

# How to develop effective and feasible content strategy

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Presented at School for Thinktankers 2021

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### About me

- AVP for Digital Communications at the Peterson Institute for International Economics in Washington, DC
- Studied journalism, majored in interactive storytelling
- Used to:
  - Run a video production company helping non-profits
  - Manage marketing campaign for Fortune 500 company
- Started at think tanks as Digital Content Producer
- Why I like think tank communications: I get to be a creative nerd!





## What is content?

- Any medium that is consumed by audiences to understand your research
- Traditional examples
  - Policy briefs, papers, books, etc.
  - News interviews
  - Live event
- Less traditional examples
  - Blog posts
  - Social media
  - Virtual event



## What is content strategy?

- Who do we want to consume our content?
- Which topics should we create content on?
- What are the goals?
- How often should we publish content?
- What formats do we use?
- Where does content get published?
- How do we make the best use of limited resources?
- How do we improve engagement with our content?



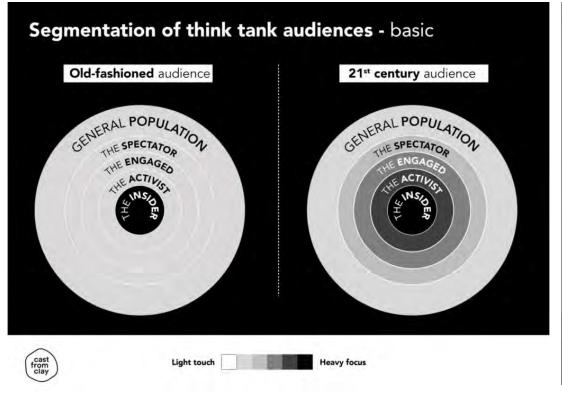
## Now let's learn a little bit about you...

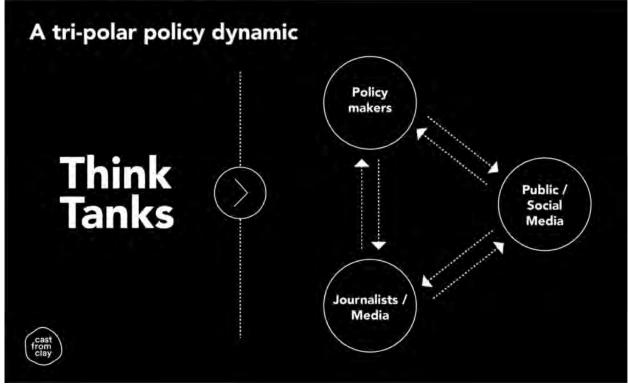


## Where to start? Audience.



## Audiences are no longer only "insiders"

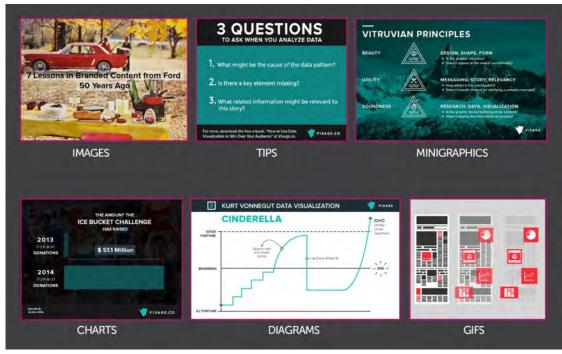




Source: "Why the public should matter to think tankers," Cast from Clay













Source: "How to Maximize Publishing with Microcontent," Visage/Column Five

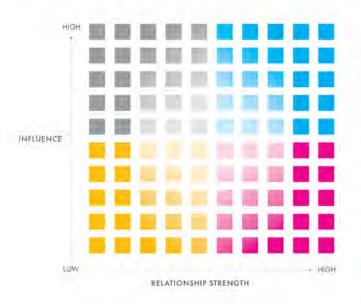


"Start creating content, at volume, that advances the debates where you have expertise, that responds to what your audiences are talking about, where they are talking about it. Content that is engaging and helpful. Take a risk on publishing content that does not conform to your party line but pushes the discourse forward."

John Schwartz, "More content, better content"



#### **UNDERSTANDING YOUR AUDIENCE**



#### **INFLUENCERS**

Inform with relevant, timely, useful information

Direct email, events, and retail engagement

#### **KEY STAKEHOLDERS**

Keep informed with regular, personal contact; enlist strategically

Personal email, speaker requests, and in-person engagement

#### FAN CLUB

Keep informed and engaged; enlist periodically

Newsletters, social media, and events

#### OTHERS

Keep Informed

Newsletters and social media

Source: Elevate the Debate, edited by Jonathan A. Schwabish



## Who are you trying to reach?

#### **Traditional**

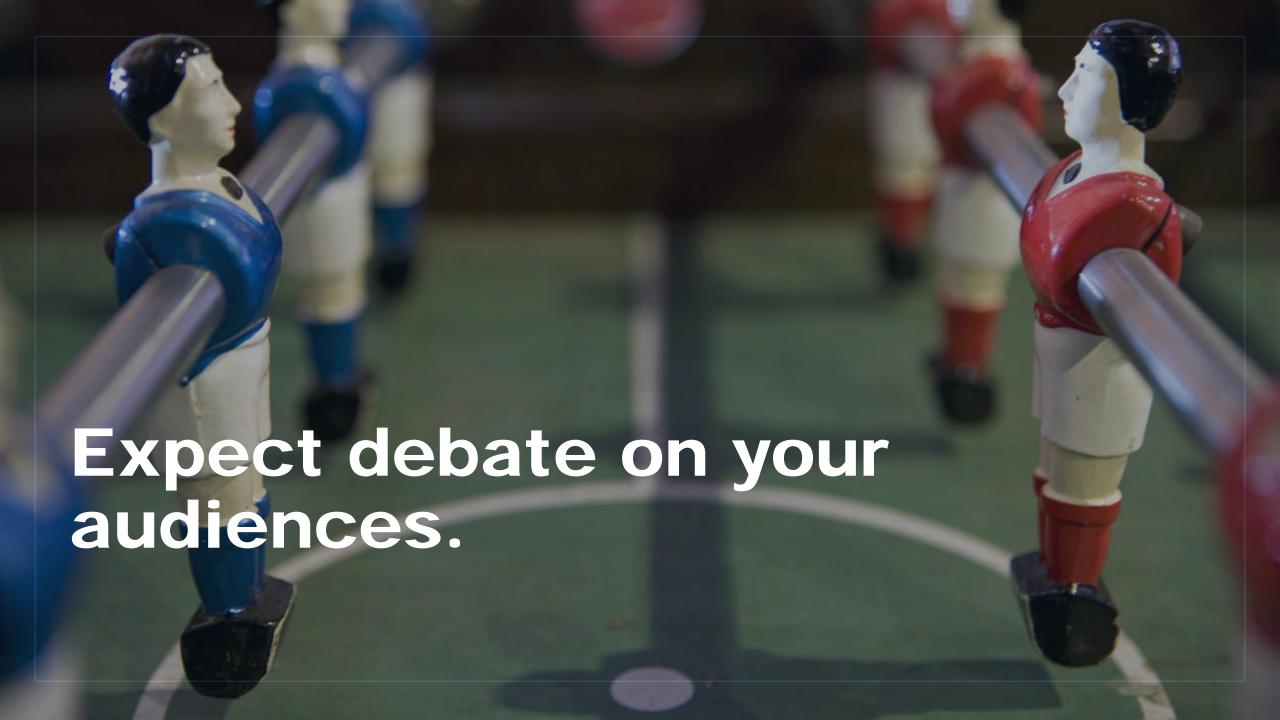
- Policymakers
  - Examples: Council of Economic Advisers, staffers for congressional committees, local elected officials
- News media

Recommended resource: Audience & List Brainstorming worksheet from Elevate the Debate

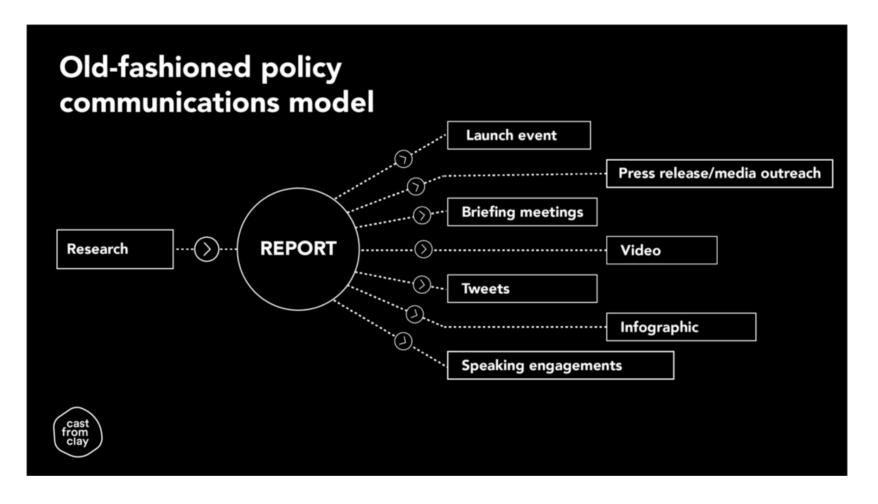
#### **Newer audiences**

- "The public"
  - Examples: Community organizations, businesses in specific sectors, universities, trade organizations, personal contacts
  - Social media networks



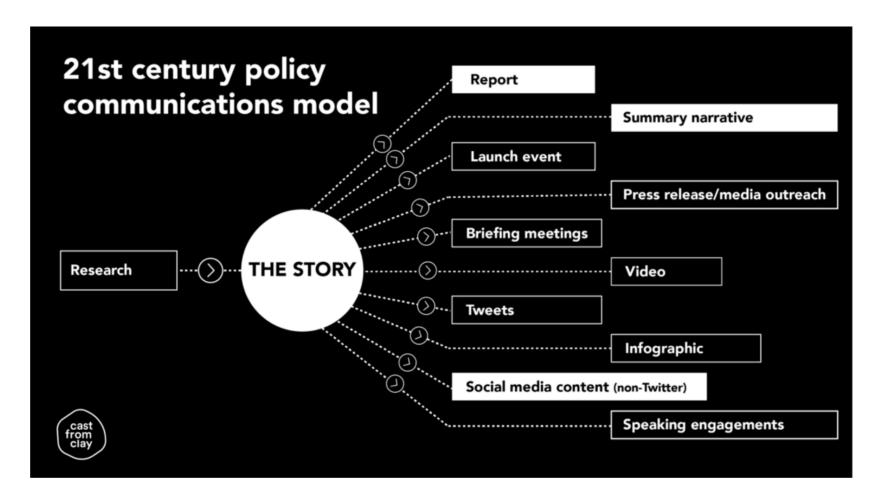


## A new content model



Source: "A new model for think tank communications (Part I)," Cast from Clay





Source: "A new model for think tank communications (Part I)," Cast from Clay

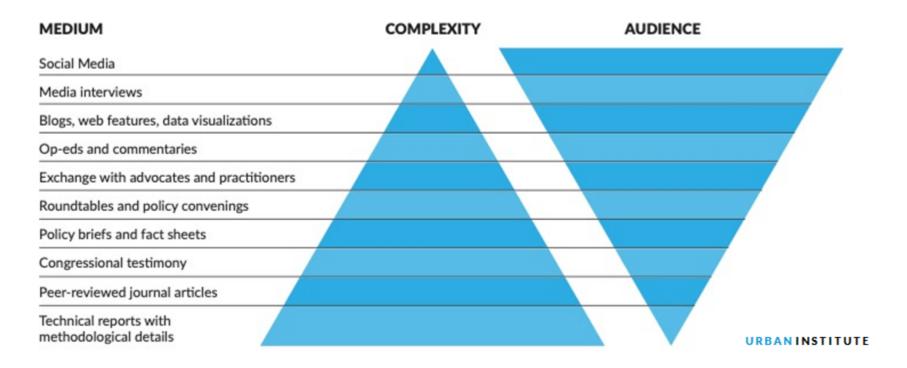


## **Example of promoting the story: PIIE Charts**





## A variety of products can reach different audiences



Source: "Use the Pyramid Philosophy to Better Communicate Your Research," PolicyViz.com



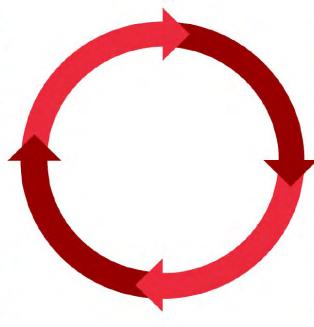
## What are your overall goals?

#### **GOAL 1: REACH**

Raise brand awareness and inform new and bigger audiences through more engaging & timely content, greater news coverage, search engine marketing (SEO), social media, advertising, etc.



Leverage PIIE's credibility and relevance to shape public debate and make smart policy recommendations that are valued. cited, and adopted by policymakers



#### **GOAL 2: CONVERT**

Turn receptive audiences into regular consumers of PIIE content by growing email lists, social media followers, podcast subscribers, etc.

#### **GOAL 3: ENGAGE**

Entice audiences to actively promote and use content, increasing visibility and strengthening authority of PIIE research and scholars



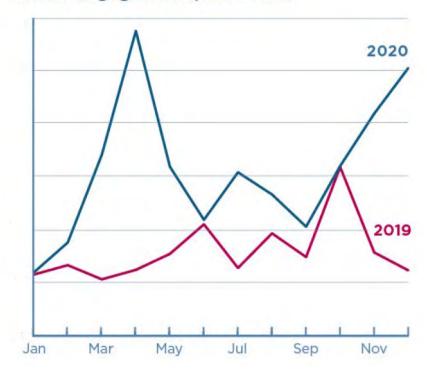
## How will you measure success?

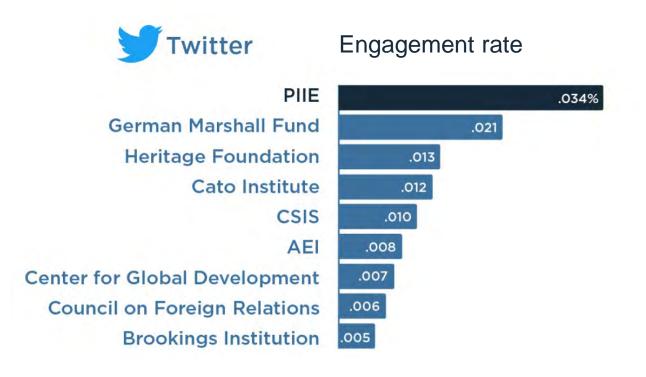
| REACH                    | CONVERT                       | ENGAGE                 | INFLUENCE                            |
|--------------------------|-------------------------------|------------------------|--------------------------------------|
| Website pageviews        | Email subscribers             | Website sessions       | Citations by policymakers            |
| Unique website visitors  | Email opens                   | Average time on page   | Congressional testimony              |
| Visits from Google       | Email clickthrough rate       | Bounce rate            | Meetings with policymakers           |
| Visits from social media | Advertising clickthrough rate | Backlinks              | Media citations                      |
| Average search ranking   | Social followers              | Social engagement rate | Mentions by influencers              |
| Media citations          | Social clickthrough rate      | Social engagements     | Social engagements                   |
| Social mentions          |                               | Podcast listens        | Social media sentiment               |
| Social impressions       |                               |                        | Op-eds and wide circulation articles |
| Podcast subscriptions    |                               |                        |                                      |
| Video views              |                               |                        |                                      |
| Advertising impressions  |                               |                        |                                      |



## Data analytics are powerful

#### Twitter engagements, thousands





Note: In order to compare Twitter engagement rates, we must use publicly available data and calculate the rate using the formula, (# of engagements/# of followers/# of posts) to control for larger organizations with greater capacity for content creation. Jan-Sept 2019



## Questions so far?

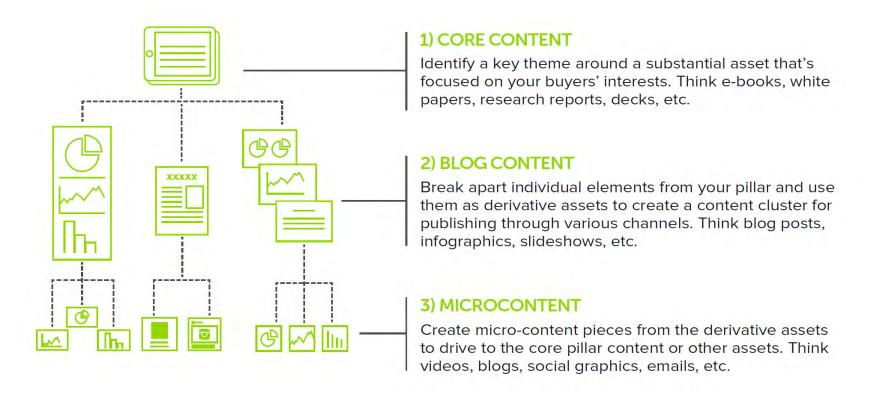
## **Content formats**

"Policymakers believe that the most important contributions scholars can make are not as direct policy participants or trainers of aspiring government employees, but rather as informal advisors or creators of new knowledge. However, severe time constraints limit their ability to use such scholarship in any but its' very briefest presentation."

"What Do Policymakers Want From Us?" study



### Use research as core content to build from



Source: "How to Maximize Publishing with Microcontent," Visage/Column Five

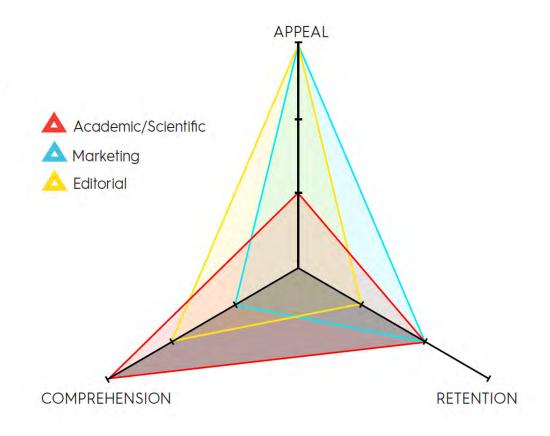


## Think visual!

**Appeal:** Visual content uses design to present information in a format that is stimulating, attractive and engaging. This makes it easier to synthesize and piques interest immediately. In short, visual content grabs your audience's attention.

Comprehension: The brain's visual processing system is faster and more efficient than other communication systems, which means we are able to interpret visual information almost instantly and with minimal effort Visual content is easier to understand, making it more enjoyable to engage with.

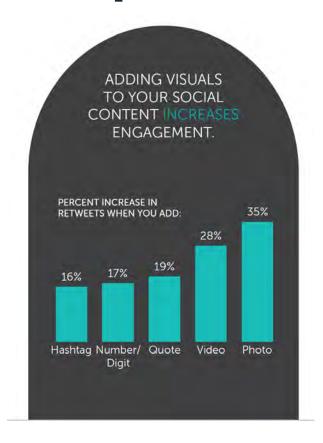
**Retention:** The visual processing system also works with our long-term memory, connecting the images we see to information already stored in the brain. This makes visual content more memorable than other mediums.



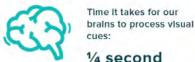
Source: "Everything You Need to Know About Visual Content," Column Five



## People love visuals



WHY IT WORKS





Average consumer attention span:

8 seconds

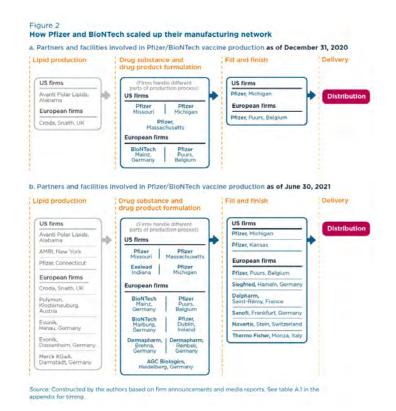
Source: "Everything You Need to Know About Visual Content," Column Five "Why Our Brains Love Visual Content," Visage



This is our Twitter feed. Using visuals has helped us triple engagements in two years!



## **Examples of visual content**





It's time to move from talking about deficits & debt to talking about investments & interest rates, @AdamPosen says on @CFR org's The President's Inbox podcast.

Listen to the whole conversation here: cfr.org/podcasts/trade...





Many economists have opinions about the "Washington Consensus"—it raises red flags to some while providing enduring wisdom to others.

#### So what is it?

A list of 10 policy recommendations from John Williamson that took on a life of its own.

Learn more here: pile.com/blogs/realtime...

#### The 10 recommended policy reforms of the Washington Consensus

- 1. Reduce national budget deficits
- 2. Redirect spending from politically popular areas toward neglected fields with high economic returns
- 3. Reform the tax system
- 4. Liberalize the financial sector with the goal of market-determined interest rates
- 5. Adopt a competitive single exchange rate
- 6. Reduce trade restrictions
- 7. Abolish barriers to foreign direct investment
- 8. Privatize state-owned enterprises
- 9. Abolish policies that restrict competition
- 10. Provide secure, affordable property rights

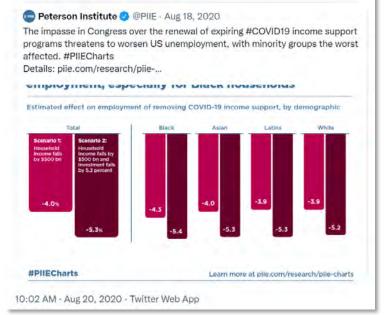
From Douglas A. Irwin and Oliver Ward's blog, "What is the 'Washington Consensus?"

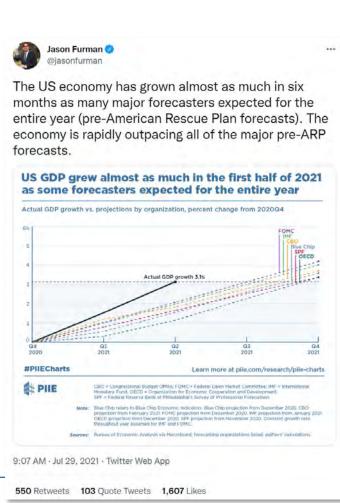


## Data visualizations pay off



Learn more: bit.ly/3kZbW3J



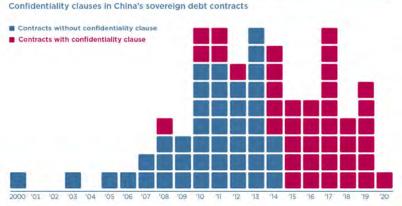


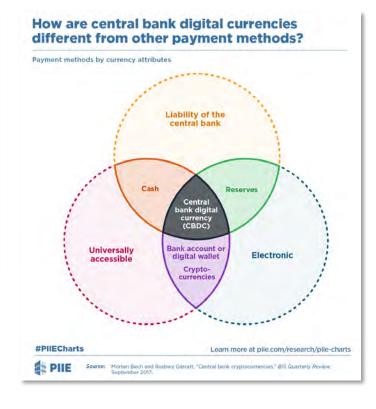


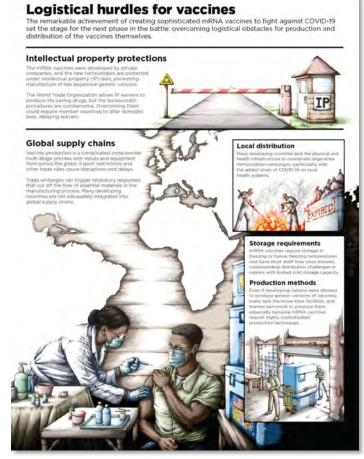


## **PIIE Charts examples**

#### China's lending to emerging markets became more secretive after 2014









## When to create a video?

- Educational content
  - Explainers
- Short, catchy quotes for social media
  - Don't need to make it fancy
  - Can tag speaker
- A particularly good speech
- Add a personal touch
- Usually want to stay under 3 minutes long



Posen Discusses the Damage of Brexit to the British Economy

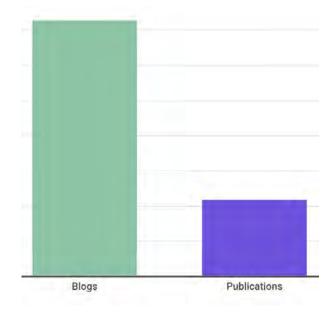




## Don't neglect blog posts

- 500-800 words
- Incorporate visuals in the post if possible
- Faster to produce than pdf publication
- Easier to respond to news
- Can link to longer research pieces

We get more than triple the pageviews from blogs than our publications!







Fast turnaround based on highly newsy data release



One chapter in a longer research brief



Standalone piece referencing longer research



"At its core, blogging is important because more people will learn about your work—and actually read it. A 10- or 20-page document can still intimidate some readers, even those already engaged in your subject."

Elevate the Debate, chapter 5, Nicole Levins



## Consider how content will be distributed

- Will it go on your website, social media, presentation, etc.?
- Different channels will have different audiences, different tones of voice
- Is it mobile-friendly?
- Create a guide with all the specifications for the specific outreach channel
  - Social media image sizes and video lengths
  - Assets needed for website posting and sizes



# How to improve your existing content

#### Content needs substance

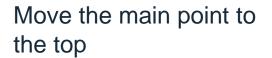
#### Helpful qualities:

- Makes a new point
- Is surprising, unexpected, counterintuitive
- Is unique
- Provides a useful analysis of data
- Relates to current events
- Improves public understanding
- Forecasts



#### Edit, edit, edit



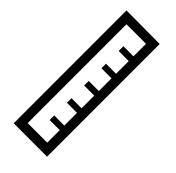




Avoid or define jargon



Relate research to current events – why does this matter?



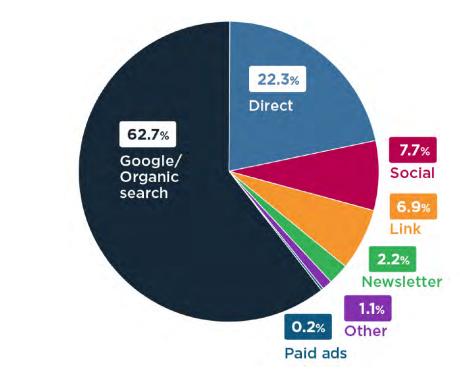
Keep length appropriate for intended audience



# **Improve SEO**

- Always use commonly searched keywords in headlines
- Put text on page instead of only in pdf format
- Include keywords in metadata
- Link to your other content and encourage other websites to link to yours
- Write on topics you can "win" the search competition

Source of website traffic, 2020





#### Before and after

How to repurpose a COVID-19 vaccine supply chain to get 1 billion shots

Don't let CureVac's COVID-19 vaccine supply chain go to waste

Why is climate change denial a feature of right-wing economic nationalism?

Right-wing nationalists tend to deny climate change

Another reason to raise the Fed's inflation target

Another reason to raise the Fed's inflation target: an employment and output boom



# Newsletter subject line A/B test

Version A:
When the chips are down,
protect semiconductor
supply chains

Version B: Semiconductor chips are down. Trade war to blame?



# Newsletter subject line A/B test

Version A: When the chips are down, protect semiconductor supply chains

**Version B:** Semiconductor chips are down. Trade war to blame?

> 5% more opens 41% more clickthroughs



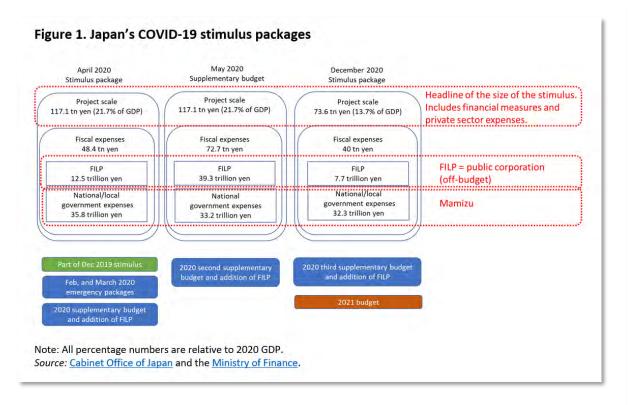
## Improve data visualizations

- Always have a title that explains what is happening
- Remove unnecessary data
- Choose an appropriate graph type (bar, line, scatterplot, etc.)
- Annotate where helpful
- Use color, text styles, or other visual markers to draw attention to the main findings
- Avoid clutter

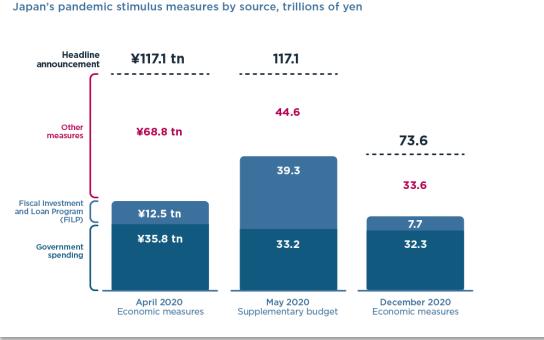
Recommended resource: PolicyViz.com



#### Data visualization: before and after





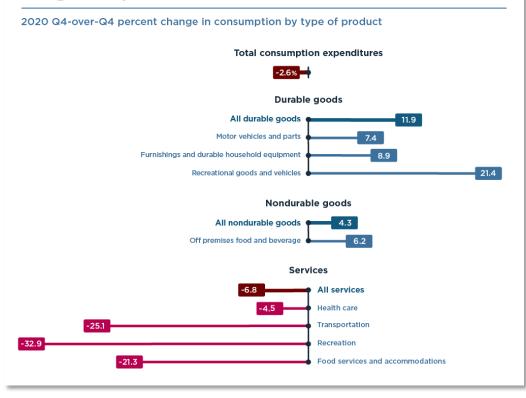




#### Data visualization: before and after

| Growth in Consumption, 2020<br>(Q4/Q4 percent change) |  |       |  |  |  |  |  |
|---|--|-------|--|--|--|--|--|
| 2 1   | Ourable goods                              | 11.9  |  |  |  |  |  |
| 3   | Motor vehicles and parts                   | 7.4   |  |  |  |  |  |
| 4   | Furnishings and durable household equipmen | 8.9   |  |  |  |  |  |
| 5   | Recreational goods and vehicles            | 21.4  |  |  |  |  |  |
| 61  | Nondurable goods                           | 4.3   |  |  |  |  |  |
| 7   | Food and beverage, off premises            | 6.2   |  |  |  |  |  |
| 8 5   | 8 Services                                 |       |  |  |  |  |  |
| 9   | Health care                                | -4.5  |  |  |  |  |  |
| 10  | Transportation                             | -25.1 |  |  |  |  |  |
| 11  | Recreation                                 | -32.9 |  |  |  |  |  |
| 12  | Food services and accomodations            | -21.3 |  |  |  |  |  |
| 13 7  | Total Consumption Expenditures             | -2.6  |  |  |  |  |  |

# The pandemic led consumers to spend more on goods, less on services

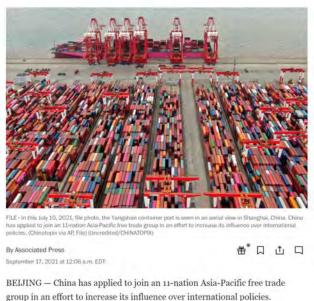




# Ideas for new content

# Use what you got!





Big news for our organization hits...

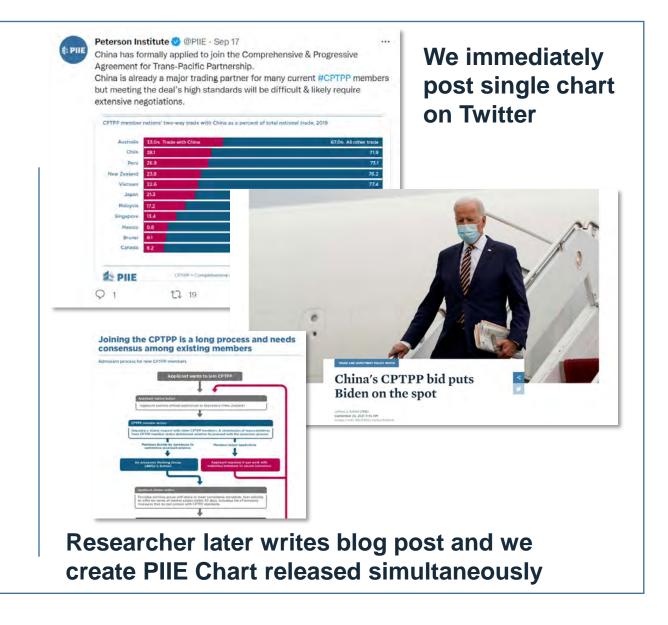
but we don't have any recent material!



# Use what you got!



Researcher finds old presentation and updates some data



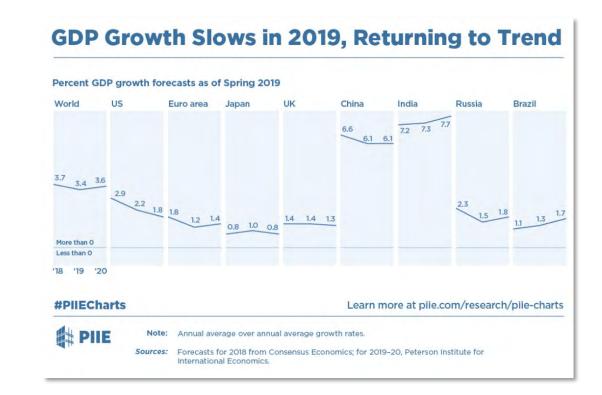


#### Turn data into data visualizations

#### The global outlook: lower growth in 2019

| Real GDP Growth (Y/Y)                   | 2018    | 2019 | 2020 |
|---|---------|------|------|
| Global Output Growth (PPP weights)      | 3.7 3.4 |      | 3.6  |
| US: heading back to trend               | 2.9     | 2.2  | 1.8  |
| Euro Area: near-term soft patch         | 1.8     | 1.2  | 1.4  |
| Japan: growth holding up                | 0.8     | 1.0  | 0.8  |
| UK: will depend on Brexit outcome       | 1.4     | 1.4  | 1.3  |
| China: credit-driven slowdown this year | 6.6     | 6.1  | 6.1  |
| India: brisk growth                     | 7.2     | 7.3  | 7.7  |
| Russia: sanctions a drag                | 2.3     | 1.5  | 1.8  |
| Brazil: recovery still slow             | 1.1     | 1.3  | 1.7  |

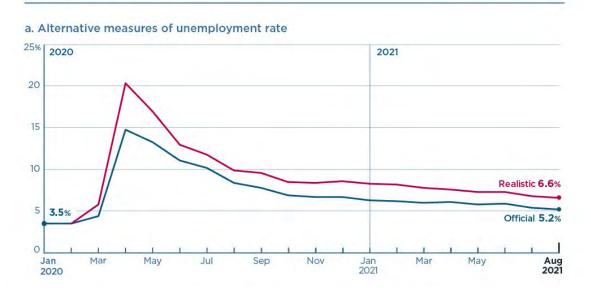
Source: Consensus Forecasts for 2018, PIIE for 2019-2020. Annual-average-over-annual-average growth rates.





#### **Data trackers**

#### **Delta variant slowed US labor market progress** in August







# Trade war timeline example



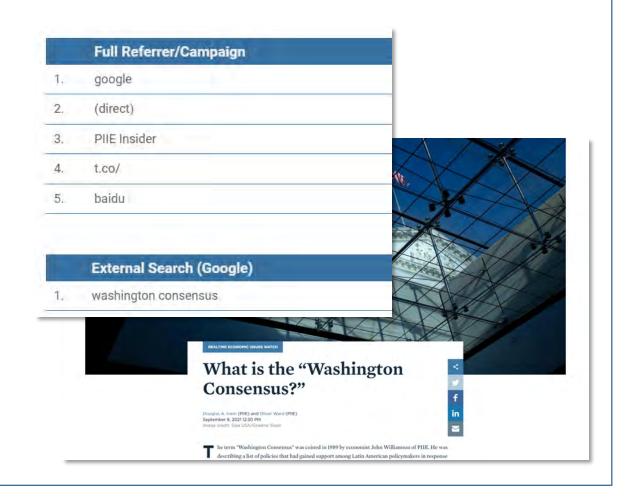


Recommended resource: Knight Lab



# Take advantage of existing interest

- We use Google tools a lot to see how people end up on our website
- Google is a top driver of traffic
- In response to recent demand for materials on "Washington Consensus," we created a new guide called "What Is the Washington Consensus?"





### **Government testimony**





- 1. The unemployment crisis is severe.
- 2. Unemployment insurance has played a critical role for unemployed workers and for the economy as a whole.
- 3. Unemployment insurance has both positive and negative effects on labor supply.
- 4. Jobs are currently constrained mostly by lack of demand by employers, not by lack of supply of people willing to work.
- 5. Expanded unemployment insurance should continue and automatically adjust to changes in the unemployment rate.
- 6. An abrupt expiration of expanded unemployment insurance at the end of July would harm workers directly affected and the economy overall and would reduce GDP by 2.5% in the second half of 2020.
- 7. The unemployment insurance system had major shortcomings before the COVID-19 crisis and should be permanently reformed.
- 8. More than expanding and extending unemployment insurance is needed to protect jobs, create jobs, and foster economic recovery.

House Committee on Oversight and Reform subcommittee hearing on "The Unemployment Pandemic: Addressing America's Jobs Crisis," June 18, 2020



#### Even events can be source material





# Create explainer on issue central to your mission





# Create explainer on issue central to your mission

#### **Advantages:**

- Gives your organization reputational authority on topic
- Links to and promotes your other work
- Will attract a wider audience, especially if its very engaging
- Provides an educational tool for the public





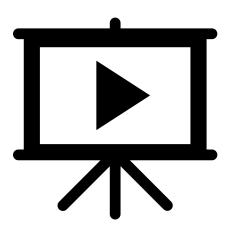
#### What Is Globalization?

- Written by comms team using recommended list of reading by researchers
- Uses videos, charts, interactive timeline, illustrations
- #1 Google result for "globalization"
- #1 content page on website
- Average time spent on page in first year: 18 minutes
- Took 1 year to produce





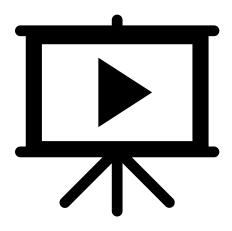
#### **Animations**



Recommended resource: "Animations: A how-to guide for think tanks," Design by Soapbox. Link to video.



#### **Animations**



Link to video.



# Activity: Pitch a content idea (10 minutes)

 Read this Congressional Research Service report and come up with content ideas:

https://crsreports.congress.gov/product/pdf/IF/IF11575

"COVID-19 and Global Food Security: Issues for Congress"

OR go to <a href="https://crsreports.congress.gov/">https://crsreports.congress.gov/</a> and search for "food insecurity"





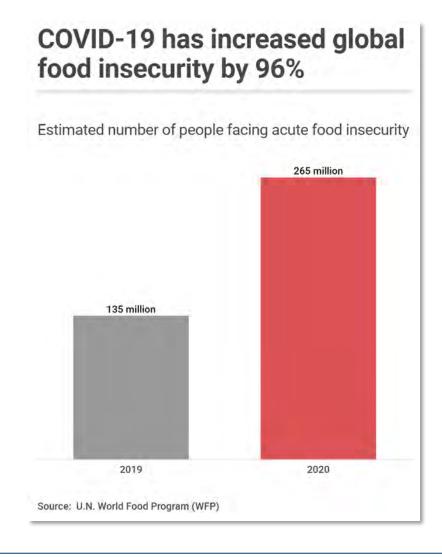
## My recommendations

- Publish this as a blog post so the text can appear in HTML format
- Add a photo to the post that features people
- List the names of food insecurity programs in a table for easier reading



"The U.N. World Food Program (WFP) estimates that up to 265 million people may face acute food insecurity by the end of 2020, a 96% increase from its 2019 estimate."

Tweet: The pandemic worsened food insecurity for an estimated 265 million people in 2020. Are US global food security programs sufficient to address the urgent need? (link) (attach image)





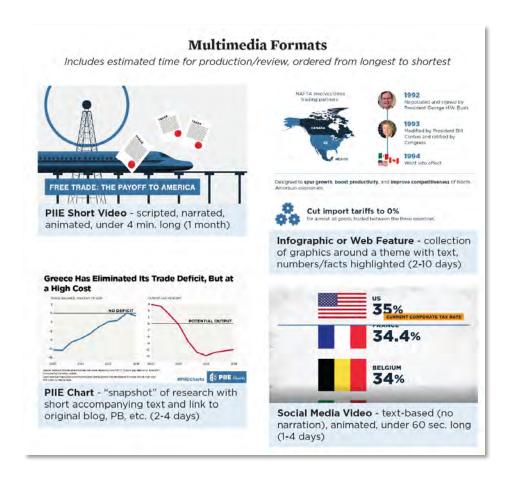
# How to execute good content strategy

# Content strategy map: level of effort

| 1-2 days                               | 3-5 days           | 1-2 weeks      | 1-4 months      | 4+ months |
|--|--------------------|----------------|-----------------|-----------|
| Expert tweet                           | PIIE Chart         | Blog (complex) | Policy Brief    | Book      |
| Organization tweet (existing material) | Blog (simple)      | Op-ed          | Working Paper   | Microsite |
| Simple chart tweet                     | Newsletter         |                | PIIE Briefing   |           |
| Media interview                        | Podcast            |                | Animated video  |           |
| Event clip                             | Edited short video |                | PIIE Case Study |           |
| Social media graphic                   |                    |                |                 |           |



### Create a "menu" of options



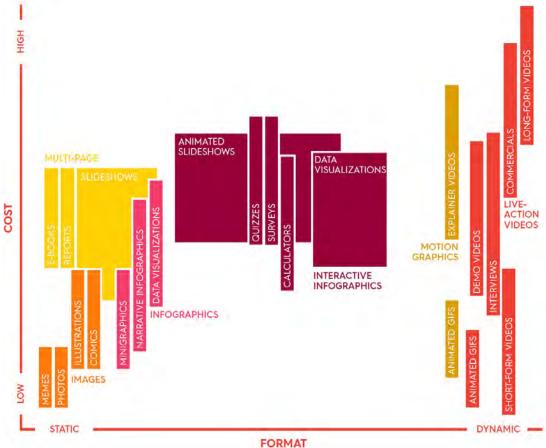








#### Take into account level of effort



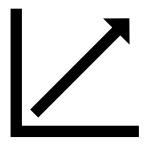
Source: "Everything You Need to Know About Visual Content," Column Five



#### Improve collaboration with researchers



Ask them to send you drafts earlier so comms can start thinking of other content ideas.



Show them data/evidence your approaches are working.



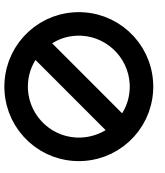
Show initiative with your own ideas. They often are receptive but don't have time to think of anything.



Use their time wisely. Figure out as much as you can on your end before asking them to help or to review something.



### Improve collaboration with researchers



If you are ever unsure, do not publish something without their approval



# Improve communication within your team

- Decide on a workflow for new content production.
  - Who needs to review? When do they review?
  - How will you organize your assets?
  - Someone needs to keep up with research being published
- You must have a project manager
  - Has knowledge of what's being produced and stage of production
  - Included on all project emails



# How to design on a budget

- If you are unable to hire an in-house designer, consider a freelance designer or agency that specializes in data visualization. They can at minimum come up with templates and styles you can reuse.
- Create a style guide to make charts consistent and save time

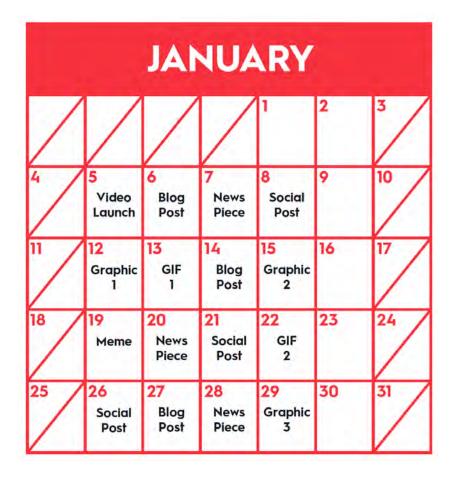


#### **Do-It-Yourself Tools**

- Infogram
- Tableau
- Datawrapper
- Excel
- Adobe Spark (for video)
- Long-form platforms



### Use a content calendar





## **Content production team**

- Editors
  - VP for publications and communications
  - Senior website manager and editor
  - Managing editor
- Digital production
  - AVP for digital communications
  - Social media manager
  - Digital content producer
  - Digital designer
- Print
  - Production manager/layout designer
- Website/analytics
  - Senior web, analytics, and multimedia assistant



# Main takeaways

## Decide who you want to reach

- Make sure you have content types that appeal to your audience
- Allocate time according to how important each audience is
- Create goals so everyone is on the same page



## **Expand your content types**

- Develop shorter pieces to supplement longer research
- Explore a variety of content types that need both low and high level of effort
- Incorporate visuals and data visualizations as much as possible
- Create templates for each type so you can reuse concepts



## Track progress and adjust strategy

- Pay attention to key metrics
- Don't be afraid to experiment. If it doesn't work, try something else.
- Do a cost-benefit analysis for more time-intensive ideas





## Questions?

## References

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#### How to develop effective and feasible content strategy

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