



Brand Publishing  
INSTITUTE

# TEN STEPS TO BUILDING A BRAND PUBLISHING CENTER OF EXCELLENCE



A CMO Blueprint for Managing Marketing  
Content Operations at Scale



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# WHY THE CMO NEEDS TO BECOME A PUBLISHER

## Five Reasons Why Brand Publishing is Critical to the Success of the CMO

Brand Publishing – defined as the production, management, distribution, and optimization of marketing and sales content at scale – has become essential to the future growth of every business and critical to the success of every Chief Marketing Officer (CMO).

### GROWTH



Brand Publishing accelerates growth by providing the fuel that runs modern sales and marketing programs and sales, marketing and media campaigns.

### SPEED TO MARKET



Brand Publishing increases speed and agility by streamlining the process for creating and delivering insights, and offerings to customers.

### RETURN ON INVESTMENT



Brand Publishing increases the return on marketing technology, sales enablement, and earned, owned and paid media investments.

### TIME MANAGEMENT



Brand Publishing reduces the time, hassle and complexity of managing content operations at scale in a large enterprise.

### CUSTOMER EXPERIENCE



Brand Publishing delivers personalized customer experiences, valuable conversations, and engaging entertainment by providing the high quality and well-organized content that supports them.



Publishing has emerged as a management competency critical to the success of the digital marketing, social media and sales enablement programs that drive growth. Marketing executives overwhelmingly agree that without effective marketing content – including videos, white papers, collateral, articles, case studies, blogs, and training – these advanced sales and marketing systems will not produce the results they need.

Over 90% of CMOs agree that their organizations must morph into a publishing function in order to execute on their growth agenda, and manage the rising cost and complexity of content operations. Many have begun the process of transitioning to a publishing model so they can sustainably create the content needed to achieve their growth goals.

Leaders are reengineering outdated marketing processes, adding new publishing skills, editorial management structures, and technology platforms.

But most marketing executives don't know how to apply the principles of publishing to their marketing operations. And they want help. CMOs are looking for more effective ways to deliver highly personalized and engaging content across sales, marketing, and media channels. They also need to find sustainable and cost-effective ways to produce and manage content at the scale needed to support growth.

The Brand Publishing Institute surveyed hundreds of global marketing executives and subject matter experts to identify the ten things a CMO needs to do well to transform their marketing operations to a publishing model. This white paper summarizes these ten Brand Publishing core competencies and the practical

**CMOs are looking for more effective ways to deliver highly personalized and engaging content across sale, marketing, and media channels.**

steps marketers are taking to better manage their content operations at scale. The full detailed 140 page analysis – which includes 50 best practices for executing Brand Publishing – is available in research reports, executive workshops and online certification programs offered by the Brand Publishing Institute.



## Brand Publishing

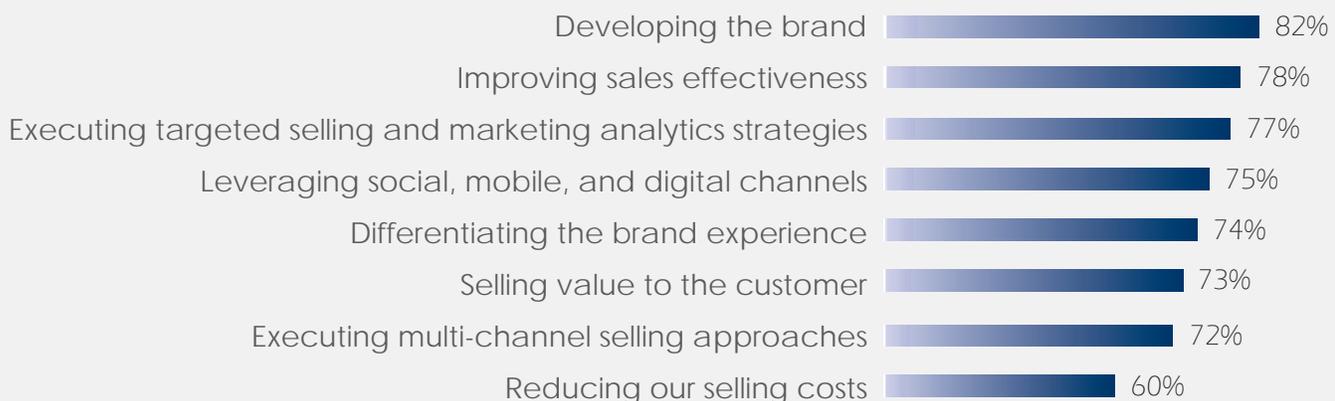
Brand Publishing accelerates growth by providing the fuel that runs targeted, personalized, content-based marketing and sales enablement programs. For example, compelling and actionable content is important to getting response from earned, owned and paid media investments. The quality of content – thought leadership or entertainment value – is now critical to differentiating the brand and driving engagement. Selling stories, ROI models, and customer case studies are essential to supporting “value conversations” that accelerate sales, drive margins, and change minds. And without well-targeted and “modular” content, it is impossible to deliver personalized digital experiences in digital, social and mobile channels. In addition, streamlining the process for planning, creating and delivering insights, and offerings to customers creates competitive advantage by increasing speed to market and agility.

# WHY BRAND PUBLISHING HAS BECOME SO CRITICAL TO GROWTH

96% of marketing executives surveyed agree that the quality and structure of their marketing content is essential to achieving their growth goals and increasingly defines the job of the CMO. “The quality and organization of marketing content is critical to achieving our goals – including branding, demand generation, sales and employee engagement,” according to John Costello, the President of Global Marketing and Innovation at Dunkin Brands.

For example, over 70% of the marketing executives surveyed believe the effectiveness of their marketing content directly impacts their ability to drive top-line growth with digital, social, and mobile technologies, and supports core branding, demand generation, and value-selling programs.

## The Percentage of Marketing Executives That Agree Well-Organized, Designed and High Quality Content is Essential to:



# THE CHALLENGE OF PRODUCING, MANAGING, DISTRIBUTING, AND OPTIMIZING MARKETING CONTENT AT SCALE

Our research found that managing the growing cost and complexity of content operations has emerged as a major problem for marketing executives. Many of those surveyed reported it is a huge challenge to manage the complexity, inefficiency and ineffectiveness of their content operations, despite its growing importance in the eyes of marketing leadership. According to David Master, the CMO of the Janus Funds, “Managing content effectively is the single greatest challenge to our marketing organization.”

The most common problems cited in the interviews with marketing executives include:



## Low content usage.

Marketing executives expressed their frustration that the vast majority of their content is not opened or consumed by customers, prospects or influencers. “Based on our experience measuring content usage on our websites, the Parato Principal, or the 80-20 rule, is more like the 99.99 to 0.01 rule when it comes to content utilization. When we measured it we found that only a few of our assets were regularly consumed or shared,” according to Mark Yolton, VP of Digital Marketing at Cisco Systems.



## The time and effort it takes to find content.

61% of executives surveyed report it is difficult for their salespeople to find marketing content when they need it.<sup>1</sup> For example, a recent analysis by the marketing team at VMware found that 75% of the content that gets localized and pushed to regions goes unused for lack of awareness by the sales and marketing channels.



## Lack of alignment with the go-to-market process.

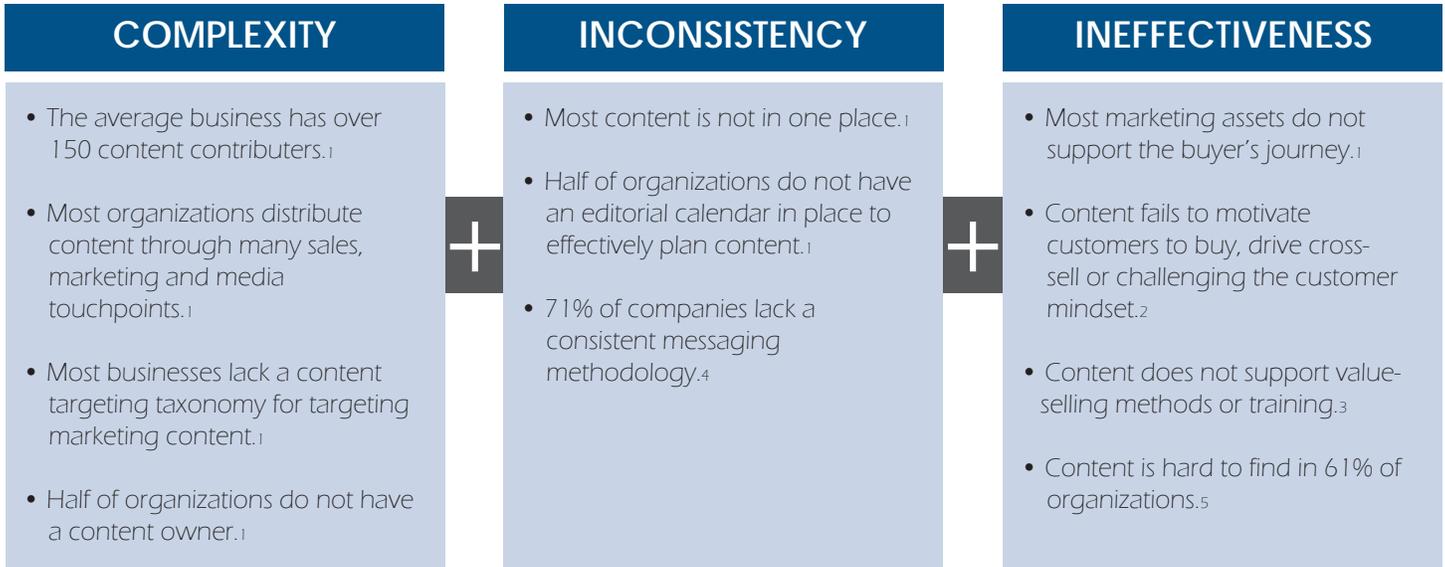
Too much of the content that is created does not align with or support the entire customer journey so its impact on sales is limited. “Content marketing is equated with demand generation, which is very myopic. We need to span the holistic engagement lifecycle. For many, the real content journey begins after the sale”, according to Lisa Arthur, CMO, Teradata Marketing Applications.



## The inability to materially impact sales results.

Another problem is that content is not driving measurable business outcomes. A recent survey by Richardson – a global sales training company – found that most sales managers don’t believe the content created for them by marketing either motivates customers to buy, drives cross-selling, or challenges the customer mindset.<sup>2</sup> And over 40% of marketing executives surveyed were not sure they are getting a positive return on their investment in marketing content in terms of brand building and lead generation.

# The Challenges of Managing Content Operations at Scale



Sources: 1) Forbes Insights Survey of 368 marketing executives, average business is \$5B in revenue 2) Richardson, 3) CSO Insights Accenture Analysis, 4) Corporate Visions, 5) Forbes - Brainshark Survey of Executives, 2015

These “content problems” have become major business issues because they are increasing the cost of sales and hurting the ability of marketers to drive top-line growth from their investments in digital, social and mobile technologies and solution selling.

Given these near universal facts, the big questions being asked by marketing executives are:

- Why is it so hard to manage marketing content?
- What can marketing leaders do to improve the situation?

According to Peter Smerald, an expert in Content Management from EMC, “One reason marketers are struggling to find ways to improve content performance, is they do not do a very good job describing the problem they are trying to solve. This is generally because they don’t understand the underlying economics of content operations. So they don’t do a very good job solving the problem.”

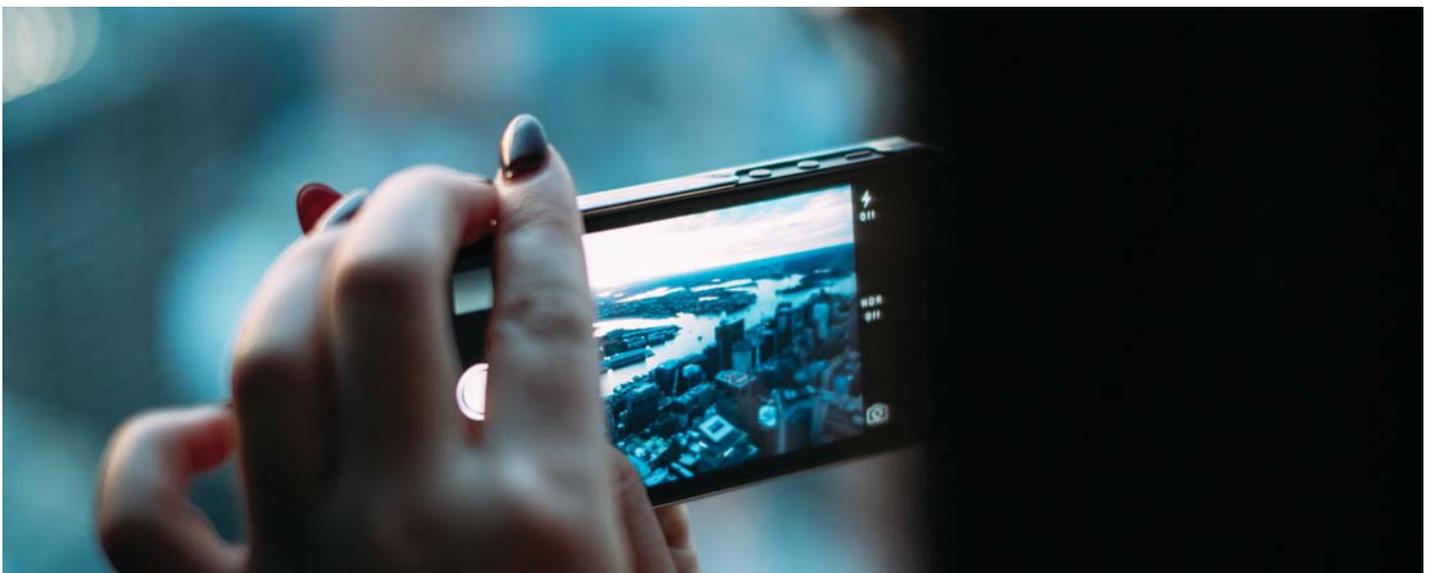
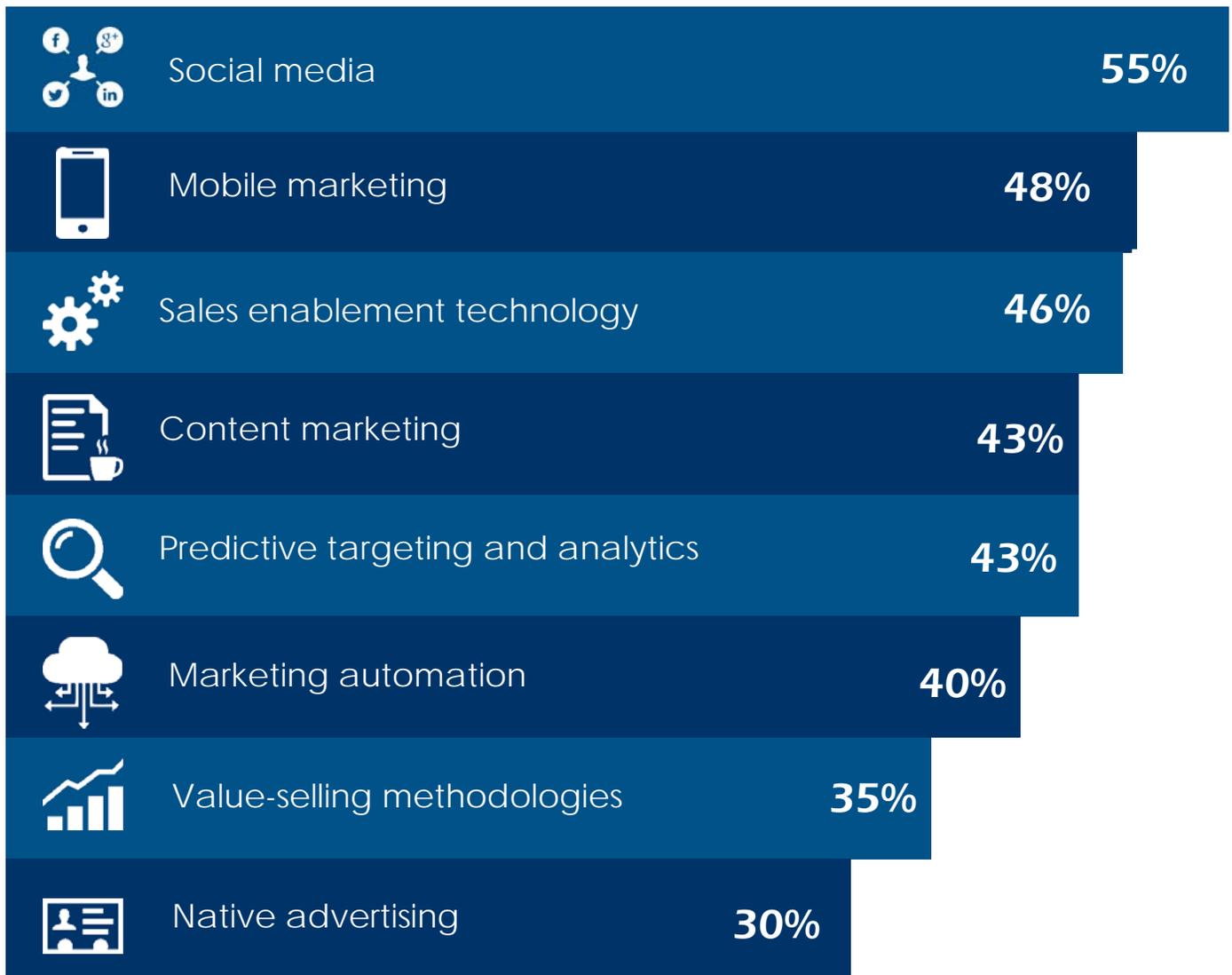
One fundamental challenge facing the CMO is that advanced marketing and sales enablement programs

– and almost everything important to growing the business – will increase the volume, cost, and complexity of content. This is because social media, digital marketing, and sales enablement programs require more personalized content elements, customer touchpoints, targeting personas, and content marketing campaigns.

For example, when Cisco implemented personalized website experiences and persona-based targeting, the amount of content needed increased by an order of magnitude. According to Mark Yolton, the VP of Digital Marketing at Cisco Systems, “Pursuing personalized web experiences has improved our marketing performance, but at a big burden in terms of content. Once we started to personalize our web experience on cisco.com, we saw an improvement in client response. But it also created a very big upstream problem. We increased the number of different personalized content components from three to ten. And, introducing three simple audience personas – for customers, employees, and partners – increased the volume of content thirty fold, and put pressure on the content team to update the website every four hours, instead of every week.”

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## THE TOP GROWTH INVESTMENT PRIORITIES OF MARKETING EXECUTIVES



# Ten Core Drivers of The Cost and Complexity of Content Operations

## Content Volume



Modern sales and marketing approaches are driving up the volume and quality standards of content need to grow effectively. "The big issue with personalization is that once you create a personalized website, the amount of content you need to create multiplies incredibly," according to Rishi Dave, the CMO of D&B.

## Lack of Structure



Modern sales and marketing approaches require content that is better structured, organized and targeted. According to Mike Marcellin, the CMO of Juniper Networks, "The quality and organization of our marketing content has a huge impact on what we do as marketers, and ultimately our contribution to business, and our interactions with customers."

## More Sources



The variety of content contributors, sources and formats are growing. According to the Marketing Executives surveyed, there are 150 content contributors in the average company (\$5 billion in sales volume). One quarter of content is produced by external sources and many are not under the direct control of the CMO.

## Fragmented Production



Content is produced in a piecemeal fashion to support individual programs, channels and functional silos. According to Laura Fay, the VP of Integrated Marketing and Communications at Cisco Systems, "It's easy to open up a channel or touchpoint. But it's hard to support, feed, maintain and measure the carrying cost and redundancy cost of a channel in terms of the content needed to support it."

## Labor-Intensive



Producing high quality and emotionally engaging content requires labor and creativity. According to Connie Weaver, the CMO of TIAA-CREF, "The subject matter experts and researchers need freedom to create great and compelling content. The process has to start with content – with the core story. How do you want to show up in front of your customers? When you get that right, the rest of the pieces fall into place."

## Ten Core Drivers of The Cost and Complexity of Content Operations

### Unclear Objectives



The economic value of content operations is poorly understood by executive leadership and is difficult to measure. According to Judith Bitterli, the CMO of AVG Technologies, "Our biggest need is to educate the board of directors and CEO about why content strategy is so important and the competitive advantage a CMO can create with good content operations."

### Unstable Processes



Creative, planning, marketing and sales processes are difficult to automate and structure because they are unstable and very dynamic. According to Carlos Abler, Leader of Content Marketing Strategy for 3M, "Managing content is not a technology solution; it's an organizational imperative. Leadership needs to understand that the quality of content operations has dependencies across the organization. First, you need the processes and skill sets to drive content excellence; the technology base is secondary, albeit important."

### Cross-Functional Processes



The Brand Publishing process spans many different organizations, stakeholders and business units in the enterprise. According to Kira Sterling, the CMO of Toll Brothers, "I truly do not know how many different people or entities are creating content in support of sales and marketing at our company. The content we use comes from so many different places – our satellite businesses. Landscaping. Security. Insurance, Architecture. The different residential communities we sell, which are our products. Marketing. And the sales offices where we watch customer interactions."

### Lack of Ownership



No individual or executive is responsible for the entire publishing process or the business outcomes it creates. Only about half of the marketing executives surveyed report they have a content owner and an editorial calendar in place.

### Lack of Control



Content consistency, quality, and compliance are nearly impossible to manage in a large and complex enterprise. According to Matthew Schiffman, the CMO of Legg Mason, "As the CMO, I do have some control (ultimate control) over content. But whether I have clear visibility is another question. I lack the time, measures and technologies to have clear visibility on content. So I cannot engage in a conversation with someone about why we are putting a certain piece of content out if it's not effective."

To illustrate this point, the simple model below quantifies the cost and complexity of targeting and versioning a single branded content asset in five local markets. The model assumes the content will be versioned to target five different customer personas, configured to support a digital marketing template with five unique content “blocks” or elements, and published in five local languages. According to benchmarks compiled by the marketing technology and design agency *Luxus Draffhorse* from client work in the automotive, packaged goods, pharmaceutical and telecommunications industries – the traditional process for creating many unique versions of a content asset can the cost of creating

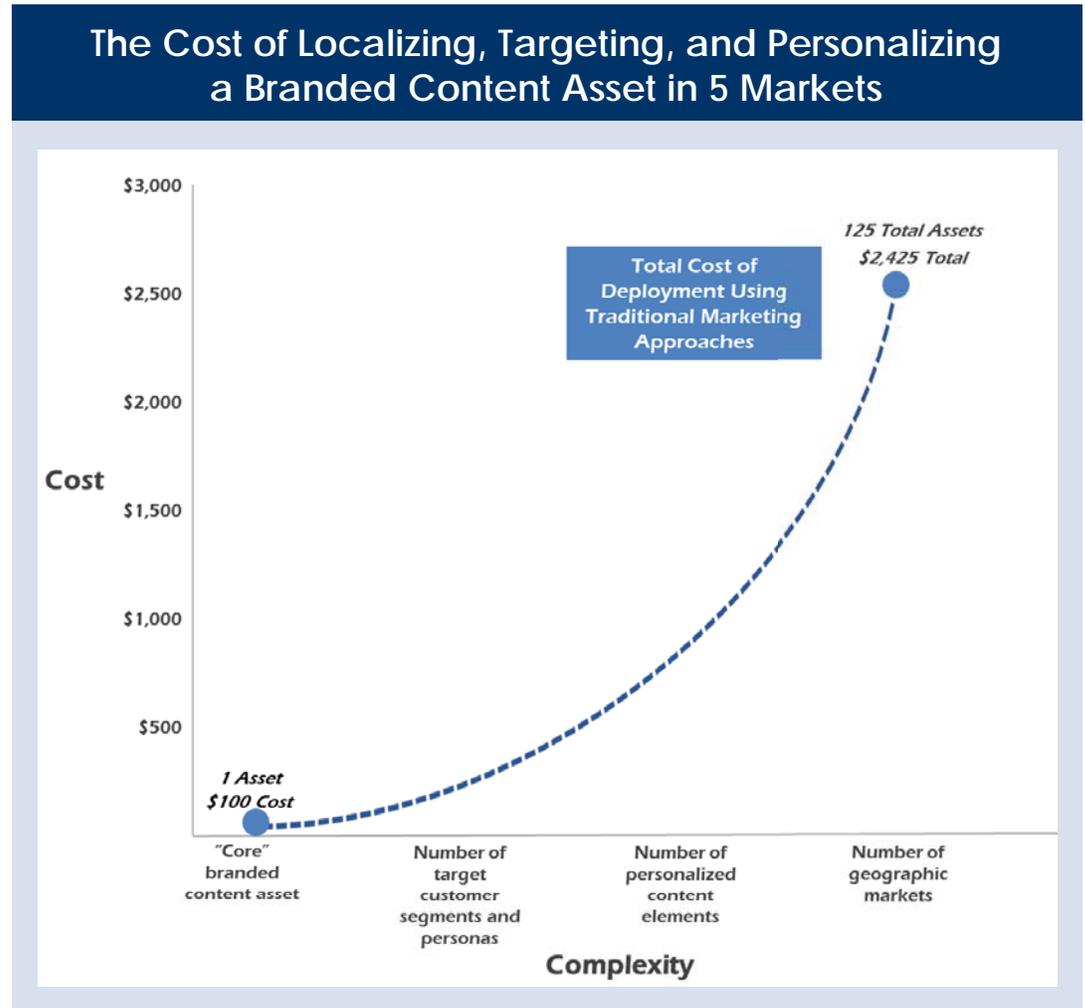
And the problem is only going to get worse. As marketers adopt more advanced sales and marketing practices, the volume of marketing content and complexity of managing it will continue to grow. The interviews with marketing executives revealed that almost every growth program on the executive agenda – mobile, social, digital marketing, and sales enablement programs – will dramatically increase the volume of content production and complexity of content operations.

Over time, the demand for well-organized, high quality marketing content threatens to outgrow the labor intensive content production and management systems that prevail in most marketing organizations. This lack of effective content and resources will hurt profitability by:

- Driving up the cost to sell
- Limiting the impact of investments in targeting, digital transformation, and CRM technology
- Slowing down the process of getting products, training, and messages to market
- Draining senior management time and attention
- Delivering an inferior customer experience

At the end of the day, marketers will not be able to “write” or “spend” their way out of this problem. They will have to change. According to Brad McLane, Managing Director of RSR Partners “CMOs that do not make the transition from marketing to publishing (content, curation and community) put their growth strategies – and careers – at risk.”

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Source: *Luxus Draffhorse Content Production Benchmarks*

# THE IMPERATIVE TO TRANSFORM MARKETING AND ADOPT BRAND PUBLISHING

To successfully produce, manage, and distribute marketing content at a significant level of scale, marketers will need to rethink their content operations in order to fundamentally shift the content cost and performance curve. “The pressure to differentiate the brand, use more channels, and manage complexity is growing fast – to the point that doing business the same way will not work. Current processes will not scale. You need to adapt and reengineer your processes,” according to Connie Weaver, the CMO of TIAA-CREF.

As Martin Swanson, the CMO of The Hartford Funds puts it, “We need to realign our organization structure to support the transition from traditional advertisers to Brand Publisher.” This makes sense because publishing organizations have worked for years to manage content at scale. They have learned some important lessons about reengineering the content “supply chain” and systematizing the production, management and distribution of marketing content.

For example, according to Lewis DVorkin, Chief Product Officer at Forbes, “In order to shift the content cost and performance curve, marketers will need to build management systems for a new era of marketing – or brand journalism. This will require eliminating restrictive editing layers, replacing outdated organizational structure and leveraging technology. Marketers will need to create a scalable system for sourcing, managing and distributing content that supports hundreds of staff writers (your employees), thousands of contributors (creators), and millions of engaged readers who transact with your content with comments, feedback, enhancements or original content.”

**Many of the marketing executives interviewed are actively trying to adopt or import business practices from the publishing and media industries, and set up editorial management systems. For example:**

- Over 80% of the marketing executives surveyed - across every industry - report they have already started working with their peers in Sales, IT, HR and Finance to establish editorial organizations and systems to support the planning, governance and distribution of content in media and sales channels.
- Many marketers – including D&B, Cisco, Legg Mason, Teradata, Pepsi and Taco Bell – are actively looking outside of their industries to find new ways to manage content operations and have hired senior content executives with publishing or media experience.
- Marketing executives from Toll Brothers, The Hartford Funds, and Samsung Business report they are building editorial structures and publishing centers of excellence within their Corporate Marketing organizations.

## The Evolution to a Publishing Discipline

From

To

<b>Focus</b>	Targeting front of the marketing funnel	Targeting assets deeper into customer journey
<b>Process</b>	Content creation silos	Cross-functional publishing process
<b>Targeting</b>	Targeting large audiences	Personalizing content to the individual
<b>Purpose</b>	Single use "channel-specific" content	Reusable and format table for many channels
<b>Format</b>	Individual "long-form" content assets	Bite-sized and configurable content elements
<b>Distribution</b>	Single "channel-specific" distribution	Distribution through many sales, marketing and media channels
<b>Discovery</b>	Manually search for the right content	Proactive "next best" content recommendations
<b>Creation</b>	Custom creation of content assets	Dynamic assembly of content elements into assets
<b>Work Style</b>	Writing as a solo writer	Production as a collaborative exercise
<b>Structure</b>	Brand standards and messaging	Content architecture and sourcing standards
<b>Sourcing</b>	Internal staff writers	Distributed content creation
<b>Process</b>	Ad hoc, unstable, and labor-intensive	Systems to automate tasks and facilitate collaboration
<b>Scheduling</b>	Short-term project and campaign-based scheduling	Long-term roadmap and editorial calendar
<b>Governance</b>	Top-down corporate marketing control	Technology-enabled federated governance models

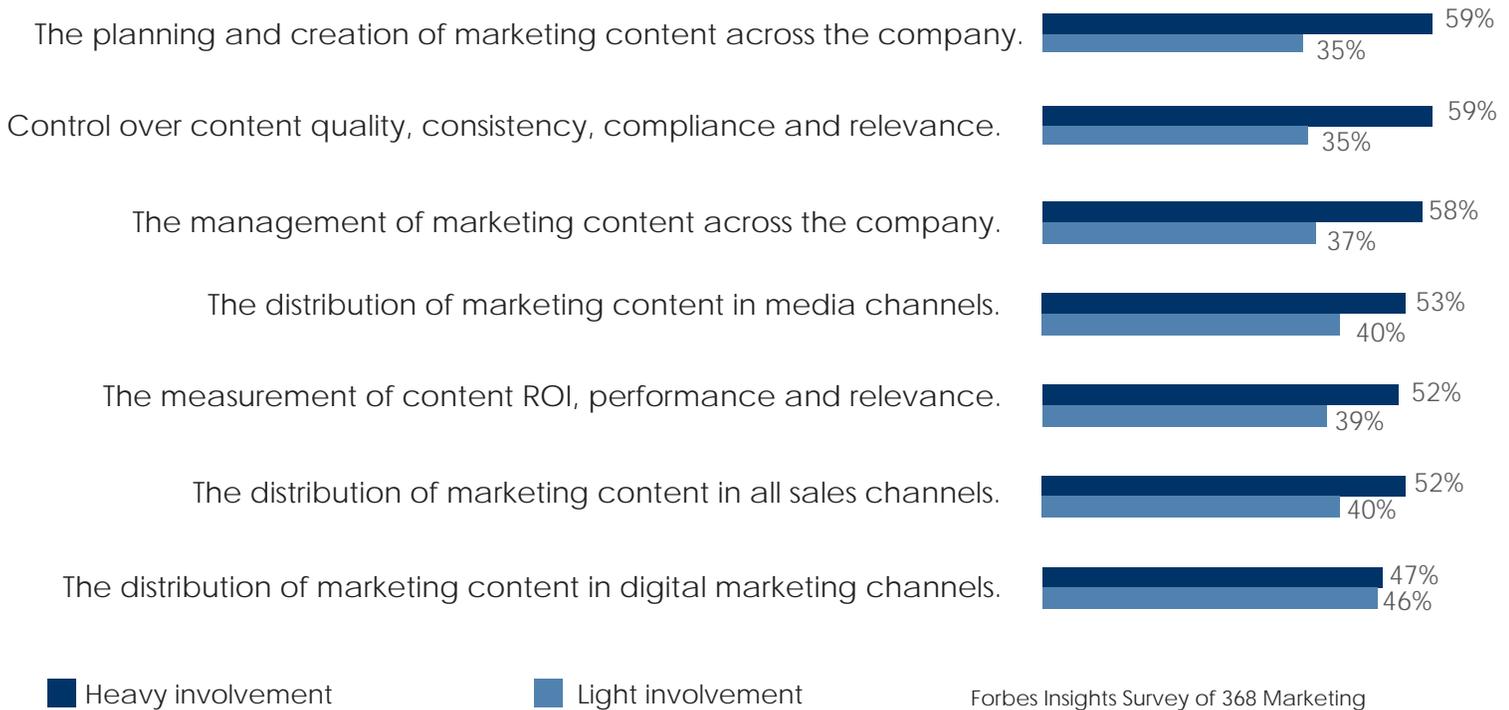
To lead this transformation, marketing executives are increasingly casting themselves into the role of publisher. "At this point, most brands have decided that they are publishers. Now they are trying to figure out the nuts and bolts of what publishing means in a corporate marketing environment from a people, process, incentives, skills, and systems perspective", according to Kathy Baughman, the Founder of ComBlu, and one of the report authors.

93% of the Chief Marketing Officers surveyed view the creation, management, and distribution of marketing content as a primary responsibility for the marketing organization. The majority report they own the planning, governance and distribution of content in media and sales channels. According to Tim Vellek, Senior Vice President of Marketing at Ricoh Americas, "Content has a huge impact on growth, on everything we do in marketing. So now I have become a publisher. I hold the purse strings. I set the direction. The Editor-In-Chief reports to me."

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- Marketing executives from Toll Brothers, The Hartford Funds, and Samsung Business report they are building editorial structures and publishing centers of excellence within their Corporate Marketing organizations.

# What Level of Involvement Does the Marketing Department Have in the Creation, Management, and Distribution of Content?



But most marketing executives are not applying the principles of publishing to their marketing operations. For example, the majority of survey respondents report they do not yet have the basic publishing systems, processes, skills, and structures in place to support the optimization of content at scale, including:

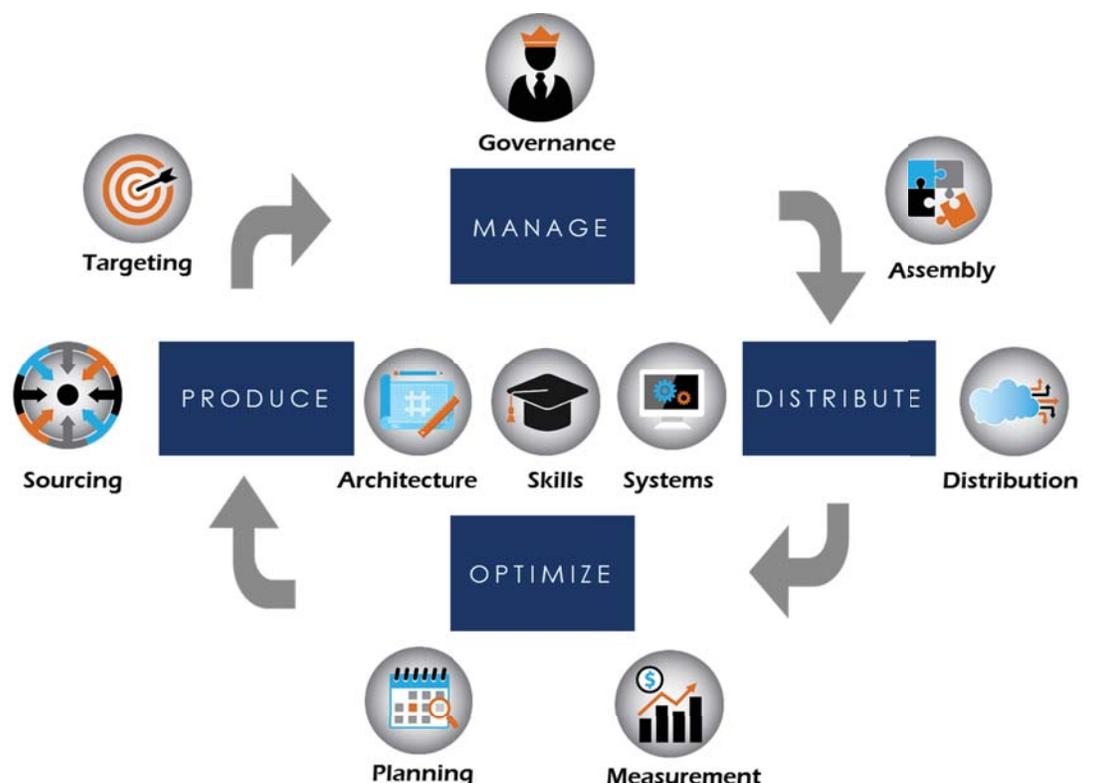
- An executive who owns the content process and is responsible for the business outcomes
- A content strategy and roadmap to efficiently plan and source content that drives results
- A universal taxonomy to effectively target and provide personalized experiences
- Structures that ensures value messages and selling themes are reinforced in customer conversations
- A central content repository to manage and control content quality, compliance, and relevance

# THE TEN BRAND PUBLISHING CORE COMPETENCIES MARKETING ORGANIZATIONS NEED TO SUCCEED

According to Carlos Ablar, Leader of Content Marketing Strategy at 3M, “In order to move the needle in terms of creating effective content at scale, we need to adopt publishing practices, processes, skills in our strategic planning, operational planning and have these practices drive platform requirements and adoption approaches. Furthermore we need to embed Brand Publishing competencies into standard marketing and relationship practices at the tactical go-to-market level.”

To help marketing leaders effectively evolve their marketing operations to a publishing model, this research analysis uncovered ten core competencies, which comprise the key points of control, leverage, and scale in the publishing process. Leading marketing and publishing organizations are using them to reduce cost and complexity as they grow their publishing organization.

## Ten Competencies that Enable Brand Publishing



The Ten Brand Publishing Core Competencies outlined below will help marketing executives focus their leadership teams on the critical systems, skills and processes that reduce the cost and complexity of content operations the most. They cut through the confusion created by an ever-growing volume of content marketing tools, experts and hype. In addition, they provide an objective lens to help marketing executives evaluate the many software purchases and platform acquisitions, organizational changes, and process redesigns they will need to consider as they build a publishing competency.

## Ten Brand Publishing Core Competencies



**Content Planning** – Establishing an editorial management team, structure, and process to facilitate cross-functional content planning, investment, and collaboration across the enterprise.



**Content Sourcing** – Establishing a centralized content sourcing capability and process to manage large teams of internal and external content creators and enforce content standards from corporate marketing.



**Content Targeting** – Leveraging a well-structured targeting taxonomy and common customer profile data to improve content utilization, relevance and performance.



**Content Governance** – Establishing a set structure, tools, skills and solutions that help corporate marketing to control the quality and compliance of marketing content assets across large complex enterprises.



**Content Assembly** – The systematic planning, production, and assembly of modular content elements into highly effective marketing content assets that are easy to personalize, distribute, and reuse.



**Content Distribution** – Putting in place systems, managers and processes for coordinating, delivering, and tracking content across a wide variety of digital sales, marketing, and media touchpoints.



**Content Measurement** – Establishing analytics, tracking and reporting to better understand, measure, and optimize core content economics in one place – including: speed, cost to sell, utilization and impact.



**Content Architecture** – A structure to help content creators to consistently plan, produce, and target content that supports the customer journey, supports value conversations, and is easy to reuse.



**Publishing Systems** – Reengineering and enabling an end-to-end publishing process to support the creation, management, distribution and tracking at scale across the enterprise. Reengineering and enabling an end-to-end publishing process to support the creation, management, distribution and tracking at scale across the enterprise



**Publishing Skills** – Acquiring, developing and diffusing core skills needed to support the planning, creation, assembly, targeting and optimization of content assets in an enterprise publishing model.

# HOW BRAND PUBLISHING REDUCES THE COST AND COMPLEXITY OF CONTENT OPERATIONS

Many of the marketers profiled in this report are using Brand Publishing best practices to simplify, streamline and automate their content operations. For example, Luxus Draffhorse was able to move their clients to a different cost and complexity curve by

employing several of these ten publishing core competencies, including:

- Modularizing marketing content into elements so they can be more easily assembled
- Automating content production workflow with a Content Marketing Platform
- Systematizing language translation with language services and translation middleware
- Mass customizing content templates so they can be easily configured by channel partners



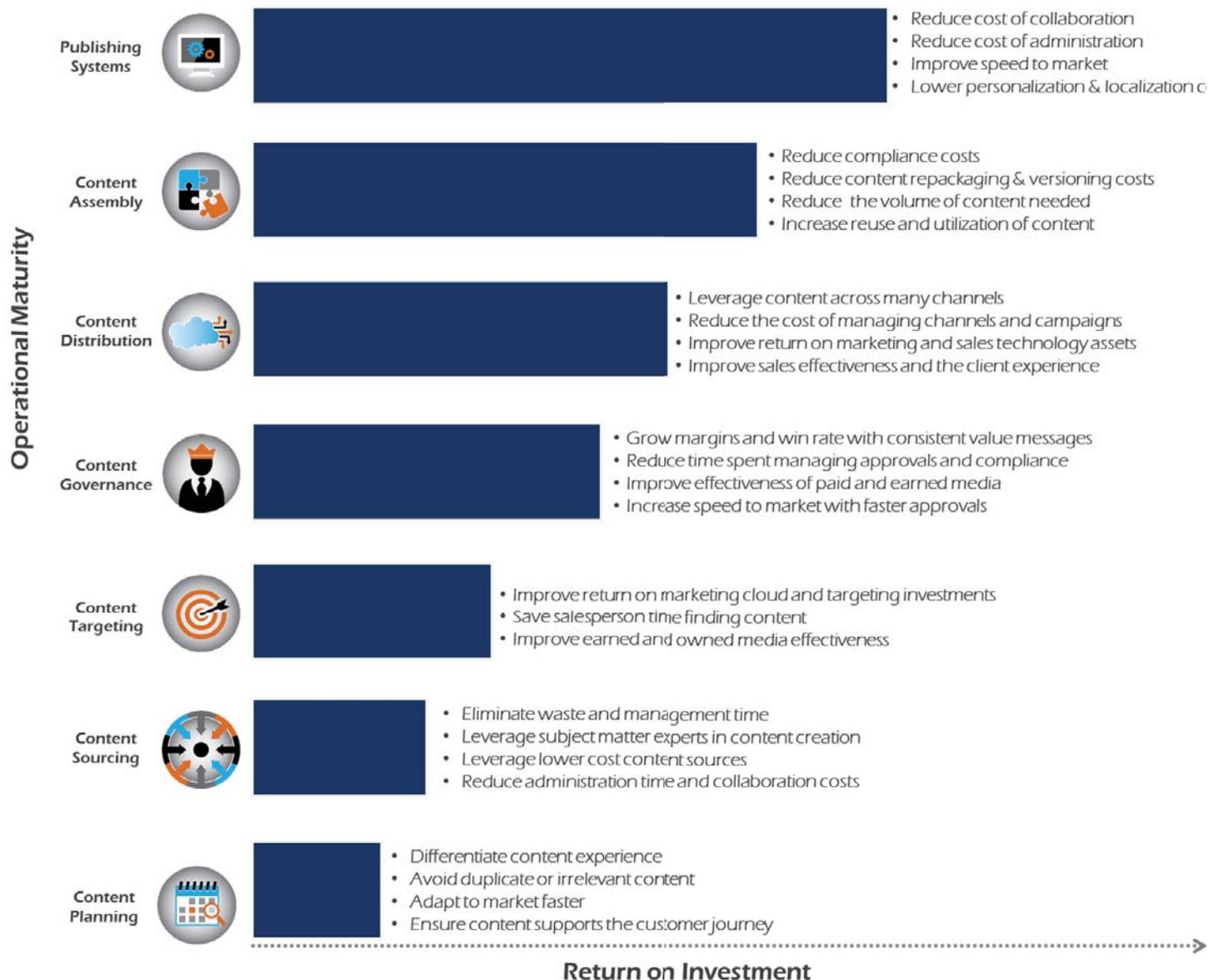
Source: Luxus Draffhorse Content Production Benchmarks

On average, they have been able to reduce the cost of personalizing, versioning and localizing marketing content by over 50% with higher degrees of control and consistency across channels and markets. “Drafthorse has fundamentally changed our content creation strategy. We are now able to create and adapt marketing materials to local needs lightning fast while keeping the expenses under control,” according to Jussi Wacklin, Senior Director of Global Marketing of EMC.

shift the cost and complexity curve by making a progression of improvements in marketing content operations – from easy to difficult. These steps can significantly improve content economics in terms of growth, cost to sell, speed to market and productivity. Collectively these competencies allow marketers to source, manage and distribute content faster, use less budget and management time, and achieve better returns on investment in terms of growth, utilization and the customer experience.

These are not isolated results. The model below illustrates how leading marketers are using these core competencies to

### Exhibit: The Economics of Content Optimization



Here's how each step builds on the previous one:

**4 Content Governance.** Taking a systematic or “federated” approach to governing content across a large organization is important because it helps the CMO better manage content quality, compliance and consistency across large, complex organizations. Better content governance significantly reduces the cost and complexity of content operations by improving earned and paid media effectiveness, speeding content to market faster, growing margins with a consistent value message, and reducing the time spent managing compliance and approvals. For example, the Content Marketing team at 3M was able to improve response rates by 300% by putting in place content quality and relevance controls.

**3 Content Targeting.** Well-targeted content drives business value by saving salespeople time finding content, improving earned and owned media effectiveness, and creating a foundation for measuring the impact of content and optimizing its performance. Cisco saved \$17 million by targeting and organizing marketing collateral to help them better leverage content in selling situations. This enabled optimal targeting schemes and ensured that content aligned with the customer journey. Leaders are using a variety of systems – ranging from digital asset management solutions to Web CMS, Marketing Resource Management (MRM), and Sales Portals – to enforce targeting schemes and measure the effectiveness of marketing content. According to Shawn Burns, VP of Digital Marketing at Schneider Electric. “Once our Web CMS was modernized with clean code and tagging, we found the same content, properly tagged, performs exponentially better.”

**2 Content Sourcing.** The practice of content sourcing is important because the best place to manage the volume, quality, targeting and relevance of content is at the front end of the publishing process. Establishing a centralized content sourcing function eliminates many of the downstream “garbage in – garbage out” problems associated with content that is poorly targeted, formatted, written or redundant. It also provides marketers a systematic method to efficiently direct large numbers of internal and external content contributors, and maintain control of content quality, consistency, and compliance to brand standards. Unilever, for example, saved \$10 million by reducing content waste by using the Percolate Content Marketing Platform. This tool facilitated more disciplined sourcing across over one thousand global content contributors supporting 30 brands, 40 agencies and 20 different markets.

**1 Content Planning.** Content planning is a good first step to reducing the cost and complexity of managing content operations. By establishing editorial management teams, structures, and processes, marketers ensure content is relevant, timely and differentiated, and can take advantage of lower cost content sources such as licensed content, curated content or freelancers. “A clearly defined editorial voice is critical to successful Brand Publishing, no matter what format, customer touchpoints, or how many content contributors you have,” according to Lewis DVorkin, the Chief Product Officer at Forbes.

Here's how each step builds on the previous one:

**7 Content Systems.** Since publishing is labor intensive and does not easily scale, it will be critical for marketers to take a systematic approach to identifying where and how to leverage technology. Every organization can realize significant cost and productivity gains by reengineering and automating the publishing process. On balance, half of the marketing executives surveyed have already started investing in technology to support the management, measurement and distribution of marketing content to salespeople, partners and customers to some degree. Leading marketers like Casio, EMC, Unilever, and Nissan are streamlining and automating their publishing processes to reduce the cost and complexity of versioning content for local markets, facilitate collaboration across large global content teams, and publish content in native languages. For example, Casio worked with SDL to reengineer and automate the process of producing, translating, localizing and distributing core 10,000 pages of content assets created in Japan into eight different languages to support their eight biggest markets.

**6 Content Assembly.** Building a content assembly competency is the key to achieving breakthrough economies of scale. It allows marketers to create a relatively limited number of elements (once) and assemble them into a near infinite number of sales and marketing assets, which can be tailored to a unique persona, selling situation, delivery mechanism, and stage in the customer journey. Leading marketers are using content assembly to enable real-time personalization, maximize content reuse and asset utilization, and reduce the time spent customizing and repackaging content. “Modular content components are the best way to manage personalization at scale”, according to Laura Fay, who heads Integrated Marketing and Communications at Cisco Systems. “We are using content components to create modular content that can be assembled to meet the personalization needs of our digital marketing assets upstream – solving the problem at its source.”

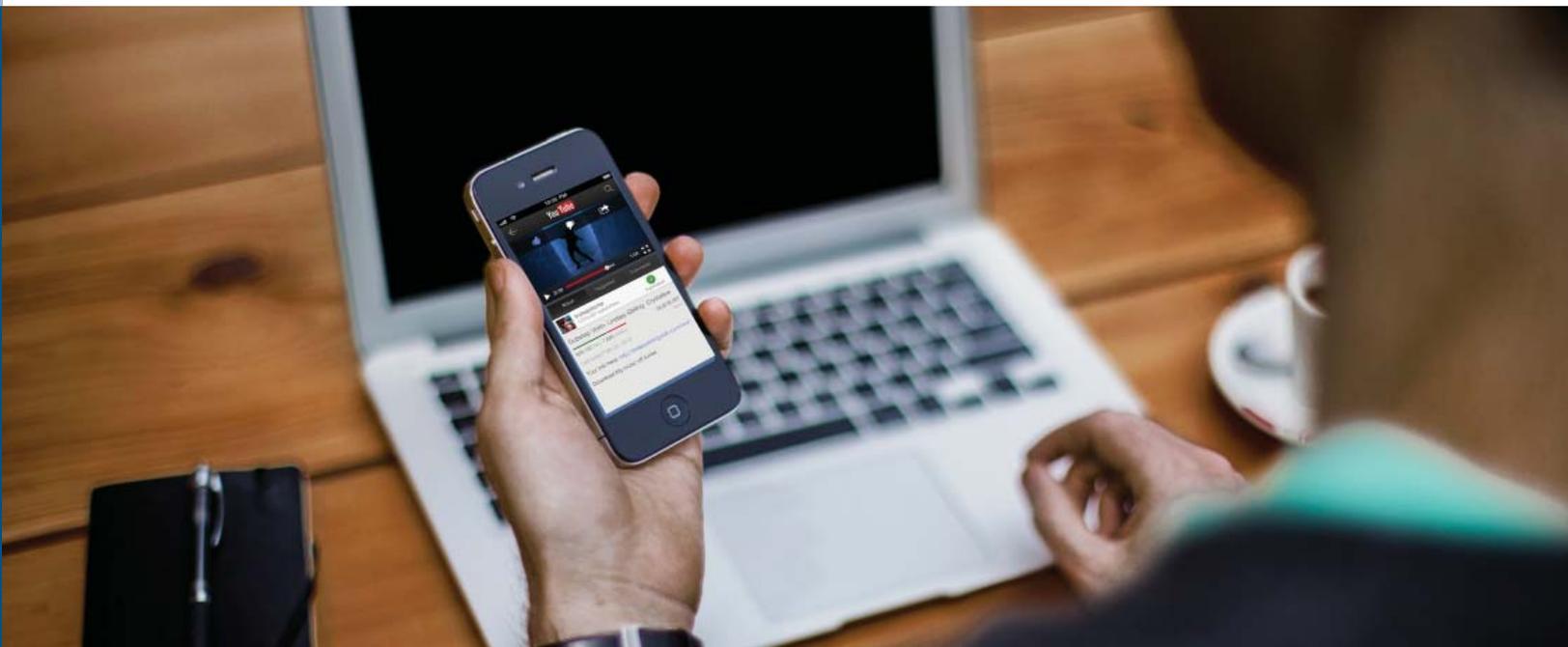
**5 Content Distribution.** Putting in place systems and processes for coordinating, delivering, and tracking content across a wide variety of digital sales, marketing, and media touchpoints can reduce costs, drive more sales, and enhance the customer experience. Developing a core competency in multi-channel content distribution increases the return on the large investment in content assets – by reusing content across as many sales, marketing and media channels and digital touchpoints as possible. For example, leading marketers are using the content distribution competencies outlined in this report to streamline and schedule “one click” publishing and reduce time spent orchestrating content across channels:

- Cisco, The Hartford Funds, KPMG, Schneider Electric, and VMware are using Web CMS platforms to better streamline and coordinate the distribution in owned digital marketing channels.
- Global marketers like D&B, Dell, and Unilever are using Content Marketing Solutions Marketing Cloud Solutions to make it easier to manage and distribute content in social, earned and paid media channels.
- Business-to-business marketers like ADP, Ricoh, and Symantec are leveraging Marketing Cloud Solutions suites to facilitate the distribution of marketing content in marketing, sales, and service channels

# HOW TO BECOME A BRAND PUBLISHER

The Brand Publishing Institute offers best practices research, executive education workshops, and practitioner certification programs designed to teach marketing leaders – and their direct reports – how to successfully manage the rising cost and complexity of content operations, and sustainably fuel content-intensive sales and marketing programs. Our expert faculty can help your marketing organization to:

- Apply the principles of Brand Publishing to the production, management, distribution, and optimization of content
- Create a Brand Publishing Center Of Excellence to build the systems, skills, and processes needed to succeed
- Evaluate how and where technology can create leverage and scale in the Brand Publishing process
- Prioritize the top-short and long-term actions they will need to take to make the transition to Brand Publishing
- Create and communicate a vision and roadmap for making the transition to Brand Publishing to leadership
- Benchmark, measure, and track their organizational maturity and progress against their goals and best-in-class





# ABOUT THE BRAND PUBLISHING INSTITUTE

With competencies in publishing and media, digital transformation, modern sales, and marketing and communications best practices, the Brand Publishing Institute is uniquely qualified to help marketing executives lead the transformation of their organizations from an advertising to a Brand Publishing model. Our team includes leaders from the institutions at the forefront of defining and enabling the emerging discipline of Brand Publishing. Our education programs, advisory services, best practices events, and solutions are grounded in the time-tested success and insights from years of publishing, digital marketing, go-to-market innovation, digital transformation and change management experience. The Brand Publishing Institute offers proprietary methodologies and a strategic roadmap for enabling your organization with the skills, processes and systems to generate highly effective marketing content at scale and better support modern marketing. [www.brandpublishinginstitute.com](http://www.brandpublishinginstitute.com)

# ABOUT OUR BEST PRACTICES RESEARCH

The Brand Publishing Institute conducted extensive research to uncover best practices to provide marketing executives a holistic methodology for organizing, optimizing and systematizing enterprise-wide publishing processes. The methodology helps CMOs get the most top-line impact from their investment in marketing content.

This research initiative was led by Stephen Diorio and Kathy Baughman who are the Directors of the Brand Publishing Institute and established authorities in go-to-market innovation and content strategy.

To develop a complete picture of the most recent Brand Publishing trends, performance levels, and management practices, and technology solutions – The Brand Publishing Institute undertook five parallel sets of original primary research in the third quarter of 2015. These included:

1. A Forbes Insights survey of 368 senior level marketing executives who have responsibility for content operations to identify trends, benchmarks and best practices for publishing, managing, and distributing content at scale.
2. Qualitative interviews with 25 marketing executives from leading global corporations identify trends, benchmarks and best practices for publishing, managing, and distributing content at scale in corporate marketing.
3. Interviews with over 50 subject matter experts on Brand Publishing, content strategy, and to identify the ten core competencies necessary to execute a publishing model in a corporate marketing environment.
4. An analysis of over 1,000 marketing technology solutions to identify the top 100 Best of Breed Brand Publishing solutions and the handful of technology partners with the breadth of solutions, experience, and execution capabilities to help the CMO define a roadmap for enabling Brand Publishing with technology.
5. Extensive secondary research to validate the marketing best practices including, success stories, benchmarks, and documented business impact results.



Stephen Diorio is a Director of the Brand Publishing Institute and an established authority in go-to-market innovation. For the last 25 years, Mr. Diorio has worked with over 100 marketing leaders – including Armstrong, BB&T, DuPont, Intuit, PNC, PWC, Ricoh, SunTrust, and U.S. Bank – to execute leading edge go-to-market strategies and

sales enablement programs. Mr. Diorio has authored the book, “Beyond e: 12 Ways Technology Will Transform Sales & Marketing Strategy (McGraw-Hill)” and “Publish or Perish: A CMO Roadmap for Optimizing the Content Supply Chain” (Forbes, 2015). He is the Research Director of the Forbes CMO Practice, and the founder of Profitable Channels.



Kathy Baughman is an expert in Content Strategy, and the founder of ComBlu, a leading content strategy consultancy. She has helped leading marketers – including Allstate, Cisco, Coca Cola, Dell, Microsoft, Verizon and 3M – develop and execute content strategies to drive growth and leverage social and digital channels.

Kathy is the author of several prominent research reports on go-to market strategy including: “Content Supply Chain”, “The Alchemy of Content”, and “Publish or Perish: A CMO Roadmap for Optimizing the Content Supply Chain” (Forbes, 2015).

# BRAND PUBLISHING EXECUTIVE WORKSHOP OVERVIEW

The Brand Publishing Institute offers on-site Executive Workshops to teach marketing leaders and their extended teams practical and fundamental ways to plan, source, target, manage, distribute and track highly effective marketing content that drives measurable for their organizations.



This four-hour on-site executive workshop is designed to teach CMOs and their extended team's practical ways to sustainably create the quality of marketing content they need to grow, while managing the cost and complexity of content operations. Using our proprietary Brand Publishing methodology, best practices research workbooks, and online certification program, experts from the Brand Publishing Institute will teach your marketing team ten core competencies they can apply in day-to-day content operations that will help them:

- Gain a deeper understanding of how they support the publishing process in their organization
- Meet changing customer expectations for relevant, insightful and interactive content
- Reduce the cost of sourcing, managing and distributing content across the enterprise
- Increase the utilization and ROI of mobile, social and digital marketing technologies
- Execute on targeting and analytics to deliver personalized content experiences
- Quickly and proactively deliver the right content to your sales team in selling situations
- Plan, produce, and target marketing content that achieves collective business goals

This program will benefit the CMO and the first line managers, practitioners, agencies, and contributors who need to work as a team to produce, manage, distribute and optimize the marketing

content essential to the corporate growth agenda. Our team will customize an agenda to suit your process and business goals.

# AGENDA

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## I. Establishing a Baseline: Why Marketers Need to Become Publishers

1. Why Brand Publishing has become so critical to growth.
2. The challenge of producing, managing and distributing marketing content at scale.
3. The imperative to transform marketing and adopt Brand Publishing practices.
4. Ten Brand Publishing core competencies marketing organizations need to succeed.

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## II. Applying the Principles of Publishing to a Corporate Marketing Environment

1. Establishing an editorial structure and a disciplined approach to planning content.
2. The keys to efficient content sourcing and creation in the digital age.
3. Targeting and organizing content for impact, effectiveness, and personalization.
4. A federated model for governing content in a complex and changing environment.
5. Assembling modular content elements into highly effective marketing assets.
6. Distributing content in many sales, marketing and media channels.
7. Understanding, measuring, and managing the economics of content operations.

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## III. Building a Brand Publishing Center of Excellence

1. Strategies for architecting content for impact, consistency and reuse.
2. Publishing skills that marketing executives need to acquire, develop and transfer.
3. Leveraging technology to streamline and systematize the publishing process.

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## IV. Action Plan: Putting Brand Publishing Principles to Work in your Job

1. Benchmarking your organizational maturity against best-in-class marketing organizations.
  2. Identifying the key points of leverage and scale in your enterprise publishing process.
  3. Ranking the top short-term and long-term action priorities for your team to pursue.
  4. Identifying and educating the key stakeholders that support the enterprise publishing process.
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# CITATIONS

1. Forbes-Brainshark survey of 216 Global Executives, 2015
2. Richardson, Content Marketing and Sales Effectiveness Survey, 2013, survey of 400 sales managers and representatives
3. Forbes Insights Survey of 368 Marketing Executives 2015
4. Accenture/CSO Insights Sales Performance Benchmark survey of 100 CSOs and sales executives, 2014
5. Corporate Visions survey of 500 business-to-business (B2B) marketing and sales professionals, 2015
6. ComBlu Content Supply Chain, 2015

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