



Pace of Innovation

&

Quality Of Creativity

Tuesday 2nd July 2013

Andrew Armour

benchstone



Who

Are

You?

Introduce Yourself...



benchstone

Andrew Armour

Managing Director

m. 07971 231 025

e. andrew@benchstone.co.uk

w. benchstone.co.uk

b. andrewarmour.com

t. twitter.com/andrewarmour

Entertainment &
Brand Licensing

Advertising &
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Digital &
Search Media

Consulting
Since 2011

1990

1998

2004

Career History



benchstone

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BOISE

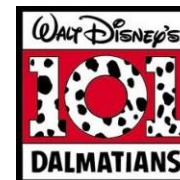


WALT DISNEY

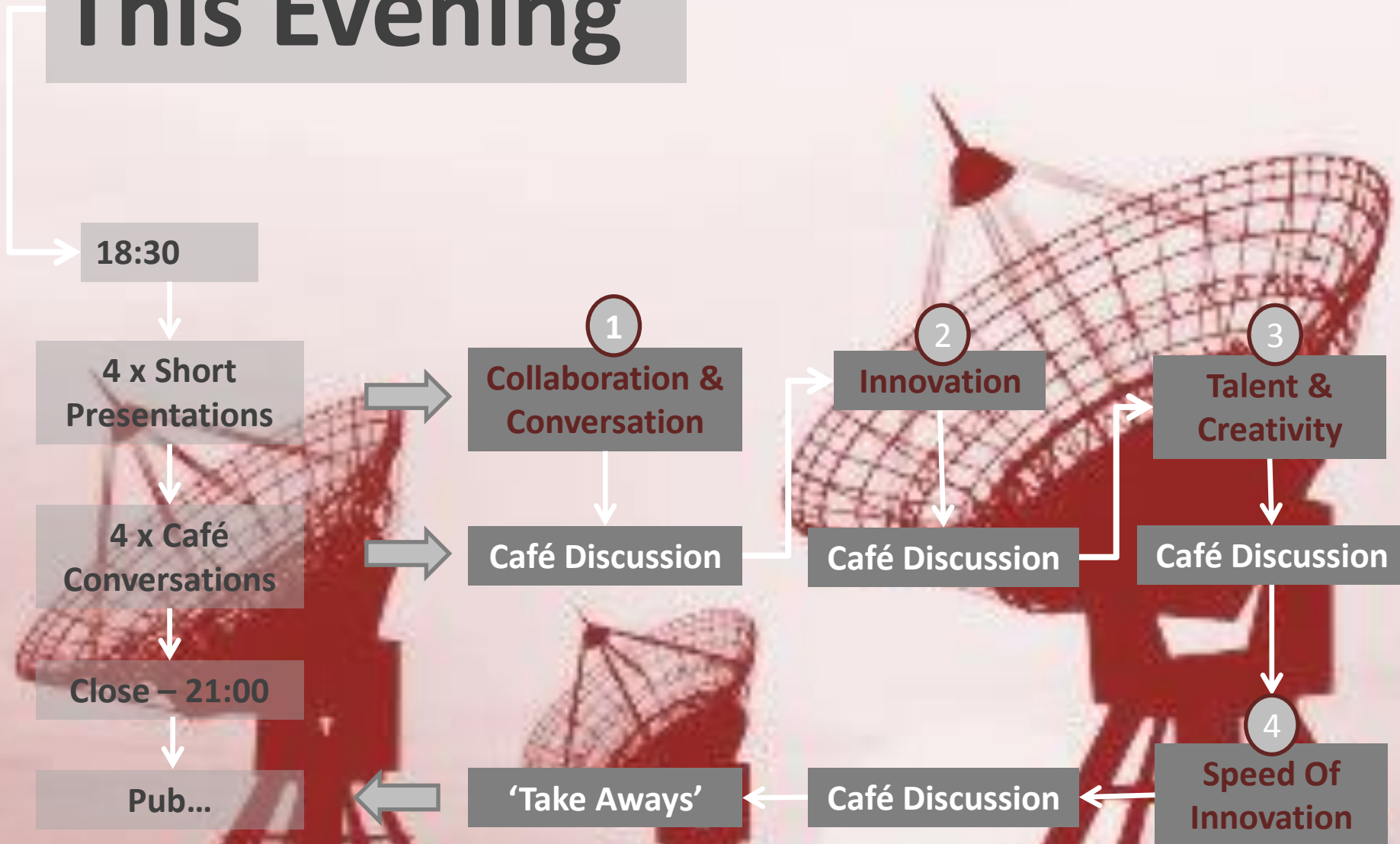
Consulting Clients




Media & Brand Projects



This Evening





Collaborative Advantage

Where Do Good Ideas Come From?



A photograph of construction workers on a steel framework, overlaid with a red tint. The workers are silhouetted against the bright sky, and the complex network of steel beams creates a dense grid pattern. The overall scene conveys a sense of industrial activity and teamwork.

Partnerships

Creativity

Collaboration

Innovation

Collaboration

Powers Innovation

84% of CEO's surveyed in 2011 agreed that innovation is led by **COLLABORATION** (Cap Gemini 2012)

Only **16%** of CEO's surveyed said their organisation had the right culture for Innovation

All Types Of Collaborations Power Innovation





The Value Of
Conversation

Collaborative
Advantage

The background of the slide is a deep red color, densely populated with numerous interlocking gears of various sizes and orientations. The gears are rendered in a lighter, semi-transparent red, creating a complex, mechanical pattern that suggests interconnectedness and industry. The gears are scattered across the entire frame, with some appearing more prominent than others.

“Conversations Are The Medium Where
The Majority Of Value Is Created”

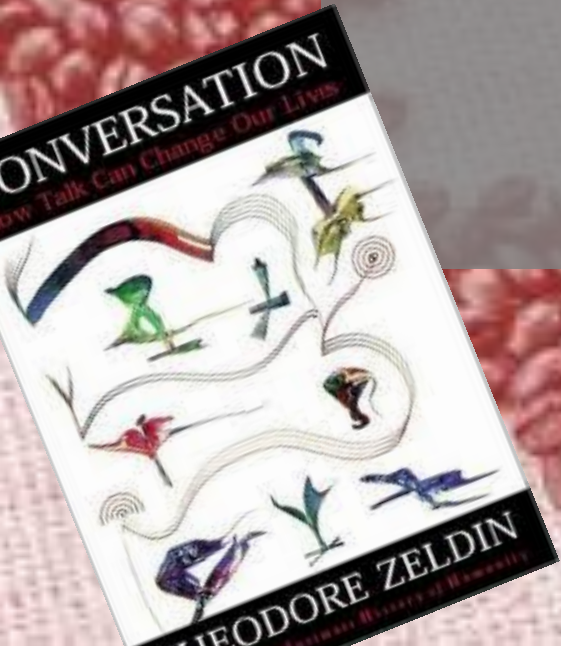
Forrester Research, 2012



Creating **Reflecting**
Questioning
Changing **Thinking**
Innovating **Sharing** **Listening**
Exploring **Building** **Curating**
Wondering **Evolving**
Connecting **Conversing...**



“I value **CONVERSATIONS** which are on the
borderline of what I **UNDERSTAND** & what I
DON'T - with people who are **DIFFERENT**
from myself.” - Theodore Zeldin





**“Technology does not automatically improve
CONVERSATION, COMMUNICATION or
BEHAVIOUR ” - Theodore Zeldin**



***“A good conversation doesn't just
shuffle the deck of cards - it creates
new ones” - Theodore Zeldin***

CMO NETWORK | 3/04/2013 @ 6:00AM | 2,638 views

Carlos Santana On Creativity In Business And Art

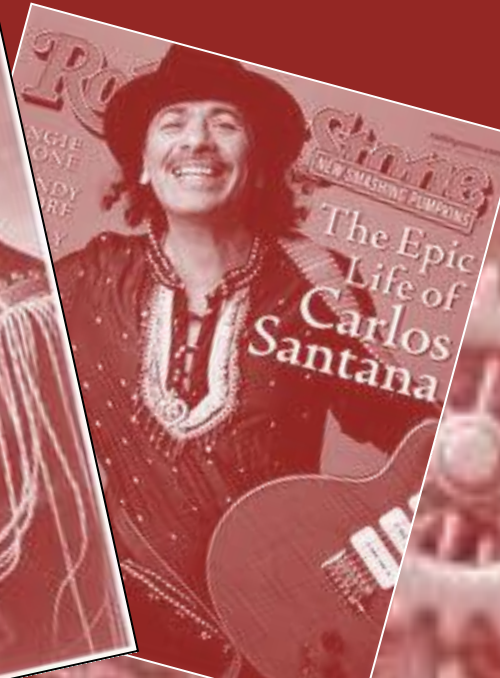
Kenneth Hein, gyro

+ Comment Now + Follow Comments



Music legend and successful entrepreneur [Carlos Santana](#) has a unique and powerful perspective on creativity and inspiration. Both are applied not only to his music, but also to his businesses, which include [Casa Noble Tequila](#) and [The Carlos](#) by Carlos Santana line of women's shoes and handbags. Here is what Carlos had to share:

Q: You have said everything starts with an idea, with imagination. Can you expand on that thought as it applies to not only art but business as well?



“Collaboration, partnership, friendship and marriage all take trust. When I collaborate on a song or on stage, I am here to complement, not compete. A true collaboration only works when you complement what the other person is saying and inspire one another to go further.”

Carlos Santana, Forbes, April 2013

The Power Of In-Person Conversation

“75% of Global Leaders surveyed by Economist Intelligence Unit in 2011 indicated in-person communication was MORE IMPORTANT than any other communication tool.”



Economist Intelligence Unit

The Economist

- Commissioned by CISCO
- Survey: December 2011
- 800+ Global Leaders
- US / Europe / Asia

“Yet 60% of our business communications are NOT occurring in-person or face to face. And, this places substantial BUSINESS RISK due to lack of UNDERSTANDING.”

Marketing*Cafe*



Coffee Shops Have Been At The Heart Of Commerce Since 18thC



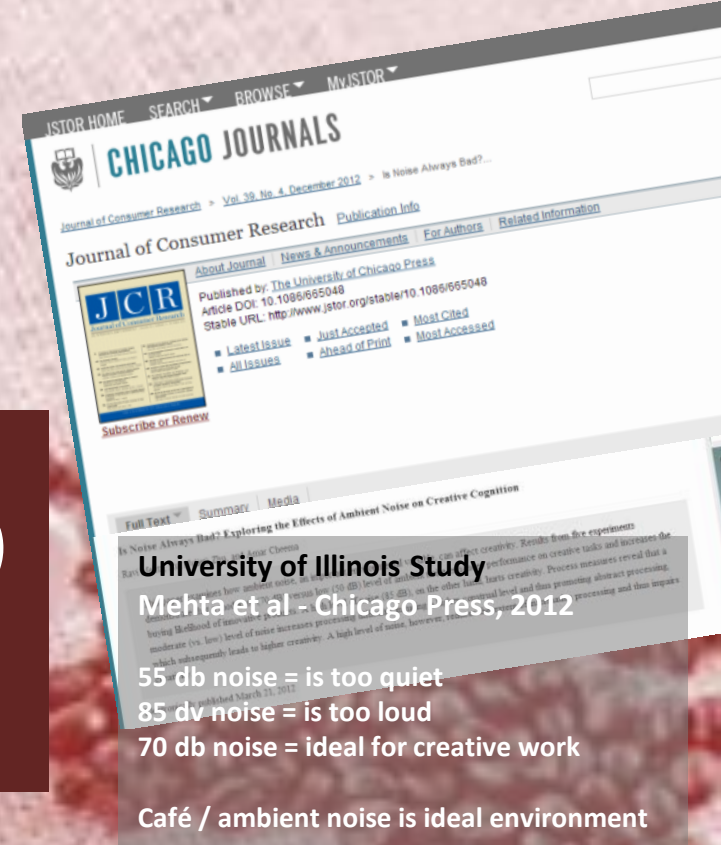
Connectedness > Flexibility > Knowledge Sharing - Collaboration

Even The Noise Of Café Stimulates Creativity...

“Results demonstrate that a moderate (70 dB) versus low (50 dB) level of AMBIENT NOISE enhances performance on CREATIVE tasks ...”

“Enough stimulation can help you get deeper into your work- but too much can pull you out.”

Drake Baer, Fast Company, 25th June, 2013



Café Workshop Is Not A Brainstorm



***“Creative Ideas
Anyone?”***

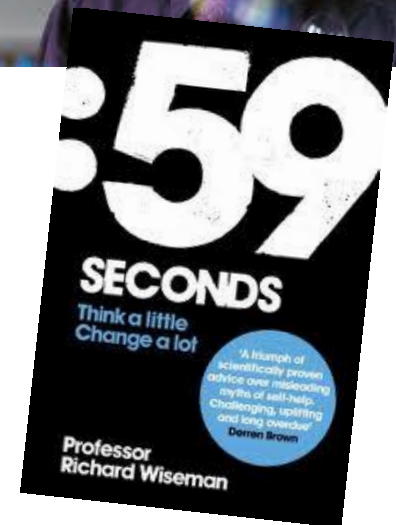


***“Can someone write
this up please?”***

Café Workshop Is Not A Brainstorm

“A body of evidence from around the world now suggests that for seventy years, people used brainstorming inadvertently to stifle - not stimulate their creative juices.”

“It is possible to have lots of ideas and for every one of them to be fatuous.” – Philip Johnston, Daily Telegraph, June 2010



Café Workshop Is About Conversation



How Does A Café Workshop Work?

1

Present Topic Or Issue For Discussion

Outline & Intro > Not Detail
Use Different Tools / Media
Set A Starter Question

2

Focused But Open Conversation In Small Groups

3-4 People In Group
Managed Conversations
Open > Curious > Exploratory
Not Aiming For Quick Solutions

3

Change Your Group & Keep Conversation Going

10-20 Minutes Per Question
2-3 Rounds Per Question
Listen & Share

Focus On The Conversation

Why Hold A Café Workshop?

To **ENCOURAGE** Difficult
Conversations - And
**AVOID GROUP THINK &
SOCIAL LOAFING**

To **EXPLORE** Marketing
& Innovation Topics In
An Open Way

To **CO-CREATE** And
INCUBATE New Ideas

To **SHARPEN** The
Thinking By
Encouraging Rich
Conversation

To **SHARE** Knowledge
And Allow **EVERYONE**
To Be Heard



Café Workshop Do's And Don'ts

We Are Not
BRAINSTORMING!

DON'T Look For Quick And
Immediate Answers To The
Opening Question.

BUILD On To The
THOUGHTS Of Others

ADD QUESTIONS
And Be **CURIOUS**

AVOID PLAYING YOUR
CARDS! Take Time.



Seriously.
We Are Not
Brainstorming

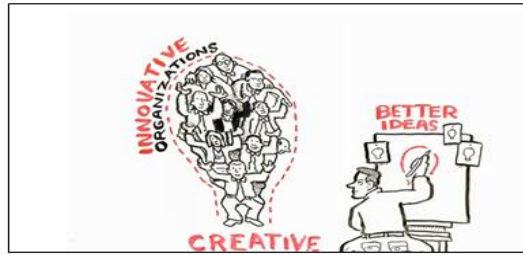
*“I Keep Six Honest Serving Men,
They Taught Me All I Knew,
Their Names Are What And Why And
When - And How And
Where And Who.”*

Rudyard Kipling

"Conversations Are The Medium Where The Majority Of Value Is Created"

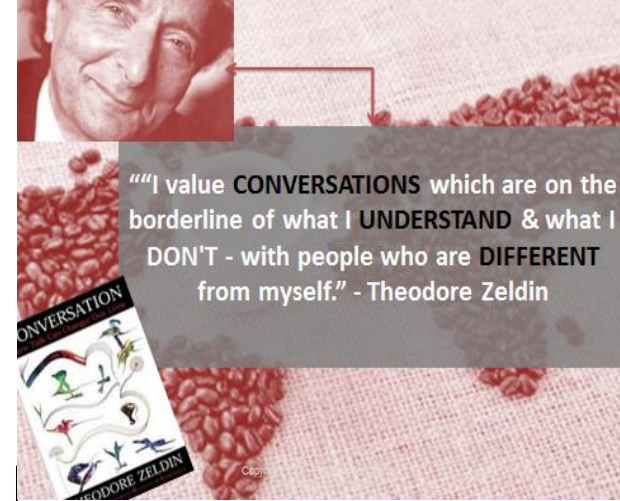
Forrester Research, 2012

Where Do Good Ideas Come From?



01/07/2011

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"I value CONVERSATIONS which are on the borderline of what I UNDERSTAND & what I DON'T - with people who are DIFFERENT from myself." - Theodore Zeldin

Collaboration Powers Innovation

84% of CEO's surveyed in 2011 agreed that innovation is led by COLLABORATION (Cap Gemini 2012)

Only 16% of CEO's surveyed said their organisation had the right culture for Innovation

30/06/2011

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Coffee Shops Have Been At The Heart Of Commerce Since 18thC



Connectedness > Flexibility > Knowledge Sharing - Collaboration

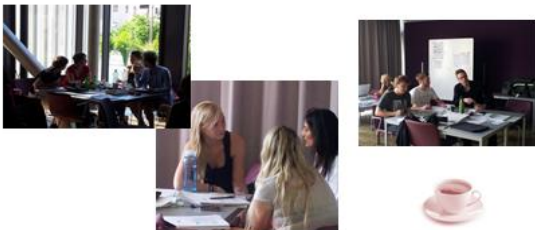
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Seriously.
We Are Not Brainstorming

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Café Workshop Is About Conversation



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Collaborative Advantage

MarketingCafe



Conflict Or Harmony?





Café Workshop

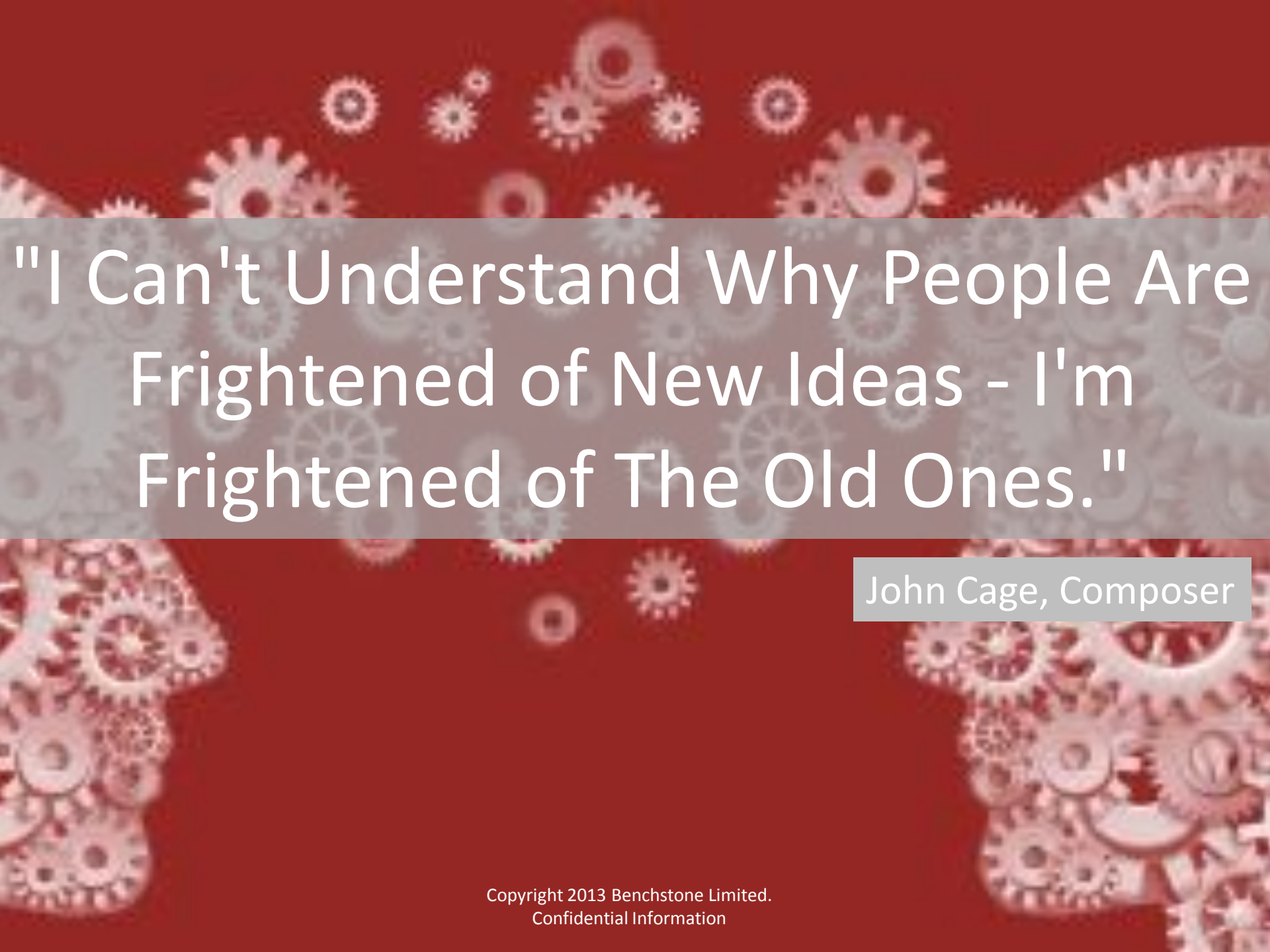
“How Does Harmony And Conflict Affect Successful Relationships?”

The background of the slide is a dense field of coffee beans, which are semi-transparent and tinted with a reddish-pink hue. The beans are arranged in a way that creates a textured, layered effect, with some beans appearing more prominent than others.

Café Workshop

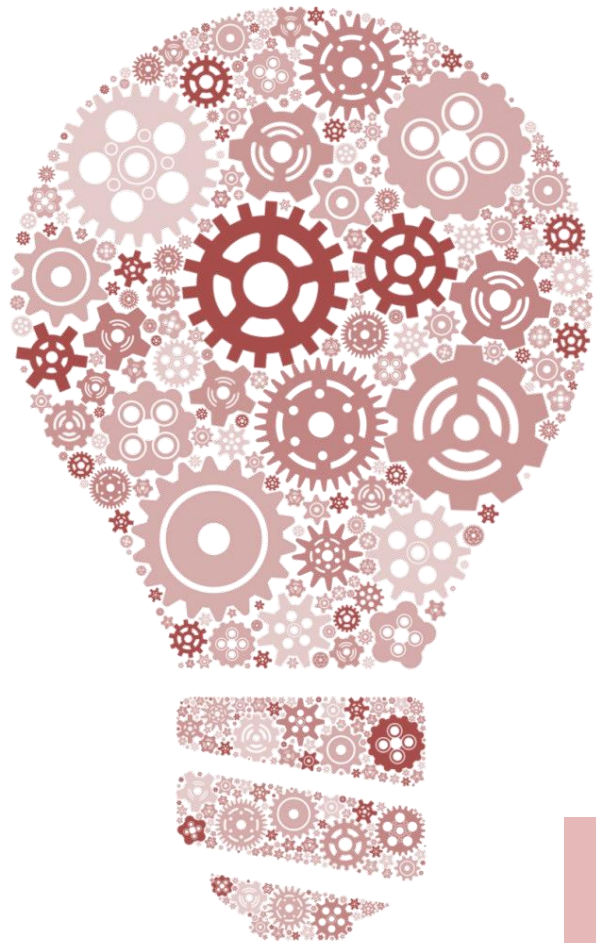
Open Conversation & Points

“How Does Harmony And Conflict
Affect Successful Relationships?”



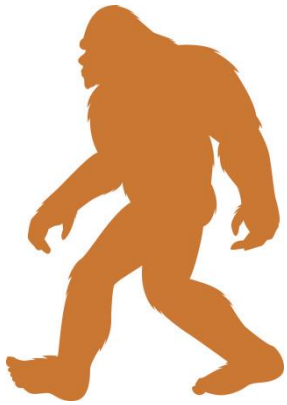
"I Can't Understand Why People Are
Frightened of New Ideas - I'm
Frightened of The Old Ones."

John Cage, Composer



The Best Way To
Predict The Future

Is To Create It



Myths Of Innovation



Wacky & Radical New Ideas



Its All About
Technology

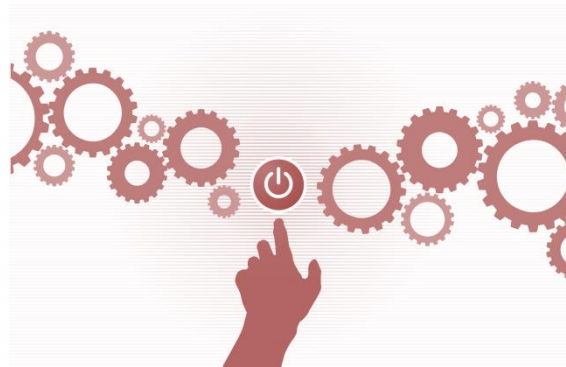


You Need Lone Genius

Reality Of Most Innovation



Pioneering &
Simple Steps & Hard Work



Making Connections



Trust & Teamwork



**“The QUALITY of the PROBLEM
FOUND - is a forerunner to QUALITY
of SOLUTION ATTAINED”**

Psychologist, Jacob Getzels

Why Did Captain Kirk Use The Teleporter?



(A) Because They Didn't Have The Budget or Technology To Use The Model Shuttles – And This PROBLEM Forced Them To RE-THINK How They Made The Whole Show Work...

Jugaad



THINK FRUGAL. BE FLEXIBLE. BE INCLUSIVE

Jugaad



Tata Nano - \$2000



Incubator - \$200

SIX PRINCIPLES

1. Opportunity In Adversity
2. Do More With Less
3. Think & Act Flexibly
4. Keep It Simple
5. Include The Margin
6. Follow Your Heart

THINK FRUGAL. BE FLEXIBLE. BE INCLUSIVE

Research?



“Burger King famously used the location of McDonald’s restaurants to help provide cost effective economic and market research.”

Revolution Or Evolution?



1973



2013

New Ideas?



Who Invented The iPod?



TOSHIBA
Leading Innovation >>>



Kane Kramer's
Patent: 1979

(A) Steve Jobs – Asked A Team, Led By Jonathan Ives To Develop A Digital Content Platform. They Combined Music Software & Technology From Portal Player, ARM Chips and PIXO To Create The First iPod. Most of the TECHNOLOGY was ALREADY in EXISTENCE

A pair of hands, one in a dark suit sleeve, holds several interlocking gears of various sizes. The scene is overlaid with a semi-transparent red filter. Two dark grey rectangular boxes are positioned over the image, containing white text.

From Traditional

To Open Innovation

Chesbrough's Inspiration?



Henry Chesbrough



“Hollywood has innovated for decades through a network of partnerships and alliances between production studios, directors, talent agencies, actors, scriptwriters, specialized subcontractors (e.g. special effects) and independent producers.” (Henry Chesbrough, 2003)

The 'Partnership Paradox' - 2012

General Electric, Innovation Barometer 2011-2013



86%

Senior marketers surveyed **AGREED** that Partnerships were the **NUMBER ONE** element of Innovation



21%

Are actively pursuing partnerships and collaborations (?)

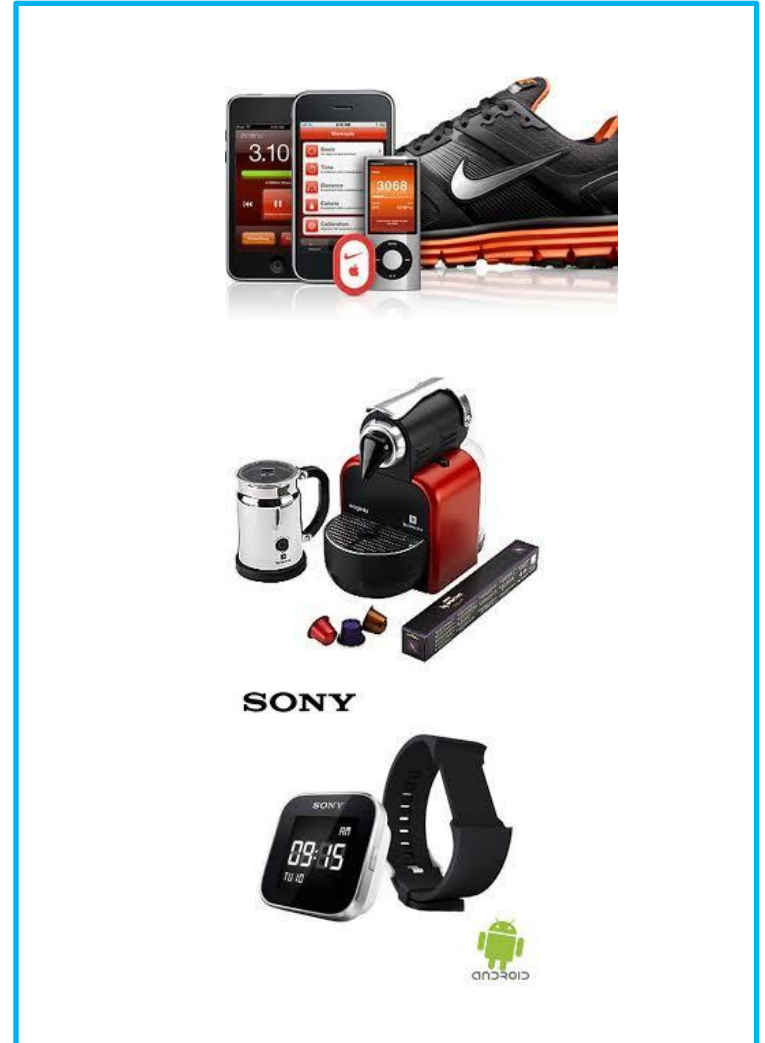
P ? A ? R ? A ? D ? O ? X

- ✓ Leaders **WANT** their businesses to be innovative -
- ✓ Leaders **SEE** collaborations as drivers of innovation -
- ✓ People and organisations **FAILING** to manage key relationships



Beth Comstock, CMO, G.E.,

From Strategic Innovation



To Sponsorship & Content Licensing



Jennifer Lopez to create Latino mobile store chain

Singer and actress Jennifer Lopez is to open a chain of 15 mobile phone stores in the US targeted at Latinos.

The Jenny From The Block performer is majority owner of Viva Movil as well as its "chief creative officer" and marketing face of the brand.

The company promises a "culturally relevant" experience with bilingual staff, the company said.



Jennifer Lopez's shops will have bilingual staff

Lopez - also known as J-Lo - is the latest in a growing line of celebrities getting involved in technology retail.

Performers such as Will.i.am from the Black Eyed Peas have shown keen involvement - taking on roles as "creative figureheads" in companies looking to expand their target market.

More recently, singer Alicia Keys has been the public face of Blackberry, an image that slipped slightly when she was seen to tweet not from the firm's new smartphone, but from an iPhone instead. She blamed the tweet on "hackers".

Most notably, Beats By Dre headphones - endorsed and part-designed by rapper Dr Dre - have been a runaway success, bringing in revenues into the hundreds of millions.

Related Stories

Fake Dr Dre headphones 'most seized'

Why celebs want to sell us headphones

Dr. Dre sells half of audio firm

Jennifer Lopez to open her first Viva Mobil phone retail store in New York this month – with Verizon



Alicia Keys accepted 'Creative Director' role with Blackberry in February 2013

Why Did Captain Kirk Use The Teleporter?



(A) Because They Didn't Have The Budget or Technology To Use The Model Shuttles – And This **PROBLEM** Forced Them To **RE-THINK** How They Made The Whole Show Work...

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Psychologist, Jacob Getzels



Myths Of Innovation



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It's All About Technology



You Need Lone Genius

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Chesbrough's Inspiration?



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Revolution Or Evolution?



1973



2013

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"I Can't Understand Why People Are Frightened of New Ideas - I'm Frightened of The Old Ones."

John Cage, Composer

Leading Talent & Collaboration



The background of the slide is a dense, close-up photograph of coffee beans, which has been filtered with a semi-transparent red color. The beans are arranged in a way that they appear to be piled up, with some in the foreground and others receding into the background.

Café Workshop

“Who Is The Best Leader Of Innovation That You Personally Know? What Do They Do That Makes Them Successful?”

The background of the slide is a dense, textured field of coffee beans, rendered in a monochromatic reddish-brown color. The beans are scattered and overlapping, creating a rich, organic pattern that frames the central text.

Café Workshop

Open Conversation & Points

“Who Is The Best Leader Of Innovation
That You Personally Know? What Do
They Do That Makes Them Successful?”

Success Has Always Been About Blending Right Talents



Connectedness > Flexibility > Knowledge Sharing - Collaboration

“Talent without discipline is like an octopus on roller skates...

There's plenty of movement, but ... you never know if it's going to be forward, backwards, or sideways.” –

H Jackson Browne



To Be Effective

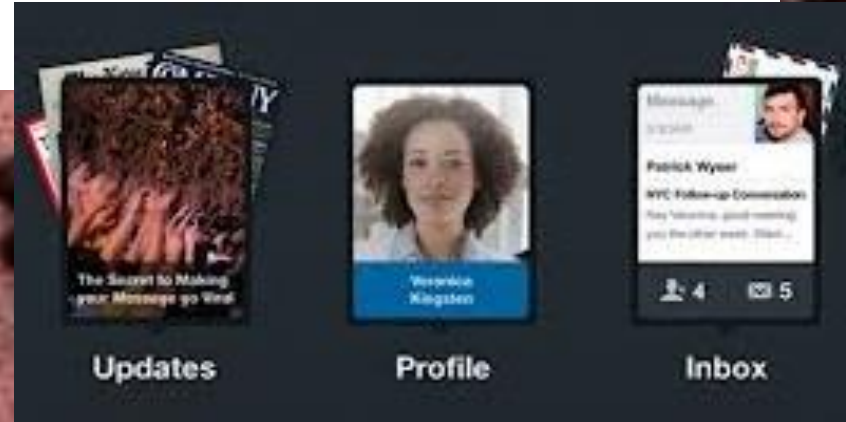
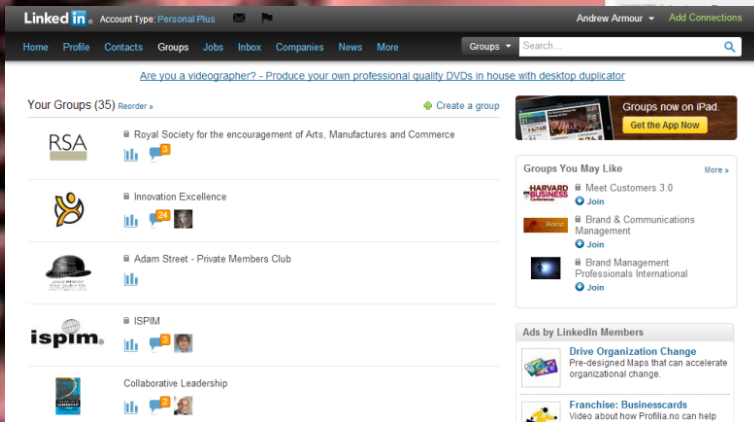
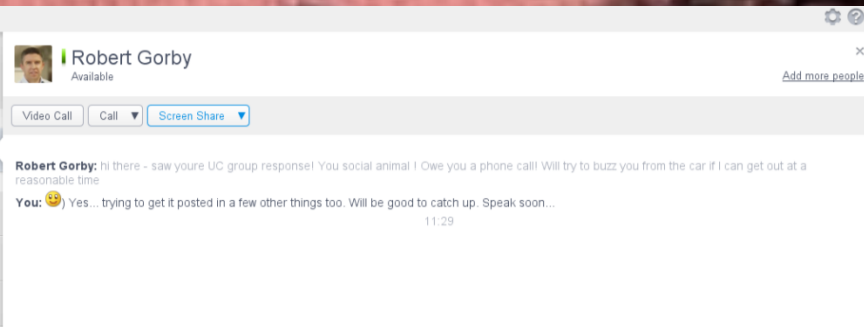
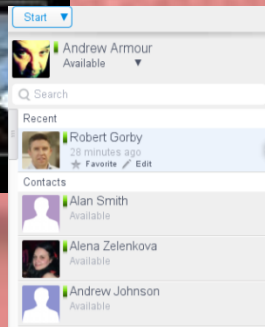


Talent Is Needed

> To Work Within Teams



Connectedness > Flexibility > Knowledge Sharing - Collaboration



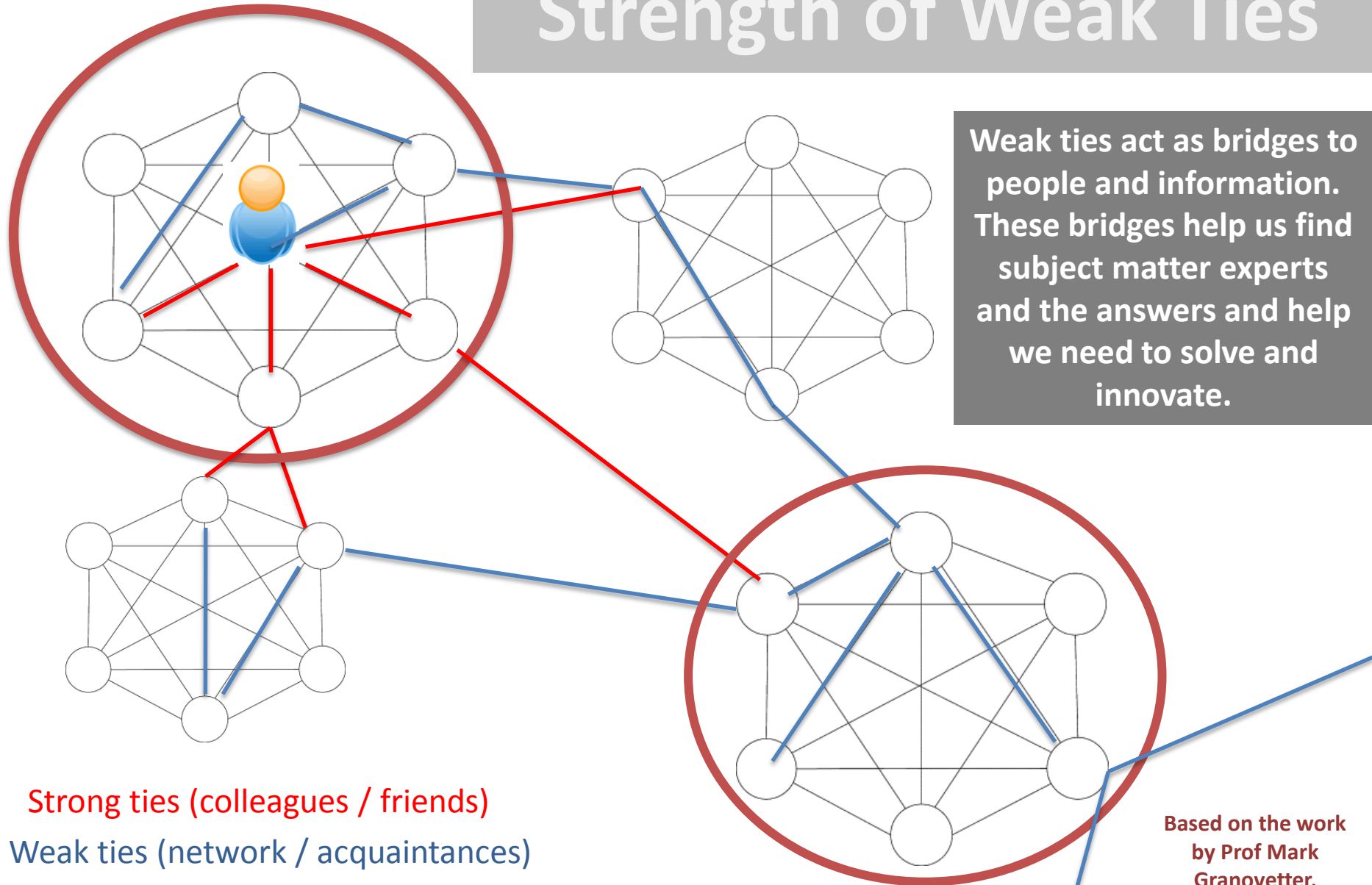
Connectedness > Flexibility > Knowledge Sharing - Collaboration

“Working In Isolation Leads To Disappointment”

Brian Fitzpatrick, Senior Engineer, Google Labs, Team Geek



Strength of Weak Ties



Weak ties act as bridges to people and information. These bridges help us find subject matter experts and the answers and help we need to solve and innovate.

Strong ties (colleagues / friends)

Weak ties (network / acquaintances)

Based on the work
by Prof Mark
Granovetter,
Stanford University

The Need For Collaborative T-Shaped People

**Wide Network Across
The Business**



**Deep Depth of
Knowledge**



“T-shaped managers are people who do well in their own job – and deliver results by collaborating across the company too” – Morten T Hansen



How X-Business Collaboration Makes A Difference



SONY



**2003: Sony was TEN times LARGER than Apple.
Sony Music, Walkman, VAIO, PlayStation.**

**Lack of collaboration meant that Sony Music,
Sony Walkman & Sony Electronics all developed
rival platform ideas to the iPod resulting in
Sony's eventual Connect player to flop.**

**Apple went on to sell annual revenues from iPod
of US\$10 Billion within five years.**

“What if SONY had excelled at collaboration? The fight between Sony and Apple would have been much closer. In complex organisations – effective collaboration is often a necessary requirement of success”

- Morten T Hansen

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COLLABORATION

HOW LEADERS
AVOID THE TRAPS
CREATE VALUE AND
DEAR BIG RESULTS

Trust, Collaboration And Superteams

*“There was so much **TRUST** between us. We all had slightly different **TALENTS** and there was immense respect for what each person brought to the **COLLABORATION**. It does not matter whose **IDEA** it is – we use the one that makes the movie **BETTER**.”*

– John Lasseter, Pixar Entertainment, in Superteams



Ed Catmull

Steve Jobs

John Lasseter



Traditional Strategy Is Dead In The Social Era Of Business



*“The **INDUSTRIAL ERA** primarily honoured the **INSTITUTION** as a construct of creating value. And the **INFORMATION AGE** (including Web 1.0 and 2.0) primarily honoured the value of **DATA** that can provide institutional value. The **SOCIAL ERA** honours the value with the single unit of a **CONNECTED HUMAN.**”*

- Nilofer Merchant



Creative Working (And Networking)





Café Workshop

“In Your Network What Is The Source Of
Your Most Creative Conversations?”

The background of the slide is a dense field of coffee beans, which are a reddish-brown color. The beans are arranged in a way that they appear to be spilling out from the top and bottom edges of the frame, creating a border effect. The central area is white, where the text is placed.


Café Workshop

Open Conversation & Points

“In Your Network What Is The Source Of
Your Most Creative Conversations?”



Where Has
All The Time
Gone?



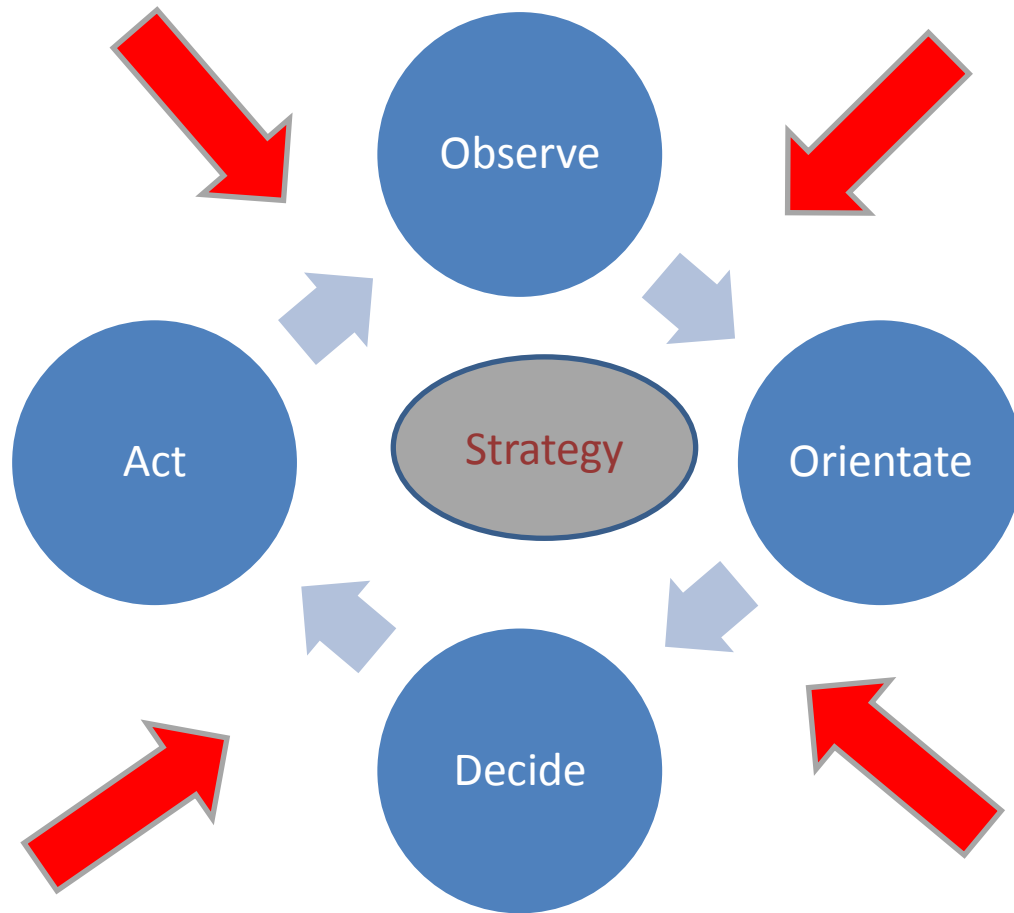
“It is one of the characteristics of our modern business world to ALWAYS BE IN A HURRY. In olden times it was different.”

The Medical Record, 1884

“The ART OF CONVERSATION is almost lost. People talk as they ride bicycles – at a rush and without pausing to consider their surroundings.”

Marie Correlli, 1905

The OODA Loop (Boyd, 1953)



Colonel John Boyd USAF

[http://en.wikipedia.org/wiki/John_Boyd_\(military_strategist\)#The_OODA_Loop](http://en.wikipedia.org/wiki/John_Boyd_(military_strategist)#The_OODA_Loop)



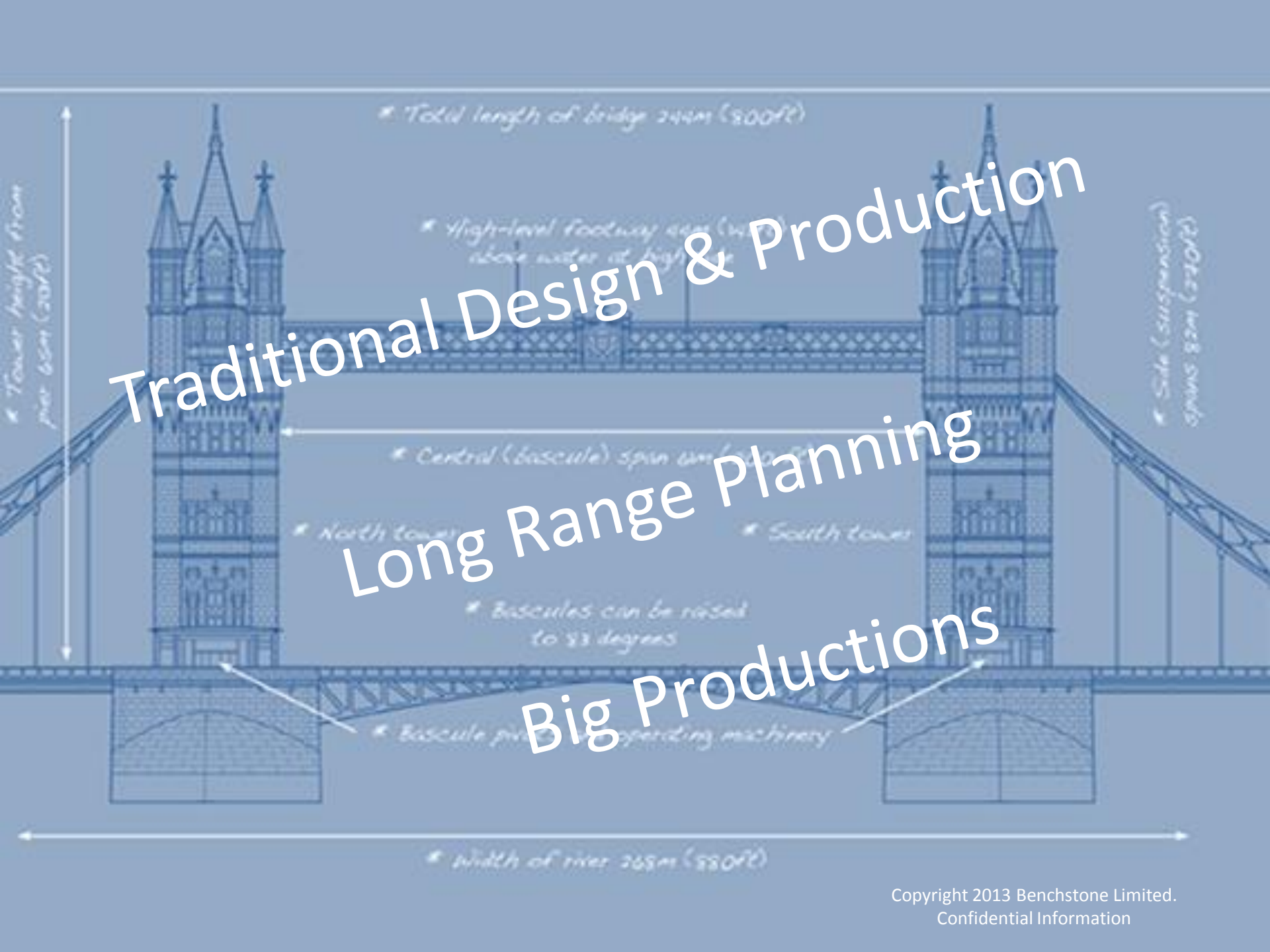
Sense

&

Respond

The OODA Loop - Sense And Respond





Traditional Design & Production

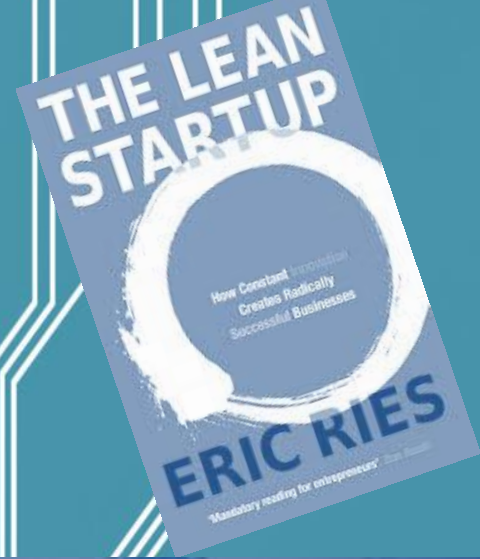
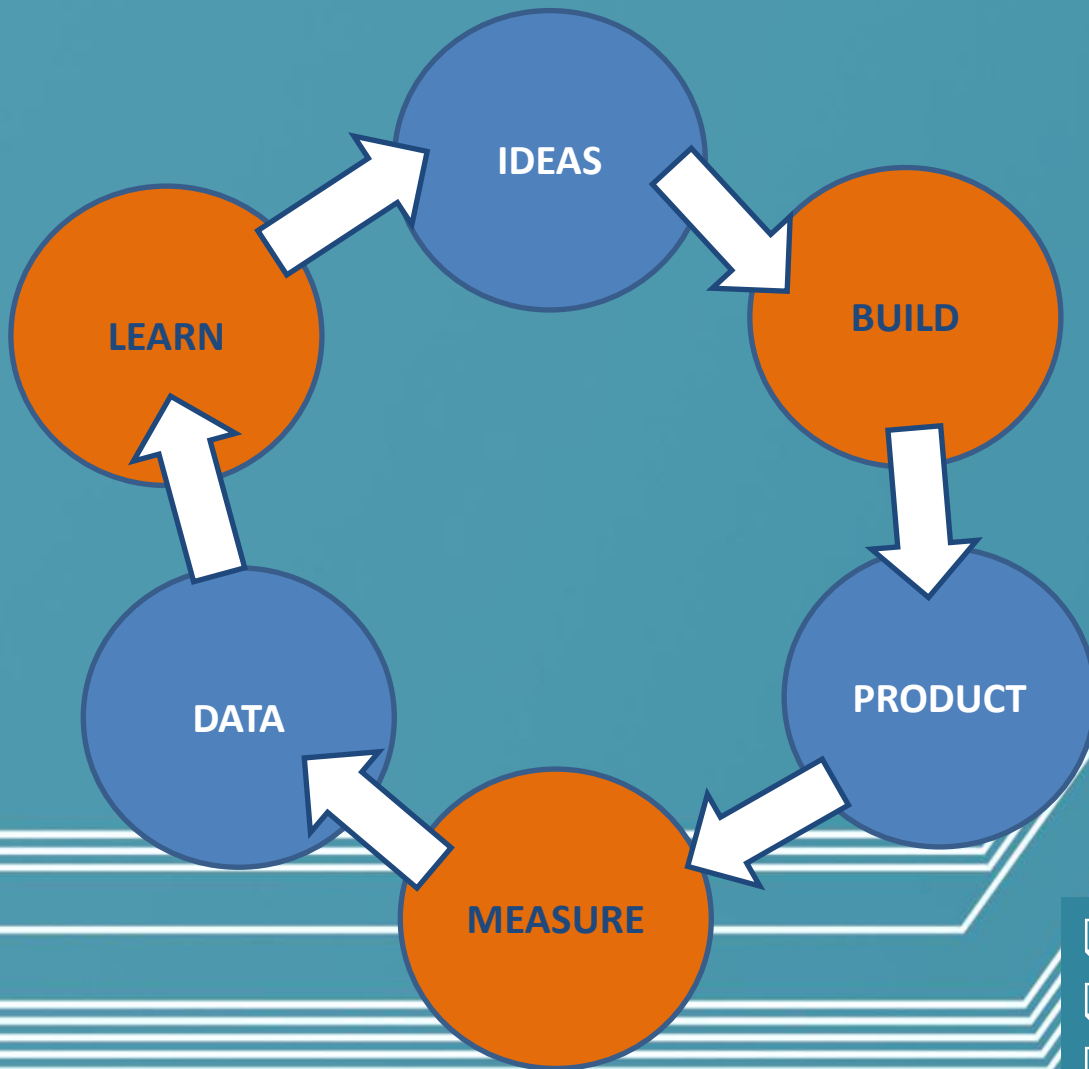
Long Range Planning

Big Productions

A high-contrast, monochromatic red-toned photograph. A person's shadow is cast onto a light-colored wall, showing them leaning forward with their hand on a wooden railing. The lighting is dramatic, creating deep shadows and bright highlights. In the upper right corner, a semi-transparent white rectangular box contains the word "Fear" in a large, white, sans-serif font.

Fear

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- Prototype & Iterate
- Minimum Viable Products
- Always Test & Learn
- Pivot (Change Strategy...)
- Agile Project – Not Waterfall

Is There An Absence Of Smart & Open Conversations In Marketing & Innovation Worlds?



*“We should encourage students to consider a situation or a problem, look at it from **various angles**, and **ask questions that need answering.**”*

A senior executive at Google recently said of its founders:

“You can’t understand Google unless you know that both Larry and Sergey were always asking, ‘Why should it be like that?’.”

Prof Maurice Holt, Slow Education.co.uk June, 2012



The OODA Loop (Boyd, 1953)



Colonel John Boyd USAF

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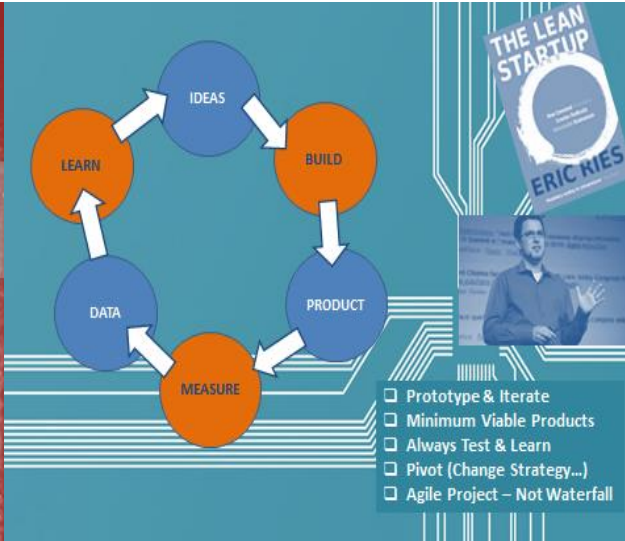
Is There An Absence Of Smart & Open Conversations In Marketing & Innovation Worlds?



The OODA Loop - Sense And Respond



Prof Maurice Holt, Slow Education.co.uk June, 2012



- Prototype & Iterate
- Minimum Viable Products
- Always Test & Learn
- Pivot (Change Strategy...)
- Agile Project - Not Waterfall



Final Café Discussion..

A white ceramic coffee cup filled with coffee is the central focus, surrounded by a large, scattered pile of coffee beans on a light-colored, textured surface. The beans are arranged in a circular pattern around the cup. The background is a light, textured fabric.

Hosted Tables



Café Workshop

Hosted Table Conversation

“In Matters Of Creativity And Innovation - How Do We Balance Momentum With Quality? And Who And What Decides The Pace?”

The background of the slide is a dense field of coffee beans, which are semi-transparent and tinted with a reddish-pink hue. The beans are arranged in a way that creates a textured, layered effect, with some beans appearing more prominent than others.

Café Workshop

Hosted Table Conversation

***“What Idea, Thought Or Question From
This Evening Can You Take Away
And Build Upon In Your Business?”***

Recommended Reading

Inspiring And Executing Innovation

Published by Harvard Business Review 2011

Collaboration – By Morten T Hansen

Published by Harvard Business Press in 2009

The New How – By Nilofer Merchant

Published by O'Reilly Media in 2010

The Lean Start Up – By Eric Ries

Published by Portfolio Penguin in 2011

Poke The Box – By Seth Godin

Published by Domino Project in 2011

Where Good Ideas Come From – By Steven Johnson

Published by Allen Lane in 2010

Conversation – By Theodore Zeldin

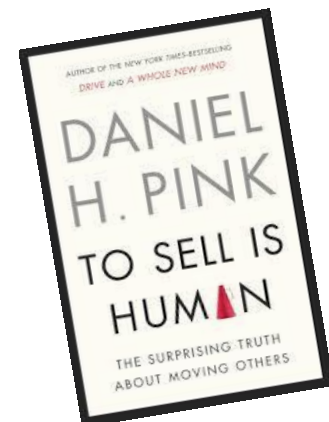
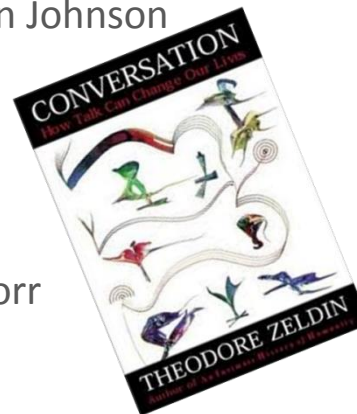
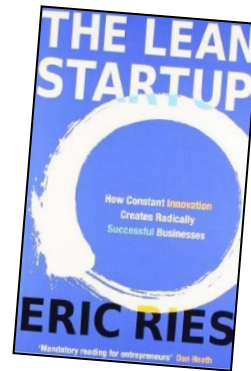
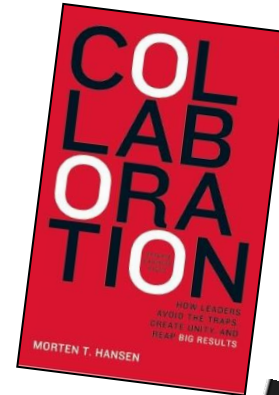
Published by Harvill Press in 1998

Managing Creative People – By Gordon Torr

Published by John Wiley & Sons in 2008

To Sell Is Human – By Daniel H Pink

Published by Canongate in 2013




On Partnerships, Innovation & Collaboration – From Andrew Armour

Home About Andrew Armour About Benchstone The Partnership Manifesto: Branding And Promotions Content Management

Marketing Ideas & Innovation New Marketing Thinking Partnerships & Collaboration

APRIL 10, 2013 **To Sell Is Human –So Does Collaboration Make Us Superhuman? Dan Pink, At The RSA**

"Always be closing! A-I-D-A. Attention, Interest, Decision, Action. Attention — do I have your attention? Interest — are you interested? I know you are. You close! Or you hit the bricks!" -Blake, Glenary, Glen Ross




Sell. Sale. Sold. Four letter words. And as Dan Pink pointed out at a recent talk at The RSA, for most of us the whole notion of sales is still imbued with all of the worst connotations of pressure and aggression so famously portrayed by Alec Baldwin's Blake in Glenary's Glen Ross. Sales is something seen as quite vulgar. Yet – persuasion and relationship building, no matter how you look at it, is still the most essential ingredient of personal and organisational success.

Leadership, innovation, change – it all comes down to selling. Dan Pink shows that sales is not what it used to be and whether we like it or not, it is in fact, profoundly human. I agree – and what is more, I believe that if sales is human, the ability to build and nurture great creative collaborations – is superhuman.

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A marketing, collaboration and partnership consultancy providing project management and specialist training to brands and organisations.

We help brands and organisations to plan, implement and maximise their partnership opportunities. From co-promotions to content deals, from sponsorships to innovative co-ventures - relationship management and collaboration is what we do. We can drive forward and pioneer valuable new projects for you and sharpen those already in place by reviewing and improving your existing initiatives and teams.

PROJECT AND INTERIM CONSULTANTS

If you don't have sufficient resource and expertise to help drive the important marketing projects and partnerships you need, we can provide it for you. We supply designated experts who are experienced in Partnership Marketing, Innovation, Collaboration, Relationship & Project Management. Our consultants can quickly fill an important organisational gap and add a sharp focus to make sure that critical project delivers in full and on time.

Project And Interim Consultants

COLLABORATION TRAINING, WORKSHOPS AND PROGRAMMES

We provide a range of training and workshop services to help you improve your existing teams and plans. We can professionally plan, coach and facilitate your next important marketing meeting, conference or seminar. Our tailored **Cafe Workshops** can help stimulate the important conversations and thinking to build more innovative and dynamic solutions.

CollaborativeEdge

Marketing Workshops

MARKETING, COLLABORATION AND INNOVATION STRATEGY

As consultants we can work with you to develop a strategic approach to devising and managing critical business projects for your organisation and outside of it with vital stakeholder allies. A robust plan is an essential foundation for successful projects and we can make sure that yours is.

BENCHSTONE BLOG

Our blog contains the latest news from Benchstone as well as useful marketing links and tips.

- To Sell Is Human – So Does Collaboration Make Us Superhuman? Dan Pink, At The RSA
- Seven Rules For Building Effective Marketing Workshops

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Andrew Armour
Managing Director
 m. 07971 231 025
 e. andrew@benchstone.co.uk
 w. benchstone.co.uk
 b. andrewarmour.com
 t. twitter.com/andrewarmour

Some Creative Connections



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The background of the slide features three large satellite dishes mounted on tripods, set against a red-tinted sky. The dishes are arranged in a line, with the largest one on the right and the smallest in the center. The entire scene is overlaid with a semi-transparent white box containing contact information.

Andrew Armour

Managing Director

m. 07971 231 025

e. andrew@benchstone.co.uk

w. benchstone.co.uk

b. andrewarmour.com

t. twitter.com/andrewarmour

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Pace of Innovation

&

Quality Of Creativity

Tuesday 2nd July 2013

Andrew Armour

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