CCO

CHIEF CONTENT OFF
CONTENT MARKETING STRATEGY FOR EX

Podcast
Nation

· · · · · · · · · ·

**Content
Curation
Tools**

MAKING
BIG
FEEL SMALL
AN INTERVIEW WITH
LINDA BOFF FROM GE.

Betabrand:
THE SMARTEST
CONTENT-DRIVEN BRAND
YOU'VE NEVER HEARD OF... YET.

AUGUST 2013

6

Discover **six steps** for getting more out of your content marketing efforts

1   **2**   **3**   **4**   **5**   **6**

Learn more with the free white paper,
*"Maximizing Content Marketing:
A Six-Step Plan for Agile Engagement"*

Download the white paper now to discover how to combine marketing and PR techniques to achieve more return on your content investment.

See how brands such as SAS and State Farm are using content to drive traditional and social media activity, boost SEO and affect consumer behaviors.

**Call 888.776.0942 or go to
promotions.prnewswire.com/6Steps2Maximize**

WHITE PAPER

**Maximizing
Content Marketing:**
A Six-Step Plan for
Agile Engagement

PR Newswire

ENGAGE OPPORTUNITY *EVERYWHERE*

PR Newswire
A UBM plc company

A Content Marketing Bubble?

Treasure this moment in time. As content marketers, we may never see another moment like it in our lives.

Technology barriers are all but obliterated. Setting up a publishing operation in the past used to require a six-figure investment. Today, if a brand wants to, publishing on the Web is just one free WordPress account away.

Expert journalists—who once shunned content marketing—are now largely open to working with brands.

Customer acceptance of brand-owned content is at an all-time high.

Buy-in for content marketing—at even the most senior levels in industries of all kinds—is widely accepted.

Add to this, budgets from advertising, social media and search engine optimization are spilling into the content arena.

Brands truly have become the de facto informational source for their customers and prospects.

I'm a realist, so it would be easy to be concerned about all this good news. Is content marketing nearing bubble stage? Is the strength of content marketing limited to just North America? Should we temper our excitement?

Let's look at what we know for sure:

Content marketing is not new. The industry is now officially more than 100 years old. So, saying the art and practice of content marketing is here to stay is easy.

In a highly connected, social world, how do we make an emotional connection with our customers without compelling stories? Even paid media king, Coca-Cola, is making the switch.

Every organization's top marketing objectives are to get found, drive leads and generate social sharing. Content supports each of those.

Brands have deeper pockets than the media. Let's face it, companies like Apple, with its billions in cash, can buy and sell the likes of the New York Times multiple times over. The rise of sponsored content, for example, is in its most nascent stage.

The biggest change I've witnessed is the new organizational mindset that comes with a content marketing approach. Companies like Red Bull, Procter & Gamble and River Pools & Spas show us a content-first approach works. Heck, look at the Content Marketing Institute and what we've accomplished by spinning the best stories.

If (and this is a big if) organizations can stop the campaign mentality and look at content marketing as a long-term strategy, sparks will fly. It's still early. With most organizations still creating content without any strategy at all, and without the right processes and resources in place, this old industry still has a long way to go.

Bubble? I scoff at the idea ... We are just getting started.

Joe Pulizzi
Founder
Content Marketing Institute

Brands truly have become the *de facto* informational source for their customers and prospects.

CCO

CHIEF CONTENT OFFICER
CONTENT MARKETING STRATEGY FOR EXECUTIVES

@JoePulizzi Joe Pulizzi
Can't wait to see you all in Cleveland
for #CMWorld. #ArriveWellRested.

COVER STORY

20
MAKER BRAND

An interview
with **Linda Boff**
from GE.

*Cover and interior photos provided
by Kristren Driscoll Photgraphy.*

CCO /// IN EVERY ISSUE
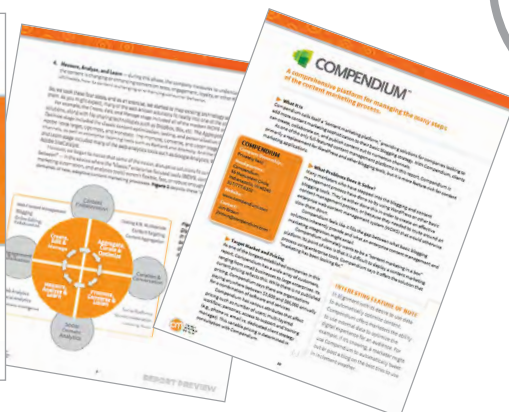
WHAT'S ONLINE

www.ContentMarketingInstitute.com

CONTENT
MARKETING
INSTITUTE

REPORT: Content collaboration tools

An analysis of 13 technology solutions in a disruptive marketplace.

http://bit.ly/12XLWGC

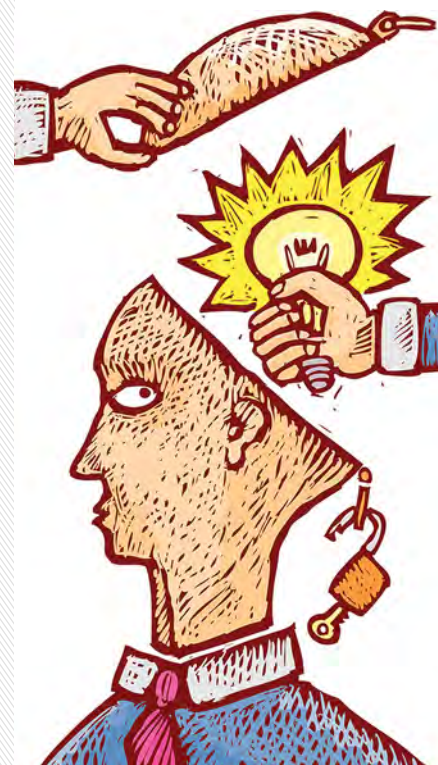## Ways to publish content on mobile.

(and grow your brand).

http://bit.ly/18IN9Gf

Essential Content Templates & Checklists ...

from buyer personas and content mapping, to editorial calendars and keyword selection.

http://bit.ly/12y3rSN

8 remarkable (and stolen) content marketing ideas.

The very best ideas from content masters.

http://bit.ly/1cgFG3E

MICHELE LINN
Where Search, Social Media Content, and Content Marketing Meet
http://bit.ly/16LMRux

ARNIE KUENN
The Future of Visual Content: 6 Predictions About Infographics
http://bit.ly/17nXoys

JOE PULIZZI
5 Major Content Marketing Problems (with 5 Helpful Solutions)
http://bit.ly/15pC8qE

CCO
CHIEF CONTENT OFFICER
CONTENT MARKETING STRATEGY FOR EXECUTIVES

CCO STAFF

FOUNDER
JOE PULIZZI • joe@contentinstitute.com

VICE PRESIDENT & PUBLISHER
PETER LOIBL • peter@contentinstitute.com

CHIEF EDITOR
CLARE McDERMOTT • clare@contentinstitute.com

VICE PRESIDENT OF OPERATIONS
PAM KOZELKA • pam@contentinstitute.com

MARKETING DIRECTOR
CATHY McPHILLIPS • cathy@contentinstitute.com

CONTENT DEVELOPMENT DIRECTOR
MICHELE LINN • michele@contentinstitute.com

CHIEF STRATEGIST
ROBERT ROSE • robert@contentinstitute.com

CREATIVE DIRECTOR
JOSEPH KALINOWSKI • jk@contentinstitute.com

PROJECT DIRECTOR
ANGELA VANNUCCI • angela@contentinstitute.com

E-MEDIA MANAGER
LAURA KOZAK • lk@contentinstitute.com

RESEARCH DIRECTOR
LISA MURTON BEETS • lmb@contentinstitute.com

COMMUNITY MANAGER
JODI HARRIS • jodi@contentinstitute.com

PROOFREADER
ANN GYNN • ann@contentinstitute.com

INTERNATIONAL EDITORS
SARAH MITCHELL, Australian Editor
NENAD SENIC, European Editor

CCO CONTRIBUTORS

JONATHAN CROSSFIELD @kimota

ANN GYNN @anngynn

NATALYA MIKOVSKY @hejhejnatalya

ROANNE NEUWIRTH @roanneneuwirth

KELVIN NEWMAN @kelvinnewman

MICHAEL WEISS @mikepweiss

ROBERT ROSE @Robert_Rose

TOM FISHBURNE @tomfishburne

ADVERTISING INQUIRIES
PETER LOIBL
(347) 725-3565 • peter@contentinstitute.com

REPRINTS
Article Licensing, Permissions, Reprints/Eprints, Plaques

WRIGHT'S MEDIA

Toll free: (877) 652-5295 • www.wrightsmedia.com

TO CHANGE YOUR DELIVERY OPTIONS
Email angela@contentinstitute.com and provide your name, company name and address.

CMI BENEFACTORS
CMI is partially funded by our benefactors, which include:

KNOWLEDGEVISION   salesforce marketing cloud   openview   PR Newswire United Business Media   RICOH imagine. change.

DEMANDBASE   brightcove   WRIGHT'S MEDIA   Brandpoint   curata

What's your favorite content curation tool?

Drew Smith
@smith_drew
Attivio

Postwire
www.postwire.com
We use **Postwire** to manage our content assets, seamlessly loading new content and having it immediately available to ensure consistency of version and message. Postwire integrates with the tracking code in our marketing automation system so when the content is accessed or shared it passes the activities through the system and into our CRM.

Terri Nopp
@terrinopp
OnlineNewsroom

Curata
www.curata.com
Curata is easy to use and incredibly dynamic. It allows us to add content instantly, while pulling in rich amounts of focused content. It also has an intelligent engine that serves up targeted articles and other content. By blending original content with relevant curated content from around the Web, our clients serve up news that is fresh and in context to what is happening in their industry.

John Boitnott
@jboitnott
GinzaMetrics

Scoop.it
www.scoop.it
Content curation through **Scoop.it** accomplishes several things: a central place to keep track of topics and news stories I am interested in; more relevant social sharing; the ability to be seen as an expert in a topic; and discovery of others who share the same interests.

Ty Kiisel
@
Lendio

Xydo
www.xydocuration.com
We cover a broad range of small business topics in our weekly newsletter sent to more than 200,000 subscribers.

   Xydo Curation makes it easy to find relevant stories that complement our content creation activities and substantially reduces the time it takes to publish the newsletter.

Steve Young
@stevepyoung
SmartShoot

Prismatic
www.getprismatic.com
Prismatic automatically shows content that is relevant to me based on my interests and activity within Prismatic. I love that it lets me to share content that my followers love, and helps me discover new topics and blogs that I would have never come across.

DEPARTMENT EDITOR
Ann Gynn works with amateurs and professionals in the content marketing world. She provides training so they can do it themselves, or creates the strategies and tactics to get the job done on behalf of her clients. Her high school nickname, Editor Ann, still rings true today (20+ years later). Follow her on Twitter @anngynn or www.content-marketing-coach.com.

To submit your TECH TOOLS ideas, contact **techtools@contentinstitute.com**.

Fueling your Company's Content Engine on the Road to Success

curata ^{SM}

Curata is the leader in providing a business grade, content curation platform for marketers to establish thought leadership, own industry conversations and drive qualified web traffic.

Learn step by step how to start curating efficiently & effectively today. Download our New Best Practices guide at:

▶ www.curata.com/fuel

More **THAN** Talent

LinkedIn is pushing hard to redesign and revamp … prioritizing content as a way for brands to connect with members. **Jonathan Lister**, Vice President of North American Marketing Solutions, explains what marketers should understand about connecting with LinkedIn members.

CCO: **How do you plan to make LinkedIn an attractive place for brands as a content destination?**

Lister: Not only is LinkedIn a canvas for marketers and brands to tell their story and be creative, it's also a place to influence members and help brands reach their awareness, engagement and community goals. More and more, for us this is about leading with content.

Our mission in marketing solutions is to build relationships between brands and professionals, and in doing so, make both more productive. We care a lot about productivity and success in the workplace, and we think marketers do too. We've built products like **Company Pages** and **Slideshare Content Ads** so brands can share content and tell their stories through our platform.

Once a brand begins publishing through these hubs, we let them pull that content across the ecosystem, share it with our members and have our members in turn share it with their networks. Brands can post updates to their followers on their company page, and while there they can also send what we call **targeted status updates**, which offer laser focus on very specific audiences. We see highly engaging posts get shared broadly across the ecosystem over and over again.

Many think of social as being one-on-one. Are companies succeeding getting followers on LinkedIn?

Yes, we consistently hear from our customers about the quality of the communities they are building on our platform. We've been diligent in building products that drive awareness and reach, as well as building communities in a variety of ways.

For example, we recently launched **Sponsored Updates**, a product that distributes content across the newsfeed on the LinkedIn homepage. Our goal is to be everywhere professionals are so this product is available on smartphones, tablets and desktops. This product is really good at creating one-on-one connections because when someone receives an update from a brand, and engages with it, this becomes the beginning of a relationship that brand is forming with the member, with the member's own network and community.

We have a unique network because our audience is highly aspirational. Look at **HP** for example. They have more than 1 million followers on LinkedIn, and within this follower base there is high ratio of decision-makers—more than 60 percent. Because HP understands who these followers are, it can target them in a number of ways—by job title, function, and seniority, for example—and then share relevant posts, which results is highly engaged followers.

The Business of
LinkedIn

LinkedIn still collects most of its revenues from talent solutions—the job listings and talent services LinkedIn is best known for. But the professional network is hoping an investment in user experience, publishing and mobile will boost marketing solutions, which accounts for a quarter of overall revenues.

Does LinkedIn coach brands about how to approach customers with content on your platform?

LinkedIn is different from its competitors and most other media in the space because we are 100-percent focused on professionals. On LinkedIn, marketers are targeting the most affluent, influential and well-educated audience by composition on the Web.

That creates a unique opportunity for marketers. We spend a lot of time talking to marketers and coaching them on context; for example, what it means to talk to professionals (and not just professionals, but highly aspirational professionals). What we've found is that marketers who match their message to that medium are rewarded with tremendous engagement.

SalesForce.com does a really good job of presenting high-quality sales-related material. It recently published a white paper on high-

performance sales cultures; that's interesting to me because of my role, but it's likely not interesting to a head of finance. Combining precise targeting with an understanding that our members are aspirational drives really high engagement. So yes, we do spend a fair amount of time coaching and helping our advertisers because the context and opportunity are so different on LinkedIn.

So when companies publish to their follower base can they target subsets of followers?

Yes, they can target their followers, subsets of followers and now through Sponsored Updates, they can also target non-followers in a precise way.

The cornerstone of the LinkedIn ecosystem is your profile. Each profile offers an incredible ability to target by a number of different dimensions on that profile, including of course, some of those I mentioned like job title, tenure, etc. That type of targeting is something that's enabled across all of our products, whether it's display ads or even Sponsored Updates.

What do you think even well-informed marketers don't understand about LinkedIn?

This may not be immediately apparent, but the degree to which our members focus on their profession should be noted. They care deeply about their careers and have told us explicitly they want meaningful insights from brands—if it's information that can make them smarter, more productive or first in the know.

We did research last year looking at 6,000-plus social network users across 12 countries and we asked them why they use social versus professional sites. What we got back was resounding clarity: Members who use LinkedIn are focused on their profession, and they think a lot about managing their careers, families and future. Typically when people go to social sites they're doing things that are rooted in the present or even in the past. They may be thinking about activities that are driven by nostalgia. That's just not the case on LinkedIn—it's very forward thinking and aspirational.

Photo by Kristen Driscoll Photography

A Short History of SEO
(Or why content marketing is the future of search)

By Kelvin Newman

Just a few years ago the surge in number of so-called content farms was a serious threat to Google's business. Content farms are built on a simple and clever sum: the number of people searching for a keyword with limited competition on the search and the dollar value of that traffic plus the cost of producing a piece of content just good enough to rank for that keyword or phrase.

Content farms use efficient content management systems and a worldwide network of writers paid by the word to drive down expenses. (Writers come from a variety of backgrounds, but more often than not are less experienced and even at times writing in a second language.)

As a business model it was genius; content farms grew rapidly five years ago, attracting huge investment and turning over significant amounts of cash. While this was great news for owners of these businesses, it was maddening for those conducting the searches. Despite low-quality content—often scrapped together from Wikipedia and common knowledge—pages ranked well and terms typically had little competition. (Though any given page had small levels of traffic, with thousands—even millions—of pages picking up views even miniscule per-page profits that start to add up.)

Content farms weighed on users' perceptions of Google and the engine's ability to deliver good search results. The typical user didn't understand the reason thin content was ranking well and assumed it was Google's failing.

To address the problem, Google implemented the Farmer Update in February 2011, which became known as Panda. The update went through various iterations and revisions, but essentially Panda rewards companies that invest in high-quality content that resonates with their audience—the very core of content marketing.

Even as the search industry was still reeling from the algorithm shift away from just-good-enough content, Google's engineers began working on their next biggest problem with their search engines: the ease with which some website owners were able to manipulate search results.

Google's original search algorithm was based on a simple premise that the mostly widely cited or linked-to content would tend to be the best—a revelation that allowed Google to outperform all other engines of the time. And over the years Google refined the model; for example, the algorithm eventually took into account that not all recommendations were equal (e.g. a link from a trusted source was more valuable than links from less reputable areas of the Web). Still there were flaws. Search-engine marketers found methods to build links that followed the letter of Google's algorithm but not the spirit. They created links to convince that a site should rank rather than a website ranking because it had links.

Buoyed by the success of Panda and enabled by a new internal architecture known as Caffeine, the engineers at Mountain View began working on a change to the algorithm called Penguin. Penguin was created to end the influence of manipulative links on search results. Suddenly many of the tactics that delivered links but didn't add much value to the Web lost their effectiveness. Directory submission (which had more in common with data entry rather than content marketing) no longer did much to help rankings. Low-end article sites that would give any website a link provided you wrote them a 500-article they could plaster in ads got hit with a double whammy: first, they no longer ranked due to the Panda update and then their value in helping websites rank disappeared too.

A number of other approaches became less effective overnight; the only reliable and predictable approach to getting links was producing great content that people linked to … aka content marketing.

But just because content marketing is more effective than old-school SEO tac-

tics doesn't mean you should abandon SEO thinking. More than ever marketers should understand what drives Google's algorithm and how to get extra mileage out of their content efforts.

Before giving specific recommendations, it's important to understand what drives Google rankings today. First, increasingly the success of your site ranking is related to the social success of your content. Who and how many are sharing your content? Are credible websites linking to yours? How many followers do you have, and do they engage with (e.g. comment or like) your content?

Second, every single time someone searches on Google, you compete against your rivals to rank and win traffic (and ultimately, win business). Google is the referee, not your opponent. Each of your links is evaluated in the context of your competitors' links—a point emphasized more in recent Google updates. So to improve your rankings, you need to understand your competitive landscape and study what works for your rivals.

Some of your competitors may move on to adopt new black-hat tactics—perhaps buying "likes" for their content or manipulating people into sharing—but these tactics are unlikely to be effective. There's a whole branch of academia dedicated to network theory, and the difference between the natural diffusion of content and something artificial is obvious if you have the level of oversight of the Internet that Google has.

Any tactic that becomes manipulative will fall within Google's sights. At the moment aggressive guest posting and infographic syndication seem possible targets, but that doesn't mean you should rule out these approaches. Merely ensure that any efforts you do make have the right intention: to appeal to your customers first and search engines second.

Rather, as you develop your content strategy, consider these three critical must-haves:

1. Make sure your content topics reflect what people search. Much of content marketing is informed by insight into your customers and gut feel, but part of the research process must include keyword research—there is still no better indicator of what people find interesting than what they type into a search box. Even if SEO wasn't part of your overall objectives, I'd still suggest using search data to inform your strategic choices.

2. Stack the odds with content outreach. There's a pernicious belief that just producing great content is enough to attract the links and likes that will boost your search performance. And while it's true that average content won't attract links, merely hitting the publish button isn't enough. You need to be sure your content is seen by people with the power to link and share. Sometimes this happens with no effort on your part, but you want to stack the odds in your favor with effective content outreach.

3. Measure your success in search terms. There's a whole series of key performance indicators and reporting methods from the world of SEO. Even if some SEO tactics are proving less effective, SEO-related measures are extremely useful in any broader content marketing campaigns. Make use of them to understand the impact you're having.

Kelvin Newman is strategy director at SiteVisibility, a digital marketing agency specializing in travel, retail and financial services with clients like TopCashback, Share.com and Hotels.com. He also founded BrightonSEO and the Content Marketing Show, two hugely over-subscribed marketing events. And if that wasn't enough to keep him busy, he launched a specialist job board, JobsInSearchMarketing.com

Podcast Nation

Eight years ago, podcasting was held up as the Next Big Thing. Chris Brogan, author of *The Impact Equation* and longtime podcasting fan, thinks its finally ready to take off.

CCO: **Who exactly listens to podcasts?**

Brogan: People listening to podcasts these days are not just the ultra-tech savvy. When podcasting first came on the scene around 2005, it was really difficult to access them. Now, Ford's commitment to putting things like Stitcher Radio in its cars has made it a lot easier for people to listen to a podcast. Venture capitalist, Mary Meeker, says there are 52 minutes of unclaimed time in the car everyday, and people are seeking things like podcasts to fill it.

What tools should marketers check out if they're considering podcasting?

You can use something really simple like Audioboo (which isn't really a podcasting tool but close enough). If you're running iOS for iPhone or iPad, there's a great app called bossjock studio made by my friend Dave Mansuedo. It's inexpensive and allows you to do all stuff you would expect in a big studio-type application. Beyond that, I use Garage Band to edit. Audacity is free and works great too. I also use Call Recorder, a Skype-based app, for interviews. It's simpler than it's ever been.

I tried a brief stint creating and producing a video blog, but I found that a lot less appealing because there were more steps and details I had to get right each time. With audio, as long as it's crisp and clear, I'm creating theater of the mind. I really don't want you to look at my glowing, talking head.

Do you think certain topics work best? For example, we picture people sitting back to read for the print magazine rather than leaning forward on their computer screen—and we think certain topics lend themselves to that type of relaxed reading. Is there a particular moment you're catering to?

That's an interesting question. It's amazing the amount of variety out there. There's a podcast called Ten Minute Podcast and it's absolutely silly and fun for what it is—you never know what you're going to get, but you know it's going to be 10 minutes.

Mark Maron's WTF podcast is always in depth and detailed. He's a professional comedian who interviews mostly comedians, and sometimes musicians and artists. Alec Baldwin does a great show called Here's the Thing and interviews celebrities and other interesting people. That's one thing that draws me to podcasting—you can really get a variety of concepts.

What doesn't work well is when people misunderstand the tools and aren't really producing something; instead are just having a chit chat. There are a lot of people who think pressing record is the same as creating something. I always tell people just press record and get started, but somewhere along the way you've got to try and up your game, and make something worthwhile.

So far the examples that you've given me are individual. Can you think of some great company podcasts?

Few companies immediately rush to mind. I think what's coming is companies realizing they can make interesting things happen. Robert Scoble does that very well for Rackspace. He's a great model of content creation. Rackspace has Robert out there finding interesting people who use platforms like Rackspace. It's a pretty open space right now because companies aren't rushing in and figuring it out.

What is it about podcasting in particular that attracts you?

What got me into this space a million billion years ago? I was listening to a show called PodTech, which hosted interesting technology-related conversations. As an IT professional at the time, I was just like, "Wow, this is amazing. I'm listening to the chief technology officer of Sun

Microsystems, free!" It was a great experience and that was when I first realized there was magic in that silk hat because something in that very specific episode helped me save my company millions of bucks. That's when I realized this is not just me passing time; something bigger can happen.

I also think people are drawn to the intimacy of podcasting. If I do it well—and I'm hopeful that someday I'll get there—you're going to get the sense I'm talking directly to you. Every time I record an episode of my podcast that's all I'm trying to do: make sure it sounds like it is just you and me.

That experience, that intimacy, really helps us because all humans want to feel like they belong. They want to feel like someone is paying attention. Ever since we were 4 years old saying, "Look at me, Mom." It never really changes. I'm always seeking out the way I can provide that attention. For example, at the end of every episode of my podcast, once the final closing credit music ends, most people don't even know there's whole secret part of the show. I talk to people by name and answer emails. It's very one-to-one, and that's the secret sauce of making this stuff happen.

# PODCASTING'S SIBLINGS: Webcasts & Virtual Events

Podcasting is but one tactic in the category marketers call "online events."

Whether offered live or on demand, webcasts are becoming more effective as webcasting vendors offer organizers better interactive tools for attendees to engage and share their experience. A study by **ON24** found on average 433 people will register for an online webcast, and approximately 42 percent of those registrations convert to attendees. It's important that organizers understand webcasts are not simply lectures made virtual. Rather they must think like media producers, researching audience, planning promotion schedules, running through rehearsals and analyzing performance. Says **Content Marketing Institute's** Angela Vannucci, "Nobody wants to sit through an hour-long sales presentation. Keep the content educational and engaging by going deep to uncover ideas you can't get by simply Googling the topic. One good strategy: Invite a third-party expert to the event to offer depth and independence."

Virtual events are well-established options for tradeshows, sales meetings and training programs—yet marketers still could use more information about different contexts in which to use virtual event technologies, and strategies to pull them off successfully. If you're not convinced, consider **Marketo's** online trade show, "Take Your Marketing from Good to Great." The event was timed to coincide with the company's **LaunchPoint** solution debut and garnered more than 10,000 registrations.

If you're interested in brushing up your skills in either category, check out ON24's *Dummies* series, which includes both topics. [Note: ON24 is a sponsor on our pages; that said, we think these are the best publications on both topics.]
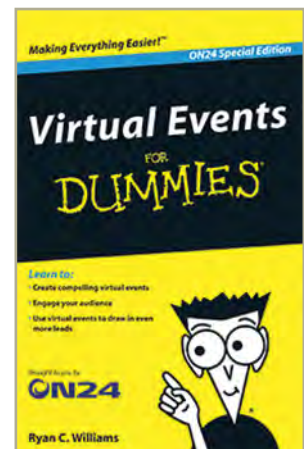
Selling the C-Suite

A step-by-step guide to apply demand generation principles to your toughest customer: the C-level executive.

By Roanne Neuwirth

The elusive C-suite sale. Marketers spend large amounts of time and energy digging deep into their demand generation toolkits to access executives and try to get them to buy, only to find themselves facing silence, disinterest or at best, a pass-off to their team. But for large-scale B2B sales in particular, it's critical to find ways to break through to this lucrative and powerful buyer.

The executive challenge

From our work at Farland Group interviewing hundreds of C-level executives every year, we have extracted the key characteristics that differentiate the C-suite from other professionals. Their focus on outcomes and value, lack of time, and trust in peers and relationships all drive a set of behaviors that requires particular strategies to get their attention.

How executives buy.

Let's take a look at how this context informs your demand-generation strategy. In particular, what behavior can you expect when selling to top executives.

 Delegation and recommendation: Executives tend to delegate a large part of the research and investigation of vendors and their capabilities to their teams. They may make recommendations, but often extract themselves from the nitty-gritty discussions and details.

 Loyalty to proven sources of value: At the same time, their focus on value and outcomes makes executives loyal to strategic and proven relationships, which may supersede any newcomers their teams bring to the table for consideration.

 Time clearly worthwhile and relevant: Executives don't want to waste time doing new things that don't add more value than the old ones did. At the same time, they are leery of getting mired in lengthy buying discussions. They only want

Why Are Executives Different?

The Executive Persona	What Executives Value
Have unrelenting demands on their schedule	Return on time invested
Spend most of their times in meetings	Outcomes-based content and conversation
Don't like to be pitched	Discussions to evolve meaningful content
Need to sell decisions internally	Prescriptive value and case-based discussions
Trust their peers and inner circle	Peer input and relationships
Are very quick studies	Connection to experts and higher value thinking

C-level executives focus on outcomes and value in the buying cycle. What's more, their lack of time, and innate trust in peers and relationships, require a different set of B2B demand generation strategies.

Source: Farland Group, Inc.

to be brought into the decision at the most strategic and critical junctures, and only if they see clearly why their involvement is necessary. Executives have little patience for vendors who try to drag them into conversations better suited to their team in the hopes of making a sale more quickly.

Vendor management not a priority: Executives seek to minimize the time they actually spend managing vendor relationships, which affects their buying behaviors up front. They need to trust they won't have to spend unnecessary time with oversight. And if they are involved, they must perceive a high level of value-add from their effort.

Given the complexity of the buying structure in many B2B organizations, these C-executive behaviors can be at odds with how the rest of the team makes decisions and interacts with vendors. As such it requires a nuanced approach to target executives within your broader demand generation program. Here are three key recommendations for program design:

Innovative, collaborative content and education.

Content that is data-driven, strategic, co-created with peers and actionable goes far in reaching this audience.

Consider sharing content and educating through in-person formats to increase the impact of the connection. Katharyn White, chief marketing officer, Global Business Services at IBM, advises, "I find in-person connections like advisory boards, executive forums and innovation workshops are particularly valuable in collaborating and sharing new ideas with executives on a personal, more customized basis."

These in-person forums also

provide the most effective setting to involve your own executive team in the selling process, as they offer an exceptional opportunity for true peer-sharing and collaboration around ideas—something your executive clients highly value from your own executives.

Business value and new ideas, not features and functions.

Keeping executives out of the weeds of tactical discussions is not only desirable but necessary to keep them engaged in the sales process. Executives like to be surprised and intrigued, and find value in ideas beyond the typical and tactical. As White says, "Executives value those who bring them ideas before they have asked for them. The notion of surprise and delight is key. When you do this well, the executives you are trying to reach will see a broader picture and gain useful thinking beyond the day-to-day."

Customer-focused systems matter.

Given their short attention spans, and a high threshold need for value, demand-generation programs for executives cannot be ad hoc. They need to be systematic, consistent and measurable. This is no place for guess work on what is working and what the outcomes are. This is about technology, people and process integrated together for optimal focus on the executive customer.

An increasingly personalized and educated approach to programmed outreach is critical to ensure you are engaging executives in ways they find valuable. White underscores this need, explaining, "Every touch needs to be more personalized, more informed than the previous one. In order to do this well, it needs to be underpinned by the basics of demand generation that we know

One new thing that is working for us in engaging executives is helping them to connect to their end customers. We are helping them to see the opportunities for their business through the lens of their own customers. This adds value for their own sales efforts and provides new ways to think about their marketplace.

Katharyn White,
Chief Marketing Officer
Global Business Services, IBM

as marketers, but it needs to appear more customized and personally relevant to this audience."

Success requires constantly taking the temperature of your strategic executive relationships to make sure they are still solid. While executives are loyal to value, they are quick to move on if the value flags. Ongoing programs to assess this are critical fuel for an executive demand-management program.

The bottom line: meet executives where they find the most value and relevance, and tailor your demand-generation approach to those needs. Your prospects will thank you for the conversation.

Roanne Neuwirth is a senior vice president at Farland Group, a firm that helps companies engage their executive customers and build deep relationships. She has more than 20 years of B2B experience driving business value through client-focused marketing and research programs. Neuwirth has worked with a wide-ranging client base, including IBM, GTE Sprint, Wells Fargo and Chevron.

Getting Anywhere?

Is your content marketing strategy designed to move people?

At Fastlane, we bring new thinking in:

- Content Marketing Strategies
- Strategic Messaging & Positioning
- Social Media Influence & Outreach
- Thought Leadership PR Platforms

- Turnkey Video Communications
- Virtual Events & Marketplaces
- Mobile Marketing
- Web & App Development

Get unstuck and get going with Fastlane.

fastlane.

fast-lane.net   info@fast-lane.net

MAKING
BIG
FEEL
SMALL

**HOW DOES THE THIRD-LARGEST COMPANY
IN THE WORLD CONNECT WITH CUSTOMERS?**
Linda Boff, GE's executive director of global brand marketing
uses grassroots events and digital owned moments
for engineers, technologist and inventors
to uncover the "maker" in all of us.

BY MICHAEL WEISS

business. Jeff has transformed GE into a new kind of industrial company. Part of our job in marketing is to make sure people know GE is a leader in these exciting high-growth industries like health care and energy.

People can have an awareness of a brand but not familiarity. Familiarity is so important. When you engage with GE on social media, we are increasing focused on transportation, health care, energy, aviation. And we love the passion these industries evoke!

Tell us about GE Garages. Was it hard to get buy-in?

Let's say that I pitched it more than once. The truth is we have incredible research centers around the world, but the general public doesn't get to walk around and see what our scientists are doing. There's incredible work going on in these places. These are the same labs that go all the way back to Thomas Edison. We wanted to give people a taste of what they would experience in our labs.

We also leaned in to the hardware-meets-software moment. The "maker" community is so robust. Our Garages give people the opportunity to learn about us, and roll up their sleeves to do welding and 3D printing. We launched GE Garages at South by Southwest. It was incredible. The weather was like a monsoon but the space was mobbed. One young woman spent hours and hours there. Her father told us the experience changed what she wants to do with her life.

We had an insight, and we matched it with an opportunity. It's been a great way to make the brand real. Every marketer should get that lucky. And the reaction has been phenomenal.

Which content marketing tactics do you use and which are resonating more?

I think about that more than anything else. There's that line we're all aware of: Where do you place your big bets and where do you experiment? What we've tried to do is be nimble where nimble makes sense. For example, two years ago, I wasn't sure about Instagram. A young woman on the team said, "I think it would be great to experiment with Instagram and show the beauty of our industry." I thought, "It's not going to cost a lot. Let's try it." As a result we were a very early brand on Instagram, and we're very proud of it. It's not a big-dollar commitment or people commitment, but we've been very accessible on Pinterest. It feels very up close and personal.

GE is a massive company, and yet the content you're producing feels very accessible. Is that intentional?

It's extremely deliberate. The more people know about us, the more interested they are in partnering with us, investing with us and coming to work with us. So being accessible—being human and approachable—was a huge goal for us from day one. It's not something we stumbled upon.

We are blessed with the most enlightened CMO on the planet, Beth Comstock. She doesn't just support us, she eggs us on. When I returned to GE after three years as CMO at iVillage, I was all charged up by the power of community. GE.com was still a walled garden. Building communities of passionate stakeholders became a burning platform for me. How do we engage? How do we show people in the world who love science, tech and invention who we really are?

The culture of GE is unbelievably strong. People who work here have a passion for what they do. And we have the great privilege to market things like renewable energy and affordable health care. We are solving tough problems, and to be able to share that passion with people who are excited about the space we are in is very intoxicating.

GE is such a household name. Some may think you don't really have to sell the brand name.

Ten years ago if you surveyed people, they thought of GE as a lighting and appliances company. In the 12 years since Jeff Immelt has been chairman, people increasingly associate GE with health, energy, transportation—which is important since lighting and appliances are a very small percent of our overall

But your question points to an everyday challenge. Where do you experiment? Where are you nimble? Where do we pour consistent resources to ensure we're telling the great stories around big GE initiatives? It's a balance.

Instagram is an interesting example because I would think those are not your target demographics.

We evaluate channels by looking at audiences. It's easy to be GE and say, "We want to talk to anyone." But in truth the people we want to talk to most are business decision-makers, tech enthusiasts and potential employees. With that as a lens, it becomes much easier to say, "On Instagram we are hitting tech enthusiasts and would-be employees."

We have increasingly gotten into the software game, partnering with tech companies to do more venture funding. Something like Instagram offers a great targeted niche audience. All of our content and social efforts are about finding the right audience, not the biggest audience. On Facebook we are closing in on one million fans. If that's what it should be, great. I'm not coveting Coca-Cola's 20 million fans.

Of course our CMO sees our video view counts and asks, "OK, but what's Psy up to these days?"

You mentioned balance. You're clearly managing a lot of owned content, like in-person events. I know you also do a lot of paid. How do you know how important one type of media is versus another?

I have been wanting to find or create a formula for what I'm about to tell you: We have gotten really good at spending

$10 on paid media and then sprinkling another one dollar of earned/owned amplification. That 10 "paid" plus one "earned and owned" equals about $25 of value. Of course that's a bogus formula, but you get the idea. Paid alone is yesterday's game. I know it in my bones. It just doesn't work that way anymore. It's dopey to interrupt people. If you get lucky, it's only wallpaper. If not, it's really annoying.

> **"PAID ALONE IS YESTERDAY'S GAME. I KNOW IT IN MY BONES … IT'S DOPEY TO INTERRUPT PEOPLE. IF YOU GET LUCKY, IT'S JUST LIKE WALLPAPER. IF NOT, IT'S REALLY ANNOYING."**

Now, whether you can catch fire … you really can't plan for that. We can take great content and find ways to amplify it through multiple channels. That's as much as what we can do to spark virality. Because we moved into permission-based marketing, the idea "spray-and-pray" has lost its luster.

Michael Weiss is managing director of figure18, and a dynamic speaker and consultant. As a TEDx Talker and accomplished musician, Michael is no stranger to the stage and enjoys entertaining people whether they want to learn, rock out or both! He is the author of *Pitch Elevation: Your Guide To Becoming A Better Presenter.* In addition to the Content Marketing Institute, Michael is a contributor to I Have An Idea. Follow Michael on Twitter at @mikepweiss.

GE Garages

GE GARAGES LETS ASPIRING "MAKERS" (think: engineers, technologists and tinkerers of all stripes) learn new skills and witness modern manufacturing technologies. The space launched in 2012 at SXSW, letting visitors use hands-on technologies like 3D printers, laser cutters and injection molders. Linda Boff explains the SXSW space also included social check-in features, like a vintage 1939 refrigerator hacked to pop open after 10 check-ins on Foursquare. Inside? Ice cold beer.

ARE YOU READY FOR
CONTENT
ENGINEERING?

By Kevin Howarth

A 2011 IBM study of over 1,700 CMOs reports, "we now create as much information every two days as we did from the dawn of civilization to 2003." It's not surprising the same study says 79 percent of CMOs expect a high level of complexity over the next five years, but only 48 percent feel prepared to cope with it.

Increasing each year in volume and complexity, digital content forms a large part of this data explosion. While building a content strategy and investing in marketing technology solutions is a good start, it's not enough; CMOs need to become even more strategic about the process behind their content strategy and technology. That means fully embracing content engineering.

Unfortunately, companies struggle most with the technical execution (i.e. the process) of content strategy. That's because content strategy grows more complex as enterprises demand more sophisticated ways of building, managing, and delivering the right personalized content to each and every customer. Philip Wisniewski, executive vice president at the content engineering firm Kanban Solutions explains, "One-to-one conversations dramatically improve customer engagement but require much greater technical sophistication."

Content Engineering Transcends Marketing Automation and Content Management

For enterprises with large amounts of content, Wisniewski argues traditional content management systems quickly encounter pitfalls. Enterprises still blame many failed content strategy implementations on a failed CMS implementation. In actuality, says Wisniewski, "A content management system alone usually cannot handle a complex content strategy." In addition, marketing automation products are hampered by their beginnings as email tools and often do not address more sophisticated content needs—such as engaging customers at each stage of a relationship, and on every possible device. "When you think about global markets, multiple brands, and mobile delivery for a global enterprise, the complex implications for content are mindboggling. No CMS or marketing automation product handles that now," says Colleen Jones, author of Clout: The Art and Science of Influential Web Content.

So, What Is Content Engineering?

Content strategy focuses on the fundamentals of content. Those fundamentals include analyzing your enterprise's content situation for strengths, weaknesses, and gaps; building a strategy and plan to formulate a vision for your content; and then evaluating whether the strategy is effective and how to improve it. Where does content engineering come into play? Planning. Content engineering covers content management and several key areas often missed by traditional marketing technology solutions:

Content relationships – How will you implement a taxonomy, ensure consistent metadata, or make sure content ties to specific user profiles?
Content delivery – How will content presentation (such as building the right publishing template) and personalized content work?
Content process – What is the optimal way to convert and transform content (such as legacy content) in preparation for publishing to many different devices?

If you think one technology product will address all of these issues, think again. There are many possible technology products or platforms to use, and often a company will need multiple solutions to address all its needs. Content engineering defines which technology

A three-stop HDR bracket with a one-stop differential. I set aperture priority and let the shutter speed handle the change for the bracket to get a great range of tones, from the white of the boats to the deep colors of the sunset. D800, AF-S NIKKOR 70-200mm f/2.8G ED VR II.

4 of 5

Nikon's content types provide flexibility for users but retain strictly engineered content controls, such as a single column layout with an image carousel

products or platforms to use—or not use—and how to deploy each. Content engineering also plans the best architecture for your content and technology.

"The last thing you want is to engineer a system of content management, marketing automation, and social media—and then find your content fits about as well as a round peg in a square hole," says Jones.

Consider a recent content engineering initiative for Nikon. Wisniewski explains, "We took great care to provide a system that allowed flexibility in the layout and use of various content types, but we also implemented significant controls. Just because you can give marketing users complete control over the experience, doesn't mean that you should." (See sidebar, Content Engineering at Nikon.)

Engineering this balance of flexibility and control makes a content strategy easier to scale—especially when many people at an enterprise are involved in creating, editing, or overseeing content.

"With content engineering, enterprises are more holistic, creating a complete system that aligns technology, content, people, and processes with the overall content strategy," Jones says.

Kevin Howarth is an associate with Content Science, a digital content strategy consultancy advising Fortune 500 companies such as The Coca-Cola Company, Dell, and John Wiley & Sons. He regularly contributes to Content Science's blog, Content Insights.

Assess whether you're ready for content engineering by examining four areas in your enterprise:
http://bit.ly/CCO_Engineering

Content Engineering At Nikon:
A Conversation with **David Dentry**, Senior General Manager of Customer Experience

Nikon recently redesigned its content marketing platform, called Learn & Explore, which provides content that instructs and inspires camera users to get the most out of their equipment.

What areas did you focus on as part of the redesign?
We definitely focused on content availability since we had good content that wasn't always easy to access. Working with both our visual designers and content engineers, we came up with an attractive way to display the content. We included powerful search and sorting tools to help guide the customer to the most relevant content.

How did you align your redesign strategy with content engineering?
We knew that Learn & Explore needed room to grow and fit into our long-term web development plans. That meant planning for more robust video support, linking to our eCommerce engine without becoming overtly "salesy," providing a better presentation on mobile platforms, and of course, lowering overall costs. A phased content engineering approach coupled with open development allowed us to meet these goals and still launch something functional in a reasonable timeframe.

How are you measuring the impact of this content marketing platform?
We measure the normal time on site and click rate metrics. For example, the Learn & Explore experience is driving a significant increase in purchase intent such as a 101 percent increase in visits that include an 'Add to Cart' click. But we also receive valuable feedback directly from customers. Seeing customers share the articles socially really gives me a good feeling for how well we're doing.

WELCOME TO

DISCO LAND

Part entrepreneur, part philosopher, part brand egalitarian, Chris Lindland talks about what **Betabrand** can teach marketers. It may just blow your mind.

By Clare McDermott

Betabrand sells clothing with a quirky, California feel. The company has managed to turn a relatively small product line into an Internet sensation by offering strangely appealing oddities (e.g. disco pants) and by encouraging customers to share photos and videos of their lives. Now, Chris Lindland is poised to push Betabrand from boutique to blockbuster. But can he sell a pair of khaki pants as successfully as he sells executive hoodies and Beardymon mullet socks? We think so.

CCO: Most CMOs would only dream of having the kind of participation and promotion you get from your customers. Was that idea there from the beginning, or did it evolve?

Lindland: It was a hunch I had. We wanted to create a fashion label that had the look and feel of Flickr. We wanted something that was constantly refreshing itself, new photo after new photo, story after story. Then people would be interested in looking at it all the time. Honest to goodness, it's now finally starting to look that way. It took three years, but it is really starting to come true.

You're putting a much greater focus on customer-designed threads with your Think Tank and a new tagline, "New ideas, nonstop." Will Betabrand ultimately become completely customer-driven in the same way Threadless sources all its designs?

Right now our product line is about 80 percent our ideas, 20 percent outsiders' ideas. I hope that by this time next year it's 50-50. Giving over control to our customers is so much more exciting because magical things happen that marketers can't plan. The best example I can give you—and sincerely as funny as the product may be it's the most illustrative product we have—is what's happened to our disco product.

We made 100 pairs of disco pants on a lark. We've sold well more than 20,000 pairs by now. What happened is, people took photos of themselves wearing this stuff, showing new audiences how to wear and use these products. At the beginning, the Burning Man crowd went bananas over it, then golfers got into it and now the BASE jumping community has adopted it. And it just keeps going and going.

Now we're asking people to create their own videos for us, and they send in footage that is so good it could be a Warren Miller movie. All we have to do is spend time editing. Essentially, we're letting products be promoted by the people who buy it; all we're doing is sitting back and acting like reporters on a phenomenon.

There's such an incredible degree of competence among non-professionals with photography and filmmaking these days. Some of your user-submitted photos are beautifully designed and captured, and yet they're amateurs.

Chances are good the people you're selling you're products to own really high-quality HD devices. The reason our snow video exists at all is the GoPro camera. Period. There's no other way. People have affordable HD cameras strapped all over their bodies. To me it's thrilling because it speaks of a wide-open world where you can have mountains of storytelling performed by your customers, and they put a unique and very personalized spin on the product that you sell through their social networks.

When GoPro came out, it really changed my view of the potential of customer marketing. Now everything beautiful on Earth is captured by ordinary people, not photographers who

Betabrand got a flood of attention when it debuted its executive hoodie at roughly the same time as Facebook's IPO. (Mark Zuckerberg is famous for wearing casual hoodies to business meetings, so why not a Merino wool, pin-stripe hoodie for the new billionaire?) Says Chris Lindland, "Betabrand has been a big-time press darling because we've been making products that people like to talk about. What's interesting now is to ask, 'Can we sell you a pair of khaki pants? Can we sell you a white T-shirt?' How do we start selling other parts of the wardrobe, product that may not have such supreme novelty?"

cost a ton of money. You can go through it all and pull out the things that are good for your brand. Then your whole brand begins to look like this wondrous reflection of human experience.

How cool would Air Jordans be if the shoes weren't just the story of Michael Jordan, but everybody who owned them? I'm not kidding with that one. I think that as awesome as he was, the world experience wearing those shoes (or a curated version of it) may be a far more interesting story. That's what we're trying to experiment with here.

So here's the inevitable question … Marketers will look at you and think, "They make disco pants, so of course customers are going to take pictures." What's your retort to someone who's selling something less exciting?

Marketers have to be creative about the way they encourage people to take photos of their product. There are plenty of dull things out there that get photographed all the time. It's a matter of creativity. Yes, if you're wearing disco pants you're more likely to be photographed; but we get photos of all of our products.

I've noticed you have certain strategies to encourage photography and sharing. Can you elaborate?

Persistence is the big one. It's taken us two years to get to 8,000 photos. We mention it in every newsletter. We celebrate

them nonstop on Facebook. And we have discounts schemes. For example, if you don't own a product of ours, send in a photo of yourself with our logo over your eyes for a discount. People also get discounts by uploading photos to the site of people wearing our products—something we call Model Citizen.

Then we thought, why does there just have to be a single disco-pants page? What if there were 1,000 disco-pants pages, and each one was headlined by whomever uploaded the most recent photo? When our model citizens share that page with their friends and family, they're the lead model on our site. What we did was create a hack that enabled people to insert themselves as image number one in the gallery, and then that unique URL was something they could share with their friends and family.

We filed a patent on it. It's something done by nobody else and it's interesting because it allows you to basically throw a purchase button on your forehead and mail it to your friends. The photo may be out of focus, the person doesn't fit our demographic … It doesn't matter. That singular piece of our website is owned by that person."

Going through your site I came across the pants with the banana pocket.

[Laughing] Those are about two hours old.

How do you make sure that you don't go off the rails?

That's what our Think Tank is about. Let me tell you how much we've invested in that banana pocket. It was an idea that a junior graphic designer of ours sketched. So in terms of hours and time invested in that one, you're looking at about two to three hours. If that idea is popular we'll have all kinds of signups from customers who want it, which essentially gives us a mailing list to whom we can then sell the initial few hundred items.

We don't need to invest any more dollars in that concept until we've seen that people actually want it. It's not like we're Frankensteining ideas together on customer demand; we're actually throwing ideas up on our Think Tank and seeing which ones work. We've done that, so our Think Tank is now undergoing a massive improvement right now.

What's interesting now is to ask, "Can we sell you a pair of khaki pants? Can we sell you a white T-shirt?" How do we start selling other parts of the wardrobe, product that may not have such supreme novelty?

The good thing is we've got a number of products already doing just that. We sell a lot of pants called "Sons of Britches"—and those are just pants. We've created a humor around them, and made them the official pants of amateur stuntmen—and people (men, of course) get into that because it's the dream of every man. But those are regular pants. There's no funny thing like a banana pocket. They're just pants.

We are also about to see how valuable the voice of our customers will be when we bring them into this designing and buying process. So far the process has been very curated, but now it's becoming a lot more open.

There's a huge generational divide in how younger people are willing to, as in your case, promote a brand and do so without any kind of awkwardness.

I'm Facebook friends with all these kids in their 20s and it's interesting to see how they talk about working at Betabrand. It's simply part of the fabric of their lives ... product this, product that. It's really cool to watch. They're also all such good photographers; these kids grew up with applications like Instagram.

We made 100 pairs of disco pants on a lark. We've sold well more than 20,000 pairs by now.

The GoPro

"When GoPro came out," says Chris Lindland, "it really changed my view of the potential of customer marketing." The GoPro is a rugged, "wearable" camera used most often to capture high-definition, adrenaline-soaked videography. The company sells a series of mounting systems to attach the camera to your body, racecars, surfboards and bikes (to name just a few) to capture fairly amazing footage. And the starting price for its entry-level camera— just $199—puts it well within the reach of amateurs everywhere. Amateur videographers rejoice.

I look at the way our young employees live on Facebook and say "that's the story I want to tell." It's not the story of you hanging out at the beach, it's just you doing fun stuff with your friends. What is that brand identity? Betabrand is trying to tell a Western story, the story of creative people living in the West of the United States. There needs to be a center of gravity to the narrative of the brand and right now it's California, West Coast, 2013. That's something creative people from around the world can look to.

What's been exciting for me is trying to figure out how to really portray this. Here's the one thing that we've got to figure out. There is new stuff happening at Betabrand about every 30 minutes and we're becoming this publishing machine that happens to sell clothing, yet if you go to our homepage it still sort of looks like a regular e-commerce company, even though the pictures are a little bit fresher and more vivid. It wouldn't be too hard to make it look like that's what we are if we were a big brand.

What's fascinating about Betabrand is the speed with which everything is happening. We've got new photos coming in all the time. We've got new prototypes going up on our site a couple of times a day. We have brand new products that are purchasable going up every day, as well. What's exciting is we're about to go into this phase where we're really explaining to people, "Hey, Betabrand moves as quickly as a Twitter account," and I can't wait for that. It really is how do you communicate this kind of "non-stopness" of a clothing brand. That's a great challenge that lies before us.

Read the full-length interview with Chris Lindland online: http://bit.ly/CCO_BetaBrand

Images courtesy of Jason Van Horn/Betabrand.

Adopting Non-Mainstream Social Tools.

Understanding how niche social sites fit in to your content marketing strategy.

By Jonathan Crossfield

Forgive me for a moment while I make an incredibly broad and general statement —the sort of simplistic statement I usually complain about when made by other people. But I'm not other people and I need a hook for this article.

Don't worry. If I can't make it stick, you're welcome to point out the flaws to me on Twitter, Facebook or LinkedIn.

And that's sort of my point, when I eventually get to it. I'm betting no one would choose to respond and debate my hastily constructed theory on Instagram or FourSquare or Vine. That's not how those networks work.

I've pondered this for a full 10 minutes over a strong coffee and a bag of Gummi Bears (15 words to go). So if this column results in a slow handclap, I'll blame the sugar and caffeine.

There are two types of social network (here we go …)—sharing tools and content tools.

Sharing tools are the classic networks. We share updates, ideas, news, links and content of all kinds—but the content is largely created elsewhere. We upload videos to YouTube, post blog links to Twitter, share family photos on Facebook, and so on.

Even some niche networks fall into this category, so this isn't about size or whether a network is mainstream. A Yammer network of 100 wedding planners can work in

exactly the same way as Facebook, only the scale is different.

Then there are content tools. Although these share many of the same features as the first category— user profiles, follows, likes—the primary functionality is the creation of social content to be shared in those other networks.

Who doesn't immediately share their Vine video to Twitter and/or Facebook? Relying on Vine alone to get your six-second video to the masses would completely miss the point of why Twitter created this sub-network in the first place. Vine is meant to create content for those other networks.

Vine, Instagram and others are smartphone apps first and social networks second. And that changes how we should approach them.

Be Spontaneous.

The point of these social content tools is not to spend three weeks plotting a highly strategic piece of content then spending lengthy production time with multiple drafts and arguments with the art director in search of perfection.

Content created on Vine or Instagram are the snacks in between meals to keep the ravenous beast of social media happy just a little longer.

There are some fantastically creative uses of Vine out there. But the secret is that each of these has an extremely simple premise

behind it. Vine's linear shoot-and-stop approach means you can't be too fussy about editing and production values.

Part of the charm relies on it looking a little homemade or imperfect. Inspiration is more important than perspiration.

Be Creative.

You know I still have to say this, right? Otherwise there will be someone who thinks Vine is perfect for that quick pitch from the sales manager.

"I've got just six seconds to tell you about the great customer service at Fiddly Bits™ Computing Technol…"
No.

Similarly, when Instagram announced its new 15-second video feature in June, there were plenty of comments from marketers that it seemed a perfect length for sharing short TV commercials.

How Unimaginative and Predictable.

There is more to social media marketing than just hammering an audience into submission with calls to action. Build your audience by having fun with them. Be interesting, entertaining, relevant.

Seriously, just play. Take your followers behind the scenes to catch a few seconds of the indoor cricket match between marketing and accounts. Or give them an informal photo tour of your factory. Maybe

even share the view of a sunset from the office and challenge your followers to beat it. (I was always amazed how much engagement we got on sunset photos.)

Be Searchable.

Hashtags may have started on Twitter, but they have become the glue that brings these social content tools together. Even Facebook finally succumbed.
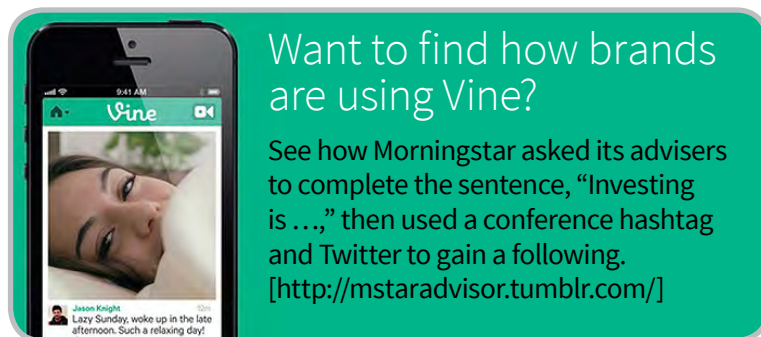
Hashtags work just as well on Vine, Pinterest, Tumblr, Instagram and more, creating some interesting possibilities.

Instead of a single stream of tweeted comments, bring your event hashtag to life by encouraging attendees to tag photos and videos on Vine, Instagram, Pinterest, etc. before sharing to the main networks.

Or build a campaign around user-generated content. Tiffany & Co. encouraged Instagram users to tag photos with #TrueLovePictures as part of its "What Makes True Love" campaign (www.whatmakeslovetrue.com).

Don't Think Too Hard.

No, you don't need to develop a new Vine strategy or research Instagram influencers. Not yet anyway.

Want to find how brands are using Vine?

See how Morningstar asked its advisers to complete the sentence, "Investing is …," then used a conference hashtag and Twitter to gain a following. [http://mstaradvisor.tumblr.com/]

An Instagram gallery is unlikely to drive direct leads or sales conversions by itself. But these social content tools are perfect for building an audience at the top of the sales funnel ready to share and interact with your next piece of strategic content.

If it involves putting words in a row with the occasional punctuation, then Jonathan Crossfield has most likely given it a bash. Jonathan is part copywriter, screenwriter, blogger and journalist. He has won awards for his articles on digital marketing and his over-opinionated blog, Atomik Soapbox. Follow him on Twitter @Kimota.

Each year, we honor the individual marketers who inspire us to achieve more. Here we offer you content marketers who caught our eye in 2013.

By Sarah Mitchell

TODD WHEATLAND
VP of Marketing and Thought Leadership
Kelly Services

Todd Wheatland has been on our radar screen for a few years, in large part because he's turned the consulting and outsourcing division of Kelly Services (called KellyOCG) into a content powerhouse. But what's caught our eye of late is Wheatland's ability to identify trends early, experiment with new tactics and share his evolution with the rest of us.

Case in point: Wheatland's book about using SlideShare, The Marketer's Guide to SlideShare, schooled content marketers about that critical channel long before it was considered a B2B workhorse. While the rest of us were busy building networks on Facebook, LinkedIn and Twitter, Wheatland realized Slideshare offered more juice for brands to gain influence on Google—and achieved it a lot quicker. Last we heard he's contemplating how Vine is going to change the social media landscape for business … and we're betting he'll be teaching us about that soon too.
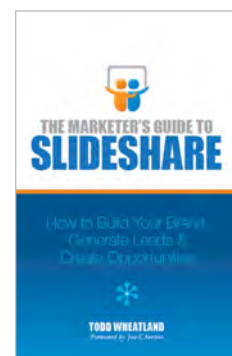
WHAT CAUGHT OUR EYE: Wheatland is willing to experiment with new channels and ideas, even while pushing ahead with a large, complex content marketing program for Kelly Services' consulting and outsourcing division.

JULIE FLEISCHER
Director of Media and Consumer Engagment
Kraft Foods Group

Kraft's content marketing program is massive even by big-brand standards (e.g. the brand's print magazine circulation is larger than Food & Wine), and Julie Fleischer displays the planning, discipline and risk-taking required to pull it off. Fleischer's "content quadrant" presented at Content Marketing World Sydney lifted the veil on how to implement a sophisticated content strategy—and she did it with just one slide. In it, she showed the balance Kraft strikes between perishable and evergreen

Kraft's paid subscription magazine in the United States is bigger than Food & Wine Magazine — in fact, its audience is about the size of the Food Network's audience.

content, as well as pre-planned versus real-time content.

A disciplined approach to producing content—mapping each tactic to a comprehensive content strategy—might not be a glamour gig to some, but the results would make any marketing rock-star proud. Best of all, Fleischer offers marketers a roadmap to explain to the C-suite why every piece of content won't go viral, and what kind of investment is needed to achieve a variety of results.

WHAT CAUGHT OUR EYE: Fleischer proves that a well-conceived strategy, combined with painstaking discipline in execution, leads to incredible results. The brand has magazine renewal rates at twice the industry average, and Kraft's content-driven website is in the top 20 of food sites on the Web.

LINDA BOFF
Executive Director of Global Digital Marketing
GE

Want to know what true innovation looks like? Check out GE Garages, where aspiring "makers" (e.g. engineers and technologists) tinker with 3D printers, laser cutters and injection molders. Linda Boff's brainchild launched at SXSW in 2012, and helped customers get an inside look at how the brand is revolutionizing modern manufacturing technologies. (For more information about Boff and GE Garages, see page 20 in this issue for a full profile of Boff's work.)

Boff continues to expand GE's content mastery with a just-released series of short films about the "industrial Internet"—a term coined by GE to describe the intersection of intelligent machines, Big Data and the Internet of Things. In the films, GE portrays a miniature

GE's latest film shorts—dubbed Datalandia—describe the future of intelligent machines.

town in Germany (Datalandia) and how machinery + data + communications offer solutions we may still be unable to imagine. The shorts are fast, funny and inventive—just what we've come to expect from Boff.

WHAT CAUGHT OUR EYE: What we love most about GE Garages is how essentially and utterly tied the project is to GE culture. Boff managed to create an experience rooted in passion and excitement—even while promoting innovation at GE. In our opinion, Garages is to date the highest achievement in live-branded events.

GEORGE STENITZER
Chief Marketing Officer
Tellabs

Original research. It's a content type that brands have produced for decades, but we find few that do it well. Too often, brands pay for self-serving surveys, short on rigorous methodology and scale. George Stenitzer restores our faith in brand-sponsored original research.

Tellabs publishes reports based on analyst-driven research—reports intended to challenge readers to think differently about key issues. Says Stenitzer, "A lot of thought leadership is like your term paper in school. You're proving you know your stuff… We shoot for thought-provoking content

that challenges customers' notion of the status quo and shows change is needed." And rather than put up a subscription wall between readers and the full report, Tellabs offers to share the full research report in one-on-one sales meetings—a tactic that only works if the content is truly valuable.

WHAT CAUGHT OUR EYE: Stenitzer uses analyst insights and a niche content agency to deliver top-notch research-driven content. Then, rather than spread the results far and wide, he saves the best for one-on-one meetings with customers and prospects.

JULIE STRAWSON
**Chief Marketing Officer**
Monotype

Monotype has roots that date back to the 19th century, but under Julie Strawson's leadership the brand has embraced a decidedly modern approach to content. Two years ago, Strawson identified a critical misalignment between marketers, developers and designers. In particular, she noted that as brands focus on mobile content and apps, design and development projects often break down due to a lack of cross-disciplinary training.

To bridge the gap, Strawson founded a new social media community called Brand Perfect in 2012. The site fosters communication and education between marketers, technologists and designers, and hosts events to bring the constituents together. Says Strawson, "What worries me most is marketers aren't getting on board with the shift in technologies. They are not embracing it holistically because the field is still so siloed. This is what drove the launch of Brand Perfect."
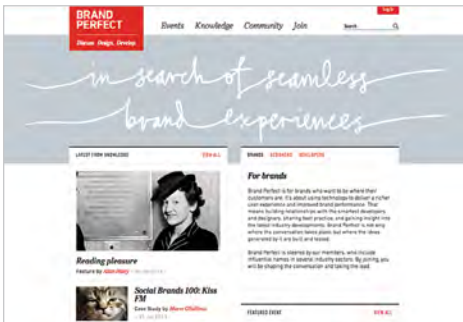
WHAT CAUGHT OUR EYE: Strawson saw a clear deficit in her field—a lack of alignment between marketers, developers and designers—and kicked off a new social media community to address it. Says Strawson, "It plays to our heritage at Monotype as educators."

CHRISTA CARONE
Chief Marketing Officer
XEROX

To convince her team that social content could change the public's perceptions about XEROX, Christa Carone decided to dip her feet in too. Her contributions to AdAge and Harvard Business Review are notable in their humility and willingness to speak frankly about the challenge of moving a historic brand like XEROX past its image as the venerable copier brand.

To leverage its reach, XEROX partners with traditional brands like Forbes and The Week by sponsoring custom content and native advertising. The brand's Get Optimistic campaign—which includes a co-branded print and iPad magazine with Forbes— brought in 20,000 new contacts and resulted in $1.3 billion in new pipeline revenue.

WHAT CAUGHT OUR EYE: While many content marketers are advised to "think like publishers," Carone takes it a step further by partnering with high-powered publishers. The brand's work with Forbes in particular offers an interesting model at a time when most marketers are still struggling to understand the potential and limits of native advertising.

CHRIS FRAME
Marketing and Brand Manager
Bethanie

Bethanie, an Australian aged care provider, may be the last place you would expect wily content marketing strategies, but Chris Frame got it into his head that aged care was as good an industry as any to experiment with new media. Ignoring the reservations of an admittedly conservative sector, he took a leadership role to show new ideas in marketing can lead to more positive media coverage and increased public awareness.

Frame uses print, digital and social to share research and education about key issues facing his clients. His underdog content strategies have been so successful, Bethanie landed a spot on Australia's top-rated morning television program.

WHAT CAUGHT OUR EYE: Even if you live in the most remote capital city in the world, work in an industry that's digital phobic, operate with almost no budget and have to convince your organization it's ok to share your research, a content marketing strategy can result in about $1 million in free publicity.

About the Judges
This year's content marketer awards were selected and judged by Sarah Mitchell, Michele Linn and Clare McDermott—all editors at The Content Marketing Institute.

Making Sense of Big Data

Why your company may need a Manager of Meaning.

By Robert Rose

The roles of the CMO and the CIO are evolving. We know this. We also know that the use of content and data to enhance consumer experiences is one of the primary drivers of this evolution. Big Data just might be the big idea that hastens the alignment of this purpose, but just like content, it won't deliver it. That will only come with the evolution of a new role in the organization—something I'm calling the Manager of Meaning.

Big Data is a big box of nonsense.

There's no doubt Big Data is this year's Gangnam Style of business. It's what all the kids are dancing to. Of course, the practice itself isn't new. From the tabulating machines of the early 1900s to the keypunch department of a 1940s business, organizations have been using methods to leverage large data sets for value for much longer than computers have been around. Even the term "big data" isn't new. It goes back, according to some sources, some 20 years when John Mashey, chief scientist at Silicon Graphics, used the term in a (still surprisingly relevant) presentation called "Big Data and the Next Wave of Infrastress."

What is new is that the quantity of content, the capabilities of technology and the rate of change in business all have increased exponentially. As Gordon Evans, vice president of product marketing at Salesforce.com, said when we sat down with him for this article, "The opportunity for marketers is we can now listen for any kind of topic or subject, across any social network. Marketers can analyze that and use it to deliver better engagement. The key is in how you actually do that analysis. How to you make the data small again?"

In a recent study, the CMO Council found that two-thirds of both marketers and IT executives now feel Big Data can surface customer-centric business opportunities. But, simultaneously, half of both groups believe that functional silos still prevent the accumulation of data, and therefore hinder any kind of customer-centric strategy.

At the Content Marketing Institute, we've certainly seen this directly with large enterprises. Basically, marketers are reading the scads of articles and research reports about how Big Data might be the best thing since sliced bread. But they have no idea how to bake.

We marketers are wired to get this wrong.

In 2008, science historian Michael Shermer coined the word "patternicity." In his book, The Believing Brain, he defines patternicity as "the tendency to find meaningful patterns in both meaningful and meaningless noise." He goes on to say that humans have the tendency to "infuse these patterns with meaning, intention and agency." He calls this "agenticity."

So, as humans, we're wired to make two types of errors that have relevance here.

- Type-1 errors, where we see the false positive—a pattern that doesn't really exist.

- Type-2 errors, where we see the false negative—we fail to see the real pattern that exists.

Today's marketers are even more hardwired to make Type-1 errors. Because so many marketers are convinced to use analytics as "proof of life" supporting the particular strategy they put forward, their measurement methodologies are predicated on making sure they capture anything that looks like success.

We see "likes" as an indicator of success on Facebook, not acknowledging that people actually have to "like" your page before they can comment on how much they hate you.

A data-driven marketing mindset has pushed many marketers into scrambling to find patterns of success that may or may not be there. We see increased time-on-site and call it "engagement" without knowing it's actually frustration because users can't find what they're looking for. We see "likes" as an

servio

eCommerce Content Solutions

Servio delivers SEO optimized content and data services to the world's leading brands.

- Product Descriptions
- Category Page Content
- Buyers Guides
- Articles & Blogs

- Product Attributes
- Data Categorization
- Data Verification
- Verify Business Listings

indicator of success on Facebook, not acknowledging that people actually have to "like" your page before they can comment on how much they hate you. This has marketers focused on using data to purely optimize transactions instead of as insight into deepening engagement. A recent IBM study called "From Stretched to Strengthened" found most CMOs use data in hand to optimize transactions and not to deepen the relationship with consumers.

Gordon Evans from Salesforce.com further frames this disconnect when he says, "There's this whole notion of being able to identify and convert people in a different kind of funnel—where you take them from strangers to friends to fans to advocates. That's all done through engagement-focused experiences."

Put simply: marketers have got to start looking for meaning, using content and data to deepen the relationship with consumers rather than always focusing on more transactions.

Marriage of the Rational and the Emotional.

Wilson Raj, the global customer intelligence director at SAS, says something that framed the issue very elegantly. He explains, "The data, while powerful, is only half the story. The other half is an understanding of the emotive needs of our customer. What are their aspirations, fears, dreams, desires, etc.?"

So how do we start to balance both of those things and extract value? Wilson advises, "CMOs must ask, 'Do I have the data?' If the answer is 'yes,' but I can't get at it, I don't have a Big Data problem, I have an analytics problem. But if the answer is 'no,' then the CMO

must start to examine where they can get it and add in the missing linkages."

And this is important for us as marketers … because in order to properly ask, "Do I have the data?" we must first answer, "What small data is needed?"

"CMOs must ask, 'Do I have the data?' If the answer is 'yes', but I can't get at it, I don't have a Big Data problem, I have an analytics problem. But if the answer is 'no,' then the CMO must start to examine where they can get it and add in the missing linkages."

Wilson Raj, global customer intelligence director, SAS

Learning to Ask Better Questions.

Marketers must understand the data we have is always embedded as part of a context. Our data has inherent biases precisely because it is our data.

For Big Data to have any value beyond the information we already have, we will need to get beyond using analytics as a method to prove success or ROI, and instead use data and measurement as a method to improve the continuing process by which we derive more meaningful insight and develop deeper relationships with customers. Yeah, we marketers have been talking about this for years—but this time we really need to do it.

We will need new roles on our team (ones I would argue don't

exist yet) that can peel back the layers of Big Data to make it small. These aren't necessarily scientists or mathematicians. These people will have the talent to ask advancing questions of our data, our customers and influencers, and apply the art of listening, conversation and synthesis to transform facts and results into meaningful insight.

Who are these people?

Those qualities sound like a lot like those of journalists or perhaps a talented researcher? Or maybe data scientist must add new skills? Or, perhaps this is the role of the future influence marketer. Quite candidly, this road is yet unpaved.

What I do know is that if Big Data is to be anything more to the marketer than just a big box of nonsense and distraction, then this role must exist. For now I'm calling it the Manager of Meaning.

Robert Rose is the chief strategist for the Content Marketing Institute. He has worked with clients such as Nissan USA, Robb Report, Skype and Pep Boys to develop Web, content marketing and management strategies. Follow Robert on Twitter @Robert_Rose.

JINGLE ALL THE WAY (TO THE APP STORE)

Fill in the blanks: "The best part of waking up is _____ __ ____ ___."

Since its debut in 1984, "The Best Part of Wakin' Up is Folgers in Your Cup" jingle has become an advertising classic. Now, coffee fans and aspiring musicians can create their own version of the **Folgers** jingle through the "Folgers Insta-Jingle" mobile app. The iPhone app turns speech into music set to the tune of the classic Folgers jingle. Users can choose from three genres: rock, country and R&B. After creating their jingle, app users can share it with friends and family via Facebook, Twitter or email.

This isn't the first time the **J.M. Smucker Company** engaged customers through user-generated mobile content; the company previously launched the "Folgers Wakin' Up" app for creating and sharing holiday greetings.

HEY, THAT'S MY DATA!

What can your data do for you? **Intel Labs**, Intel's research and development arm, is launching a "data economy initiative," meant to return the power of big data to the people. To support the effort, Intel sponsors a campaign called We the Data, which urges consumers to regain control over what happens to their data and what is targeted to them a result. "We the Data can create new forms of social cooperation and exchange," reads the manifesto, "or give us more of the same corporate obsession with better targeted advertising." Intel is also funding hackathons to encourage developers to explore novel uses of personal data.

TOO BIG TO IGNORE

Though 60 percent of the Australian workforce is employed by small business, small business owners struggle to be heard by politicians. With a federal election looming, the **Australian Chamber of Commerce and Industry** is using a massive crowd-sourcing strategy to get its issues on the national agenda.

Too Big to Ignore unites small business owners who collectively feel overtaxed, overregulated and overlooked by government. The platform aggregates conversations in the social layer, tallying sentiments from blog comments, LinkedIn, Facebook and Twitter (among other activities.) The result: qualitative and quantitative information from the small business community recorded in one central place. The real success of Too Big to Ignore will come during the 34-day campaign ending on election day, Sept. 14. The website is off to a good start with nearly 18,000 supporters in just 50 days.
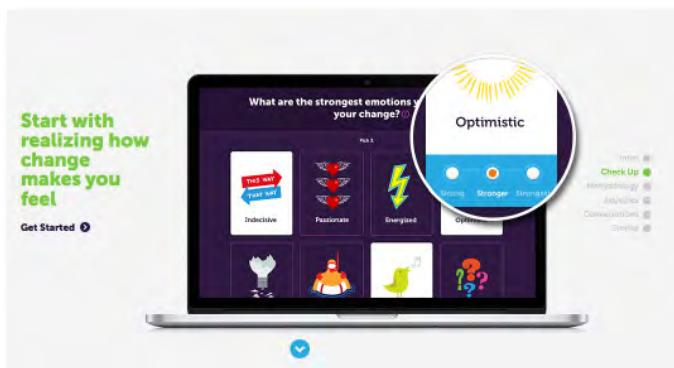
AARP LAUNCHES LIFE REIMAGINED

Already a prolific publisher, **AARP** has added a new product, Life Reimagined, to its portfolio. Life Reimagined is a "first-of-its-kind series of online and offline experiences that guide people through life transitions by helping them discover new possibilities and connect with a community of people pursuing similar passions and goals."

The online Life Reimagined experience centers on a customizable roadmap that helps people understand where they are in their journey and make decisions in planning their next steps. It also includes the Sounding Board social network, through which members of the Life Reimagined community can help each other reach their goals through advice and support.

SAYING GOODBYE WITH BRANDED CONTENT

When **Swedish House Mafia** disbanded after five years of making electronic dance music together, it made a new music video set to a cover of one of its early hits. In the video, the three members of the group are shown going in separate directions ... driving **Volvo's** new XC60 cross-country vehicles. The video is accompanied by an interactive website, leavetheworldbehind.com, with behind-the-scenes footage and social media content promoting the video.
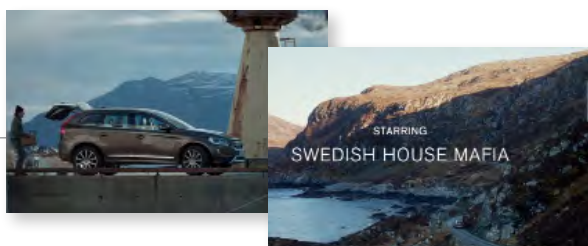

CONTENT STRAIGHT FROM THE GROVE

Through **Nudo Italia**, foodies from all over the world can adopt an Italian olive tree for 12 months and receive extra virgin olive oil harvested from their tree. To keep members engaged while they wait for their shipments (and to encourage re-adoption and referrals), Nudo produces a variety of eye-catching content, from illustrated recipes to meet-the-farmer features.

Each adoption certificate comes with a code that members can use to register their tree. On the tree-profile page, adopters can learn more about the olive grove where their tree is—and even see a photo of their tree. Nudo recently hired photographer Masiar Pasquali to photograph each of the trees in the program: all 10,000 of them. The photographer's quest is being documented on Facebook and Nudo's blog.

To coincide with the spring olive oil shipments, Nudo encouraged its members to host olive oil tastings, with instructions for "tasting like a pro in five easy steps." Members can share photos of their tastings parties on Facebook for a chance to win prizes from Nudo.
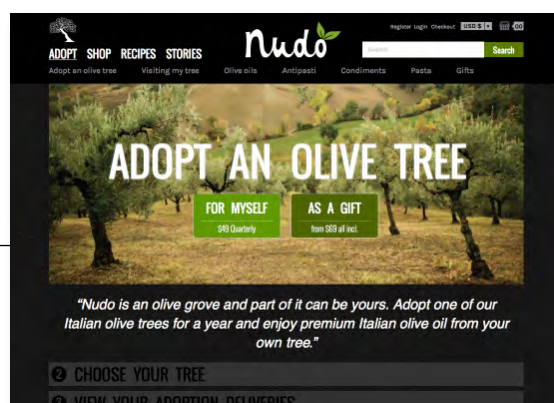
DEPARTMENT EDITOR
Natalya Minkovsky (@hejhejnatalya) is a writer and content strategist who lives and works in the Washington, DC, metro area. She spends a lot of time thinking about grammar, plain language, open source technology, taxonomy and user-experience design.

Don Draper Is No Longer In Charge

By Tom Fishburne

I SUPPORT WORD-OF-MOUTH MARKETING, JUST AS LONG AS WE TIGHTLY CONTROL EXACTLY WHAT THEY SAY.

© marketoonist.com

Marketers all want to generate word of mouth … but we sometimes forget it inherently means giving up control. We need to remember that brand advocates are every bit a part of the content marketing team as marketers themselves.

Recently, Nutella discovered a superfan named Sara Rosso. On her own, Rosso started World Nutella Day. She shared Nutella recipes, wrote stories and posted fan photos. Over a few years, she built up an audience of 40,000 like-minded Nutella aficionados on Facebook. She was basically doing the content marketing job on behalf of Nutella, yet she wasn't on the payroll.

How did Nutella respond when they discovered Sara Rosso, content marketer extraordinaire? They sent her a cease-and-desist letter.

> **Brand advocates are every bit a part of the content marketing team as marketers themselves.**

Eventually Ferraro (maker of Nutella) backed down, but its knee-jerk reaction reflects the command-and-control mindset that drives most forms of marketing. It's time for marketers to recognize brand owners never really own the brand. Our customers do.

One of my first marketing roles was with Green Giant, a top advertising icon of the 20th century. When I joined the brand team, I found a brand brief literally written by a young Leo Burnett. In the early days of marketing, brands were crafted by men like Burnett and reflected

in Don Draper. Every communication point was carefully scripted and controlled.

But with the explosion of marketing channels and the rise of empowered consumers, command-and-control marketing is over. Draper is no longer in charge. We can't script the creative force of brand advocacy, but we can channel it.

The Philippines' department of tourism recently developed a content marketing campaign that gave up control of the message to its fans. To increase tourism, it decided not to generate content about the region itself, as most visitors departments do. Instead it created a simple app called, " It's more fun in the Philippines," which allows anyone to upload any picture and write any message about what he or she found fun in the Philippines. The app then generates a single shareable image that combines the picture, text and contributor name.
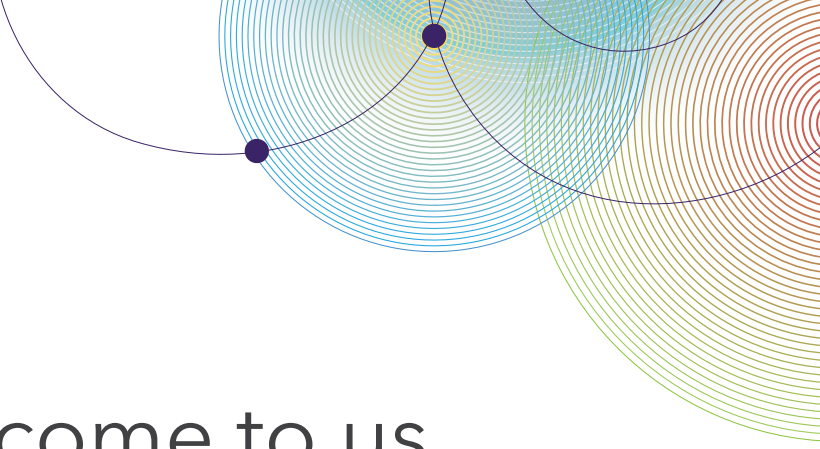
Creativity erupted and #morefuninthephilippines became the top trending topic on Twitter. Submissions included a house made entirely of tropical flowers and the tagline, "Home Improvement. More fun in the Philippines," and a photo of a barbecued pig on a platter and the tagline, "Planking. More fun in the Philippines."

A more provocative submission showed a cock-fighting photo and the tagline, "Angry Birds. More fun in the Philippines." While the Philippines' department of tourism likely doesn't endorse cockfighting, it allowed that communication. And by handing over the content marketing reins to its audience, it increased visitors to the Philippines by 16 percent.

Rather than command-and-control, our job as marketers is to inspire and amplify.

Tom Fishburne is Marketoonist and founder of Marketoon Studios, a cartoon studio that helps businesses like Kronos, Baynote, Motista and the *Wall Street Journal* reach their audiences with cartoons. Follow his cartoons at his Marketoonist blog or on Twitter @ tomfishburne.

Professionals come to us for content. You want to share content with professionals. (High fives all around.)

Build relationships with hundreds of millions of professionals on LinkedIn using accurate targeting to share relevant content. Because our members are engaged in a professional mindset, they seek insights and information from brands. Best of all, our new Sponsored Updates allows your content to appear right in our members' feeds.

Want to learn more? View our content marketing best practices at **lnkd.in/ContentBestPractices**.

Linked in ™

Electronic Service Requested

THE ONLY THING MISSING IS MORE COWBELL...

WILLIAM SHATNER • STAPLES • FORBES • JAY BAER • JONATHAN MILDENHALL • COCA-COLA • LINKEDIN • JOE PULIZZI • GENERAL ELECTRIC • JOANN SCIARRINO • ANN HANDLEY • CISCO • CATERPILLAR • GEORGE STENITZER • KRAFT FOODS • MARTIN BAKER • TD AMERITRADE • PAM DIDNER • KELLY SERVICES • VOLVO • HEATHER MEZA • TODD WHEATLAND • ROBERT ROSE • LAUREN MOLER • JOE CHERNOV • DOUG KESSLER • NATIONAL INSTRUMENTS • MASTER CONTROL • MANY MORE! • ARNIE KUENN • MICHAEL BRENNER • LEE ODDEN • HERSHEY'S • MOTOROLA • MITCH JOEL • LAUREN MOLNER • AVAYA • COYOTE • BERNIE BORGES • ADELE REVELLA • SAP • HITACHI • PTC • TELLABS

September 9-12, 2013 | Cleveland, OH

http://contentmarketingworld.com • #cmworld