

MARIA BARTIROMO:

Good evening, everyone. I'm Maria Bartiromo. And this is the business of innovation.

MALE VOICE:

The stock is-- United Technology.

FEMALE VOICE:

It's Warren Buffet's biggest oversea purchase ever.

MALE VOICE:

Fast Food Chain Yum Brands reported a better than expected fourth quarter results.

ROGER SCHANK:

In the modern world, you can't build anything by yourself. It is extremely important that people get along. It may not have been true before, but the kinds of things we have to build technologically are way too complex. Innovators who can't work with a team will never innovate anything. So you have to have somebody who's leading it from an idea point of view.

But then the second level down is not trivial. People have to work out a thousand small questions within the nature of that idea. And those small questions are very important to answer right.

ANNOUNCER:

Okay. So how do you innovate if the people posing those small questions are spread out all over the world?

ROGER SCHANK:

Companies can learn a lot from an octopus. Imagine an octopus, okay? And this octopus has one arm that is looking for a sea urchin. And another arm that would like to go visit another octopus. And another arm that would like to be able to fight the first arm for the sea urchin. Why don't octopuses like that exist? They don't exist because they have a central processor. A central mind. That actually adjudicates disputes between arms.

Corporate memory is one of the things of the future. The idea of managing all of what's going on there. So you don't have companies working against each other the way the Octopus would.

ANNOUNCER:

Alright. So we've got people talking to each other. Now, where do we find these people?

ROGER SCHANK:

When you hire people you want to understand how they see the world. You have to have people be able to really see eye-to-eye and understand where they're coming from. So you better have like-minded people doing that. It doesn't matter if they're sitting in an office or not. Better let them live at home. And work on their own. And do what they want. They tend to work 24/7 when you do that anyway. I love the idea that people are sitting around in wherever they live. In a-- well, whatever makes them comfortable environment. Sometimes you have to let people alone. So they can innovate.

ANNOUNCER:

Okay. So once we've assembled this innovative group, when do these great ideas start percolating to the top?

ROGER SCHANK:

Some of the most creative moments of the company happen during lunch.

ROGER SCHANK:

Practically, I think idea creation comes from people bull-(NOISE). They'll sit around. And they just have crazy ideas. And they throw them out. When you want to see creative people really work together, it's when they're sitting around on the beach. Or just sitting around playing poker. That's really where good ideas come from. Are you full of ideas? I suspect that an innovative company has got to be doing one thing and one thing only. Which is getting excited at each and every prospect. Not at each and every success. But each and every prospect.

MARIA BARTIROMO:

So, Roger. I'm a CEO of a major corporation. I need to innovate to get ahead. It sounds like all I need to do is take my employees to lunch. Take them out to the beach. (LAUGHTER) Get together with them.

ROGER SCHANK:

Well, it helps if you have the right people. I mean, the real issue is, do you have people who actually like hanging out with each other. And feel free. It's the freedom to express yourself that allows innovation.

You know, everyone has a principle ability to be innovative. But-- do they have the freedom to say what they think? And feel? They're not going to get cut down for saying something stupid. That's why lunch is like better than the boardroom.

MARIA BARTIROMO:

Well, now you're saying lunch. But if you recall, a couple of weeks ago you said that you weren't terribly impressed by the Google guys. And the Google company-- employees that are always going out to lunch. And-- and having fun.

ROGER SCHANK:

No, what I said was-- what

MARIA BARTIROMO:

Now you're telling me to go to lunch.

ROGER SCHANK:

What I said was I wasn't impressed by the fact that they had a chef. Having great food doesn't necessarily make you more innovative. Getting together with folks in an informal setting is more important than getting together in a formal setting.

MARIA BARTIROMO:

How do you get together when you have this increasing global work force? Employees all over the world?

ROGER SCHANK:

I don't know. I talk to inter-- on instant message to my people every day. All the time. I'm more together with my people now. Even though I'm no where near with them physically. Than I used to be when we all were in the same office. Because we have instant access. So it's not really a problem. The-- the-- the technology allows it.

MARIA BARTIROMO:

Absolutely it does. A-- around the world. In-- in a nanosecond. This is such a compelling subject. Let's put some of these questions to our group of distinguished CEO's tonight.

CEO PROFILE PIECE:

On the day Bob Kraft purchased the Patriots, he announced his intentions to bring a championship to New England. Since that day Kraft has helped deliver 30 Super bowl championships. And the Patriots were named the best team in sports by Forbes Magazine in 2005.

Kraft's leadership and Midas touch extend off the field as well. Where he is the founder, chairman and CEO of the Kraft Group. A holding company with diverse global assets. Including major league soccer, New England Revolution. And Gillette Stadium.

A Harvard business school grad, Kraft is passionate about philanthropy. And he also sits on the Board of Directors of Viacom.

Frustrated from being ripped off on office products, Tom Stemberg turned his gripe into gold. In 1986, at 37 years old, Stemberg pioneered the office superstore industry. When he founded Staples. Propelling the business supply stores to a 14-billion company.

Stemberg expanded into e-commerce. And made Staples a major global presence. Today Stemberg is a partner at Highland Capital Partners. And sits on the boards of PetSmart, CarMax and the NASDAQ.

With a presence in Europe, Toronto, San Paulo, Rio de Janeiro, San Francisco, Miami and New York, Ford Models is a global modeling powerhouse. And Katie Ford is the creative CEO at its helm. Over the years the Ford agency has managed a roster of models and supermodels. At the cutting edge of fashion and advertising.

From Christy to Naomi. Brooke to Paris. From Cheryl to Adrianna. Katie Ford worked her way up the ranks. And now carries on the legacy of the blue-chip agency found by her parents some six decades ago.

MARIA BARTIROMO:

Bob, you know what-- what fascinates me about your business is every year what do you have? 25 percent of your-- of the company turnover change? New employees.

BOB KRAFT:

Well-- we have free agency. And a salary cap. Which forces us to make personnel decisions where throughout the league there's a turnover of 25 percent. And half of all our games are decided by seven points. And then another half are decided by three.

So it's just a small difference. Where one quarter of all your games are three points or less. The people you have on the field. And we're made up of 53 players. But the bottom part of your portfolio. That last 25 percent makes a big difference.

MARIA BARTIROMO:

So how do you innovate when you've got 25 percent of your work force turning over every year?

BOB KRAFT:

Well, for us-- DNA is more important than GPA in all of our businesses. We try to hire people, you know, our standards are number one, character. So that loyalty and integrity are very important. Number two, work ethic. And then three is either brains or physical ability. Depending on the business. Because if you don't have one and two, it doesn't matter how talented or bright you are.

MARIA BARTIROMO:

That's-- that's really interesting. And the innovation really happens. Because you're making sure to be married to those three themes.

BOB KRAFT:

You know, we have 32 teams that all spend the same-- they say-- have the same budget. And it's the difference in the people. The quality of people. And how they relate to the culture you set up that makes the difference. Whether you have a winning organization or not.

MARIA BARTIROMO:

Tom-- Tom, you've got to relate to that vision, right? One of the themes we've been seeing throughout our program is finding a void and filling it. That's precisely what you did in founding Staples. And making sure you had the right team there to really create a certain culture.

TOM STEMBERG:

Yeah. I think one of the important things that-- as you talk about innovation, Maria. That you-- you kind of get the impression it's a bunch of people sitting in a room. Thinking of ideas. Maybe in a padded cell. In reality, most great ideas actually come from your customer. And it's not people sitting around. It's actually people on your front lines. Who are talking to the customer. And in a great organization, that kind of feedback gets back to the cu—core and you come up with great ideas and form great new businesses.

MARIA BARTIROMO:

Katie, what about you? I mean, you have this vast model roster. Certainly diverse. You've got to get all of these different personalities to work together. In a team fashion.

KATIE FORD:

In addition, we have eight different divisions that serve as different parts of the market that are completely different. And for us, we are completely a people business. There is nothing in our business but people.

MARIA BARTIROMO:

Well, what about this idea though. I mean, in-- in Katie's world the-- the career of a model is short. I mean, in Bob's world you've got football players. One of the trends we're seeing now is the aging of the work force. As the baby boomers are-- are working beyond retirement age. What kind of challenges does that pose?

TOM STEMBERG:

It poses tremendous challenges. Because you-- you have lots and lots of turnover. You have in effect a pyramid. So not everybody makes it. So you lose a lot of talented people early in their careers. And trying to keep moti-- people motivated. Trying to keep them loyal. Is increasingly a challenge. And they, by the way, all of them are looking over their shoulders saying, could I be replaced at India or China someday. And that-- that kind of insecurity isn't good either.

MARIA BARTIROMO:

No. There's got to be insecurity in your business as well, Katie.

KATIE FORD:

There is insecurity. But probably not the type you're talking about. Maybe in the models there is. But in our employees there isn't. And for us, actually, the internet also has changed the way we do things. And we scout globally.

Models careers are longer because people are-- our population is aging. There are many opportunities provided for us by an aging population.

MARIA BARTIROMO:

Roger, what are you hearing here? What-- what are you getting out of this? So many different businesses. And yet-- I--I'm seeing a lot of the same threats throughout.

ROGER SCHANK:

Well, I think you're dealing with some pretty different things. One of the big things that goes on in any company is this sort of coordination issue. When you've got a team, that's kinda easy.

Because you can practice coordination. So I don't know that you want your right tackle to be innovate. I think you want your right tackle to do what he's supposed to do. But if you-- in an equivalent large in-- international business. Where you have a lot of people making their own decisions about things. The issue is what happens when you have a set of decision-makers who really don't know what the other decision-makers are doing. And are not coordinating with each other. And I think that as we get these big global enterprises, we have a real problem. And that problem is I don't think there's a corporate memory. Even for an industry.

MARIA BARTIROMO:

All of this-- well, all of you are actually seeing changes occur in-- in demographics. In terms of the work force. As large numbers of workers. New retirement. How are companies handling their changing work forces? And in some cases, how are they embracing these older workers? Here's CNBC's Steve Liesman .

AGING WORKERS PIECE:

ANNOUNCE VO: Baby boomers are closing in on 60. Think they're all itching to retire? Think again...THE GENERATION THAT CAME OF AGE ON THE GREAT LAWN AT WOODSTOCK WON'T BE AS QUICK AS THEIR PARENTS TO HIT THE LAWN CHAIRS OR THE NEARBY FISHING HOLE IN RETIREMENT. After years of DECLINING AS A PERCENTAGE OF THE WORKFORCE, PARTICIPATION BY WORKERS OLDER THAN 55 HAS BEEN SURGING SINCE THE MID-90S.

FOR SOME, IT'S A NEED TO WORK AFTER THEIR RETIREMENT PORTFOLIOS BLEW UP ... FOR OTHERS ITS' A DESIRE TO WORK. 68% of workers between the age of 50 and 70 plan to continue to work in some form, according to a recent study by AARP.

Linda Barrington, The Conference Board:

They don't want to stop work at 65 this next generation, this baby-boom generation is going to be even more active in the workforce.

ANNOUNCE VO: STILL, THE AGING OF THE BABY BOOMERS, ALONG WITH DECLINING POPULATION GROWTH, MEANS THE POOL OF AMERICAN WORKERS IS ON THE WANE, ESPECIALLY SKILLED WORKERS. SO EMPLOYERS FIND THEMSELVES in need of the EXPERIENCE OF mature workers. Managers face daunting shortages in the healthcare, specialty manufacturing and energy industries. So they are developing programs to attract and retain older workers who might have simply hit the links.

(DEBORAH MEARMAN, United Technologies)

I was able to go back to school to complete not only my bachelors degree but this spring I'll be graduating with my masters degree in the liberal arts.

ANNOUNCE VO: Deb Mearman, in her mid 50s, works for United Technologies at the Pratt and Whitney assembly plant in Middletown, Connecticut. She's one of hundreds of older workers who have taken advantage of UT's Employee Scholar program... a program that was not designed to retain older workers, but ended up having that affect.

(MEARMAN SOT)

I would love to stay at the engine center for the rest of my career. This is, for me, a dream come true.

ANNOUNCE VO: Other innovations are meant to allow mature workers to simply slow down or take more control over their time, rather than simply stop working.

DEBORAH RUSSELL, American Association of Retire Persons

Whether it's phased retirement, telecommuting, job-sharing, flex-time, all of those are different ways you can meet their needs.

ANNOUNCE VO: Employers end up retaining these experienced workers longer, who can end up much more motivated and productive. Businesses often pair these programs with mentoring or knowledge transfer programs that try prevent hard-won workplace experience from simply walking out the door.

ANNOUNCE VO: Employers also tap recent retirees for short-term assignments or projects requiring a special combination of experience and skill.

RUSSELL -

As a retiree, I know the company culture, I'm familiar with the processes, I'm familiar with the job, and I can really hit the ground running.

ANNOUNCE VO: SWEEPING DEMOGRAPHIC CHANGES, COMBINED WITH A RETHINK OF THE VALUE OF OLDER WORKERS HAVE SPAWNED Innovations that allow workers to STAY ON THE JOB UNTIL they're ready to retire... whenever that might be.

STEVE LIESMAN, CNBC, FOR THE BUSINESS OF INNOVATION

MARIA BARTIROMO:

You know, Roger. I'd imagine whatever business you're in, you really want to and need to retain a skilled work force. Got all these baby boomers retiring. Young people coming in. What about that experienced group that has a track record?

ROGER SCHANK:

Well, obviously experience is everything. And if you want to learn something, you have to have experience. The question is, are we capturing the experience? In other words, are the-- as the experts in a company what know a lot are being phased out, you lose experience. That has-- there should be the creation of corporate memories. So you can go and talk to the guy who made the deal five years ago. Is now living on a beach.

And that's lost. Companies are in a lot of trouble remembering how to do that. And I think if they don't solve that problem, they'll be in trouble.

MARIA BARTIROMO:

How do you do that?

KATIE FORD:

I think that--

TOM STEMBERG:

We just had-- just to add to what Roger is saying. I think his generic point is 100 percent correct. Which is that companies with a high turnover today. Bob's company because it's relatively small-- in-- in people count is an exception. Most don't remember what they did wrong. And I remember my Staples days. We'd make a mistake in England. And then two years later make the exact same mistake in Canada. Because we didn't communicate.

MARIA BARTIROMO:

The other thing is that you're dealing with is that you have a, in some regard, a mish-mosh. All of you actually. Of cultures. Right? I mean, all of you.

You-- you have businesses around the world. Have you been able to embrace the geographic differences? The cultural differences? And use them to help you innovate actually, Tom?

TOM STEMBERG:

It is hard to do. Because most-- there is sort of a-- not-invented-here syndrome in American business. So whichever-- if you have multiple divisions in different countries. The people in a given country typically think that their's is a better idea. And if something came from somewhere else, yeah. It worked there. But it won't work here. And trying to foster that kind of culture of openness. And accepting new ideas. And accepting failure. Is extremely challenging for every chief executive in the world.

ROGER SCHANK:

You have to remember that there are countries in which failure is a really dirty word. And in those countries you're not going to see people willing to get out on a limb and take a risk. They're just going to sit there and cover their tracks. And make sure they're okay.

I-- I think it is very difficult for people around the world to get together in-- on this innovation issue. Because some people in some countries are willing to say anything they think. And other countries are very buttoned up. So it really is an issue.

KATIE FORD:

But I-- I think that actually the biggest mistake is thinking that all countries do things the way you do it.

MARIA BARTIROMO:

Right.

KATIE FORD:

And that assumption can lead to a lot-- a lot of the misunderstandings. So it's important to have employees who understand other cultures also. And who don't live in an isolated environment.

BOB KRAFT:

I think Kate makes a great point. Because I think America is a very open country. And everything goes. But I think the biggest failure we've seen with our counterparts is they go into these different countries thinking as a westerner. Or thinking as an American.

Rather than going in and thinking within the culture that you're-- functioning in.

TOM STEMBERG:

If you think about what Bob is saying, it's really a two-pronged challenge. Because first of all, you're not going to succeed. If Staples didn't succeed in Europe until the co-- the companies were run by Europeans. Unfortunately, A, to hire Europeans. Then to imbue them with your culture. That doesn't happen overnight. It takes years or even decades to get that done. Which is why many American companies have failed overbroad-- over seas.

MARIA BARTIROMO:

And-- and another issue we've been talking about. That many companies face. How to maintain an innovative edge during periods of rapid growth and hiring. Here's CNBC's MIKE HUCKMAN:

GENENTECH PIECE

ANNOUNCE VO: Genentech is building on innovation. The biotechnology giant has had so much success...the FDA approved 8 drugs or new uses for existing drugs last year...it's adding 11 structures to its South San Francisco headquarters.

When big traditional pharmaceutical companies are laying off tens of thousands of employees and closing dozens of locations...Genentech's scrambling to make room for 12-hundred new hires this year...and the 15-hundred people it brought on board last year.

(natpop David on phone)

"This will not significantly slow down decision-making around small molecules."

ANNOUNCE VO: In 2006...Genentech recruited Doctor David Schenkein from Millenium Pharmaceuticals. He's already been indoctrinated.

Dr. David Schenkein, Genentech Vice President

"It's not corporate speak. It's not something on a coffee cup or a logo. It's real. You feel it in the building here. That's why people are dedicated and motivated to make a difference here."

ANNOUNCE VO: They've made a difference by developing the blockbuster breast cancer drug Herceptin...Avastin for colon and lung cancer...the most-successful launch ever of an oncology drug...and Lucentis...the first therapy shown to restore sight in patients with AMD...the leading cause of adult blindness.

Mike Huckman
South San Francisco, CA

"All over campus Genentech hangs giant posters like this one as a constant reminder to employees of who they're really working for. But there's another incentive to innovate. 95 percent of the people who work here own stock in the company."

Dr. Hal Barron
Genentech Chief Medical Officer

"I think that's in response to how hard people work...to the great things they're doing as opposed to driving it. It's hard to know, but I really don't think that's why people are trying to be innovative. I think that's the reward for having been."

ANNOUNCE VO: And Genentech rewards its people in other ways. How many corporate cafeterias have a sushi chef? And what other company has a "ho-ho"?...the code-name for a Friday-evening beer bust. Genentech even *gives* employees four bucks a day if they take the company shuttle, carpool or bike to work.

Jennifer Romo
Genentech Sr. Administrative Asst.

"We're spoiled rotten with the perks and amenities. We have great perks and amenities. It's a great part of working here."

ANNOUNCE VO: Amenities that also make it easier for people to put in long hours at the scenic, but remote Genentech campus. After all innovation can't only happen between the hours of 9 and 5. Just ask senior scientist Ellen Filvaroff.

Ellen Filvaroff
Genentech Senior Scientist

"I had an employee who at 5 o'clock said, 'I'm going home', and I said, 'If you can stay ten minutes you can find the answer,' and she said, 'Yeah, that's ok,' and I thought, 'How could you not wanna know the answer?' I mean, ten minutes!"

ANNOUNCE VO: Genentech lets its researchers spend as much as 20 percent of their time pursuing pet projects...no questions asked.

Ellen Filvaroff
Genentech Senior Scientist

"That's how we got Avastin."

ANNOUNCE VO: And it's how the company hopes to get its next medical breakthrough.

Dr. Hal Barron
Genentech Chief Medical Officer
Genentech

"You marry that with great innovations that are occurring throughout the world in science. Then, you think about the potential that Genentech really has to help

patients...it's kinda staggering. And I think it's gonna be an incredibly impressive next 10, 15 years."

ANNOUNCE VO: If they're anything like the last five years at Genentech...he just might be right.

Mike Huckman CNBC for The Business of Innovation.

MARIA BARTIROMO:

You know, it's interesting what Genentech did. And-- and really giving employees a stake. Really so that people feel that they have an ownership in this business. How important is that? Giving employees a stake in the business?

BOB KRAFT:

You want every key manager to run the business like it's his. In our-- in our group it's important to us that people turn the lights out. Pick up pieces of paper on the floor. Care about being on time. Little things like it's your own home. I also think people want to come in and feel a sense of pride. Of attachment to the brand... that they're part of whatever winning is for you.

MARIA BARTIROMO:

Uh-huh (AFFIRM). And it-- and so it really what-- what-- you're saying, Roger. And that is you have to make sure people know you're listening. You're there. And it's a give and take.

ROGER SCHANK:

And the football metaphor activity works here. I mean, winning is more obvious when you're-- on a football team. But it's true everywhere, right? You want to feel like you're-- you're-- your agency is winning. Your company is winning. People want to be part of the winning team.

MARIA BARTIROMO:

Bob, Katie, Tom. Thanks so much. We'll be right back. Thanks so much every. Really great conversations.

====ANNOUNCE====

NEXT ... HOW TO BE CONSISTENTLY SUCCESSFUL WHEN YOUR WORKFORCE IS CONSTANTLY CHANGING.

====SOT CARROLL====

Pete Carroll: Clearly, //what I've learned is ... how powerful it is to really know who you are and what you want.// Without that connection, you can't achieve at the highest level and recreate it.

===ANNOUNCE===

THAT'S THE BUSINESS OF INNOVATION.

END SEGMENT 1

BEGIN SEGMENT 2

====ANNOUNCE VO====

THE BUSINESS OF INNOVATION CONTINUES. HERE'S MARIA BARTIROMO.

MARIA BARTIROMO:

We've been struck while looking at the issue of innovation in business. But how analogous it is with sports of almost any type. A world where innovation is required by both teams and individuals.

In the sport of skateboarding, Tony Hawk is the innovator. Creating tricks with names like Stalefish. Madonna. And McHawk. And becoming the first person to land a 900. Which requires 2 1/2 rotations in the air. But Hawk is much more than an athlete. He's built a business empire around his sport. And himself. With a clothing line. A skateboard. And video games. Among other endeavors. He also created a foundation to promote and finance skate parks. Which has already distributed \$1 million. Tony, nice to have you with us.

TONY HAWK:

Hi. Thanks for having me.

MARIA BARTIROMO:

You are known as a true pioneer and innovator of so many things in the world of professional skateboarding. And now you find yourself a leader with a huge array of global businesses. Tell me how that all came about?

TONY HAWK:

You know, it-- it really just started from-- from being a successful skater. And-- having endorsements. And-- and suddenly sort of working hand-in-hand with the companies that I was endorsing. And then-- and then in turn starting my own companies. Because I really wanted to do it. You know, I wanted to present it the way that-- that I felt strongly about. Instead of just being someone's marketing tool. And in doing so, you know-- started getting em-- employees. And-- and-- just sort of doing it our own way.

And-- and finding that it was much easier. And much better to do it our way. But also much more legitimate in the eyes of-- of the kids. And the consumers. And-- and they-- they really appreciated it.

MARIA BARTIROMO:

With all these ventures, how do you keep the people working for you motivated. And-- and in fact, innovating?

TONY HAWK:

A lot of the people that-- that I employ are-- come from this background of-- of action sports. And-- and skate culture. So they appreciate that they can do things. And-- and-- and take from-- from our world. And then present it on a-- on a much bigger scale. And-- and you know, as much as I am the spokesperson of the companies. Or of-- of things branded with my name.

Everyone is-- is just as involved as me. And there's a lot of people behind this scenes. Doing designs. Doing marketing. And coming up with really good ideas.

MARIA BARTIROMO:

But-- how challenging is it to manage this diverse group of people? And they're all around the world.

TONY HAWK:

You know what, it comes really naturally. Because we don't hire people based on getting resumes and headhunting and things like that. We hire people from really from within our industry. From wi-- within our culture. And-- and so we already trust them that they know what is legitimate, you know.

We don't have to give them a crash course in this is what skateboarding is. This is what the culture looks like. This is the music. This is the style.

MARIA BARTIROMO:

Skateboarding to me seems like it's a-- it's a loner sport, right? But at the same time you have a huge support team to assist you. They're-- they're helping you get to the top.

How does this balance work for you between loner. And needing the team to work together?

TONY HAWK:

Growing up, you know, there was a team aspect to-- to what I was doing. Even though we are judged individually. And we-- and we're competing individually.

And-- and for the most part recognized. But I was part of the-- of a really popular skate team. Called the Bones Brigade. And even when I was growing up I was part of-- of our local skate park team. And so when we would go out and compete, we were competing on behalf of our skate parks. And-- and so you take a lot of pride in that. In representing something else. Other than just yourself. And so I think that I learned early on that-- that was an important aspect.

Even though it may look like we're just doing it all by ourselves. You-- you're doing it on behalf of other people. And-- and it's a lot of fun.

MARIA BARTIROMO:

Now we want to look for a moment at another team concept. In the last five years no other coach in college football has amassed more wins. And brought home more hardware than USC head coach Pete Carroll.

But maybe even more impressive is the number of players. Or assistant coaches he's lost to graduation. Or the NFL in that same period. It begs the question. With so many people moving in and out of his system, how does Carroll get his team the consistently perform at such high levels?

PETE CARROLL PIECE

PETE CARROLL:

Our whole program is based on the spirit of competition.

LANE KIFFIN Former USC Assistant Coach:

This all starts with his belief and philosophy. And it's all about competition. No matter what aspect of the program it is. Whether we're practicing. Or recruiting. He's going to do everything he can to win whatever it is he's doing.

JOHN DAVID BOOTY USC Quarterback:

You know, there's not many out there that-- that can do what he does. Each and every year. And, you know, we were really just all on the same page. Because we buy into everything he says. We trust him.

PETE CARROLL:

It's the philosophy. It-- it allows us to stay consistent. And create a culture that we can-- we know it so well we can recreate it. And we have to recreate.

PETE CARROLL:

You have to be passionate. You have to be in love with the-- with the process. In love with the challenge of it. And-- and-- and excited. And-- and fascinated with the whole thing. If you're really going to bring your best. It's my job to-- to continue to build the mindset. And the culture that is going to draw that as a focus. I've got to be able to get that out of the coaches. I've got to be able to find a way to draw that out of the players. Or we'll never reach their potential.

ANNOUNCE VOICE OVER:

Carroll runs practice like any top CEO runs a company. Strict two-hour practices are methodically planned out. An air horn blows every 15 minutes. Signaling the next set of drills. And players hustle off. Working together like a perfect assembly line.

PETE CARROLL:

You can't perform as-- as an artist. Or as a-- a performance sports with a-- in sports you need a great discipline. You have to have it. Because you have to do things right under all circumstances.

ANNOUNCE VO:

Known as a player's coach, Carroll mixes easily with his squad. A quality some critics see as soft. But Carroll uses this connection to gain an edge on the competition.

PETE CARROLL:

If there's not a lot of interchange and interaction, I can't figure out who they are. And so I can't best grab the-- the nature of the kid. Or the coach. To bring out the best in what they have to offer.

LANE KIFFIN:

He doesn't want them to play out of fear. He doesn't want them to be scared. You know, he-- he doesn't believe in that.

ANNOUNCE VO:

This may explain why Carroll is one of the few coaches who plays incoming freshman. Not just during blowouts. But in critical situations.

PETE CARROLL:

The standard is set for them from the first day we ever talked to them. We expect them to come in and play. Otherwise, I might be selling them short.

JOHN DAVID BOOTY:

You know, I've been a part of two national championships. And-- we were close to even getting there again this year. But what he tells you he's gonna do he does. And it

means a lot to the players, you. When-- when that goes down. When the head man you're always looking to is always open and honest with you.

ANNOUNCE VO:

Carroll also uses his straight-forward approach to manage his coaching staff.

PETE CARROLL:

I'm working throughout the process to empower the individual coach to bring out the very best he has. I don't want to restrict these guys. I want to find out where their-- their neck is. Where their creativity is at its best. And then try to develop it.

LANE KIFFIN:

A lot of the staff was younger guys that-- that weren't quote the-- the guys that were necessarily qualified. He said, I don't care about them. Why do I need somebody that has all these ideas in their mind already. And isn't going to be open to new things.

ANNOUNCE VO:

Lane Kiffin was one of those younger guys that Carroll brought up through his system. Now the young offensive coordinator will move on to the NFL. And coach on Sundays. Becoming the head coach for Al Davis and the Oakland Raiders. But for Pete Carroll, there's an art to winning. And an artist's job is never done.

PETE CARROLL:

I want to do things better than it's ever been done before. That thought drives me. That doesn't have to do with the wind that day. It's how you perform.

If we're playing a team that's struggling, we should beat them by a lot. Because we respect their-- their counter. We perform really well regardless of what (UNINTEL) they brings to the game. Clearly what I've learned is how powerful it is to really know who you are and what you want. Without that connection, you-- you-- you can't achieve at-- at the highest level. And recreate it.

MARIA BARTIROMO:

Tony, what about you as a solo sportsman. I'm-- I'm sure you can appreciate the-- the success that Coach Carroll has had in your backyard at-- at USC.

TONY HAWK:

Oh, yeah. Absolutely. And what a challenge it must be to have a new-- a whole new team every-- every year to-- to try to coordinate. And-- and to try to get playing for the good of everyone. And-- that would be a very big challenge every single time.

MARIA BARTIROMO:

What about that?

ROGER SCHANK:

Well, you know, the thing he keeps saying. That, you know, I mean, he's got it-- he's said it so often that I don't know if we're hearing it. He said, I want to do it my way. And we all want to do it our way. And it-- that motivation. That sort of-- and you heard the same thing with Pete Carroll.

It's the sense that I know the right way to do it. I want people on my team who want to do it my way. Is what innovators actually sound like. And look like. So he said-- my way how man times? (LAUGHTER)

But, you know, and I'm saying, yeah. Of course you're innovative. Because you're driven by your way. Which is exactly what we need to be driven by.

MARIA BARTIROMO:

and people want to be on your team. I mean, do you think that there's more motivation. Sort of this passion to win because Tony's name is on it?

ROGER SCHANK:

Well, I'll tell you one thing I-- I-- I heard. Which is that he wants to hire people from the same culture. So they're not arguing about things. He didn't get in a-- a CEO from the business world. Who wanted everyone to certainly behave in a different way.

That sense that I'm amongst my fans. My friends. My team. And we want to do it our way. That's more important than innovation than really anything else.

TONY HAWK:

Yeah. Exactly. I mean, I-- I really do. I-- I do. I feel like it is my way in a sense. But I feel like my way has been proved for a while. And-- and for the most part I want to be a spokesperson as a whole. For-- for skateboarding. And for action sports.

MARIA BARTIROMO:

Tony, thanks so much.

TONY HAWK:

Alright. Thank you.,

MARIA BARTIROMO:

Good to talk with you.

====ANNOUNCE VO====

NEXT... IS HANGING OUT WITH YOUR CO-WORKERS GOING TO MAKE YOU AN INNOVATOR?

====SOT====

POLLY LABARRE:

swimming with sharks is an extreme-- way to deal with it. But-- but-- really what-- what we're talking about here is, you know, innovation is not a solo sport. It's about collaboration.

====ANNOUNCE VO====-

THAT'S THE BUSINESS OF INNOVATION.

END SEGMENT 2

BEGIN SEGMENT 3

====ANNOUNCE VO====

THIS IS THE BUSINESS OF INNOVATION.
HERE IS MARIA BARTIROMO.

MARIA BARTIROMO:

Globalization and market forces are impacting the ability to innovate. And you need cultures and management structures must change in order to sustain this innovation.

How do you collaborate across oceans? How do you bridge the cultural divides? And get your business to innovate on a geography-defined scale? Here to help us answer these questions are some of the business world's brightest experts.

I'm joined by Polly LaBarre. Former Senior Editor at Fast Company Magazine. And now co-author of the new book, Mavericks at Work. CARLOS ROME:, CEO of HSM Americas. One of the leading executive education companies in the world.

And formerly an innovation and entrepreneurship expert with JPMorgan Partners.

MARIA BARTIROMO:

Dave Patnaik. Adjunct Professor at Stanford University. And principle of Jump Associates. A firm specializing in discovering innovative opportunities and identifying new markets. Polly, Carlos, Dave. Welcome.

POLLY LABARRE:

Thanks. Great to be here.

MARIA BARTIROMO:

Polly, with the proverbial need to be global these days, we're all talking about globalization. We do have some challenges to innovation, right? You've spoken before about the need for companies to give their employees emotional ties to bind them. Tell us what you mean?

POLLY LABARRE:

Well, I-- I love Roger's idea about-- this paradise with us all innovating from the beach and IMing each other. (LAUGHTER) But I think fundamentally, as much as innovation is about freedom. Freedom from bureaucratic-- hassles. And all this freedom to express yourself. It's also about trust. And trust between team mates. And that's really based on team mates getting together. Learning together. And as Roger said, playing together. And that has everything to do with being connected. Not just to each other. But to the core mission and values and purpose of the company.

MARIA BARTIROMO:

Because Roger, if you don't have trust, you're not going to share information. You're not going to be a team player. Right? You need that trust that Polly's talking about.

ROGER SCHANK:

Absolutely. She's absolutely right. But, you know, the issue you've set up about the global thing is that sometimes it's hard to have that level of trust with somebody who doesn't-- hardly speaks your language.

MARIA BARTIROMO:

Right.

ROGER SCHANK:

Comes from a totally different background. And to understand that there are innovative people in other cultures. Who may not be willing to express themselves as readily as you are used to. And so on. That's what makes it harder.

MARIA BARTIROMO:

Carlos, what about you? You're meeting with top executives around the globe all the time. What are the major challenges that you see in terms of innovating. In terms of making sure that the team is a team. Regardless of where they are around the world.

CARLOS ROME:

Well, Maria, one of the biggest issues that we-- we find is that-- globalization has forced companies to-- to-- rethink the business laws all over the world. So as part of this-- global pressure. These executives are pressed to find ideas. And sort them all over the world.

MARIA BARTIROMO:

So, Dave, how do you do it? How do you continue to innovate? Knowing that you do have geographic challenges. And you do have barriers like cultural differences. Language differences.

DAVE PATNIAK:

The-- the first thing we try to do is get them to forget about benchmarking other companies. And looking outside of themselves. There's a huge urge to want to say, well, I just read about something that Apple Computer did. We need to be more like Apple Computer. We spend a lot of time telling companies to play to their strengths. Get back to what makes them really good. Because they didn't get there by accident. Along the way they had moments of innovation. And we want to find out what those moments are. So we can do more of that.

MARIA BARTIROMO:

Well, what do you think about that, Roger? (LAUGHTER)

ROGER SCHANK:

I think innovation is problem driven. So the issue is are you getting people to think about problems, and to be able to voice it. Solutions come.

MARIA BARTIROMO:

Is it always problem-driven? I mean, the Ipod. Was there a real problem with my-- my Sony Walkman? There isn't a problem?

ROGER SCHANK:

Well, there is a problem if you're selling digital music there's a problem. I mean, you-- wouldn't have looked that way to you. But it might have looked like the peop-- that way to people who had digital music in front of them. And said, I wonder how we can get that to people.

MARIA BARTIROMO:

Polly, you're nodding.

POLLY LABARRE:

Well, I think that, you know, this-- this notion of being a problem-focused is kind of interesting. I think that's true to an extent. I also think there's a-- there's a fundamental shift in innovation right now where inside organizations people have to become solution-finders as well as problem-solvers. We live in a world that's so global. And so connected. And it turns out that great ideas. And great innovations can come from anywhere. And anyone in the world. And it turns out a lot of the solutions companies are looking for have already been invented somewhere else. And then the onus is on

leaders to figure out and connect with those solutions. And to get over that old not-invented-here-- problem.

And-- and figure out how can I make innovation more networked. Not just looking inside the organization. But looking outside the walls.

DAVE PATNIAK:

I think you're absolutely right. And that's the thing that we've finally turned the corner on. Which is that there's a difference between invention and innovation. It's one thing to come up with a cool gadget.

It's another thing to have something that actually affects people's lives. And that we care about. Sure, the segue way was invented a few years ago. But which affects our lives more, Segue way or Starbucks?

MARIA BARTIROMO:

Uh-huh (AFFIRM). Uh-huh (AFFIRM).

POLLY LABARRE:

That's a great point-- Maria. This-- this whole idea that innovation is really fundamentally about creating the future in your industry. And that means you've got to stand for ideas that-- that really click with people. Your customers. Your people. And the wider marketplace. Starbucks is one such idea. Apple has had a lot of ideas like that. I talk about a lot of companies. Like ING Direct. Which is a bank that's had an idea that's clicked with customers.

MARIA BARTIROMO:

Right.

POLLY LABARRE:

So, it's not just about going off in wild new directions. It's also knowing what you stand for. And having an idea as Roger said. That you can fight for til the end of time.

MARIA BARTIROMO:

Carlos?

CARLOS ROME:

Yeah. And-- in addition to problem-solving, I think the other big driver of innovation is-- the desire to find good for businesses. That's really the most important issue that we find. And-- the reason why-- why Apple-- is getting into-- into the iPhone is really because they've dominated the music market now. And they really want to find another breakthrough. To take the company to the next level.

MARIA BARTIROMO:

Right. So that was the problem that Roger was talking about. The problem was, where is the growth, basically. One of the difficulties raised in the increasing global economy is how does an organization foster a sense of team work? With one company's solution, here's CNBC's Carl Quintanilla.

OFFICE MAX SHARKS:

ANNOUNCE VO: IT'S ONE OF THE MOST INTENSE FEARS KNOWN TO MAN.....

COMING FACE TO FACE WITH NATURE'S MOST EFFICIENT KILLER.

EQUALLY AS FEAR INDUCING... BEING ON A BOAT - FOR ONE WEEK - 22 HOURS OFF MEXICOS WEST COAST... WITH THE GUYS FROM MARKETING, SALES AND THE I-T DEPARTMENT.

SOT: [Bill Zeuch|Office Max Sr. VP Merchandising](#)

the atmosphere here at officemax, it is about fun, passion and innovation

ANNOUNCE VO: AND THESE GUYS NEARLY A DOZEN EMPLOYEES FROM OFFICE MAX HEADQUARTERS AND THEIR SIGNIFICANT OTHERS - SPENDING THEIR OWN MONEY - AND VACATION TIME - FOR AN UNOFFICIAL CORPORATE OUTING- WITH, YES- SHARKS.. GREAT WHITE SHARKS..

THE MISSION- BOND UP AFTER A MAJOR RESTRUCTURING AT OFFICE MAX - NATIONWIDE OFFICES MERGING, EMPLOYEES RELOCATING, WORK HOURS INCREASING.

SOT: [Bill Zeuch|Office Max Sr. VP Merchandising](#)

with everything that's been going on at officemax - we got a lot of new people, a lot of people moved here from Cleveland, a lot of people trying to get their lives together, we thought it would be fun to get together and go great white shark diving

ANNOUNCE VO: BECOMING CHUMS - WHILE DIVING IN CHUM.

LEARNING ABOUT NATURES PREDATOR- and we're not talking about the folks in hr.

SOT: [Mark Andeer|Office Max VP Brand Development](#)

to be up close to these creatures they're just massive, the first one saw it look totally fake, it looked rubberized somehow and you kind of get used to seeing them, you start to see the different notches on their fins its pretty cool

ANNOUNCE VO: WHILE AT THE SAME TIME LEARNING ABOUT EACH OTHER.

SOT: [Mark Andeer|Office Max VP Brand Development](#)

i didn't even know what simon did with the company, cause i've only been with the company about 6 months and he's been with the company about 10 but we talked yesterday a lot about what we can do together as far as pushing our online experience further for the consumers, its been helpful

ANNOUNCE VO: THE GROUP ROLLING THE DICE ON SPENDING TIME WITH EACH OTHER and the sharks- WITH THE PAYOFF EXPECTED ONCE THEY RETURN TO THE OFFICE.

SOT: [Krysten Crawford|Business 2.0](#)

if you're in a situation where you actually know who your officemate or the gentleman down the hall, who his wife is, how many kids he has, do you own the same dog, that the next time that individual has a problem or needs help and reaches out your going to be much more willing to help that person out because you have established this bond and it almost starts to veer towards a friendship

ANNOUNCE VO: THE BONDING A COMMON SIGHT FOR LARRY GROTH - THE OWNER OF GREAT WHITE ADVENTURES - WHO'S MADE A BUSINESS OF shark diving corporate bonding trips- because once you have survived the sharks- dealing with a problem in the office looks a lot easier...

AS FOR OFFICEMAX - swimming together with the sharks worked so well, ANOTHER COMPANY ADVENTURE IS IN THE MAKING.

AN IDEA SURE TO BRING SMILES FOR ALL INVOLVED. CARL QUINTANILLA CNBC FOR THE BUSINESS OF INNOVATION.

MARIA BARTIROMO:

So, Polly. There we are. Face-to-face with a bunch of sharks. (LAUGHTER) How important do you think employee relationships are in companies that have an international presence?

POLLY LABARRE:

I-- I think it's huge. And, you know, swimming with sharks is an extreme-- way to deal with it. But-- but-- really what-- what we're talking about here is, you know, innovation is not a solo sport. It's about collaboration.

And the-- and the question you're asking. Which is a great question to show is how you collaborate across the globe when companies are being merged. And restructured. And changed. And growing. And have all different kinds of people coming in. And I think the answer to that is, figure out ways to put people on the same team. To get them in positions to learn together. To fail. To be scared. To have emotional (LAUGHTER) experiences. Regroup. And there are lots of ways to do that. Swimming with sharks is one.

Having a-- you know, corporate university. Or corporate retreat. There are other ways to do it that aren't that extreme. But it's important.

MARIA BARTIROMO:

Do you agree with that, Roger? These company outings very important for innovation?

ROGER SCHANK:

No. Totally unimportant. Could care less. I run a virtual company. I have peo-- employees that work for me I've never met. Who I bar-- names I barely know.

MARIA BARTIROMO:

You said at the top of the show lunch is important.

ROGER SCHANK:

Lunch is important for a different reason.

MARIA BARTIROMO:

Now you're saying company outings are--

ROGER SCHANK:

Not because you're bonding with people. The possibility issue is very simple. Do we fundamentally agree. The people who work for me fundamentally agree. I work on changing education.

They fundamentally agree education is broken. When-- from there we can work together innovating. Even if I've never met them. I don't have to know the names of their wife. I don't care what about names of their wives. Although most of the people who work for me are women. So, it's the other way around. (LAUGHTER)

MARIA BARTIROMO:

Well, I hope they're not watching right now. You don't care what their family's names are. Dave?

DAVE PATNIAK:

The whole point of innovation is that we're often working on goals that are-- that are not clear. And that emerge over time.

And I think a lot of it comes down to the fact that, like Polly said earlier. It's about trust. It's about working together. And that culture creates a-- a leverage point which is really hard to copy.

POLLY LABARRE:

the way you learn to trust each other is working through things with-- with your team mates. Fumbling. Figuring things out. Going on a journey together. And that involves some kind of interaction.

ROGER SCHANK:

Trusting each other in a football team is pretty good. The right tackle has to trust the right guard. Otherwise they're not going to be in the right place. But neither of them are innovating.

There's a bit difference between team work and innovation. Innovation is not necessarily a team sport. It might be. But more importantly, it's a sport driven by a common need to solve a problem. And that's the only real issue you need to bond on.

MARIA BARTIROMO:

Dave?

DAVE PATNIAK:

We get a lot of problems which don't have really clear needs put out for the companies. That come to us and say, I'm in two businesses. Help me come up with a third business.

And-- and it's in those kinds of situations where the goals are unclear. That you really have to have those bonds. Because often we're working off of gut. And we're working off of empathy.

Before we even know what we're trying to solve.

MARIA BARTIROMO:

And you guys think it's not so difficult to have innovative people on the team. Even if they are all around the world. Dispersed.

POLLY LABARRE:

I think you should make-- you really should make a virtue of it. It goes back to this do-- maximizing diversity. And being an open system. I mean, innovation.

Again, it's about networks increasingly. How open are you to the idea that ideas can come from all over the world? And, you know, Roger's right not to minimize too

much the difficulties of doing that. But if you're a global organization. And even if you're not. You really have to be open to that idea. And-- and so it's about how do you create the mechanisms to connect people across those boundaries. As opposed to being stumped by it.

DAVE PATNIAK:

Polly's got a point. Which is-- it is-- it is about-- crea-- creativity. But it's also about collaboration. And it's also about empathy. And sure.

Sharks and orange walls are-- a borderline comedic way to get at that. But it does serve a point. Which is that these problems that folks are working on are too complex for one or two people to come up with an answer on their own.

MARIA BARTIROMO:

It's about trust. Thank you so much, all of you. This is really fascinating. We appreciate it. Polly, Carlos and Dave. Thank you.

====ANNOUNCE VO====

NEXT... IS IT POSSIBLE TO INNOVATE FOR THE FUTURE BY LOOKING TO THE PAST?

====SOT SCHANK====

If you have a company with experiences. And they can learn from them. They can grow. Suddenly they're a smarter company. The idea is the company gets smarter. It's a very important idea.

====ANNOUNCE====

THAT'S THE BUSINESS OF INNOVATION.

END SEGMENT 3

BEGIN SEGMENT 4:

====ANNOUNCE VO====

... THIS IS THE BUSINESS OF. HERE IS MARIA BARTIROMO.

MARIA BARTIROMO:

You know, the subjects that we discussed tonight, Roger, are really interesting. Because they apply to so many businesses that we talk about all day long. Number one, making sure you have a team. Bob Kraft said it great tonight.

Saying he's looking for an integrity values system. But also the idea that you need to want to work on a team. Leave your ego at the door.

ROGER SCHANK:

I'm not sure I buy that. I-- I mean, I'm kind of a jock. I understand football. And sports. I play sports. I want mindless robots on my team. Who do exactly what they're told. And so if you're creating a team. You want them to do what they-- they're told. And do it because they love the coach. It's a wonderful metaphor. But that's not the

same thing as innovation in a company. And each company's really very different. I want people with big egos. I want their egos to be thinking about a brilliant idea. And to be able to fight for their idea. Those are the egos where innovation come from. You never seen innovator without a big ego.

MARIA BARTIROMO:

You don't need a team to do that?

ROGER SCHANK:

Well, I need a team to help. But I-- I mean, I don't--

MARIA BARTIROMO:

Don't you want the team to buy into that big idea? Maybe one guy has to have a big ego. Or one gal. Bit I mean, you need a team to be working together, no?

ROGER SCHANK:

Yes. Very-- you need to have people who believe the idea. And want to carry it through the next step. The current person who comes up with a great idea is not necessarily the next-- the person who's going to drive the idea. Or the person who's going to build the idea. You need all that in your team.

MARIA BARTIROMO:

The-- the whole idea of having a team around the world. Has-- has got to be challenging in terms of innovation. And yet, we heard different scenarios tonight. Some people using outings as a way to get people together. Other people using the idea of hiring local people around the world to get the-- the-- the team global and thinking for the customers. How do you do it?

ROGER SCHANK:

Well-- well, I-- I live away from everyone I work with. I live in an entirely virtual environment. But I have--

MARIA BARTIROMO:

And you like it that way. (LAUGHTER)

ROGER SCHANK:

Well, I do like it that way. I-- I have somebody I work with in regularly in Greece. Alright. We talk to each other all the time on the various technological methods. And just about a two weeks I said to him, okay. You got to come visit me. He says, why? I said, because now we have to innovate something. We're going to have to actually sit together and talk for a few days. And we did. And we innovated what we needed to go.

And then they could go home. The issue is, you know, yeah. You do actually do that when you're innovating. You brain storm. Well, you know, you don't brainstorm every day.

MARIA BARTIROMO:

Technology really enables it. Because you're able to have people around the world. At-- and-- and speak to them at a moment's notice. And-- and-- and interact. And communicate real easy.

ROGER SCHANK:

That's right. And, you know, I come here for these shows in New York. I have a lot of people work for me in New York. I have not yet once called any of them to say, let's go have a drink. We're not buddies. We're just on the same team.

MARIA BARTIROMO:

You know, what, I don't know. But I-- I mean, I agree that going out with your colleagues with the team does build a certain camaraderie. And-- and does build a certain I don't know. Unity that you want to win together. There's nothing wrong with that.

ROGER SCHANK:

Yes, but you know what? My team has that. Because it's doing something. It all-- we all love. We're trying to change education. We're all bought into the model to change education. And we really want to do it. And we win to the extent that we change things.

MARIA BARTIROMO:

Uh-huh (AFFIRM). The other idea that came out of tonight was corporate memory. You've got the baby boomers retiring. You've got a whole host of employees walking out the door. Along with their experience. What do you do?

ROGER SCHANK:

I think corporations misunderstand this one. This was a-- this one's a biggie. You can't have experts leave. If experts leave you have a problem. I once did something for the defense department on the Gulf War. Trying to capture the expertise of the first Gulf War of all the experts.

You know what? We captured it. And they were all gone. And suddenly the were back again. Did they gather the expertise of the last group? No. They couldn't find it. Because they had it on an old technology.

The trick of getting old-- getting old people to talk. Getting a corporate memory to be built. Even in an industry as a whole. If it has a similar problem. Like when shipping they have a problem with accidents. Or the (UNINTEL) company you're in. Either-- all these issues require a deep knowledge base. That's what the new-- the technology of the future's gonna be. The bringing in of the deep knowledge base that gets you the expert who may have died 20 years ago popping up and saying, I had that problem. Let me talk about-- to you about it.

MARIA BARTIROMO:

You know what? And yet some people might say innovation is a young person's game. Because you want fresh ideas. You want new people. Young people coming in. And you don't necessarily need the people what have been there 20, 30 years. You disagree.

ROGER SCHANK:

I think innovation comes from experience. And I think the issue of building up the corporate experience is what makes innovative people. Education. Learning. They're all about experience.

If you have a company with experiences. And they can learn from them. They can grow. Suddenly they're a smarter company. The idea is the company gets smarter. It's a very important idea.

MARIA BARTIROMO:

That is a great way to-- cap this off. This is great, Roger. Thanks. Always nice to talk with you.

ROGER SCHANK:

Yeah. It's been fun.

MARIA BARTIROMO:

It really has. And that is the businesses of innovation for this week. I'm Maria Bartiromo. Good night.

====ANNOUNCE VO====

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