



Global Content Strategy: This is Going to be Big!



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Executive Summary

Enterprises are still in the relatively early stages of integrating content strategy as a discipline, not only into the marketing mix, but also into operations and technology. As a result, they realize content must permeate the entire organization. Multinational companies face a geometrically more complex challenge: scaling content across borders, languages, cultures, and teams. In this report we examine the specific challenges of creating an effective global content marketing strategy as well as best practice recommendations based on numerous interviews as well as strategic content engagements with a variety of multinational organizations.

Multinationals tend to make one of two mistakes with global content strategy. Either authority is consolidated and centralized, leaving little room or ability to culturally or linguistically 'translate' content, re-use and re-purpose assets or account for local calendars, regional issues, or even linguistic variations and dialects. Or conversely, content authority and guidance are decentralized. Countries or regions are left to their own devices, often leaving initiatives up to inadequately trained staff who lack tools and expertise, guidance, and access to content and brand assets.

Global content strategy requires both bottom-up and top-down coordination. Regional initiatives inform global authority, and vice versa. This research examines how global content strategy initiatives can achieve that point of balance.

Opportunity: Cost Savings, Scale, and Deeper Market Understanding

In addition to economies of scale across people, processes, and technologies, the untapped opportunity of a truly global content strategy is an extremely granular and rich understanding of customers and markets worldwide. The ability to anticipate needs, wants, affinities and expectations, while also surfacing unique insights, can power better marketing across all channels, devices, and localities. Last, but hardly least, is the fact that a sound global strategy and planning at scale results in significant cost savings and wiser investments.

Challenge: Decentralized Content Strategies

Decentralized and/or Multiple Content Strategies

It's not that large global enterprises lack content strategy. Nearly all the enterprises we formally interviewed with for this report have a content strategy in place. Instead, the challenge is implementation; it can be a battle for hearts and minds as well as for budget and executive buy-in. "Strategy is a piece of paper," laments one senior executive.

Challenges facing existing content strategies are myriad as they are frustrating. Adoption of these strategies, from executive buy-in to far-flung staff is frequently cited. Strategy exists for some content initiatives, such as social media, but not others, such as the company website. Adoption by business units is another near-universal problem. One large global brand, for example, has differing formal strategies in various global regions; the company's challenge is cohesively tying these together.

Conversely, one global enterprise has a top-down global strategy that can be tone deaf when it comes to regional adoption. Leaders select global marketing and branding elements with little regards for how images or ideas might translate across cultures and borders.

Case in Point: Naming conventions and regional semantics matter. An enterprise's US headquarters acquired rights to NFL assets for a global marketing campaign, oblivious to the fact that "football" means something very different in the USA than it does in every other country on the planet. When creative assets were sent to foreign offices, marketing staff were flummoxed, not to mention bereft of content assets.

Proximity impacts a country or region's content needs. "Global" content doesn't always fulfill what a locality requires, nor is it as relevant as local news, events or cultural issues that are geographically closer.

Additional content strategy challenges include:

- Confusing individual campaign strategy for an overarching content strategy
- Scaling content strategy across different regions and business units
- Diverse regional content strategies with no overarching global coordination
- Adoption of content strategy across the enterprise
- Channel strategy, as the ecosystem broadens and audience/algorithms are ever-changing.
- Creating "global anchor" content that can be modified by diverse groups
- Customer experience, particularly as related to emerging technologies and related changes in consumer behaviors.
- Ability to implement the voice of the customer at the core of content strategy initiatives.
- Having too many metrics
- Measuring the wrong things

Challenges: People, Process, and Technology

Global content strategy challenges fall into three areas: People, Processes, and Technology. While none of these areas are unique to global content strategy, scaling each area to function globally is exponentially complicating. Each of these areas contains multiple sub-categories that will be examined below. While challenges fall into one area, e.g. People, all tend to bleed into other areas as well, as the figure below illustrates. Overall, the top challenges global content strategists say they face are as follows:

FIGURE 1 GLOBAL CONTENT STRATEGISTS' TOP CHALLENGES



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People

Change Management and Evangelization

Content is a relatively new disciple in many organizations, particularly at a global scale. A lone evangelist or manager cannot work on a global scale. To identify regional evangelists, or at least enthusiasts, and to begin to spread the gospel of content, informal workshops can be held to introduce new concepts and to identify hand-raisers who can be tapped to spearhead regional efforts.

Training & Education

Organizations, particularly global ones, quickly come to realize content isn't just about writing skills. The ability to create for different channels and media is essential (video, apps, social media, graphic design, etc.). Staff must also be trained to use tools, adhere to brand and legal guidelines, and to understand KPIs, goals and metrics. When training is focused only on legal/regulatory compliance around content, not the crux of strategy or how to create, disseminate, and measure content marketing, it's an indicator of low content strategy maturity. New types of content and channels, as well as storytelling skills, require different types of expertise that require training when transitioning legacy employees into content roles.

Different Understandings of Content

Training also serves the purpose of creating a baseline understanding of content across the organization. What is content marketing? What purpose does it serve? How does it fit into the marketing organization, and what are the roles and functions around content strategy? Even domestically, understanding can vary dramatically across roles, divisions and even individuals. Creating a common understanding and language for content is an often-overlooked foundational element of global content strategy.

Lack of Executive Support

When it comes to strategic coherence, C-suite buy-in, as well as executive churn, can be major points of friction "We've had four CEOs and four CMOs in the time I've been here," laments one content chief.

Team Structure

In most global organizations, content isn't yet its own division. In European companies such as Bosch and Munich RE, content tends to ladder up to communications. Goals are associated with lead generation, brand reputation and employee communications. Organizations without formal content divisions tend to hire marketing generalists rather than niche-specific expertise. They work towards an Agile marketing structure, assembling and disassembling teams as needed.

Far fewer companies have international content strategy groups. These take a converse approach. Teams of specialists are deployed, such as IBM's Diamond Team organization. These teams can quickly execute projects with the right people from varied disciplines at the table. These teams work together regularly, enabling more rapid deployment.

On a more local level, content groups are determined by country/region size, language, and content needs. For example, German or English speaking regions in Europe may have larger teams, while smaller or more linguistically limited markets such as Greece or Italy often scramble for dedicated content resources.

In a risk-averse cultures, legal review takes precedence over efficient content creation and distribution. Legal can be a tremendous obstacle to the ability to create a global content oversight group or governing body.

Achieving a Global Mindset

Less mature organizations tend to have regional content strategies (or at least initiatives) but no coordination at a global level. This prevents content strategy from tying back to an overall marketing strategy, results in inconsistent messaging and wasted resources when content is not repurposed, localized, or otherwise reused .

More mature companies strive to strike a balance between centralized content leadership and local autonomy. Global teams ensure scale and a cross-geographical strategy implementation, while local teams are responsible for actual content creation based on their individualized market knowledge.

This can take many diverse forms. None are clear winners, but more successful global players are acting with great deliberation and purpose.

Process

Those responsible for global strategy are charged with thinking at a higher level than local groups or individual business units. Their mandate is to create the governance and processes that can be adopted across any and all regions.

Proactive Rather Than Reactive Systems

Creating systems that enable, rather than hinder, workflow is a significant global content challenge. Ultimately, a successful content strategy will enable a content strategy that is proactive, rather than reactive. Planning, process development, and alignment is critical to global content marketing success. Without that foundation, efforts will remain siloed and not adopted at a global scale. However process is not merely a logistical challenge. "Process is where it gets expensive, and quality is first casualty," asserts one global content executive.

Communication and Collaboration

The first challenge global content leaders face is enabling collaboration and communication between groups, as well as across countries and timezones. Collaboration tools and platforms (addressed below) aid in planning and executing a global content strategy, aligning around processes and sharing assets and campaigns.

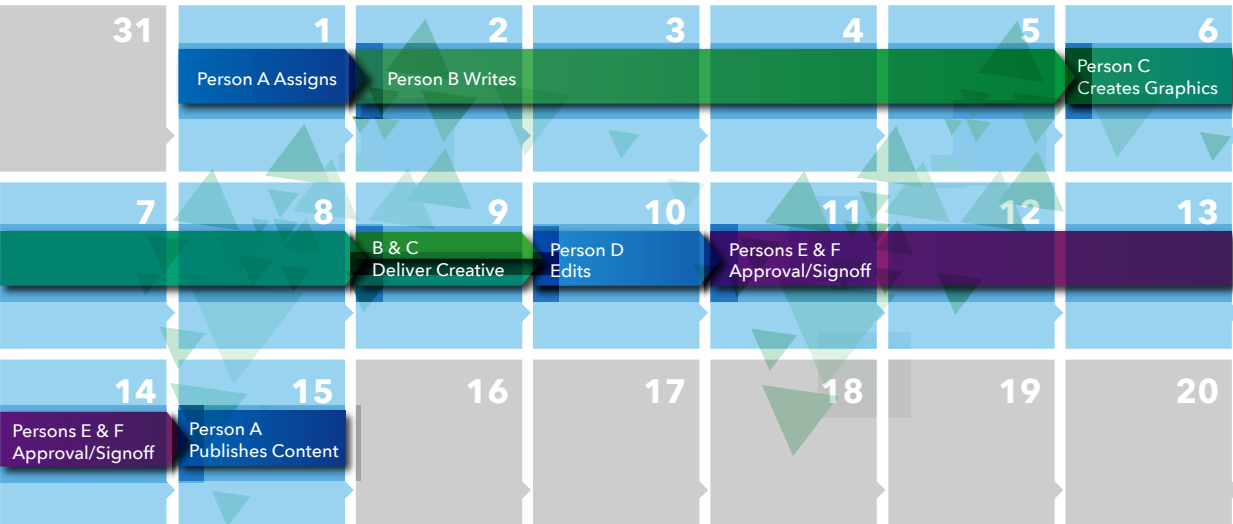
Lack of Resources

A consistently major drawback in global content marketing is resource and budget imbalance across regions and localities. Clearly, not every global region will have the same budget to allocate toward content marketing staff and partners, leaving some at a marked advantage over others in creativity and creation abilities. In a worst-case scenario, such as under-resourced areas that may be just starting business operations, content creation can fall to staff whose principal job is sales, or operations. These part-time, untrained content creators can open the organization to legal risk.

Editorial Calendar and Workflow

Without a global editorial calendar as a foundation, regional calendars can begin to get off-track in aligning content to brand timelines. The most effective editorial calendars have processes attached, so that at any given time there’s transparency into the creation and publishing processes, and a clear delineation of responsibilities and approvals.

FIGURE 2 SAMPLE EDITORIAL CALENDAR INCLUDING PROCESS & ROLES



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A number of content platforms incorporate calendars and cascading approval privileges, but it’s critical to keep team members looped in who are not necessarily part of the creation process. This is where collaboration platforms, e.g. Slack, Basecamp, or Chatter, come in.

Consistent use across countries is hard to track and enforce, lament some content marketers, but if regular phone meetings are in place, compliance and monitoring become easier.

Larger organizations warn that it becomes difficult to manage the content workflow and approval processes when there are too many cooks in the kitchen. One the one hand, it can be difficult enlist cooperation with a content program, but conversely too many eyes and ears can have a detrimental effect, as with the adage “a camel is a horse created by a committee.”

Legal and Governance

On a global level - much more so than for organizations operating on a smaller scale - the brand team acts as a governing body to ensure consistency and compliance of content. Brand groups also are frequently cited as the overseers of guidelines for content creation to ensure they address voice and tone, as well as maintain consistency across markets.

Organizations that subject content to legal approval, particularly those in regulated industries such as finance or pharmaceutical, know that content must be connected to legal upfront in order to avoid potential litigation down the road. Clear policies must be in place for approvals, and regular briefings held with the responsible legal team(s). Content policies and guardrails are critical at a global scale to ensure no one publishes content on behalf of the organization in any channel that could get the company into legal trouble.

Yet content approval does become a delicate balance. Processes around content creation must also empower content creators while also taking into regard legal concerns at a localized level.

And as with the creation process, the approval as well as the publishing process can also become bogged down when too many stakeholders want input into the content itself, rather than just approving it based on stated goals and legalities.

Ecosystem Partnerships Help Scale Local Efforts

A surprising research finding is that quite a few global corporations find that agencies and other local partners can be valuable on a global scale in sidestepping internal legal review on creative, as agencies assume that responsibility.

While many organizations such as Intel have a few big agencies they work with to supplement content needs, we found that global corporations are starting to work with more niche agencies, particularly in emerging markets, shying away from the traditional “agency of record” model of paid advertising. Content requires different agency skill sets, not to mention specific cultural sensitivities, and is best served by local resources, particularly for smaller markets.

Technology

When content reaches a global scale, new tools are often needed to organize assets, and keep track of what’s scheduled for where and to ease and foster collaboration. (ideally, tagged and categorized in a database),

Most global brands have a large suite of content tools at their fingertips, many of which do not cross country borders. Most are using multiple software solutions from different vendors customized for their needs rather than one-size-fits-all platforms from larger players such as Adobe, Newscred, Percolate or Contently.

As content becomes global, many enterprises do begin to investigate investing in single, large scale platforms. These can be big financial investments, yet that outlay is far from the biggest pain point. Migration from existing systems is time consuming and requires dedicated resources and training. Save the Children made this commitment and is migrating its largest members, the US and UK, first.

As most organizations lack dedicated content marketing divisions, we learned there are two primary buyers of global content marketing technology solutions, either digital groups or marketing technology teams. These groups provide oversight to content needs in various geographies, as well as coordinate technology use and roll-out.

Communication Across Time Zones and Regions

Tying teams together with communications systems is an essential element of content strategy. While it’s not feasible due to time zone restraints to conduct a single global meeting in real time, content leaders do make themselves available for regular meetings (even if they are at inconvenient times). Additionally, workflow, chat and collaboration platforms contribute to this type of enablement.

Incorporating Real-Time Capabilities Into Global

News cycles, customer care issues, product launches -- eventually, nearly every organization finds it necessary to develop real-time content capabilities whether in social media, community, crisis communications, or other channels. Real-time ability requires its own level of tools and training that almost inevitably must be incorporated into a global content strategy.

Platform Streamlining and Scaling

One of the first, and most daunting, tasks facing organizations that seek to align content globally is learning different offices and regions use a plethora of platforms and software tools. Staff allegiances and preferences are torn between systems, and often the solution are too local to globally scale. Multiple systems, e.g. a CMS or DAM, confuse and obfuscate efforts as much as differing languages or cultural sensitivities. Requirements must be assessed globally and systems selected that take everyone's needs into account, not just those at the head office.

Measurement

While smaller scale content marketing goals often center around building sales or leads, global content strategies adopt more customer or brand-oriented goals. Based on interviews for this report, the leading global content goals are:

- Customer Relationship
- Marketing Expansion
- Market Penetration
- Relevance
- Brand Reputation
- Leads
- Content Evangelization Within the Organization

Even when mature companies measure the right KPIs in relation to content, they're still troubled with attribution to sales. For some, content measurement and assigning appropriate KPIs become part of strategy only after foundational technologies are selected and implemented to manage customer interactions and automate marketing functions. The latter are prioritized when content doesn't have a seat at the table on a strategic level.

Vanity, volume or engagement metrics are most common "starter" metrics for content. "Engagement" is easy to prove, ROI is not.

A common lament is having too many metrics, often put into place when an organization is mature enough to have invested in tools and resources. There are anecdotes of content metric reports delivered as thick volumes of raw data, without even an executive summary "because that's how we've always done it."

Decentralized content strategies are the only way to achieve agility, while centralized governance/ processing/ resources are critical for compliance, autonomy, and reliability.

Our research surfaces the following best practices for developing an efficient global content strategy.

The Best of All Worlds:

Best Practices for Global Enabling Local - and Vice Versa

Global content strategy requires bottom-up and top-down coordination.

Global content groups must enable local territories, but local (regions and/or countries) must be provided with sufficient autonomy to make decisions that will make content appropriate and meaningful within their geographic region. Global, regional, and local should, and must, inform the other.

People

- ☐ **Lack of executive support** is a huge hurdle for companies in lower maturity levels. Without C-suite support, a culture of content cannot permeate the organization and funding for technologies and headcount will be nonexistent.
- ☐ Once support is forthcoming, **organizational models must emerge**. There's no one-size-fits-all content governance model. A culture of content must commit to being global in all processes, and accept that every market must plan for the right timeline and dissemination schedule. More resourced companies have a tiered approach to content strategies, focusing on larger regions first then country-level.

Consider these real-world examples:



Channel Approach: Adidas has an overarching global content strategy that they individualize by channel. The company operates a “newsroom network” with global, regional, and localization of content. From a communications standpoint, PR is looped into content activities by being part of the newsroom network.



Brand Approach: At **3M**, all content operations ladder up to the Chief Brand Officer to ensure consistency and compliance.



Global Guidelines, Local Support: Save the Children, which operates in 93 countries, has set clear global guidelines for all content produced regionally that speaks to customer messaging structure as well as overarching content strategy goals. This gives regions something to base content on to ensure alignment. Global groups, meanwhile, handle larger issues that affect all regions. The governing body at the global level manages how resources are allocated toward content creation and ensures strategy is adopted at local level. Similarly, **Dell's** content team operates globally but on a local scale, tailoring strategy to specific regions.



Give Local the Amplification to Scale Globally: Cisco, while striving for global content governance, also appreciates the importance of a bottom-up approach. The firm recognizes that some regions have employees with exceptional technical subject matter expertise. That expertise is shared, ladder up to a global group for use in other country content efforts.



Sharing and Collaboration to Enable Localization: Similarly, **Nestlé** has developed an internal platform to share campaigns and initiatives globally. A successful campaign in India, for example, can therefore spark inspiration or duplication in Japan or Brazil, theoretically.



Global Decentralized Governance: **Intel** has a dedicated governance team that specializes both in approval processes and what channels are used when. This enables constant review and adaptation to emerging content needs. The company focuses on specific content strategies for individual marketing departments rather than an overarching global strategy.



Global Governance and CoE: **Dell** has a centralized global content group to ensure content orchestration among multiple brands in both storytelling as well as resource allocation. With a core content strategy framework for marketers to follow in each individual business unit, Dell's content center of excellence (CoE) contributes to coordination in a complex global environment.



Surface Evangelists: Identifying and recognizing talented change agents in respect to content, and moving them around to use their expertise on a global scale, is a practice of mature organizations. This is a practice the **Mars Company** is embarking on, endeavoring to identify content champions in the US, Europe and Asia.



Spread Expertise: **LinkedIn** recognizes that all the content power can't come from one region. Fires must be lit - and tended - elsewhere. Once Global Content Marketing Leader Jason Miller built a strong content engine in the company's San Francisco headquarters, he moved to London, the next area of greatest opportunity for the company, to apply lessons learned and find the talent to solve new challenges. Full time resources are essential for this type of global scaling.



Centralize Creative: **Marriott** is unusual in that it has centralized all creative work into one group for 30 brands. Within that group, content lives at a traditional marketing level, storytelling level (e.g. short films with high production values such as "Two Bellmen" or "French Kiss"), and in real-time marketing.

Process

- ☐ Even when content is created at a global level with scaling in mind, it still requires adoption by **country/GTM groups**. Even when content is localized in a GTM country group, global oversight governs format and style. Translation must occur at the country/GTM level.
- ☐ **Real-time agility requires local autonomy**, empowered through clear guidelines. Real-time marketing requires more country-specific documentation and processes. Responses unfold very quickly and less can be left to chance.
- ☐ It's always better to **produce less content of higher quality** that's focused on customer need than to churn out a lot of mediocre content that's of little interest or value to customers.
- ☐ **Role definition and training are the priorities when hiring content marketers** from varied background and expertise. This requires new process documentation and input and coordination from global teams.
- ☐ It can be a challenge to find support talent when content is created on a hyper-local scale in a smaller emerging market. **Often, agency support is called for** and must be a part of the budget.

- ☐ **Translation adds another layer of complexity** to repurposing content globally and is another area often requiring outside resources on a local level.
- ☐ **Proactive, not reactive, content should be the goal.** An optimal content strategy accounts for process and should allow time for experimentation and exploration.
- ☐ On a global level, **always ask 'how will it localize?'**
- ☐ **Avoid dead-end content**, look instead at content that can be re-purposed, reconstructed, and re-used in multiple channels and media.
- ☐ Content distribution can be an overlooked area, especially in low-maturity companies that are instead focused on content production. **Content should not be produced without alignment with a distribution and channel strategy.**
- ☐ **Shed the campaign mindset.** Content is an ongoing initiative lasting far longer than a campaign flight of six to eight weeks.
- ☐ For content to scale globally, regional marketing leaders must be kept abreast of strategy considerations and **content goals**. Resources are more sparse in smaller regions, so concrete objectives for content are critical to maintain efficiencies when juggling multiple responsibilities.

Continual Training and Education

- ☐ Organizations that are beginning to initiate global content strategies often find **kicking off with regional workshops is a valuable way to move programs forward**. Workshops can not only convey the benefits and WIIFM of content marketing, but also identify regional content evangelists who will become territorial leaders. Workshops can also uncover needs, ideas, and pain points that are essential to informing an embryonic strategy. Formal training also builds good storytellers, especially in a global organization where content marketers are likely coming from varied disciplines and levels of marketing expertise.

IBM has invested heavily in content training. This focus on content marketer education ensures teams are consistent in the goal of their efforts, and skillsets are developed that address current and future marketing tactics.

- ☐ **Brands that are serious about content marketing, particularly on a global scale, must think, operate, and hire like publishers** (or studio heads). In the end, that's who they're competing with for customer eyeballs and engagement. As new tools are adopted, training is also required for administrators and end-users. Training is also a requirement for systems such as taxonomies, tagging and categorization.
- ☐ As a nonprofit, Save the Children has to **take into consideration emotional and cultural issues** around how different countries approach touchy subjects. An innate understanding of local cultures is critical to success.
- ☐ Organizations must **be aware of country-specific privacy laws**, particularly when utilizing images of locals in content campaigns
- ☐ **Global teams ensure scale** and cross-geo strategy implementation, while **local teams are responsible for actual creation** based on market knowledge.

Technology

- ☐ **Research requirements deeply and invest in the right tools**, rather than allowing content initiatives be defined by the platform, or whatever tools happen to already be in place.
- ☐ **Synchronize tool roll outs with training.**
- ☐ **Ensure tools can function globally.** This includes everything from language capabilities (alphabets, characters, etc.) to firewall and legal considerations. Often, China will of necessity have its own toolset.
- ☐ A core and immediate need for any organization is **a digital asset management system searchable with a clear taxonomy**. When Unilever invested in collaborative tools to scale content globally across 30 brands, 40 agencies, and 20 markets, the company not only reduced time to create and publish content as well as to significantly increase output, their cost savings total an impressive \$10M annually.
- ☐ Nestlé, as mentioned above, has customized its own **collaboration platform for content creators to share campaigns and case studies globally**.
- ☐ **Collaboration tools must exist across a single platform to unite content teams.** CRMs and DAMs should also be global in scale. Language can become a barrier when using technologies to collaborate around content creation and distribution. Many content solutions do have built-in translation, though this is still unreliable.
- ☐ **Tagging and taxonomy will become even more important as other functions look towards automation.** For example, a service chatbot can't be trained to recommend right products or serve up appropriate FAQs without robust tagging and categorization already in place. Once built, these types of bot agents can help scale content efforts.

Collaboration & Communication Tools

- ☐ Overwhelmingly, our research found **one collaboration tool reigns supreme: the telephone**. Again and again, global content marketers stress that regularly scheduled phone meetings are essential to coordination, occasionally requiring some employees to participate outside of regular work hours.

These calls are critical not just to align content production, editorial calendars, publishing and asset sharing, but are also an essential part of the change management and trust building processes inherent in content marketing. When regions or business units operate in silos, only within with their own product and communications calendar, it is difficult to encourage a global outlook.

- ☐ **Interdepartmental and regional collaboration is also essential to alignment around customer personas and customer experience (CX) content goals.** For the global content strategist, these regular calls and meetings are an opportunity to rally people around the challenges and roadblocks they have in common to incite action, as well as to highlight the WIIFM (what's in it for me) aspects of content strategy.
- ☐ **Business-Related Metrics and KPIs:**
Content must be measured against specific strategic and departmental goals at a high level, but also be answerable to channel-specific metrics to measure success.

- **Mature organizations learn to put the customer at the core of content strategy**, just as the customer is central to product, sales, marketing, AI, and brand strategies. A customer-centric content strategy is essential for helping to fuel customer-centricity in all areas. Metrics and KPIs follow suit and are based on CX, trending away from publishing/editorial metrics. Content metrics are beginning to align with customer needs and difficulties along their journey (often path to purchase).

Content measurement at Intel utilizes traditional sales and digital metrics, coupled with CX KPIs that take the customer journey into account.

Visa has separate content marketing KPIs for its two core audiences, B2B and B2C.

As with smaller scale initiatives, continual testing and optimizing in real-time is critical to successful global content strategy. You can't just "set it and forget it."

Scale Global Content Strategies for the Future

In addition to scaling and reconciling traditional and digital marketing programs, new tools and technologies bring with them new considerations to translate onto a global scale:

Increased emphasis on customer experience, user-generated, and real-time content.

- Content from the Superhuman/ super employee point-of-view: includes ratings, reviews, recruitment, retention, and other forms of user-generated and/or social content.
- Automated content generation in which artificial intelligence (AI) or 'bots develop content and other forms of creative for marketers
- Automated content visualization: Particularly relevant for hyperlocal marketing initiatives as well as augmented reality (AR)
- Automated content for support contexts: Chatbots triaging or curating support content raise multilingual challenges

On-the-horizon content marketing trends are universal, and will challenge many organizations and created more complex challenges to global content strategy.

About Us

About the Author



Rebecca Lieb Analyst and Kaleido Insights co-founder Rebecca Lieb is focused on marketing, content, media, and the relationship between organizations and their market.

Her areas of specialization are digital marketing and media, with a concentration in content strategy, content marketing and converged media. She has published more research on content strategy than anyone else in the field.

Rebecca works with many of the world's leading brands on digital marketing innovation. Clients range from startups to nonprofits to Fortune 100 brands and regulated industries, including Facebook, Home Depot, Nestlé, Anthem, Adobe, Honeywell, DuPont, Fidelity, Gannett, IBM, New York Life, Oracle, Save the Children, Pinterest, LinkedIn, Cisco, ad and PR agencies, and The Federal Reserve Bank of New York.

About Kaleido Insights

Kaleido Insights is a research and advisory firm focused on the impacts of disruptive technologies on humans, organizations, and ecosystems. Our industry analysts provide business leaders with clarity amidst a fragmented technology landscape. Kaleido advisory relationships, webinars, speeches, and workshops are grounded in research rigor, impact analysis, and decades of combined expertise. Innovators are realizing that implementing each new technology isn't enough, especially as business models are disrupted. Keeping up is becoming more difficult. Our mission is to enable organizations to decipher, foresee, and act on technological disruption with agility, based on our rigorous original research, trends analysis, events, and pragmatic recommendations.

If you're interested in building a relationship with our analysts, we'd love to hear from you. Please email info@kaleidoinsights.com to start a conversation, or visit www.kaleidoinsights.com to learn more about our offerings.

RESEARCH METHODOLOGY

Fifteen formal interviews were conducted in 2016 and 2017 with global content marketing leaders at multinational companies. Additional informal conversations were conducted with executives at Pfizer, MunichRE, IBM, The Mars Company, MacDonald's Corporation, and RVO.nl. In addition, the research was informed by dozens of stakeholder interviews conducted around the world at client companies, including Save the Children, Cisco and Hu-Friedy.

ECOSYSTEM INPUTS

- Susan Ridge, VP of Communications at [Johns Hopkins University](#), formally Chief Marketing Officer at [Save the Children](#)
- Carlos Abler, Leader of Content Marketing and Strategy, Global Transformation at [3M](#)
- Stephanie Losee, Editor-in-Chief and Head of Content at [Visa](#) Communications
- Jeff Ramming, President, Brand [Publis](#)
- Bob Meindl, Director, Marketing, [Cisco](#)
- David Bebee, VP Global Creative + Content Marketing, formerly [Marriott](#), now [David Bebee Projects](#)
- Jason Miller, Global Content Marketing Leader, [LinkedIn](#)
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ENDNOTES

¹ Lieb, Rebecca. "Real-Time Marketing: The Agility to Leverage 'Now'" Altimeter Group. 2013, December 17. <http://rebeccalieb.com/sites/default/files/downloads/1312%20Real-Time%20Marketing%20RL.pdf>

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