



CHIEF CONTENT OFFICER
CONTENT MARKETING STRATEGY FOR EXECUTIVES

ALSO:
Mapping the Next
Content Frontier

.....

Special Section:
Demand Gen



FRAME YOUR STORY

.....

**Jeff Charney from
Progressive Insurance**

NOVEMBER 2013

THE OFFICIAL MAGAZINE OF THE CONTENT MARKETING INSTITUTE

Drive **discovery** for your content

Learn more with our
FREE eBook, ***Driving
Content Discovery***

Download it now by scanning
the QR code below, or visit
promotions.prnewswire.com/discover



PR Newswire
A UBM plc company

ENGAGEMENT AND WORKFLOW SOLUTIONS FOR PR / MARKETING / IR / CSR

Copyright © 2013 PR Newswire Association LLC. All Rights Reserved.

An Industry Looking to Mature

Content Marketing Institute and MarketingProfs just released their fourth annual Content Marketing Benchmarks, Budgets and Trends report. Nearly 4,500 marketers from around the world responded to this year's survey.

The good news? Overall content marketing effectiveness is up (if only by a few percentage points). And more than 90 percent of both B2B and B2C marketers actively leverage content marketing in some way. In North America, about \$3 of every \$10 are spent on content creation and distribution, and six in 10 are planning to increase their budget in content marketing.

The industry has never been brighter. More enterprises are hiring someone to oversee the process of content marketing, and we are now seeing 75 percent of all organizations assigning or filling this position. At the same time, the technology services space is getting interesting—with seemingly a new startup launching some new content marketing technology daily.

But that is where the fun stops.

Truthfully, the industry is at a critical junction. Outside “lack of time,” marketers say their biggest challenge is “producing enough content.” A scary thought when you consider that 84 percent of self-proclaimed “ineffective” marketers have NO content strategy.

Just think about that for a second ... these are marketing professionals struggling to create and distribute even more content

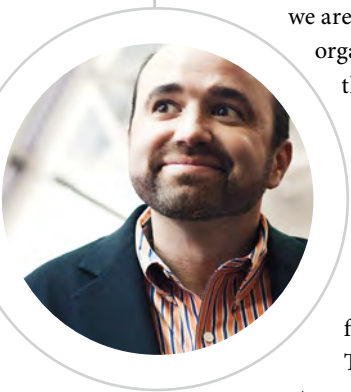
across the enterprise without a strategy behind it. And we wonder why there is so much content clutter out there?

But all is not lost. Marketers

These are marketing professionals struggling to create and distribute even more content across the enterprise without a strategy behind it. And we wonder why there is so much content clutter out there?

who say their approach is effective, for the most part, have both a documented content strategy and a person to oversee that strategy. And while having a strategy and a person accountable for results does not ensure success, it's a prerequisite to succeed.

It's progress. And I'll take it. I'm also hopeful I'll see great things happen in this industry in the months and years to come.



Joe Pulizzi

Founder

Content Marketing Institute

@JoePulizzi



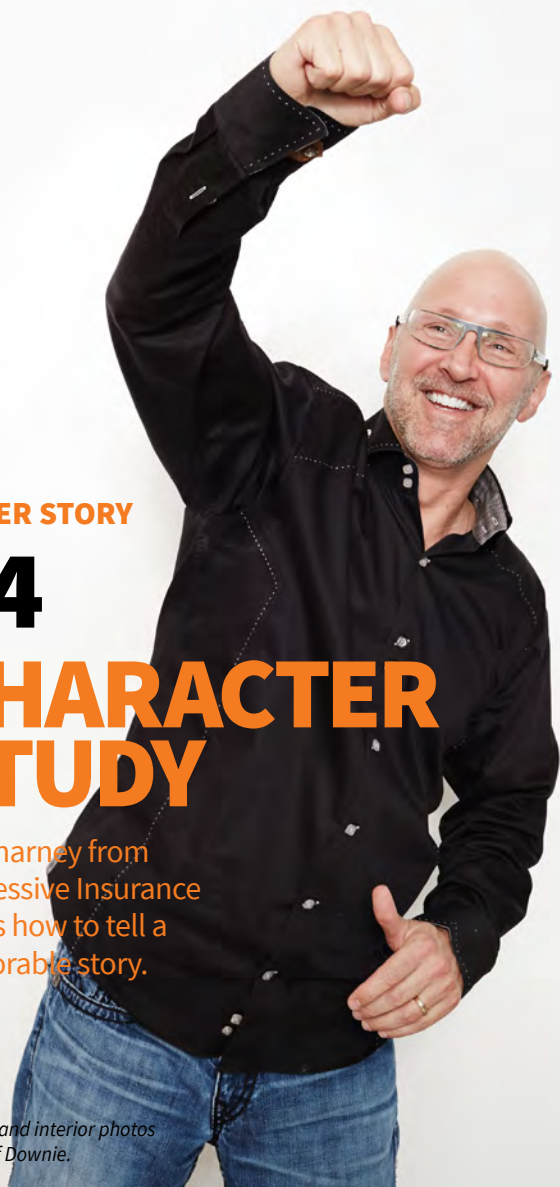
CHIEF CONTENT OFFICER
CONTENT MARKETING STRATEGY FOR EXECUTIVES

NOVEMBER 2013

www.ContentMarketingInstitute.com

@JoePulizzi

Thanks to all who came to Cleveland for #CMWorld. Like hanging out with 1,700+ good friends.



COVER STORY

24

CHARACTER STUDY

Jeff Charney from Progressive Insurance shares how to tell a memorable story.

Cover and interior photos by Jeff Downie.



SEEING THE FUTURE

- 17 How To Take Over Advertising
- 30 Mapping The Next Content Frontier

8

TALKING INNOVATION

An interview with Emerson's Kathy Button Bell

SPECIAL SECTION:

34

DEMAND GENERATION

Is your lead generation crippling demand generation?



38

BUILDING A TEAM

Tips on how to build effective content writing teams

CCO /// IN EVERY ISSUE

Social Web	10	Tactician.....	43
Tech Tools	14	Idea Garage.....	44
Expert Insight.....	21	Marketoologist.....	46
In Brief	40		

WHAT'S ONLINE

www.ContentMarketingInstitute.com



CONTENT
MARKETING
INSTITUTE



- **A Strategic Map of Content Marketing Technologies**

<http://bit.ly/1cosMzK>



- **Content Marketer of the Year**

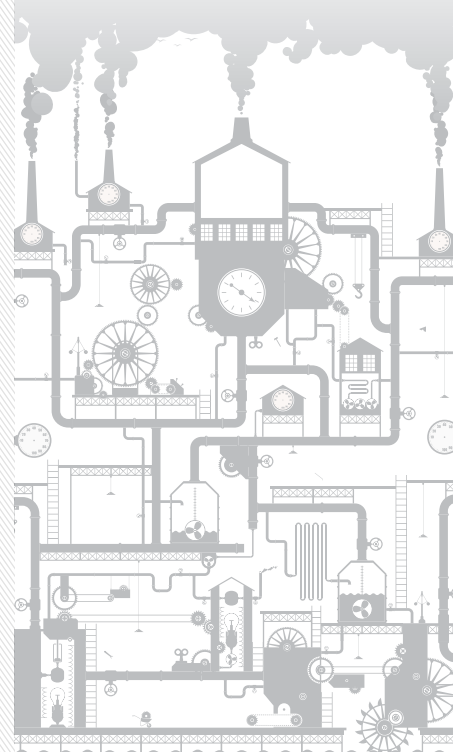
An interview with Julie Fleischer from Kraft Foods.

<http://bit.ly/kraftcontent>

- **A Guide to Content Optimization for 4 Key Content Types**

<http://bit.ly/1cRh5o7>

4



CONTENT

- **Building a Content Factory**

How content strategy feeds the machine.

<http://bit.ly/1cgFG3E>



MIKE MURRAY

Your Website Needs a Call To Action

<http://bit.ly/1beVVMF>



ARNIE KUENN

Use Google Trends to Punch Up Your Content Creation

<http://bit.ly/180cnkm>



JOE PULIZZI

Storytelling Lessons from Kevin Spacey

<http://bit.ly/1bJIR7s>



CHIEF CONTENT OFFICER

CONTENT MARKETING STRATEGY FOR EXECUTIVES

CCO STAFF

FOUNDER

JOE PULIZZI • joe@contentinstitute.com

VICE PRESIDENT & PUBLISHER

PETER LOIBL • peter@contentinstitute.com

CHIEF EDITOR

CLARE McDERMOTT • clare@contentinstitute.com

VICE PRESIDENT OF OPERATIONS

PAM KOZELKA • pam@contentinstitute.com

MARKETING DIRECTOR

CATHY McPHILLIPS • cathy@contentinstitute.com

CONTENT DEVELOPMENT DIRECTOR

MICHELE LINN • michele@contentinstitute.com

CHIEF STRATEGIST

ROBERT ROSE • robert@contentinstitute.com

CREATIVE DIRECTOR

JOSEPH KALINOWSKI • jk@contentinstitute.com

PROJECT DIRECTOR

ANGELA VANNUCCI • angela@contentinstitute.com

E-MEDIA MANAGER

LAURA KOZAK • lk@contentinstitute.com

RESEARCH DIRECTOR

LISA MURTON BEETS • lmb@contentinstitute.com

COMMUNITY MANAGER

JODI HARRIS • jodi@contentinstitute.com

PROOFREADER

ANN GYNN • ann@contentinstitute.com

INTERNATIONAL EDITORS

SARAH MITCHELL, Australian Editor
NENAD SENIC, European Editor

CCO CONTRIBUTORS

GRANT BUTLER @grantxbutler

KEVIN CAIN @kevinrcain

KIRK CHEYFITZ @KirkCheyfitz

JONATHAN CROSSFIELD @kimota

TOM FISHBURNE @tomfishburne

ANN GYNN @anngynn

CARLA JOHNSON @CarlaJohnson

NATALYA MIKOVSKY @hejhejnatalya

PAUL ROETZER @paulroetzer

ROBERT ROSE @Robert_Rose

MICHAEL WEISS @mikepweiss

ERIC WITTLAKE @wittlake

ADVERTISING INQUIRIES

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

REPRINTS

Article Licensing, Permissions, Reprints/Eprints, Plaques



WRIGHT'S MEDIA

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

TO CHANGE YOUR DELIVERY OPTIONS

Email angela@contentinstitute.com and provide your name, company name and address.

CMI BENEFACTORS

CMI is partially funded by our benefactors, which include:

KNOWLEDGE VISION

salesforce
marketing cloud

openview

PRNewswire
United Business Media

RICOH
imagine. change.

DEMANDBASE

brightcove

WRIGHT'S MEDIA

Brandpoint

curata

TOWER over the COMPETITION

Profit Engineers

Wright's Media has a history of crafting multi-dimensional content licensing programs that enhance brand equity for our publishing partners. Our programs increase the reach and recognition of your publication's brand while ensuring the quality and standards are upheld.

Call (877) 652-5295 or scan the QR code below for more information on how our licensing and reprint solutions will benefit your brand.



EXCLUSIVE WRIGHTS



WRIGHT'S MEDIA

wrightsmedia.com



An Interview with Emerson's Kathy Button Bell

Johnson



Emerson's chief marketing officer since 1999, Kathy Button Bell has overseen a massive rebranding effort that dropped the "electric" in the company's name and brought 35 autonomous sub-brands under one overarching umbrella.

Consistently tapped as one of BtoB Magazine's top marketers, Button Bell has redesigned how the voice of the customer integrates with research and development, and cultivated a brand story that resonates with businesses around the world and infiltrates every niche within the company.

Carla Johnson, content strategist and CMI consultant, sat down with Button Bell to explore how she inspires change in a slow-moving organization.

Johnson: Emerson is a \$24 billion global manufacturing and technology company with 133,000 employees. Where do you begin trying to inspire and instill innovation on this size and scale?

Button Bell



Button Bell: The first obvious step was a much more aggressive approach to market research. Everything starts with research and development—what we call "Stage Gate Zero." We took the voice of the

Emerson's story focuses on reducing complexity for customers ... what we call "consider it solved." Every story we tell and activity we do originates from the "consider-it-solved" ethos.

customer (VOC) and backed it up to the beginning of everything we create and deliver.

The stickler with many B2B companies is they wait until stage five or six—when they've started producing a product—and then show it to customers to hear what they think. We wanted to instill VOC into the earliest stages of product development for a more innovative approach because many of the answers to our customers' problems aren't product-focused anymore. (They might want a single invoice for a complex bundle of products and solutions, or a way for us to deliver better service.) As customers get savvier, especially in B2B, they look for things like efficiency, productivity and cost savings because financial demands are stringent. If you can make

doing business easier for your customers, you're golden.

For many companies, marketing tells one story externally but the customer experience is completely different. How does brand storytelling fit into the Emerson picture?

Emerson's story focuses on reducing complexity for customers ... what we call "consider it solved." Every story we tell and activity we do originates from the "consider-it-solved" ethos. For example, we looked at the innovation process for stage zero of product development and how we migrate forward. Most of our new product development wasn't actually new; it was focused on product revisions. We wanted our R&D to be truly innovative and push our organization into new places. The only way we could do that was to talk to customers about what's not being done. Our brand story drives everything within our organization.

Tell me about some of your content efforts at Emerson that are truly innovative. What makes you the most proud?

The Extra Mile, a blog written by our senior executive vice president, Charlie Peters. Charlie's an expert on business, but he's also runner

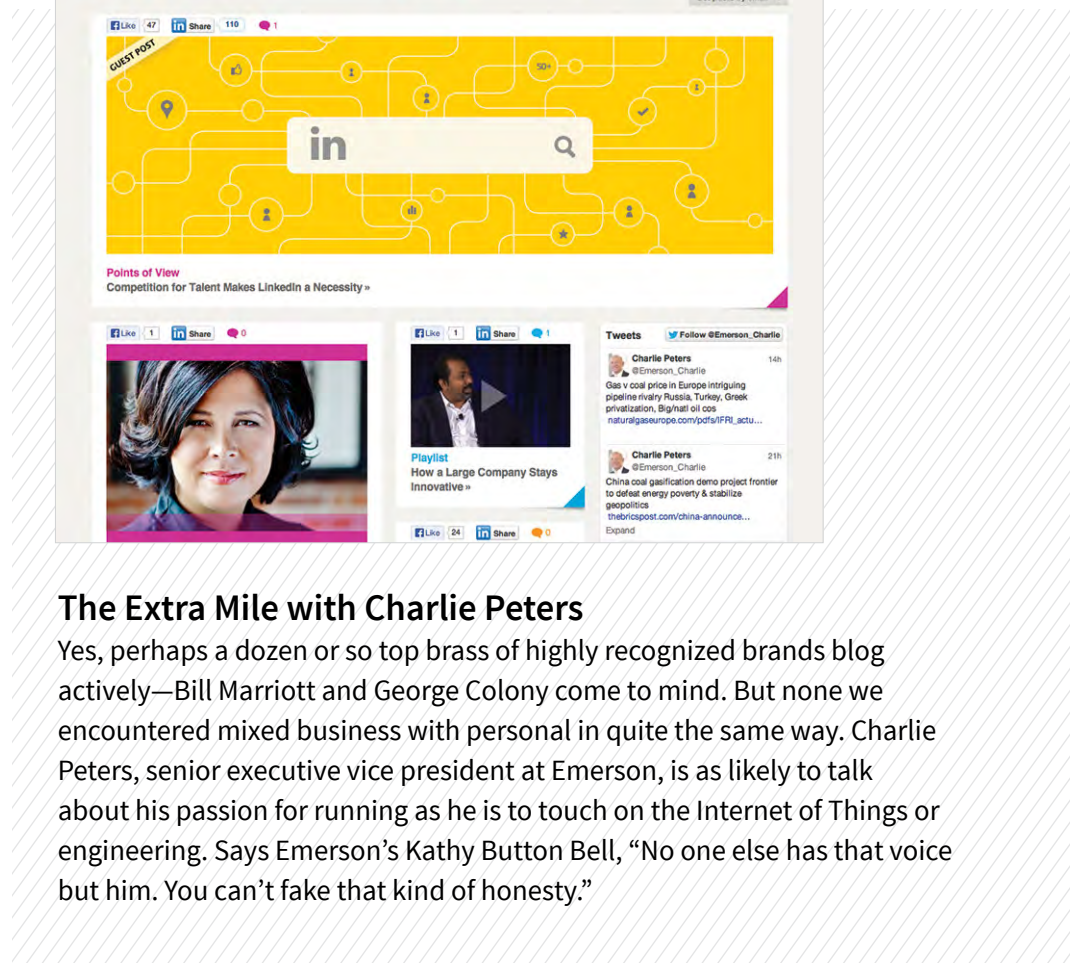
(and an expert on that too). Through his blog, he shares letters to his son in Afghanistan. Life lessons from a different decade. It's interesting and poignant ... not the normal business topics. And Charlie's efforts educate people internally. We're able to show management and engineers how channels feed one another.

I don't think other companies have someone in their top five management team who's willing to share themselves as holistically as Charlie does. He comes across as trustworthy because he's so consistent, and no one else has that voice but him. Our audience knows it's not a PR person doing it because you can't fake that kind of honesty.

How do you talk about the importance of content and engagement with those outside of marketing, such as your CEO, executive team and engineers?

By looking at our online conversational footprint, we've shown teams where we need to be better brand storytellers. We talk about the conversation we want to be having in the marketplace. What words, ideas and phrases do we want Emerson to be known for? We had an exercise where we took some of our online content and made a "wordle." It was an immediate visual display of the huge gap between what we want to be talking about and what we're actually talking about.

You've been able to lead a significant amount of change throughout the entire Emerson organization, not just marketing. Is there anything else that you see on the inside that you want people to know on the outside?



The Extra Mile with Charlie Peters

Yes, perhaps a dozen or so top brass of highly recognized brands blog actively—Bill Marriott and George Colony come to mind. But none we encountered mixed business with personal in quite the same way. Charlie Peters, senior executive vice president at Emerson, is as likely to talk about his passion for running as he is to touch on the Internet of Things or engineering. Says Emerson's Kathy Button Bell, "No one else has that voice but him. You can't fake that kind of honesty."

I'm proudest watching the pendulum swing internally toward being more innovative in our communications. We're "younging up" the way we present all of our messages, whether it's to employees or customers. We have music from alternative bands in our ads. We create infographics and YouTube content. We're also creating many more GoPro videos. Every day we keep getting more authentic and fun. Gen Y cares about clean, authentic and real. The message and tone are just as important for employees we recruit as it is for sales ... maybe even more so because our employees are the ones who make our brand story real for customers.

Carla Johnson helps B2B companies like Motorola Solutions, Sybase and VMware tell better stories to build brand awareness, customer engagement and revenue. She's the founder of Type A Communications and a consultant for the Content Marketing Institute.

Beware the Social Media Algorithm Chasers

By Jonathan Crossfield

I've never understood lepidopterists. They admire the beauty of moths and butterflies, chasing them across meadows with a large net. But once caught, the creature is dropped in a killing jar and pinned to a display board.

As KPIs go, a butterfly collection is pretty brutal. The very thing these butterfly chasers value is actually mutilated by the act of chasing and collecting them.

Some marketers behave in a similarly short-sighted manner. These are the algorithm chasers, so focused on netting a better ranking or more "likes" that the very reason for these things — the content strategy — is devalued.

SEO has many algorithm chasers. The term "black hat" was coined to define those activities that sought to get around those pesky issues of quality and relevance with tricks and loopholes for short-term gain. These days SEO is not so easily abused; Panda and Penguin made sure of that. But some marketers and agencies have started chasing another algorithm — Facebook's EdgeRank.

Crunching numbers — and your content

EdgeRank determines what you see in your news feed. If you've ever wondered why you never saw that update from a friend announcing her pregnancy, but cat memes from that guy you barely remember from high school pop up all the time, blame EdgeRank.

There are three elements to EdgeRank: affinity, weight and time decay.

Affinity is how often you interact with updates from the other user.

Weight is the type of content or action. Video has more weight than text; a comment has more weight than a "like" and so on.

Time decay assesses how fresh the update or interaction is.

Algorithm chasers seek to drive more interactions (affinity) with a greater weight so the content reaches as many news feeds as possible before time decay deteriorates.

They argue that improving a page's EdgeRank benefits the content strategy when an important piece of content needs to reach more people. But when that strategic content arrives (if at all), why should an audience take it seriously when they've been fed rubbish up until then?

Authority and trust are hugely important in content marketing—and are all too easily eroded by shabby grabs for attention.

Complete this sentence: Algorithm chasers are ____.

Condescending Corporate Brand Page (facebook.com/corporatebollocks) is a fantastic collection of crappy attempts by brands to generate interaction.



Did you know you can view all the sessions from September's Content Marketing World **ON DEMAND ANYTIME?**

Content Marketing World 2013 brought together the leading marketing thinkers and practitioners from around the globe. Over 1,700 marketers from 40 countries attended the annual event in Cleveland, Ohio, USA.

But don't worry if you couldn't attend—or missed a valuable session—we have all the content available on demand. Over 40 audio sessions from the leading B2B and B2C brands, as well as keynote video performances from Coca-Cola, LinkedIn, Jay Baer and Professor Emeritus Don Schultz.

<http://bit.ly/CMWOnDemand>



Use Code
CCO
and Save
\$100



content
marketing
world **ON**
DEMAND



Condescending Corporate Brand Page documents all the heinous ways brands try to generate social interaction.

Popular techniques include:

“Complete-this-sentence” updates: “Fine three-ply toilet rolls are softer than ____.”

Baiting either/or questions that invite outrage in the comments: “Are your kids more important than your career?”

Brainteasers that appeal to vanity by asking followers to add their answer in the comments.

Asking for “likes” as an endorsement of some banal statement: “Like and share if you’re excited it’s Bank Holiday Monday.”

The predictable backlash doesn’t harm the algorithm either. Trolls are the algorithm chaser’s friend, which is why some chasers use these tactics deliberately, knowing that a backlash will still achieve their ultimate goal.

EdgeRank for good, not evil

I’ve read comics for approximately four decades (don’t judge me), so I happily follow the Facebook pages of UK comic 2000AD among others. This page posts regular content that not only motivates “likes,” comments and shares, but is also relevant: new artwork, genuine competitions, exclusive content, reviews, fan pictures, news on upcoming releases and more.

You know, stuff a fan of the comic actually cares about.

See, using EdgeRank to drive people to your content isn’t hard if you think for five minutes about what matters to them.

Why would they follow your page? To get great content on what interests them or to debate who would win in a fight between Madonna and King Kong?

Fake memes and other scams

Not all algorithm chasers are mere misguided KPI hunters. Some use deliberate deception to catch more interaction in their nets.

Nine-year-old Katie Johnson has Down syndrome. In 2012, her mother Terri discovered that a photo of her daughter had gone viral on Facebook. Except the photo purported to be of a girl called “Mallory.” The post read, “This is my sister

CHATTER

EXPERTS WEIGH IN ON ALGORITHM CHASING.



DOUG WALKER
SEO/SEM manager,
Coldwater Creek

Lots of small business owners are freaking out over big brands dominating search results. With many searches Google has no better alternative. If you look at a product search where companies like Amazon or Wal-Mart dominate, you’ll see it’s hard to find a high-quality site that deserves to rank higher. For niche searches, smaller sites will have an advantage if they create useful, high-quality content.



NICOLE JONES
marketing manager,
CopyPress

Once you make the decision to manipulate a platform or system using less-than-genuine tactics, you throw your credibility out the window. And if you focus content marketing strategy on one particular platform—be it Google, Facebook or some other—your strategy becomes null and void the minute there’s a platform update or that platform becomes irrelevant.



RENÉE WARREN
co-founder,
Onboardly Media Inc.

Not only does manipulating the algorithms of social media and social bookmarking sites seriously compromise your public credibility, it puts you at risk of getting hell-banned. And when it happens you often can’t tell anything has changed, so you may think you are distributing content and nothing is being seen. In other words, the algorithms are getting smarter. And so is your community.

Trolls are the algorithm chaser's friend, which is why some chasers use these tactics deliberately, knowing that a backlash will still achieve their ultimate goal.

Mallory. She has Down syndrome and doesn't think she's beautiful. Please like this photo so I can show her later that she truly is beautiful."

I saw it. Many did. And 3.5 million clicked "like." Katie's image was stolen for a fictional tug at the sympathies of millions of Facebook users.

Why? Algorithm chasing for profit.

Who notices the original page? No one goes there. We rarely leave our newsfeed. But that page with strong EdgeRank is now a valuable asset to be sold to anyone looking for a short cut to social media glory.

Social media marketing is disappearing down the credibility toilet faster than you can share this photo of a disadvantaged child that will somehow get clean water if it reaches 100,000 likes.

Putting your content strategy in the killing jar

I say this a lot, but how do "likes," comments and shares matter if they don't contribute to a concrete business goal? You've caught your butterfly, now what?

If marketers convince their CEOs or client that "likes" and interactions are the metrics on which to judge success, they've merely sold in the easiest KPIs to fudge to get their fee. Algorithm chasers don't care what happens after those vague KPIs are in the net. Personally, I would much rather admire beautiful content free to flutter in its natural habitat than stick it in the killing jar of the algorithm chaser.



If it involves putting words in a row with the occasional punctuation, **Jonathan Crossfield** has likely given it a bash. He's part copywriter, screenwriter, blogger and journalist—and has won awards for his writing on digital marketing and his over-opinionated blog, Atomik Soapbox. Find him @Kimota.



GEORGE WRIGHT THEOHARI
editorial director,
Speak Media

Facebook's director of engineering, Andrew Bosworth, sums it up pretty well with this recent statement/warning at Dmexco 2013: "If you don't invest in content, if the content doesn't feel native, if it doesn't feel like it belongs, then with one swipe it is gone ... I am a big believer that brands are a positive force in the world to help us navigate a really complex ecosystem ... brands aren't something we put on Facebook to make money, they are a core part of the experience that we want to deliver to our users."



THOMAS OWEN
junior copywriter,
Speak Media UK

For brand marketers, it can be extremely difficult to have your message heard on Facebook—especially for non-advertisers. As many as nine out of 10 posts from brand Pages are filtered out of users' news feeds.

In August Facebook surveyed its users about the quality of posts from Pages and asked: "Is the content genuinely interesting to you or is it trying to game News Feed distribution?" Obviously Facebook is aware of the recent trend in posts asking for "likes," shares and comments, which has long been held up as best practice. The question clearly indicates the network takes a dim view of the tactic.

Based on the survey results, Facebook modified its News Feed algorithm so that posts from Pages deemed to be "begging for likes" will now rank lower, while authentic and engaging posts that garner likes and shares organically place higher in users' news feeds.

TECH TOOLS

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

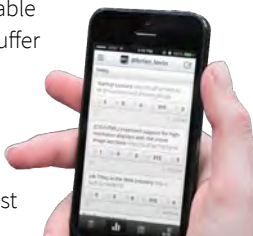
What marketing automation tool can you not live without?



Jennifer Gosse
@jennifergosse
Tracky.com

Buffer

The social-sharing tool connects your social media accounts and lets you “buffer” your posts on each network on a customizable schedule. A browser plug-in lets me buffer our own content or pertinent news and I can share immediately or share on the set schedule. When I want to optimize the messaging for each network, I simply modify the social post and share to that specific network.



Taylor Aldredge
@tayloraldredge
Grasshopper

IFTTT

It's all about If This Then That. It literally automates all the tedious tasks of constantly working on the Internet. For example, it automatically saves articles that mention a search term to an Evernote folder and certain emails to a Dropbox folder. It makes organizing life on the Internet insanely easy.



Thamina Christensen
@thaminac
Domo

Eloqua

With Eloqua we have a better understanding of our customers, their actions on our website and how we can better target them with the correct messaging. The solution has been flexible as we grow, enabling us to create more complex steps in our nurture campaigns and giving our sales team the tools and insights to succeed.



Kari Rippetoe
@karirippetoe
Search Mojo

Marketo

Marketo has been a great tool for managing our content assets and using them to nurture leads. We're able to not only keep track of leads, but see what they're doing on our website so we can segment them, score them for sales and serve them the right content at the right time.



WHAT EXACTLY IS MARKETING AUTOMATION?

Most think of marketing automation as suite-based tools that move leads from inquiry to close (and the related automation needed to send prospects customized content along the way). But you may not realize marketing automation also includes more narrowly focused technologies, including ...

- **MARKETING INTELLIGENCE** – Scoring audience behavior online to measure “intent to buy.” For example, tracking and analyzing which social groups people join and which links they click helps determine buyer readiness.
- **WORKFLOW AUTOMATION** – Simplifying and automating internal content marketing workflow, such creating rules for triggering tasks across a dispersed content marketing team.

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



Shawn Syring
Voxco

Pardot, a Salesforce.com Company

Since implementing Pardot, someone has been there every step of the way to provide outstanding training and support. We saw immediate improvements using invaluable features like prospect records, lead scoring and drip campaigns. Overall, I would recommend Pardot to anyone looking for a solution to grow their company.



Matthew Iscoe
@matthewiscoe
Thriving Firm



HootSuite

The key to providing relevant content is being both proactive and responsive to your target audience's interests. HootSuite is a powerful platform because it allows you to collaboratively plan and launch content across many channels while monitoring feedback and tracking outcomes.



Joe Chernov
@jchernov
Kinvey



LookBookHQ

People are attracted to visual content, but images alone aren't generally enough to tell a story. Storytelling, by definition, requires words. By allowing marketers to create visually enticing content (i.e. Pinterest-like tiles that link to richer content assets) and annotate each tile with text, LookBookHQ makes it easy to overlay a narrative from one image to the next, ultimately creating an asset that's greater than the sum of its parts.

Lisa Longlois Wendland
@lisaalaura
Fluency Media



Act-On

Act-On is easy to use, quick to set up and integrates well with WebEx and Salesforce. Reporting is straightforward and includes the ability to see a lead's engagement through the buying process. We had some hiccups with email design implementation initially, but Act-On support was incredibly helpful. Plus, the user community offers all the know-how necessary to achieve your conversion goals.



DEPARTMENT EDITOR

Ann Gynn trains others to create successful content marketing or works directly to get the job done on behalf of her clients. Her high school nickname, Editor Ann, still rings true today (decades later). Follow her @anngynn or www.content-marketing-coach.com.



ACT-ON INBOUND:

GET KNOWN, **GET FOUND**



Create great content
to match your audience's searches

Get found more
by optimizing your site for search

Use the same keywords
in content, search, and PPC marketing

Track your paid search
& SEO campaigns to leads and revenue

**Connect Inbound, Outbound
and Nurturing efforts
in one platform**

CAPTURE THE **ESSENCE** OF

GREAT INBOUND MARKETING

www.act-on.com/products/inbound TO LEARN MORE

+1 (877) 530 1555 · @ActOnSoftware · #ActOnSW · www.act-on.com

HOW TO TAKE OVER ADVERTISING

Content-focused agencies can own the future, but only if they begin to resemble traditional ad agencies in some crucial ways. To truly dominate, content agencies will need to be the show, not the sideshow.

BY KIRK CHEYFITZ

It has been seven years since digital became social ... and media changed forever. We all agree interruption as a marketing strategy is dead.

But adland has largely failed to act on that consensus.

It's clear that valuable content will ultimately replace traditional ads. But the content marketing business has yet to seize—or even squarely face—the future of advertising.

To wrest advertising from the cold, dead hands of the traditional agencies, the content industry is going to have to master and improve some basic brand management skills, including branding, strategic planning, media planning and measurement.

Content-focused agencies can dominate their more traditional—and monolithic—peers, but only if they begin to resemble those ad agencies in some crucial ways.

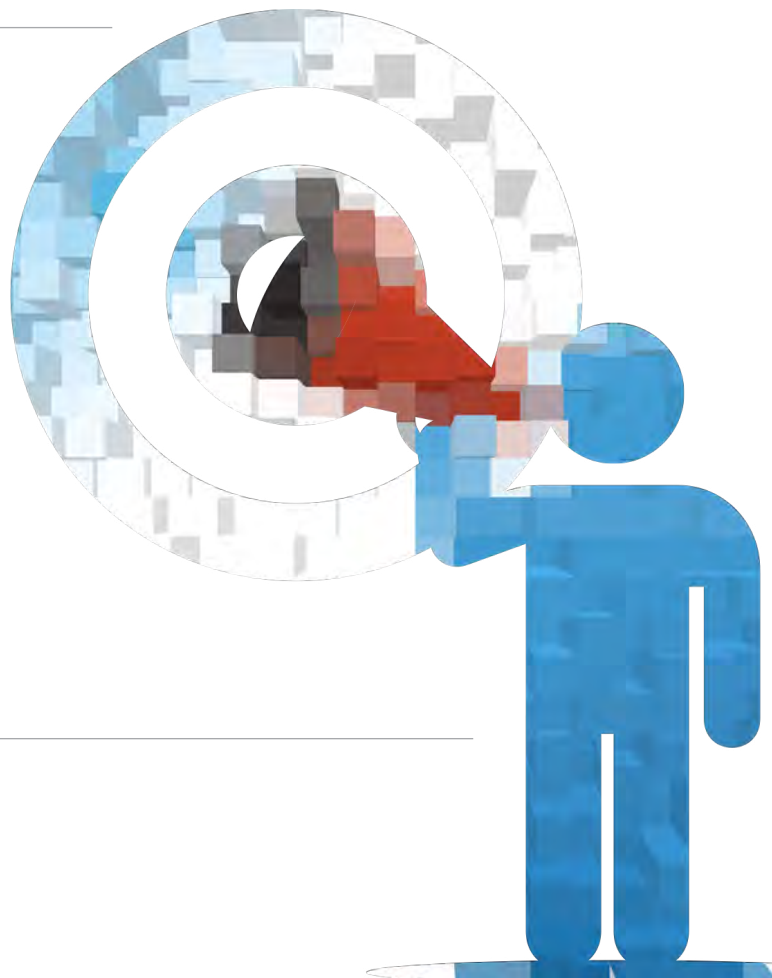
Most content marketers are not nearly ambitious enough and apparently do not see their potential to take over advertising. On the client side, too many brand marketers apparently do not see how much money they could save and how really important they could be in their audiences' lives if they got serious about joining the ongoing media revolution.

It's pretty simple: The traditional approach of interrupting the show or the story that attracted your audience is indeed a tactic with diminishing returns. Ads now need to be the show, not the sideshow. Ads must:

- ▶ Attract and hold their own audiences.
- ▶ Be valuable content experiences that compel and reward attention.
- ▶ Be such compelling content that people will share a brand's stories with their social networks. Mounds of research prove such peer-to-peer sharing affects behavior some four times more powerfully than brand-to-consumer advertising. (If you doubt it, read the study published in *Nature* last year about how a single message generated many conversations on Facebook and drew an added 340,000 to the polls.)

“Great armies and navies are always tempted to fight the last war, especially if they won it,” wrote journalist Evan Thomas in a 2008 *Newsweek* article. Agencies and brand marketers are no different. TV won most of the marketing wars of the last 50 years. But focusing on the size of TV budgets in a digital world is about as useful as focusing on the budget for tanks and bombers in a world of drones and insurgents.

The truth is that neither the traditional agencies nor the upstart content marketers can provide a unified advertising solution that meets the demands of the digital-first world.



A revelatory study in the *Journal of Advertising Research*, “The Power of Inertia”, shows mindless “aversion to change” continues to lead marketers to consistently make precisely the wrong decisions about how to advertise.

The way the marketing wars are waged was altered radically and irretrievably in 2006, when Facebook opened up to anyone 13 and older (not just college kids) and Twitter launched, spawning an ever-growing variety of social channels. That year the ecosystem of modern media, already tilting heavily to digital, lurched toward social and digital as the primary media. The result has been ever-compounding audience fragmentation, increasing consumer control of media and, in the words of Derek Thompson in the *Atlantic*, “a world of smaller screens, shifting ‘windows,’ and no more ads.” (The emphasis is mine.)

Pretty quickly, the opportunities to interrupt people with a traditional paid ad began to narrow sharply. Suddenly, if you wanted a message to get attention, you needed to create a piece of real media with the power to attract and hold its own audience. The best advertising began to shift toward compelling non-ads—non-paid pieces of valuable content that go up on the web, powerfully engage an intended audience and stimulate sharing across social networks.

This is not about anything as sophomoric as the old “TV is dead” argument. It is a more sophisticated and complex view of media consumption that understands three things:

- ▶ How paid advertising, including TV and digital ads, can effectively assemble a precisely targeted community;
- ▶ How the community can be engaged with valuable brand-owned content; and
- ▶ How the reach and impact of those brand stories can be multiplied nine to 10 times by earned social sharing, lifting effectiveness while lowering cost.

In a digital world where anyone can ignore anything, advertising must be as valuable to an audience as a good book, movie or news story. It must simultaneously and unambiguously embody the brand that paid for it and measurably advance the brand’s business goals, including getting more people to buy and buy again.

By all rights, content marketing should be the clear solution to this new set of needs. But the truth is that neither the traditional agencies nor the upstart content marketers can provide a unified advertising solution that meets the demands of the digital-first world.

Traditional agencies continue to misunderstand content because they lack the culture to attract good

The more content organizations that join this work, the quicker the industry will be able to complete the necessary work of replacing a less and less useful form of communication: traditional ads.

journalists and other storytellers. They misunderstand news and news value even as they rush to establish brand newsrooms. And they remain too single-focused on what the client wants to broadcast and insufficiently attentive to what the audience needs and wants from media.

On the other hand, content marketers can’t take over from the agencies because they know little of the traditional duties of branding, setting strategy, planning media buys, guaranteeing audience size or taking ultimate responsibility for the business results.

David Jones, heading the \$2.4-billion Havas network, recently told *Advertising Age*, “[Clients] are saying to us, ‘Nobody’s getting creative, media and digital working together.’” He believes his big competitors can’t deliver such a unified solution. Insiders confirm that not even Jones can get it right since Havas’ main agencies still lean on TV far too heavily.

On the other hand, hundreds of content specialists have decided to create brand stories without understanding that content alone won’t do the job. These brand content creators include content marketing agencies, traditional publishers (*Washington Post* is one of latest entries in the native ad fad), digital blog networks (Gawker’s Studio@Gawker) and even in-house units at big brands.

None of these content experts has engaged with branding and brand management, media planning, research and strategy or, ultimately, producing the sales results that brands demand.

The sad outcome is that brands continue to rely on traditional, TV-first shops to be the lead agencies and control the big ideas. This means the ideas on which

brands rely are still largely attention-getting, TV-centric concepts that lack the depth or authority needed to build online stories and sustain conversations.

The ad industry is constantly in search of the elusive “agency of the future.” Over the past several years, my agency has been assembling, testing and proving a suite of tools and capabilities that marry social and digital content creation (real storytelling) with the necessary brand management skills. In the process, we’ve come to believe the agency of the future (and the present) is a hybrid animal we’ll call the content advertising agency. Here are five components I believe are the critical elements of such an agency:

1 A proprietary narrative branding process that reliably finds a brand’s core narrative so the agency can craft a brand’s most powerful stories quickly across all platforms, from TV to Twitter.

2 A sophisticated strategic planning function that merges traditional strategy and market research with social listening and a journalistic approach peculiar to content shops. Such a strategic planning group forges precise insights into brand truths and audience mindsets that will drive powerful differentiation and targeting.

3 A creative group staffed by real storytellers—journalists, screenwriters, animators, digital designers and creative technologists. It should include some traditional advertising creatives but its core is the audience-focused skills of publishing and entertainment.

4 Digital media planning and buying skills that perform the critical task of efficiently building influential communities by acquiring carefully targeted audiences for brand content online. This is the only way a content ad agency can ensure a brand’s stories will reach a critical mass of the right people. This, in turn, is the only way to achieve predictable results.

5 An analytics function that measures it all, and provides insights and a basis for daily optimization to drive efficiency.

The object of all this is simple: To replace the traditional ad agency with something better, something far more efficient and effective. Something that lowers the cost of doing business. Something that forms communities with consumers. Something, in short, that actually works in the new media era that has overtaken us all.

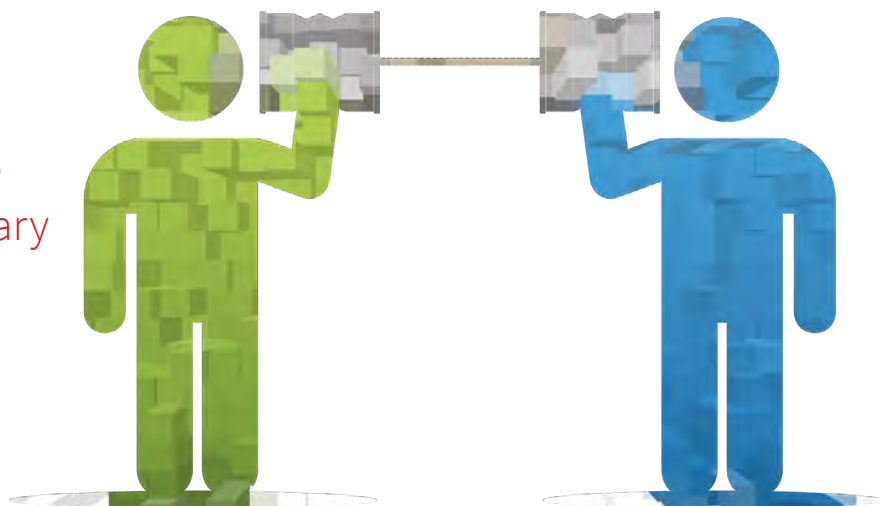
The more content organizations that join this work, the quicker of the industry will be able to complete the necessary work of replacing a less and less useful form of communication—traditional ads—with something that is far more useful and helpful for both the advertiser and the audience.

Welcome, as I tend to say, to the post-advertising age.



Kirk Cheyfitz is an award-winning journalist, author, editor, publisher and innovator in nontraditional advertising, marketing and content creation. He is also the CEO and chief editorial officer of Story Worldwide, the full-service, global ad agency he co-founded and runs.

The more content organizations that join this work, the quicker the industry will be able to complete the necessary work of replacing a less and less useful form of communication: traditional ads.



Choosing A Content Personalization Engine?

Take 10 minutes to understand the critical basics.

By Clare McDermott

Companies with content-driven marketing programs often turn to personalization technologies to deliver a highly tailored, one-to-one content experience. While personalization is at times associated with Big Data or data management platforms (DMPs), in reality it need not be so complex—particularly in B2B markets. Greg Ott, chief marketing officer of Demandbase, explains the simplest and most effective way to deliver B2B content personalization is to understand: What industry does the individual work in? How big is the company he or she works for? And what is your existing relationship with that individual's employer (i.e. client, competitor or prospect)? With those answers in place, a personalization engine can recommend relevant content based on the visitor's core attributes or segment.

Keep in mind, B2B content personalization is ultimately account based, meaning content recommendations are based on how the visitor fits particular categories (e.g. how involved the visitor is in a critical industry you serve) rather than one-to-one personalization that may dive deep to understand individual preferences.

To begin, B2B marketers must first define their best customers, says Ott. "You don't necessarily want to personalize content for everyone—just your sweet spot." For example, if you're a data storage company, you may decide to focus initially on large health-care companies. Within that group, create segments (e.g. mid vs. large; customer vs. prospect; COO vs. CTO) and decide how your arsenal of content will be served up to distinct segments within the health-care market—and where critical content gaps exist.

"Personalization is about understanding the attributes of your visitors, and creating a relevant and consistent experience that leads to deeper engagement," says Ott.

A B2B personalization engine will also track which accounts visit your site over time, and point out where to focus your content development resources to dovetail with business development efforts. It will also highlight which content assets gain traction, and how well each serves its purpose of drawing accounts to become leads, and turn leads into sales.

Dave Datars, CEO of TruCentric, explains B2C personalization engines tend to amass and make sense of a larger trove of information than B2B companies may require, including cross-channel behavior rather than just on-site browsing. "One thing content marketers have struggled with is tying tangible results back to efforts," says Datars. "Personalization helps assign action to

What Is Content Personalization?

Marketers use content personalization tools to serve up highly relevant content to their audience based on an individual visitor's prior history (e.g. previous purchases, real-time browsing or behavior across channels) and/or an individual's account-based identifiers (e.g. company type and industry.) Personalization also allows marketers to optimize their audience's online experience by highlighting what draws in high-value customers and keeps them engaged, and what's not performing as designed.

your marketing goals—whether those are increasing registration, social sharing or some combination of factors. It applies a data-driven, scientific approach to content marketing.”

And more than just recommend relevant content, personalization engines can also deliver just the right type of content. Datars explains, “A user on a financial services site is looking at content related to managing personal expenses, but happens to prefer video content over long-form content. These are valuable cues that can inform a marketer not only of what content to suggest, but what format to present it in.”

Marketers should understand clearly whether the solution they choose offers the type of personalization their audience requires. B2B tools often focus on “the last mile,” says Datars. They excel at pulling on-site customers into a sales pipeline and converting visitors into leads. In B2C, marketers focus on long-haul relationships and track individual behavior across a broad range of channels. To personalize content in B2C often requires a more sophisticated profile of each customer, as well as the ability to link up content and merchandising in a consistent way.

A Peek Into The Future Of Personalized Content.

Many brands are racing to fill their content portfolios with hundreds (even thousands) of assets, targeted to meet customers’ needs at each stage of the buying cycle ... and rightly so. But at least one company is taking personalization in a new direction.

Automated Insights takes massive data sets and turns them into ultra-personalized,

automated natural language content.

That’s content written just for you based on a your digital fingerprints online (and any other accessible, quantitative

information—even

biometric data from wearable devices like a

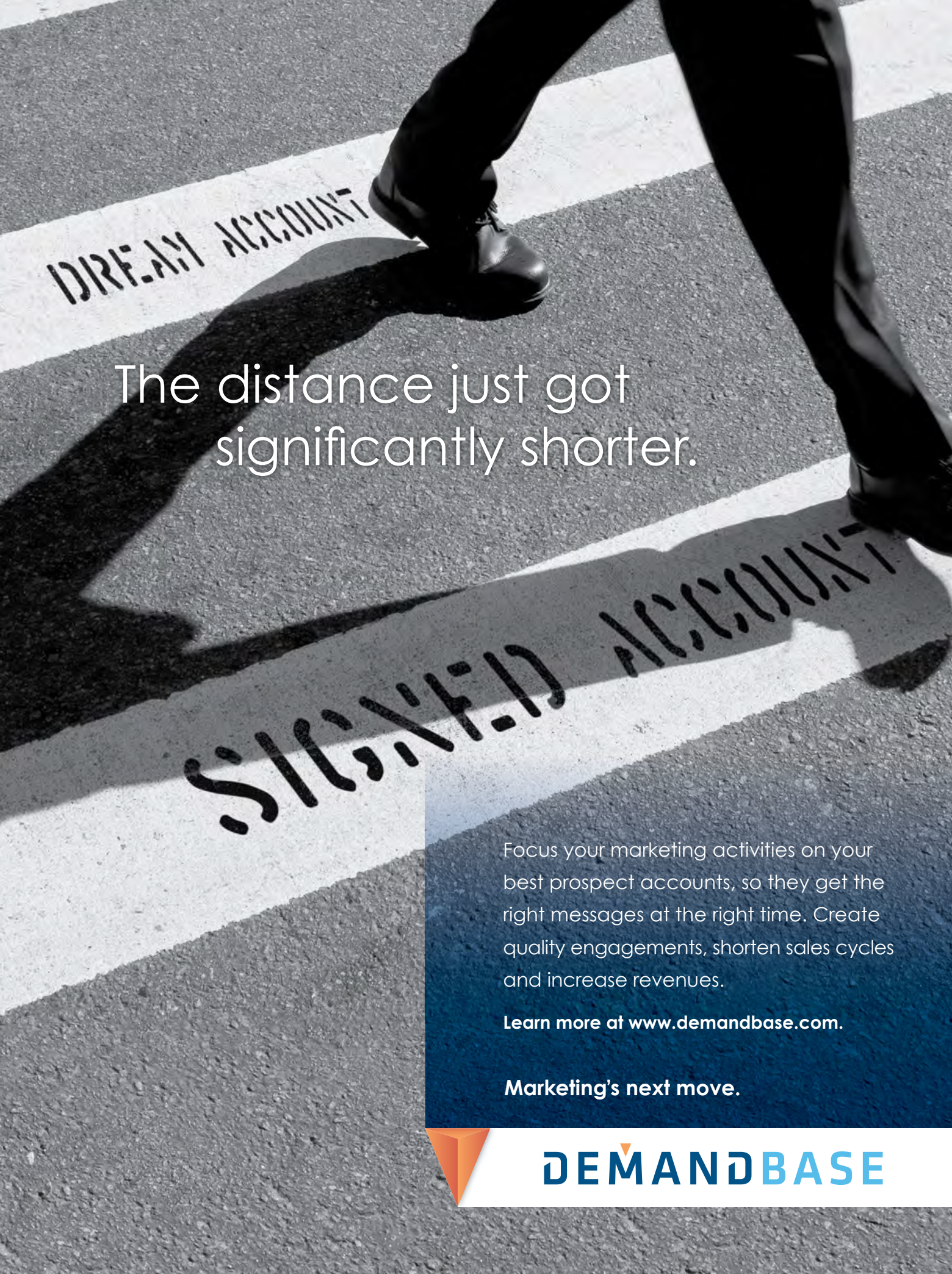
Fitbit or **Nike Fuel**).

Sound creepy and off-putting? Maybe, but current experiments in ultra-personalization point to just how

useful these types of content may be. Since it’s prime U.S. football season, let’s talk about one of Automated Insights’ biggest clients: **Yahoo!** Fantasy Football. Using the company’s personalization technology, Yahoo! sends unique 1:1 scorecards to each and every user. These are long-form reports with the user’s team statistics related to peers and tips for improving the odds based on existing choices. In short: writer-led, machine-constructed content crafted entirely for the user.

Future applications for ultra-personalized content are fascinating to think about. For starters, why doesn’t my Nike Fuel band send daily training advice to my BERG Little Printer? Now that’s a novel idea!





DREAM ACCOUNT

The distance just got
significantly shorter.

SUCCEEDED ACCOUNT

Focus your marketing activities on your best prospect accounts, so they get the right messages at the right time. Create quality engagements, shorten sales cycles and increase revenues.

Learn more at www.demandbase.com.

Marketing's next move.

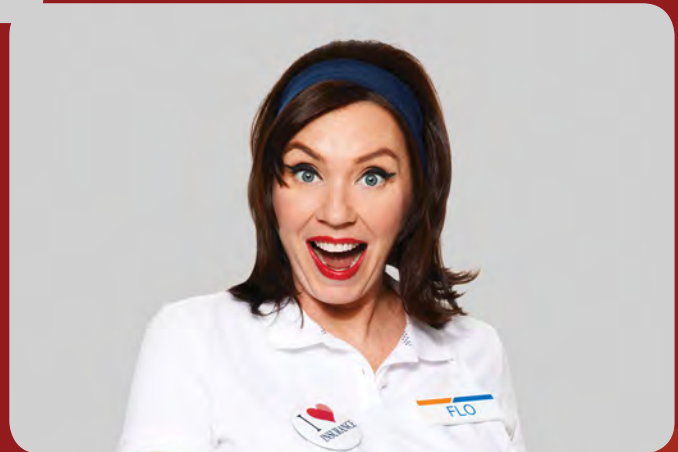


DEMANDBASE



Progressive Insurance is taking brand storytelling to a whole new level with an ensemble cast, plot twists and a multi-year story arc.

**IS THIS THE FUTURE OF
MERGED MEDIA?**



Photos provided by Progressive Insurance

CHARACTER STUDY

By Michael Weiss



Photo by Jeff Downie Photography

Talking to Jeff Charney, CMO of Progressive Insurance, was a little more like listening to a Hollywood producer than a marketing executive. Over the course of two hours, Charney used not a single marketing buzzword. No talk about “eyeballs” or “touch points.” Instead he spoke intensely about things like character development, story arcs and improvisation.

In a world in which brands are counseled to behave more like publishing companies, Charney is tilting even further, pushing Progressive to behave a lot like a television production company. And produce it does.

Progressive Insurance is best known for its commercial character, Flo—the edgy-funny woman dressed in a white apron and bright red lipstick, selling insurance in a bright white box store. But Charney says even before Flo was fully conceptualized, the brand made a more fundamental choice by selecting that physical box store, where customers pull policies off the shelf. The idea? Make the intangible—and sometimes distasteful—process of selecting insurance more tangible. Layered on top was Flo, an angelic-but-mischievous saleswoman with that inscrutable personality.

“At first it was a little tough,” Charney admits. “People didn’t fully understand her. They didn’t get the red lipstick, fake eyelashes and Type-A personality.” And in part, that lack of recognition was the point. Charney and his team at Progressive set out to be disruptive—to shake up the viewing audience, reintroduce

insurance and imprint Progressive’s brand on consumers.

And the stakes for grabbing consumers’ attention is high. According to a 2013 J.D. Power report, 23 percent of consumers shopped for a new insurance policy over the last 12 months, and of those a full 45 percent switched policies. That’s a lot of money up for grabs (and explains the onslaught of insurance commercials on any given night.)

We have an ensemble cast, great plot lines and story arcs ... all packaged into 30-second commercials. Nobody is doing that.

That brings us back to Flo and that limitless-white superstore.

The true staying power of Flo, Charney says, is her adaptability. While other insurance companies embraced cute and memorable mascots (think geckos and talking pigs), Progressive’s Flo offered the brand a chance to develop storylines and interaction—something absolutely essential to fulfill Progressive’s network strategy. “We are applying the principles of great television programming to our brand,” Charney explains. “We have an ensemble cast, great plot lines and story arcs ... all packaged into 30-second commercials. Nobody is doing that.”

Since the campaign launched, Flo is closing



Who is Flo?

Flo is Stephanie Courtney, a stand-up comic who got her big break in the famed Groundlings Theatre in Los Angeles (the same place Cheri Oteri, Kathy Griffin, Phil Hartman and Paul Reubens started, to name just a few). Courtney has appeared in movies (*Blades of Glory*) and television (*Mad Men*), but she’s most recognized as the Progressive cashier.

Photo provided by Progressive Insurance

FIRST PACE.

No, it's not a typo, it's a fact.

Pace has been awarded Best Content Agency of the Year by the Content Marketing Awards, the largest content marketing awards program. It's a great honor that simply means we're first—in multi-channel content, engagement and most importantly, results. Let us show you what we've done for our roster of Fortune 500 clients and what we can do for you. Visit paceco.com or call our President, Craig Waller at 336-383-5768.

PACE
Content. Engagement. Results.

in on 100 commercials over six years. With all that advertising and visibility, Charney admits his biggest challenge is keeping Flo fresh and relevant after so much exposure.

Like any good sitcom, Progressive's staying power is all about creating new storylines and contexts. (A "chick flick" segment with Flo out in the pouring rain echoes a scene in *The Notebook*.) The company introduced a supporting cast to work alongside Flo, and even uses age-old television tricks like flashbacks and spinoffs.

As a paid media play, Flo and the Progressive Superstore generate huge dividends. But what's largely under appreciated is how Progressive's paid strategy flows into earned and owned. How Flo—as well as the entire cast of Progressive characters—happily inhabit and play in many channels and contexts.

A GOOD STORY FEEDS EARNED AND OWNED

It's no accident that Flo's character is a bit of a cipher. In fact, Flo would be just as comfortable hosting a children's show as emceeding a rock concert. And that's kind of the point. Her character and

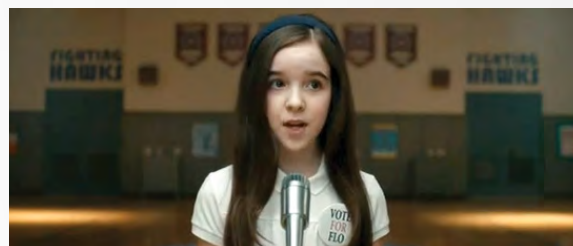


Photo provided by Progressive Insurance

Battling Brand Icon Fatigue

Jeff Charney, CMO of Progressive Insurance, says battling Flo apathy (or worse, fatigue) is among his most pressing challenges. The answer: building an ensemble cast around Flo, such as grade-school Flo. (And if you look at up/down voting for the video on YouTube, you'll see at last glance, only five people out of 173 voted the Class President ad down. That's 97 percent *up-voting car insurance* in a six-year old ad campaign. Yeah ... remarkable.)



“No matter what channel you use, if you’re trying too hard or if your content’s not that good, you’re not going to stand out.”

Jeff Charney

the storylines that surround her offer Progressive rich fodder for all the channels it uses to reach and engage its customers.

Charney and his team work hard to ensure the message in each channel and for each audience is relevant. “No matter what channel you use, if you’re trying too hard or if your content’s not that good, you’re not going to stand out. Whether in mobile, games or other online content ... you need to deliver the right content in the right context,” Charney says. To date, Flo has 5.3 million followers on Facebook (2 million more than Progressive’s three biggest competitors combined). But for Charney, total numbers matter little. He’s more interested in understanding whether he’s reached the right people—and ensuring a broad consistency across all those channels and storylines, using just the right intonation.

Consider another recent Progressive storyline. To bring the company’s message on the road, so to speak, Progressive developed a wholly different series called The Messenger—an unscripted guy roaming the country in his Pontiac GTO, solving people’s problems in small ways (e.g. filling up a gas tank or buying snacks at the minibar). The content is more reality television than sitcom, and has a strong emphasis on social sharing. Where Flo is glitter and bunnies, the Messenger

feels a little more Marlboro-man-meets-grunge. Different buyers, different messages. Both social-ready.

That leads to the other core theme in my conversations with Charney: out-creating. A lot of media and marketing execs like to talk about the rise of the marketing technologist (and the parallel fall of the Don Draper creative). For Charney, creatives and technologists deserve equal footing. In a world of disposable, one-trick content, Charney’s devoted to old-fashioned water-cooler content—content and characters so memorable you can reposition them over and over again.

And Flo—think what you will of her giddy enthusiasm and silly one-liners—is ultimately a character, a protagonist in a six-year run of 30-second sitcom episodes. Marketers would do well to think about whether their stories have the same adaptability and staying power.



As managing director of figure18, **Michael Weiss** is a dynamic force in the content marketing world as a veteran speaker and consultant. He is the author of *Pitch Elevation: Your Guide To Becoming A Better Presenter*. In addition to the Content Marketing Institute, Michael is a contributor to I Have An Idea. Follow Michael on Twitter at @mikepweiss.

Culture Fuels Creative Risk-Taking

Progressive is unlike many large brands because it outsources very little of its media and marketing activities. Charney considers every one of the company’s 26,000 employees, whether in claims, call centers, IT or sales an honorary “marketer.” More formally, Progressive also has a dedicated media buying group internally. By locating all that creative and media power in one place, Charney creates truly integrated content marketing across a broad network—and does it at a scale most brands only pine for.

Charney says the organization’s internal culture helps its marketers take bigger risks. “We do disruptive things in the workplace ... everything from marching bands in the office to impromptu dance parties and mosh pits. We do all of these things so employees understand what disruption is all about.” As the Flo campaign approaches its 100th “episode,” Charney advises watchers to stay tuned for more plot twists ahead.

FREE eBook

Storytelling
How to
**Acquire
Customers
IN THREE ACTS**

DOWNLOAD IT TODAY AT:
KUNOCREATIVE.COM
/STORYTELLING

kunocreative
ENTERPRISE INGROUND MARKETING



BEYOND STORYTELLING

Mapping the Next Frontier in Content Marketing

By Paul Roetzer



What happens when we are all artists, all storytellers, all flooding the ever-expanding array of digital and traditional channels with our brand content and calls to action?

Does content marketing—which promised to level the marketing playing field—regress into the inevitable battle of budgets?

Will success come down to who can hire the best writers, outsource to the top agencies and buy the most sponsored content to generate the greatest number of impressions?

Or has marketing technology changed the game, giving organizations of all sizes access to the tools and knowledge needed to compete; using technology, can marketers succeed by outthinking, rather than outspending, their peers?

The reality is that we are still too early in content marketing's rise and evolution to know. While organizations continue to pour resources into content marketing, there are tremendous gaps in talent, technology and strategy holding back the industry, and possibly your organization.

According to Accenture's *Turbulence for the CMO* report, 39 percent of CMOs say they do not have the right people, tools and resources to meet their marketing objectives. These gaps present obstacles for many, but tremendous opportunities for the few who seize the chance to differentiate their brands, take a more scientific approach to marketing and drive business results through content.

The Art of Brand Storytelling

We know consumers crave content.

In what Google calls the Zero Moment of Truth, B2C consumers increasingly tap into the wealth of data and information available to them, researching products in advance of purchasing. Gone are the days when a stimulus leads directly to a sale. On average, Google found that shoppers reference 10.4 sources before making a purchasing decision.

On the B2B side, the Marketing Leadership Council shared in its Digital Evolution in B2B Marketers report that customers progress nearly 60 percent of the way through the purchase decision-making process before engaging a sales rep.

So, as marketers, all we have to do is become publishers, tell great stories and give consumers the content they seek. Right?

Unfortunately, it is not that simple.

Connecting Content to Metrics that Matter

Marketers face increasing pressure to measure the ROI of their campaigns, and connect every dollar spent to bottom-line results.

In the 2011 IBM Global Chief Marketing Officer Study, 63 percent of respondents cited marketing ROI as the most important metric to measure marketing success, followed by customer experience (58 percent) and conversion rate/new customers (48 percent).

The job of every marketer, from the copywriter to the CMO, is to connect actions to outcomes.

However, according the 2012 Marketing Skills Gap survey conducted by Focus and the Marketing

The marketing industry needs storytellers, but content creation and distribution are not enough. The marketers who will redefine the industry in the coming years take a technical, scientific approach—and we'll all be fighting to hire them.

Automation Institute, 75 percent of marketers say their lack of skills is impacting revenue in some way, and 74 percent say it's contributing to misalignment between the marketing and sales teams.

So while content marketing gives us the ability to consistently produce meaningful results—website visitors, subscribers, registrations, downloads, leads, sales, retention—marketers often lack the fundamental skills, marketing technology utilization and integrated strategies to go beyond storytelling.

Next-generation marketers must have a clear understanding of how their actions impact organization goals. Closed-loop sales monitoring ensures marketers can tie activities to metrics that matter, easily identify bottlenecks in marketing campaigns and sales processes, and continually improve over time.

Top content marketers develop and activate assets at all phases of the marketing funnel. They

SCORE YOUR MARKETING TEAM

Consider your content marketing team and ask yourself whether your team—in the aggregate—has the capabilities to:

- ☐ Devise content calendar strategies to match historical and predictive search patterns.
- ☐ Use contextual content on their websites to adapt copy and calls to action at an individual visitor level.
- ☐ Develop interactive tools and algorithms to customize the consumer experience in real time.
- ☐ Analyze data to turn information into intelligence, and intelligence into action.
- ☐ Personalize emails to speak to specific needs, pain points and behavioral triggers.
- ☐ Use marketing-automation tools, fully integrated with sales and customer relationship management (CRM) systems, to deliver maximum value at every consumer touch point.
- ☐ Design strategies around content consumption patterns in a multi-screen world.

build reach and brand at the top of the funnel, generate leads and convert sales in the middle, and retain customers and increase loyalty at the bottom.

When the Art and Science of Content Marketing Collide

We are entering the era of the marketing technologist. Gartner predicts that by 2017, the CMO will spend more on IT than the CIO.

In his blog post, “50 Percent of All New Marketing Hires Will be Technical,” Scott Brinker, president and CTO of iM Interactive, states, “There’s a real scarcity of technical professionals, even more so for those with passion and aptitude for marketing.”

Brinker says, “There will be enormous competition for those unicorns, not just from other marketing departments, but from marketing software vendors, consulting firms, agencies and a whole new bumper crop of startups, all of whom need this talent in pursuit of their missions.”

And Brinker is not alone in his assessment. In the 2011 New York Times article, “Advertising Companies Fret Over Digital Talent Gap,” John Ebbert, executive editor and publisher of AdExchanger.com, says, “The marketers, the publishers, the ad tech companies, the agencies, data management companies—they’re all going for the same type of employee.”

The marketing industry needs storytellers, but content creation and distribution are not enough. The marketers who will redefine the industry in the coming years take a technical, scientific approach—and we’ll all be fighting to hire them.

They devise content calendar strategies to match historical and predictive search patterns.

They use contextual content on their websites to adapt copy and calls to action at an individual visitor level.

They develop interactive tools and algorithms to customize the consumer experience in real time.

They analyze data to turn information into intelligence, and intelligence into action.

They personalize emails to speak to specific needs, pain points and behavioral triggers.

They use marketing-automation tools, fully integrated with sales and customer relationship management (CRM) systems, to deliver maximum value at every consumer touch point.

.....

Content marketing is now, as it has always been, an art form. But, the next generation of content marketers understands it can be so much more.

.....

They design strategies around content consumption patterns in a multi-screen world.

They push the limits of what is possible with today’s project and content management systems to connect content efforts to outcomes.

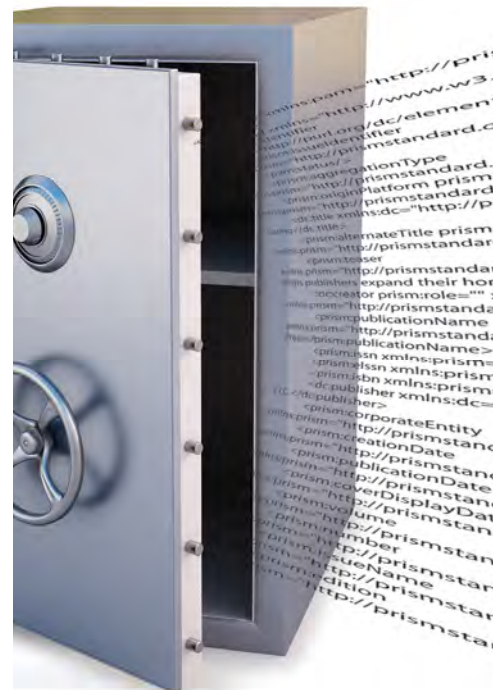
And they never stop seeking better talent, enhanced technology, and more intelligent and integrated content strategies.

Content marketing is now, as it has always been, an art form. But, the next generation of content marketers understands it can be so much more. These innovators are moving beyond storytelling, and rewriting what is possible when the art and science of content marketing collide.



Paul Roetzer (@paulroetzer) is founder and CEO of PR 20/20, a Cleveland-based inbound marketing agency; author of *The Marketing Agency Blueprint* (Wiley); and creator of Marketing Agency Insider—the hub for a more open and collaborative agency ecosystem.

YOUR CONTENT- PROTECTED, CODED AND READY TO GENERATE REVENUE



ContentXpress allows publishers to safely enrich, validate, store, manage, search and share their content dynamically.

Benefit from the ability to develop special interest publications through a real time, refined search of all archived content, allowing targeted ad revenue, all within a user-friendly interface.

Contact info@pubpress.com for a demonstration.

Your Content. Our Passion.

 **publishers
press**
www.pubpress.com

NO, LEAD GENERATION IS NOT DEMAND GENERATION

By Eric Wittlake

Lead generation and demand generation, often used interchangeably, are essentially at odds with each other. When many B2B marketers say demand generation, they mean lead generation—which is to say they will measure success based on leads and the value of those leads.

The problem is this: demand generation is focused on shaping the audience's perspective and lead generation is focused on capturing their information.

The result is often a single content marketing program that is expected to do a kick-ass job of both delivering leads and driving demand. Unfortunately, it doesn't work that way. To understand why, consider the characteristics of a program for each objective.

CASE 1

CONTENT MARKETING FOR LEAD GENERATION

Your messaging, promotions and navigation paths are focused on

the content offered, and are designed to funnel individuals into a registration page to access the content. Your content, secured behind a registration form, is only seen by a small percentage of the individuals who see your campaign, respond or visit your site.

The content you labored to create—content that positions your company, makes the case for your category and creates demand for your products and services—only reaches a handful of the people it could reach.

Stated another way, the focus of lead generation is creating demand for your content, not your offerings.

CASE 2

CONTENT MARKETING FOR DEMAND GENERATION

Demand generation focuses on changing or shaping your audience's perspective in order to create demand for your category or your specific products or services. Of course, your content accomplishes this.

However, for content to create sufficient volume of demand for most businesses, it must be broadly distributed. To affect the largest possible share of your audience, barriers to discovering, consuming and sharing your content must be removed.

In other words, maximizing demand generation requires removing registration capture, and therefore lead generation, from the primary flow.

Continued on page 36

WHAT'S THE DIFFERENCE?

LEAD GENERATION: Collecting registration information, often in exchange for content, in order to build a marketing database for email or telemarketing follow up. The direct outcome of lead generation is new contacts available for sales or marketing.

DEMAND GENERATION: The practice of creating demand for an organization's products or services through marketing. The direct outcome is that your audience is more likely to purchase your products or services.



Marketo®

Marketing Software. Easy. Powerful. Complete.



Email



Behavioral Marketing



Social



Marketing Automation



Mobile



Application Ecosystem



Web



Budgeting & Planning



Offline



Revenue Analytics

30,000+

Marketers turn to Marketo for marketing thought-leadership and best practices.

marketo.com/content-marketing



Creating Content that Sells:

Content Marketing for Demand Generation



Continued from page 34

COMBINING DEMAND GENERATION AND LEAD GENERATION

Lead generation and demand generation are both important, and they can be made to work together. However, every individual interaction must focus on either lead generation or demand generation. Combining them effectively requires weaving both types of interactions together over time, not trying to make one interaction accomplish both. For comparison, consider two alternative approaches.

LEAD GENERATION FIRST

Lead generation programs focus on promoting the value of content and building up the marketing database with new registrants. Email, telemarketing and other one-to-one marketing activities create demand from among this smaller audience with carefully honed messages and relevant

Combining lead gen and demand gen effectively requires weaving both types of interactions together over time, not trying to make one interaction accomplish both.

content (including the first piece of content offered.)

Drip-based email nurture programs and marketing automation, both with very low costs-per-incremental contact, have made this the primary approach among B2B marketers and other markets with an extended complex sale.

Some content, such as certain analyst or industry pieces with limited branding or references of your company or solutions, lends itself to focusing on capturing a lead before switching to demand creation. This content is often high value to the audience, making it an excellent offer, but distribution without lead capture is relatively low value to a marketer.

DEMAND GENERATION FIRST

Demand generation creates interest in your product first through open distribution of information or content. Individuals who are now interested in your offering, not your content, offer their information expecting, and even wanting, to hear from you.

Marketers who embrace demand generation often capture leads through a contact-us or learn-more

form. Instead of contact info from people who just want access to an individual piece of content, these are individuals who want to hear more from you. They actually want the follow-up communications that many people who simply register for content actively avoid.

Some types of content are particularly well suited for creating demand. For example, third-party content that positions your solution favorably versus your competition or your own content with your perspective on the market can create demand for your solutions within the category.

IT'S YOUR TURN NOW

Whatever you do, consider how lead generation and demand generation are distinct activities that can be woven together in your overall plan. In many markets, the dominant approach has become lead generation first. Is there an opportunity in your market to go against the tide and focus on creating demand first, not just capturing leads? Where is the opportunity for you to optimize how your lead generation and demand generation efforts work in concert as part of your overall plans? ■

Eric Wittlake is the director of media at Babcock & Jenkins. He regularly shares his views on B2B marketing at B2Bdigital.net. Follow him @wittlake.



TRANSFORM CONTENT INTO CUSTOMERS WITH MARKETING AUTOMATION



pardotTM

Smarter Marketing. Better Results.

pardot.com

How To Build Effective CONTENT WRITING TEAMS



By Grant Butler

We've all heard the theory: It's easy to hire good content writers because so many are being fired from traditional media, such as newspapers and magazines. Unfortunately, this just doesn't seem to be the case.

I've run a corporate writing agency for 15 years, and hired many writers and editors. During this time, the media industry in Australia (where my firm is based) has been imploding. Australia's largest newspaper publisher alone has cut hundreds of journalism jobs in recent years. Despite many of those people being among the finest writers in the country, few have become content marketing writers. And there's good reason why.

How do you evaluate a writer/editor for content "newsroom" positions? How can you determine whether a journalist with a strong portfolio can generate material that's engaging to customers, appropriate for your organization and unlikely to create legal or other headaches? I use a methodology I call WRITE.

Write

First, be sure your candidates can write. That may sound trite, but you'd be amazed how many people present well and have appropriate resumes, but lack a real aptitude for writing. And be warned, journalists can be published for years and even rise high despite having mediocre writing skills. Their saviors are the bosses and copy editors who fix their spelling, grammar and even facts.

To avoid getting caught out, ask candidates where they believe their strengths lie; give them short writing, editing and proofreading tests; and ask their references what the person's first draft copy is like. And be sure to verify they can write quickly enough to meet your needs.

Rapport

Hire people who will play nicely with others, in your newsroom, throughout your organization and with external parties. To succeed in journalism, you need to be fast, independent, and good at dealing with people, passionate about delivering valuable information to readers and at least a little bit ruthless (as the press baron William Hearst allegedly said, "News is what somebody does not want you to print. All the rest is advertising.")

These attributes can be usefully redirected to writing great content for your organization. But many journalists simply can't or won't make the transition from the high "church" of journalism to the "state" of business copywriting.

Make sure candidates understand what's expected of them and can explain whether they see themselves doing this type of work for the long haul. Also be sure they're happy to go from having their name in lights to being a ghostwriter for others, if that's your model.

Interest

The best content marketing writers are genuinely interested in the material about which they write. Check that your candidates are interested in more than a paycheck. They should have an infectious enthusiasm for your field to draw out the best from their sources, build resonance with readers and go the extra mile for you.

Trust

It's vital to hire writers you can trust to produce copy that is not only engaging but on brand and low risk, and to do so as autonomously as possible. This means they must be alert to legal issues as well as myriad other considerations—from your organization's sales objectives to political sensitivities.

This is especially true today, given the fast pace of social media.

However, trust is a two-way street. Having found writers you can trust, it's important your organization empowers them. You need a newsroom that has a strong say over what is ready to be published—and what isn't.

Empowerment is also important if you want to retain writers. Many journalists in particular will happily transition to writing content marketing material, especially if they're coming from commercial environments such as consumer or trade publications. But they'll become frustrated if they can't create strong content that's consistent in style and messaging. (There are many ways writer frustration can take hold: letting executives make arbitrary changes that ruin the tone or flow of copy, sanitizing content to suit corporate agendas or making content transparently self-serving, and being so slow to approve material that it gets published too late to interest readers.)

Edit

A strong writer should be just as capable at editing material written by others as writing their own. This is a key skill within a newsroom because so much content is first drafted by others (whether subject matter experts inside the organization or freelance writers.)

You want writers who can grasp the overall shape and logic of written material, and help refine it by restructuring sentences, paragraphs or whole documents. They should also have a strong knowledge of spelling and grammar such

that they can leave copy in good shape after editing—but don't expect them to be quite as eagle eyed as dedicated copy editors.

Reaching critical mass

Once you've hired great individuals, the final piece of the puzzle is to focus on how they'll work together as a team. News organizations offer useful models here. First, they tend to feature three layers: editors (leaders) who come up with high-level ideas and ultimately control what is published, writers who produce the bulk of new material and may edit contributions from others, and copy editors who ensure final material is high quality and aligned to brand and style rules.

The other tip is to focus on building a "writerly culture" within your newsroom. You're bringing together a group of people who love words and enjoy things like writers' festivals, Scrabble and storytelling over red wine. So indulge them.



Grant Butler is managing director of Editor Group, a leading corporate writing firm based in Sydney that helps top brands deliver content marketing campaigns globally. He is also author of the book *Think Write Grow – How to Become a Thought Leader* (Wiley, 2012) and a former senior journalist with *The Australian Financial Review*, Australia's major business newspaper. Follow him @grantxbutler.

CONTENT IS CHANGING YOUR MARKETING PROCESS.

We are here to help people understand, develop and execute smart content marketing strategies. Our practice focuses on combining independent and pragmatic thinking across a wide array of marketing expertise. We're here to help.



CONTENT
MARKETING
INSTITUTE
CONSULTING

Content Marketing Workshops – to educate your team to this practice

Content Marketing Planning Engagements – to help create new strategic processes

Ad Hoc Advisory Services – to help you further develop your content marketing strategy

That's how we can help you. We'll take a look at your core content marketing strategy and tactics and work with you to make improvements. Contact us today!

<http://contentmarketinginstitute.com/consulting>

A Chat with The Man in Orange

Joe Pulizzi, founder of The Content Marketing Institute, just released his latest book, *Epic Content Marketing*. No, we won't give any spoilers here ... just a look at what makes Pulizzi tick.

How many pieces of orange clothing do you have?

So many my closet glows.

What is your all-time favorite example of content marketing?

LEGO. I started receiving Brick Kicks magazine in the late '80s (Brick Kicks is now called LEGO Club magazine) and I passed my passion for LEGO bricks to my kids. LEGO marketers can probably attribute about \$10,000 in spending to that magazine from our family alone over 25 years.

Who inspires you the most?

Those who—against all odds—are successful when they have no logical right to be so.

What is something people would be surprised to learn about you?

I come from a family of funeral directors, and worked at a funeral home for many years both before and during college.

Where do you see content marketing five years from now?

It will be called marketing.

What's one thing you wish content marketers did differently?

Be consistent. The word "campaign" is starting to bother me.

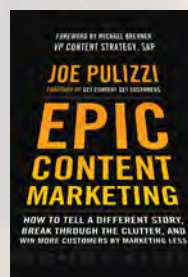
What was your biggest content marketing faux pas?

Too many to mention. A number of times my outlook for content programs was way too short (hence, content marketing as a marathon, not a sprint).

If you had six months with no obligations or financial constraints, what would you do with the time?

Learn how to play the piano.

Want to learn more from Pulizzi? Check out his just-released book, *Epic Content Marketing* at epiccontentmarketing.com.



zinio™

For people who love magazines



THREE MAGAZINES.
FIVE BUCKS.
NO BRAINER.

*Introducing Z-Pass from Zinio.
A better way to buy magazines.*

Get three digital magazines each month for just
\$5 a month. First month free. *No commitment.*

Have your favorite magazines accessible on your
desktop and mobile device. *Anytime, anywhere.*

FREE 30 DAY TRIAL | zpass.zinio.com

*Brought to you by Zinio, the world's largest newsstand featuring 5,500 magazines
from around the world. Your magazine app.*



"If you are keen on
magazines, Zinio is
an excellent app..."



"Best iOS magazine app of 2013"

SAVE THE DATE!

A CONTENT MARKETING VIRTUAL EVENT IS COMING IN 2014!



ContentTECH is a **FREE** one-day event dedicated to the technology that can fuel your content marketing. Mark your calendars now and join us on **February 26, 2014 at 10 AM - 5 PM EST** and get your content marketing technology fix without ever leaving your office!

ContentTECH will feature:

- Two keynote presentations from technology leaders – we'll announce our keynotes in just a few weeks!

- 6 sessions covering the latest technologies and trends across topics including content creation, workflow, automation, distribution and integration.

- Live chat sessions throughout the day with industry thought leaders

- Access to technology experts to answer all your questions in the exhibit hall

- Plenty of opportunities to network with your peers

- Free on-demand of all sessions for 90 days

For more information and to register go to
www.contentmarketinginstitute.com/events

#ContentTECH



3 Questions Most Marketers Never Ask Themselves Before Selecting a CMS

By Kevin Cain

If you are in the market for a new content management system (CMS), WordPress may seem like the obvious solution. The darling of the industry, it's the platform of choice for nearly two-thirds of the top 1 million websites as measured by total traffic. That puts it well ahead of the next two most popular choices, Joomla and Drupal (which garner 11 percent and 9 percent of the market, respectively), and light years ahead of the dozens of other lesser-known systems.

Though it's tempting to follow the wisdom of crowds, don't take your selection for granted. Ask the important questions many marketers often overlook:

Do you really need all the bells and whistles?

During a website redesign, we're often biased toward solutions with more functionality, more flexibility and more creative control. And yet the reality is that many of the add-ons deemed essential during a redesign never get used once the site is built. Resist the temptation to control things you don't need, which will save you both time and money. (And anyone who either lacks the expertise to manage a complex CMS or doesn't have ready access to a technologist should probably choose a simpler option.)

What are your long-term plans?

Look beyond the next year or two and think about how your website might grow. Then make sure that the CMS under consideration can support that growth. For example, just because you are not using Salesforce or a marketing-automation platform on your website today, doesn't mean you won't in the

future. Also consider, will your choice support a growing reliance on mobile access? Will it scale effectively to include a large pool of guest contributors?

Is there a strong company or community backing the CMS?

Down the road, when you are ready to make significant changes to your site's structure, layout or presentation, you will want a CMS with an active company or community behind it. Without it, transitioning your repository of content will be a challenge—to put it lightly—assuming you are able to do so at all.

It's particularly important to be cautious of open-source CMS options, which may not have a traditional company providing around-the-clock support. If you go the open-source route, make sure your choice has a robust community to answer questions you may have. If you purchase a content management suite, be sure the developer has the resources to support its product and be confident that the company will still be around in five or 10 years when you inevitably need to update your website.

Making your selection based on your particular circumstances—and those that may arise in the future—will serve you much better than simply following the crowd.



Kevin Cain oversees content strategy at OpenView Venture Partners, a Boston-based venture capital firm that invests in expansion-stage technology companies. He's spent the past 10 years working with large international financial services companies and consulting firms. Follow him @kevinrcain.



Drowning
in a sea
of data?

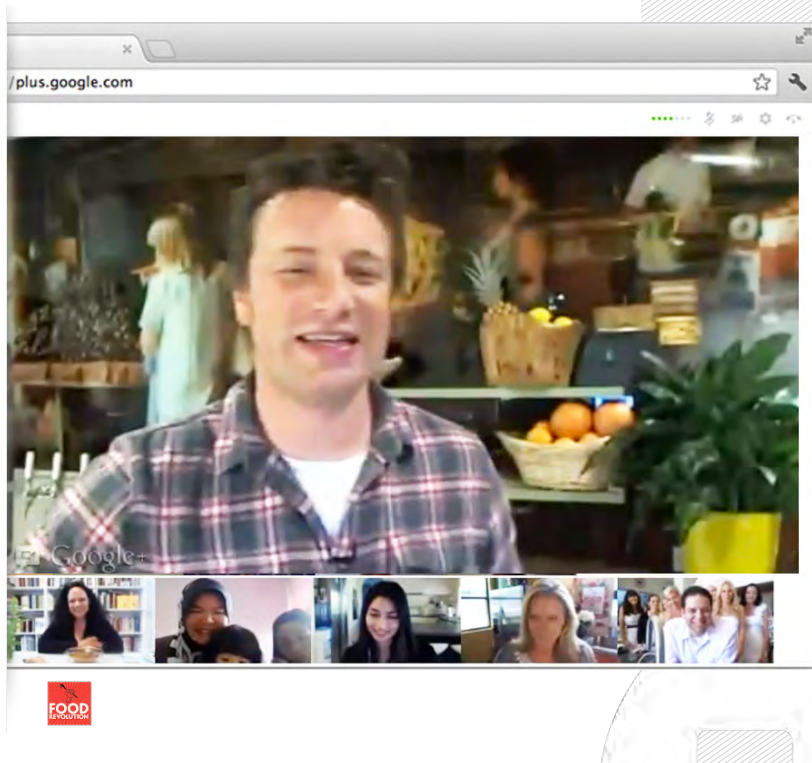
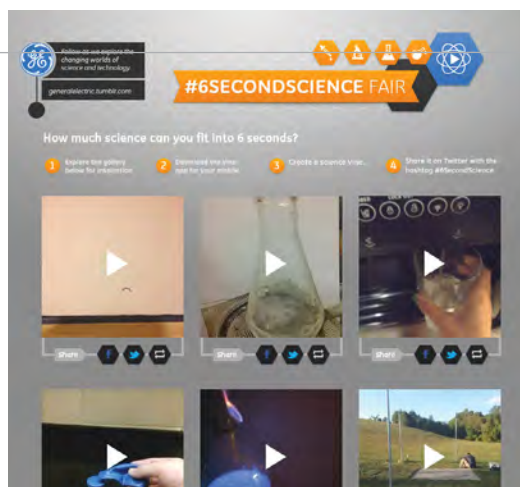
Ride the
wave of
content
intelligence.

Know
whether
your content
works.

www.contentwrx.com

#6SECONDCIENCE FAIR

How much science can you fit into six seconds? That's the question **General Electric** asked its **Vine** audience. Hundreds of creative responses are curated on the #6SecondScience Fair **Tumblr** site. Videos include a simple motor made from a magnet and magnet wire, a **LEGO** recreation of a scene from *Back to the Future* and many volcanoes. (What kind of science fair excludes volcanoes?) GE got the idea for the campaign when its original #6SecondScience video—a demo of what happens when you combine milk, food coloring and dish soap—became a surprise hit. The campaign is yet another way GE is showcasing its “Imagination at Work” credo through social media content.



LOOK WHO'S HANGING OUT WITH GOOGLE+

You never know who might turn up at **Google+** Hangouts On Air. Brands like **The New York Times**, and individuals like Michelle Obama and Taylor Swift, are embracing the free, interactive video tool—which lets them to host live video conferences and stir up conversations in real time.

Celebrity chef Jamie Oliver is a Hangout veteran. His Food Revolution Day virtual dinner—where guests chat about home cooking and food education—is but one tactic in his social content empire.



DEPARTMENT EDITOR

Natalya Minkovsky is a writer and content strategist who spends a lot of time thinking about grammar, plain language, open-source technology, taxonomy and user-experience design. Find her @hejhejnatalya.



LEGO PLAYS FOOTY

In preparation for the Australian Football League (AFL) Grand Final, **Toyota Australia** created the ultimate brand mashup with the latest edition of its long-running Legendary Moments video series. The **LEGO** stop-motion video features one of the most famous plays in AFL history recreated with specially designed LEGO action figures. It's a departure in tactic from the 9-year-old sponsored series—and we like it.

While you could argue there's a natural crossover in audience of car buyers and sports fans, a toy manufacturer isn't a natural partner. But using LEGO capitalizes on the nostalgia of the Legendary Moments series. (Australian fans will undoubtedly recall recreating that famous football play with the iconic toys in 1970.) Toyota's call to action is to "make your own Legendary Moment video," and we bet it inspires a lot of user generated content from fans of all ages. In our opinion, it's fair dinkum content marketing and we say, "Good onya, Toyota Australia."

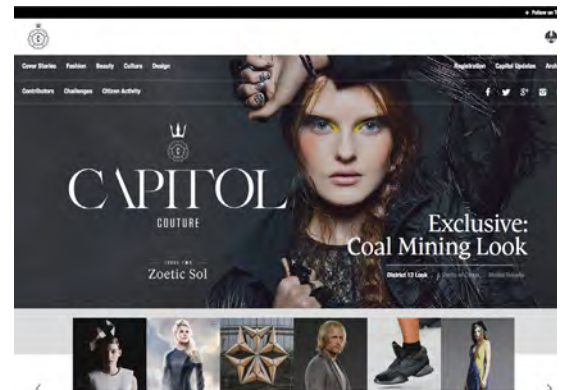


THANKS TO OUR MATE SARAH MITCHELL FOR THIS BIT FROM DOWN UNDER.



TANTALIZING TO TEACH

When the **Population Media Center** sought to reach Latino teens with a message about teen pregnancy, the nonprofit didn't settle for a traditional PSA. Partnering with sexual health organizations and Latino advocacy groups, they produced a hit TV show instead. **Hulu's** first English-language show with an all-Latino cast, *East Los High* is a "salacious" drama that lures viewers with stories about romance, sex and revenge. But *East Los High* mixes entertainment with education; the show's creators say they're committed to providing teens with realistic and useful information about sex education. Each episode directs viewers to online resources on topics including birth control, pregnancy, bullying and college planning.



COUTURE CONTENT

Fans of *The Hunger Games* know that in Panem, image is everything. To build fan anticipation, **Lionsgate** launched *Capitol Couture*, an online fashion magazine celebrating flamboyant futuristic clothes, hairstyles and makeup. Built on Tumblr, *Capitol Couture* integrates social media and user generated content (UGC) to immerse fans in the luxurious world of the Capitol.

Crowdsourcing Your Content

By Tom Fishburne



In my last column for CCO magazine, I parodied brands that manage content marketing by command-and-control. This time I want to focus on the trend of crowdsourcing content and handing over the reins to the audience to create conversation.

Marketers are increasingly crowdsourcing aspects of their campaigns and bringing fans into the creative process. More than 20 percent of the ads in the last Super Bowl used some form of crowdsourcing. In February Hasbro let a Facebook survey pick which Monopoly piece would replace the iron. (Surprise, surprise, the Internet picked a cat.)

Crowdsourcing can bring higher levels of engagement to our content and prolong buzz. But before marketers leap on the crowdsourcing bandwagon, they need to decide the best approach for

their brand, and just how much control to give away to their audiences. Giving too little control (like Audi's lame survey to choose one of three endings to their Super Bowl ad) can fall flat. Giving too much control (like the Internet poll that picked Justin Bieber's next tour location as North Korea) can backfire.

We recently launched a caption contest to bring awareness to The 3% Conference, an event that highlights the ridiculous fact that only 3 percent of creative directors are women, despite the fact that women make the majority of purchase decisions. We invited people to submit captions to an image featuring a group of men reviewing an advertising concept of a stereotypical housewife mopping the floor.

The captions sparked a storm of creativity and

conversation. Everyone who submitted a caption effectively created content marketing for The 3% Conference. The three winners were not only funny, they took the conversation in places that the conference might not have gone on its own: "I want this to do for housework what the Dove campaign did for being plain;" "I love it because

Giving too much control (like the Internet poll that picked Justin Bieber's next tour location as North Korea) can backfire


it's aspirational" and "Shouldn't she have been leaning IN to the mop?"

There is wisdom of the crowd, but it all depends on which crowd. Chasing some crowds may just devolve into lolcats and the lowest common denominator. The best content marketers can read the pulse of the audience and choose the right way to involve them in the conversation.

Ultimately, it comes down to the connection that brands have with their audiences. Crowdsourcing done well can channel and amplify that connection. Crowdsourcing done poorly can reveal how shallow that connection really is.



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



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

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

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





CONTENT
MARKETING
INSTITUTE™

17040 Amber Drive
Cleveland Ohio 44111

Electronic Service Requested



CLEVELAND
September 8-11, 2014
Cleveland Convention Center
Cleveland, Ohio



SYDNEY
31 March - 2 April, 2014
Sheraton on the Park
Sydney, Australia

From the **Home of Rock and Roll** to the **Land of Oz**,
We have your content marketing covered.

contentmarketingworld.com
#CMWorld