



MARKETER'S PULSE



EXECUTIVE SUMMARY

The September / October 2013 ACA Marketer's Pulse Report focus is on marketing innovation. It explores the innovation culture within Canadian companies, for their **strategic initiatives, organization structure and budget commitments**. The questions were developed by Bert DuMars, VP & Principal Analyst at Forrester Research, who believes successful organizations must build a marketing innovation foundation and culture to retain and/or gain a competitive advantage in the new world order.

Canadian companies are not 'walking the talk'! As a general observation, innovation strategy initiatives are being considered but are lacking support of organization structure and budget commitment.

The survey respondents indicated their degree of agreement to a list of statements based on the following scale: 1- do not agree; 2- partially agree; 3 – mostly agree; 4 – agree. The results are based on the input of 49 ACA Marketer's Pulse panellists of senior Canadian marketers.

1. Canadian companies scored innovation strategies highest, but are not supporting these initiatives with organization structure or budget commitments.
2. When plotted along an innovation culture spectrum, the vast majority of Canadian marketers rated their company's innovation culture within the two middle cultures being defined as 'pragmatists' and 'experimenters'. Notably, only 1 marketer admitted to being at the low end of the innovation spectrum as 'risk adverse' while few are confident that they are at the top end as 'customer obsessed'. These scores indicate that there is significant development required to optimize their innovation cultures and reach the 'customer obsessed' state.
3. Strategically, marketers are open to innovation ideas and to setting goals, but the processes behind this are less well established.
4. From an organization structure perspective, Canadian marketers are willing to invite people to engage in pilot projects of innovation, but do not support dedicating resources or infrastructure, or integrating these efforts back into the organization.
5. Further, Canadian companies are not committing budgets to support innovation initiatives and, therefore, will jeopardize opportunities to gain competitive advantage versus their competition.
6. In comparison to US results from a similar survey, Canadian marketers rate themselves as having a moderately higher developed innovation culture on all 3 categories of strategy, organization structure and budget commitments.

ACA is pleased to provide you with the sixth report from the ACA Marketer's Pulse panel.

To learn more about this report and how you can realize value from your ACA membership, contact Susan Charles, Vice President, Member Services at (416) 964-1538 or scharles@ACAweb.ca.