metro

Content Marketing Analysis & Recommendations

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Date:
May, 15, 2014

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Introduction - Overview

The Content Marketing Institute (CMI) was engaged by the marketing team at Metro to assist with an assessment and analysis of its existing content marketing efforts. The goal was to provide recommendations to the company, that may better inform its ongoing plans to better integrate content as a core piece of a transforming marketing strategy.

Development of content for marketing purposes is certainly not new for Metro. However, to date, a broader more holistic content marketing effort has not evolved. As the organization manages disparate regional brand strategies, and as the grocery business in Canada itself undergoes seismic shifts, CMI believes there is an opportunity for a more effective content strategy that can contribute to Metro's success.

CMI's first objective is to recommend to the company, a content-driven model that can be prioritized against existing marketing efforts. Then, secondly, CMI seeks to make specific recommendations for content programs that Metro might deploy as part of that effort. To this end, this CMI engagement consisted of interviewing and meeting with relevant marketing stakeholders, as well as reviewing a number of existing materials including third-party research, brand strategy, social media analysis, web analytics, use of content etc...

These recommendations (or some subset) will hopefully be utilized by Metro. These should come in concert with additional assistance from existing agency relationships (Publicis and perhaps others that may be engaged in the future) to create a working content marketing plan going forward.

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Introduction - Overview

For this engagement, the main question before CMI was as follows:

What must change— including people, processes and content technology – in order to achieve Metro's short and long-term goals for using content as a means to customer engagement?

CMI's content marketing framework (and thus our recommendations) consists of a seven part framework. This includes Plan, Audience, Story, Channels, Process, Conversations and Measurement.

The following subsections of this document address the seven strategic parts of the framework and our assessment and recommendations to Metro's current state within each.

Each begins with CMI's observations and analysis of Metro's current state and ends with a one slide summary of the implications for the recommended roadmap that finishes this document.
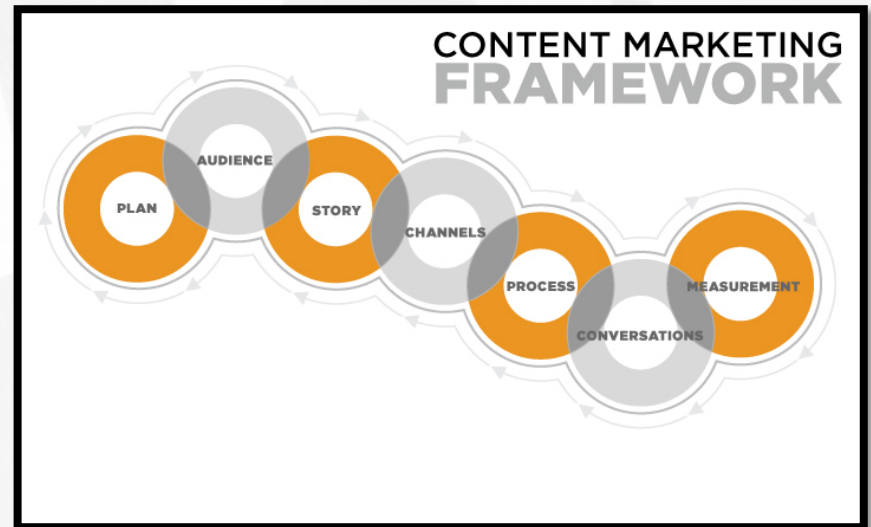
Plan: The Case For Change

Plan: The Case for Change

Consolidation, acquisition and change in the Canadian grocery market is moving full speed. Coinciding with fundamental disruption in the market from US "big box" retailers, the changes in consumer engagement and the emergence from recession has left Canadian shoppers more price-sensitive, less loyal and looking for personalized value.

As Swiss research company S-GE concluded in their research on the Canadian market – the driving forces shaping the consumer include:

- Increasing demand for healthier food choices, with added health benefits
- A shift away from processed foods and toward fresh, natural and organic
- Increasing demand in the premium and gourmet segment
- Increasing demand for ethnic foods
- Smaller package sizes and individual portions
- Increasing demand for ready-made and convenient

There is no doubt that Metro has realized much of this and is actively working to address this in their go-to-market strategy. From a marketing perspective, CMI believes that Metro faces two types of challenges going forward. The "operational" challenges that are specific to the grocery business – and especially the context of different regional brand contexts (e.g. Ontario vs. Quebec) and the spectrum of in-store experiences from previous acquisitions.

http://www.s-ge.com/en/filefield-private/files/2344/field_blog_public_files/1272

Plan: The Case for Change

Secondly, and more germane to this engagement, there has been a "fundamental" shift that affects all businesses across all verticals and regions – namely the empowerment of consumers by forces such as search, social media and mobile computing, and the resulting reversal of the relationship between buyers and sellers. Consumers now demand personal and relevant interactions at the time, and on the device of their choice. Any loyalty that results from meeting that demand comes from the brand's ability to engage them.

This is the key component of our recommended plan. We expect consolidation to continue in the Canadian market, and for supercenters, warehouse clubs and others to further intensify competition. Developing differentiating customer loyalty programs will be one of the likely keys to competing in both Ontario and Quebec. As IBIS World's February, 2014 report on Supermarkets and Grocery Stores In Canada concludes:

"Operators [must] focus on developing customer loyalty programs that offer discounts, promotions and perks for customers who visit a particular grocery chain frequently. Going forward [they] will have to increasingly depend on such programs to maintain their customer base."*

CMI believes that content can be a powerful driver of this challenge – but will require people and process changes in addition to a much more aligned content and marketing strategies across the different regions that Metro serves today.

*IBIS World - Supermarkets & Grocery Stores in Canada February, 2014

Plan: The Case for Change

Ultimately, this means that Metro's content marketing strategy must be able to support differentiated customer experiences across multiple touch points. Currently, it is evident that the company views the digital channel as a more efficient way to facilitate transactions for customers (e.g. a "shopping list creator"). This is ultimately a commodity, easily repeatable by any competitor; and no longer sufficient in today's customer-centric loyalty context.

If consolidation and acquisitions continue to be a primary strategy, Metro will be continually operationally challenged to create a consistent in-store brand across regions. Therefore, the consistency in experience to delight, educate and engage consumers must be created across other touch points – namely content.

Content Marketing is hardly a new strategy for grocery chains – and itself is becoming a differentiator. Sainsbury, the second largest grocer in the UK recently invested heavily in Content Marketing. As Sarah Warby, their head of marketing said: *"if you not acting like a publisher, you are missing a massive trick."*

Thus CMI's conclusion and primary recommendation is that:
Metro should employ a consistent and extensive content-delivery platform. This content marketing platform should be focused on delighting customers in a unified way (across regions) and be a central piece of a new approach to customer loyalty programs. Driven by content, it should start from the first time a consumer interacts with the Metro brand, all the way through their loyalty membership.

Plan: Implications for Roadmap

- **Metro should decide on a consistent brand message/story, that creates a cohesive, consistent experience across all regions.** CMI believes that there is an opportunity to look at the brand story to focus on the "consumer's story". Use the different regional and store experiences and their evolution to focus on the locality. Leverage the "My Metro" theme more broadly to mean my neighborhood, a grocer focused on my local needs.

- **CMI believes the strategic goal for content for Metro is to continually evolve customers into loyalty programs.** The drive to loyalty membership should be core to every stage of the customer touch point for content – both online and offline. Commitment to owned content platforms that deliver relevant content and messages across the customer journey and entice shoppers to become loyal to the Metro brand (as opposed to coupons and deals). Specifically:

    - Short term: focus on creating a content platform and a new Content Center of Excellence aligned across both Quebec and Ontario and the attendant shift of resources from simple content production, to focused strategic oversight on content creation, management and optimization
    - Long term: focus on lifting and centralizing brand awareness and perception through a strategy that ultimately moves toward a common core value.
    - Though beyond the scope for this engagement, CMI also recommends unifying regional loyalty programs to one common brand and platform across all regions.
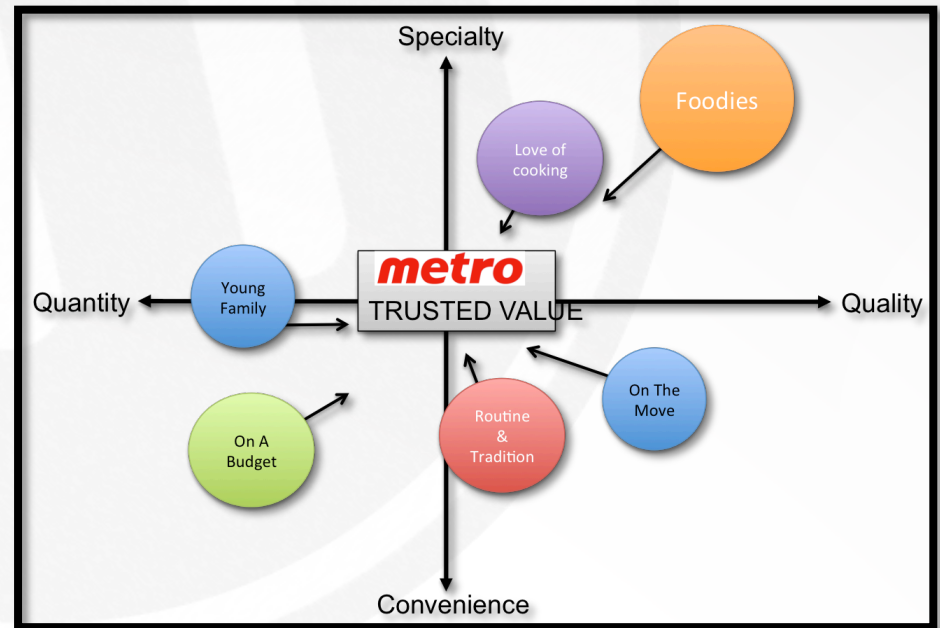
Audience

Audience

Metro has already completed an impressive amount of consumer research that supports a focus on specific personas. Specifically, in Quebec, these are the Foodies, On The Move and Young Families. And in Ontario these personas are called Routine & Tradition, On A Budget and Love of Cooking in Ontario.

At first glance at Metro's these seem like very different personas – and indeed their buying habits are very different. But the difference in determining "audience" vs. "buyer" is to look for the commonalities across these personas to determine how we can delight these personas to engage across a unified Metro brand. And if we look at this through the lens of content – we can identify the commonalities of where they might find this delight.

Leveraging some of the excellent work on segmentation already done, CMI proposes a way to move audiences to a core brand (also taking into account the existing proposed brand pyramid).

Audience Goal

The key from a content focus will be to guide personas through a mission of delivering TRUSTED VALUE – given their unique needs. As indicated, some personas because of their size, or distance from the core value will need more work than others.
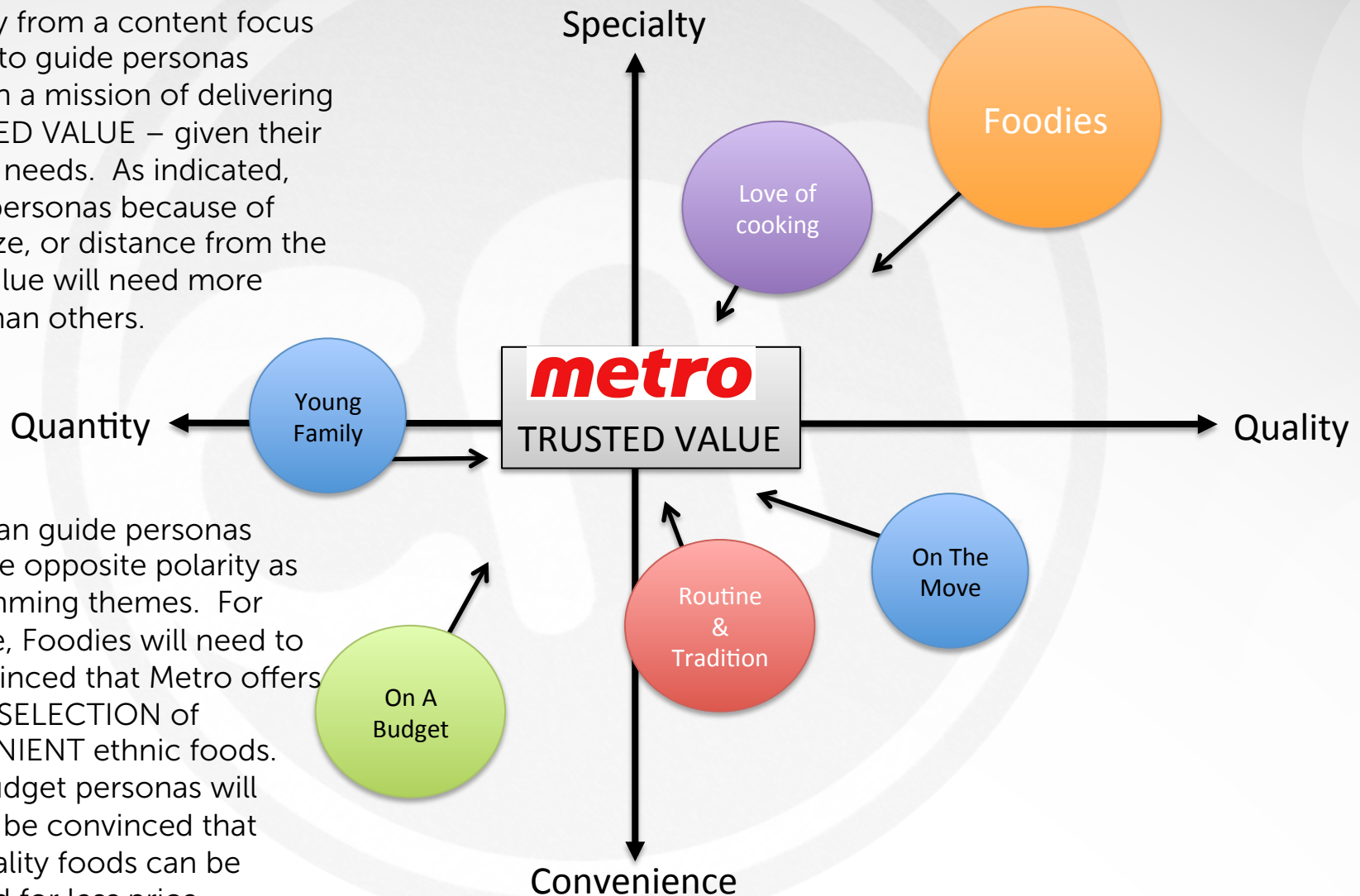
Metro can guide personas using the opposite polarity as programming themes. For example, Foodies will need to be convinced that Metro offers a WIDE SELECTION of CONVENIENT ethnic foods. On A Budget personas will need to be convinced that high quality foods can be obtained for less price.

Specialty

Foodies

Love of cooking

metro
TRUSTED VALUE

Quantity

Young Family

Quality

On The Move

Routine & Tradition

On A Budget

Convenience

Audience: Implications For The Roadmap

- A "Trusted Value" audience can be a central focus for a common content mission. Programming at the "content level" can then address specific persona needs within that content mission. Metro should create a unified content brand that bridges Ontario and Quebec so that content works much harder than it currently does.

- Further analysis of personas currently in the Loyalty Programs in both regions should be conducted to find out which groups are growing and which are declining. Further, this analysis should be done on a more frequent periodic basis to understand how specific content programs affect specific persona segments.

- A renewed, focused and more centralized effort on social channels can help to develop key audience insights over time, and could ultimately start to differentiate Metro in the marketplace. Further, Metro should deploy the use of social listening tools to become more facile with reacting to both customer engagement on and off Metro properties.

- A new, owned content platform that focuses on engagement for this Trusted Value audience persona and specifically (in the short term) on the top of the funnel – driving toward the loyalty program – will ultimately benefit Metro and differentiate the approach.

Story - The Content

Story – The Content

A unified story and new content that focuses on rich experiences represents one of the largest opportunities and also one of the largest challenges that Metro faces. Currently, the content story that is being presented by Metro now consists of two distinct (and separate) efforts. The first is ad hoc recipes and articles on the Metro web site – tied into offers being delivered by email. The second is branded "sponsorship" of content being delivered by third parties. In short – there is no cohesive brand content story for Metro at the moment and the Web and mobile platforms are squarely focused on being the facilitator of "shopping list experiences".

As is implied from the insights gleaned from the Audience insights, as well as external research, the road to brand loyalty MUST begin higher in the engagement funnel, and we believe TRUSTED VALUE can be a core component of that focus.

CMI's recommendation here is that Metro should create a content marketing model – basically a reason for content to exist at Metro – that addresses both (in the near term) the customer engagement and (in the longer term) employees and team member engagement to deliver that cohesive brand story. All of this is driven toward driving customer loyalty membership

The key to this will be three categories of content: Awareness - Sales – Loyalty

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Story – The Content

This goal for content would align well with the establishment of TRUSTED VALUE as a critical piece of a content marketing approach. TRUSTED VALUE is built from familiarity (they know me!) plus aligned values and continuing to meet or exceed expectations. Content and marketing-driven experiences can be used to achieve all three elements to both internal and external audiences.

The "My Metro" loyalty backbone for both employees and customers can be unified to speak to three distinct areas:

Awareness: of Metro, it's brand approach, inspirational and differentiated approach.

Consumer Persuasion/Sales, of specific experiences such as nutrition, private label and/or other initiatives of products and trust in that quality.

Loyalty – evolving customers and employees into proactive advocates on behalf of the brand.

Internal Channels (Intranet, New Employee Facing Blog, Social, Events etc..)

External Channels (Blog, Web site, Social Media, Syndicated, Events, Etc..)

Awareness

Sales

Loyalty

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Trusted Value = Familiarity + Aligned Values + Meet/Exceed Expectations

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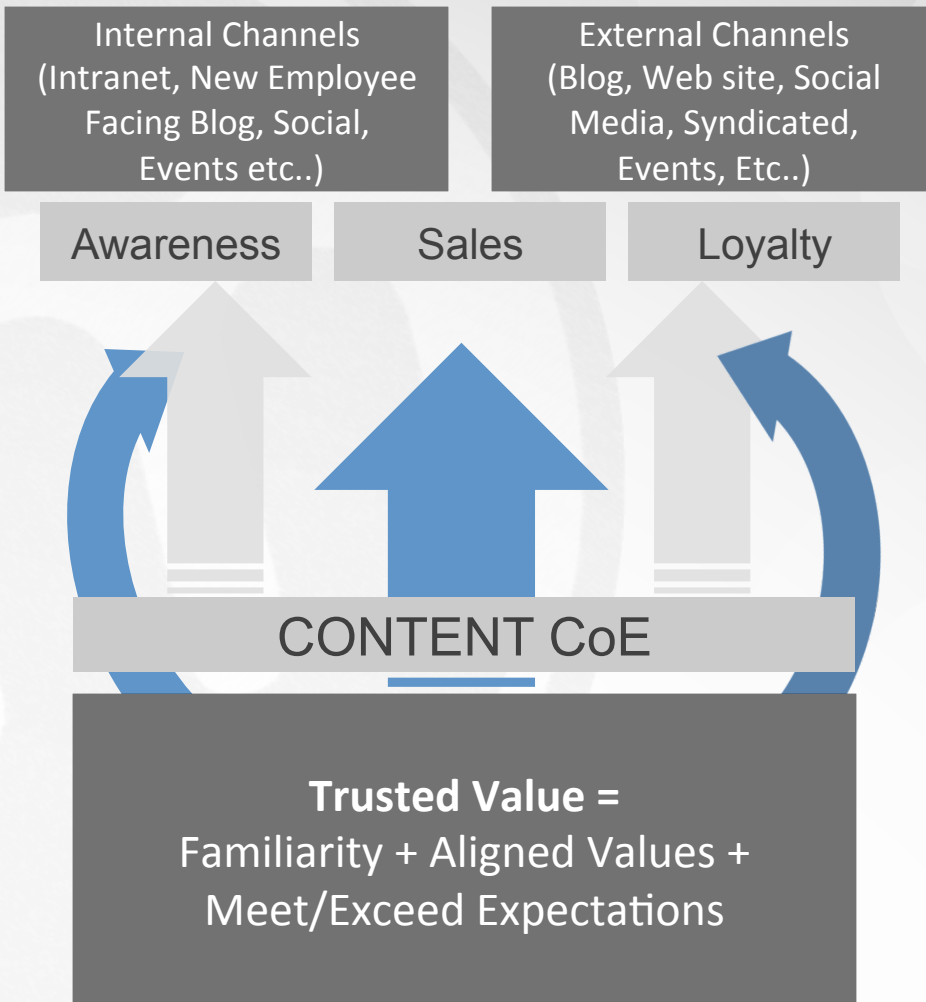
Story – The Content

Then, within that model, Metro can begin to look at creative pillars (or themes) on which to base their content/story efforts. (*Note: In the implementation roadmap – CMI actually recommends a few of these specifically*).

So, for example – and we will focus on external customers for this document – if we look at the three major categories, Metro could consider developing creative editorial directions that match the brand that straddle Awareness, Sales and Loyalty.

There are dozens of specific content executions that could or should be tackled to generate Awareness, Sales and Loyalty/Brand Advocacy for Metro.

Categorically, however, these four primary content pillars could help to "hold up the house" of content and trust-building for Metro across initiatives and external target audiences. And, you can see how each could straddle a couple of areas for overall architecture (indicated in italics)

Lifestyle & Community *(loyalty & awareness)*	Discovery & Delight In-Store Expertise *(sales & loyalty)*
Inspirational Content Just For Me *(awareness & sales)*	Useful Content For Moments That Matter *(sale & loyalty*

Trusted Value

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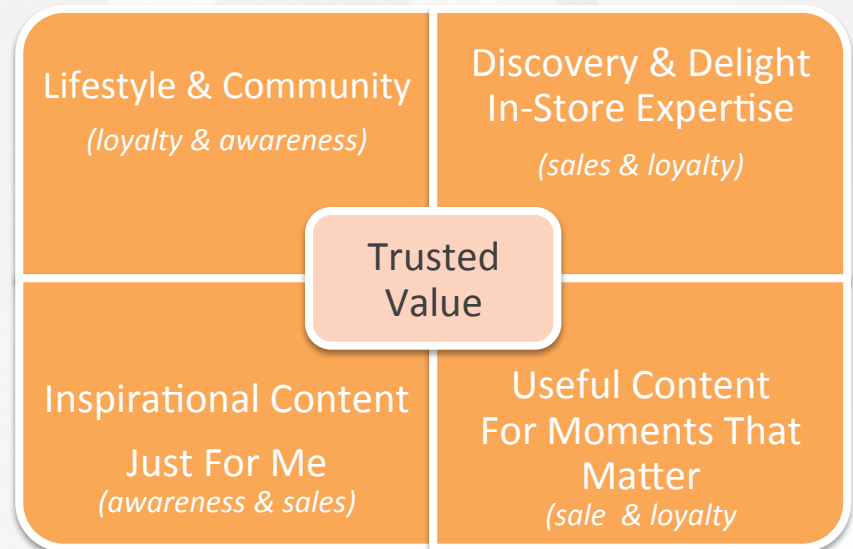
Story – Implications for Roadmap

- **A new, owned content platform will provide Metro with a differentiated approach to engaging consumers.** This will help create greater awareness, more significant differentiation, and value beyond just "discounting" or "couponing" as a way to attract new customers into a loyalty.

- **A unified content platform will provide for greater audience insight over time and increased cart value over time** – as Metro evolves persona groups and understands where core customers are evolving and can focus on delighting existing personas, while focusing and targeting nascent, but growing groups.

- **A unified content brand story will help to create efficiency** in existing content and marketing silos. By unifying a content brand – regions and teams can leverage assets and other resources much more effectively, and perhaps create greater effectiveness for marketing overall.

- **A unified content brand can help to solidify a brand promise that is national in nature** – while allowing for regional, persona and store-level differences that will continue to be an ongoing challenge for Metro.

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Channels

Channels

Currently Metro utilizes the following channels for the distribution of content:

- Website
- Email (both loyalty newsletter and consumer newsletter)
- Direct Mail (print)
- Social (YouTube & Facebook)
- Weekly Flyer
- In-Store POS, Radio Display
- Mobile App

The Website, email, direct mail, weekly flyer, in-store POS and Mobile app are all designed for direct marketing purposes (the delivery of coupons and other direct marketing tactics). Social is the only channel not solely dedicated to this and there is currently no engagement at all happening. With almost 400,000 likes across Ontario and Quebec there is less than a quarter of one percent of engagement (approximately 1,000) with the brand at all. To put it simply – there is no current engagement on Metro's social media in either Quebec or Ontario.

Additionally, if we look at the Website, we can see that the homepage, flyer and recipes make up almost 70% of the traffic to the site. However, recipes currently have almost a 20% bounce rate. In short – though metro is producing a lot of content across multiple channels – there is no focused content marketing/engagement channel strategy for the business.

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Channels

The opportunity is to give content, and the channels on which it lives, a strategic purpose at Metro. This means centralizing and focusing the content that is already being created, the original third-party content being sponsored – and new content that could be considered. We recommend a new content platform/channel. Whether we call this a blog or an online network, or an actual online magazine – it should ultimately serve as Metro's content platform to develop the "TRUSTED VALUE" brand for awareness, engagement and inspiration.

To accomplish this – it could be just a section of the Website that currently exists. However, the current website is not designed to optimize the presentation of content for engagement purposes. So, CMI believes that the new content platform should ultimately be separate from the current website infrastructure. It should be a destination and a content feed that contains original content (e.g. recipes, articles videos etc...) curated content from Metro sponsored "experts" (e.g. chefs, celebrities, nutritionists etc...).

Ultimately, CMI believes this new platform/channel should be branded and named (though we'll call it "the blog" for the purposes of this document). And, as Metro builds upon this, social channels, including Facebook, YouTube etc... should be re-focused to be promotional vehicles to build traffic and engagement with the content being created.

This is a key to what can be called a "digital dandelion" strategy. The premise is that you don't need a content marketing strategy that requires you to come up with many great ideas. Rather, you have a few great ideas and many, many iterations and executions of them. You take big ideas and make lots of small ideas out of it. The platform becomes the center of gravity – and social media becomes one method of pollination of those ideas.

Channels– Implications for Roadmap

- Regardless of the outcome of the content marketing initiatives – the social strategy at Metro should be completely rebooted. There is no risk of losing any traction – because there is no traction to lose.

- Short term – efforts around updating, editing and optimizing the article and recipe base within the existing website should stop. Metro would be better off starting from scratch.

- Creation of a separate channel does not mean that the channel must be separate from the Website. It could look very much like the existing website, and included within the Metro.CA domain – however technically drawn from a separate repository. The key is that this platform is optimized for a modern, engaging content experience – not a heirarchical listing of category articles.

- Social channels should be completely re-booted and re-strategized to be focused on Loyalty membership and engagement. If a separate content platform is considered – this means focusing social on promoting the engagement of content on this owned media platform.

- Print Channels and content developed for print flyers, direct mail and for email can tie consumers back to this loyalty focused content engagement channel.

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Process

Process

One of the challenges CMI heard again and again during our on-site visit was the lack of clear process and purpose when it comes to content. The regional differences between Ontario and Quebec ostensibly mean that Metro is acting as two separate marketing organizations that try and align as best they can. This usually means duplicative efforts, and inefficiencies when it comes to content creation – and certainly a lack of balance when it comes to resources.

There was broad agreement about a lack of resources available for marketing more broadly, and certainly any new content marketing initiative (in the short term) will have to bear this in mind. The brand/marketing team is already strapped with the content they are currently creating for direct marketing and promotional/ merchandising purposes. However, there are opportunities in the short term to start slow with content that is already being created, organize it more efficiently across the regions – and perhaps outsource processes that may make sense. In other words, the vision and recommendations presented in this document will be a phased approach over time and could take a number of operational business models.

However, to be at all effective with any content marketing initiative, it must have organizational commitment to the idea, and a person (or people) committed and responsible for the idea that content will need to be created, curated, discovered, shared, packaged, repurposed, distributed and measured in ways that both address the larger corporate objectives and adhere to all the constraints that Metro may include.

Process

CONTENT COE

- Awareness
  - Brand Awareness
  - Content Promotion
  - Blogger Relations
  - Brand / Approach Storytelling
- Sales / Lead Nurturing
  - In-Store Expertise
  - External Expertise (Nutrition example)
- Advocacy (Content)
  - Customer Stories
  - Social Engagement / Crisis Management
  - Events..

To this end, CMI recommends structuring a team (virtual or otherwise) that crosses regional and functional boundaries a Content Center of Excellence (CCOE).

This group would be the group that will create and manage a consistent effort to create, manage, distribute and promote content that drives toward the goal of building loyalty. It would liaison with merchandising to understand promotional calendars, create global and channel-based editorial calendars for the centralized platform. It would engage agencies to help with execution, manage the third-party content producers and would also re-package, distribute and market content through social media and other methods.

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Process– Implications for Roadmap

- Senior management needs to sign-off on some form of organization for content and how it will be infused into the marketing.

- A senior practitioner manager should be named as representative of the leader of the CoE and be responsible for coordinating internal CoE team members and engaging agencies and third-parties who will help execute this strategy.

- There are two operational models that could be considered for going to market with a focused, owned content marketing platform:

  - Model One – Build It. The CoE will be responsible for sourcing all content and content can be created and managed within the Metro walls. In short – this would be an extension of the existing teams (brand, marketing and Web teams would be affected) and the infrastructure to create this new owned platform would be built alongside the existing platforms.

  - Model Two – Buy It/Rent It. The CoE would be responsible for strategy, and for managing execution, but the infrastructure would lie within an outsourced platform. In this way, an agency or an existing partner (e.g. content partner) could be engaged to create the platform. This becomes a more robust extension of the existing sponsorship model – where all content efforts are now centered on a platform that is buuilt and managed by engaged vendors – but ultimately dedicated and owned by the Metro Brand.

    Given Metro's current situation, CMI Recommends Model Two for Metro – managed, governed and paid by a cross-regional CoE.

Conversations

Social Media and conversations with consumers through digital content platforms is not currently a primary strength of Metro. As mentioned previously, there is little to no engagement across the Facebook channel for either Quebec or Ontario. And, in fact, the two separate Facebook pages don't even mention each other.

The opportunistic news is that the competition is not doing any better. Analysis of the Sobey's Facebook page shows that engagement is also low – and Loblaws seems to not have a true Facebook or social strategy at all.

Of course, Grocery has been shown to offer opportunity for Social strategies. Brands such as Whole Foods and others have shown that successful conversation programs can be focused on listening as well as speaking:

- **Spotting Emerging Trends** – using user generated content (UGC to spot trends and/ or food trends that may be relevant to your audience.
- **Understand Promotional Impact** – great positioned promotions can go viral through social media – but understanding and engaging with the user base is key to that
- **Avoiding costly complaints** – many of the complains through social on Metro's Facebook channels go un-responded to. You can guide the conversation, or let the conversation guide you. Turn those product complains into business intelligence. Customers who are unhappy with a particular brand, can provide Metro with the ability to turn a dissatisfied customer into a happy, loyal one.
- **Reveal unfilled needs** – get in front of poor performance at new, or poorly performing stores. This will help create loyalty in the long term.

Conversations – Implications for Roadmap

- Regardless of the outcome of the content marketing initiatives – the social strategy at Metro should be completely rebooted. There is no risk of losing any traction – because there is no traction to lose.

- In the short term – leverage the brand better and at least mention the other channel in a tab.

- Focus both channels on the Loyalty program – and promoting content for the owned platform. Focus on engagement and on customer service. Focusing on response times and serving this community to drive them into loyalty programs.

- Unify the YouTube channels into one Metro Channel – and use content to support the owned content marketing platform

- With the new owned media platform create a sense of community for loyalty. Support conversations with the brand in the platform.

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Measurement

Measurement

With the sum of all recommendations and the Roadmap, there is an inherent change in the way that these initiatives will be infused into the existing operations of brand, sales and loyalty programs.

As part of this – and this is key to our recommendations – Metro should create an operational process that is built to optimize the content marketing strategy over time. In short, all of these new initiatives should be focused on developing these core "muscles" as strengths of the entire marketing and loyalty efforts. This content marketing strategy is built upon the following 5 keys:

1. Business Efficacy Measurement – the development of consistent metrics across the entire lifecycle of the customer. Not just to see where "sales" are coming from but to see a customer's first awareness through to loyalty in order to understand total value of customers. This will be the key to the totality of the My Metro Initiative

2. Segmentation & Targeting Audience Needs – utilizing digital tools to examine the content transactions, identify new and future customer pain points and interpret non-transactional data in order to create a singular view of the customer over time.

3. Real-time decision making – regular monitoring of social sentiment and channels in order to improve the effectiveness of content. Currently there is little (if any) response happening across social channels.

Measurement

As part of this deliverable we have provided some proposed metrics that could be utilized in the measurement of this new content marketing initiative. We have mapped them across the content architecture that we have recommended as well as by the various areas that goals could be created.

Note: These are just examples, a final list of metrics and optimization KPI's could be created as part of the Charter of the COE

Awareness

Business Efficacy
- New visits
- Brand awareness uplift

Segment Audience
- Personas identified
- % personas consuming content

Real-Time Decision Making
- Length of time to create new content
- Velocity of new content production
- Campaign turnaround

Social Web
- Size of community
- Engagement in community

Omni Channel
- Number of channels managed

Sales

Business Efficacy
- Revenue by loyalty member

Segment Audience
- Revenue by Segment
- Store visits by segment

Real-Time Decision Making
- Customer Service savings l
- Response time to social channels

Social Web
- Segments by Social Channel
- Share coupons/deals

Omni Channel
- Cost breakdown of channels managed

Loyalty

Business Efficacy
- Increase in signups
- Increase in spend

Segment Audience
- Loyalty members by segment
- Speed of loyalty progression by segments

Real-Time Decision Making
- Length of time to respond to complaints
- Loyalty costs decrease

Social Web
- Engagement with Loyalty programs
- Engagement in community

Omni Channel
- Number of channels subscribed (touched)

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Measurement– Implications for Roadmap

- As part of a new "owned media" strategy – measurement can focus on a number of areas as the drive is into loyalty. The focus should be on measurement within the loyalty segment – where "known visitors" can be benchmarked on a periodic basis. Success will ultimately be in growing the members/loyalty database to determine more insight on customers.

- New Analytics tools should be considered – namely those that look at "social listening" and sentiment analysis on consumers both within and outside the Metro brand.

- New tagging strategies both for content and for customers entering the loyalty database should be considered to measure some of these new benchmarks.

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Recommendations

Recommendations

As a summary across all seven parts of the framework, and what surfaced during the workshop that took place, CMI has summarized these into the following 10 recommendations.

R1 From a marketing perspective, focus should be on aligning Ontario and Quebec.

R2 Goal for Content Marketing should be a robust loyalty program

R3 A new owned content marketing platform should be created

R4 Social Media channels should be re-booted and focused on loyalty

R5 Existing content efforts on the site should be stopped in favor of new owned platform

R6 New Analytics tools in Social Listening should be considred

R7 Metro should create a Content Center of Excellence (CCoE)

R8 Persona measurement should evolve out of the loyalty strategy

R9 Marketing and Brand Should lead content effort

R10 Metro should use an outsourced model to start CM with

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Recommendations

R1 From a marketing perspective, focus should be on aligning Ontario and Quebec.

Currently the Ontario and Quebec teams are operating as, largely, separate entities. A content marketing effort is a good start to start to align a Metro brand as one brand with a common mission to delight customers across Canada. While separate personas and market/brand maturity inherently mean a different programmatic (e.g. tactical) strategy for content – leveraging things such as content creation resources, social team members and other alignment on process will prove to be critical for success.

R2 Goal for Content Marketing should be a robust loyalty program

CMI believes that the My Metro theme (or similar) can be taken across every part of the customer journey – from first awareness to loyalty. This gives a strategic purpose for content to exist at metro. It will be the cohesive branded approach that provides customers with extra "perks" to engage with Metro over the long haul.

R3 A new owned content marketing platform should be created

Marketing and a tasked group (see the CoE) should be tasked with creating a centralized owned media platform that will serve the Metro purpose. Other content initiatives should be re-focused to support this effort. Sponsored content should be moved into the owned platform. All other articles, social effort and recipes should be guided toward supporting an owned media platform.

R4 Social Media channels should be re-booted and focused on loyalty

Social media should be completely re-booted independent of the outcome of the recommendations made here. Currently the content strategy for the Facebook platforms across both regions are not designed for success. They should be re-focused to support engagement and a drive to loyalty membership.

R5 Existing content efforts on the site should be stopped in favor of new owned platform

Existing efforts to "clean up" edit and/or add new articles and recipes to the web site should be curtailed and instead efforts toward a new, more focused owned media strategy should be initiated. Content such as old articles and recipes on the current web site are not providing any true, strategic value.

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Recommendations

R6 — New Analytics tools in Social Listening should be considered

Conversations about Metro are happening beyond the bounds of Metro's owned media. A scan of Twitter, Facebook and Yelp show numerous raves, rants and general conversations about the brand that are going mostly ignored by the Metro brand.

R7 — Metro should create a Content Center of Excellence (CCoE)

CMI believes that a content CoE should be created as a means by which Metro can start to align regions and provide for a common branded approach to content. This CoE would be managed by one person – reporting into senior management, and made up of a cross-functional and cross-regional team designed to make the organization more facile with content.

R8 — Persona measurement should evolve out of the loyalty strategy

One of the biggest benefits of driving more consumers into the loyalty program will be the insight drawn out of the data of known vs. unknown segments. As an alignment occurs, deeper segmentation and analysis should evolve out of this strategy. New analytics around persona segments and their growth, change and value to the organization should be a key piece of this strategy.

R9 — Marketing and Brand Should lead content effort

This is beyond the scope of this engagement, but currently marketing (or brand specifically) is positioned as a follow-on to merchandising strategies. This means that any content program will be constantly in a "reactive" mode to merchandising strategies. We would suggest that in order for a content program (and more broadly marketing and cohesive brand) that the relationship should be driven first by consumer insight and loyalty – and then merchandising and promotions.

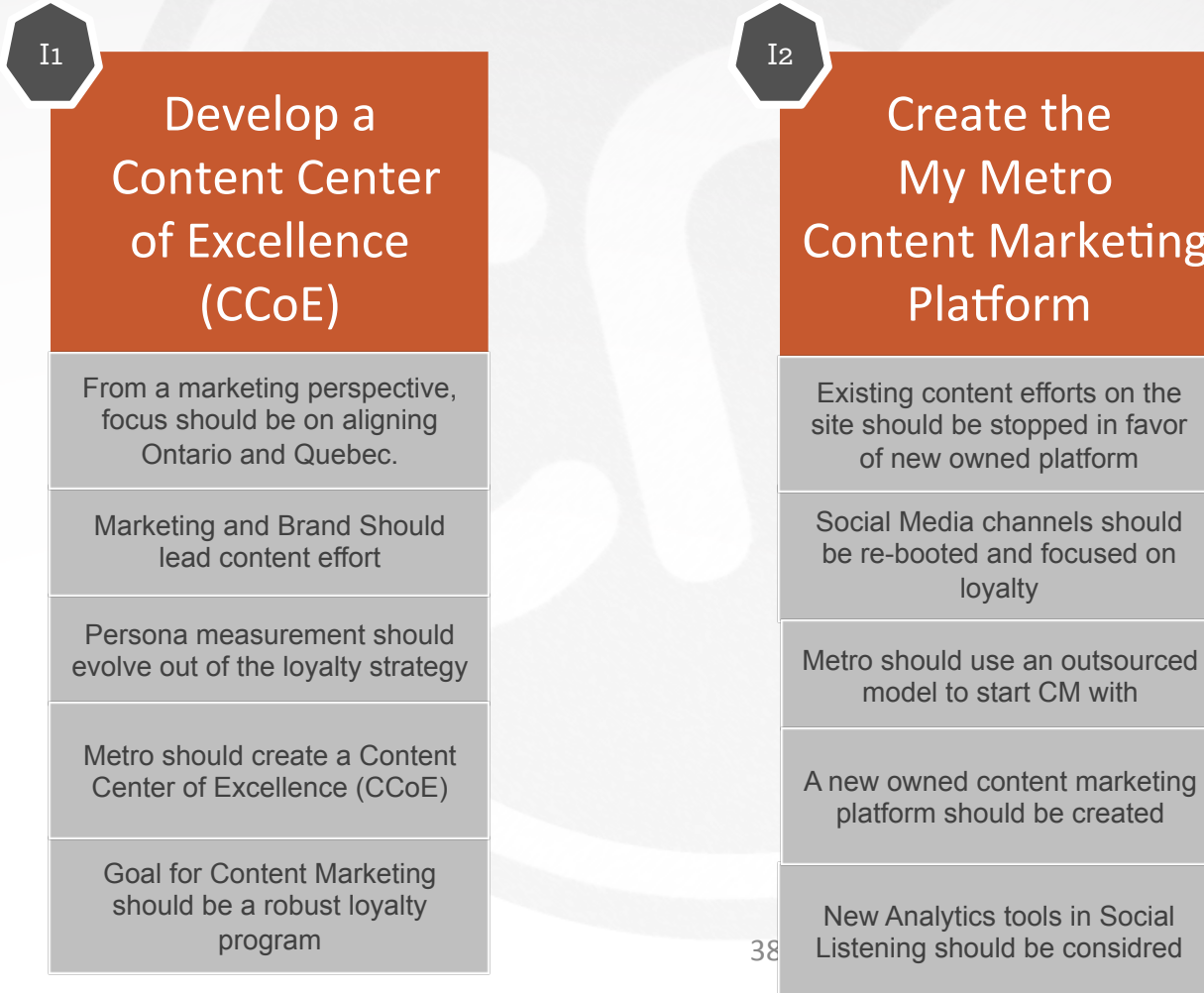**R10** — Metro should use an outsourced model to start CM with

If Metro decides to move forward with an owned content platform as part of this plan – CMI recommends to first operate from a "buy it / rent it" model. This means that the operating model would be one where the CoE manages a vendor (or set of vendors) to execute a content platform – with strategic direction from the Metro team.

Recommended Initiatives

The recommendations identified during this were then grouped and consolidated into two major initiatives that can be immediately brought to bear. It bears mentioning that many of the 10 recommendations are included in more than one of the initiatives.

I1

Develop a Content Center of Excellence (CCoE)

From a marketing perspective, focus should be on aligning Ontario and Quebec.

Marketing and Brand Should lead content effort

Persona measurement should evolve out of the loyalty strategy

Metro should create a Content Center of Excellence (CCoE)

Goal for Content Marketing should be a robust loyalty program

I2

Create the My Metro Content Marketing Platform

Existing content efforts on the site should be stopped in favor of new owned platform

Social Media channels should be re-booted and focused on loyalty

Metro should use an outsourced model to start CM with

A new owned content marketing platform should be created

New Analytics tools in Social Listening should be considred

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Content Marketing Roadmap

Roadmap Overview

The two proposed initiatives focus on the next 12 months for execution. There is a purpose to the order of our recommended initiatives. There are two primary factors here. The first is our estimation of short term benefits vs. size of the initiative. The second are "critical path" initiatives – where it doesn't make sense to do them (in their totality) out of order.
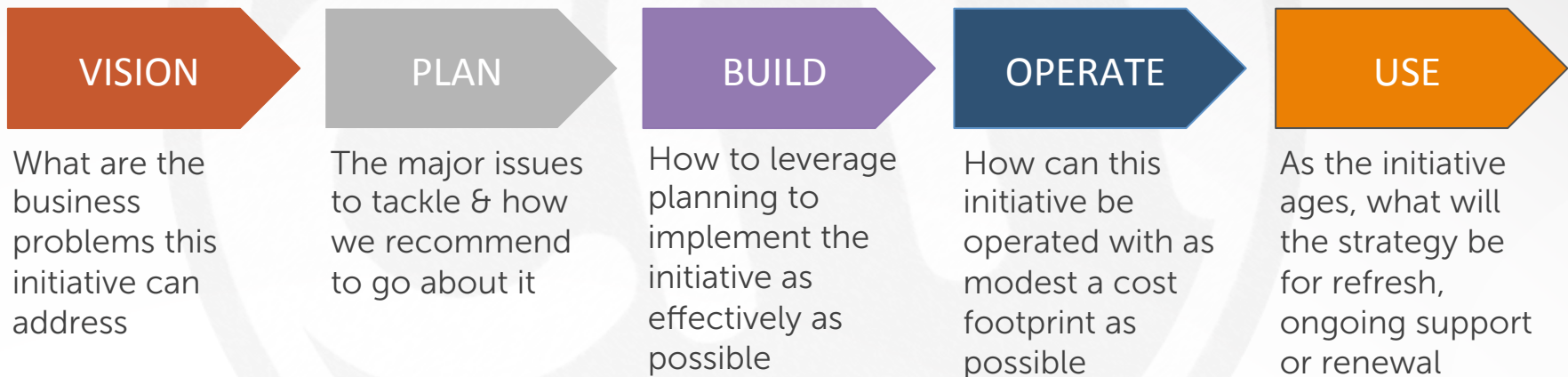
1. Develop a Content Center of Excellence (CCoE)

2. Develop the My Metro owned content marketing platform

| Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |

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Roadmap Overview

Metro's plans across these initiatives will no doubt include internal and external resources. Each of these initiatives, themselves are significant in their scope and should not be underestimated. To this end, CMI presents these initiatives under a five phase approach (Vision, Plan, Build, Operate, Use). Where appropriate we will make recommendations and propose (based on our experience and estimations) approximate timeline and resource allocation across these five phases.

VISION	PLAN	BUILD	OPERATE	USE
What are the business problems this initiative can address	The major issues to tackle & how we recommend to go about it	How to leverage planning to implement the initiative as effectively as possible	How can this initiative be operated with as modest a cost footprint as possible	As the initiative ages, what will the strategy be for refresh, ongoing support or renewal

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Initiative #1 – The CCoE

Strategic Roadmap: Content CoE

VISION

Metro should consider setting a vision for a Content Center of Excellence (CCoE) with this kind of charter:

1. Create an editorial board to report into the marketing team across regions. Identify the role(s) of lead content strategist within the marketing and perhaps across each region. This CoE will serve as the primary strategic leader, cheerleader, referee and actuary for content across the enterprise – as well as manage the platform initiative.

2. Consider creating a cross-regional campaign calendar that itself contains editorial calendars that can be shared within the group among representatives of the disparate areas (including loyalty, merchandising etc..) A more global campaign calendar should look out in longer time period (e.g. 6 to 12 months). This will contain major events and high level strategic pivots. Then, a global editorial calendar can roll up underneath – and will support content production, editorial and content strategy for smaller time periods (90-120 days).

3. These content editorial calendars (at the new platform, web site, social or email level) can support different campaigns that can be fueled by the weekly promotional offers or other types of marketing campaigns. Longer nurturing/brand campaigns (e.g. Nutrition) can then feed off this editorial calendar to drive traction. With insight from measurement where content is becoming more relevant, this can be fed back into merchandising for future promotional offers.

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Strategic Roadmap: Content CoE

PLAN

Coming out of the vision phase, there should be agreement on setting the COE's charter and short term missions (e.g. the My Metro Content Platform) along with timelines, budgets and project phases. The plan phase then is where a lot of the action will take place. This "plan" phase should be executed across a relatively short time frame – but will set the tone for the build phase to come:

1. Senior management needs to recognize and agree to the formation of the COE and assign roles for the members. This may initially include agency representatives or freelancers.

2. Develop the rollout plan. Will there be a pilot project (our recommendation)? Or will the team be assembled and then all projects managed that way moving forward?

3. Create an integrated approach to multi-channel content creation, publication and governance.

4. Prepare a communication plan for employees and training as necessary for the supporting technologies

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Strategic Roadmap: Content CoE

PLAN

RECOMMENDED STRUCTURE

Strategic Level:

SENIOR MANAGEMENT GROUP

Operating Level:

CCoE
Led By: Content Strategy Leads (Brand, Marketing, Website/Digital, Loyalty)
Members from Marketing, Digital Agency (if any), Regions, Merchandising
Responsible for setting content priorities, directing/coordinating content across audiences, geographies and channels, ensure brand/ editorial standards

Execution Level:

CONTENT CONTRIBUTORS

Regional Content Contributors	Content Managers/ Editors	Brand	Web team	Service Provider(s) / Partners

SUPPORT FOR SHARED TECHNOLOGIES/TOOLS
CMS, Editorial Calendar, Web Analytics

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Strategic Roadmap: Content CoE

Coming out of the Plan phase, the CoE initiative will have the tactical plan needed to move forward with at least a pilot project. Following this, the key will be to actually execute the first pilot project and build the process as gaps and inefficiencies are discovered.

1. Guide the formation of the CCoE and the pilot project (Senior Marketing Leadership)

2. Develop a rollout plan for the pilot project (our recommendation)

3. Create an integrated approach to multi-channel content creation, publication and governance.

4. Develop longer term content measurement and plans based on success of pilot project.

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Strategic Roadmap: Content CoE

OPERATE

Once the CoE is ready to start operating, for both the pilot project and ongoing operations based on any modification, the focus should be on executing against a cross-regional editorial calendar developed by the CoE and executed by the contributors for each and all of the areas for which content is deemed appropriate.

1. Senior Management reviews progress and course corrects as necessary

2. The CoE develops and manages the global editorial calendar for the company.

3. The CoE participates in weekly or bi-weekly meetings to source new storylines and align on upcoming content, promotions and marketing activities.

4. The CoE approves of any special content contributors or new execution strategies (e.g. new agencies, or other freelance content contributors).

5. The contributors measure efficacy of the content – and report into the CoE and maintains a more holistic dashboard of content and metrics of success for all facets of the business Awareness / Sales / oyalty
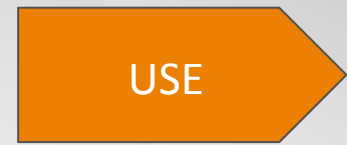
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Strategic Roadmap: Content CoE

OPERATE

From ideation to story flow, this is a recommended flow for how ideas get transformed under this model:

PLANNING	STORY IDEATION	PROD. PUBLISHING	ENGAGEMENT
Use long-range editorial calendar to plan for all content types, needs	Content contributors / agencies develop story ideas and submit to CoE for review	Stories are produced by content contributors, agencies	Stories/content published to Metro channels
Ensure that content is aligned with regional needs, audience needs, business needs, brand	CoE advises positioning / channel approach	Channel strategy for story is developed simultaneous to production planning	Community manager(s) distributes to appropriate social channels
Update the calendar every week	Metro CoE approves moving idea/concept into production	CoE edits and provides approval on content and channel plan	Select stories are published, promoted or pitched to media and/or shared with regional teams
Updates are shared with Sr. Mgmt.		Final story is shared with Metro Sr. Mgmt	Reports provide insights on best/ worst performing content

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Strategic Roadmap: Content CoE

USE

Once the CCoE is in full operation, the Use phase is mostly iterating the process and examining the efficacy of the content for business purposes. The true benefit of this approach is seeing how a unified content and marketing strategy helps drive awareness, increase conversion rates into loyalty programs and provide for greater engagement for loyalty members all the way through the lifecycle. It should also create operational efficiencies in terms of the amount of content produced in any given area and/or by different groups.

Some of the things to look at for refinement and improvement over time are:

- Reduction in numbers of content related meetings – a focused process around content should actually reduce the number of meetings related to content and what should be produced.

- Improved velocity of content, providing for better SEO, richer experiences, and more engaging customer experiences across all the channels.

- Alignment in measurement across different parts of the buyer's engagement journey. We should know now what content tends to produce more loyal customers and more engaged visitors.

- Saved costs in terms of content creation, that can be fed into more and better content creation.

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Content CoE: Implementation

In order to appropriately address the range of activities – and the estimated resources that will be needed in order to implement the content center of excellence, we recommend that the tracks of implementation be centered on the actual teams that will be responsible for the work streams.

We recommend a 2-phased approach: the first focuses on the Vision, Plan and Build stages (and lasts approximately 90-120 days). The second follows the launch of the pilot project and includes optimization of the process for ongoing long term planning.

There are then three basic tracks of implementation across these phases sorted by the teams:

A Steering Track – which is the involvement of Senior Management in the creation, launch and use of the CoE

An Editorial Track – which is how the CoE will establish itself to acquire, create and use content.

And

A Contributor Track – which is how content contributors will actually interface with the CoE.

Content CoE: Implementation

STEERING TRACK

The Senior Management's main purpose is to set the Vision for the CCoE, establish ground rules for its implementation, and develop and assign the CoE that will make up the operations of this group.

Internal Alignment and Vision	Develop /Assign Editorial Board	Monitor, Control, and Steer

Note: size of chevron doesn't denote relative duration or complexity

Internal alignment & vision

- Come together, develop consensus on the vision, and ensure internal alignment on going-forward strategy. Determine frequency of meetings.

Develop / assign editorial board

- Determine who will serve as Content Leads, and Editorial Board. Define and approve the roles/ responsibilities of the Editorial board

Monitor, control, and steer

- Ultimately, the Digital Council reviews progress, challenges, goals, and metrics to ensure clear direction and success.

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Content CoE: Implementation

Editorial Track

The CoE team will have, by far, the most responsibility for ongoing success. It will be incumbent upon this team to align the different groups (Brand, Marketing, Merchandising, and Loyalty) and join forces to create a content production group that sets strategy, measures, and directs the contributors.

| Discovery / Assessments | Editorial Planning - Pilot |

Note: size of chevron doesn't denote relative duration or complexity

Discovery / Assessments

- Come together to forge vision for this group, assess technology needs, assign technology champions

- Develop workflow for operating group – and assess and assign contributors by group

- Assign representatives for ongoing analytics and measurement

Editorial Planning - Pilot

- Determine pilot project to test workflow and to find gaps in the process. Establish parameters for campaign

- Establish plan for content pilot project campaign

- Establish internal communications / training plan for content contributors, and channels for pilot project campaign

Content CoE: Implementation

EDITORIAL TRACK (Continued)

As the Editorial Board moves beyond the pilot project, it will be important to understand which pieces can (or should) be outsourced to agencies from a content production standpoint and where leverage might be brought to bear against regional resources, as well as content re-use and re-purposing.

Comms./Training Contributors & Pilot	Ongoing Editorial Plan	Analyze, Review, & Iterate
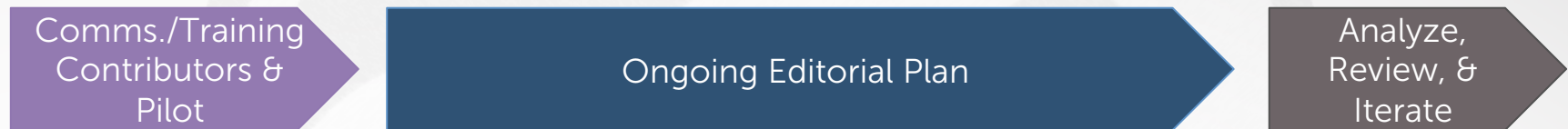
Note: size of chevron doesn't denote relative duration or complexity

Communications / Training

- Execute internal communications and/or training plan for contributors of content

- Execute pilot content project and identify any gaps in process. Implement learning into internal communications and training of contributors

Ongoing Editorial Planning

- Develop long-term editorial plan (looking out 12 months)
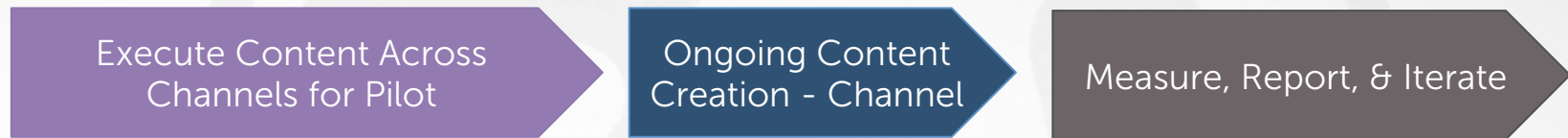
Analyze, Review, & Iterate

- Report to CoE the analysis, review, and success of the unified program

- Use analytics to make changes to ongoing editorial planning and iterate as needed

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Content CoE: Implementation

CONTRIBUTOR TRACK

The contributors will continue to create content as they are accustomed – except now they will be aligned in their efforts across the various groups. They may need training in order to adopt this. Additionally, they should take the direction from the Editorial Board and not meet independently.

Execute Content Across Channels for Pilot	Ongoing Content Creation - Channel	Measure, Report, & Iterate

Note: size of chevron doesn't denote relative duration or complexity

Execute Content Across Channels For Pilot

- Create content in concert with editorial guidelines – and establish editorial calendar
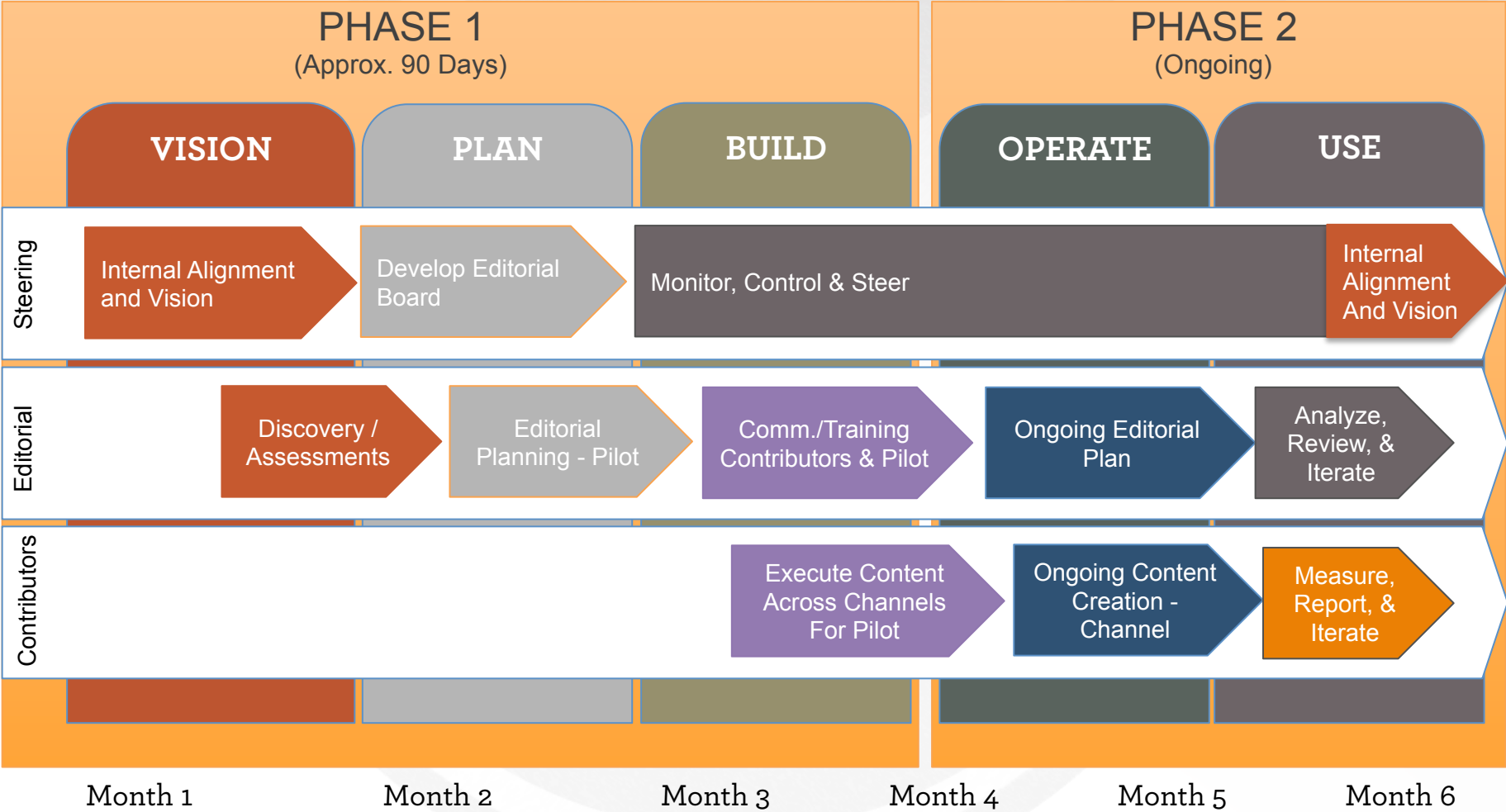- Create and execute pilot campaign

Ongoing Content Creation

- Review content calendar and establish shared content channel calendars for collaboration
- Create content and manage process

Measure, Report, & Iterate

- Report to CoE challenges, analytics, and various success of content

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Content CoE: Implementation

	PHASE 1 (Approx. 90 Days)			PHASE 2 (Ongoing)	
	VISION	**PLAN**	**BUILD**	**OPERATE**	**USE**
Steering	Internal Alignment and Vision	Develop Editorial Board	Monitor, Control & Steer		Internal Alignment And Vision
Editorial		Discovery / Assessments	Editorial Planning - Pilot	Comm./Training Contributors & Pilot	Ongoing Editorial Plan	Analyze, Review, & Iterate
Contributors				Execute Content Across Channels For Pilot	Ongoing Content Creation - Channel	Measure, Report, & Iterate

Month 1   Month 2   Month 3   Month 4   Month 5   Month 6

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Content CoE: Implementation

SENIOR MGMT

VISION

- 5-7 Executives meeting three times over first 30 Days

PLAN

- 5-7 Executives meeting once or twice over first 60 Days

USE

- Assumes 5-7 Executives meeting once per month moving forward

Also expect to spend an additional 25% in "preparation" or research related activities

TOTAL ESTIMATED RESOURCES NEEDED OVER FIRST SIX MONTHS: 12-15 hours per executive.

EDITORIAL BOARD

ALL STAGES

- 3 Executives weekly meetings
- 5-7 Members weekly meetings
- Executives 5% time beyond
- For members: 15% dedication through pilot – then 10% beyond

TOTAL ESTIMATED RESOURCES NEEDED OVER FIRST SIX MONTHS:

- Executives: Approx. 70 Hours (approximately 5% of their time)
- Members: Approx 70 Hours thru Pilot – then 36 Hours beyond that (15% of time through pilot and 10% beyond that)
- Considered cost: Agency could be brought in to participate at this level. Factor in as a member for number of hours.

CONTRIBUTORS

ALL STAGES

- 100% of Content Managers / Editors related FTE's
- 25% of Regional Content Contributors

TOTAL ESTIMATED RESOURCES NEEDED OVER FIRST SIX MONTHS:

- Existing budgets could largely be used
- Depends largely on editorial calendar and time required
- Agencies could be brought into this to handle content execution

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Initiative #2 – My Metro Platform

Strategic Roadmap: My Metro Platform

VISION

So, how does this new structure, both enabled by the Content CoE and a unified set of processes between Brand, Merchandising and Loyalty take shape within na new digital content marketing vision? We recommend the following as the key starting points

1. CONTENT ACQUISITION PROGRAM

A new, unified process focused on sourcing and acquiring new content across regions. Perhaps a shared service across both regions, or alignment of two people in each region – but it should encompass the acquisition of original content, third party content and curation for the new owned platform.

2. CONTENT PLATFORM/STRATEGY

Consider first launching a pilot project that modifies the existing web content platforms (web site) to include a content focused platform that provides rich content across the three key areas (Awareness, Sales, & Loyalty). Content should be cross-pollinated based on interests and attributes. Then, long term look to acquire or build a new, separate content platform.

3. SOCIAL MEDIA IMPLEMENTATION

With a focus on Facebook as a Loyalty Channel, consider a renewed and expanded focus on Social Media.

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Strategic Roadmap: My Metro Platform

Coming out of the Vision of this new effort of content marketing, it will be time to plan the initial (plus other possible projects) that will create a more unified "My Metro" approach to facilitating the buyer's journey. The following steps need to be taken during the plan phase for this initiative.

1. Determine strategic partners and identify a team that will guide the formation of the various content. It might be bigger than the CoE.

2. Unify and prioritize disparate persona work in regions. For example, Ontario will need to program content against " On a Budget" , "Routine and Tradition" and "Love of Cooking" personas, while Quebec will program against on the Move and Foodies.

3. A requirements gathering, design and development an implementation plan for both the Pilot Project (e.g. perhaps just tweaks to the existing website) or creation of the larger platform. This may also require the use of a separate WCMS (e.g. perhaps a WordPress or other blogging tool for the pilot project). In either way, it should be implemented with the longer vision in mind.

4. Identification of first content partners to bring in – whether it is existing content partners (e.g. Caroline McCann or 3X Par Jour or Nutritionists etc.). Communicate different persona/regional needs for programming content where appropriate.

5. Lead manager and detailed plan to completely re-boot the Facebook and other social channels to support this new loyalty focus.

6. Create an integrated approach for managers to assemble the metrics and measurement plan as developed.

7. Prepare a communication plan for relevant employees and training as necessary for the supporting technologies.

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Strategic Roadmap: My Metro Platform

The new content platform – whether joined with the current web site, or a separately branded platform should be considered but one new piece of a more comprehensive change to how Metro manages content for marketing purposes. The focus of content will be to unify the customer's journey across a platform.

EXTERNAL CUSTOMER JOURNEY

Awareness → Familiarity → Consider → Shopping → Upsell / Cross sell → Loyalty → Evangelism

AWARENESS

BLOG PLATFORM

Handoff

- Content tagged by region, persona, and by journey.
- Measured by handoff and by metrics proposed earlier.
- CTA to both membership AND to subscription to content editorial (e.g. subscribe).

SALES

SALES WEB SITE/ MOBILE APP

Handoff

- Current web site / mobile app as they are.
- Measured by redemption of deals, signups to mobile and loyalty.
- CTA to loyalty programs

LOYALTY

BLOG PLATFORM

- Content tagged by region, persona, and by journey.
- Measured by loyalty membership lift.
- CTA to both membership AND to subscription to content editorial (e.g. subscribe).

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Strategic Roadmap: My Metro Platform

BUILD

Focus on one specific area of rich engagement. The focus should NOT be on becoming a "news" platform. Rather, it should be on specific points of view by region and then by persona. It should be the "trusted good friend" informing you about the trusted value of the Metro Approach.

Leverage Common content providers but with different focal needs. Think like a network with programming channels that address multiple focal needs. The platform is generating Trusted Value for Metro customers. The channels (whether a video blog by 3X DuJour or a Nutritionist blog posts, or a suite of recipes) are focused on regional and then persona needs. For example, you could bundle a recipe and a nutritionist blog post on "Dinners for Less than $20" - or bundle the same content authors together for a "Organic lettuces and Quinoa – a Fine Caribbean Salad." Two different purposes – two different personas – perhaps two different regions (but leveraging the same content source).
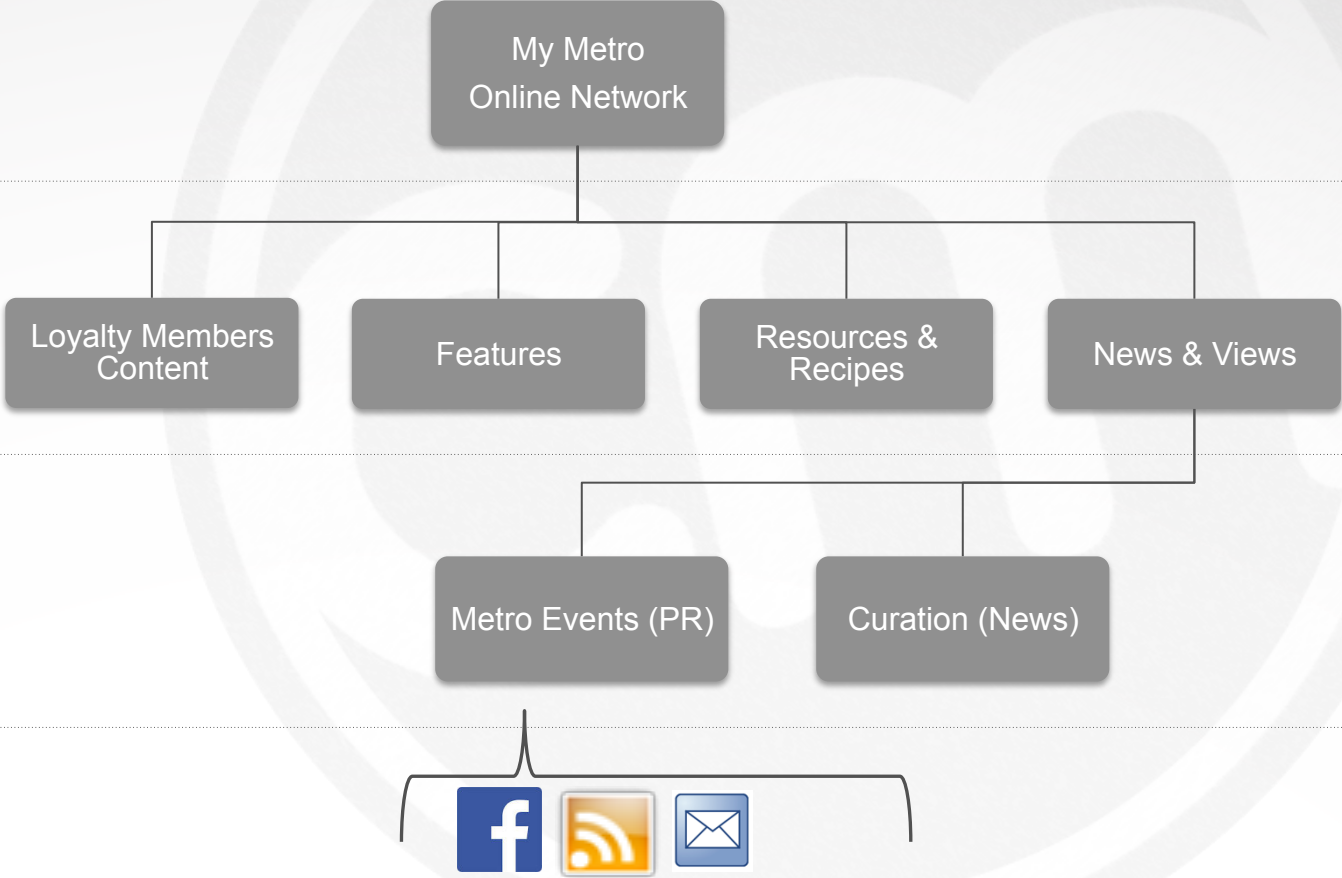
Focus initially on four types of content

- Features – exclusive high quality, low velocity content through the platform focused on driving exclusivity value and inbound traffic. Think the 3X Du Jour show, or Caroline McAnn). Goal: to drive engagement and attention and traffic

- Loyalty Members Content – which would include feature content – but also special things for loyalty members or other content mostly relevant to loyalty members (pushing readers to enroll for loyalty).

- Resources and Recipes – which would include Nutritionist articles, recipes and how-to articles which would make the platform a place to refer to as a resource for subscribers. Goal: to keep people coming back frequently.

- News With Views – which could include curated news and other topical items that subscribers would care about tied in to promote old content (e.g. a new study comes out on Kale – feature all the recipes on Kale Salads).

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Strategic Roadmap: My Metro Platform

Blog Front
(articles, videos, photos)

Original
Content Channels

CM Curated
Pillars

Content
Syndication &
Email List

My Metro
Online Network

Loyalty Members Content

Features

Resources & Recipes

News & Views

Metro Events (PR)

Curation (News)

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Strategic Roadmap: My Metro Platform

Short Term vs. Long Term- Short term (or pilot project) the content could be reformatted to be housed within the existing Metro Website. However, we would recommend – from the beginning – to consider a new CMS and separate platform for this content. WordPress (or other quick to launch blogging tool) could be implemented. Focus should be on simple, clean and online magazine feel.

Tag Based RSS Feeds & Integration – Content should cross-pollinate into the Website and vice versa, just as it does now with recipes and integration into the shopping list application. RSS Feeds by channel, region etc…

Mobile – for Phase 1 – consider using responsive design or HTML 5 architecture so that the site responds to mobile devices (e.g. IOS, Android etc..). We recommend no Flash on the site. For Phase 2 consider a mobile engagement strategy including integration with existing mobile application.

Metro Advertising – save screen real estate for in-house advertising and campaigns that can be driving customers into more promotional efforts. Calls to action at the end of every article or post or video.

Content Promotion – consider creating budget for promoting the Feature Articles. Consider the use of Outbrain, Taboola or others for content promotion and advertising.

Strategic Roadmap: My Metro Platform

SOCIAL MEDIA PLANNING AND IMPLEMENTATION

As the Content coE is ready to start operating – and the plans for content editorial are finalized, Metro should ready itself for a re-boot of Social Media.

The basis (e.g. high level strategy) of this should be focused on developing Loyalty Members. Therefore the content plan for Facebook (as it currently is) should be completely abandoned in order to make room for featuring content and driving traffic to this new content platform.

As part of this – a new Social Media listening plan should also be implemented – so that customers are being responded to across these channels. Additionally, other channels should be monitored for both opportunities and crisis management in terms of developing a more loyal customer base.

As part of the CoE meetings, the social messaging calendar can be updated as well.

Editorial across Facebook should represent the promotion of content on the platform. One focus for the Facebook velocity could be the "News With Views". But, don't start Facebook engagement without first thinking about re-designing the look, joining Ontario and Quebec (at least acknowledging each other) and getting ready to respond to posts.

Strategic Roadmap: My Metro Platform Implementation

MY METRO IMPLEMENTATION

In order to appropriately address the range of activities – and the estimated resources that will be needed in order to implement the My Metro platform, CMI recommends that the tracks of implementation be centered on the actual teams that will be responsible for the work streams.

We recommend that these tracks be separated by the three major projects here – namely the Content Acquisition Plan, the Content Platform and the Social Media effort.

Note: the Content Platform track may or may not need existing CMS and technology resources in order to be completed and we have not tried to identify a branching of this project here.

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Strategic Roadmap: My Metro Platform Implementation

The first step of the content acquisition track is to align and unify existing efforts of content against new sources that might be required (e.g. Ontario has relatively few resources currently). Following that, there is development of the relationships, the plan for acquiring that content ongoing and any contractual and/or other types of agreements that will need to be struck.

| Develop priorities | Identify priority content and plan | Partnerships | Present and Refine |

Note: size of chevron doesn't denote relative duration or complexity

Priorities

- The CoE and Senior Management come together and develop consensus on who will lead and unify the existing content efforts that are being done and how to proceed with who

Identify priority, content and plan

- The ensuing team should identify the content that will be prioritized and how it can flow into owned channels on Metro's site. Regional, persona and other elements may need to be prioritized against budget and bandwidth constraints. And ongoing development plan for research and how new content can be acquired over time

Partnerships

- Partnerships are finalized and the process for delivery of content is determined

Presentation, and ongoing refinement

- Content is integrated into workflow for calendaring, and publishing schedules

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Strategic Roadmap: My Metro Platform Implementation

NEW CONTENT PLATFORM TRACK

This track will mostly follow traditional website development methodology, from definition of the project scope, to stakeholder/business requirements to information architecture and visual design mockups, then to content strategy, development/implementation/integration, and rollout of the platform.

| Define the project | Stakeholder requirements - Define IA and UX | Develop/Implement the platform |

Note: size of chevron doesn't denote relative duration or complexity

Define the project

- Senior Management, in concert with the CoE, can help put vision and definition to the new content platform – vision, and creative platforms – it can also assign a Technology champion and manager of the project.

Stakeholder requirements

- The team can then conduct stakeholder requirements across regional, functional, and other areas to capture content desires…

Develop / Implement the platform

- This will include the development and implementation of the technology, the content plan, and the integration to the existing CMS (if something different is chosen).

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Strategic Roadmap: My Metro Platform Implementation

| Rollout Project – make live | Measure & Refine Over Time |

Note: size of chevron doesn't denote relative duration or complexity

Rollout the project

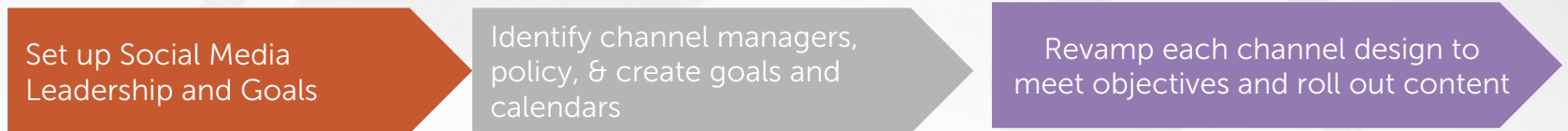- Create a project rollout plan and make the new content platform live

Stakeholder requirements

- Measure and refine the content platform over time using the new measurement and optimization options (mentioned earlier)

Strategic Roadmap: My Metro Platform Implementation

SOCIAL MEDIA IMPLEMENTATION

Implementing a renewed effort on Social Media will mean both assimilating responsibility within the CCoE (at Senior Management and CoE) to create a social leadership team, as well as then implementing the actual plan across the different channels. Content will be informed by the editorial planning done by the CCoE

| Set up Social Media Leadership and Goals | Identify channel managers, policy, & create goals and calendars | Revamp each channel design to meet objectives and roll out content |

Note: size of chevron doesn't denote relative duration or complexity

Setup social media leadership and goals

- The CoE will develop business goals for each channel – and develop a charter for each channel. Each channel should have a goal beyond "likes" or "followers" – toward driving traffic and loyalty.

- Identify high level charter for social media policy (what is allowed and what is not) and a create crisis management plan for social

Identify channel managers, formalize policy and create goals

- Beyond the Social Managers – the "channel managers" (who can be the same) will be the face of each channel. They will write the posts across each channel – dealing with facilitating and directing consumers into various areas of the company (e.g. sales, customer service, PR, etc...)

Research conducted

- Designers should design each channel to be optimized for its goal. For example, Facebook should be designed with header images that reflect the brand identify of Metro and be focused on service

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Strategic Roadmap: My Metro Platform Implementation

SOCIAL MEDIA IMPLEMENTATION

Train the team on policy and execute the content strategy and	Measure against goals and report back to Digital Council and CoE

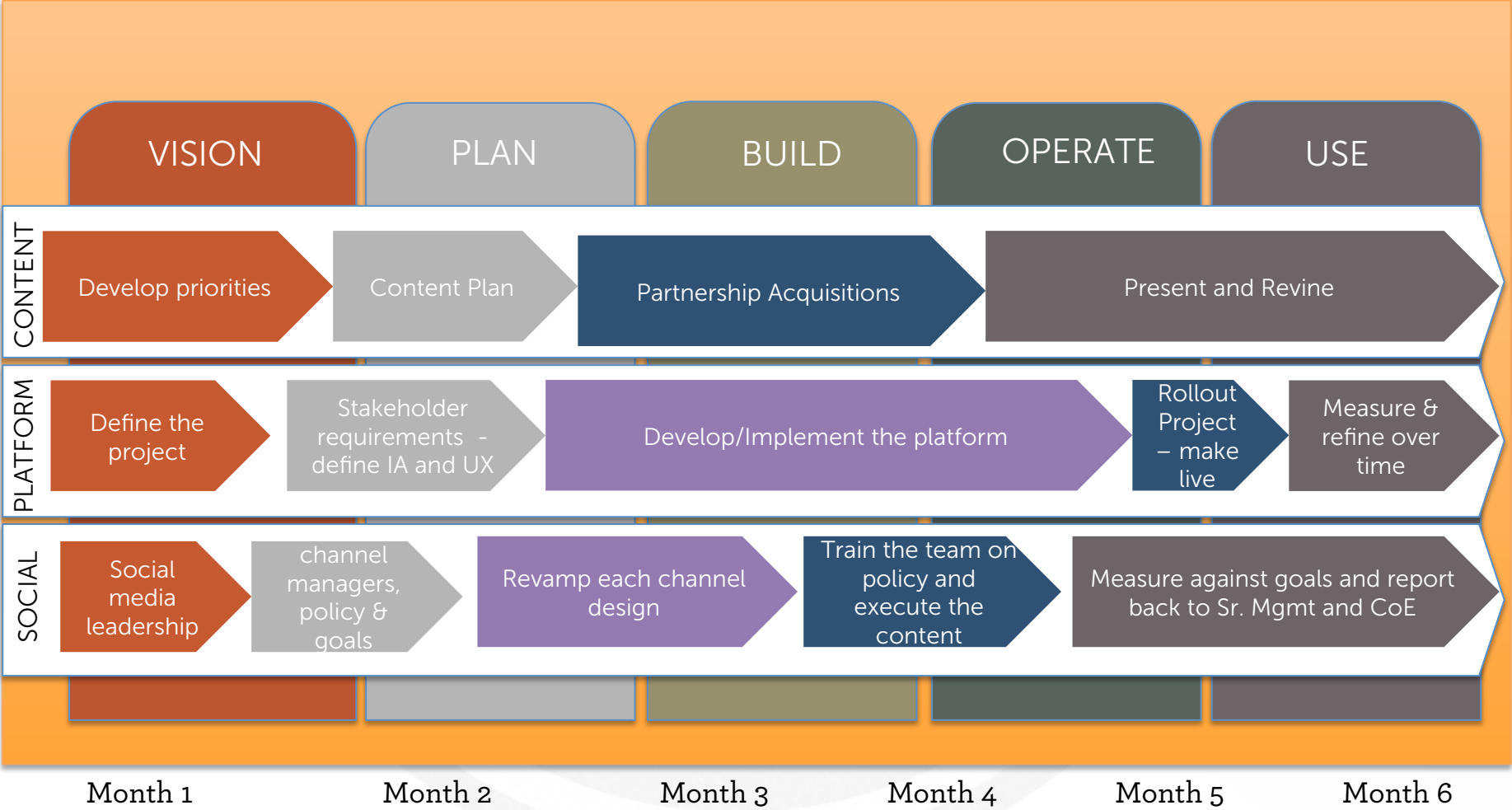Note: size of chevron doesn't denote relative duration or complexity

Train the team on policy and execute the content strategy

- The content should be rolled out as per the editorial calendar and in line with the CCoE calendars
- The social media policy and governance should be taught to ALL who will participate in the social programs

Measure against goals

- Appropriate goals will be measured for each social channel (e.g. number of customers addressed, rise in NPS, engagement with the new content platform, loyalty membership lift etc.)

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Strategic Roadmap: My Metro Platform Implementation

	VISION	PLAN	BUILD	OPERATE	USE
CONTENT	Develop priorities	Content Plan	Partnership Acquisitions	Present and Revine	
PLATFORM	Define the project	Stakeholder requirements – define IA and UX	Develop/Implement the platform	Rollout Project – make live	Measure & refine over time
SOCIAL	Social media leadership	channel managers, policy & goals	Revamp each channel design	Train the team on policy and execute the content	Measure against goals and report back to Sr. Mgmt and CoE

Month 1   Month 2   Month 3   Month 4   Month 5   Month 6

Strategic Roadmap: My Metro Platform Implementation

CONTENT

VISION

- 2-3 CCoE Meetings (cost within CCoE)

PLAN

- 2-3 Meeting Agendas (cost within CCoE)

USE

- 1 or 2 FTEs to manage the process + research costs

TOTAL ESTIMATED RESOURECE NEEDED OVER FIRST SIX MONTHS: Executive Costs built in

Managers 1 – 2 Employees at 25% of their time

Costs for content acquisition, licensing and or creation based on content plan.

PLATFORM

VISION

- 2-3 CCoE Meetings (cost within CCoE)

PLAN

- 4-6 Meetings with stakeholders - 1 FTE Project Manager - Possible Agency to help manage project

BUILD

- 1-2 FTEs managing design project and technical integration - 4-6 content and design resources - 1-2 Technology FTE resources

TOTAL ESTIMATED RESOURCES NEEDED TO LAUNCH: Executive Costs built in

Managers 1 – 2 Employees at 50-75% of their time

Agency to execute design and technology of content platform.

SOCIAL

VISION

- Agenda items within 2-3 CCoE Meetings (cost within CCoE)

PLAN

- 1 FTE at 50% of their time to help design policies and procedure – Social agency or consultant to help run project

BUILD

- Design and content help 1-3 FTEs at 10% of their time to interface with channels - Agency to help execute

TOTAL ESTIMATED RESOURCES NEEDED OVER FIRST SIX MONTHS:

- Depends largely on editorial calendar, channels, and time required

- Agencies could be brought into this to handle content execution

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Appendix

About Robert Rose

Robert helps marketers become stellar storytellers.

Robert is the Chief Strategist for the Content Marketing Institute, and Senior Contributing Analyst for Digital Clarity Group.

Robert is the author of the book Managing Content Marketing, which spent two weeks as a top ten marketing book on Amazon.com. As a recognized expert in content marketing strategy, digital media and the social Web, Robert innovates creative and technical strategies for a wide variety of clientele. He's helped large companies such as 3M, ADP, AT&T, Scandic Hotels, KPMG, Staples, PTC and Petco tell their story more effectively through the Web. He's worked to help develop digital marketing efforts for entertainment and media brands such as Dwight Yoakam, Nickelodeon and NBC. And, he's helped marketers at smaller organizations such as East Harlem Tutorial Program, Coburn Ventures and Hippo to amplify their story through Content Marketing and Social Web Strategies.

He is a featured writer for the online magazines iMedia Connection, Fierce Content Management and CMSWire and also a featured author in the book "Enterprise 2.0 How Technology, E-Commerce and Web 2.0 Are Transforming Business Virtually.

An early Internet pioneer, Robert has more than 15 years of experience, and a track record of helping brands and businesses develop successful Web and content marketing strategies. In the mid 90's, Robert developed some of the first Web strategies in the country for clients such as Mediamark Research (MRI) and CTAM (The Cable and Telecommunications Association) literally introducing these leading corporations to the Web.

Rose is currently a Research Fellow with Coburn Ventures, a community of experts discussing and innovating current trends in Technology and investing. He has also served on the Board of Directors of the Software and Information Industry Association (SIIA) Software Division, and was a founding member of the Executive Council on Software-as-a-Service.

Robert is a frequent keynote speaker, advising top professionals in the successful strategy of content marketing and Web site management. Robert is, and has been, widely quoted worldwide in the press, including publications such as The Guardian, Wall Street Journal, Wired, CBS Interactive and BusinessWeek.

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