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Executive White Paper

Content Marketing Infrastructure

*Case for using digital asset management to speed content
and customer engagement packages to market*

How content marketing groups can improve the execution of
multichannel content-marketing programs

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Content Marketing Infrastructure

Case for using digital asset management to speed content and customer engagement packages to market

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 [Click question to visit page](#)

What must guide all investments in new marketing technologies?

CUSTOMER BENEFIT

In the now infamous remarks by Peter Drucker, “The firm has no other purpose than to earn and keep the trust of customers; only two things add value: innovation and marketing. All else is cost.”

Of the many things associated with the digital revolution and now the social web, one significant effect has begun to rock both large and small firms: a new class of customers now insists upon interacting with vendors via PC, mobile devices, kiosks, and other online systems.

In turn, interactive self-service buyers and customers demand that their preferred vendors, marketing operations in particular, provision online services and self-service applications.

This means that marketing and innovation—the two value drivers identified by Drucker—have begun to merge, becoming indistinguishable and essentially fused into an alloy of self-service customer satisfaction.

The figure below depicts several implications of these remarks by Peter Drucker and their logical extensions.

INNOVATION WITHIN BUSINESS ECOSYSTEMS

Innovation represents an invention or new way of doing things that adds distinctive value to the customer’s experience.

Time to market defines the key metric for innovation; getting more quickly to market with what customers recognize and want creates more value for the vendor: sales. However, something has changed.

Today, time-to-market success reflects how well the firm accesses the global resources of its business ecosystem: individuals, internal groups, and other firms that add value to innovation and to the marketing operations of a firm.

The Web no longer comprises just another sales channel; the application of channel strategy to the Web’s business ecosystem will annoy and disaffiliate the very firms that might otherwise contribute to the success of the firm with an effective business ecosystem strategy.

SATISFACTION WITHIN SOCIAL NETWORKS

Customers buy desired satisfactions that they expect from a particular product or service.

Time to satisfaction defines the key metric for the quality of innovation and effectiveness of marketing.

Time to satisfaction constitutes the primary measurement of customer engagement. This enables marketing and engagement planners to work backwards, asking the question, “What can we do to reduce or eliminate the forces hindering the satisfaction of ideal customers?”

Clearly, a valued innovation must satisfy customers. However, today the social network of friends and

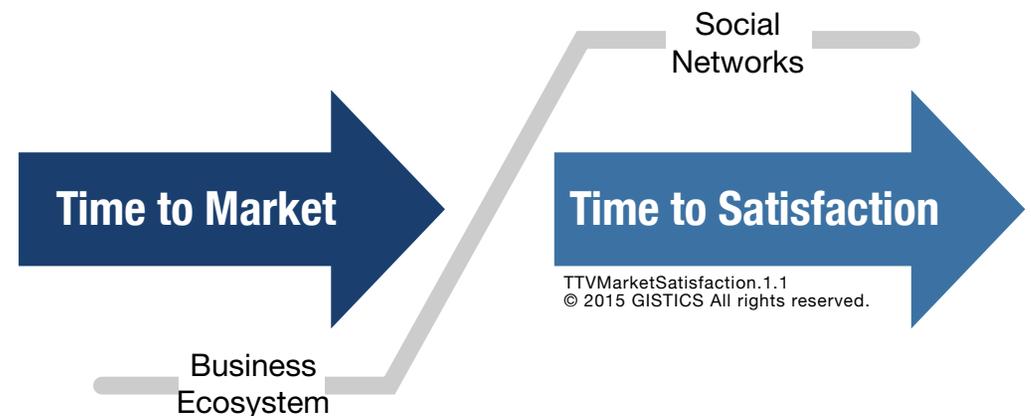
colleagues of the customer plays a large and growing role in the experience or perception of satisfaction among customers.

Marketing and engagement planners must expand their marketing mix to address the social networks that now filter, process, and reinterpret brand offerings and value propositions.

In practical terms, this means that marketing and engagement planners must produce information and entertainment and enable its sharing within small peer groups and social cliques. This means using multiple formats (print, broadcast, online), sensory modalities (audio, visual, kinesthetic), and persuasion strategies (data, story, demonstration, word of mouth, authoritative endorsement).

As customer engagement addresses the social networks affecting customer choice, marketing processes grow more complex and difficult to orchestrate without new operational capabilities that automation can provide.

CONSUMER BENEFIT SHOULD REVEAL ALL INVESTMENTS IN NEW MARKETING TECHNOLOGY



All new investments in marketing should benefit the consumer. Time to satisfaction with certainty and trust define the baseline of customer benefit. Little else matters in the eyes of the consumer.

How can new technologies provide competitive advantage, if not market disruption?

COMPETITIVE ADVANTAGE

While the fundamentals of business remain unchanged (finding and serving customers), the mode of doing business must now undergo significant, if not radical, change.

This change accommodates three new factors:

1. The accelerating rates of innovation diffusion of a worldwide digital ecosystem.
2. The emergence of tacit knowledge networks with collaborative innovation networks with them. See information asymmetry.
3. The growing levels of digital literacy and distributed product knowledge of customers and members of their global social networks.

The firms that can drive newly sourced innovation to customers in days or weeks will disrupt the market equilibrium of established and well-defended markets.

Mobilization networks drives market disruption.

The figure to the right depicts three more important dimensions of innovation and marketing.

Not all innovations represent the same amount of value. Some innovations may not create any discernible value in the eyes of customers, yet may support other highly valued innovations.

Still yet other innovations, especially if marketed well, will become “game changers,” creating significant competitive advantages: customer demand.

In rarer cases, well-marketed innovations cause market disruptions, forcing competitors to react with profit-destroying discounts or exit the market altogether.

MARKET DISRUPTION

Rapid, continuous delivery of small, incremental improvements and digital kaizen can add up to real

competitive advantages and game-changing market disruptions.

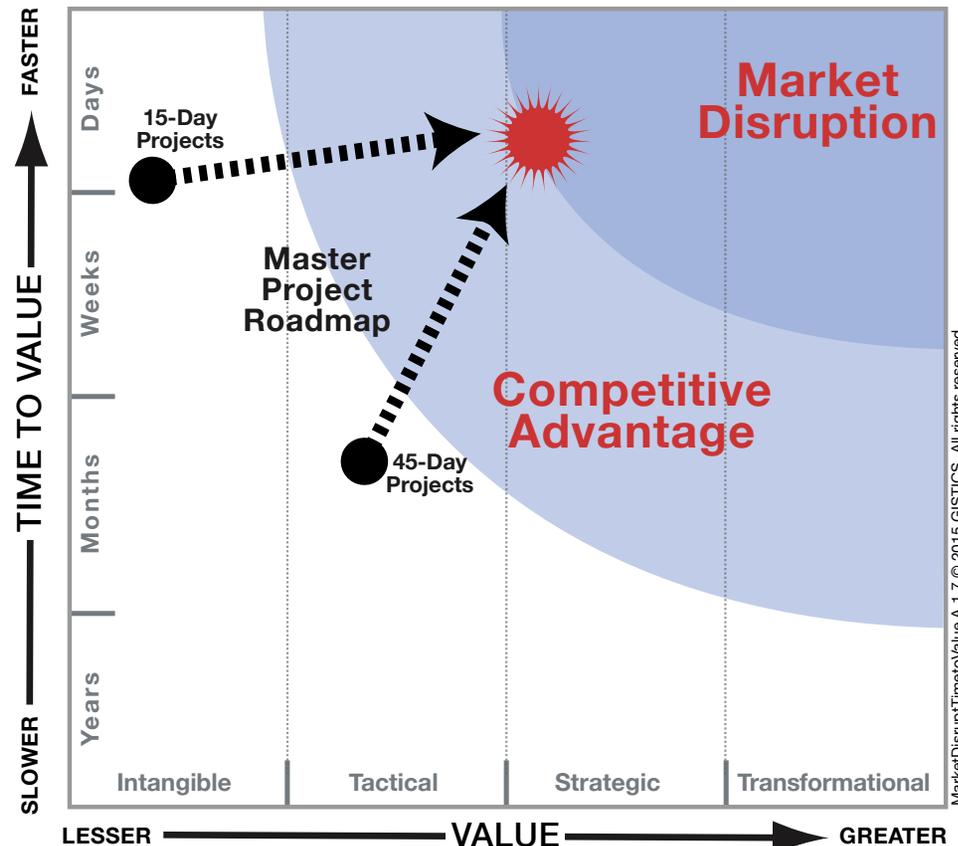
The nature of innovation (intangible, tactical, strategic, and transformational) calls attention to the need for a new operational capability: how to deconstruct a market-disrupting initiative into a set of 15-day or 45-day project sprints and execute those projects against a master project roadmap of 50 to 100 short-term projects.

Thus, truly integrated marketing means provisioning a growing array of mobile and web applications and web services.

This type of integrated marketing will require a technical platform and systems-integration capability for adopting new innovations—contributions of a global digital ecosystem.

Ecosystem-integrated marketing will require a robust engagement strategy and a C-level execution with skills and temperament for orchestrating time-to-market and time-to-satisfaction cycle times of game-changing innovations.

TIME TO VALUE OF INNOVATION AND MARKETING SUSTAINS COMPETITIVE ADVANTAGE



Integrated marketing now requires leadership and systems for driving several concurrent 15-day or 45-day projects, creating a cascade of tactical value-added capabilities that coalesce into strategic or transformation value and game-changing market disruptions.

What operational strategies do many CMOs pursue to maximize competitive advantages?

MARSHALING AVAILABLE RESOURCES

Strategy constitutes a mechanism for directing available resources to achieve maximum competitive strategy.

Most chief marketing officers (CMOs) know that this mechanism comprises systems, processes, and accountabilities for directing the resources of a complex marketing operation.

The figure at right depicts key dimensions of strategy, emphasizing how CMOs formulate strategy for an integrated system where each element interacts and affects all other elements of the system.

Brand integrity defines an operational capability of a marketing operation: how marketing staff and partners create and execute marcom with clear brand values, consistent expressions, and credible messages. Brand integrity succeeds when customers and other stakeholders develop deep, resonant emotional connections with the brand and the brand's community of users and advocates.

Strategic differentiation entails the translation of customer insights and buying criteria to marcom, eliciting desire for the offered product or service. Strategic differentiation succeeds by achieving leadership in its market.

Market coverage describes the delivery of promotions and marcom to all the key touchpoints with customers and trade partners, integrating digital online channels, traditional print and broadcast channels with point of purchase promotions and packaging. Market coverage succeeds with the convergence of all marcom at points of purchase, creating an "echo effect" in the market.

Marcom supply-chain orchestration describes the increasing levels of process integration among industry partners, emphasizing more agile sourcing and procurement of creative service, marketing content, and production. Marcom supply-chain

orchestration succeeds by producing productivity dividends: new money for strategic spending.

Digital brand interaction describes the newest operational capability, provisioning contextualized content and interactive services to customers. Successfully executed, this produces self-service satisfaction.

SUSTAINABLE COMPETITIVE ADVANTAGES

Innovation and marketing create value. Operational capabilities enable a firm to create innovation, drive new offerings to market, facilitate the buying and using process, and maintain infrastructure and systems enabling core operational capabilities.

Marketing's operational capabilities enable the firm to create and sustain competitive advantages in its selected markets. This includes the creation of the following:

- New markets and revenue streams
- New customers of existing and new offerings
- Larger and more frequent orders from customers
- Greater loyalty and acceptance of system lock-ins
- Higher barriers to market entry

Each business will emphasize one or more of these competitive advantages over others, reflecting economic conditions, corporate life cycles, etc.

One fact, however, remains constant: the demand to change with little or no forewarning.

Most CMOs emphasize the development and optimization of operational capabilities of their marketing operation one of their foremost priorities. Accountability for driving innovation and change within their groups often represents the weakest link in achieving operational excellence.

This calls attention to two more critical capabilities: business agility and organizational change management.

Business agility describes the ability to reconfigure processes and workflows within day or less. This capability requires an on-demand IT service management infrastructure and the technical capability to rapidly integrate new services to the all important brand engagements for the firm. For many marketing operations, this means securing needed application software "as a service."

Organizational change management describes the systems, processes, and accountabilities for facilitating the rapid deployment of new systems, processes, and accountabilities. In many respects, organizational change management will determine medium to long-term success in volatile markets punctuated by all manner of disruptive innovations and economic discontinuities.

OPERATIONAL EXCELLENCE THAT UNLOCKS THE VALUE OF STRATEGY



USE SYSTEMS, PROCESSES, AND ACCOUNTABILITIES TO MARSHAL THESE RESOURCES OF A MARKETING OPERATION

BRAND INTEGRITY	STRATEGIC DIFFERENTIATION	MARKET COVERAGE	MARCOM SUPPLY-CHAIN ORCHESTRATION	DIGITAL BRAND INTERACTION
<ul style="list-style-type: none"> • Brand-value clarity • Brand-expression consistency • Brand-message credibility 	<ul style="list-style-type: none"> • Deep customer insights • Buyer's recognition of a desire or need • Leadership in market category 	<ul style="list-style-type: none"> • Present at key buyer touchpoints • Online and offline media integration with points of purchase • Synergies of multi-party,-channel and -media: 'echo effects', viral word-of-mouth 	<ul style="list-style-type: none"> • End-to-end process & workflow integration • Strategic sourcing of creative and production • Consolidated item-detail reporting of: <ul style="list-style-type: none"> - Efficiency - Effectiveness - Business impact 	<ul style="list-style-type: none"> • Digital content and Web services management system • Comprehensive multi-modal search and metadata schema • On-demand digital services for self-directed customers

AND PRODUCE THESE EXTERNAL PERFORMANCE RESULTS

Emotional Connection	"Wow" and Visceral Delight	Commanding Position in Market	Greater Portion of Strategic Spending	Self-Serve Satisfaction
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THUS ACHIEVING THESE SUSTAINABLE COMPETITIVE ADVANTAGES

New markets and revenue streams	New customers for existing and new offerings	Larger and more frequent orders from customers	Greater loyalty lock-ins	Barriers to Market
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What types of innovation create value?

FOUR TYPES OF INNOVATION

Strategic innovation brought to market increases the value of the firm—share price—and its overall share of [market capitalization](#) within its sector.

Tactical [innovation](#) merely reduces costs or increases sales already in the pipeline.

Thus, innovations vary a great deal, bringing greater or less value to their organizations or customers.

The figure at right depicts the four basic categories of strategic innovation:

- **Business model innovations** bring new satisfactions to market or give the innovating firm new ways to capture value. Typically, these innovators disrupt underserved markets by leveraging new technology.
- **Product innovations** tend to grow existing markets, using industrial design and brilliant packaging to create highly differentiated offerings. When coupled with a business model innovation, product innovation creates a wealth-creating synergy such as the iPod and iPhone.
- **Process innovations** optimize known systems and procedural workflows, reducing waste, cost, and time, using management process-control frameworks such as [Lean Six Sigma](#), [ITIL](#), and [CoBIT](#). When coupled with product innovation, [process innovations](#) deliver price leadership and substantial barriers to market entry by competitors.
- **Social innovations** change some elements of how we live, work, or play. In today's world, many of these innovations entail the rapid development of next practices where small, dedicated groups of people produce and consume small chunks of information and content that become [social goods](#) later enjoyed by large groups of users as [best practices](#).

Many companies now pursue innovation strategies across two or more of these four innovation categories, placing new demands for more rapid,

error-free innovation-deployment processes— how firms drive their innovations to market.

In all cases, innovation entails change and the need to manage the change wrought by innovation.

Besides product or software innovation, most firms do not have a structured, repeatable process—an operational capability—for innovating new services, processes, or business models.

This deficiency calls for the emergence of a next practice that we call innovation leadership.

INNOVATIONS FOR CUSTOMER ENGAGEMENT

Effective partnerships with customers will require numerous innovations. In this paper, we introduce several innovations, including

- **Customer engagement cycle** that defines the basic operational framework for marketing and an integration framework for new technology
- **Voice-of-customer content analytics** that summarize levels of engagement and shifts in sentiment among various customer segments
- **Centers of excellence** in the marketing supply chain: viral video agencies, user-generated video and communication operations, and customer portfolio management firms
- **Content customerization** that depicts the fusion of a customer database master, engagement preferenda of an individual customer or consumption cohort, offering-mix optimization of the particular products and services to present next to the engaged customer, and consumption criteria for a return on investment (RIO) or a returned investment of time (RIOT)

- **Customer engagement objects** enable the predictive modeling of long-term customer value as well as the long-term cost to serve, including the cost of creating and provisioning content, services, and brand touchpoints
- **Information maturities** that correlate five levels of marketing information to six operational capabilities of integrated marketing—monitor, listen, message, contextualize, execute, and govern.
- **Process maturity model** for four critical subsystems of the engagement-content cycle: multichannel analytics, multimodal content management, provisioning and execution, and marketing process orchestration.

SYNERGY OF INNOVATIONS YIELDS THE GREATEST RETURNS

<p>Process Innovations</p> <ul style="list-style-type: none"> • Dell • Toyota • Wal-Mart 	<p>Product Innovations</p> <ul style="list-style-type: none"> • Blackberries • iPods • ThinkPads
<p>Social Innovations</p> <ul style="list-style-type: none"> • LinkedIn • Wikipedia • YouTube 	<p>Business Model Innovations</p> <ul style="list-style-type: none"> • Amazon • eBay • Netflix

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Driving innovations of customer engagement to market will demand a new operational capability: innovation leadership and a masterclass team that we have dubbed an Innovation Services Group.

What frames the first principle of customer engagement, emphasizing the slow transformation of customer relationships into co-innovating partnerships?

MOVING BEYOND TRADITIONAL MARKETING

To paraphrase [David Ogilvy](#), the legendary ad man, “The customer is not an idiot. She’s your wife! You have to live with her in relative joy and content for a very long time ... or it will become very, very expensive.”

Long-term, mutually [satisfying relationships](#) constitute the first principle of [customer engagement](#), expanding Peter Drucker’s dictum: “A firm has no other purpose than to find and keep customers.”

The figure at right depicts several implications of customer engagement.

Most notably, many senior marketing executives have long forgotten or never understood [marketing-making relationships](#). Other marketing executives understand the primacy of marketing-making relationships; however, they lack the systems, processes, and accountabilities by which to engage innovation collaborators and [early adopters](#).

In both cases, these soon-to-be-retired marketing executives obsess with finding ready buyers and persuading these buyers to become consumers, abdicating or ignoring the subsequent transformation phases of engagement.

Mastering the customer engagement lifecycle demands full engagement with the transformational process of creating wholly vested stakeholders in effective [collaboration](#).

Full engagement then entails a parallel transformation of the organization into a trusted partner, an institutional citizen, and a true engagement innovator.

The mastery of customer engagement will not only transform buyers into collaborators, but the transformational

process will also demand that sellers enter into a long-term relationship with evolving customer needs.

Engagement constitutes a two-way process and varies little from the process of maintaining a successful personal relationship with a thriving spouse.

THE SECRET OF MARKET MAKING

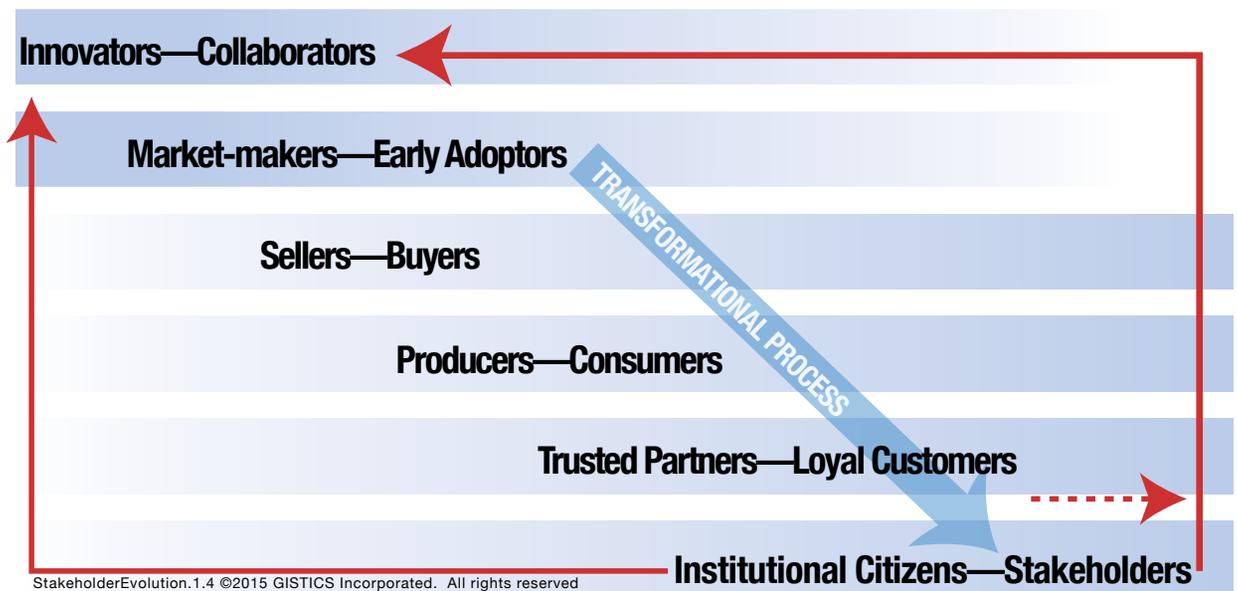
Silicon Valley holds many secrets, none more vital to customer engagement than the secret of creating stupendous new wealth.

What follows constitutes a succinct summary of the secret of [Silicon Valley](#) as related by Jeff Martin, visionary and founder of [Tribal Brands](#):

- Huge new markets produce fortunes and shareholder wealth.
- Great companies create huge new markets.

- Breakthrough, game-changing products drive great companies.
- Brilliant engineering produces insanely great, breakthrough, and game-changing products.
- Incisive, cogent product requirements inspire brilliant engineering.
- Inspired insights about customers of a new, not-yet-formed market define incisive, cogent product requirements.
- Unbending intent to improve the quality of life and serve a higher common good induces inspired insights about future customers.
- Ultimately, the customer engagement revolution brings the secret of Silicon Valley to every innovator in the world.

CUSTOMERS ENGAGEMENT DRIVES THE INNOVATION OF NEW PRODUCTS AND SERVICES



Customer engagement constitutes an innovation strategy, calling attention to the primacy of collaboration with loyal customers and stakeholders in the enterprise. Successful engagement speeds the development of buyers and consumers into loyal customers and stakeholders—individuals and groups that can play a pivotal role in the development of new business models, products, processes, and social networks.

How does a marketing operation engage customers?

OPERATIONAL CAPABILITIES

All or most professional marketing executes a strategy for how best to find and serve customers.

The ability to successfully execute strategy entails an operational capability of marketing: systems, processes, and accountabilities.

The figure at right depicts a subset of a marketing operation, highlighting the operational capabilities of customer engagement.

WEB-CENTRIC VIEW

Customer engagement spans “offline” marketing media and channels as well as online and mobile.

However, customer engagement puts the Web and online, interactive customer at the center of the entire enterprise.

Identification of Web User denotes the five operational states of a customer database and, therefore, the operational capability to engage a buyer or customers in optimal ways.

We will develop these largely self-evident definitions elsewhere in this paper and companion website.

The new term *Customerized* connotes a key operational principle of customer engagement cycle, correlating customer-provided preferences, product-mix optimizations, and dynamic publishing of content services.

The term *Certified* connotes the formal registration of the customers in an advocacy or beta-test pilots association.

Customer engagement constitutes an innovation strategy, calling attention to the primacy of collaboration with loyal customers and stakeholders in the enterprise. Successful engagement speeds the development of buyers and consumers into loyal customers and stakeholders—individuals and groups that can play a pivotal role in the development of new business models, products, processes, and social networks.

DRIVING BRAND CONVERSION

Brand Conversions of the model depicted below connote traditional phases of the marketing process, reinterpreting two of the phases: facilitated buying and WOM agents.

Facilitated buying means the increasing role of social networks, Web services, and self-directed buyers.

WOM agents connote the potentially explosive potential of formal word-of-mouth (WOM) marketing programs and the use of social agencies to find and deputize WOM agents.

The figure below also depicts a set of actors that can speed the brand-conversion process—systems and technologies of the engagement cycle and the principal focus of this paper.

INTEGRATED MARKETING 2.0

The nearly exhausted but still useful moniker, 2.0, conveys an important facet of integrated marketing: The customer gets a say in what gets marketed to whom and how.

The bottom row in the figure below depicts a logical next-step in customer-integrated marketing, suggesting that traditional print and broadcast advertising and promotion now stand alongside new digital formats and services.

CUSTOMER ENGAGEMENT REQUIRES RESOURCES AND CAPABILITIES FROM MULTIPLE PARTIES

STATUS OF BRAND	No awareness	Awareness	Consideration	Trial	Purchase	Preference	Commitment	Repurchase	Advocacy	Collaboration
IDENTIFICATION OF WEB USER	Unknown		Known		Profiled		Customerized		Certified	
BRAND CONVERSIONS	Lead generation (BC1)		Facilitated Buying (BC2)		Retention (BC3)		Loyalty (BC4)		WOM agents (BC5)	

Stages of the Customer Engagement Lifecycle



Marketing Drivers of the Customer Engagement Lifecycle



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What technologies support customer engagement?

OPERATIONAL MARKETING

The term operational marketing defines the comprehensive integration of systems, databases, and processes of the customer-making process.

In all but small technical firms or clicks-only ecommerce firms, few medium or large enterprises have achieved a level of process automation—at least not yet.

However, with the Web, software innovation, burgeoning digital ecosystems, and larger portions of buyers and customers doing business online, the integration of the customer-making process becomes more feasible for all firms with each passing day.

The figure at right depicts several technical systems, calling attention to their role in pre-sales and post-sales activities of the customer-making process.

In particular, many forward-thinking marketing executives now realize that a combination of traditional promotion and search engine marketing (SEM) has become more efficient: they need not spend as much money for awareness, activation, and lead generation.

Rather, the greater front-end efficiencies of what we call the Google effect now compel a greater investment in the back-end efficiencies of sales conversion, customer retention, satisfaction assurance, and advocacy.

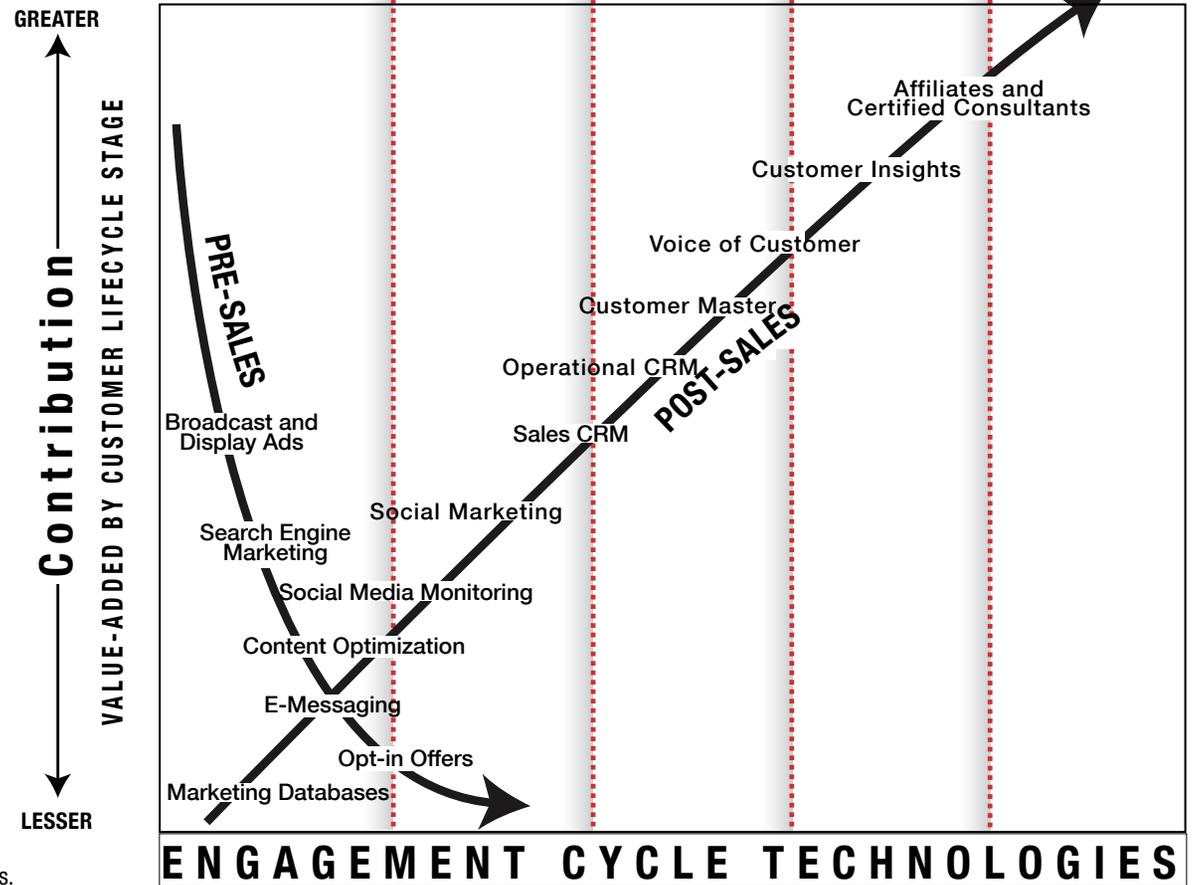
The Web and a global digital ecosystem enable large and small organizations to integrate pre- and post-sales activities, using unified governance with clear roles, responsibilities, and daily progress-status reporting of all staff and affiliates involved in the customer-making process.

Operational marketing provides a framework for integrating the various front-end and back-end activities of the customer-making process, linking several previously isolated systems and processes

to a unified or federal governance scheme: crisp, clear roles, responsibilities, and daily progress-status reporting.

OPERATIONAL MARKETING EMPHASIZES INTEGRATION OF PRE-SALES AND POST-SALES ACTIVITIES

STATUS OF BRAND	No awareness	Awareness	Consideration	Trial	Purchase	Preference	Commitment	Repurchase	Advocacy	Collaboration
IDENTIFICATION OF WEB USER	Unknown		Known		Profiled		Customerized		Certified	
BRAND CONVERSIONS	Lead generation (BC1)		Facilitated Buying (BC2)		Retention (BC3)		Loyalty (BC4)		WOM agents (BC5)	



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What comprise the operation capabilities of customer engagement, emphasizing an evolving set of systems, processes, and accountabilities?

STRATEGY EXECUTION

Marketing organizations execute market-making and brand-building strategies, using systems, processes, and accountabilities—what we call **operational capabilities** of marketing.

The table at right describes the six general operational capabilities that execution of **customer engagement** strategies requires.

Monitoring entails the collection of usable data about **customers**, **media consumption**, and how the company and its competitors move particular customer segments from awareness, consideration, and trial to adoption, loyalty, and advocacy.

Listening transforms these data with corresponding assumptions and analytic models into insights, projects, and opportunities.

Dialog Maps use keywords, phrases, metaphors—how customers talk about a brand.

Messaging often represents the work of creative and engagement partners—specialist firms that know how to associate a brand and the brand’s **value proposition**

with deep cultural narratives of desire, aspiration, and consumption.

Contextualization constitutes the hard work of adapting a **brand** and its value proposition into meaningful, easily conveyed **experiences** of Engagement: connect, inform, entertain, and share.

Execution publishes marketing content and interactive services across multiple channels and media formats, including the PC- and mobile-accessed Web, digital signage, printed materials;

execution also includes individualized emails and self-configured Web pages.

Governance of customer engagement applies the principles of **industrial process management** to customer making, using **normative** models of excellence for successful engagement: **brand conversion** rates, satisfaction, long-term **value of customer relationships**, revenue per database record.

CUSTOMER ENGAGEMENT RELIES ON SPECIFIC CAPABILITIES OF MARKETING OPERATIONS

	STATUS OF BRAND	No awareness	Awareness	Consideration	Trial	Purchase	Preference	Commitment	Repurchase	Advocacy	Collaboration
	IDENTIFICATION OF WEB USER	Unknown		Known		Profiled	Customerized		Certified		
BRAND CONVERSIONS	Lead generation (BC1)	Facilitated Buying (BC2)			Retention (BC3)		Loyalty (BC4)		WOM agents (BC5)		
OPERATIONAL CAPABILITIES OF CUSTOMER ENGAGEMENT	MONITOR (MNT) • Aggregate marketplace activities • Track patterns of engagement • Model business performance										
	LISTEN (LST) • Recalibrate listening tools • Classify themes, sentiment, etc. • Build dialog maps and frameworks										
	MESSAGE (MSG) • Ideate themes, concepts, copy, etc. • Create engagement assets • Validate in private social networks										
	CONTEXTUALIZE (CTX) • Retrieve data and components • Assemble engagement objects • Package for consumption										
	EXECUTE (EXE) • Stage for quality assurance • Provision engagement objects • Manage exceptions										
	GOVERN (GVN) • Measure efficiency and effectiveness • Monitor policies and deviations • Summarize activities and results										
KEY ACTORS DRIVING BRAND CONVERSIONS	Advertising, Direct Mail, Promotions, Ad Words, and SEM and SEO	Brand Sites, Topical Microsites, Social Media, Multichannel Marketing Analytics			Personalized Messaging, Remixable/Social Content, and Webcast Theaters		Content/Service Mash-ups, Preference Managers, and Policy-managed Processes		Certified Advocates, Viral Video Stash, Collaboration and Solutioneering Platforms		

The first column of the table at right describes the six operational capabilities that execution of most customer engagement strategies requires, emphasizing the need to acquire and maintain an evolving set of systems, processes, and accountabilities.

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What comprise the operational capabilities of customer engagement?

SUBSET OF TRADITIONAL MARKETING OPERATIONS

For many firms, the operational capabilities of customer engagement constitute a subset of marketing operations.

Marketing operations may include branding, traditional advertising development and placement, trade promotions, packaging, sponsoring, publicity, and press relations.

CAREER PATHS IN CUSTOMER ENGAGEMENT

The table at right details many facets of customer engagement, emphasizing one theme for a career in this growth area.

Customer engagement requires a deep knowledge technical systems, development methodologies, and process management.

The first column of the table at right describes the six operational capabilities that execution of most customer engagement strategies requires, emphasizing the need to acquire and maintain an evolving set of systems, processes, and accountabilities.

CUSTOMER ENGAGEMENT CONSTITUTES A SUBSET OF TRADITIONAL MARKETING OPERATIONS

STATUS OF BRAND		No awareness	Awareness	Consideration	Trial	Purchase	Preference	Commitment	Repurchase	Advocacy	Collaboration
IDENTIFICATION OF WEB USER		Unknown		Known		Profiled		Customerized		Certified	
BRAND CONVERSIONS		Lead generation (BC1)		Facilitated Buying (BC2)		Retention (BC3)		Loyalty (BC4)		WOM agents (BC5)	
1	MONITOR (MNT) <ul style="list-style-type: none"> Aggregate marketplace activities Track patterns of engagement Model business performance 	Aggregation entails the “spidering,” summarization, or syndication of published material online; this includes syndicated research, social network pages, and the findings of social media monitoring. Tracking patterns of engagement uses all available data sources, including anonymous behavioral data that later enriches a named-user database record. Modeling the performance of business models uses XBRL data sources and correlates meaningful shifts in the shares of market capitalization, revenues, and profits among firms in an industry sector.									
2	LISTEN (LST) <ul style="list-style-type: none"> Re-calibrate listing tools Classify themes, sentiment, etc. Build dialog maps and frameworks 	Recalibration of listening tools (social media monitoring, semantic tagging, behavioral data model and collections, etc.) includes refining keyword taxonomies (for search, search engine optimization, ad word buys), survey questions and methods, and consumption cohorts and personas. Classification of themes, sentiments of customers and influencers, and use-case insights requires text-mining engines, faceted taxonomies, and data visualization and dashboard summarization technologies. Dialog maps define a customer’s lifecycle of experience, translating customer insights, key use-case concepts and concerns, and language to use into two- or three-way conversations; dialog maps also specify media-mix optimizations and product-mix optimizations.									
3	MESSAGE (MSG) <ul style="list-style-type: none"> Ideate themes, concepts, copy, etc. Create engagement assets Validate data in private social networks 	Ideation emphasizes concept development of themes, reasons to engage, and strategies and tactics for activating specific customer touchpoints and life-passage stages. Asset creation entails the development of reusable digital assets, the classification and tagging of each constituent element (photo, placed objects within the photo) of an engagement asset (catalog page, ad), and the placement of all digital assets in a special repository thus, making all assets available to all authorized users within a global marketing operation or marketing supply chain. Validation of engagement assets uses private social networks comprised of “friendlies,” brand advocates, and test panels to interact with the intended engagement and provide detailed comments.									
4	CONTEXTUALIZE (CTX) <ul style="list-style-type: none"> Retrieve data and media components Assemble customer engagement objects Package for consumption 	Retrieving data and media components requires accessible asset repositories of accurate customer data, product information, media assets, and business rules and policies governing each asset. Assembly of customer engagement objects automates the routing, control, and proofing of printed collateral and ads, broadcast ads, online content, and interactive services. Packaging content and services covers a range of activities that remain specific to the medium, message, and format; however, packaging of online content and services entails semantic tagging of content, search engine optimization, and application of metadata.									
5	EXECUTE (EXE) <ul style="list-style-type: none"> Stage for quality assurance Provision engagement objects Manage exceptions 	Staging presents unpublished marketing content and interactive services to a quality assurance team, simulating user experience and access by myriad devices and configurations; for printed materials or manufactured goods, staging may include digital or physical proofs, mock-ups, and press checks. Provisioning completes the publishing process and delivers finalized marketing content or interactive services to the intended party; provisioning includes the personalization or customerization of printed materials; most notably, provisioning calls attention to a prerequisite high-availability technical infrastructure. Managing exceptions emphasizes a real-time customer and partner feedback system and the ability to immediately execute a change; this includes the rapid provisioning of patches and fixes to deployed systems.									
6	GOVERN (GVN) <ul style="list-style-type: none"> Measure efficiency and effectiveness Monitor policies and deviations Summarize activities and results 	Measurement tracks operational efficiency (on time, at budget, spendings to date by market, media, partners, etc.) and operational effectiveness (incremental and recurring revenues, new customer activations, leads to channel or field, downloads, impressions, etc.). Monitoring of policies and exceptions (over budget by procurement line item and project) provides the first indications of problems (especially critical in product launches) with packaging, designs, and localization—critical upstream activities that can cascade downstream in global catastrophes. Summarization goes beyond dashboards and statistics, emphasizing the dynamic modeling of all key dimension of the customer-making process as well as the fact-based calculation of the economic value of each customer relationship and its corresponding database record.									

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What constitutes the engagement-content cycle, emphasizing seven phases by which firms define and create engaging content?

ENGAGEMENT-CONTENT CYCLE

Customers navigate the concentric rings of trust in their individual brandspaces (unique to each customer), arriving at the brand engagement theaters of their trusted brands.

What then ensues comprises the seven phases of the engagement-content cycle.

What then ensues comprises the seven phases of the engagement cycle.

Brand engagement theaters constitute the first phase, presenting content, navigation, presentation, and social context.

User reactions may entail reading or viewing, clicking through the next page or section, or exiting. Key point: Most visits exit for reasons unknown, a strategic breach that engagement managers must address with session-monitoring systems.

Behavioral data from most Web analytic systems provides useful but minimal insights into both anonymous unnamed and named users. The next frontier of behavioral data will include interaction data from inside immersive rich-media streams and video, documenting where users went and what they did.

Analytic insights include other sources of data: customer databases, social media monitoring, voice of the customer, and newer Web analytic tools.

Content-user requirements specify what types of “information food groups” particular high-value customer segments prefer; providing these will require a formal information **consumption** model and procedures for directing content creators to produce required information, matching user-consumption profiles to classes and types of information and media formats.

Content optimization starts with **semantic tagging** of Web pages and documents, creating **topic maps** (similar to tag clouds, only specific to an individual

page) and **metadata** sets that later will power **faceted search** and **dynamic navigation**.

Contextualized content uses **behavioral targeting**, semantically tagged content that enables dynamic composition of topic maps or page-specific tag clouds, **faceted navigation** (dynamically constructed keywords within a multitiered hierarchy or taxonomy), and user account histories, journals, and personal collections within the site.

CLOSED-LOOP FEEDBACK SYSTEM

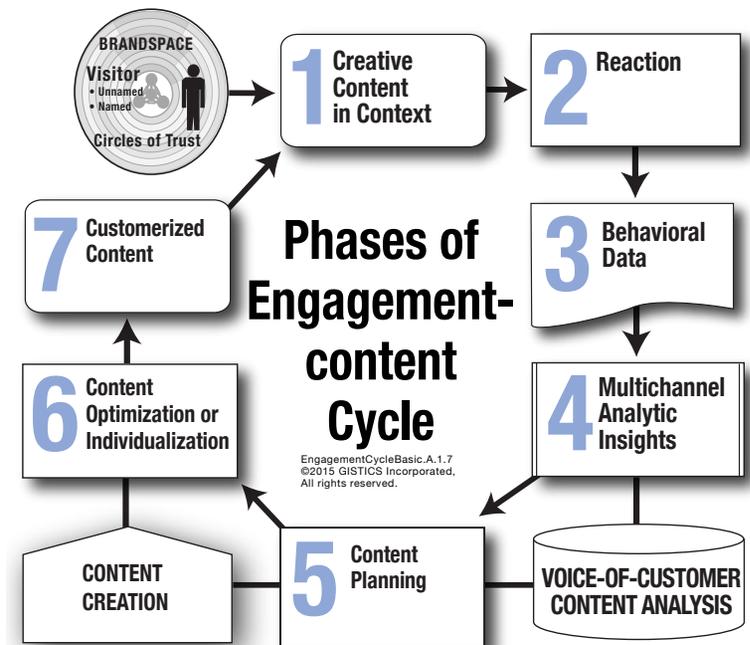
It then follows that the transit from awareness, consideration, and trial to purchase, adoption, commitment, and advocacy—stages of the **brand lifecycle**—comprise hundreds of discrete engagement-content cycles.

The structured model below supports these key insights:

- Faster cycle times induce greater levels of engagement.
- Few defects in delivered content, navigation, and presentation increase the probability of success.
- Most defects occur unnoticed, leading engagement managers to make the same mistakes again and again.
- Automation and policy management of content workflows can reduce the number of defects.
- Voice-of-customer systems provide critical insights as to what’s broken, missing, or needed.

- Analytic insights and voice of customers must inform content creation; this required formal systems for documenting content-user requirements.
- Effective engagement requires governance: someone within the firm must step forward and take ownership of the engagement-content cycle.

SEVEN STAGE CYCLE CREATES CUSTOMERIZED CONTENT



Governance and accountability of the engagement-content cycle define career opportunities leading to executive management of marketing.

What constitutes creative content in a context, emphasizing to the need to engage customers in specific venues and preferred ways to engaging a brand?

CONTEXT THAT CONNECTS

Customers connect (or do not connect) with brands and related value propositions, using many nonverbal, implicit, or environmental cues.

The real work of engagement begins and ends with creating an appropriate and natural social and market context in which to activate and engage customers.

The figure at right depicts the first phase of the engagement-content cycle—creative content in context—calling attention to three dimensions of context, creative content, and brand engagement theater.

Context constitutes the sum total effect that the choice of metamessages, venue, and metadata evoke as a specific and intended experience among different consumers.

Design choices and tonalities that specific visual images, formats, and layouts evoke represent a metamessage. Other metamessages may include the ethnic identities of human models and more subtle “tribal markers,” such as hairstyle, cut of clothing, and modernity or datedness of setting.

Venue clearly evokes different behaviors from consumers, evincing the role that belief, expectation, degrees of freedom, and the presence (or absence) of other people play in venue-specific behaviors.

Metadata and its related application to media and other customer engagement objects (metatagging) emphasize a critical and often broken link in the customer engagement cycle.

Metaphorically, metadata represents the card index file of a library of resources (books or tools). Missing, incomplete, or wrong metadata severs the connection and access to a specific and needed resource: marketers fail to connect with consumers. Elsewhere in the paper, we develop more fully the idea of a customer engagement object (a new class of digital assets) that plays a central role in the engagement cycle.

CONGRUENCE

Successful engagement results when matching the right messages with specific consumers in an appropriate and suitable environment.

Cognitive scientists suggest that “congruence” entails all three brains (survival-based limbic system, the emotional and sensing cortex, and the rational and analytic neocortex) agreeing with a sensory input or inputs.

Neuro-linguistic programming (NLP) practitioners further suggest that a state of relative congruence matches three more important and phase-locked subjective states: affinity, communication, and agreement.

Simply put, a high level of congruence entails an equal and matched level of affinity (smiles, nodding heads, mirrored body postures), a willingness to communicate personal information (opt-in, completing a survey), and a felt responsibility and follow through in keeping a promise or keeping one’s end of the deal.

Thus, the context that connects evokes a high and increasing level of congruence, affinity, communication, and agreement

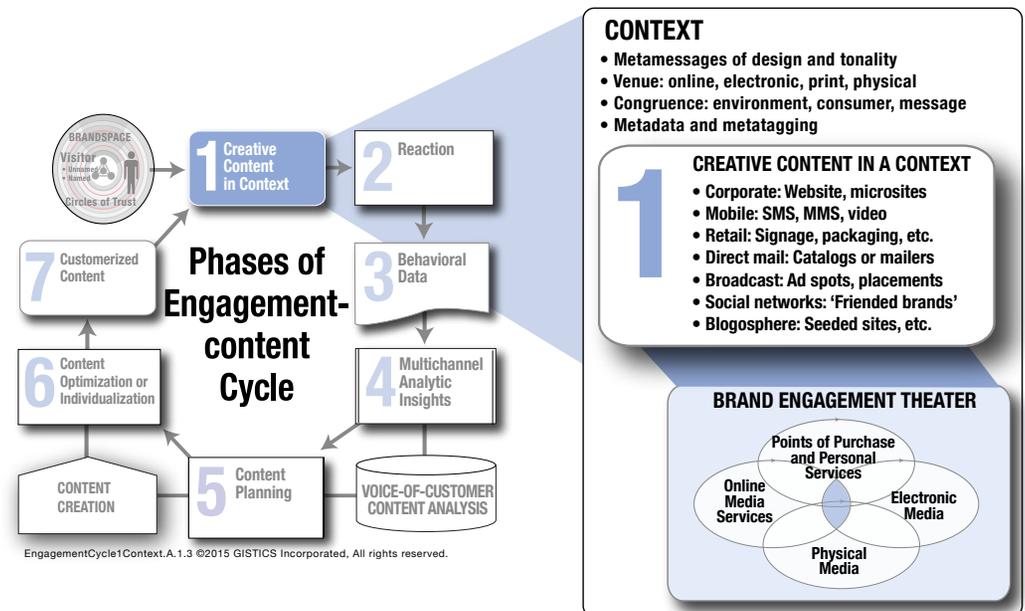
follow through, defining the four central dimensions to benchmark, monitor, and guide systems-based optimization of the customer engagement cycle.

BRAND ENGAGEMENT THEATER

The metaphor of a brand engagement theater takes on new meaning with the addition of ideas of a context that connects.

The figure below depicts one more central insight: consumers collapse media channel, service delivery, and points of purchase into a seamless experience of the brand; brand marketers must now “exercise” their digital limbs, adding to or enhancing the customer’s experience of service and overall satisfaction.

MATCHING SPECIFIC MARKETING CONTENT AND AN APPROPRIATE CONTEXT AFFECTS LEVELS OF CUSTOMER ENGAGEMENT



Context frames the level of participation engagement in brand engagement theaters, unifying a brand voice and a value proposition across multiple channels, media, and formats.

What contributes to content planning, media plans optimization, product-offering mixes, and social networking for customer cohorts by engagement lifecycle phase?

BEYOND CREATIVE GENIUS

Content planning develops complex recipes and formulas that guide creative, media, and technical staff and partners in the **ideation, creation, and production of customer engagement objects** (creative content).

The figure below depicts five important dimensions of the content planning phase of the engagement-content cycle, emphasizing the now huge demands on staff and infrastructure for near-continuous communication, interaction, and collaboration among hundreds of contributors.

Customer cohorts coalesce **psychographic, demographic,** and economic data cut into meaningful **profiles, personas,** and attainable **market segments.** An important, market share-determining customer cohort comprises “wired, digitally engaged consumers” who use a burgeoning array of Web-enabled tools and services to enhance their experience of living, working, and playing. As a consumption cohort, this relatively small group of consumers will not only continue to grow, but this sector will also determine shares of market for all manner of brands tomorrow.

Engagement lifecycle stage optimizations help the creative team focus on three intersections of **consumption:** first, the consumer’s stage of life (single, just married without kids, married with toddlers, old married couple, etc.); second, the consumer’s status with a customer engagement lifecycle (awareness, interest, consideration, trial, etc.); third, the consumer’s pattern of engagement (site visits, duration of visits, email opens and click-throughs, opt-ins, subscriptions, etc.).

Media-mix optimizations use the outputs of several analytic disciplines to prioritize placement of ads and promotions in print, broadcast, online, and physical point-of-purchase media, specifying for the creative team which engagement **touchpoints** it must “light up” with suitable content. Beyond the

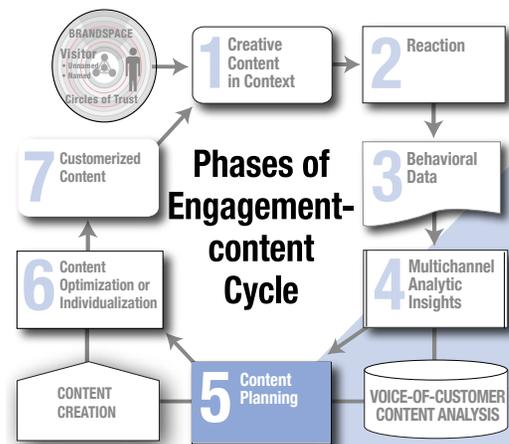
traditional media planning activities of agencies, media-mix optimization incorporates sponsoring (event, promotions), guerilla marketing (street teams, viral videos), social marketing (blogging, web posts, discussion groups), and social networking (brandstands in Facebook and MySpace).

Product-mix optimizations define the best configurations of products to promote into a consumption context (food and condiments of home-prepared lunches), harmonizing the messaging of multiple (corporate and partner) brands and categories. Product-mix optimizations help increase “share of wallet” among customers, barriers to entry for competitors, and levels of acceptance of new sibling brands in a cross-promoted bundle. Driven by hard-data analytics and predictive models of

increased sales and profit, product-mix optimizations often provide the critical stepping stone of cross-brand engagement among otherwise competitive, if not warring, siblings of a large portfolio of brands.

Social-network optimization entails the newest and more experimental dimension of content planning. As recent research reveals, most digitally engaged consumers frequent only 12 or so destinations on a regular basis. Social-network optimization specifies what types of content, experiences, and services make the best fit for each of those 12 or so largely social Web destinations; this includes how to publish or provision engaging content and services into these sites, creating link-backs to microsites optimized for customer cohorts and the engagement lifecycle needs.

PLANNING CONTENT FOR ENGAGEMENT-CONTENT CYCLES ENTAILS UNPARALLELED LEVELS OF COLLABORATION AMONG STAFF AND PARTNERS



Content planning for the engagement-content cycle incorporates all available insights about customers and their point in a customer engagement lifecycle.

Content Planning

- **Customer cohorts**
 - Psycho demographic profiles of lifestyles, mindstyles, and consumption
 - Based on attitudinal, behavioral, and economic data
- **Engagement lifecycle stage optimization**
 - Information and media preference by type of customer relationship
 - Addresses intensity and directionality of engagement
- **Media-mix optimization**
 - Allocations of print ad, collateral, broadcast, interactive, in-store media buys by customer cohort, season, and sales coverage
 - Includes social media and controlled content of Web sites and microsites
- **Product-mix optimization**
 - Targeted cross-selling and special bundles for capturing larger share of wallets among specified customer segments
 - Uses ‘right to win’ matrix of desirable customers
- **Social-network optimization**
 - Emphasize significant new investments in social media, sponsoring, online video sharing, and life-episode microsites
 - Increasing use of certified advocates in word-of-mouth programs

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What elements comprise customerized content, defining the properties of customer engagement objects?

NEW ASSET CLASS

Generally accepted accounting practices (GAAP) recognize digital assets as a distinct asset class of corporate balance sheets, permitting owners of properly managed digital files to capitalize the expenses associated with the creation and maintenance of their digital assets.

GAAP requires the satisfaction of three basic criteria:

- Full and accurate accounting of the costs to create and maintain a digital file over its useful lifespan
- Direct correlation of the asset to identifiable revenue events or cost savings
- Documented reuse of the assets extending beyond 18 months

Satisfaction of these accounting requirements entails the development and execution of a digital asset management system and, in particular, metadata, policies, and asset-user activity analysis.

Catalog houses such as Cabelas capitalize the cost of customer database records, increasing the book value of their firms.

Stock photo and music libraries such as Getty Images and Corbis capitalize the cost of acquisition, cataloging, and maintenance of their digital stock, including the expenses associated with digitization, color correction (images), and application of metadata.

Software developers such as IBM and Microsoft capitalize the creation and maintenance of their software code, putting billions of dollars on their corporate books.

The figure at right depicts a framework for applying GAAP principles to customer engagement objects, enabling firms to capitalize the sizable, ongoing expenses associated with the engagement of customers over a customer engagement lifecycle (awareness, consideration, trial, etc.).

CUSTOMER ENGAGEMENT OBJECTS

Engagement objectives represent explicit goals and measurements, defining what engagement planners intend to elicit from a particular customer or consumption

cohort: generally a small, meaningful piece of behavioral data within a pattern of engagement.

Content metadata describes a unique piece of media, information, or composition (comprised of multiple media and information objects)—data that describes the data contained in the media or information component.

Learning activities correspond to a unique stage of the customer engagement lifecycle (trial, purchase, commitment, etc.), defining a unit of cognitive work—successful completion of a task such as downloading a coupon.

Engagement content represents the published or publishable material: Web page, coupon, POP signage— creative content within a particular context such as a store, office, catalog, etc.

Engagement episodes entail the user interactions within an engagement theater—

interactions that hopefully produce behavioral data and subsequent inputs to the multichannel analytics practice.

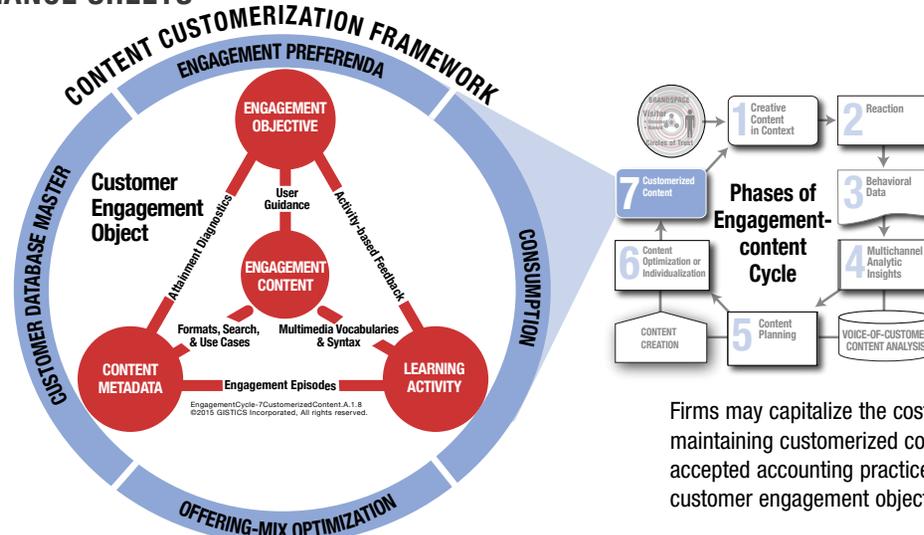
Attainment milestones define a new skill or understanding that the customer developed while engaged with the brand or partner, defining a skill-attainment roadmap that satisfied and recommending customers possess as a precondition of their satisfaction or advocacy.

Activity-based feedback requires the application of activity-based accounting principles to patterns of engagement, correlating behavioral data to engagement objectives and a learning activity.

User guidance and multimedia vocabularies and syntax entail supplemental engagement content, including screencast video explanations of how to engage and user interface items, respectively.

Formats, search, and use cases entail additional content metadata, data policies, and publishing templates.

CUSTOMER ENGAGEMENT OBJECTS CONSTITUTE A NEW ASSET ON CORPORATE BALANCE SHEETS



Firms may capitalize the costs of creating and maintaining customerized content, using generally accepted accounting practices (GAAP) to manage the customer engagement objects as financial assets.

What technologies provide the foundation for mastering the engagement-content cycle?

OPERATIONAL SUPPORT PLATFORM

Integration of the **marketing operation** starts with the assumption that all firms must find and serve customers, engaging their customers throughout the process of discovering, considering, buying, using, and disposing of branded products (or terminating branded services).

In practical terms, managing the customer brand lifecycle through each of these phases will require new or improved systems, new or reengineered processes, and newly defined or clarified accountabilities among management, staff, consultants, and trade partners (ad agencies, suppliers, etc.).

The figure at right depicts four multielement systems that provide the foundation for managing the engagement-content cycle—each system represents a subject that we examine elsewhere in this paper and related sites.

Content Management comprises its own value chain, consisting of **Web content manager(s)**, **text mining engines**, source-content **XML repositories**, multimedia editorial production systems, multimedia **DAM repositories**, and collaboration **workspaces**.

Multichannel Analytics combine traditional **database analytics** with **Web analytics**, **voice-of-customer insights**, and **social media analytics**, correlating hard-data insights with customer lifecycle profiles and profit models.

Creative and Messaging Collaboration Platform defines the principal work of engagement planners and managers, including creative services and on-demand software-as-a-service applications from trusted partners: ad agencies, marketing service providers, promotional engagement systems, etc.

Message Execution Platforms incorporate all the functions of high-capacity newsletter and messaging platforms, as well as dynamic or on-the-fly personalization of newsletters, rich-media emails,

immersive multimedia buying environments, dynamic configuration and pricing, and personal just-in-time, just-for-me landing pages and engagement theaters.

INTEGRATION OF LOOSELY COUPLED SYSTEMS

Automation and, thus, faster cycle times and higher quality of the engagement-content cycle require more than technology.

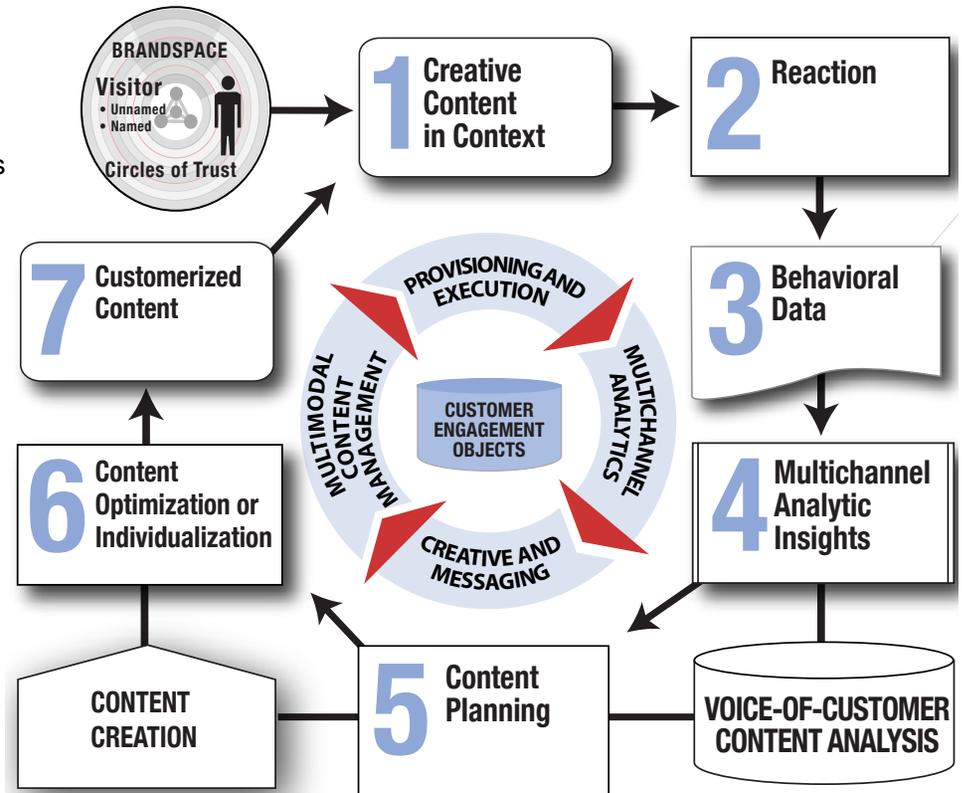
Automation requires a technical integration architecture, adherence to open technical and process standards, and a governance protocol.

A technical integration architecture represents a comprehensive high-level visual depiction of all the digital process components or Web services that a marketing operation currently uses, plans to use, and might use over the next five years. Action point: Commission an accomplished digital business architect (former

CIO) to develop a CIO blueprint of your firm and its external business ecosystems. Hint: Don't tell your current CIO until you have completed your own blueprint!

Do, however, understand and maintain adherence to the IT service management standards and governance protocols of your organization; deviate only at great peril.

MASTERY OF ENGAGEMENT-CONTENT CYCLES ENTAILS INTEGRATION



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Four multi-element systems drive the engagement-content cycle, demanding that engagement directors and planners use a proven technology integration framework, standards, and governance.

What comprise the process-maturity phases of multimodal content management, sequencing the evolution of customer engagement objects?

EVOLUTION OF MARKETING CONTENT MANAGEMENT PROCESS - MATURITIES OF MULTI-MODAL CONTENT MANAGEMENT SPAN FIVE PHASES

The table at right depicts six dimensions of a multimodal content management capability across five process-maturity phases.

Multimodal content possesses all the customerization metadata, high-resolution or high-fidelity source media data, access to customer data masters, and publishing templates needed to publish accurate and attractive printed, online, digital, and manufactured media: catalogs, Web pages, video demonstrations, etc.

Content planning tracks the evolution of what types of content and, later, services a firm presents to customers.

Navigation tracks the evolution towards individualized search, faceted search, and policy-driven “sites of one” using customer engagement objects.

Voice of customers tracks the growing levels of integration of customer content gathered from strategic points of contact and interaction throughout the customer engagement lifecycle.

Optimization tracks the evolution of metadata and policies associated with content, customer information, digital assets, and customer engagement objects.

Service integration tracks the evolution of Web content management (WCM) to composite applications management and, ultimately, to innovation services management.

Content infrastructure tracks the march towards SaaS and composite IT services that provision composite applications and services to desktop computers, digital home servers, mobile Internet devices, and other trusted service intermediaries (such as mobile payment and identity management).

OPERATIONAL CAPABILITIES OF MULTICHANNEL ANALYTICS	PROCESS-MATURITY PHASES	1	2	3	4	5
		Static Data in Isolated “Silo-ed” Systems			Dynamic, Integrated Data	
		Ad Hoc	Managed	Predictive	Adaptive	Anticipated
Data Collection	Basic contact information from mail lists	Enhanced customer data file, using compiled or syndicated data sources	Contact histories for key operational and tactical CRM systems	Email and direct mail responses with transaction histories and subscriber preferences for information classes and fulfillment	Journaling of behavioral and transaction data to customer master; dynamic links to all relevant enterprise data sources and external social media and network profiles	
Data Management	Packaged RDBMS and maintenance tools	Periodic postal hygiene: deliverability with merge and purge of duplicates	Persistent identification and requalification of stakeholder profiles	Real-time updates of customer masters; including changes of address, employment, and credit lines	360-degree view across all product lines, business units, distribution channels, points of purchase or service, and online properties	
Reporting	Standard audit and output reports	Campaign and syndicated data reporting	Time-series program reports	Automated reports	Real time dashboard	
Predictive modeling	None	Recency, frequency, and monetary (RFM) clustering and association	Regression baselines for outbound direct or email campaigns	Granular models and rebuilds by campaign	Transactional processing for inbound communications	
Measurement	Basic counts	Comprehensive campaign statistics	Operational KPIs	Marketing KPIs	Return on investment and business model performance	
Infrastructure		Marketing KPIs	Distributed databases and analytics servers	Composite service/ model (on-premise and offsite partners)	Networked cloud services in IT federalized service management	

GISTICS predicts that Web content management (WCM) systems will undergo a significant, if not radical, transformation of their data management and service architectures. To remain competitive, WCM systems will need to accommodate user-generated information and rich-media content, as well as stakeholder-syndicated services and applications. Most WCM systems will fail to make the transition into engagement management platforms. Rather, most WCM systems will become tactical “publishing systems,” or will be replaced. Most WCM architectures lack the ability to support the fusion of customer information, multichannel analytics, voice-of-customer content, multichannel / multimodal content, and individualized messaging. Most WCM systems will not accommodate or use customer engagement objects—the essential resources driving the customer engagement lifecycle.

What comprise the process-maturity phases of personalized messaging, sequencing the evolution of provisioning and executing emails and newsletters?

INTEGRATING WITH A CUSTOMER ENGAGEMENT LIFECYCLE

The table at right depicts six dimensions of an email messaging capability across five process-maturity phases:

Creative tracks the evolution in how companies focus the development of messages, campaigns, and promotions.

Analysis tracks the evolution in how companies target markets and customers for greater levels of engagement and revenues.

List management tracks the evolution in how companies apply customer information to delivery of emails and newsletters.

Deliverability tracks the evolution in how companies achieve the highest levels in the receipt of emails and newsletters by intended recipients.

Process integration tracks the evolution of how companies use email, CRM, ecommerce, business intelligence, and ERP systems to engage customers throughout the customer engagement lifecycle.

Infrastructure tracks the evolution of system support of emails and newsletters, leading to dedicated high-performance environments within corporate network operations or at an email service provider.

The operational capabilities of most enterprises for the provisioning and execution of customer emails and newsletters evolve in an uneven fashion. Attainment of the Adaptive provisioning and execution enables enterprises to synchronize innovation and productivity enhancements across all six capabilities.

PROCESS INTEGRATION

Full process integration of provisioning and execution entails a specialized technical platform with templates, policies, and workflows related to marketing operations: budgeting, planning, campaign management, projects, and content.

Full process integration also enables marketing managers to link multichannel analytics, content and workflows, multimodal content management, and to provision the execution of individualized emails and newsletters.

PERSONALIZED EMAILS AND NEWSLETTERS EVOLVE ACROSS SIX OPERATIONAL CAPABILITIES

		PROCESS-MATURITY PHASES				
		1	2	3	4	5
		Static Data in Isolated "Silo-ed" Systems			Dynamic, Integrated Data	
		Ad Hoc	Managed	Predictive	Adaptive	Anticipated
OPERATIONAL CAPABILITIES OF PROVISIONING and EXECUTING	Creative	Mass message in text-only emails	Personalized salutation in HTML and text formats	Segmented lists matched to static content	Dynamic content driven by multiple variable attributes	Individualized content consumption personas and event-driven engagement objects
	Analysis	Number of emails sent	Basic statistics: sent, opened, bounced, opt-out, and clicks	Cross-tabulation of basic statistics by market segment and customer, ISP, and company IP address	Automated test panels with creative and messaging by market segments	Analytics driven by interactions, financial performance, and predicted responses
	List Management	List of email addresses	Uploaded campaign list with active submission	List segmentation and some enrichment within email messaging system	Multichannel insights applied to phases of customer engagement lifecycle	Dynamic access to master customer record and updates with interaction history
	Deliverability	No monitoring	Basic campaign-based delivery statistics	Content and list tuning optimized for delivery	Active mediation with ISPs to resolve delivery issues and performance	Proactive, ongoing monitoring of feedback from ISPs, blacklist sites, and company IP addresses
	Process Integration	Isolated messaging tool	Automated responses	Messaging integrated with CRM or customer database	Messaging to phases of customer engagement lifecycle	Integration of messaging, transaction management, and ERP systems
	Infrastructure	Corporate email service	Internal home-grown email deployment service	Email service provider	Enterprise email service providing greater service levels	Enterprise on-premise or dedicated environment at an email service provider

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What comprise the process-maturity phases of marketing process orchestration, sequencing the evolution of marketing operations management?

MARKETING OPERATIONS MANAGEMENT

The table at right depicts seven dimensions of a process orchestration in a marketing operation capability across five process-maturity phases.

Planning entails far more analytics and ideation than most common tools and marketing resource management systems enable. Thus, planning capabilities will evolve with greater use of social media and integration of virtual marketplaces, and immersive buying environments.

Budgeting will evolve into dynamic procurement systems. Budgeting will use procurement policies tied to uniform line-item detail of internal requisitions, marketing metrics, and vendor bids and invoices, correlating every dollar spent to pre-agreed customer-engagement outcomes.

Workflows will evolve toward policy-managed customer engagement processes, using business process management platforms—individualized to the user.

Project management evolves into more collaborative instant workspaces, enabling engagement planners to collaborate with partners of a networked supply chain.

Approvals and proofs evolve beyond tools, adding process benchmarks and scorecards to each review-approval process. Closing the data feedback loop of approvals and proofs supports the more strategic practice of activity-based cost accounting of marketing operations and its supply chain— thus creating hard data for ongoing process improvement, cost reduction, and cycle time acceleration.

Data integration of marketing operations extends deeper into the marketing supply chain, workflows of each marketing project, the multichannel

analytics of customer engagement lifecycles, and the process maturities of the marketing operation of the entire holistic, comprehensive view: the state of the customer, the state of the market, the state of the marketing operation, and the state of the marketing and innovation supply chains.

Rich media infrastructure of marketing operations extends beyond data, applications, and services, integrating media services from a business ecosystem and provisioning customer engagement objects to individual stakeholders.

OPERATIONAL MARKETING PROCESSES EVOLVE ACROSS SEVEN OPERATIONAL CAPABILITIES

OPERATIONAL CAPABILITIES OF PROCESS ORCHESTRATION	PROCESS-MATURITY PHASES	1	2	3	4	5
		Static Data in Isolated “Silo-ed” Systems			Dynamic, Integrated Data	
		Ad Hoc	Managed	Predictive	Adaptive	Anticipated
Planning	Marketing and creative briefs in Office docs	Office docs in groupware system	Consolidated digital marketing briefs	Marketing database-wiki, subject matter expert blogs, and Wikipedia catalog of interpretations	Dashboard summarization of voice-of-customer content analytics, dynamic “market game” simulations, dialogue maps, and best practices	
Budgeting	Spreadsheets	Online spreadsheets	Integrated financials	Daily spend-to-budget roll-ups	Real-time performance of budgets and returns	
Workflows	Peer-to-peer by email, teleconference, and fax	Ad hoc and task folders in shared drive	Structured, role-based workflow	Federated workflow and reporting	Daily closes with spendings to budget	
Project management	Physical job jackets and tickets	Online content folders	Audit-controlled project rooms	Enterprise collaboration and project platform	Innovation services for marketing supply chain using Lean Six Sigma management-process controls	
Approvals and proofs	Physical review and signatures	Acrobat PDF with annotations and email confirmation	Real-time proofs and color matching	Cycle time benchmarking and optimization	Activity-based costing of approvals	
Data integration	Manual checks and balances with corporate finance	Batch synchronization with financial systems	Synchronized with ERP and SCM systems	End-to-end integration of marketing supply chain	CMO dashboard tracking market operations and supply chain	
Rich media infrastructure	FTP and shared drives	Content portal with folders	DAM repository with multiple roles and permissions	Media services platform with dynamic rendering and collateral	Provisioning of customer engagement objects by phase of the customer engagement lifecycle	

GISTICS predicts that marketing operations will evolve the emphasis of messaging and communications (“putting lipstick on ugly pigs given to marketing by product groups and IT services). GISTICS predicts that marketing operations will become IT service delivery organizations, provisioning content, information, and services to customers throughout the customer engagement life cycle.

How will digital systems and self-directed customers drive organizational transformation of marketing operations?

DIGITAL DRIVES ENGAGEMENT

Digital or interactive functions of **marketing operations** will likely take the lead in most of the major change-initiatives for customer engagement.

GISTICS research of early adopters of **customer engagement practices** reveals a number of factors supporting the conclusion that digital **innovation leaders** will lead the **transformation** of marketing operations.

The figure at right depicts several key trends in the transformation of marketing operations.

Most digital innovation leaders already possess the mindset—beliefs, expectations, behaviors, and self-identities—of technical innovators.

In contradiction, many of their colleagues merely use technology as an enabler. These traditional marketers often emphasize other dimensions of marketing: breakthroughs in **business models**, **positioning**, **marketing supply-chain** management, and leveraging the capabilities of a **digital ecosystem**.

Digital innovation leaders expect change, often with **rapid onset** with little or no forewarning.

Digital innovation leaders use technology to enhance **operational capabilities**, building systems and processes, and developing new skills and accountabilities within their team.

Digital innovation leaders understand the power of integrating **core-business processes** by which they executive strategies and make rapid mid-course corrections to their executions.

SYSTEMATIZE, SYSTEMATIZE, SYSTEMATIZE

Digital innovation leaders use systems, processes, and accountabilities to “have things done” that meet well-defined standards of excellence and productivity benchmarks.

Multichannel analytics move beyond confines of specialized databases and tools used by a few “high priests and priestesses” of market insights or database analytics groups.

Digital executives will drive their analytic teams to develop service and tools for use by marketers and engagement managers in the field: executives with local knowledge and direct relationships with customers and partners.

Marketing headquarters will build and provision tools and services for **localized customer engagement**, integrating local market knowledge and engagement simulations with email messaging, social media, and web content production and delivery teams.

Thus, local engagement managers will execute communication and engagement strategies from the bottom up, applying local-market knowledge to opportunities spanning the customer engagement life cycle: awareness, consideration, trial, commitment, etc.

Local-market engagements will also create uniform data sets, supplying good data to other regional and headquarter analytic teams.

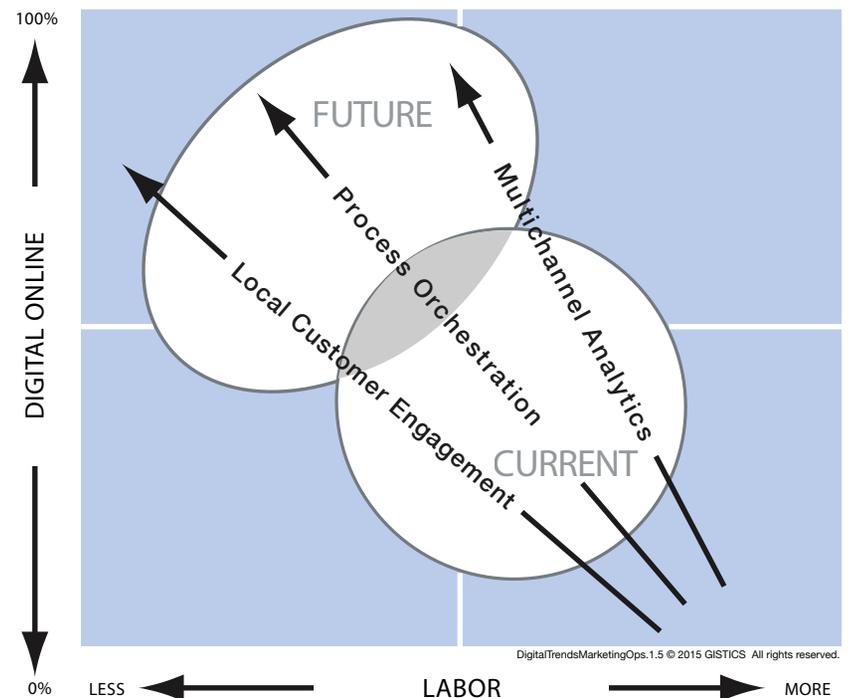
Good local-market data will in turn stimulate new cycles of insights, strategies, creative content, and executions, requiring that digital leaders employ process-orchestration technologies—the glue that binds the other engagement cycle technologies.

Process orchestration entails digital executives using specialized

business-process management platforms to systematize and integrate the typically isolated practices of planning and budgeting, project definition and management, campaign development and tracking, procurement and vendor collaboration, and dynamic scheduling and workload balancing of internal staff and external suppliers.

In practical terms, process orchestration comprises a suite of marketing resource management tools and technologies of business process management platform (Web service development, policies, routing, and customized browser-based dashboards).

SYSTEMATIZATION ELIMINATES LOW ADDED-VALUE WORK



Self-directed online customers and their growing demands of personalized services, “remixable” content, and ways of sharing customerized experiences with their friends will drive the digital transformation of the marketing operation.

What types of digital resources support next practices of a customer engagement strategy?

DIGITAL UPSTARTS UPEND INCUMBENT BRANDS

Self-directed online buyers and customers seek individualistic expressions of engagement, viewing Websites with **video-gamer eyes** and sensibilities and **user-generated content** (comments, postings, rankings) as gossip and recommendations shared among friends.

Younger cohorts of self-directed online buyers and customers seek ways of styling, **remixing**, and **mashing up** content and services, expressing both their creative flare AND their **cognitive preferences**.

The figure at right depicts a large, rapidly growing portfolio of engagement resources available to marketing firms.

While dozens of books and thousands of articles explain each of the five major categories shown at right, engagement planners today understand that a unique combination of a few of these engagement resources may lead to instant success or infamy.

The pace of innovation in each of the five categories continues to accelerate, creating more pressure for firms to identify, track, interpret, prioritize, integrate, and provision powerful new combinations of these engagement resources.

GISTICS predicts that the firms that have developed the operational capabilities of process innovation and, in particular, the systems, processes, and accountabilities for innovating new customer engagement processes will emerge victorious in the industry.

INNOVATING NEW ENGAGEMENTS

Federated search and search optimization make it easier for buyers and customers to discover reasons to engage, emphasizing the mastery of metadata, taxonomies, and semantic tagging of content, as well as correlating user profiles with an inventory of ads, services, and content objects.

Traffic-lead conversion speeds the self-identification of anonymous users, using techniques of subscription management and immersive rich-media applications.

Social media brings the local knowledge of satisfied and dissatisfied stakeholders into the buyer-seller conversation. Widgets, iPhone apps, and RSS feeds

give marketing firms powerful tools for meeting buyers and customers at popular destinations, such as MySpace, Facebook, CNN, and WSJ.

Webcast theaters represent the next big development in customer engagement, enabling certified users to create and disseminate on-demand multimedia presentations and screencast video demonstrations that show how to perform both menial and complex online tasks.

Collaborative selling will transform inside sales teams into real-time engagement managers who use a rich toolkit of instant workspaces, peer-to-peer collaboration systems, policy-managed configuration models, and bid-quotation systems.

BREAKTHROUGH STRATEGIES INCLUDE AN EXPANDING PORTFOLIO OF INTERACTION RESOURCES

Federated Search and Search Optimization	Traffic-Lead Conversion	Social Media	Webcast Theaters	Collaborative Selling
<ul style="list-style-type: none"> Faceted enterprise taxonomy Metadata database and schema generator Content-user profiles Dynamic optimization Search-keyword inventory and bidding management Paid search and syndication 	<ul style="list-style-type: none"> Smart promotion platform Animated concepts, tours, and pitches Immersive buying-criteria interaction Opt-in information sharing Content-subscriber management 	<ul style="list-style-type: none"> Blogs, forums, and discussions Webopedia and wikis User-generated content sharing and RSS Social networking spaces: Facebook, LinkedIn, Meebo Community bookmarks Multiuser gaming and virtual communities Widgets, skins, and promotional games 	<ul style="list-style-type: none"> Live and on-demand rich media Webcasts Screencast video explanations and tutorials Animation, graphics, presentations, and video libraries Training and certification management Policy-managed offline content and multimedia PDFs 	<ul style="list-style-type: none"> Live help and instant messaging Web conferencing and white boards Live peer-to-peer media sharing and collaboration Auto-assisted configuration Proofed bid quotations

BreakthroughEngagement.1.2 ©2015 GISTICS Incorporated. All rights reserved

Customers no longer engage vendors exclusively through a vendor's product or service or through a distribution partner or field organization. A significant and growing number of customers "pre-engage" vendors at chosen points of market presence; principally at online destinations. The figure above depicts a partial list of digital engagement resources that with strategic alignment will deliver a competitive advantage. Engagement planners and practitioners should undertake every effort to investigate each of these digital engagement resources, experimenting with each resource in a variety of customer and partnering contexts.

What types of firms will drive “next practices” of customer engagement?

DIGITAL BUSINESS ECOSYSTEM

Innovation leaders (also known as digital masters) experiment with the commercialization of new technologies and new ways of adding distinctive value to customers.

Innovation leaders borrow ideas from everywhere and, most notably from modern Web browsers: plug-ins.

Plug-ins integrate to both the end-user browsers and server-side applications: end-user browsers enhance an individual’s experience; server-side plug-ins enhance the experience of all users of the service.

In a structural sense, business operations and applications share a growing number of similarities: an open plug-and-play framework. See Component Business Model (CBM) and Business reference model (BRM).

The figure at right depicts the business ecosystem of advertising, calling attention to many different types of advertising, marketing, and media service businesses that serve the needs of marketing organizations.

BUSINESS MODEL INNOVATION

The real innovation that fuels the revolution in customer engagement entails newer, more powerful business models of advertising and digital marketing agencies.

The traditional ad agency and creative service firms transforms its human resources (labor) and service designs into creative product—ads, collateral, content, and Websites—that other commercial firms buy.

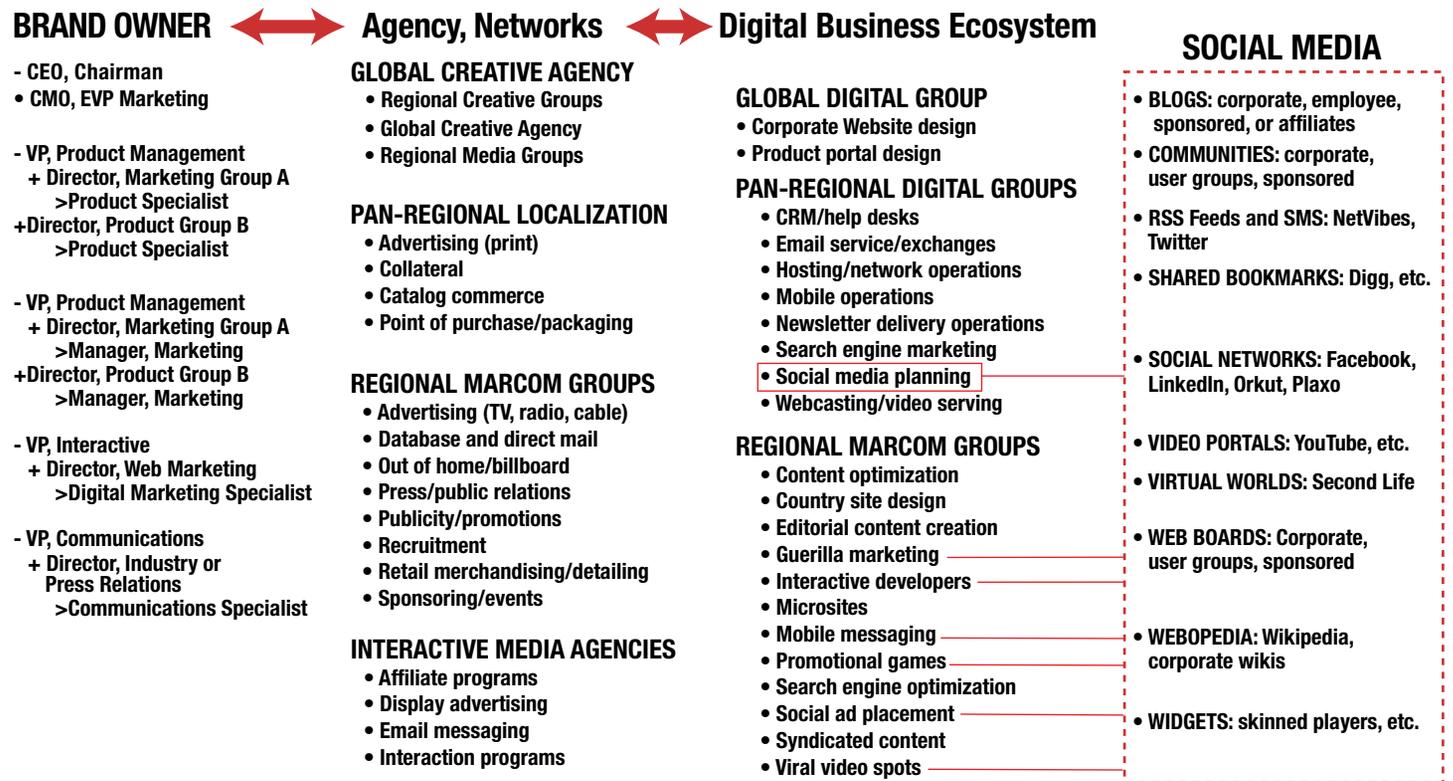
The new agency exploits its business model, IT infrastructure, digital ecosystem and specialized knowledge of creative, content, database analytics, social media measurement, digital marketing, search engine optimization, conversion marketing, social media analytics, and social marketing into digital, on-demand services that marketing firm “rent” and, in turn, provision to end-use customers of the marketing organizations.

Forward-looking engagement agencies now create their own lifestyle microsities, mobile and web apps,

social network aggregations, browser plug-ins, and viral videos and how-to screencasts. These agencies license access to marketing organizations.

In this configuration, agencies become more than agencies: they become permanent fixtures in the conversation between buyers and sellers, customers and vendors, etc. They become customer engagement agencies or the customer life cycle and digital product management equivalents of portfolio managers, customers and vendors, etc. They become customer engagement agencies or the customer life cycle and digital product management equivalents of portfolio managers.

ENGAGEMENT MARKETING NOW DEMANDS A BUSINESS-ECOSYSTEM STRATEGY



AdIndustryEcosystem.1.3 ©2015 GISTICS, All rights reserved.

Supply-chain, providing a burgeoning array of tools, technologies, systems, and capabilities. Unlike traditional advertising agencies with a human resource and services business-model, many of these new digital and social media firms employ a platform capability business-model and metrics-based compensation.

What constitutes a customer portfolio management firm, a new center of excellence in the marketing supply chain that will replace traditional marketing agencies?

HIGH COST OF MASTERY

Mastery of the [customer engagement](#) cycle requires significant, ongoing investment capital for new systems, talent, and [digital assets](#) (creative [content](#), reusable media components, and libraries of software objects).

Mastery of the customer engagement cycle involves the process integration of [multichannel analytics](#), [creative services](#), [content engineering](#) and [inbound marketing](#).

Mastery of the customer engagement cycle involves the process integration of multichannel analytics, creative services, content engineering, and inbound marketing.

Mastery of just multichannel analytics will require full-time staff—[decision analysts](#), [data collection specialists](#), [data modelers](#), [statisticians](#), [social media monitoring specialists](#), etc.—a team that few marketing organizations can afford, much less find, recruit, and keep busy.

A growing number of [digital marketing](#) agencies, [database marketing](#) firms, marketing service providers, and lifestyle or vertical market multimedia publishing firms have begun their journey in mastering the customer engagement cycle.

These intrepid innovation leaders recognize that most enterprise [marketing operations](#) have neither the capital nor the will to invest in many of the new systems, talent, and digital assets that customer engagement will require.

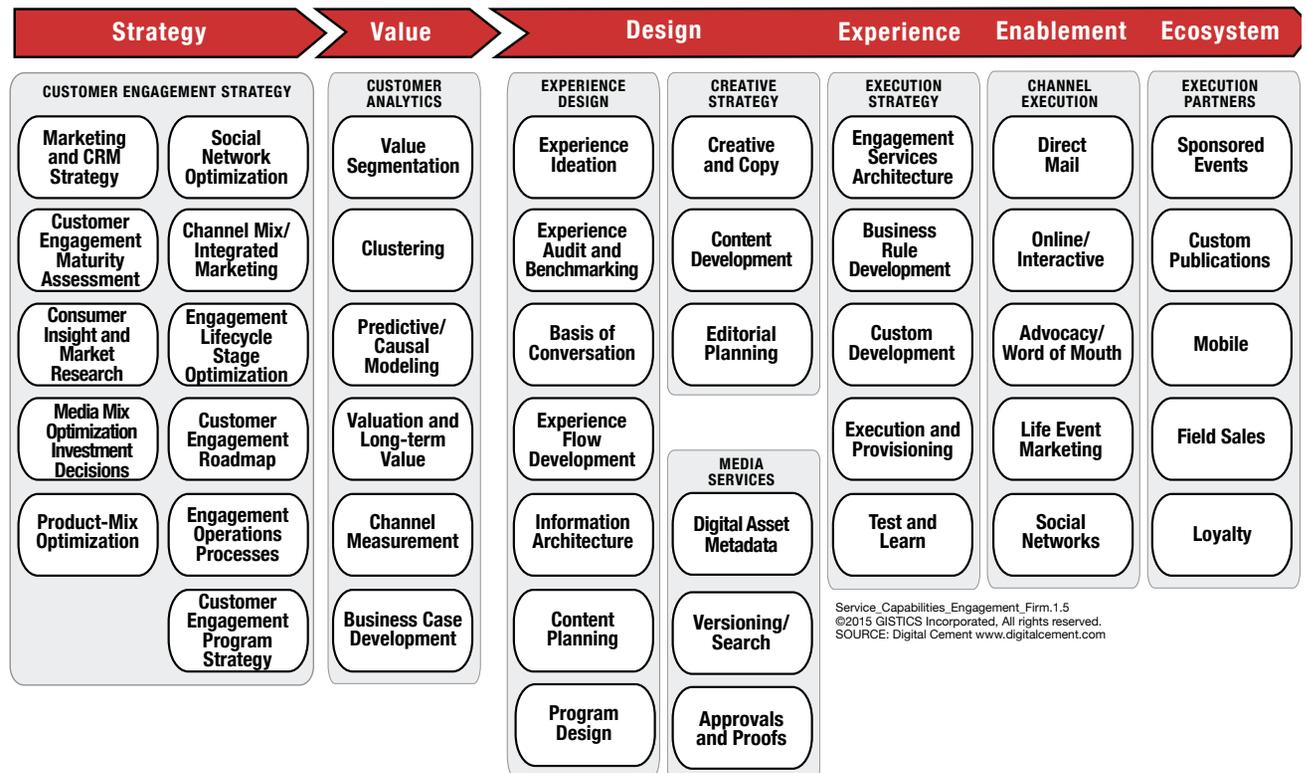
Engagement service providers employ large, diverse teams of specialists that exploit the service capabilities of an integrated digital services platform.

CUSTOMER PORTFOLIO MANAGEMENT FIRMS

GISTICS predicts that a new type of marketing partner will emerge: customer portfolio management firms.

Unlike traditional creative services, customer portfolio management firms will derive much of their revenue and most of their profit from producing increased revenues, higher [shares of wallets](#), greater levels of customer engagement, and faster [conversion](#) of customers by stage of engagement lifecycle—all quantified performance results. The figure

DEVELOPMENT AND PROVISIONING OF CUSTOMER ENGAGEMENT PROCESSES REQUIRE AN INTEGRATED SERVICE PLATFORM



Technology Enablement, Program Management, Performance Monitoring

below depicts the [business service](#) of a customer engagement [portfolio manager](#).

Each element shown represents a category of [Web service](#) or [software](#) module of the [IT infrastructure](#) of engagement operation.

SPECIAL ACKNOWLEDGEMENT

GISTICS acknowledges the inspired contribution of [Digital Cement](#), a true innovation leader that delivers full-service customer engagement to its clients.

What comprise the four value chains needed for full customer engagement?

VALUE CHAINS OF CUSTOMER ENGAGEMENT

Customer engagement represents the convergence of four value chains, each chain contributing distinct and often measurable value and to customers or trade partners. The figure below depicts a high-level summary of these four value chains:

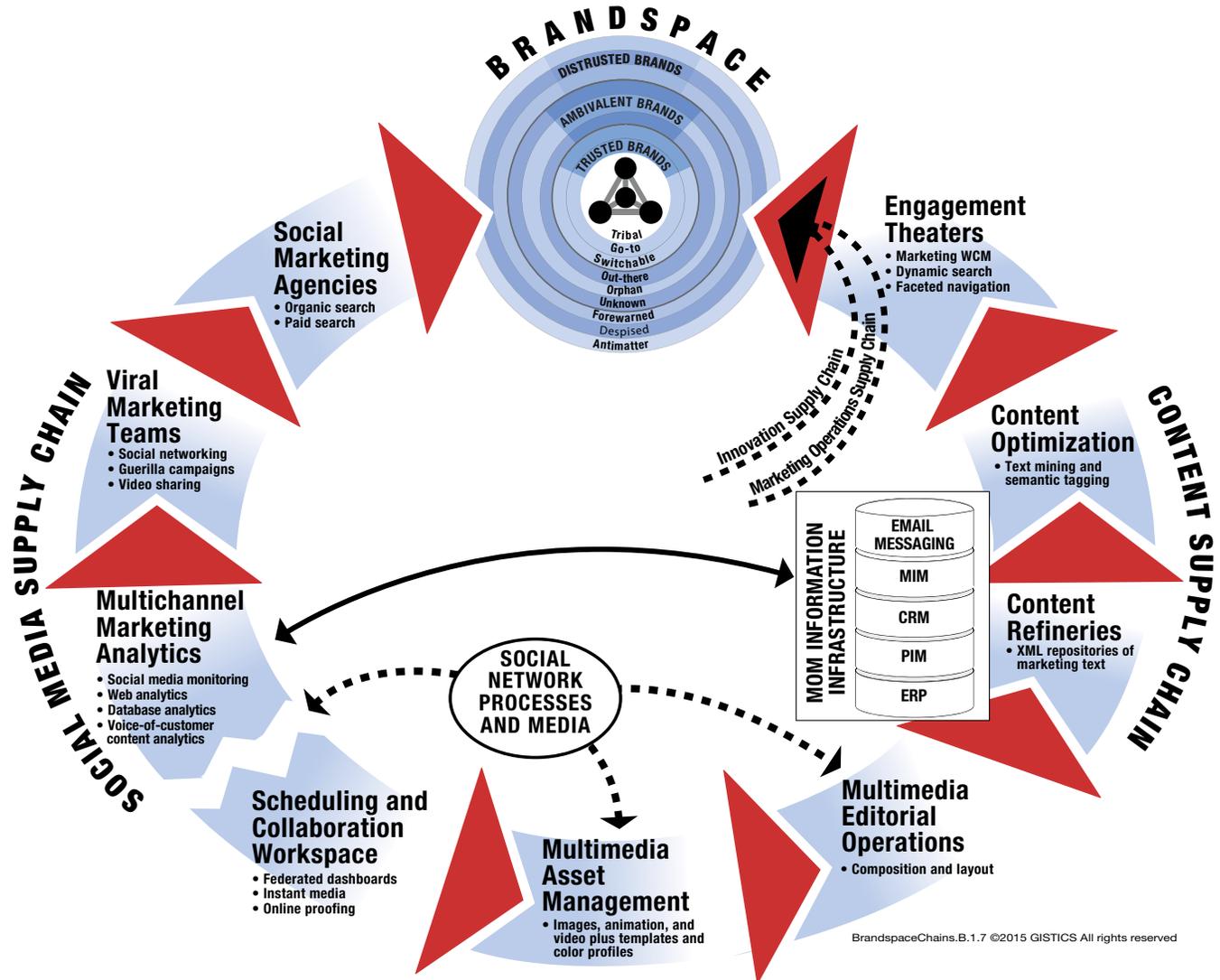
Marketing Operations Supply Chains provide leadership, directives for strategic messaging, an optimized marketing mix, and overall marketing programs and vendor management.

Innovation Supply Chains provide manufactured finished goods, access to professional services networks and, increasingly, outsourced services of a business ecosystem that deliver strategic value, if not disruptive innovations, in the form of online applications and self-service tools.

Content Supply Chains transform customer insights and creativity into user experiences. This entails using images, video demonstrations, Web pages, brochures, and point of purchase materials. Increasingly, most consumer and business-to-business firms will transform into lifestyle and user engagement platforms. The emergence of content supply chains will disrupt the added-value of advertising agencies.

Social Media Supply Chains represent the newest value chain, transforming multichannel (database, Web, and social media) marketing analytics into viral videos (“stories that connect”), smart promotions that engage social peer groups, sponsored blogs, and sections within social networks, etc.—principally the work of next-generation social media agencies and digital marketing providers.

ENGAGEMENT REQUIRES ORCHESTRATION OF FOUR SUPPLY CHAINS



BrandspaceChains.B.1.7 ©2015 GISTICS All rights reserved

Execution of effective customer engagement demands a business ecosystem strategy, emphasizing how to source, integrate, provision, and orchestrate the delivery of innovation, messaging, content, and social media (stories that connect with consumers and their peer groups) to analytically defined customer cohorts and self-directed customers who will personalize, remix, and share content and services with friends.

What technologies comprise the media-services value chain? What constitutes an enterprise solution for unlocking the value of digital assets?

COMPLEX SYSTEMS INTEGRATION

The creation, management, and distribution of **digital assets** may entail the integration of as many as 13 systems.

Most often, firms will add one or more new systems to their current **IT infrastructure**. The figure below depicts key functions that an integrated **DAM** system should serve.

FUNCTIONS OF DAM SOLUTIONS

Authoring represents a set of tools and practices for the creation of digital assets and finished products such as **brochures** or **Web pages**.

Ingest describes the tools and activities involved in **digitizing** images, photos, illustrations, video, and audio material.

Asset repositories provide data management services such as **version** controls, check in/ check out, and asset-activity tracking.

Contract management represents a set of tools and practices for managing the creation, negotiation, and execution of legal **contracts**. Key functions may include word processing, spreadsheets, project management and calendars, and assorted database services.

Assessment & valuation emphasize the securing of legal **rights** and **clearances** for intellectual property as well as an accounting of the property's value and **royalty** distributions. Key functions include **collaboration tools**, document management, project management and calendars, remote **proofing**, financial calculators, and database services.

Workflow enables the routing, viewing, and approval of work in progress.

Encoding entails specialized processing. For color printing, this means **raster image processing** of pages and **images** for a designated printing process

(black-and-white, four-color, or six-color output). For video and audio, encoding formats the material for broadcast, DVD, or streaming presentation.

Publishing systems format digital assets for print, electronic, and online production.

Commerce systems include traditional enterprise computing systems as well as **ERP**, **SCM**, and **B2B** and **B2C** with **Ecommerce** systems.

Content managers organize material at specific Web sites, adding workflow routing and approvals to the complex task of managing massive Web sites. They differ from **portals** in that they do not target departmental **functions** of a firm, nor do they gather, structure, and manage the presentation of legacy data.

Rights management includes **payment** processing and **clearing**, royalty distributions, and policy enforcement.

Logistics includes physical and digital systems for fulfillment.

Leading vendors include FedEx, UPS, and USPS and numerous **digital distribution** firms.

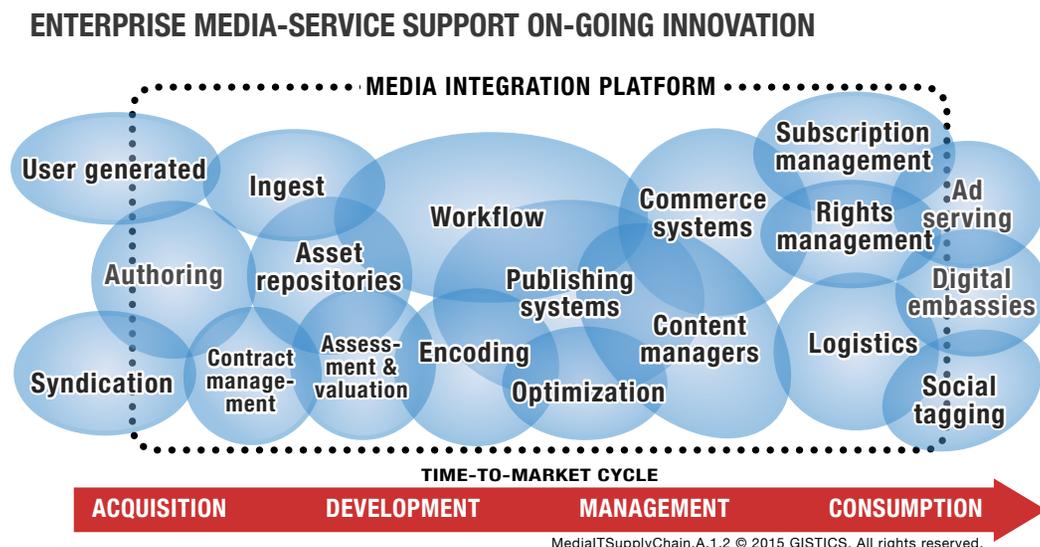
Digital embassies, a term used to describe licensed software on end-user devices, terminate a brand resource value chain.

INTEGRATION OF A MEDIA VALUE CHAIN

The figure below also depicts the functions of an integrated media value chain and emphasizes the need for adding these functions.

An enterprise integration framework represents three critical capabilities: media-oriented middleware, application servers optimized for the delivery of media services, and professional services with deep knowledge of media creation and workflow automation for **mobile apps** and **Web apps**.

Such a framework enables the rapid modular integration of new capabilities such as **dynamic imaging**, **visual search**, and **document management**. Lacking this framework will entail expensive custom software development, high maintenance costs, and long lead-times to integrate new media services.



Media services play a large role in effective customer engagement, enabling engagement managers to create unique and compelling experiences for customers and partners.

How does a smart content factory for video speed execution of a digital supply-chain strategy?

DAM DRIVES NEW REVENUE CREATION IN BROADCAST

Each year, the **broadcast** industry invests billions in television, music, and radio **programming**.

Successive **waves of innovation** in cable and satellite transmission, videocassette and DVD players, and PCs and the Internet, drive the creation of new opportunities for entertainment and broadcast.

The figure below depicts how one **cable network** has responded to these innovations, executing a **content supply-chain** strategy for creating **new revenue streams** and automating various activities of a digital asset lifecycle.

In this strategy, planners built a **suite of software applications** to service one clearly identified strategic opportunity (e.g., new revenue in the streaming video-on-demand market—as indicated on shaded boxes).

To maximize returns of their investments, **content owners** or **TV broadcast partners** must first develop a **digital architecture** within which to develop specific applications for a well-defined **set of user requirements**. In the case below, this focus meant **provisioning** video-on-demand to **viewers** using **streaming technology**.

Planners at this cable network also used this architecture to anticipate rapid **obsolescence** of existing technical systems and fast introduction of new better-cheaper-faster technologies—an **open-systems strategy** for the acquisition, deployment, maintenance, and replacement of the **technology life cycle**.

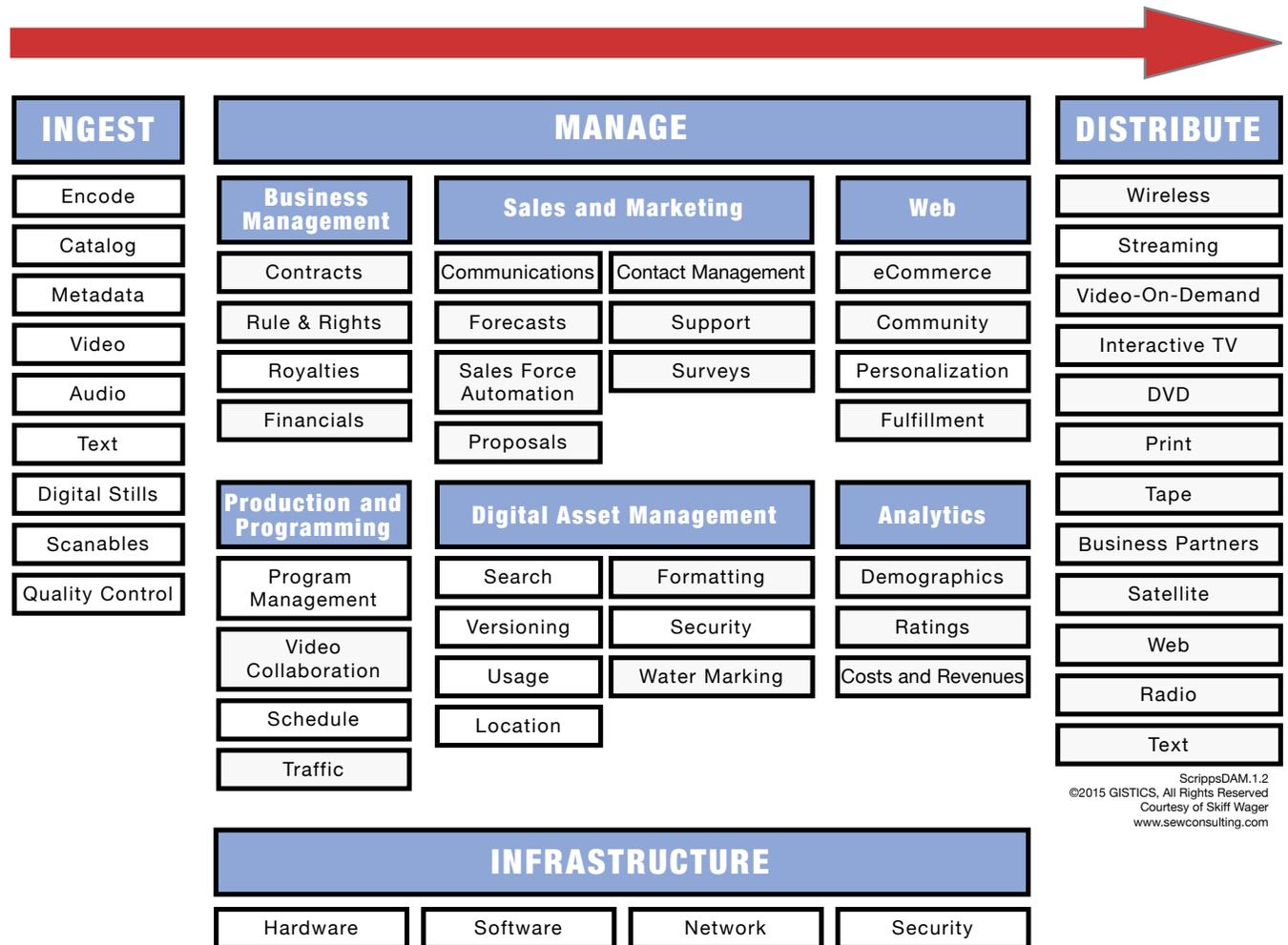
SOME SCM GOALS FOR PUBLISHERS

Content supply-chain management seeks to achieve the following:

- Rapid response to short-lived **market opportunities**.

- **Self-service capability** for internal users and external partners.
- Higher **asset utilization** rates (less labor, lower external costs).
- Higher **return on assets** (more revenue from preexisting material).

DAM STRATEGY FOR PROVISIONING NEW REVENUE STREAMS



Major cable television networks use DAM to support the creation of new revenue streams. The figure above indicates a set of capabilities (shaded) needed to support a streaming video-on-demand capability.

What constitutes an engagement-content strategy?

SYSTEMS-BASED STRATEGY

Comprehensive audits of [marcom supply-chains](#) conducted by GISTICS reveal the critical importance of a marketing [content strategy](#).

A marketing content strategy starts with the idea that [marketing communications](#) constitutes an industrial [process](#) to which management can apply automation and improve both efficiency and effectiveness: greater market coverage, lower cost, and faster [time-to-market](#). The figure to the right depicts elements of a marketing content strategy.

GISTICS' audits of marcom supply-chains indicate that many firms do not have an adequate [brand architecture](#) — a structured definition of how to express a [brand language](#) across [multiple markets](#), [communications channels](#), and [media formats](#). As a result, someone in the process guesses and introduces often gross distortions of the brand language.

GISTICS' audits of [marketing operations](#) also reveal that many firms still manage the [budgeting and planning process](#) with spreadsheets, email and standard calendaring applications. These manual or non-integrated processes can undermine execution of strategy and rapid mid-course corrections and produce late, off-brand coverage of key markets.

CASCADING EFFECTS

Communications planning entails the allocation of internal and external resources, using specialized portals and collaboration tools to execute strategy.

Multichannel sourcing entails automated processes for bidding, reviewing proposals, issuing purchase orders, and paying invoices. Unlike current [sourcing](#) processes that rely on standard [ERP](#) modules, multichannel sourcing uses [uniform descriptions](#) — critical for consolidated reporting at line-item levels of vendor invoices.

Digital asset creation emphasizes the first stage in the development of final-form [marketing collateral](#) from prebuilt templates, reusable [media](#) components, and [automated workflows](#) across multiple marketing agencies and groups.

Digital asset management (DAM) consists of specialized [multimedia](#) databases that house reusable media components as well as final-form and ready-to-customize collateral.

Localization falls into this area; in particular, [translation-memory](#) databases.

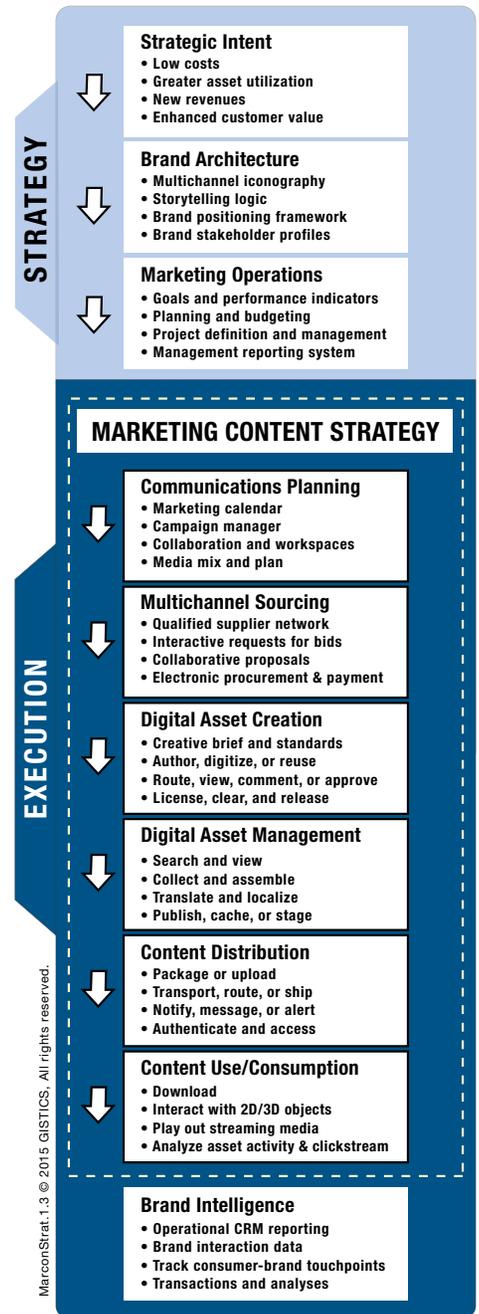
Content distribution consists of many production and distribution activities. A well-designed marketing content strategy for content distribution includes online self-service portals for resellers, promotion partners, and consumers.

Content use/consumption entails the secure receipt of material by end-use consumers or trusted interaction with the [brand](#). A well-designed marketing content strategy strives to create [customer engagement](#) data from consumers long before and long after purchases.

Brand intelligence combines marcom process data and brand interaction data, creating high-level insights about the [efficiency](#), [effectiveness](#), and [anticipated impact](#) on business operations that result from [marketing investments](#).

Systematized definition and management of each media and text component of marketing content enables myriad forms of collaboration with customers and partners.

MARKETING CONTENT REQUIRES EXPLICIT TECHNICAL SPECIFICATIONS



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Who helped produce this white paper? Who is GISTICS? Who is Woodwing?

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WHAT'S IN THE NAME?

gist \ˈjɪst\ n -s [AF, it lies (said of a legal action), fr. MF, 3d pers. sing. pres. indic. of *gesir* to lie, fr. L *jacere* to lie, fr. *jacere* to throw — more at jet (to spout)]
1: the main point or material part (as of a question or debate) : the pith of a matter : essence (the ~ of a question) <the ~ of all that can be said upon the matter—R. L. Stevenson>
2: the ground or foundation of a legal action without which it would not be sustainable

—Webster's Third New International Dictionary Unabridged

ABOUT GISTICS

GISTICS constitutes a think tank that speeds the adoption of new technology and disruptive innovations among enterprises and consumers. Founded in 1987, GISTICS Incorporated minimizes the risk of potential buyers through the following:

- **Interviews** with successful early adopters of new technologies
- **Definition** of the critical success patterns of successful early adopters
- **Activity-based analyses** of adoption benefits on supply chains, workflows, and user activities
- **Visual explanations** of how new technologies produce economic value
- **Investment analyses** that justify the purchase of new technical systems
- **Project roadmaps** that break down large-scale organizational changes into smaller two-week to two-month projects
- **Practitioner portals** that clarify the next steps in rapid deployment and payback
- **Certified consultants** that provide essential skills and resources

GISTICS drives the emergence of shared vocabularies, the adoption of effective problem-determination methods, and the development of unassailable investment analyses that justify purchases of new technologies or disruptive innovations.

GISTICS attracts early adopters and pacesetter solutioneers, demonstrating how they can use new technologies or disruptive innovations to make money by delivering new complex, integrated solutions to enterprise or consumer clients.

GISTICS develops breakthrough market-making strategies for vendors of new technologies or disruptive innovations, using industry thought leadership, executive white papers, Webcasts, specialized Websites, and a global trust network of advanced project managers within large enterprises, independent consultants, and small master-class solution providers.

ABOUT WOODWING SOFTWARE

WoodWing Software is a global market leader in multi-channel publishing and digital asset management (DAM) systems. It helps publishers, creative agencies and marketing departments to reach their goals for quality, cost efficiency, time-to-market and revenue generation. WoodWing's Enterprise for multi-channel publishing, and Elvis DAM systems are deployed and used to optimize the process of creating, managing, sharing and distributing digital contents.

Over 80 selected partners in more than 100 countries serve WoodWing's customer base. WoodWing has a long-standing relationship with Adobe as a Technology Partner and is in close cooperation with a large number of other technology vendors worldwide.

ABOUT ELVIS DAM

Elvis DAM is an intuitive digital asset management system. It supports business and operational process in storing, organizing, accessing, sharing and managing rights and permissions of rich-media assets. The challenge of managing the ever-increasing digital assets for your omni-channel efforts doesn't have to overload your bandwidth and budget, or your peers and customers. Elvis DAM helps you:

- Save time by searching across all file formats from a centralized source
- Protect your assets and avoid misplaced work
- Locate files easily with fast and intuitive search functionalities
- Reduce time for content repurposing, and increase time-to-market
- Seamlessly collaborate in a secured environment
- Improve digital assets value chain creation through integration with CMS, CRM, [Adobe InDesign](#) and other applications
- Improve marketing ROI

For more information, please visit www.woodwing.com/elvis and try it 30 days for free.

