

# CCO

CHIEF CONTENT OFFICER  
CONTENT MARKETING STRATEGY FOR EXECUTIVES

A Supplement to BtoB Magazine

APRIL 2011

## Mobile's Ascendancy Is Complete.

"CK" Kerley shares how to  
join the mobile revolution.

## Are Quants Taking Over Marketing?

Chris Koch advises marketers  
to love on nerds.

## PLUS...

Is B2B too puckered up?  
Editor's content pick list.  
Facebook engagement metrics.  
About.me: Simple social beauty.



**THE  
BIG BAD  
TECH  
ISSUE**



# CHIEF CONTENT OFFICER

CONTENT MARKETING STRATEGY FOR EXECUTIVES

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## MARKETING QUANT.

Are you still qualified to be a marketer?

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## juntajoe Joe Pulizzi

Welcome to the big bad CCO tech issue. Remember, tech it up all you want, it's still about the story you tell. Send feedback to @Junta42



### HOT-FIVE POSTS FROM THE CONTENT MARKETING INSTITUTE

- ▶ **How to Calculate the ROI from Social Media Marketing**
- ▶ 12 Reasons to Put Blogs at the Center of Your Content Marketing
- ▶ **How to Explain the Value of Content Marketing**
- ▶ 5 Steps to Creating an Effective Content Mix
- ▶ **The Chemistry of Content**



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## MOBILE REVOLUTION:

It's on with or without you.

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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](http://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](http://www.contentmarketinginstitute.com).

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## JOE PULIZZI talks to JAY BAER, top social media blogger, speaker and author of *The NOW Revolution*.

**Joe Pulizzi:** Last year you wrote a still-popular post about why Facebook is f\*ing up company websites. In fact, a direct quote if I may: “Like a fussy deconstructed salad at a downtown restaurant with ridiculous unisex bathrooms, Facebook wants us to publish in tiny bursts of words, pictures, videos and single purpose apps, rather than the page-length containers and complicated databases of yore.” Tell us what that means ... and whether you are, in fact, as annoyed with this trend as the quote implies?

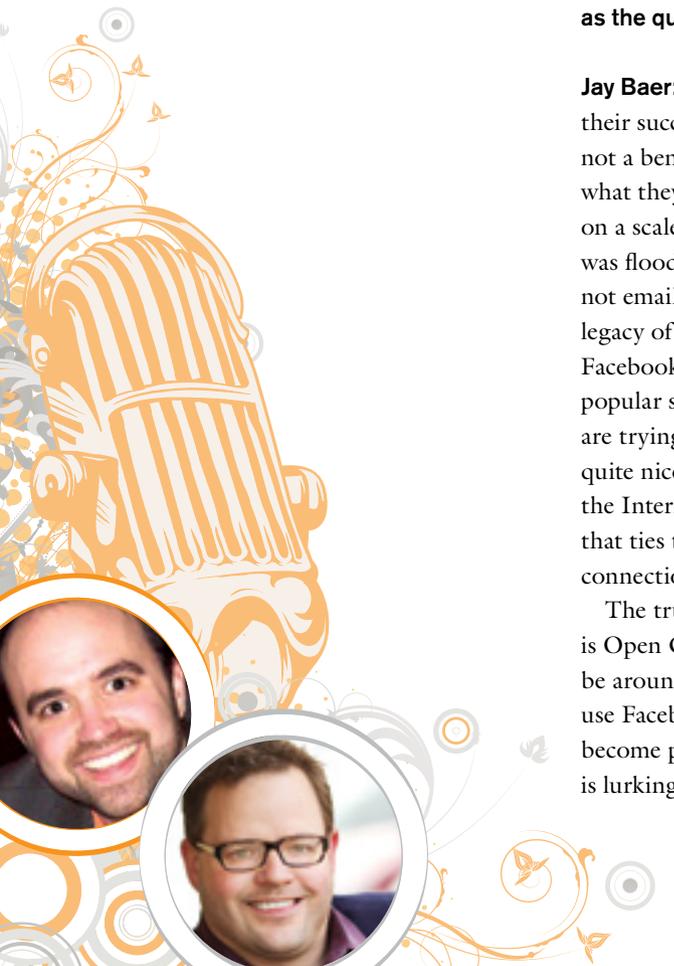
**Jay Baer:** Facebook is interested in their success, not necessarily ours. It’s not a benevolent dictatorship. Clearly, what they’ve wrought is a game-changer on a scale we haven’t seen since AOL was flooding our mailboxes (real ones, not email) with CDs. Ultimately, the legacy of Facebook will in no way be the Facebook.com that is currently the most popular site on the Web. Rather, they are trying to become (and succeeding quite nicely, thank you) the plumbing of the Internet, the social electric company that ties together content and social connections in tidy, portable knot.

The true insidious genius of Facebook is Open Graph. Even though it’s only be around a year or so, the ability to use Facebook as a single sign-on has become pervasive, and Facebook Credits is lurking as a major payment alternative.

The Open Graph philosophy is rooted in “social objects”—the belief that every little piece of content flotsam is treated equally within the social universe. The era of a Web “page” being the unit of measure is over. That was Google’s calling card, and it’s fading away. Now, with Facebook at the helm, the pieces of that page—each photo, video, paragraph—can be added to the social river (using those ubiquitous “like” and “recommend” buttons usually). When the page itself and where it’s located become less important than the individual pieces on that page, the need to create a fully formed packaged is weakened considerably.

The era of a Web ‘page’ being the unit of measure is over. That was Google’s calling card, and it’s fading away.

I’m not sure I’m annoyed, but I’m definitely fascinated to see how content marketing will be affected by this inexorable trend toward brevity and deconstruction. Not only is that the direction Facebook is taking us technically, but sociologically as well. The “like” button is clicked something like 65 million times a day, and the vast majority of the time it’s in response to a status update that is incredibly short, rarely polished and potentially banal. That’s a huge opportunity for content marketers to add wisdom and expertise to Facebook publishing.



# TALKING INNOVATION

with Joe Pulizzi

# CONTENT REALIZED

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**JP:** I've also heard you say that marketers over-focus on "media" rather than "social" in social media. I'd venture a guess that marketers focus more on media than social because they are bogged down in tactics and haven't really figured out what their social strategy is. In other words, "What am I doing here?" Do you agree?

**JB:** Nearly all the conversations around social media are rooted in tools and tactics. It just makes for more interesting chatter, wondering about the next move from Twitter and Facebook as if they were Paris and Lindsay. But the reality is that social media is much more rooted in corporate culture than it is in technology. You have to focus on how to "be" social first, and worry about how to "do" social second.

It's difficult to take that tools-agnostic approach sometimes, but it's important to do so. If you and your company are worrying specifically about your "Facebook strategy" then you really don't have a strategy at all—you just have a recipe for playing catch up, because the details of the game change so quickly.

The hard part of all of this—and we talk about this a lot in *The NOW Revolution*—is that social media is all about winning hearts and minds a few at a time, at the right time. It's not about reaching thousands of people at once with information that's irrelevant to them—that's yesterday's communication technique. But, because it's so easy and inexpensive to just fire out a tweet, I fear that this whole movement is going to turn into the messy love child of press releases and fortune cookies.

**JP:** Many content marketers struggle with content fatigue. "How do I sound as pumped up about tweeting on day 198 as I did on day one?" Do you personally ever struggle with this issue of coming up with the next Big Revelation for your readers?

**JB:** I think my big revelation is that I don't try to create big revelations. I'm not the guy who breaks news or writes about today's hot issue. I don't have the time to be that current, and other people do that better than I ever could. Instead, because of my long history in digital marketing and as a consultant, I try to be a translator for my readers, focusing on what social means for business, and how it can and should be successfully integrated.

This probably sounds crazy, but I'm incredibly dispassionate about social media. I'm not a cheerleader or Kool-Aid drinker. It's an incredible time we live in, and social media has forever changed the dynamic between us as individuals, and between consumers and companies. That's flat-out cool. But as a marketing option, we've got a LONG way to go before we have it figured out. That journey is what interests me. I think about it all the time. And three times a week I share those thoughts on my blog.

From a pure content marketing standpoint, I try to alternate between "why" posts and "how" posts. That's a bit unusual, as most blogs clearly focus on one or the other. But, I'm interested in specific stuff like Facebook Newsfeed Optimization just as much as I am big things like how social responsibilities scale in corporations. So, I cover both.

It probably sounds positively Vaynerchukian but I create content that I want to read, and then hope other people will too. I find that too many bloggers worry about what the reader will want, when the most important reader is themselves. It's easy to leak passion like an old Harley if you're all worked up about reader preferences.

**JP:** I'd love to know what ideas you're focused on these days. What feeds the Baer these days?

**JB:** Primarily tequila and frequent flier miles. Beyond that, I'm trying to marry my historical experience in digital and email marketing optimization (usability, A/B and multi-variate testing, etc.) with social, and build content around how to test, measure, tweak and improve social communication.

As companies get past the "should we do social media" question to the "how do we do social media better" question, the answers are going to come from math more so than anecdotes. I like a good story as much as the next guy, but I'm a data nerd at heart. That's why my original career was in politics. You either win the election or you lose it. No gray areas. I like that.

**JP:** I am loving your eyeglasses on your book flap photo. They give you a Clark Kent look. Are you wearing a unitard under that shirt?

**JB:** Yeah you have to get the "trustworthy" author photo. I wanted to go with a rodeo clown look, but the publisher was concerned about impact on book sales in Asia. Cowards.

**JAY BAER** has provided Internet marketing and strategy since the inception of the medium in 1994. Through his consulting firm, Convince & Convert, Jay works with leading PR firms as well as 25 of the Fortune 1000. Recent clients include Nike, John McCain, Sony and Head & Shoulders.

**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*. 🍷

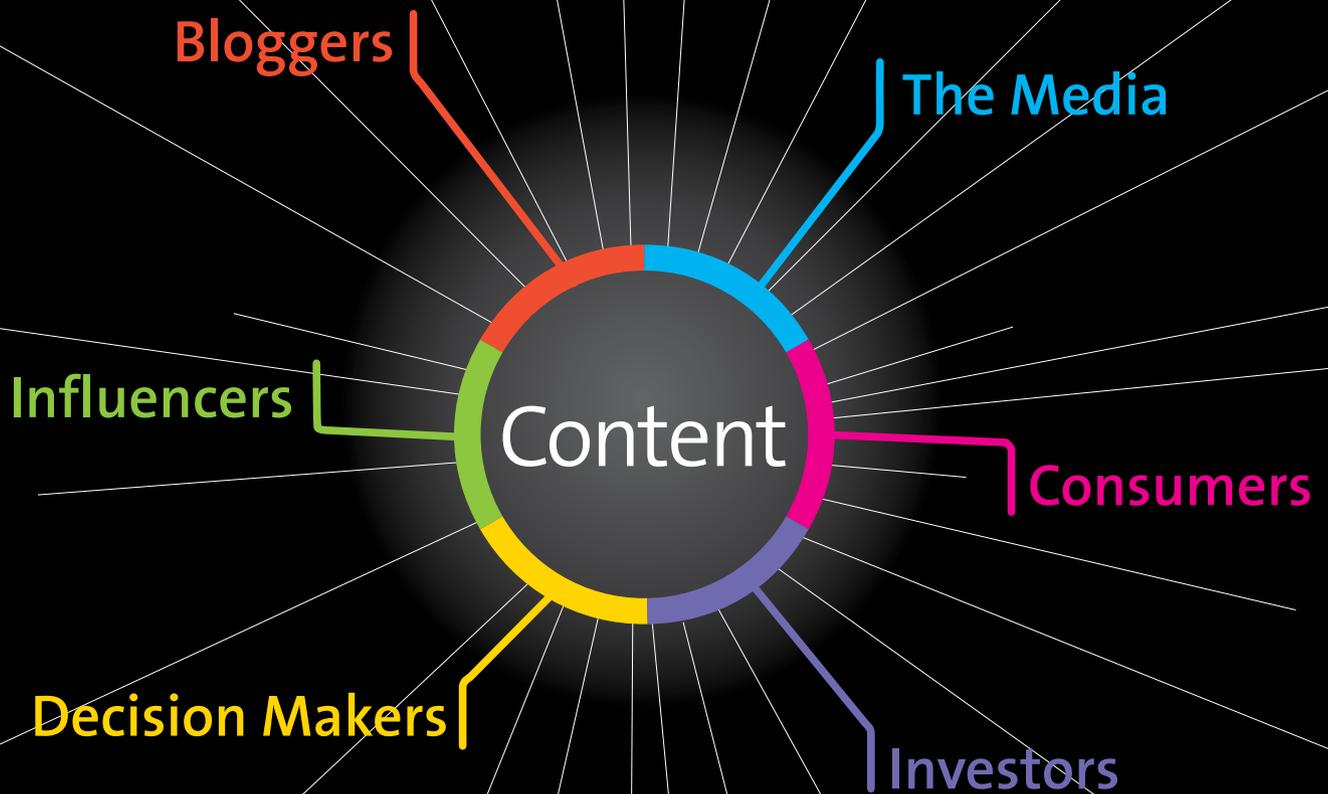


▶ From Jay's blog, "Why You're Pissing Off Half Your Facebook Fans.": <http://dlvr.it/J9htC>



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# DIAGNOSIS

## Creating A Simple Dashboard To Track Facebook Engagement.

By Nate Riggs

**A**lthough Forrester Research predicts 2011 will be the year when marketers will begin to “think outside the Facebook,” C-suite business leaders and content marketers alike can’t deny the attractiveness of establishing a presence inside the social behemoth that is now an online home to more than a half-billion people.

In my experience, businesses need to apply a more consistent, universal standard to measure their success on Facebook. I will outline five ways to interpret the free data provided by Facebook Insights. I also will explain how to establish an engagement dashboard that displays increases or decreases in activity against established baselines.

What tool do we use to compile the data? You may be surprised to learn that in a lot of cases a simple and cost-effective Google or Excel spreadsheet built with the right basic formulas will do the trick.

### 1 Instead of monthly percentage of change, week-over-week

For my client, Incept, I found that using Insights data to track the percentage of change across a number of key metrics has provided a good lens into the results that specific types of content generate.

Because of how quickly real-time conversations occur, we found that month-over-month tracking created challenges to adjust the content strategy quickly when fan feedback indicated that change was needed. Instead, we now track Insights data week-over-week, which gives our content creators the ability to be agile to sustain long-term growth in all areas.

### 2 Percentage of fan base growth or decline

As the saying goes, “If a tree falls in the forest and no one hears it, did it really make a sound?” Unfortunately, this is a situation in

which content marketers often find themselves.

The most creative and community-relevant content will not be heard if not enough people in your target audience “like” or follow your fan page. Today, Facebook Insights provides the following data:

- New likes
- Lifetime likes

By simply tracking the percentage of new likes against lifetime likes, it becomes much easier to determine your fan base’s average rate of increase or decrease over time. You also can track the growth of your fan-base building efforts during the course of your campaign by measuring the number of fans at the start of your efforts compared to the most recent weekly number of fans.

### 3 Percentage of active fans against percentage of hidden fans

Moving back to the trees-in-the-forest analogy, adding fans to your Facebook page who simply never return, or in the worst case, hide your page activity from their wall, will not help you reach your objectives. For this reason, it’s important to consider the baseline percentage approach in this metric as well.

To develop your own tracking dashboard, simply look at the following comparisons:

- Percentage of increase or decrease of active fans against the previous week
- Percentage of increase or decrease of hidden fans against the previous week
- The number of active fans against the number of total fans, and
- The number of hidden fans against the number of total fans.

By establishing these baselines, you can begin to track the average percentage of activity versus hidden content among your fan base. Ideally, you will want to maintain a higher percentage of fans who are participating on your page over those fans who choose to hide your page content.

### 4 Fan base geo-location

More companies are targeting their Facebook page efforts locally or even regionally. Facebook Insights provides a breakdown of the raw number of fans added based on the top 10 countries and cities they come from and the language they speak. These numbers can be positioned as weekly percentage increases or decreases as well. This provides your content marketing team with actionable data to target your content to specific areas of importance.

## Facebook 2010

- ▶ Total unique Facebook visitors up **38%**.
- ▶ Average daily Facebook visitors up **69%**.
- ▶ Total Facebook page views up **71%**.
- ▶ Overall time spent on Facebook up **79%**.

*Data provided by Comscore.*



## 5 Likes, comments and wall-posts scorecards

Another approach worth testing is the amount of time it takes a fan to produce one of the various forms of activity on your Facebook fan page.

By assigning a numeric value where the lowest number is applied to the activity that takes the least time, you can develop a scorecard total that will give you an apples-to-apples comparison.

### Here are some examples:

Likes on wall posts (least amount of time committed by a fan) = 1 point

Comments on wall posts (moderate amount of time committed by a fan) = 3 points

Fan posts on your wall (greatest amount of time committed by a fan) = 5 points

Every week, you can count the total number of occurrences of each content type and tabulate the total score. Again, the key here is to notice trends over time.

### Your homework

As a short homework assignment, I challenge you to develop your own Facebook engagement spreadsheet and populate it with your data. Spend the next two months plugging in your weekly numbers from Insights and answer these questions:

- Is the activity on your page increasing parallel to the growth of your fan base?
- Are you maintaining more page activity than content “hides” on a consistent basis?
- Where is the strongest concentration of your fan base geographically, and is it where it should be?

Nate Riggs works with mid-sized & large organizations to lead culture change so that they can adopt social media tools and Human Business Teams as a part of their communication strategy. He is also hired as a professional speaker on social media, organizational culture and personal branding. Find out more at [nateriggs.com](http://nateriggs.com).

▶ Want to see other posts by Nate Riggs?  
Visit: <http://dlvr.it/J9jdl>

Find more articles about measuring your content marketing program's reach and effect by visiting [The Content Marketing Institute's blog](#). Recent posts on measurement include:

## How to Calculate the ROI from Social Media Marketing.

**Tom Pisello** shows you how to calculate social media ROI by comparing investments versus outcomes using the Social Media Value Chain.

## Content Marketing Metrics for Newbies: 28 Content-Related Measures to Track.

**Heidi Cohen** shares that in order to track your content marketing program's effectiveness, you need to establish and track metrics that tie back to your business goals.

## Content Marketing Measurement.

Only 50% of B2B marketers formally analyze metrics to judge ROI—but those who do find online marketing more effective. Find out more information like this, including the specific metrics content marketers are using most, from this quick data summary. Based on data from **2010 B2B Content Marketing Benchmarks, Budgets and Trends**.

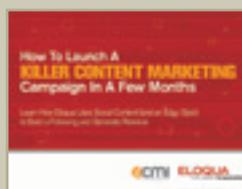
▶ See the full list of blog posts and reports about content marketing measurement: <http://dlvr.it/J9jgQ>



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# WHY YOU'RE NO LONGER QUALIFIED TO BE A B2B MARKETER

MARKETING WAS ONCE THE REFUGE OF CREATIVES. NOW IT'S RULED BY QUANTS.  
WHAT'S AN OLD-SCHOOL MARKETER TO DO?

BY CHRIS KOCH AND JULIE SCHWARTZ, ITSMA

## Nerds win. Again.

**Y**ou may have noticed that nerds are taking over everything, everywhere. From business (nerds give away more money than most people make in a lifetime) to popular humor (the current version of which is almost entirely constructed around the distinctly nerdian “awkward moment,”) to movies (has anyone not seen *The Social Network*?) to the presidency (we all know what people really mean when they describe Obama as a “wonk”), nerds have outlasted the bullies and taken over the world. Except in B2B marketing.

We don't have many nerds. Ask a marketer at **P&G** or **MTV** how's business, and you're likely to hear more numbers than you would at a bingo tournament, but in B2B we are distinctly not in touch with our nerdy side.

It's not necessarily by choice, of course. The B2B sales cycle is notoriously long and complex, and lacks the kind of scale that most nerds can bury their braces into.

But we can't use these excuses anymore. The need for nerdiness has become pervasive, extending far beyond the sales cycle. All of marketing must become a data-driven rather than simply a creative-driven culture. Three big imperatives are part of this shift to nerdiness:

1. Develop a fact-based decision culture supported by analytics.
2. Create an automated, integrated closed-loop lead-management process.
3. Build a marketing IT strategy in partnership with IT.

## Just the Facts

What do we mean by a fact-based culture? We're talking about the ability not just to measure activities in marketing and look back at what has happened, but also to analyze why things happened and predict what will happen next. Here are steps we need to take to make that kind of pervasive culture happen in B2B marketing:

### ► Understand the difference between metrics and analytics.

Marketing metrics are descriptive performance measures, such as the number of leads and sales contributed to the pipeline. Marketing analytics, on the other hand, is using data to discern patterns and predict outcomes, to create insight. It's not numbers for numbers' sake. The question becomes how you use the numbers to make decisions, to take action. What are the data telling you and how will you change your behavior in response?

► **Prioritize the shift to fact-based.** In Information Technology Services Marketing Association's (ITSMA) most recent Budget and Trends Study, just two companies said it is a top priority for 2010. In ITSMA's Marketing Analytics Member Survey, we found that only half the companies surveyed has a formal analytics program. Analytics won't happen unless marketing management makes it a top priority.

► **Bring the necessary skills into marketing.** While many marketers do have excellent analytical skills, they are not mathematicians and model builders. To implement truly effective analytics programs requires sophisticated data management and analysis skills. You need:

- Data owners
- Model developers
- Information managers

## There Is Payback from Analytics

The good news is that companies with analytics programs are receiving value. In ITSMA's survey, 70% said their analytics programs were at least somewhat valuable. However, when we probed beneath the surface, we found that the value marketers are seeing is mostly internally focused and backward looking. For example, 83% said their programs improved marketing's relationship with the business and 75% said it improved their ability to allocate marketing resources more effectively. But just 25% said they used analytics to predict outcomes of marketing programs or to better predict customer behavior.

Here's what marketers should be doing with analytics but aren't yet:

- Drive innovation by developing new offerings/solutions.
- Create customer personas (composite behavioral portraits of target customers or segments).
- Predict campaign effectiveness.
- Predict customer buying behavior.
- Drive innovation by entering new markets.

## Start with Lead Management

The first place to begin building this new fact-based culture is in the lead management process. If marketers are ever to shed the perception that their value is solely in sales support, they must create a picture of a lead process that begins long before customers ever talk to salespeople. In our research, we've seen consistently over the past few years that two-thirds of buyers prefer to research

“Using these models, from the time I put money into the marketplace, I can predict how long it will take to impact sales.”

**Katharyn White**

Vice President of Marketing  
IBM Global Services

their buying options themselves rather than waiting for vendors to contact them. Marketing is most effective at this stage, when buyers want nothing to do with salespeople. This is when we have the opportunity to build relationships with buyers through measured doses of thought leadership content.

But it's too difficult to track that growing relationship and know when someone is ready to do more than just read your white papers unless you have a process for lead management and can automate it. You have to be able to connect content with behavior with action. That's not possible manually. It just won't scale. And it's not possible without people who can interpret what downloading three white papers in three days really means. The analytics types are the ones who convert the white papers and events into an analytical process that is predictive and measurable.

**You Know What You Should Be Doing**

We are at an inflection point with lead management automation. It needs to happen but companies aren't doing it. The good news is that you know that you should be doing it. When we asked respondents in an ITSMA marketing automation survey to rate the ROI they received or expect to receive from automating processes, lead management and campaign management rose to the top.

But getting there is intimidating. Simply buying software isn't the answer. No vendor has software that magically connects the lead management loop from the beginning of the marketing funnel through the sales cycle and beyond the purchase. Most marketers understand this and simply avoid the issue rather than making things worse by getting into something they don't understand.

“Marketers understand that they need to do something about lead management but they don't have the skills to create and manage the process,” says Adam Needles, vice president of demand generation strategy at **Left Brain Marketing**, a demand generation consultancy. “With only a quarter of marketing automation implementations meeting their goals, we see evidence that technology without process change is a losing scenario.”

**Using Analytics to Predict Marketing's Effectiveness**

Analytics also have potential beyond the lead management process. IBM's marketing group uses analytics to fine-tune its own new-offering launch process, optimize its marketing mix and demonstrate marketing's impact on the business. IBM has developed tools that it uses in-house and sells to customers as part of its Business Analytics and Optimization service line.

IBM has models that can predict the impact

that various marketing tactics can have on a sale. This translates into two important goals:

- Predict time to impact
- Optimize the marketing mix

“Using these models, from the time I put money into the marketplace, I can predict how long it will take to impact sales,” says Katharyn White, vice president, marketing at IBM Global Services. “The model lets me see which elements of the mix have the most impact on sales so I can pay for the things that matter most—not just the things that are measurable.”

**Build an IT Strategy**

How can marketers get started on this process and on making the bigger transition to becoming a fact-based organization? First, bring the analytical and process skills into the marketing organization.

Next, set to work building an IT strategy in cooperation with IT. Nearly 70% of respondents to our marketing automation survey said they have no formal IT strategy. Marketers don't think it's their fault however—67% of respondents blamed the lack of strategy on a lack of support from IT. Clearly, we have a relationship problem here.

It never used to matter. Years ago, marketers could get away with approaching their major IT decisions much as consumers do: Discover a need, find a tool and install it for yourself and perhaps for a few colleagues. But today you need to weigh carefully issues such as scaling the tool to all areas of marketing and globally, data storage and retrieval, and integration with sales automation and back office systems. These are not decisions that marketers are equipped to make on their own.

Marketing needs to take steps to fix the relationship with IT. In our survey, we found that only half the marketers had tried to develop a formal liaison relationship with IT (and vice versa). This has to change. If it doesn't, it's unlikely that marketing will ever become a data-driven organization.

Analytics and automation have become as important as creativity in marketing. We knew it had to happen. Time to get used to it.

Have you bought a nerd a cup of coffee lately?

Chris Koch and Julie Schwartz are associate vice president and senior vice president respectively of ITSMA, a research and membership organization that serves B2B technology services and solutions marketers.

▶ Sign up for ITSMA's Marketing Strategist monthly newsletter: <http://dlvr.it/JB4I3>



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# TECH TOOLS

SOCIAL INFLUENCERS SHARE THE TOOLS THAT HELP THEM KEEP THEIR EDGE.



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Simple Marketing Now  
@Cbwhittlemore



### **Ecairn.com**

My most valuable content marketing tech tool is **eCairn Conversation**, a platform that helps to identify virtual social communities and key influencers, as well as the relevant content they create. Using eCairn Conversation, I'm able to search on specific topics that my database of relevant sources mentions—be that references to *Mad Men*, retail experience, social media marketing or content marketing themes—and establish content-based relationships with the authors.



**Stephanie Tilton**  
Ten Ton Marketing  
@Stephanietilton



### **Getcurata.com**

Let's face it: marketers are overwhelmed by the amount of content they need to develop. By becoming a content curator, you can alleviate the pressure of generating all your content from scratch. **Curata** helps you identify, organize and share third-party content through your own website and social media outlets—helping you raise your expert profile, site traffic and SEO-based leads while keeping your cool.



**Nate Riggs**  
Social Business Strategies  
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### **Kodak Zi8 Pocket HD Video Camera**

The **Kodak Zi8** is my content marketing weapon for shooting video interviews and monologues in crowded, noisy spaces. In my opinion, it's one of the most versatile pocket HD video cameras on the market. The Zi8 is the only pocket HD that allows you to use external microphones for better stellar audio quality. It also has an expandable memory slot that fits any SD card for longer recording sessions. Plus, the Zi8 allows you to use a variety of magnetic lenses to change up image framing. I personally use a 45-degree wide-angle lens from Digital Concepts for one-on-one interviews.



**Amanda Maksymiw**  
Openview Labs @Amandamaks



### **Pitchengine.com**

**Pitchengine** is a social PR platform that moves beyond the typical Word document press release. You can create and send pitches using many different media files—including audio and video—and Pitchengine reaches traditional media, plus bloggers, consumers and other social influencers. We find it to be easy-to-use and, best of all, it's free!

▶ To submit your  
TECH TOOL  
ideas, contact  
[techtools@junta42.com](mailto:techtools@junta42.com).

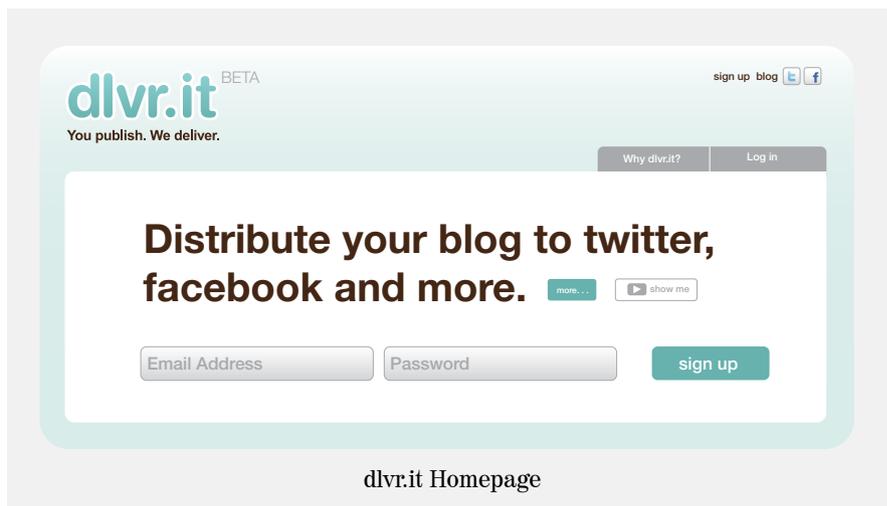
## Dlvr.it Saves Time and Builds Channel Cohesion

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

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### 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.

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*If you enjoyed reading this article please consider sharing it.*

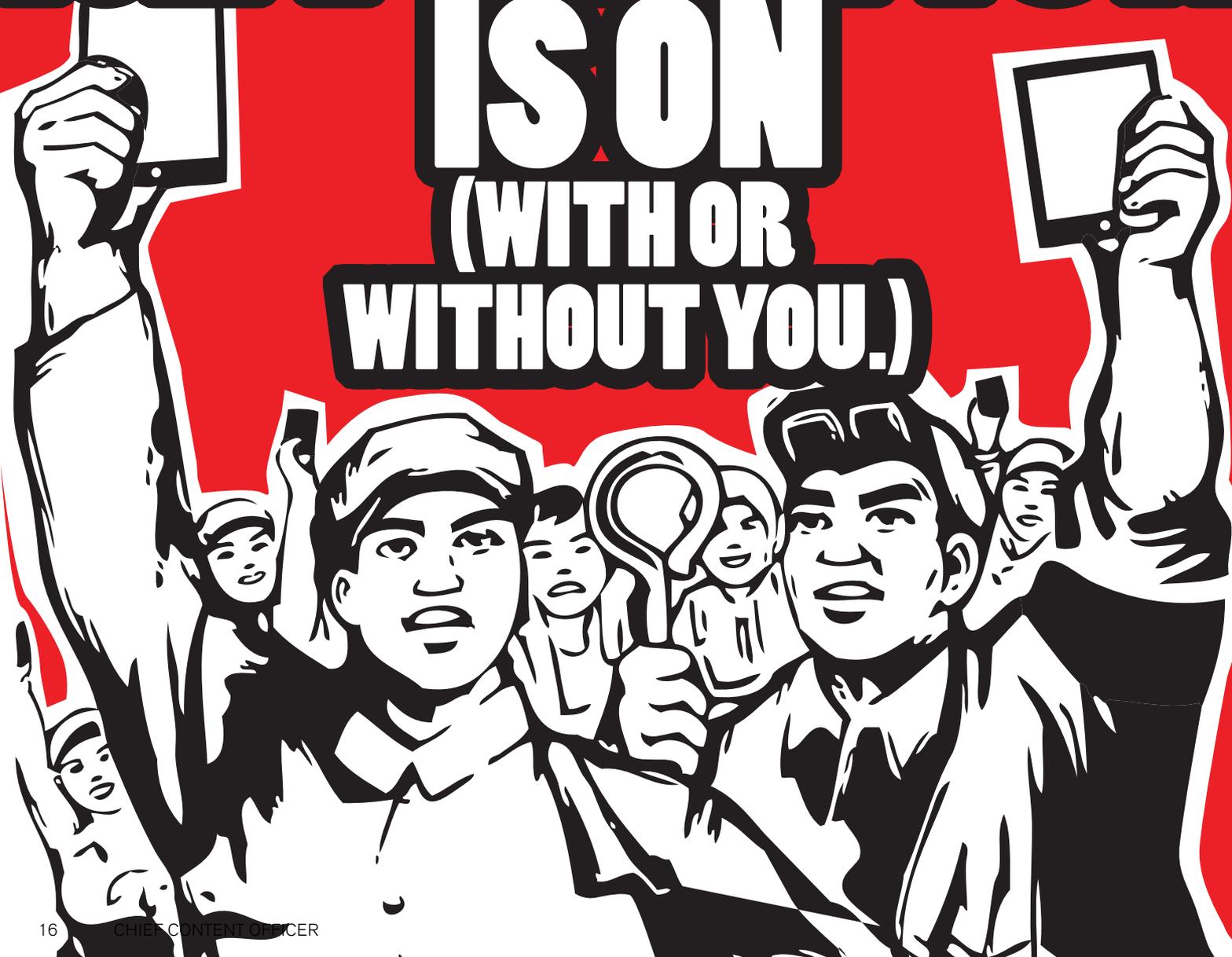


### About The Internet Cosmonaut



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

# B2B. THE MOBILE REVOLUTION IS ON (WITH OR WITHOUT YOU.)



# A Look at the Unprecedented Opportunity Mobile Holds for Business Audiences—and Why Mobile Needs to Be Your Brand Priority.

By Christina “CK” Kerley

**W**hether B2B marketers are still reeling from social media’s steep learning curve or haven’t yet connected the dots on how mobile uniquely aligns to their business audiences, they are missing the boat on the mobile revolution. Did I just declare a “mobile revolution” for B2Bs? You bet I did. A revolution, by definition, fundamentally changes the current order in a relatively short time—and mobile’s unprecedented ascendancy makes it the most sweeping set of media of our time.

Let’s first run the revolutionary numbers. With a mind-blowing worldwide adoption rate of 5 billion mobile subscriptions, bolstered by 40% growth predicted for smartphones for 2011, compounded by a whopping 240% year-over-year surge in social networking use via mobile devices in 2010, and topped off with a 100% growth forecasted for tablet computers this year (thanks iPad!)—the numbers are surreal.

And for marketers who have done their fair share of battle in the boardroom over data points, I dare say the data is all-out intoxicating.

The prevailing perception by many B2B marketers about mobile as purely a consumer medium is akin to arguing that professionals “turn off” when they arrive at work—something not supported by the data given that 72% of the U.S. workforce is already mobile and 64% of B2B decisionmakers read their email via mobile devices. The fact is, mobile devices represent a veritable lifeline to both work and home—and the boundaries between the two have been blurring at a rapid clip ever since the Internet connected us in the ’90s.

Perhaps most profound of all, mobile is set to trump laptops and desktops as the “first screen device” for all Internet access by 2013. Indeed B2B, a revolution is certainly afoot. And it’s just getting started. It’s not that B2B markets are going mobile, they’ve already gone mobile—and now it’s your turn.

## Living (and Working) In Two Worlds.

We now live (and work) in two worlds—the physical and the virtual—at all times. Whether we’re at our weekly staff meetings and secretly checking our emails, IMs and texts, at the local grocery market and browsing through our mobile apps for new recipes, watching our favorite TV shows while also tweeting our reactions with other fans, or attending industry tradeshows and scanning exhibitors’ QR codes to easily save contact information in our phones ... we simultaneously live in two worlds at all times.

And here’s the kicker, we don’t even stop to think about how often we toggle between these two worlds. Nor do we realize how quickly we’ve become accustomed to this “new normal” where physical and virtual worlds converge on a minute-by-minute basis. If we as users don’t realize how normal this convergence has become, then we can’t expect that of our audiences.

## Mobile Is Set To Trump Laptops and Desktops As The ‘First Screen Device’ For All Internet Access By 2013.

Marketers must realize that their brands are equally present and powerful in both the physical and virtual worlds. Said another way, the marketing ecosystem just got larger, with more opportunities, more media and more best practices to learn.

## Think INSIDE the Box.

With users’ patience plummeting from the time they wait for a website to load—a load time that’s dropped a startling 50% to two seconds in the course of three years—real time is now the only speed. Forget the wide-ranging mobile tools and cool apps, your first step is to optimize your existing content and “think inside the box” that is the constrained space of mobile devices.

As for B2Bs waiting to go mobile until next quarter or next year, here’s a heaping dose of reality, if you have a website, you’re already in



*By optimizing its site for each and every device—be it desktop, laptop, smartphone or tablet computer—360i's Mobile Marketing Playbook has produced a compelling experience for the business audience, no matter how large or small the screen.*

the mobile world—and chances are, you're making a terrible impression with your audiences. That fancy website, replete with all the bells and whistles that can fit on a laptop screen, is now scrunched into the miniature screens of your users' mobile devices. Make no mistake, without optimizing for the mobile environment, your site is making for an unusable, illegible experience on the one device that is always on and always within your target audiences' reach.

With that said, smartphones are but one screen for which your content needs to be optimized. The market for tablet computers is also booming, and, whether at home or on the road, executives are using their laptops less in favor of its lighter, hipper cousin. Having just claimed a \$5 billion bounty in the three quarters since launching iPad, Apple has singlehandedly set ablaze

the battle for the in-between screen, a market that will shortly crowd with many contenders. The implication for B2B? Marketers will have to think inside many boxes and build out their content for multiple mobile screens to accommodate varying levels of space and media formats, like video and audio.

The mobile content strategy for **360i's Mobile Marketing Playbook** lives by example. By optimizing its site for each and every device—be it desktop, laptop, smartphone or tablet computer—360i has produced a compelling experience for the business audience, no matter how large or small the screen.

*After downloading the app, Regus users scan the area in front of them through their smartphone cameras while the app populates the viewing area in real time with office options in close proximity to them.*



If you're a B2B marketer, "better, faster, easier" is your mobile mantra. Companies that develop mobile strategies that make their audiences' work-related activities better, faster and easier will win mobile hearts, minds and market share.

**Regus**, the world's largest provider of workplace solutions, developed a mobile app that allows users—be they located in Savannah, Sydney, Singapore or any city across 81 countries—to quickly and easily purchase temporary office space and meeting rooms. After downloading the app, users scan the area in front of them through their smartphone cameras while the app populates the viewing area in real time with office options in close proximity to them, enabling users to simply click on the graphics for more information on respective spaces, or to contact Regus directly via email or click-to-call.

Through location-based and augmented reality technologies inherent to the app, Regus is leveraging features that are all-too-often brushed off by B2Bs as only being appropriate for consumer audiences. Yet, as Regus has found, in less than six months with more than 19,000 downloads across more than 85 countries, business audiences also engage with and benefit from these bleeding-edge technologies. That's right, B2B, given the right mobile strategy, you can create killer apps, too.

**Hoover's** "Near Here" mobile app uses location-based technology as a sales prospecting tool. Through the app, users can identify potential customers, learn about their businesses and get directions to their office locations—a welcome feature for the proverbial road warriors who are sales forces. But there's an added benefit of geographically clustering one's prospects by corporate locations, as sales professionals can use their smartphones to efficiently group their in-person sales calls within a given area which, in turn, increases their productivity.

Additionally, when traveling within territories both close and far, sales forces can use the app to chart which of their prospects' offices are close to their current locations. As several of Hoover's mobile users have found, the feature avails them of new sales calls possibilities that would have otherwise been missed revenue opportunities. The key takeaway? In leveraging mobile tools, Hoover's has made prospecting better, faster and easier for the target

### **Better, Faster, Easier.**

Unlike B2C marketers who tap novel approaches to engage consumers, business audiences are driven by efficiency over entertainment. While consumers have time to spare, professionals never have enough of it.

audience, while making the brand's core value proposition—supporting sales professionals in their prospecting efforts—more relevant than ever in this newly mobile world.

### Now It's Truly Personal.

In the high-touch, highly personal branding environment of B2B, relationships are everything and executives have forever sought tools that bring them closer to the Holy Grail of 1:1 marketing. The 1:1 medium is here marketers, and thy name is mobile.

Think about it: What device is more personal to you than your mobile phone? A device that is always on, always on your person and personally customizable in every way—from the ringtones and pictures set for each caller and utilities uses for daily activities, to the MP3s that fill your playlist and the apps you download for work and play.

After all, through the powerful processing capabilities of smartphones, mobile has morphed into a personal computer that “just happens to ring.”

Due to its personal nature, mobile is the one medium where marketers must be invited into their audiences' worlds. Be it prospects opting-in to receive SMS alerts, downloading apps, scanning QR codes or texting short codes for more information, marketers will need to provide high value for these transactions, ensure simplicity for users and provide an experience worthy of that precious invitation—or they won't be invited back.

### Mobilize We Must.

Whether or not going mobile is on your priority list, the mobile revolution is well underway. In the technology lollapalooza that has been the past decade, digital and social media are the warm-up acts to the blockbuster headliner that is mobile.

But mobile devices aren't the story. They're just the screens. The mobile revolution isn't defined by a migration in devices, but a sea change across our business audiences' needs, preferences, expectations and thresholds. These dramatic shifts mark the difference between a mere evolution in technology and a full-on revolution in how we as B2Bs build relationships and, yes, ROI in this anytime-anywhere, always-on world.

Revolution, anyone?

Through her consulting, speaking and writing, Christina “CK” Kerley guides B2B companies through the opportunities and complexities of marketing with modern media. Find CK blogging at CKBlog.com.

▶ Watch CK talk about the Mobile Revolution: <http://dlvr.it/J9hv7>



## 5 Steps To Start Smart In B2B Mobile

Want to launch strong?  
Follow these 5 steps:

- 1 Migrate To A Mobile Mindset:** Always (always!) think “mobile first” in your marketing content and programs. Educate yourself, your team and your company on how mobile is changing your markets, and what that means to your marketing.
- 2 Develop Your Mobile Website:** Don't be going all “app-happy” before you develop a solid mobile website that is designed specifically around your mobile users' needs—remember, they don't have the same needs, or the same screen sizes, when at their laptops.
- 3 Transform Existing Content:** Content is King, and B2Bs are the Kings of content. We invented thought leadership after all! Conduct a thorough audit of all the content you've created and assess how it can be repurposed through new tools (e.g. video, audio, SMS, apps), and in new formats like quicker videos and audio mp3s.
- 4 Mobilize Your Marketing Programs:** Determine how integrating mobile components can improve current programs. Could you feature QR codes at tradeshow? Create an app to ensure mobile access to your branded social-media community? Leverage SMS alerts to promote your annual research study findings? Optimize your email newsletter so they're legible on mobile devices?
- 5 Move The Needle Through Mobile:** Focus on new mobile programs that create real impact, by being first-to-market in your sector and using mobile tools to create innovative programs that truly move the needle for your business.

Illustrations by J. Kalinowski with images courtesy of Shutterstock.

# HUMANIZING THE B2B BRAND

**Social media was supposed to be about getting personal and having fun. So why are big brands still so puckered up? Tim Washer wants to change all that.**

**T**im Washer is not what you expect of a B2B marketing expert. He may be a social media maven at **Cisco**, but he also acts in skits for **Conan O'Brien**, stars in a **Budweiser** commercial, plays alongside Catherine Zeta-Jones in a **T-Mobile** commercial, and has worked on *Saturday Night Live*, **Comedy Central** and *The Onion*.

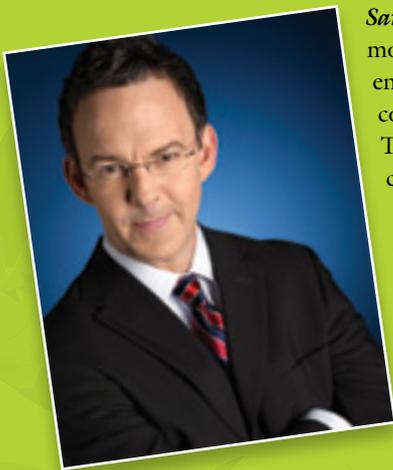
A case of marketing drone by day, comedian by night? Hardly. Tim believes that given the overcrowding of content on the Web, B2B marketers need to re-examine comedy as a tactic to help them stand out.

Tim started out in more traditional roles: in sales for **Xerox** and as an analyst for two dot-com startups, including a spin-off of **IDC**. What changed?

Tim says he went through a dark period, questioning his career and his own talent. “Finally, I had an epiphany,” he explains. “I had an obligation to pursue comedy.” He signed up for an improv class in Manhattan taught by **Amy Poehler** (before she made her name as a comedian with *Saturday Night Live*). “It was probably the most uncomfortable, feeling-out-of-place experience I’ve ever had,” he says. Commercials and comedy writing assignments followed (though Tim will tell you that it was a long road from comedy epiphany to successful auditions).

When he rejoined corporate life as a social media manager for **IBM**, Tim wondered whether there was a way to integrate his passion for stand-up and improv with his new role in corporate marketing. “My second day on the job, an executive found out I was a comedy writer and asked me to write a joke for his speech. A few months later, I was writing a script for the first IBM comedy video.”

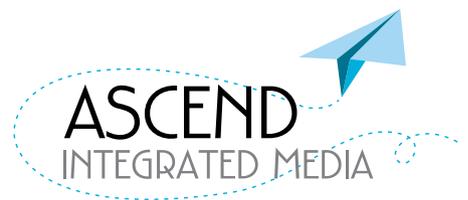
That first internal video at IBM led to a **YouTube** sequel that poked fun at and exaggerated dysfunctional sales force behavior. In the midst of all the absurd self-deprecation, the video mentioned a new product attribute (and even prompted some self-examination for the sales force in a graceful-if-ribbing way).





## ASCEND KNOWS CUSTOM.

**custom** (kus'təm) *adj.* **1.** Original content from an award-winning team of experts **2.** Created especially for you **3.** Distinct from the rest **4.** Targeted to your specific audience **5.** Tailored to your needs: *print, digital, mobile and social.*



   [ascendintegratedmedia.com](http://ascendintegratedmedia.com)

EXPANDING THE POSSIBILITIES OF CUSTOM MEDIA



With the launch of Videoscape, a product that bridges broadcast, pay TV, online and social media, Cisco released *Obsolete TV Support Group*, a video by Tim Washer.

### Making the case for comedy.

There has been a lot of talk about *humanizing brands*. The thinking goes like this: Companies are engaging with customers online in one-to-one interactions, allowing employees to speak for the brand through social media, and generally are trying to have more intimate, meaningful relationships with customers. What more powerful way to melt away formality and distance than with humor? Particularly if it's self-deprecating and not mean-spirited, humor has the power to create an emotional connection.

So why aren't more companies using humor? "There are so many videos, blogs, all sorts of content out there. It's very hard to get people's attention. Humor seems like a perfect way to cut through the noise and get people to take notice. Unfortunately, there's a bias against humor. A lot of people get nervous when they consider incorporating comedy into a marketing project."

### How to get started.

Even if a company understands that comedy has great potential, most companies are loathe to take the risk. Tim points to a variety of challenges marketers face: Comedy is difficult to execute well (witness the many comedy acts that are decidedly not funny). What's more B2B marketers worry they may look silly or inappropriate—particularly in those industries that have a long, complex sales cycle.

But Tim argues the biggest obstacle to success is comedy by committee. "Once a project has gone through committee—and you have people pulling risk out or adding their own ideas in—it's tough for a good comedy piece to survive that process."

To overcome this, he advises starting small and identifying an advocate who is both influential and willing to take risks. Tim believes video—which can be executed on a modest budget—offers the best chance to take risks at a lower investment, which helps put everyone at ease.

Recently, Tim wrote the script for, acted in and helped produce

## How to Get Started with a Comedy Video: *Notes from Tim Washer.*

▶ **Focus not on your product/service, but on the problem it solves.** Then exaggerate the problem's consequences and explore absurd tangential outcomes or causes.

▶ **Find a powerful advocate.** Tim believes that identifying an influential risk-taker is fundamental to your success. This person will push the project forward when group-think and fear inevitably encroach.

▶ **Start small.** "If you reduce the cost of a project, you are also reducing risk," explains Tim. And with lower monetary risk comes greater comedic risk-taking (a good thing). To save money, Tim recommends seeking out help from your local community. "Visit your local film school and ask them to identify top candidates for an internship. Go out and see a local improv theater to source talent." These outsider perspectives bring both professional expertise as well as creative energy to your team.

▶ **Be painfully honest.** Comedy, says Tim, is about the intersection of honesty and vulnerability.

▶ **Shun committees.** "So much in a large B2B organization is done by committee. That's one reason comedy doesn't work," says Tim. Smaller, starter projects can avoid scrutiny better than high-cost, high-risk production.

▶ **Test for laughs.** Before you release your video, test it with an internal audience—preferably a group of 10 or more—for laughs. If some segments bomb, take time to edit and reshoot if necessary. Next, launch internally on the company's intranet. But first, set expectations with executives—comedy is subjective, so expect some complaints.

▶ **Embrace funny. Avoid mean.** While some B2C brands take comedic risks that inflame tempers (witness Groupon's off-color Superbowl ad), B2B should avoid such topics. Says famous comedian Steve Martin, "Making other people look stupid just seems cheap. Making yourself look stupid seems much more human."

the video that announced Videoscape, a new product from Cisco that bridges broadcast, pay TV, online, on-demand, social media, and communications. The video shows a self-help style group of lonely televisions, facing obsolescence and related dysfunction.

The best videos, explains Tim, tap into something honest—be it embarrassing or painful. He believes marketers need to let go of their native impulse to puff up their reputations and present their most gleaming, polished selves. Instead, for those willing to be more vulnerable about their own flaws and shortcomings, comedy offers a powerful way to connect with their customers.

"It's a rare moment of grace," Tim confides.



▶ Check out Tim Washer's favorite B2B videos on Social Media B2B: <http://dlvr.it/J9hx7>



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# COLLAGE

A CONTENT SMÖRGÅSBORD.



## Quora :Huh?

**B**efuddled by Quora? You're not the only one. Quora, the social media Q&A wunderkind, reached giddy levels of popularity in the last four months. Available to the public only since June 2010, Quora is valued at \$86 million and has been called "the future of blogging" by Robert Scoble.

The excitement about Quora by early adopters was based in part on the perception that Quora was for the digital intelligentsia. In an oft-repeated Quora anecdote, a user posed the question, "What does [Facebook co-founder] Dustin Moskovitz think of the Facebook movie?" In the answer string, a reply from Dustin Moskovitz himself. Other star sightings include Steve Case and Marc Andreessen.

The problem is, many Quora joiners are left scratching their heads after trying out the platform. Admits one lost user: "I have no idea what I'm following or why. I gave it 15 minutes after going through

the whole sign-up process and might try to spend another 15 trying to delete my account, because I have literally no idea what any of it means."

Which makes one wonder ... is this the point? Silicon Valley's version of the velvet rope? Another Quora adopter puts it this way: "The interface makes sense to geeks—because it allows them the granularity they like in controls. The interface is baffling to the average Internet user—because we have been trained for years to believe that a "good" website doesn't require us to learn anything to use it."

Quora's lack of help materials or guides may be intentional, and if so, we have just failed the techie IQ test. Says a Quora savant, "I think this amount of frustration is contrived. Either you're being intentionally dense—or you need some more practice with your computer machine."

▶ Chime in with your Quora stories: <http://dlvr.it/J9kSY>



## QR CODES FOR SHARING PRESENTATIONS

QR tags seem to be popping up everywhere—understandably so given QR scans give marketers clear response rates for directed page views. Marketers use them for everything from billboard ads and in-store displays to print ads and contests. Thanks to **Brainshark's** new QR application, now add on-demand mobile video presentations to that list. Time to beef up the video library!

▶ Find out more about using QR codes: <http://dlvr.it/J9kNc>



## ABOUT.ME

About.me is a simple answer to your many digital identities. The site offers users an elegantly designed platform to connect all their multiple online identities, including Twitter, LinkedIn, Flickr, YouTube and Tumblr. So what, you say? What makes About.me unique is the visually rich design of most user profiles, which often incorporate photography, illustrations and brief bios. Not surprisingly, About.me had 400,000 sign-ups for the service during its short beta period and was acquired by AOL for \$1.3 million just three days after its public launch in December 2010.



## BOOK: RESONATE

Nancy Duarte is best known for her first book, *Slide:ology*, which discusses presentation design. She calls her second title, *Resonate*, a prequel to the first: “When I wrote *Slide:ology*, I thought the most pressing need in communications was for people to learn how to visually display their brilliant ideas so they were clearer and less overwhelming for the audience to process. Come to find out, there was a much deeper problem.” That problem, believes Duarte, is that most presenters fail to tell a great story and make an emotional connection with their audience.

Many books have come out in the last several years about storytelling, most famously *Made to Stick* by brothers Chip and Dan Heath. What makes *Resonate* special is the focus on speaking in front of a live audience. And while the subject of storytelling may sound soft and squishy, Duarte takes a very process-driving approach to building speeches and presentations. The book is not about making incremental tweaks to your presentation style, but really about rethinking what audiences need to stay focused, almost in a state of anticipation.

The most interesting sections of the book use sparklines to map the tempo, themes, and dramatic moments of famous speeches in history—a technique that very convincingly visualizes what the best speeches have in common (no spoiler here). Duarte also spends considerable time demonstrating how to structure presentations to create suspense, build powerful transitions and to design-in dramatic moments.

Duarte cautions that transformative presentations take time and too often professionals spend precious little time on preparation. A survey by Distinction Services shows that 45% of executives spend less than one hour preparing for a “high stakes” presentation. “Passion for your idea should drive you to invest in its communication,” writes Duarte. *Resonate* is a great place to start.

► Hear more from Duarte on her blog:  
<http://dlvr.it/J9kWm>

# WHAT DOES YOUR SOCIAL MEDIA HEADSHOT SAY ABOUT YOU?



We've all seen the unusual framing and tilting of professional headshots of late. Without question, the let-your-hair-down informality of social media conversations has pushed professional headshots from buttoned up to sporty, and sometimes just plain loco. Some tips:

### Hire a Professional.

Women are familiar with clipping magazine hairstyles for their hairdressers' edification. Take the same approach for headshots: Show a few of your favorite shots to a photographer to help define the look you seek.

### Use the Same Photo Across All Your Online Identities and Sites.

Those who have rarely, if ever, met you in person, may not recognize you with different hairstyles, eyeglasses or angles.

### Don't Be Afraid to Lose the Business Formality, Within Reason.

Remember, changing photos is confusing to your network. Ensure your chosen photo or avatar is not so out-there that you feel pangs of regret within three months.



**Brian Massey** @bmassey  
conversionscientist.com

**Kristina Halvorson** @halvorson  
braintraffic.com

**Nathan Yau** @flowingdata (Top)  
flowingdata.com



# IDEA GARAGE

THE WORKSHOP OF CONTENT MARKETING PROJECTS.

**A**mong toy companies, Denmark-based LEGO is a leader in adopting and integrating digital media and storytelling into its 60-year old product line. But this wasn't always the case.

In the 1980s and 1990s, LEGO faced a tremendous threat from competing construction toys. After all, the very simplicity of LEGO's building blocks also made them very easy to duplicate, both by small-scale copycats as well as established toy companies. LEGO unsuccessfully tried to block **Tyco Toys, Inc.**, from selling the Super Blocks series after LEGO's patent ran out in 1983. The company knew it needed to build a powerhouse brand and integrated marketing approach to compete against a growing set of building-block imitators.



One of LEGO's most enduring content marketing programs is *LEGO Club Magazine*, a series of publications customized by age and geography. Want to find out more about LEGO's integrated content marketing strategy? Visit: <http://dlvr.it/J9k3d>

## Brand Storytelling a Key to Success.

With an eye toward differentiation, LEGO introduced the *Bionicle* line in 2000. The new science fiction creatures upset some LEGO traditionalists, who wondered why the company was straying from its classic "brick block" roots.

In fact, the introduction of *Bionicle* heralded a transformational change in brand strategy for LEGO, based largely on the concept of content marketing.

Rather than a stand-alone toy, the new *Bionicle* figures were based on a LEGO-told epic story about part-machine creatures living in a massive subterranean world. The *Bionicle* epic allowed LEGO to diversify their product line with toys, comics, books, video games, among many other formats. LEGO created character bios and Web-based games that gave life and depth to the *Bionicle* story online—and generated a million page views per month by summer 2004. Within three years of its launch, the *Bionicle* mark became LEGO's most successful product. Most importantly, LEGO bricks were no longer interchangeable with upstart competitor imitators.

LEGO had transformed themselves from a toy company to a media empire.

## Building a Social Brand.

Ten years after revolutionizing the marketing of toys through storytelling and content, LEGO is now a major social media innovator. Yet social savvy was not always LEGO's calling card. In fact, you could argue that LEGO was pulled into the social sphere by force 10 years ago by their adult fans, who founded their own online communities to buy and sell vintage sets and share pictures of elaborate LEGO structures. Today LEGO's social media presence is unparalleled among toy companies.

Their social projects include:

- LEGO Click: a community platform that encourages fans and fanatics alike to share their LEGO creation photos and videos, download apps and explore LEGO themes through online games and storylines.
- DESIGNbyME: a community-inspired product extension that allows customers to create their own LEGO design and packaging using the company's Digital Designer software,
- LEGO Universe: a massive multi-player online game for the younger set.

Underpinning all of this innovation is an elegantly simple strategy: to capture the imagination of kids and adults alike through storytelling. It's nothing short of profound, particularly given that LEGO began the transformation while most marketers had never heard of content marketing.



Take a peek at the trailer for a 25-minute short called *The Battle of the Brick*. Alex Kobbs has spent six years shooting LEGO action frame-by-frame to create this mini-master work based on Halo's Zanzibar map. <http://dlvr.it/J9k2M>



Image courtesy of Joshua & Adam Pulizzi.



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