

# Avoiding Content Marketing **SCALE FAILURE**

How a smart Digital Asset Management (DAM) strategy helps content marketers scale their efforts across multiple departments, regions and channels.

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WoodWing is proud to sponsor this white paper *“Avoiding Content Marketing Scale Failure”*, in collaboration with Content Marketing Institute, written by industry subject-matter expert - Robert Rose.

If content is king, keeping the king alive is an indispensable task of many marketing organizations. In today’s omni-channel marketing world, accelerating content generation at the volume and the speed it demands, remains a challenge. The rise of multichannel marketing is making your job ever more complex. Personalization, retargeting, localization and mobile marketing increase the number of digital assets you have to manage enormously. These impose risk and create chaos if they are not properly managed.

Digital Asset Management (DAM) is an important piece of the technology ecosystem, it delivers a total digital experience in your customer engagement efforts. More than just a file storage system, DAM helps you to systematically manage the ever-increasing number of digital assets.

We hope that you enjoy this white paper and that it provides you with insights on why DAM matters.

# Introduction – Scaling Digital Experiences

How many digital experiences have you created today?

That might seem like an odd question – but increasingly it’s one that we see marketers needing to address. Content Marketing, and the process of creating valuable content-driven experiences for customers, has become a core piece of successful marketing. In fact, according to our latest, 2016 research, the vast majority (85%+) of both B2B and B2C marketers are doing some form of content marketing. And according to a recent study performed by PQ Media, content marketing has taken “center stage” for companies of all sizes, growing (as an industry) is accelerating to a 15% compound annual growth rate over the next 5 years.<sup>i</sup>

A September, 2015 article by industry research firm Forrester’s CMO Victor Mulligan summed it up well when he said that, today, the CMO’s most important agenda item is developing:

*“Consistent, high-quality, and personalized experiences across both human and digital touch points. The need to differentiate on the basis of experience is really what drives the deep-rooted operational changes below the visibility line.”*<sup>ii</sup>

That last sentence is truly the key point. The need to create powerful, content-driven experiences has really created an extraordinary importance for companies to get much more effective at managing their digital assets.<sup>iii</sup>

The rise of content marketing experiences, and the rich media assets that drive them, has provided a tremendous value for DAM oriented processes. In fact a recent study performed by IDC found that 97% of those who have deployed a DAM system have reduced their asset creation costs, as well as increased productivity by 10% or more. Additionally, 79% have apparently increased their revenue by 10% or more by applying successful DAM processes.

But, while these data point to a great business case for deploying a DAM system in the business – they are a far reach from a guarantee of success. If we truly are going to reach those lofty goals, and create cohesive content marketing experiences at scale, we must also have an ability to *scale those processes effectively*. And while a smart technology platform can keep that process humming along smoothly, establishing a process that can *actually be scaled* is what starts the engine.

Right now, content marketing is, in most organizations, a disjointed process – where everyone and anyone is charged with producing creative assets for the company. Great assets that are created are rarely re-used, and frequently forgotten. In fact that same IDC research report said that one-third of a business' assets go unused even despite the fact that the cost of them can be in the thousands of dollars to create.<sup>iv</sup> It stands to reason that deploying a scalable DAM process makes sense even if only to create a more effective workflow and higher use of what is already being created.

But even more pronounced is that successful content-driven experiences are connected; they are aligned – and created by cross-functional teams made up of subject matter experts, creative designers, smart digital channel managers and marketers that know how to promote and optimize experiences for consumers. As I've written before, great content marketing takes a village. And while collaborative workflow isn't terribly sexy – having it solved is what powers a content marketing initiative that scales.

Here at CMI, we've identified three overriding equations that we've seen help content marketers get their arms around this new operating model and scale their efforts across departments, divisions and channels. They are:

**1. Teamwork = Scalability** – many content marketing processes hit a wall after that first success. Once your organization starts to look to scale, a DAM system should streamline the process of creating digital assets and organize them so they are easy to access. The entire team should be able to use them and re-use them, and leverage them across multiple channels.

**2. Findability = Scalability** – it's hard to find rich media assets with a keyword search without great metadata describing them. This, of course, is made near impossible by using email and simple file/folder repositories; which is how many businesses organize digital media. Gathering data across not only the description of the asset, but many other attributes such as persona, buyer's journey stage, usage rights etc... makes each asset even more valuable.

**3. Brand & Consistency = Scalability** – One of the biggest challenges a larger organization can have is the amount of content and digital assets that are re-created from scratch simply because no one knows a previous version, or similar version exists. Over time, this leads to multiple creators of digital assets and of course brand consistency issues. A great DAM system can help keep the growing teams of digital asset creators in alignment.

In the best-selling book ***Scaling Up: How A Few Companies Make It... And Why Most Don't***, author Verne Harnish explains that:

There are predictable evolutions and revolutions as an organization grows. These are dictated by the increasing complexity that comes with adding employees, customers, product lines, locations, etc. Handling a company's growth successfully requires three things: an increasing number of capable leaders; a scalable infrastructure; and the ability to navigate certain market dynamics. If these factors are missing, you will face barriers to growth. Scaling up successfully requires leaders who possess aptitudes for prediction, delegation, and repetition .

This is a wonderful lesson for the approach of content marketing, and the crucial role that effective digital asset management has to play. An effective, and scalable, content strategy will require a fluid infrastructure, leadership and collaboration within teams and the ability to create agile, flexible – but most of all consistent – brand experiences using rich media.

Let's explore these things and scale an effective Content Marketing strategy.

# 1. TEAMWORK = SCALABILITY

According to some studies, 15%-20% of professionals that find themselves in a job that produces “creative work” see themselves as the “*creators of unique output, that embody personal or artistic visions.*”<sup>iv</sup> For businesses of any size, this one of the most common challenges we see at CMI – especially within those that are in more complex industries.

The question of “who owns the assets” is most often made when there is pronounced frustration about the quality of the “story” or “experience”. The CMO wonders why the digital assets aren’t resonating. They are technically accurate; they are being produced by some of the top subject matter experts in the world; and they’re promoting it in a robust way!

Businesses must remove themselves from the idea that the “subject matter experts” have to “own” the content. Really they must remove themselves from the idea that any one person or group should pre-determine everything about the assets being created.

The truth is that great content marketing and digital assets that scale requires a cross-functional team. Subject matter experts need to be able to create raw assets that have depth, technical accuracy, and industry knowledge. Then, these assets need to be re-used, and designed into compelling cross-channel experiences by designers and content writers. They need to be tagged, optimized, published and measured by marketers who have the expertise to get them in front of an audience that cares.

Now, the challenge is, of course, that in most large enterprises, these teams are not in the same city or country, much less in the same building. This is one reason that a well-placed DAM system – and one that truly facilitates collaborative workflows – can be so powerful for a team looking to scale. It can reduce the time spent searching for assets, as it also streamlines a collaborative approval process – and makes it easier for designers to see what has “already been done” so that they don’t have to re-create the wheel every time.

As the IDC study found, almost half of those who utilize a DAM system found that it eliminates the “awkward review /commenting/approvals process”. And 62% found that it helped to streamline the sharing across external collaborators.<sup>vii</sup>

## THE SCALE TAKEAWAY:

It shouldn't be a surprise that Digital Asset Management was really born out of media companies and the way they facilitated content across teams. As businesses begin adopting Content Marketing at scale - this will increasingly mean pulling and pushing rich media assets through multiple, collaborative workflows and cross functional teams. Anything that helps to focus this effort should be considered a top priority when creating a process.

## 2. FINDABILITY = SCALABILITY

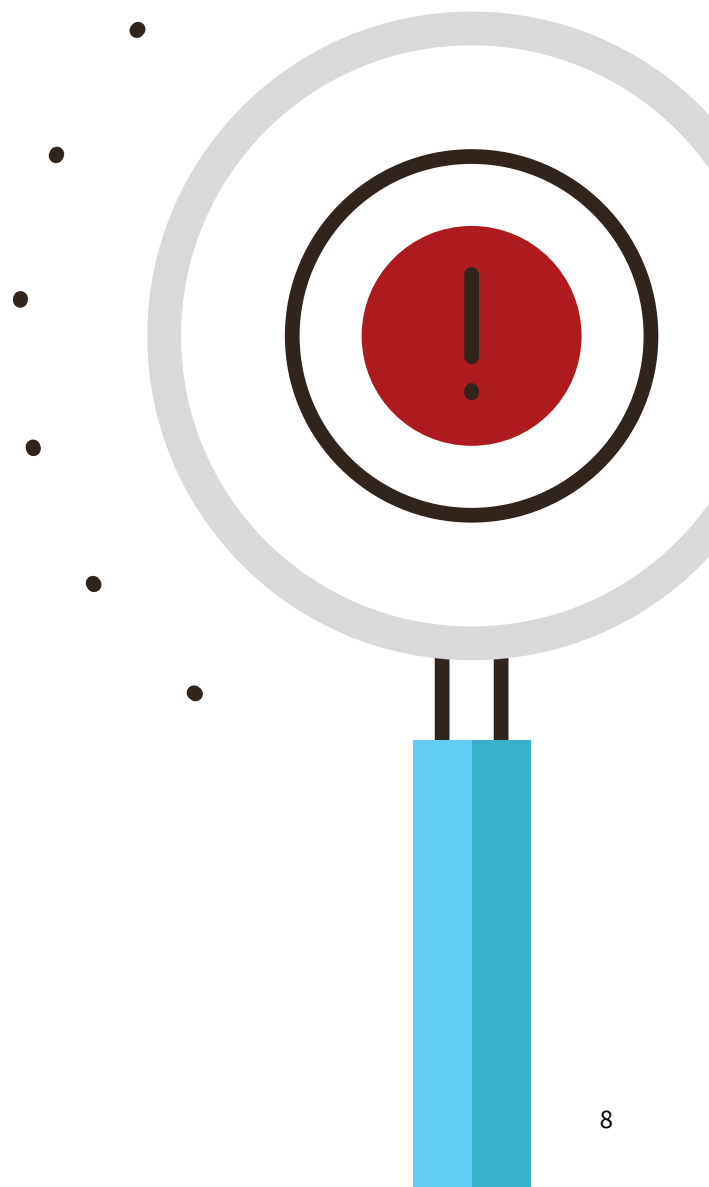
This might seem an odd equation at first. How does “findability” actually help a content marketing effort scale?

As we mentioned in the beginning, content marketing as an approach has now been almost universally adopted. In a September 2015 CMO.com article, Jeff Pundyk, vice president of content marketing and strategy at The Economist Group discussed his company's recent research where they found that 93% of companies “planned to maintain or increase their investments in content this year.” And, as he said: *“the technology and the glut of talent has made that part easy. What's harder for companies to embrace is an approach that puts their readers' needs ahead of their own.”*<sup>vii</sup>

This is an interesting challenge – and one that matches our own research at CMI very well. Today, businesses are content-producing machines. And, while best practices will continue to encourage marketers to actually reduce the amount of content they create, the deluge of new and different kind of media assets to feed channels shows no signs of slowing down. The result of this means that businesses are going to have to increasingly manage a huge glut of content across divisions, product groups, etc.. in order to find the most relevant stories.

A scaled content marketing strategy will inherently require forms of optimization for search that require a central infrastructure for this management. In other words, businesses will have to alter the way that assets are stored (which in many cases could be relegated to email and file servers) and instead make use of collaborative ways to surface the most relevant assets in the fastest way possible.

Marketers can lead here – looking for both technical and content strategy solutions that can unify the findability of assets across marketing silos – ultimately working to connect content-driven experiences using meta data bridges. In other words, instead of each department working to create granular, campaign-focused assets, businesses must ask themselves how they might create “supply chains” of content and digital assets. This will enable better accountability for sure – but it can additionally help marketers search and, more importantly find, the assets they need in a timely manner.





## THE SCALE TAKEAWAY:

When you connect teams using technology solutions – they won't be nearly as effective if those teams can't locate what they need to create content. The digital assets that are created day in and day out in every company must have a standardized metadata layer wrapped around them which ensures they can be found quickly. And this goes beyond things like file formats, or rights management – but rather into search and indexing structures that tag the buyer's journey, persona and other content marketing consumption data that will help marketers understand the best assets to use.

### 3. BRAND & CONSISTENCY = SCALABILITY

Here are some interesting statistics. In CMI's most recent research, we found that the average company was utilizing more than a dozen social media channels. And this doesn't take duplicative accounts as a part of that. An Altimeter Group study found that the average large company has more than 175 social media accounts. The average company launches multiple owned media web sites every year. From campaign sites, to landing pages to blogs and event sites – it's simply staggering how much new creative media is being produced and published.

And there's also no doubt that over time, this leads to brand and creative consistency issues. It's exceedingly rare that a company will utilize just one person to conceive and create these owned media experiences.

As companies begin to re-orient themselves like media production units – the processes and access to centralized repositories of creative assets is an absolutely critical factor in maintaining some level of consistency in the creative work.

Our experience here is that successful brands are looking beyond the classic “functional” teams (e.g. by channel or technology or product vs. brand) and are instead re-configuring team responsibilities around the customer journey and the experiences managed. These teams are armed with an accessible platform that can follow assets through their lifecycle from the inspiration of creation – all the way through measurement across channels.

More specifically, they see assets as they connect to the customer across myriad channels, instead of by the silos of functional department.

## **THE SCALE TAKEAWAY:**

A centralized DAM workspace can positively impact the consistency and quality of a brand experience. But to make it work effectively, consider restructuring the way teams approach the creation of content. Instead of relying on classic “functional” approaches to campaigns and projects – consider looking at teams that focus on one aspect of the buyer’s journey, or an experience that adds value to that part of the journey.

# CONCLUSION – CONTENT MARKETING AT SCALE

At the end of the September Ad Age article, Forrester CMO Victor Mulligan concludes a number of recommendations that will make a more cohesive experience work for today's businesses. The primary one is to make the "organizational changes to better align capabilities and ensure a seamless delivery of experiences". He then finishes by saying:

*"...these efforts tell us that companies, and CMO's specifically, need to think hard about making a fundamental shift in their operating model. To add to the complexity, changes to the operations across the company need to be sufficiently cohesive to ensure they don't damage or create uneven customer experiences."*<sup>xi</sup>

With this in mind, it's no surprise that the theme at this year's Content Marketing World was "big content". As marketers, the creation and management of digital media, and content-driven experiences across our myriad teams is only getting more complex.

The challenges ahead are real, and they will be complex. Now is when the real work begins. But if we start realigning our teams, our strategies and our technologies – we might just have the opportunity to truly scale a content marketing process that succeeds.

## ABOUT WOODWING SOFTWARE



**WoodWing Software** is a global market leader in everything to do with multichannel publishing and Digital Asset Management software. We help brands, marketers, creative agencies and publishers increase quality, reduce costs, shorten time-to-market and develop new revenue streams and to realize the full potential of their content.

Our multichannel publishing solution, Enterprise, and Elvis Content Cloud for Digital Asset Management, optimize the process of creating, managing, sharing and distributing content. Our visual search tool Marqy makes finding, managing and sharing marketing files a snap. Inception makes it incredibly easy for anyone to create responsive content for mobile devices. And then there's the WoodWing Content Cloud. By tying together our Enterprise, Elvis Content Cloud (DAM), Marqy and Inception offerings, the WoodWing Content Cloud is a single-source solution for fast, flexible and cost-effective content creation, production, archiving, distribution and analytics.

## ABOUT WOODWING ELVIS CONTENT CLOUD



Elvis Content Cloud is a Digital Asset Management system that enables businesses to store, index, search, repurpose and distribute digital media content. It enables them to break down silos and enhance workflow through integration with other business systems. And it offers unlimited storage and scalability.

Available as cloud and on-premise solutions, it's as right for moderate needs as it is for power users.

For more information, please visit [www.woodwing.com/elvis](http://www.woodwing.com/elvis).

## ABOUT CONTENT MARKETING INSTITUTE



**Content Marketing Institute** is the leading global content marketing education and training organization, teaching enterprise brands how to attract and retain customers through compelling, multi-channel

storytelling. CMI's **Content Marketing World** event, the largest content marketing-focused event, is held every September in Cleveland, Ohio, USA, and the **Intelligent Content Conference** event is held every spring. CMI publishes the bi-monthly magazine **Chief Content Officer**, and provides strategic consulting and content marketing research for some of the best-known brands in the world. CMI has been named an Inc. 5000 company for the last four years. Watch this [video](#) to learn more about CMI. View all CMI research at [www.contentmarketinginstitute.com/research](http://www.contentmarketinginstitute.com/research).

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<sup>i</sup> <http://www.pqmedia.com/gcmf-2015-2019.html#displayMore>

<sup>ii</sup> <http://adage.com/article/digitalnext/cmo-agenda-shifting-a-customer-obsessed-model/300436/>

<sup>iii</sup> [http://offers.adobe.com/en/na/marketing/landings/\\_190516\\_idc\\_info\\_brief.html](http://offers.adobe.com/en/na/marketing/landings/_190516_idc_info_brief.html)

<sup>iv</sup> <http://thenextweb.com/creativity/2015/07/17/digital-asset-management-why-its-something-you-should-be-doing/>

<sup>v</sup> <http://www.amazon.com/Scaling-Up-Companies-Rockefeller-Habits/dp/0986019526>

<sup>vi</sup> <https://hbr.org/2015/10/collaborating-with-creative-peers>

<sup>vii</sup> [http://offers.adobe.com/en/na/marketing/landings/\\_190516\\_idc\\_info\\_brief.html](http://offers.adobe.com/en/na/marketing/landings/_190516_idc_info_brief.html)

<sup>viii</sup> <http://www.cmo.com/articles/2015/9/8/content-moves-to-the-middle.html>

<sup>ix</sup> [http://contentmarketinginstitute.com/wp-content/uploads/2014/10/2015\\_B2B\\_Research.pdf](http://contentmarketinginstitute.com/wp-content/uploads/2014/10/2015_B2B_Research.pdf)

<sup>x</sup> <http://blog.hubspot.com/blog/tabid/6307/bid/30656/The-Average-Large-Company-Has-178-Social-Media-Accounts-Shocking-Data.aspx>

<sup>xi</sup> <http://adage.com/article/digitalnext/cmo-agenda-shifting-a-customer-obsessed-model/300436/>