

1: Best Idea Management Software | Reviews of the Most Popular Systems

Innovation is widely recognized as a contributor to business success, which in turn is stimulating interest in innovation management tools. This research highlights for application leaders important trends, and profiles representative vendors in this highly fragmented market.

Metrics can be important levers of innovation “ for driving behavior, as well as evaluating the results of specific initiatives. Defining the right metrics for your business can be tricky. Across the Fortune that do possess innovation metrics, for example, the most prevalent metrics include: And in an environment in which disruptive innovation and cannibalization must be wholeheartedly embraced as a core strategy, fundamentally new types of behaviors are required, and subsequently new structures and related metrics to drive these behaviors. What gets measured drives behavior. Too many metrics leads to excessive activities that provide little value and often drive conflicting behaviors. The Metrics Imperative Because innovation is now a widely recognized critical requirement for virtually all companies across all industries, the metrics imperative is here. Leaders must establish a new breed of metrics that move beyond conventional measures and that: Create an organizational culture that supports and drives strategic innovation Establish critical capabilities tuned to the evolving competitive business landscape Evaluate innovation efforts to ensure both return on investment and support feedback loops of learning and improvement Drive profitable growth A Framework for Innovation Metrics The best solutions create simplicity from complexity. Assuming that successful innovation results from the synergies between complementary success factors, it is important to address these by: The following are the three categories to consider for any metrics portfolio: ROI metrics give innovation management fiscal discipline and help justify and recognize the value of strategic initiatives, programs and the overall investment in innovation. Organizational Capability Metrics Organizational capability metrics focus on the infrastructure and process of innovation. Capability measures provide focus for initiatives geared toward building repeatable and sustainable approaches to invention and re-invention. Leadership Metrics Leadership metrics address the behaviors that senior managers and leaders must exhibit to support a culture of innovation within the organization, including the support of specific growth initiatives. Input metrics are the investments, resources and behaviors that are necessary to drive results. Output metrics represent the desired results for the metric category. Learn more at www. These illustrations are not meant to be exhaustive but rather provide an initial list of options for those looking to instill metrics within their own organizations. Creating innovation metrics requires a strategic and disciplined approach that starts with the enterprise growth strategy and cascades throughout each business unit, division and group structure. Using metrics to drive and assess growth is not a one time exercise. As an ongoing tool for innovation management, the approach involves: The specific process for establishing innovation metrics can include the following steps: Learning loops that capture insights gleaned from successes and failures must be integrated into the approach and valued as an ongoing process. For more on innovation metrics, check out our video that makes the case for building a culture of innovation. Use it to kick off your strategy sessions and leadership development programs: Soren Kaplan is a leading expert in strategic innovation, new business models, and innovation culture.

2: A Complete Guide To Innovation Management

Summary. Innovation is a high business priority, and this is stimulating interest in innovation management tools. This guide highlights the most important trends and profiles representative vendors in this market.

The basic objective of innovation is to introduce change to a process – a change that is favorable, attainable and lucrative. Innovation can be applied to any field – an idea, product or a service. Innovation principally necessitates imaginative thinking, combined with the collection of relevant information and an initiative to obtain greater benefits from available resources. Innovation has more to do with the adaptability that it has with inventing. Successful innovation mandates that the process embraces any changes in the environment and changes itself so that it can deliver better results. The process of innovation invariably includes the component of risk, as newer paths are discovered, and uncharted territory is explored. Risk-taking is an irreplaceable element of innovation. Innovation management is the process by which innovation is managed or dealt with by affecting certain decisions, practices and actions, as a response to a vision or an opportunity. These decisions, practices and actions are aimed at achieving a certain target – to generate an idea, product or a service that is of sizeable business value. The innovation management process necessitates the use of certain management tools that assist in bringing both managers and other entities on a common platform and get them to move towards a common goal. These innovation management tools can be anything from a simple brainstorming session to something more complex like planning and prototyping. Innovation management is a continuous closed process. It cycles between the following five stages: A wide array of ideas may be considered. However, it is essential to maintain balance in the ideation process so that too many stray ideas do not overpower the core objective. In this stage, concepts are developed based on the accepted ideas. Other important criteria like investment required, break-even time and returns are evaluated. Once the customers or end-users interact with the demonstrated plan, it becomes possible to ascertain how much value the product will deliver to the customer. This validation is vital for continuous improvement of the planned product. In this stage, the actual development of the product takes place. The earmarked investment is utilized on planned lines in order to build the product, or to commercialize the already developed product. Types of innovation Innovation can be classified into several types, based on different classification models. However broadly classified, innovation can be cataloged into four main types: Operational innovation, in the simplest of terms, is just the adaptation of newer and better ways of functioning. Operational innovation is applicable to the core activities that any organization performs – they can be anything from product development, marketing or customer interaction, and service. Operational innovation is responsible for making processes more efficient and introducing technical improvements to the processes. Operational innovation is also responsible for introducing established best practices to the system like Six Sigma, Lean, etc. Management innovation is the process by which innovative methods are laid down for the purpose of effecting better leadership, organizational techniques, coordination, and motivation. Management innovation brings about the much-needed element of discipline to the management process by introducing novel practices that eliminate management orthodoxy, identify future leaders, infuse autonomy and facilitate employee participation. Management innovation gets managers to augment their key responsibility areas to facilitate superior team performance. In this way, management innovation helps to push the envelope as far as organizational goals are concerned. Product and Service Innovation: Product innovation is all about strategies that are followed to ensure that the product or service delivered are of augmented value to the customer, so that they, in turn, return better value to the company. For an already established product or service, this will mean modifying the product or service to provide better results. Strategic innovation is all about identifying key strategies to take care of the following: Develop a better business model. Explore newer markets and business opportunities. Assure better value to both the customer and the company. Unlike management innovation, which takes care of all external factors and implications e. Why is innovation management needed? Innovation management is necessary for a multitude of reasons. To map the innovation process. It also helps identify newer ideas and assess whether they are in sync with the big picture view of the company. To forecast market conditions

better. Innovation management creates a foresight of the market. It helps forecast changes in the market, identifies newer market segments and monitors customer trends. It also detects competition on the existing business models and charts out measures to face it. To encourage effective communication, instill motivation and channel inquisitiveness and innovation. It is of utmost importance to the success of a project that the leadership is motivated, communicates well across all channels and harbors innovative thinking. Leaders should be open to new challenges and should be able and willing to change their customary strategies to cope with these new challenges. To ensure proper timing of market introduction and reduce risks of delayed innovation. Faulty timing of innovative steps is one of the main reasons for the failure of a project. When a product or service introduction is delayed, it loses its competitive edge over its competitors and is doomed to failure. The need of the hour is for both the top management and the staff to be in sync with changes in market forces and channel their innovation process to embrace all these changes. To strategize and govern the innovation process from a business perspective. Innovation governance dictates that all responsibilities of innovation are allocated to deserving individuals, and these responsibilities are clearly demarcated and documented. Different governance models have different approaches to strategy. While the centralized system roots for a central leadership to hold all innovation governance responsibilities, a decentralized system mandates that these responsibilities are shared among lower management. In either case, it is mandatory to review the innovation governance process at regular intervals. To build future leadership. One of the main goals of innovation management is to build future leaders in an organization. This future leadership goal starts from the practice of hiring talented staff members – people who display a strong inclination towards innovative thinking and are open to coaching on choosing the path of development within the organization. However, only having a strong and innovative leadership is not enough – it is also vital to have an effective system of innovation governance. To formulate the perfect innovation management strategy is to identify a strategy that engages all stakeholders, and that accomplishes the desired results. The innovation management strategy is nothing without proper implementation. Before an idea can be implemented, it needs to be tested. In many instances, testing an idea throws undesirable results, so it becomes necessary to reject the idea and start afresh. However, circumstances may arise where the results cannot be predicted. In those cases, it is best to develop a stronger communication channel with the stakeholders for the idea to be accepted. Proper strategizing and implementation will ensure that the product or service is successful, and the company brings in profits. The Three pillars of innovation Innovation has three pillars – competency, strategy, and management. Competency Every organization has a finite set of core competencies – its strengths. However, these core competencies may not always be in tune with market requirements. At this juncture, it is important to differentiate between employee competency and organizational competency. While employee competency is the skill sets that employees of an organization possess, organizational competency takes on a much broader meaning. Organizational competency is the capability of the organization as a whole to perform in core areas. Organizational competency takes into account the capability of the organization, not only to coordinate the activities of its various divisions and departments, but also to perform the following tasks: Coordinating work with external entities and stakeholders. Optimizing the use of the resources at hand. Setting long-term and short-term goals for itself. Strategizing policies to achieve set goals. Strategy Organizational strategy is a set of accepted rules regarding how the organization should change over time in order to meet its new business objectives. The change can be either evolutionary or revolutionary. In either case, the focus should be to compare the present state of affairs with the desired outcome and the differences observed should be noted down. This should be followed up with a requirement analysis of the steps needed to be undertaken to effect the change. The central focus of any organizational strategy should be to optimize resource allocation. At the same time, a balance must be achieved between modifying existing products and services, exploring adjacencies and exploring new horizons. Innovation management calls for meticulous problem-solving skills. To solve a problem, two basic steps have to be taken: When Henry Ford designed the legendary Model T, he was effectively putting his vision into practice – a vision of a no-frills automobile accessible to the masses. In an age when the affordability of motor cars was limited to the highly affluent, Ford wanted to create a car for the common man. Effective innovation management resulted in a car that sold more than fifteen million

units in its lifetime – a feat that was never accomplished before. The efficient delegation is the other important step to solving a problem. It is not always possible for an organization to solve all its problems internally. It then becomes essential to approach another entity that is well-placed to solve that problem. A classic example is Dell Inc. The company is much different from its competitors in that it assembles computers instead of manufacturing them. As such, to mold itself into one of the major players in its segment over a short period of time, Dell has successfully forged strong business relationships with a wide array of reputed component manufacturers. Theory of innovation management implementation In the simplest of terms, innovation management implementation is the task of using the innovations in a regular, skilled, consistent and committed manner.

3: Market Guide for Innovation Management

THE BUYER'S GUIDE TO INNOVATION MANAGEMENT SOLUTIONS 3 Eight Key Requirements And Questions To Ask Your Vendor 01 02 What enterprise and innovation use cases (e.g. Lean Six Sigma, hackathon, idea jams, multi-stage ideation).

Separately and especially together, these can make a tremendous enhancement in the performance and the satisfaction of individuals, teams, and your entire organization. The last element of the innovation formula is the tools that enable you, or support you, to produce better innovation outcomes more quickly. What you do have is a lot of ingenuity, the willingness to work hard and achieve solid results through insightful thinking and persistence, and so the focus here is on supporting and enhancing the skills and commitment you have without spending much money. We recently met with some of the leaders of a big, successful biotech company, and they toured us through their state-of-the-art lab facilities. The place was certainly gorgeous, shiny and bright and very new. Scientists in lab coats scurried around and the lab equipment were humming. We expressed our admiration for the great architecture and the great reputation of the firm. As we were wrapping up the tour, however, one of the facilities leaders who had been our tour guide, and who had been with the company for decades, mentioned that while the new labs were certainly lovely, he noticed that something had been lost over the years. He remembered the early days of the company, which was started in left over Quonset huts from World War II. The company had done great work in those days, which became the foundation of its present success; and with success had come the bright, new labs. And with the new labs had come a change in the culture, and the sense of teamwork, joy, and making do had been lost. He was worried that with this loss there was danger ahead. Our topic here is how to make that hut really hum. Consultant and author Michael J. Gelb has studied this topic, and he makes the following observation. Recently, however, brain scientists have discovered that the quality of environmental stimulation affects the continuing development of the adult brain. Tom Allen and Gunter Henn address this issue in their lively book about the design of offices: It has tremendous influence on how and where communication takes place, on the quality of that communication, and on the movements “ and hence, all interactions “ of people within an organization. In fact, some of the most prevalent design elements of buildings nearly shut down the opportunities for the organizations that work within their walls to thrive and innovate. Hence, the implications of physical space for the innovation process are profound. This is exactly what a skunkworks is, and what that biotech company stumbled onto when they rented a bunch of old huts for their first office, because that was all they could afford. Designing for interaction, spaces intended to increase the frequency of person-to-person interaction. Organizational structure and physical space must be configured to encourage the very communication that spurs innovation. The success of the innovation process today depends on the employment of both tools. Garages and skunkworks and Quonset huts do this automatically. This is the sand box for grownups, and the best ones contain lots of large vertical white boards that make it easy to collaborate. Furniture is on wheels, making it easy to reconfigure to support lots of small teams that happen to be working at the same time, or one large one. The third common feature is designing for beauty and intrigue, making buildings beautiful to enhance the joy of work. Colors, plants, books, graphics, and light can all be designed thoughtfully and even at little to no cost to enhance the environment, promote creativity, and support innovation teams. Effective collaboration A lot of the important work that will be done in your innovation space is collaboration, which as we have already discussed, is essential to success at innovation. To create innovation requires that people engage in exploring new topics, understanding, diagnosing, analyzing, modeling, creating, inventing, solving, communicating, and implementing concepts, ideas, insights, and projects. The link between learning and innovation is a strong one that has come up repeatedly in this book, and we also know that speed definitely matters. The faster people learn, the faster they can apply that learning to create the next generation of products, services, business models, and process improvements. By developing a positive and self-reinforcing feedback loop of accelerated learning to create innovation, organizations then obtain more learning, leading to more innovation. The benefits are multi-dimensional: It is that supremely

desirable, virtuous cycle that I described above. Involving more people in this process, and doing so very effectively, is one of the best ways to accelerate the pace and improve the quality at the same time. Ideas almost always get better as they are shared, discussed, and reworked, and then combined and recombined with other ideas on the way to becoming innovations. Most of the organizations that we admire for their innovation prowess are also noted for the quality of collaboration that they carefully and continuously promote. Toyota, for example, has developed a distinct environment where employees are not just welcome to put forth ideas, but expected to do so. Year after year, literally millions of ideas build on one another to add tremendous value for the company and its customers. Decades of conflict between labor and management resulted in a culture of discord, which made it perhaps inevitable that the company would have to go through the trauma of bankruptcy to restore its viability. A happier story is that of the Boeing Corporation. Through the early years of its history, Boeing Corporation developed a company culture that was at times very adversarial. Conflict characterized the relationships between the company and its suppliers, and the company and its unions. The goal was to enhance innovation to achieve a better result, and a milestone in commercial aviation. By reducing or eliminating the conflicts and choosing a win-win approach, Boeing achieved and perhaps even exceeded its goals, as the team produced the new airplane in record time. Developing new insights, testing new ideas, and developing them into innovations of value to the market are inevitably collaborative processes that may involve tens, hundreds, or even thousands of people. The biggest problem with communication is the illusion that it has occurred. We should always be striving to have an environment that allows those interactions to happen. The importance of these unspoken elements is one of the reasons that face to face interaction is so important for innovation, as the subtle nuances are captured only partially – if at all – in interactions via phones and computers. Tom Allen and architect Gunter Henn help us understand that complexity is the root cause: Managers must remember that, on average, they deal with less complex information than do the engineers and scientists reporting to them. Compared with technical information, a much greater proportion of management information can be communicated by telephone. Notably, when managers face a complex issue, they too recognize the need to meet with the other parties in the same room. Face to face interactions also enable people to share experiences, through which they connect as they share tacit and explicit knowledge, and in the process create new knowledge. You can do some of it that way, but the same conversation would probably happen in a day versus 20 minutes because of the give and take that goes on. In many situations, the effectiveness of collaborative efforts can be greatly improved through active facilitation, not only for small teams but also for groups. We discussed your role as a facilitator in the Leadership chapter, and now we will visit it again. Facilitators, who are often innovation leaders or champions, guide groups of people through the creative process using a deep understanding of the creative process itself, as well as psychology, which helps them anticipate how individuals will participate throughout the process, group psychology which helps them understand and support the needs of large groups, and business knowledge, which of course provides the context in which many problems are to be solved. There are many different collaboration techniques, ranging from tightly scripted and facilitated design sessions that are often used to address complex technical challenges, to more loosely structured or self-organizing processes. This bothered him a great deal, and he had thought deeply about why it happened. I was frankly a bit skeptical about the coffee maker part, but I listened politely. Twice a day the kitchen staff would bring up the pots on a cart, and everyone would fill their cups and stand around for ten or fifteen minutes to chat while enjoying their coffee. A lot of tough problems got unstuck at the coffee break. No more structured coffee breaks, no more spontaneous brainstorming, and as far as our friend was concerned, the beginning of the end of the great days of HP Labs. That was so nice. And smart, because the reason they did it was so everyone would gather in a common place and be able to talk, socialize and exchange ideas. We subsequently applied this principle in the design of a new workplace for a team of software engineers. There is a significant productivity increase to be gained by supporting the essential activities that constitute effective innovation: And we know that the work place which best supports these activities is not a traditional conference room. In fact, conference rooms are proven creativity killers, deadly dull, inflexible, and made really just to support information exchange in a hierarchical setting. Avoid them at all costs if your goals have anything to do with innovation and creativity. Open Innovation and the

Innovation Ecosystem As you know, an ecosystem is an environment in which there are many organisms interacting in the course of their normal process of living. Similarly, innovation happens in a market ecosystem that has countless influences, as it consists of a firm and its customers, along with competitors, suppliers, and all manner of stakeholders who have something to say about what could be done, what should be done, what should not be done, and why. The resulting breadth and depth of content is what makes many of the highly successful internet businesses so compelling. Wikipedia, eBay, YouTube, and Google are examples. By that number had grown to about 30 trillion. New York City is looking for great ideas, too. The city is looking for innovative ways to save New York City money. If you have ideas for finding efficiencies in government, submit them today. Most small companies will have modest open innovation efforts, but of course the point is to find ways to interact efficiently to gain important insights about the market, competition, and new technology that may inform or support ongoing or new innovation efforts. Virtual tools A lot of open innovation effort take places online, and as we spend more and more time working and collaborating via our computers, connecting with our colleagues and outside partners, customers, and vendors, the quality of our tools and our skill in using them can make a significant difference in the productivity of our innovation efforts, especially since the all of us are now tending now to address issues via email that are more and more complex. These firms will apply many different types of tools across a broad range of functions, including basic communications via email, chat, and conferencing applications, the servers that support them, plus the web services that manage the brand imaging on the internet, accounting and finance, operations and supply chain, sales, marketing, and distribution. The innovation effort, meanwhile, can also benefit from some specific tools, including social networking, project management, idea collection, and creativity tools. We are big advocates for the importance of visualizations, and you already know this because we started this book by talking about the importance of maps. The innovation dashboard is an essential tool to help innovation champions, portfolio managers, and leaders to maintain a good overview of the process, the details, and the results. For the smallest companies a lot of great modeling work can be done in Excel. Without visibility of the portfolio, and the capacity to model it in real time, then pivots become difficult if not impossible to achieve. Taking Action These four innovation tools can work together nicely to support creative and innovative people through the many phases and iterations of their work in the innovation process. When these methods are combined effectively they can make a tremendous difference by helping individuals and teams achieve much better and much faster results. So naturally you need to ask yourself if your organization should invest in these tools If you have offices, you already have. Are they as good as they can be? And if you have software tools, you also have. So given the productivity gains that can be achieved, it may be a very fruitful investment. Innovation managers are often the ones who shepherd these tools, methods, and environments into reality, and thereby support the quest for high performance for their own organizations.

4: Innovation Metrics: Measuring Innovation for Business Growth

Gartner's "Market Guide for Innovation Management Tools " highlights Exago's "comprehensive idea management process", with the option to outsource screening with specific requirements, along with other platform management and advisory services.

Strategies In the 21st century economy, having strong innovation skills is critical. This article discusses the urgency for building your innovation skills, and outlines some simple and effective ways for doing it. Here are a few reasons, there are plenty more for anyone who wants to investigate further. The European Commission recently launched Europe Innova, an initiative to inspire, improve and activate innovation throughout Europe. Which Innovation Skills to Develop Since there is such a cacophony of definitions surrounding innovation, it can be difficult to identify what skills to actually develop. On the popular innovation Website, Innovationinpractice. And, there are probably hundreds more. To simplify matters, I suggest breaking innovation skills into three main Skill Pathways – Thinking, Talking, and Doing. I am referring to building creativity and problem solving skills. One of my favorite sites for creativity and problem solving techniques is Mycoted. Strategy guru, author and former Mckinsey consultant, Kaihan Krippendorff, applies 36 stratagems to help individuals and teams build critical strategic thinking skills. For fresh brainstorming techniques I suggest the recent book Gamestorming Gray, Brown, Macanujo, While thinking skills are essential for identifying problems, strategies, patterns, opportunities and new ideas, a big part of innovation is getting other people on board. Therefore, communicating and collaborating are also vital skill sets. More specifically, storytelling as a form of communicating is especially useful for advancing innovation. And, as many will agree, Steve Jobs – “just as one convenient example – was a master at storytelling as noted in The Innovation Secrets of Steve Jobs Gallo, – “see Principle 7: At the same time, in my experience successful innovation requires a high degree of collaboration with other parts of an organization. However, in my opinion Doing skills can often be fine tuned simply by practicing the art of getting things done. A useful starting point is action planning. One of my favorite resources for simple and clear action planning templates is the NHS Institute for Innovation and Improvement Website. In that case, you may wish to take advantage of an innovation skills assessment tool. There is a broad spectrum of innovation skills assessment instruments around. One I personally have completed and suggest is the Creatrix Inventory developed by Drs. Richard and Jacqueline Byrd. Creatrix provides individuals, and teams if useful, with a measure of innovation skills and orientation based on creativity and risk taking. The final report and guidance includes your innovation profile, which is one of eight different potential profiles. I turned out to be a Practicalizer. Going one step further, you may also wish to explore professional or university classes. On the university side, many leading business and technology universities now offer degree programs, certificate programs and executive training specifically on innovation. Many universities also have an Innovation and Entrepreneurship Center that offers condensed workshops and seminars. Getting Started An important point here is all three Skill Pathways – Thinking, Talking, Doing – are vital to advancing innovation; however, in my experience few people have the aptitude to master all three. Instead, I suggest focusing on one or two to either enhance existing strengths or to address areas of weakness. Here are some pointers for getting started with your Innovation Skills Development Plan: I suggest focusing on one or two to either enhance existing strengths or to address areas of weakness. Make the commitment enough said. Have a goal in mind. Imagine what success looks like at the end and write it down. Having run several over the years, I can tell you the way to the finish line is not to think about the finish line. So choose wisely, develop your plan, and take action! Subscribe to receive more free content!

5: How to Build Your Innovation Skills | Innovation Management

Their market insights help companies to choose the right vendor for their specific use case. We are excited to be a part of Gartner's recently published "Market Guide for Innovation Management Tools".

6: Market Guide for Innovation Management Tools

Management Innovation: Management innovation is the process by which innovative methods are laid down for the purpose of effecting better leadership, organizational techniques, coordination, and motivation. Management innovation brings about the much-needed element of discipline to the management process by introducing novel practices that.

7: Topics Innovation Strategy

Gartner Inc., the information technology research and analysis giant, has recently released its Market Guide for Enterprise Business Process Analysis (EBPA) report. Business Process Analysis (BPA) helps Enterprise Architecture (EA) and Technology Innovation (TI) leaders support transforming.

8: Creativity Tools for Developing Creative Solutions from www.enganchecubano.com

management market is growing, but at a market size of approximately \$ to \$ million, it remains very small when compared with other software segments. spigit is the largest vendor of innovation management solutions, but the market is characterized by a very long tail of very small.

9: Exago featured in Gartner's "Market Guide for Innovation Management Tools"

Exago featured in "Market Guide for Innovation Management Tools Use an innovation management software approved by several Fortune and of Forbes' Most.

Diagnostic to action Postmodern remakes, the averted gaze, and some glimmerings of the new Spotty dogs and messy monsters Reliability evaluation of engineering systems Corticosteroid resistance in COPD Literary Fortifications Learn german 30 days Dreams in Folklore Exploring Transportation Nelson encyclopaedia Appendix E: HIV, AIDS, and other sexually transmitted diseases Private equity fact sheet Appearance and reality in Humphrey Clinker by R.D.S. Jack. The Reconstruction of Religion Boulevard comedies Decorative Lighting Ideas Projects Whatever happened to my part Networks of Interdependence. 2nd Edition Application of ac motor Oliver Whitby School Arbeitsbuch Physikalische Chemie Start your own personal concierge service Glitter in the air pink piano Glencoe Earth Science Fourier Analysis (Graduate Studies in Mathematics (Graduate Studies in Mathematics) Easy make and learn projects human body Lachmann, L. M. The dilemma of economic policy. The concert as a literary genre: Berliozs / Smart About the First Ladies (GB) From here to humanity Research for treatment and cures pt. 9. Dannys discovery The racial imagination in the writings of (ex-)conversos War, State, and Society in England and the Netherlands 1477-1559 Appendix 3. Key sample letters. Marianne Faithfulls cigarette Shifra Steins day trips from Phoenix, Tucson, and Flagstaff Government Policies Inclusive Classrooms from A to Z Adobe merge