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The most innovative content projects.

BY JEREMY VICTOR

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Your new team lynchpin.

BY SCOTT BRINKER

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juntajoe Joe Pulizzi
 Welcome to the CCO Innovation issue...it's not just about tech. It's solving your customers' pain thru stories. Send feedback to @Junta42



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The Content Marketing Institute (CMI) helps marketers with the how-to of content marketing. Along with its daily blog that is authored by experts in the field, CMI also provides consulting, research and education to help B2B and B2C marketers execute and measure the success of their content marketing strategies. CMI also offers the free tool, Junta42 (www.junta42.com), which is the leading content marketing matchmaking service for marketers.

Chief Content Officer is the official magazine of the Content Marketing Institute and is distributed in print and digital format to thousands of senior marketers around the world each quarter. For more information about CCO or CMI membership, go to www.contentmarketinginstitute.com.



HOT-FIVE POSTS FROM THE CONTENT MARKETING INSTITUTE

- ▶ 12 Things to Do After You've Written a New Blog Post
- ▶ 5 Things You Need to Know About Content Strategy
- ▶ **Creating Valuable Content: An Essential Checklist**
- ▶ New LinkedIn Company Pages: A Step-by-Step Guide for Content Marketers
- ▶ **Step-by-Step Templates for Mapping your B2B Content**



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JOE PULIZZI talks to GARY SPANGLER, head of corporate e-marketing at DuPont, about how big brands go social while minding critical ethical and legal obligations.

Joe Pulizzi: Tell me about your role at DuPont.

Gary Spangler: I work to steer DuPont's efforts around social media marketing, and do it in a way that's transparent, honest and complies with the ethics and the growing legal requirements of the space.

J: Which social channels are you focused on at DuPont?

G: I look at channel descriptors and think, "Where do my content assets naturally fit?" You have to think, what can my business do best? Are we collaborative, such that networking or blogger outreach works? Do we have many photo assets, such that **Flickr** makes sense? You really need to pick social channels that fit your own organization.

J: What advice would you share with those just getting started in social media? Are there some missteps you made that others can learn from?

G: Well, the place we started, and the place I still advise people to start, is with the **Word of Mouth Marketing Association**. WOMMA is the trade association for word-of-mouth marketing; because social media is really the heavy lifter for online word of mouth, WOMMA has embraced social media marketing. If you look at WOMMA, they're the ones that early on developed ethical guidelines for word-of-mouth and social media marketing. They worked very closely with the FTC, so I believe they have the best understanding of the legal requirements around those strategies. Because we relied on the guidelines from WOMMA, we really did not misstep when we launched our early social pilots. In fact, the reviews of our early work were very complimentary about how DuPont had thought through its execution of social media.

J: I hear from a lot of so-called social media experts that say social media is inexpensive. Your thoughts?

G: We oversold e-marketing in the early days, giving the impression that it's cheap. Because marketers in their personal lives know how easy it is to put up a **Facebook** page or create a **Twitter** account, they think they can get away with that in business—and of course they can't.

When you participate in a social media tactic like blogs, Facebook or

Web Editorial Boards at DuPont.

Gary Spangler and his team schedule regular web editorial board meetings to queue up the editorial calendar and provide up-to-the-minute optimization of their current portfolio of content. Explains Gary, "We spend a lot of time talking about metrics and how are we doing driving traffic to the right pages." Other issues on Gary's agenda:

- ▶ Which pages are the most traveled and should we consider rearranging pages for visibility?
- ▶ What content will be coming online in the next 90 days and how will we promote it?
- ▶ Are there any trade shows that we need to be promoting on our website?
- ▶ Have we updated all our social channels? Is there content there that needs to be taken down?

even Twitter, you have an obligation to keep "funding" those sites with content. You need a process for ongoing, up-to-date content and so resources are a big issue. If you don't have the resources inside the company, then you need to hire those through an external agency. It's either out-of-pocket dollars or allocated resource dollars inside the company. Now, there



TALKING INNOVATION

with Joe Pulizzi

engage opportunity everywhere



Establish long-term
brand relationships.

Aggregate
fragmented
audiences.

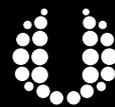
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demand.

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Do You Need a Social Media Policy?

A social media policy is now a requirement of the Federal Trade Commission, flowing from its *Guidelines on Endorsements and Testimonials*. We asked the Word of Mouth Marketing Association to share the essentials.

WOMMA: Essential Elements of a Social Media Policy

A social media policy defines important standards of conduct for a company's sponsored speakers, including a company's internal speakers (employees) and external speakers (agencies or other third parties, such as bloggers).

At minimum, social media policies should require that sponsored speakers:

- ▶ Reflect their honest beliefs, opinions or experiences;
- ▶ Not make objective claims about a company's products or services without appropriate authorization;
- ▶ Not constitute defamatory statements;
- ▶ Not violate the privacy of others;
- ▶ Not be offensive, profane, harassing, derogatory or discriminatory;
- ▶ Not infringe upon the intellectual property rights of others;
- ▶ Not constitute deceptive or misleading statements about products or services provided by the company.

Communication by sponsored speakers must disclose all connections that can influence the weight consumers would give to the communication and do so clearly and conspicuously.

Keep in mind: Drafting a policy is only the first step. To ensure compliance, you should put in place proper training for sponsored speakers, as well as institute-appropriate and effective monitoring of online speech.

are social media sites that I call more “passive” sites—document-sharing sites **Flickr** or **YouTube**. I don't think there's a real expectation that I have to put a video on YouTube every day. But the networking side of social media requires a well-thought-through plan, an editorial calendar and resources to generate new content.

J: Who owns the content in your organization?

G: The content is owned by the business and generally it's created within the marketing communications function, or marketing. So marketing and marketing communications really own the content and then the eMarketing side facilitates deployment of the content, facilitates channel distribution and coaches on

content format. We might have a press release that needs to be reformatted into a blog post and a tweet, right? We coach the businesses and say, “Hey, at the same time you're creating a press release, why don't you reformat it into a couple of other formats for social media in case we need to use it that way?”

J: Sounds like a lot of your social media planning starts with education.

G: Yes, and WOMMA has a number of case studies and guidelines about how you do this. They also have a legal affairs committee where the legal department folks actually get on the forum and they talk about the legal aspects of social media marketing. And on that point I'll say another thing: For any social media project, you need to be closely

aligned with legal because marketers are held accountable now. If we go out into social space, we need to be transparent and honest about who we are and what we're saying. The social public has high expectations about how you deploy your content ethically in social channels. That's just not the case when you're writing web content.

J: It's amazing the number of companies that still don't have a social media policy.

G: A lot of companies just don't know they need one. And trying to do it on your own if you really don't understand the ethical and legal requirements that have grown out of the past couple of years does not make sense.

GARY SPANGLER has worked for DuPont for 30 years, currently managing social media marketing for the world's third-largest chemical company by market capitalization. Gary is a member of WOMMA's board of directors and he leads WOMMA's Brands Council. He's a frequent speaker and his opinions have been written in *Information Week*, *NPV Marketing Magazine*, *Brand Week Magazine*, *BtoB Magazine* and *Marketing Sherpa*. Gary was nominated for the DMA's Direct Marketer of Year 2007 and his “DuPont Science Stories” word-of-mouth marketing video campaign was a national finalist for **Online Media Marketing's Association's (OMMA) Best Campaign in Social Media for 2007**.

JOE PULIZZI is the founder of Junta42, the Content Marketing Institute and *Chief Content Officer* magazine, as well as the co-author of *Get Content Get Customers*. 🌟

▶ To help you get started, WOMMA has many resources available, including its own ethics code, which is recognized in the FTC's *Guidelines on Endorsements and Testimonials*. Find out more at <http://dlvr.it/T6m37>



CONTENT REALIZED

Content marketing is more than just understanding the message, it's knowing where business is heading.

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CONTENT INNOVATION

Content Marketing
Projects To Inspire.

By Jeremy Victor

Winning the battle for attention takes innovation—whether through an unexpected presentation, a new tech application or a provocative message. These 15 projects demonstrate that creativity and daring are possible within a wide range of budgets, industries and formats (in no particular order).



1 Project: CityOne – A simulation game from IBM

For its daring approach to educating the planet through a game IBM, long a leader in gaming-as-content, breaks new ground with a business simulation game called CityOne.

“Games have been used for a long time in government and also in sports in order to share concepts around strategy and also deepen skills,” explains Nancy Pearson, vice president for marketing integration middleware IBM. “They’re not just for fun, and we understand that at IBM.”

In CityOne, players solve problems in four key areas—banking, retail, energy and water. Each scenario offers opportunities to understand real-world implications of business decision-making in a Sim City-style simulation. “We wanted to create a game that explained how industry solutions can help address serious problems within the industries and within municipalities,” explains Phaedra Boinodiris, lead game designer.

To date CityOne has racked up 18,000 players from more than 130 countries since its launch in late 2010, proving simulation gaming may be a powerful new way to engage, educate, and influence.

Company: IBM

See it: <http://dlvr.it/T6Y1x>

2 Project: The Inception of PC Viruses – A video from F-Secure

For traveling over 5,000 miles to tell a story

Brand storytelling is often talked about but seldom done well.

In January of this year, Mikko Hypponen, chief researcher and world-renowned computer virus expert at global computer security company, F-Secure, used a milestone in the industry to tell a story of intrigue and high adventure. “We started thinking how we could mark the fact that it was going to be 25 years since the first PC virus. Different ideas were thrown across the table. Mine was to go looking for the writers of that very first virus, especially since they had left us a clue where it might be possible to find them: Pakistan,” Hypponen says.



With that seed of an idea, F-Secure produced a masterful video documentary that follows Hypponen as he travels more than 5,000 miles from Helsinki, Finland, to Lahore, Pakistan, to meet the brothers responsible for the creation of the first computer virus, BRAIN. In the interview, Basit and Amjad Farooq Alvi of Pakistan reveal why they released the virus and how they feel about it 25 years later.

“Listening to their story, I feel like we have recorded some real IT history,” reflects Hypponen. In true storyteller form, F-Secure and Hypponen withdrew themselves from the story and understood the story was not about them, but the moment.

Company: F-Secure

Watch it: <http://dlvr.it/T6Z7b>

3 Project: ShipServ Pages, The Movie – A video from ShipServ

For bringing a reluctant industry online with stop-motion video

John Watton, CMO of Shipperserv, a B2B marketplace for the maritime shipping industry, had a problem. His company sold a technologically advanced product to a market in which buyers were typically skeptical and highly resistant to change. His goal was to find a friendly, non-threatening way to get their attention, educate and drive more prospects into the sales funnel.



The answer: Add a two minute, stop-motion video titled, “ShipServ Pages: The Movie,” to the existing content marketing and lead-nurturing efforts. “We needed a way to break the ice, to show suppliers the power online marketing,” Watton says. “We went low-tech with the stop-motion video and created Rex, a spare parts supplier, hero and modern-day everyman (actually a Lego man). We felt doing anything different may actually be a deterrent to our customers.

“It’s been highly successful. The innovation is really in how we’ve integrated it with our other social media and content marketing efforts. By making a complex message manageable and easily digested, we’ve driven people into our funnel at a faster rate,” Watton says.

Company: ShipServ

Watch it: <http://dlvr.it/T6Z8w>

4 Project: *The B2B Marketing Manifesto* – An eBook from Velocity Partners

For boldly challenging an entire profession in search of the ideal customer

Customer relationships exist in a variety of forms, and once in a while we meet those customers we love to work with. The relationships are energizing, fun and some even can be described as magical. How do we find more of them?

That’s exactly what London-based B2B marketing agency, Velocity Partners Ltd., asked itself. Its eBook—*The B2B Marketing Manifesto*—uses humor, illustrations and a touch of edginess to deliver a stand-out message. “It was our first attempt at psychographic targeting, a conscious effort to attract the people we love working with as customers,” says Doug Kessler, creative director and co-founder of Velocity Partners. He continues, “We found three common traits among our most successful customer relationships. Those traits became the basis of the eBook. We focused on getting our passion on the paper, which led to presenting a call-to-arms to our profession, all designed to attract those core psychographic traits.”



Going beyond the typical demographic profile of a market segment, into a psychographic one is the core innovation found in the eBook. Wrapping it in a rallying cry for the profession was the genius in drawing out the customers. “From downloads to comments to conversations and new customers, we’ve been almost overwhelmed by the success of our approach on this project.” Kessler says.

Company: Velocity Partners Ltd.

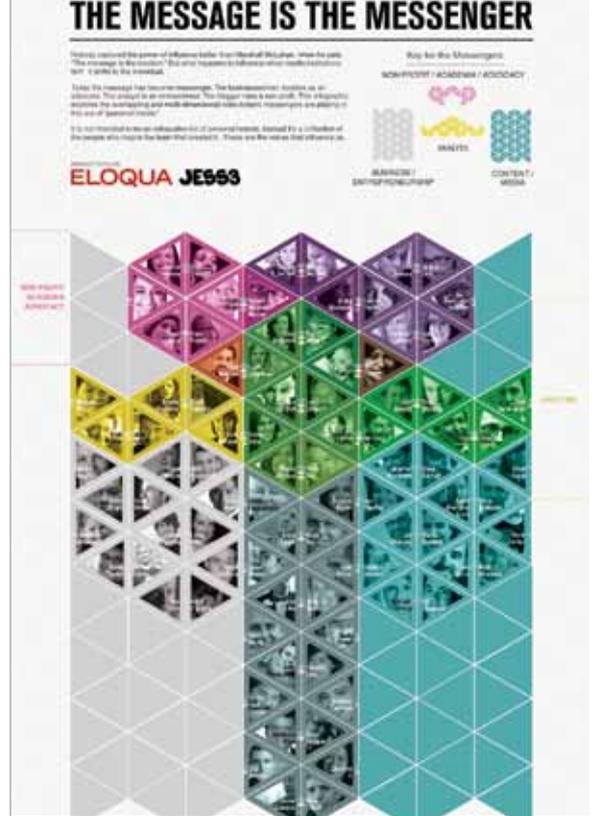
See it: <http://dlvr.it/T6ZS3>

5 Project: *The Messenger Is The Message* – An infographic from Eloqua and JESS3

For inspiring conversation through art and design

Infographics have seen a meteoric rise in popularity as a form of content. Sadly, many exist merely as a simple—even primitive—regurgitation of facts.

“A good infographic visualizes data to communicate a point of view—it doesn’t visualize data for the sake of visualizing data,” says Joe Chernov, Eloqua’s VP of content marketing and co-creator of *The Message is the Messenger* infographic. “We wanted to—we need to—remain relevant in conversations that marketers are having about marketing. This infographic



and others we’ve created was a way to make sure Eloqua remains a vital participant in this larger conversation.”

The graphic sums up the transition from traditional to new media, and captures the ever-growing list of personal brands—new media figureheads—that make up the social marketing conversation.

Adds Chernov, “I want to create an infographic’ is the wrong reason to create one. ‘I have a really complex perspective that I want to simplify’ is generally the right reason.”

Company: Eloqua & JESS3

See it: <http://dlvr.it/T6Zbb>

6 Nike Better World – A microsite from Nike

For designing a purposeful reason for us to scroll

Using HTML5, Nike’s hip storyboard-style microsite amasses all the goodness of the brand and delivers it in an unusual, scrolling format. Best of all? The attention-grabbing Better World video is made from “100% recycled advertising.” How green is that?

Company: Nike

Experience it: <http://dlvr.it/T6cBb>

7 Wherever You Want To Go: Four Films About the Future of Mobility (microsite and videos)

For endeavoring to discover the DNA of tomorrow’s automobiles

BMW presents an artfully produced four-film documentary answering the question, “What is the future of mobility?” Fifteen of today’s leading academics, pioneers and entrepreneurs share the insights of the past, present and future of technology, cities and the automobile.

Company: BMW

Watch it: <http://dlvr.it/T6cjJ>

8 The French Connection YouTique – A YouTube channel from French Connection

For bridging fashion tips and tutorials
with commerce and video

The women's clothing e-tailer combines
the mini-video format of YouTube with
the ethos of the Home Shopping Network
to offer women snack-size personal shop-
ping videos based on occasion.

Company: French Connection

Watch it: <http://dlvr.it/T6dL1>

9 From One Engineer to Another – A collection of blogs from Indium Corp.

For bringing a material supplies company
to life through blogging

Sixteen engineers from Indium blog,
produce videos and answer questions about
a variety of engineering topics (ie. how to
set up and operate the Indium sulfamate
plating bath).

Company: Indium Corporation

Read it: <http://dlvr.it/T6dIJ>

10 The Ford Story – A user community from Ford

For understanding it's not only about
getting your message out, but also
allowing customer voices in

Ford's user community deftly combines
Ford content with user stories, images
and videos.

Company: Ford

Experience it: <http://dlvr.it/T6drq>

11 Friend Network Optimizer – A Facebook app from SAP

For tapping our personal Facebook net-
work to uniquely demonstrate the power
of SAP software

Who among your friends is an influencer?
Where should you direct your efforts? This
fun network optimizer demonstrates in
small format what SAP does for businesses.

Company: SAP

Try it: <http://dlvr.it/T6fDF>

12 Caterpillar Online Community – An online community from Caterpillar

For moving earth and building a place for
equipment operators and owners to help
each other online

A buzzing online forum where professionals
who work with Caterpillar equipment and
engines can exchange information, find an-
swers and get expert advice from their peers.
Where else can you compare skid steers?

Company: Caterpillar

See it: <http://dlvr.it/T6fP2>

13 Cries For Help Lighting Revolution – A monthly contest from Cree Inc.

For taking a stand against inefficient lighting
Submit photos of dark, poorly lit spaces
and enter to win a free lighting for a forlorn
little office or home.

Company: Cree Inc.

See it: <http://dlvr.it/T6fd9>

14 The Intuit Collaboratory – A crowd-sourced lab from Intuit

For fostering innovation by asking for help
in solving today's business challenges

Intuit's open collaboration platform asks
entrepreneurs to help solve the company's
latest product challenges—and rewards
winners with cash. Intuit designs challenges
for both code-writing techies, as well as
tech-challenged entrepreneurs.

Company: Intuit

Experience it: <http://dlvr.it/T6fkm>

15 MSPTv (educational community for managed service providers)

For embracing new media to educate the
IT reseller channel

When your product is the cloud, customer
education is paramount. Zenith Infotech
attacks this challenge by providing a steady
flow of useful podcasts, webinars, videos
and more to help its resellers position and
troubleshoot their products.

Company: Zenith Infotech

Experience it: <http://dlvr.it/T6fvr>

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so you can control the
content

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Jeremy Victor is a B2B marketing and publishing executive with 15 years of ex-
perience working in B2B media and technology-based companies. Jeremy is the
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of Make Good Media, a B2B social media and content marketing consulting company.

TECH TOOLS

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■ SCHEDULING **Rachel Foster**

Fresh Perspective Copywriting
@CopywriterTO



I use **TimeTrade** to schedule appointments. The software lets you place a link on your website or in an email to direct people to your calendar so they can schedule an appointment with you. TimeTrade notifies you when someone schedules an appointment and puts it in both of your calendars. I conduct lots of interviews when I'm writing case studies and white papers for my clients, and TimeTrade saves me up to two hours a week in back-and-forth coordination. <http://dlvr.it/T6hjQ>



■ MEETINGS **Russ Henneberry**

Tiny and Mighty
@russhenneberry

GoToMeeting has literally changed the way I work. I am able to create meetings for up to 15 people with a conference line and it gives me the ability to view anyone's computer screen. I use it for demos, training, marketing webinars and troubleshooting clients websites. While I realize that it is still critical to meet with people in person, I never realized how inefficient it was to travel for meetings. In my estimation, GoToMeeting has doubled my output. <http://dlvr.it/T6hp5>



■ PROJECT TEMPLATES

Doug Kessler

Velocity Partners
@Dougkessler



Econsultancy's project templates are fantastic. For anyone who doesn't know this digital marketing community, you're in for a surprise. It's packed with great content and reports, including pre-built templates that detail all the components of a successful web or digital marketing project (examples include web development, email marketing and brand analysis, among many others). I use them to guide my client agreements and to document our internal processes. <http://dlvr.it/T6j9H>

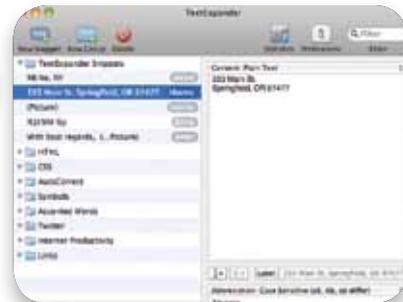


■ FASTER ALL OVER

Katie McCaskey

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EDITOR'S CHOICE



TextExpander (\$35) gives Mac users the ability to set keyboard shortcuts for phrases you type frequently. For example, "Please review the attached proposal," can be reduced to characters you set, such as "prp". TextExpander measures how many hours you've saved, too.

<http://dlvr.it/T6jC3>

DEPARTMENT EDITOR

Katie McCaskey provides content marketing, content strategy and commercial writing services. She is passionate about content that empowers people to renew the built and natural world. She is an "urban escapee" based south of Washington, D.C., in historic Staunton, Va. Follow her on Twitter @KatieMcCaskey or at www.katiemccaskey.com.

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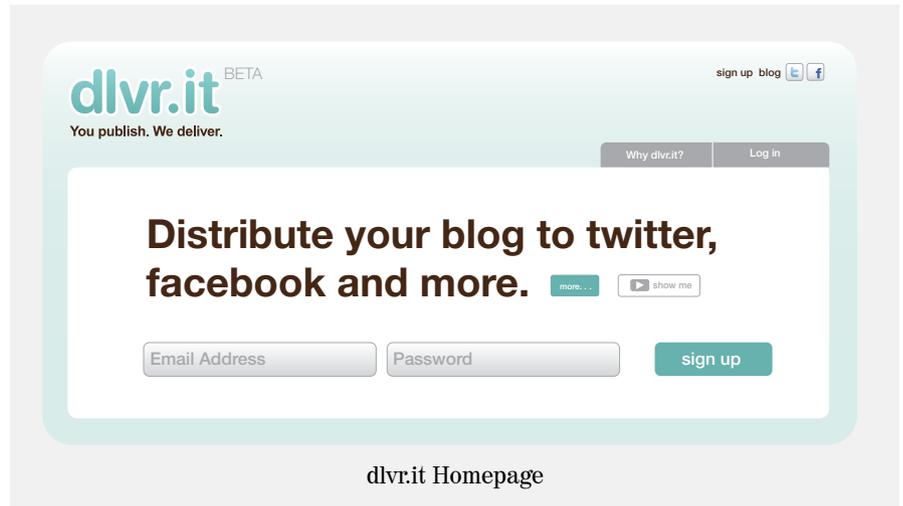
tippingpoint labs

Dlvr.it Saves Time and Builds Channel Cohesion

by ANDREW DAVIS on JANUARY 27, 2011 · 3 COMMENTS · IN THE INTERNET COSMONAUT

Efficient and Consistent Channel Distribution

When it comes to content generation or social media in general, one of the most common concerns or fears I hear is: *Where am I going to find the time to do all of this? Seriously!*



It's true, creating content and interacting on multiple channels can be very time consuming. On the flip-side, when I'm not participating on a channel like [Twitter](#) or [YouTube](#), I feel I may be missing an opportunity to interact.

Route your content (or anyone else's)

[Dlvr.it](#) (pronounced "deliver it") is a wonderfully simple and elegant content routing application.

Any source with an RSS feed can be added to your [Dlvr.it](#) dashboard. Connect to your Facebook account or Twitter and now you can automatically use their rules-based content distribution engine to route RSS feed content to multiple channels.

Credible content sources deliver constant interaction

While I've only been using Dlvr.it for a few days, I love it. The application allows you to add hashtags (automatically) and custom text before and after each post. There are some rich content filtering options as well.

Dlvr.it is a powerful way to efficiently deliver your content to multiple channels, but for me, I now feel like I'm still participating even when I can't be on the channel itself. I recommend you give Dlvr.it a shot.

If you enjoyed reading this article please consider sharing it.



About The Internet Cosmonaut



Our Chief Strategy Officer is constantly searching for new ways to build online relationships by creating, distributing, and promoting valuable content.

RISE OF THE MARKETING TECHNOLOGIST

**Marketing technology
can't live in IT anymore.
It's time to own up to our
brave new digital world.**

BY SCOTT BRINKER

What words do you associate with marketing? Branding. Positioning. Advertising. No doubt, these are classic foundations of our field.

But increasingly, marketing has some new—and very different—word associations. Configuring. Coding. Computing.

At first, these words seem foreign. Isn't the IT department set up for all that tech stuff? Not long ago, software of any kind was clearly the domain of IT. Marketing had neither the inclination nor expertise to get in the weeds of technical implementations.

But take a good look around, and you're likely to be surprised at all the technology that's entwined in marketing today. Web analytics. Bid management. Marketing automation. CRMs. Content management. Post-click marketing platforms. SEO auditing. Social media monitoring. Attribution management. Digital asset management. And so on.

There are now thousands of software applications available for marketers, underpinning nearly every aspect of our work.

While many of these solutions are designed for non-technical marketers, the process of selecting the right software, configuring it to your specific needs and connecting it to the other pieces of your digital ecosystem inevitably requires a certain technical savvy. Even a little knowledge of web protocols, scripting languages and database schemas goes a long way in managing this growing federation of marketing technologies.

And that's just off-the-shelf packages. Marketing now builds plenty of its own software, from ever more sophisticated web applications to mobile iPhone/iPad and Android apps. The knowledge of how to design and deploy such interactive and functional "content" is becoming essential to many marketing programs.

Who's on IT?

Why can't the IT department simply provide such technical savvy-as-a-service?

It can—and should—to a certain degree. But there are three reasons why marketing must increasingly step up to lead its own technological destiny.

The first reason is clockspeed. The pace at which new marketing initiatives must be conceived, tested and tweaked is blazingly fast. Agile marketing—which is actually derived from agile software development practices—is gaining popularity as a way to manage this accelerated operational tempo. But since marketing is now dependent on technical capabilities for many of its efforts, bargaining for and scheduling resources from a completely separate department quickly becomes the bottleneck to agility.

The second reason, closely related, is budget. IT naturally wants to control its costs. Marketing is cost-conscious too, but may prioritize technology investments differently than IT. In pursuit of its objectives, marketing should be free to allocate its budget to technology—as interchangeably as spending it on media, headcount or agencies. But someone on the marketing team needs the skills to manage such tech investments.

The third reason, perhaps most important, is that the technology itself is arguably now a creative medium. For instance, say you're using a marketing automation system to drive a drip-marketing email campaign. Knowing what that system is capable of and how to actually implement it—such as dynamically substituting content based on behavioral profiles—expands your creative canvas.

As marketing software becomes more advanced—even programmable via scripts and APIs—a technically astute marketing team can produce wondrous customer experiences that its competitors can't even conceive.

But it's hard to use technology as a creative medium if you must artificially split the technical and the marketing—King Solomon style—across two separate teams. The one side doesn't know how to ask the right technical questions, and the other side doesn't know how to provide the right marketing answers. Many innovative possibilities can be lost in that gap.

A new marketing professional

On this technically oriented marketing frontier, a new kind of marketing professional has emerged to conquer these challenges: the marketing technologist.

Marketing technologists are bona-fide technologists. They typically have a background in IT, web development or software engineering. They probably have a degree in math or computer science. They understand how software and websites are built, debugged and websites are built, debugged and maintained, having likely done hands-on coding themselves. They natively speak the language of technology.

Standing at the intersection of these two disciplines—

technology and marketing—they effortlessly translate ideas and concepts between the two.

For instance, if marketing wants to dominate a certain set of keywords in search engines, a marketing technologist can facilitate the production of content, transparently implement the proper technical aspects of search engine optimization (SEO) and set up the correct web analytics code to accurately measure performance.

There's no painful back-and-forth with IT, struggling to explain, justify or verify things like redirect types or optimal URL formats. Instead, someone on the marketing team knows why and how, and simply gets it done.

Similarly, if marketing wants to do a new series of pay-per-click (PPC) ads, a marketing technologist can configure the bid management software, map click-throughs to targeted landing pages, run A/B or multivariate testing on those post-click experiences and



The Marketing Technologist: Keeping Pace with an Industry Transformed.

Five forces in our industry have combined to create a perfect storm for marketing technology:

1. Migration of money from old media to new media
2. Cloud computing and the migration from IT to SaaS
3. Measurable nature of digital to demonstrate ROI
4. Greenfield of opportunity for new marketing technology entrants
5. High-velocity economics of software innovation

Taken together, these reveal a huge marketing technology market—growing larger every year—with relatively low barriers to entry. The market has only begun to be tapped. The result, predictably, will be an explosion of marketing technology products and services over the next five years.

It can seem a little overwhelming. Digital marketing has grown far beyond the website. As marketers, we now manage a vast, extended web that includes landing pages, microsites, social media outposts, mobile apps, dynamic ads and more. I view this as a kind of solar-system model, with many platform planets orbiting your central marketing strategy. And therein lies the story: Marketing must take ownership of the technology in its domain.

Three reasons why marketing must step up to lead its own technological destiny.

1 CLOCKSPEED. The pace at which new marketing initiatives must be conceived, tested and tweaked is blazingly fast. Agile marketing—which is actually derived from agile software development practices—is gaining popularity as a way to manage this accelerated operational tempo. But since marketing now depends on technical capabilities for many of its efforts, bargaining for and scheduling resources from a completely separate department quickly becomes the bottleneck to agility.

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pass the data collected from visitors back into a CRM or marketing automation platform, which can then trigger highly customized follow-up emails.

Need Javascript, dynamic query string parameters, or web service calls to make this magic happen? No problem. The marketing technologist has the skills to wire it all up—and offer suggestions to make it better along the way.

Leading marketing technology

At first, most marketing technologists worked under the radar in organizations. They would advise and implement solutions for marketing, but they weren't formally part of the management team. In part, this was to avoid conflict with the IT department, which often lived by the mantra, "We own the technology, you own the content."

But for all of the reasons we've described, the technology and the content have fused together—to the point that even many IT managers acknowledge that marketing needs to have a much greater role in driving the technology agenda.

One way to achieve this is for marketing to name a "chief market-

ing technologist"—essentially a chief technology officer for the marketing department. With less fanfare, this title could be the director of marketing technology.

The chief marketing technologist is an official member of the marketing management team, reporting directly to the CMO, and has five key responsibilities.

First, collaborate with the CMO to translate marketing strategy into technical reality with high fidelity.

Brinker: The Role of the Chief Marketing Technologist.

- Collaborate with the CMO to translate marketing strategy into technical reality.
- Serve as the liaison between marketing and IT, making sure that marketing fully leverages IT infrastructure and adheres to proper IT governance standards for security and data management.
- Choreograph the myriad software applications and data repositories used in marketing—often with a flexible philosophy of "loose coupling"—to tap the potential synergy between them.
- Encourage marketing to experiment and innovate with new technologies, driving pilot projects to push the envelope of marketing's capabilities. (For instance, the mobile marketing space is currently ripe with these kinds of opportunities.)

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Fourth, encourage marketing to experiment and innovate with new technologies, driving pilot projects to push the envelope of marketing's capabilities. (For instance, the mobile marketing space is currently ripe with these kind of opportunities.)

Finally, help infuse technology into the DNA of marketing, hiring and integrating other marketing technologists and raising the overall technical savvy of marketing's culture.

With marketing technologists fully integrated into its department, marketing is ready to lead its technological destiny.



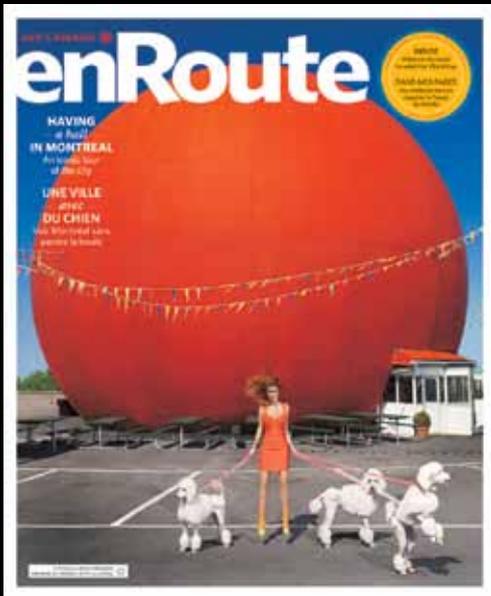
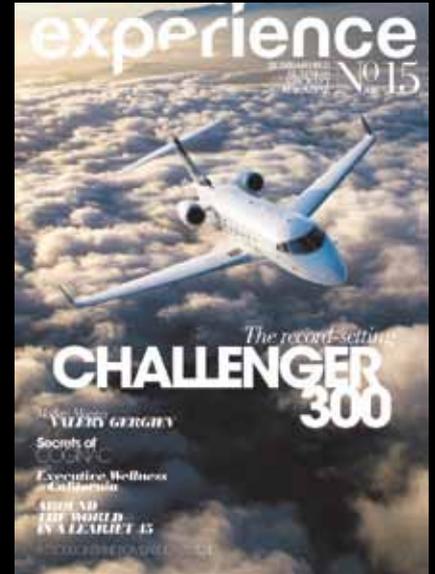
Scott Brinker is the co-founder and CTO of ion interactive, a leading provider of post-click marketing software and services. He also writes a blog on marketing technology management, Chief Marketing Technologist. Follow him on Twitter via @chiefmartec.



See Scott Brinker's blog at <http://www.chiefmartec.com>.

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MAN OF THE

A conversation with the two men behind Procter & Gamble's most talked-about brand content channel.

BY JEREMY SETH DAVIS

David Germano (left), general manager of digital media operations, and Craig J. Heimbuch (right), editor-in-chief, of ManoftheHouse.com.



HOUSE

Procter & Gamble, the consumer products giant, has an online destination that aims to teach men the essentials of domestic life. The site, which offers columns like “Ask a Pregnant Lady” and “Relationships After Divorce,” has proven its popularity with fathers and husbands in the short period since its June 2010 launch. Articles provide advice on relationships, parenting, cooking, cleaning and health through a dizzying array of titles such as “Conquering Sex Problems” or “What Diet Coke and Mentos Can Teach Your Kids.”

The site is run through a partnership with the interactive marketing communications firm **Barefoot Proximity**, which also manages Procter & Gamble Productions’ branded site, HomeMadeSimple.com.



Jeremy Seth Davis: Let’s talk about the background behind ManoftheHouse.com. It’s a publishing venture that differentiates itself from a lot of other publications that target men. What was the overall strategy in launching the site?

David Germano: Craig and I were involved with Procter & Gamble through our agency, Barefoot Proximity. We managed an existing P&G property, HomeMadeSimple.com, and noticed that more men are getting more involved in taking care of the household and the kids.

We also noticed that there was an unmet need for men who have moved past the “hunting” stage of their younger years. We set out to attract our target audience of dads who have kids under 18 years old. There is a lot of content out there for single men, but there was virtually no publication that targeted an audience of men with young kids. One of the philosophies of the site is, “Dad is man.” We wanted to create content that speaks to the whole man.

We brought that insight and the idea of an online property back to Procter & Gamble, and we have partnered with Procter & Gamble Productions in developing ManoftheHouse.com as an online property that provides help and advice to men. We’re trying to help men adjust to this new role, because dads are now doing things that their fathers didn’t do, and our research has indicated that they are looking for help online through content and information.

Davis: A lot of companies find it difficult to develop content without having it sounding like “advertorials.” Consumers tend not to trust the content and they don’t trust what they’re reading when they feel like they’re being sold to. How do you deal with this?

Craig Heimbuch: We put the reader first and foremost and we help him in every way possible. We create genuine content for real people, and we create a context for our content so that advertisers and sponsors can deliver their message to an already engaged reader. It doesn’t do a lot of good if a reader is not engaged, and we’ve found that the best way to do that is to deliver content that helps him.

Davis: Can you speak about some of the specific market research that helped you develop your focus for ManoftheHouse.com?



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Heimbuch: The stat that we have been using is that nearly a third of all primary grocery shoppers are men. We also know that men handle about a third of household responsibilities, as opposed to 15 percent in the 1950s. Because of the changing role of women in American society, the role of men has also dramatically shifted. Dual-income households are about 42 percent of U.S. households, and about 1 million men are stay-at-home dads.

Davis: What is the editorial process like at ManoftheHouse.com? How has being a Procter & Gamble Productions publication benefitted you in terms of getting closer access to sources and information?

Heimbuch: The editorial team sits down and comes up with the editorial calendar for a year, and then we break it down quarter-by-quarter into the stories that we are going to create. My background is in newspapers and magazines, and we bring that process to ManoftheHouse.com. It’s like any other publication in that regard. We decide what we are going to do for the year, and then execute. It helps that many of us on the editorial team fit into our target audience. We are able to look ahead and say, “These are going to be the main sticking points in this man’s life: If he’s a new dad, he’s going to be thinking about what to do for Mothers’ Day.” So we start working on our Mothers’ Day articles in January.

In terms of working with Procter & Gamble Produc-

tions, you have access to resources that you might have had to work a lot harder to get. It’s really nice when I’m doing a story about hair loss to be able to call up and say, “Hey, do you have any research scientists who work on hair loss?” And they can say, “Well, yes we do, and here’s who to get in touch with.”

Davis: Let’s discuss the effect that the site has had on your marketing efforts at P&G.

Germano: It is a brand-relevant site, but it’s not a branded site. What this means is that we do not exclusively feature our products on the site. For example, we have a columnist who is an expert in cleaning who is a contributor on ManoftheHouse.com and he recommends a competitive product in one of his how-to articles about cleaning. We allow that, because the content is not generated by the brands. In addition to examples like this, we definitely allow sponsorship and ads by brands that are not owned by us.

We could have chosen to build any kind of media property for the purpose of monetizing and generating revenue. We chose to serve an underserved audience, which are dads. Dads were a segment of the population that no one seemed to be engaging with any kind of serious intent. No one was acknowledging the fact that dad’s role is changing and becoming more of an important force in the household.

What’s more, he is taking on more responsibilities and he is now very persuasive in terms of the kinds of brands that are being purchased for the household. Now that we have launched ManoftheHouse.com, we are finding that it has been easier to initiate a lot of conversations simply because people are recognizing that it’s time to start talking to dads. That is an important part of our model. It certainly was an important part of the underpinning of what we’re trying to achieve with ManoftheHouse.com

Heimbuch: This has been an opportunity to change the conversation about what it means to be a dad. What we worked very hard to do is take a very serious look at a dad’s life and talk to him as a man and help him as a man. A large part of the content is weighted very heavily around that insight. We look at questions such as is this going to help him? Is this going to change the tone of the conversation about what it means to be a dad from a larger perspective?



Jeremy Seth Davis is a financial journalist who has been published in the *New York Daily News*, *FT.com*, and *Investment Dealers’ Digest*. He develops content strategies and marketing materials for financial services firms.



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DIAGNOSIS

A Serious But Curable Disease: Content Dis-Associative Disorder.

By Ardath Albee

Does this story sound familiar? Your marketing team creates a lead generation campaign that includes an interactive game that tests their prospects' aptitude for brilliance. It's fun, snazzy and colorful.

Next, is a brand awareness program focused on the 30 years of history, patents and engineering feats the company has accomplished in its work on brilliance. It's serious, academic and dignified.

For the launch of a new solution, collateral is created that highlights its feeds and speeds along with the company's awards for innovation in program design. You'd need a physics degree to get the point.

And, your new blog has informative posts presented in a conversational style, but your primary blogger has a fondness for sports metaphors.

If you encountered all four of these initiatives, would you intuitively know that the same company was behind each of them?

What overall story is this content sharing with prospective buyers? If you encountered all four of these initiatives, would you intuitively know that the same company was behind each of them? If you did, what impression would that make?

This is an example of Dissociative Content Disorder. Its symptoms include:

- Multiple personalities - each content asset presents the company differently
- Consistency avoidance - lack of coordination on messaging

- Strategic mania - approaches that don't integrate to create a unified buyer experience

If your content marketing is displaying any of these symptoms, there's no time to be lost in curing this disorder. Delay will only result in more lost prospect interest and missed sales opportunities.

In case you don't think this disorder is a critical condition, these seven prospect reactions should convince you to seek intervention immediately:

1 Loss of appetite.

Buyers crave consistent, helpful content. Taking the next steps toward change is hard enough. In fact, 95 percent of leaders say that resistance to change is their top challenge. With so much knowledge needed to build the confidence to make a decision, your buyers will lose their appetite for your content if it doesn't consistently help them learn what they need to know to solve an urgent problem.

2 Idea evaporation.

It takes five to 12 repetitions of a new idea for it to stick. If the focus and style of your content changes continuously, your best ideas won't gain the traction they need to position your company as the expert your prospects need to help them solve their problems.

3 Opt outs and avoidance.

Patience is as short as attention spans. If your content disappoints your prospects more than once or twice, they will ignore it and your company's efforts to engage them will fall on deaf ears—or not reach them at all.

How Self-Satisfied are Marketers? Not Very.

One of the most interesting findings from *The B2B Content Marketing: 2010 Benchmarks, Budgets and Trends* survey was the "confidence gap" among marketers. It seems marketers often use tactics that they do not necessarily believe are effective. **Case in point: Of the 79% of B2B marketers who use social media, only 31% of users think they use the tactic effectively. Only 40% of bloggers believe the tactic is effective.** To view effectiveness

ratings for a wide range of content marketing tactics, as well as an analysis of why this is, download the report at

<http://dlvr.it/T6jy8>.



Ardath Albee

4 Conversational incompetence.

The objective of marketing content is to create qualified buyers interested in speaking with your salespeople. If your content doesn't engage them, they won't see any value in transitioning from an online dialogue with your content to a human conversation with your sales reps. Content sets expectations for conversational value.

5 Twitchy momentum.

One of the responsibilities of marketing programs is to present the right information at the right time to help prospects continue to make progress toward purchase. When your content is all over the board—engaging one time, disappointing the next—that momentum stops and starts. It has no consistency. Re-starting movement is much more difficult than increasing the momentum of a prospect already in motion.

It takes five to 12 repetitions of a new idea for it to stick. If the focus and style of your content changes continuously, your best ideas won't gain the traction they need to position your company as the expert your prospects need to help them solve their problems.

6 Conversion refusal.

After several questionable impressions, prospects will refuse to do what you ask. When confronted with gated content, your prospects may not be convinced that the trade-off for their information will be worthwhile. Their concern that they don't know what to expect from you will outweigh their curiosity to access your content.

Three Treatments For Dissociative Content Disorder.

Define Your Company Persona

Create an umbrella persona for your company or brand. Just as a buyer persona is representative of a target market, a company persona is representative of how you want your market to see you. This persona will help to align all of your messaging and present an engaging and recognizable voice. Just remember that your messaging and content must be human, not robotic.

Get Your Brand Publishers on Board

Aim for consistency across all of the marketing channels you use, including content producers outside of marketing. Remember: your presence should be easily identifiable and deliver on the expectations set in one channel when experienced on another. With some practice, you'll begin to see how minor variations in voice can meet the needs of different formats and channels without creating confusion. Each writer will add their own flavor—and that keeps it interesting—but the point is to ensure that all of your content works together to build buying momentum.

Map It

Just as keeping a journal helps us learn more about ourselves, mapping all the content you use to engage a specific market segment will help you see when you veer off track. Your map should include digital and traditional, demand gen, corporate marcom, PR, advertising, social media and any other channel in use. Review your map to ensure your content motivates progression across the buying stages and look for opportunities to connect channels and ideas in compelling ways.

7 Competitor defection.

Prospects don't like to waste their time. They'll move on to a competitor that better answers their needs. Enough said.

Don't worry, you're not alone. *The B2B Content Marketing: 2010 Benchmarks, Budgets and Trends* survey found that nine of 10 organizations are using content marketing. On average, they use at least eight different tactics in marketing programs and at least half of those are not considered effective in execution by the marketers who use them. Curing dissociative content disorder will close the gaps in effectiveness that keep content marketing programs from fulfilling on their promise to turn more prospects into buyers.

Ardath Albee, CEO of her firm Marketing Interactions, works with B2B companies with complex sales to help them create eMarketing strategies that use contagious content to turn prospects into buyers. She's the author of the book *eMarketing Strategies for the Complex Sale* and one of the Top 20 Women to Watch in Sales Lead Management in 2011. Find out more at marketinginteractions.com.

► To find out more about developing a content marketing strategy, visit: <http://dlvr.it/T6k7Q>



IDEA GARAGE

THE WORKSHOP OF CONTENT MARKETING PROJECTS.

Tom Fishburne: The Marketoonist



Tom Fishburne wants to convince marketers that cartoons are the perfect, sticky content snack.

Fishburne was always a doodler. While at **Harvard Business School**, he contributed cartoons to *The Harbus* after much nudging from friends. Before long, professors were asking him for cartoons to use as teaching tools. “I viewed it as a completely improbable career,” explains Fishburne. “I never thought I could make a living at it.”

After graduation, Fishburne went to work as a marketer, rising up through various B2C companies to become brand manager for Häagen-Dazs at **Nestlé** and vice president at **Method Products**. All the while, he continued cartooning, setting up a blog and pushing a weekly cartoon out to subscribers. Over time, he began receiving attention—and business requests—from all over the globe. “My cartoons—all of which were focused on marketing humor—were reaching marketing directors, who wanted to know if I could work with their brands.”

In 2010, he launched **Marketoonist** as a business cartooning laboratory. One of the company’s first assignments was to create a cartoon-book supplement to *The Wall Street Journal Asia*.

More recently, Marketoonist created a weekly cartoon for **Kronos**, the workforce management software company. The cartoon series, called *Time Well Spent*, parodies workforce management situations and subtly links back to the Kronos brand proposition. *Time Well Spent* is now a regular feature on **HR.com**—the very place where Kronos’ target customer hangs out.

Cartoons have that rare sticky quality that cause readers to share—and marketers to take notice. Marketoonist’s weekly cartoons are now viewed by more than 100,000. “My email open rates are always over 50 percent, and sometimes exceed 100 percent due to forwards,” Fishburne explains in his unassuming way.

“The real benefit comes when you use cartoons over a longer-format conversation,” Fishburne says. “Engaging in a weekly conversation, you increase the odds of making an impression. That concept is as true for content marketing as a whole as it is for cartooning.”

To scale his business, Fishburne is now signing independent cartoonists to serve an ever-growing client roster. “The traditional career paths for cartoonists are broken, which is really unfortunate because they happen to be incredible storytellers,” explains Fishburne.

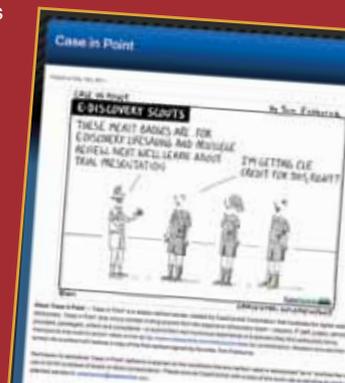
Wonky Humor and Why It Works

Think cartooning is a strategy best suited to hip, edgy brands? Think again. One of Fishburne’s first clients was **CaseCentral**, an e-discovery company in the very traditional field of litigation technology services.

“Everyone was doing thought leadership,” explains Fishburne. “We wanted to stand out and so decided to write the first-ever e-discovery cartoon.” That unexpected move became a sensation for CaseCentral; the cartoon now reaches 50,000 weekly in a very specialized market.

Fishburne believes cartooning has the greatest potential in what he calls “micro-markets,” niche areas where an inside joke catches on quickly. He argues that CaseCentral’s cartoons work in large part because wonky e-discovery humor does not have universal appeal.

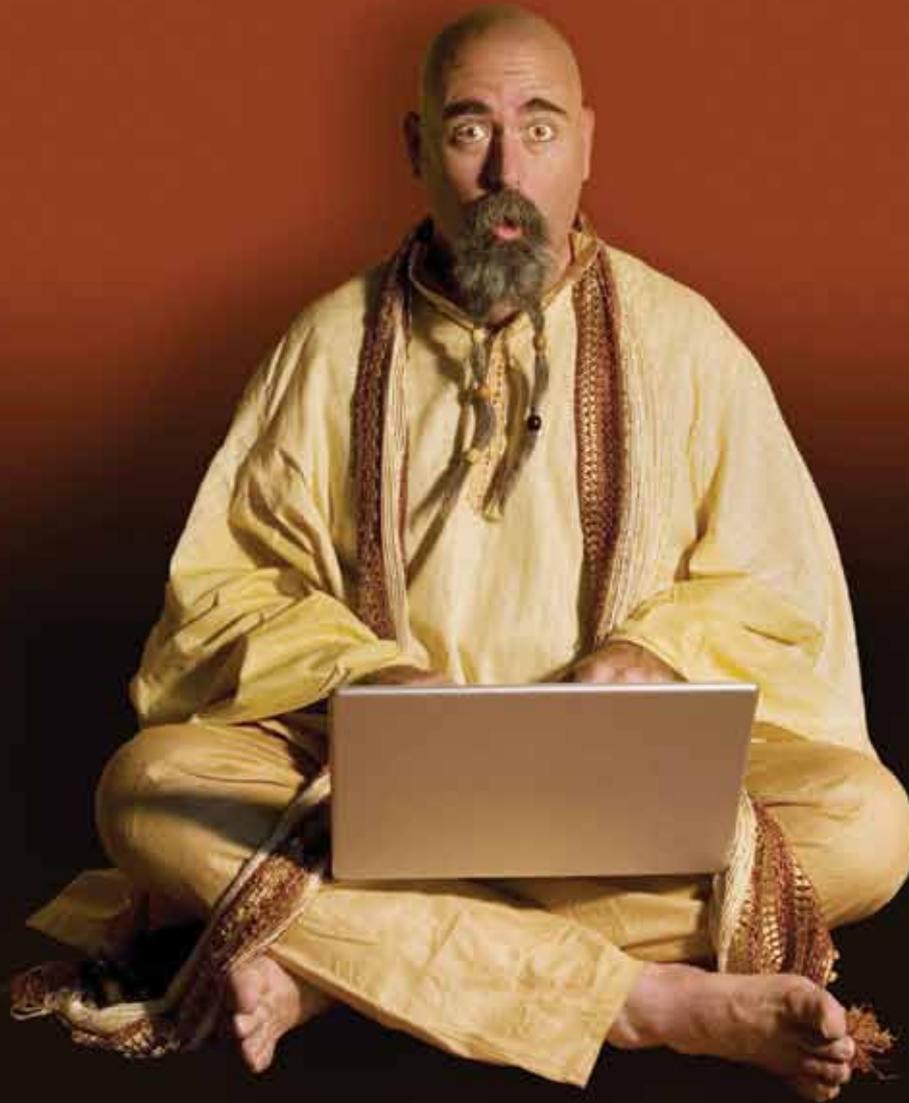
More recently, CaseCentral has launched contests in which readers suggest captions for cartoons and winners receive a framed print signed by Fishburne with the CaseCentral logo. “There are lawyers out there with the CaseCentral logo framed on their walls,” Fishburne says with a chuckle. “I don’t think many other forms of marketing can stir up that kind of interest.”



▶ Sign up for **Marketoonist's** weekly cartoons. Visit: <http://dlvr.it/T6kmG>



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MICHAEL STELZNER

Founder, SocialMediaExaminer.com



By the end of 2012, content marketers around the world will begin stripping the “rule of reciprocity” phrase from their vocabulary. Rather than creating messages

designed to elicit artificial obligations, marketers will begin giving genuine and useful gifts to their readers—without expecting anything in return. This paradigm shift will lead to the development of stronger communities and better trust with prospects and customers.

BARBRA GAGO

Director of Strategy, Left Brain DGA



As the craft of content marketing continues to evolve and become more efficient, marketers will realize that it's value and context they are trying to provide, and the emphasis on a balance between content creation and curation will become a prevailing trend. Many content marketers think the only way to truly provide value to prospective buyers is to reinvent the wheel with every piece of content, but in reality, those prospective buyers just need help finding the right information—the content that is going to help them move through their purchase process. This is going to be the critical piece. How are you enabling prospects to get to information easier and faster, even if it's not yours?

► Who's your favorite content marketer? Who's doing it well?

ROB PASQUINUCCI

Corporate Communications Content Manager, Luxottica Retail



American Express OPEN Forum provides tons of authentic, useful content that is sure to be handy to the small business owners American

Express hopes to serve. The content rivals items you'd read in a general-interest business magazine, yet does an effective job of establishing American Express as a source of credible thought leadership for small business owners. The OPEN Forum also does a great job of cultivating a community feel and fosters discussions rather than an endless barrage of content.

► What technology excites you as a content marketer?

BRIAN CLARK

Founder, Copyblogger.com



I'm closely watching new developments in the interactive e-book market. For example, the iPad version of *Al Gore's Our Choice* produced by **Push Pop Press** is amazing. As the ability to create multimedia apps powered by touch-screen interfaces becomes as easy as desktop publishing, can you imagine what the boring old whitepaper will evolve into? Or fully interactive articles and blog posts that allow people to dig in as far as they choose, all the way to a product demo or a multimedia sales page. Really fascinating stuff coming right around the corner thanks to mobile technology.

► What's the single-biggest challenge content marketers face as they develop their craft?

ALISON BOLEN

Editor, blogs and social content, SAS Institute



Understanding your customers well enough to develop useful and relevant content for them. I'm working on a storytelling workshop right now for our marketers to help them discover ways to tell their story so that customers can learn from it and enjoy reading about it.

CAM BROWN

President, King Fish Media



It is critical to always keep your business objectives top of mind use them to guide your content strategy. Business goals such as improving customer retention rates, acquiring

new customers, or increasing top-line sales growth should be the reason why you launch a content strategy. Mold your content around those goals while using media platforms that are appropriate for your customers. And, build in metrics that align with your business objectives and measure the results in real time, allocating more investment in the initiatives that demonstrate the strongest results. Create a pro forma to estimate project ROI.

TODD WHEATLAND

Global head of marketing, Kelly OCG



Much of what works in content marketing has little to do with cost, and all to do with developing a plan you can support consistently. Most people seem to know what they

should be doing; the trouble is actually getting it done. Consistency counts for everything. So I don't think that budgets are an issue.

These marketers, along with over 50 others, will be speaking at



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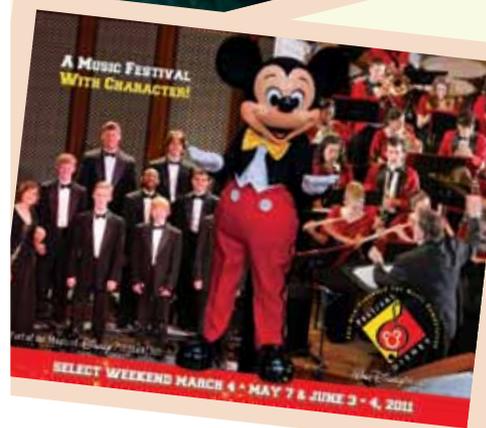
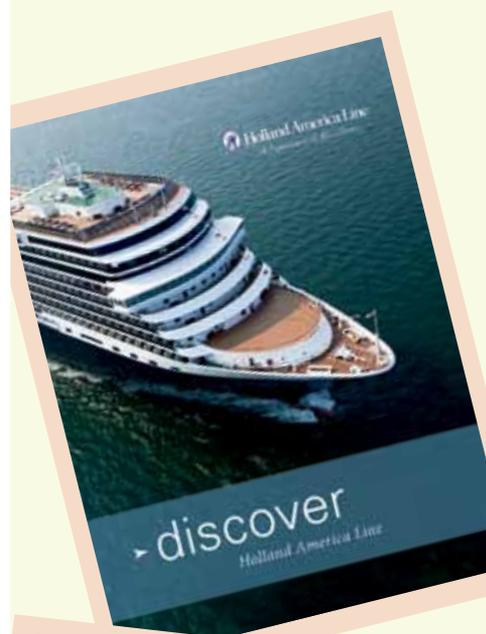
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DONAHUE: A NEW TOOL FOR MAKING CONFERENCES BETTER



How can we improve the technology of public speaking? This is the question two agency heads asked themselves after a growing frustration with conferences. It wasn't just speaking to head-down-face-aglow audiences that bothered them. It was the one-way nature of presentations—the disconnect between the presenter and the audience.

That is why New York agencies **arc90** and **Behavior Design** teamed up to design and build **Donahue**, an experimental tool that allows presenters to engage audiences right where they are: on Twitter.

“We argue that back-channel conversations—with audiences engrossed in their screens and digital devices while a speaker is talking (at conferences or classrooms or town hall meetings)—should not be discouraged, but instead cultivated,” says Christopher Fahey of Behavior Design.

“Speakers should be trying to make people have conversations about their ideas, immediately and publicly. And we have built an application to prove it.”

Fahey, along with Timothy Meaney of arc90, debuted Donahue App at **SXSWi** this past March with their presentation, *Toss the Projector: Redefining the Presenter/Audience Dynamic*. Rather than following the typical 10/20/30 presentation model (10 slides, 20 minutes, 30-point type), Fahey and Meaney distributed their key points (aka slides) via tweets while collecting and responding to tweets from participants.

“A conference presentation, like a logo redesign or a TV show, is now a conversation,” Meaney tweeted during the event.

The entire conversation was hosted—and archived—via Donahueapp.com. (Try searching for archives of conference hashtags on Twitter and you'll see the value in the archive function alone.)

In a world where the very tools we use to connect are causing our disconnection, Donahue is breath of fresh air.

► Check out the Donahue movement:
<http://dlvr.it/T6ILL>

ATM **HOT TOOL**

ADOBE GOES SUBSCRIPTION MODEL

Every small to medium-sized business we've ever worked with has asked this question—how many computers can we put our **Adobe** software on? Many had out-of-date versions that worked for their needs. We suspect some had cracked versions (although we can't say for sure) and others dedicated one or two Macs as “creative machines.”

None of these are scalable solutions, which is why it should come as good news that businesses can now access the entire Adobe Suite via a subscription. Users can opt for a month-to-month plan starting at \$99/month for the full suite (which includes Photoshop, Illustrator, After Effects, and others), or a one-year plan starting at \$65/month.

So whether you are adding an in-house designer to bang out tradeshow backdrops and site updates, or trying out a summer design intern, getting access to the suite won't require a four-figure investment. Sounds like a smart idea to us.



CHEAT SHEET

Content Strategy Is...

A Strategy for Explaining Content Strategy

At this point, content strategy has its own dedicated row on your marketing budget spreadsheet (right?). You've seen the value of having a well-articulated, comprehensive plan for your organization's content in all its various forms. So why is the practice so hard to explain it to, say, your CEO or the product team?

The answer? Consider your audience. Here's a handy cheat sheet.

■ To the CEO

"Content strategy plans for the creation, publication and governance of useful, usable content."

Kristina Halvorson

President, Brain Traffic

■ To Designers and Programmers:

"Content strategy is to copywriting as information architecture is to design."

Rachel Lovinger

Content Strategy Lead, Razorfish

■ To COO:

"[Content strategy is] product development for content."

Jeffrey MacIntyre

Lead Strategist, arc90

■ To Marketing Folks and Copywriters:

"Content strategy is the development of a repeatable process that manages content throughout the entire content lifecycle. And that means from planning to creation to management within the CMS, to publishing to post-publishing activities and back through the next iteration of planning and so on."

Rahel Anne Bailie

President, Intentional Design Inc.

■ To the Intern:

"Structured disciplines like content strategy, information architecture, and the like exist for a reason—most notably to produce good work on time and on budget."

Tiffani Jones Brown

Content Strategist, Facebook



HEY YOU!

DOOH!

When will the outdoor ad market go mainstream?

DOOH—it's a somewhat clumsy analogy for digital out-of-home, a market that has incredible yet untapped market potential.

We've touched people in just about every manner possible on their tablets, smartphones and computers, but the DOOH market still feels nascent. The technology is here (NEOCAST), the ad market strategy is here (**Adcentricity**), and we can lean on scenes from *Minority Report* to visualize its capabilities. So what gives?

The DPAA (Digital Place-Based Advertising Association) estimates that 2010 ad revenue for DOOH market was approx \$1.1 billion.

According to Ken Goldberg, CEO of **Real Digital Media** (provider of NEOCAST), "Agencies are struggling to wrap their arms around DOOH due to a lack of standards and a huge disparity in DS [digital signage] platform capabilities."

Since we have climbed the platform disparity mountain with music and now publishing, this cycle should be much shorter—there's too much money on the table not to figure it out.



DEPARTMENT EDITOR

Britta Alexander is the president of Eat Media, a [content-first] creative agency located in the NYC metro area. Before launching Eat Media, Britta worked in Manhattan as an advertising creative and later as a literary agent. She holds a master of fine arts in writing, a degree she actually uses on a daily basis.

INNOVATION COACH

A talk with Tom Koulopoulos, author of *The Innovation Zone*, about the essential elements of innovation (psst: it's not about technology).

By Erin Rodat-Savla

Feel pressured to adopt new marketing technology and call it innovation? Trying to make a splash in the market when the definition of “new and exciting” keeps changing by the month? Tom Koulopoulos, author of *The Innovation Zone* and founder of Delphi Group, a technology and business advisory group, offers little comfort:

“It’s going to get harder to keep up with the pace of all this uncertainty and the innovation it demands of us.”

If the word “innovation” makes you cringe, you’re not alone. “We tend to get very critical of innovation talk, in part because we’re surrounded by so many new gadgets and gizmos, let alone the thousands of books and conferences on innovation, we think we must’ve already conquered that mountain.” Or, if we haven’t, we fear there’s something seriously wrong with us—or our company.

Here’s where Tom does offer comfort. The problem with much of the innovation conversation, he says, is that it either confounds innovation with invention—those one-off events and products that may or may not generate any actual value—or it implies you need superhuman skills to achieve it. Innovation is more about discipline than divine inspiration, claims Tom. “There is no short-cut or single way to innovation. It takes work, consistency and fortitude.”

Innovation is a process, not a product.

Marketing is usually an inherently creative function, but just because you’re creative does not mean you are innovative.

“We’re all creative. It’s the essential human condition. The problem is that team dynamics often stifle that creativity,” Tom says.

“At the heart of innovation is a culture and commitment to the process of innovating. It’s a numbers game. The more people involved and trying, the more ideas make it through the pipeline. The key, then, is to build the pipeline, a path for all ideas in an organization to be heard and evaluated. Otherwise, incremental innovations never add up to anything more than a series of small changes.”

Mind you, because innovation is a process, you can’t replicate it by looking at the end result. (The ‘Fab 15’ featured in this issue may be inspirational, but they won’t give you the keys to innovating at your own company.) “It’s fun to try and show the end state, and it may motivate us to be bolder,” Tom explains; “but innovation is not a mystery novel where you can read ahead.”

The message to marketers: Stop worrying about whether you and your team know the latest and greatest tool or are creative enough. Start investing in your team’s ability to filter opportunities and focus on those that have value.

How? Do you have systems in place for recognizing and rewarding idea owners? Do you have champions who’ll help give the idea a fair shake? Do you have a consistent place to store and track ideas that might not be ready for prime time? Have you come up with some metric—even if it’s subjective and qualitative—to assess the value of a potential idea? If you answered “no” to any or all of these questions, you’ve got some first steps to consider.

(P.S. If you feel like you’re working for a CEO or company who can’t support such a process, Tom says, “High tail it out of there or be forever disappointed to see your good ideas ignored.”)

Innovation is about changing behavior, not adopting the latest technology.

Innovation changes behavior. Technology and all the trappings

can certainly influence behavior and support the change, but they're not the end goal.

Understanding behavior, then, is critical to innovation. Once an adamant believer in market testing and focus groups as lenses to behavior, Tom lost confidence in their ability to help companies be innovative. "As the late management guru Peter Drucker convinced me, you simply cannot expect a market to tell you what it needs if it hasn't experienced it. We only know what we know." Today, however, Tom believes that the increasing sophistication of real-time market analytics represents a powerful innovation tool. "If I can react in real time to real-time changes in behavior of my market, then I've achieved something incredible: a connection to the most essential aspect of what constitutes meaning to my customer."

The message to marketers: Be more concerned with the trajectory of behavior—and the experiences you create—than on the trajectory of technology.



It's measured by value, not volume.

This emphasis on value puts the marketing organization, which is constantly defining what constitutes value to its customers and clients, front and center of innovation. "All too often we see innovation as the function of R&D or technologists. It's not," Tom says. "While you need a solid product or service to succeed, the best products and services don't win. The best marketing does."

The message to marketers: Get even better at defining and measuring value and meaning.



As a roaming content wrangler, Erin Rodat-Savla goes where her info-geek and editor-nerd tendencies can do good. After eight years managing content and facilitating communities for IT executives, she's currently consulting on a mix of collaboration and marketing strategy for a technology-based research initiative at Boston University School of Medicine.

"At the heart of innovation is a culture and commitment to the process of innovating. It's a numbers game. The more people involved and trying, the more ideas make it through the pipeline. The key, then, is to build the pipeline, a path for all ideas in an organization to be heard and evaluated. Otherwise, incremental innovations never add up to anything more than a series of small changes."

— Tom Koulopoulos

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CONTENT OPS

A COLUMN ABOUT DYNAMIC DESIGN AND CONTENT OPTIMIZATION.

Let Your Assets Do the Talking

By Bob Johnson

Hang on tight. We're going to reframe many of your digital content beliefs and approaches through this column based on 15 years of studying how buyers choose and buy using the web. We'll start by dismantling the traditional 4Ps of marketing. That's right. Product, Price, Place and Promotion simply fall far short in the digital age.

With more than 10,000 buyer surveys and ample best practices under our belt, the new 4Ps become clear to leverage into a better return on content. They are Profile, Personalization, Path and Purpose. First up is Profile. The days of dumb assets that cannot identify whom they intend to help are history. Going forward, smarter assets will shout their angle and focus for all to see. Ready?

If you look at the average piece of content on the web, it does little to help the user decide if it is relevant other than a catchy title or graphic. Content publishers expect their readers to make it through the opening paragraph to judge relevance. I believe—

If you look at the average piece of content on the web, it does little to help the user decide if it is relevant other than a catchy title or graphic. Content publishers expect their readers to make it through the opening paragraph to judge relevance.



Bob Johnson is principal analyst and vice president of digital content optimization at **IDG Connect**, part of the world's largest technology media, event and research company.

Content Orientation {k?n'tent/ôre?'n'taSH?n} asset summary information that the buyers who the asset is for to enable them to oriented themselves quickly relevance of an asset. 2. the summary information that can include buying stage coverage, buying role, level of complexity and source that should be consistently applied across all assets and formats.

and our research at **IDG** supports this—that content producers must orient their content consumers much more quickly. On the cover and in your face. Gone are the days where you faced little repercussion for grabbing someone's attention with a pithy title, only to lead the person on until page seven (when the reader is finally irked enough to toss or delete it, realizing it was not right for him/her). Using social media, those readers can now voice their frustration to thousands of others. Beyond the social conversational risk, you owe it to prospects and buyers to do better.

Content assets of all formats must incorporate profile information to make orientation possible. Orientation sits as a core principal of content optimization. You will need to evaluate your asset against some simple attributes. Those can be chosen from among buying stage coverage, target audience, buying role, buying focus and many others. But whatever you do, make sure the ones you select are used consistently. Also, display them prominently where the user can see. It's always better to have someone not use an asset and instead move onto another one you offer that better meets your reader's needs.

To test the power of profiling we surveyed buying team members and showed them a standard, traditional white paper cover and one that used the cover to offer additional profile information. The profile-based version was preferred by 72 percent and, more importantly, it increased their likelihood of positive activities by more than 20 percent to open it, read it, share it, use it in the purchase decision and view the sender positively. In other words, it can make a bottom line impact.

▶ Compare your perception of profiled content versus your peers. Use this link to access a **Profile Impact Tool**.
<http://dlvr.it/T6kyH>



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