

TRUST

Seven Content Strategies to Build
Trust with Today's Savvy Consumers

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ContentWise
How to Create, Produce & Deliver Your Organization's Content

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Junta42TM

A **At the heart of all sales transactions is trust.** The greater the trust, the more likely the sale. Without trust, there is no sale. In today's business world, where more and more relationships are being developed and maintained over the Internet—versus in the past when the primary emphasis was on face-to-face contact—the need for establishing trust and building confidence with buyers may be stronger and more powerful than ever. One of the resulting challenges for marketers is to find ways to quickly establish rapport, and then build upon it. How can you best do that? By listening to your customers and prospects and giving them information they need—information that will build their trust in your company as a solutions provider, and lead to the ultimate goal—sales.

For as long as people have done business, customer loyalty to a product, service, or seller has been rooted in trust: trust that one is being sold a necessity; trust in quality; trust in honesty. From goods (“Trust the Gorton’s Fisherman”) to services (“You’re in Good Hands with Allstate”) to media (CNN: “The Most Trusted News Source”), companies have long recognized the power of trust in creating a successful business.

But if building trust is so essential to any marketing strategy, why are so many marketers at a loss when it comes to finding substantive ways to engender real trust in their customers? Why do they rely so heavily on traditional marketing methods that talk a lot about trust but do little to nurture it?

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The 2008 Edelman Trust Barometer found that only 20% of the people surveyed trust corporate or product advertising. Instead, for a vast majority of respondents, “a person like me” was considered “the most credible source of information about a company.” In other words, commitment to and trust in a brand is less about slick promotional campaigns and more about trusted relationships.

Why? Because people are looking for information they can believe. They’ve learned—from exposure to politicians, celebrities, and so-called experts—to be on guard against the empty and disingenuous, and, as a result, consumers are naturally skeptical when anything smacks of self-serving promotion.

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It goes without saying that a business has to get the word out—it's the rare company that can sit back and wait for the customers to come. But how do you create meaningful marketing content that rises above the self-promotional to connect directly with a target audience? In an age of constant noise and information, how can anyone expect to cut through and reach consumers in a meaningful way to become a trusted brand? With more information. Yes, more information.

It may seem counterintuitive to fight clutter by adding to what's already out there, but information is the most valuable tool in any marketing arsenal. And in order to deliver effective information, you have to listen first. In fact, listening is the basis of trust in all relationships, be they business or personal. Listening enables you to determine what information will be most valuable and relevant to your customers. That information, then, becomes the key to building trusted relationships.



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Why Information Over Promotion? And Why Now?

The proliferation of media has made for a more diffuse information landscape, and while that's bad news for those who once had a lock on information (all those "trusted" news sources), it's great news for everyone else. Consumers now have the power to get information from a variety of sources, and new providers are emerging to give them what they are looking for. And guess who has more information on your field than anyone else? You.

Your instinct until now has been to protect that information as precious and proprietary, and as a marketer you are constantly aware of selling your product. But take care. You are not here to sell; you are here to create relationships. So avoid the urge to start talking about the company. Yes, you have something to tell and definitely something to sell, but you aren't going to build trust when you focus the conversation on your goods and services.

The new marketing isn't about self-promotion; it's about giving customers what they need to become educated consumers. This is the age of information marketing. Education marketing. Content marketing. If you want customers to see your brand as the trusted information source, you must begin to think like an information provider, not just the provider of goods or services. By empowering customers with genuine news and information, a company becomes one-half of a trusted relationship.

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29.42%

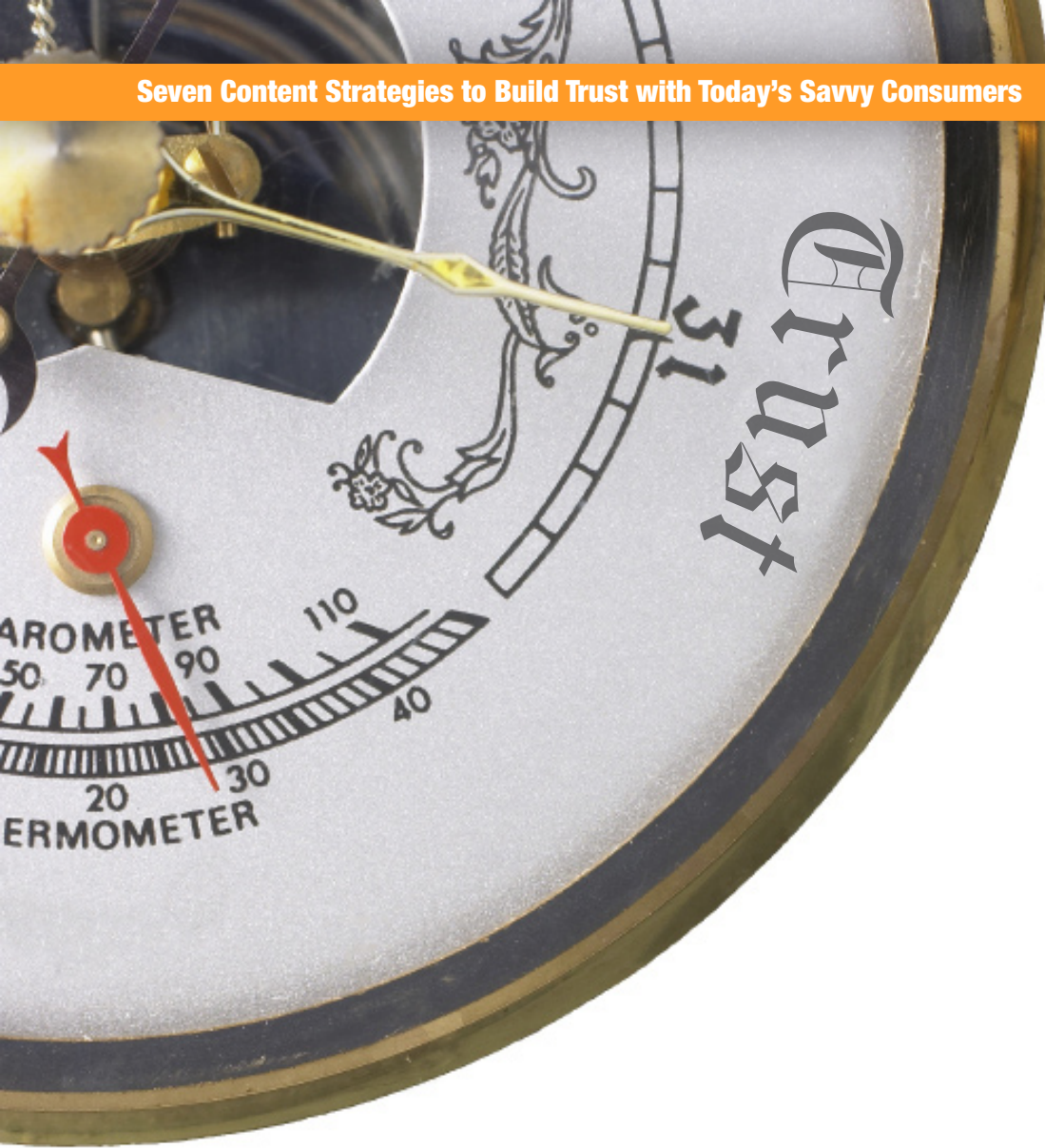
Percentage of total marketing budgets being spent on creation and execution of custom content.

Many companies are beginning to adopt these new ways of thinking. In 2007, the *New York Times* noted that “the 25 companies that spent the most on advertising over the last five years cut their spending last year in traditional media by \$767 million, according to *Advertising Age* and TNS Media Intelligence.” During the first six months of 2007, those same companies decreased their media spending an additional 3%, or \$446 million, to \$14.53 billion, according to TNS Media Intelligence.

But those marketing dollars haven't disappeared. They are moving in different directions, many of which are content marketing initiatives, where money is being spent on custom magazines, websites, webinars, blogging, social networking content efforts, and more.

A [March 2008 study](#) of 150 marketing decision makers conducted by Junta42 and *BtoB* magazine showed that business marketers, on average, were planning to spend 29.42% of their total marketing budget for 2008 on the creation and execution of custom content. These findings are in line with 2007 research performed by the Custom Publishing Council and *Publications Management* total spending numbers, which represented 27% of total budgets for both business-to-business and business-to-consumer marketers.

Money is being spent on custom magazines, websites, webinars, blogging, social networking content efforts, and more.



Looking for another compelling reason to invest in content?

In today's climate, a majority of Americans are more inclined to trust business than they are government or media. (Source: 2008 Edelman Trust Barometer)

That means you start off with the deck stacked in your favor: your customers want to trust you. With information, your company and brand are in a position to become "*the* trusted information resource" and to create lifelong brand loyalists.

Your customers want to trust you.



What Are People Saying About Your Brand? Do They Trust You?

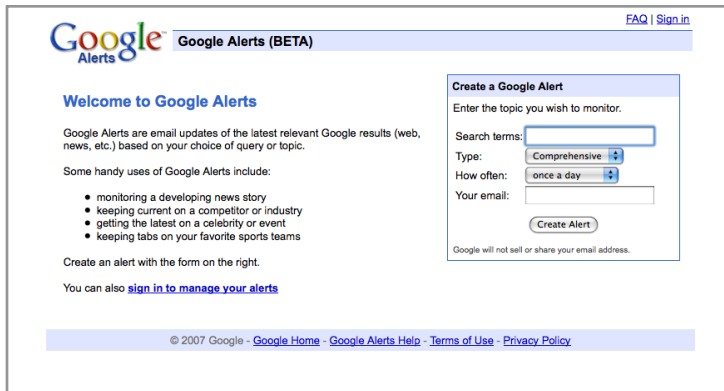
There are many ways you can gauge trust. Traditional ways have included surveys, focus groups, the tracking of leads, conversion, retention rates, and the like. In the past, people were influenced by traditional forms of marketing and advertising, their own personal (and most times, private) experiences with your company, and perhaps by some of what they heard about you (your brand, reputation, leadership, and values) through friends, colleagues, newspapers, magazines, TV, or radio. Social media has changed all that.

With masses of people now having the ability to “make or break” your reputation based on what they tell their contacts about their experience with your brand, you have to work harder than ever to earn and keep their trust. And just like in the old days, good news spreads, but bad news spreads even faster—in fact, it can spread like wildfire over the Internet, within minutes, to hundreds or thousands of people at a time, all over the globe.

Knowing this, it's just smart business to be a part of the online conversations taking place about your industry, your brand, your company. Establishing “listening posts” will help you monitor and survey the wants, needs, and behaviors of your customers and prospects, and get an overall feel for the types of things they're talking about. What sets them off? What are they passionate about? What types of things seem to engage them most? What do they think about your brand, your service? What have their experiences been?

With masses of people now having the ability to “make or break” your reputation based on what they tell their contacts about their experience with your brand, you have to work harder than ever to earn and keep their trust.

Armed with this information, you can better develop content to satisfy those interests and engage in the conversations. And the best part about all of this? Even though there are many expensive and sophisticated measurement tools available on the marketplace, there are also many FREE online tools to help you monitor what people are saying. Here are some examples:



Google Alerts (BETA) [FAQ](#) | [Sign in](#)

Welcome to Google Alerts

Google Alerts are email updates of the latest relevant Google results (web, news, etc.) based on your choice of query or topic.

Some handy uses of Google Alerts include:

- monitoring a developing news story
- keeping current on a competitor or industry
- getting the latest on a celebrity or event
- keeping tabs on your favorite sports teams

Create an alert with the form on the right.

You can also [sign in to manage your alerts](#)

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Create a Google Alert

Enter the topic you wish to monitor.

Search terms:

Type:

How often:

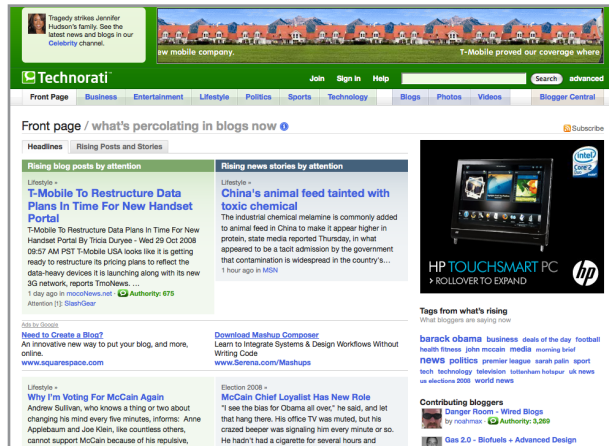
Your email:

Google will not sell or share your email address.

Google Alerts

Would you like to get an e-mail every time someone brings up your name in an online discussion? With [Google Alerts](#), you can. All you do is go to Google Alerts and type in your content phrases and/or your brand name. Google will then monitor those words/phrases and send you an e-mail when they are used on the Internet. You can be notified as it happens, or once per week...it's up to you. Most companies use this service to find out who's talking about them, but you should also use it to find out which sites/bloggers are talking about things that are important to your customers. Once you do that, you can actively get involved in the conversation by commenting on those sites/blogs, or by creating web information that speaks to the given issues.

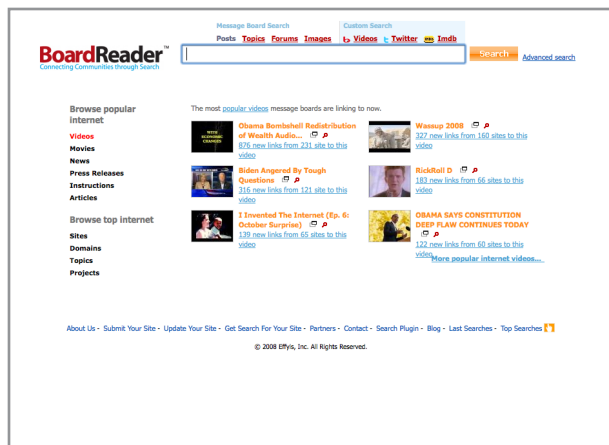
There are many FREE online tools to help you monitor what people are saying.



The screenshot shows the Technorati website interface. At the top, there's a navigation bar with categories like Front Page, Business, Entertainment, Lifestyle, Politics, Sports, Technology, Blogs, Photos, Videos, and Blogger Central. Below this, there's a search bar and a section titled "Front page / what's percolating in blogs now". The main content area is divided into several sections: "Rising news stories by attention" with headlines like "T-Mobile To Restructure Data Plans in Time For New Handset Portal" and "China's animal feed tainted with toxic chemical"; "Rising news stories by attention" with headlines like "China's animal feed tainted with toxic chemical"; "Tags from what's rising" with tags like "barack obama", "business", "swiss", "deals of the day", "football", "health issues", "johs mcewan", "smellie", "morning brief", "news", "politics", "premier league", "sarah palin", "sport", "tech", "technology", "television", "tottenham hotspur", "uk news", "us elections 2008", "world news"; and "Contributing bloggers" with entries like "Danger Rooms - Wired Blogs" and "Gas 2.0 - Biofuels - Advanced Design".

Technorati

[Technorati](#) is a blog search tool that monitors nearly every blog in existence. Use Technorati to find out what bloggers are talking about, and the buzz going on regarding different issues/topics. The service also will show you how often a particular word/phrase is used per day/month. Bloggers are ranked in “authority” by how many blog reactions they get (people who have talked about them or linked back to them). Depending on your business, you may want to follow the authority bloggers in your field. Another similar tool worth checking out is Google Blog Search.

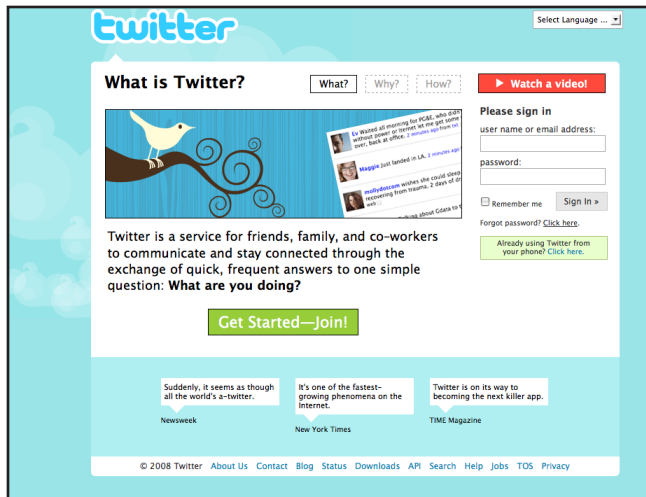


The screenshot shows the Boardreader website interface. At the top, there's a navigation bar with categories like Posts, Topics, Forums, Images, Videos, Twitter, and Imdb. Below this, there's a search bar and a section titled "Browse popular internet". The main content area is divided into several sections: "Videos" with a video titled "Obama Bombshell Redistribution of Wealth Audio..."; "News" with a news item titled "Hidden Anger By Tough Questions"; "Press Releases" with a press release titled "OBAMA SAYS CONSTITUTION DEEP FLAW CONTINUES TODAY"; "Instructions" with an instruction titled "I Invented The Internet (Ep. 6: October Surprise)"; and "Articles" with an article titled "OBAMA SAYS CONSTITUTION DEEP FLAW CONTINUES TODAY".

Boardreader

Well, you have websites, news releases, and blogs covered, but what about forums and communities? No problem. [Boardreader](#) monitors the top forums from around the web to find out who's talking about what.

Depending on your business, you may want to follow the authority bloggers in your field.



Twitter Search

Twitter is a micro-blogging service that asks people just one question: “What are you doing?” Millions of users later and Twitter is a dominant force. Answering the question and submitting it to your “followers” is called a tweet. Outside of your following group, Twitter can be hard to follow, which is why [Twitter Search](#) was created. Just type in any phrase or brand name and you’ll get all the times it was mentioned in the last few months.

Some in the media—and maybe even your own company’s leaders—are still questioning how much power online discussion, including blogging (which we’ll discuss later), actually has on brand perception. But sooner or later you’re going to have to face the new reality: Your brand is what people read about and talk about online. Isn’t it better to be part of shaping the conversation? Or are you going to sit back and let others do it for you?

Your brand is what people read about and talk about online.

Factors That Erode Trust

Maybe you already know you have a problem with trust. Or maybe you suspected it, and after examining some recent market research and listening in on some online conversations, you're convinced. How did this happen? Here are some examples of how the wrong types of content can erode trust:

Talking about yourself and your products, not the customer's needs and wants. We see this all the time. The majority of content created by companies is extremely self-serving. We talk about our products, services and awards, and even create "educational" content that seems geared for the customer, but in the end just continues the spin. Even though all the trends say not to, a majority of companies around the globe are still using traditional messaging techniques in an online world that won't accept them anymore.

This creates a clear opportunity for smart companies to create substantial, long-term relationships with customers because of the quality of the information they distribute online.

Maybe you already know you have a problem with trust.



Case in Point: MasterCard Small Business

A great example of a brand that is giving customers information they can use is MasterCard Small Business.

MasterCard turned to Imagination, a content-driven relationship-marketing agency, because it wanted to create awareness and preference for MasterCard's products over the competition; increase traffic to the site; increase the number of small business owners who use MasterCard Small Business products; and, overall, be seen as a trusted advisor and partner.

The refined MasterCard Small Business website was launched in Spring 2007. It features all kinds of helpful information including articles and podcasts about how to better run your business. Topics covered include finance, accounting, managing cash flow, business plans, boosting profits, insurance costs, and many others.

Imagination reports that in 2007, rich media visits were up 757%; homepage traffic rose by 322%; special-offers traffic increased by 71%; and Small Business site traffic accounted for more than 50% of the total MasterCardBusiness.com site traffic.

Be seen as a trusted advisor and partner.



Being unclear/making it difficult for the audience to understand what you do or offer. How many times have you gone to a website and after reading the homepage, didn't have a clue as to what the company does and/or how it could help YOU? Think about it this way: You probably went to the website in the first place because you had a want or need. With the hectic pace of work these days, no one has the time to surf around and try to figure out what your company does or how it can make his or her life easier.

Poor quality, both in terms of design and content, and/or neglected website, blog, magazine, etc. Has it been months or even years since you added new content to your website? Have you taken a fresh look at its design lately? Is it outdated, too busy? Do the colors work? Is the text readable? What about your blog? Did you blog twice last year and never post again? If you publish a custom magazine, are the articles customer-focused, well-written, and timely? Or do they just talk about how great your products are? Here's the point: If you have self-centered, poor, or outdated content, you're probably losing credibility with customers, if you haven't already.

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Inconsistency in providing the content. This one ties into the last one. What do you think will happen if customers keep trying to engage with you, but keep being met with the same old information they've already read? They'll give up! Even if your content is great and your delivery methods are spot-on, if you're not providing new, compelling, and relevant content on a consistent and predictable basis, you're not working your program.

Doing nothing! While it would be great if customers just came to you, that's not likely. If no one knows about you or is engaging with you, obviously you aren't going to grow and achieve your long-term goals.

While the new ways of content marketing may seem foreign, don't become paralyzed. You have every opportunity to become a trusted content provider, even if you are a small company in a niche market, and even if you have a small budget. Your customers want and need information, and who better than you to provide it? They used to receive it primarily from traditional media companies, but with continued cutbacks and shrinking revenues, that's all changing. Today, you have every opportunity to step in and fill the traditional media's role. Look for the content gaps. Has your local business section disappeared? Perhaps, as a bank or insurance company, you could step in with relevant content. Have your favorite trade publications disappeared or lost quality? Fill the void with solution-oriented content that your buyers still need.

If you're not providing new, compelling, and relevant content on a consistent and predictable basis, you're not working your program.



How To Build Trust With Your Content — Or Earn It Back

While reading the previous section, did you realize that your company is guilty of one or more of the scenarios we described? If so, it's time to take action.

If your organization has traditionally touted the benefits of your products and services, with little to no emphasis on the benefits to your prospects and customers, it's time for a complete shift in the way you communicate.

As you go through the following list, keep in mind that your goal is *to consistently deliver tangible benefits to prospects and customers by providing relevant content that helps provide solutions to some of the toughest problems they are facing. In this way, you become a trusted advisor and the company they turn to in times of need.*

Become a trusted advisor and the company to turn to in times of need.

1. Assign a Conversation Champion

This doesn't mean the person responsible for your website. It means the person responsible for communicating with customers through the web. Kodak calls this its Chief Blogger. Some use Chief Conversation Officer. Others use Chief Content Officer or Community Manager. Whatever you use, find a champion in your organization who is web savvy, enjoys social networks, and lives the brand of your company. Put them in charge of getting involved in relevant forums and commenting on industry blogs. If you have a corporate blog, this person should be heading it up. Your Chief Conversation Officer also should be responsible for ensuring that your website is relevant. Find the person, give them the keys, and let them run with it.

If your company is not yet blogging, you should ask why. Some cultures just aren't a good fit for it. That said, there are so many important reasons for blogging that all companies should at least be considering it. Creating a blog is the one area where you can get out from under the corporate branding standards and show a little personality. Blogging can be one of the most important tools in growing your business, and yet, it's just another tool in the marketing arsenal.



If your company is not yet blogging, you should ask why.



With blogging, you shouldn't be thinking so much about what to say, but rather what your audience needs to hear. Consider the following:

1. Who are the primary and secondary targets for your blog?
2. What do you want to tell them?
3. Do you understand the audience's key informational needs?
4. Are you reading other blogs on related topics, and those that target your customers and prospects?
5. If you are reading, are you leaving comments that add to the online conversation on the blogs you cover?
6. Do you have a firm grasp on the types of keywords to focus on that would be relevant to your blog?
7. Have you established listening posts (as we described earlier) and set-up alerts around specific phrases and keywords?
8. Can you commit to blogging at least two or three times per week or, at least, on a regular basis?
9. What is your ultimate goal for the blog? One year after starting the blog, how will things be different? (As with all marketing tactics, you still need objectives and ways to measure.)
10. Does your company see blogging as something it's doing "just because the competition does," or does top management understand its value, and even see it as something that can be fun and lead to growth?

There are certainly many blogs out there that don't make it. **The worst thing you can do as a business is start a consistent dialogue with your customers and then stop.** If you're going to do it, make the commitment and do it right.

With blogging, you shouldn't be thinking so much about what to say, but rather what your audience needs to hear.



2. Make Sure You Really Know Your Customers

Without a clear understanding of your customers' informational needs, you'll get nowhere fast. In addition to keeping up with your surveys and engaging in online discussions—even appointing a Chief Conversation Officer as suggested earlier—continually seek feedback from your customer service and sales personnel. Learn everything you can in order to create a buyer persona (a vision of who your target customers really are), and a true understanding of what information they need (not just what you think they need), which in turn will enable you to meet your objectives.

Learn everything you can in order to create a buyer persona.



3. Conduct a Content Audit

A content audit involves taking a good, hard, honest look at the types of content and messages you are sending out. Assign a team of people from your company—representing marketing, sales, customer service, accounting/finance, and any other area that makes sense for your organization—to perform the audit. Have them evaluate your website and any other tools you might use such as e-newsletters, custom magazines, and white papers. Give them a few days, or more if they need it, to thoroughly read through everything. Give them a “content scorecard” where they can note irrelevant content, areas that don’t make sense, overall impressions, and how to improve.

During the audit, and with each piece of content you craft in the future, ask the following:

1. Does this content help our customers get more customers of their own?
2. Is it timely, relevant, compelling, and valuable?
3. Does it address specific customer needs and wants?
4. Does it teach the customer something new or help solve a problem?
5. What are our desired results, and are we achieving them?
6. What percentage of sales can we attribute to our content?
7. Are our content delivery vehicles effective? Should we get rid of some? Add some new ones?
8. Is this content helping us achieve our company’s overall strategic goals?
9. Does it integrate with our other strategic initiatives?
10. How can we get more mileage out of our content?

This is an invaluable exercise. You won’t regret it.

Take a good, hard, honest look at the types of content and messages you are sending out.

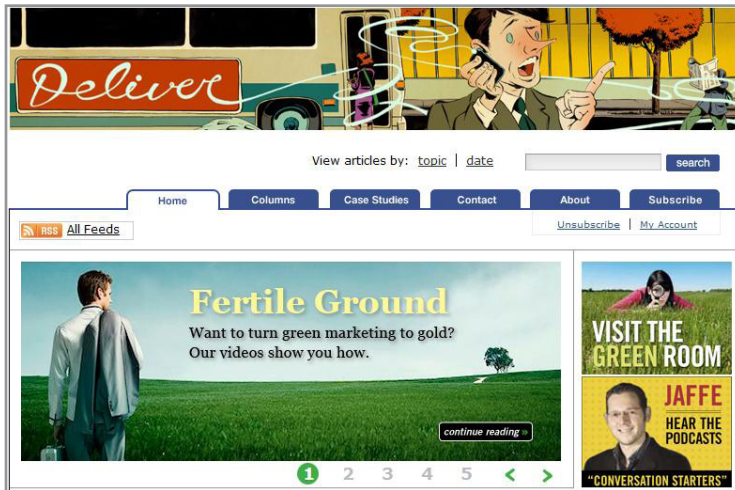


4. Be Willing to Try New Things

Many information vehicles can connect you with customers and prospects, but they don't all work equally well in every situation. Therefore, it's essential to understand your choices—and when and how to use them. Our book [*Get Content. Get Customers.*](#) covers numerous options in detail.

Don't hesitate to pull the plug on something that's not working. Granted, you do need to give it a fair amount of time to achieve the desired results, but it's better to cut your losses and move on than to continue to invest precious resources in something that clearly is not going to help you achieve your goals of building trust in your brand. Conversely, don't be afraid to venture into new and unknown territories. If you've been considering a new program of webinars or podcasts, for example, take the plunge. Already doing webinars, but they just aren't attracting the numbers you anticipated? Revisit your plan and tweak it. Maybe you need to present them more frequently, less frequently? Maybe it's the topics, or the speakers themselves? The point is, it's okay—and in most cases, probably necessary or even critical—to shake things up when you need to.

Don't hesitate to pull the plug on something that's not working.



Case in Point: U.S. Postal Service *Deliver* Program

When you think of branches of the U.S. government, innovative marketing strategies probably are not the first thing that come to mind. But that's exactly what the U.S. Postal Service is doing—employing unique, integrated content strategies to increase the use of direct mail.

Created by the U.S. Postal Service along with its content agency Campbell-Ewald, the *Deliver* program “has become an integral communications vehicle for corporate marketers throughout the country,” says Cat Moriarty, program manager, Corporate Advertising, U.S. Postal Service.

The *Deliver* program has three main components: *Deliver* magazine, published six times per year, which provides information about direct marketing; DeliverMagazine.com, which contains exclusive feature stories and columns, polls, video case studies, podcasts, and digital versions of the printed magazine; and a series of marketing campaigns whose content focuses on issues of concern to the direct marketing community.

According to Moriarty, 43% of *Deliver* readers say it has increased their intention to spend more on direct marketing; 67% say it has increased their opinion of direct marketing; and more than 50% have taken action in the last year as a result of *Deliver* articles. There have been more than 70,000 downloads from the DeliverMagazine.com website, including more than 3,130 white papers. During the first six months of 2008, the website received more visits each month, with 9,347 visits in January and 43,036 in June.

Case in point: The U.S. Postal Service is employing unique, integrated content strategies to increase the use of direct mail.

5. Get on a Schedule, and Stick to It

Earlier we discussed the problems with not delivering content consistently. Developing good or even great content but only distributing it randomly isn't doing you much good. Consider this example: Let's say you begin producing a quarterly custom magazine. The first year, you mail out all four issues (Winter, Spring, Summer, and Fall). The second year, you miss the deadline for Winter, so you only produce the remaining three issues. The third year, you manage only to produce one issue in the spring. Finally, you decide to pull the plug. What would this say to your customers? At best, it would confuse them; at worst, you'd risk losing your credibility—and your customers' trust.

Don't let this happen. One of the best ways to get on a schedule for consistently delivering your content is to assign one or more project managers to own the process. Among their many responsibilities while developing and executing your content marketing programs is to set deadlines and track progress closely to ensure they are met. The best project managers are those who are extremely diligent and organized, with exceptional follow-up skills. The ability to take a project from start to finish, all while juggling multiple responsibilities, is crucial.

One of the best ways to get on a schedule for consistently delivering your content is to assign one or more project managers to own the process.



6. Take Care of Your Customers

Okay, so you know who your customers are and you're consistently delivering great content. Why not reward them to show them your appreciation? This might include points programs, giveaways, or exclusive publications written especially for them. Another idea is to feature your customers in case studies and success stories (notice how we didn't say "testimonials") that you post at your website, highlight in your e-newsletters or publications, and/or market in other ways. The main focus should be on how a particular person (or the organization) won/solved a problem using your solutions—NOT how great your product is. This helps your other customers learn how their peers are solving problems. It also helps the customers featured in the story attract publicity and recognition of their own, thus solidifying their relationship with you.

7. When You Need Help, Get It

Whether you're just starting out with a content marketing program, or you seem to have hit a brick wall, know that there are many talented journalists and content providers available to help you craft informative copy targeted specifically at your customers and prospects. If you don't have the writing talent in-house, look for freelancers. Another option is to use services such as [Junta42](#) [Match](#), which will help you identify and connect with just the right talent to choose from to help get your content program off the ground.

Why not reward your customers to show them your appreciation?



If You Make A Mistake, Admit It, And Look Forward

You don't own your brand—your customers do. Customers can find out in an instant today if you are working for, or against, them. Consider the example of Dell Hell. It all started back in 2005 when blogger Jeff Jarvis began writing about his incredibly frustrating attempts to have his Dell computer fixed. Disgruntled customers from all around the world joined in the conversation, describing how they too had become “trapped in Dell Hell.” Finding itself in a marketing crisis situation, Dell responded by naming a Chief Blogger and launched its own blog site, Direct2Dell.com. At first, comments were edited before being posted, which caused more uproar. The solution? [IdeaStorm](#), a section at the site developed for open, two-way dialog. Here, customers can post, discuss, offer ideas, and learn about developments underway at Dell. In three short years, Dell obviously learned a great deal about the power of listening to its customers.

The bottom line is that trust is earned or destroyed based on everything your company does. Your content can be the greatest in the world, but if people negatively perceive your company's leadership; how your organization handles problems; how it responds during crisis situations; how it treats employees and vendors; its commitment to the environment...all of the trust you've worked so hard to create will be lost. Therefore, complete transparency is best.

You don't own your brand—your customers do.



About the Author

Joe Pulizzi, a thought leader, speaker, writer and evangelist for content marketing, is founder and chief content officer for [Junta42](#), a content marketing/custom publishing community search engine and resource, helping businesses of all sizes learn how to create valuable, relevant and compelling content. [Junta42 Match](#) is a free web service that helps businesses and marketing professionals find the best content and publishing vendors to produce content projects such as magazines, newsletters, web content and other content initiatives.

Joe is also president of Z Squared Media LLC, a content marketing consulting firm for marketers and publishers. [Z Squared Media](#) works with clients to create better content, that ultimately helps generate new and lasting revenue streams.

Joe, along with co-author Newt Barrett, is also author of the book *Get Content. Get Customers. – How to Use Content Marketing to Deliver Relevant, Valuable and Compelling Information that Turns Prospects into Buyers* ([available at Amazon.com](#)).

Joe writes one of the leading content marketing blogs on the Internet, [The Content Marketing Revolution](#), the official blog of Junta42. For his work in the content marketing/custom media industry, Joe was named “Custom Media Innovator of the Year” in 2008 by American Business Media.



ContentWise
How to Create, Produce & Deliver Your Organization's Content

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Today, with offices in Phoenix, Arizona, and Saratoga Springs, New York, McMurry is one of the largest custom publishers in the country, as well as an influential, full-service marketing communications firm that offers expertise across the many disciplines of marketing.

More than 10,000 corporate marketers use McMurry's breadth of services including [ContentWise](#) (formerly Publications Management), the leading monthly newsletter covering best practices on how to create, produce and deliver your organization's content.

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