Insight Summary

How organizations with mature content operations tackle challenges at scale

Hosted by

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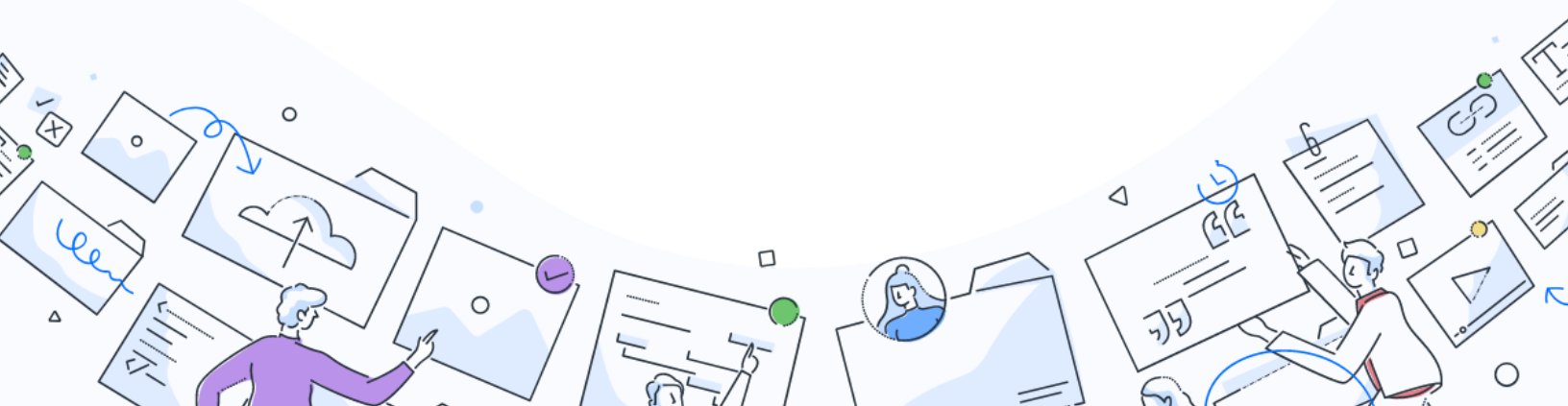GatherContent

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Today's Guest

Jeneba Wint
AVP of Content Operations
LPL Financial

LPL Financial

Alice Deer, CEO GatherContent interviews Jeneba Wint, Assistant Vice President of Content Operations at LPL Financial.

Jeneba Wint

Assistant Vice President of Content Operations at LPL Financial

Follow Jeneba on Twitter, or LinkedIn

Jeneba has worked in many enterprise content roles at organizations such as Wells Fargo and Baker Hughes - with experience that spans a diverse set of verticals, including health tech, fintech, and utilities.

Her current primary focus is on content operations strategy, process, and governance at LPL Financial, a Fortune 500 Financial Services company.

Note: Quotes are edited in this insight summary for clarity. The full conversation can be heard on the recording.

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Key insights from the Fireside

Connecting content and revenue is now a priority for FinTech and Financial Services organizations.

"Previously, FinTech and Financial Services organizations didn't have to focus on content to improve their bottom line— users accepted things as they were.

"The expectations for content over the past five years have grown significantly.

"Prioritizing content operations is a new frontier in the FinTech space; it's about organizing and maintaining your core content, delivering the content our users need at the time they need it, and aligning it all against content KPIs.

"Defining a content strategy that is connected to revenue is a very new thing."

Jeneba Wint

"Content-led digital transformation is a new way of thinking — and new territory for leaders in FinTech."

Commercial and ethical expectations for content are high

"You've got commercial responsibility to make sure the content is driving results and performance from a numbers perspective.

"On the other hand, you've got an ethical responsibility to the user.

"This user is going to make a big financial decision or purchase an important product—they need to understand it."

Alice Deer (credit to Gaby Stadler, Content Design Lead at Sanlam Indie for insights on the ethical expectations in FinTech)

Compliant content is important for LPL

"The financial industry is highly regulated, by government entities.

"We can't publish content that is not in compliance with these various government entities.

"There are case studies where companies have been sued for tens-of-millions of dollars because of compliance failures.

"So, it all comes down to the content you have out there—its quality and accuracy."

Compliance is a catalyst for investment in content operations

"The awareness around content and the risk it poses to compliance failure is what has been starting to change.

"Leaders have begun to understand the need to hire the right experts in these areas, to better mitigate against producing content that will be in violation of government regulations, or is otherwise not compliant with the set regulations for our industry."

Jeneba Wint

"It's interesting because you can frame through 'fear of risk', but then that itself

can really become an opportunity for producing better content.

"It's not just about compliance; there's also the revenue results, the KPIs.

"So, there are clearly many other benefits to having an established content operations set-up."

Alice Deer

"It's like some bittersweet storytelling, where you start by introducing the risk piece, but then towards the end of the conversation, we can talk about the improvements to the experience overall; the C-SAT scores, the opportunity to increase revenue with content, or bring on more customers with better content.

"It's also an opportunity for the organization to progress a thought leadership program, which ties into the brand differentiation/brand association piece."

Jeneba Wint

There's an increasing pressure on the people 'behind' the content

"Content moves very quickly, and digital transformation also moves very quickly.

"There's a pressure to stay up to date on content best practices and the different market and regulatory changes in the industry"

Jeneba Wint

Content operations in action

Use a hub-and-spoke model to standardize, structure, and scale content operations

"For us, and our organizational structure, it made sense to align ourselves around a model that had the least amount of friction and change management required to get buy-in.

"We use the hub-and-spoke model for our team, our process and for our content tech stack.

"It enables everyone to focus on what they do best, and it allows people who are already content creators or working with

content in some way to still feel like they're part of the process, so they're happier and more engaged.

"And, at the same time, it allows the Content Operations and Content Strategy Team to implement governance and standardization—an enterprise strategy process—to the organization."

Jeneba Wint

Reduce friction by defining content ownership, and identifying content owners

"Conversations around content ownership are a struggle for many organizations.

"We manage this by talking to different teams and leaders from around the organization so that our definition of what a Content Owner is (and who they might be), is shared and properly understood.

"It's a great way to get stakeholders engaged in the process, and get their buy-in, early on.

"People are then more likely to understand and accept that the content they author (and own) will go through a content operations process, and that their content supports the wider content

strategy."

Jeneba Wint

"You're helping to make sure that everyone can be a content creator—but it's happening with a high level of clarity and accountability in place, so that you're set up for success."

Jeneba Wint

Defining roles at an early stage is important

"Early on, it's important to [define your RACI matrix](#) (Responsible, Accountable, Consulted, Informed), and to separate what a subject matter expert is from what specialized content roles are.

"For example, defining roles like subject matter experts, content specialists, content strategists, content designers and content operations, etc.

"Doing this will help you move up the content operations maturity scale faster, and make it easier to onboard stakeholders into 'digital transformation' as a whole."

Jeneba Wint

Support and encourage everyone to be a content creator

"We've moved on from the thinking that only members of the content operations Team or the Content Strategy Team are the ones creating the content.

"We think that anyone in the organization can be a content creator.

"But importantly, everything created flows back to us—where we can then look at it through the lens of content strategy, governance, and content operations.

Jeneba Wint

The team structure at LPL

"The formal name for our team is the Digital Content Strategy and Operations Team.

"We have content strategists, copywriters, a content governance assistant VP, a content strategy AVP, an AVP of content strategy and operations, and then myself—I'm AVP of Content Operations.

"On my team, I have a digital asset manager, a taxonomist, a content operations analyst, and some content governance analysts.

"We also have copywriters, content designers and content creators that sit across many different teams."

Jeneba Wint

Building a Content Tech Stack

"Focusing on the functional and technical requirements are the first step in building out the tech stack.

"You don't want to bring in tools for the sake of bringing in tools, and it's good to remember too that one tool won't necessarily fix an existing bad process or poor content quality.

"At LPL, we started by looking at the business requirements, and understanding what we needed and why.

"We identified use cases, the challenges that needed to be addressed, and how to add value to what we already have.

"It was important for leadership to understand our decision-making. We presented our use cases alongside an ecosystem map—and with a plan of how processes and tools would integrate.

"At LPL, we call GatherContent our Content Lifecycle Tool. We use it for content workflow and project management.

"Think about your tools for final distribution too. That may be your CMS, 'headless' CMS, and/or social media publishing tools. Consider where you'll store digital assets as well.

"Understand what you already have, and how it can be implemented to better support what you are trying to do. It's essential to take the time to stand back

and think about how all the parts of your content ecosystem work together.

"And remember: any new tool recommendations will need a clear purpose. You'll need to show your leaders how you're going to get a return on their investment."

Jeneba Wint

KPIs for your content operations

"I can list some of the high level content KPIs that we have at LPL, which relate to Content Readiness, Content Quality, and Content Speed to Market Over Time.

"For example, for Content Quality, we've invested in Writer.com alongside GatherContent which gives us a lot of data around the quality of the content we produce.

"For example, we can see how often people are not following the rules defined in our Content Style Guide.

"We can then take that insight further by saying over the course of a given time period, 'team X' missed style guidance x

number of times. We then use this intel to feed back to the team and at user level.

"The nice thing here is that we can see who the champions are quite easily, and that enables us to recognize and celebrate them."

Jeneba Wint

Create Service Level Agreements (SLAs) for content

"SLAs can help with questions like: How long should it take between ideation and creation? How long should it take to go from drafting to editing content? And how long should it take from review to final approval?

"At LPL, we're continuing to implement new workflows with the aim to scale, and we're hoping to then get SLA stated numbers or timeframes down over time.

"Our stakeholders find seeing these SLAs really helpful, and it also brings them into the process.

"Also, being able to share data with the teams involved in the content production

process enabled us to create almost an incentive for them to improve.

"It's always interesting to see how shocked people can be when they understand that something takes far longer than they expect, or that more people are involved in the content supply chain than they originally thought.

"SLAs can seem challenging for stakeholders at times, but ultimately they know this only makes our content, team, and organization better."

Jeneba Wint

Develop Change Champions

"We bring our Change Champions into our Governance Council, and they support us by talking about their experiences when we're presenting to other teams.

"These are teams that may be about to experience change, are currently experiencing change or are gearing up to actually instigate change themselves.

"I've even put quotes from some of our Change Champions in our newsletter to

share with other teams. It's a great way to show the value we're providing, and their experiences of working with us.

"Change can happen—slowly but surely. It leads to the moment where you feel the reward and that sense of purpose."

Jeneba Wint

Nine things to think about when aiming for content operations maturity

#1. Understand it's a marathon and not a sprint; you'll continually be iterating on the way you do things, and learning from your mistakes.

#2. Think about how you can support the organization's content strategy; it's your best 'first step' towards building a strong content operations team.

#3. Understanding the areas for improvement and any potential opportunities is important. You'll also need to feel comfortable presenting this to your leadership team. In the background, you'll also need to keep your team

updated about any changes that could be coming down the track.

#4. Choose and stick to one operational model.

#5. Map out the capabilities and roles you need to build within your team— you can use this RACI matrix.

#6. Build out a hiring plan that maps to the next set of goals you are looking to achieve.

#7. Plan hiring ahead of these goals.

#8. Install processes (e.g. team meetings) that will enable tight feedback loops. It will help you to understand what's working and what's not.

#9. Create space for different teams to share insights so that everyone can make adjustments to the way they are working—whether that's about the content, or the way the team works.

Standardize, structure, and scale your content operations with GatherContent

Overcome content chaos, and bring clarity to everyone in your content workflow.

Check out **the platform overview**, and then explore our **no-obligation free trial**. It's packed with content and examples to try out.

Alternatively, **book a demonstration** to have a content operations expert talk through how the platform can support your requirements.