Gleanster™

Deep Dive

The Marketer's Guide to Content Management Technologies

A Crash Course on Content Managment Acronyms & Concepts

There used to be only two things that were certain in life: death and taxes. But, in the world of business, a third undeniable truth has crept into our everyday existence: acronyms. Whether it is a byproduct of the fast paced private sector, or simply a result of phrases that lend themselves so wonderfully to abbreviations, the use of acronyms has reached dizzying proportion. Nowhere is this more true than within the realm of content management technologies for marketers. Marketing Asset Management (MAM). Web Content Management (WCM). Digital Asset Management (DAM). Enterprise Content Management (ECM). Marketing Enterprise Management (EMM). So, what do all these crazy acronyms mean? More importantly, what do they mean to marketers? It's time to get educated about the content management space. This Deep Dive seeks to make sense of this alphabet soup of content management technologies, by exploring the relative strengths and weakness of each from a marketer's perspective.

91%
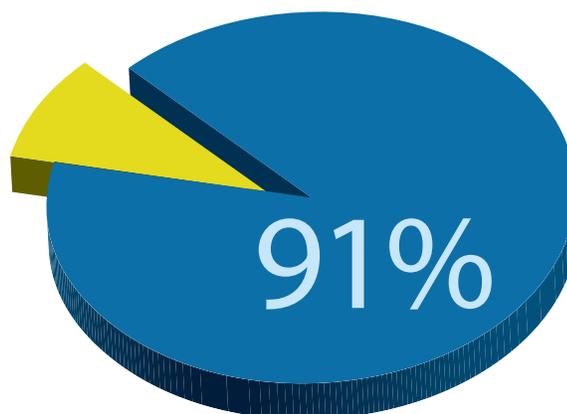
Percentage of Top Performers that cite the need to "increase relevance and personalization in localized markets" as the top reason to invest in marketing asset management.

In the past, marketers didn't consider content management technology to be a high-priority focus area — or, for that matter, even one that should necessarily fall into their area of accountabilities. Instead, they tended to see it as a responsibility best left to IT departments to implement and manage. Today, content is the lifeblood that flows through multi-channel marketing strategies; and content is growing at exponential rates across marketing channels. Fragmented systems, legacy applications, and excessive dependence

Top Performers Defined

Gleanster uses 2-3 key performance indicators (KPIs) to distinguish "Top Performers" from all other companies ("Everyone Else") within a given data set, thereby establishing a basis for benchmarking best practices. By definition, Top Performers are comprised of the top quartile of qualified survey respondents (QSRs).

The KPIs used for distinguishing Top Performers focus on performance metrics that speak to year-over-year improvement in relevant, measurable areas. Not all KPIs are weighted equally. The KPIs used for this Deep Dive are:

• 12-month change in revenue

• 12-month change in return on marketing investment

• Current return on marketing investment

on shared drives or personal hard drives lead to brand consistency challenges and cumbersome marketing cycle-time on campaigns. Top Performing marketers are starting to realize it is incumbent on the marketing function to drive internal improvement with respect to managing digital assets for marketing and making them accessible across the organization.

And therein lies the problem; it's simply not possible to deliver a consistent and relevant customer experience across different channels and touch points when marketing content is fragmented across the enterprise. In fact, according to Gleanster research (Distributed Marketing survey, January 2013, n=179), poor content management ranks as the number one reason that organizations struggle with multi-channel marketing communications and brand consistency. That and a fragmented variety of disconnected asset repositories that manage multi-channel content assets. With consumers increasingly interacting and transacting with companies through a variety of online and offline channels, and with an ever-growing expectation on their part that communications will be personalized based on their stated preferences, it's imperative that companies deploy technologies and analytic capabilities that make it possible to serve up relevant marketing messages and offers by narrowly-defined customer segments and target audiences. That means content must be available in context, and that's easier said than done.

What Every Marketer Should Know About Content Management

From a marketer's perspective, there are essentially two classes of content management technologies that can support back-office marketing operations. The first class consists of content management solutions that are built for multiple functions across the enterprise and often used to specifically manage marketing content. This includes the following technologies:

• Enterprise Content Management (ECM)

• Digital Asset Management (DAM)

• Media Management

• Web Content Management (WCM)

• Customer Relationship Management (CRM)

The second class consists of content management solutions that are built specifically for marketers, which means that the technology is designed to tightly integrate within marketing processes, workflows, and creative tools. This includes the following technologies:

• Enterprise Marketing Management (EMM)

• Marketing Resource Management (MRM)

• Digital Asset Management

• Marketing Campaign Management (MCM)

• Marketing Asset Management (MAM)

• Marketing Automation

This Deep Dive will explore the nuances of using both technologies to support marketing asset creation, execution, and archival. Content management strategies are about as unique as individual fingerprints, so there aren't right or wrong answers to the approach. But this report will explore the nuances of each content technology and uncover what Top Performing organizations are actually doing to ascertain if superior performing organizations have somehow cracked the code on content management for marketing..

What's in a Name?

Marketing Asset Management tools designed specifically for distributed marketing departments have had many names over the last decade including:

- Marketing Asset Management
- Distributed Marketing Management Platform
- Marketing Automation
- Multi-Channel Campaign Management
- Brand Management Platform

Distributed platforms are unique because they have out-of-the box capabilities designed to empower field and local marketing resources with the tools required to personalize communications with local audiences - while still allowing corporate to govern brand consistency, customer preferences, and communication frequency.

Content Management Technologies Built for Marketers

Marketers have unique and succinct needs when it comes to content management. Not the least of which is the need to manage content creation and execution across a burgeoning array of online and offline channels in globally distributed marketing operations. As a result, a variety of technology platforms have emerged that support the complexity of large enterprise back-office marketing operations processes. These back-office processes are ultimately what feed the campaign management engine. But organizations are increasingly finding it difficult to manage the chaos of multi-channel content production with organically developed processes (and disparate technologies) that often fail to optimize marketing efficiency or effectiveness.

So what are the relative strengths and weakness of the various classes of content management solutions in the context of enterprise marketing?

Enterprise Marketing Management

Enterprise Marketing Management (EMM) isn't really a technology; it's a combination of technologies. EMM delivers an end-to-end internal process for managing marketing operations through three technologies that are typically delivered as modules: Marketing Resource Management, Digital Asset Management, and Marketing Campaign Management. Digital Asset Management capabilities are called out separately in EMM

Figure 1: Content Management Technologies for Marketers

Enterprise Marketing Management (EMM)

Marketing Resource Management (MRM) — Software to support back-office marketing operations in planning, project management, financial management, design, and production.

Digital Asset Management — Digital asset capabilities built exclusively for marketing as modules that tightly integrate within an MRM solution. These typically support work in progress, production, and archival of marketing assets.

Marketing Campaign Management (MCM) — Software to support multi-channel marketing campaign execution and measurement. MCM tools utilize the assets created in MRM to execute and manage outbound marketing campaigns.

Marketing Asset Management (MAM) — Software designed for distributed marketers. Includes Digital Asset Management (DAM) capabilities, dynamic templates, integrated workflow for creative development and approval, integration with creative tools, searchable access to digital assets and digital asset metadata.

Web Content Management (WCM) — Software that manages content for website authoring, collaboration, and administration. Some WCM tools are built for marketers and include: integration with creative tools, lead scoring, WYSIWYG editing, workflow, approval, and more.

Marketing Automation — Software that manages multi-channel campaign execution. Automates high-touch repetitive customer engagement for Marketing and Sales. Integrates with CRM and typically includes lead qualification and scoring for lead prioritization and nurturing.

solutions because DAM is frequently sold as a more robust asset management module that integrates with MRM for an end-to-end solution to manage work-in-progress assets, production ready assets, and asset storage. A fully integrated DAM capability allows organizations to easily re-use marketing content during the production process to save costs and maintain brand consistency.

Marketing Resource Management

Marketing Resource Management (MRM) is a class of technology that was designed exclusively for marketers to help manage back-office marketing execution (pre-campaign execution). As the name suggests, these tools typically provide a repository for marketing assets with most of the benefits of a traditional DAM technology; metadata tagging, versioning, licensing, search, etc.

While MRM solutions don't tend to be nearly as robust as pure-play DAM solutions, they can effectively augment the production of creative assets with planning and budgeting capabilities. This gives marketers a holistic view of how the overall budget aligns with marketing initiatives and campaigns. MRM tools also help drive fiscal responsibility in marketing and provide visibility into campaign production and project management.

Marketing Campaign Management

Marketing Campaign Management (MCM) is a stand-alone module for executing direct marketing campaigns. These tools execute campaigns across demand channels like email, mobile, direct mail, landing pages, and social media. The best way to think about MCM is that these tools utilize the assets created and managed by MRM, or the back-office content production process, and push them out through

customer engagement campaigns. The campaign production process demands some level of content management, therefore, most MCM tools have light content management capabilities for storing and locating the creative and copy used in direct marketing campaigns. MCM is typically insufficient for large enterprise organizations to manage all digital assets produced by marketing.

Marketing Asset Management

The new kid on the block in content management, Marketing Asset Management (also called Distributed Marketing Management), is an emerging class of technology that uniquely addresses the fundamental issues of a distributed marketing organization. In a large multi-national or regional organization, corporate marketing is charged with maintaining a consistent brand look and unified customer experience across channels. However, local (or field) marketers need autonomy and flexibility to reach local target audiences because personalization and relevance drive revenue at the local level.

MAM provides a corporate-controlled repository of digital assets and branded multi-channel templates (email, print, form capture, etc.). Local marketers can then customize and create brand-approved customized assets or campaigns that meet the needs of local target audiences. MAM empowers local marketers with autonomy and customization while maintaining brand consistency at a corporate level.

While MAM is still an emerging technology, recent research indicates the average Top Performer has generated 2-3 times higher local revenue after implementing a MAM technology. What's more, local agency costs have been reduced by as much as 75%.

Who's Who in Content Management?

Here's a sampleing of vendors that provide content management technologies built for all functions in the enterprise:

Enterprise Content Management
- EMC
- Autonomy

Digital Asset Management
- North Plains
- Xinet

Web Content Management
- Widen
- Ektron

Customer Relationship Management
- Microsoft
- Oracle
- Salesforce.com
- SAP

"While general-use content management tools may satisfy important needs in the organization, they typically fail to integrate deeply enough into marketing workflows."

The line between MAM and MRM is increasingly blurring as solution providers add more features and functionality. Some MAM solutions now include workflow, budgeting, payment processing, and reporting. Importantly, the benefits of MAM stretch beyond field marketers. Any constituent needing access to corporate brand collateral, including sales, partners, resellers, print providers, dealers, agencies and branch managers can benefit.

Marketing Automation

Marketing Automation tools typically manage multi-channel campaign execution in digital channels (email, landing pages, social media, webinars, and the website). Marketing Automation is broadly referred to as tools that automate repetitive customer engagement tasks to nurture prospects, personalize communications, and prioritize leads in a complex sales cycle. These tools include unique capabilities to quantify leads through lead scoring capabilities and route them to sales as pre-qualified and educated opportunities. Marketing Automation tools are also sometimes referred to as Revenue Performance Management

(RPM) platforms, Lead Management Technologies, and Demand Generation Technologies. Marketing Automation is also unique because the tools come with robust integration with CRM platforms which streamline the efforts between Marketing and Sales. Marketing Automation tools typically include light asset management capabilities for uploading creative and copy during campaign production. Like MCM, Marketing Automation is unlikely to provide a robust asset repository for work-in-process assets and long-term archival.

Content Management Technologies Not Necessarily Built for Marketers

Technologies like Digital Asset Management (DAM) and Enterprise Content Management (ECM) were designed to manage any and all digital content within an enterprise, serving the needs of multiple functions in one fell swoop. These functions include legal, finance, operations, accounting, product development, customer service and support, and, yes, marketing. However,

Figure 2: Content Management Technologies for all Functions

Enterprise Content Management (ECM) (May contain all or some...)	Digital Asset Management	Software and hardware systems that aid in the process of capturing, storing, and retrieving digital content. Used by any industry and any business function.
	Media Management	A sub-category of digital asset management. Software which mainly addresses audio, video, and other unstructured media content.
	Web Content Management	Software that manages content for website authoring, collaboration, and administration. Allows authors with little knowledge of programming languages to create / manage websites with relative ease.
	Customer Relationship Management (CRM)	Software to organize, automate, and synchronize business processes—principally sales activities, but also those for marketing, customer service, and technical support.

Maximizing MAM's Value

Marketing Asset Management (MAM) solutions include all the fundamental capabilities of most DAM solutions. In addition, these solutions feature such marketing-specific capabilities as process workflow, dynamic templates, integration with creative tools, digital rights management, ranking and rating for assets, and more. To maximize the value of their investments in MAM solutions, Top Performers put various organizational resources and business processes in place. These include the following:

- Eliminate the use of multiple marketing asset repositories (62%)

- Provide geographically dispersed sales teams with streamlined marketing support (47%)

- Dedicate resources for managing communication between corporate and local markets (33%)

- Automate digital asset creation and approval (28%)

research has shown that investments in DAM and ECM don't always generate the expected gains in efficiency and effectiveness with respect to marketing content management.

In fact, according to research findings derived from the 2013 Gleanster survey on Distributed Multi-Channel Marketing, four out of five organizations struggle with managing online and offline content assets. Why? Because while general-use content management tools may satisfy important needs in the organization, they typically fail to integrate deeply enough into marketing workflows and processes related to prospect and customer communications and brand compliance to make them a viable option for the marketing department. To compensate for the shortcomings associated with DAM and ECM platform capabilities, marketers may resort to using shared drives and personal hard drives to store and manage their content assets. The figures on the left hand side of the next page demonstrate that despite investments in DAM and ECM (to support the marketing department), most marketers circumvent these platforms and manage marketing assets on shared drives and personal hard drives. This suggests the platforms do not address the needs of marketers who will rapidly turn to manual processes for asset management.

Figure 2 provides a snapshot of the tools that are not built specifically for marketers, but have been used today to manage (or at least attempt to manage) marketing content.

Enterprise Content Management
Like EMM, Enterprise Content Management is more of a concept than an actual technology. The term encompasses the strategy and tools used to manage the entire lifecycle of enterprise content. Every organization

has an ECM strategy, even if that strategy is to do nothing and permit files to reside on decentralized computer hard drives across the enterprise. Some of the largest content management providers will classify their solutions as ECM because they are capable of delivering a diverse range of technologies to manage the lifecycle of any digital asset.

ECM is typically delivered through a variety of modules or technologies. ECM providers typically deliver one or more of the following solutions, and most can be implemented independently of one another.

- Digital Asset Management

- Rich Media Management

- Web Content Management

Digital Asset Management
Digital Asset Management (DAM) solutions are used to capture, store, retrieve, and manage digital content. Most of these tools offer additional content management features like versioning control, metadata tagging, search, and license management. DAM is a general-use asset management technology, meaning the features can be applied to a variety of organizational functions outside of the marketing department.

Historically, the robustness of these tools and lack of integration within back-office marketing execution processes have led to moderate adoption by marketers. DAM is also largely deployed on-premise, which means that secure intranet access is required for uploading and downloading. In a global or distributed enterprise environment, network access can slow upload and download times, creating yet another hurdle to widespread adoption. This helps explain why, to circumvent these cumbersome processes, marketers are apt to use a shared drive

The Stubborn Persistence of Shared Drives

According to Gleanster research, over 75% of large enterprise marketers still use shared drives to manage marketing content, despite organizational investments in Content Management solutions. In fact, less than one-third (31%) of marketers in organizations that use DAM and ECM solutions regularly uploaded marketing content to a DAM or ECM solution.
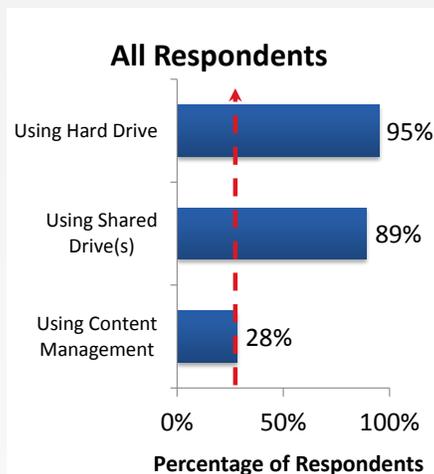
All Respondents

Using Hard Drive	95%
Using Shared Drive(s)	89%
Using Content Management	28%

0% 50% 100%

Percentage of Respondents

— or, worse, a personal hard drive.

Despite these challenges, Gleanster research reveals that 76% of Top Performers currently use a DAM solution to store and manage all or some marketing content. Over the last decade, a growing number of Top Performers have invested in initiatives that integrate a DAM infrastructure with social collaboration tools and project management capabilities. These so-called marketing portals help deliver a branded graphical user interface, social collaboration, and the benefits of a DAM infrastructure for marketing assets.

Media Management

Media Management is a class of content management technology that is specifically built for managing very large rich media assets. As the name suggests, this category is most frequently utilized by the entertainment industry and is often powered by a larger ECM offering.

Web Content Management

Until recently, Web Content Management (WCM) solutions focused almost entirely on publishing content to the web. Content types include static text and graphics as well as audio, video, and simple code to incorporate customized content elements based on end-user profiles. WCM's main value proposition has traditionally been that the tool enables non-technical personnel — particularly marketers — to create, manage, and post content onto websites without relying on help from the IT department. These tools come complete with asset repositories that are designed to store and manage web-ready digital assets.

To accommodate multi-channel strategies, today's leading WCM solutions provide functionality that goes far beyond mere web content publishing and control. They now include functionality for managing multi-lingual content across multiple sites, aggregating and syndicating content, analyzing end-user behavior, and publishing content to a wide variety of device types, such as iPads and Smartphones.

WCM tools have grown in popularity because, again, the tool empowers non-programming resources (such as product management or marketing) with a graphical user interface to create and administer website content on their own. According to Gleanster research, 68% of Top Performing organizations employ both DAM and WCM solutions. For Top Performers, DAM is typically used to manage work-in-progress and production-ready assets (which can include very large files) while WCM is more often used to administer and optimize online content for internal and/ or external websites.

Customer Relationship Management (CRM)

CRM is by no means an enterprise class solution for marketing content management. However, 15% of respondents to the 2012 Marketing Content Management survey (n= 156) indicated CRM was being used to manage marketing assets. Over the past decade, asset management capabilities in CRM have certainly improved well beyond mere document attachments. Some CRM solutions include library capabilities with asset specific metadata and tagging, global search, and asset previews from within CRM. This could be a viable solution for distributing finished marketing content and sales collateral, but it is probably not sufficient for marketing production content management.

Figure 3: Matching Content Management Technologies to Common Business Challenges

Best Practice Solutions for Common Content Management Issues	BUILT FOR ALL FUNCTIONS							BUILT FOR MARKETERS				
	Enterprise Marketing Management	Marketing Resource Management	Digital Asset Management	Marketing Campaign Management	Marketing Asset Management	Web Content Management	Marketing Automation	Enterprise Content Management	Digital Asset Management	Media Management	Web Content Management	Customer Relationship Management
Manage back-office asset production work in progress, storage, retrieval.	✓	✓	✓					✓	✓			
Manage large rich media files	✓		✓					✓		✓		
Manage financial investment in content development	✓	✓										
Easily locate content			✓		✓	✓		✓			✓	
Manage content translation	✓	✓	✓		✓	✓		✓	✓		✓	
Personalize content used for customer engagement	✓			✓	✓	✓	✓	✓			✓	
Manage content creation in a distributed marketing environment (field marketers, partners, etc.)	✓				✓							
Manage the conversion and archival of web content	✓					✓		✓			✓	
Leverage marketing assets for customer engagement	✓			✓	✓		✓					✓
Manage brand consistency	✓	✓	✓		✓	✓	✓	✓	✓		✓	

Marketers Take Heed

While the challenge of managing content may not traditionally fall into the hands of the marketing function, lack of content management is leading to an inability to manage customer expectations and resulting in highly unproductive marketing environments. Decentralized and fragmented marketing asset management processes cripple brand consistently and impede relevant communications with target audiences. These are concerns that should be keeping every marketer up at night. Figure 3 shows how the aforementioned technologies would typically be used to address some of the most frequently referenced challenges for marketers.

Gleanster has calculated year-over-year growth in MAM, MRM, and WCM adoption from 2012 to 2013 to be approximately 14%. Forward- thinking marketers should take notice of this trend. Top Performers are setting the bar high with respect to the customer experience quality, and now the onus fall on Everyone Else to attain completive parity. Of course, even Top Performers struggle with "changing legacy processes and technologies," which ranks as a top-two challenge to MAM adoption in a distributed marketing organization. Marketers shouldn't wait for IT to solve the problem; it's time they become catalysts for establishing a better marketing content management strategy.

As previously mentioned, marketers have unique and succinct needs when it comes to content management. Not the least of which is the need to manage content creation and execution across a burgeoning array of online and offline channels in a globally distributed organization. As a result, a variety of technology platforms

have emerged to support back-office marketing operations processes. These back-office processes are ultimately what feed the campaign management engine. More and more large enterprises are finding it difficult to manage the chaos with organically developed processes and disparate technologies that fail to optimize marketing efficiency or effectiveness.

Deep Dive Talking Points

- Enterprise Content Management (ECM) is a strategy, not a technology. ECM providers deliver two or more of the following technologies:
    - » Digital Asset Management (DAM)
    - » Web Content Management (WCM)
    - » Media Management
- Marketing Asset Management (MAM) and Enterprise Marketing Management (EMM) are designed to integrate with marketing processes and workflows, increasing the likelihood that marketing will regularly utilize the tool to create and manage assets.
- DAM and ECM are general-use content management tools that can be applied to any internal function, including legal, finance, operations, sales, marketing and customer service.
- MAM, MRM, and WCM have a year-over-year growth rate of approximately 18% from 2012 to 2013.
- An investment in MAM and MRM can be justified through increases in marketing productivity and revenue growth (by increasing marketing effectiveness through personalization).

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