



A STRUCTURED APPROACH TO CONTENT

Content Marketing Strategy

ABSTRACT

Content is the heartbeat of our brand, and the bloodline of digital marketing. This paper outlines the strategic approach we will employ to tell the story of the [Brand] brand.

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Introduction

Why Content Marketing

Content is the heartbeat of any brand, and the bloodline of digital marketing. It provides customers and prospects with a view of what your brand represents across channels and time. It gives SEO a reason for being, and informs the ads used to drive people to our websites. It's the inspiration in newsletters, the reason people click, and the essence of storytelling. Content is:

- Product: The textual, visual, audio representation of who we are as a brand.
- Contextual: The meaning people apply to options while making decisions.
- Emotional: The stories that enable human connection with customers.
- Knowledge: Information that helps customers make decisions and take action.
- Data: Content is a measurable business asset that can be optimized for specific business goals.

More than providing customers and prospects with a reason to engage with our brand, content also drives business outcomes:

- Loyalty: Relatable content fuels repeat visitors, and over time helps a brand become a trusted destination for information and experiences.
- Conversions: Content mapped to customer journey stages drives people deeper into our conversion funnel.
- Leads (for physicians): Content not only drives awareness that leads people to the brand, but it can also be evergreen and drive patient bookings for physicians.

Perhaps most importantly, a strategic approach to content can *save money*. Measured by organic traffic, optimized content and a structured process can outperform paid media investments and drive operational efficiencies that give teams more space to perform essential tasks.

Net: Without great content, the best SEO, SEM and email nurturing strategy cannot exist. Content is a required investment for digital marketing.

Content Marketing @ [Brand]

[Brand] is a massive organism that operates in many disparate silos. Silos are neither ideal for the creation of quality content that tells the brand story nor enabling cross-team collaboration. There is significant value in both of these concepts:

- A structured approach to creating quality content and storytelling lays the foundation to securing engaged audiences across time and channels.
- Collaboration across teams drives cost and productivity efficiencies across the organization, which will inherently lead to improved content quality and storytelling.

There are many blockers beyond organizational structure to realize this vision of collaborating to tell better brand stories. Brand politics, widespread comfort with the status quo, and lack of space [empowerment] to think and act bigger are larger obstacles. Organizational change means we have to disrupt. Disruption means shifting the mindset away from campaigns and towards conversations with customers. Disruption means embracing the ability to become more like a media company and experimenting to learn new ways to engage customers.

The following is a vision for how we disrupt by getting more strategic in how we envision, create and publish content. This vision is guided by three core tenets:

Simple

- Our content is easy to understand and offers clear pathways to conversions

Authoritative

- Our content is believable because it is backed up by expertise

Differentiated

- Our content conveys a unique perspective on topics that customers truly care about

Content Pillars

We will focus on three core pillars for the creation and publication of content:

- Be Found: Deliver content that people seek out and is optimized for search
- Be Personal: Create content to which people can relate
- Be a Growth Engine: Establish processes that drive efficiencies and content that converts

Content Purpose

Content is a business asset that transcends all of marketing and is the essence of “the rising tide” philosophy. Our content is not only the connective tissue across teams, but it is the vehicle that drives conversions by consistently delivering a unique and compelling perspective across channels and customer journey stages.

Content Intent

Our content establishes a value exchange between our world-class physicians and caregivers and our customers by offering expert insights, tips, and guidance to help customers and prospects improve their health and understand healthcare choices.

Content Goal

Establish an engaged audience across channels in order to drive brand loyalty and high-value conversions.

2017 Priorities

1. Optimize digital content
2. Scale and unify content
3. Structure storytelling through process
4. Test, measure, learn

1. Optimize digital content

Digital Marketing Goals

Our goals are the roadmap for the investments we will make in any given year. Specific goals allow us to plan for a series of strategies and tactics that will help us deliver better digital experiences via content. For 2017, there are two core goals to which content marketing contributes:

1. *Increase consumer web traffic to primary web properties (Swedish, WA, CA, OR) from 11.3M to 11.5M sessions, a 2% increase YoY (vs. -2% YoY decline from 2015 to 2016)*
2. *25% increase pre/post in engagement on Swedish.org, [Brand] blog and Swedish Blog through content marketing efforts by EOY*

Audience

With clearly defined goals, the first thing required to build the right content is understanding who we're trying to reach. While we know what we want our target audience to do (convert), understanding what they want and care about is how we execute a successful content marketing strategy. Based on surveys and insights, as well as experimentation, we know that our external audiences desire a mixture of clinical, lifestyle and human interest content. Through this content, they seek to be informed, understood, and efficient in their search for health care answers.

Equipped with these insights, we will focus on these priority audiences:

- Existing Customers: Knowledge, simplification and transparency are what they seek, and they value content and digital experiences that make healthcare decision making easier and consistent.
- Prospects: A better healthcare solution is what they seek, and they value unique and compelling content and digital experiences that prompt them to engage.

Based on business and marketing goals, we will leverage our existing personas that map to the types of customers we are seeking to reach. For instance, for the Swedish blog we know that the bulk of readers are women aged 18-44 who want to read about healthy lifestyles and human interest stories, thus our personas for the Swedish blog may be millennial and GenX moms looking for recipes, health hacks and relatable stories. Persona work will be in partnership with the Customer Insights team.

It's also important to make internal stakeholders, specifically physicians, part of the content marketing machine. We rely on physicians for a variety of storytelling angles and clinical validation to ensure we're perceived as a trusted and authoritative voice in healthcare. For our internal stakeholders, we will provide training and contribution resources/tools to make it easy for them to share their stories and perspectives.

Moreover, there is a growing internal appetite to improve our efforts to build content that resonates with physicians. As driving referrals to our services, clinics and institutes is a key business objective, we will begin to explore how to create, source and distribute content that is purpose-built for driving engagement among physicians throughout the [Brand] system.

Finally, another key audience that will be explored is media influencers. Influencers add validity, exposure, and links that can help us achieve our content marketing goals. Understanding what types of topics inspire them is critical to building relationships with top tier influencers. In partnership with the communications team, we will begin to identify the right regional influences, learn their coverage interest by reading and following them, and experiment with producing content that will compel them to include [Brand] in their coverage.

Underpinning each of these audience types is developing an understanding of who they really are. Asking questions about their motivations, what they are trying to achieve, and what success looks like to them will help inform how we fashion content for a given audience. Leveraging the smart model called Compass Disney developed, we can gain a deeper understanding of what audiences want and build content to match. For instance:

- North = Needs (what does our audience need when they interact with our website or blogs?)
- West = Wants (what does our audience want in the moment?)
- South = Stereotypes (what preconceived notions do we have of this audience and is it correct?)
- East = Emotions (what is the audience feeling at the time of interaction?)

Using this simple model, and marrying it with data and insights we will be better equipped to create content that actually causes the audience to act.

Journey Mapping & Content Hierarchy

Linear experiences are dead, and we must find ways to deliver value at disparate moments of time across a wide array of customers and prospects. Our content hierarchy is designed to provide value at each stage while prompting action to move to the next stage of our conversion funnel. The hierarchy provides a relational and logical path to drive people through a funnel from awareness to advocacy.

Ensuring that we’re categorizing and tagging our content the way real people search for information, while also mapping to clinical terms in our provider directory, will make it easier for customers and prospects to navigate across our digital landscape. Moreover, our hierarchy will provide signals for the types of content being consumed, thus helping inform our editorial planning.

Below is a series of tables that outline the stages of content, what we want it to do, types and how we will measure success.

Stage	Goal	Characteristics	Types	Annual KPIs
Awareness	Inspire people to want to	○ “I’m not sure what I want”	○ Blogs/news articles ○ Checklists	○ 20% growth in page views

	consume our content	<ul style="list-style-type: none"> ○ “I want to be inspired” ○ “Who’s the best?” ○ “I want something that fits my life” 	<ul style="list-style-type: none"> ○ Microsites/landing pages ○ Promoted posts/search ads ○ Sponsorships/events ○ Signage ○ PR 	<ul style="list-style-type: none"> ○ 25% increase in blog visitors
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Stage	Goal	Characteristics	Types	Annual KPIs
Consideration	Engage customers to explore more	<ul style="list-style-type: none"> ○ “I’ve heard of [Brand], but why them?” ○ “Are they cost competitive?” ○ “Do they offer services I need?” 	<ul style="list-style-type: none"> ○ Blogs ○ Videos ○ Infographics ○ Interactive content (polls, calculators) ○ White papers (gated) ○ Provider Directory ○ PR ○ Webinars ○ RSS subscriptions ○ Patient stories ○ Quizzes 	<ul style="list-style-type: none"> ○ 20% increase in Provider & Location searches ○ 20% increase in returning visitors to blog/site

Stage	Goal	Characteristics	Types	Annual KPIs
Intent	Remove friction/barriers to prompt action	<ul style="list-style-type: none"> ○ “I’m on the fence, but the services meet my needs” ○ “My friends use [Brand]” ○ “I can relate to customer stories” ○ “I believe in their mission” 	<ul style="list-style-type: none"> ○ Blogs ○ Videos ○ Infographics ○ Customer testimonials/quotes ○ Newsletters ○ Research (gated) ○ Physician/patient stories ○ Statistics/data ○ FAQ ○ Call-out modules ○ Real world experiences 	<ul style="list-style-type: none"> ○ 10% increase in chat/email/phone contact ○ 20% increase clicks on Maps/Directions ○ 10% growth in newsletter subscribers

Stage	Goal	Characteristics	Types	Annual KPIs
Action	Move people to sign up,	<ul style="list-style-type: none"> ○ “I believe [Brand] is the right fit for me” 	<ul style="list-style-type: none"> ○ Registration forms/online scheduling ○ CTAs 	<ul style="list-style-type: none"> ○ 10% increase in newsletter subscribers

	subscribe, attend, schedule a visit or enroll in a plan	<ul style="list-style-type: none"> o “I want to learn more” o “I need help now” o “I want to be ready” 	<ul style="list-style-type: none"> o Location pages o Provider pages o Newsletters o Call-out modules o Dynamic ad module 	<ul style="list-style-type: none"> o 10% increase in customer profile setup o 10% in visits scheduled
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Stage	Goal	Characteristics	Types	Annual KPIs
Retention	Give people a reason to remain loyal and reduce churn	<ul style="list-style-type: none"> o “[Brand] keeps delivering value to my life” o “I trust [Brand] to put my needs first” o “[Brand] consistently delivers innovations that help me” 	<ul style="list-style-type: none"> o Blogs o Newsletters o Personalized infographics o How to tips/tricks o DYK insights o Webinars o MyChart 	<ul style="list-style-type: none"> o 3% increase in SOV

Stage	Goal	Characteristics	Types	Annual KPIs
Advocacy	Help customers relate to the brand	<ul style="list-style-type: none"> o “I’d like to tell my story on the [Brand] blog” o “Something about the [Brand] content prompts me to share” 	<ul style="list-style-type: none"> o Human interest stories o UCG videos o Customer quotes o Guest blogs 	<ul style="list-style-type: none"> o 20 external patient stories in 2017

Despite a desire to drive people along a linear path to convert, we know humans don’t operate that way. To address this non-linear mindset, we will invest in two categories of – one delivers value without any expected return in the moment, and the other entices action in the moment. Both of these categories have the potential to enhance brand perception.

- A. Action-oriented: Content that is designed to solicit or entice action.
 Example: Pay off programmatic ad buys with content that is targeted to a locale with real services the visitor can actually consume in the moment (e.g. Lowes ads led people to a video with a customized ending offering prompts for products and store locations)

- B. Useful: Content that’s purpose is to be inherently useful and referential.
 Example: Provide multiple points of value or utility early in the customer journey to establish trust and a belief that [Brand] understands the needs of customers (e.g. guided

journey to help customers select the right “in-the-moment” service, health hacks, tips and tricks for eating well)

This strategy will yield rewards with search engines, as they bestow higher value on content that is demonstrated to be most useful and accessible to users. It is our job to give customers the many options that meet and aid them on their potential path to conversion. If we build world class content, coupled with a well-oiled distribution machine, we will be rewarded with traffic, and if we appease that traffic we will earn new patient relationships.

2. Scale and unify content

Content is everybody’s business, and in an organization as vast as [Brand] it is critical to successfully sell this concept across teams. In lieu of a robust editorial staff, we will divide and conquer by establishing a cross-team editorial board. Our approach to driving scale and unifying content covers four essential elements:

- A. Identifying the right teams and making roles clear
- B. Having consistent editorial meetings with committed stakeholders
- C. Optimizing editorial beats & content types
- D. Committing to a shared editorial calendar

A. *Participating teams*

While contributions across teams vary, below is a list of the teams required to drive scale and ensure a unified organizational view of content:

- Content/CRO marketing: Content strategist leads the creation and maintenance of the overall strategy for digital content to ensure cohesion across teams and consistency of storytelling. The CRO lead drives optimization planning to learn what works best for our target audience. Specific responsibilities:
 - Oversees the operations of the editorial board (e.g. meetings, agenda)
 - Sets/maintains the structure for content (e.g. processes, training, reporting)
 - Drives partnerships for blog and website content
 - Establishes content and experimentation approaches for campaigns
 - Establishes testing strategy and optimization recommendations
- Creative services: The creative lead assists in sourcing and building stories and narratives to establish deeper connections with our target audience. The creative lead acts as editor-in-chief, and owns the development and editing of most of the creative assets (e.g. images) used for cross-channel storytelling. Specific responsibilities:
 - Manages the look/feel of content (e.g. image, tone, brand)
 - Writes and edits planned/daily blog posts as well as content from contributors
 - Maintains editorial calendar and style guide
 - Conducts interviews for stories for blog articles

- Marketing: The marketing team provide the system-wide campaign roadmap, and delivers priority campaign plans and ideas to help reach their goals. Specific responsibilities:
 - Provides plans for service-line campaigns/programs to the editorial board
 - Owns and socializes the service/product launch calendar
 - Delivers customer insights relevant for campaign content (with Customer Insights team)
 - Brokers relationships with regional leads for local stories
 - Manages and provides connection points to Clinical Review Board
- Social marketing: The social marketing lead contributes story ideas, influencer-sourced content, and drives the publication of content across social channels. Specific responsibilities:
 - Ensures that the editorial calendar is updated with social content
 - Make content recommendations based on what resonates on social
 - Consistently shares content from other teams (e.g. agencies/regions)
 - Distribution of blog and campaign content across social channels
- Communications: The communications lead will provide updates on planned PR campaigns that can be optimized for blog and web distribution. Specific responsibilities:
 - Provide updates on PR campaigns + leadership priorities
 - Interfaces with and sources stories from Business Development leads (Swedish)
- Web Operations: The web operations team will bring the content to life across blogs and websites. Specific responsibilities:
 - Provides insights and optimization tactics for content taxonomies and hierarchies
 - Provide guidance on web templates
 - Build and publish content on Sitecore
- Email Marketing: The email marketing team will drive the development of newsletters, audience list creation, and channel distribution. Specific responsibilities:
 - Partner with content lead to source articles for newsletters
 - Provide guidance on email templates
 - Provide audience feedback to be used to optimize content creation
- Analytics: The analytics team provides data and insights into content performance across all digital channels. Specific responsibilities:
 - Set up dashboards and custom reports
 - Assist with metric modeling (e.g. engagement rate)
 - Deploy and QA all tags associated with digital content and testing initiatives

B. Editorial Meetings

We will establish a recurring cadence of 60-minute bi-weekly editorial meetings. The goal of the meetings is twofold: ideate on topics to cover 30-60 days out, and provide line of sight to the planned campaigns, programs, and content across the organization. These meetings will also be used as a forum to discuss performance insights, process optimization suggestions and content blockers.

C. Editorial Beats

Covering the right beats is super important to ensure resonance and keep our audience engaged. Based on signals we've received from blog readers, ongoing research and insights gleaned from relationship brokers throughout the organization, these are the beats (external facing names TBD) that we will cover:

- Lifestyle: Content that provides readers with some value that will improve their lives
 - Types: Recipes, fitness, DYK, tips, health hacks
- Clinical: Content that showcases the world-class services that [Brand] offers
 - Types: Institutes, services/programs, physician perspectives, innovations, studies, trials
- Stories: Content that provides a glimpse into relatable scenarios
 - Types: Influencer stories, patient stories, physician stories, caregiver stories
- Innovation: Updates on how we're enhancing the healthcare experience
 - Types: Circle, Express Care, Sqord
- Campaigns: Content that maps to the marketing goals for campaigns and programs
 - Types: Institutes, Express Care, Maternity, Cancer, Thoracic
- News: Trending topics that allow [Brand] to plug into news cycles
 - Types: Studies, policy, leadership perspectives

D. Editorial Calendar

Every good publisher has a rolling editorial calendar. The editorial board will create and maintain an editorial calendar based on business priorities, campaign/program launches, influencers, internal communications initiatives, interviews with physicians and customers, and moments-in-time events (e.g. national cancer awareness month). The calendar will be the output of our bi-weekly 60-minute editorial meetings, and will be managed by Creative Services.

3. Structure storytelling through process

Why does storytelling matter? Stories matter because they give visitors to our digital properties something to relate to. Storytelling provides the human element that is often times overlooked in brand and product marketing. Moreover, based on survey results from readers of our To Your Health newsletter, and Swedish.org visitors, human interest stories and stories about how clinical trials are helping to save and extend peoples' lives are topics they'd love to hear more about.

Owning a storyline drives differentiation and share of voice. [Brand] is rich with stories about an unwavering passion to serve the poor and vulnerable. The heritage is rich, but what's richer is a commitment that constantly strives to simplify the way people gain access to and navigate healthcare. This simplification happens because we are empathetic to real customer pain points. We demonstrate this through commitment to continuity of service, offering world-class care and invest in innovation. Simplification – in it's many guises – is the “sweet spot” that [Brand] will own.

By focusing on the “why” we need to simplify healthcare and the value it brings to customers, we will

move away from campaigns and toward conversations with customers and prospects. We will get personal by engaging patients, physicians, and caregivers to share their stories, innovations and successes. We'll add believability by sourcing unique and compelling stories and insights from external influencers. We will use these stories to connect with customers and prospects at every stage of their healthcare journey, and bring them to life across web pages, blogs, email, and social posts.

Our stories will take many shapes and sizes. From awareness to advocacy, we'll create assets such as infographics, blogs, web modules, quizzes, tips and videos to keep our target audience engaged over time.

Core elements to storytelling include:

- A. Readyng the storytellers
- B. Operationalizing storytelling
- C. Story building processes
- D. Optimized publishing

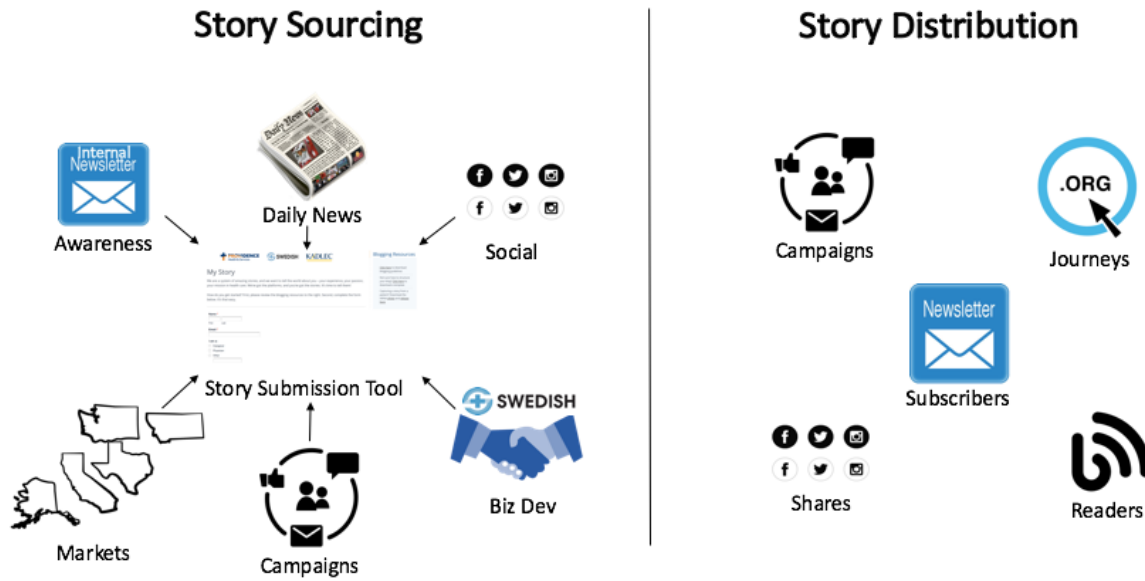
A. Readyng the storytellers

Before we can truly unleash the passion of storytelling throughout the system, we must provide prospective contributors with the tools to tell their stories. We will socialize content guidelines, a style guide, a blog template with easy-to-understand fields for input, and ancillary resources (e.g. HIPAA forms, consent forms) that contributors may need to capture and tell compelling stories. As needed, we will also offer individual team training sessions.

B. Operationalizing Storytelling

Tapping into the system, we will develop a rich pipeline of stories that will fuel the [Brand] storytelling engine. Central to scaling system-wide, storytelling is an online story/pitch submission tool. Sourcing stories from physicians, patients, cross-market caregivers, and influencers will require a coordinated game of source and grab. We'll source stories and ideas via internal and external newsletters, campaigns and social communities, and we'll grab, build and distribute those stories across channels.

The image below captures the essence of how we'll source and distribute stories throughout the system, across channels.



To set ourselves up for success, we’ll target our story sourcing tool to one specific internal brand. Given the planned investments we are making to redesign the Swedish blog, launch a Swedish digital newsletter, and optimizing the content architecture on Swedish.org, Swedish offers an interesting test case to prove the value of storytelling across these targeted digital channels.

C. Story building processes

Content marketing is not a campaign. It is a living and breathing organism that requires constant management and optimization. Processes that ensure governance and accountability is how we win. We have identified a series of processes that are required to drive efficiencies throughout the content lifecycle.

Short-term, these processes will be managed manually via a shared Excel editorial calendar, monthly editorial meetings, and email. In Q1 2017, we will migrate these processes and workflows onto a technology platform (e.g. a content marketing platform or project management software). The core processes for story building and experimentation include the following:

Workflow processes can be found in the appendix. Process views include:

- Weekly Editorial Blog Process (Figure 1)
- Monthly Editorial Blog Process (Figure 2)
- Online Story/Pitch Submission Process (Figure 3)
- Tier 1 Campaigns (Figure 4)
- Tier 2 Campaigns (Figure 5)
- CRO Testing Processes (Figure 6 & 7)

D. Optimized Publishing

Quality content means nothing if it can't be found. Our approach to publishing is threefold: setup, distribution and syndication. Clear goals and a defined content hierarchy enables us to be more strategic about how we set up and distribute content.

Setup

Setting content up for success means a commitment to investing in a consistent experience across digital channels, including blogs, websites and newsletters. It means we use the right keywords and search terms mapped to the appropriate customer journey stage, ensure the tags are in place for measuring performance, and fine-tune the metadata for discoverability – consistently across channels.

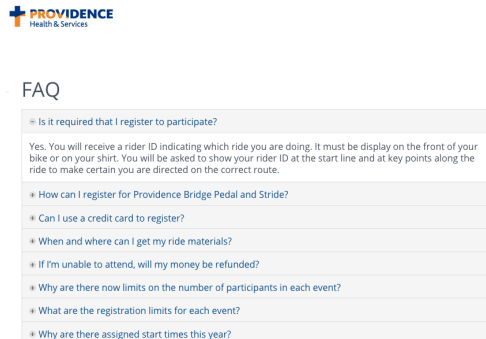
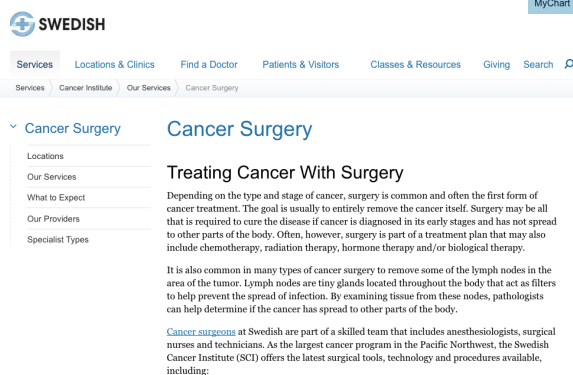
Perhaps the most important investment we will make is becoming more strategic in how we structure content across all of our web properties. The current – and preferred – website content taxonomy looks like this:

- *Specialties (Provider Profiles) – universal provider directory is nearly complete*
- *Programs (Institutes)*
- *Service Lines (Cancer)*
- *Locations (Clinics/Hospitals) – working towards a universal location directory in 2017*

While the content taxonomy makes sense for the way our business is structured, there are a plethora of opportunities to optimize content that exists across websites in each market. Investments made in 2016 to optimize specialties (provider directory) and locations is a smart strategy, but those are only half of the picture. Whole website audits are required to understand redundancies in content, identify ways to enhance naming conventions to be more customer friendly, and execute a strategy of a three-tiered content model (see tables and images below).

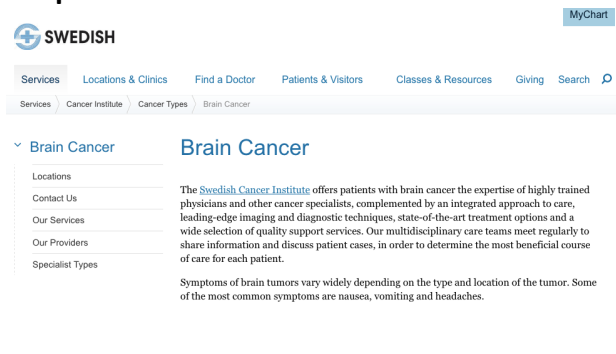
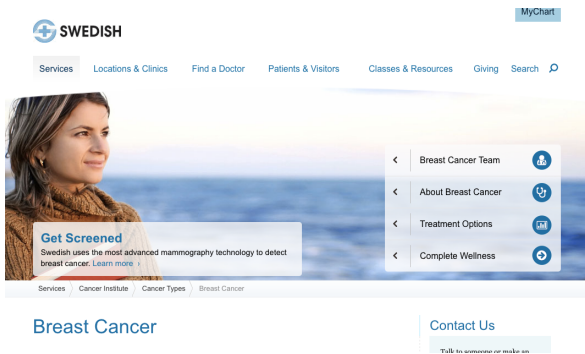
Type	Descriptor	Value
Universal Content	This is write once, reference in multiple places content. This type of content is one of the first touches a consumer has with our brand, and is designed to help route them to the appropriate action (e.g. learn, visit).	Investing in this low volume content would protect against redundancies across a given website, while allowing for universal updates can be made over time.

Examples



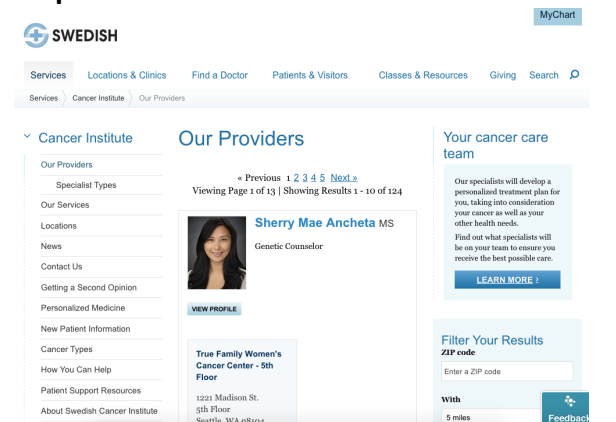
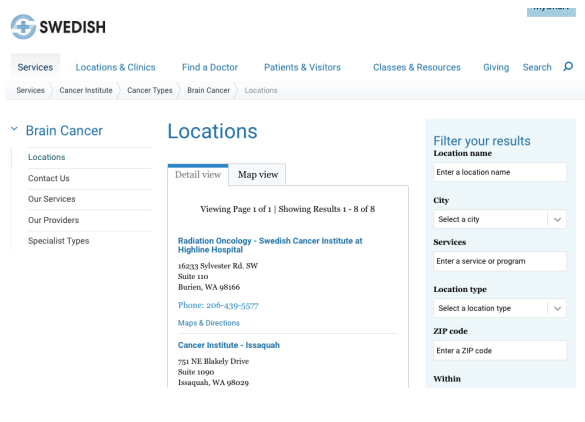
Type	Descriptor	Value
Service line or Program Content	This is the “work-horse” for branded content, and is purpose-built for a specific service line or program. This type of content requires ongoing testing and maintenance to guide customers on a helpful and relevant journey.	Investing in this high volume content ensures that we are providing fresh and differentiated perspectives, and providing visitors with relevant exploration paths toward conversion.

Examples



Type	Descriptor	Value
Local	This type of content is often the front door for consumers, as searches typically include a geographical prompt (e.g. “nearest” or “in Seattle”) and provider specialty (e.g. PCP, OBGYN) Examples of this type of content include provider and location directories.	Optimizing location and provider directories as well as events for search can enhance placement in results, while also routing people to explore more service-line or program content.

Examples



Given the resources required to conduct an audit and analyze whole websites, during phase one, we will focus our web optimization efforts on Swedish.org. This will be a cross-team effort encompassing content/CRO, SEO, Web Operations, Creative Services, Analytics and Marketing. We will establish a process to ensure that our content assets are primed to connect with our target audience and lead them on a digital journey toward conversion.

Distribution

Cross-channel distribution is essential to achieving our content goals. Through participation in the editorial board, all relevant teams will play a part in content planning and distribution on their owned channels. While not every piece of content will be delivered across all channels, our goal is to ensure that we are building quality content that can easily be repurposed for distribution on any channel. Distribution is part of each of the processes found in the appendix.

Syndication

Broadcasting our content across relevant and trustworthy external outlets will yield many positive benefits to [Brand]. For instance:

- Links coming from external sources enhances our **relevancy** within Google search, thus driving more traffic to our web and blog assets.
- **Visibility** on aggregators such as Google News: Health increases our perception as an **authority** in healthcare.
- The quid pro quo with influencers and guest bloggers (we post their content; they link to our pages and blogs) enhances our **believability**.

Throughout 2017, we will identify a variety of outlets to syndicate our digital content.

4. Test, measure, learn

*Test**

It's nearly impossible to get any given experience right the first time, but formulating assumptions and hypotheses that can be tested is a way to optimize around customer desires, needs and wants continually get us closer to the customer-preferred ideal state. Testing will become part of the organization's DNA, and we will seek out opportunities to experiment to drive business value. We have three core goals for testing in 2017:

1. Identify the best customer experience and conversion paths for each campaign/program
2. Increase conversions that drive business outcomes
 - Blog readership & engagement
 - Scheduled appointments
 - Calls/emails/lead gen/enrollments across service lines
 - Open rates and CTRs
3. Develop a repeatable and scalable testing strategy plan to be leveraged across all tiers of campaigns

Data is how we optimize, and only through experimentation will we gain optics into the performance and gaps of our digital properties. Our motto for 2017 is Always Be Testing!

Some sample testing tactics include:

- High volume pages: Refresh pages with high traffic volumes with prompts (e.g. ad modules, CTAs) that drive toward a conversion
 - Targets: unified provider directory, location pages, PCP pages
- “Universal” pages: Incorporating new CTAs and prompts (e.g. ad modules) that drive toward a conversion
 - Targets: Neuro Institute, Cancer Institute, Market-specific home landing pages

In order to increase traffic and engagement, we will also begin exploring how to incorporate new content types into our web copy. Given that 20% of searches on Google’s mobile app are voice-derived, coupled with the increase in accuracy (92% according to KPCB Internet Trends Report 2016), Voice search provides some interesting opportunities for testing content on our websites. Other areas we will explore for experimentation include Natural Language Processing content, trending search terms, and high-profile keywords. Each of these tactics will provide important learnings that we can apply systemwide to achieve our content goals.

*Testing process outline can be found in the appendix.

Measurement

Content marketing is a data-driven endeavor. Performance insights enable optimization strategies, and those optimization strategies ensure that we’re creating and delivering quality content that our customers and prospects actually care about. While specific content KPIs will be dictated by the goals of a given campaign, one universal KPI we will track is engagement.

Thinking about engagement like you’d run a business offers an interesting way develop a sense of value of content types based on different engagement scenarios. For example:

1. Map content types to track-able conversion levels in GA for each stage of the customer journey
2. Identify the percentage of time spent on creating and optimizing each content type (e.g. hourly rate)
3. Assign a value to the actions (e.g. purchases) we want to drive for each stage of the journey (e.g. how much would we pay to get someone to subscribe to our newsletter?)
4. Multiply unit value by actions to identify the total value of each action
5. Divide total value by resource investment to create an ROI for all types of content based engagement at each stage of the customer journey

Below is a visual sample of the model using real data from November. Highlighted in green are the lower funnel engagements we will prioritize in 2017.

Swedish Express Care Data (Nov)			Hourly Rate	Purchases		Unit value		ROI	
Engagement Objective	Journey Stage	Types of Content	Resource Investment	Actions	% Actions	\$ Value	Total Value	Value/Investment	Engagement Rate
Download/View Content	Awareness	Profile/Reviews/FAQ	45%	1634	51%	\$ 0.10	\$ 163	\$ 363	30%
Share Content	Awareness	Blog/Infographic	1%	10	0%	\$ 0.20	\$ 2	\$ 200	0%
Search for Provider	Consideration	Provider Profiles	13%	351	11%	\$ 0.25	\$ 88	\$ 675	6%
Location Search	Consideration	Location Pages	10%	646	20%	\$ 0.25	\$ 162	\$ 1,615	12%
Contact (phone/email/chat)	Consideration	CTA Modules	5%	187	6%	\$ 5.00	\$ 935	\$ 18,700	3%
Subscriptions	Consideration	Newsletter/Blog	10%	100	3%	\$ 2.00	\$ 200	\$ 2,000	2%
Maps/Directions	Intent	Local/LocationProfiles	5%	176	6%	\$ 5.00	\$ 880	\$ 17,600	3%
Form Completions/Registrations	Action	MyChart/Express Care	5%	60	2%	\$ 8.00	\$ 480	\$ 9,600	1%
Submit a Review	Action	Provider/Location Rating	5%	10	0%	\$ 10.00	\$ 100	\$ 2,000	0%
Submit a Story	Action	Blog/Video	1%	1	0%	\$ 15.00	\$ 15	\$ 1,500	0%

Our north star is driving conversions at every touch point with customers and prospects. In partnership with the analytics team, we will optimize the tagging structures to ensure that we are able to track the effectiveness of different types of content and how it drives engagement toward conversion.

Learn

Successful tests and insights gleaned from performance data will inform future content investments. These iterative insights will ensure that we are continually optimizing content investments and customer experiences. We'll scale winning experiments across digital properties, and embrace the insights gathered through those that failed. Through a commitment to experimentation we'll establish a new breed of best practices for content marketing at [Brand].

Fini

Content marketing at [Brand] is rich with opportunity. Success depends on a shared commitment to thinking and acting differently. We need to adopt an editorial mindset, and this mindset needs to be embraced across teams. This new mental model will help ensure that we are building and sourcing content that gives customers and prospects a reason to engage with [Brand]. Moving away from campaigns and toward conversations and storytelling necessitates that we focus on what is essential to our customers, what is important to our brand, and what is realistically achievable.

*“Marketing is no longer about the stuff that you make, but about the stories you tell.”
 – Seth Godin*

Appendix

1. Story building processes

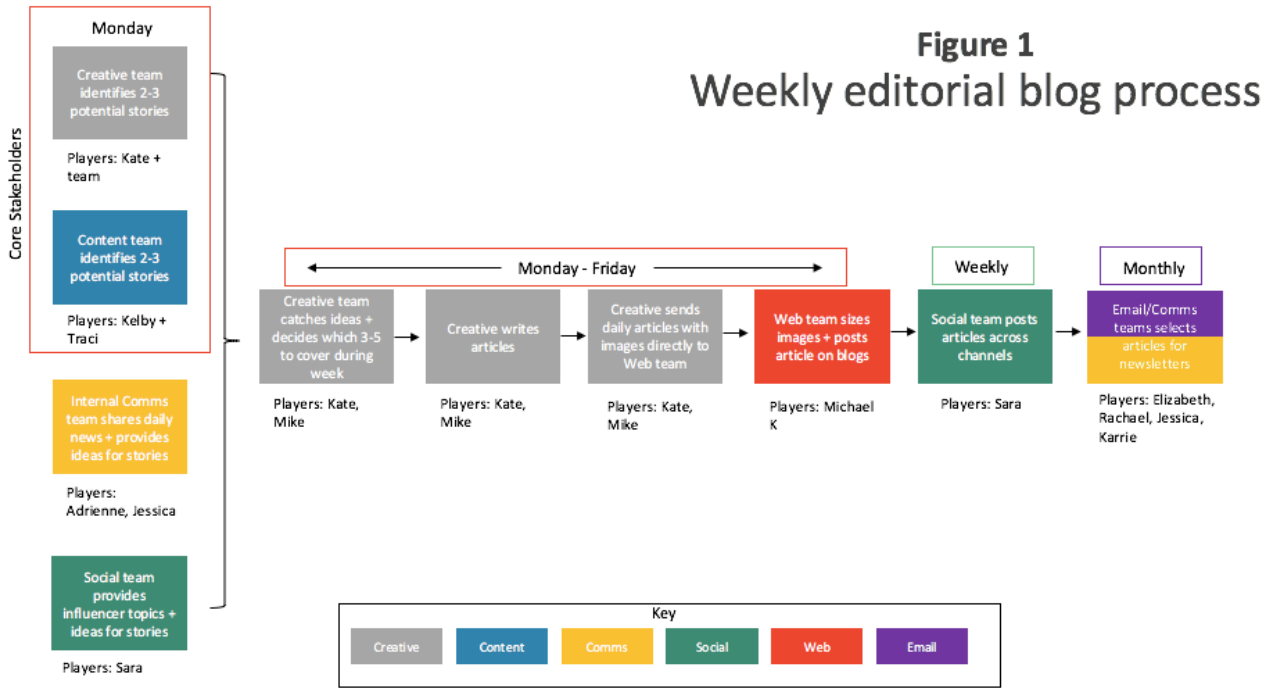


Figure 2
Monthly editorial blog process

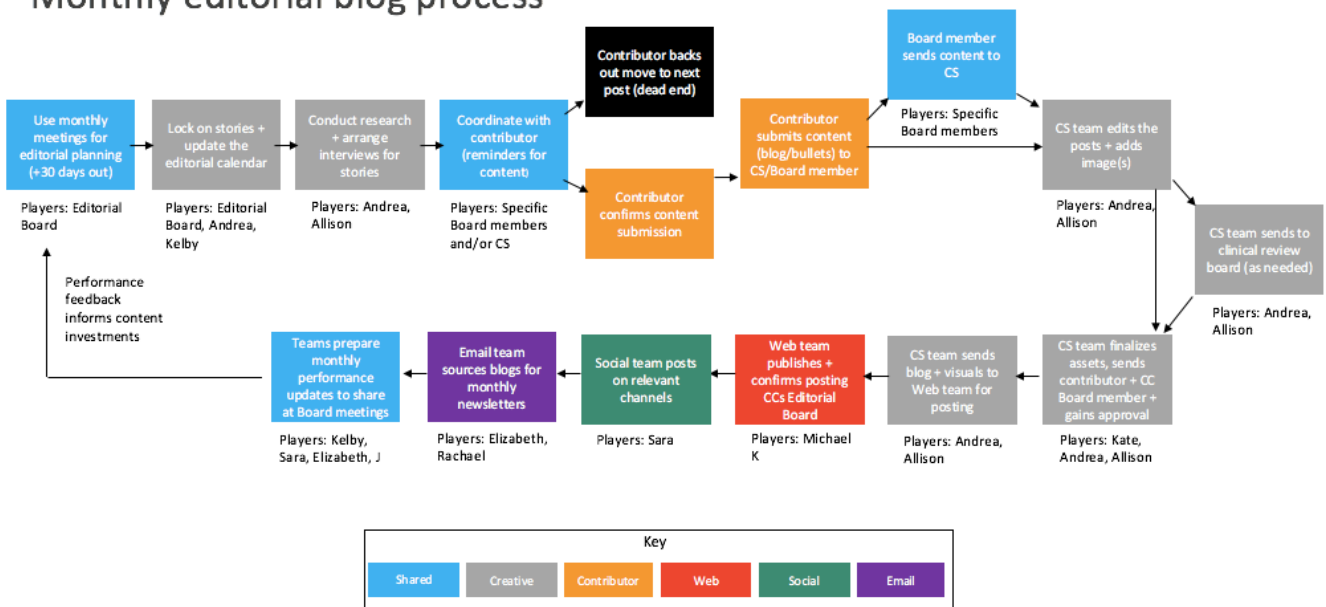
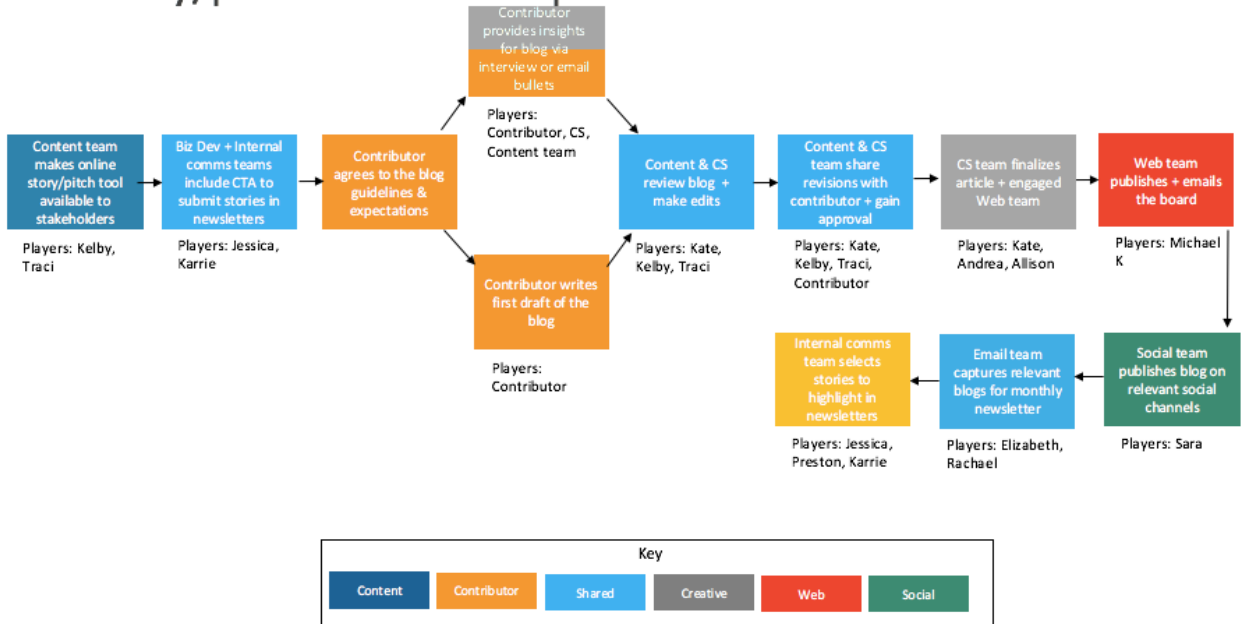


Figure 3
Online story/pitch submission process



2. Campaigns

Figure 4
T1 Campaign process

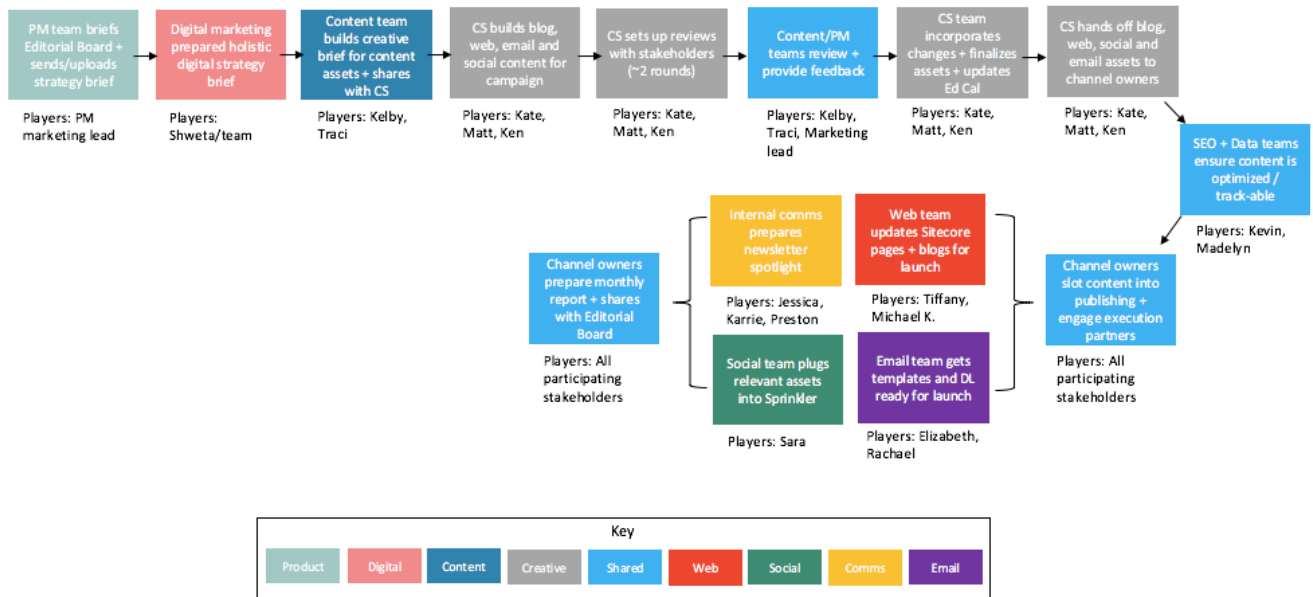
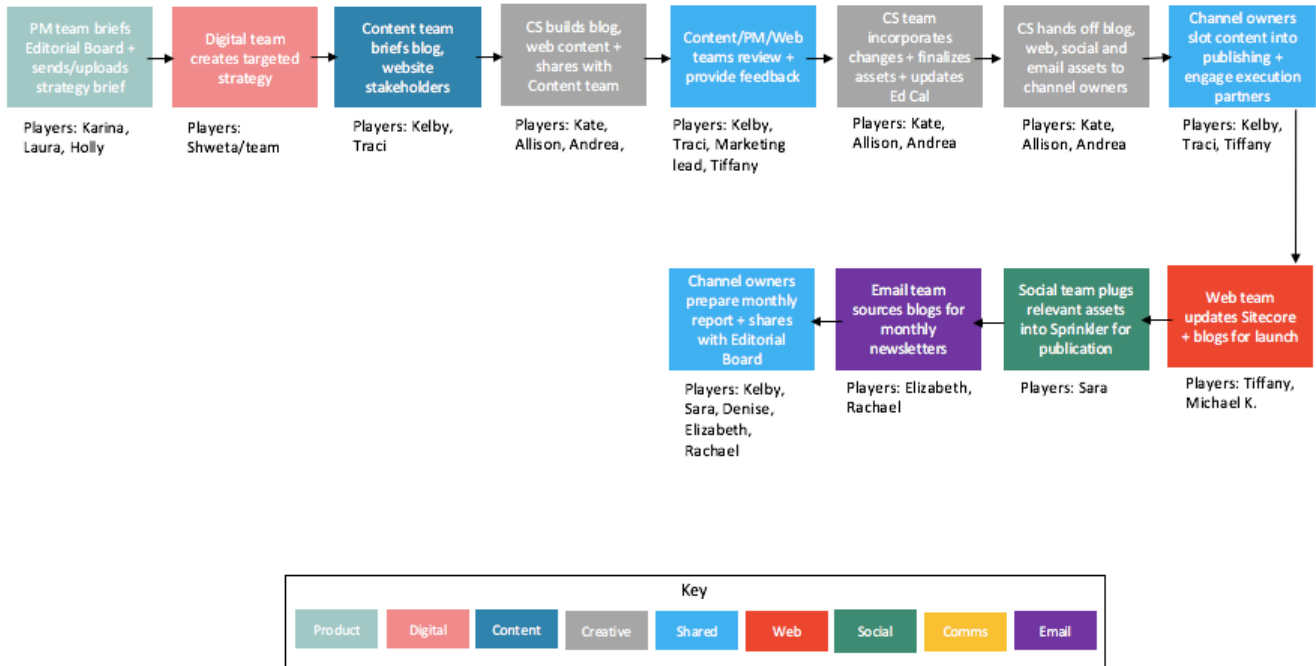


Figure 5
T2 Campaign process



3. Testing

Figure 6
Proactive
(campaign sample*)

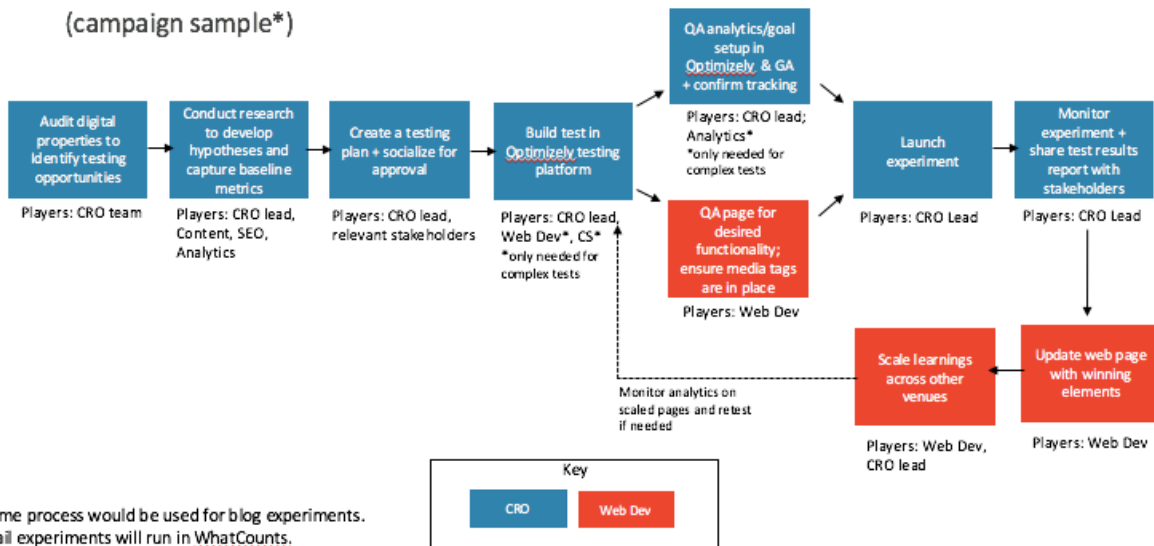


Figure 7
Reactive Testing
 (campaign sample*)

