

THE *Sophisticated* MARKETER

Issue 1 September 2017

QUARTERLY

WHEN SALES
EMAILS GO WRONG

6 MARKETING
BOOKS EVERYONE
PRETENDS TO
HAVE READ

BUSTED: THE
GREAT GOLDFISH
ATTENTION
SPAN MYTH

ARE YOU READY FOR
THE RISE OF THE
HYBRID
MARKETER?

DIVERSITY IN
MARKETING:
HOW ARE WE
REALLY DOING?

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FROM THE TEAM

A NOTE TO SOPHISTICATED MARKETERS

Sometimes, you want to spend more time with the content you're consuming. Sometimes, you want to take your thinking slowly, digest ideas at your leisure, carry them around, leave them on a coffee table or file them away on a shelf to pick up again later. Sometimes, you want to browse through a printed page rather than a screen. Sometimes, you need a magazine.

This particular magazine is designed for Sophisticated Marketers who are passionate about what they do and enjoy finding new ways to think about it. It's our first issue of *Sophisticated Marketer's Quarterly*, and it includes all of the most interesting B2B marketing ideas that we've come across and come up with over the past three months.

Like many other marketers, we believe there's a place and a role for print, just as there's a place and a role for video, blog posts, cutting-edge digital formats and the smart use of data. Print is a beautiful format for presenting ideas you enjoy to others you think will enjoy them. And that's what you'll find in the pages of this edition. From the truth about diversity in marketing, to inspiration from content marketing heroes, the latest trends and tactics, and in-depth new research, we believe there's something in here for everyone.

We hope you enjoy our debut issue!



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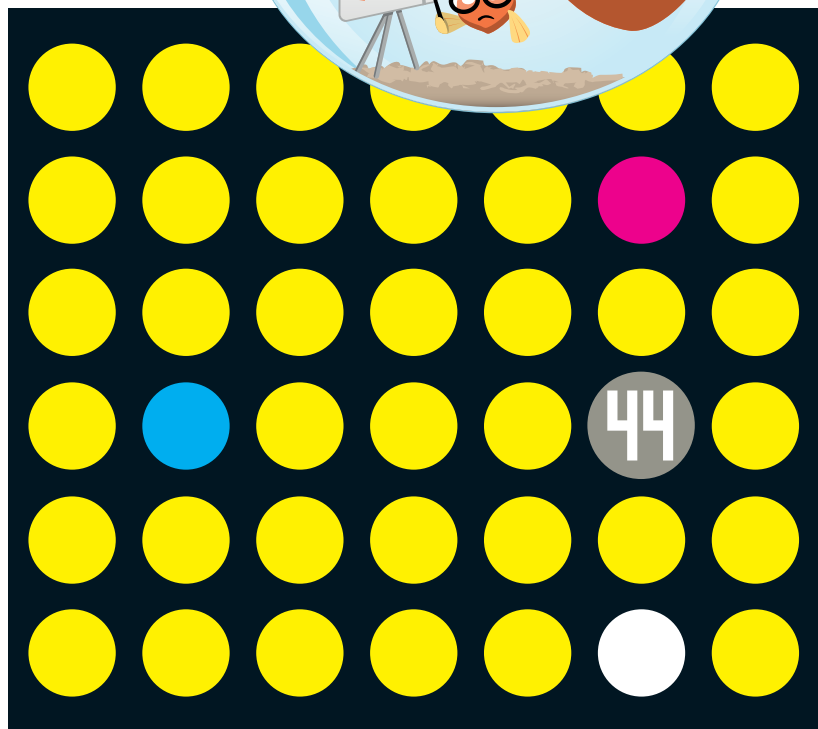
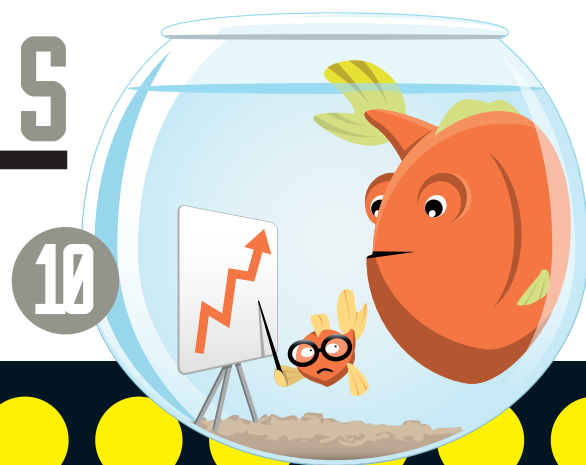
<https://business.linkedin.com/en-uk/marketing-solutions/blog>

CreamPublishing



Cream Publishing, Adur Business Centre, Little High Street, Shoreham-by-Sea, West Sussex BN43 5EG.

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6 MARKETING BOOKS EVERYONE PRETENDS TO HAVE READ

Marketers are natural bluffers, reeling off ideas from classic books we've never opened. Here are six we should make time to read for real

WORDS BY JANE FLEMING

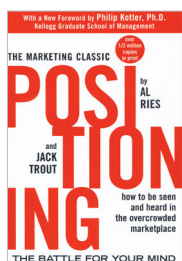
As marketers, it's easy to indulge in the odd bit of bluffing. We reel off famous concepts and ideas from classic marketing books that have become part of our industry's vocabulary, despite never taking the time to read those books for ourselves.

We almost always get away with it, because most of the people we're talking to haven't read this stuff either. I'm not writing this feature to criticise, but rather to point out what

we're missing. When we claim to read original marketing thinking based only on our topline understanding of it, we miss out on a wealth of insight and inspiration that made these books classics in the first place. If you're like me and haven't gotten around to reading all of marketing's most influential books yet, then why not make this the year that you do?

Here are six to start with that I believe any marketer should make time for:

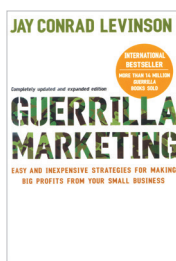
1



POSITIONING - THE BATTLE FOR YOUR MIND
By Al Ries and Jack Trout
First published in 1981

"A product is something made in a factory. A brand is something made in the mind. To be successful today, you have to build brands, not products." That's how Ries and Trout introduced the concept of brand positioning back in 1981. It's debateable whether anybody has ever written a more important book about the fundamentals of marketing since. If you ever want to remind yourself what we marketers do and why we do it, it's worth immersing yourself in this original, influential and ever-relevant piece of thinking.

2



GUERRILLA MARKETING
By Jay Conrad Levinson
First published in 1983

If you've limited marketing resources then you probably throw this phrase around a lot. But have you read the book it comes from? If not, you're tackling the challenge of fighting for market share with one hand tied behind your back. Jay Conrad Levinson was a successful ad executive, who filled his bestseller with proven ideas for driving results through unconventional means. He updated it in 2007 with plenty of digital guerrilla tactics. Don't just imagine yourself a guerrilla marketer. Read the book and become one.

3

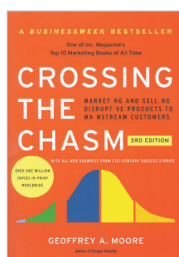


OGILVY ON ADVERTISING
By David Ogilvy
First published in 1983

If your understanding of the golden age of advertising is basically cribbed from episodes of *Mad Men*, then make some time for this classic. Ogilvy's mantra of creative brilliance, research and professional discipline is as relevant now as it ever has been. Plus, he had a turn of phrase that few other marketing writers can match: "Any fool can write a bad advertisement, but it takes a genius to keep his hands off a good one", "Committees can criticise, but they cannot create", "Back your winners, and abandon your losers": beautifully expressed ideas that still inspire.



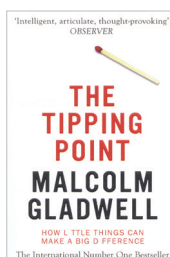
4



CROSSING THE CHASM
By Geoffrey A. Moore
First published in 1991

Whenever you talk about 'early adopters' and the 'early majority', you're channeling this phenomenal bestseller from a quarter of a century ago. Despite writing in a time before smartphones and social networks, Moore nailed the key marketing and business challenges for innovative products seeking to make it in the mainstream. And he makes a compelling argument for Marketing taking the lead in moving them from being a choice of 'visionaries' to being the choice of 'pragmatists'.

5



THE TIPPING POINT
By Malcolm Gladwell
First published in 2000

The title of this book is a lot more famous than the subtitle, *How Little Things can Make a Big Difference*. That gives away the fact that a lot more people talk about *The Tipping Point* than have actually read it. It's this idea that changing the world could be more feasible than you think that's the real message. You just have to find the right people and the right 'sticky' concepts. This is an empowering and inspiring call-to-arms for any marketer, and Gladwell's hugely engaging writing style makes it an un-put-downable read.

6



PERMISSION MARKETING
By Seth Godin
First published in 2004

This was the book and the writer that first stressed the difference between traditional, 'Interruption Marketing' and a new approach: giving audiences content they actively want to consume. Writing at the dawn of the social media age, in 2004, Seth Godin anticipated how a new type of platform could transform the nature of marketing. Concepts from inbound marketing to content marketing, to the subscription-based models of businesses like Dollar Shave Club owe a huge amount to his thinking.

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DR. JODY FOSTER

ON THE NARCISSIST IN YOUR OFFICE

Don't let narcissists destroy your experience of work. Here's how to deal with (and help) them...

She's literally written the book on the disruptive personality types that can leave people dreading Monday mornings. That's why Dr. Jody Foster MBA was one of the most popular guests on our Sophisticated Marketer's Podcast this year. In *The Schmuck in My Office: How to Deal Effectively with Difficult People at Work*, she introduces readers to the Venus Fly Trap, the Swindler, the Eccentric, the Robot, The Bean Counter and more. Here's how she explained how to understand one of the most common and most destructive of these personality types: The Narcissist.

WHAT CREATES A NARCISSIST?

Almost everyone has narcissistic tendencies. Self-confidence, and a belief in your own importance are healthy things. The trouble comes when narcissism flips over to the pathological side. This is usually triggered by a crisis that results in an almost complete loss of confidence.

Determined to hide their fractured egos from the world, narcissists fill the gap by exaggerating the image they hoped to have of themselves. They fill the dichotomy between the image they once had and the reduced sense of worth they now feel with a load of hot air.

NARCISSISTS IN DISGUISE!

Narcissists can adopt different subconscious strategies for disguising their fractured egos, and this can make them difficult to identify. We're all familiar with the 'Look at me' narcissist exaggerating their accomplishments, taking the credit for others' work, overstating their abilities and constantly blaming their shortcomings on others. They can be



Doctor Jody J. Foster MBA is the author of *The Schmuck in My Office: How to Deal Effectively with Difficult People at Work*

**NARCISSISM
IS TYPICALLY
TRIGGERED BY
A CRISIS IN
CONFIDENCE**



extremely damaging, but you know what you're dealing with.

The second type of narcissist is more insidious. Their narcissism presents as low self-esteem. They hold endless grudges about perceived snubs and being undervalued. At heart though, they are just as self-centred and their constant demand for praise can be just as debilitating.

FLATTERY IS YOUR SECRET WEAPON

It feels like you're giving in, but flattery is essential for disarming narcissists' constant sense of anxiety. Done right, it can enable them to take on constructive criticism, and even to work more effectively as part of a team. If you're ever in the situation where you have to give constructive feedback to a narcissist, try to sandwich it between two pieces of unmitigated praise. This helps defuse the inherent tension.

REDUCE THE OPPORTUNITY FOR DAMAGE

Little things can make a big difference with narcissists. Always reply to their emails as quickly as possible, removing their opportunity to worry that you're ignoring or disparaging them. Try to avoid situations where they can take credit for your work. Remember: they're narcissists, they can't help it.

Building on the flattery and the reassurance, try to fill a gap that all narcissists suffer from: lack of empathy. Walk them through how their actions might have impacted on others. Remember, this isn't something that they will be capable of by themselves. Gradually opening their eyes can help everyone.

Subscribe to *The Sophisticated Marketer's Podcast* and hear Jody's interview in full at: <https://lnkd.in/podcasts>

THE GREAT GOLDFISH ATTENTION SPAN MYTH

AND WHY IT'S KILLING CONTENT MARKETING

WORDS BY JASON MILLER

I've lost count of the number of times I've been told my attention span is inferior to goldfish

I am certain you have too. You'll have had it drummed into you in blog posts and from conference stages that research proves humans can only concentrate for eight seconds, whereas our bowl-inhabiting, orange-coloured friends can manage nine.

Now, before we go any further. I'd like you to help me conduct a short scientific experiment of my own: when was the last time that you succeeded in focusing on something for eight seconds or more? I bet you have to go all the way back to maybe three minutes ago. That's right, you'll have concentrated for vastly longer than eight seconds countless times today. If you've made it this far in this feature, you've done it again. Congratulations! Clearly you're exceptional, because as marketers have been telling themselves for the last two years, research proves human beings only have an attention span of eight seconds.

Except that research actually shows nothing of the sort. In fact the only thing this particular research insight shows is that marketers probably care less than goldfish about where their stats come from.

If you put them on the spot, most people will tell you that we know our attention span is less than goldfish because of research conducted by Microsoft in Canada in 2015. Those people are all wrong—but don't blame them. Countless respectable newspapers and magazines from *The Daily Telegraph* to *TIME* all reported that Microsoft had discovered that our attention span was now less than that of fish. They were all wrong too.

The Microsoft research certainly exists. It included in-depth quantitative surveys and neurological studies, and the report does include an Infographic that shows human attention spans 'dwindling' from 12 seconds in 2000 to eight seconds in 2013, below the nine-second average attention span of a goldfish. The only problem is, that infographic wasn't actually based on findings from Microsoft's own research. It's sourced to something called

Statistics Brain. When you go to the *Statistics Brain* website, it offers a range of different sources for these and other stats. None of them seem to mention the attention spans of human beings or goldfish. When you look at it in any level of detail, the stat that has dominated a huge amount of marketing discussion since May 2015 isn't based on any recognisable research at all.

So the 'fact' that we have a lower attention span than goldfish isn't a fact at all. But what do we actually know about what's happening to our attention and what marketers should do about it? This is where the whole goldfish view of human attention starts to look even shakier.

HUMAN ATTENTION IS CHANGING - BUT IT'S CERTAINLY NOT DIMINISHING

In the actual Microsoft research that the eight-second stat doesn't actually come from, there are lots of interesting findings about how our attention is evolving. None of these findings suggest for even one moment that we should be planning our marketing around an eight-second attention span. In fact, the Microsoft research never once mentions the magic eight-second number at all. It doesn't mention goldfish either.

Alyson Gausby, Consumer Insights Lead at Microsoft Canada summed up the overall findings of the research as this: "Think digital is killing attention spans? Think again." She's right. That's the one clear message that anybody reading the research in full walks away with.

GUESS WHAT - WE DON'T SPEND AGES ON POINTLESS TASKS

The research did find that spending a lot of time multi-screening or using social media reduces the likelihood of you focusing on one task for a prolonged period of time—provided that task is very repetitive and boring. The task they used in this test was identifying and responding to patterns of letters—and guess what? After you've been doing this for a while, you desperately want to find something else to think about. If your marketing strategy relies on getting social media-savvy early

adopters to do something completely pointless for long periods of time without thinking of anything else, then this might be a problem for you. If it's not, then we can safely move on.

HOW HUMAN ATTENTION IS BECOMING MORE INTENSIVE - AND MORE EFFICIENT

While observing people undergoing these repetitive tasks, the research discovered that those who spent more time with digital media actually used their attention in very different ways. All of these ways were more intensive, more efficient and extracted more information more quickly. As the report puts it "tech adoption and social media usage are training consumers to become better at processing and encoding information through short bursts of high attention." In other words, changes to our attention mean we can now process more information, not less.

This upgraded human attention is dedicated to achieving one primary objective: finding the content that's worth paying attention to. Our attention isn't diminishing; it's becoming more demanding. It processes information increasingly intensively, and it's almost always hungry for more. The neuro-scientific driver of this is the chemical dopamine, which makes us feel good and is released

Think digital
is killing
attention
spans?
Think again

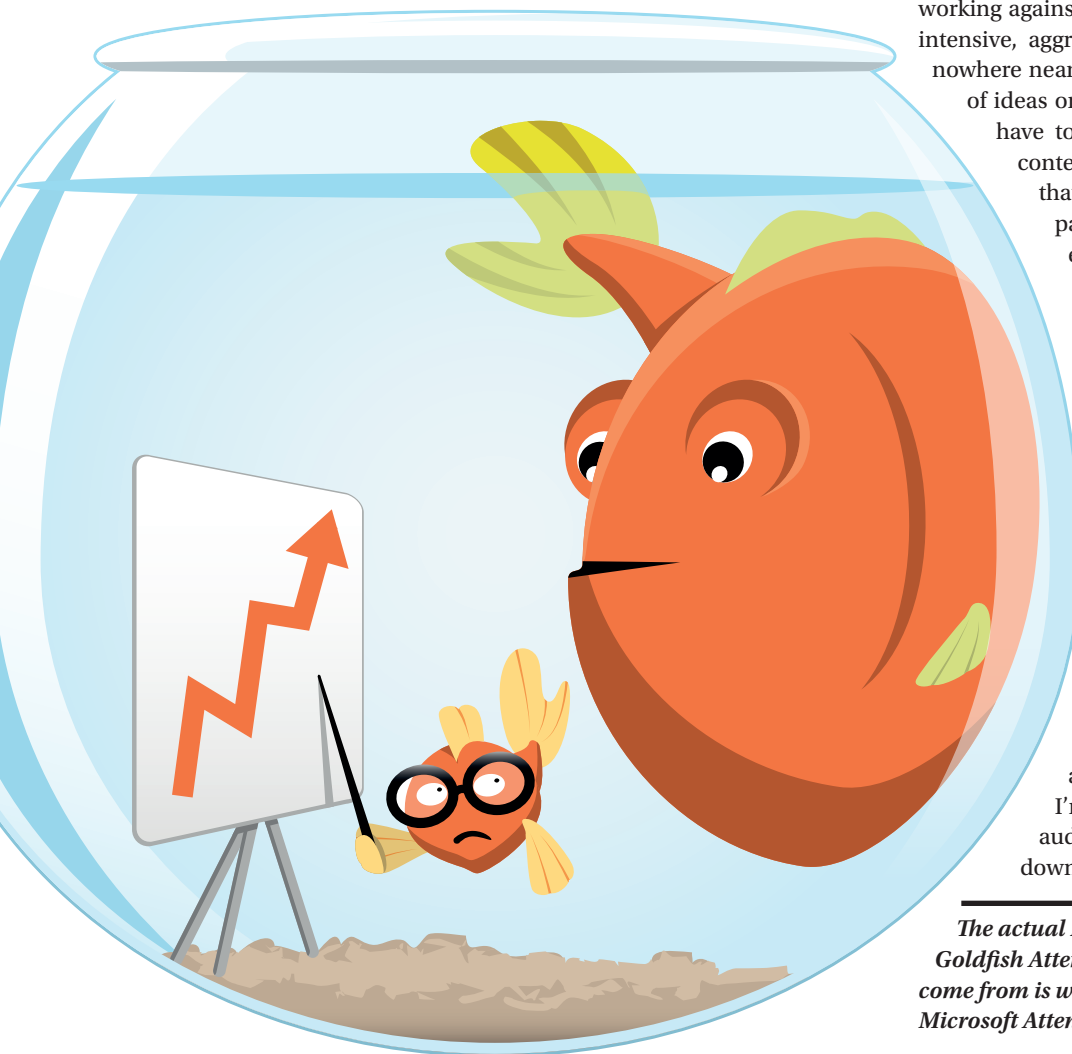
every time we do something rewarding. When we find something interesting, we get a dopamine hit. When we spend time reading or watching something dull and pointless, we don't.

HOW THE GOLDFISH MYTH DAMAGES MARKETING

The problem for marketers is that, if you're attempting to simplify and compress all content down to fit the attention span of a goldfish, then you are working against the dopamine—not with it. Those intensive, aggressive human attention spans are nowhere near satisfied with eight-seconds worth of ideas or content. They want more. Yes you have to communicate to them why your content matters, what its purpose is, and that there's something in there worth paying attention to. However it's even more important to make sure that the content itself is substantial, rewarding and keeps giving them reasons to pay attention. The human brain doesn't care how much content it has to consume—it can do that more efficiently than ever. It cares about whether that content is worth consuming or not.

So there you have it: human beings don't have a shorter attention span than goldfish. Our attention is getting more intense and hungry for information, not less. If you've been planning your content approach around appealing to goldfish then I'm afraid you've been had. Your audience aren't goldfish. I think, deep down, you knew that all along.

The actual Microsoft research which the Goldfish Attention Span stat doesn't actually come from is well worth a read. Search on Microsoft Attention Study 2015 and you'll find it.



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Astonishing Tales of Content Marketing:

THE GUINNESS BOOK OF RECORDS

How a brewery became the ultimate authority on the fastest, the tallest, the oldest and everything else

Plenty of people assume that the name of *The Guinness Book of Records* must be a coincidence. There's little obvious connection between photos of record-length fingernails and stout beer.

The astonishing true story, though, is that the Guinness Brewery was directly responsible for creating the book of records. The master brewers at Guinness, in fact, had a controlling interest in the brand until fairly recently.



THE FASTEST GAME BIRD

On November 10, 1951, Sir Hugh Beaver, the Managing Director of Guinness, went bird hunting. Beaver missed a shot at a golden plover and excused himself by arguing that the plover is the fastest game bird in Europe. His hosts disagreed, claiming the red grouse was faster. In the era of smartphones the argument would have been brief. Back then, though, the party soon realised they had nothing to resolve the debate and spare Sir Hugh's blushes. What they needed was the ultimate reference book

for such records. Since it would be the obvious way to settle pub arguments, it could be a good marketing tool for the Guinness brand as well. In 1954, Sir Hugh commissioned Norris and Ross McWhirter, twin brothers who ran a fact-checking agency, to compile the first *Guinness Book of Records*.

The McWhirters researched and compiled the first book over 13 working weeks of 90 hours each. Guinness arranged for 1,000 copies to be printed and distributed for free in pubs throughout Ireland and the UK.

FROM MARKETING TO PROFIT CENTRE

The original free run was so well-received that Guinness secured office space for the brothers to work on a new edition of the book. Guinness funded a run of 50,000 books, not as giveaways but to be sold to the public.

The official first edition launched in August of 1955 and topped the bestseller lists by Christmas. By 1960, Guinness had sold 500,000 copies, each featuring the brewing company's iconic logo. By 1966, 1.5 million copies had been printed internationally, and the McWhirter brothers were committed to releasing annual, revised editions.

In 1974, *The Guinness Book of Records* set a record of its own: the biggest-selling copyrighted book in history, with over 23.5 million copies sold.

A MULTIMEDIA PHENOMENON

In 1972, *The Guinness Book of Records* hit TV screens. The show, *Record Breakers*, racked up 276 episodes during its 29-year run, with versions produced for the US, New Zealand and across Europe.

In 1990, Guinness opened the first stand-alone Guinness World of Records Museum with franchise museums opening in a dozen cities worldwide. The Guinness World Records brand today has over a million Facebook followers and 1.5 million YouTube subscribers.

Sixty-three years on, Guinness remains the ultimate authority on world records, called on to adjudicate record-breaking attempts worldwide. That's a truly astonishing tale of content marketing.

TAKEAWAYS FROM THE GUINNESS BOOK OF RECORDS:

> **Make Content a Profit Centre:** Guinness created the guide as a giveaway, but quickly saw it had inherent value and could generate revenues.

> **Encourage User-Generated Content:** Guinness started by cataloguing existing records, but quickly created formal procedures for making a world record attempt. The promise of being included in the book is a great incentive to get involved.

> **Know When to Outsource:** Sir Hugh Beaver didn't expect his marketing department to become publishers overnight. He knew he needed experts.

> **Explore Video Content:** The Guinness World Records TV shows were a natural extension of the brand, bringing the print content to life. The brand was an early adopter of YouTube for the same reason.

ARE THESE THE **15** MOST OVER-USED STOCK PHOTOS IN **B2B** MARKETING?

It's true a picture says a thousand words—but in some cases those words are: “We were feeling lazy this morning so we just went with the first stock photo we could find”.

Hold up your hand if you're guilty of having ever used one of these...

WORDS BY **CHRISTINA O'CONNOR**

1



THE ROADSIGN TO THE FUTURE

You've doubtless seen this one before on your travels: the roadsign as prophet of the future.

2



THE PATH DIVIDES

It's time to make a tough decision: which way do you trust to guide you to your destination?

3



THE POWER-DRESSED PROFESSIONAL IN THE WILD

He's either inappropriately dressed for the occasion or there's a not-so-subtle visual metaphor at work.

4



THE MINORITY REPORT INTERFACE

It's a classic movie – but isn't it about time we got over our B2B marketing Tom Cruise complex?

5



THE CONNECTED CUP OF COFFEE

Because we all spend our days in coffee shops drinking lattes and working on our smartphones.

6



THE CHESSBOARD

This stock image could say almost anything – and, as a result, it tends to say nothing at all.

7

**THE AIRPORT WINDOW**

The road warrior stares out of the window. What is he thinking? Where is he going? What does this stand for?

8

**THE HANDSHAKE**

It's a deal... Surely this is the most mind-numbingly obvious stock image of them all?

9

**THE TARGET**

Unless it's ousted by this one... Is it even possible to fit so many arrows into a single bullseye?

10

**THE LAPTOP OF SUCCESS**

Can you imagine working in an office where everyone punches the air every time an email arrives?

11

**THE SUPERHERO**

Thank you Clark Kent, for this shirt-ripping metaphor for personal and professional transformation.

12

**THE IDEA**

How can we capture the wonders of the human creative process? Oh yes, I know...

13

**THE BRAINSTORM**

Must all brainstorming sessions involve glass walls and coloured post-it notes?

14

**LIFE'S A BEACH**

Have you tried to read your laptop screen while sat in the sun? It doesn't work – rather like this image.

15

**THE SUITED TYPE LOOKING AT A PHONE**

They could be male, they could be female. But they've always got an important message to read on their phone.



WORDS BY JASON MILLER

GUERRILLA MARKETING TACTICS FROM

Content marketing
inspiration from the
savviest brand in metal

TWISTED SISTER

NOT ALL MUSICIANS ARE GREAT MARKETERS; NOT ALL BANDS GET TO BECOME GLOBAL BRANDS.

However, when a band battles through the New York glam and punk scene of the early 1970s—and is still playing to crowds of 100,000 plus four decades later, you know you're dealing with smart, savvy and inherently innovative marketing brains. Twisted Sister, which Jay Jay French first founded back in 1972, is that band.

Twisted Sister haven't just kept going for 40 years, they've kept growing. Their fanbase is even larger now than when they broke through in the clubs of New York and Long Island, or when they were one of the most popular (and controversial) MTV acts of the 1980s. That's why sitting down with Jay Jay for an unforgettable episode of my *Sophisticated Marketer's Podcast* was such an inspiring experience. This is an artist who has always embraced the commercial side of creativity; and who is as proud of the gritty marketing savvy that pulled his band through as he is of the tracks they've laid down. Here are five lessons that any marketer should learn from one of the smartest minds in Rock n Roll:

1 NEVER FORGET THE POWER OF PAID-FOR MEDIA

What does a hard-working band do when the only way to get played on the radio is through having a recording contract, and you haven't been able to persuade a record label to give you one? Twisted Sister decided that, if the established music shows wouldn't play their stuff, they'd take over the ad breaks instead. The band started buying radio ads to promote their gigs in the clubs of New York and New Jersey, and devoted the majority of the airtime during each ad to playing their new single. The result? Everyone heard their songs, and everyone coming to their gigs thought they were watching a band with a hit record, rather than one with (technically) no records at all.

2 KNOW WHICH TOUCHPOINTS DRIVE REVENUE – AND WHICH BUILD YOUR BRAND

You certainly can't accuse Jay Jay French of failing to adapt to the digital music revolution. He talks about how Twisted Sister cared a lot less about their music and videos being shared for free than they would have done if nobody had wanted to share them. It was digital music distribution that built huge audiences for the band across regions like South America where they would otherwise have remained unknown. The band recognised the difference between touchpoints that were building their brand (freely shared digital tracks) and experiences that people were prepared to pay for (the legendary Twisted Sister live act).

3 DON'T BE AFRAID TO REVISIT OLD FORMATS

It's not just through live performances that a smart music brand makes money. As Jay Jay explained to me, "you have to find products that work in the context you're in." That was the logic behind *A Twisted Christmas*, the album of Heavy Metal Christmas classics (including *O Come All Ye Faithful* performed to the tune of *We're Not Gonna Take It*) that the band brought out in 2006. At the end of the day, nobody likes giving a free download for Christmas. There's a similar logic in bands revisiting vinyl to deliver music in a format fans are happy to pay for.

4 VALUE DIFFERENT CREATIVE CONTRIBUTIONS

'Creative differences' have become a cliché as the reason given for bands falling apart, disguising the clash of egos that's usually involved. Listening to Jay Jay talk about his other band members, and in particular Dee Snider, made me think about how appreciating different creative strengths can often be the key to keeping a team together. "I'm a broad-based conceptualist," he told me. "I'm not so narcissistic to think I can make it without Dee Snider. I don't write, I don't sing. I needed his desire to create and he needed me to help push it forward."

5 EMBRACE CO-CREATION

Imagine the scene: you're at a huge metal concert in Mexico when the band suddenly starts performing one of its most famous hits. Something's not right though. Rather than singing about rebellion against teachers, parents and other sources of authority, they're screaming down the microphone about eggs cooked in oil with lemon. This hymn to egg-frying shows what happens when you embrace fans taking ownership of your music. It comes from a Mexican ad that uses the tune from *We're not Gonna Take It*. It's guaranteed a stadium-wide sing-along across South America; and it's even produced its own line of fan merchandise. Plenty of acts would have been embarrassed about their tunes becoming a commercial soundtrack. It takes a special kind of creativity to spot the humour, and celebrate it.

"I HAVE NEVER BEEN A STRUGGLING ARTIST IN MY LIFE. I HAVE BEEN A NEW YORK CITY HUSTLER. WHEN TWISTED SISTER STARTED, MY FIRST QUESTION WAS - HOW ARE WE MAKING MONEY? I WANTED TO CREATE GREAT MUSIC BUT I WASN'T PREPARED TO STARVE TO DO IT."

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Marketing Solutions

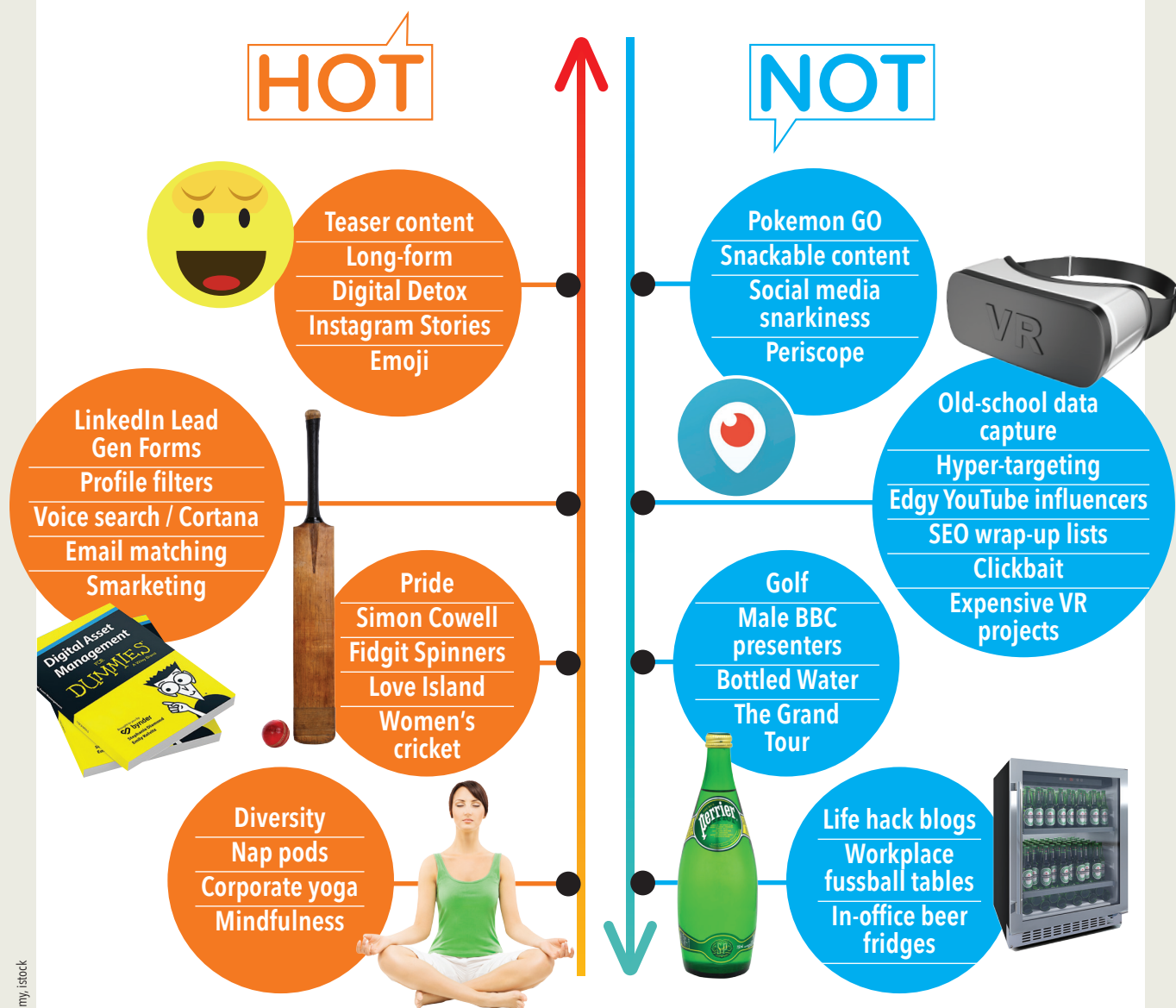
>> TOOL BOX <<

The LinkedIn tools, tips and tricks every sophisticated marketer should have

B2B marketing Hot or Not

Are you dropping the right subjects onto team meeting agendas? Spending time slotting the right platforms into your strategy? Making the right cultural references? Leveraging the right LinkedIn tools and techniques? Decorating your office with the right stuff?

It's tough balancing on the cutting edge of B2B. Our temperature gauge for sophisticated marketers is here to help:



17 STEPS TO A BETTER LINKEDIN PROFILE

AS MARKETERS, WE INVEST A LOT OF TIME AND RESOURCE IN BUILDING BRANDS, but how often do we apply those skills to building our own personal brands? Here are 17 steps that can help turn LinkedIn into your personal marketing channel:

1 CHOOSE THE RIGHT PROFILE PICTURE FOR LINKEDIN

Make sure the picture is recent and looks like you, and your face takes up around 60% of it. Wear what you like to wear to work, and smile with your eyes!

2 ADD A BACKGROUND PHOTO

It's the second visual element at the top of your profile page. It grabs people's attention, sets the context and shows a little more about what matters to you.

3 MAKE YOUR HEADLINE MORE THAN JUST A JOB TITLE

There's no rule that says the description at the top of your profile

page has to be just a job title. Explain why you do what you do, and what makes you tick.

4 TURN YOUR SUMMARY INTO YOUR STORY

Your summary is your chance to tell your own story. Invest some time and don't just use it to list your skills or the job titles you've had.

5 DECLARE WAR ON BUZZWORDS

They're the words and phrases everyone uses, and which therefore make very little impression on people reading your profile.

6 GROW YOUR NETWORK

Try syncing your profile with your email address book. It's amazing

how effective this can be at surfacing relevant people for you to reach out to.

7 LIST ALL OF YOUR RELEVANT SKILLS

It's one of the quickest of quick wins on LinkedIn – scroll through the list of skills and identify all of those that are relevant to you.

8 SPREAD THE ENDORSEMENT LOVE

Go through your network and

identify connections that deserve an endorsement from you. It's a trigger for people to return the favour.

9 MANAGE YOUR ENDORSEMENTS MORE PROACTIVELY

Be proactive in managing your endorsements list using the edit features in the Skills section. You can choose which to show, and which to hide.



4

STAGES OF A CONTENT MARKETER: WHERE DO YOU FIT IN?

A breakdown of the evolution of a content marketer from newbie to superstar.

1

THE YOUNG GUN

The most exciting phase: As you practice on your own and score fun gigs, you're discovering what you like, don't like, and ultimately want to do.

Key actions:

- * Soak up knowledge anywhere and everywhere.
- * Ask questions, offer help, and join interesting conversations.
- * Network like crazy across online groups, blog posts, and any event possible.



WORK TO GET NOTICED!

Users with 100% complete profiles are **40x** more likely to receive opportunities to connect on LinkedIn.

Success checklist

LEARN YOUR CRAFT – read influential industry books:

- * *Content Rules: How to Create Killer Blogs, Podcasts, Videos, Ebooks, Webinars (and More) That Engage Customers and Ignite Your Business* by Ann Handley and C.C. Chapman
- * *The Elements of Style* by Williams Strunk Jr.
- * Follow industry thought leaders on LinkedIn and Twitter. Get on their radar by commenting, liking, and sharing their posts.

Success checklist

- * Read widely to improve your knowledge and writing style. Build a list of relevant industry blogs and read them daily.
- * Use social listening and keyword research to identify your audience and determine how you can help them.
- * Ask for brutally honest feedback from your team and peers, and use it to make better content.

THE EMERGING ARTIST

People are noticing you; it's time to impress. And keep on hustlin'...

Key actions:

- * Pick your passions by identifying content that gets your heart pumping and compels you to share with others.
- * Consider how your world view can open up solutions and possibilities for others.
- * Play with themes and ideas you want to tackle, and evolve your editorial calendar from there.



LOOKING TO SELL OUT THE SHOW? START WITH A CONTENT MARKETING STRATEGY

37% of typical UK B2B marketers have a documented strategy, 42% are undocumented, 18% have no strategy and 3% are unsure



10 REQUEST RECOMMENDATIONS

There's a handy drop-down menu in the Recommendations section of your profile that makes this easy.

11 SHARE MEDIA AND MARKETING COLLATERAL

Sharing case studies, white papers and other brand content helps people understand what makes you tick. It demonstrates passion and commitment as well.

12 GET CREDIT FOR YOUR THOUGHT-LEADERSHIP WITH PUBLICATIONS

Have you helped to write an eBook or a white paper? Or written a post on your company's blog? The Publications section links your profile to these assets.

13 SHARE RELEVANT CONTENT FROM YOUR LINKEDIN FEED

Keep a close eye on your LinkedIn feed. Share content that you find genuinely interesting, and which you agree with.

14 ADD COMMENTS

Well-expressed comments help you share a broader range of content (even if you don't agree with it) and get your point of view out there.

15 FOLLOW RELEVANT INFLUENCERS FOR YOUR INDUSTRY

Following relevant influencers helps to put a range of interesting content in your feed, and gives context to your LinkedIn profile.

16 BECOME AN EMPLOYEE ADVOCATE

It's a fact that 86% of employee advocates say that sharing content for their business has had a positive effect on their own career.

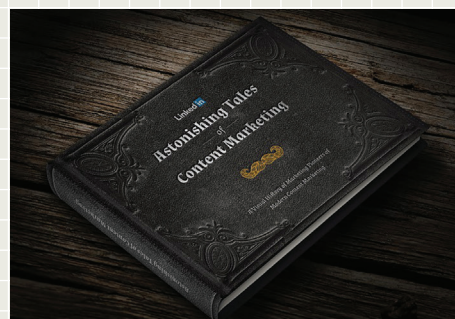
17 PUBLISH LONG-FORM CONTENT AND USE IT TO START CONVERSATIONS

The more you share and comment on content, the more you establish your expertise and thought-leadership credentials on LinkedIn. Publishing long-form posts is the natural next step to take.



How to score a 95% open rate for your next campaign

BY CHRISTINA O'CONNOR



WHEN WAS THE LAST TIME A PIECE OF DIGITAL MAIL DELIVERED A 95% OPEN RATE FOR YOU? Here's how we managed it for the launch of our *Astonishing Tales of Content Marketing* eBook and how you can too:

Different platforms mean different open rates

The mail in question wasn't actually an email. We use email in our marketing all the time, but our highest open rates always come through Sponsored InMail. It's a result of the guaranteed deliverability, strict frequency caps and the professional mindset of people logged into LinkedIn.

Have a striking title with an emotional benefit

Our 95% open rate was staggeringly high even by Sponsored InMail standards. It was the result of a title and subject line with a clear emotional benefit. We promised people they would be 'astonished' and that's a powerful message.

Make it personal

All of our Sponsored InMails are written by specific people in our team. Jason Miller, who'd written the eBook, was able to share something of that experience in the message itself. Having his profile picture introducing the InMail sent a clear message that people were engaging with a human being.

3

THE COLLABORATOR

With a taste of success, you find a group who believes in thought leadership and wants to experiment

Key actions:

- Identify partners, customers, and influencers to collaborate with, so you can expand your audience with co-produced content.
- Let your teamwork ability take centre stage.
- Listen to the team of people around you. Give them credit and helpful, constructive criticism.

Success checklist

- Clarify your company's core narrative: How can you help those audiences?
- Identify your target audiences and collaborate with influencers in each market.
- Work cross-functionally with sales to develop clear content objectives.

USE MEETINGS TO KEEP YOUR CONTENT ON TRACK

78% of the most effective UK marketers say internal content marketing meetings are valuable: 56% meet daily or weekly.

Success checklist

- Continue to learn from Young Guns and peers.
- Stay up on current and new marketing technologies.
- Develop your brand value based on a constantly shifting marketing mash-up.

THE CRACKERJACK

You're at the top of your game, playing to the masses. What matters now is helping your community, staying humble, and crafting your best work.

Key actions:

- Drive revenue wherever you go, from writing books, to keynoting at events.
- Ditch the "Yes Man" attitude and prioritise your time and energy.
- Remember: Continued success depends on continued mastery.

4

DO NOT LOSE MOMENTUM! KEEP LEADING

88% of UK marketers plan to produce more content in 2016 vs 2015—even at the top there's work to be done.



Steal these campaigns to make off with more value on LinkedIn

A CAMPAIGN DOESN'T HAVE TO BE DESIGNED FOR LINKEDIN TO DRIVE GREAT RESULTS ON LINKEDIN. Shamelessly copy the activity you're running on other platforms and use it to create your LinkedIn campaigns. It's a shortcut to extra value and ROI – and proof that stealing from yourself does pay!

HERE ARE 6 TYPES OF B2B MARKETING ACTIVITY TO START STEALING TODAY:

- > **Copy click-tastic emails** for even higher Sponsored InMail open rates
- > **Take a lead from top tweets** to create compelling Sponsored Content
- > **Fleece your Facebook updates** to grab attention in the LinkedIn feed
- > **Borrow hit blog posts** to establish category-wide thought-leadership
- > **Swipe search marketing keywords** for super-relevant skills targeting
- > **Steal your subscriber database** to target perfectly primed audiences

Want to know how? Download our new eBook *Steal this Campaign* at <https://lnkd.in/stealthiscampaign> and you'll soon be making off with more value from your marketing investments.

WISDOM



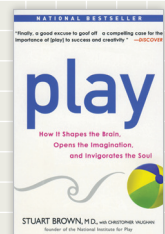
PLAY:

How it Shapes the Brain, Opens the Imagination and Invigorates the Soul

BY DR. STUART BROWN M.D.

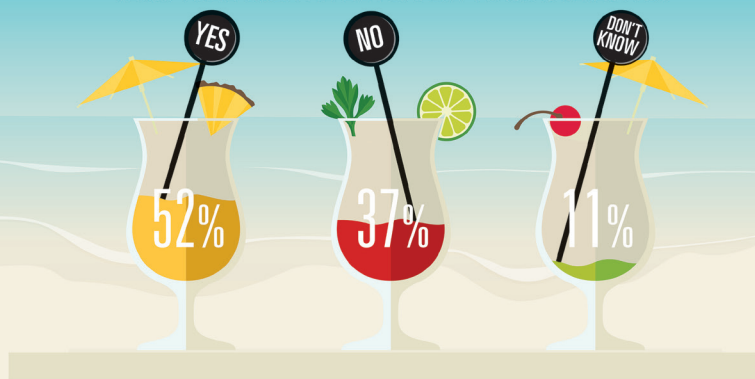


WE'VE LONG BEEN TAUGHT THAT PLAY IS SOMETHING WE DO AS PART OF A HEALTHY CHILDHOOD TO PREPARE US FOR ADULT LIFE, BUT THAT'S JUST PART OF THE PICTURE. Human beings are designed to play throughout our lives. When we stop, we lose the ability to adapt, to problem-solve, to approach things in innovative, creative and original ways. That makes this book (a favourite of many artists and creatives), required reading for B2B marketers looking to thrive in a disrupted landscape. As Dr. Brown puts it, "the opposite of play isn't work – it's depression."



WOULD YOU CONSIDER A DIGITAL DETOX

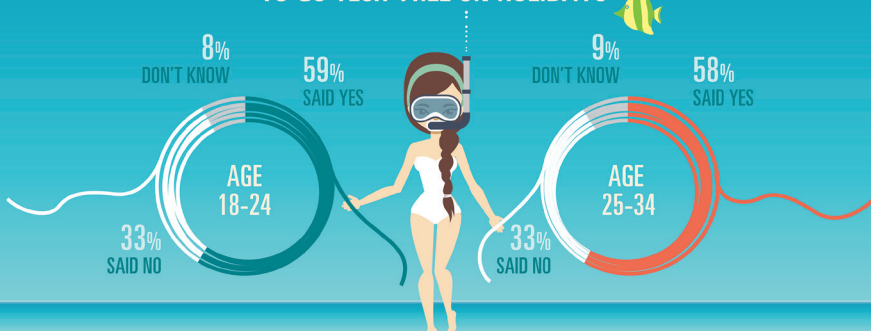
IN THE NEXT 12 MONTHS, WOULD YOU CONSIDER A TECH-FREE DIGITAL DETOX ON YOUR HOLIDAYS?



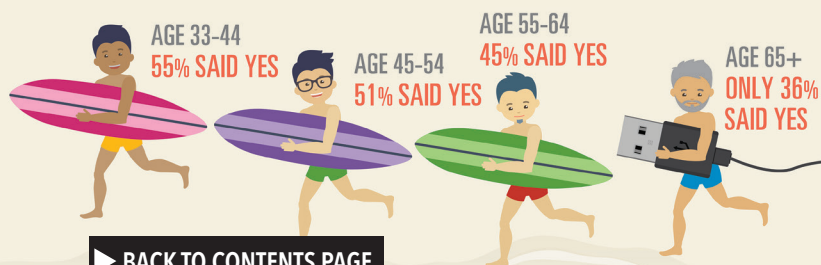
MORE WOMEN WANT TO UN-PLUG
OF THOSE SURVEYED



MILLENNIALS SHOWED THE GREATEST DESIRE
TO GO TECH-FREE ON HOLIDAYS

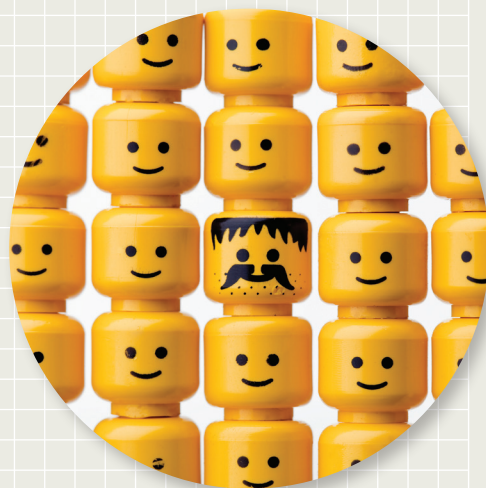


OF THOSE SURVEYED, THE OLDER THE PERSON,
THE LESS DESIRE TO HAVE A DIGITAL DETOX



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Easy wins to turn your data into quality leads



MANY BUSINESSES ALREADY HAVE ACCESS TO THE DATA THEY NEED FOR MORE EFFECTIVE AND EFFICIENT LEAD GENERATION. The challenge is finding a way to translate that data into campaigns that target the right prospects at the right time – and in the right mindset. That's where **LinkedIn Matched Audiences** can make a big difference. Here are three ways you can use this new targeting feature to turn data into high-quality leads more effectively:

- > Use Website Retargeting to pick up on specific types of interest and buying signals, and target an audience with strong propensity to convert
- > Upload a list of priority accounts and use LinkedIn targeting to reach the right influencers and decision-makers
- > Retarget your existing leads with relevant content using LinkedIn's highly accurate email matching, and nurture them through to conversion

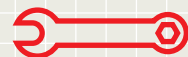
You'll find everything you need to get started using LinkedIn Matched Audiences at <https://lnkd.in/MatchedAudiences>

istock



5 PRODUCTIVITY TOOLS THAT MAKE ME A BETTER MARKETER

AS RECOMMENDED BY JANE FLEMING



MY PERSONAL STASH OF GO-TO CONTENT MARKETING AND PRODUCTIVITY TOOLS: Simple to use, easy to access and mostly, free:

1. FOR UNLOCKING CREATIVE IDEAS: **CANVA**

An online design platform that's essentially free, very versatile and helpful for everything from display ads to blog images and PowerPoint presentations.

2. FOR VISUAL INSPIRATION: **UNSPLASH**

When standard stock photography isn't doing it for you, it's worth spending some time with Unsplash – a creative commons site that showcases 10 new free photos every 10 days.

3. FOR SPECIFIC SHOTS: **SHUTTERSTOCK**

There are times when you need specific images. I find Shutterstock does them more creatively than most, with the added bonus of all being royalty free.

4. FOR CREATING GREAT INFOGRAPHICS: **PIKTOCHART**

Infographics are a big part of our content marketing approach at LinkedIn and Piktochart is the best tool I know for helping put them together.

5. FOR DATA STORYTELLING: **INFOGR.AM**

A remarkably simple tool for turning raw data into compellingly clear charts and graphics.



Yoda-like marketing wisdom from Tartufa the cat

AS SHARED WITH NICO LUTKINS

IT'S A LITTLE-KNOWN FACT THAT MY BELOVED MOGGY IS ALSO A SECRET B2B MARKETING GENIUS. Don't believe me? Here are five morsels of wisdom she's handed down over the years:

> **Keep a good mix of catfood in the cupboard**

Just because you love a brand of cat food one day doesn't mean it will pass muster the next. B2B marketers need to similarly mix up their content. You can't expect your audience to keep consuming the same stuff.

> **Understand what's important and keep doing it**

Trust equals consistency over time. Keep showing that what matters to your audience is what matters to you.

> **Don't waste your time barking orders**

Telling your B2B audience what they should be prioritising is about as productive an approach as trying to train a cat to sit. Work out their agenda and work with it.

> **Don't assume all cats are the same**

Cats defy categorisation and B2B audiences are just as individual. Use personas if they help, but don't pigeon-hole your audience.

> **Logic will only get you so far**

Logic is important but engaging on an instinctive and emotional level gets you a lot further. Don't swamp B2B campaigns with exhaustive lists of rational proof points.



>> How Lead Gen Forms helped Bynder take control of the buyer journey

BY DAVID MIRSHAHI, PPC SPECIALIST, BYNDER

BYNDER FIRST LAUNCHED IN 2013, and as a relative newcomer competing with big-name brands, it has been important to get maximum results from our marketing budget.

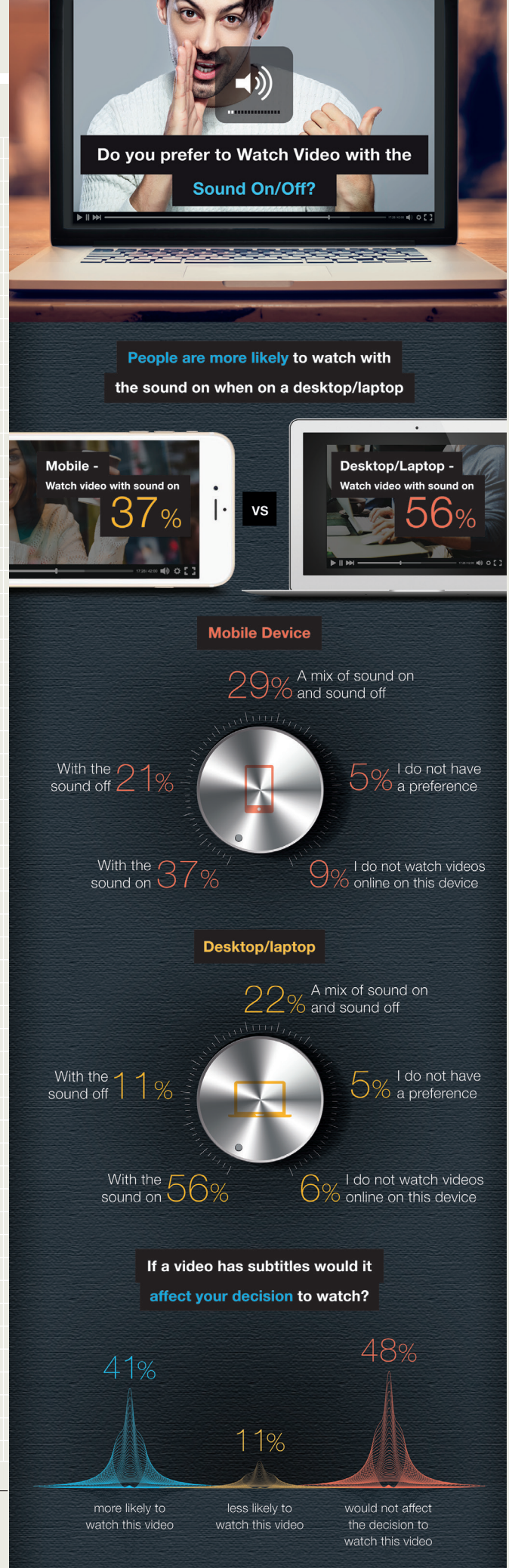
When you're seeking to grow fast in a competitive space, you need leads. However, you also need to engage decision-makers at all stages of their buying journey, changing perceptions and creating demand. In the past, gating content behind a data capture form has driven leads but often results in decreased engagement. LinkedIn Lead Gen Forms are a game-changer as they eradicate the dilemma of choosing between engagement and lead generation.

Lead Gen Forms are automatically completed with LinkedIn profile data so that you're not asking your prospects to type in anything at all. They get the content they want in a couple of clicks, and you get the lead information you need.

As soon as we added Lead Gen Forms to our Sponsored Content, our number of leads jumped up by 400% and the rate at which we converted clicks to leads hit 20%. We're now driving 500% more leads than we had been doing before Lead Gen Forms. These results got our whole company excited. Lead Gen Forms don't take care of every aspect of lead generation for you, but they are a small change that makes a big difference.



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The new content marketing model

Marketing technology is advancing at a rate faster than any other innovation curve in history. And yet, many of us are still using the same tactics for content marketing on social that we were five years ago.

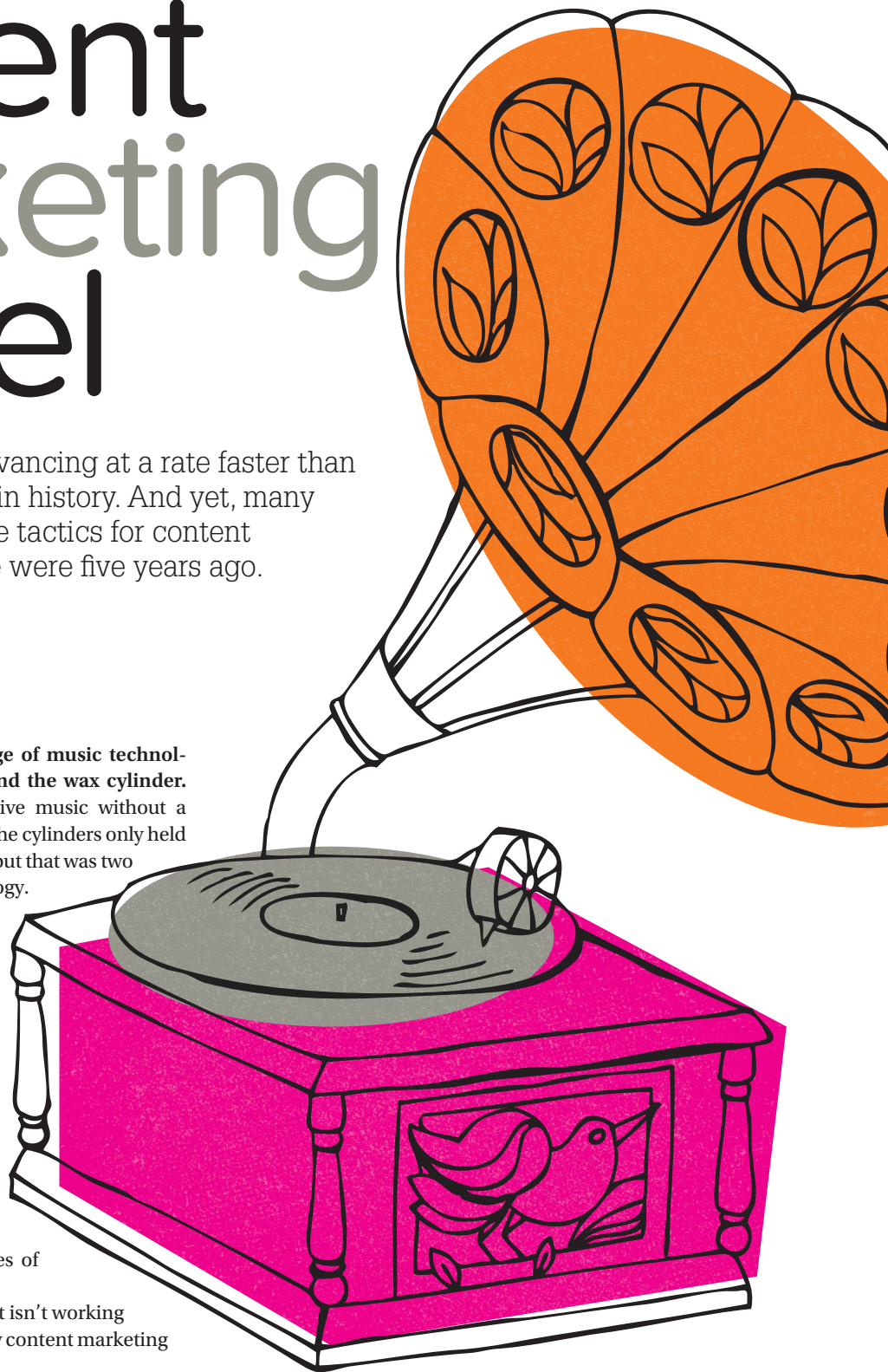
WORDS BY JASON MILLER

For decades, the cutting edge of music technology was the phonograph and the wax cylinder. People thrilled at hearing live music without a band for the first time! Sure, the cylinders only held about two minutes of audio, but that was two minutes more than any previous technology.

Modern music fans would feel constricted if they were limited to two hours of audio. We have devices that can stream an infinite amount of music. Wax cylinders were a breakthrough at the time, but no one is clamouring to bring them back.

It took over a hundred years for music to go from the phonograph to the cloud. Marketing technology is advancing at ten times that rate. Even though social media is only a decade old, conventional social media advertising is starting to feel like two minutes of scratchy audio engraved in wax.

Let's take a step back and look at what isn't working about the current model, and what a new content marketing model for social media might look like.



Shutterstock

THE OLD MODEL: HUB-AND-SPOKE

The “classic” content marketing model is to have a central content hub on owned media, like your corporate blog. You publish to the blog, then link to the content on social media, your “spokes.” Then your followers see the post and leave the social media site to consume the content.

This model is built on at least four obsolete assumptions:

- Every part of your audience is universally interested in the same type of content
- Your followers represent the majority of your potential audience
- Your post will be seen by all of your followers
- Your post will be optimised for viewing on mobile, where a majority of your followers are consuming content

These assumptions might have held true in the early days of social media, but the landscape is changing rapidly. You may have multiple audiences, each demanding uniquely relevant content. Your followers are just a small percentage of the people who might be interested in your content. News feed algorithms can mean that the vast majority of your followers won’t see your updates. Mobile readers are less likely to leave their social media app of choice to visit your content.

THE NEW MODEL: TARGETED AND AMPLIFIED

At Social Media Marketing World 2017, Mirum Agency President Mitch Joel proposed a new “hubless” model. Joel said he views his site as more of a content repository than a hub. If people visit the site, they can find his content there—but his model doesn’t depend on pulling people in. Instead, Joel publishes each piece of content on multiple sites: Medium, Facebook, and LinkedIn.

This strategy has several key advantages over the hub-and-spoke model:

- Audiences can consume content where they’re already browsing
- His content is automatically formatted to be mobile-friendly within each site’s app
- It’s easier to share content within the site, expanding his potential audience.

Joel’s hubless model is a great step forward for content marketing. With a few extra tweaks, though, it can be even more successful. You can use LinkedIn’s targeting features to segment your audience for hyper-relevancy, and social media advertising to expand your reach. With these modifications, you can address all the shortcomings of the old model:

Publish content on LinkedIn – only individuals can publish on LinkedIn. Use this opportunity to put a human face on your brand, whether through your CEO, marketing team, or other employees.

Link to the content on your Company Page – Make it a targeted update that only the most relevant segments of your audience will see.

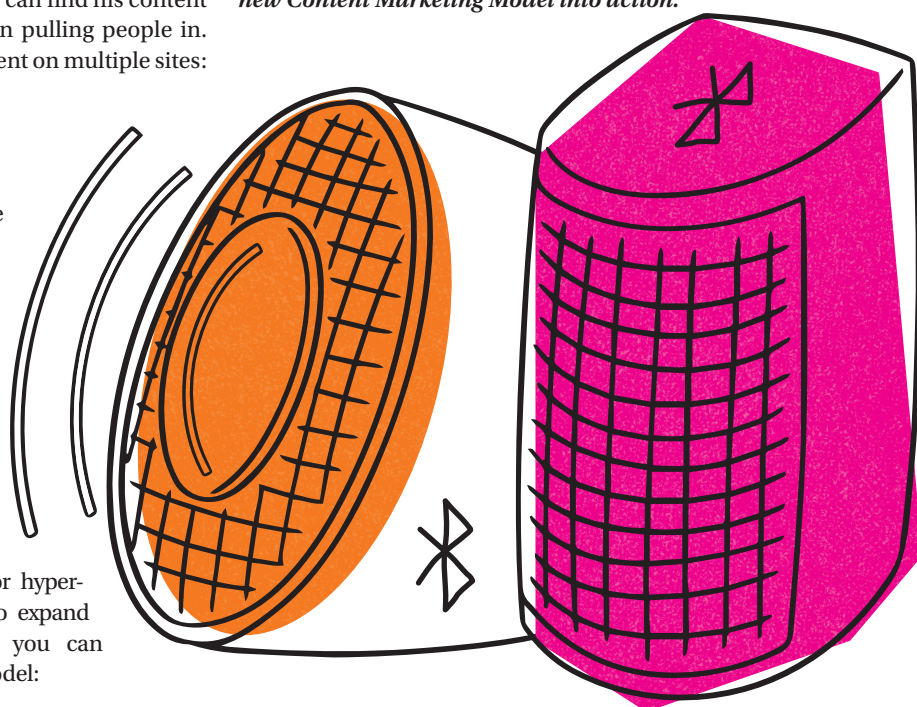
Boost top Company Page performers with LinkedIn Sponsored Content – Use Audience Expansion to reach a bigger, but still relevant, audience.

With this model, each audience segment sees only your most relevant content. You also reach a larger potential audience than just your followers, and make sure your followers can see your content where they’re most likely to engage with it. And your content will look great and load quickly on our platform.

To guide your audience to the next step, consider using LinkedIn Lead Gen Forms in your Sponsored Content Campaigns. These forms integrate seamlessly with the LinkedIn mobile app, so your audience can convert without leaving the app. They can even use autofill to fill out the form with information from their LinkedIn Profile.

If you’re still rocking the same social media strategy that you had in 2007, it’s time to upgrade to a new content model. It’s definitely worth keeping your site as a content repository and lead capture tool. But don’t build your entire strategy on driving traffic from social media to your site. With a hubless model, you can meet your audience where they are, and go from content to conversion without pulling them back to your hub.

The LinkedIn Content Marketing Tactical Plan (<https://lnkd.in/tacticalplan>) is your actionable guide to putting the new Content Marketing Model into action.



Sophisticated
MARKETER'S

SESSIONS

Quality time with quality B2B thinking

Our Sophisticated Marketer's Sessions are immersive, multimedia masterclasses filled with video tutorials, cheat sheets and infographics to help you make the most of the marketing opportunities on LinkedIn.

Let us enlighten you at <https://lnkd.in/sessions>



Marketing Solutions

My campaign isn't delivering results as quickly as I hoped and now my Head of Marketing is putting me under pressure. What can I do?

We've all had campaigns that don't take off right away. I'll be the first to admit there are times I check my analytics dashboard and wince.

But the best part of being a modern digital marketer is that you can improve even top-performing campaigns by experimenting, evaluating the results, and optimising. LinkedIn makes it easy to run a range of experiments and get immediate feedback to fuel better performance. So don't despair if your LinkedIn Ads campaign doesn't immediately perform to expectations. Try these experiments to take it to the next level and beyond.

Tip 1. Change your targeting

LinkedIn makes it easy to target the most relevant audience for your message, but it may take some experimenting to find the sweet spot. You're looking for an audience big enough that your campaign will have an impact, but small enough to reach only those who are likely to click through.

It's worth trying some A/B tests with different targeting criteria. For example, if you're using age as a criteria, you may be missing up to 70% of your target audience, according to our data. For most B2B ads, it makes more sense to target by years of experience rather than by a particular age group.

Also, experiment with job function or skills instead of job title or seniority titles. As you experiment with criteria, Campaign Manager will estimate the size of your selected audience. Most successful campaigns have a minimum of 60,000 and a maximum of 400,000.

Tip 2. Use expanded audiences

As you fine-tune your criteria, you will likely start seeing improved results. Hop into the dashboard and look at your click demographics to see with whom your content is resonating the most. Then you can begin reaching new audiences based on what's already working.

Choose the 'Expanded Audience' option and LinkedIn's algorithms will automatically find members who are likely to be receptive to your content. This new audience will be demographically similar to the criteria you chose, so it's likely to help reach people you might not have thought to include in your initial targeting.



Tip 3. Tweak your creative

It's amazing how big a difference you can make with minor changes to your visual or headline. We test dozens of these little tweaks per campaign. For example, we tested a headline with a statistic versus one without, and saw 162% more impressions with the former. In another campaign, we halved the length of a headline and saw an 18% boost in engagement rate.

My favourite example is when we increased CTR 95% and impressions 50% by swapping a single word in our subject line and calling our asset a "guide" instead of an "eBook". But there are no hard-and-fast rules for what works, so keep trying variants to see what moves your specific audience.

Tip 4. Tighten up your bidding strategy

An amazing ad with precision targeting still needs the right bid to make sure it gets seen. Try these suggestions to get more from your budget:

- 1) Set competitive bids: We have found it's worth bidding a few pounds over the suggested bidding range. Remember, you only pay enough to beat the second-highest bid, so raising your maximum bid is a relatively low-risk way to increase your odds of winning.
- 2) Don't set daily caps too low: A low daily cap can make it hard to get enough data for the next round of optimisation. We tend to keep the cap high early in a campaign, then lower it once we've optimised.
- 3) Frontload your budget: Set your daily budget higher earlier in the month to collect data. Then you can do more with less towards the end of the time frame.
- 4) Aim for quality and relevance: LinkedIn evaluates past performance when determining winning bids. Turn off underperforming campaigns and boost your top performers. Over time, you will raise your relevance score and stretch your budget further.

Want more top tips for getting the most from LinkedIn targeting? Join our Sophisticated Marketer's Session on Finding your Ideal Audience at <https://lnkd.in/sessions>



CAN YOU BE FUNNY ON LINKEDIN?

WHY IT PAYS FOR B2B MARKETING TO HAVE A SENSE OF HUMOUR

A lot of B2B marketers seem to have decided that you should surgically remove your funny bone before creating content on LinkedIn. If you experience a sudden loss of control and try to crack a joke, you'll risk either offending somebody or hearing the virtual tumbleweeds go by. Being funny feels like a risky strategy.

WORDS BY **NICO LUTKINS**

***But why?** Humour is an essential part of all life, including professional life. We laugh with the people we work with and that's a big part of what gets us out of bed and into the office in the morning (fuelled by at least three double espressos in my case). Yet when we're creating B2B content for other professionals, our guard goes up—and the humour shuts down.*

WHY B2B MARKETING NEEDS MORE COMEDIANS

Laughter (or even just a full-out, no-holds-barred smile) is something we yearn for as human beings. Humour evokes a powerful wave of emotions, catches our attention and influences us in powerful ways. The best B2B marketers know this. They invest time and money in making people laugh. Here are four principles they put into practice to prevent LinkedIn feeds from becoming a laughter-free zone:

KNOW WHEN IT'S CARTOON TIME

Visual comedy translates brilliantly on LinkedIn. The image dimensions for Sponsored Content are perfectly suited to cartoons that can get across the absurdity of life in a single frame. Intel uses such images time and again to inject humour

istock

into updates that are often amongst the strongest performers on LinkedIn. When Lenovo was looking to establish a more emotional connection with IT decision-makers, visual humour was a big part of its successful strategy. Brands like these prove it's well worth mining your visuals for comedy potential. In fact, they're able to pair funny images with more serious copy and headlines, and engage with prospects on multiple levels.

INVEST IN VIDEO

Adobe's 'Do you know what your marketing is doing?' series has been setting the standard here for a few years now. It proves the value of investing in good production values, talented performers and great comic timing. But you don't have to have big ad budgets to produce funny videos. A good script and a commitment to finding the humour in your message is really all it takes.

TELL THE TRUTH - BUT FIND A FUNNIER WAY TO DO IT

The best humour leverages simple truths that anyone in the audience can recognise. Playing these back gives permission to laugh at ourselves. That's a release we can all appreciate, and as a B2B marketer it's a great way of demonstrating that you understand the issues your audience faces.

DON'T BE AFRAID OF AN OPINION

Humour is often pointed, and this is perhaps why so many B2B marketers are terrified of giving offence through using it. However, if you are genuine in your opinions about how the world could work better, and use humour to get that point across, you'll often find that even those disagreeing with you enjoy the experience. And besides, it's a lot easier to win an argument when you are making the other side laugh.

All too often we see humour as too risky to attempt in the context of a B2B environment when in reality, it's often one of the most powerful ways of helping people to see things your way. This isn't to say that it's easy being funny. The best comedy comes from keen insight and clarity of thinking around what you have to say and the most engaging way to say it. It requires time and effort—and a little bit of budget can sometimes help too. However, the appreciation and engagement levels you stand to achieve from our members can make it well worth your while.

If you're making audiences laugh on other platforms, let LinkedIn members in on the joke. It's a great way to extend your campaigns and generate more value from them. You'll find ideas for stealing your funny campaigns and using them on LinkedIn in our Steal this Campaign eBook, available for download at <https://lnkd.in/stealthiscampaign>



All too often we see humour as too risky in the context of a B2B environment when in reality, it's often one of the most powerful ways of helping people to see things your way.

3 Essential Elements

of Exceptional Content Marketing



We understand what it takes to create content that ignites audiences, inspires action, and delivers measurable results. Learn how we fuel brand activation* at [SCORCH.CO](https://scorch.co)

SCORCH[®]

THE MAKING of

B2B Dinner for Five

What happens when you sit down with some of the most original thinkers in B2B marketing, no agenda, and plenty of wine?



Jason Miller

Global Content Marketing Leader,
LinkedIn

Alongside Jason Miller, the pilot episode starred Doug Kessler from Velocity Partners, Rebecca Allen of Contently, Adobe's John Watton and Jessica Gioglio then of Sprinklr and now of Catapult Sports.

The answer, my friends, is *The B2B Dinner for Five*. It's a unique TV show that takes on the key issues in marketing over three courses of unguarded conversation, with behind-the-scenes stories, provocative opinions and secrets you wouldn't find shared in any standard interview.

We shamelessly stole the concept from Jon Favreau, the creator of *Swingers* and the live-action *Jungle Book* movie. He came up with the concept of a dinner table discussion to get Hollywood A-listers to let down their guard and tell the stories you never normally hear. It worked—and it works just as well in the B2B world.

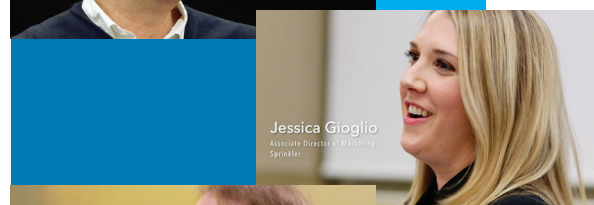
Filming our pilot episode was a lot of fun. From the worst ideas our guests had ever come up with to the great content marketing debate, the future of print media and the crucial question of whether *The Rock* or *Con Air* is the best Nic Cage movie, *The B2B Dinner for Five* has it all.

Watch our full pilot episode of *B2B Dinner for Five* at <https://lnkd.in/dinnerforfive>



Doug Kessler

Creative Director and Co-Founder,
Velocity Partners



Jessica Gioglio

Associate Director of Marketing,
Sprinklr



John Watton

Marketing Director,
Adobe



Rebecca Allen

GM, UK and Europe, Contently

AD
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When Artificial Intelligence meets Native Advertising



THE AI-POWERED NATIVE ADVERTISING

MICHELE WEBER

ON B2B PROGRAMMATIC

We pitched the burning questions on B2B programmatic to one of the leading industry experts

As a former Senior VP Marketing at internet technology company AppNexus, Michele has had a front-row view of the rapid evolution of programmatic buying, and what it means for B2B marketers. We grabbed the opportunity to pitch the five questions most critical to B2B programmatic strategies:

Q: WHAT'S NEXT IN PROGRAMMATIC?

Programmatic is no longer just a lever for buying high volume at a lower cost. It also has value to add in improving campaign effectiveness and the digital customer experience.

That's the result of four key trends that have started to change the programmatic landscape: Machine learning, which enables more predictive campaign optimisation and hyper-personalised experiences, an increase in the collaborative use of data between brands and publishers, greater integration of additional programmatic formats such as native and video, and the compression of the media supply chain with intermediaries starting to disappear if they don't provide real value. This is why programmatic is now so much more attractive for B2B.

Q: HOW DO YOU OPTIMISE PROGRAMMATIC BUYS?

There are three main phases to optimisation. Phase 1 is building foundational practices. In this stage, marketers can proactively eliminate low-performing inventory by having strategies in place to combat fraud and increase viewability. Phase 2 is optimising performance via basic testing and learning. Marketers



Michele Weber is a former Senior VP Marketing at AppNexus, an internet technology business that partners with major brands for programmatic ad buying.

ADVERTISERS SHOULDN'T BE AFRAID TO DEMAND TRANSPARENCY



can use first and second-party data, testing format types and bid levels. Phase 3 is innovation. AppNexus offers clients the choice of leveraging its optimisation algorithms or customising their own. By applying machine learning to campaign testing, campaigns grow smarter over time and marketers can achieve more intelligent attribution.

Q: WHAT ABOUT BRAND SAFETY?

Brand safety remains a key concern for all programmatic buyers. AppNexus emphasises technology that ensures it's delivering high-quality inventory. Advertisers shouldn't be afraid to demand transparency on where their ads are being served. They should work with platforms that have proprietary technology to prevent ads appearing on sites and apps that aren't aligned with their brand values, and they should use third-party verification technologies.

Q: HOW ARE YOU APPROACHING VIEWABILITY?

Advertisers are monitoring the viewability of their campaigns closely and they are looking to buy only viewable impressions. Technology partners can meet this demand by providing the capability to measure viewability, and by deploying real-time machine learning that can predict in advance whether an impression will be viewable, before it's bought.

Q: HOW DO YOU COMBAT AD FRAUD?

At AppNexus, we invested in technology to detect non-human traffic and misrepresented ad inventory. It's important to audit domains and stay vigilant in publisher policy enforcement.

We created Programmatic: the eBook to provide B2B marketers with an essential getting started guide. You'll find it at <https://lnkd.in/programmaticguide>

istock



THE 3 MOST COUNTER-PRODUCTIVE SALES EMAILS I'VE EVER SEEN

What happens when you let imagination run riot but lack any real interest in your audience? You get something like these: sales emails that invest that much more effort in annoying people that much more



COUNTER-PRODUCTIVE EMAIL NUMBER 1

Hey Jason,
So there is no party in the breakroom... that I know of.
Are you still interested in taking a look at Workfront?
I have been broken up with before. It's cool; I can handle it. It's the unknown that terrifies me.
I'm a good wingman; let me set you up with a product specialist for a custom demo!
Thanks for the quick update,

WHY IS IT SO COUNTER-PRODUCTIVE?

It's offensively over-familiar at the same time as being borderline incomprehensible, which is some achievement even for a terrible sales email. It seems as though some alien form of AI has downloaded all of the terms human beings are believed to throw into conversation with their 'mates,' jumbled them up, stuffed them into an email and attached a vague reference to a 'custom demo' at the end. The problem is, there's a complete lack of interest in me as a potential customer, which is matched by a complete lack of any meaningful information or clarity in terms of a call to action. This comes from the old-school sales philosophy that if you act as if someone is already your buddy they'll soon start treating you that way. It doesn't work in person—and it's even less likely to work as an email.



COUNTER-PRODUCTIVE EMAIL NUMBER 2

I've attempted to reach you but had no success. Either you've been eaten by alligators or you're just plain swamped.

If you have been eaten by alligators, my deepest sympathy goes out to your family members. If you're still alive, one of the following is more likely to have happened. I hate to keep pestering you, but I do want to express my desire to chat with you more about whether or not our work management system may be a fit. Please pick one response and let me know what our next step should be.

_____ Yes, I've been eaten by alligators. Please send flowers.

_____ No, I haven't been eaten by alligators, but you may wish I had been, because I have decided I have no interest in your service. Sorry you're sunk. (Thanks for your frank honesty. I can handle it.)

_____ Yes, we have some interest in learning about AtTask, but here are my challenges....

_____ Yes, we have some interest in leveraging Workfront to manage our work better. Call me to set a time for us to meet.

_____ I'm not the right person, please contact

_____ Other

Kind regards,

WHY IS IT SO COUNTER-PRODUCTIVE?

Beneath all of that pseudo-quirky, eaten by alligators claptrap, it's offensively lazy. At the end of the day, this sales rep is asking me to take the trouble to type out an explanation of my business and its challenges... writing their sales pitch for them. They seem to think that, once exposed to their oh-so-offbeat charms I'll immediately clear my diary to explain to them exactly why I need whatever it is they are selling. The impression it gives is unprofessional, smug and self-satisfied. Not, in other words, the vibe that persuades you to type out a response.



COUNTER-PRODUCTIVE EMAIL NUMBER 3

Hey Ann,

I wanted to drop by your inbox one last time because I see a tremendous opportunity for MarketingProfs to save some serious time when it comes to writing high quality posts with our service.

I'm going to assume that you're not dead or kidnapped. Are you in prison???

If I don't hear back then I'll assume you're like me and have a million different things going on. I'll plan on reconnecting in a couple months, unless you let me know you're ready to evaluate sooner.

If you are in jail, don't worry - I'll post bail for you. Just let me know the best way to connect so I know where to send the money :)

PS If indeed it still makes sense to connect then just let me know a couple of times that work and I'll give you a call.

WHY IS IT SO COUNTER-PRODUCTIVE?

This email wasn't sent to me (thank goodness). It turned up in the inbox of my friend Ann Handley. Now, the most obvious thing about Ann, which you can't help but be aware of if you've taken even a microsecond to find out about her before emailing, is that she's a writer. An excellent writer. She's even written a book, *Everybody Writes*, which is all about empowering people to write for themselves and unlock their own potential as marketers and influencers. All in all, the person on earth perhaps least likely to be interested in "a tremendous opportunity to save some serious time when it comes to writing high-quality blog posts with our service."

I could go on about how unprofessional, inappropriate and actually slightly stalker-ish the 'are you dead, kidnapped or in prison' stuff is, or that implicit threat to keep 'reconnecting' that shows this email's true nature as a typed cold call. To me its sheer inappropriateness to the person it's been sent to trumps everything.

Ann got the experience of counter-productive sales emails off her chest by actually replying to this one. I don't think it's the reply the author was hoping for, but I can't think of a better way to sum up the effect this approach actually has:



This email is to inform you that Ann Handley (inmate #874992) is currently being held in the Tri-county Women's Correctional Facility.

She is being held without bail pending trial for choking a sales person for sending unsolicited mail.

She is suspected of using her bare hands, although the weapon might also have been a string of emails that she wove together and used as a rope about the victim's neck.

She can't respond personally, as her one phone call was to the Rev Father Bright Kofi of Nigeria, who promised her \$50 million in exchange for assistance with a bank transfer for inheritance due to her thank you kind lady.

Thank you for understanding.

Things don't have to be this way. It's perfectly possible for sales team members to invest their time in emails and Sponsored InMails that are well-judged, well-timed and welcome to those receiving them. The solution doesn't lie in supposedly zany copywriting that dresses up unreconstructed old-school, all-about-me sales behaviour. It can be found in a combination of effective sales and marketing alignment, and a social selling approach.

*Find out how to empower sales teams with some true marketing creativity in our upcoming eBook **The Power Couple: How Sales and Marketing Alignment Makes your Business Unstoppable.***

VANITY METRICS

The Phil Collins of KPIs

For a while, the world was talking about them, quoting them, comparing them. Then, all of a sudden, they lost all credibility



People were wrong to dismiss poor old Phil, and they're wrong to dismiss Vanity Metrics too

Vanity metrics are the Phil Collins of KPIs. For a while, the world was talking about them, quoting them, comparing them. Then, all of a sudden, they lost all credibility. Today, whenever anybody wants to show how credible they are on marketing ROI, they start by rehearsing the standard line about how lacking in credibility vanity metrics are. It's like Oasis and The Beautiful South lining up to take potshots at one of the bestselling artists of all time, back in the 1990s.

The standard line goes something like this: vanity metrics (likes, shares, followers, downloads, page views are the usual line-up) can't be linked to any meaningful business goals, aren't actionable and therefore aren't relevant. Mention them in front of a CMO or CEO and you'll be laughed out of the room. If you want to be seen as a thought-leader on marketing metrics and analytics then you need to ditch this childish stuff.

This feature is here to argue that the ridiculing of vanity metrics has gone too far. It's become a bandwagon that people jump on without thinking. It's got to stop. Not just because it's lazy, but because it's increasingly wrong. The attitude that vanity metrics are just a worthless distraction is becoming a marketing myth; a very prevalent and counter-productive one.

THE QUIET COMEBACK OF VANITY METRICS

It starts with the assumption that, just because the CEO won't be impressed by vanity metrics, these metrics have no value. That's crazy logic. Your CEO is not there to micro-manage the specifics of how content marketing or

social media translate into results that he cares about. That's your job. And it's a lot easier to do with a more nuanced approach to 'vanity metrics'.

The fact is that most of the criticisms leveled at vanity metrics are less valid today than they were even just two years ago. Quietly, and unnoticed by bloggers trotting out the same line, vanity metrics have been staging a comeback. They're arguably more relevant to your objectives, and therefore more credible as numbers to track, today than they ever have been.

VANITY METRICS' IDENTITY PROBLEM

When it comes down to it, vanity metrics get hammered for being not quite one thing or another. On the one hand, they are top-of-funnel metrics that aren't representative enough to reflect broader brand awareness. On the other hand, they are measures of engagement that aren't precise enough to be of value: 100 shares or 1,000 page views could mean anything if you don't know who's doing the viewing and sharing. And what does a few hundred shares really tell you about general awareness levels and how they will translate into revenues?

THE VALUE OF VANITY METRICS IS CHANGING

What though, if the size of your target audience isn't in the hundreds of thousands but instead in the hundreds *or* thousands? What if vanity metrics weren't just abstract numbers but could be linked to data on who is engaging? What if vanity metrics actually increased reach and awareness? That's the reality today.

Vanity metrics always had greater value for B2B marketers because several hundred or thousand views on a piece of content often represents a very significant slice of the target audience for that content. As a result, they give a pretty meaningful sense of the levels of relevant awareness that a particular piece of activity is generating. As B2C digital marketing strategies become more precise and data-driven, the relevance of vanity metrics increases there too.

Advances in B2B marketing analytics are building on this by demonstrating how downloads and website visits translate into leads, conversions and revenue. Through tools such as conversion tracking, marketers gain visibility into the quality of the leads that engagement generates and the flow-through of these leads into new business. If you know the rate at which downloads or views on a particular piece of content translate into eventual new business conversions, then those downloads and views become relevant and actionable. They have a clearly defined purpose and they shouldn't be dismissed as vain or distracting.

WHY FOLLOWERS MATTER

The criticism of follower numbers as a metric seems particularly wide of the mark for B2B marketers. Smart B2B content strategies increasingly recognise the value of an owned audience, whether followers or subscribers, who have put their hand up as interested in your business and its content. The opportunity to speak directly to these people without paying a media platform for the privilege is not to be underestimated. The number of people deciding to follow Coca-Cola on Instagram may have no real significance in the overall scheme of that brand's sales. However, if you're selling complex enterprise solutions to a specific sector, with

conversion values in the tens of thousands, then there's nothing vain about earning several hundred extra followers on LinkedIn.

DRIVING REACH AND AWARENESS

It's not just the ability to link vanity metrics to business outcomes that increases their value. They also make an increasingly direct contribution to reach and awareness. And nobody seriously questions the value of step changes in brand awareness for a business.

Shares contribute to increased reach in two ways. Firstly, they are a great indicator of a high engagement rate for content, which also drives organic search rankings. No CMO worth their salt should need persuading of the quantifiable value of appearing on page one of Google.

Secondly, shares contribute to reach directly, and to an extent that B2B content marketers are just starting to appreciate. We recently conducted analysis of LinkedIn employees sharing our own branded content. The results were astonishing. We shared 123 pieces of Marketing Solutions-related content with our employees, who shared those 123 pieces a total of 4,290 times. That may not seem

a significant number in itself. However, we could also track the on-going results of those 4,290 shares. Between them, they increased the aggregate reach of our content

by 15 million, and resulted in an additional 44,360 engagements. There's a definite, quantifiable value to such sharing. When you understand the multipliers involved you can link shares to likely increased reach and you can link that reach to awareness. It's not vain if you can prove why it matters.

IN DEFENCE OF VANITY

This feature isn't here to argue that all the criticism of vanity metrics has been misplaced, or that you should now elbow out other KPIs and put shares and page views at the centre of strategy. However, in dismissing vanity metrics out of hand, B2B marketers miss out on sources of insight that have a very real and increasing impact on their business success. The more you integrate these numbers into a fuller understanding of how content is performing, the clearer their value becomes.

They're not worthless, but they're not the only metrics you should track either. Brush up on metrics and analytics with our eBook guide at <https://lnkd.in/metrics>

Vanity Metrics today have a direct role in increasing reach and awareness

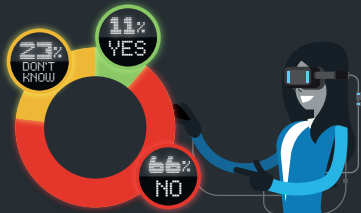


INCONVENIENT TRUTHS *About the next wave of Tech*

1. VR WON'T HIT THE MAINSTREAM THIS YEAR

Only 11% of professionals own or intend to purchase a headset in the next 12 months

DO YOU OWN OR INTEND TO PURCHASE
A VIRTUAL REALITY
HEADSET
IN THE NEXT 12 MONTHS?



Marketers are instinctive early adopters. We can often be guilty of assuming that our audiences are too. When LinkedIn surveyed the world's professionals about the next wave of technology, we uncovered five Inconvenient Truths for B2B marketers to bear in mind when using and talking about Tech:

2. WEARABLE TECH IS LESS OF A MILLENNIAL TREND THAN YOU THINK

Use actually increases with seniority and age

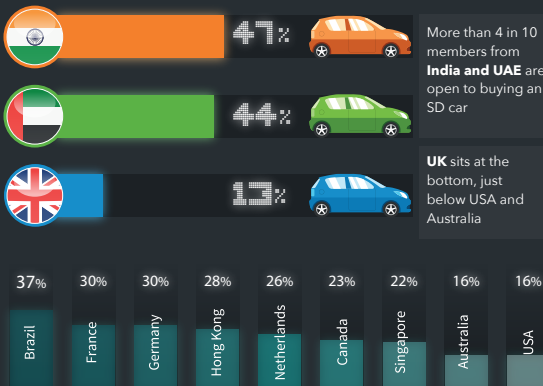
THE USE OF
WEARABLE TECH
INCREASES
WITH
SENIORITY...



3. SELF-DRIVING CARS ARE LEAST APPEALING IN THE MARKETS ACTUALLY TESTING THEM

The UK and US are bottom of the enthusiasm rankings—and self-driving cars aren't ready to cope with the city streets of India and Brazil

DEVELOPING MARKETS
ARE MOST OPEN TO SD CARS

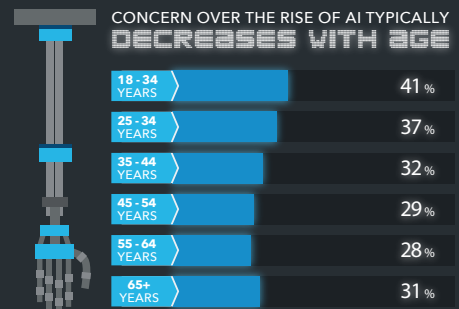


More than 4 in 10 members from India and UAE are open to buying an SD car

UK sits at the bottom, just below USA and Australia

4. YOUNG PEOPLE WORRY MOST ABOUT AN AI-DRIVEN FUTURE

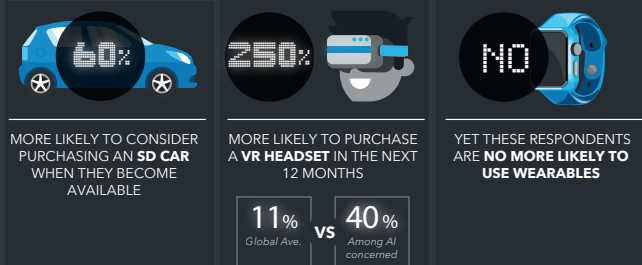
18-34 year-olds are most concerned about the rise of AI



5. TECH EARLY ADOPTERS ARE ACTUALLY LESS COMFORTABLE ABOUT AI

Those concerned about AI are more likely to be considering VR and self-driving cars

RESPONDENTS THAT ARE CONCERNED WITH THE RISE OF AI ARE





21 questions with...

NORM JOHNSTON

Now the **Global Chief Strategy and Digital Officer at GroupM**, Norm Johnston first joined Modem Media, the UK's first digital agency, back in 1997. He is the author of *Adaptive Marketing*, exploring real-time data strategies for brands.

1 What did you have for breakfast this morning? Some LinkedIn posts topped up with a Nespresso, fresh fruit, and Shredded Wheat.

2 What's the last great thing you binge-watched and why? I lived in Minnesota for five years, and *Fargo* seems to get better every season.

3 What's the industry buzzword that annoys you the most these days? Data lake. I guess we should also have data ponds, estuaries, and polynyas.

4 Where do you stand on the media agency transparency debate at the moment? I'm strongly in favour of it. As GroupM we have always been transparent and up-front on both our disclosed and non-disclosed models.

5 What's the last great book you read? *Adaptive Marketing*. Written by some guy from Ohio.

6 Why was it great? It's an unbelievably insightful and fascinating book on data and marketing. It's available on Amazon. Buy, buy, buy.

7 Favourite vacation spot? The west coast of Scotland. Whiskey, sea eagles, beautiful beaches, great people.

8 What's the biggest change in agencies since you started? People who disregarded digital marketing have now suddenly become digital gurus and evangelists.

9 How has your agency adapted? We hire people at *Star Trek* conventions. We're much more agile, digital, data-friendly, which requires a radically different mind and skill set.

10 What's your proudest moment in business? Opening up Modem Media, the first digital agency, in the UK back in 1997.

11 In life? Convincing my wife to marry me. Twenty years on, I'm not sure she realises what she's got herself into yet.

12 How is social media changing the way clients reach audiences? It's created this wonderful synchronous marketing experience. Marketing is a lot more like ping pong these days. The data flow gives you a continuous stream of actionable insight.

13 Digital ad spend passing TV: problem or opportunity? Huge opportunity. Cord cutting hasn't been as high as many feared, but once live sports and events end up with Amazon and others, there will be a frenzy of slashing those cables.

14 What is attractive to you about living in London? I've been here for twenty years and I'm still discovering new areas. And if it rains, there's always a pub.

15 Has data changed marketing? Jack Welch said there are

only two sources of competitive advantage: knowing more about your customers, and acting on that information faster. That's what digital and data give you.

16 How do you use LinkedIn? I love the content, and it's indispensable for researching meetings with new clients. It's amazing what you can discover about people. Advertising-wise, it has amazing targeting capabilities and a rich data set, so a powerful ability to engage specific segments and adapt everything from product to messaging. LinkedIn is one of the few big digital platforms with global scale, active engagement, and a distinct positioning from the other usual suspects.

17 What is your top-secret superpower? My Ohio accent.

18 What's your most annoying habit? I peel a banana the wrong way (or the right way if you are an ape).

19 If you weren't at Mindshare what would you be doing? History teacher.

20 What do you have an irrational hatred for? Mushrooms.

21 Best movies ever? I'm a Bank Holiday, Indian curry, and action-adventure kind of guy. *Live and Let Die*, *Where Eagles Dare*, and *Indiana Jones and the Temple of Doom*.



"5% OF
CONTENT
MARKETING
GENERATES
90% OF
ENGAGEMENT"

The vengeance-seeking *Princess Bride* swordsman, **Inigo Montoya**, turns his finely tuned B2B marketing mind to the defence of statistics in distress.

"YOU KEEP
USING
THAT STAT"

WORDS BY **INIGO MONTOYA**

"HALLO!"

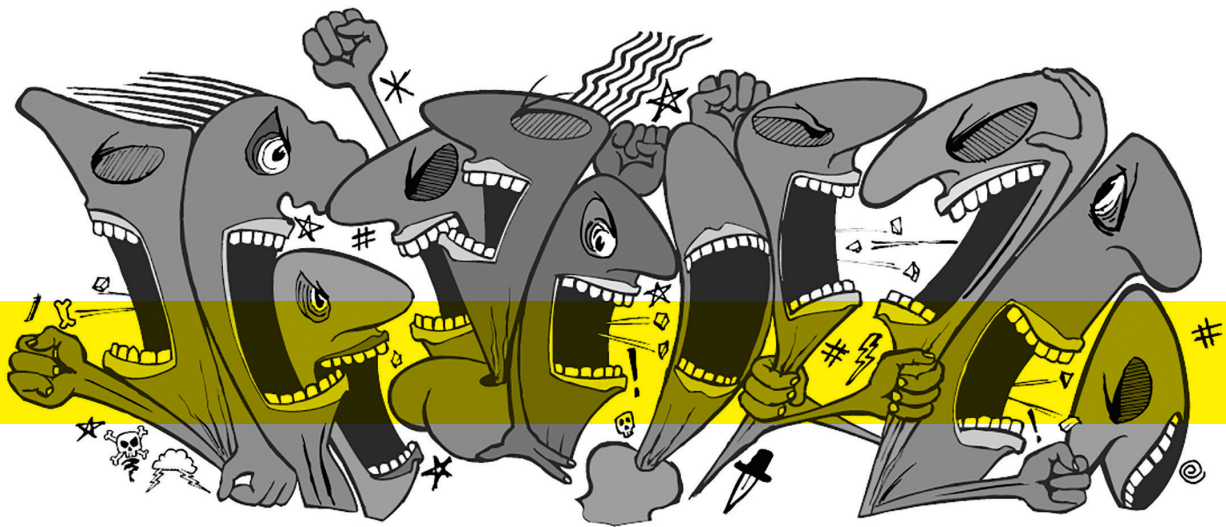
"My name is **Inigo Montoya**. And three decades ago, I earned a cult following for my dashing pursuit of six-fingered villains in the film *The Princess Bride*. My thirst for vengeance satisfied, I settled down to a life of buccaneering and the buckling of swash on the High Seas. And I was perfectly happy. Until the internet came along.

It seems I am now a meme. A screenshot and a quote enlisted into service whenever somebody starts throwing around facts and statistics they don't understand. As I once said to my associate Vizzini, so many years ago, "that thing you keep saying... I do not think it means what you think it means." I've been forced to repeat that warning to an awful lot of people recently, virtually speaking.

Defending common sense and the logical interpretation of facts is a daring and tricky job... but somebody's got to do it! And so I have reluctantly agreed to write a column for *Sophisticated Marketer's Quarterly*, to set the record straight on the most abused facts in the blogosphere. What's the first statistic that I find myself rushing to the defence of? It's the oft-quoted fact that 5% of branded content generates 90% of all engagement.

This has produced a lot of uncouth commentary from pundits who should know better. Apparently it means that content marketing could well be "bollocks" or that brands' need to invest in content is a "myth." So does it, in fact, mean that content is "marketing hype?"

"I DO NOT THINK
IT MEANS
WHAT YOU THINK
IT MEANS"



It's time to start looking at the 5% not the 95%

CONTENT IS NOT A SHORTCUT TO ENGAGEMENT

At the risk of stating the blindingly obvious, the 5% stat doesn't prove that content marketing is a flawed strategy. It merely suggests that 95% of content marketing isn't very good. Nobody would dispute this—least of all serious content marketers. The current line of criticism treats all branded content as one homogenous strategy that either lives or dies by its average effectiveness numbers. That's ridiculously simplistic. It's the equivalent of saying that great TV Ads like *Guinness Surfers* or *Cadbury's Gorilla* were actually rubbish since at the same time Daz was running doorstep challenge ads with Danny Baker, Cillit Bang was torturing us with its Barry Scott campaigns, and every other mobile phone brand was pumping out generic pan-European commercials featuring unlikely extreme sport-loving businessmen on skateboards.

IT'S TIME TO START LOOKING AT THE 5%

I humbly suggest that the question marketers should really be asking themselves is not "how did I get suckered into doing content?" but "what can I learn from the 5% of content that's obviously very, very good?"

The first lesson is the need for a strategy, which is something that the vast majority of ineffective content lacks. Most content marketing involves 'Random acts of content' that are inconsistent, irrelevant to the audiences' concerns, and don't have either an objective or a KPI attached to them. It's no wonder these random acts of content fail. Content marketing is complex. It requires dedicated focus and particular skills to keep content connecting with its audiences. It's not a 'set it and forget it' tactic that marketers can leave to one side when they need to focus on events or PR. It needs its own strategy, commitment and headcount.

Content marketers require applied technical skills such as data analysis, an understanding of different social platforms and SEO, not to mention the ability to work cross-functionally within an organisation. They are tooled up for the requirements of building a genuine content marketing strategy: conducting gap analysis, identifying customer needs and conversations, developing distribution and measurement strategies—everything required to ensure that every piece of content has a purpose and a plan. The 5% stat doesn't mean that such skills and resource are wasted. It actually means they are more important than ever. They are what separates the content mopping up 90% of audience engagement from the rest.

WHY CONTENT MATTERS MORE THAN EVER

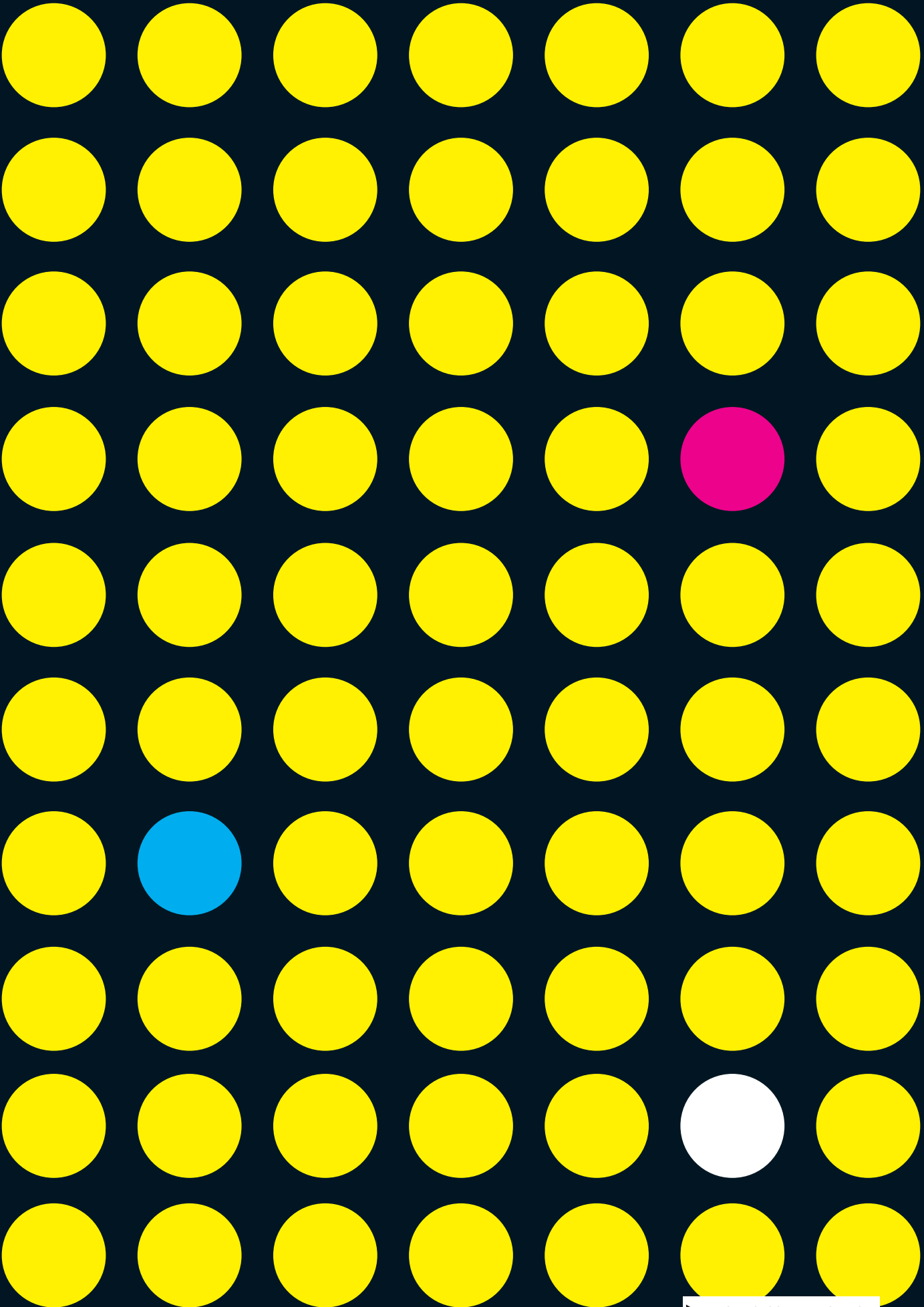
Good, strategic, relevant content is the embodiment of the value exchange that brands keep saying they want with their audiences. An approach that can build a loyal audience that actually want to hear from your brand (rather than resenting being followed around the internet by it) is the holy grail for most marketers right now.

Within B2B, we know that the hand-off between marketing and sales is taking place further and further down the funnel. Content is the only effective way of filling this gap and getting your product or business onto the shortlist of vendors a buyer reaches out to.

WHY CONTENT DOESN'T HAVE TO SOAK UP BUDGET

Contrary to the picture that's often painted by the anti-content brigade, this doesn't have to break the budget. Effective content doesn't have to cost the earth. When you have a proper content marketing strategy, you're able to invest in assets that can keep generating engagement over months or even years. You can balance your 'working' and 'non-working' spend in a way that delivers quality and originality while still allowing you to innovate creatively with how you distribute content.

Investing in strategic content and the skills required to create it, enables a far more effective balance between paid and earned media. You can sponsor your way to the top of the Google results—but 80% of clicks happen on organic search results, and those organic results can only result from an effective content strategy. That's why the businesses that do invest in content marketing skills and proper content marketing strategy are being so heavily rewarded.



WORDS BY JOSH GRAFF

DiVERS!TY MARKETiNG

HOW IS THE INDUSTRY DOING?

It's dominated marketing industry debate for most of the past two years, but does that mean any progress is actually being made? And is our industry ready for the new challenges ahead?



Diversity in marketing and marketing-related industries has been high on the agenda for most of the past year. The issue has received renewed attention thanks to the shocking views and alleged behaviour of

two senior advertising executives, which provided a stark reminder of the immense barriers to diversity that still exist. However, despite the attention, clear and comprehensive facts about diversity in marketing can feel frustratingly difficult to pin down. Just how diverse is marketing, really? What are the barriers to diversity—and what solutions can we adopt to overcome them? Here's what we think we know so far:

DESPITE THE ATTENTION, FACTS ABOUT DIVERSITY REMAIN DIFFICULT TO PIN DOWN

WHAT DO WE MEAN BY DIVERSITY IN MARKETING?

It's worth starting with a definition of what diversity in marketing involves. The discussion tends to be dominated by the issue of gender equality. This is partly because it was the attitude to women shown by then Saatchi & Saatchi Chairman Kevin Roberts last August that triggered the current spotlight on diversity issues. However, it's also because gender equality is the only area of

diversity in marketing that we seem to have any consistent and reliable data for. The numbers aren't always definitive but there are enough studies and analyses to give a pretty clear idea of what progress, if any, is being made.

When it comes to the representation of minority ethnic groups or LGBT people in the marketing industry, there's almost no data and far less discussion. That doesn't mean these areas are any less of a diversity issue. If anything, it means the opposite.

There are other diversity issues bubbling under the surface for marketing as well. In an industry that's traditionally obsessed with youth, do we need to keep a close eye on how representative marketing is of different age groups? Are we doing enough to welcome people from different socio-economic backgrounds or with different political views? You only had to be at the Festival of Marketing session on Brexit last October to see how narrow the spectrum of political views within marketing actually is.

Diversity in marketing isn't just about the number of people from different groups working in our industry; it's also about achieving representative headcount across different functions, skillsets, roles and seniority levels. If we judged marketing's performance on gender equality just by how many women worked in the industry, we might congratulate ourselves that we were doing pretty well. If we look at the number in leadership roles, the picture is very different.

TECHNOLOGY, MARKETING AND DIVERSITY

As marketing increasingly overlaps with technology, the representation of different groups across different types of functions is likely to become more of an issue. If women are considered for, say content marketing or social media-related roles, but rarely for more tech-related ones, then that's a significant barrier to gender equality. It's worth bearing in mind that the technology industry has some high-profile diversity issues of its own. Analytics Advocate Krista Seiden wrote a fascinating post late last year about the experiences of Women in Technology and how unconscious bias operates in that industry. Mary Spio, a guest on our Sophisticated Marketer's Podcast, the founder of CEEK VR and a former NASA rocket scientist, explained how immensely difficult it is for a tech company headed by a woman to secure VC funding. In fact, 97% of all such funding goes to businesses with a man as the figurehead.

WHY DOES DIVERSITY IN MARKETING MATTER?

Diversity in marketing, then, is a complex issue—and just because we make progress in one area doesn't necessarily mean that we're making progress in another. To answer the question of how diverse marketing actually is, we need to look at all of the different angles. First though, it's worth backing up slightly and asking why diversity in marketing matters so much.

There's a clear and obvious answer here: equality of opportunity is a fundamental human right, and diversity is the application of that right to the workplace. Even if it had no positive effect on business at all, diversity would remain morally the right thing to do. However, we don't have to rely solely on the moral argument. There is growing evidence that diversity in marketing departments drives more successful brands, and more successful businesses.

Research from McKinsey & Company shows that companies with more diverse workforces perform better financially—and that this outperformance is growing. Companies in the top quartile for gender diversity are now 15% more likely to outperform their peers; those in the top quartile for ethnic diversity are 35% more likely to outperform.

In our podcast interview, Mary Spio summed up the importance pretty comprehensively: "diversity isn't a nicety, it's a necessity." She argues that "inclusion is an inescapable and necessary consequence of a global economy; it's becoming impossible for companies to flourish without diverse



organisations that reflect their consumer base.”

With leading brands increasingly looking for new sources of growth in previously untapped markets, ethnic diversity within marketing teams can quickly become a source of very practical competitive advantage. By the same rationale, proper gender equality within marketing should be a basic hygiene factor for the many, many brands that rely on female consumers. As Airbnb CMO Jonathan Mildenhall tweeted, in response to Roberts’ claim that gender equality in advertising was no longer an issue: “‘‘Seriously @krconnect? If I were CMO @P&G I would be questioning your understanding of my core consumer #doesntgetit.”

Diversity in marketing has both commercial logic and moral imperative behind it. Is that enough, though? Is marketing getting more diverse

THE GENDER EQUALITY ISSUE ISN'T ABOUT A LACK OF WOMEN IN MARKETING

in response? Here’s where the answers get difficult to pin down. However, let’s try and do so by looking at the key areas of diversity in marketing in turn:

HOW IS MARKETING DOING ON GENDER EQUALITY?

The issue with gender equality and marketing isn’t that there aren’t a representative number of female marketers. It’s that far too few of those female marketers ever make it into more senior roles.

In its 2013 report on *Women in Marketing*, the Chartered Institute of Marketing (CIM) used data from the Office of National Statistics (ONS) to show that, although women hold the majority of graduate and junior marketing roles in the UK, they only have 23% of marketing and sales director positions.

This discrepancy grows the more senior you get. In 2012, a report by the business consultancy Grant Thornton estimated that only 8% of CMOs world-wide were women. A year later, specialist marketing recruiter EMR released its own report showing that male marketers were twice as likely as female ones to reach a director-level role. They were also twice as likely to hold the position of head of marketing. In its study, only 12% of female marketers had made it to be head of their department and only 7% made it to marketing director. By contrast 18% of male marketers get to be a marketing director, and 25% get to be head of marketing.

The EMR report also spotlights another aspect of the gender equality issue in marketing: pay. According to the study, whereas 61% of male marketers received a bonus, only 53% of women did. And when it comes to pay in marketing-related industries more generally, that’s just the tip of the iceberg. Last year, a Foresight Factory report into the US media, advertising and creative industries found a huge gap, not just in pay but in awareness that pay was unequal. According to this study, only 23% of women in marketing-related industries believe that they earn as much as their male peers. However, only 12% of men believe that their female colleagues earn less than they do.

Is marketing becoming any more equal as far as gender is concerned? There are some encouraging signs in more recent research. The Foresight Factory report found that women aged 18 to 29 were significantly more likely to feel they could be themselves at work and still have the career that they wanted. Over half (59%) agreed with this statement whereas only 38% of those aged over 45 did.

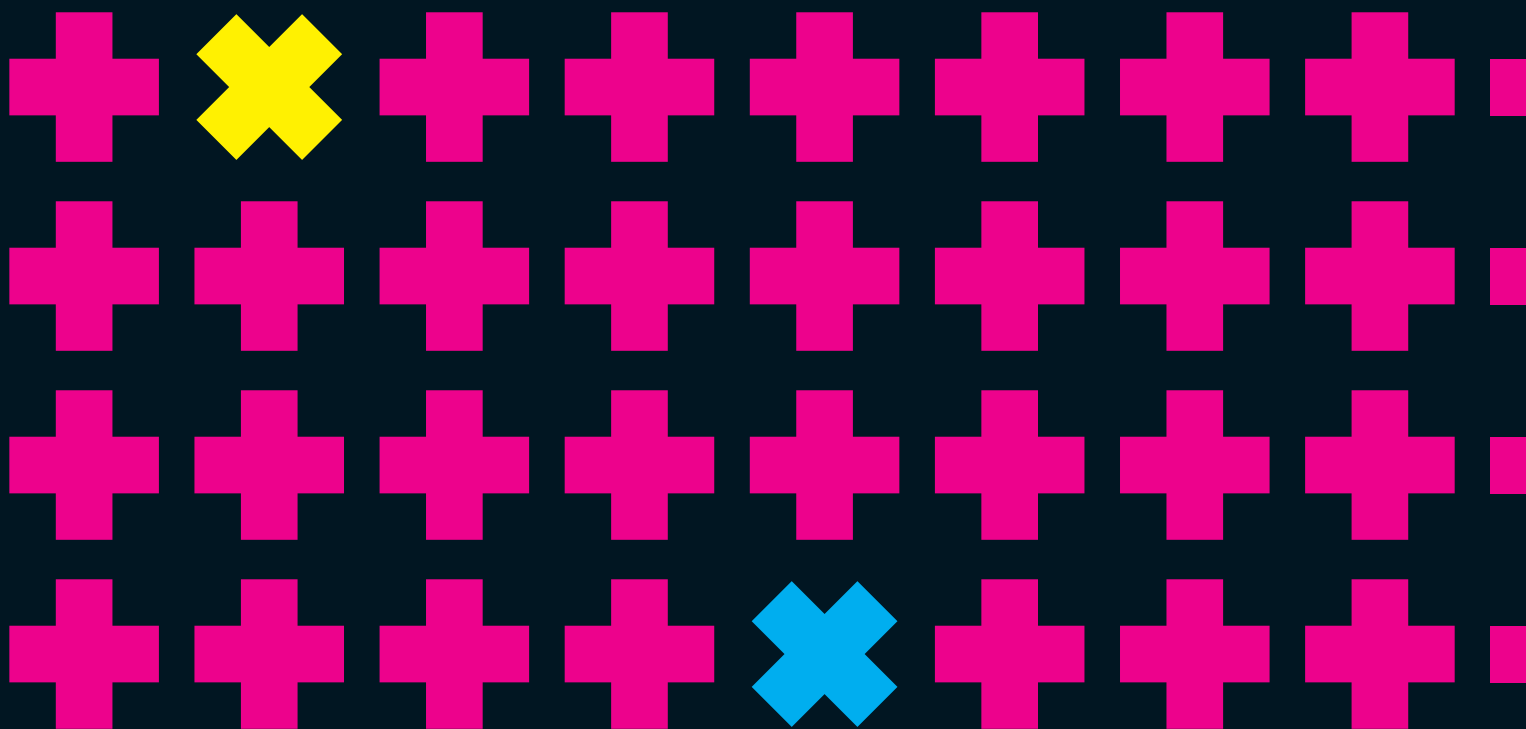
Campaign magazine’s ‘Power 100’ listing of top UK marketers in 2016, included 32 women. This isn’t an industry-wide sample by any means. However, it might be seen as indicating that women are holding more high-profile positions within the industry, and are increasingly seen in leadership roles.

On the other hand, there is evidence that gender equality in more creative marketing-related roles is still a long way off. At the Cannes Lions last year, the agency Razorfish crunched the data on award-winning entries to the festival to pick out trends amongst the marketing industry’s creative output. Amongst the findings was that only 11% of creative directors that featured in awards entries were women—a proportion that had actually declined over time.

HOW ETHNICALLY DIVERSE IS MARKETING?

Marketing may still have a long way to go on gender equality but it arguably has even further to travel when it comes to ethnic diversity. Airbnb’s CMO Jonathan Mildenhall declared himself appalled at how white the Cannes festival appeared to have become, in an interview with *Marketing Week* recorded at the event last year. He pointed out that he was literally the only black face at any of the industry dinners that he attended.

It’s difficult to find any industry-wide studies of ethnic diversity in marketing to put Mildenhall’s point to the test. However, the *Campaign* Power 100 listing suggests he’s right about ethnic diver-



sity being the next big issue for marketing. Whilst a third of the list were women, significantly fewer than 10% were from minority ethnic groups.

This raises an interesting question on what the end-goal for diversity in marketing is. According to the most recent ONS data, around 13% of the UK population is non-white British. Should the goal for ethnic diversity in that country's marketing industry be to replicate the national population—or to go further? Considering the competitive advantages that come from a marketing team representing all of its potential audiences, it surely makes commercial sense for a business to push for greater diversity than exists in the population as a whole. If brands truly believe in diversity as a competitive advantage, then it makes no sense to restrict yourself to the national average.

HOW MANY LGBT PEOPLE WORK IN MARKETING?

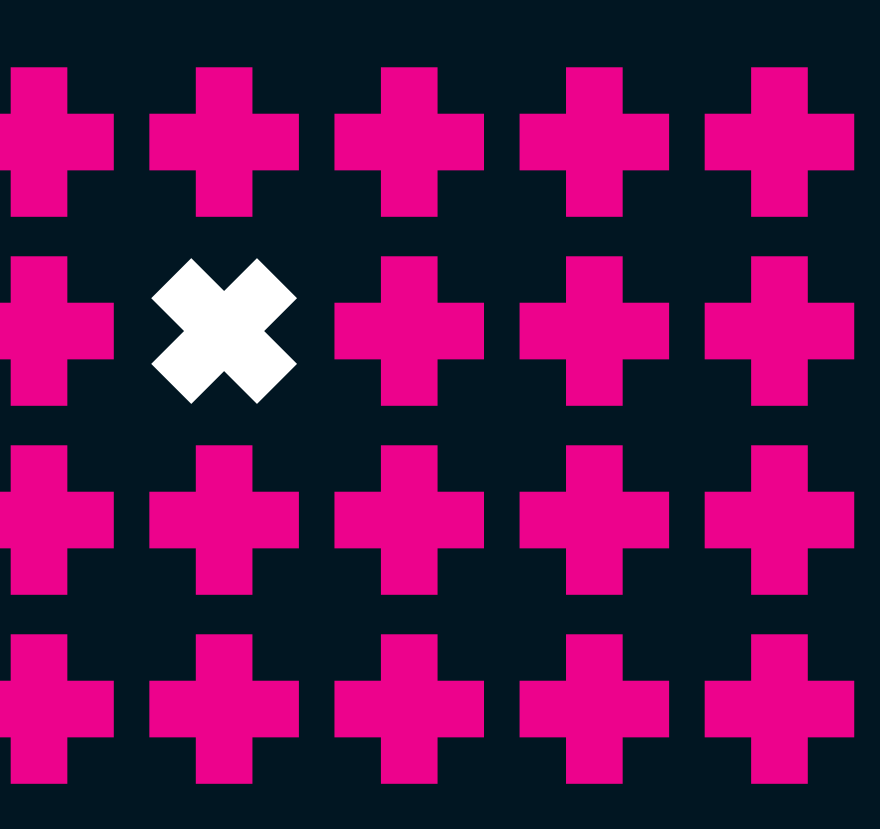
No data is available on how many LGBT marketers there are or the level of seniority they reach. This reflects the nature of privacy and the difficulty of interpreting sexuality from publicly available data. However, the fact that this issue is so much less widely discussed suggests that the industry has work to do. Despite several high-profile brands coming out in support of issues such as same-sex marriage in recent years, the group remains one of the most underrepresented in mainstream marketing campaigns, according to *The Drum*. That might, in itself, suggest that LGBT voices aren't being sufficiently heard within marketing departments and agencies.

IS AGEISM THE NEXT BIG DIVERSITY ISSUE FOR MARKETING?

As digital skills take an increasingly prominent role within marketing, organisations like the Institution of Practitioners in Advertising (IPA) have raised concerns that this could exacerbate another diversity issue for the industry: ageism. There's already a concern that marketing is far too much of a young person's game, and that valuable skills, experience and perspective are lost when older people are sidelined or made to feel they are past their prime. The average age of employees at IPA member agencies is under 34. An assumption that only younger people can master emerging social media platforms could bring it down further still.

WHAT ARE THE FORCES HOLDING DIVERSITY BACK?

Why hasn't the marketing industry made more progress than it has on these different areas of diversity? Most discussions tend to come down to the issue of unconscious bias, the instinctive and instantaneous way in which our brains categorise the people we come across between those in our 'in group' and those outside it. This leads to men in power favouring other men in power. However, because of the human need to feel part of a successful group, it can also lead to women in positions of power favouring male candidates for senior positions as well. Mary Spio refers to this type of bias as 'pattern matching', with groups of people having a fixed idea of what a particular candidate for a role will look and feel like. This is based largely on the types of people they have seen in that role before.



THE AVERAGE AGE OF IPA AGENCY EMPLOYEES IS UNDER 34

For these reasons, progress towards overcoming unconscious bias can be frustratingly slow. It requires a business to commit to raising awareness of the issue and making the unconscious, conscious. Businesses that are focused on overcoming unconscious bias often use measures such as mixed interview panels, to integrate different perspectives into the recruitment process. However, they also stress the importance of taking time to come to decisions on who is most suitable for a role, and focusing on overcoming instinctive responses.

Krista Seiden makes the point that the same core human characteristics are described and interpreted differently for women than they are for men: positively for one gender, negatively for another. So whereas a man might be praised as a passionate leader, maverick or visionary, a woman behaving the exact same way is likely to be criticised as “too strong”, “catty” or “awkward to work with.” In Seiden’s experience, unconscious bias establishes very different frameworks for interpreting the actions of men and women.

WHAT TYPES OF ACTIONS CAN INCREASE DIVERSITY IN MARKETING?

The need to overcome unconscious bias is just one of the priorities put forward by campaigners to

help increase diversity in marketing. Of the others, affirmative action remains the most divisive. In the Foresight Factory research from last year, 57% of those working in the creative industries felt that board-level quotas for women would help to drive greater gender equality in marketing and media industries. However, such forms of positive discrimination are not legal in all countries. They also divide opinion within the marketing industry itself. Many campaigners for greater diversity have argued that the accusation of simply being there to fill a quota undermines women who do make it into leadership positions.

At an Advertising Week panel in New York last year, the author Valerie Graves argued that the marketing and advertising industries need to start reframing their perceptions of leadership around characteristics that are associated with women—and which men should seek to aspire to. Why shouldn’t marketing as an industry place greater emphasis on collaborative working, a relationship-based approach to management, or defusing issues by confronting them in a timely manner, for example? Changing the cultural context within marketing departments in this way perhaps remains the key challenge for marketing when it comes to diversity. There’s a big difference between a working environment that has some diverse people in it and a working environment that actively celebrates diversity.

Making diversity a priority for marketing and advertising leaders is the only way to create such environments consistently. At times this can seem like a battle. Last May, Stonewall’s chief executive Ruth Hunt took the marketing industry to task on how little it seemed to be prioritising diversity, complaining at the lack of interest in a panel she took part in at the Festival of Marketing Global.

Events such as the Diversity in Marketing and Advertising Summit aim to drive a change in focus, but they first require businesses themselves to recognise the competitive advantages that diversity brings, and the practical measures required to bring it about. For all the lack of data, it seems clear that it’s this conviction which is the most significant missing piece of the puzzle.

Diversity in marketing is going nowhere as an issue – and it’s an issue that we’ll be following on both the LinkedIn Marketing Solutions blog and The Sophisticated Marketer’s Podcast. To stay updated, subscribe to the Podcast at <https://lnkd.in/podcasts>

MAPPING THE DNA OF THE WORLD'S MOST SUCCESSFUL CONTENT

LinkedIn teamed up with Buzzsumo for the most in-depth study yet of content on social media. After crunching the numbers for more than 400,000 posts on every major network, here are the findings...



What makes some content fly in terms of reach, buzz and influence while other content struggles to make an impact at all? Is it the subject matter? The catchy headlines? The right format? What should you be creating content about—and how can you make sure that content hits home?

With so many variables determining the success of content on social media it can seem an impossible task to unravel the formula for success. But that's exactly what groundbreaking new research from LinkedIn and Buzzsumo has done. It took

in-depth analysis of the 400,000 most shared posts in the last year across 10 different sectors and every major social network, but it was worth it. This unique study maps in detail the DNA of the world's most successful content.

We looked at the 40,000 most shared posts for 10 different industries, analysing their success in driving organic reach and engagement, but also the extent to which they establish influence and authority. We categorised and compared the different approaches that these posts took to the elements that define any piece of content: topic, headline, type, format and length. And we analysed the success of these different approaches.



TOPIC

The subject matter of the post, from celebrities to company news, trends, research breakthroughs and future developments.

HEADLINE

With more content than ever competing for audiences' attention, headline styles have a huge impact on engagement and effectiveness.

The 5 different elements of Content DNA

TYPE

Different types of post can take alternative approaches to the same core topic. For example, posts about Artificial Intelligence (AI) could range from news stories about applications of AI, research pieces on levels of adoption, opinion pieces about AI's impact or 'how to' posts on how to apply AI in different industries.

FORMAT

Posts can leverage different content formats to deliver views and information, and communicate value: from stories to list posts, quizzes, eBook guides, case studies, infographics, video and more.

LENGTH

Blog posts can vary hugely in length: from in-depth posts of over 2,000 words to short, focused and more snackable pieces of less than 1,000. We analysed the impact of length on engagement and influence, and compared the effectiveness of long-form and shorter content.

FIG. 1 >

SOCIALIS AVEM

Tweety Bird



How do you measure the success of content on social?

Broadly speaking, the content that's shared on social media can contribute to business and marketing objectives in two ways. It can create immediate impact, interest and excitement that drives short-term reach and engagement; it can also establish enduring authority and influence that will keep drawing relevant people to a business and its content over a longer period of time. In this study, we use the metrics of shares and backlinks to capture these two different forms of content marketing success.

How content DNA evolves for different objectives

One of the key findings in our analysis is that there is no significant correlation between shares and backlinks. The most shared content that we studied wasn't more likely to be linked to—and content that was shared less often could still make a valuable contribution through being reference-able, and regularly linked to. We also found that the characteristics of content that is shared can be subtly but significantly different from the

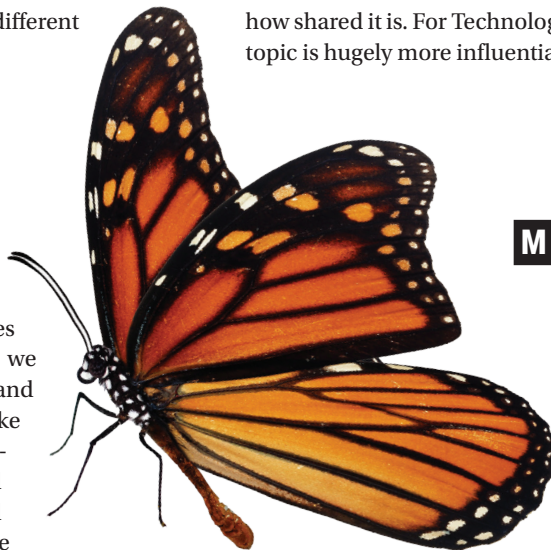
characteristics of content that is linked to.

When planning a piece of content it's therefore important to build your formula around the contribution you want it to make—and when planning a content calendar, it's often important to include both forms of content in the mix.

It's also important to track both shares and backlinks, if you are to get a more meaningful view of how your content is performing. A blog post with only an average number of shares might well be doing a vital job for your business in propelling you up the search rankings through the links it has acquired.

The DNA of successful content can look very different for different industry sectors. List posts are one of the top performing content formats for Marketing audiences. They also strong performers in the Travel and Financial Services sectors. However, list posts perform below average when it comes to Technology, and they leave Legal and Health audiences cold. A format that attracts some audiences by offering accessible and actionable content leaves other audiences with the impression that content lacks depth, detail and currency.

The relative importance of the different Content DNA elements also changes from sector to sector. When we analysed the common characteristics of top-performing posts on Marketing, we found that choice of format and the type of content had the most consistent impact on the number of shares. On the other hand, for a Technology audience, there is no obvious correlation between the format of a post and how shared it is. For Technology content, the choice of topic is hugely more influential.



< FIG. 2

**MUTATIONEM
CONSTANT**

Butterfly

EXAMPLES OF CONTENT TOPIC HOTSPOTS:

FINANCIAL SERVICES – STAYING PERSONAL:

- > IBM's First Female CEO on Why Bob Dylan Is Talking to a Computer
- > Elon Musk and the Terrible, Horrible, No Good \$779 Million Day
- > Crops Rot While Trump-Led Immigration Backlash Idles Farm Work



MARKETING – CHANNELS, TACTICS AND WELLBEING:

- > 8 Old School SEO Practices That Are No Longer Effective
- > 50 Best Social Media Tools From 50 Most Influential Marketers Online
- > YouTube to stop 30-second unskippable ads
- > Being tired isn't a badge of honor

TRAVEL – HOT DESTINATIONS AND INTRIGUING STORIES:

- > Lonely Planet names Colombia 2nd best country to visit in 2017
- > Destination Of The Month: Armenia - The Land Of Resilience Welcomes You
- > How a Champagne-Laden Steamship Ended Up in a Kansas Cornfield
- > A Dearly Departed Istanbul Cat Gets a Commemorative Statue



FIG. 3 >

BOSSUS COLOSSUS

Elon Musk

Where to find hot topics

Content planning starts with choosing a subject to engage and intrigue your audience. A huge proportion of the content planning process involves trying to pin down the right topics—and our research offers some vital clues as to where to look.

Particular audiences tend to gravitate consistently towards particular types of subjects. Financial Services content tends to outperform the average when it's linked to strong, recognisable personalities (Donald Trump but also Elon Musk, Ginni Rometty of IBM, Travis Kalanick of Uber or George Soros). However, individuals are far less significant as the subject of the most successful Marketing posts. Instead, these tend to focus on channels and tactics, or on the wellbeing of marketers themselves. Marketing does have its celebrities, but those celebrities tend to be platforms rather than people. LinkedIn, Google and Facebook are the topics that heat up engagement levels.

For Technology, analysis of trends and future-facing predictions mix with company announcements as the most shared and most linked-to posts. However, not all companies are equal where hot topics are concerned. Posts with Uber and Microsoft in the title significantly outperform the average. Technologies of the moment have a similar impact: posts with Virtual Reality or Artificial Intelligence in the headline tend to top the rankings.

In Travel, destinations of the moment have a big presence amongst top-performing posts (London and India appear to be the destination equivalents of share-driving celebrities), but so too do posts promising intriguing stories. In both Healthcare and Higher Education, breakthrough innovations are the most consistently performing hot topics.

These are not definitive lists. It's certainly not the case that every successful Financial Services post must feature a personality, or that delivering content about Uber and AI is the only valid approach to the Technology space. However, it certainly makes sense for marketers planning a content calendar for these sectors to try and find a role in the mix for such content. And when content is relevant to these hot topics, it makes sense to signal this as strongly as possible.

Choosing the right content type

Is your industry looking for breaking news? Definitive research? Provocative opinions? Practical guidance? Aligning your treatment of a topic with the needs that motivate your readers is a vital element in content planning.

Those needs are varied and diverse. Different needs come to the fore in different industries, and for different content marketing objectives. Authoritative answers to very specific questions might not always drive high sharing numbers, for example, but they feature prominently amongst articles that are linked to most often.

PRACTICAL GUIDES, HOW-TO POSTS AND STRONG OPINION PIECES DRIVE SHARING FOR MARKETING CONTENT:

- > 50 Best Social Media Tools
From 50 Most Influential Marketers Online
- > Interactive Guide: How to Use Video in Each Stage of the Buyer's Journey
- > Exponential growth devours and corrupts

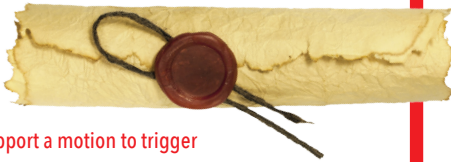


HOWEVER, THE CONTENT EARNING BACKLINKS IS MORE LIKELY TO TAKE THE FORM OF NEWS AND FUTURE-FACING PIECES:

- > Within months, Google to divide its index, giving mobile users better & fresher content
- > Google launches new effort to flag upsetting or offensive content in search
- > Five Content Marketing Trends to Watch in 2017

HIGHER EDUCATION CONTENT IS MOST LIKELY TO DRIVE SHARES WHEN IT MIXES STRONG OPINIONS WITH CURRENT NEWS:

- > Professor A C Grayling's letter to all 650 MPs urging Parliament not to support a motion to trigger Article 50 of the Lisbon Treaty
- > Preserve Faith-Based Higher Education
- > The aftermath of the Brexit vote: the verdict from a derided expert
- > The science is clear: Vaccines are safe, effective, and do not cause autism



WHEN IT COMES TO BACKLINKS, THERE'S GREATER EMPHASIS ON RESEARCH AND ACADEMIC ANALYSIS:

- > Stanford researchers find students have trouble judging the credibility of information online
- > Artificial intelligence used to identify skin cancer
- > Astronomy prof, student predict explosion that will change the night sky

FIG. 4 >

OPTIMUM BREVIS

Tailored length

What's the Optimum Length for Content?

Of all the issues involved in content marketing, nothing divides opinion quite so much as how long the content should be. It's a debate that has swayed this way and that.

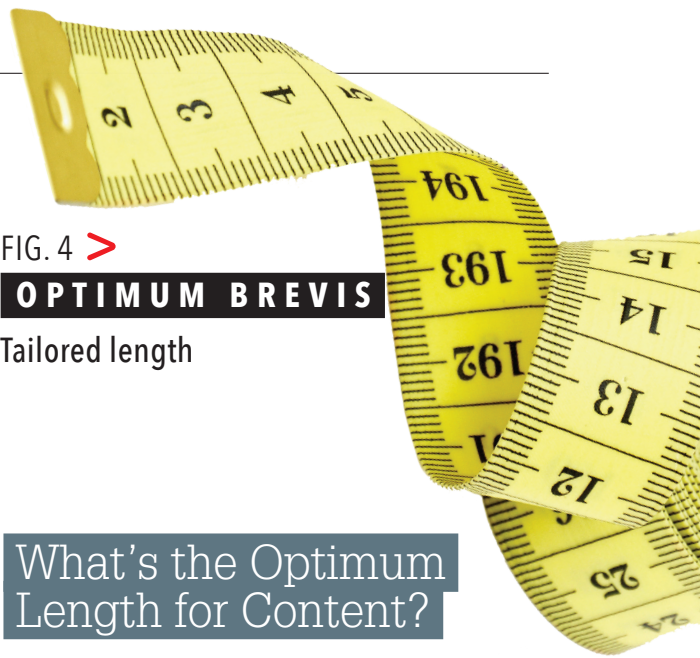
A few years ago, the received wisdom was that online copy should be no longer than 650 words, and that anything more would try the patience of an action-oriented, forward-leaning, digital media audience. Our research finds conclusively that this is not the case. In fact, the opposite is true. Both the average number of shares that posts receive and the average number of links to them, increase with the length of the content.

Different sectors, different sweet spots for content length

For Technology posts the sweet spot for content length comes in at between 1,000 and 2,000 words. Posts this long get shared an average of 485 times with a median of 180, compared to 348 times (median 165) for posts less than 1,000 words. There's a similar story when it comes to the number of links that a post attracts, only this time the benefits keep increasing with content length. Posts of less than 1,000 words are linked to 10 times on average. This jumps to 13 for posts over 1,000 words, and then leaps to 26 for those over 2,000 words.

An even stronger correlation emerges for Marketing. Average shares leap up from 234 (median 55) for posts under 1,000 words to 850 (median 429) for those over 1,000. That's a huge difference, but it's only the start. Posts above 2,000 words get average shares of 1,519 (median 1,072).

Just as with Technology, the same story is repeated when it comes to the authority of posts as indicated through backlinks. Here the averages rise from 5 for posts of less than 1,000 words to 20 for those over 1,000 and 37 for those over 2,000.



COMPARISON OF AVERAGE SHARES FOR POSTS OF DIFFERENT LENGTHS:

Post Length	Technology Average Shares	Technology Median Shares	Marketing Average Shares	Marketing Median Shares
Posts less than 1000 words	348	165 (38,300 articles)	234	55 (36,718 articles)
Posts over 1000 less than 2000 words	485	180 (4,898 articles)	850	429 (6,032 articles)
Posts over 2000 words	485	194 (763 articles)	1519	1072 (1184 articles)

COMPARISON OF AVERAGE BACKLINKS FOR POSTS OF DIFFERENT LENGTHS:

Post Length	Technology Average Links	Technology Median Links	Marketing Average Links	Marketing Median Links
Posts less than 1000 words	10	1 (38,300 articles)	5	2 (36,718 articles)
Posts over 1000 less than 2000 words	13	2 (4,898 articles)	20	8 (6,032 articles)
Posts over 2000 words	26	3 (763 articles)	37	22 (1184 articles)

The limits of snackable content

Plenty of content marketers have convinced themselves that they have to keep dumbing down content, making it ever-more digestible and snackable. Our study proves that this is a mistake. In-depth copy has greater authority and greater influence. It drives significantly higher sharing, which itself indicates higher engagement levels, and it has a hugely positive impact on content's authority and ranking by search engines.

This doesn't necessarily mean that content only has value to a marketing strategy when it's over 1,000 words long. Of the 80,000 most shared posts from the Marketing and Technology sectors, 80% have fewer than 1,000 words. These posts

wouldn't be in our study if they didn't drive engagement, and their shorter form particularly suits content types such as news and opinion. However, they are not the most influential and authoritative posts in their category. That position is usually occupied by content that is prepared to go deeper.

There is no denying that longer form content is an indispensable part of content marketing strategies. If the objective is to build authority and set the agenda around a particular subject, then marketers need to find a role for it in their editorial calendar. Our study also suggests that marketers should be cautious about cutting down copy when they have a lot to say. Social media audiences are quite prepared to give their attention and their respect to content that demands more of their time.

How to evolve your Content DNA

Here's how our map of Content DNA can help to evolve your strategy:

1 Draw up a target list of topics, applying your expertise to hot-button subjects

Consider how your expertise can add value.

2 Ensure your content mix is delivering against all of your objectives

Distinguish between content that will drive shares and content that will build on-going authority through backlinks.

3 Approach your target list of topics through a range of different content types

Identify the types of content that your industry values most, and aim to approach topics from each of these different angles.

4 Mix up your length

When you have something original and valuable to say, longer copy provides a clear signal of relevance, authority and value.

5 Grasp the headline opportunity

Match the headline to your content objectives: pieces that set out to answer specific questions often earn greater authority. If you are aiming to drive shares through a provocative opinion, then create a provocative headline to match. And if you are addressing a hot topic for your industry, make sure you feature that topic prominently.

Want to explore the DNA of successful content in more detail? You can download our eBook with full research findings at <https://lnkd.in/buzzsumo>

FIG. 5 >

QUICKUS MUNCHUS

Snacks

▶ **BACK TO CONTENTS PAGE**

ARE YOU READY FOR THE RISE OF THE HYBRID MARKETER?

The marketing ecosystem is evolving, and the role and skills of marketers must evolve too. Here's why strategists and specialists need to embrace the era of hybrid marketing

WORDS BY **JASON MILLER**

There used to be two ways to survive and thrive in marketing. You could be a specialist marketer, picking an area like brand and communications, events or email and building up your specific skills to become an expert in your field. Alternatively, you could be a general marketer, specialising in strategy, brilliant at seeing the overall marketing picture and how all of those different activities fitted into the plan for a business. The career path in marketing usually meant moving from the specialist to the strategic. As you became more senior and demonstrated your grasp of fundamental marketing principles, you could rely on your more specialist colleagues and their agencies to handle all the specific executional stuff.

These two species of marketer happily co-existed for decades. Then, things started to change. Digital evolution speeded up, the ecosystem in which marketers operate became a lot more complicated a lot more quickly, and these two mutually dependent types suddenly started to look threatened. Now, a new breed is taking over: one with a skill set that's broader, deeper and more adaptable. We are entering the era of the hybrid marketer.

What do I mean by a hybrid marketer? I mean a marketer who sees it as part of their role to learn any new, emerging skill that might have relevance to achieving

Skills related to specific social media platforms are increasingly in-demand from marketing recruiters



their objectives. I mean a marketer who doesn't leave executional knowledge to others, but is wired to seek continually to acquire it. I mean a marketer who doesn't stick to one specialism but seeks to acquire a working knowledge of any that might be relevant.

THE HYBRID MARKETER: DESIGNED FOR A CONNECTED MARKETING ECOSYSTEM

Hybrid marketers are evolving because the marketing landscape is suddenly more connected. Brands can no longer afford to treat 'brand and communications' as distinct from 'email marketing' or 'social media marketing'. It's increasingly difficult to execute in one of these areas without a reasonably in-depth understanding of the others. There's no point planning an event if you can't also plan to promote that event across social media and email, through employee advocacy and more.

EQUIPPED TO LOOK UNDER THE BONNET OF THE INTERNET

It's not just knowledge of a growing range of specialisms that marks hybrid marketers out. The depth of their knowledge is also rapidly increasing. To be an effective digital marketer today, you need a grasp of the fundamentals of coding languages such as HTML and CSS. You need a basic understanding of how the internet works underneath the shiny veneer: the good old ones and zeros that make it tick. This helps you understand what can be done visually with a website or email newsletter. It also makes you nimble and agile, able to make changes on the fly without calling in agencies—and able to keep up with the pace that digital marketing requires.

SENIOR MARKETERS NEED HYBRID INSTINCTS TOO

A degree of technical knowledge is also vital to more senior, strategic marketers. The more technology-driven the marketing landscape becomes, the less valuable abstract marketing thinking is. True creativity embraces constraints—and you can't think creatively as a marketer without understanding the technical considerations surrounding you. The best marketing leaders are hybrid marketers at heart. They're interested in the detail of the different channels and platforms their teams might use, and they're able to build a strategy that reflects reality.

THE HYBRID APPROACH TO MEDIA TRANSPARENCY

The rise of hybrid marketing goes hand-in-hand with the demand for greater transparency in digital media buying. Brands have become very aware of the need to be able to interrogate partners and suppliers about the clicks and impressions

FACEBOOK MARKETING

HOOT

CONTE

SOCIAL MEDIA

TWITTER

E-COMMERCE SEO

MA

they are paying for. With media buying increasingly automated, they can't hope to do this without some level of relevant technical understanding. They need to be able to peer into the programmatic black box and see what's going on.

THE DATA THAT SHOWS MARKETING'S SKILL SET IS SHIFTING

We can see the shift taking place in the nature of marketing when we look at the skills that marketers list on their LinkedIn profiles—and the skills that marketing recruiters most frequently search for.

The list of most common skills is dominated by the old model of strategic or specialist marketing. It includes Marketing Strategy, Advertising and Market Research. Digital Marketing, Social Media Marketing and Online Advertising are in there as well. However, the list of fastest-growing skills is very different. It's dominated by the types of skills that hybrid marketers are committed to learning: specialist expertise in platforms like Hootsuite, Instagram, Pinterest and Twitter, for example.

Looking at this list, I can't help but notice the influence of the rise of content in propelling hybrid marketing forward. Brands are quickly realising that, to make content work as a strategy, they need to learn very specific skills: not just the ability to commission, judge, write and edit compelling



content, but also the supporting skills that a well thought-through content strategy requires.

HOW CONTENT ADDS TO THE VALUE OF HYBRID MARKETERS

The best content marketers are experts in gap analysis, distribution and measurement strategies; they have technical knowledge of content platforms and rich media requirements. The more we understand about the role of employee advocacy in driving reach and engagement for content, the more marketing takes on an internal-facing role. And as content demands new approaches to measuring effectiveness and demonstrating ROI, marketers have to be ready to reinvent the standard metrics and analytics they've become accustomed to.

Content has also helped to increase the profile of SEO, ensuring that it is no longer seen as an afterthought or add-on. Once upon a time, digital marketers would create beautiful looking websites or thoughtfully written blog posts and then ask a specialist agency to sprinkle some magic SEO dust on them and ensure they were visible on search results. Today,

THE RISE OF CONTENT IS PROPELLING HYBRID MARKETING FORWARD

the process is reversed. Smart content marketers know that SEO needs to inform their strategy from the start. You don't need to be the leading expert at search engine algorithms, but you do need to have a basic grasp of how search engines operate, how consumers interact with them, the basics of SEO design and development, and the tools that can help you embed SEO into your content planning.

HOW TO BECOME A HYBRID MARKETER

Hybrid marketing skills aren't just more valuable and more desirable than they were just a few short years ago. Crucially, they are also more accessible. This is the other side of digital's impact on marketing. It's not just that marketers have the means and motive to become multi-faceted—they have far greater opportunity to do so as well.

A quick search on the LinkedIn Learning platform reveals more than 300 video courses on SEO, more than 30 on marketing automation and over 100 on programmatic. Marketers have a wealth of other free learning resources available to them online as well. They're increasingly able to add new skills, without interrupting their marketing career in order to do so. Not too long ago, broadening your marketing skillset required permission and investment from your business to go take a classroom-based course. Marketers today are far better placed to decide on the type of skills they need to add, and set about adding them on their own time.

Marketing is an increasingly self-directed career and it's an increasingly self-promoted one as well. We live in an era of personal branding, when any professional has the potential to take greater control of their options and opportunities.

They can define what they have to offer and demonstrate their qualities to the world. Hybrid marketers are built to do this more effectively than most: content marketing skills help them to build a personal brand through thought-leadership content; applicable digital marketing skills help them to amplify it. They are equipped to take far greater control of their own careers.

The career paths of a growing number of senior marketers show how the rise of the hybrid marketer could well broaden the role of marketing in general. As a recent report from *Marketing Week* demonstrated, the boundaries between marketing, customer experience, corporate communications, innovation and insight are increasingly blurred. The careers of senior marketers like Helen Tupper of Microsoft increasingly feature tours of duty in all of these roles, across several different businesses. As hybrid marketers make it into the senior levels of our profession, this trend will grow. Hybrid marketing doesn't just increase the opportunities for individuals; it increases the scope of marketing as a whole: more connected, more applicable and more relevant than ever.

Looking to hone more hybrid marketer skills? It's worth exploring the courses available on LinkedIn Learning: www.linkedin.com/learning



THE IMPACT OF EMPLOYEE CONTENT SHARING: IT'S BIG!

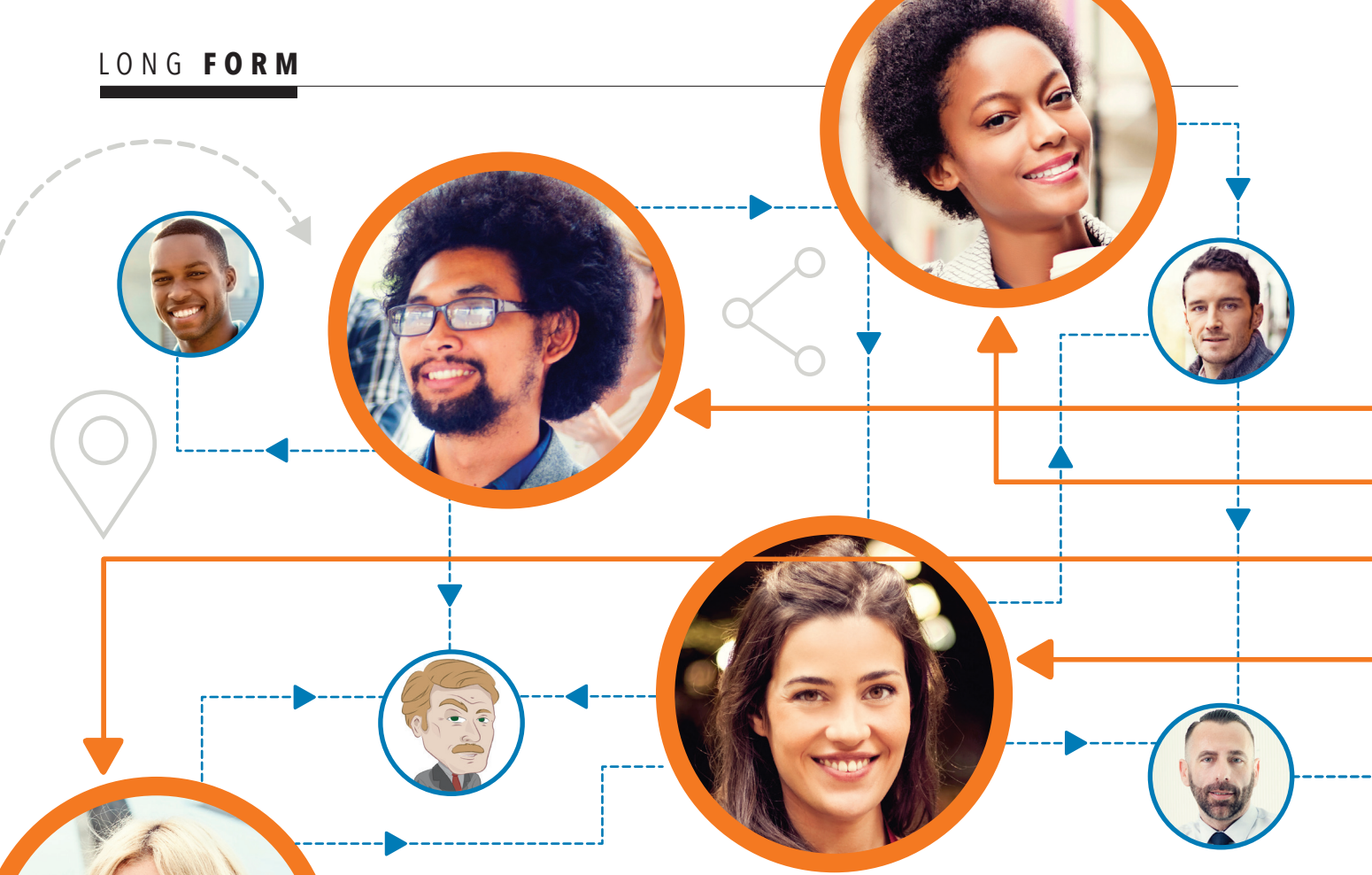
IF WE KNEW HOW MUCH BENEFIT WE GAIN FROM OUR COLLEAGUES SHARING CONTENT, WE'D SPEND A LOT MORE TIME ENCOURAGING IT

WORDS BY JASON MILLER

T

he next time someone asks me whether employee sharing adds value to a B2B content marketing strategy, I'll have the perfect answer. I've been analysing the impact of employees sharing our LinkedIn Marketing Solutions content during the last year, and the numbers are staggering. Want to know the impact of employee advocacy on content marketing? How about this: one single employee sharing three items of content a day can add up to 23 million in additional reach over the course of a year. It can add up to 60,000 additional occasions when people engage with your content. How do I know this? Because that employee was me.

Not convinced? Think this is a one-off? Think I'm skewing the results? I'll admit I'm a passionate sharer and I've got a good network that I engage with a lot. But I'm not all that exceptional. The numbers from a year of LinkedIn employees sharing our content prove it.



The secret to a successful employee sharing strategy lies in understanding what's in it for the employees themselves. I know this from personal experience. I've always shared content for the brands I've worked for, and I've always experienced significant benefits as a result. I've also produced a lot of B2B marketing content that's been shared by my colleagues. Until this year though, I'd never had the chance to quantify what the impact of all that sharing actually is.

QUANTIFYING THE IMPACT OF EMPLOYEE SHARES

I spent 12 months sharing content through LinkedIn Elevate, the platform that LinkedIn has designed to help build employee advocacy programmes. There are two aspects to this sharing: I put content from our Marketing Solutions blog onto Elevate for other LinkedIn employees to share, and I also share content myself. Through Elevate, I can see the impact of both.

As a content marketer, I know the employee advocacy metrics this throws up are valuable. They motivate employees to share more; they highlight the platforms where we get most engagement, the subjects that ignite the most sharing, the sectors where we have most organic reach and the ones where we maybe need some more employee advocates. It's all practical and useful stuff, but more than anything else, it's jaw-droppingly impressive.

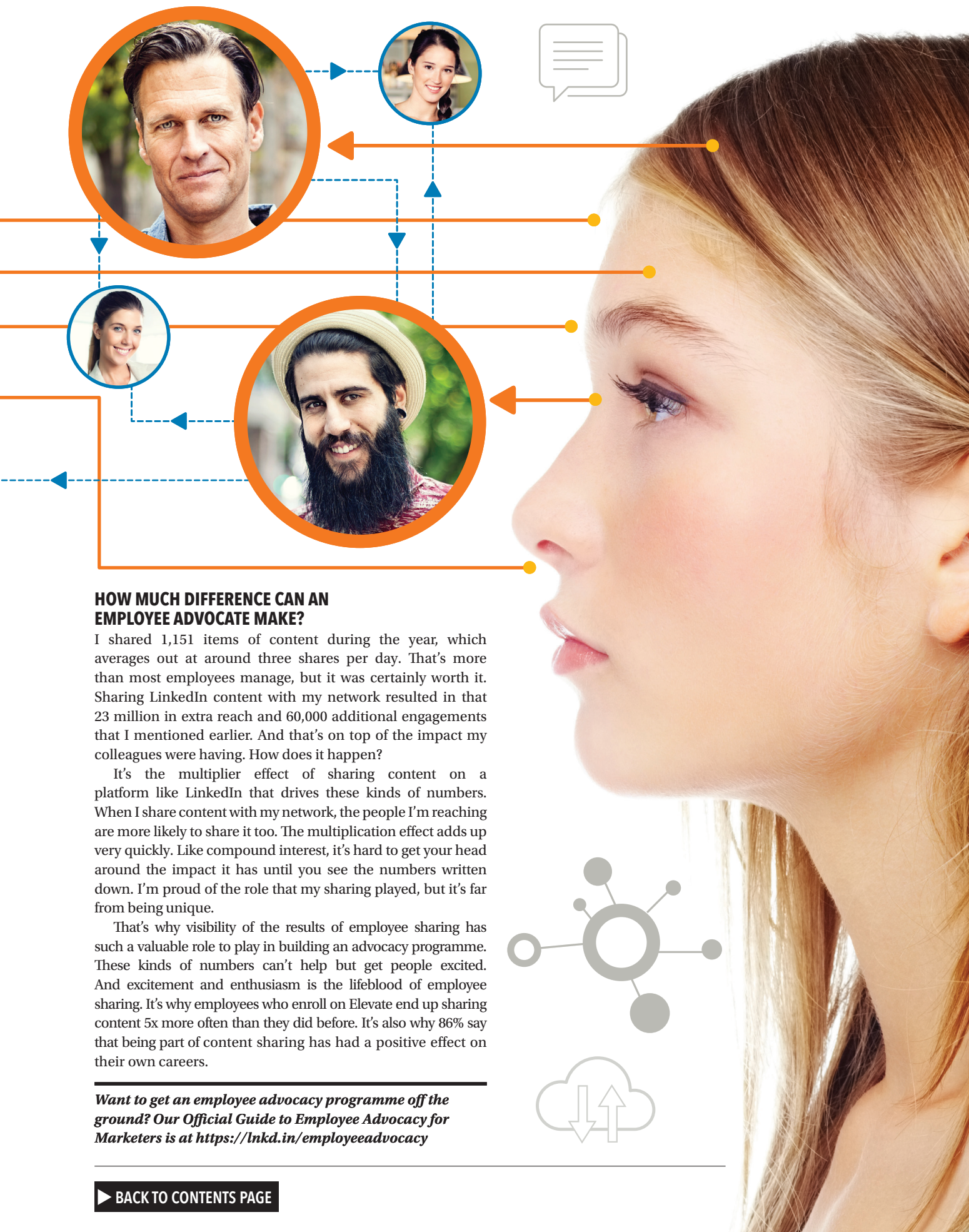
4,290 SHARES INCREASED
THE REACH OF OUR
CONTENT BY 15 MILLION

A YEAR OF SHARING ON ELEVATE

During the year, we released 123 pieces of content from our Marketing Solutions blog onto Elevate, ready for LinkedIn employees to share. Between them, those 123 pieces were shared 4,290 times. That sharing increased the aggregate reach of our content by 15 million, and of those 15 million occasions, 44,360 resulted in people engaging with it. That's a huge incremental impact.

Was this sharing helping us to reach a relevant audience for a B2B marketing blog? You bet it was. Our top audiences were Sales and Marketing, with Business Strategists coming in third. Our top industries were IT and Services (a valuable audience for our solutions) and Marketing and Advertising. Other key sectors like Financial Services were in there too. That's the huge advantage that you start to see with a well-organised employee advocacy programme: you're using networks that are inevitably centred around the most relevant audiences for your business.

Those network numbers showed just how much benefit our content was getting from other LinkedIn employees—but what was my own sharing doing for me personally? And how was it contributing to reach and engagement? This was where things got really amazing.



HOW MUCH DIFFERENCE CAN AN EMPLOYEE ADVOCATE MAKE?

I shared 1,151 items of content during the year, which averages out at around three shares per day. That's more than most employees manage, but it was certainly worth it. Sharing LinkedIn content with my network resulted in that 23 million in extra reach and 60,000 additional engagements that I mentioned earlier. And that's on top of the impact my colleagues were having. How does it happen?

It's the multiplier effect of sharing content on a platform like LinkedIn that drives these kinds of numbers. When I share content with my network, the people I'm reaching are more likely to share it too. The multiplication effect adds up very quickly. Like compound interest, it's hard to get your head around the impact it has until you see the numbers written down. I'm proud of the role that my sharing played, but it's far from being unique.

That's why visibility of the results of employee sharing has such a valuable role to play in building an advocacy programme. These kinds of numbers can't help but get people excited. And excitement and enthusiasm is the lifeblood of employee sharing. It's why employees who enroll on Elevate end up sharing content 5x more often than they did before. It's also why 86% say that being part of content sharing has had a positive effect on their own careers.

Want to get an employee advocacy programme off the ground? Our Official Guide to Employee Advocacy for Marketers is at <https://lnkd.in/employeeadvocacy>

THE HIPSTER'S

GUIDE TO SPEAKING PROGRAMMATIC

Those cutting-edge, early adopting programmatic cats have developed some pretty confusing lingo to describe the process of buying and selling ads automatically. It's a lot easier to make smart, strategic decisions about programmatic when you can translate what they're saying into the language most marketers speak. In this section, we've decoded some of the core programmatic concepts.

Programmatic

The automated buying of digital advertising space, in order to make the process more efficient. It involves computers using third-party or first-party data to decide which ads to buy and how much to pay for them.



Viewability

The Interactive Advertising Bureau defines an ad as "viewable" if at least half of it appears on the screen for more than one second. Part of the challenge for programmatic buying is whether advertisers can be confident that the impressions they buy are actually viewable.



Impression

The occasion when a user loads a web page and sees an ad. The difference with programmatic is that all impressions on the same ad unit don't necessarily involve people seeing the same ad. Programmatic buying is a way of deciding which ad each visitor will see.



Ad Fraud

As advertisers pay for the number of impressions on an ad (CPM), there is a constant challenge to make sure that these impressions are from real people rather than 'bots', which boost impressions artificially.



DSP

DEMAND SIDE PLATFORM

The technology used by programmatic buyers and their agencies to make decisions about which impressions to buy and how much to pay for them.

SSP

SUPPLY SIDE PLATFORM

The technology used by publishers to sell advertising space programmatically. It shares data about which impressions are available to buy.

DMP

DATA MANAGEMENT PLATFORM

It pulls together all available data that an advertiser has access to, both from its own customer or website data or third-party data sources. DSPs can then use this data to see how valuable an impression is to an advertiser, as that impression is happening.

Open auction

The process by which different DSPs bid for an impression on behalf of their clients. In an open auction, any DSP can bid for any impression.



A private auction or private marketplace (PMP) is an invitation-only auction for programmatic ad space, where one publisher invites advertisers to bid for impressions on its inventory. The publisher has visibility over which advertisers are bidding for impressions – and the advertisers know which site their programmatic ads will appear on.

Private auction



Second-price auction

This is the way that the cost of the programmatic ad is worked out. The DSP that bids highest buys the ad but they only pay as much as the second-highest price plus one cent.

Real-time Auction

This describes the fact that auctions for programmatic ads take place in fractions of a second as the page is being loaded. Whether an ad impression is bought on open or private auction, the decision about which ad will appear to the user happens while that user is loading the page.

Inventory

Describes the ad spaces that are available to buy (whether programmatically or manually)



CPM

COST PER THOUSAND IMPRESSIONS

The currency in which advertisers usually bid for programmatic ads.

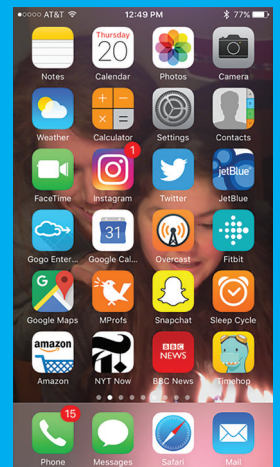


What's in your bag?

How would you feel if we issued a subpoena for the contents of your bag? Proud? Embarrassed? Concerned that your deepest secrets could spill out? Here's how it played out for **Ann Handley**, bestselling author and Chief Content Officer at Marketing Profs.

ON ANN'S HOME SCREEN

So much good stuff, it's tricky to know where to start. Overcast, for staying on top of the best podcasts? Sleep Cycle, the alarm clock app that wakes you at the best possible moment for your sleep patterns? Timehop for good old social media nostalgia? Plenty of ideas to steal.



MY FRIEND WOZ'S CARD

It's metal and he gave it to me last week, which is why it's still loitering. Not a permanent backpack resident. (The card, not Woz.) (Actually, both.)

TWO PENS, BLACK SHARPIE

For when people stop me on the street wanting an autograph.

SUNGLASSES

Why ever not?

SMALL BITS OF CASH

just in case...

ONE BLANK CHEQUE

just in case...

MINI NOTEBOOK

For random observations. Everyone should have one.

MINI TRAVEL WALLET

I bought it for when I'm travelling, then asked myself why I'd ever carry anything bigger.

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Eric Barker
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Brad Gillis
Guitarist for NIGHT
RANGER, OZZY OSBOURNE
Music & TV Show Production



Bryan Eisenberg
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Seth Godin
Marketing Visionary



Jack Kosakowski
Head of Social Sales at
The Creative Agency



Ron Tite
Author of Everyone's an
Artist, CEO The Tite
Group, Comedian



Maria Pergolino
SVP Aptus



Lori Joyce
CEO Betterwith



Katie Carroll
Senior Editor at LinkedIn

What's in your bag?

"To look inside a B2B marketer's bag is to peer into the deeper recesses of their mind". Maybe nobody has ever actually said this, but it's a fun thing to do anyway. Here's what we found in the bike bag of Velocity Partners' Co-Founder and Creative Director, **Doug Kessler**.

SPARE READING GLASSES

Definitely spares on account of the hideous frames.

DRUGS

They're mostly legal: migraine defence, ibuprofen for long flights.

RAIN TROUSERS

Just in case. I mean, it's an English summer, but you never know...

BUSINESS CARDS

Remember these?
Old habits die hard.

KEYS TO THE OFFICE

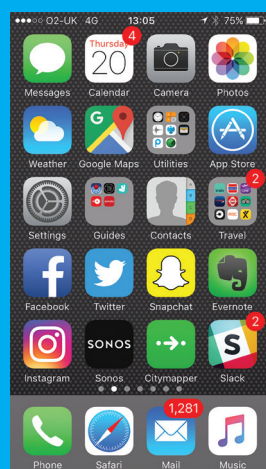
Just in case. You never know when you might find yourself there.

GRID-IT™ ORGANISER

It holds all my bits & bobs (earbuds, MacBook hubs, USB dongles, pens, adapters, charging cables).

ON DOUG'S HOME SCREEN

You can spot a man who does a lot of travelling in unfamiliar cities. Doug's tooled up with city guides and travel planners. Cloud-based collaboration tools like Slack no doubt help too. And then there's those 1,281 unread emails: the classic symptom of somebody permanently on the move.



OLD NEW YORKER ISSUE

It will have that article I love, the one I have to have near me, just in case I get the time to read it.

1. LARRY VAUGHN JAWS (1975)

His brand and product are the seaside resort of Amity Island, his clients are the townspeople, his objective is the summer marketing dollars of holidaymakers, and he's not going to let a large, man-eating shark get in the way. Mayor Vaughn is the closest thing to a human villain in *Jaws*, but deep down he's a seductively sympathetic one: charismatic, quick talking, the face of the town but also the main thing standing between its people and commercial disaster.

HOW WOULD THE STRATEGY STACK UP TODAY?

Disastrously. In the age of mobile video and social media, the idea of hiding the fact that there's a killer shark cruising around your beaches would be insane. Reacting fast, and being transparent about it, would be Larry's only chance of success.

2. JONATHAN SWITCHER MANNEQUIN (1987)

This would-be artist starts off as a department store stock boy and rises to head of merchandising thanks to a passion for storytelling through his window displays. It helps that he's actually in love with the spirit of an Ancient Egyptian princess embodied in the Mannequin he's made.

HOW WOULD THE STRATEGY STACK UP TODAY?

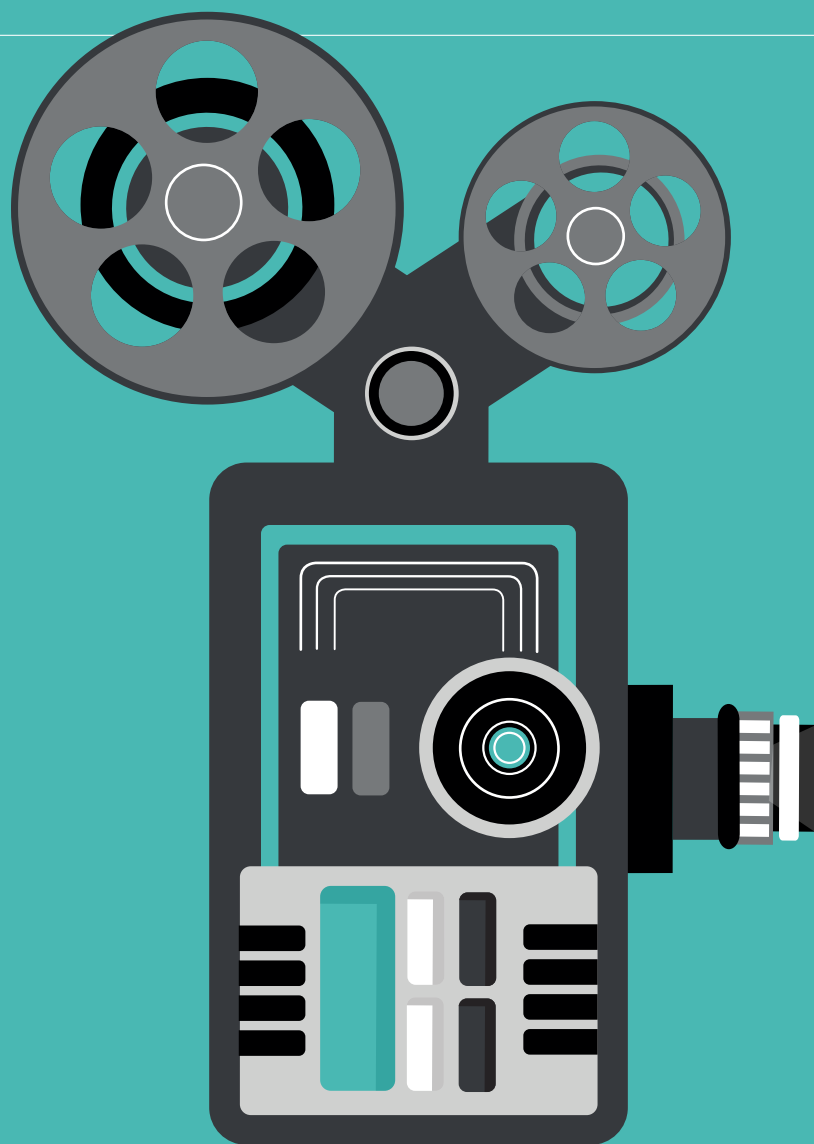
Brilliantly. Window displays remain one of the most important touchpoints for department stores and an artistic approach is perfect for capturing attention and footfall. In today's media environment, he'd probably be taking an innovative approach to eCommerce platforms as well.

3. JOSH BASKIN BIG (1988)

The best source of new product ideas that MacMillan Toys ever had does have a bit of an unfair advantage: he's actually a 12-year-old boy trapped in an adult's body. Josh has a rapid rise to success based on his unnerving instinct for what his target audience really wants. However, it all starts to fall apart when he has to figure out how to turn inspiring ideas into profitable products.

HOW WOULD THE STRATEGY STACK UP TODAY?

Balancing creative ideals and commercial opportunity is a struggle any marketer can sympathise with. Order a product from a children's TV ad break and you'll often see how reality falls short of marketing promise in this category. Josh would argue for a very different business model. He might earn a loyal parental audience as a result.



THE MOST NOTORIOUS MARKETERS IN MOVIES

When your role is influencing others for commercial gain, it's easy to make you the villain—but marketers also supply some of Hollywood's most charismatic characters

4. EMORY LEESON CRAZY PEOPLE (1990)

"Volvo, they're boxy but they're good" is the most famous brand proposition that this advertising executive comes up with following his nervous breakdown. That's largely because his ideas for Jaguar, and the tourist boards of Greece and The Bahamas aren't repeatable in polite society. Confined to a psychiatric hospital, Emory turns it into the ultimate creative hothouse, with marketing ideas that are shocking, sometimes incomprehensible, but always hilarious.

HOW WOULD THE STRATEGY STACK UP TODAY?

Multiple Cannes Lions winner. You could argue that this film helped to invent branding as we know it today. It celebrated the value of shocking authenticity long before it became a buzzword at marketing festivals. As one review said at the time, "the film is less a diatribe against advertising than an unintended celebration of it".

5. JOHN HAMMOND JURASSIC PARK (1993)

Putting the inventor of cloned dinosaurs into the marketing department feels like a bit of a demotion. At heart, though, Hammond is a marketer. He's got an idea that can change the world and inspire the next generation. It's a pity he's let down by some disastrous talent management. Relying on Newman from *Seinfeld* to keep the park running and protect visitors from prehistoric predators? It was always likely to go wrong...

HOW WOULD THE STRATEGY STACK UP TODAY?

"Your scientists were so preoccupied with whether or not they could, they didn't stop to think if they should." Hammond is warned about the need to test whether innovation actually fits what the market wants, not to mention what's safe. Some more thorough IT recovery planning would probably have helped too.

6. VIRGINIA VENIT HAPPY GILMORE (1996)

Virginia is the only woman to make our list, which is a sad indictment of how Hollywood sees marketing. On the upside, she's arguably the most innovative and successful of our marketers, reinvigorating an entire sport through her eye for expanding its market. Virginia recognises a former hockey player with serious anger management issues as the ultimate rebranding opportunity.

HOW WOULD THE STRATEGY STACK UP TODAY?

Golf participation is in fairly serious decline, with clubs closing all over the world. Infusing the sport

1



2



3



4



5



6



7



8



9



with anarchy and attitude is a bold blueprint but it might just work. Now, we just need a real-life Happy Gilmore to help make it happen...

7. CHRISTOF THE TRUMAN SHOW (1998)

As the creator of the original Reality TV show (anticipating *Big Brother* and everything since), Christof is a content genius, albeit one with a serious God complex. He's also a master of psychological influence: implanting memories of drowning to create Truman's fear of water, presenting the idea of travel as terrifying, and reacting decisively to anything that threatens his core narrative.

HOW WOULD THE STRATEGY STACK UP TODAY?

If anyone could reinvent the increasingly blah world of Reality TV, it's Christof. A real-life *Truman Show* would be diabolical genius, but could anyone work with a creative so clearly insane as this one?

8. THE ONCE-LER THE LORAX (2012)

"Everybody needs a thneed" and let's face it, any marketer who can turn an anatomically unsuitable knitted garment into an indispensable multi-purpose tool is worth his or her weight in gold. The Once-ler is able to achieve all of this through a single catchy tune. However, his shocking blind spot when it comes to sustainability quickly brings both his business and his world to disaster.

HOW WOULD THE STRATEGY STACK UP TODAY?

"I'm figuring on biggering" should never really cut it as a growth strategy. Rather than chasing unsustainable volume, our hero needed to work out the environmental cost of his products, price them appropriately, and invest the money in planting more Truffula trees.

9. NICK NAYLOR THANK YOU FOR SMOKING (2006)

As the amoral chief spokesman for Big Tobacco, Nick starts off in despicable denial mode, funding phony research to dispute the link between smoking and cancer. By the end of the film, he admits the dangers of smoking but argues for the importance of consumer choice and personal responsibility.

HOW WOULD THE STRATEGY STACK UP TODAY?

The more we know about the psychological impact of legitimising behaviour, the less sympathy we have for Nick's position. We expect brands to seek better outcomes for their customers rather than just shifting the blame onto them.

Getty Images

THE CLASH



By 1979, Punk rock was in need of a saviour. Come to think of it, music was in need of a saviour. The Sex Pistols had imploded after just one album, the punk genre itself was fading into a series of rehashes, and New Wave's combination of manufactured pop and pretentious art rock was threatening to drown the airwaves in mindless drivel. In North London's Wessex Studios, one band was about to rise to the occasion.

WORDS BY JASON MILLER

London Calling would be the album that established The Clash as “the only band that matters”; the epithet that CBS records coined for them the following year. It stuck, amongst both fans and music journalists, because there was a strain of truth to it. Unlike the Pistols, The Clash didn’t want to smash the world up; they wanted to start the difficult conversations that would fix it—and they knew how to tell a story that could. Their purpose and authenticity ensured they were making music, and forcing the world to listen, for a decade. At a time when terms like thought-leadership and brand purpose can be thrown around lazily, I believe there’s an awful lot still to be learned from those Wessex Studio sessions:

1. FORGE NEW GROUND.

London Calling changed the music industry and the world because it wasn’t just a rehash of punk, which was fading by 1979. The band threw out genre boundaries and incorporated an explosion of musical styles: reggae, rockabilly, ska, jazz, pop, and hard rock. It sought inspiration in places that The Clash weren’t expected to look, and it mixed together styles that nobody else dared mix. People ate it up.

2. TAKE CONTROL.

By 1979, the Clash had the confidence to take control of how the new album was produced. To the dismay of CBS Records, the band hired Guy Stevens, whose unconventional style clicked with how they saw themselves. The resulting record was “a remarkable leap forward,” according to critic Stephen Thomas Erlewine, “rocking harder and with more purpose than most albums, let alone double albums.”

3. MATTER.

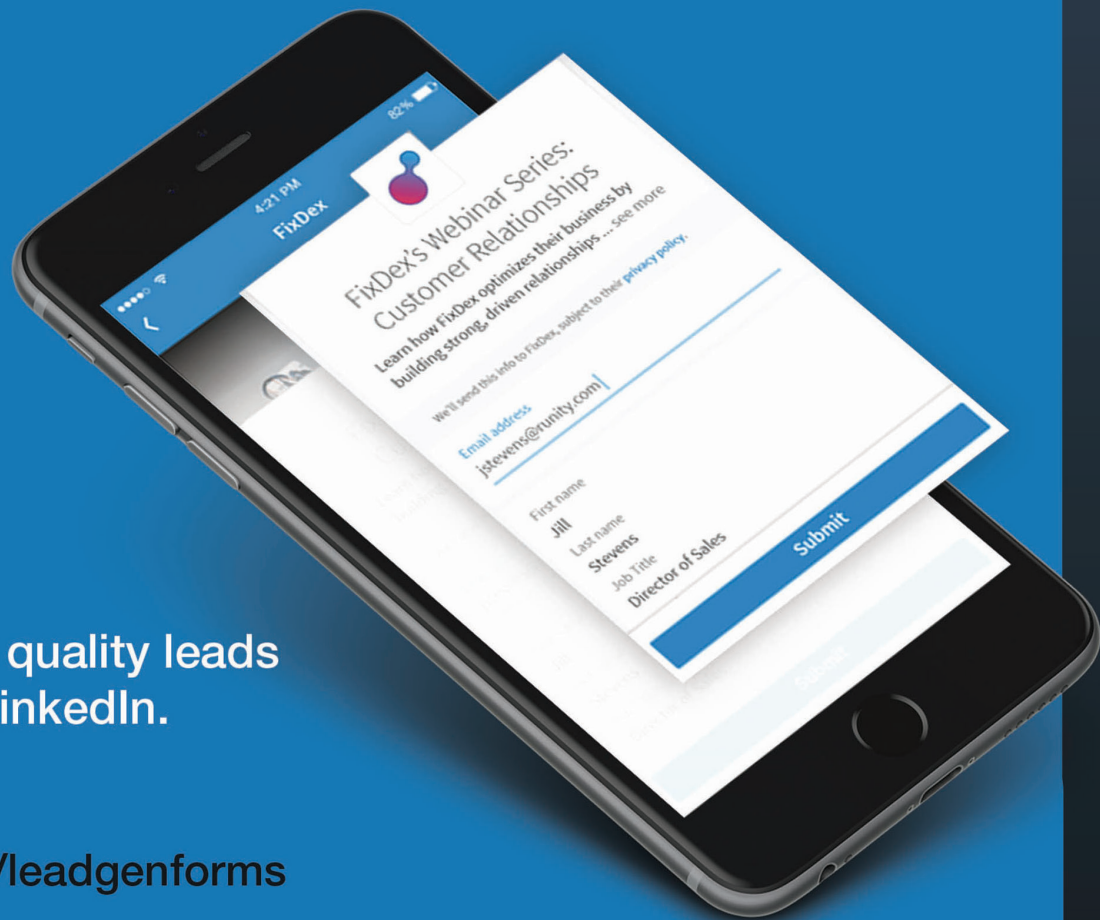
Other punk bands, such as the Sex Pistols, had stood for complete anarchy and not much else; Joe Strummer wanted something more from The Clash. This band was a disruptor rather than a destructor. Its members were interested in starting a conversation, not just throwing a brick at someone’s head. The results speak for themselves: The Sex Pistols imploded after one album, while the Clash delivered decades of great music.

When you lead conversations that matter, you give customers a reason to follow you. That’s the enduring lesson of *London Calling* for content marketing.

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