Editorial

In this issue (Volume 4, Number 3), our topic is *Digital Value Chains*. Digital value chains entail the next phase of digital asset management, the linking up of several "loosely coupled" systems of multichannel publishing and pan-regional marketing communications.

In this issue, we bring you a selection of interviews with industry leaders: *Dennis Pannuto*, Principal at *Aha! Insight Technology*, speaks with us about the transformation of agencies into digital service providers; *BJ Gray*, AVP of Marketing Operations for *Victoria's Secret*, talks about automating the workflow process that starts with in field digital photography shoots or sessions and ends with finalized, color-corrected retail displays; *Rak Bhalla*, Marketing Manager for *Adobe Systems*, gives some insight about how Acrobat 3D supports the review, approval and distribution of 3D CAD models, drawing and engineering data; and *John Hingley*, CEO at *Andiamo Systems*, rounds out the theme of this issue by discussing the emergence of social media as a marketing tool and the need for low-cost systems to track conversations, themes and sentiments about your brand throughout the blogosphere and social networking sites.

In this issue's installment of Cycle Time, *Michael Moon* clarifies the relationship between *digital supply chains* from *digital value chains*, kicking off with some insights on the value-add of each to digital asset management before drilling down to a definition of the supply chain and a value chain, and the distinctive value each offers towards marketing and innovation for the enterprise.

Looking at the current landscape of business as digital supply chain, what is required of the new digital agency? Dennis Pannuto looks at the shift from the traditional agency to a future where specialists are closely aligned with the business and the senior management is IT savvy. In other words, it leads to the merging of the CMO and CIO roles. Dennis also spoke with us regarding the new generation of self-directed consumers and how the digital agency can address the new set of dynamics they bring — employing lessons learned from successful social networking ventures.

What buying criteria do marketing executives employ to go digital with successful multi-channel publishing? Michael Moon and *Andrew Salop* (of *Metaseed.NET*) interview *BJ Gray* on how she researched different types of systems to find a solution to work around the needs, language and established workflow at Victoria's Secret.

The current lifecycle for a product has historically been three years to market, while now it is not much more than one year. How can one software family help facilitate collaboration in this type of fast-moving, global work environment? According to *Rak Bhalla*, product lifecycle management is a full-spectrum process, and the expertise lies in streamlining the supply chain in many cases — getting suppliers involved very early on in the process. Adobe 3D and the entire PDF family facilitates workflow efficiency, in effect fully leveraging CAD data much earlier in the process than has traditionally been possible.

With the advent of social media, the ease with which consumers can get information and start to share their opinions turns a lot of this traditional campaign planning on its ear. How can the new digital agency use this situation to its advantage? We spoke with *John Hingley*, founder of Andiamo Systems, a social media analysis company, on how he advises companies to effectively use consumer-generated content.

Thanks for joining us! In our next issue, we'll cover innovations in Marketing Operations.

Iris AlRoy
Managing Editor