems. AI is thus on the verge of becoming a critical design tool.

Getting it right will be challenging

Early investments and bets in AI will likely have many failures because of a simple oversight: Executives and developers don't spend time out in the world with consumers and customers to find out what problems people face and how AI can provide new value.

AMAZON: A PEEK INTO THE FUTURE

Amazon is actively leveraging AI across a range of applications from retail to digital assistants. The most visible by far is their early success with Alexa, which has allowed the company to leap far ahead of competing innovators.

Now, the AI-powered technology is finding its way forward across touchpoints in the home, office, cars and mobile. China-based Byton (a joint venture by BMW and Infiniti) is exploring the outer limits with an electric "smart intuitive vehicle" (SIV) concept that incorporates Alexa technology to control aspects of the car via hand gestures and voice commands – an entirely new user experience, thanks to AI.

Assumptions about where value can be created are usually biased and narrowly cast. If the product development world has taught designers anything, it's that understanding needs, your brand and your unique opportunity to solve a problem based on your business is key to success.

Addressing human needs is essential to guiding innovation, design, and application of AI technology. The focus must be on the outcome: Current technology is best thought of as an enabler essential to but not, in and of itself, the most important part of the endeavor. Technologies are transitory; human needs are enduring. For this reason, we see a multidisciplinary approach that involves human-centered design and data science as the driving trend for successful AI development in 2018.

2017 MOST INNOVATIVE BRANDS

1 eBay 2 Apple 3 IBM
4 Walt Disney 5 PepsiCo
6 Johnson & Johnson
7 Coca-Cola
8 Procter & Gamble
9 Hershey 10 Visa

THE TOP 25:

COMPANY	2017 INNOVATION RANK	2017 BRANDPOWER RANK	INDUSTRY
eBay	1	25	Internet
Apple	2	4	Computers & Peripherals
IBM	3	18	Consulting
Walt Disney	4	5	Hotel & Entertainment
PepsiCo	5	7	Beverages
Johnson & Johnson	6	8	Medical Supplies & Services
Coca-Cola	7	1	Beverages
Procter & Gamble	8	52	Toiletries, Household Products
Hershey	9	2	Food
Visa	10	11	Diversified Financial
Colgate-Palmolive	11	16	Toiletries, Household Products
General Mills	12	15	Food
Intel	13	86	Semiconductors
American Express	14	10	Diversified Financial
Mastercard	15	14	Diversified Financial
AT&T	16	31	Telecommunications
Campbell Soup	17	19	Food
Bristol-Myers Squibb	18	68	Pharmaceuticals
Boeing	19	60	Aerospace
Bank of America Corp.	20	58	Commercial Banks
DuPont	21	75	Chemicals
Clorox	22	37	Toiletries, Household Products
Whirlpool	23	28	Toiletries, Household Products
Anheuser-Busch	24	69	Beverages
General Electric	25	20	Electronics, Electrical Equipment

Note: Innovation metric applied to 160 companies. Chart shows top 25 from that list. Complete list on following page.

The innovation metric was applied to 160 companies across all industries for which data exists going back to the beginning of the CoreBrand Index over 25 years ago. Quantitative research through our CoreBrand Index is the basis for our results.

COMPANY	TRACKED SINCE	INDUSTRY
#		
3M	1990	Chemicals
A		
Abbott Laboratories	1990	Medical Supplies & Services
Aetna	1990	Medical Supplies & Services
Air Products & Chemicals	1990	Chemicals
Alcoa	1990	Metals
American Electric Power	1990	Electric Utilities
American Express	1990	Diversified Financial
American International Group	1991	Diversified Financial
AmerisourceBergen	1993	Medical Supplies & Services
Anheuser-Busch	1990	Beverages
Apple	1990	Computers & Peripherals
Archer Daniels Midland	1990	Food
Ashland	1990	Petroleum Refining
AT&T	1990	Telecommunications
Avery Dennison	1992	Chemicals
Avon Products	1990	Toiletries, Household Products
B		
Baker Hughes	1990	Crude Oil
Ball	1990	Packaging
Bank of America Corp.	1990	Commercial Banks
Bank of New York Mellon Corp.	1990	Commercial Banks
Baxter International	1990	Medical Supplies & Services
Berkshire Hathaway	1990	Insurance
Boeing	1990	Aerospace
Briggs & Stratton	1990	Industrial Equipment
Bristol-Myers Squibb	1990	Pharmaceuticals
Brown-Forman	1990	Distilled Spirits
Brunswick	1990	Hotel & Entertainment
C		
C.R. Bard	1993	Medical Supplies & Services
Campbell Soup	1990	Food
Caterpillar	1990	Industrial Equipment
CBS	1990	Hotel & Entertainment

COMPANY	TRACKED SINCE	INDUSTRY
Chubb	1990	Insurance
Citigroup	1990	Diversified Financial
Clorox	1990	Toiletries, Household Products
Coca-Cola	1990	Beverages
Colgate-Palmolive	1990	Toiletries, Household Products
ConAgra Foods	1990	Food
Consolidated Edison	1990	Electric Utilities
Cooper Tire & Rubber	1990	Rubber & Plastics
Corning	1990	Electronics, Electrical Equipment
Crown Holdings	1990	Packaging
CSX	1990	Transportation
Cummins	1990	Industrial Equipment
D		
Dana Holding	1990	Auto Parts
Danaher	1993	Diversified Industrials
Dean Foods	1990	Food
Deere	1990	Industrial Equipment
Delta Air Lines	1990	Transportation
Dominion Resources	1993	Electric Utilities
Dover	1993	Industrial Equipment
Dow Chemical	1990	Chemicals
Duke Energy	1990	Electric Utilities
DuPont	1990	Chemicals
E		
Eastman Kodak	1990	Scient, Photo, Cntr Eq
Eaton	1990	Auto Parts
eBay	2000	Internet
Ecolab	1994	Chemicals
F		
Federal-Mogul	1990	Auto Parts
FedEx	1990	Transportation
Fluor	1990	Building Materials
FMC Technologies	1990	Chemicals
Ford Motor	1990	Motor Vehicles
Freeport-McMoRan Copper & Gold	1990	Metals
G		
General Dynamics	1990	Aerospace
General Electric	1990	Electronics, Electrical Equipment
General Mills	1990	Food

COMPANY	TRACKED SINCE	INDUSTRY
H		
Halliburton	1990	Crude Oil
Harley-Davidson	1990	Motor Vehicles
Harris Corp	1990	Electronics, Electrical Equipment
Harsco	1993	Metal Products
Hershey	1990	Food
Hess	1990	Petroleum Refining
Hewlett-Packard	1990	Computers & Peripherals
Honeywell International	1990	Diversified Industrials
Humana	1990	Medical Supplies & Services
I		
IBM	1990	Consulting
Ingersoll-Rand	1990	Industrial Equipment
Intel	1990	Semiconductors
International Paper	1990	Paper Products
ITT	1990	Diversified Industrials
J		
J.P. Morgan Chase & Co.	1990	Commercial Banks
Johnson & Johnson	1990	Medical Supplies & Services
Johnson Controls	1990	Auto Parts
K		
Kaman Corporation	1993	Diversified Industrials
Kansas City Southern	1990	Transportation
Kimberly-Clark	1990	Toiletries, Household Products
L		
Leggett & Platt	1993	Furniture
Lockheed Martin	1990	Aerospace
Loews	1990	Diversified Financial
Louisiana-Pacific	1990	Paper Products
M		
Masco	1991	Building Materials
MasterCard	2001	Diversified Financial
McGraw-Hill Financial	2000	Diversified Financial
McKesson	1990	Medical Supplies & Services
Medtronic	1990	Medical Supplies & Services
Merck	1990	Pharmaceuticals
Monsanto	1990	Chemicals
Murphy Oil	1990	Petroleum Refining
Monsanto	1990	Chemicals
Murphy Oil	1990	Petroleum Refining

2017 MOST INNOVATIVE BRANDS

COMPANY	TRACKED SINCE	INDUSTRY
N		
New York Times	1990	Publishing & Printing
Newell Rubbermaid	1993	Toiletries, Household Products
Norfolk Southern	1990	Transportation
Northeast Utilities	1990	Electric Utilities
Northrop Grumman	1990	Aerospace
O		
Olin Corporation	1990	Chemicals
Owens Corning	1990	Building Materials
P		
Paccar	1990	Motor Vehicles
Parker Hannifin	1990	Diversified Industrials
PepsiCo	1990	Beverages
PerkinElmer	1990	Scient, Photo, Cntr Eq
Pfizer	1990	Pharmaceuticals
Pitney Bowes	1990	Office Equipment
PNC Financial Services Group	1991	Commercial Banks
Potlatch	1990	Paper Products
PPG Industries	1990	Chemicals
Procter & Gamble	1990	Toiletries, Household Products
R		
R.R. Donnelley & Sons	1990	Publishing & Printing
Raytheon	1990	Aerospace
Rockwell Automation	1990	Electronics, Electrical Equipment
Ryder System	2002	Transportation
S		
Samsung	2005	Semiconductors
Seagate	1990	Computers & Peripherals
Sherwin-Williams	1990	Chemicals
SLM (SALLIE MAE)	1990	Diversified Financial
Snap-On	1990	Industrial Equipment
Sonoco Products	1990	Packaging
Southern Companies	1990	Electric Utilities
Southwest Airlines	1990	Transportation
Stanley Black and Decker	1990	Industrial Equipment
SunTrust Banks	1990	Commercial Banks
Sysco	1990	Food

COMPANY	TRACKED SINCE	INDUSTRY
T		
Tegna (formerly Gannett)	1990	Publishing & Printing
Tenneco	1990	Auto Parts
Texas Instruments	1990	Semiconductors
Textron	1990	Diversified Industrials
Timken	1990	Metal Products
Toro Company	1990	Home Appliances
Travelers Cos.	1990	Insurance
Trinity Industries	1993	Metal Products
Tyco International	1990	Diversified Industrials
Tyson Foods	1990	Food
U		
U.S. Bancorp	1990	Commercial Banks
UAL	1990	Transportation
Union Pacific	1990	Transportation
Unisys	1990	Computers & Peripherals
United Technologies	1990	Diversified Industrials
USG	1990	Building Materials
V		
Valero Energy	1990	Petroleum Refining
VF	1993	Apparel, Shoes
Visa	2001	Diversified Financial
W		
Walt Disney	1990	Hotel & Entertainment
Wells Fargo	1990	Commercial Banks
Western Digital	1990	Computers & Peripherals
Weyerhaeuser	1990	Paper Products
Whirlpool	1990	Home Appliances
Worthington Industries	1990	Metals
X		
Xerox	1990	Office Equipment
Y		
YRC Worldwide	1990	Transportation

ABOUT TENET PARTNERS

Tenet Partners is a brand innovation firm that transforms organizations through a blend of research, strategy, design and technology. Our mission is to help companies create brand value by unlocking real-time solutions and possibilities in today's digital-driven and customer-focused world.

VERV INNOVATION: A TENET PARTNERS COMPANY

Verv Innovation fuses brand innovation, product design and business strategy to create the next generation in customer experiences that connect across all channels. Verv's unique design methodology, Co-Magination®, complements Tenet's expertise in brand strategy, design, digital experiences and data analytics, resulting in a robust suite of product and service innovation capabilities for high-growth industries.

Verv Innovation has a long track record of success in product innovation and has been the source of many new ideas that consumers encounter every day. Through Verv, Tenet is extending Co-Magination into new areas such as service design and customer experience innovation.

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