digitalNow 2016 :
Conquering the Content Universe

Kristina @Halvorson
ContentStrategy.com
ConfabEvents.com
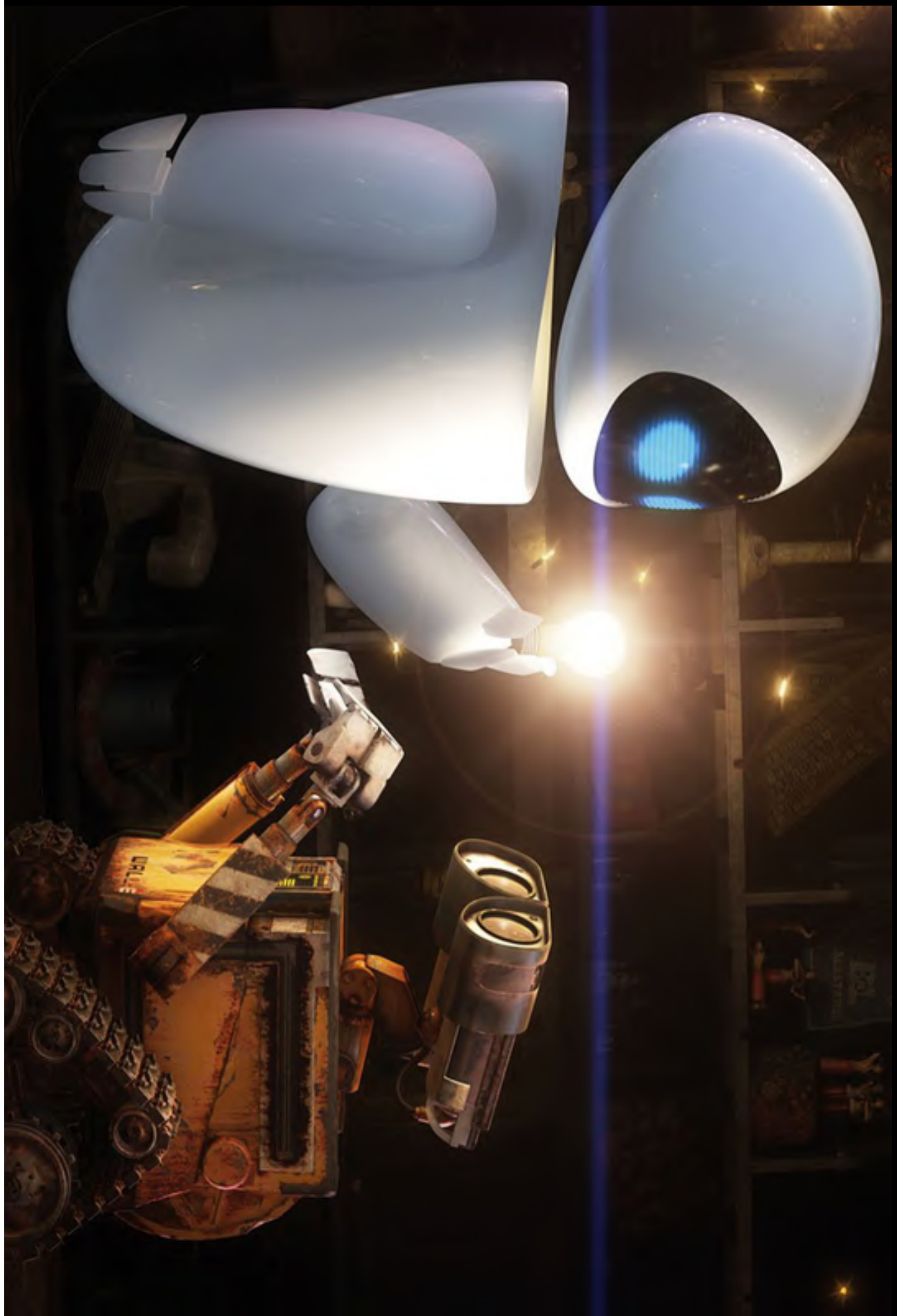BrainTraffic.com

DO YOUR PART
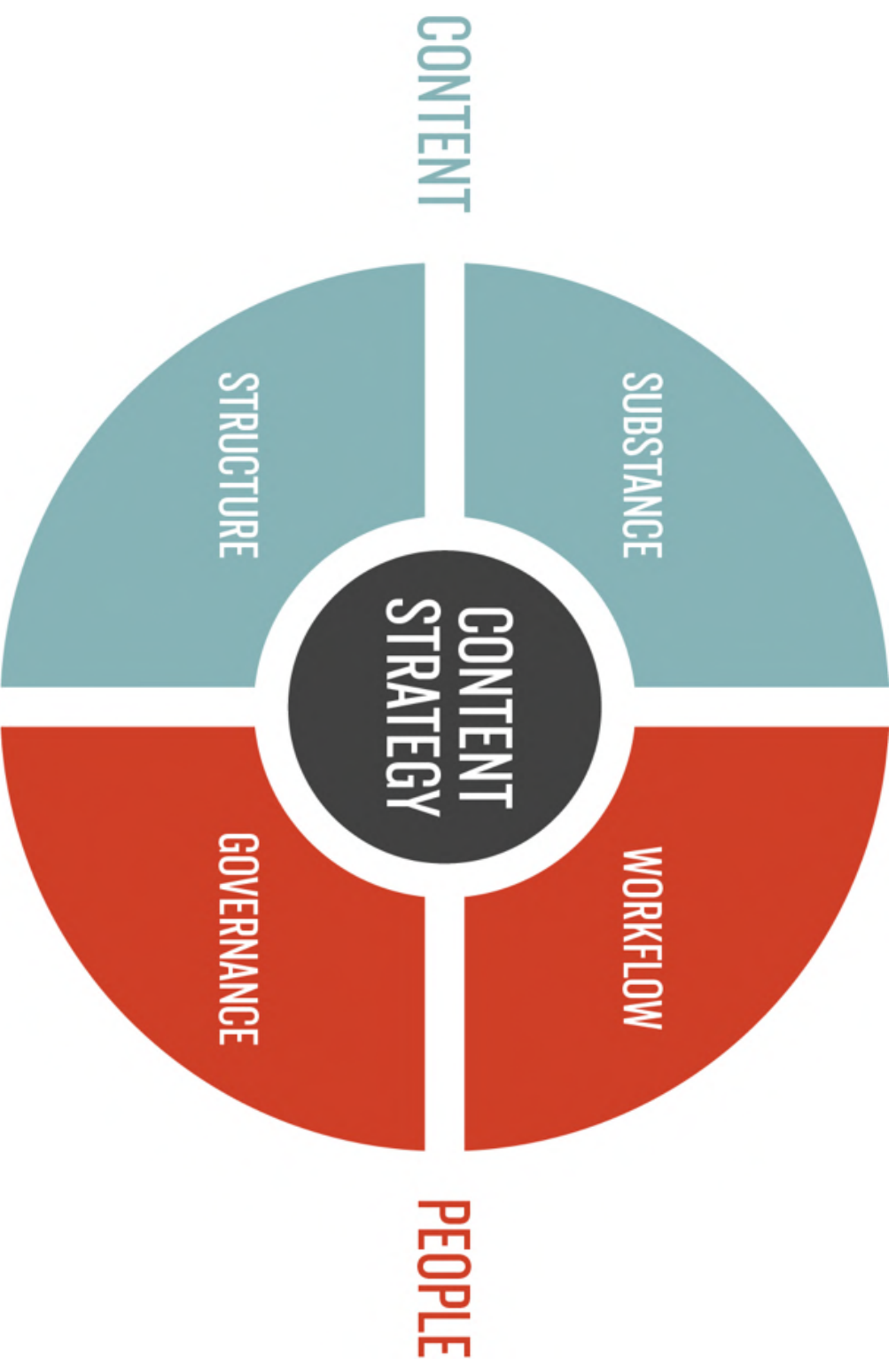ALL YOUR PART

Content Strategy

Content strategy guides the creation, delivery, and governance of useful, usable content.

Not just …

- What

But also…

- What
  - With what
- Why
  - Where
- How
  - When
- When
  - How often
- For whom
  - What next

CONTENT

PEOPLE

STRUCTURE

SUBSTANCE

CONTENT STRATEGY

GOVERNANCE

WORKFLOW

STRUCTURE

SUBSTANCE

STRATEGY

CONTENT

GOVERNANCE

WORKFLOW

HBR's 10 MUST READS

On Strategy

FEATURING
"What is Strategy?"
By Michael E. Porter

If you read nothing else on strategy, read these definitive articles from Harvard Business Review.

RICHARD P. RUMELT

"A spark in the field of strategy"

GOOD STRATEGY BAD STRATEGY

The Difference and Why It Matters

PETER F. DRUCKER

THE ESSENTIAL DRUCKER

The Best of Sixty Years of Peter Drucker's Essential Writings on Management

---

JOHN P. KOTTER

LEADING CHANGE

---

second edition

What is Strategy – and does it matter?

Richard Whittington

JOAN MAGRETTA

UNDERSTANDING MICHAEL PORTER

The Essential Guide to Competition and Strategy

GOAL

STRATEGY

TACTIC
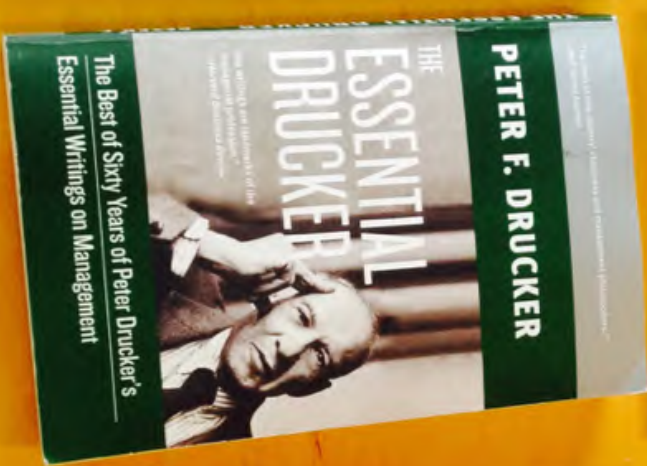
We will become the industry leader in the financial services arena by providing consumers with compelling, valuable content across all channels that deepens the brand relationship and drives business across all our product lines.

We will become the industry leader in the **[INSERT INDUSTRY]** arena by providing consumers with compelling, valuable content across all channels that deepens the brand relationship and drives business across all our product lines.

We will grow our online customer base to 300,000 active accounts by focusing our digital efforts on **localizing content** and fixing the **cross-channel user experience**.

Strategy forces us to **prioritize**

Where do we start?

We have too much content.

We don't have enough content.

Our content is inconsistent.

We create content in silos.

We have no success metrics.

We have no customer research.
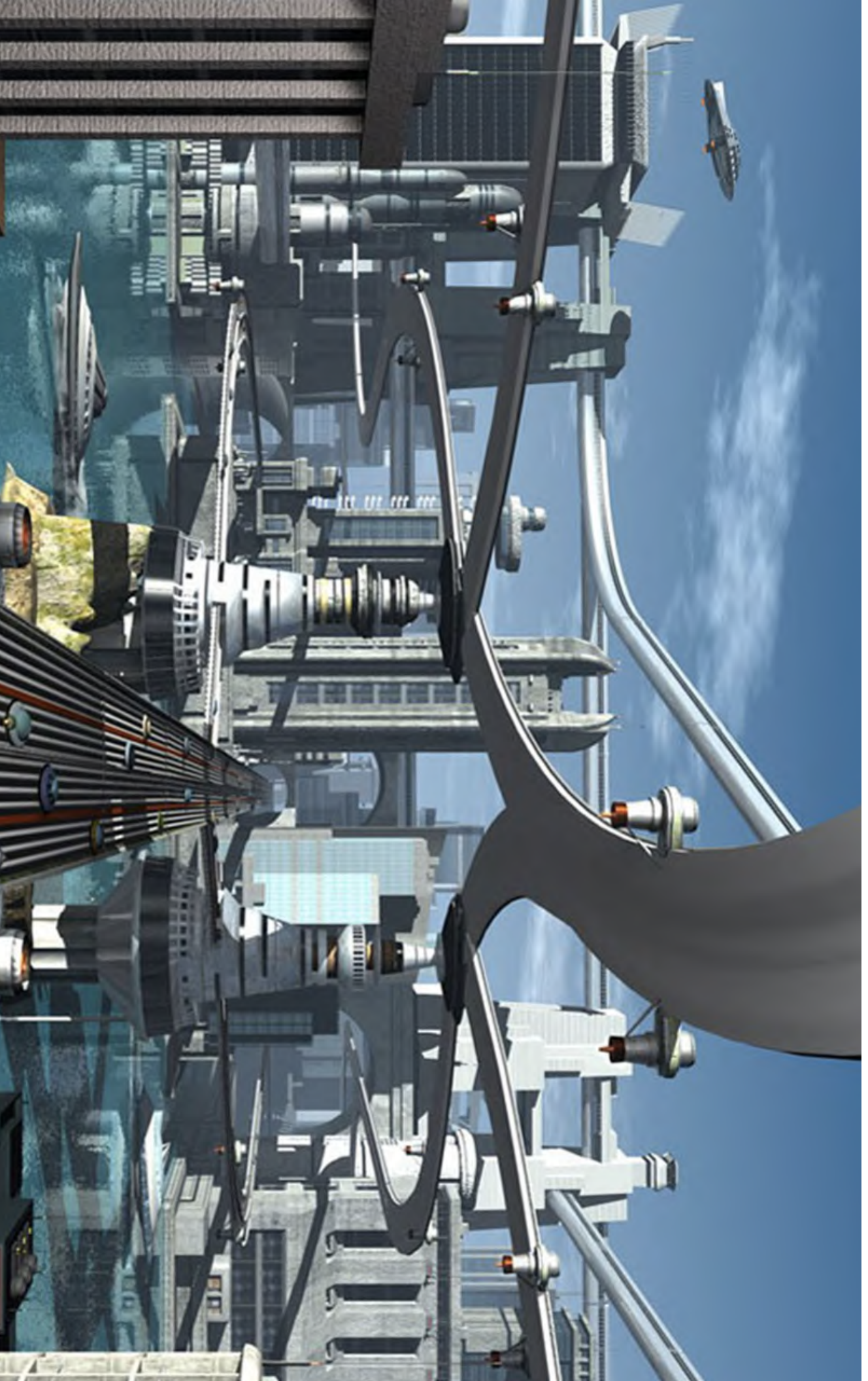
My boss doesn't get it.

My team doesn't get it.

We have 12 sucky CMSes.

Our content isn't structured.

Responsive design broke it.

What if I get hit by a bus.

Case study: ASAE

asae®

The Center for Association Leadership

"The right content, to the right person, in the right place, at the right time."

- What
- Why
- How
- When
- For whom

- With what
- Where
- When
- How often
- What next

PART 1

- Define a unified content strategy.

PART 2

- Use ASAEcenter.org and ACHQ as proofs of concept.

PART 3

- Develop a content governance framework.

PART 4

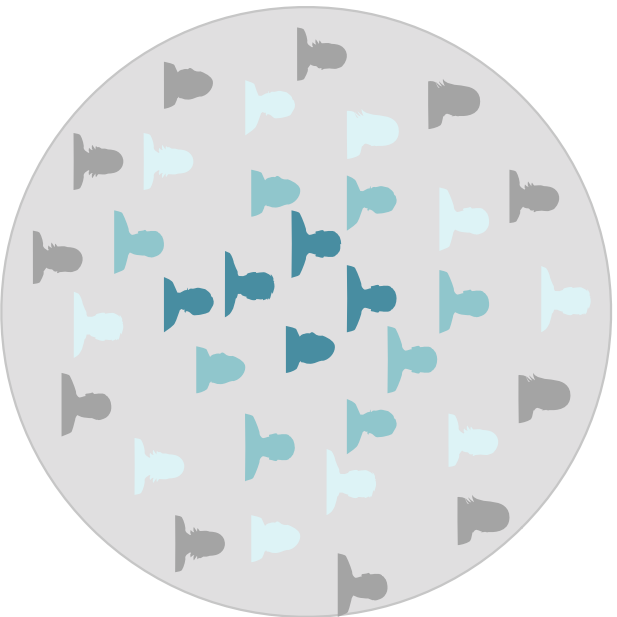- Decide how content marketing can support ASAE business goals.

STEP ONE:
Business Outcomes + Audience Needs

BUSINESS GOALS

- Convert prospects to members.
- Increase revenue from purchases of products and services by members and nonmembers.
- Increase advertising revenue from ad-supported content vehicles.
- Increase member retention rates.

AUDIENCES

True believers
Strivers
Bystanders
Outsiders

True Believers

These are active, experienced members of ASAE. They see themselves as association experts and hold strong opinions about the association landscape. They actively support ASAE's mission and want a say in how you deliver on it. They are likely to contribute content as well as consume it.

Strivers

These are industry up-and-comers. They are developing their passion for the association world and want to prove themselves to their employer and their peers. Strivers want to get involved as a way to develop their skills and expertise and build their association reputations.

Bystanders

These are more passive ASAE members. They are usually experienced, but not very passionate about associations or their work. They are most likely to engage with content only when they need something specific. Their employers may have an organizational membership, but they don't feel terribly connected to ASAE themselves.

Outsiders

These are non-members, many of whom are newer to the association world. They might have stumbled upon association opportunities in a job search, but aren't sure what associations are, how they work, and whether they are the right fit for them. Or they might be new to an association role and trying to navigate the landscape.

STEP TWO:
Assessment + Analysis

We have too much content.

We don't have enough content.

Our content is inconsistent.

We create content in silos.

We have no success metrics.

We have no customer research.

We have no customer research.

My boss doesn't get it.

My team doesn't get it.

We have 12 sucky CMSes.

Our content isn't structured.

Responsive design broke it.

What if I get hit by a bus.

LET'S BUY SOME NEW TECHNOLOGY!

STEP THREE:
Strategy

UNIFIED CONTENT STRATEGY

ASAE provides association-centric information, education, tools, and news for members and prospective members to:

- Help professionals who lead, manage, and work in associations thrive in their careers and advance their organizations

- Propel long-term, revenue-producing relationships with us

ASAE Unified Content Strategy

Strategic Focus

Refers to the kind of content ASAE creates, curates, and shares across digital channels. A key characteristic of our content is that it specifically and explicitly addresses challenges, opportunities, practices, and guidelines related to association leadership and management.

User Needs

Refers to how content helps ASAE deliver on its promise to provide exceptional experiences, a vibrant community, and essential tools that make association professionals and their organizations more successful.

... help professionals who lead, manage, and work in associations thrive in their careers and advance their organizations.

ASAE's provides association-centric information, education, tools, and news for members and prospective members ...

... to ...

... propel long-term, revenue-prucing relationships with us.

Audience Definition

Included to specify that this content strategy is focused on ASAE's content for association professional members and prospective members. While there may be some overlap and similarities, it does not address content for partners or policymakers.

Business Priorities

Refers to how content should help ASAE meet revenue goals by cultivating a primary path from non-member bystander to long-term engaged member and advocate and supporting secondary paths that contribute to incremental revenue.

Strategic Focus

Refers to the kind of content ASAE creates, curates, and shares across digital channels. A key characteristic of our content is that it specifically and explicitly addresses challenges, opportunities, practices, and guidelines related to association leadership and management.

ASAE's provides association-centric information, education, tools, and news for members and prospective members ...

... to ...

ASAE Unified Co

...s provides association-centric

...ation, education, tools, and news

...mbers and prospective members ...

... to ...

...ad,
...ations
...vance

... propel long-term,
revenue-producing
relationships with us.

Business Priorities ▲

Refer to how content should help

Audience Definition

Included to specify that this content strategy is focused on ASAE's content for association professional members and prospective members. While there may be some overlap and similarities, it does not address content for partners or policymakers.

... help professionals who lead, manage, and work in associations thrive in their careers and advance their organizations.

User Needs

Refers to how content helps ASAE deliver on its promise to provide exceptional experiences, a vibrant community, and essential tools that make association professionals and their organizations more successful.

... to ...

... ad,
... tions
... vance

... to ...

... propel long-term, revenue-producing relationships with us.

Included to specify that this content strategy is focused on ASAE's content for association professional members and prospective members. While there may be some overlap and similarities, it does not address content for partners or policymakers.

Business Priorities

Refers to how content should help ASAE meet revenue goals by cultivating a primary path from non-member bystander to long-term engaged member and advocate and supporting secondary paths that contribute to incremental revenue.

One-Off Engagement ——— Casual Engagement ——— Consistent Engagement →

Non-Member ——— New Member ——— Long-Term Member →

Fully-Engaged Member & Advocate

LEGEND

Personas
- True Believer
- Striver
- Bystander
- Outsider

Priorities
- Priority Path
- Supported Path
- Conversion Opportunities

The content we produce helps ASAE accomplish

_____ and _____ by
<Goal> <Goal>

providing _____ and _____ content that
<Descriptive word or phrase> <Descriptive word or phrase>

makes _____ feel _____ or _____ and/or
<Audience> <Emotion or Adjective> <Emotion or Adjective>

so that they can _____

_____ <Task>
<Task>

_____.
<Task>

STEP FOUR:
Implementation

STRUCTURE

SUBSTANCE

AUDIT THE CONTENT.

REORGANIZE THE CONTENT.

STRUCTURE FOR RESPONSIVE DESIGN.

REWRITE THE COPY.

YOUR COMPANY IS BROKEN.

YOUR TOOLS SUCK.

YOU'RE WAY BEHIND.

YOU ARE DUMB.

GOVERNANCE

WORKFLOW

■ PEOPLE COMPONENTS

PROCESS MATURITY

ORGANIZATIONAL CONFIDENCE

This 5-level Content Strategy Maturity model (CCMM) as a guideline to help organizations assess their processes and improve their organizational processes for developing and publishing content.

Level 1: REACTIVE

Content is handled on an ad-hoc basis ("create and fling"), with little thought to its management or consequences.

Level 2: TACTICAL

The organization has adopted multiple publishing processes, often in silos, without connections between them.

Level 3: INTEGRATED

Some planning has resulted in integration of content at the publishing end, but not earlier in the content lifecycle.

Level 4: MANAGED

Content is treated as a corporate asset and managed with appropriate checks and balances, both in processes and technologies.

Level 5: STRATEGIC

Content is a key aspect of an organization's digital strategy, and recognized for its complexity, and impact on the user experience.

Intentional Design.ca
Content strategies for business impact

Level 1: REACTIVE

Content is handled on an ad-hoc basis ("create and fling"), with little thought to its management or consequences.

The organization has adopted multiple publishing processes, often in silos, without connections between them.

Level 1: REACTIVE

Content is handled on an ad-hoc basis ("create and fling"), with little thought to its management or

Level 2: TACTICAL

The organization has adopted multiple publishing processes, often in silos, without connections between them.

Some planning has resulted in integration of content at the publishing end, but not earlier in the content lifecycle.

Level 2: TACTICAL

The organization has adopted multiple publishing processes, often in silos, without ..

Some planning has resulted in integration of content at the publishing end, but not earlier in the content lifecycle.

Level 3: INTEGRATED

Content is treated as a corporate asset and managed with appropriate checks and balances, both in processes and technologies.

Level 3:
INTEGRATED

Some planning has resulted in integration of content at the publishing end, but not earlier in the content

Content is treated as a corporate asset and managed with appropriate checks and balances, both in processes and technologies.

Level 4:
MANAGED

Content is a key aspect of an organization's digital strategy, and recognized for its complexity, and impact on the user experience.

Level 4:
MANAGED

Content is treated as a corporate asset and managed with appropriate checks and balances, both in processes and ...

Level 5:
STRATEGIC

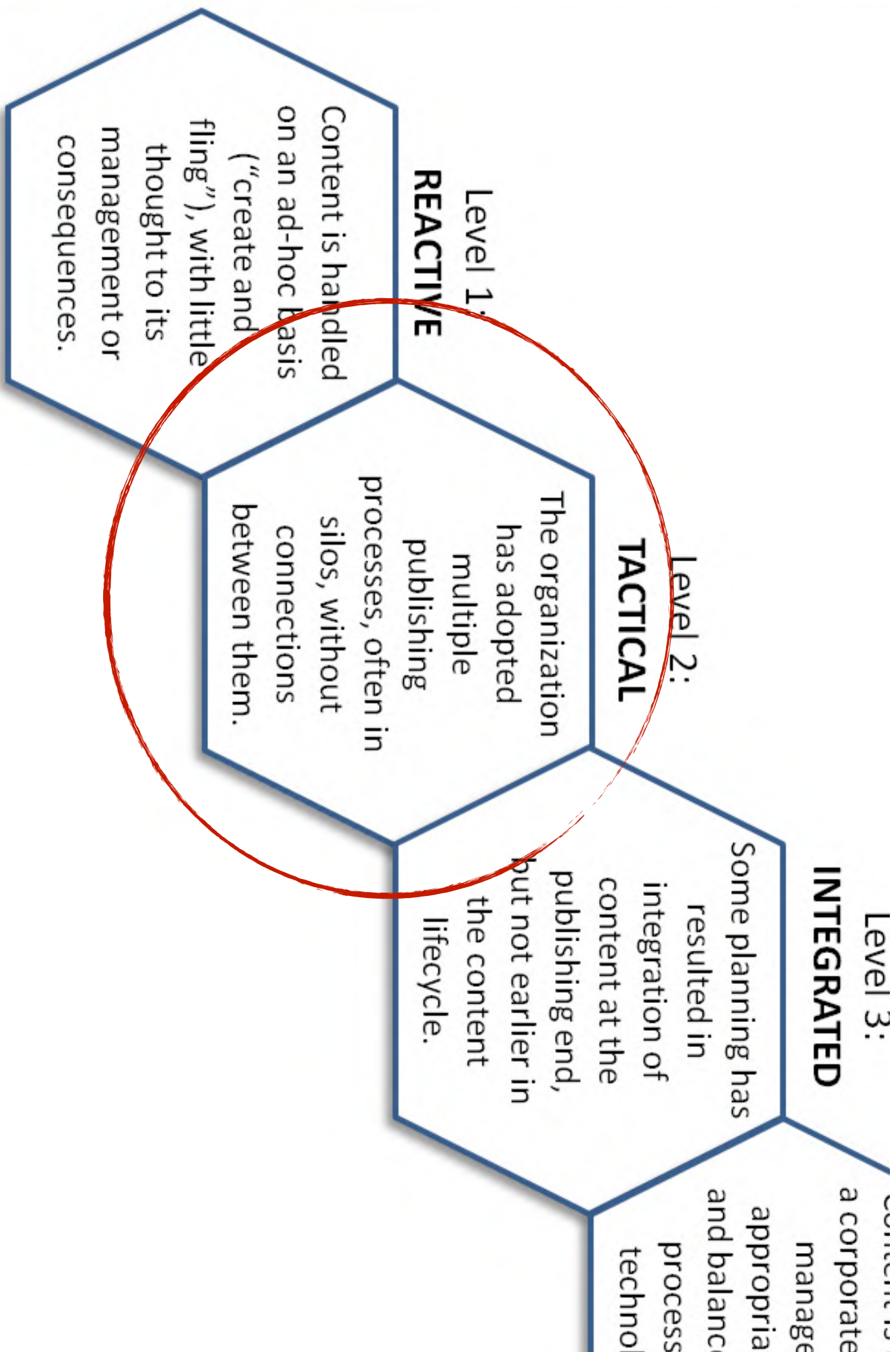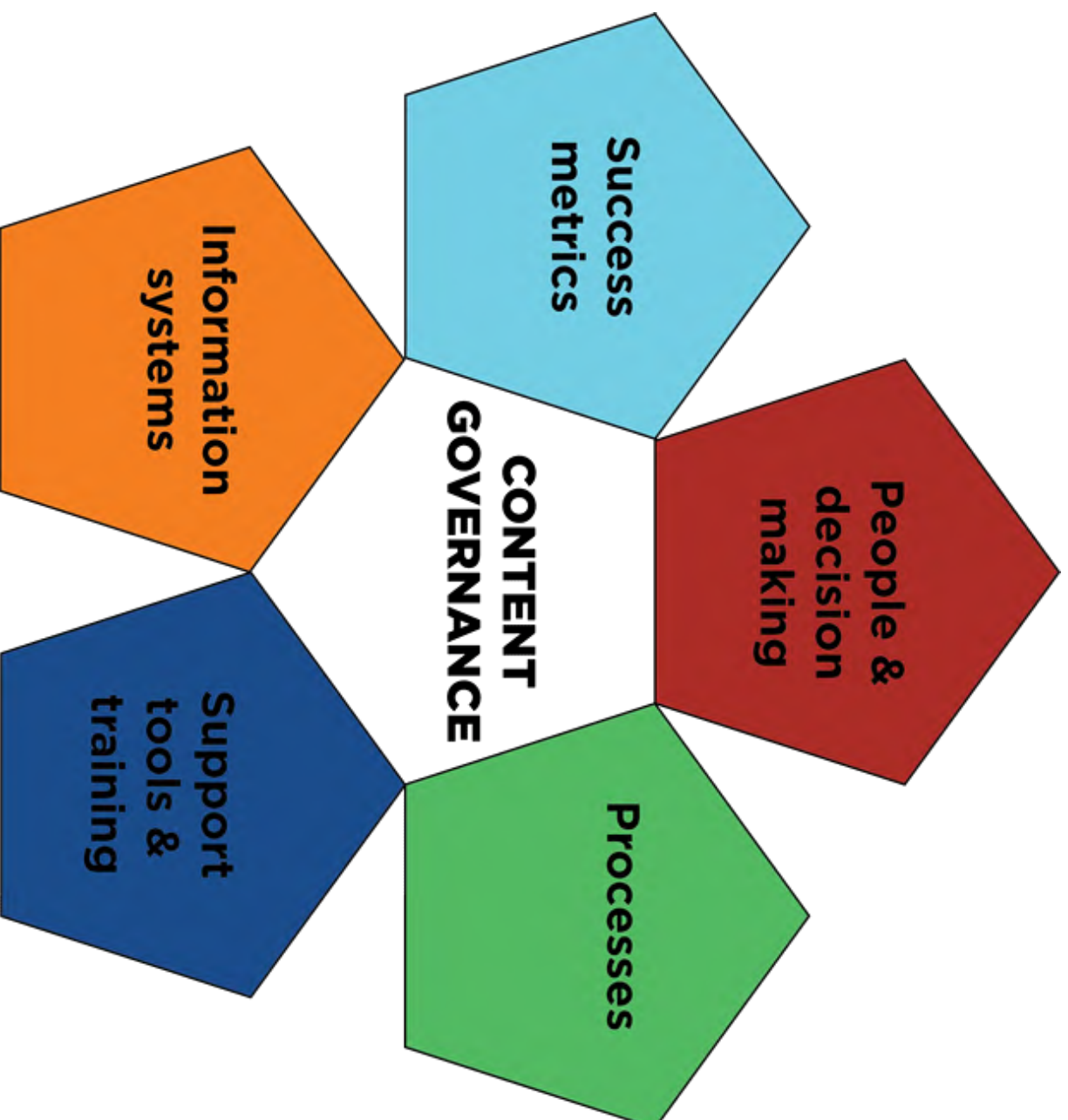Content is a key aspect of an organization's digital strategy, and recognized for its complexity, and impact on the user experience.

Level 1: REACTIVE

Content is handled on an ad-hoc basis ("create and fling"), with little thought to its management or consequences.

Level 2: TACTICAL

The organization has adopted multiple publishing processes, often in silos, without connections between them.

Level 3: INTEGRATED

Some planning has resulted in integration of content at the publishing end, but not earlier in the content lifecycle.

a corporate manage appropria and balanc process technol

CONTENT GOVERNANCE

Success metrics

Information systems

People & decision making

Support tools & training

Processes

Results?

asae®

The Center for Association Leadership

Join   Give   Shop

Search: search 🔍

Community   **Education   Resources**   **Advocacy   About ASAE**

Top Topics: Leadership   Membership   Human Resources   Marketing   Meetings   Technology   ● Browse More Topics

FEATURED FROM ASAE

1 2 3 4

CAE Kickoff
September 10-12, 2013
Washington, DC

Get the confidence you need to study for success

Learn more today!

Get the Latest

Membership
Hiring for the Member-Centric Mindset

Calling on Members:
Tech Association Embarks on Statewide Tour

Join us for American Associations
Day: March 25-26, 2014

(A)

Research Insights

❖ Decision To Series
❖ Operating Ratio Report
❖ Salary Tables

Upcoming Programs and Events

Symposium for Chief Staff Executives and Chief Elected Officers (CEO Symposium)
January 13, 2014

Association Management Week
January 13, 2014

Symposium for Chief Staff Executives and Chief Elected Officers (CEO Symposium)
January 15, 2014

View full calendar

Multimedia

now associations
TIPS AND DATA

★asaefoundation
Advancing Association and Nonprofit Leadership
events

asae®

The Center for Association Leadership

Resources ⌄ Programs ⌄ Membership ⌄ Advocacy ⌄ About ASAE ⌄

Login | Give | Marketplace

Search
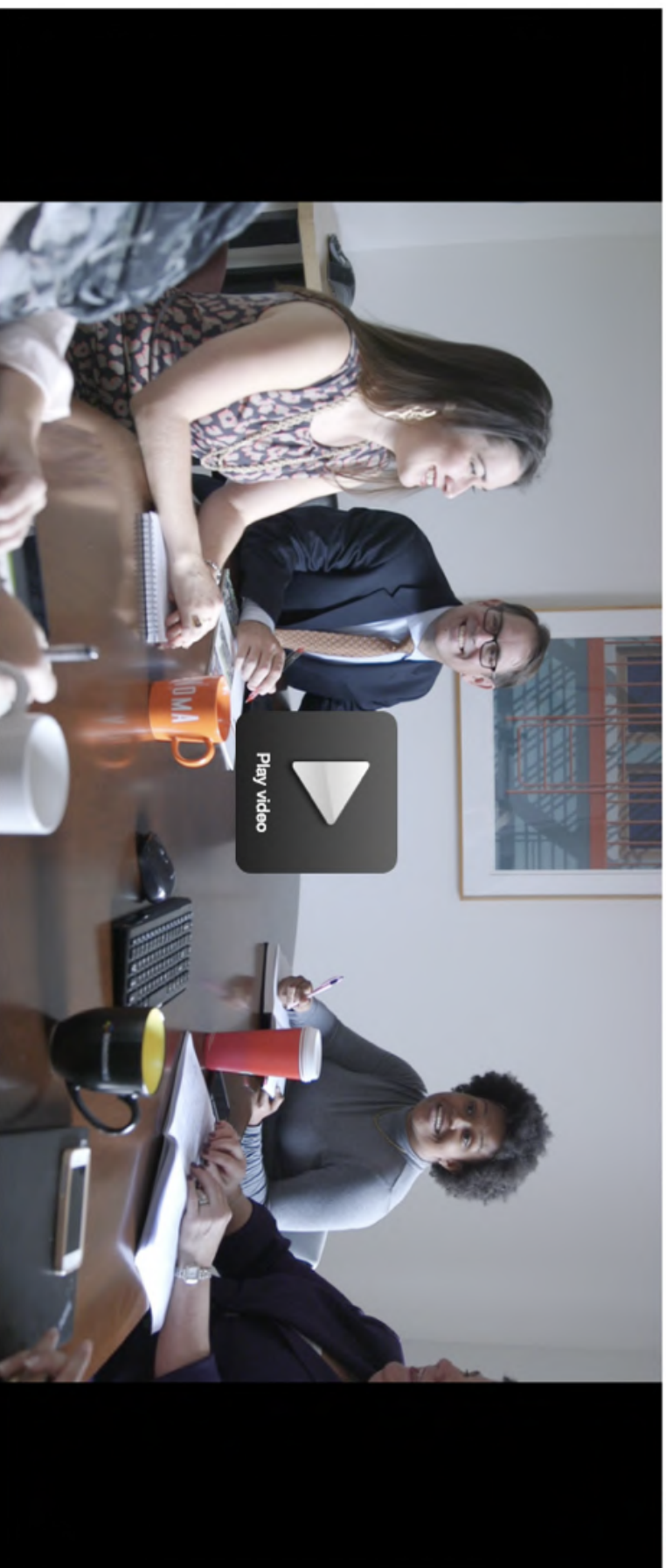
ASAE helps associations and association professionals transform society through

Play video

share

GLOBALIZATION

THIS CONTENT REQUIRES A VALID MEMBERSHIP

ARTICLE

Global Conference Strategies: Should You Rotate Your Events or Select a Permanent Venue?

CHAPTER/COMPONENT RELATIONS

THIS CONTENT REQUIRES A VALID MEMBERSHIP

ARTICLE

Are Federated Association Structures Becoming Obsolete?

ARTICLE

Maximizing Volunteer Involvement

How can organizations make sure volunteer service is mutually productive and meaningful? An ASAE Foundation research effort is pinpointing where associations are capitalizing on volunteer engagement and where they have room to grow.

Personalize Your Experience

No two ASAE members are alike. To make sure that you see content that's relevant to you, tell us more about your specific needs and interests.

UPDATE YOUR PROFILE ›

FIND A JOB ❯   POST A JOB ❯

Manage Account ❯   About Us ❯   Contact Us ❯

Job Search Strategies   Career Management   Recruitment Strategies   Talent Management

Job Seekers **Sign In**

Your Account ▼

❓ Help

Employers? Sign In and More

Home   **Jobs**   Your Profile   Resources

Search

◎ Browse   📍 Explore   ✉ Your Job Alerts   ★ Your Saved Jobs

Keywords   ⓘ ✕   Location   ▾

☐ Only show jobs that allow telecommuting.

SEARCH JOBS ⌄

549 Jobs

Sort By Newest ▾

FEATURED

Chief Executive Officer (CEO)

Ohio State Medical Association

Columbus, Ohio

2 Weeks Ago

Ohio State Medical Association
Bringing physicians together for a healthier Ohio

★

FEATURED

Manager, Communications and Public Relations

National Association of School Psychologists

Bethesda, Maryland

3 Weeks Ago

NASP
NATIONAL ASSOCIATION OF
School Psychologists

★

Where do you start?

INNOVATE OR DIE

ALWAYS BE SHIPPING

CRUSH IT!

Be pragmatic!

slow down

Fix the basics.

Focus.

"

We live in a moment of history
where change is so speeded up
that we begin to see the
present only when it is already
disappearing.

– R.D. Laing

A new way.

Kristina @Halvorson
ContentStrategy.com
ConfabEvents.com
BrainTraffic.com