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A CMO ROADMAP

FOR MANAGING, SYSTEMATIZING AND OPTIMIZING
THE MARKETING CONTENT SUPPLY CHAIN



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THE MARKETING CONTENT SUPPLY CHAIN

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PUBLISH OR PERISH: WHY THE CMO MUST BECOME A PUBLISHER TO DRIVE GROWTH

Driving top-line growth is the number one CEO mandate to the CMO, according to Forbes Insights research. Yet most marketing executives struggle to achieve that objective. According to D&B's CMO Rishi Dave, only 30% of all companies achieved growth of any kind over the past year.

Despite a growing economy and lengthening CMO tenure, according to Spencer Stuart, marketing remains a challenging discipline. Why?

Ever-evolving digital channels, social media and mobile devices have fractured the impression-based, media model of marketing. In turn, customers are more informed about your company or its products and services than ever, creating a more complex buyer journey. What's a marketer to do?

Content that travels across digital and mobile channels, is easily discoverable and informs, delights, educates, entertains and provides a point of differentiation is the order of the day. Content truly is king today.

And while content marketing is still a nascent practice, marketers already allocate some 25% of their budgets to content creation and will spend over \$10 billion on native advertising in 2015. Overall spending on digital marketing will grow to \$43 billion in the next two years, according to Forrester Research.

Transitioning from an advertising to a publishing model is already under way. Simultaneously, so is the process of better connecting marketing content to sales as the distinctions between sales and marketing continue to narrow.

“Content marketing and sales enablement
now collide in a bewildering array of technologies and opportunities,
creating huge opportunities for some and uncertainty for most.”

Companies are spending billions transforming their marketing and sales performance by executing value selling, sales enablement and targeting analytics strategies. Spending on skills, content and technologies that help salespeople consistently sell value over price, navigate an increasingly complex buying process and communicate customer value messages is on the rise. For example, last year business investment in sales training and CRM each exceeded \$20 billion.

Content marketing and sales enablement now collide in a bewildering array of technologies and opportunities, creating huge opportunities for some and uncertainty for most.

The paradigm shift to publishing is not yet well understood. Our ongoing research in this arena suggests that CMOs are not yet very good at managing, distributing and “optimizing” the content they create—a process now critical to growing the top line.

The challenge of managing, distributing and tracking the performance of marketing content has emerged as a hidden pain point for most CMOs because it is not yet a mature discipline with a clear enterprise strategy, business case, or ownership and governance.

To help sales and marketing leaders get the most impact from their investment in marketing and sales content, the Forbes CMO Practice has undertaken this best practices research and is actively educating marketers about practical ways they can fix the content problem.

We trust you will find this report a valuable guide to managing your journey to becoming a brand publisher.

— **Bruce H. Rogers**

Douglas Winter
CEO, Seismic



FOREWORD

The most successful enterprise organizations make content marketing a top priority, but the majority of marketing leaders still struggle with the strategies, processes and technologies necessary to optimize their content efforts—as well with tying that content directly to revenue and sales generation. Marketers play a critical role in arming enterprise sales teams with the right messaging and content that enables them to win new business. Yet, SiriusDecisions describes the challenge of content governance as “democratized ownership—everyone owns it, yet no one does.” To address this paradox, CMOs must take a step back and shift the way they approach their content architecture. Sales enablement technologies, like Seismic, allow them to do just that. Seismic supports the entire content lifecycle, enabling marketing teams to be more efficient and scalable in owning the entire content ecosystem from creating to publishing.

The Brand Publishing Process outlined in this report provides an exceptional framework for marketers to use in optimizing their content operations. The marriage between a CMO’s content publishing strategy and the right technology to facilitate, systematize and automate those efforts is the path to scalable success.

ABSTRACT: PUBLISH OR PERISH

This survey of 380 marketing executives confirms that publishing—defined as the production, management, distribution and optimization of marketing and sales content at scale—has become essential to the future growth of every business. Marketing executives now view marketing content, in the form of marketing videos, white papers, collateral, articles, case studies, blogs and training resources, as the lifeblood of modern marketing. The research confirms that optimizing marketing content is critical to growing the top line.

- **Publishing has become essential to the future growth of every business.**

The challenge of effectively creating, managing and distributing marketing content at scale has emerged as a critical issue on the executive agenda. Of the marketing executives surveyed, 96% agree that effective marketing content is essential to achieving their growth goals and increasingly defines the job of the chief marketing officer (CMO). “The quality and organization of marketing content is critical to achieving our goals—including branding, demand generation, sales and employee engagement,” says John Costello, the president of global marketing and innovation at Dunkin’ Brands, Inc.

- **Managing the growing cost and complexity of content operations is a critical business issue.**

Many of the marketing executives interviewed in this study are concerned about the complexity, inefficiency and ineffectiveness of their organization’s current method of managing and distributing content. Marketers will need to find ways to optimize their content operations and fundamentally shift the cost and complexity of producing and managing the volume and quality of marketing content needed to support modern sales and marketing programs. “Managing content effectively is the single greatest challenge to our marketing organization,” says David Master, the CMO of the Janus Capital Group. “It’s what we must do to survive as a contemporary marketing organization.”

- **The CMO must become a publisher to effectively build brands, engage customers and support sales.**

Of the CMOs surveyed, 93% agree that their organizations must develop a publishing function in order to execute their growth agenda and manage the rising cost and complexity of content operations. Says Tim Vellek, the SVP of marketing at Ricoh USA, “Content has a huge impact on growth, on everything we do in marketing. So now I have become a publisher. I hold the purse strings. I set the direction. And the editor in chief reports to me.”

- **Marketers must simplify, streamline and automate their publishing processes to grow effectively.**

Over 80% of CMOs report that they have already started working with their peers in sales, IT, HR and finance to establish editorial organizations and systems to support the creation, management and distribution of sales and marketing content at scale in every line of business. Says Martin Swanson, the CMO of Hartford Funds, “We need to realign our organization structure to support the transition from traditional advertisers to brand publisher.”

- **Marketers who do not optimize their publishing process are putting their growth plans at risk.**

As marketers adopt more-advanced marketing practices, the volume of marketing content and the complexity of managing it will continue to grow. Over time, the demand for well-organized, high-quality marketing content threatens to outgrow the labor-intensive

content production and management systems that prevail in most marketing organizations. According to Brad McLane, the managing director of RSR Partners, “CMOs that do not make the transition from marketing to publishing (content, curation and community) put their growth strategies—and careers—at risk.”

This in-depth best practices analysis is designed to teach CMOs—and their direct reports—what steps they need to take to successfully simplify, streamline and automate their publishing processes. It will explain in detail how to:

- 1 Streamline the production, management, distribution and optimization of marketing content across the business.
- 2 Understand how and where technology can create leverage and scale in the enterprise publishing process.
- 3 Create and communicate a vision and roadmap for making the transition to a publishing model to their peers.
- 4 Prioritize the top short- and long-term actions they will need to take to make the transition to a publishing model.

This analysis is designed to help marketing executives lead the transformation of their organizations from an advertising to a publishing model. It includes:

- 1 The seven key points of control, leverage and scale in the enterprise publishing process.
- 2 The 100 top technologies to enable content production, management, distribution and optimization.
- 3 Vendor selection guidance that CMOs can use to sort, rank and prioritize their technology approach.

ABOUT THIS STUDY: RESEARCH OBJECTIVES AND METHODOLOGY

The **Publish or Perish** research report was created to teach marketing executives publishing best practices and a proprietary methodology for organizing, optimizing and systematizing enterprise-wide publishing processes to get the greatest top-line impact from their investment in marketing content.

This comprehensive research initiative is based on a quantitative and qualitative survey of marketing executives from around the world, as well as interviews with over 50 subject matter experts, and an in-depth analysis of over a thousand marketing technology solutions with the ability to enable aspects of the brand publishing process.

This report outlines best practices for managing, systematizing and optimizing content operations, uncovered in hundreds of ongoing hours of research into the latest brand publishing best practices, skills, technologies and competencies.

This initiative was headed and authored by **Stephen Diorio**, who is the chief analyst of the Forbes CMO Practice, an established authority in go-to-market innovation, and the director of the Brand Publishing Institute. For the last 25 years, Diorio has worked with over 100 marketing leaders to execute leading-edge go-to-market strategies. He authored the book *Beyond e: 12 Ways Technology*



Is Transforming Sales and Marketing Strategy (McGraw-Hill).

To define and execute this best practices analysis, Diorio engaged a distinguished advisory panel with decades of experience in publishing processes, content strategy, CMO leadership and digital publishing. The advisory panel lent its expertise, experience and

insights about how leading marketers are successfully navigating the transition to a publishing model and how the role of the CMO will need to evolve to support content operations at scale. The panel includes the following experts:

- **Kathy Baughman** is an expert in content strategy, a principal at ComBlu, a leading content strategy consultancy, and the author of ComBlu's e-books *Content Supply Chain* and *The Alchemy of Content*.
- **Brad McLane** is a leading authority on CMO leadership and heads the CMO practice at RSR Partners, an executive search and leadership consulting firm.
- **Bruce Rogers** is the chief insights officer for Forbes Media and head of the Forbes CMO Practice. He is a sought-after speaker and presenter on the topics of branding, content optimization, thought leadership content, online marketing and the affluent marketplace.
- **Michael Dugan** is the chief technology officer of Forbes Media and is an expert in publishing technology and a developer of the Forbes Falcon publishing platform.

This report delivers a comprehensive set of original primary research on brand publishing best practices, as well as an assessment of the leading companies' publishing platform and solutions landscape. To develop a complete picture of the most recent brand publishing trends, performance levels, management practices and technology solutions, Forbes Insights undertook four parallel sets of original primary research in the third quarter of 2015. These included:

- 1 A Forbes Insights survey of 368 senior-level marketing executives who have responsibility for content operations to identify trends, benchmarks and best practices for publishing, managing and distributing content at scale.
- 2 Qualitative interviews with 25 marketing executives from leading global corporations to identify trends, benchmarks and best practices for publishing, managing and distributing content at scale in corporate marketing.
- 3 Interviews with over 50 subject matter experts on brand publishing, content strategy and the best practices necessary to streamline and automate content operations and execute a publishing model in a corporate marketing environment.
- 4 An analysis of over 500 marketing technology solutions to identify the top 100 best-of-breed brand publishing solutions and the handful of technology partners with the breadth of solutions, experience and execution capabilities to help the CMO define a roadmap for enabling brand publishing with technology.

Secondary research supports these findings, validating the marketing best practices, success stories, benchmarks and recommendations in this report as well as the technology solution analysis. The appendix documents all research sources.

About the Forbes CMO Practice

With competencies in publishing, editorial management, digital media, native advertising and advanced CMSs, Forbes Media is uniquely qualified to help marketing executives lead the transformation of their organizations from an advertising to a brand publishing model. Our CMO Practice offers marketing executives networking and advisory services, as well as skill development programs grounded in the time-tested success and insights from 98 years of publishing evolution and success at Forbes. We offer a collaborative approach from insight to implementation, including CMO events, forums, best practices research, and executive educational workshops and certification programs.

Forbes Media is a 98-year-old publishing enterprise that has built the structures, systems and competencies to succeed in the new era of brand publishing at scale. The publishing systems we have created now support 30 editorial channels, over 150 staff writers, nearly 2,000 creators and 30 million engaged readers who transact with us to comment on, append or create new content—all with one voice.

Forbes has drawn upon its experience in executing and evolving the publishing model to create a blueprint that will help CMOs build publishing competencies, processes and systems into their sales, marketing and service operations. Our team has worked with internal and external experts, leading marketers and technology providers to outline how the CMO can learn from and adapt our publishing systems to build a similar management system for creating, managing and distributing content at scale within a corporate marketing organization. The result is a strategic roadmap for enabling your organization with the skills, processes and systems to generate highly effective marketing content at scale and better support modern marketing.

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I

EXECUTIVE SUMMARY

Nearly every large enterprise today is increasing its investment in marketing content and deploying systems for distributing content through social, mobile, digital marketing and sales channels. But most organizations are making these investments without a clear enterprise strategy, a business case or ownership by marketing leadership. As a result, the cost and complexity of marketing is on the rise, and the formula for growth has shifted from advertising to content-intensive marketing. This research study confirms that there is a new bottom line in marketing: the CMO needs to become a publisher if the enterprise wants to succeed.

Five Reasons Brand Publishing Is Critical to the Success of the CMO

- 1. Growth.** Brand publishing accelerates growth by providing the fuel that runs modern sales and marketing programs as well as sales, marketing and media campaigns.
- 2. Speed to market.** Brand publishing increases speed and agility by streamlining the process for creating and delivering insights and offerings to customers.
- 3. Return on investment.** Brand publishing increases the return on marketing technology, sales enablement and earned, owned and paid media investments.
- 4. Management time.** Brand publishing reduces the time, hassle and complexity of managing content operations at scale in a large enterprise.
- 5. Customer experience.** Brand publishing delivers personalized customer experiences, valuable conversations and engaging entertainment by providing the high-quality and well-organized content that supports them.

Over **90%** of CMOs agree that their organizations must develop a publishing function in order to execute their growth agenda and manage the rising cost and complexity of content operations.

Publishing—defined as the production, management, distribution and optimization of marketing and sales content at scale—has now become essential to the future growth of every business and critical to the job of every CMO.

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

Over 90% of CMOs agree that their organizations must develop a publishing function in order to execute their growth agenda and manage the rising cost and complexity of content operations. Many CMOs have begun the process of transitioning to a publishing model so they can sustainably create the content needed to achieve their growth goals. Leaders are reengineering outdated marketing processes, adding new publishing skills, editorial management structures and technology platforms.

But most marketing executives don't know how to apply the principles of publishing to their marketing operations—and they want help. CMOs are looking for more-effective ways to deliver highly personalized and engaging content across sales, marketing and media channels. They want to understand how a new array of technologies can help them produce and manage content at the scale needed to support growth sustainably and cost effectively.

An expert team commissioned by Forbes surveyed 380 global marketing executives and 50 subject matter experts to identify the seven things a CMO needs to do well to reengineer the enterprise's marketing content supply chain and transition its marketing operations to a publishing model. This in-depth analysis explains how and where technology can simplify, streamline and automate content operations and offers guidance for picking the right solutions and partners.

This executive summary outlines these findings, and the body of this report explores them in detail.

WHY PUBLISHING HAS BECOME SO CRITICAL TO GROWTH

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

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

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

How Marketing Content Impacts Growth

The percentage of marketing executives who agree that well-organized, well-designed, high-quality content is essential to:

Developing the brand	82%
Improving sales effectiveness	78%
Executing targeted selling and marketing analytics strategies	77%
Leveraging social, mobile and digital channels	75%
Differentiating the brand experience	74%
Selling value to the customer	73%
Executing multichannel selling approaches	72%
Reducing our selling costs	60%

Forbes survey of 368 marketing executives, 2015

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

Our research found that managing the growing cost and complexity of content operations has emerged as a major problem for marketing executives. Many of those surveyed report that it is a huge challenge to manage the complexity, efficiency and effectiveness of their content operations, despite its growing importance in the eyes of marketing leadership. “Managing content effectively is the single greatest challenge to our marketing organization,” says David Master, the CMO of the Janus Capital Group. The most common problems cited in the interviews with marketing executives include:

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

- **The time and effort it takes to find content.** Of the executives Forbes surveyed, 61% report that it is difficult for their salespeople to find marketing content when they need it.² For example, a recent analysis by the marketing team at VMWare found that 75% of the content that gets localized and pushed to regions goes unused because the sales and marketing channels are not aware of it.

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

Too much of the content created does not align with or support the entire customer journey, so it has a limited impact on sales. “Everything that touches the consumer defines your brand, so you need complete alignment across all functions that touch the customer, particularly your content strategy,” says John Costello of Dunkin’ Brands, Inc. Overall, less than half of the marketers surveyed (46%) are aligning content with the customer journey or buying process.

- **The inability to materially impact sales results.**

Another problem is that content is not driving measurable business outcomes. A recent survey by Richardson, a global sales training company, found that most sales managers don’t believe the content created for them by marketing motivates customers to buy, drives cross-selling or challenges the customer mindset.⁸ And over 40% of marketing executives surveyed were not sure they are getting a positive return on their investment in marketing content in terms of brand building and lead generation.

61% report that it is difficult for their salespeople to find marketing content when they need it.

Exhibit 2

The Challenges of Managing Marketing Content Operations at Scale

Complexity

- The average business has over 150 content contributors, and many are not under the direct control of the CMO.¹
- Most organizations distribute content through many sales, marketing and media touch points.¹
- Most businesses lack a content targeting taxonomy for targeting marketing content.¹
- Half of organizations do not have a content owner and an editorial calendar in place to efficiently plan content.¹
- 71% of companies lack a consistent messaging methodology.²

Inefficiency

- Content is hard for salespeople to find in 61% of organizations.³
- Content discoverability is *"our biggest problem."*⁴
- Most content is not used: *"Less than 0.1% of the content on our websites drives the vast majority of consumption and transactions."*⁵
- *"Most content is not in one place."*¹
- *"Accessing and managing content in many silos is a challenge."*⁵
- *"Scaling content to support personalization is a pain point."*⁶

Ineffectiveness

- "Most marketing assets do not support the buyer's journey."¹
- *"We need to write more content for the end of the customer journey, not just sales support but post-sales technical support."*⁷
- Content fails to motivate customers to buy, to drive cross-sell or to challenge the customer mindset.⁸
- Content does not support value selling methods or training.⁹
- *"We lack the ability to track the commercialization of our content. We have very foggy visibility into all aspects of the content supply chain at best."*¹⁰

Sources: 1. Forbes survey of 368 global marketing executives, average business \$5 billion in revenues. 2. Corporate Visions. 3. Forbes Brainshark survey of executives, 2015. 4. VP of marketing, Samsung Business. 5. VP of digital marketing, Cisco Systems. 6. CMO, D&B. 7. CMO, Juniper Networks. 8. Richardson. 9. Accenture. 10. CMO, Legg Mason.

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

Given these nearly universal facts, marketing executives are asking these big questions:

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

THE NEW ECONOMICS OF MARKETING CONTENT

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

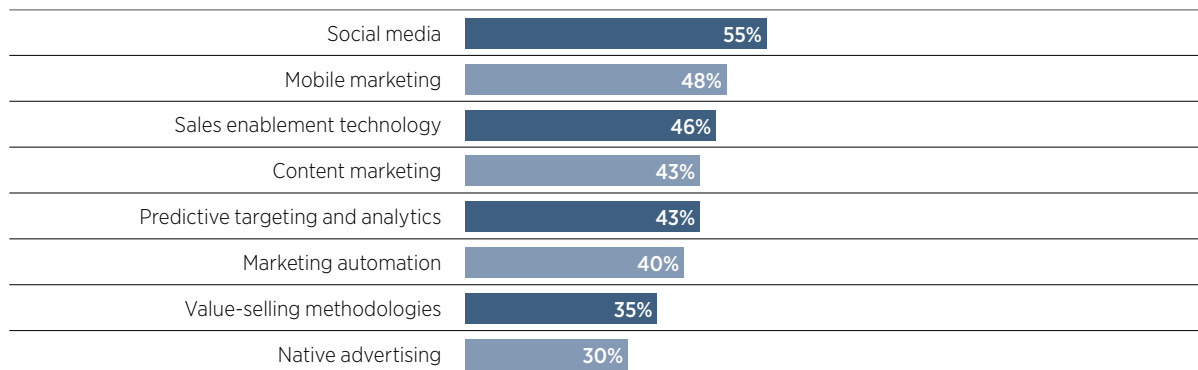
One fundamental challenge facing the CMO is that advanced marketing and sales enablement programs—and almost everything that’s important to growing the business—

increase the volume, cost and complexity of content. This is because social media, digital marketing and sales enablement programs require more-personalized content elements, customer touch points, targeting

personas and content marketing campaigns. For example, says Rishi Dave, the CMO of D&B, “The big issue with personalization is that once you create a personalized website, the amount of content you need to create multiplies incredibly. It takes a lot of work to get ready for one-to-one personalization.”

The Top Growth Investment Priorities of Marketing Executives

In your view, what investments will have the greatest impact on achieving better top-line growth in the next 24 months?



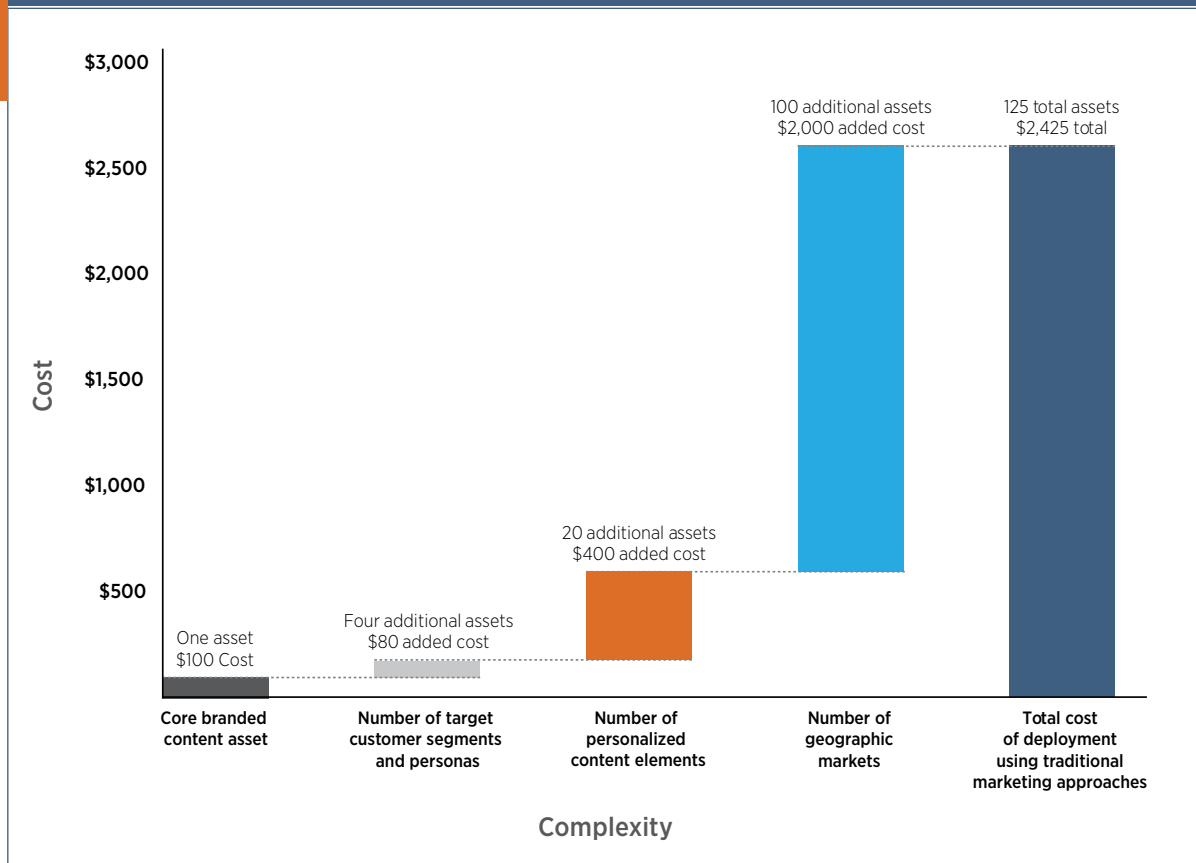
Forbes survey of 368 marketing executives, 2015

For example, when Cisco implemented personalized website experiences and persona-based targeting, the amount of content needed increased by an order of magnitude. According to Mark Yolton, “Pursuing personalized web experiences has improved our marketing performance, but at a big burden in terms of content. Once we started to personalize our web experience on cisco.com, we saw an improvement in client response. But it also created a very big upstream problem. We increased the number of different personalized content components from three to ten. Introducing three simple audience personas—for customers, employees and partners—increased the volume of content 30-fold, and put pressure on the content team to update the website every four hours instead of every week.”

To illustrate this point, the simple model below quantifies the cost and complexity of versioning a single branded content asset in five local markets. The model assumes the creation of content versions targeting five different customer personas, configured to support a digital marketing template with five unique content “blocks” or elements, and published in five local languages. According to benchmarks compiled by the marketing technology and design agency Luxus Drafthouse from client work in the automotive, packaged goods, pharmaceutical and telecommunications industries, the traditional process for creating many unique versions of a content asset can exceed the cost of creating the original asset by 120%.

Exhibit 3

The Cost of Localizing, Targeting and Personalizing a Branded Content Asset in Five Markets



This problem is only going to get worse. As marketers adopt more-advanced sales and marketing practices, the cost and complexity of managing this content will continue to grow. The interviews with marketing

executives revealed ten drivers that are driving up the volume of content production and the cost and complexity of content operations:

Exhibit 4

Ten Core Drivers of the Cost and Complexity of Content Operations

1. Advanced marketing approaches require more content.
2. The demand for quality content is rising.
3. Most content lacks a coherent structure.
4. There are more internal and external sources of content.
5. Content is produced in fragmented silos.
6. The business objectives of content operations are unclear.
7. Creative and demand-driven processes are unstable.
8. Publishing processes cross many functions.
9. Nobody owns the publishing process.
10. Content governance and control is nearly impossible at scale.

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

- **The number and variety of content contributors, sources and formats are growing.** According to the marketing executives surveyed, there are 150 content contributors in the average company (\$5 billion in sales volume). External sources produce one-quarter of content, and many of these sources are not under the CMO’s direct control.

- **Content is produced in a piecemeal fashion to support individual programs, channels and functional silos.** Says Laura Fay, the VP of integrated marketing and communications at Cisco, “It’s easy to open up a channel or touch point. But it’s hard to support, feed, maintain and measure the carrying cost and redundancy cost of a channel in terms of the content needed to support it.”

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

• **Executive leadership poorly understands the economic value of content operations, and it's difficult to measure.** Says Judith Bitterli, the CMO of AVG Technologies, “Our biggest need is to educate the board of directors and CEO about why content strategy is so important and the competitive advantage a CMO can create with good content operations.”

• **Many different organizations, stakeholders and business units in the enterprise create content.** Says Kira Sterling, the CMO of Toll Brothers, “I truly do not know how many different people or entities are creating content in support of sales and marketing at our company. The content we use comes from so many different places—our satellite businesses. Landscaping. Security. Insurance. Architecture. The different residential communities we sell, which are our products. Marketing. And the sales offices where we watch customer interactions.”

• **In many cases, no single individual or executive is responsible for the entire publishing process or the business outcomes it creates.** For example, only about half of the marketing executives surveyed report they have an editorial calendar in place.

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

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

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

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

To successfully produce, manage and distribute marketing content at a significant level of scale, marketers will need to rethink their content operations in order to fundamentally shift the content cost and performance curve.

“The pressure to differentiate the brand, use more channels and manage complexity is growing fast—to the point that doing business the same way will not work. Current processes will not scale. You need to adapt and reengineer your processes,” says Connie Weaver.

There is a growing consensus among marketers that in order to simplify, streamline and automate the enterprise publishing process, they need to start thinking and acting like publishers themselves. As Lisa Arthur, the CMO of Teradata Marketing Applications, puts it, “We need to move from an outdated advertising model to a publishing model.”

This makes sense because publishing organizations have worked for years to manage content at scale. They have learned some important lessons about reengineering the content supply chain and systematizing the production, management and distribution of content. For example, according to Lewis DVorkin, the chief product officer at Forbes Media, “In order to shift the content cost and performance curve, marketers will need to build management systems for a new era of marketing—or brand journalism. This will require eliminating restrictive editing layers, replacing outdated organizational structure and leveraging technology. Marketers will need to create scalable systems for sourcing, managing and distributing content that supports hundreds of staff writers (your employees), thousands of contributors (creators), and millions of engaged readers who transact with your content with comments, feedback, enhancements or original content.”

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

Almost every marketing executive interviewed has decided they need to take more ownership of the publishing process. The most effective marketers are making it a priority. Of the CMOs surveyed, 93% view the creation, management and distribution of marketing content as a primary responsibility for the marketing organization. The majority report that

“Marketers will need to create scalable systems for sourcing, managing and distributing content that supports hundreds of staff writers (your employees), thousands of contributors (creators), and millions of engaged readers who transact with your content with comments, feedback, enhancements or original content.”

— **Lewis DVorkin**,
Chief Product Officer
Forbes Media

they own the planning, governance and distribution of content in media and sales channels. And marketing executives from high-performing organizations who exceeded their growth targets by over 25% in the last year are far more inclined to “own” content operations than are their peers.

As Tim Vellek explains, “Content has a huge impact on growth, on everything we do in marketing. So now I have become a publisher. I hold the purse strings. I set the direction. The editor in chief reports to me.”

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

- Over 80% of the marketing executives surveyed—across every industry—report that they have already started working with their peers in sales, IT, HR and finance to establish editorial organizations and systems to support the planning, governance and distribution of content in media and sales channels.
- Many marketers—including D&B, Cisco, Legg Mason, Teradata, Pepsi and Taco Bell—are actively looking outside their industries to find new ways to manage content operations, and they have hired senior content executives with publishing or media experience.

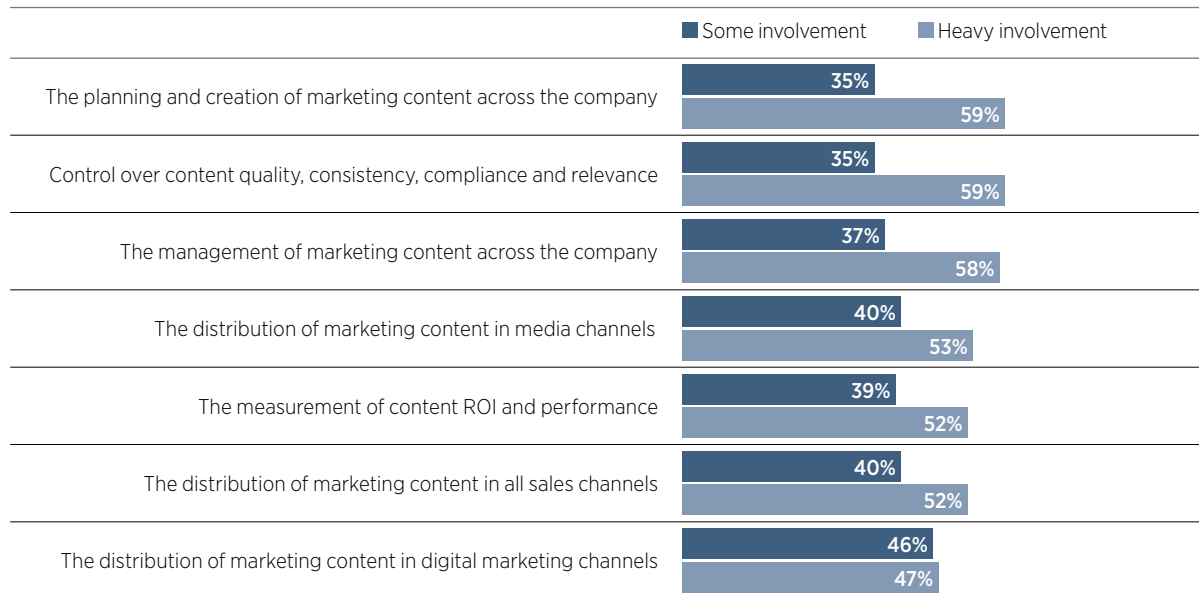
The Evolution of Marketing From Traditional Advertising to a Publishing Discipline

From  To

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

The Role of Marketing in Content Creation, Management, Distribution and Measurement

What level of involvement does the marketing department have in the creation, management and distribution of content?



Forbes survey of 368 global marketing executives, 2015

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

- **An executive who owns the content process and is responsible for the business outcomes.** Only 11% of CMOs report that they have a specialist dedicated to managing content across the enterprise.
- **A universal taxonomy to effectively target and provide personalized experiences.** Overall, only half of marketing executives surveyed are targeting their content by either person (or persona), the stage on the sales and marketing process, and the pain points or topics they care about.

- **Systems and structures to ensure that customer conversations reinforce value messages.** For example, 71% of companies lack a consistent messaging methodology.⁴ And two-thirds of the marketing executives surveyed do not yet target their content by stage of the journey.

- **A central content repository to manage and control content quality, compliance and relevance.** Less than half (45%) of marketing executives surveyed have put a consolidated content repository in place to gain greater control and visibility over their marketing content assets across the enterprise.

- **A roadmap to ensure that the sales and marketing technology supports the end-to-end publishing process.**

THE SEVEN POINTS OF CONTROL, LEVERAGE AND SCALE IN THE ENTERPRISE PUBLISHING PROCESS

To help marketing leaders effectively evolve their marketing operations to a publishing model, this research analysis uncovered the seven key points of control, leverage and scale in the enterprise publishing process. Leading marketing and publishing organizations have zeroed in on these key points to identify the best ways to reduce cost and complexity as they grow their publishing organization.

Exhibit 6

The Seven Points of Control, Leverage and Scale in the Enterprise Publishing Process



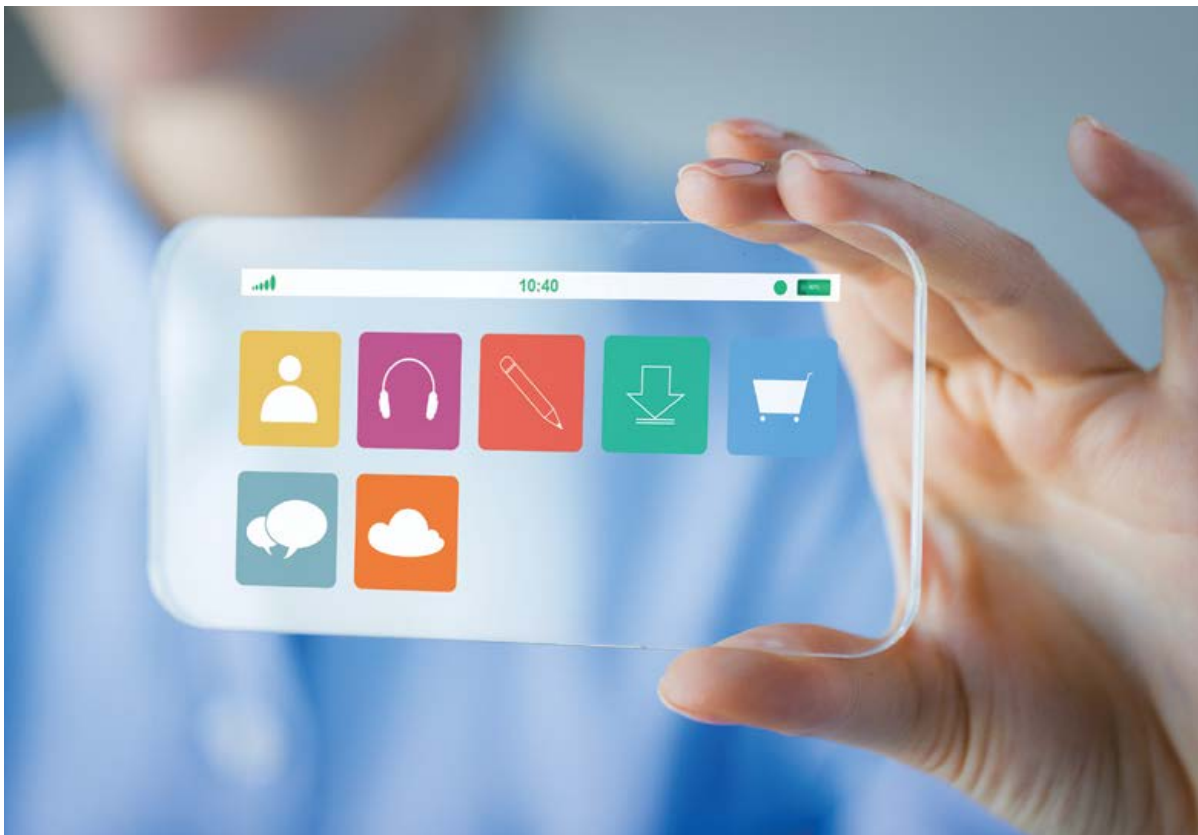
These seven points of control, leverage and scale are outlined below and explained in greater detail in the body of this analysis. They include:

- 1. Content planning.** Marketers are using technology to enable an editorial structure and facilitate cross-functional content planning, investment and collaboration across the enterprise.
- 2. Content sourcing.** Marketers are using technology to establish a centralized content sourcing control point, streamline the process of managing large teams of content creators and automate the enforcement of content standards from corporate marketing.
- 3. Content targeting.** Marketers are leveraging technology to impose well-structured targeting taxonomies and establish common customer profile data to improve content utilization, relevance, personalization and performance.
- 4. Content governance.** Marketers are using technology tools and solutions to provide corporate marketing greater control of the quality and compliance of marketing content assets across large, complex enterprises.
- 5. Content assembly.** Marketers are using technology to systematize the planning, production and assembly of modular content elements into highly effective marketing content assets that are easy to personalize, distribute and reuse.
- 6. Content distribution.** Marketers are putting in place systems, managers and processes for coordinating, delivering and tracking content across a wide variety of digital sales, marketing and media touch points.
- 7. Content measurement.** Marketers are establishing analytics, tracking and reporting to better understand, measure and optimize core content economics in one place—including speed, cost to sell, utilization and impact.

Marketing executives who understand these “hot spots” in the publishing process can simplify, prioritize and focus their investments in people, process change and technology for the most impact. For example, these seven points of leverage make it much clearer to executive leadership how and where they can leverage technology to manage, systematize and optimize their marketing content supply chains. In addition, this

publishing process viewpoint provides an objective lens to help marketing executives evaluate the many software purchases, platform acquisitions and process redesigns they will need to consider as they make the transition from advertiser to publisher.

HOW LEADING MARKETERS ARE LEVERAGING TECHNOLOGY TO REDUCE THE COST AND COMPLEXITY OF THEIR CONTENT OPERATIONS



Many of the marketers profiled in this report view technology—in concert with process redesign and cultural change—as an effective way to simplify, streamline and automate their content operations.

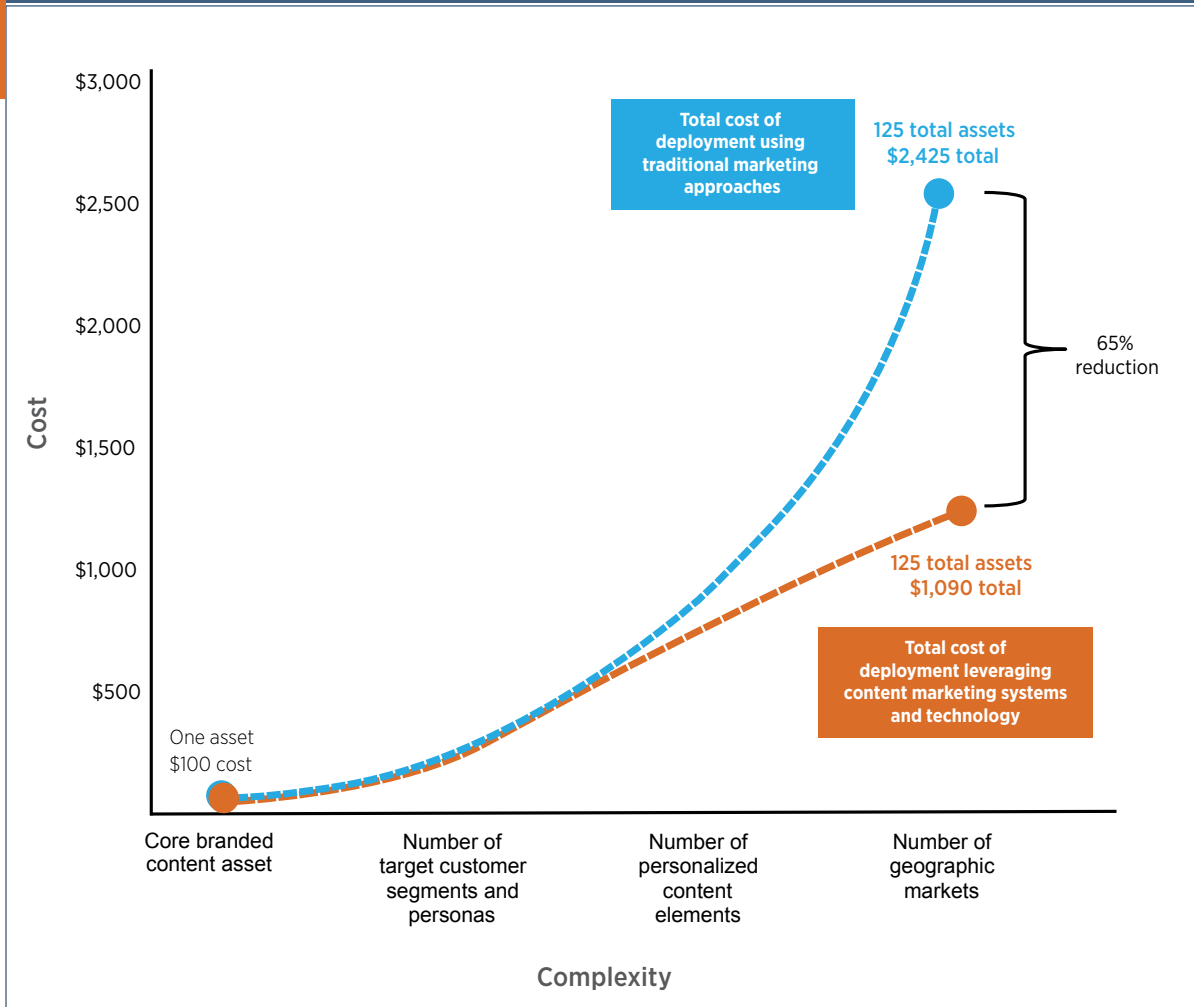
Over 90% of the marketing executives surveyed say they are actively building the ability to manage content operations at scale across the enterprise. Half of the respondents report they are investing in technology to support the production, management, distribution and measurement of marketing content to salespeople, partners and customers to some degree. For example, over two-thirds of marketers are currently investing in marketing automation, CRM and marketing analytics solutions in place that can help them better manage and optimize content operations and performance. The challenge is to find ways to use these technologies to gain more control of the key points of leverage in the publishing process, with the goal of reducing cost and complexity as the publishing organization expands. The best marketers are starting to do this.

Over **90%** of the marketing executives surveyed say they are actively building the ability to manage content operations at scale across the enterprise.

For example, Luxus Draffhorse was able to move its clients to a different cost and complexity curve by streamlining and automating aspects of the enterprise publishing process, including:

- Modularizing marketing content into elements for easier assembly.
- Automating content production workflow with a content marketing platform.
- Systematizing language translation with language services and translation middleware.
- Mass-customizing content templates so channel partners can easily configure them.

The Impact of Publishing Systems on the Cost and Complexity of Content Operations










Source: Luxus Drafthorse Content Production Benchmarks

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

These are not isolated results. The model below illustrates how leading marketers are using these core competencies to shift the cost and complexity curve by making a progression of improvements in marketing content operations—from easy to difficult. These steps can significantly improve content economics in terms of growth, cost to sell, speed to market and productivity. Collectively these competencies allow marketers to source, manage and distribute content faster, use less budget and management time, and achieve better returns on investment in terms of growth, utilization and the customer experience.

Exhibit 8

The Five Ways Content Operations Create Enterprise Value

	Cost to Sell Experience	Speed to Market	Return on Investment	Management Time	Customer
 Content planning	Avoid duplication	Adapt to market faster			Differentiate content topics and themes
 Content sourcing	Reduce waste and sourcing costs	Streamline content production workflow		Leverage subject matter experts in content creation	
 Content targeting	Improve content utilization and alignment		Return on data and marketing cloud investments	Reduce time it takes salespeople to find content	Improve content relevance
 Content governance	Improve earned and paid media effectiveness	Approve content faster	Grow margins and conversions with consistent value message	Reduce time spent managing compliance and approvals	Improve content quality
 Content distribution		Set up streamlined and scheduled "one-click" publishing	Improve return on marketing technology infrastructure	Reduce time spent orchestrating content across channels	Adapt to customer consumption patterns and preferences
 Content assembly	Reduce volume and complexity of personalization	Enable real-time personalization	Maximize content reuse and asset utilization	Reduce time spent customizing and repackaging content	Deliver more-personalized content experiences
 Publishing systems		Version content for markets and languages faster		Reduce collaboration and project management time	Publish content in native language and context

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

Content planning.

Content planning is a good first step to reducing the cost and complexity of managing content operations. By establishing editorial management teams, structures, and processes, marketers ensure that content is relevant, timely and differentiated and can take advantage of lower-cost content sources such as licensed content, curated content or freelancers. "A clearly defined editorial voice is critical to successful brand publishing, no matter what format, what customer touch points, or how many content contributors you have," says Lewis DVorkin.

Content sourcing.

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

Content targeting.

Well-targeted content drives business value by saving salespeople time finding content, improving earned and owned media effectiveness, and creating a foundation for measuring the impact of content and optimizing its performance. For example, Cisco saved \$17 million by targeting and organizing marketing collateral to help it better leverage content in selling situations. This enabled optimal targeting schemes and ensured that content aligned with the customer journey. Leaders are using a variety of systems—digital asset management (DAM) solutions, web content management systems (CMSs), marketing resource management (MRM) and sales portals—to enforce targeting schemes and measure the effectiveness of marketing content. According to Shawn Burns, SVP of web and digital marketing at Schneider Electric, "Once our web CMS was modernized with clean code and tagging, we found that the same content, properly tagged, performs exponentially better."

Content governance.

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

Content distribution.

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

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

Content assembly.

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

Content systems.

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



II

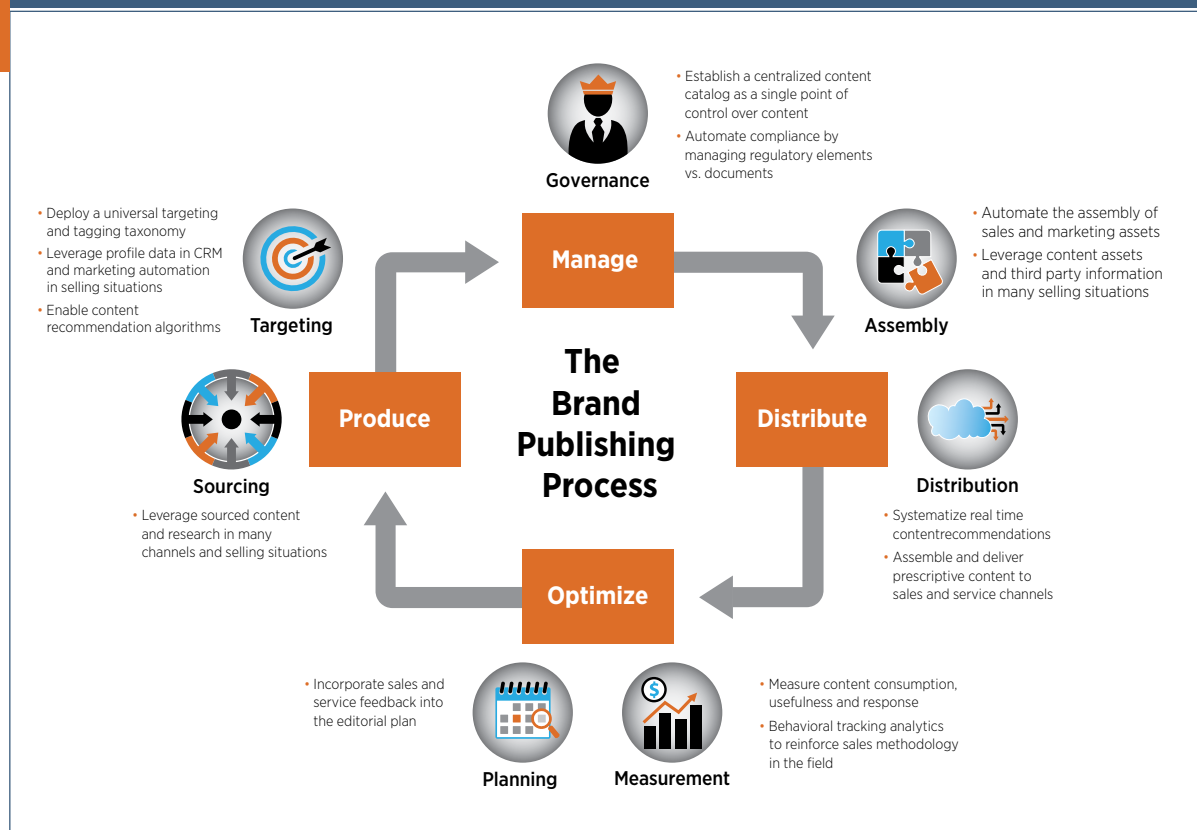
HOW SEISMIC CAN ENABLE THE ENTERPRISE PUBLISHING PROCESS

HOW LEADING MARKETERS ARE USING SALES ENABLEMENT TECHNOLOGY TO ENABLE PUBLISHING AT SCALE

Of the marketing executives surveyed, 46% view technology investments in sales enablement as a primary growth driver.

Exhibit 9

The specific ways sales enablement technology simplifies, streamlines and automates the brand publishing process





CONTENT PLANNING

Enabling an Editorial Structure and a Disciplined Approach to Planning Content

Content planning helps corporate marketing executives establish an editorial rigor and a disciplined approach to organizing content across the enterprise. It involves putting in place an organizational structure and editorial process to facilitate cross-functional content planning, investment and collaboration. Building an editorial structure is important because as the volume of content grows, these executives will need to find different ways to work with stakeholders inside and outside of Marketing to ensure that all content contributors are operating within an editorial structure and governance model.

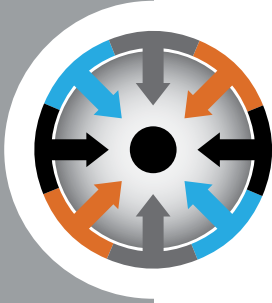
Best-in-class marketers are using technology to enable content planning by:

- **Developing content plan using a strategic content matrix**

Modern marketers are ensuring the architecture of their content strategy is aligned to key elements of the master marketing plan—ideally in the context of a theme-based, buyer-centric campaign, which serves as the blueprint for content offers to meet program objectives. Sales enablement technology such as Seismic allows Marketing to structure how content is served to external parties based on content plans and matrices.

- **Incorporating sales and service feedback into the editorial plan**

To optimize content planning, many marketers are incorporating data-driven tools such as audience intelligence and sales enablement tools into the editorial and topic modeling process. These tools, like Seismic, help marketers integrate the insights from sales—sales feedback, sales usage and call behavioral data—with the content strategy, planning and editorial processes. For example, sales and service teams are analyzing customer feedback, content engagement, semantic data and sales feedback to understand the issues, topics and questions they need to address in sales conversations and post-sales support.



CONTENT SOURCING

Streamlining Content Sourcing and Creation in the Digital Age

Managing content sourcing involves centralizing it into a single function—or technology hub—at the front of the publishing process to make coordinating large teams of internal and external content creators, contributors, agencies and partners more efficient and to enforce content standards from corporate marketing. The notion of content sourcing is important because the best place to manage the volume, quality, targeting and relevance of content is at the front of the process. The complexity of managing content production is increasing because the amount and variety of content that producers and marketing executives have to coordinate and direct is growing.

Best-in-class marketers are using technology to enable content sourcing by:

- **Leveraging sourced content and research in many channels and selling situations**

Marketing organizations are using sales enablement solutions such as Seismic to facilitate the sourcing and consolidation of content from a wide variety of internal and external content creators and sources. They are setting up content contributor templates within a central content repository that enforce the tagging, categorization and compliance of content before it is distributed to salespeople.



CONTENT TARGETING

Organizing Content for Impact, Effectiveness and Personalization

Content targeting involves using a well-structured targeting taxonomy and common customer profile data to improve content utilization, relevance and performance. It also makes it easier to execute advanced targeting, segmentation and personalization strategies. Targeting and organizing marketing content to achieve greater business impact and effectiveness is important because it is the key to leveraging content in selling situations, enabling targeting schemes and ensuring content aligns with the customer journey.

Best-in-class marketers are using sales enablement technology to enable content targeting by:

- **Deploying a universal targeting and tagging taxonomy**

Many sales-oriented marketers are using solutions such as Seismic to systematically aggregate and target content by buyer persona, stage of the buyer's journey and client pain points so it is easier to find and use in selling situations.

- **Leveraging profile data in CRM and marketing automation in selling situations**

Sales enablement solutions offer marketers the ability to target and personalize pitch books, sales presentations and custom client reports, using data from targeting profiles within CRM and marketing automation. Leading solutions like Seismic identify and leverage account data from CRM to choose the right client presentation template, so salespeople can dynamically compile customized and personalized client presentations in seconds.

Marketers are using sales enablement tools such as Seismic to dynamically assemble customized customer pitch books in real time. The solution assembles content from many places into a brand-compliant, templated presentation. For example, a large asset management firm used the solution to improve speed to market and the client experience in sales meetings by reducing the time it took to create quarterly financial reviews from six weeks to 60 seconds. The system created in-depth performance review presentations by combining content, data and information from a variety of sources. It automatically drew client information from the Salesforce.com CRM to reflect products owned, relationship status and client needs in the presentation. The system used third-party market data, news and research from Capital IQ to update pricing, ratings and events associated with the funds evaluated, and incorporated fund performance history from operational systems and fund information from product marketing to support investment recommendations. The system was easy to learn and use. Salespeople used a simple workflow to identify account, date of presentation and some basic parameters of the meeting, including buyer persona, so the system could choose the right performance review template for the situation and dynamically compile the presentation in seconds.



CONTENT GOVERNANCE

Leveraging Systems to Govern Content in a Large, Complex Organization

Content governance is a varied set of structures, tools, skills and solutions that allow corporate marketing departments to control and optimize content assets at scale across large enterprises. Taking a systematic or federated approach to content governance is important because it gives marketing executives in large organizations practical and scalable ways to manage, catalog, approve and optimize content assets across many silos, business units, practice areas and geographies.

Best-in-class marketers are using sales enablement technology to enable content governance by:

- **Establishing a centralized content repository as a single point of control over content**

Almost half (45%) of marketing executives surveyed have put a consolidated content repository in place to gain greater control and visibility over their marketing content assets across the enterprise. Marketers report that they are using a wide variety of solutions to provide a unified view of content assets at corporate, business unit and brief level. For example, the sales and marketing teams at EarthLink are using Seismic's marketing dashboard to help manage and organize all of their sales and marketing content into one single source of truth for content, where it is easily located and accessed within a centralized repository. Seismic gives EarthLink's marketing team a single view of usage and effectiveness analytics that are used to identify which content helps advance sales cycles and win business.

- **Automating compliance by managing regulatory components vs. documents**

Advanced solutions like Seismic offer marketers the ability to create and control brand and compliance across thousands of customer-facing assets using pre-approved templates and the assembly of content elements into assets. The LiveDocs® feature in Seismic allows Marketing to manage compliance and brand language in one place. For example, the marketing department of a global wealth management firm uses the principles of modular content to help the marketing department create compliant marketing collateral in seconds rather than days. By isolating regulatory language into content elements, and using those elements as building blocks for a wide variety of compliance-sensitive documents, they are able to "edit once—and use many times." This approach allows marketers to dramatically reduce the time it takes to create and update regulatory language on thousands of documents. Using a sales enablement solution such as Seismic, content creators can change key marketing copy—such as assets under management and regulatory language—in one place, and then Seismic can assemble or update hundreds of presentations, fund tear sheets, documents and reports worldwide using that information in seconds.



CONTENT ASSEMBLY

Assembling High-Impact Marketing Assets From Modular Content Elements

Content assembly is the systematic planning, production and assembly of modular content elements or components into highly effective marketing content assets that are easy to personalize, distribute and reuse in many selling situations.

The notion of content assembly is important because it is the key to achieving breakthrough economies of scale in content. It allows marketers to write a relatively limited number of elements once and assemble them into a near-infinite number of sales and marketing assets tailored to a unique persona, selling situation, delivery mechanism and stage in the customer journey.

Best-in-class marketers are using sales enablement technology to enable content assembly by:

- **Automating the assembly of sales and marketing assets**

Marketers are using sales enablement tools such as Seismic to dynamically assemble customized customer pitch books in real time. The solution assembles content from many places into a brand-compliant, templated presentation. For example, a global tech company leverages Seismic to generate proposals for prospects, pulling data from both SFDC and spreadsheet calculations, and cutting creation time from eight hours to 20 minutes.

The ultimate challenge to marketers is to create targetable, configurable content elements to execute modern sales and marketing, and significantly reduce the cost and complexity of creating that content. Sophisticated marketers are systematizing and automating the assembly of digital marketing assets and sales and service documents in live selling situations. For example, TIAA-CREF—as well as other leading marketing teams like NetSuite and American Express—is using best-of-breed sales enablement software such as Seismic to automatically assemble pitch books.

- **Leveraging content assets and third-party information in many selling situations**

For example, the Seismic solution uses third-party data, news and research to update pricing, ratings and events associated with products and services evaluated and to support recommendations.



CONTENT DISTRIBUTION

Orchestrating Content Distribution in Sales, Marketing and Media Channels

The multichannel distribution of content competency involves putting in place systems, managers and processes for coordinating, delivering and tracking content across a wide variety of digital sales, marketing and media touch points to improve market coverage, drive sales and enhance the customer experience. Finding effective ways to package, target and distribute marketing content in sales, marketing and media channels helps marketing executives better leverage content assets, improve the customer experience and reduce the cost and complexity of the publishing process.

Best-in-class marketers are using sales enablement technology to enable the efficient distribution of content to sales and service teams by:

- **Systematizing real-time content recommendations in sales and marketing channels**

Most marketers aspire to target one-to-one, even if it is extremely difficult to support with marketing content operations. Advanced marketers are using sales enablement tools such as Seismic to dynamically assemble customized customer pitch books in real time. The solution serves up the right content from many places into a brand-compliant, templated presentation.

- **Assembling and delivering prescriptive content to sales and to service channels**

The most sophisticated sales-oriented marketers reported that they were investing in sales enablement solutions that move beyond making content accessible to sales by making prescriptive content recommendations of the “next-best content” for given selling situations. These marketers are investing in sales enablement solutions, like Seismic, that make more-intelligent content recommendations to salespeople based on account patterns, sales personas and customer profile information residing in marketing clouds, to help target and prioritize the content salespeople see. Salesforce.com is far and away the leader in offering marketers a wide range of approaches and integrated partnerships that can help deliver and recommend content in context using its CRM platform. Salesforce.com has developed integration partnerships with seven leading sales enablement solutions, including Seismic, which also allows salespeople

to access the right content for any interaction right within Salesforce. Seismic boasts an equivalent integration with Outlook, thus ensuring that salespeople do not need to leave the environments in which they spend most of their time to find content. All of these solutions simplify the management and delivery of marketing content to salespeople and their clients. They also leverage the ability of Salesforce.com's mobile application to deliver content efficiently to mobile devices. However, the best sales enablement solutions—such as Seismic—use profile information and recommendation algorithms to dynamically assemble and create presentations tailored to exactly what specific clients will see. For example, EarthLink, as well as other leading marketing teams like Capital One and PayPal, is using these technologies to deliver mass-customized sales playbooks and conversation guides, and to assemble relevant content in sales and service channels. A retail financial services firm was able to save 10,000 hours of field sales capacity by automating the creation of annual client review presentations using a tablet-based sales enablement solution.



CONTENT MEASUREMENT

Enabling a Scorecard for Maximizing the ROI of Your Marketing Content Investment

Building a content measurement competency involves establishing analytics, tracking and management reporting to better understand, measure and optimize core content economics in one place—including speed, cost to sell, customer experience, utilization and impact.

Understanding, measuring and managing the economics of content is important, because it very hard for marketing executives to manage content if they cannot effectively measure its use and effectiveness.

Best-in-class marketers are using sales enablement technology to better measure and optimize the performance of their sales and marketing content by:

- **Measuring content consumption, usefulness and response**

To establish a baseline for what content is working, most marketers are using information from a range of systems to track what content is being consumed by whom. The survey of marketing executives found that over half of marketers are tracking content usage by salespeople (65% of marketers) and customers (51% of marketers). Tracking what content is presented and used by salespeople and viewed and passed along by customers is reasonably straightforward using Seismic's LiveSend feature.

CASE STUDIES

How Seismic is optimizing and automating the content lifecycle to make sales teams more efficient and effective.





“Seismic delivers
the right content,
at the right time,
for the right
conversation in the
sales cycle.”

Jill Marsh,
Senior Marketing
Manager

EARTHLINK CASE STUDY:

HOW EARTHLINK IS USING A SALES ENABLEMENT PLATFORM TO OPTIMIZE ITS ENTIRE CONTENT LIFECYCLE

Preparing to enter a new market as a major growth initiative, EarthLink needed to empower its marketing and sales teams with scalable content and engagement strategies. It required a sales enablement platform that provided the necessary horsepower to drive effectiveness and efficiency at every stage of the content lifecycle.

Previously, EarthLink had thousands of pieces of content stored in various silos across a decentralized content repository, causing the sales and marketing teams to waste a significant amount of time sourcing content. This often resulted in reps settling for ineffective or ad hoc materials that deteriorated win rates. In this environment, the marketing team had no way to differentiate between unusable and unfindable content and ensure that only effective, on-brand content was available to the sales force.

In order to overhaul its content strategy, EarthLink prioritized improving its marketing team's ability to create, organize and measure its content. To maximize the productivity of its sales force, EarthLink also deployed an activity-based enablement strategy, which allows reps to find, access, personalize and distribute content from the environment in which they spend most of their day—Salesforce.com. It selected Seismic as its holistic sales enablement and content management platform to execute these strategies.

Managing and organizing all of its content through Seismic allows EarthLink to establish one source of truth for content, where it is easily located and accessed within a centralized repository. Every piece of content that a sales rep distributes is now on-brand, on-message and error-free. Seismic's marketing dashboard serves as a message control center, providing EarthLink's marketing team with a single view of usage and effectiveness analytics that are used to identify which content helps advance sales cycles and win business.

EarthLink leverages Seismic's LiveDocs® and Predictive Content technologies to serve reps with dynamically personalized, hyper-relevant, targeted content—based on prospect attributes and stage in the sales cycle—and enable them to spend their time engaging with prospects rather than trying to find or build the perfect piece of content. Its sales reps now also tailor prospect engagement based on information derived from Seismic's LiveSend feature, allowing them to drive collaborative conversation that truly resonates with each prospect.

With Seismic, EarthLink has empowered its marketing team with a scalable content strategy and is enabling its sales force to be highly productive and effective. EarthLink achieved “ink to ink” in 55 business days, winning business by leveraging Seismic across the entire prospect engagement lifecycle within that timeframe.



“Seismic makes
content creation
the easiest part of
our day and
allows us to have
more conversations
with clients.”

Tanya Rinebarger,
Manager of
Presentation Publishing

TIAA-CREF CASE STUDY:

HOW TIAA-CREF HOLDS 225% MORE CLIENT MEETINGS WITHOUT ADDING ANY RESOURCES

Delivering a personalized client experience has been a signature of TIAA-CREF since its founding in 1918. In fact, it can confidently say that it is not simply “TIAA-CREF,” but instead “*Your* TIAA-CREF.” Delivering this personalization through client content and presentations, however, was previously a manual process that hamstrung its marketing and client-facing teams.

Due to years of ad hoc content creation and management, TIAA-CREF had no uniformity in its content planning, targeting, assembly or governance. The marketing team was spending an excessive amount of time manually updating data for presentations, and relationship managers couldn’t respond to client requests quickly enough because presentations were taking about 14 hours each to create. Neither the marketing nor client-facing teams were consistently using up-to-date, on-brand templates, which in turn was creating inconsistent experiences for clients.

The content creation and delivery process needed to change at TIAA-CREF in order to scale its efforts of personalizing every client engagement with the same high-quality experience. The firm selected Seismic as its content automation platform and is using it to enable its relationship managers to provide more value to clients and to hold more meetings with prospects. The Seismic platform has also helped TIAA-CREF’s marketing team to greatly reduce the overwhelming number of content requests it received by providing the relationship management team with a “self-service” approach to content sourcing, assembly and distribution.

Seismic provides TIAA-CREF with a centralized and easily accessible location of on-brand, compliant content that also ensures full version control and content governance. This assurance lets the marketing team breathe easy knowing there is consistency across all client presentations while reducing the complexity and cost of the creation process. Relationship managers can now generate presentations in only a few minutes by leveraging Seismic’s LiveDocs® feature, which dynamically expands presentations with personalized content and data.

By reducing the time it takes to create content from roughly 14 hours to just a few minutes, TIAA-CREF has reallocated 4,500 hours per year to client-facing engagements. This has enabled its team to increase the number of client meetings it holds by 225% and deliver the signature, personalized TIAA-CREF experience during every single meeting without adding a single resource.



THE TOP 100 BEST-OF-BREED BRAND PUBLISHING SOLUTIONS

To evaluate and identify the technology providers with the greatest ability to support brand publishing at scale, the Forbes research team used a mix of secondary research, as well as interviews with over 100 marketing executives, subject matter experts and technology executives.

The team used a set of four criteria to narrow down a universe of over 500 Martec companies with the potential to support some aspects of content operations, to the top solutions with the best potential to enable specific aspects of the brand publishing process:

- 1. Customer adoption.**
- 2. Resources dedicated to content operations.**

- 3. The ability to reduce the cost and complexity of content operations.**
- 4. Best-of-breed integration partnerships.**

Using these four screens, this analysis zeroed in on the top 100 brand publishing technology solutions with the greatest potential to automate, streamline and simplify the end-to-end brand publishing process. These solutions are listed and profiled in the following pages in the context of how they support the enterprise publishing process.

THE TOP 100 BEST-OF-BREED BRAND PUBLISHING SOLUTIONS

Content Production Solutions

Company	Description	Category	Type
Getty Images www.gettyimages.com	A service that streamlines the licensing of photographic images; integration partnerships with leading content marketing, marketing cloud and content sourcing platforms	Content licensing network	Photos and images
Shutterstock www.shutterstock.com	A content licensing service that streamlines the licensing of images and integrates with leading marketing cloud and content marketing platforms	Content licensing network	Stock images
Google Docs www.google.com	Collaborative content creation tools that facilitate collaboration on document creation and streamline content management and distribution; integrated with leading content marketing platforms	Content production platform	Document publishing
Microsoft Office www.microsoft.com	A popular content creation platform for sales and marketing documents, tools and pitch books; integrated with leading sales enablement and content platforms	Content production platform	Document publishing
Ceros www.ceros.com	A dynamic content publishing platform that makes it easy for marketers and designers to create, manage and distribute beautiful interactive content, which captivates consumers in a range of digital touch points and devices; integrated with a leading content marketing platform	Content production platform	Interactive content publishing
Interact www.tryinteract.com	A dynamic content publishing platform that makes it easy to produce and distribute online quizzes that engage customers and to build profiles in owned digital marketing channels; integrated with leading marketing cloud solutions	Content production platform	Interactive content publishing
Livefyre www.livefyre.com	A content creation tool that makes it easy for marketers to assemble, create, manage and distribute dynamic content and real-time feeds to support a mix of digital media and marketing formats, templates and touch points	Content production platform	Interactive content publishing
ScribbleLive www.scribblelive.com	A dynamic content publishing platform with embedded audience intelligence capabilities that simplifies the process of planning, creating, managing and distributing dynamic polls and interactive content; integrated with leading marketing cloud, blog and social publishing platforms	Content production platform	Interactive content publishing
SnapApp www.snapapp.com	A content creation platform that makes it easy for marketers to create dynamic content, including interactive polls, tools and infographics, and that streamlines the management, distribution and tracking of those assets; partnered integration with leading content marketing platforms	Content production platform	Interactive content publishing
Visage www.visage.com	A publishing platform for easily creating and distributing micro content—infographics, blogs, images and videos—at scale; integration partnership with a leading content marketing platform	Content production platform	Micro-content publishing

Content Production Solutions

Company	Description	Category	Type
KnowledgeVision www.knowledgevision.com	An on-demand production platform that makes it easy for marketers and salespeople to create, manage, distribute and track on-demand tools to create interactive and multimedia web presentations; integrated with leading marketing cloud suites	Content production platform	On-demand video production
Forbes Falcon www.forbes.com	A digital publishing platform designed to help publishers source, manage and distribute content from large distributed contributor networks	Content production platform	Online publishing platform
EngageSciences www.engagesciences.com	A social engagement platform that filters, curates and publishes content from fans and advocates in campaigns; integrated with a leading marketing cloud platform	Content production platform	User-generated content
Wistia www.wistia.com	An Internet video hosting and analytics platform that enables marketing video production, distribution and tracking platforms; partnership integration with marketing cloud platforms	Content production platform	Video production and tracking
VidWrx www.vidwrx.com	A scalable turnkey video production network that streamlines the production, management, distribution and tracking of video ads; over 20 integrations with leading marketing cloud, content marketing and social publishing platforms	Content production platform	Video production network
Brainshark www.brainshark.com	Cloud-based business presentation solutions that help thousands of businesses easily create dynamic video presentations to improve sales, digital marketing and training effectiveness and enhance the customer experience	Content production platform	Video production solution
Brightcove www.brightcove.com	A video publishing platform that supports the creation, hosting and streaming of video content in owned and paid media channels; integrated with leading content marketing, web CMS and paid advertising platforms	Content production platform	Video publishing solution
Ooyala www.ooyala.com	A video publishing platform for hosting and streaming video content in the enterprise; integrated with leading web CMS platforms	Content production platform	Video publishing solution
Curata www.curata.com	Content curation software that helps marketers discover and curate content; integration partnerships with leading marketing cloud and content marketing platforms	Content sourcing and discovery	Content curation platform
Pressly www.pressly.com	A content discovery and curation platform that discovers, curates and recommends the most relevant content for marketers; integrated with Salesforce.com social cloud	Content sourcing and discovery	Content curation platform
Rallyverse www.rallyverse.com	A content discovery and curation platform that discovers, curates and recommends the most relevant content for marketers; integrated with Salesforce.com social cloud	Content sourcing and discovery	Content curation platform

Content Production Solutions

Company	Description	Category	Type
Izea www.izea.com	A network of professional journalists who act as an external editorial team or virtual newsroom; integrated with leading content marketing platforms for efficient sourcing	Content sourcing network	Journalist marketplace
SmartShoot www.smartshoot.com	A network of photographers and videographers for sourcing images, photos and videos; integration partnerships with leading content marketing platforms	Content sourcing network	Photographer marketplace
FlashStock www.flashstock.com	A provider of customized on-demand visual content to brand-based clients; geolocation based and integrated with leading content marketing and marketing cloud solutions	Content sourcing network	Photos and images
Twenty20 www.twenty20.com	A content sourcing network of over 250,000 mobile photographers and the largest crowdsourced commercial image catalog in the world; integration partnerships with major content marketing platforms	Content sourcing network	Photos and images
Tongal www.tongal.com	A content sourcing network of videographers who act as an on-demand studio to create original video; integrated with major content marketing platforms	Content sourcing network	Videographer network
Visually www.visual.ly	A content sourcing network of over 1,000 designers, journalists and animators who create visual content at scale; integration partnerships with leading content marketing platforms	Content sourcing network	Visual content
Scripted www.scripted.com	A writer marketplace of professional writers, bloggers, journalists and editors; integration partnerships with leading content marketing and marketing cloud platforms	Content sourcing network	Writer marketplace
Zerys www.zerys.com	A writer marketplace of over 40,000 professional writers, bloggers, journalists and editors; integration partnerships with leading marketing cloud platforms	Content sourcing network	Writer marketplace

Content Management Solutions

Company	Description	Category	Type
Lionbridge www.lionbridge.com	Translation middleware and services that systematize the translation and localization of content; workflow integration with several web CMS platforms	Content assembly and configuration	Content localization solutions
Smartling www.smartling.com	Content translation services that streamline the localization of marketing content at scale and integrate with leading marketing cloud platforms	Content assembly and configuration	Content localization solutions
Drafthorse www.luxusworldwide.com	A tool created by Luxus that streamlines the versioning, localization, assembly and offline distribution of core content assets; integrates with a range of marketing cloud and content marketing platforms	Content assembly and configuration	Content packaging
Marketing.AI www.marketing.ai	A content workflow and collaboration tool that simplifies planning, collaboration, creation and distribution of marketing content; integration with leading marketing cloud, CRM and social publisher	Content marketing platform	Content workflow and collaboration tools
Acrolinx www.acrolinx.com	A content quality control software that streamlines the enforcement of content creation standards across global enterprises to support governance, compliance and content sourcing criteria; integrates with leading web CMS platforms	Content quality control	Quality and compliance solutions
ActiveStandards www.activestandards.com	A content quality monitoring tool that systematizes auditing, benchmarking web content at scale for large global organizations to support content governance, compliance and sourcing criteria; integrates with leading web CMS platforms	Content quality control	Quality and compliance solutions
Box www.box.com	A cloud-based enterprise CMS that facilitates collaboration on production and streamlines the distribution and discovery of content to sales and their clients; integration with leading sales enablement, web CMS and marketing cloud solutions	DAM	Cloud-based enterprise CMS
Dropbox www.dropbox.com	A cloud-based enterprise CMS that streamlines the distribution and discovery of content to sales and their clients; integration with leading sales enablement, web CMS and marketing cloud solutions	DAM	Cloud-based enterprise CMS
Coveo www.coveo.com	A DAM tool with enterprise search capabilities that make it easy to find, target and recommend content and product information on websites, CRM and e-commerce sites; integration with leading web CMS and CRM solutions	DAM	Content recommendations
MediaBin www.hp.com	An enterprise CMS from HP Autonomy with strengths in digital media asset management and integration partnerships with content marketing, marketing cloud and web CMS solutions	DAM	Enterprise CMS

Content Management Solutions

Company	Description	Category	Type
OpenText www.opentext.com	A DAM solution from a leading enterprise CMS leader, OpenText Content Suite, that facilitates the distribution of marketing content with sales; integration with leading CRM, sales enablement and content marketing platforms	DAM	Enterprise CMS
SharePoint www.microsoft.com	An enterprise CMS from Microsoft that helps a wide range of midsize to large enterprises streamline the distribution and discovery of sales and marketing content assets; integration with leading sales enablement solutions	DAM	Enterprise CMS
Adam Software www.adamsoftware.net	Intelligent DAM system that automates media management, distribution and workflow; integrates with leading content marketing, web CMS and marketing cloud platforms	DAM	Rich media asset management
Celum www.celum.com	A DAM solution that helps markets organize, manage, find and share digital and multimedia assets; integration with leading marketing cloud and e-commerce platforms	DAM	Rich media asset management
North Plains www.northplains.com	A DAM solution that helps marketers organize and manage digital media assets; integration with leading content marketing platforms	DAM	Rich media asset management

Content Distribution Solutions

Company	Description	Category	Type
BrightTalk www.brighttalk.com	A video and Webinar channel that streamlines the delivery of thought leadership content at scale through integration partnerships with leading marketing cloud and content marketing platforms	Digital media distribution channel	Branded thought leadership channel
Forbes BrandVoice www.forbes.com/findmore/brandvoice	A branded content channel for publishing and distributing thought leadership content in social and digital channels from subject matter experts offered by Forbes	Digital media distribution channel	Branded thought leadership channel
SlideShare www.slideshare.com	A branded content marketing channel that streamlines the delivery of thought leadership content through integrations with leading marketing cloud and content marketing platforms	Digital media distribution channel	Branded thought leadership channel
OneSpot www.onespot.com	A data-driven paid content distribution platform that streamlines and schedules the distribution of marketing content at scale in native advertising channels by integrating with leading content marketing platforms	Digital media distribution channel	Native advertising platform
Outbrain www.outbrain.com	A paid content distribution platform that streamlines the distribution of marketing content at scale in native advertising channels by integrating with leading content marketing platforms	Digital media distribution channel	Native advertising platform
Taboola www.taboola.com	A paid content distribution platform for native advertising content; integrates with leading content marketing platforms	Digital media distribution channel	Native advertising platform
Tumblr www.tumblr.com	A paid content distribution platform for distributing marketing content in native advertising channels with large consumer audience; integrates with leading content marketing platforms	Digital media distribution channel	Native advertising platform
Uberflip www.uberflip.com	A viral content marketing hub that supports social media distribution, audience targeting and tracking; integrates with major content marketing and marketing cloud platforms	Digital media distribution channel	Social media hub
Facebook www.facebook.com	A leading social media publisher offering marketers paid and earned distribution of marketing content; integration partnerships with leading marketing cloud and content marketing platforms	Digital media distribution channel	Social media publishing channel
Google+ www.google.com	A leading social media publisher offering marketers paid and earned distribution of marketing content; integration partnerships with leading marketing cloud and content marketing platforms	Digital media distribution channel	Social media publishing channel
Instagram www.instagram.com	A leading social media publisher offering marketers paid and earned distribution of marketing content; integration partnerships with leading marketing cloud and content marketing platforms	Digital media distribution channel	Social media publishing channel

Content Distribution Solutions

Company	Description	Category	Type
LinkedIn www.linkedin.com	A leading social sales, marketing and media platform that facilitates the distribution of content through paid media, earned media and sales channels; integration partnership with content marketing, marketing cloud and CRM solutions	Digital media distribution channel	Social media publishing channel
Pinterest www.pinterest.com	A leading social media distribution platform that streamlines the distribution of marketing content at scale in paid native advertising and earned channels by integrating with leading content marketing platforms and social relationship management platforms	Digital media distribution channel	Social media publishing channel
Twitter www.twitter.com	A leading social media publisher offering marketers paid and earned distribution of marketing content; integration partnerships with leading marketing cloud and content marketing platforms	Digital media distribution channel	Social media publishing channel
Vimeo www.vimeo.com	A social video sharing website for the distribution and tracking of video content in social channels; integration partnerships with leading content marketing platforms	Digital media distribution channel	Social media publishing channel
YouTube www.youtube.com	A digital media channel for video hosting, distribution and sourcing that integrates with leading marketing cloud and content marketing platforms	Digital media distribution channel	Social media publishing channel

Content Distribution Solutions

Company	Description	Category	Type
Hootsuite www.hootsuite.com	A social relationship platform and listening tool that helps marketers monitor audience trends and publish content in social channels; integration with leading marketing cloud and content marketing platforms	Digital media distribution channel	Social relationship platform
Shoutlet www.shoutlet.com	A social relationship management platform that helps marketers monitor audience trends and publish content in social channels; integration with leading marketing cloud platforms	Digital media distribution channel	Social relationship platform
Spredfast www.spredfast.com	A social relationship management platform that helps marketers monitor audience trends, target their audiences and campaigns, and publish content in social channels; integration with leading marketing cloud platforms	Digital media distribution channel	Social relationship platform
Sprinklr www.sprinklr.com	A social relationship management platform that helps marketers monitor audience trends and publish content in social channels; integration with leading content marketing platforms	Digital media distribution channel	Social relationship platform
Accusoft www.accusoft.com	A social media channel for professional documents and white papers that makes it easy for marketers to distribute content, track engagement and capture reader profiles; integration with leading marketing cloud platforms	Digital media distribution channel	Branded thought leadership channel
WordPress www.wordpress.com	Web software that helps businesses publish, target and distribute marketing content on websites and blogs; integration with leading marketing cloud and content marketing solutions	Digital marketing distribution channel	Blog CMS platform
Vidyard www.vidyard.com	A video platform that streamlines distribution and offers a tracking view for analyzing customer engagement with videos on web assets; integration with leading marketing cloud and content marketing platforms	Digital marketing distribution channel	Video distribution platform
Acquia www.acquia.com	Web CMS development tools used by thousands of businesses to facilitate the efficient publishing and distribution of digital and video content; integration with leading content marketing platforms, blog and video publishing platforms	Digital marketing distribution channel	Web CMS development tools
Drupal www.drupal.com	An open-source CMS used by over a million businesses to facilitate the efficient publishing and distribution of digital and video content; integration with leading content marketing platforms	Digital marketing distribution channel	Web CMS platform
Squarespace www.squarespace.com	A software as a service (SaaS)-based web CMS that facilitates the management, targeting and distribution of marketing content in owned media channels; integration with a leading content marketing platform	Digital marketing distribution channel	Web CMS platform

Content Distribution Solutions

Company	Description	Category	Type
Microsoft Dynamics www.microsoft.com	A CRM platform that offers integration with marketing content management and sales enablement platforms to enhance content delivery to the field	Sales and service distribution channel	CRM content delivery
SAP CRM www.sap.com	A CRM platform that offers integration with marketing content management solutions to enhance content delivery to the field	Sales and service distribution channel	CRM content delivery
SugarCRM www.sugarcrm.com	A software as a service (SaaS)-based CRM platform focused on the midmarket that facilitates the delivery of content to sales; integration partnerships with leading marketing cloud platforms	Sales and service distribution channel	CRM content delivery
Hybris (SAP) www.hybris.com	An e-commerce solution that delivers customized shopping experiences through integration with marketing clouds to target and customize content within the commerce platform	Sales and service distribution channel	Customized shopping experiences
Magento www.magento.com	An e-commerce solution that delivers customized client offers through integration partnerships with several leading marketing cloud platforms	Sales and service distribution channel	Customized shopping experiences
Seismic www.seismic.com	A sales enablement tool with DAM and unique dynamic assembly of sales presentation from many content sources in context in face-to-face selling situations	Sales and service distribution channel	Dynamic sales presentation platform

Content Distribution Solutions

Company	Description	Category	Type
Showpad www.showpad.com	A mobile sales enablement tool that helps over 700 sales organizations easily find and leverage marketing content in face-to-face selling situations and track the impact of content on the customer journey	Sales and service distribution channel	Mobile sales enablement platform
Savo www.savogroup.com	A sales enablement tool with DAM and content recommendations that help sales organizations target, control and leverage marketing content in selling situations	Sales and service distribution channel	Sales enablement content portal
Brainshark Sales Accelerator www.brainshark.com	A sales enablement solution that simplifies the management and delivery of marketing content to salespeople and their clients via CRM partnership with Salesforce.com	Sales and service distribution channel	Sales enablement solution
CallidusCloud www.calliduscloud.com	A sales enablement tool with DAM and content recommendations that streamlines the delivery of content to salespeople and their clients via mobile, digital and CRM partnerships	Sales and service distribution channel	Sales enablement solution
ClearSlide www.clearslide.com	A sales engagement platform that helps sales deliver content to clients via mobile, e-mail, web and face-to-face channels	Sales and service distribution channel	Sales enablement solution
Docurated www.docurated.com	A cloud-based sales enablement tool that accelerates discovery of the right marketing and sales content by sales through integration partnerships with leading CRM platforms	Sales and service distribution channel	Sales enablement solution
KnowledgeTree www.knowledgetree.com	A sales enablement platform that makes prescriptive content recommendations to sales teams via integrations with leading CRM and marketing cloud platforms	Sales and service distribution channel	Sales enablement solution
Forbes SocialPort www.forbes.com/socialport	A social selling platform that integrates with leading CRM platforms to help guide salespeople on how to use content in sales conversations across the social ecosystem while adhering to brand and compliance standards	Sales and service distribution channel	Social sales enablement
Lithium www.lithium.com	A software as a service (SaaS)-based software that provides social customer management for enterprises and integrates with leading content marketing and marketing cloud platforms	Sales and service distribution channel	Social sales enablement
Peoplelinx www.peoplelinx.com	A social selling platform that guides salespeople on how to use content in social channels to build relationships, attract qualified leads and drive deals; partnership integration with major CRM and marketing cloud platforms	Sales and service distribution channel	Social sales enablement
Jive www.jivesoftware.com	A social communication and collaboration platform for modern, mobile business that connects employees, customers and partners with content and integrates with leading content marketing platforms	Sales and service distribution channel	Sales enablement solution

Content Optimization Solutions

Company	Description	Category	Type
Kontera www.amobee.com	A content discovery and brand intelligence platform from Amobee that tracks real-time content consumption intelligence and integrates with the Salesforce.com Social Studio platform	Content performance analytics	Content consumption tracking
Docalytics www.docalytics.com	A content analytics tool that helps marketers optimize content by tracking how customers engage with and consume long-form content such as e-books, white papers, case studies or presentations; integrated with Marketo marketing cloud	Content performance analytics	Content consumption tracking
BrightEdge www.brightedge.com	A content optimization tool that helps over 8,000 businesses improve content performance and ROI in social, mobile and digital channels with real-time coaching, suggestions and audience trend analysis; integrates with content marketing and marketing cloud solutions to manage content performance in real time	Content performance analytics	Content optimization and ROI analysis
Atomic Reach www.atomicreach.com	A platform that uses predictive analytics and audience targeting insights to streamline the content optimization process by integrating with content marketing platforms to evaluate and enhance content that is in production, and recommending changes to optimize performance	Content performance analytics	Content optimization recommendations
Domo www.domo.com	A business management platform that streamlines the process of assembling, analyzing and visualizing the information executives need to manage content operations at scale in concert with a leading content marketing platform	Content performance analytics	Performance reporting dashboards
Tableaux www.tableaux.com	An analytics platform for analyzing and presenting big data that helps measure content ROI with management reporting dashboards, codeveloped with leading content marketing and sales enablement platforms	Content performance analytics	Performance reporting dashboards
Sysomos www.sysomos.com	Social media monitoring tools that give marketers the intelligence and insight needed to make smarter business and optimize content strategy; integration with leading content marketing platforms	Content performance analytics	Social intelligence
Google Analytics www.google.com	A website analytics tool that supports content consumption and performance measurement as well as target profile development through integration partnerships with leading content marketing and marketing cloud platforms	Content performance analytics	Website analytics
Unmetric www.unmetric.com	A social media intelligence tool that tracks and analyzes the online behavior of over 30,000 brands with leading content marketing channels; integration partnerships with leading content marketing platforms	Content planning tools	Audience intelligence brand analysis
TrackMaven www.trackmaven.com	A competitive intelligence platform that supports content sourcing and topic modeling; integration with leading marketing cloud platforms	Content planning tools	Audience intelligence competitive intelligence

Content Optimization Solutions

Company	Description	Category	Type
Idio www.idioplatform.com	An audience intelligence platform that supports content and topic recommendations and integrates with a leading content marketing platform	Content planning tools	Audience intelligence content recommendations
TrendSpottr www.trendspottr.com	A real-time audience intelligence tool, using big data for early prediction of content trends and audience sentiment to support content planning and the editorial agenda; integration partnerships with leading content marketing and marketing cloud platforms	Content planning tools	Audience intelligence predictive intelligence
Brandwatch www.brandwatch.com	An audience intelligence social listening and analysis solution that supports data-driven content strategies for over 1,000 marketers and has integration partnerships with leading content marketing platforms.	Content planning tools	Audience intelligence social listening

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IV ABOUT SEISMIC

Seismic is the leading sales enablement solution that increases marketing effectiveness and sales productivity with sales content that finds reps and personalizes itself. Marketers control the creative while supporting the sales. By creating, customizing and analyzing sales materials using Seismic, our customers dramatically increase time spent selling and improve win rates. With offices in San Diego, Boston, Chicago, New York and Melbourne, Seismic is privately held by its three-time serial entrepreneur executive team and leading venture capital firms JMI Equity and Jackson Square Ventures.

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