How to Attract and Retain Customers with Content Now

by Joe Pulizzi, Founder, Content Marketing Institute





oday's Internet-savvy buyers are hungry for content. And not just any content ... valuable, relevant content that offers solutions to their problems and helps them lead successful, productive, enjoyable jobs and lives. However, they are also inundated by thousands of marketing messages every day, most of which they ignore. To get through, you need to communicate differently-you need to do more than just sell products and services. You need to provide information. Smart marketers know this and are creating strong brand relationships by providing good, authoritative, even leadership-type content.

Already, the average business marketer spends 26% of their marketing budget on the creation and execution of content. That number is increasing, as the economic climate is triggering marketers to pay attention to the use of strategic content even more. The 2012 Content Marketing Research **Report** from CMI found that 60% of marketers are increasing their content marketing spending over the next 12 months. Content is now the engine that makes marketing go.

According to **ITSMA**, almost two-thirds of buyers nearly twothirds of buyers conduct their own research and then contact the vendor, not vice versa. In most cases, before buyers have personal contact with you, they are already armed with information about your company, your people, and your products. This is true whether they plan to buy office equipment or machine tools.

What this means for you is opportunity—an opportunity to educate potential buyers about your industry, possible solution choices, best practices, and the right questions to ask. In this way, you have already begun a relationship that will make it easier for them to buy. That's what content marketing is all about. In essence, the customer has initiated a conversation with you before you even know they are interested in your products and services.

Sounds easy enough, right? Wrong. The majority of organizations are set up to sell products and services, not to create and deliver consistently valuable editorial products. That's why the content execution seems so unnatural to most businesses.

The good news is that by following the roadmap presented here, you will be well on your way to delivering content that is vital and relevant to your target market, and therefore, positioning yourself as the company they'll turn to when the time comes to buy. Integrating a content marketing strategy isn't easy, but as you'll see below, it is imperative to growing and sustaining a profitable business.

Content Marketing Defined

Content marketing is the art of understanding exactly what your customers need to know and delivering it to them in a relevant and compelling way to grow your business.

It's About Telling Stories That Matter.

This is much more than offering product information, but rather it extends into providing best practices, case studies, success stories, thought leadership, and more. Once you have delivered relevant content, you become a trusted resource.

Content marketing enables companies to build a level of trust among their customers that makes it easy for those customers to buy. This is easy to say but hard to do because it almost certainly means changing the way you think and act about marketing.











Case in Point: Motorola

1) customers must trust Motorola first and 2) Motorola must



buyers use the web as their primary purchasing decision the plan and creative are pulled from online. With every type a **virtual city** (specific to government and public safety visitors to its B2B site every month¹) into prospects to

Be the Media

In the pre-Internet world, buyers relied on traditional media companies to fill their information needs. With today's technologies, that is no longer true. In fact, YOU can be the media:

You can deliver tangible benefits to prospects and customers by providing relevant content that helps provide solutions to some of the toughest problems they are facing.

This type of content marketing benefits the customers of course. Customers love it. Who wouldn't? But content marketing also drives revenues, and may ultimately be the most important and effective marketing strategy/ tactic available to successful marketing professionals.

By delivering content that is vital and relevant to your target market, you will begin to take on an important role in their lives.

You don't have to be a big, powerful brand with a huge budget and global reach to incorporate these strategies. In fact, startups, small- and medium-size companies, associations, and non-profit groups are all benefiting from rethinking how they market their products and services. So too can you deliver top-line and bottom-line results for your company.











Case in Point: Blendtec



When Blendtec decided to go after a larger share of the residential and commercial market, did it sit back and wait for the media to take notice? No! It went out and launched a Will it Blend? viral marketing campaign Dickson attempting to blend various items including golf balls, credit cards, a camcorder, a McDonald's Extra Value

With what was probably less than an initial \$1,000 is a dedicated website!) links back to the Blendtec.

Six Reasons Why You Need to Begin Today

1. A change in buyer attitudes toward the "credibility" of content.

Today's buyers look everywhere for essential content in order to make smart buying decisions. Therefore, they need content that makes them smarter and more knowledgeable. Businesses that provide that content will win. Whereas in the past, customers were wary about information that didn't come from a traditional media source, today's savvy buyers can sniff out the good content from the bad, and they don't mind if the information they engage in comes from a business.

2. Traditional media sources can't be counted on to assist you in reaching your customers.

Because today's buyers have more control over the content they choose to read, traditional media sources are losing reach. In fact, you may have better information about your customers and prospects right in your own databaseincluding their all-important e-mail addresses-than any media company trying to sell you traditional marketing solutions.

3. Shrinking media company budgets reduce content quality.

Continued newspaper and magazine cutbacks in editorial staff and circulation size have created a void-a void that non-traditional content creators can fill. Traditional media is suffering because the business models have changed, not because there is less information needed in the world. Actually, buyers need more information than ever. If the New York Times, your local business section, or your industry trade magazine isn't going to provide it, who will? You!

4. Selling to your customers is becoming more challenging.

The more informed the consumer or buyer is, the more difficult it is to sell them. A better approach is to provide relevant content that positions your company as a trusted source. You begin as a source of information and continue as a source of products and services. Your thought leadership in print and online positions your company as the obvious source of solutions. As you become increasingly customer-centric, you will develop an increasingly loyal and lucrative base of repeat customers.











5. Because technology is both cheap and easy to use, even small companies can deliver great content solutions to a targeted customer base.

Today's technology enables companies of all sizes to create all kinds of sophisticated online publications-such as websites, digital magazines, and eNewsletters-and manage huge amounts of data relating to current and future customers both simply and inexpensively. In fact, with focus, creativity, and a little outside help, even the smallest companies can do a better job of providing targeted content to their best customers than some billion-dollar competitors.

6. Businesses have now learned how to create great editorial content.

The key to a successful content marketing strategy is, you guessed it, great content. Not just any content. Great content. Buyers know the difference between great content and a blatant sales pitch with no inherent value. In the past, buyers received great content from the media company giants. Today, they can and should be receiving it from you. Even if you do not have internal editorial talent, plenty of brilliant editors, reporters, publishers, and agencies will be happy to put their talents to work on behalf of your company.

How to Develop a Strategy

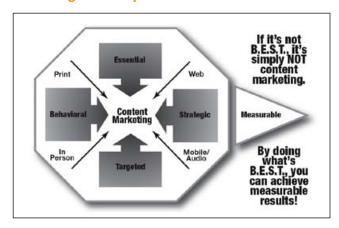
1. Become an Effective Change Agent Within **Your Organization**

Okay, so you're convinced of the need to initiate a content marketing strategy. How do you begin?

- Develop a content marketing mindset— First for you and then for your organization.
- Make the commitment—Understand that developing and executing content marketing initiatives that work takes time, effort, and expertise. It's extremely difficult to extract content from organizations that have no experience with content marketing.
- Think and act like a publisher—Content marketing requires you to view yourself more like a publisher delivering valuable editorial products than as a marketer selling products and services.

 Learn how to create the kind of high-quality content that emanates from great publishers and great corporations.

2. Use the B.E.S.T. Formula as Your Content **Marketing Roadmap**



Simply put, the B.E.S.T. formula is a structured approach for creating a content marketing roadmap-a simple way to begin your rethinking process. Use it to gather the information necessary to develop and deploy a successful content strategy and plan.

In a nutshell, the B.E.S.T. formula simplifies a complicated process. Apply it so that your marketing is:

- Behavioral—Everything you communicate with your customers has a purpose. What do you want them to do?
- Essential—Deliver information that your best prospects and customers really need to succeed at work or in life.
- Strategic-Your content marketing efforts must be an integral part of your overall business strategy. Link your content strategy to your bottom line results.
- Targeted—You must target your content precisely so that it is truly relevant to your buyers.

Use the B.E.S.T. approach for all of your online, print, and in-person communications. That's how you can play the same role that newspapers, magazines, TV, radio, conferences, workshops, and websites have played in the past. Now it's your turn to become the trusted source that persuades prospects and buyers to become loyal, long-term customers.









First Understand, Then Be Understood

You cannot hope to implement a successful content marketing strategy without understanding exactly what outcome you require. Equally important is an in-depth understanding of your targeted prospects. Only then can you craft a content marketing approach that will deliver more sales, more customers, and more measurable results.

The answers to these questions will guide you to a profitable content marketing strategy:

Behavioral

- · How do we want the customer to feel?
- · What effect must we achieve with them?
- · What action do we want them to take?
- How will we measure their behavior?
- How will we put them on the path to purchase?

Essential

- What do our buyers really need to know?
- · What will provide the most benefit personally or professionally?
- How can we present the content for maximum positive impact?
- What are the mandatory elements of the campaign?
- What media types must we include?

Strategic

- · Does this content marketing effort help us achieve our strategic goals?
- Does it integrate with our other strategic initiatives?

Targeted

- Have we precisely identified the prospects we want to target?
- Do we really understand what motivates them?
- · Do we understand their professional roles?
- Do we understand how they view the product or service we offer?

By taking the time and committing the resources to answer these questions, you will have the necessary information to create a content marketing plan that works.

3. Determine Goals, Buyer Needs, and **Desired Outcomes**

After you've worked through the B.E.S.T. formula, take the information you've gathered and follow these four steps in detail to create your content marketing plan:

- Determine which organizational goals will be affected by the content program. Before you launch your content program, list your key organizational goals. Goals must be two things: specific and customer-focused. For example: "To generate an average of 10% revenue growth with our top 20% of customers in Latin America." How will your content marketing program affect these goals? Results should be measureable and drive behavior change.
- Determine the informational needs of the buyer.

Businesses create specific content so that customers react in very specific ways. Without a clear understanding of the customer's information needs, any reaction that is close to the end goal is pure dumb luck.



You probably already have a pretty good understanding of your core buyers. In order to create an effective content program, you need to take it a step further. Comprehensive research does not necessarily mean expensive. It can include phone calls, social media listening programs, in-person meetings, and e-mail surveys (think **Zoomerang** and **Survey Monkey**) with customers and prospects, as well as input gathered from your customer service and sales personnel.









The goal is to create a **buyer persona** (a vision of who your target customer really is), and a true understanding of what information they need (not just what you think they need), which in turn will enable you to meet your objectives.

- Determine what you want your customer to do and why this helps the business. To summarize, before you initiate and create the content for your content marketing plan, make sure:
 - · The content plan specifically drives your organization's
 - The action(s) you want the customer to take are in some way measurable
 - The content is based on your research about the buyers' informational needs.

If you have each of these components, you can create very specific goals for your content program. Some of these goals will be easy to link to your overall goals (e.g., achieving a business transaction). Others will just be pieces of the overall pie that keep you going in the right direction (e.g., getting a prospect to sign up for a trial offer or an eNewsletter to begin creating a relationship). Today, most organizations call these instances a conversion. Whatever you call them, make them specific and measurable in some way. Even print programs can measure conversions through group A/B benchmarking studies, or specific calls-to-action that drive customers to web landing pages.

Determine the product and content mix. There are many content products to choose from, and the list grows longer every day. By mixing your knowledge of the customer, your organizational objectives, and, frankly, your budget, you should be able to determine an appropriate content mix of products. Remember, even though certain vehicles (e.g., a custom magazine) may prove to be the best options for your own particular organization, your content marketing program should be well-integrated with your website, microsites, ancillary content initiatives, and other collateral. Make sure all touch points speak to each another (see The Content Marketing Playbook in Resources for more).

Put the Plan In Motion

How to Develop and Execute Content

The real challenge comes at this stage, where you need to actually begin planning and developing content.

1. Get outside help-especially with the content.

According to CMI research (2011), the majority of B2B marketers outsource their content projects. Anything can be outsourced: project management, content creation, design, web development, audience development, distribution, marketing, and more. Of all these, the most important is content.

Let's face it: Marketers are so busy focusing on their products and driving demand that it's difficult to step back and think about customers' informational needs like journalists do. Also, great writing is an art form, and takes talent. If you have that talent in-house, great. If not, find an expert from the outside. All companies, no matter what the size, may not always be able to outsource the complete project, but can always afford to outsource portions of the project.

2. Develop an editorial plan and schedule.

Like a publisher, create a content schedule that works from present to about a year out. That doesn't mean you can't change things as you go depending on strategic objectives, product launches, or new customer information. What it means is that good content takes time. Whether you are creating content for social media, a magazine, eBook, or video series, you need to plan ahead to get it done right.

Good content doesn't happen overnight. Most often, it takes research and revision to meet the needs of your customers. Therefore, two sets of plans are needed. First, create an ongoing editorial calendar with key milestones for content deliverables. Second, develop a production schedule for the project team to follow for each individual project.











Case in Point: Pinsent Masons

tools to attract new customers and build relationships



(**OUT-LAW.com**) and an even catchier sheriff-badge logo.

10,000 articles about technology and law. It clearly states: links back to the OUT-LAW.com website), a weekly podcast

3. Define the process and assign managing editor to own it.

Superior execution is the core of a successful content program. One person in your organization should be responsible and "own" the content initiative. Consider this person the "publisher" for your content efforts. Ultimately, this person is responsible for executing the goals you set out to accomplish.

When content programs fail, it's usually not due to a lack of quality content, but because of poor execution. That's why a managing editor may be your most important content asset, even though this person may not be creating any of the content. The project manager must ensure excellence in every content marketing tactic, including:

- Content/editorial
- Design/art/photography
- Web development/integration
- Content-specific marketing
- Monitoring customer conversations
- Project budgeting
- Contract negotiation with freelancers
- Print/web production and maintenance
- List/audience development and maintenance
- · Research and measurement
- Responsibility for accomplishing the goals of the project.

Sometimes, just a little upfront work can make all the difference. Such is true with content marketing. With a little planning, a few processes, and ownership within the organization, any size business can make an important impact in the lives of its customers.

4. Identify sources of content.

The traditional route of creating content by completing a sound and reasonable content plan is always important. What's often forgotten, though, is that you can take advantage of content happening in and around your organization.

For example, do your executives and employees speak and give presentations on a regular basis? If so, get the rights to record them through video or audio. That's a piece of important content.











Do your engineers or process improvement personnel create industry documentation to substantiate designs or quality improvement measures? If so, rework it to create a piece of valuable content for your customers and prospects.

The list could go on forever depending on your organization. The goal is to look at what is happening in your company to uncover gems of content that can be reworked by your editorial staff and produced as original and valuable content.

5 Key Roles for Content Marketing Success

According to the latest research from the Content Marketing Institute and MarketingProfs, 90% of non-media companies create original content, in some shape or form, to attract and retain customers.

Biggest Content Marketing Challenge Producing the Kind of Content that Engages Prospects/Customers **41**% Producing Enough Content Budget to Produce Content Lack of Buy-In/Vision from 18% Higher-Ups Inside Your Company Producing a Variety of Content 20% Budget to License Content



CONTENT

MarketingProfs

Most brands have been doing things the same way for so long that thinking like a publisher is, well, guite taxing. Worse yet, we aren't set up for publishing; we're set up for traditional marketing practices set up in the usual organizational silos. That means we might not have an awareness of the types of roles needed to

succeed with managing the content marketing process. And in order to get it done, you need the following four things:

- People to do it
- · Roles and responsibilities for those people to fill
- A schedule by which the tasks are fulfilled (editorial calendar)
- · Rules and guidelines

The most difficult of these may be finding the roles within our company to drive the process. If that's the case for you, here's the answer.

Assembling the Team, their Roles and Responsibilities

Given the size of your organization, you may have one person - or many - responsible for your content marketing initiative; however, in general, no matter how many people actually take responsibility for the function, the following roles are needed. NOTE: These are roles within the organization, not necessarily position titles (although they could be).

The Manager – or Chief Content Officer (CCO)

At least one person in your organization should own the content initiative. More recently, organizations have been calling this a chief content officer (CCO). Kodak calls this role the vice president of content strategy; social media technology company Radian6 calls it the director of content marketing (here's a full **Chief Content Officer job description**). This is the "chief storyteller" role for your content effort and is responsible for executing the goals that you set out to accomplish. When content marketing fails, it's usually not because of a lack of high-quality content, but because of a drop in execution.

In organizations where there is no budget for a dedicated CCO, this role may be filled by the director or vice president of marketing. Many brands, such as UPS, have a manager inside the company who oversees internal content production as well as the production of content by an outside agency. Although brands can outsource a wide variety of content production through outsourced vendors, it's important to keep the CCO inside the organization.











The Managing Editor(s)

The editors have a critical role in the content marketing process, and are probably the most sought after by brands today. As more brands develop content, employees are being asked to blog and write on behalf of their companies. Unfortunately, the writing style of employees who have never created content before often leaves much to be desired. That's where the managing editor comes in. This role, sometimes outsourced, and sometimes part of the CCO's responsibility, manages the editorial functions of the content marketing effort. These are your day-to-day content execution people. They help internal employees develop and write content, and they help external people match their writing to meet the organizational goals. The managing editor works with the employees on:

- · Content production
- · Content scheduling
- · Keyword selection
- · Search engine optimization of posts
- Style corrections
- · Tagging and images

Sometimes the managing editors are there to teach, so the employees can do more on their own. They also may act as coaches, encouraging the managers, executive team, or even external writers to produce content against the schedule. OpenView Venture Partners, a VC firm based in Boston, has a managing editor who oversees all the content on the OpenView blog, but only creates a small portion of it. Nearly every employee is responsible for developing original blog posts, so the managing editor edits content from the entire enterprise.

Content Creators

Content creators produce the content that will ultimately help to tell the story. This role typically overlaps with the managing editors who are also producing content, but also may simply be subject matter experts within the organization. For example, typical content producers include anyone in the C-suite, the head of R&D, the product manager, the customer service director, or a hired consultant. In many cases this role is outsourced when there is a lack, or gap, in resources to produce the content. It's important to note that this person does not need to be a writer (although it's really helpful if they are). In general, they are there to be the "face" or "voice" of the authentic organization. They may be interviewed for content, or they may produce a long, rambling email that is transformed into a cogent blog post.

Content Producers

Content producers format or create the ultimate package that the content is presented in (i.e., they make the content pretty). Chances are this role already exists in your organization to some degree; it is either handled in-house or by an agency. It might be a Web agency if the end product is a blog or a Web site.

Chief "Listening" Officer (CLO)

The role of the CLO is to function as "air-traffic control" for social media and your other content channels. They are there to listen to the groups, maintain the conversation, and to route (and/or notify) the appropriate team members who can engage in conversation (customer service, sales, marketing, etc.). For the content marketing process, this function serves as the centerpiece of our "listening posts." You establish listening posts so you can continue to get a "feed" of information so that you can always be ready to react and adapt as your subscribers react and change.











Making the Content Marketing Process Work

Where do these roles fit in the content marketing process? Let's look at this map:



As you can see, the CCO stays engaged throughout the entire process. His or her role is to focus on the entire process and make sure that it runs smoothly and meets the goals set forth in the strategy.

The content creators are purely focused on the creation and management stage of the content marketing process. They may be fed with information gleaned during the measurement and insight phase, but their time is squarely dedicated to creating.

The managing editors play an equally important role during the creation and management phase and also shepherd the content through the optimization and aggregation phase. This role may also play into the conversing and listening phase, especially as they work to make sure content is meeting editorial, SEO, or other guidelines; however, their role lessens as the content moves out into the "live" environment and is consumed.

The content producers are almost exclusively focused on the optimization and aggregation phase, as they design, format, and produce the content in whatever end form it will take.

The CLO focuses on the Converse & Listen phase. In some cases they will actually conduct the conversation that ensues but more likely are the "ears" of the organization.

Their job is to quickly and efficiently route the conversation to the appropriate part of the organization. Each role shifts as the process goes forward, and the percentage of time or attention that each person spends is allocated accordingly. If you look at this mapping as a part of your initiative, you can begin to envision how the workflow for the team might have to be allocated, especially given the volumes of content, the velocity, and how much external communication will be necessary.

If managing the content marketing process is something your organization is challenged with, Robert Rose and I just wrote the aptly named Managing Content Marketing: The Real-**World Guide to Creating Passionate Subscribers to** Your Brand.

How Will You Know If It's Working?

Set Up the Plan for Measurement

Content marketing can always be measured if you have a clear understanding of your strategic communication objectives. Just keep it simple and answer the question, "How will we know that the content plan is working?" This should lead you directly back to your organizational goals.

One effective way to judge the effectiveness of a content plan is to analyze Return on Objective (ROO). ROO measurements come in all shapes and sizes, and usually include multiple items to give you the complete answer to your question. The important aspect to remember is that it's not measurement for the sake of measurement. The tools and tactics below are used to directly answer what the project's objective is. If you keep that in mind, you'll get your ROO. The information will also help you continually refine your content projects.











Here are a few measurement initiatives to get you started:

- Tracking sales lift of those who receive the content program versus those who do not.
- Tracking conversions for online content products or print subscriptions and measuring new or increased sales.
- Online readership studies to determine the impact of the content project, as well as the acquisition of customer informational needs and trends.
- Measuring engagement (time spent) through online research or by using analytic measures on eNewsletter or web portal products.
- Pre-/post-awareness study to measure the impact of the program. If possible, separate out a control group that does not receive your content initiative. Without that, it's challenging to tell if the project made the impact, or if it was something else in your marketing arsenal.

There are also a number of online measurement tools that can give you some insight into how your content is performing, both with search engines and with customers themselves. Some examples include Alexa. com, Compete.com, Quantcast.com and an analytics package like Google Analytics for web traffic measurement. And remember, it's not the traffic that counts, it's what the traffic does, so use your analytics package to track behaviors (Goals in Google Analytics) as well as engagement.

Finally, here are some additional tactics to consider when integrating measurement into your content marketing:

- Distinct 800 number on print and online initiatives
- Using individual URLs among different content projects
- · Specific landing pages based on customer segment
- Every print or web page should have some type of call-to-action
- Use print and online versioning tools to send more precise content to customers and prospects based on their individual needs, and measure the impact difference.

Ultimately, we are only scratching the surface here when it comes to content marketing measurement. The key comes down to this: You have to plan for measurement. It is almost impossible to measure the content vehicle after you've already begun. An organization that invests in content without investing in the measuring of that content doesn't truly believe in the content initiative.

Final Thoughts: Content Without Promotion Is Nothing

Motorola is a great example of how content promotion is integral to the entire sales process. Every one of its demand generation activities links to a specific informational tool that leads customers through the sales process.

Lee Odden, one of the leading marketing bloggers in the country, posted this about the content versus promotion debate:

"If you create great content and no one knows about it to link to it, you're spinning your wheels. A combination of content as well as social networking, link networking, public relations, and gaining editorial visibility as well as viral and individual link solicitations will all work together synergistically. Building a community of consumers of your content as well as relationships with the media in your industry is the distribution network necessary to gain the most link value out of creating great content."

All too often, companies engage in a content project, don't see positive results, and halt the initiative, thinking that the content didn't meet customer needs. The majority of time, the problem was not necessarily in the content, but in the marketing of the content.

It doesn't have to be that way. There are so many affordable and easy-to-use technologies available today that enable you to both reduce costs and increase precision. Very importantly, effective and efficient distribution powers the very best content marketing strategies. After all, there's not much point in creating great content if you can't deliver it. Now you can do both.











About the Author



Joe Pulizzi is a leading author, speaker and strategist for content marketing. Joe is first and foremost a content marketing evangelist, and founded the **Content** Marketing Institute, which includes the premier international content marketing event Content Marketing World and Chief Content Officer magazine. Joe is

also CEO of SocialTract, the leading blogging service for service professionals and co-author of the highly praised book Get Content Get Customers (McGraw-Hill), recognized as THE handbook for content marketing, as well as **Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand.**

Awarded "Custom Media Innovator of the Year" by American Business Media, Voted Who's Who in Media Business by BtoB Magazine, Folio: 40, and recognized as the Most Influential Content Strategist via Lavacon, Joe travels around North America and Europe talking to marketers and business owners about how they are indeed publishers, and what they need to do about it.

Joe writes one of the most popular content marketing blogs in the world and is overly passionate about the color orange.

For more about Joe, see Joe's speaking site at joepulizzi.com or follow Joe on Twitter @juntajoe.











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Get Content. Get Customers

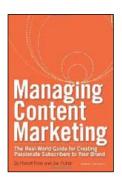
Called "The Handbook for Content Marketing", Get Content. Get Customers. teaches organizations how to use content marketing to deliver relevant, valuable and compelling information that turns prospects into buyers. Available now at Amazon.com.



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