



# Managing the Content eXplosion

**Creating and delivering relevant and timely content to drive meaningful engagement and experiences.**

**YOU.** At Scale.





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# Unleashing the value of content

We live in a world that's content rich, yet attention starved. It is almost two decades since Thomas Davenport and John Beck described 'the attention economy' in their book of the same name<sup>1</sup>. They wrote: 'Understanding and managing attention is now the single most important determinant of business success.'

Fast forward to 2020 and 'ubiquitous high-speed mobile internet has sent the attention economy into hyperdrive'. Or so wrote The Guardian's Oliver Burkeman late last year<sup>2</sup>. There are more channels delivering more content, in more formats than ever before. This is the content explosion.

 *An unprecedented and accelerating demand for engaging and personalized content, across more channels, in more formats, in real-time".*

How can today's marketers respond to this content explosion? What should they do to ensure their efforts yield a solid Return on Investment rather than being wasted on irrelevant, ill-timed content targeting? To effectively compete for consumers' attention, organizations must meet the content explosion challenges head on.

## Effective and efficient content management

Consumers are increasingly dependent on content when it comes to making a purchasing decision. Thus, effective content targeting is crucial to yielding the desired ROI. Further, given the sheer scale of investment in creating, manipulating, managing and targeting content, the potential for just a small efficiency gain to yield millions in savings is significant.

In this world of proliferating content, who will be the winners? It will take an organization whose strategic approach to content includes an examination of the best and most relevant approach for cutting through the noise. That same approach needs to deliver an efficient supply of content and put in place the means to manage the content created both within the organization and externally by consumers and experts. How? By taking a consumer-centered approach to meeting their intent at all stages of the decision journey. It's about seeing content as a holistic system. And these companies should look at how a seamlessly interconnected approach to the technology and organizational models for managing content can drive effective and timely engagement in a way that produces a clear ROI.

This Point of View examines both the opportunities and the challenges in this content-rich landscape and makes recommendations for managing the content explosion.

<sup>1</sup> The Attention Economy: Thomas Davenport and John Beck

<sup>2</sup> <https://www.theguardian.com/culture/2019/nov/22/attention-economy-in-hyperdrive-how-tech-shaped-2010s-oliver-burkeman>

# What challenges does the content eXplosion create?

The content explosion has created significant challenges across the end-to-end content journey from both an efficiency and effectiveness perspective. Capgemini believes that marketers must address these challenges across the three dimensions of scale, velocity and complexity.

- **Scale**

On average, consumers engage with more than 10 different pieces of content<sup>3</sup> prior to making a purchase. Marketers must now address the growth of content consumed in the channel most convenient for the consumer. The increase in channels through which consumers now want to engage has created an exponential growth in the amount of content that needs to be produced.

In addition, teams tend to be organized around these channels and operate in silos, which makes a holistic system-based approach to content difficult to execute.

- **Velocity**

The velocity of content is dictated by consumers, particularly through social. Keeping up with this velocity results in your consumers being 22% more likely to consider a brand, with purchase intent increasing by 14%<sup>4</sup>. This puts an

imperative on marketers to move at the speed of social, with 85% of marketers saying they are under pressure to create assets and deliver campaigns more quickly<sup>5</sup>.

- **Complexity**

When it comes to the content explosion, there are two areas of complexity: content format and the sources of that content. First, consumers are increasingly demanding more sophisticated content – four times as many consumers would rather watch a video about a product than read about it<sup>6</sup>. 66% of marketers say that producing engaging, well-designed visual content consistently is their biggest struggle<sup>7</sup>. Second, in an already complex multi-channel/format landscape, more complexity is added by the need to source and curate User Generated Content.

Rising to these challenges demands a more agile approach to content creation, management and its publishing, amplification and optimization. The maturing of AI content orientated technology offers the opportunity to improve the management of content, its attendant meta-data and its performance optimization.

3 <https://www.thinkwithgoogle.com/consumer-insights/the-zero-moment-of-truth-macro-study/>

4 [https://www.cmo.com/features/articles/2013/10/14/RealTimeMarketing\\_15Stats.html#gs.vnaxzk](https://www.cmo.com/features/articles/2013/10/14/RealTimeMarketing_15Stats.html#gs.vnaxzk)

5 <https://www.adobe.com/uk/experience-cloud/use-cases/digital-asset-management-dam.html>

6 <https://www.adobe.com/uk/experience-cloud/use-cases/digital-asset-management-dam.html>

7 <https://venngage.com/blog/visual-content-marketing-statistics/>

# What opportunities should you consider?

As channels and formats proliferate, marketers have an opportunity to manage the content explosion for better brand saliency and consumer loyalty. The huge potential of content can be unleashed with more effective targeting, efficient data use and the creativity to design memorable experiences for customers. What's more, the costs of managing content can be driven down with greater automation and an integrated content eco-system from creation to consumption.

Failure to manage content will hit your bottom line as the costs to produce and manage it escalate. Get it right and you'll make a positive impact with greater brand familiarity, affinity and purchases. Technology will naturally play a part in this. According to Chiefmartec.com: "Global martech spend has leapt again by more than 20% in the last year as brands continue to seek a competitive edge and greater efficiencies in the digital economy"<sup>8</sup>. Technology that enables efficiency and effectiveness across the content lifecycle in a holistic end-to-end system will yield tangible results.

## Winning the battle for share of voice

Key to this will be the ability to leverage automation and artificial intelligence (AI). This has never been more important in the battle for brand advocacy and share of voice as the proliferation of content, channels and formats makes it increasingly difficult to gain the attention of hyper-connected consumers. How you use that technology to help multiple teams address each consumer with the right content, in the right format, at the right time will be crucial in the coming years.

In a nutshell, it's about being relevant. Smart technologies, such as AI and Machine Learning, will help to deliver contextualized content that generates engagement and impacts sales.

Capgemini identifies five trends that inform the content explosion:

- **Meeting consumer intent**  
Brands cannot drive familiarity or affinity and maximize conversion without relevant content allied to customer insight. To this end they must create content that meets the consumer intent at all stages of their decision journey.
- **Consumers are the new head of social**  
Social media reverses the power balance, with consumers now driving the agenda and tone of voice, while brands are struggling to remain relevant and authentic.
- **AdvertisingTech + MarTech = MadTech**  
A seamless customer experience across all touchpoints is now possible with technology platforms driving an expanded set of enterprise-wide capabilities. These link marketing, advertising and customer experiences. There is a huge opportunity to understand and drive the technology stack and use analytics to align outbound marketing campaigns or loyalty schemes with the advertising technology behind the likes of programmatic advertising and SEO.
- **Evolving touchpoints**  
The exponential proliferation of digital channels, such as voice, augmented reality and virtual reality, creates new touchpoints with new formats and a need for content to support a two-way dialog. Organizations must evolve their content to seize the new opportunities for engaging consumers across these touchpoints.
- **Reframing partnerships**  
The traditional advertising/marketing agency model is no longer driving value. Organizations should look at reframing relationships between their agencies and in-house teams to drive greater customer intimacy and cost efficiency. This is an opportunity to rethink how they organize their content value chain.

<sup>8</sup> <https://chiefmartec.com/2019/10/martech-now-121-5-billion-market-worldwide/>



# How do you respond to the content explosion?

There are a number of ways to respond to the content explosion to ensure you excel in the attention economy. Here are three key steps for ensuring you get it right:

## 1. Treat content as a holistic system

Brands must shift from interruption-based content marketing to providing experiences that spark conversations and, ultimately, drive brand affinity. This will be achieved by taking a consumer, outcome-based approach to the deployment of content. Businesses need to address the consumer's intent at every content touchpoint – what do they want to achieve? For example, understanding the importance of advertising in creating brand salience to re-enforce brand recognition. To excel, the appropriate activation levers must be married with creation of the right type of messaging throughout the journey across all channels, both digital and non-digital.

For example, Capgemini helped a large automotive manufacturer define and operationalize its KPI for awareness, image, purchase intention, purchase and loyalty and to identify the segments and channel affinity for after sales service. We created a playbook to allow for deployment into national sales companies.

Organizations must take a systemic approach to their content that drives conversion from top-down (brand familiarity and affinity) as well as bottom-up (brand or product advocacy) across the customer decision journey. They should leverage the activation levers across the full customer decision journey, ensuring integration with above the line, below and through the line engagement. This means brands can focus their efforts on reaching consumers via channels they like to engage with and, just as importantly, channels that best drive brand affinity, conversions and maximized ROI.

## 2. Create organizational agility

With so much content proliferating across channels and in multiple formats, marketers must become more responsive to change. Always-on, omni-channel content strategies require a move from annual planning cycles to a more responsive multi-speed model. One that avoids channel or team silos. To this end, forward-thinking marketers are embracing agile principles to create multi-functional teams, for example with data specialists, e-commerce experts and brand marketers. This agile approach aligned to data-driven campaigns provides organizations with a platform both to quickly respond to consumers' intents and needs, particularly in social channels, and to measure the effectiveness of content across channels with clear test and learn principles.

For a global consumer beauty products company, Capgemini developed an organizational model that provided the client with clear roles and responsibilities, increased colleague empowerment and reduced bureaucracy. It has enabled faster go-to-market and accelerated content development. We have ensured that their workforce is specialized, motivated and future proofed. Our model is agile by design and means that the company is primed to react flexibly to market changes.

### 3. Integrate the entire content lifecycle for efficiency and effectiveness

The content explosion must be managed with an integrated content lifecycle. Currently, many organizations run their content strategies in silos.

Structured and unstructured content is held in disparate storage systems, and on spreadsheets with data. External agencies' (marketing, advertising, etc.) workflow is not integrated into the organization's processes. There is a lack of process and technology driving the necessary holistic approach to content.

So, to ensure you deliver a truly differentiating customer experience through your content, it is important to adopt an integrated approach, with process and technology that embrace the entire content lifecycle. This tight integration drives efficiency and improves effectiveness.

We break this down into four key steps: Plan & Create; Manage & Distribute; Publish & Activate; and Optimize & Amplify.



As part of this integrated content lifecycle, your technology should support the seamless flow of assets and data from the point of creation to the point of consumption. Build your technology stack around organizing, orchestrating and optimizing content:

- Organizing: Start with how you classify and structure your assets to drive greater findability, seamless integration of different types of content and the move towards standardized roles and flows. Leverage automation and AI for classification and adaptations to drive standardization, scale and improved efficiency.
- Orchestrating content: Orchestrate how your content flows from and into different tools and platforms. Ensure it is activated in the right channel and packaged

up to meet the consumer intention from brand salience to seamless transaction.

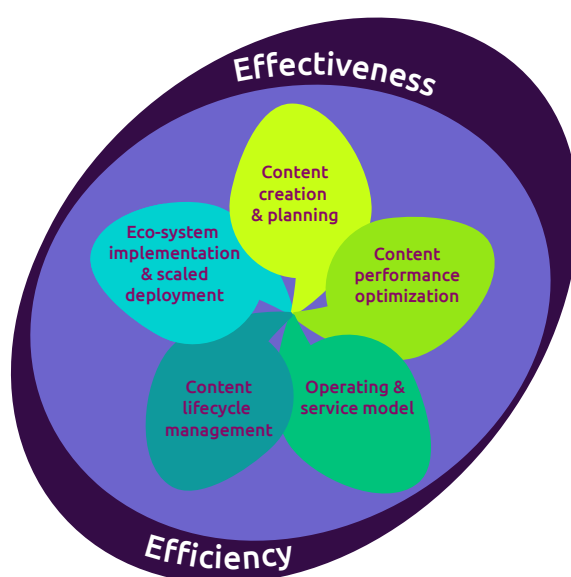
- Optimizing content: Test and learn with continual optimization of how consumers engage with content to drive greater effectiveness and relevancy.

Capgemini helped a US retailer deliver an integrated solution that enhanced the customer shopping experience, delivering an integrated eco-system that personalizes how consumers engage and transact through content-led commerce.

# Making your content work harder – for exemplary results

At Capgemini, our work with clients globally demonstrates the huge value that an end-to-end approach to content brings. Brands that effectively and holistically address the content eXplosion have, on average, six times higher conversion rates than those that do not<sup>9</sup>. We also know that content asset re-use and a single source of truth for assets lead to significant operational efficiencies.

We ensure that our clients can maximize value with a suite of end-to-end services that embrace the full transformation lifecycle, along with our extensive vendor relationships and accelerators to release value early.



We help our clients to address the content eXplosion through a range of services that cover: Managing the content lifecycle, developing operational service models and processes, implementing, integrating and scaling the content eco-system, content strategies and creation services, and content performance optimization.

## Getting the results you're looking for

By optimizing content to deliver relevancy across multiple channels, we expect to see:

- Faster time to market through efficient content management

- Simplification and reduction in wasted time/effort across brands, divisions and markets
- Increased consumer conversion with more relevant and optimized content
- Improved consumer engagement from content personalized to the right channel and segment

Efficient content management helps organizations realize productivity gains, higher revenues and improved customer experience. According to a Forrester research, experience-led businesses have 1.6x higher brand awareness, 1.5x higher employee satisfaction, 1.9x higher average order value, 1.7x higher customer retention, 1.9x return on spend, and 1.6x higher customer satisfaction rates<sup>10</sup>

<sup>9</sup> <https://www.percussion.com/Assets/www.percussion.com/resources/whitepapers/Aberdeen-ContentMarketingROI-Report.pdf>

<sup>10</sup> <https://cmo.adobe.com/articles/2018/4/forrester-consulting-it-pays-to-be-an-experience-led-business.html#gs.ds17kh>



# 3 key recommendations for managing the content eXplosion

Organizations faced with today's content eXplosion often struggle to understand where to start, and how to drive a consistent approach across their organization. We recommend the following steps for mastering your content across both digital and non-digital channels and formats:

## **1. Content is king, but meta-data is the king maker**

First, organize your content by adopting a consistent and structured approach to having the right meta-data around it. Without the right meta-data your content will remain a cottage industry and will not scale.

## **2. View your content "value chain" holistically**

Ensure you understand the integrated view of how content flows and is consumed. Start with identifying how your content is managed, enabling you to address either the efficiency of your content sourcing, production and distribution, or the effectiveness of your content in the consumer decision journey – or both.

## **3. Think big. Start small. Show success**

Don't try and do everything in one go. Be highly focused on driving success and momentum as quickly as possible but remember that small steps and scope are key within a big ambition. Investigate how to engage in a Proof of Concept or pilot to kick start your content transformation.



## About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of almost 220,000 team members in more than 40 countries. The Group reported 2019 global revenues of EUR 14.1 billion.

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**People matter, results count.**

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