



# The Content Advisory

ISSUE 01 \ Spring, 2017

INNOVATION

## REBOOTING CONTENT MARKETING

IT'S A BUSINESS  
STRATEGY THAT  
MARKETERS PERFORM

STRATEGY

## DATA LIMITS TRANSFORM MARKETING

ARE YOU READY FOR THE  
DEATH OF SURVEILLANCE  
BASED MARKETING?

MANAGEMENT

## ON TRACK: AN AGILE CONTENT STRATEGY

GOVERNANCE

## LAYING A FRAMEWORK

WHO IS GOVERNING THE GOVERNANCE?





SUBMIT YOUR BEST WORK FOR THE  
**2017 CONTENT  
MARKETING AWARDS!**

With over 90 categories  
focused on strategy, editorial,  
distribution and design,  
enter today to showcase your  
content marketing successes.

#### **New categories for 2017:**

- ▶ Content marketing strategy categories by key industries
- ▶ Artificial intelligence, machine learning and technology
- ▶ Influencer marketing and ABM
- ▶ Snapchat
- ▶ Interactive infographics and slideshows

**Early deadline: March 10, 2017**  
**Regular deadline: April 21, 2017**

Category winners will be announced in August,  
with top honors being revealed during a special  
ceremony at Content Marketing World 2017 in  
September.

[www.contentmarketingawards.com](http://www.contentmarketingawards.com)



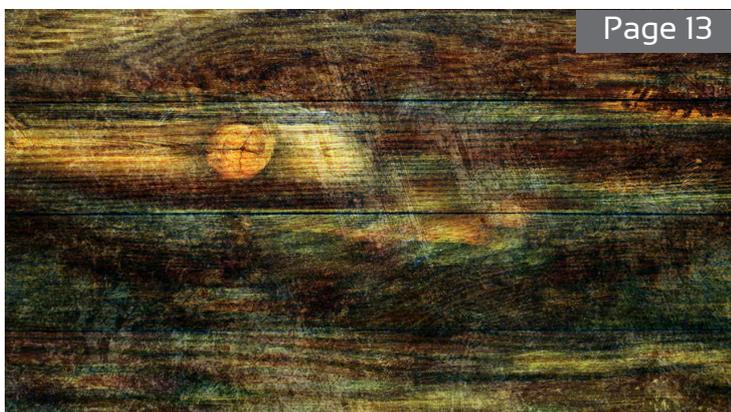
# The Content Advisory Spring, 2017



## Content In Crisis

Content Marketing isn't a replacement for advertising, or any other form of classic marketing. So, if it exists, and it's not a replacement - where is the value? Why is it so hard to build a business case for this new approach to developing customer experiences?

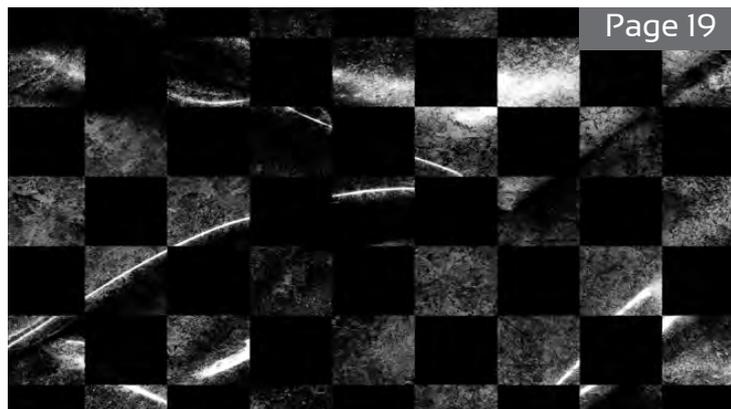
Content Marketing is in crisis. Let's fix it.



## Privacy Will Change Marketing

Listen up, marketers! If your company has anything to do with any resident of the European union, you need to get real familiar with the GDPR, real fast!

New data limitations are about to transform marketing.



## Agile Content Is The Right Track

Creating and executing an effective content strategy is a lot like building a car from scratch, finding a good driver, and trying to win the Indianapolis 500. It's not just complicated, it takes a special kind of preparation.

We have to focus and stay on the right track with an agile content strategy.



## Who Will Govern Governance

It is everywhere. And while content is prolific, it is not simple - it is a complex, multi-faceted effort that if not managed properly can mean the difference between success and getting sued.

How do we address the elephant in the room, and begin to get our arms around content governance.

# From The Chief Troublemaker



## WELCOME TO ISSUE 1

*Our inaugural issue of what we hope is a new kind of experience for understanding content-driven strategies*

**Allow me to explain myself.** I spend about 90% of my time writing, teaching and/or evangelizing the use of smart content strategies to make business (and specifically marketing and communications) more effective, more efficient, and more innovative in today's marketplace.

**Centralizing all of the amazing thinking** - especially that which centers on the larger business transformation felt like an important thing to do. But it felt like it should be a different experience than simply a blog (though we no doubt

make it available that way as well). And in looking at my favorite go-to experiences (like the Harvard Business Review), it struck me that we could create something new. We said:

**"Let's create an interactive and print magazine experience, that doesn't scale very well."**

Yes, you read that right. It's not about scaling. It's about delivering the right experience to the few that care.

**Welcome to Issue 1 of our new experiment.** We aim to provide the big

ideas around content-driven customer experiences and how it's transforming business. Our goal is to take this idea to physical events, corporate education and (of course) our digital hub.

**If it works, our aim is to produce this experience quarterly** - with just a few forward-leaning, big ideas that you won't find anywhere else. We feel like it's an opportunity - to help understand what really matters. We hope you enjoy it.

- Robert Rose  
Robert@contentadvisory.net

*"We shall not cease from exploration. And the end of all our exploring will be to arrive where we started. And know the place for the first time."*

- T.S. Eliot



# The Content Advisory

ISSUE #1

## CONTRIBUTORS



**Tim Walters, PH.D.**

*Tim is a principal strategist and privacy lead at The Content Advisory, a founding partner of Digital Clarity Group. He has also been a Senior Analyst and Advisor at Forrester Research.*

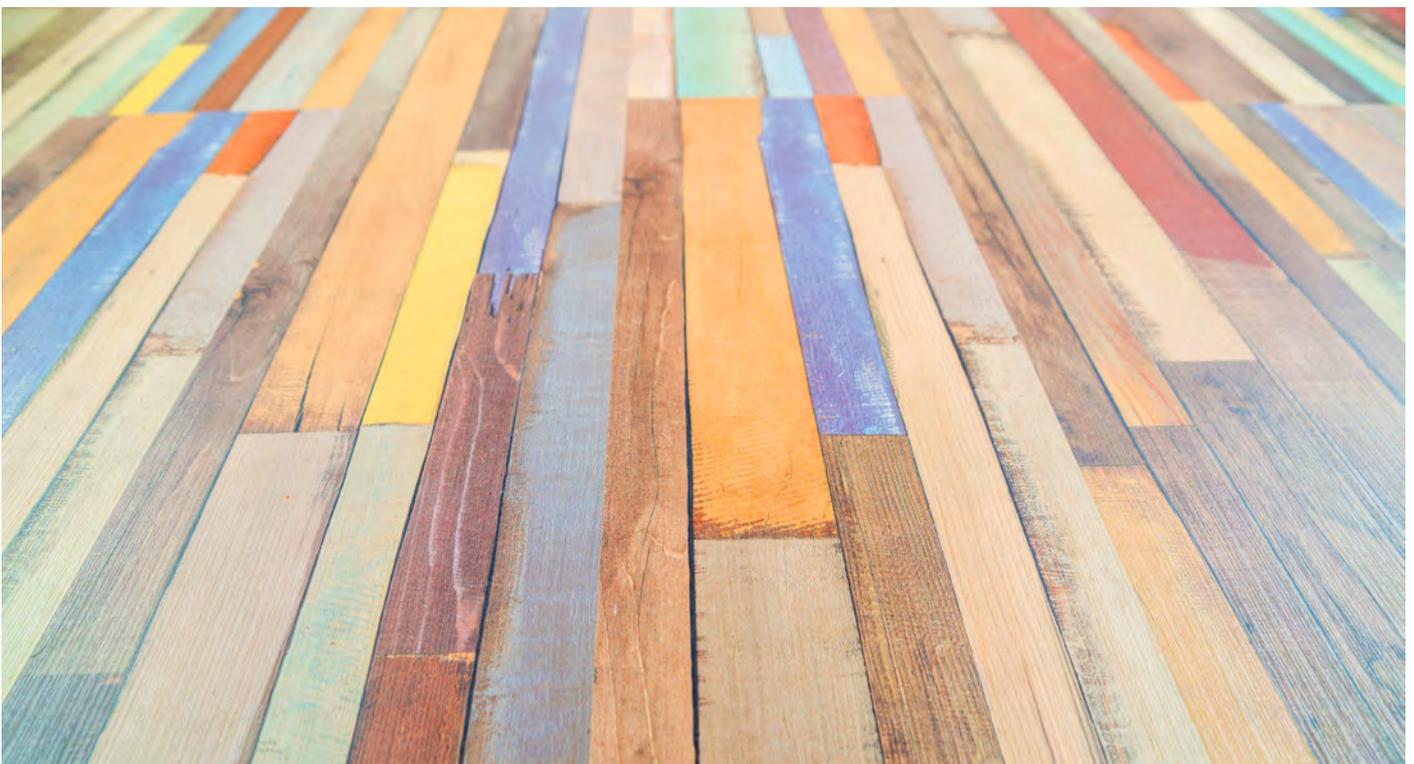
**Andrea Fryrear**

*Andrea is a speaker, author, and the chief content officer for Fox Content, an agile content consultancy. Her most recent book is *Death of a Marketer*.*



**Cathy McKnight**

*Cathy is a founding partner of Digital Clarity Group and leader of its enterprise consulting practice. She leads strategic business transformation initiatives.*



# CONTENT IN CRISIS

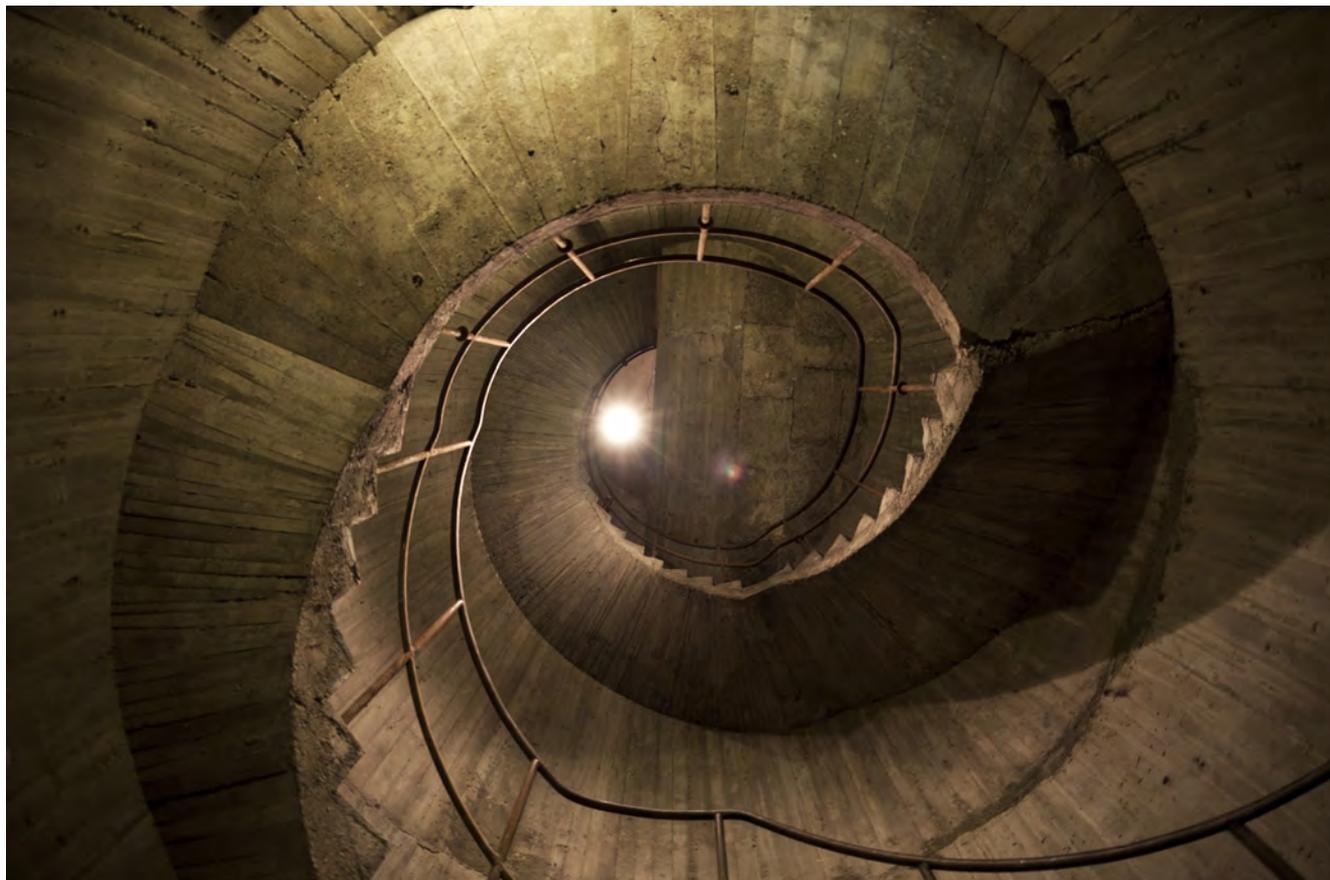
*By Robert Rose*

*Chief Strategy Advisor - Content Marketing Institute*

*Why is it so hard to build the right business case for this new approach? What are most businesses missing when it comes to measuring their content?*

**"The only difference between a rut and a grave is the dimensions."**

**- Ellen Glasgow**



**Lately, I've been experiencing a bit of an existential crisis.**

After dedicating much of my career over the last half-dozen years to content marketing, I've come to discover that, not only is this particular marketing approach currently in its death throes, the practice may not even exist.

Based on some of the recent headlines in both trade magazines, blogs, and even a few technology publications, one would have to assume the 100+ companies I've worked

with over the last 36 months were simply tilting at windmills. Had they somehow gotten themselves caught up in a "content marketing" cult, requiring a Don Draper-esque "4 P's" intervention to bring them back into reality? Or, are brands like Red Bull, LEGO, and Visa just special because they have inherently interesting content and, therefore, represent the tiny fraction of companies that actually could replace traditional marketing and advertising with an "overhyped, buzzword-y" concept like content marketing?

Well, I have bad news. Are you ready for it? Here it is:

**Content Marketing isn't a replacement for advertising, or any other form of classic marketing.**

Whew, is everyone okay?

Do you need a minute to catch your breath? Can we stop with all the frantic posts?

No? Still feel the need to rant and rage? Well, I suppose I can roll with that, so let's move on.



## Yes, Virginia, Content Marketing Does Exist.

First, let's just agree that the business practice of creating and deploying useful, relevant, owned media content for the purpose of building an audience isn't a figment of our collective imagination — it does actually exist.

Want proof? L'Oreal just launched Fab Beauty, a completely unbranded site focused on helping salon owners optimize their business practices. Or, how about Marriott? They are a self-

proclaimed "media company" now, launching a content studio that will produce both long-form and short-form content. Or, consider Pepsi – and their declaration that they will not only launch a content studio to create long form content for their brand, but will also (for a price) create content for other brands. And think about this: If you were to ask what media company has the best coverage of soldering materials, I'd tell you it's not a media company at all. It's

Indium, which publishes 17 different blogs on the subject in six different languages. Or, consider a recent report authored by Rebecca Lieb, in which she details how General Electric CMO Linda Boff has "pulled back from television advertising, excepting live events, due to fragmented consumer attention and a lack of engagement. Meanwhile, the company has doubled down on content marketing initiatives."

What these businesses seem to recognize

*Content Marketing does exist. There is L'Oreal's Fab Beauty site. There is Marriott's announcement, and even Pepsi has announced a new content studio.*

(and what others are ignoring) is the tremendous value that exists in creating, managing, and publishing valuable content — not as a complete replacement for advertising, but rather as an additional component of the overarching business strategy. In other words, they're not looking to replace advertising with content — they're evolving their content to make advertising better.

So, Where's the Beef?

The general tenor of these content-marketing-as-a-bullshit-buzzword articles boils down to what I call the "you suck at it" argument: Basically

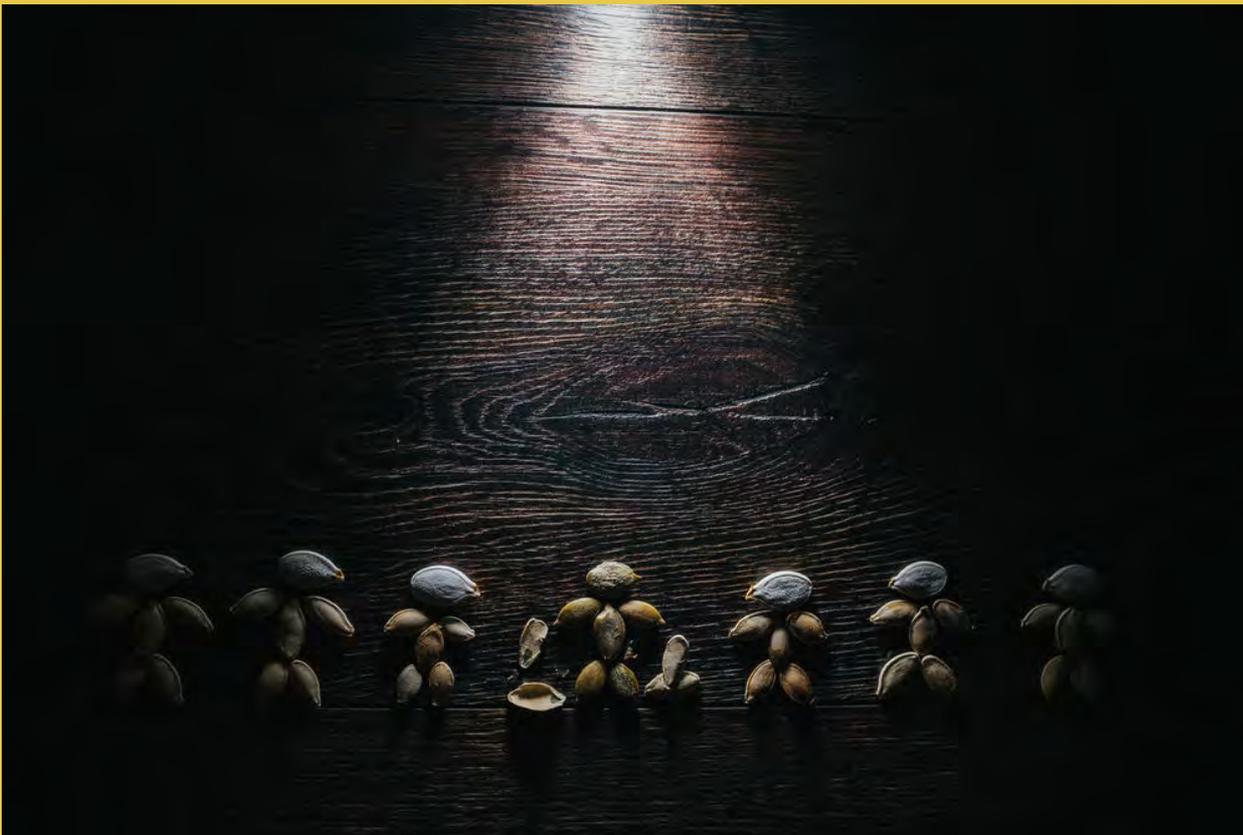
they assert that media companies can create awesome content, but brands can't (or won't) manage this; thus their conclusion is that content marketing itself doesn't work.

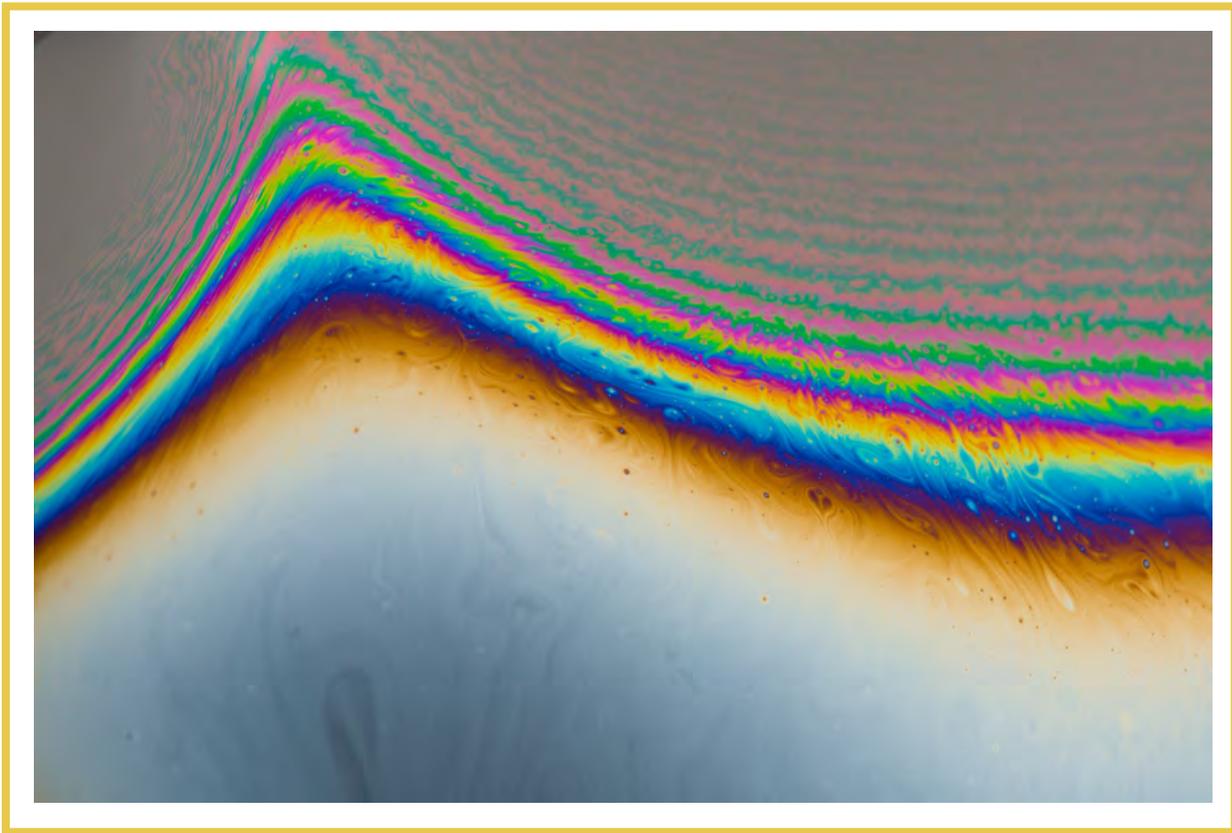
Content Marketing is difficult to do well, let alone at the level of scale enterprise brands typically expect to be achievable. In fact, at CMI we've found that brands often achieve success with their content only after they've done one (or both) of the following two things:

**1. They've committed to content marketing as a strategic initiative,** investing in the business process and developing

capable in-house talent (a la GE's investment in Thomas Kellner, a former Forbes reporter and Columbia School of Journalism graduate, as their managing editor for GE Reports).

**2. Alternately, they acquired an already-successful media property —** for example, L'Oreal's initial purchase of Makeup.com, Arrow Electronics' acquisition of United Technical Publishing or even Johnson & Johnson's purchase of BabyCenter.com. (Of note is that J&J acquired BabyCenter in 2001 for \$10 million; or about three-tenths of one percent of their current advertising budget.





**See, in most cases where we are seeing success, it is due to the company's view of content as a strategic business activity that just happens to be performed by marketers,** rather than as a marketing and advertising tactic that gets applied for the expressed purpose of amplifying upper-funnel marketing results. So, it isn't that marketing should alter the purpose of content; it's that content contributes a new form

and functionality to the practice of marketing. As content marketers have been saying for years, our practice isn't something new — for example, Eugene Schueller, the founder of L'Oreal, started out as an editor who, in the 1920's, founded *Votre Beauté*, one of the first women's beauty magazines. It's the operational aspects involved in managing content that most modern marketing departments and agencies are finding to be a challenge. Like nearly every other

aspect of marketing, content marketing is more complex and more dynamic than ever before — in fact, changes are likely happening right underneath our feet, as we speak.

What counts most is that we look at the approach as a means of providing specific and multiple lines of business value. It's not solely a replacement for top-of-the-funnel activities.

Though, when it's done well it actually can

*For more on our thinking on the new Content Marketing Framework and our Return On Audience concept, please review the resources section of [www.contentadvisory.net](http://www.contentadvisory.net)*

drive results like an additional 1,500 sales appointments and a \$1 billion pipeline, as it did for Xerox. Or, content marketing done well may have nothing to do with purchase intent; instead, perhaps it can increase the effectiveness of a business's advertising spend four-fold, as it did for Kraft. It may also be the future of R&D, informing the product and marketing teams with insightful consumer behavior, which it's doing for Johnson and Jonson's Babycenter.com

As these examples, and many others, show, there is real business value to be found in spending at least a portion of our strategic efforts on

delivering content-driven, experiential value to customers. As Henry Ford said, "whether you think you can, or think you can't – you're right." Existential or not, I don't see how you can possibly go wrong with believing we can.

But, let's hold that conclusion for a moment. Let's take a step back and actually look at the practice that we're attempting to create in our business. Let's rebuild the business case for Content Marketing in the Enterprise.

If you'd like to take a deeper exploration of our strategic content marketing framework, we invite you to do so within

the resources section of our website. There you'll find a complete framework document which can help get you on the right path to starting your content marketing strategy.

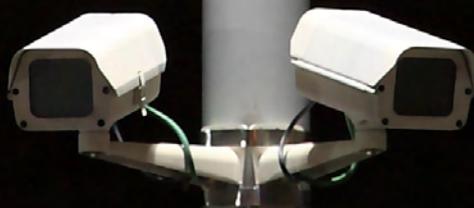


*Our Content Marketing Framework in summary. Defining a purpose, story, audience, process and measurement.*

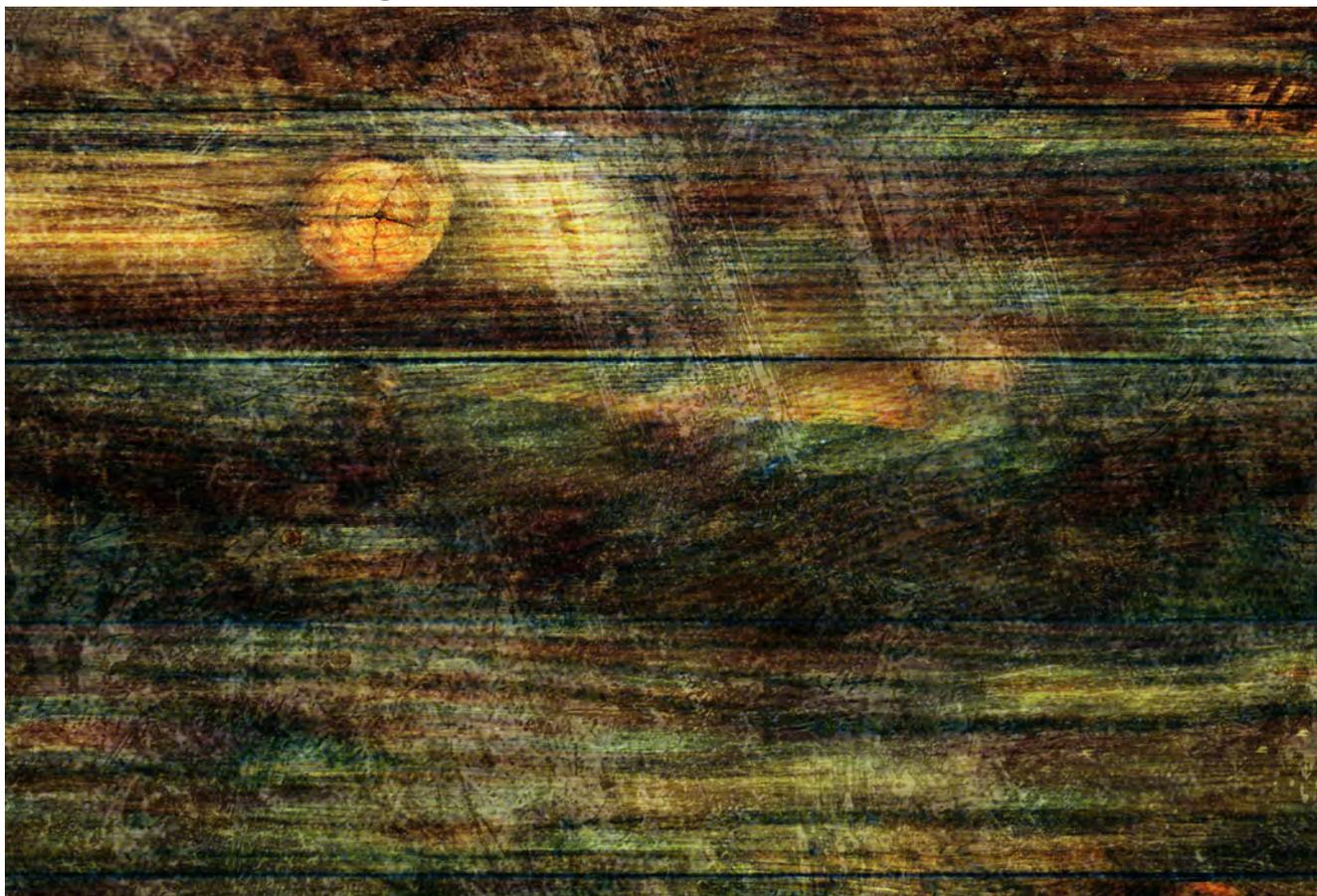
# FROM MAX TO MINI: NEW DATA LIMITATIONS WILL TRANSFORM MARKETING

**Listen up, marketers!**  
If your company has anything to do with any resident of the European union, you need to get real familiar with the GDPR, real fast!

*By Tim Walters, Ph.D.  
Principal Strategist & Privacy  
Lead, The Content Advisory*



***"There is a marvelous peace in not publishing. It's peaceful. Still. Publishing is a terrible invasion of my privacy."  
- J.D. Salinger***



### **The GDPR what, you say? The GDPR is the General Data Protection Regulation.**

It spells out substantially new and disruptive requirements for any company – anywhere in the world – that offers goods or services to EU residents. It will fundamentally change – or illegalize – many common marketing practices – and should give a big boost to content marketing in the process.

It's big enough to warrant a series of articles and blog posts on the Content Advisory over the coming months. To kick it off here, we'll explore the requirements for "data minimization." But first, let's clear up a few of the common misconceptions about the GDPR and how companies should respond:

**1. "The lawyers will take care of it."** Yes, the GDPR is a governmental regulation, but it's definitely not just a problem for your legal

counsel and compliance department. As you're about to see, the GDPR will substantially impact any business process that uses personal data – including most marketing activities. It is imperative that you get involved now to understand what changes are necessary and begin devising the solutions.

**2. "We can worry about it next year."** If the GDPR is so disruptive, surely the regulators will give companies a chance to adapt to it, right? Absolutely correct – except, that grace period is right now.



Enforcement and penalties have been suspended for two years, until May 25, 2018. Regulators will expect you to take advantage of this transition period and to be fully compliant in May 2018. Given the scale and the scope of the changes, it's safe to say that you're already behind schedule.

**3. "The EU is only after the big fish."** No doubt, massive platforms such as Google, Facebook, and Amazon dominate the personal data landscape and draw the

most attention. But privacy and personal data protection are fundamental rights of every EU resident according to the EU Charter. Regulators have an obligation to defend these rights and to penalize violators. And don't think that you can just pay the fines as a cost of doing business: Maximum penalties (for a single violation) are up to €20 million or 4% of your company's worldwide gross revenue. (Take a second to calculate what that means for your firm – and then get

up off the floor.)

## **From Maximum Data To Data Minimization**

When it comes to data, the more the merrier, right? Vendors and advisors urge you to collect as much data as possible.

Personalization tools are generally made more accurate with the addition of more data. Famously, data is "the new oil." Or maybe it's the new coal.

*The new sheriff just rode into Marketing Town, flashed her GDPR badge, and said, "we're gonna be doing things differently 'round here."*

How about the new bacon? (I'm not making this up.) In any case, data is a currency, and it should be treated like a corporate asset: accumulated, used, reused, traded, perhaps even sold – anything that allows you to extract value out of it.

Well, the new sheriff just rode into Marketing Town, flashed her GDPR badge, and said, "We're gonna be doing things differently 'round here." (I'm thinking this sheriff should be played by Meryl Streep.)

In direct contrast to the practices of maximum data, the GDPR requires you to follow a principle of data minimization.

*Instead of gabbing the most personal data you can, you must collect and use as little as possible. Instead of Scrooge McDuck, skiing down a mountain of money, you need to be Bob Cratchit, rubbing two pennies together to keep your fingers warm.*

*Seriously? Oh, yes. Specifically, the GDPR states that:*

*"[P]ersonal data should be adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed. This requires, in particular, ensuring that the period for which the personal data are stored is limited to a strict minimum.*

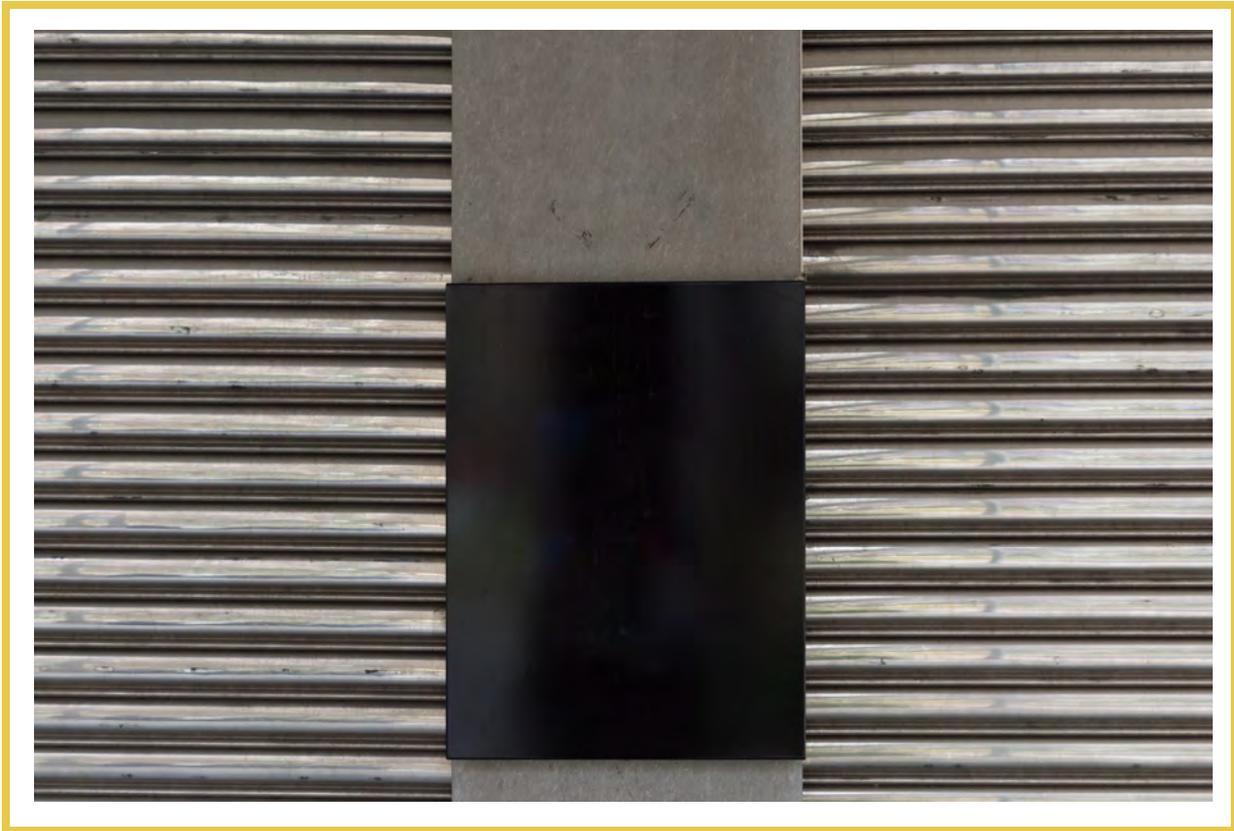
Personal data should be processed only if the purpose of the processing could not reasonably be fulfilled by other means" (Recital 39)."

**In short, the GDPR requires you to use the smallest possible amount of personal data, for the shortest possible period of time, and to delete it as quickly as possible once the specific purpose for which it was collected is completed.**

The name of the movie with Meryl playing the sheriff is "Honey, I Shrunk Our Big Data Strategy."

Crucially, these limitations are enshrined





as “principles” in the GDPR – and affected companies must document and be able to demonstrate that all marketing activities always adhere to these principles. (And others spelled out in the regulation.) That means that you can’t innovate around the GDPR. There are no loopholes or grey areas to leverage – because it is not the letter of the law that matters but the spirit, articulated in principles such as data minimization.

With this, you can begin

to see that the GDPR “places an incendiary into the plumbing of” digital advertising and marketing, and it’s a bomb “that cannot be disarmed by jurisdictional location, legal opinion, or lobbying.”

## **"A REVOLUTION NOT AN EVOLUTION"**

That’s a quote from one of the framers of the GDPR. As we said, it’s not just another regulation that will or

can be taken care of by having your lawyers or compliance pros file a few papers. The GDPR requires you to fundamentally rethink how you do marketing, sales, customer support, and virtually every aspect of customer experience management. We’ve barely begun to poke this potentially very cranky bear (stay tuned for more), but the principle of data minimization should administer the first dose of shock therapy.

**If you are interested in learning more about the GDPR, and or the best practices in using data and privacy to your advantage, why not talk to one of our analysts. [www.contentadvisory.net](http://www.contentadvisory.net)**

Think of it this way: It's like the switch from desktop and laptop displays to relatively tiny mobile screens. The first reaction was to try to stuff the entire website onto the small screen. Bad idea, and flat out illegal under the GDPR anyway.

The winners in the mobile-era are those companies that figured out most quickly and most consistently how to take advantage of the constraints imposed by mobile devices. And that means, to look at them not as constraints but as opportunities to create a whole new kind of user experience, a new kind of relationship between a brand and consumer on

this mobile real estate – and one that is actually superior because it (necessarily) focuses on what really matters to the consumer.

So, dear marketer, the question in the GDPR-era is, how do you get the maximum out of data minimization?

How will you adapt to the transformed data environment and not just survive but thrive on the new playing field?

**The winners in the mobile-era are those companies that figured out most quickly and most consistently how to take advantage of the constraints imposed by mobile devices. And that means, to look at them not as constraints but as opportunities to create a whole new kind of user experience.**



**TIM WALTERS, PH.D.**

*Tim Walters is a principal strategist and the privacy lead at The Content Advisory, as well as a founding partner of Digital Clarity Group and a contributing analyst for the Content Marketing Institute. Tim was also Senior Analyst and Advisor at Forrester Research, and director of international marketing and strategy for FatWire Software. Earlier, Tim was a professor at the University of Rochester and New York University.*

*Tim@contentadvisory.net*

# Staying On The Right Track With Agile Content Strategy

By Andrea Fryrear

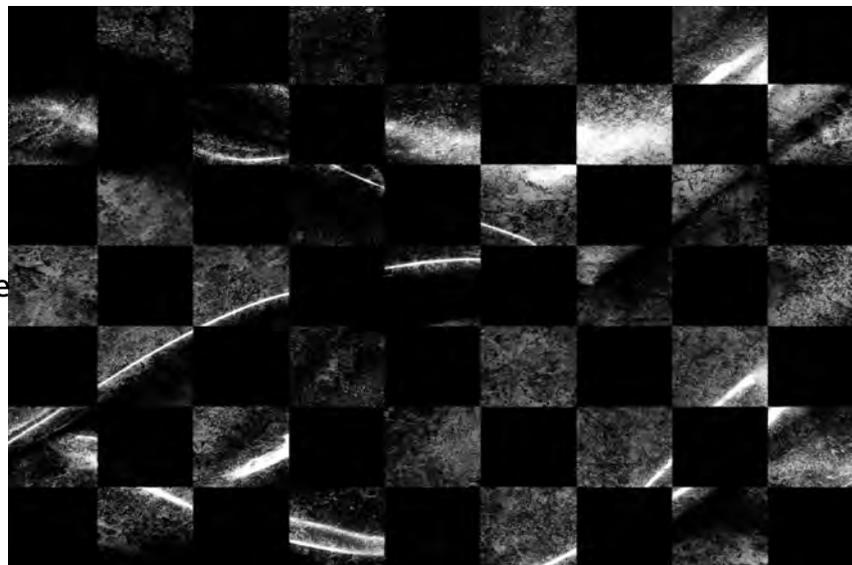
*Creating and executing an effective content strategy is a lot like building a car from scratch, finding a good driver, and trying to win the Indianapolis 500.*

The course of the Indianapolis 500 doesn't appear that complicated: it's just an oval-shaped track. It looks the same on lap 3 as it does on lap 451. But the simple terrain is deceptive, because winning the Indy 500 is hard.

You won't get far without a well-designed vehicle, but you also need an experienced driver behind the wheel who understands the complexities of a prolonged, intense competition.

And while the racetrack of the Indy 500 isn't complex, that doesn't mean that any car or any driver off the street could win it. Driving a car around in a circle for several hours doesn't sound difficult, but winning the Indy 500 certainly does.

Creating and executing an effective content strategy is a lot like building a car from scratch, finding a good



*MANY BUSINESSES CREATE A CONTENT STRATEGY ONCE AND NEVER TOUCH IT AGAIN.*

driver, and trying to win the Indianapolis 500. It's not impossible, but it requires an adaptive, agile approach that embraces uncertainty as a competitive advantage.

## THE IMPORTANCE OF STEERING

No one expects a race car driver to set a course at the start of a race and follow it unerringly to the finish line.

she has to adjust to changing course conditions, navigate around other cars, and make pit stops at the appropriate time.

But many of us create a content strategy once and never touch it again. We devote dozens of hours to crafting a beautiful document and put it on a pedestal. We're trying to win the Indy 500 with our car on cruise control.



But in the real world, where most of us work, things change constantly.

Team members leave and are hired, channels rise and fall, and new voices join the conversation. Rather than put our head down and continue executing against a fixed content strategy, we need an adaptive approach that's prepared to encounter new circumstances.

Not only that, we need a deliberately agile content strategy that embraces change as a source of competitive advantage.

Consider the math for a moment. Many agile teams run on a two-week cycle, which allows them to pause for inspection and adaptation every 14 days.

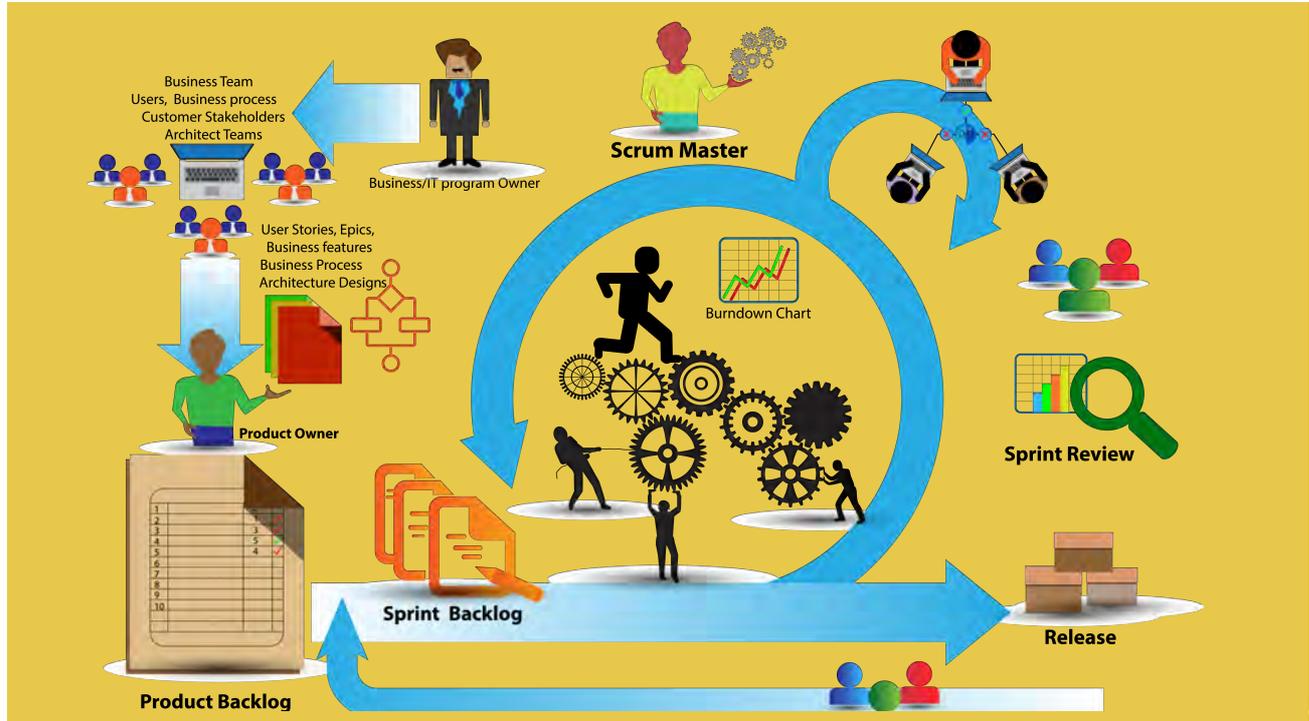
Compared with a team that only reevaluates their strategy once per quarter

**T**he reality of driving is that it requires constant minute adjustments, even if we're just driving a car in a straight line.

Predictive content strategies work really well when we know everything about the environment in which we'll be creating and releasing our content.

## ADAPTIVE VS. PREDICTIVE CONTENT STRATEGY: A 6X ADVANTAGE

If content production teams, distribution channels, and competitive landscape alike will remain static during the entire time our strategy is being applied, then a predictive approach is the way to go.





an agile team is acting 543 percent faster.

If you can establish a system that allows you to adapt your content strategy every two weeks while a competitor sticks to a quarterly pace, you just gained a 6x advantage.\*

## **TWO AGILE APPROACHES TO CONTENT STRATEGY**

That sounds nice, but in the frenetic world of most content marketing teams, finding time to slow down and consider strategy every two weeks seems about as

likely as becoming a world champion race car driver.

And it's true. Simply putting "Review Content Strategy" as a recurring event every two weeks on the departmental calendar isn't going to get you a 6x advantage over the competition.

To move from predictive towards truly adaptive, content strategy needs to be part of a larger commitment to agile practices. The most common ways of achieving this are by using Scrum or Kanban, the two most popular agile methodologies.

We won't do a complete walk through here, but the basic parameters of each approach are as follows.

## **SCRUM: FOR TIGHT-KNIT TEAMS ON A SCHEDULE**

Scrum teams operate within Sprints, short periods of work that takes place within a discrete timebox (typically two weeks). Sprints center on the amount of work the team can complete in that amount of time, and they rely heavily on teamwork and communication.

Detailed planning meetings mark the start of each Sprint, and it's here that the content strategy can come up for review and alteration. Agile teams rely on objective data over subjective opinions, so any changes need to be backed up qualitatively. "We don't like writing ebooks" isn't a good reason to take them out of your next Sprint. "Infographics produce three times more email subscribers than ebooks" is.

Each Sprint concludes with a Retrospective, a 1- to 2-hour meeting in which the team reviews their process and comes up with ways to improve it during the next Sprint. Content strategy can once again be a topic of discussion, particularly if the team's workflow is out of sync with the strategy's objectives.

For example, if the content strategy calls for heavy social media distribution across multiple channels, but the team is finding it hard to keep up with that workload, results may improve by focusing their efforts on

a smaller number of channels and then expanding over time.

An agile team will make this discovery after two weeks and adjust accordingly.

A traditional, predictive team could have spent months spreading their attention too thinly over too many channels without any opportunity to fix the problem.

## **KANBAN: SPECIALIZED CONTENT TEAMS ON THEIR OWN CADENCE**

Unlike Scrum, Kanban doesn't include any set timeboxes. Work is released when it's finished, and new work begins when the current task is complete. The flow of tasks is governed by Work in Progress (WIP) limits, which restrict the amount of work that can be in any given state at once.

For example, this simple board has a WIP limit of four on its Research/Prep column, meaning for the entire

team only four pieces can be in this state. Something must be pulled into the Creating column before more work can be researched.

Like Scrum teams, marketing teams who use Kanban engage in regular retrospectives and planning sessions, but they aren't tied to a Sprint cycle.

Retrospectives could happen every two weeks if that cadence works best for the team, or they could happen after the team releases ten new pieces of content. Planning might need to occur more frequently if content gets rapidly pushed out, or it might only happen once a month if the team can self-organize really well.

Once again, both meetings are an opportunity for the content strategy to be investigated and adaptive based on objective performance data.

## **MAKE STRATEGIC PITSTOPS WITH AGILE**



**Embracing an agile content strategy means you don't need to run the whole race with the same tires and a single tank of gas.**

Embracing an agile content strategy means you don't need to run the whole race with the same tires and a single tank of gas. By building regular review and adaptation into your team's flow, you gain the ability to pump the brakes, step on the gas, or make a pit stop at the right time.

Whether you choose Kanban or Scrum, use agile retrospectives to make sure your channels, content types, and team are firing on all cylinders.

You can find more advice on choosing the right agile approach for your team in my ebook, *Choosing from the Agile Buffet*.



**ANDREA FRYREAR**

*Andrea is a speaker, author, and the chief content officer for Fox Content, an agile content consultancy. Her most recent book is *Death of a Marketer*, which tracks marketing's history and advocates for a more agile future for the profession. She also writes for and edits *The Agile Marketer*, a community of cutting edge Agile marketers. Find her geeking out on all things agile and*

# NEED EDUCATION?



**THE  
CONTENT  
ADVISORY**



## **PROFESSIONAL DEVELOPMENT WORKSHOPS**

### **Content Marketing**

We provide one and two day workshops that can help evolve the skills of your marketing team. Our Content Marketing Master Class is a six hour intensive, that sets best-practices, provides repeatable frameworks and level sets on a successful and measurable approach to content.

### **Content Strategy**

If your team is looking to develop content as a strategic function in the business, or to scale a global content team, our content strategy workshop can help your team through proven models and frameworks to apply to your strategy.

[www.contentadvisory.net](http://www.contentadvisory.net)

# LAYING A FRAMEWORK FOR CONTENT GOVERNANCE

By Cathy McKnight, Co-Founder and Vice President, Consulting Digital Clarity Group

It is everywhere. And while content is prolific, it is not simple — it is a complex, multi-faceted effort that if not managed properly can mean the difference between success and getting sued.

The content — images, text, audio, video — that fill our digital channels does not appear out of nowhere. Success in digital and content marketing comes from the quality of the content being managed. This success requires supporting content strategy. A large part of that strategy has little to do with the content itself, and everything to do with people; the people involved in creating, managing, and regulating the content. In other words, the people involved with content governance.

## DON'T BE AFRAID OF THE ELEPHANT

Content governance is often the elephant in the content team room -

everyone knows it's important and should get attention, but no one's quite sure how best to go about it, because it's really big, and a bit scary, so they avoid it, or worse, actively ignore it. Content governance can be daunting because when set up properly is relational to tasks, not defined roles, and often does not align neatly to the existing org structure. Thus, requiring at least some organizational change management, which is almost always complicated and messy.

But that mess and complexity is worth it. Trust me.

Traditionally companies simply try to take the same approach to creating content that they've always taken — and wind up with the same results of unengaging, inconsistent content, perhaps, if they are lucky, it ends up in a more visually attractive package (think lipstick on a pig), after spending

millions of dollars for a new content technology and strategy. A scalable, strategic, and well understood content governance model is what enables a content team — centralize, decentralized or a little bit of both, no matter where they sit in the organization — to focus on content quality. Successful content teams understand that a content governance model is the foundational piece to an optimized digital content marketing strategy.

## ADDRESSING THE ELEPHANT

As mentioned earlier, setting up, or revising, a content model can be not only daunting, but also difficult to “sell” to those who you want to involve in executing the plan. Structuring the model with the following information can help get the “what’s in it for me” message through at all levels of the organization.

*"Empathy is a tool for building people into groups, for allowing us to function as more than self-obsessed individuals."*

- Neil Gaiman

## Business Purpose –

Understanding and articulating how content governance impacts the different areas of your business will help define the business purpose for content. This will in turn help garner support from the various stakeholders to support their part in the governance model. Aligning the purpose with at least one company objective will help the senior leadership team see the value, and thus support, the plan.

## Organizational Responsibility -

Content needs to be owned, and people need to be responsible for its day-to-day quality, regardless of the size or structure of an organization. And for the assigned content tasks to be embraced (read: done), these responsibilities must be understood by the broader organization. (This is where the organizational change comes into play.) It is not enough to assign content related work; it needs to be tasked officially in context to what the individual and/or team will be measured against at the end of the day/year.

This enables the content owners, contributors, editors, etc. to prioritize content related tasks over other ad hoc, non-measured, work efforts.

This in turn will require buy-in by their managers, which cannot be assumed particularly if they are not a

part of traditional marketing or content related teams.

## Leadership Responsibility

Every organization is unique, with its own silo's and culture to be managed; complex in its own way. Regardless of size or complexity, there needs to be someone or a group, that will help to facilitate and lead as a decision-making body. This is the leader/team that will help define the business rules – and then how those business rules translate into technology requirements and execution of content related tasks, and then, ultimately, the allocation of resources – financial, human, and technological.

This trifecta creates the framework for establishing ownership, driving decision-making,

developing coordinated processes, and devising metrics for a successful content governance model. This framework should establish clear lines of sight between the organization's executive management down through to the tactical management and execution of the teams focused on the various content initiatives.

It should identify roles and responsibilities as well as corporate- versus regional- versus product/solution/LOB-level ownership, and cross-functional representation should be established where appropriate within the governance model.

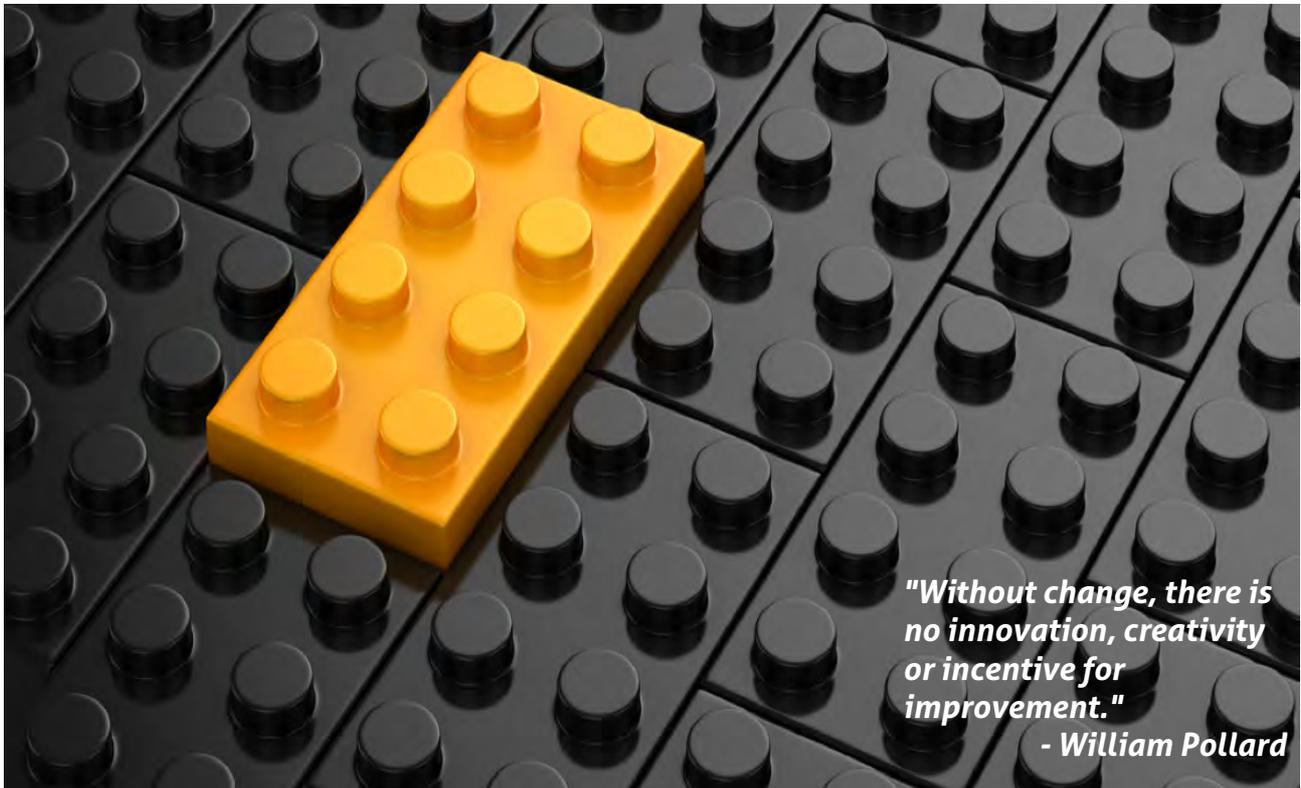
Content may be strategically more important to one part of the organization than another. This difference is why understanding the business process and purpose of content is a precondition for effective governance. If we do not identify a clear business value, then we are not going to get time, attention and resources devoted to the effort that it deserves.

What resources are needed to execute a content governance plan? That is a topic for Content Governance Part 2: Building the right content governance teams.



### Cathy McKnight

*Cathy is a founding partner of Digital Clarity Group and leader of its enterprise consulting practice. She leads strategic business transformation initiatives. Cathy has helped dozens of companies realize their content and marketing/communication objectives. Cathy has both led both business transformation initiatives, as well as the detailed execution of enterprise technology.*



*"Without change, there is no innovation, creativity or incentive for improvement."*

*- William Pollard*

# WHAT IS CONTENT INNOVATION

---

By Robert Rose, Chief Strategy Advisor  
Content Marketing Institute

**It's important that we begin resetting our notions of content's function in business.**

For the businesses we've talked with, the challenge was never "How are we ever going to create enough content?" It was,

rather, "How the hell are we going to manage the deluge of content we are creating?"

If businesses stopped to consider why they're creating all that content in the first place, the deluge would certainly slow. That is a disruptive concept in the marketing world.

Speaking of disruption, the December, 2015

issue of Harvard Business Review includes an article co-written by one of our favorite business thinkers, Clayton Christensen.

His article, *What Is Disruptive Innovation?*, updates readers on the status of disruption theory (introduced two decades ago) even as it reminds us of what this theory explains – and doesn't:

**"Disruption theory does not, and never will, explain everything about innovation specifically or business success generally. Far too many other forces are in play, each of which will reward further study. Integrating them all into a comprehensive theory of business success is an ambitious goal, one we are unlikely to attain anytime soon."**

Disruptive innovation is an evolving theory, one that is "in danger of becoming a victim of its own success" and "widely misunderstood ... its basic tenets frequently misapplied."

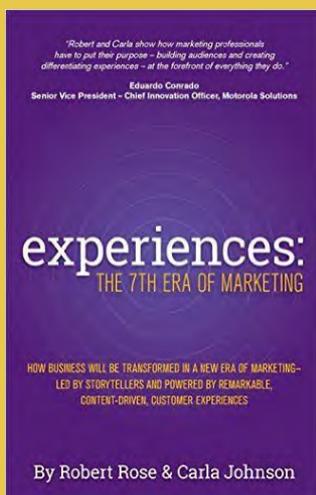
The methodologies and best practices of content marketing, content strategy, and intelligent

content as strategic parts of a customer experience strategy are in a similar space: widely misunderstood and evolving. Content as part of an overall business strategy has no done state. There is no finish line. It's a process. No approach will ever explain everything there is to know about content and its effective management. We know what we know only because we keep moving, striving to improve, seeking to understand distinctions, learning from our failures and successes.

With "cause for hope," Christensen and his co-authors point out that "as an ever-growing community of researchers

and practitioners continues to build on disruption theory ... we will come to an even better understanding of what helps firms innovate successfully." I share Christensen's sentiment of hope in the kindred area of content strategy in marketing. I point to you, the practitioners of content. You are the true innovators who will lead the profession to more evolved practices and theories.

You will further the ideals of content strategy innovation.



**Experiences: The 7th Era of Marketing**  
**The New Book, by Robert Rose & Carla Johnson**  
**[Purchase at Amazon.](#)**

# BEYOND

## something to think about

*This is just a taste of things to come.*

Our issue 1 is simply a small taste of what we have in mind. We've got big plans, and - as we said - we are looking to take this experience to more than just digital and print. We're looking at making The Content Advisory the go-to resource for marketers looking to make strategic media part of their business strategy.

Our second issue is slated for Summer of 2017 - and we've already begun to put the editorial strategy in place.

Our goal is to be consistent on a quarterly basis with only the highest quality articles dedicated to the transformation of marketing into a media operation.

The Content Advisory's

three core businesses are our **Media Division**, our **Corporate Education group**, and our **Consulting and Advisory team**.

Each of these groups are focused on one core mission - which is to help marketers develop the operational skill to implement smart content marketing and customer experience strategies.

We offer two levels of subscription to The Content Advisory.

1. Our monthly publication of The Content Advisory (this publication).
2. Our once-per-week email newsletter, which features one carefully crafted thought per week.

We invite you to come along on the journey with us.

**Web site:**

[www.contentadvisory.net](http://www.contentadvisory.net)

**Email:**

[info@contentadvisory.net](mailto:info@contentadvisory.net)

**Phone:**

323-230-0243



# THE CONTENT ADVISORY



Print  
Sponsorships



Digital  
Sponsorships



Custom  
Content

The Content Advisory is partially funded by the generous support of our benefactors. If you are interested in reaching a small, but highly targeted audience of senior level marketing professionals, we'd love to talk with you about our benefactor program.

For More Information:

Call  
323-230-0243

Email  
[info@contentadvisory.net](mailto:info@contentadvisory.net)

Visit  
[www.contentadvisory.net](http://www.contentadvisory.net)



The  
**Content  
Advisory**

[www.contentadvisory.net](http://www.contentadvisory.net)

Bringing you transformational thinking on the topic of  
Content Marketing and Customer Experience.