



Treating Audiences Like Customers

Investing In Audience Personas

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WHAT HAS AND HASN'T CHANGED

Our Purpose

5 Disruptive Questions We're Exploring

What gets in our way

Look at content differently than classic marketing

The value of audiences evolved



WHAT HASN'T CHANGED

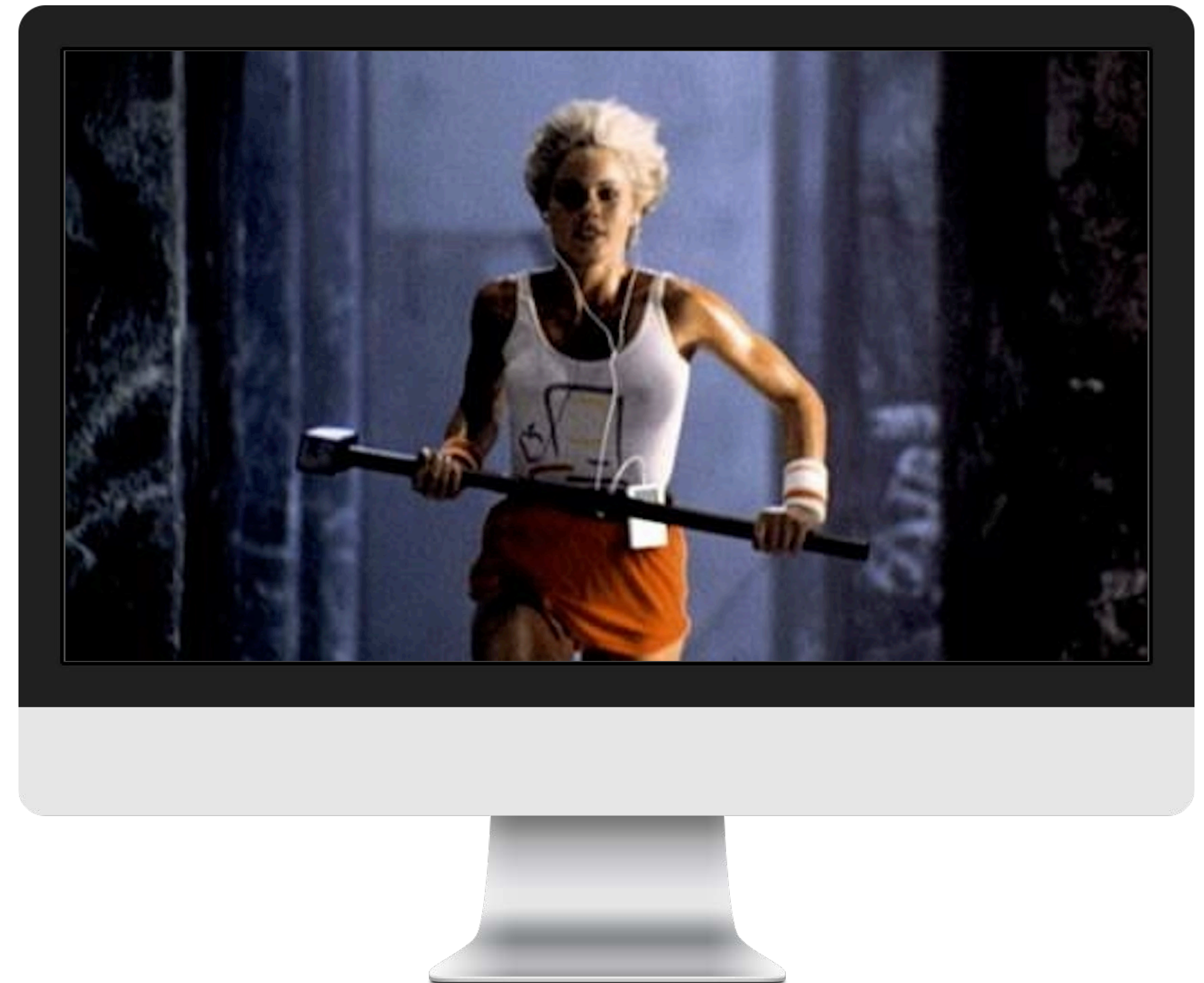
OUR PURPOSE

REACH & MOVE AUDIENCES

Our purpose as marketers has not changed in 100 years. Our ultimate goal is to reach audiences with content, deliver value to them and inspire them to change a behavior.

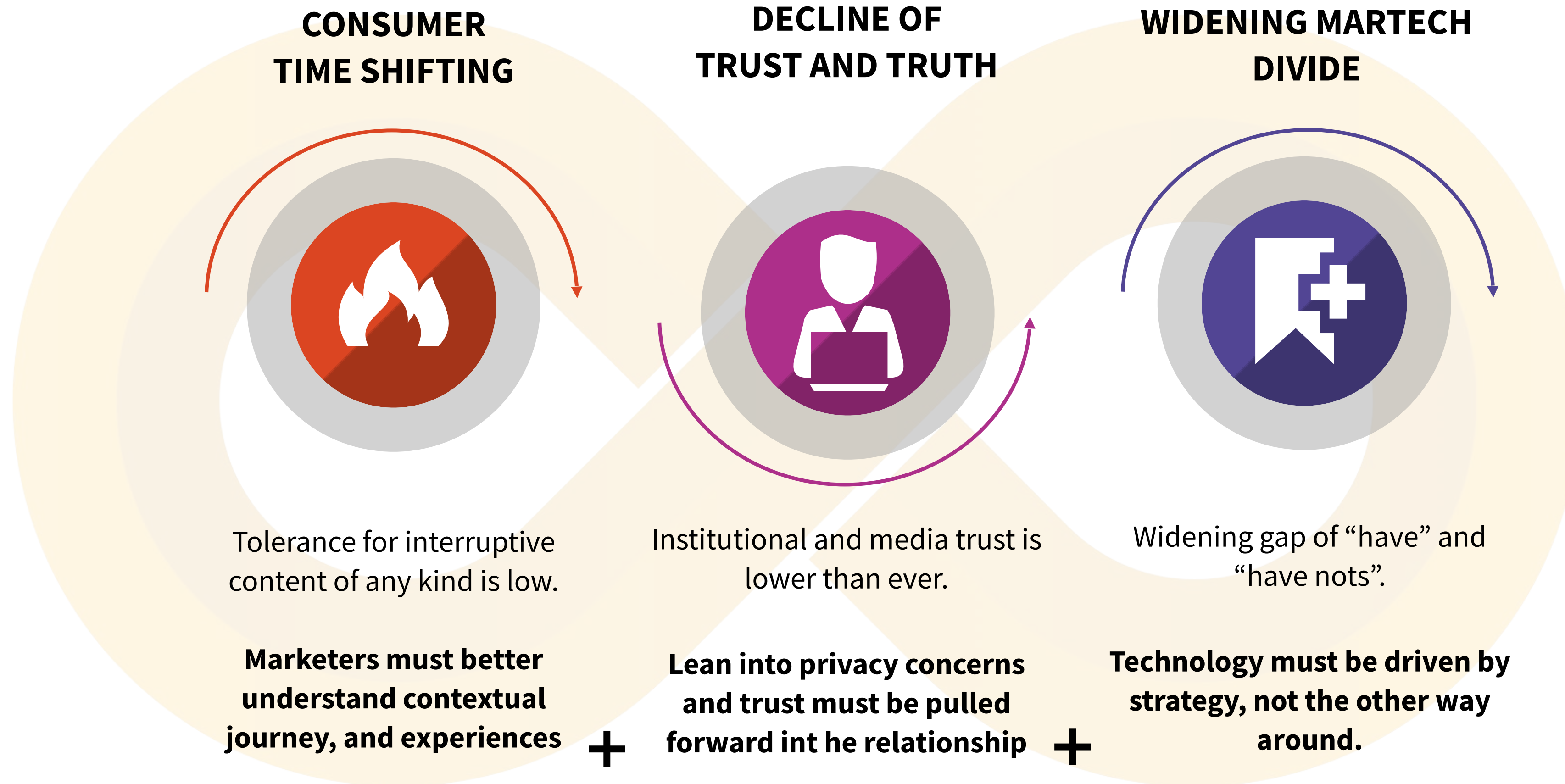
Move them...

Build them...



WHAT IS CHANGING

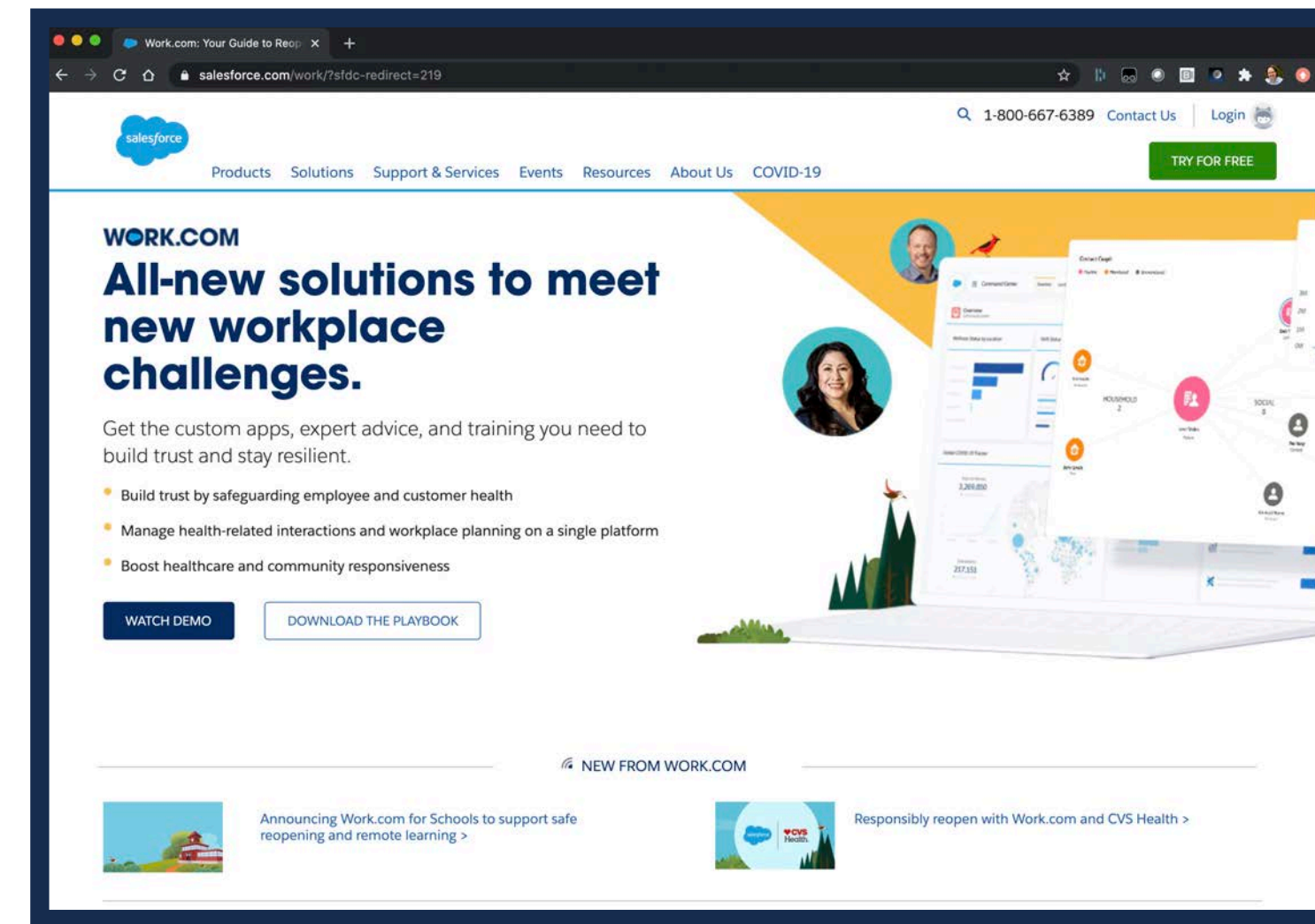
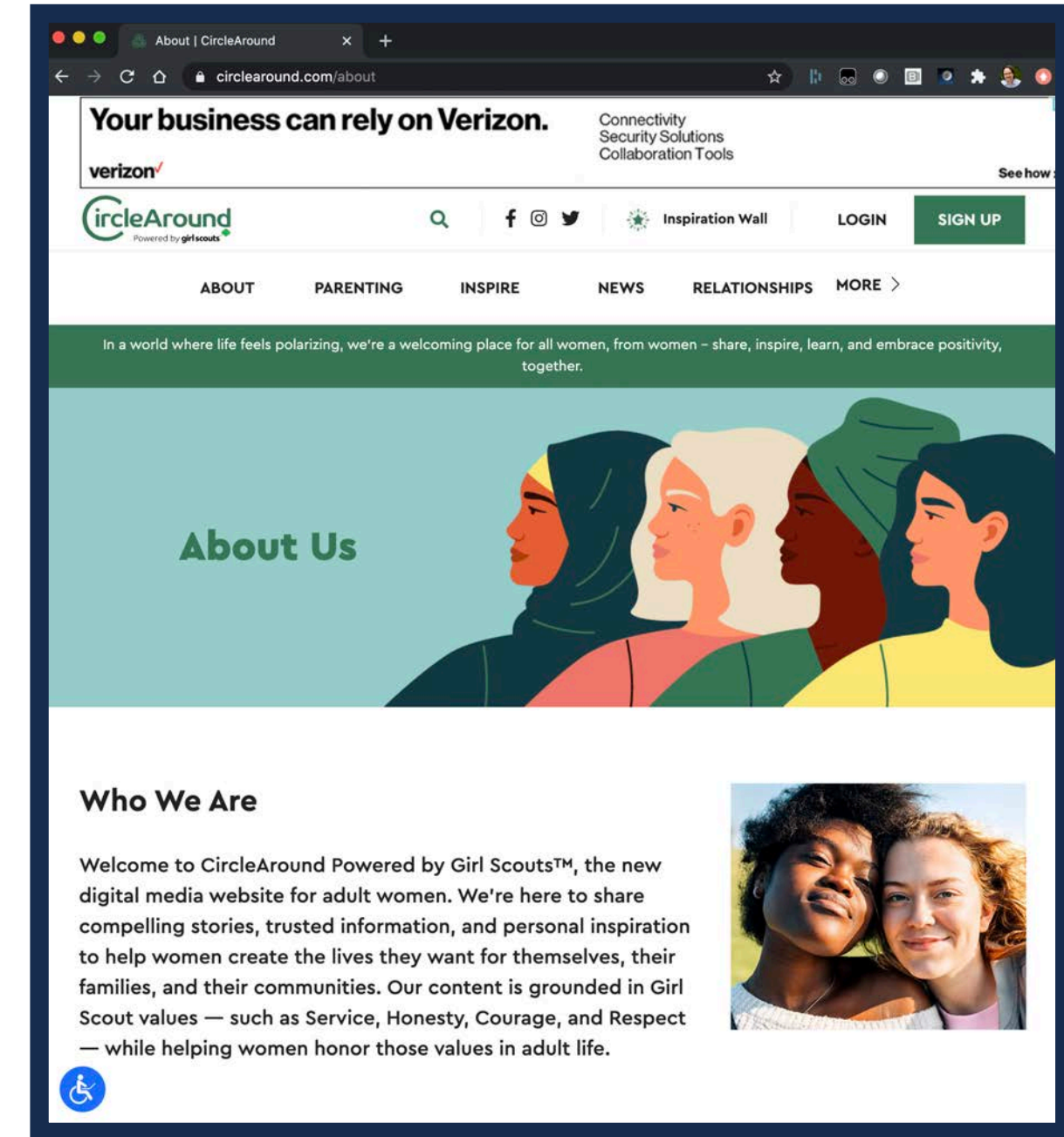
THREE AUDIENCE DISRUPTIONS



WHAT IS CHANGING

The Way To Our Purpose

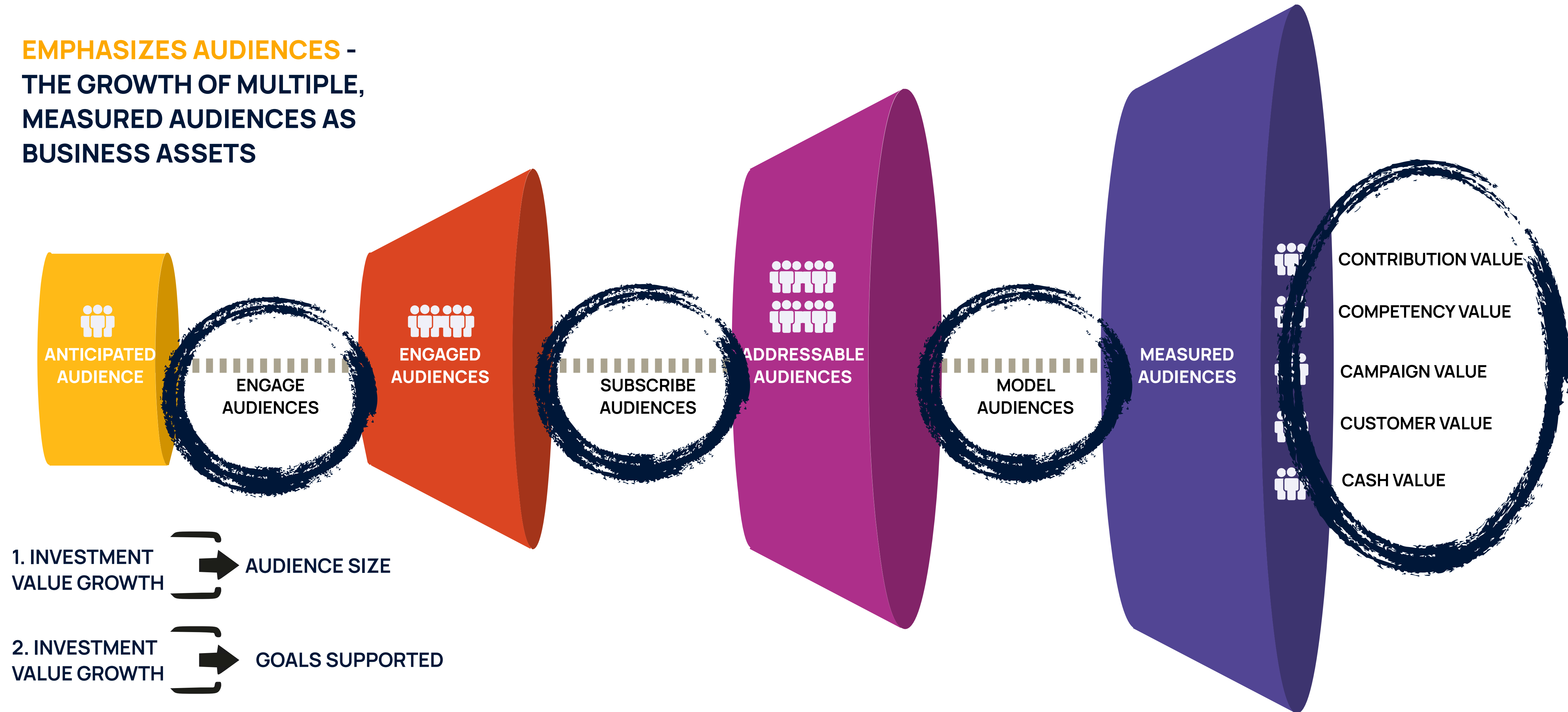
In order to reach and inspire audiences, we must better understand the changing context of the why they engage. We must pull trust forward and deliver both immediate and the promise of future value. through useful digital experiences that act as a proxy of our brand’s physical experiences. In two words: **valuable content.**



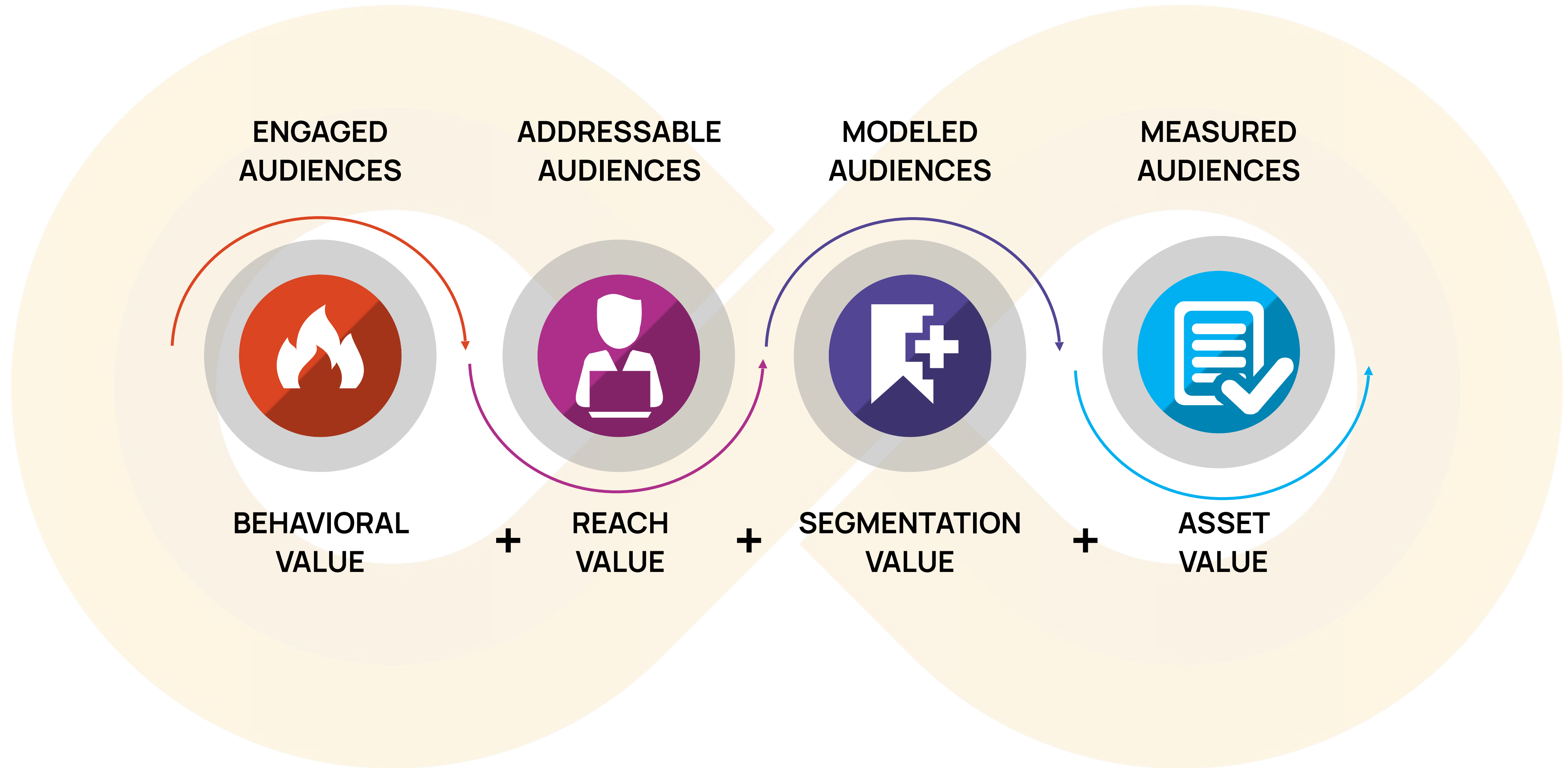
TREATING AUDIENCES LIKE CUSTOMERS

CONTENT MARKETING

EMPHASIZES AUDIENCES -
THE GROWTH OF MULTIPLE,
MEASURED AUDIENCES AS
BUSINESS ASSETS

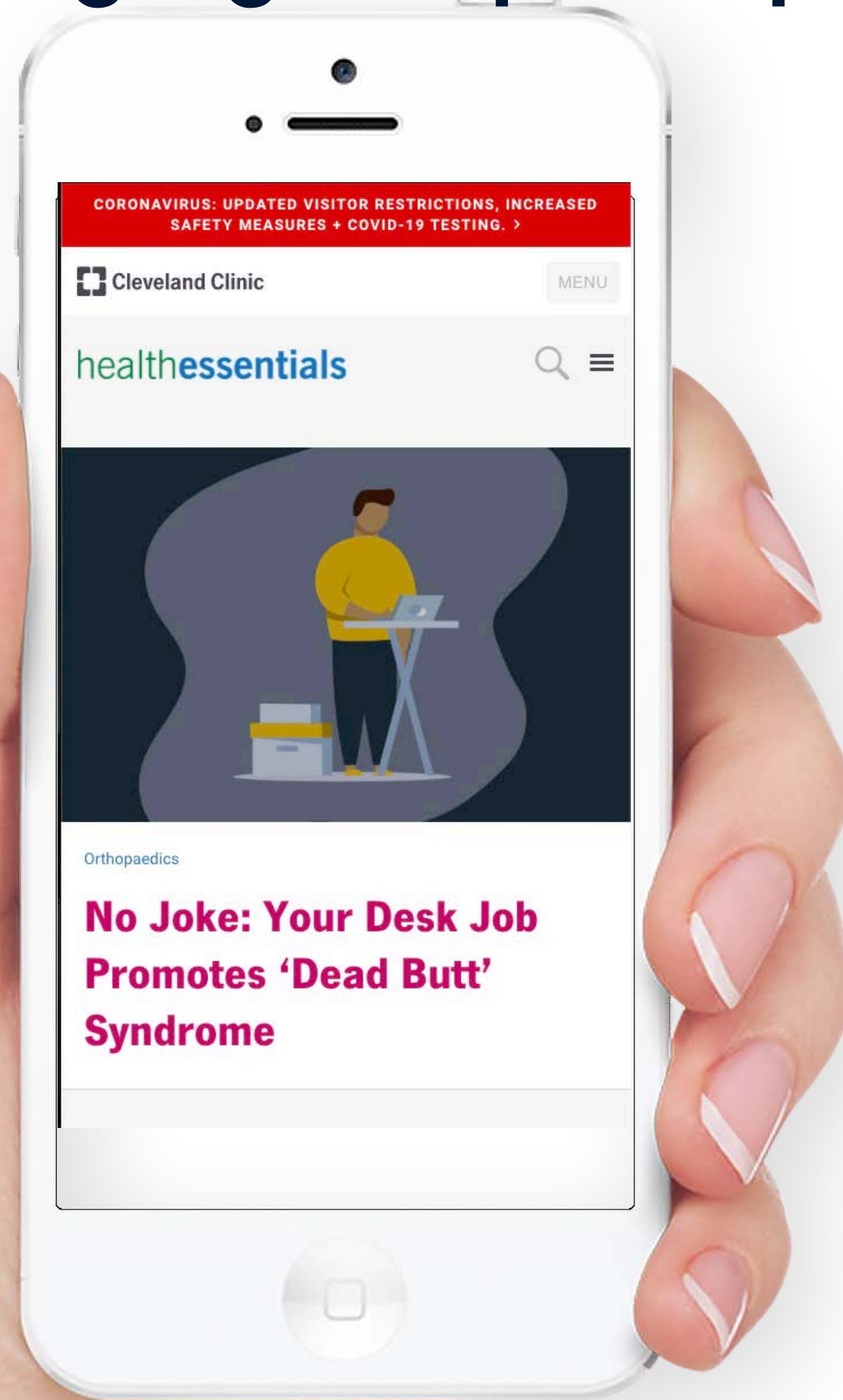


FOUR COMPONENTS THAT EVOLVE VALUE



CLEVELAND CLINIC'S AUDIENCE ASSET

(changing the perception that hospitals put profit over patients)



98% of traffic to web site comes here



**10,000,000 sessions per month
85% of traffic is organic**

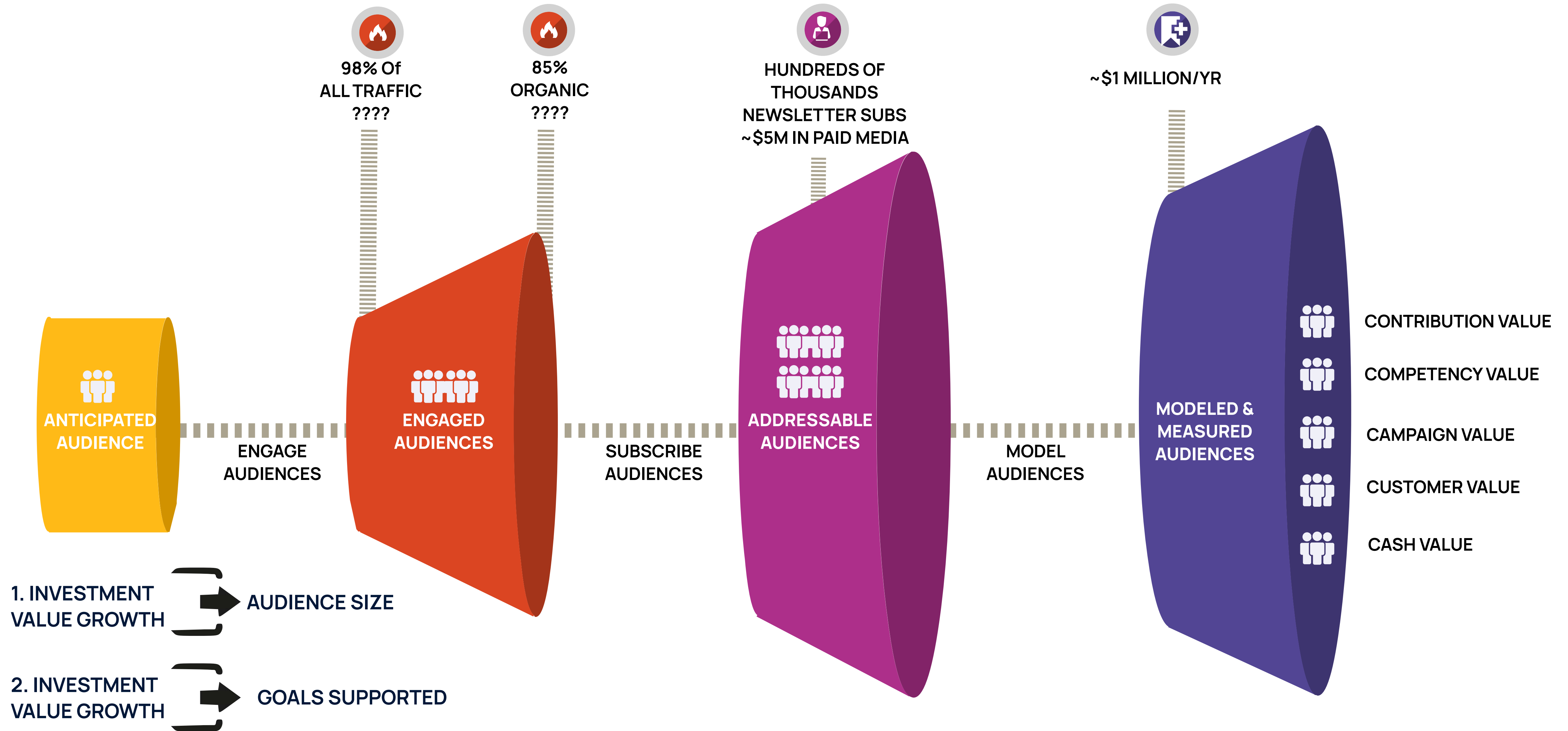


**Hundreds of thousands of subscribers
to email.**



High "5 Figures" of monthly revenue.

CLEVELAND CLINIC'S EVOLVING AUDIENCE



AUDIENCES VS. BUYERS

PARENTS?

BUYER PERSONA

Kelly: The “On-The-Go” Parent



“I really wish I had an app on my phone that would **let me automatically organize in one place ALL of the things that I have.** And let me do it in a way I want.”

- Kelly

■ Motivations

Detail-oriented, nothing gets by Kelly.
Deeply cares about education.
Loves to travel, eat, tour, etc.

■ Goals

Save for college. Seeks cool, experiences for her kids.

■ Pain Points

Time savings. Unable to keep up.
Frustrated with all her “lists.”
Wants mobile organization.

BUYER PERSONAS ASSUME WE ARE THE SOLUTION

BUYER PERSONAS

SELF-IDENTIFY AS NEEDING A PRODUCT OR SERVICE

PRODUCT MARKETING CLAIMS

THE MOST IMPORTANT PART OF THEIR LIFE
SO WE MISS OUT ON VALUE TO BE DELIVERED



TREATING AUDIENCES LIKE CUSTOMERS

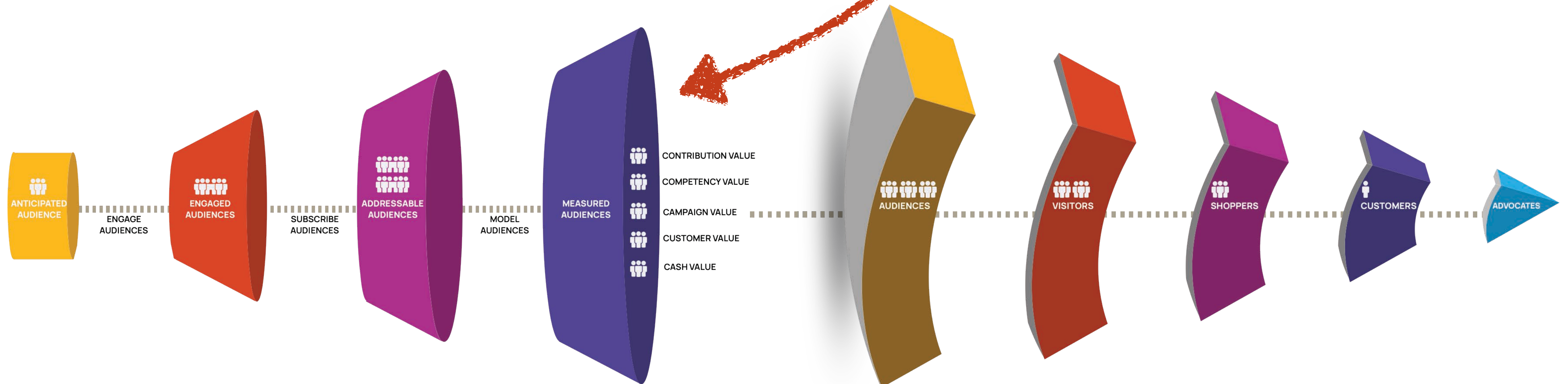
AUDIENCE PERSONAS

ALSO NEED VALUE

CONTENT MARKETERS

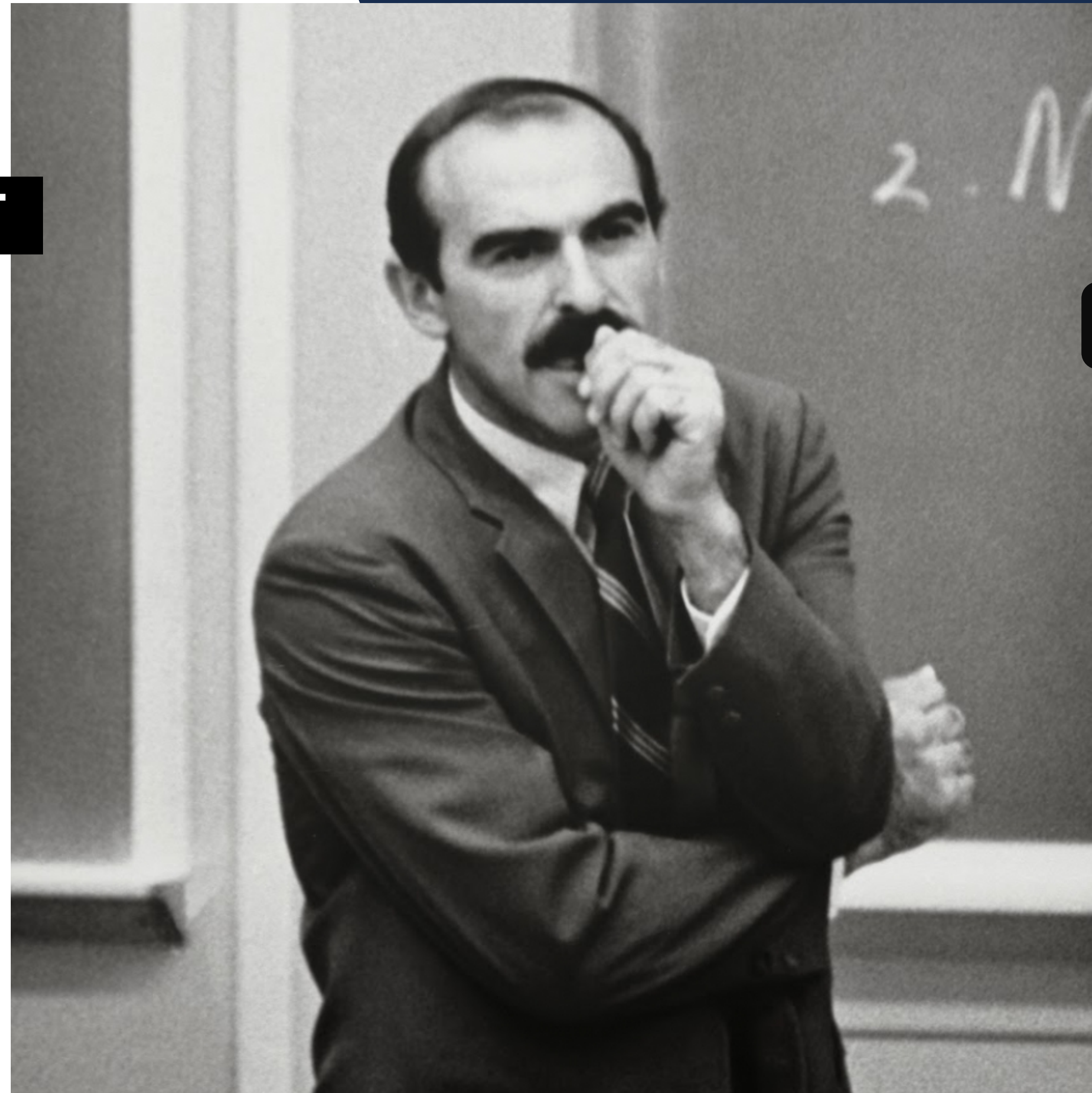
MUST FOCUS ON DEVELOPING GOOD CONTENT
VALUE TO DEVELOP THE AUDIENCES

The Focus is
HERE.



THEODORE LEVITT

“people don’t buy a quarter-inch drill, they buy a quarter-inch hole in the wall.”



WHAT ARE THE JOBS TO BE DONE?

DON'T START WITH WHAT DO **WE NEED** AUDIENCES TO KNOW?



“I’d like to buy my office supplies from a company that is a leading provider of business services and supplies, products, and technology solutions to small, medium, and enterprise businesses, through a fully integrated B2B distribution platform of approximately 1,300 stores, online presence, and dedicated sales professionals and technicians.

“I’d like to buy my office supplies from a company that understands that it’s not about just ordering supplies, it’s about discovering better ways to get the job done. A company that will help me find solutions that matter most including business essentials, technology, facilities, furniture, print and promotional products.

START WITH WHAT DO AUDIENCES WANT TO KNOW

LISTENING FOR THE STORIES

Q. WHEN _____ I WANT TO _____ SO I CAN _____

When I'm rushing at work, and I'm starving and need something to eat, **I want to find** something that I can eat with one hand, **so that I can** be more productive at work.

WAIT, HOW DO I MAKE THIS ABOUT US?

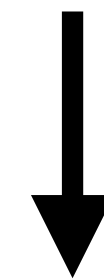
DO YOU NEED TO?

NO



Good. Now let's create some content that's really valuable for the end consumer and educates them, inspires them, or entertains them to something WE care about too.

WELL... YEAH.



Okay, fine. But let's understand that WE can't be part of the conversation if we don't understand what conversation is actually important to the audience. You can ALWAYS find the angle to make it about me.

JOBS TO BE DONE DO NOT SIMPLY FILL A NEED!

A NEED

Does not compel you to a particular type or brand.

“I need to eat.”



“So I can feel better...”

JOB TO BE DONE

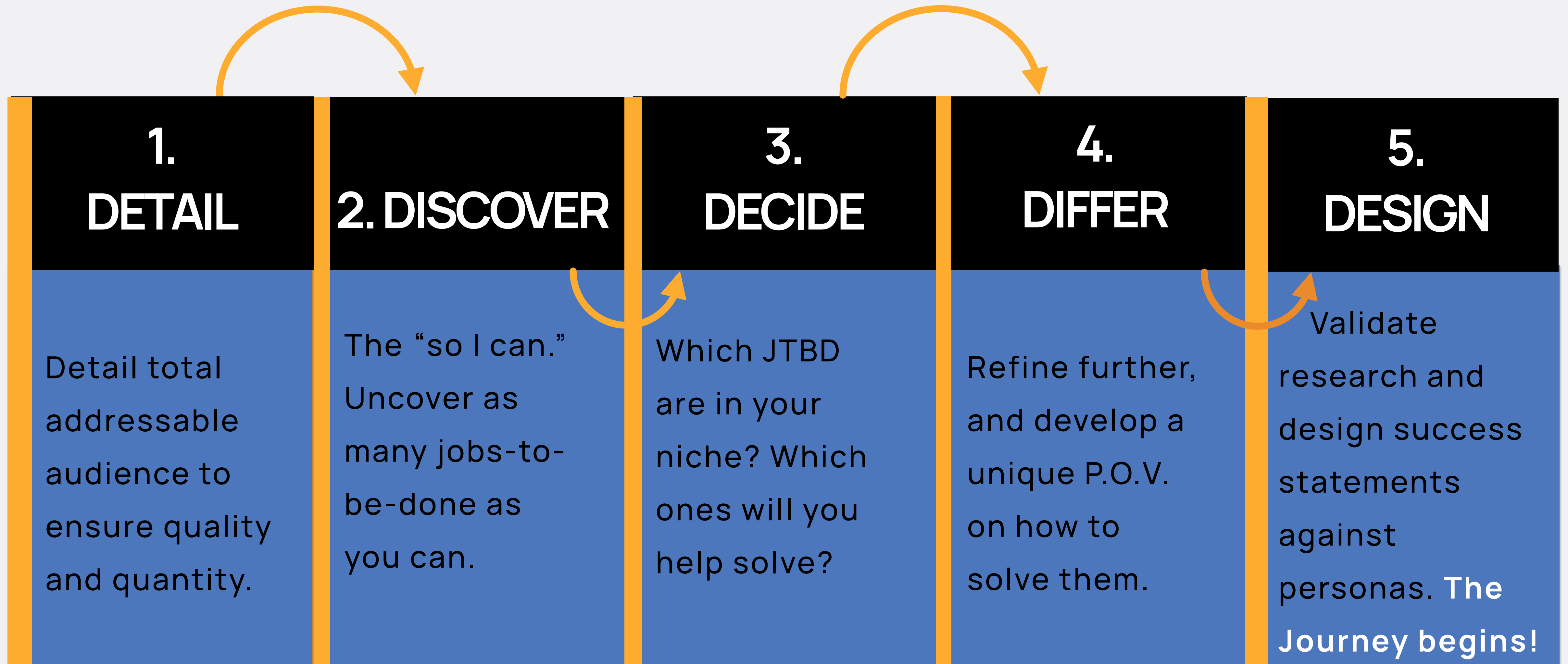
The “so I can.” Progress toward a goal. This is what builds our “success statement”

“But, I have a long commute, and I’m lonely.”

CONTEXTUAL DESIRE

Social or emotional dimensions. It enables progress toward a goal within a context.

5 STEPS TO DEFINE AUDIENCE PERSONA



STEP 1. DETAIL THE AUDIENCE



FIND

Who are they? How many?
What is your total addressable audience?

- Media kits from magazines
- Professional associations
- Census



ASK

Who are they as people, not buyers?
Use open-ended questions about challenges

- Interviews - Research
- Advisory boards
- Online surveys



OBSERVE

People in their natural habitat. What are their needs? Contextual wants?
What are their JTBD?

- Persona research
- Research firms
- Google search terms



BE

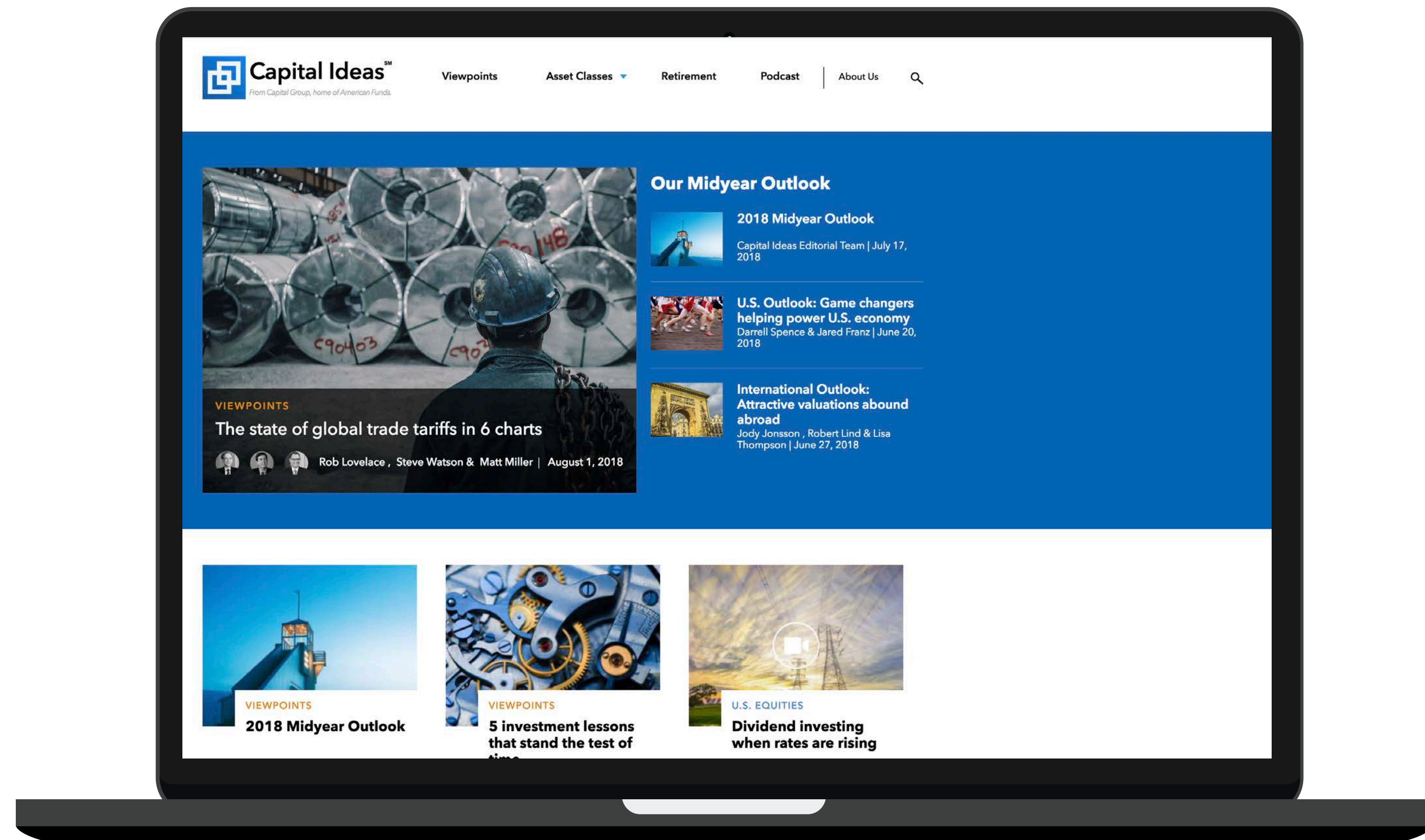
Have empathy for your audience. Try to do what they are attempting.

- Experiment
- Original research

DEFINE AUDIENCE EXAMPLE

- Find:**
Research: 285K Financial Advisors
20%-25% Certified: 70K (BUYERS)
Total Addressable Audience: 285K
- Ask:**
Hired company to interview 50 of them. Covered number of topics from work/life balance and future.
- Observe:**
Attended competitor events. Watched traffic on their site. Google trends.
- Be:**
Spent time with them. Learned about lack of time to relax, learning, etc.

CAPITAL GROUP. DRIVE BRAND RECOGNITION WITH FINANCIAL ADVISORS.



STEP 2. DISCOVER THE STORY



STORIES

Listen for the “so I can” in the stories.
Capture everything.

- “once upon a time...”
- “Every day... Then one day...”
- “One time we tried...”



CONTEXT

Track the emotional and social context
of the stories you’re hearing.

- Hear the needs, but really pay attention to the social and emotional wants.



SEARCH

What are the new solutions that can
meet these needs and wants? Who are
the competitors for ideas?

- How are these audiences searching and/or finding ideas to solve this JTBD?



MISSING

What is the job not done?

- Where can we solve a job to be done that isn’t currently being solved?

DISCOVER STORIES EXAMPLE

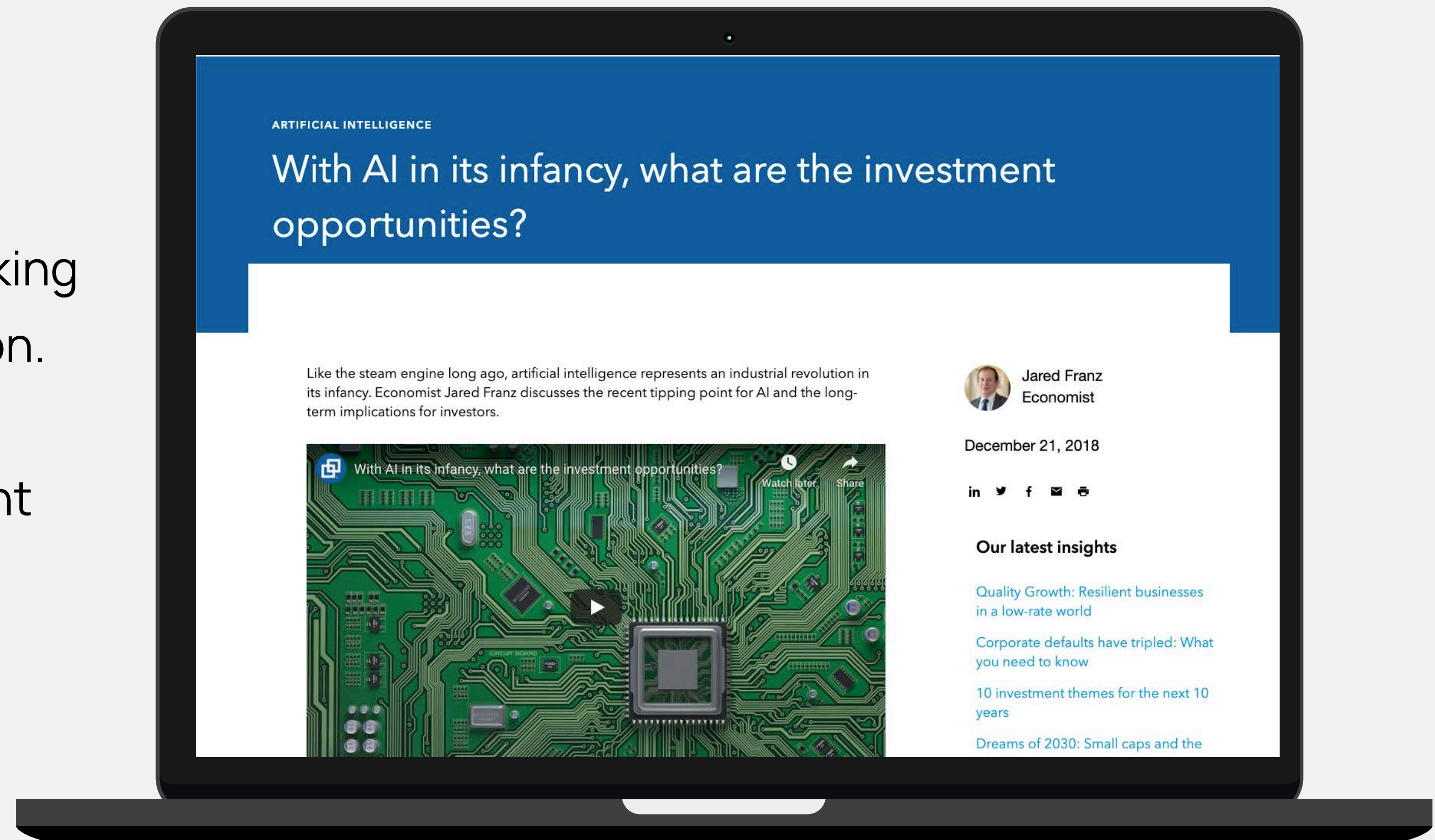
Interviews and Research

60% chance that replaced by robots.

25% of all financial services professionals worried about automation.

Heard from these advisors

“It’s not that I worry so much about robots taking my job, but the reduction of human interaction. There’s less feedback from the human-client relationship right now. I’m so lost for time right now, I want a set of practitioner tools **so I can start to develop those differentiating relationships using technology.**”



STEP 3. DECIDE WHICH JOBS TO SOLVE

LIST OUT ALL THE JOBS

List out everything you've learned and heard from your audiences.

Make decisions and priorities about which ones you should/could solve.

COMMON JOBS FOR A NICHE AUDIENCE

Find a story that is valuable only to a very small but perhaps forgotten or little-known audience.

NICHE JOBS FOR A COMMON AUDIENCE

Find a niche value that is different from what anyone else is delivering to a big, common audience.

UNDERSTAND HOW NICHE YOU SHOULD BE



- The audience for a hospital?

- Maria?

The single parent of two kids who needs a familiar hospital near her family **so she can feel like the doctors know who she and her family are.**

- Jennifer?

Wealthy working mom of two boys who love sports. She needs a close hospital **so she can know her kids are getting the latest treatments.**

STEP 4. DIFFERENTIATE – BEYOND RELEVANT

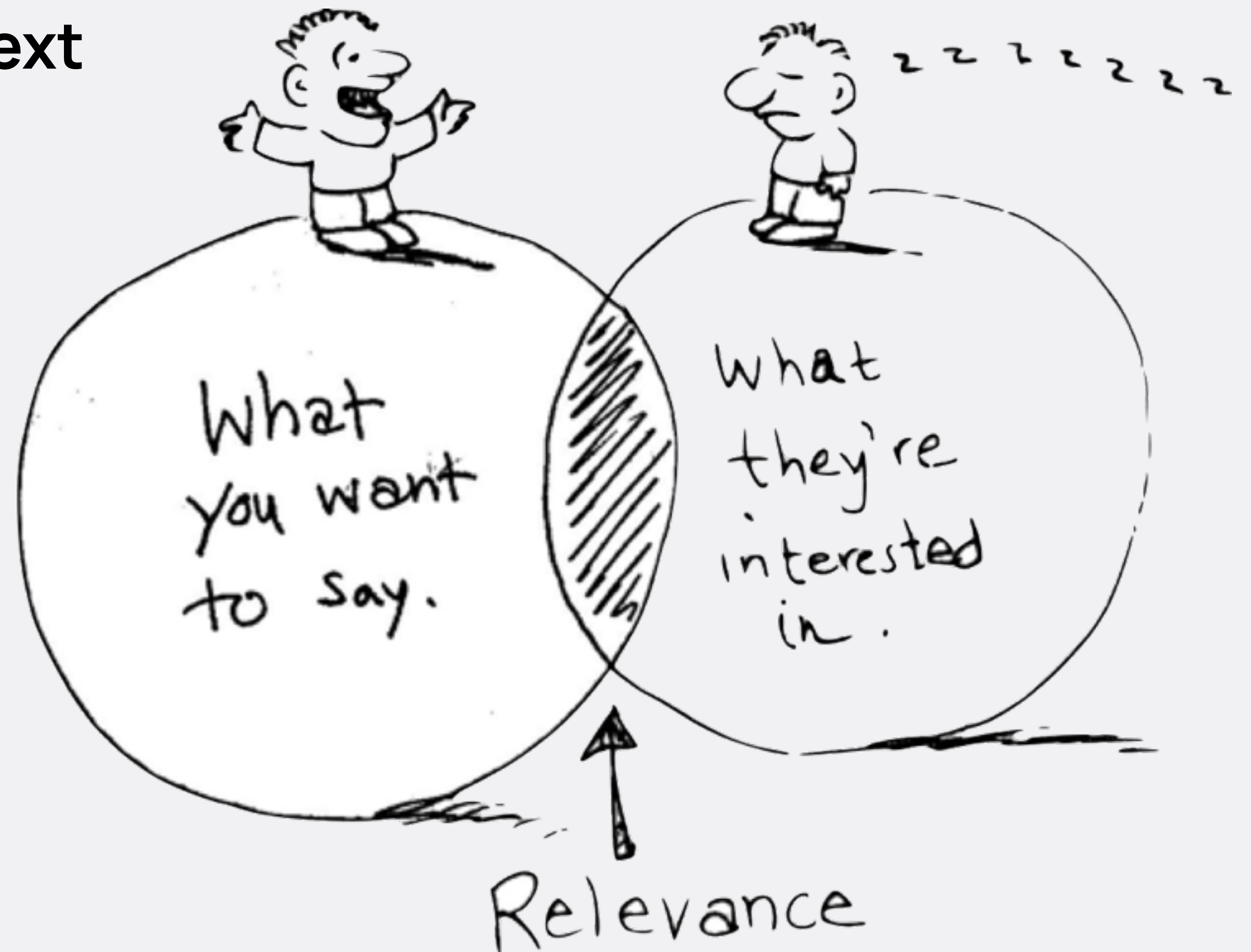
■ Unique P.O.V. in Common Context

Find your unique take on how to solve the JTBD in a familiar context (e.g. Lincoln electric).

■ A Common P.O.V. in Specific Context

Relevant, but shared p.o.v. in a specific and differentiated context (e.g. Coaches App.)

■ Or do both



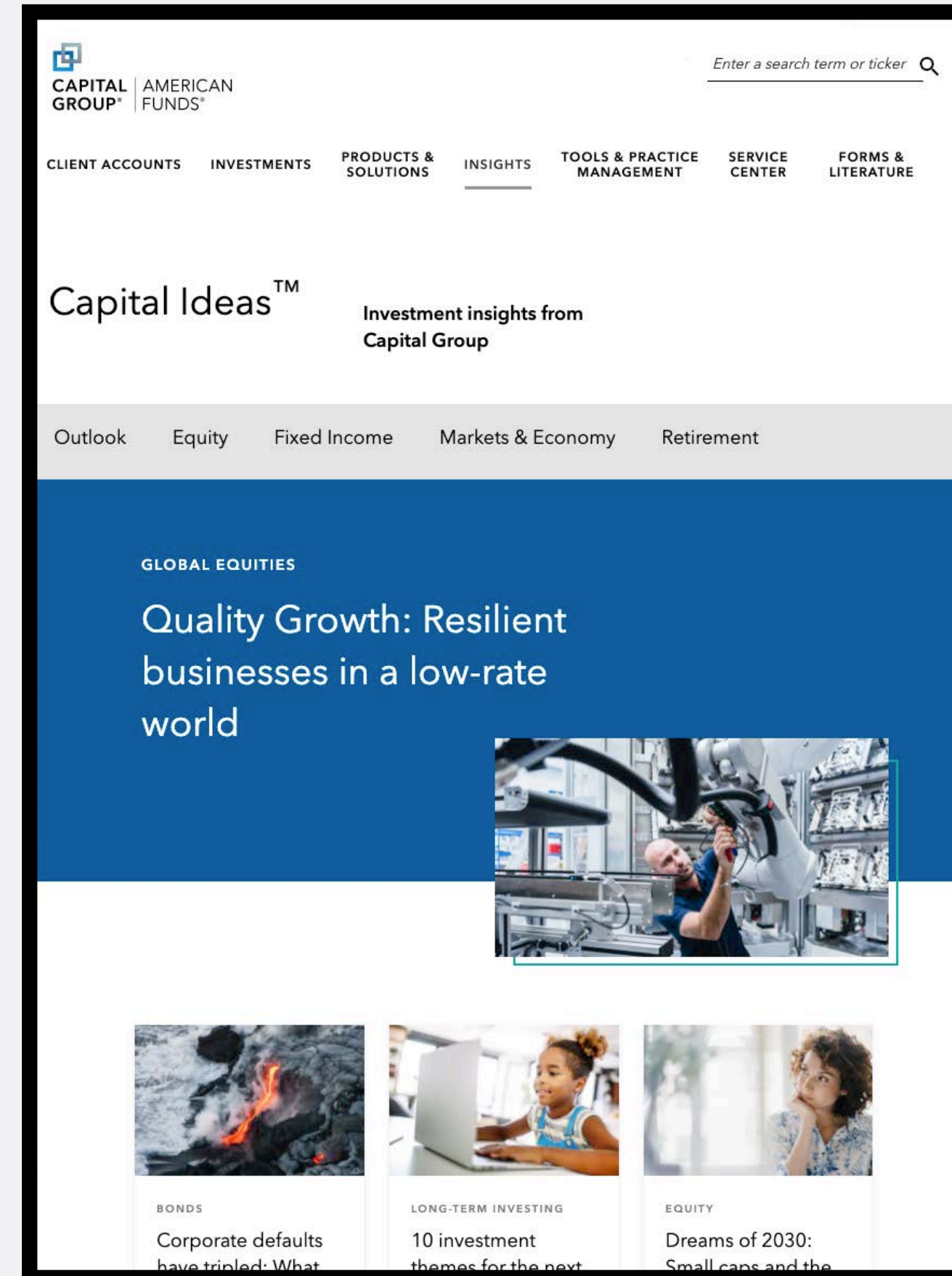
DIFFERENTIATE EXAMPLE

■ A Unique Point of View In A Common Context

Capital Ideas: Investment insights and tools and practice management - in a familiar digital blog/resource center.

■ A Common Point of View In A Unique Context

Vanderbilt used standard weather data that anyone can get. But they placed it in a unique context that made the content valuable



STEP 5. DESIGN SUCCESS STATEMENTS

5A. REVISIT AND VALIDATE YOUR RESEARCH

IMPORTANT: You're not listening for new jobs as much as you're hearing opportunities of how they solve the ones you've chosen. Listen for the path.

"Tell me how you might solve this challenge. When did you make this decision."

"Tell me about the events leading up to the awareness of this challenge."

"Why is this important to you?" "What will be the next step after you solve this?" Why is THAT important?"

5B THEN WRITE SUCCESS STATEMENTS

VALUE ACTION + METRIC + JOB ACTION + CLARIFYING CONTEXT

THESE BECOME ANCHOR POINTS IN YOUR AUDIENCE'S JOURNEY

5C THEN SKETCH YOUR AUDIENCE'S JOURNEY

FIND THE FOCUS OF WHERE YOU WILL SOLVE

NIA: The “Human Investor”



“The future of Financial advice is I have to understand the technical side, the people side and the business side. **If I’m going to take my practice to another level,** We have to be more strategic. I feel like I need some kind of digital business school that specializes in just this, **so I can stay ahead of my education while I transform in my existing job.**”

When I’m... I need...

Trying to **keep up with all the changes that are going on in my business,** I need to **get educated** on all this new technology, business strategy, and new approaches. I need to **find great resources.**

But my challenge is...or But I want to....

find the most current things, and get a **business school education without going to business school.** How can **I do it MY way so my customers see me as a leader** instead of some ideas that are easy to find.

So I can...

Keep up with tech. Stay ahead of career development... And I can be the most savvy, and competitive FA. And **I can simultaneously transform as I work in my current job.**

STEP 5B. SUCCESS STATEMENT EXAMPLE

MAP EACH WITH SPECIFIC ATTRIBUTES

VALUE ACTION + JOB ACTION + METRICS + CLARIFYING CONTEXT
SUCCESS STATEMENT



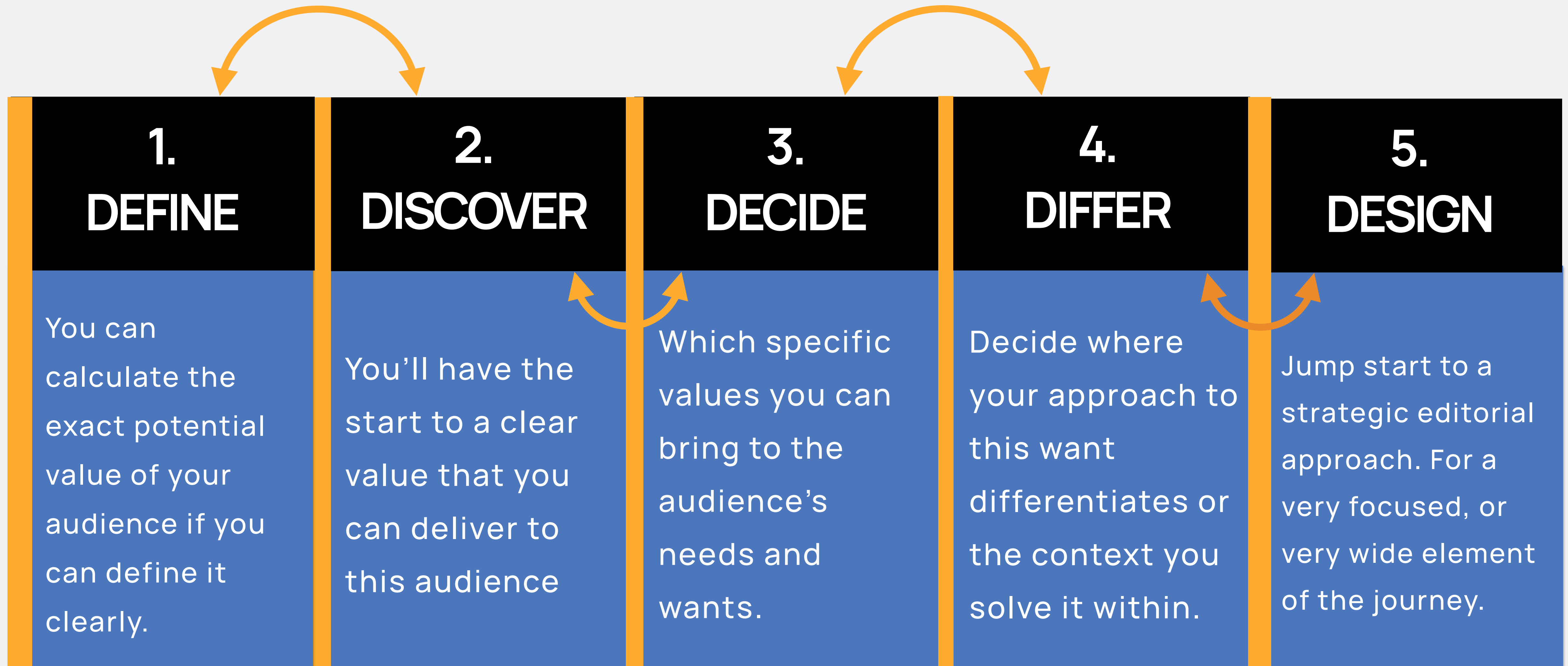
STEP 5C. SKETCH THEIR JOURNEY

JOURNEY -						
	AWARE	DISCOVER	TRY	COMPARE	COMMIT	ADOPT
ATTRIBUTES						
JOB ACTIONS	ASK FRIENDS / COLLEAGUES	SEARCH THE INTERNET	READ ARTICLES, DOWNLOAD CONTENT - ATTEND WEBINARS	FINDS VALUABLE SOURCE OF INFORMATION AND RESOURCES	SUBSCRIBES AND TRIES OUT MANAGEMENT TOOLS	TRIES ARTICLES, TEMPLATES AND PRACTITIONER TOOLS
METRICS/ OUTCOMES	High Quality Sources	Relevant Resources Trusted Brands	Valuable, Useful Educational Information	Easy Less Time Consuming	Anonymous Easy To Customized Information	Consistent Quality And Always There
SUCCESS STATEMENTS	SO I CAN KEEP UP WITH TECHNOLOGY	SO I CAN STAY AHEAD OF MY CAREER DEVELOPMENT	SO I CAN TAKE MY PRACTICE TO THE NEXT LEVEL	SO MY CLIENTS SEE ME AS A LEADER	SO I CAN CONTINUE TO WORK IN MY CHOSEN FIELD	SO I CAN GET FULFILLMENT OUT OF MY JOB
FEELINGS / THOUGHTS (Context)	UNSURE AND UNCERTAIN	OVERWHELMED	FRUSTRATED AT FOCUS ON NEWS INSTEAD OF LONG TERM RESOURCES	HAPPY TO HAVE FOUND A SOURCE CONCERNED ABOUT TIME	DOES NOT WANT TO BE IDENTIFIED AS PART OF A "COMMUNITY"	HAS BRAND AFFINITY FEELS SUCCESSFUL
EXPERIENCE	EVENTS EMAIL SOCIAL MEDIA	GOOGLE SEARCH	COMPETITOR SITES MEDIA SITES	WEB SITES MEDIA SITES	CHOSEN BLOG, RESOURCE CENTER	EMAIL, TOOLS ARTICLES, HUB

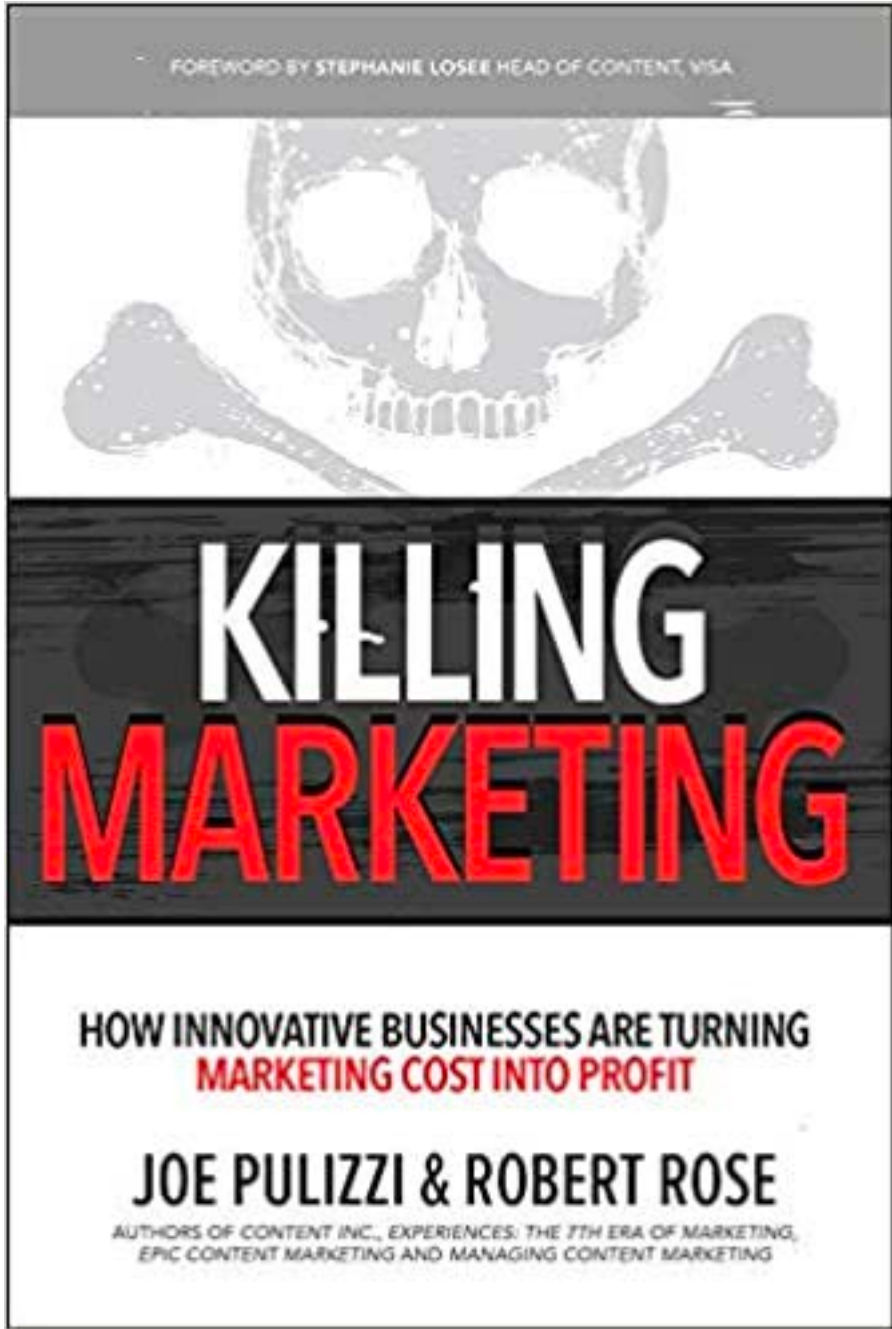
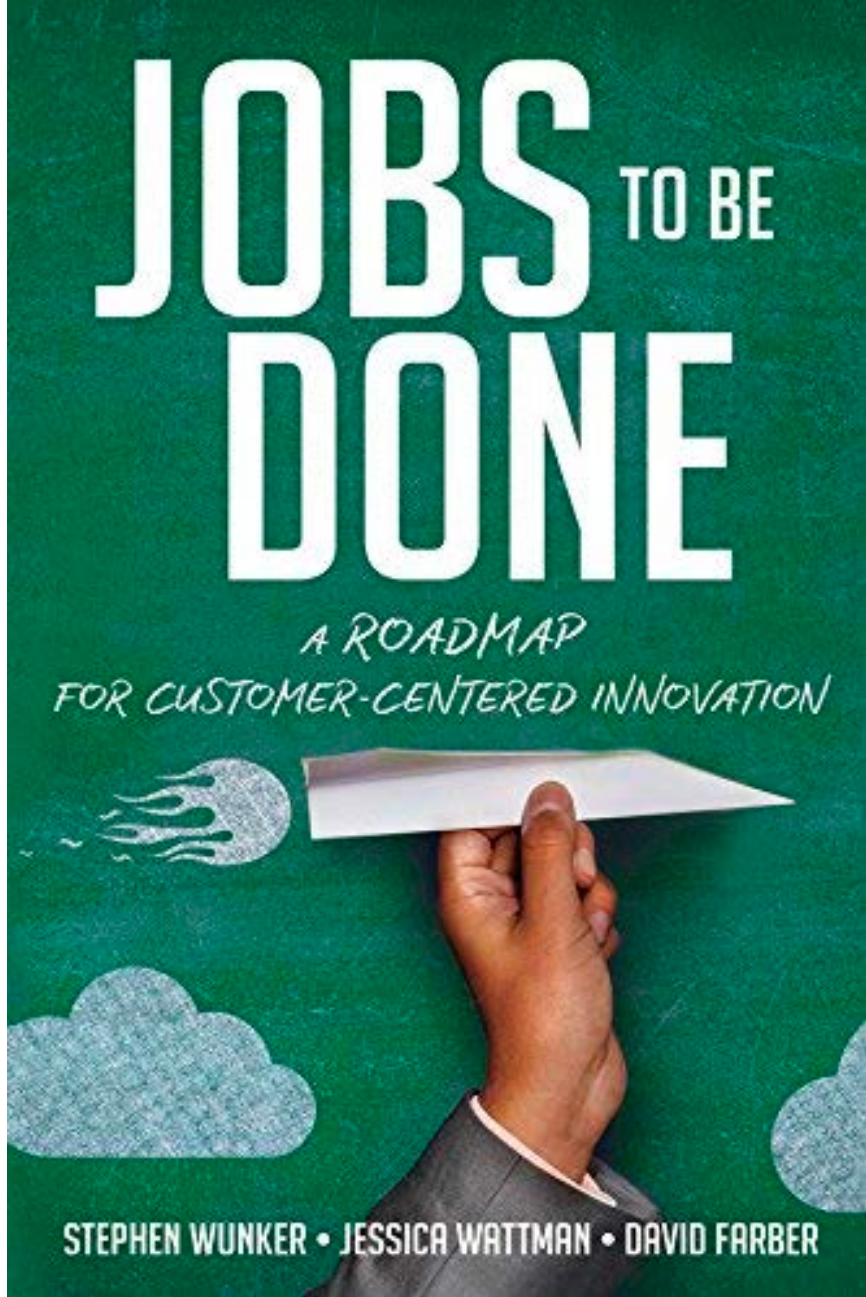
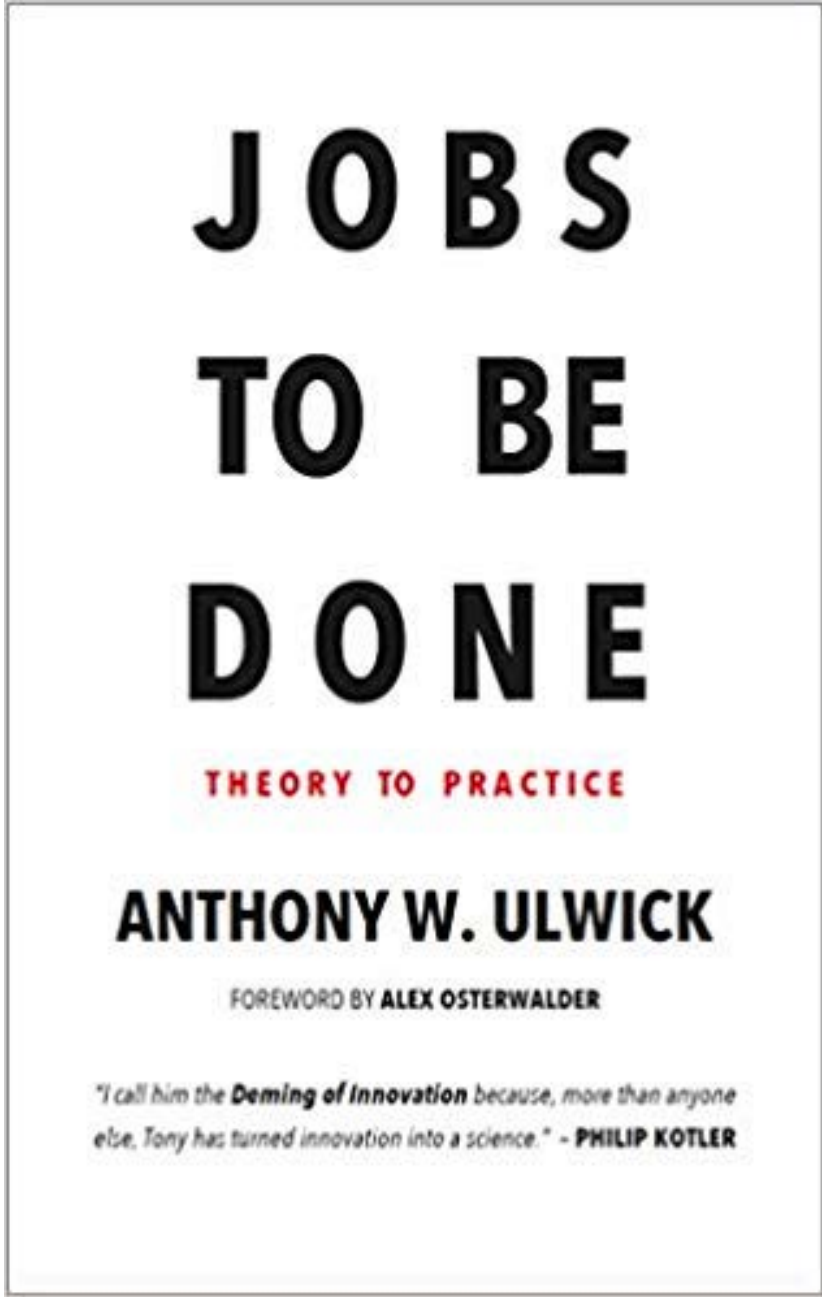
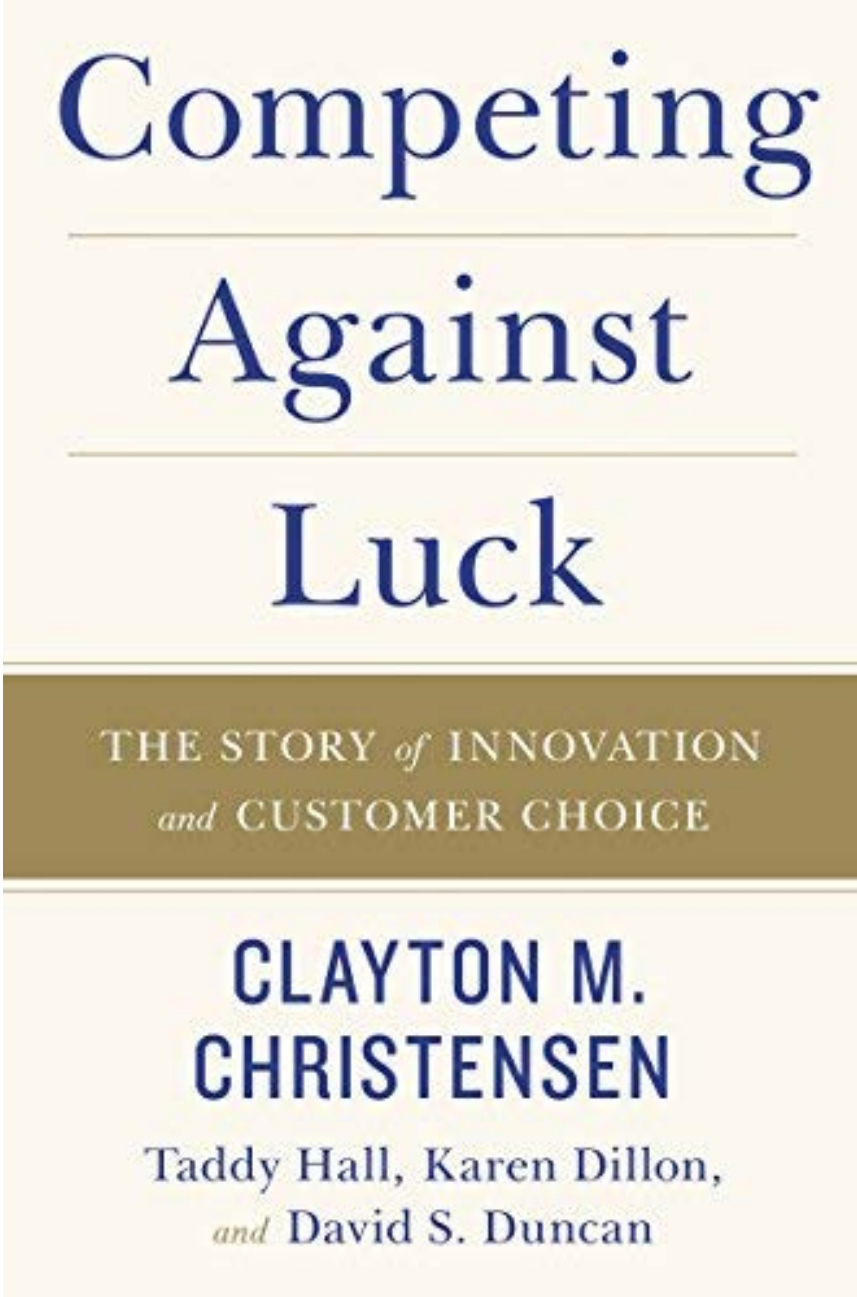


SUMMARY: CLEAR AUDIENCES / CLEAR VALUE

USE THE FRAMEWORK TO WORK IT - BACKWARDS AND FORWARDS



INSPIRATION FOR FURTHER READING



INSPIRATION FOR FURTHER LEARNING

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CONFERENCE AND EXPO**

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PARTNERSHIPS

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QUICK EXERCISE

THE AUDIENCE VALUE

EXERCISE

JOURNEY -						
	AWARE	DISCOVER	TRY	COMPARE	COMMIT	ADOPT
ATTRIBUTES						
JOB ACTIONS	Do you know what your customer does through this process?					
METRICS/ OUTCOMES	What demonstrable progress would move them to the next phase					
SUCCESS STATEMENTS	What is their “so I can”					
FEELINGS / THOUGHTS / (Context	How do they feel?					
EXPERIENCE	What’s the experience					



Q&A

THE AUDIENCE VALUE

WHERE DOES THIS FIT IN OUR CONTENT STRATEGY



The Content Purpose

The platform's business plan and differentiation

- **WHY** - Our purpose and focused goals
- **WHO** - The audience we will serve
- **WHAT** - Story, value, the experience
- **HOW** - It will differentiate in the market



The Audience Investment

Measuring the value of our audience against the goals we set

- **TARGET** - Audiences well defined
- **JOURNEY** - What is their JTBD Journey
- **POTENTIAL** - Modeled value of investment
- **PLAN** - The timeline of value
- **NARRATIVE** - Editorial/content alignment



Operational Roadmap

The plan for ongoing success and profitability for the content product

- **DESIGNED MEASUREMENT** - KPIs
- **STORY MAP** - Timeline & resource plan
- **RESOURCES** - Staffing/resource plan
- **DEVELOPMENT** - Technical/content plan