Your Brand: The Next Media Company

How Social Business Strategy Enables Better Content, Smarter Marketing And More Effective Customer Relationships
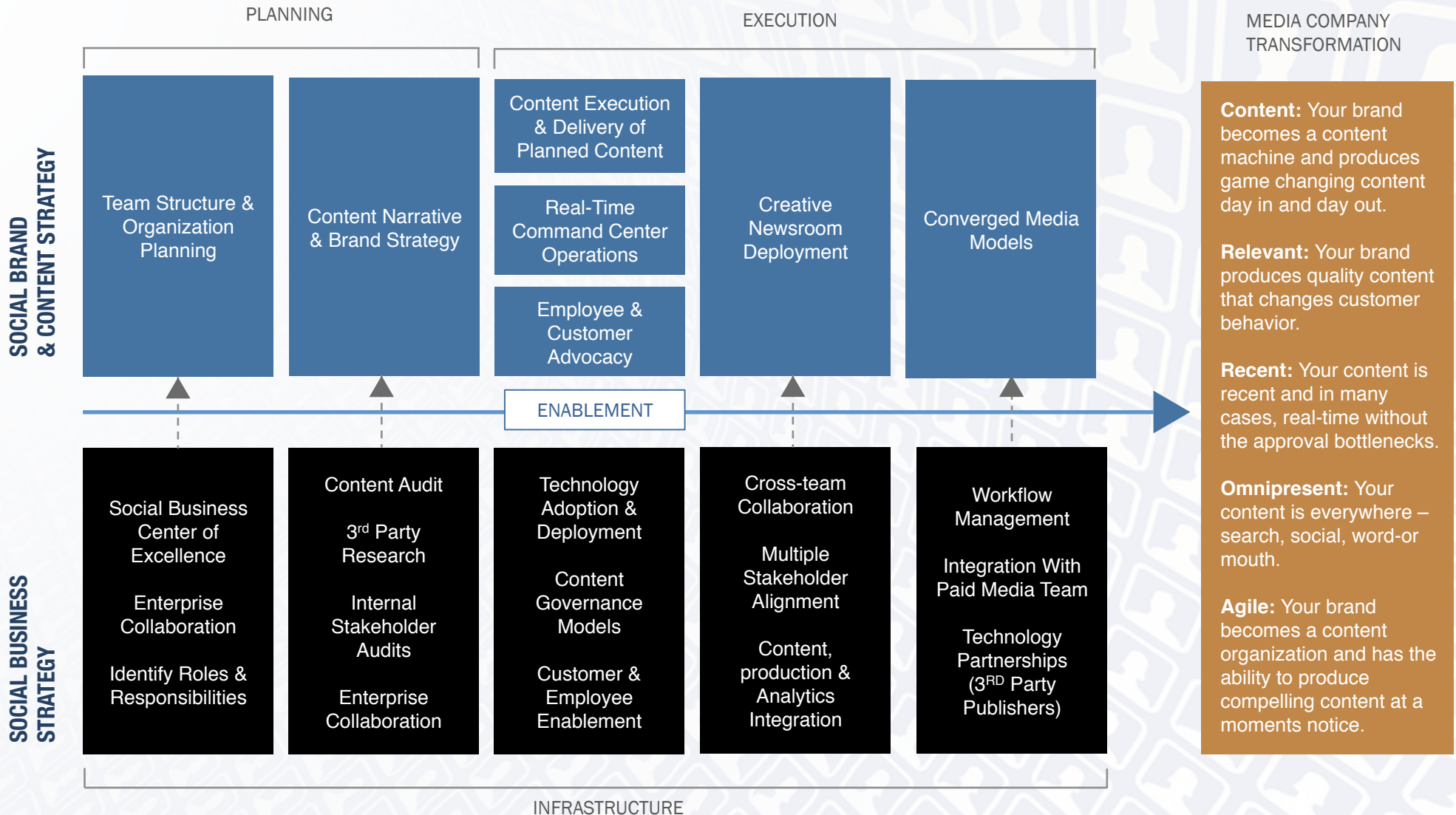
By Michael Brito

THE BOOK IN A NUTSHELL …

SOCIAL BRAND & CONTENT STRATEGY

Team Structure & Organization Planning	Content Narrative & Brand Strategy	Content Execution & Delivery of Planned Content	Creative Newsroom Deployment	Converged Media Models
		Real-Time Command Center Operations		
		Employee & Customer Advocacy		

ENABLEMENT

SOCIAL BUSINESS STRATEGY

| Social Business Center of Excellence

Enterprise Collaboration

Identify Roles & Responsibilities | Content Audit

3rd Party Research

Internal Stakeholder Audits

Enterprise Collaboration | Technology Adoption & Deployment

Content Governance Models

Customer & Employee Enablement | Cross-team Collaboration

Multiple Stakeholder Alignment

Content, production & Analytics Integration | Workflow Management

Integration With Paid Media Team

Technology Partnerships (3RD Party Publishers) |

INFRASTRUCTURE

Content: Your brand becomes a content machine and produces game changing content day in and day out.

Relevant: Your brand produces quality content that changes customer behavior.

Recent: Your content is recent and in many cases, real-time without the approval bottlenecks.

Omnipresent: Your content is everywhere – search, social, word-or mouth.

Agile: Your brand becomes a content organization and has the ability to produce compelling content at a moments notice.

WE LIVE IN A MULTI-SCREEN ECONOMY

In 2012, Google in partnership with market analysts Ipsos and Sterling Brands, released a study titled, "The New Multi-screen World: Understanding Cross-Platform Consumer Behavior" which reported that 90% of consumers move between multiple devices to accomplish a specific task, whether that's on smartphones, PCs, tablets or TV. That's 9 out of 10 people who have more than one device for content consumption.

The study revealed that while a lot of market attention is being focused on smartphone usage, this device isn't used for media consumption as much as the others - 17 minutes per session, compared to 30 minutes on tablets, 39 minutes on PCs and the 43 minutes watching TV.

However, while smartphones may have the shortest usage times they are the mostly used as a starting point when consumers begin a specific task. Google calls it sequential screening or device usage. Simultaneous screening is multiple device usage at the same time either for an related or unrelated activity.

More specifically, the study found that 9 out of 10 consumers use multiple screens sequentially so starting a specific task like searching for a product or service, booking a flight online or managing personal finances doesn't just happen on one device. Actually, 98% of the consumers surveyed move between devices to finish what they started earlier in the day. With simultaneous device usage, the study found that TV is no longer front and center commanding our undivided attention, with 77% watching TV while using another device to perform random tasks. In many cases consumers use their smartphones or tablets to search for something they just watched on TV. Sounds a lot like my daily behavior if you ask me.

What does this mean for your brand?
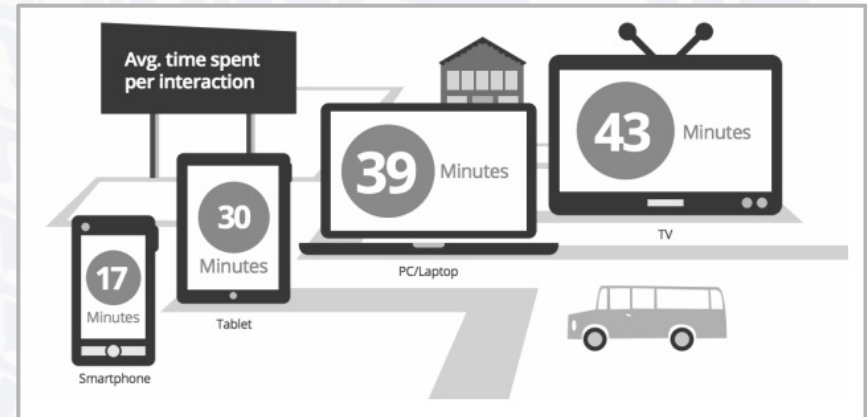
Tweetable Moment

"There is a content surplus and attention deficit. What is your brand doing to stand out?

THERE IS AN ATTENTION DEFICIT

Consumers want relevance. I want relevance and you want relevance. We are inundated daily with content and media that we just don't care about and it's the sole reason why we create relevance filters. It's the only we can pay attention to anything.

> " Relevance is understanding what your customers are interested in and deciding what you want to say that adds value to that interest. "

Several years ago when I was planning to refinance my home, I remember driving down the freeway and seeing billboard after billboard after billboard of financial institutions advertising their interest rates. I heard radio advertisements, read status updates, overheard conversations in the office and even noticed display ads from Quicken Loans all over the web. You may have experienced something similar when you were in the market to buy a new car or digital camera and noticed all the relevant advertisements that commanded your attention. The funny thing is, the very minute after I refinanced my home; each and every one of those brand messages went away. But the reality is that they didn't really go away. They just weren't relevant to me anymore. My filters went back up and I moved on to what was relevant to me next.

Relevance is understanding what your customers are interested in and deciding what you want to say that adds value to that interest and conversation.

The difficulty with this is creating a content strategy that considers what's important to your customers and at the same time, stays true to your brand promise. In other words, if you work for a manufacturing company, I don't foresee cereal or jewelry being a part of your content strategy unless of course you are a cereal or jewelry manufacturer. What you will have to do is create a set of editorial guidelines that will determine how flexible you want to be with your content based on what your brand is comfortable talking about and what it's not comfortable talking about. I will get into this in great detail later in the book.

However, it's not that difficult identifying what is relevant to your customers or what interests them when they are not talking with you directly. You probably already have a demographic profile that gives you the basics so that's a start. And I am sure you have done some research using focus groups or surveys. And Facebook Insights does give additional information about your communities' basic interest graph, but there is so much more.

The challenge you will have is capturing the attention of your customers with highly relevant, game-changing content. This is no easy task. The fact that there is a content and media surplus coupled with an attention deficit, your brand must create the right story and tell it at the right time, in the right channel and to the right customer.

EVERY CUSTOMER IS INFLUENTIAL

How many times have you posted a status update about a negative experience that you had with a particular brand? Perhaps it was a situation with your cable company, a restaurant or maybe an airline. Or better yet, how many times have you read a Facebook status update from a trusted friend in your community about their negative experience with a brand? Did they influence you to not use that product or service or do you just ignore it? I see these conversations daily on Facebook and Twitter. If someone isn't' ranting about a certain brand they hate, they are enthusiastically praising the brands they love. So in this case, you either influence others or are influenced by others. I have been on both sides of the field and proud to say that I trust the recommendations of people in my community and hope they trust me.

Influence a hot topic these days especially with the emergence of influencer scoring systems like Klout, Kred, Peer Index and Flow 140, (an Edelman product). Andrew Grill, CEO of influencer platform Kred says that influencers don't necessarily have to be celebrities, they can be anyone that has a respected opinion about any topic in a community and people look up to, and trust.

This couldn't' be more true. And, the reality is that all of your customers are influential regardless of how many friends, fans or followers they have. No, they probably don't obsess over their Klout score or have meltdowns when their score goes down, but they are definitely influencing others to buy your products and in some cases to not buy your products. And, they are doing this through organic and everyday conversations both online and offline.

85%

of consumers go online and do additional research about a product or service **after** getting a recommendation about it.

WHY DOES MY BRAND NEED TO BE A MEDIA COMPANY?

Every company is a media company. This is what Tom Foremski, publisher of tech blog Silicon Valley Watcher has been saying for years now, probably since 2005 or so. And while I agree in concept, I also agree that most PR and marketing people still "meddle and produce corporate marketing speak" as Tom wrote in a blog post in 2012. They still don't get it.

So maybe every company isn't a media company, quite yet. Maybe it's an unforeseen opportunity that many companies have yet to realize. Perhaps saying that they need to evolve into a media company is more accurate.

Richard Edelman, CEO of Edelman Public Relations has also gone on the record to say this as well. Most recently in his 6 A.M. blog post, titled "Our Time To Lead", he said that PR must take the lead on this evolution and that every company "should" be a media company and generate content that can be shared across the online ecosystem.

While every company "should" try and make this a reality, most either don't realize it, resist it or have no clue on how to make it happen.
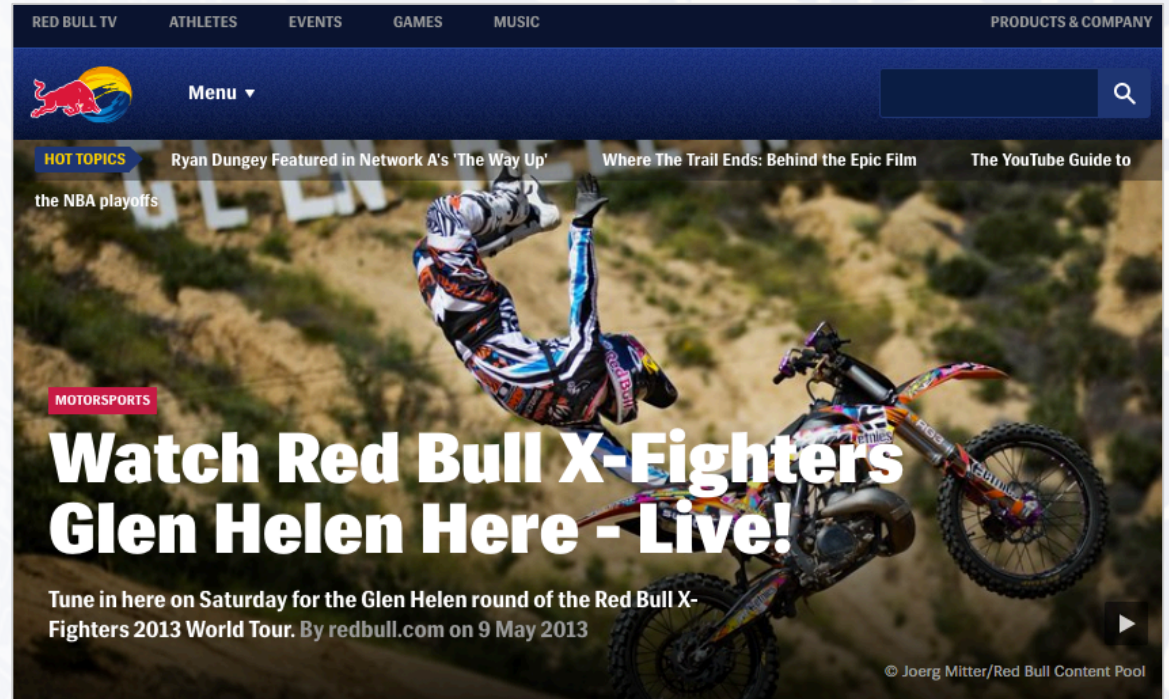
Red Bull has done what very few other brands have been able to do successfully - become a media company. If you go to RedBull.com, put your thumb over the logo and scan the page you'll see that their site looks similar to CNN.com. It's filled with flashy headlines, visual imagery with both videos and photos of epic sporting events. That's what Red Bull is known for.

That's their story.

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THE FIVE CHARACTERISTICS OF MEDIA COMPANIES

Here are five characteristics of media companies that you must adopt for your brand if you expect to make an impact, breakthrough the noise and clutter, reach consumers and change their behavior.

Content: The most obvious characteristic is that media companies produce mass amounts of content. They are content machines with an "always on" mentality. It doesn't matter what time of day it is or what the hour, media companies distribute content all the time. They are content engines!

Relevant: Media companies provide content that is relevant to those who are seeking information that interests them at a very specific moment in time, whether is be a news story, a video, product reviews, events and even breaking news. Their content always appeals to an audience regardless of what the topic is.

Recent: Media companies aren't in the business of providing content that's a few days or weeks old. The content is recent and in many cases, real-time and capitalizes on consumer's search behavior and attention span as news breaks.

Omnipresent: Media companies are everywhere. They dominate the search engine results. Their content is retweeted daily, shared, liked and commented on in Facebook and every other social network that disrupts the marketplace. They produce videos, advertise and even their journalists have started building their own personal brands which also feeds the content ecosystem day in and day out.

Agile: Media companies move quickly. They have a staff of subject matter experts and contributing writers that are prepared to write about any topic at any time; and creative teams that can produce visual content at a moments notice. They aren't held captive by approvals from a brand team or lawyers.
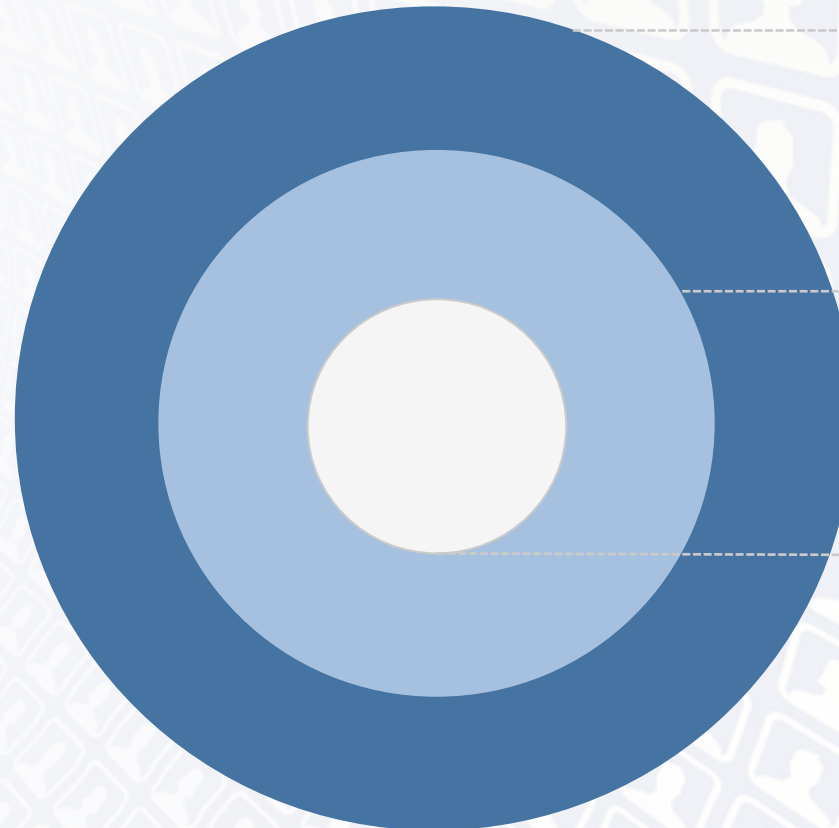
3 ATTRIBUTES OF A SOCIAL BUSINESS STRATEGY

A social business strategy is needed to transform your brand into a media company.

It could be difficult when you try and wrap your head around social business. I don't blame you at all and it can get even more complicated when everyone's definition of social business is different. I define social business as the following:

"A social business strategy helps evolve the thinking and preparedness of an organization bridging internal and external social initiatives resulting in collaborative connections and shared value for all stakeholders (customers, partners, employees)."

At the core of this transformation is the people of organization. Why? Because in order for true change to happen in your organization, you need to change first. Your behaviors, the way you work and the way you communicate and influence others all play a crucial role in this transformation process.

PLATFORMS

Online Monitoring
Analytics Platform
Internal Collaboration
Content Platforms
Social CRM

PROCESS

Social Media Governance
Technology Integration
Content Workflows
Metrics Framework
Global Expansion

PEOPLE

Behavior Change
Cross Silo Collaboration
Executive Participation
Organizational Models
Stakeholder Participation

Change is often imitated and it's based on actions. It's like a manager who preaches work/life balance yet sends emails at 1:00 in the morning and expects responses by 8:00 AM. It'll never happen unless leadership changes its own behavior. Taking it back to this context, if you want to drive social business adoption within your organization, you must, in turn become social and begin to build in social behaviors into your everyday workflow. In addition to behavior change, this pillar also involves team and organizational structure. The easiest way to explain it is that you need to build your teams in a way that allows you to scale operations internally. This could mean that you create a centralized team to manage all social media initiatives; or a decentralized team that has more autonomy and freedom to try new things and innovate. It will also involve an employee strategy that empowers, trains and enables them to engage with customers externally … *(continued in the book.)*

DEFINING YOUR SOCIAL BUSINESS CENTER OF EXCELLENCE (COE)

The Center of Excellence is key to help change traditional organizational behaviors.

If you are a part of a CoE, thinking about building one or just curious, you need to understand that it's not easy. There are several uphill battles and political issues that you will need to navigate through in order to make some progress. Change is difficult and most people reject it unless it's delivered in doses or communicated in a non-threatening way, especially when it can potentially affect others' job responsibilities.

A CoE cannot just be a committee that meets once per month or someone's part time job. In most cases, it starts out that way but eventually it must evolve into something bigger. Otherwise, the team will never get anything done and won't be able to scale as social becomes more and more important. The CoE must belong to a reporting organization with the autonomy to make very specific and calculated business decisions as it relates to marketing and communications. To make the successful transformation from brand to media company will require the brain power and hard work from a highly specialized team with skill sets ranging from content strategy to technology integration and deployment.

Defining your brand's content strategy will undoubtedly be the most difficult task yet one of your most important responsibilities. Later in this book … *(continued in the book.)*

Research

Product Marketing

Segment Marketing

CUSTOMER SUPPORT

SOCIAL MEDIA

DIGITAL MARKETING

CONTENT & EDITORIAL CENTER OF EXCELLENCE

Events

Employees

ANALYTICS

BRAND & CREATIVE

REGIONAL EDITORS

> " The CoE is a centralized program that provides resources, training, and strategy to a variety of business units that are deploying social media in order to reduce costs, increase efficiency, and provide standardization. "
>
> **Jeremiah Owyang, Principal Analyst at the Altimeter Group**

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FOUR CONSIDERATIONS TO SCALE AN ENTERPRISE ADVOCACY PROGRAM

There are four things to consider when creating an enterprise advocacy program — the program infrastructure, the content plan, the measurement framework and lastly, the technology platform. But you should always remember what it is you are trying to accomplish. If you are serious about transforming your brand to a media company, you will need to ensure that your advocates, whether employees, customers or partners, are given the opportunity to help fuel your content marketing efforts among other things.

Program Infrastructure: You can think of the infrastructure as the "terms and conditions" or "plan of record" for your advocacy program. The infrastructure will document a variety of information and may even serve as your "pitch" internally for financial support from other business units and include your advocate selection criteria, longevity of program, customer/employee expectations, contracts/NDA.

Content Plan: As much as your content strategy must include curating and distributing content from your advocates to help tell your brand story, you must also have a content plan for engaging directly with them. Unfortunately, many teams that manage these programs often over look a content plan and then struggle to keep the conversations alive and fresh with advocates; more so with customers than employees.

Measurement: Measurement cannot be ignored when managing and scaling your enterprise advocacy programs. Some companies are measuring reach and impressions of content that's shared externally from advocates. Others are simply measuring the amount of activity and participation from advocates..

Technology: A decision should be made very early on about which technology platform that you want to use in order to manage, communicate and enable your advocates. Using email will not be an option. You can always take the 'limited budget' approach and use private LinkedIn and/or Facebook groups. While using these platforms is affordable, this approach lacks the ability to customize the look/feel and functionality of the program. It's also more difficult to enable your advocates to create, share and amplify content using these free platforms.

GAGGLEAMP HELPS SCALE EMPLOYEE ADVOCACY

GaggleAMP is best described as a social media amplification platform that enables employees to share branded content and also fuel the content engine with their own thoughts and ideas. They have two core products Amplify and Distribute. Both products are cloud-based platforms that allow you to invite employees into what the platform calls Gaggles. Each employee of these Gaggles are notified via email whenever there is a new piece of content to be shared. The employee can then choose to share the content with the click of a button or click "No Thanks".

NAPKIN LABS HELPS SCALE CUSTOMER ADVOCACY

In the context of this book and while you think about content, Napkin Labs' tools push beyond just the first phase of measuring consumer-to-brand interaction. Insights into top fans become the stepping-stone to mobilizing advocates to create and share powerful content that influencers others. You can choose from over fifteen activities to crowd source content from your top advocates. For example, they have a brainstorm tool to gather ideas around a topic you pose or a storytelling tool to capture relevant stories from customers.   The tool then gives you the ability to reward a fan or easily repurpose content to be posted on your Facebook timeline.

PURE CHANNEL APPS HELPS SCALE CHANNEL ADVOCACY

Pure Channel Apps and their SocialOnDemand platform enables channel partners to share and distribute relevant content up and down the supply chain. Using this platform is a win-win for everyone involved because it gets your message in front of the right audience and also helps feed your channel partner's content engine.

IMAGE CREDITS: TRACX SOCIAL COMMAND CENTER

THE EMERGENCE OF THE SOCIAL BUSINESS COMMAND CENTER

Command Centers can be used to respond to brand related conversations or for proactive, real-time content opportunities.

A Social Business Command Center is a dedicated area (either virtual or in a physical space) where a brand's social media or customer service team can monitor real-time conversations about the brand and its products; and engage in conversations with influencers, customers, prospects and the media. Whether it's a Pentagon-like set-up, a few LCDs in a conference room or virtual dashboards manned by community managers and support agents in various offices, the Social Business Command Center can bring real-time intelligence and help you make informed business and marketing decisions.

REC

THE POWER OF REAL-TIME

While most Command Centers today are reactive, one platform is positioned to lead the way for real-time marketing deployment. Social Flow is a content publishing and ad platform that uses real time analytics and a predictive algorithm to publish content at the right time when customers are paying attention. Their real-time command center dashboard surfaces trending topics from your brands set of followers as well the entire social web, ranking or scoring content against an audience based on real-time interest and relevance.

SOCIALFLOW

Social Flow delivers real-time monitoring for trending topics.

	ALL ACCOUNTS	@NFL	@NFL_ATL	@NFLNetwork	@NFLFilms	@NFLRedZone
FOLLOWERS	80					
RETWEET	80					
LIKES	80					
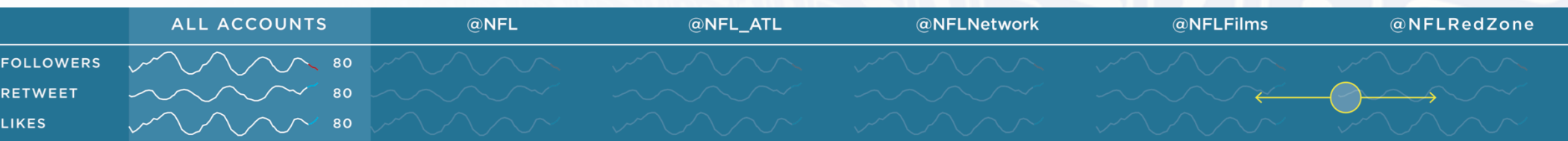
SELECTED TIME PERIOD IN TIMELINE

TOP TWEETS

100 CLICKS
100 RT

@NFL *publish time*
Twitter message published by selected account

ENGAGEMENT

Track top-performing messages published by @NFL accounts through SocialFlow.

Watch as your new messages bubble to the top, and older messages that resonate less fall over time.

ACTIVE AUDIENCE

Number of users in your selected audience who are paying attention and engaging in one hour intervals.

See numbers spike during games, and giving you actionable data to indicate the perfect time to publish messages to reach your audience.

Coupled with Trending Terms on the top right, knowing when your specific audience is paying attention and what topics they care about is crucial in reaching your fans effectively.

INTERACTIONS

ENGAGERS

See faces of your top engagers. Tap to learn more about each user.

AUDIENCE MAP

Where is your engaging audience located? Watch as hotspots move according to Twitter trends nationally and globally.

TOP ENGAGERS	100 ACTIVE AUDIENCE	10 RETWEETS	10 LIKES

TRENDING

▲ 300 @AdrianPeterson

TRENDING TERMS

Most often-used hashtags, users, and capitalized phrases in your audience.

TRENDING SCORE

The number of times the term appeared during the observed period.

RISING OR FALLING TREND

Is this term gaining traction or losing momentum?

TIMELINE CONTROLLER

Tap and move this bar to see past data from any period within the last 30 days. All data displayed in this shaded window will reflect the selected time period.

Or, simply let it play on its own so you can sit back and observe how trends in tweets, engagers, and hotspots on the map move through time.

TWITTER SHOWDOWN

80 GIANTS
10 COWBOYS

80 @OsiUmenyiora
10 @CutonDime25

REAL-TIME DATA

Everyone will know who won the game, but you'll also know who won on Twitter.

Track teams, players, coaches, any keyword or hashtag and track who's getting more mentions in real time. Pit them against each other, or just track their rising/declining trends.

What players are getting the most mentions? Who's the MVP of Twitter? Will that touchdown make Twitter reputations soar? See this unfold on Twitter as it happens.
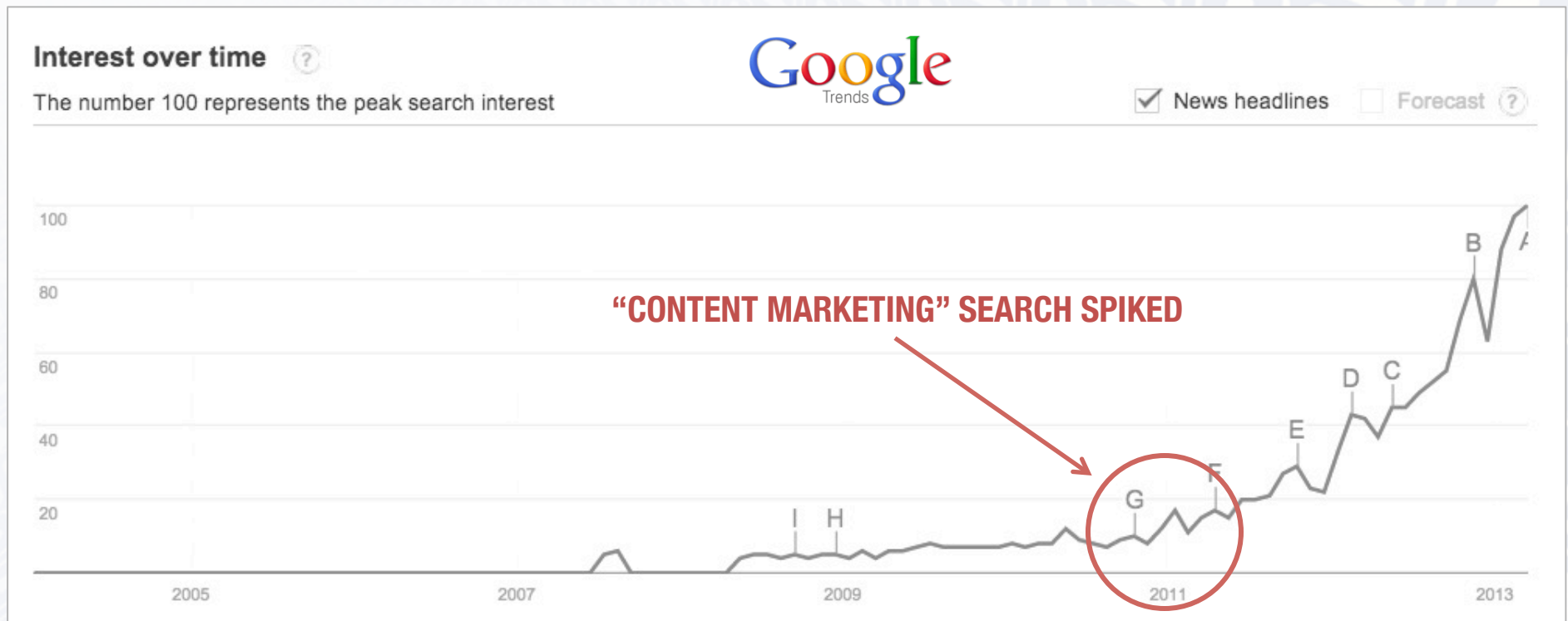
THE "CONTENT MARKETING" BUZZWORD

Content marketing is the real deal. The term itself has been gaining currency over the last several years slowly becoming the new buzzword for marketers and gurus everywhere and eye candy for brands. But what is it? Well, there are several definitions floating around the web so I will take the one directly from Wikipedia:

> Content marketing is "any marketing format that involves the creation and sharing of media and publishing content in order to acquire customers. This information can be presented in a variety of media, including news, video, white papers, ebooks, infographics, case studies, how-to guides, Q&A's, photos, etc.

Using Google Trends, I searched for "content marketing" and the results speak for itself. The below image shows graphically how popular "content marketing" has become over the years based on total number of Google searches. **The hockey stick growth of content marketing really took off a few years ago in 2011 and continues to rise year over year.**

Interest over time ?

The number 100 represents the peak search interest

Google Trends

☑ News headlines   ☐ Forecast ?

"CONTENT MARKETING" SEARCH SPIKED

100   80   60   40   20

2005   2007   2009   2011   2013

WHAT DO THE EXPERTS SAY?

The challenges of content marketing range from organizational silos to lack of customer empathy.

To dig down a little deeper into some of these content challenges, I thought it would be good to spend some time with several leaders in the space, do my own qualitative research and get their opinions. I asked them about the challenges with content in organizations today; and while some mirrored many of the same issues as those above, others were completely new.

Jascha Kaykas-Wolff, Chief Marketing Officer of Mindjet

Jascha stressed that poor organizational design is a huge factor that's causing brands to miss the mark on creating and distributing content to the right customer at the right time. Most community and content strategies, he said, are splintered amongst multiple members of a marketing team and have a lack of ownership other than tactical execution.

Joe Chernov, Vice President of Marketing at Kinvey

Joe suggests that brands struggle to create relevant content because they can't empathize. They have a hard time seeing the world through the lens of the buyer. Instead, they insist on trying to persuade the buyer to see the world through their own perspective. Relevant content is the byproduct of empathy. Everything else is just selling.

Sandra Zoratti, Vice President of Marketing at Ricoh

Sandra believes that in order to create cohesive communities and content, brands need to look at content as a strategic infrastructure instead of a tactical execution. Identifying a brand persona that represents the authentic culture of the company – and its people, products and practices – is important. Then, she said, a content approach can be crafted that will create value for your audience,

Sean McGinnis, Founder of 312 Digital Agency

Sean believes that brands suffer from a lack of a cohesive strategy, a complete investment in the right resources and a plan to achieve the goals of the organization through content. Workflow and processes are a huge part of the problem, he said, but without the strategy, commitment and resources all the workflows and processes in the world will not create a winning content program.

WHAT DOES THE DATA SAY?

With the exception of budget issues, the top 3 challenges plaguing content marketers today has to do with the inability to produce enough content, engaging content and a variety of content. What I also found surprising was that 31% of respondents are not integrating with other communications channels. This to me is a major concern. Lack of integration equals disjointed content and failed community management. How can you tell a consistent brand story across a variety of channels if you aren't communicating internally with other teams? While these are more tactical challenges, they certainly stem from the same root cause mentioned above.

The B2B Content Marketing:
2013 Benchmarks, Budgets, and
Trends–North America

cm **MarketingProfs™**
Smart thinking ... pass it on.

Challenge	Percentage
Lack of budget	52%
Producing enough content	51%
Producing engaging content	49%
Producing a variety of content	42%
Inabilty to measure	41%
Lack of knowledge	35%
Lack of integration	31%
Lack of vision	21%
Finding trained marketers	13%

THE INPUTS OF YOUR CONTENT NARRATIVE

Content organizations tell good stories, all the time and in every channel.

Your content narrative is not synonymous with your brand positioning, brand personality or brand attributes. These are certainly inputs into the content narrative but they are not the same thing and are certainly not meant to be replaced. However, in most cases, your brand narrative will not impact consumer behavior when shared in its purest form, as today's consumers ignore marketing messages with no relevancy. Instead, your content narrative should translate the core tenets of your brand narrative into a story that demonstrates how your business relates to its consumers.

The output will help you mold a content narrative that can scale and give birth to content that changes customer behavior – whether it's selling more products, repositioning a company or helping customers change the way they perceive your brand.

It will also give your brand license to talk about issues that may not necessarily be about your brand specifically but aligned to it's core values, vision or value proposition – i.e. Red Bull's "giver of wings" illustrates how Red Bull gives consumers the ability to fly and do other amazing things! They have the license to talk about that and do it extremely well.

BRAND PILLARS
What are the core tenets of the brand?

THE CORE ISSUES
What are the non-business issues that are important to your brand?

SUPPORT
What are the biggest customer support issues today? Tomorrow?

THE MEDIA
How does the media talk about your brand when they write stories?

Content Narrative

SEARCH
How do consumers search for your brand? Value proposition?

THE COMMUNITY
How does the community talk about your brand when they are just talking?

FAN INTERESTS
What are your fans talking about when not about your brand?

CONTENT
How is your content performing today? What's working? What's not?

MAPPING YOUR CONTENT NARRATIVE TO SPECIFIC SOCIAL CHANNELS

Telling a slightly different story in each channel is imperative to drive relevancy and trust.

As much as the content narrative is important, it's equally important to decide how you want to execute it and in which channels. A stellar content strategy will help you determine the different content themes and prioritize the types, ideal frequency, and most effective distribution channels for your content.

For example, the template to the right shows five possible content themes — all with different distribution frequency percentages — as well as the core channels this content strategy should be executed through. The percentages are just examples, but for the most part, you should plan on talking more about your customers than yourself. Also, it's important to note that every brand is different, so the content themes you choose should be unique to your brand, its goals, and the industries it operates within.

Here is one way a content strategy can play out with the themes. Assume you are an electric car manufacturer and your content narrative is all about "making electric cars cool to own," fighting the negative stereotype that they aren't "cool" … *(continued in the book.)*

Frequency of distribution

Content Pillars	Campaigns Events Promotions	Customer Stories	Customer Support	3rd Party Curated Industry or Lifestyle	Real Time Content
	15%	40%	20%	15%	10%
f					
t					
g+					
in					
W					
YouTube					

HOW CONVERGED MEDIA WORKS

The integration between paid, earned and owned media is essential to reach busy consumers where there is a content surplus and attention deficit.

According to the Altimeter Group, converged media utilizes two or more channels of paid, earned, and owned media. It is characterized by a consistent storyline, look, and feel. All channels work in concert, enabling brands to reach customers exactly where, how, and when they want, regardless of channel, medium, or device, online or offline. With the customer journey between devices, channels, and media becoming increasingly complex, and new forms of technology only making it more so, this strategy of paid/owned/earned confluence makes marketers impervious to the disruption caused by emerging technologies.

What you do on your owned media channels alone cannot scale or allow you to grow your online following effectively. Of course, it's good to optimize your corporate website for search, and provide compelling content to your existing communities. That's a given. But without integrating your owned media initiatives with paid, for example, you cannot reach the mass market with your content.

And the same thing can be said with paid media. Traditionally, and before social media was even invented, paid media was pretty much the only channel for brands to communicate with customers outside of public relations. With the rise of social networking and increase in general content proliferation, it's difficult to reach your customer with just paid media. Plus, they normally reject, filter out or flat out ignore traditional advertising alone.

The truth is, if you fail to integrate and align paid, earned, and owned media, you will now be at a disadvantage. You should be less concerned about what your competitors are doing and the space and more concerned with the billions of Tweets, Status Updates, text messages; as well as the 3,000 or so marketing messages that interrupt consumers' lives every day. According to the Altimeter Group, Marketers who fail to learn to reconcile paid, owned, and earned media today will be at a distinct disadvantage in the future when, in less than 10 years, most media will encompass elements of paid, earned, and owned. To arrive at this state, you must change the way you think about marketing and take this transition from brand to media company seriously.

Paid Media
Traditional Ads

Promoted Brand Content

Owned Media
Corporate Content

Converged Media

Sponsored Customer

Brands that ask for shared

Press Coverage

Earned Media
Organic

ALTIMETER
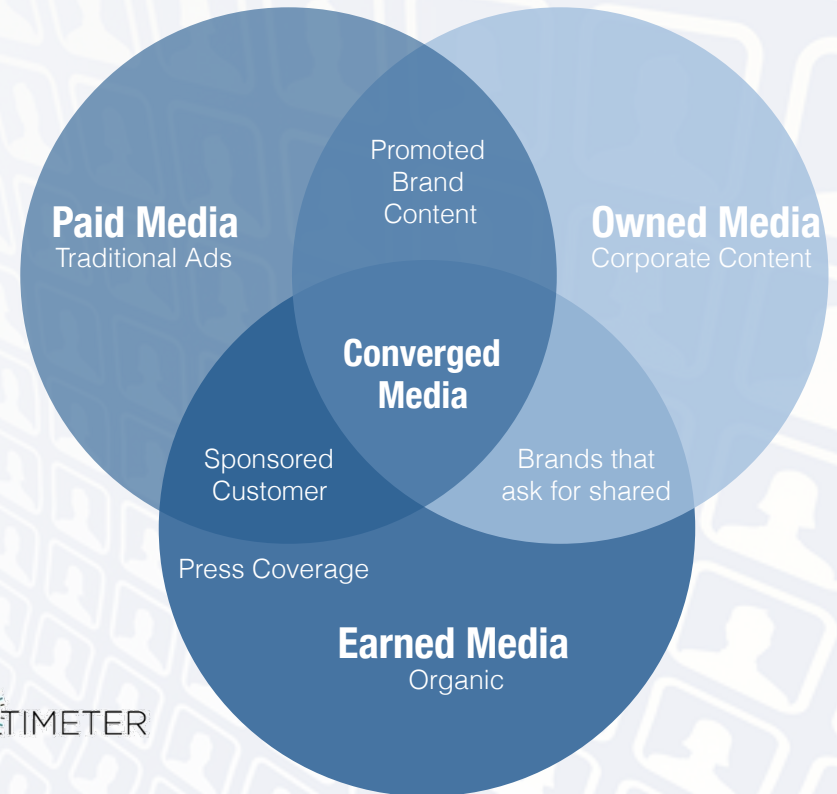
WHAT IS CONTENT GOVERANCE?

Content governance can be defined as a detailed framework of content delivery and management; ensuring that there are documented controls in place to ensure that there is consistent brand storytelling across paid, earned and owned media.

Content governance is a strategic imperative when deploying an enterprise wide content strategy for the purposes of establishing accountability, auditing content engagements, managing risk and setting permissions. Every person, whether employee or customer, will have a specific role and/or responsibility when it comes to creating content, approving content, distributing content as well as the internal collaboration needed to integrate content that touches paid, earned and owned media.

By implementing a content governance framework, layered across the entire organization, teams are enabled to collaborate through an approval process with distinct workflow and established audit trails, thus ensuring the right content is being utilized within the right channel. Audit trails through all processes and actions are an overall best practice for all large and small brands; and must be considers a requirement in all industries. Audit trails should always be referenced for the purposes of displaying content and user action history with corresponding approvals. Possessing a governance hierarchy will immediately reduce risk during a crisis, and can be used to "lock down" publishing access across all social accounts if a certain situation arises.

Team Brainstorms Content Ideas — **0**

Contributor Writes Content — **1**

Sends to Editor for Review / **In Review/ In Revision** — **2**

In Review/ In Revision

Content Approved — **3**

Content Not Approved

Scheduled for Publish — **4**

Posted to Social Channel — **5**

Content Performance Analytics — **6**
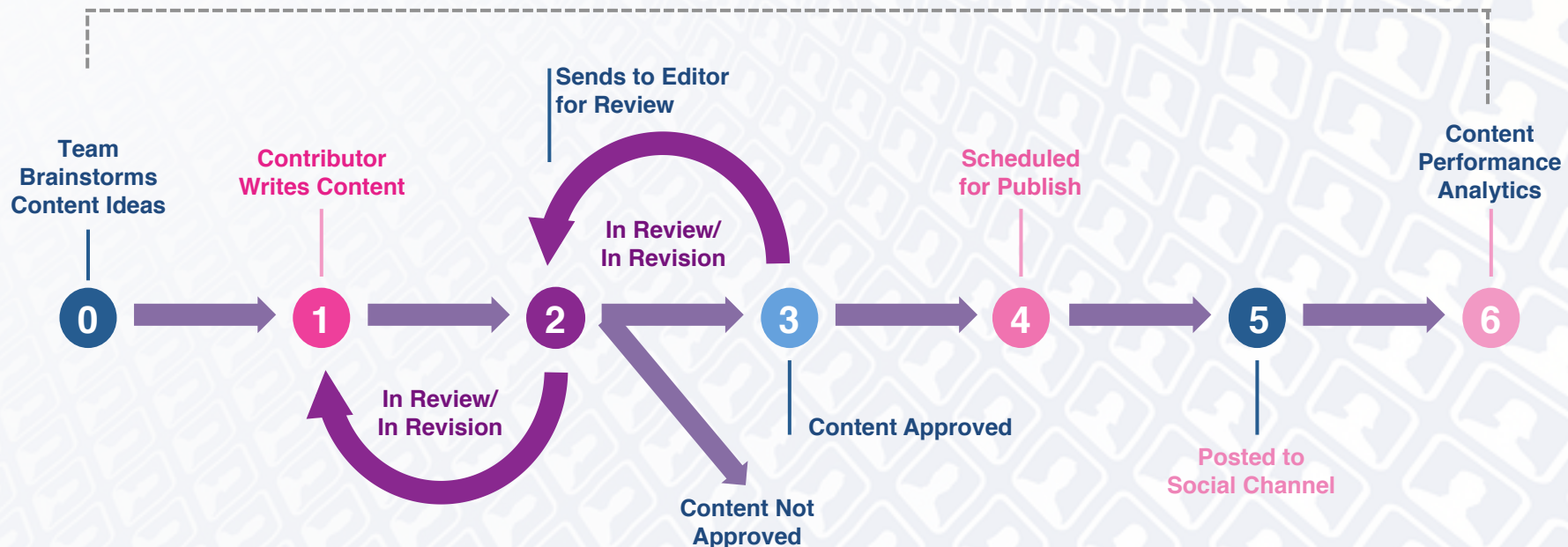
ALIGNING EDITORIAL ROLES & RESPONSIBLITIES

Unfortunately, you cannot turn on the "media company" button and change operations and behavior overnight.

It requires a change in attitude, behavior, cultural norms and thinking coupled with processes and governance models; as well as technology that can facilitate the transformation. In this chapter, we discuss organizational structure and roles and responsibilities. There isn't a right way or wrong way to structure your content teams. Every company is different. Culture, leadership and business objectives vary and are often times dynamic. This usually results in you having to shift roles and responsibilities, general team structure in order to adapt to the current business climate.

The holistic view of this book is that you have to change the way think, communicate and operate in order to transform your brand into a media company. And while this is easy to say or write in a book, it's much more difficult to make it happen. A shift like this requires radical thinking. It requires a change in behavior and organizational dynamics. Why? Because most organizations, still today, operation in very narrow silos when it comes to job function. So, as you create your Center of Excellence, build your content strategy and assign editorial roles and responsibility, you will have to prepare for an uphill battle.

FACEBOOK EDITOR   TWITTER EDITOR   TUMBLR EDITOR   BLOG EDITOR   BLOG EDITOR

CONTENT CONTRIBUTORS

If you work for a large organization, chances are that you have several Facebook pages, Twitter accounts and blogs. Perhaps you have consolidated many of these channels to a size that's much more manageable. It's important to note that this model only takes into consideration the creation of owned media content. There will still have to be collaboration with paid media teams and others in the organization to ensure consistent brand storytelling. Additionally, these models are meant to document structure for branded accounts, not employee owned and managed accounts. In this model, you will see that there are several hundred content contributors. This could be employees, customers or a combination of both. At the top, there is a specific editor for Facebook, Twitter, Tumblr and a few blogs. This is probably the most basic model for a company with one Facebook page, one Twitter account … … *(continued in the book.)*

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Section 3: Developing Your Content Strategy

VENDORS

Vendor Platforms Discussed In This Book

SOCIALFLOW

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Spredfast

Skyword

COMPENDIUM

one spot

EXPION

NewsCred

napkinlabs

hootsuite

tracx
social intelligence

jive

Contently

PeopleBrowsr

tickr.com

MUTUALMIND

GaggleAMP

purechannelapps

BRANDS

Brands Discussed In This Book
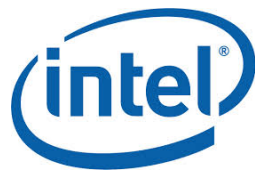
THE AUTHOR

Michael Brito
SVP, Social Strategy
Edelman Digital
@Britopian

Michael Brito is a Senior Vice President of Social Business Strategy at Edelman Digital. He provides strategic counsel to several of Edelman's top accounts and is responsible for delivering content and social strategy, community management operations and helping his clients scale their social programs globally. Previously, Michael worked for major brands in Silicon Valley to include Hewlett Packard, Yahoo! and Intel Corporation working in various marketing, social media and community management roles.

He is a frequent speaker at industry conferences as well as a guest lecturer at various universities including UC Berkeley, the University of San Francisco, Stanford University, Syracuse University, Golden Gate University and Saint Mary's College of California. He is also an Adjunct Professor at San Jose State University and UC Berkeley teaching social business and strategic social media.

Michael has a Bachelor of Arts in Business from Saint Mary's College of California and a Master of Science, Integrated Marketing Communications from Golden Gate University. He proudly served eight years in the United States Marine Corps. Michael's previous book, Smart Business, Social Business: A Playbook for Social Media in Your Organizations, was released in July 2011 and is available in bookstores and Amazon.

Foreword by Jeremiah Owyang
Partner, Altimeter Group

YOUR BRAND
THE NEXT MEDIA COMPANY

How Social Business Strategy Enables Better Content, Smarter Marketing And More Effective Customer Relationships

MICHAEL BRITO

Now available for pre-order!

There's a difference between being a thought-leader and a do-leader. Thought leaders can tell you what you should be doing, but often have no practical, real-world experience translating thought into action. Do-leaders, on the other hand, are seasoned professionals who base their advice on what they've accomplished and failed at -- a huge value add for any organization. Michael Brito, Senior Vice President of Social Business Strategy at Edelman Digital, is the epitome of a do-leader.
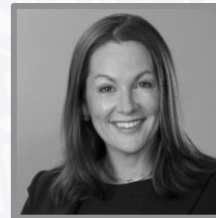
In his book, Your Brand: The Next Media Company, he concisely breaks down one of the biggest challenges brands face today: developing, and more importantly living, their content strategy. By deftly tying team roles and responsibilities to the management of converged media programs, he takes a three-dimensional view of content strategy that's usually missed out on by leaders who push for ideals over ideas. And unlike some tell-all handbooks with little to offer besides tired to-do lists and recycled suggestions, he does it through intelligently-structured narrative that's peppered with applicable, pragmatic advice. Your Brand belongs on the bookshelf of every CMO.

**Jascha Kaykas-Wolff,
CMO, Mindjet
@kaykas**

EARLY REVIEWS

A must read if you are serious about using social business strategy to transform your brand into a media company!

Mei Lee
Vice President,
Digital Marketing
Conde Nast

Brito has written a practical and thoroughly engaging book for brands looking to effectively launch a sustainable social business strategy. Whether early in the process or evolving your current approach, Brito's holistic view provides actionable insights to help you navigate both the internal and external challenges we all face. I recommend this book to anyone who wants their brand to remain relevant in a world where meaningful and authentic connections with social customers are now tables stakes!

Amy Kavanaugh
Vice President
Public Affairs
Taco Bell / YUM Brands

Michael Brito brilliantly dissects how to achieve social media success through techniques of the Mad Men era manipulated in to the age of Twitter and Facebook. Discover your audience and the power of virtual brand ambassadors, while learning how to successfully manage your online presence and maximize your exposure with quality content.

Kinsey Schofield
TV Personality, Journalist
@KinseySchofield

In the social world, content rules. Michael's book makes the case that in order for brands to thrive in this brave new world, brands must become content creators

Pete Cashmore
CEO, Mashable
@Mashable

EARLY REVIEWS

This is a great read for anyone who wants to understand and learn how to overcome the challenges of content marketing. And isn't that all of us today?

Elisa Steele,
CMO Skype Division
Microsoft
@elisasteele

An incredibly accurate assessment of the social customer and the challenges we face today in garnering their attention. Brito captures the very essence of what it takes for brands to cultivate awareness and loyalty in today's saturated content marketplace. Packed with first-hand knowledge from tenured marketing and agency executives, this text is a must-read for anyone invested in tackling the content marketing space and making a true impact on the industry and, most importantly, the consumer.

Shafqat Islam
CEO NewsCred
@shafqatislam

Social media is causing a fundamental shift in the structure of business - both internally and externally. At this tumultuous time, Your Brand: The Next Media Company provides a clear road map to guide your organization through the decisions you need to make NOW to ensure you stay relevant and evolve into a media company.

Joshua March
CEO, ConverSocial
@joshuamarch

Every company is a media company, no matter your business model. I've been preaching this for over 7 years, and Michael Brito offers one of the most lucid and useful resources on the topic yet. Buy this book, you won't regret it.

Brian Clark
CEO Copyblogger Media
@Copyblogger

EARLY REVIEWS

The future of digital media is alive and well and it's you. In Your Brand: The Next Media Company, Michael Brito provides a clear roadmap for transforming your business into a more relevant, social and meaningful media company. He has followed up a fantastic book on social business with a roadmap for transforming your company into an agile, ubiquitous and relevant content machine; and he covers all bases from social business to content marketing to structuring your organization for success.
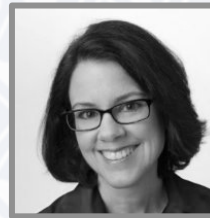
Lee Odden,
Author of Optimize
CEO TopRank
@LeeOdden

Yes, we are all media companies now...but so many brands don't know how to make this important transition. Take this book, read it and put it under your pillow. This book will transform your marketing from "also ran" to dominating your informational niche. Now is the time!

Joe Pulizzi
Founder, Content Marketing Institute
Author, Epic Content Marketing
@juntajoe

Content Marketing is no longer just a concept, it's a way of business. Whether you are small business, nonprofit or a large corporation you need to read this book to learn the why and the how to setup your organization to become a media company. Michael Brito's experience and his collection of experts are second to none and provide expansive and details approaches that are applicable to everyone.

Adam Hirsch
Senior Vice President
Edelman Digital
Prior COO of Mashable
@AdamHirsch

In Your Brand: The Next Media Company, Michael Brito puts the content marketing conversation into a necessary, needed context. He explains how some fundamental shifts in the way consumers make purchasing decisions changes everything for brands, and why the smartest brands should listen up!

Ann Handley
Chief Content Officer,
MarketingProfs
@MarketingProfs