# Building a Content Marketing Organization

People, Process & Platforms

mxm

# Introductions

**David Brown**
Executive Vice President, MXM
@davidmbrown1

**Doug Rozen**
Chief Innovation Officer, MXM
@dougs_digs

**Sarah Sikowitz**
Principal Analyst, Forrester
@ssikowitz

# Today's agenda

- Welcome to the 'Content Age'
- Getting Content Ready
    - People
    - Process
    - Platforms
- Assessing your wherewithal

mxm

# Welcome to the 'Content Age'



**\*MANUFACTURING AGE**

**\*DISTRIBUTION AGE**

**\*INFORMATION AGE**

**\*CONSUMER AGE**

**CONTENT AGE**

**1900**

**1960**

**1990**

**2000**

**2015**

Mass manufacturing makes industrial powerhouses successful

Global connections and transportation systems make distribution key
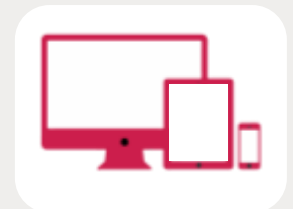
Connected PCs and supply chains mean those that control the information flow dominate

Empowered buyers expect a new level of customer relevance

Overloaded with channel choice, content-powered engagement becomes a point of difference

**2007**

Digital Out-of-Home and Cinema · Laptop · Digital Television · Desktop · Blackberry · Airline Seat · Ambient · ATM Screen · Connected Consoles · GPS

**2015**

Digital Out-of-Home and Cinema · Laptop · Digital Television · Desktop · Tablet · Wearable Tech · Physical Graph · In-Vehicle · QR Code · iPhone · Blackberry · Android · Airline Seat · Ambient · ATM Screen · Connected Consoles · Connected Mobile Games · GPS · Near Field Communication
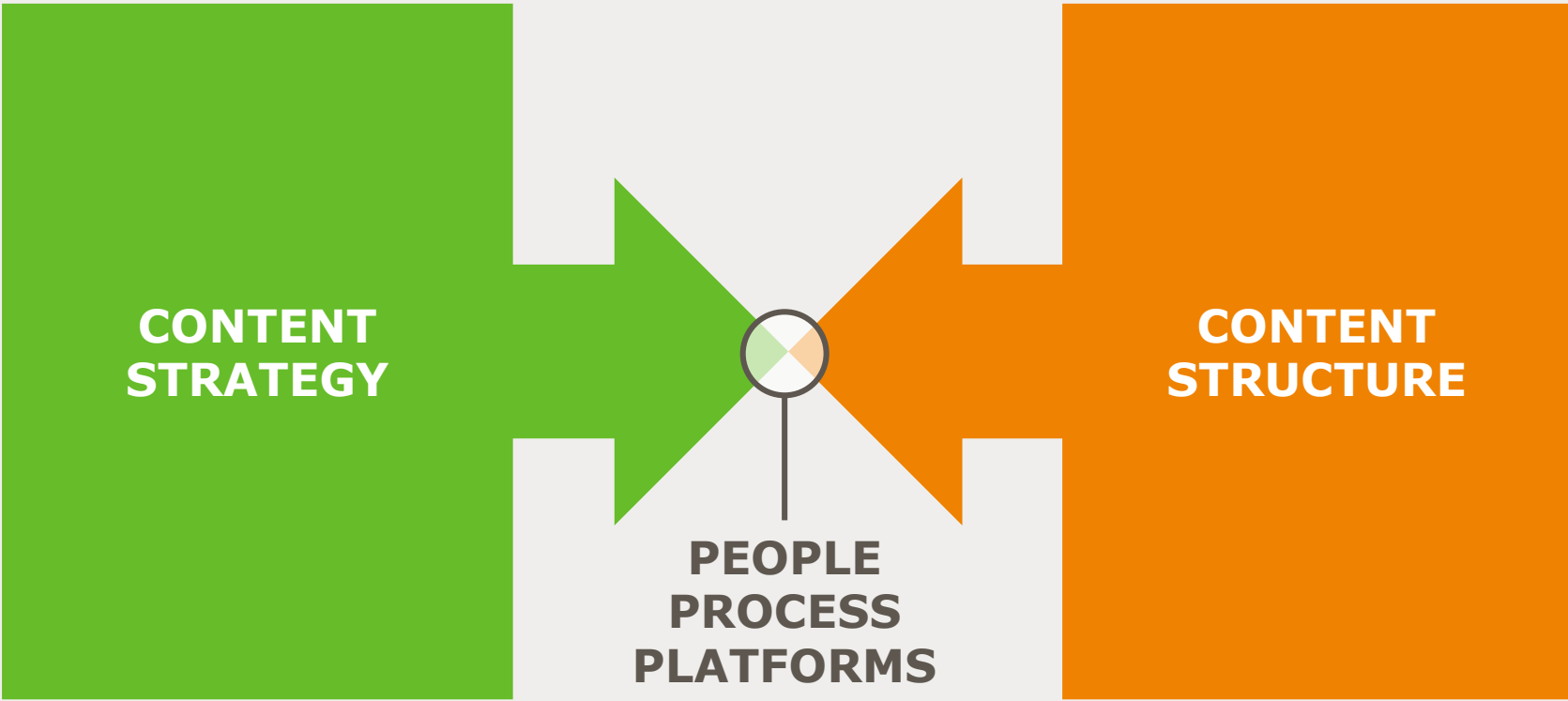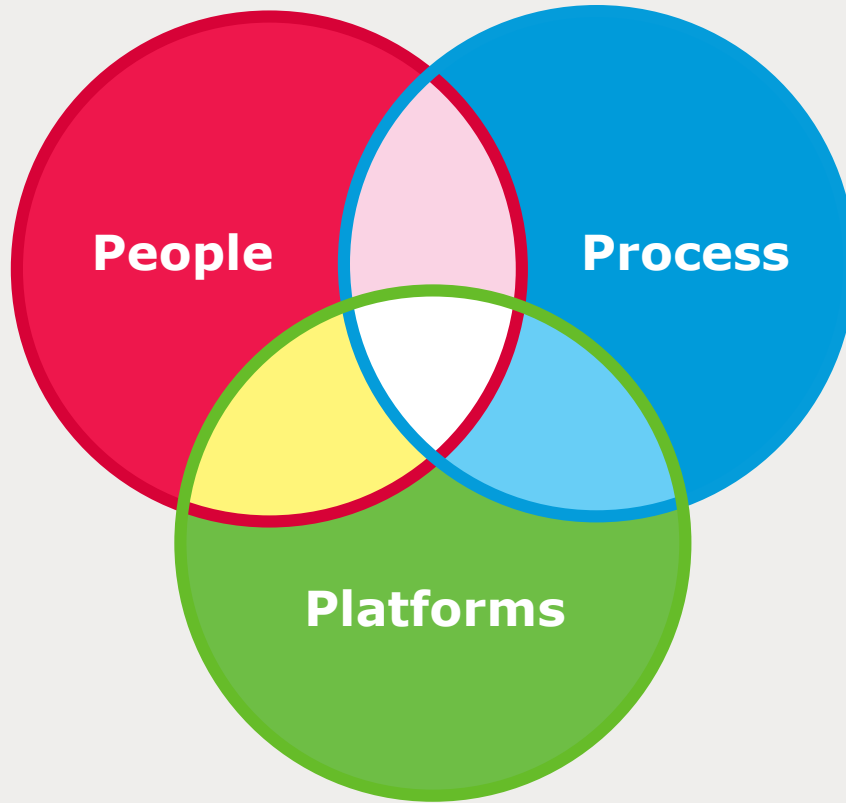
mxm

**CONTENT STRATEGY**

**CONTENT STRUCTURE**

mxm

# Brand challenges to content marketing

- Absence of content strategy and planning

- Lackluster engagement

- Poor discoverability

- Staying "always on"

- Lack of viable measurement

- Achieving both quality and scale

# How do **brands** act like **publishers**?

mxm

# What makes for effective content structures

## Content Strategy
Integrated across the entire organization

- Deep insights into customers' content consumption and channel preferences

- Journeys based on customer segments

- Content audit aligned to the journeys

- Content architecture that supports all efforts across the enterprise

## Content Measurement
Greater reliance on data for greater effectiveness

- Unified customer view

- Actionable segmentation

- Consistent content measurement integrated into the entire planning and creation process

- Dashboards for complete availability and transparency

## Content Execution
Based on the principles of Big Content®

- **Relevancy:** Engage with quality, personalized content

- **Discoverability:** Ensure content is found via smart channel selections and use of pull & push

- **Elasticity:** Amplify content to speak to the widest possible audience, inspiring participation

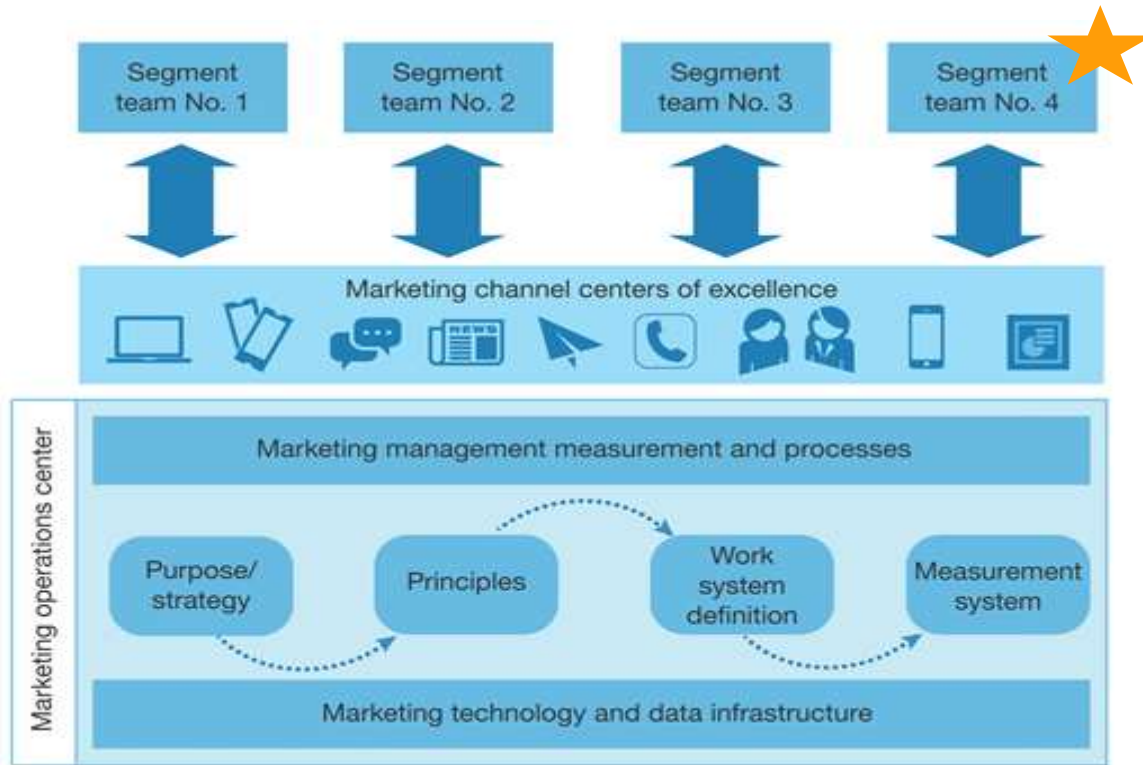- **Efficiency:** Refine by turning data into actionable insights, sharper planning and strong socialization

mxm
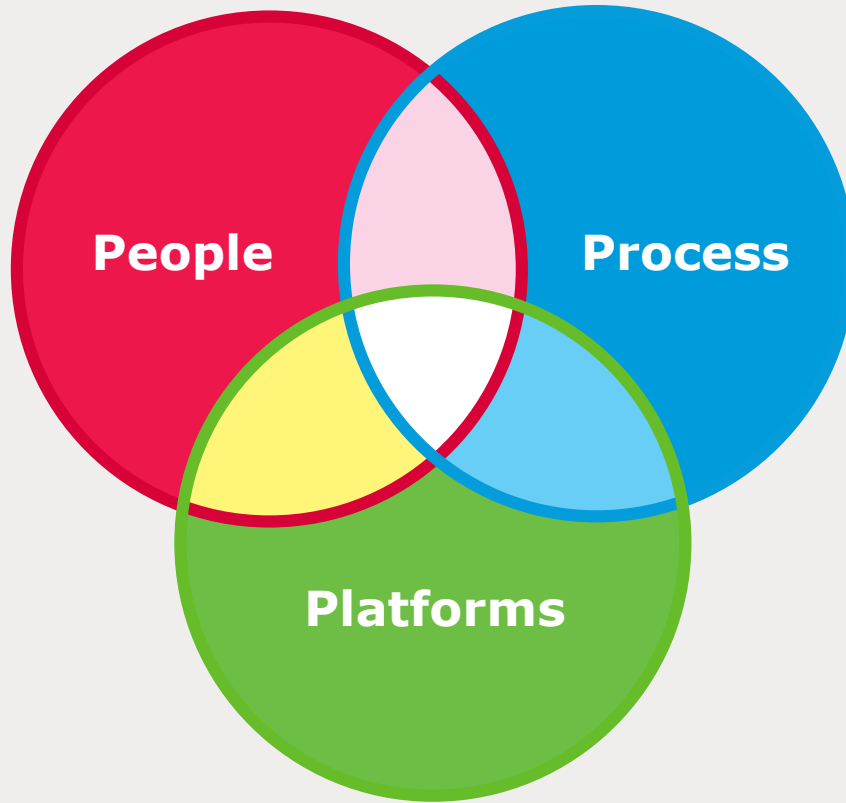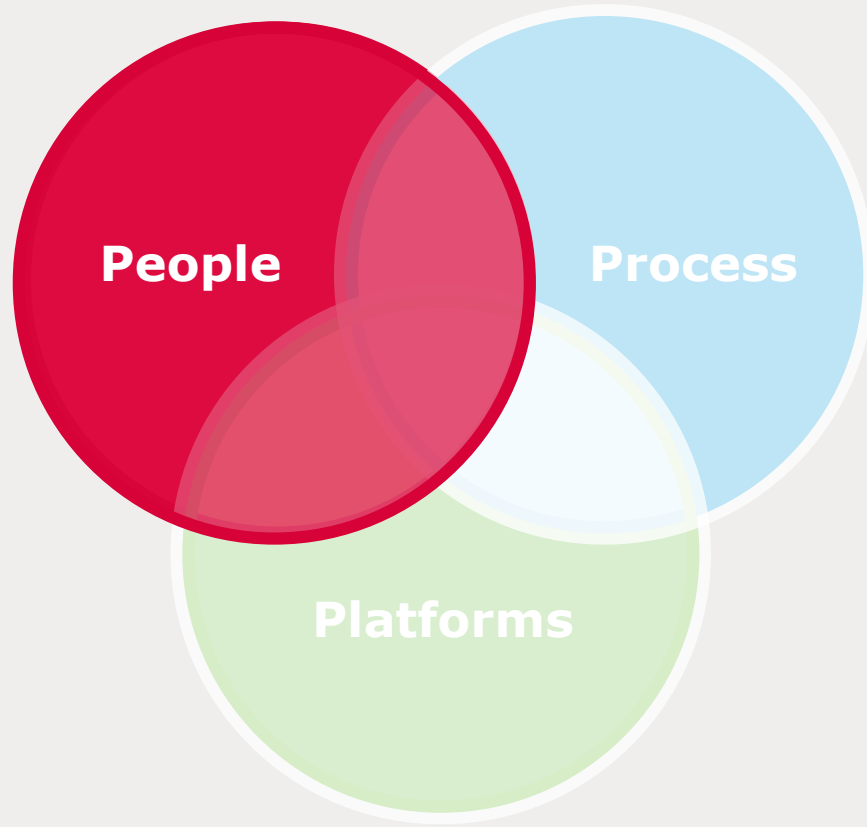
# The Marketing Operating System
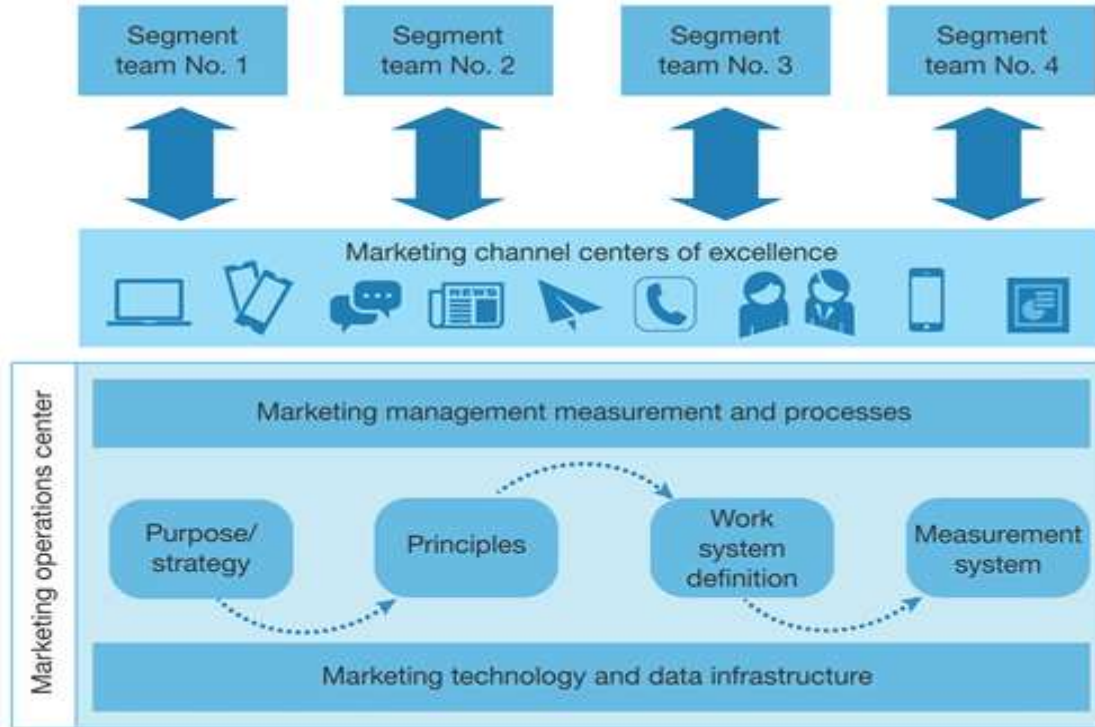
# The Customer Segment Leader

# The Customer Segment Leader

› Assesses life cycle for specific customer segment (attitudes and behaviors)

› Adapts marketing strategy and content strategy to suit the segment

› Draws up annual editorial calendar and writes briefs

› Allies with channel experts and production teams to create and deliver valuable content

› Tracks ongoing performance



Source: Wikipedia (creative commons license)

# The Content Marketing Chief
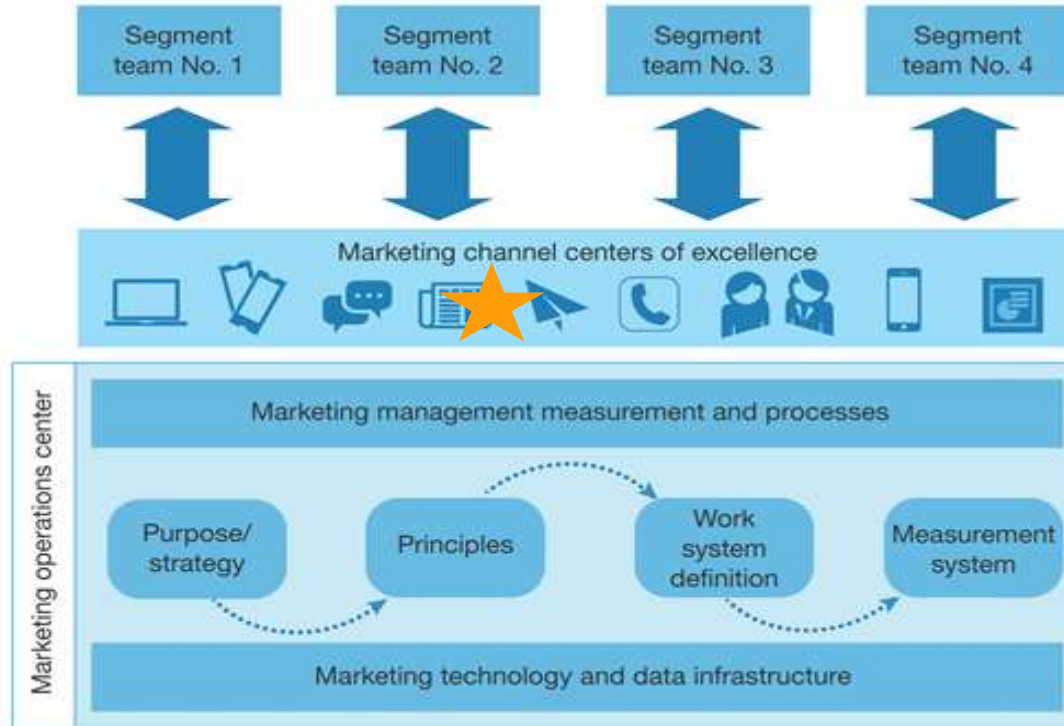
# The Content Marketing Chief



› Creates template for the company's content marketing strategy (used by segment leaders)

› Manages enterprise content governance plan

› Builds out and manages enterprise content formats and tags

› Maintains toolbox of content marketing resources (agencies, technologies, etc.)

› Supports customer segment managers with education, advice and guidance

# COE Roles (e.g. Social, SEO, Media, Sales, Agency)
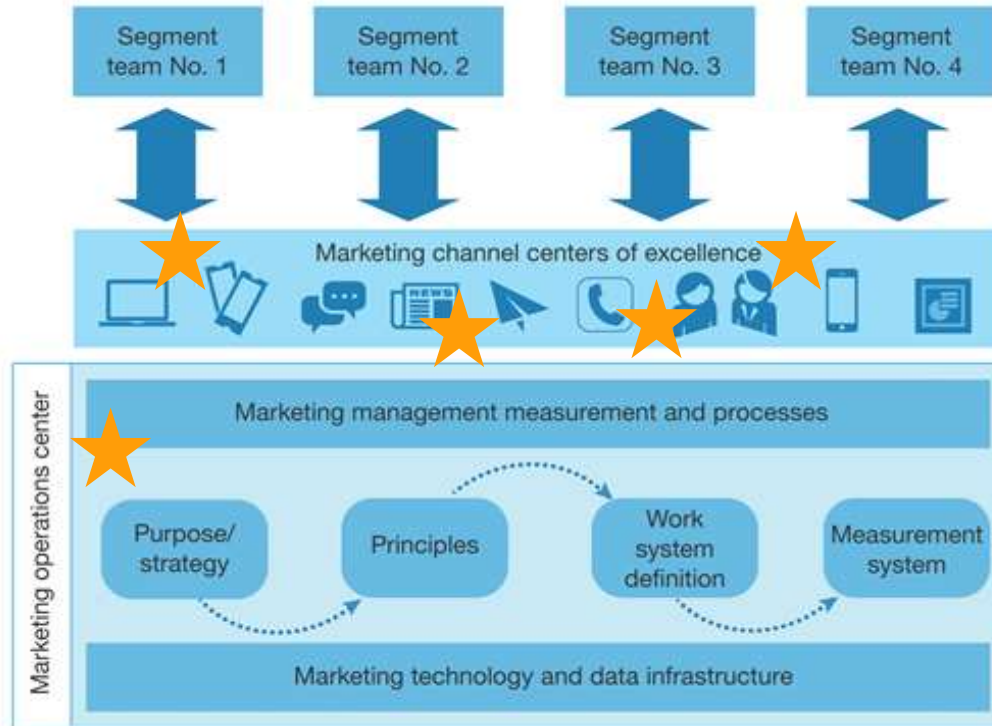
# COE Roles



- › Provides insight and expertise related to channel

- › Develops templates and best practices (for example, SEO guidance)

- › Troubleshoots execution problems and investigates execution wins

- › Evangelizes upcoming opportunities

# Takeaways: **People**

1. Customer centric content requires customer centric thinking

2. Editing and storytelling must live across different levels within your company

3. Content marketing execution should span across channel-specific executions

4. Reconsider the role your agency plays in content marketing efforts
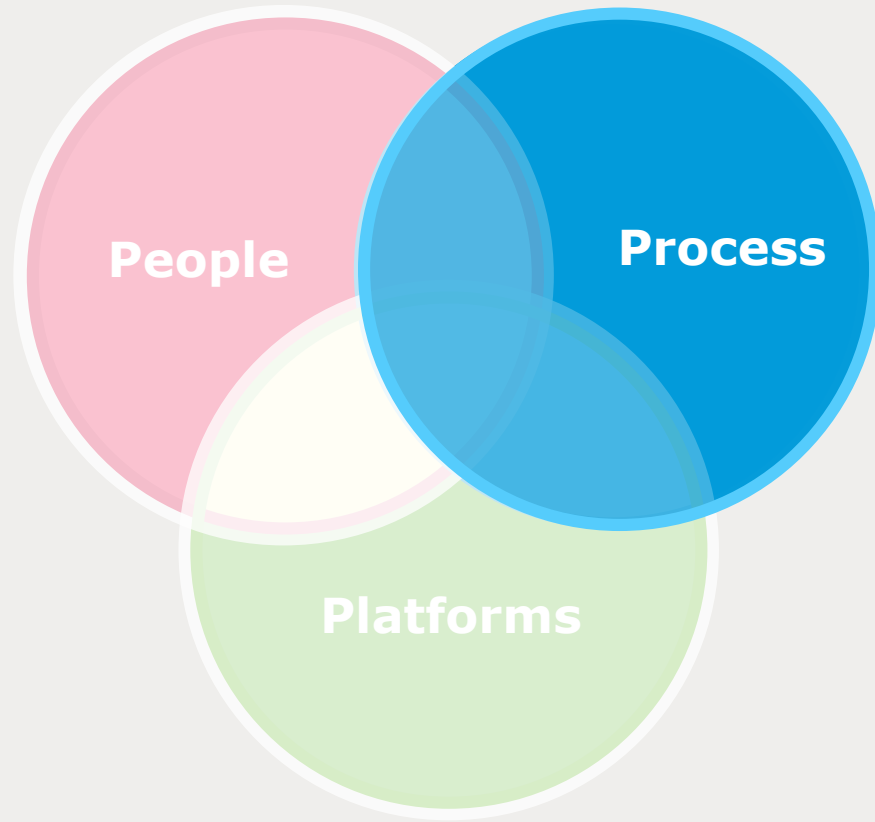
# Three Speeds; Two Processes
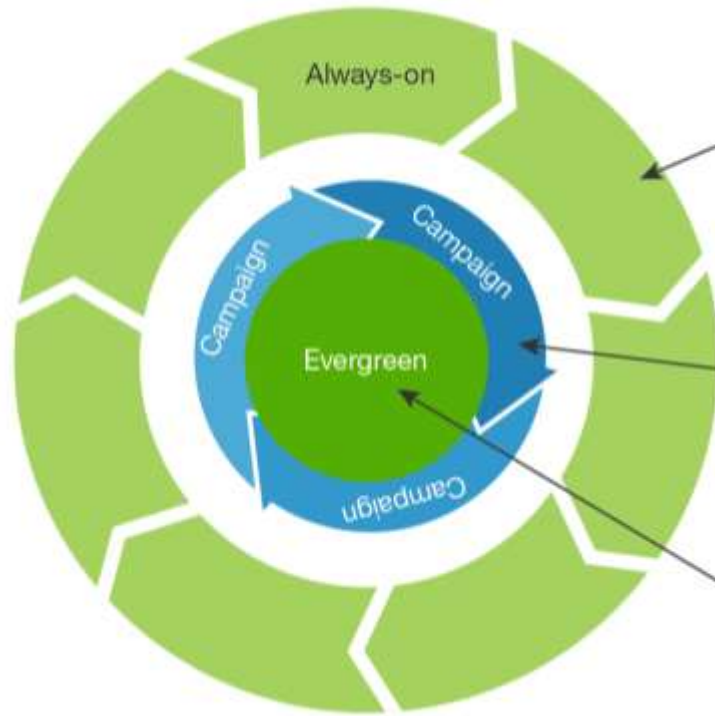


**Always-on content production**
What: Daily or weekly publishing cycles to website, blog, email, social channels or mobile app
Who: Collected from third-party sources, internal subject-matter experts, community, and campaign updates

**Content campaign production**
What: Monthly or quarterly content-driven campaigns often rolled out via a hub page and supported by "always on" updates, ad spend, and cross-channel promotion
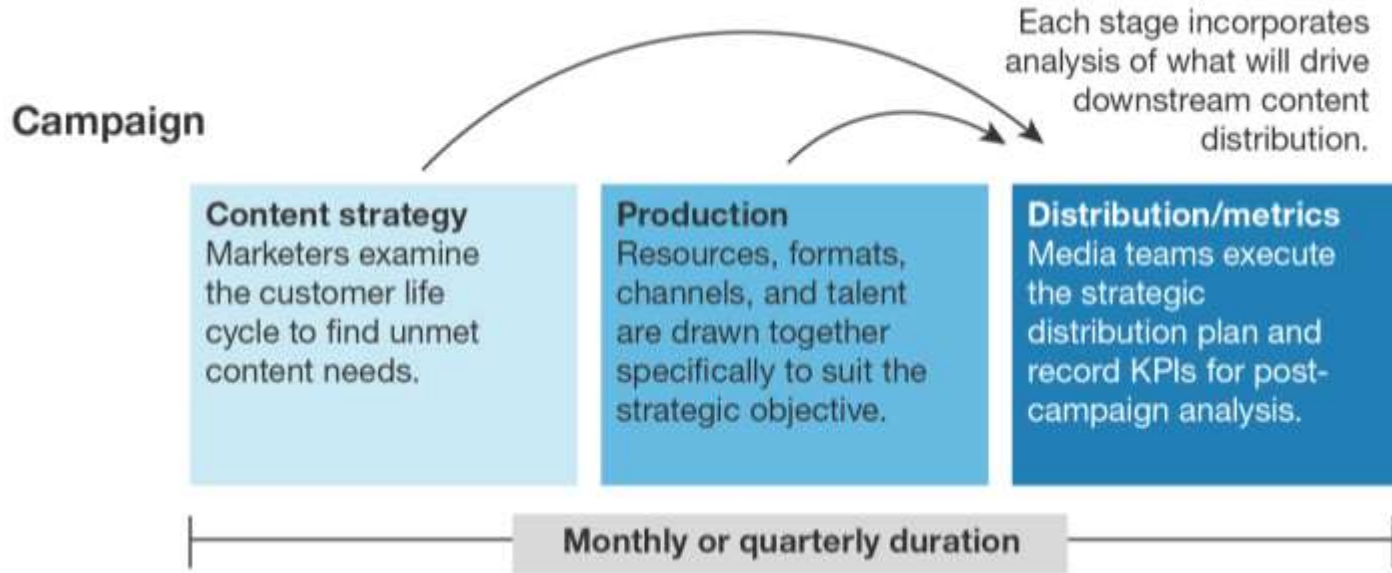Who: Agencies and internal high-end production resources, such as video teams or app developers

**Evergreen content**
What: Extant campaigns still hosted and updated to drive the long, fat tail of search and social traffic
Who: Maintained by internal or agency resources

# Monthly or quarterly campaigns for big strategic goals (AKA: Tent poles)



Campaign

Each stage incorporates analysis of what will drive downstream content distribution.

**Content strategy**
Marketers examine the customer life cycle to find unmet content needs.

**Production**
Resources, formats, channels, and talent are drawn together specifically to suit the strategic objective.

**Distribution/metrics**
Media teams execute the strategic distribution plan and record KPIs for post-campaign analysis.

Monthly or quarterly duration

# Align with customer journey, customer goal and preferred channel

# Invest in shared process documents

*"Once you scale beyond a couple of contributors and teams, it gets messy. You need tools to stay on top of things."*

- Luke Kintigh, Intel

| Content Architecture | Engagement Brief Template | Production Calendar | Rich, dynamic Persona Descriptions |

# Planning tools that filters against persona, team, geo, format

# An excellent example of a shared process document from the team at MailChimp

# Always-on content is the steady drumbeat of the brand

**Content strategy**
Editorial leadership establishes an ongoing mission and formats, with some flexibility designed into the production.

**Production**
This is rapid and rapidly learning execution against defined "beats," with constant input from "what's working."

**Always-on**
Weekly or daily cycles

**Distribution/metrics**
Media teams deliver content to valuable audiences and feedback to editorial and production about winning approaches.

Distribution provides ongoing feedback to both content strategy and production.

# Content marketing's killer app

*"This probably sounds hokey, but the best content marketing tool is talking to each other."*
- Joe Chernov, Hubspot

# Bring the right people together at a frequency that makes sense

| Meeting | Frequency | Participants | Tasks |
|---|---|---|---|
| Strategic editorial meeting | Biannual (most B2B outfits) or quarterly (consumer, retail brands, and strategic B2B outfits) | Editorial board, marketing leader, content marketing chief, and agency, if strategic | • Discuss and set content marketing strategy and goals<br>• Review editorial focus<br>• Assess top-line and bottom-line performance<br>• Change scope or expand partnerships<br>• Share and discuss in-depth qualitative insights (and their generation) and impact on strategy |
| Planning meeting | Quarterly or monthly, based on frequency of above | Marketing leader, key managers, and agency or agencies | • Plan and scope content campaigns<br>• Review and adjust content marketing strategy<br>• Assess always-on performance<br>• Share and discuss performance insights (search and social, for example) |
| Stand-up editorial meeting | • More than one post per day: daily<br>• More than one post per week: weekly<br>• Otherwise, monthly | Manager and creators, internal, and external | • Discuss ongoing or planned stories<br>• Share sources, ideas, and resources<br>• Provide close but subtle editorial steering |

# Takeaways: **Process**

1.  Great content marketers design processes with openness as a default

2.  Stick to tight, quick deadlines. Reward scrappiness

3.  Create an executive cross-functional editorial board that inspires (and clears hurdles)

4.  Reflect the performance of all contributors in online dashboards

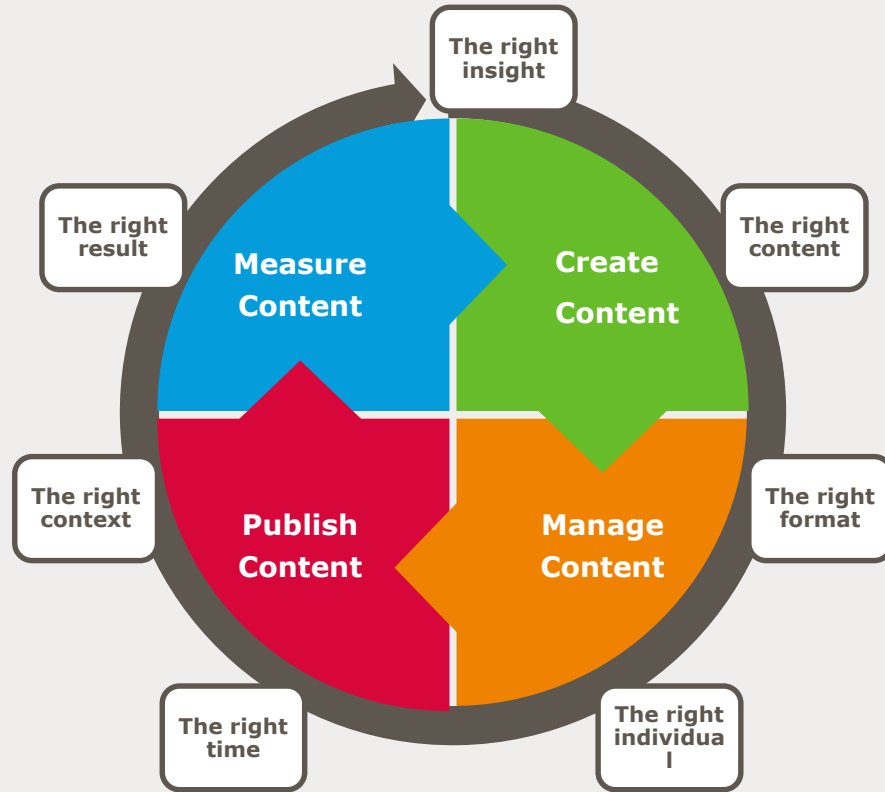5.  Invest in content planning tools to manage workflow

mxm
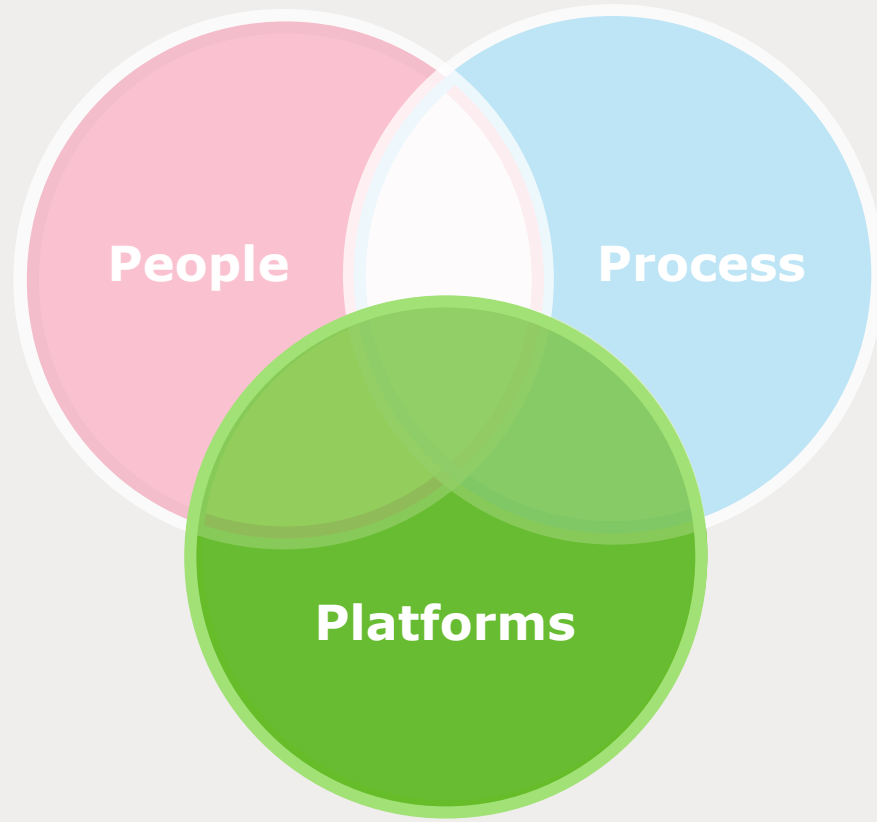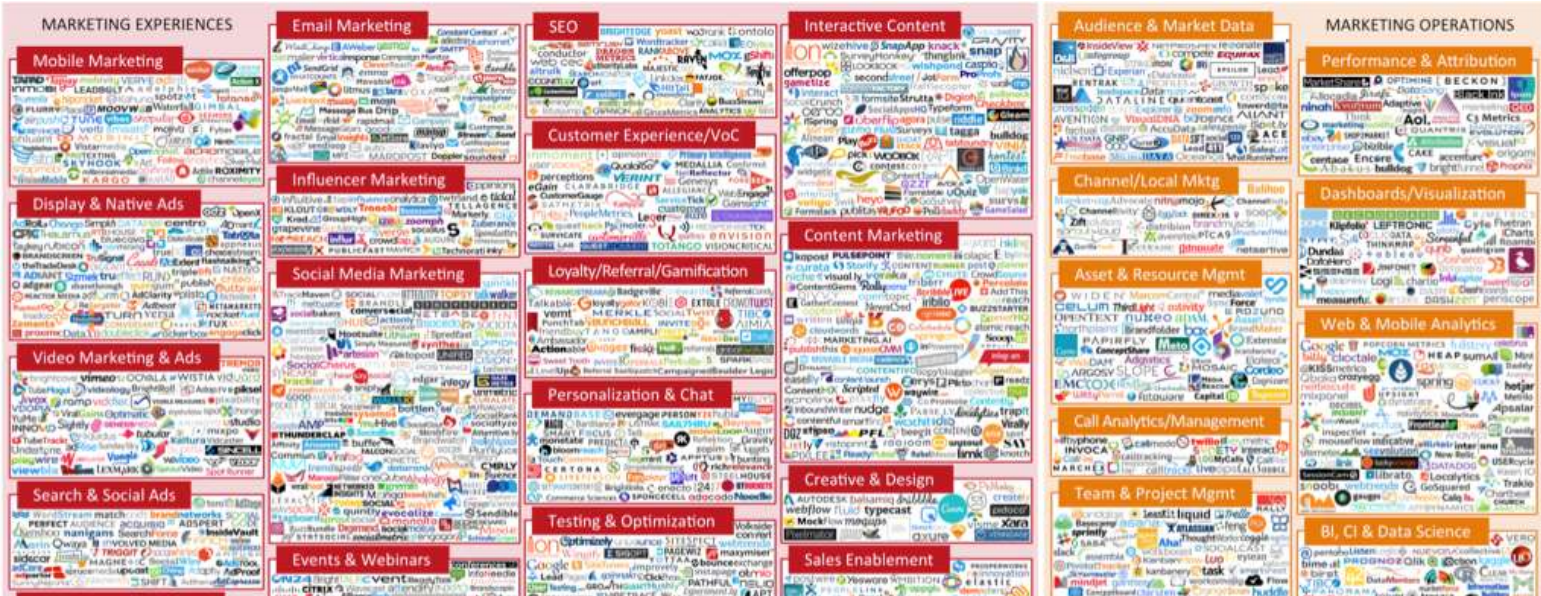
**In 2015, there were 1,876 marketing technology companies across 43 categories**
This represents twice the amount of 947 companies in 2014

chiefmartec.com, 2015

**Within the content marketing landscape, there are still too many categories and providers of tools and technologies**

Source: Luna Partners, 2015

- Most content SaaS marketing platforms excel at one or two of the four categories

- No one has mastered all four yet there are a few that could with time

- To ensure the best technology deliver against your needs, focus on just the primary categories
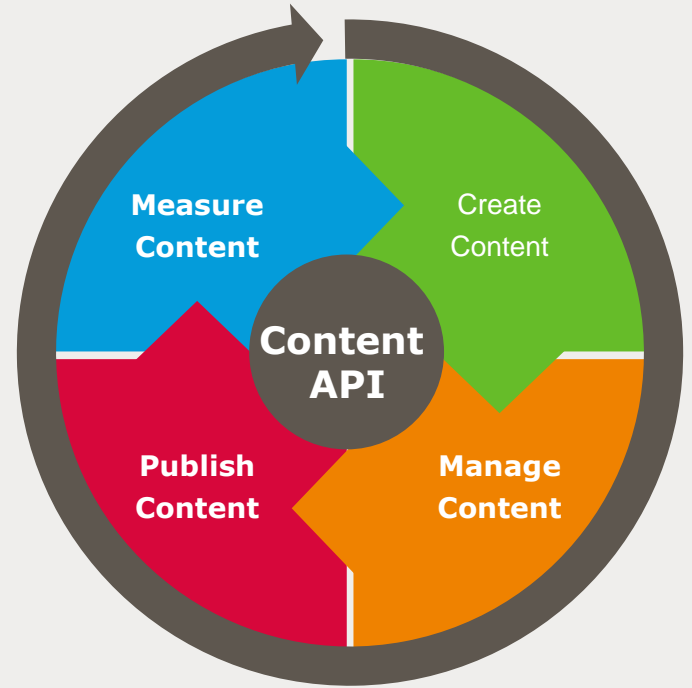


Content API

Measure Content

Create Content

Manage Content

Publish Content

mxm

# Primary needs for content platforms

| | | | |
|---|---|---|---|
| **Appropriate Access & Permissions** | **Content Archiving** | **Ingesting Existing Information** | **Calendarization** |
| **Content Modification** | **Content Usage & Expiration Management** | **Advanced Search** | **Performance Measurement** |
| **Categorization & Tagging** | **Single View of Content** | **Publishing & Distribution** | **Workflow** |

mxm

**CREATE**
- Curation of third-party content
- Integrate Social insights
- Automation
- Plug-in of creation tools that allow 1-touch publishing
- Standard form/worksheet to input
- Collaboration tools

**MANAGE**
- Searchable, universal Asset Management (inventory reporting, usage rights, etc)
- Enterprise CMS, integratable with Client systems
- Client specific & overall content repository
- Standard approval process (e.g. cascading permissions & approvals)
- Storage & disposal for expired content

**PUBLISH**
- Personalization
- Built-in Syndication network
- Multi-channel, multi-format (Automatic "right-sizing")
- Real-time
- Geo-fencing/Location
- Push from our CMS to others

**MEASURE**
- Built-in Dashboard
- Individual content scores mapped back to CMS
- Custom segmentation for reporting
- Predictive models based on previous engagement
- Content tagging methodology
- Custom reporting across all CMS artifacts
- APIs

✓ Full functionality offered
O Partial functionality offered
✗ Functionality not offered

mXm

| Vendor | Product evaluated |
|--------|-------------------|
| Contently | Contently Platform, Contently Creative Network, and Contently Insights |
| DivvyHQ | DivvyHQ Enterprise |
| Kapost | Kapost Platform, including Kapost Factory, Kapost Library, Kapost Auditor, and Kapost Insights |
| NewsCred | NewsCred Platform |
| Oracle | Oracle Content Marketing Platform |
| Percolate | Percolate v5.24 |
| PublishThis | PublishThis v3.0 |
| RebelMouse | RebelMouse Platform, including Rebel Roar and Rebel Studios |
| Skyword | Skyword Platform |

**Vendor selection criteria**

At least 25 enterprise customers of a standalone content development platform (software; not services only)

Enterprise customers regularly publish to email, social profiles, owned websites, and third-party websites

Enterprise software users can use the platform to create text and curate both images and video

The content development platform's standalone enterprise customers have an average of at least 10 users on the platform per month

# Takeaways: **Platforms**

1. Content marketing platforms can be different from content management systems

1. Focus platform decisions on solving one or two key needs - no platform currently excels at solving all needs

1. Today's tools can allow for systematic views into what's happening, where it's happening and why. Yet, they are only as good as the user inputs

2. Ensure your organization has alignment from all stakeholders – IT, Sourcing, etc

**mxm**
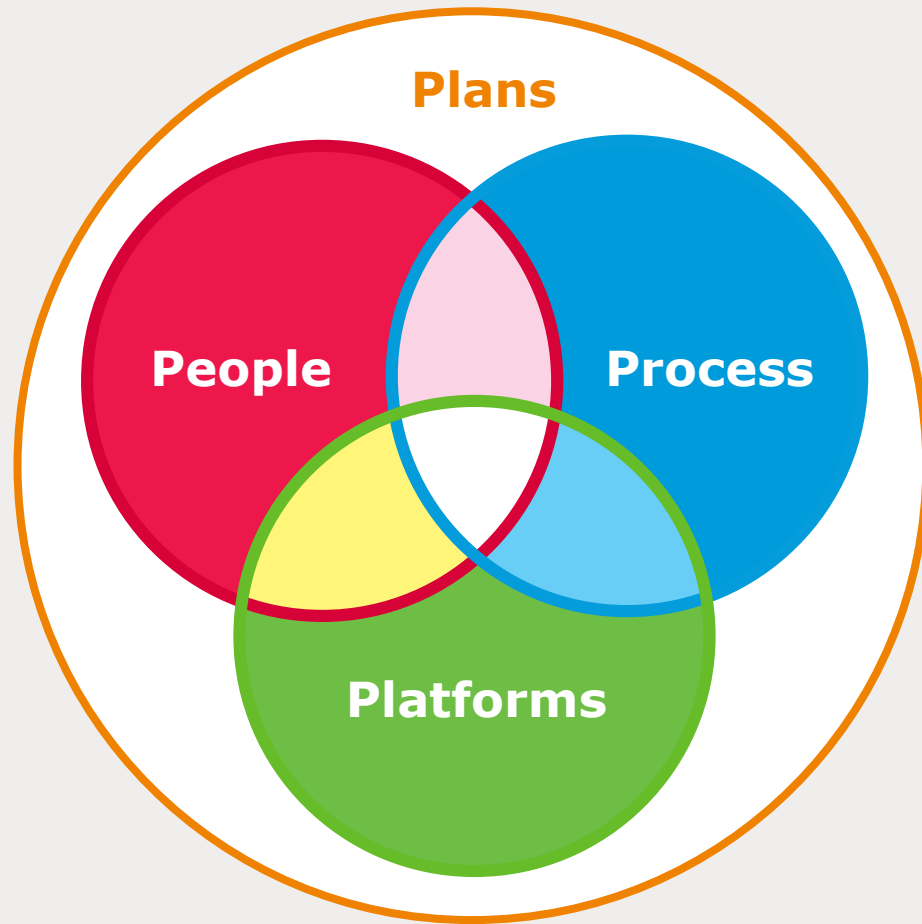
# Questions & Answers



To get your organization content ready, visit: www.mxm.com/contentmarketing
or email Sarah.Pappen@mxm.com for your hardcopy of The Content Marketing Playbook.

mxm