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Content Inc.

How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses

THE SUMMARY IN BRIEF

What's the surest way to startup failure? Follow old, outdated rules. In *Content Inc.*, one of today's most sought-after content-marketing strategists reveals a new model for entrepreneurial success. Author Joe Pulizzi flips the traditional entrepreneurial approach of first creating a product and then trying to find customers. It's a brilliant reverse-engineering of a model that rarely succeeds.

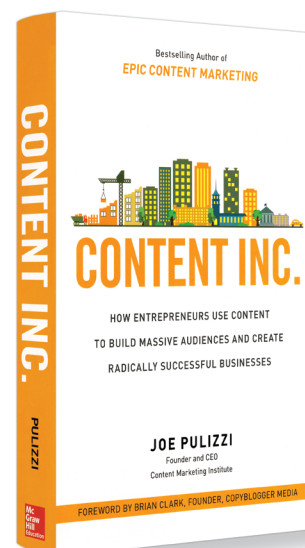
Today's markets are more dynamic and customers are more fickle than ever before. Why would you put all your eggs in one basket before securing a loyal customer base? *Content Inc.* shows you how to get customers first and develop products later. It's the best way to build a solid, long-lasting business positioned for today's content-driven world.

A pioneer of content marketing, Pulizzi has cracked the code when it comes to the power of content in a world where marketers still hold fast to traditional models that no longer work. In *Content Inc.*, he breaks down the business-startup process into six steps, making it simple for you to visualize, launch and monetize your own business.

Whether you're seeking to start a brand-new business or drive innovation in an existing one, *Content Inc.* provides everything you need to reverse-engineer the traditional entrepreneurial model for better, more sustainable success.

IN THIS SUMMARY, YOU WILL LEARN:

- Why you should build an audience before you develop products.
- The three ingredients of the "sweet spot" and how to find them.
- How to develop unique content and find your audience.
- How to diversify your offerings.
- Various strategies for monetizing your Content Inc. model.



by Joe Pulizzi

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THE COMPLETE SUMMARY: CONTENT INC.

by Joe Pulizzi

The author: Joe Pulizzi is an entrepreneur, professional speaker and podcaster. He is the founder of several startups, including the Content Marketing Institute (CMI), recognized as the fastest growing business-media company by *Inc. Magazine* in 2014. Pulizzi's book *Epic Content Marketing* was named one of *Fortune* magazine's five must-read business books of the year.

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Introduction

The absolute best way to start a business today is *not* by launching a product but by creating a system to attract and build an audience. Once a loyal audience is built, one that loves you and the information you send, you can, most likely, sell your audience anything you want. This model is called Content Inc.

Before 1990, large media companies had the most power because they controlled the information channels ... they controlled the audience. Now 25 years later, that power has almost completely shifted to the consumer. Today anyone, anywhere, can publish books, develop media sites and create feature-length movies, with each one having the ability to reach an audience directly. For example, writer-director Sean Baker released his latest movie, *Tangerine*, at the 2015 Sundance Festival to glowing critical review. The big deal? He filmed the entire movie using an iPhone 5S.

Disruption is happening everywhere, but nowhere is this more apparent than around content creation and distribution. Entrepreneurs and small businesses need to be rejoicing. Today's availability of technology means that any business in any industry can develop an audience through consistent storytelling. No longer does the company with the biggest marketing budget win the most attention. Businesses are now rewarded on the substance of their message and on the audience they can attract through the consistent flow of information.

Enter Content Inc.

Content Inc. tells us that there is a better way and a better model that leads to a better life for entrepreneurs

and business owners. There are six distinct steps to the Content Inc. model.

The Sweet Spot: Mixing a knowledge area or skill with a passion area.

The Content Tilt: Looking at the traditional content niche defined as slightly off-center, to create a true differentiation area.

Building the Base: Consistent publishing in one core channel.

Harvesting Audience: Converting the publishing activity to the asset of subscribers.

Diversification: At the proper time, expanding the publishing process to additional channels.

Monetization: Monetizing the audience through the selection of products or services that will be the source of revenue and profit for the business.

A Thought on Why

Don Schultz, the father of integrated marketing and author of *Integrated Marketing Communications*, discusses the idea that any company, anywhere in the world, can copy everything about what you as a company do ... except for one thing — how you communicate. The way we communicate with our prospects and customers is the one remaining way we can actually be different.

This is why entrepreneurs that follow a Content Inc. strategy have a strategic advantage over other companies. The entire business model is dedicated to developing content experiences and building an audience and not to pitching products in any way.

When all your focus is on an audience you know deeply, instead of a product, good things usually happen. When we listen intently to our audience, we are auto-



1-800-SUMMARY
service@summary.com

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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Ashleigh Imus, Senior Editor; Masiel Tejada, Graphic Designer; A. Imus, Contributing Editor

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matically led to new product opportunities. The challenge is that sometimes we don't know when the model will take shape — and that's why patience with the Content Inc. model is key. As Chris Brogan, founder of *Owner* magazine, states, audiences are eager for their lives to be changed in some way. Focusing on that gives Content Inc. the advantage. ●

The Sweet Spot

The Content Inc. model is dependent on first identifying the sweet spot. Simply put, the sweet spot is the intersection of a knowledge or skill area and a passion point.

Andy Schneider's sweet spot mixes his knowledge of backyard poultry with his passion for teaching. He is the backyard poultry king and has become the go-to resource for anything and everything chickens. As Andy began to raise chickens in his Atlanta-area backyard, he began to sell them to his friends directly and then on Craigslist. There were many who were interested in raising their own chickens, but they needed a lot of education to just get started. So Andy formed a "meetup" in Atlanta to answer questions from those interested in backyard poultry.

As the club grew, local media started to notice. The local CBS affiliate did an interview with Andy, which was picked up by Atlanta's major newspaper, the *Atlanta Journal Constitution*. From there, Andy grew the *Chicken Whisperer* platform into a book, a magazine (with over 60,000 subscribers) and a radio show, which has now run for over five years with more than 20,000 weekly subscribers. He also travels around the country doing road shows, exclusively sponsored by Kalmbach Feeds, his major financial supporter.

Finding your skill or knowledge area. The model can work by identifying either an exceptional knowledge area or a unique skill. Knowledge is information acquired about a particular subject through study or observation. Simply put, skill is knowledge used properly.

If you are an individual, begin by listing those areas in which you have a large skill set or knowledge area in something, versus the average person. This is brainstorming time, so more is better at this point. If you completed the exercise correctly, you should have vastly more knowledge areas than skill areas.

Unleashing your passion. Skill is one thing, but the passion is the energy behind what makes the model successful. It's why for months, and in many cases years, entrepreneurs create their content, ultimately waiting for the payoff. Simply put, for Content Inc. to work, you

need to get up every day loving the right side of that sweet spot, or the work doesn't get done. With Content Inc., passion is the fuel that makes the engine go. All the skill in the world won't make your content engine go without passion.

If you are an established company with an existing product base, finding the sweet spot between knowledge or skill and passion may not come naturally. In these cases, replace passion with a customer pain point area.

Adding Audience to Your Sweet Spot

In order to complete the sweet spot formula, we need to identify the "who." Who is the audience for your content? Remember, for the Content Inc. model to work, we need to figure out how we can build the engine that positions us as the leading informational expert in our particular market niche. We want to define our audience as specifically as possible.

Ask the following questions:

- Who is he or she? How does this person live an average day?
- What's the person's need? This is not "Why does the person need our product or service?" but "What are his or her informational needs and pain points as they relate to the stories we will tell?"
- Why will this person care about us, our products, our services? It's the information provided to him or her that will make that person care or garner attention.

Your idea of the "who" doesn't have to be perfect, but it needs to be detailed enough so that you can clearly visualize this person in your head as you develop content.

As we add in our audience group, we've added a new dimension to our sweet spot. Let's go back to the *Chicken Whisperer*. Andy Schneider's original sweet spot was a knowledge area of backyard poultry and a passion for teaching and instruction. Now let's add the audience to make our sweet spot come to life. We have enough information to capture the sweet spot in a single sentence. Andy Schneider's mission statement might have looked something like this: Helping suburban homeowners answer all their possible questions regarding raising chickens at home.

In the movie *The Grand Budapest Hotel*, the job of the lobby boy was to know the clientele so well that he could anticipate their needs. That is your role now. Your job is to learn your audience so well that you'll be able to develop ongoing content that is so good, the people in your audience are not even aware they needed it in the first place. ●

The Content Tilt

If Content Inc. is going to work for you, your content must be different. It must fill a content hole that is not being filled by someone else. We must find a problem area that no one else is solving and exploit that area with content. This is called “content tilting.”

The word tilt has two primary definitions. The first is to cause to lean, incline, slope or slant. If we tilt a glass or a table, we get to look at it from a different perspective. The second definition of tilt is to aim or thrust, as you would tilt a lance in a joust. With this tilt, we look at the content niche in such a way that creates the opportunity for us to attack, and lead and ultimately own the category.

While identifying the sweet spot is critical to the Content Inc. process, it's the content tilt that will separate you from everyone else in your market area. Without “tilting” your content just enough to truly have a different story to tell, your content will fade into the rest of the clutter and be forgotten.

Let's say someone rounded up all your content and placed it in a box, like it never existed. Would anyone miss it? Would you leave a gap in the marketplace? If the answer to this is no, then we've got a problem, Houston. We want customers and prospects needing ... no, longing for our content. It becomes part of their lives ... their jobs.

Today, it's harder and harder to buy attention. You have to earn it. Earn it today, tomorrow, and five years from now by delivering the most impactful information your customers could ever ask for. Set the uncomfortable goals that will take your business to the next level.

Discovering Your Content Mission

A mission statement is a company's reason for existence. It's why the organization does what it does. For example, Southwest Airlines' mission statement is to democratize the travel experience. The mission statement for CVS is to be the easiest pharmacy retailer for customers to use. So, in simple terms, the mission statement answers the question, “Why do we exist?”

Your content tilt needs to be expressed in a way that you can communicate to your audience. It's a bold statement when you put your flag in the ground and tell your audience why you are different.

Three parts of the content mission statement are

- the core target audience
- the material that will be delivered to the audience
- the outcome for the audience.

My favorite mission statement from a traditional media company is from Inc. magazine: “Welcome to Inc.com, the

place where entrepreneurs and business owners can find useful information, advice, insights, resources and inspiration for running and growing their businesses.”

Note that nowhere in the mission statement is Inc. talking about how it makes money. That's where most startups go wrong with their content creation ... they always want to talk about what they are going to sell. If you do that, you'll never even get off the ground with your Content Inc. strategy.

The best Content Inc. programs revolve around aspirations, not needs. Focusing on pain points just gets you to the front door. To get to the heart of your customers' needs, you have to focus on what they want to be and help them get where they really want to go. Instead of the basics like “saving money” and “lowering costs,” let's raise the bar to things like “giving our customers more free time to live the lives they want to” or “being a person that can make a difference in the world.”

Ways to Unearth Your Content Tilt

To succeed with Content Inc., you need to create a platform that is the leading informational or entertainment resource around your content niche. This is not easy to do. Many entrepreneurs have ideas about what it is they want to create content around; they just don't go that extra mile to clearly differentiate themselves. Here are some strategies and tactics you can leverage to help identify your content tilt.

Amazon.com press release method. Ian McAllister, general manager for AmazonSmile, Amazon's charitable arm, states that before a new product is presented for development at Amazon, Jeff Bezos, Amazon's CEO, requires that a full press release be written as if the product were fully built and ready to launch. “Iterating on a press release is a lot less expensive than iterating on the product itself (and quicker!),” says McAllister.

Ask your potential readers. Asking your customers or potential readers seems like such a simple thing to do, but sadly it's rarely done. Here is an opportunity to take advantage of what large enterprises don't do well — talk to your readers. Whether you ask potential readers (which could be your friends or family) face-to-face or you send out a survey (using a tool like SurveyMonkey) via email, either or both ways should be part of your regular strategy. This is especially critical in the beginning stages as you are discovering your niche.

Testing tilts. Jay Acunzo from NextView Ventures employs a testing strategy every time he's considering a new content area. Recently, while gathering data for a target content area, he took small subsets of his database

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and sent out test content to different groups. For each one, he measured the open rate, the click-through, the on-site engagement and the unsubscribe rate. He did this for six weeks and, at the end of the process, identified a clear and overwhelming winner in a certain content subcategory.

Sometimes, to find your content tilt, you simply have to get started, do the work and discover the opportunities. Perfection is unattainable with content, so if you have stalled your plans until you find the right tilt, the best prescription may be to just begin the creation process. ●

Building the Base

As Michael Hyatt said in his book and blog, both entitled *Platform*, your ideas and stories need a place to live if you are going to succeed. According to Michael, “Without a platform — something that enables you to get seen and heard — you don’t have a chance. Having an awesome product, an outstanding service or a compelling cause is no longer enough.”

You have two choices to make when building your platform:

1. How will you tell your stories? Will it be through written word, through video, through audio or in person?
2. Where will you tell your stories? What channel will you choose to distribute your content?

Mathew Patrick from Game Theory decided to create consistent videos and distribute them on YouTube. Darren Rowse from Digital Photography School uses mostly articles with images, leveraging a website developed in WordPress. John Lee Dumas from EntrepreneurOnFire (EOF) does a podcast every day; he distributes it mainly through iTunes, Stitcher and SoundCloud and delivers show notes on a website.

Here are six principles of content marketing that work. You need to remember these at all times during the process of building and executing your platform.

1. Fill a need.
2. Be consistent.
3. Be human.
4. Have a point of view.
5. Avoid “sales speak.”
6. Be best of breed.

The majority of Content Inc. success stories fall into these following content types: articles or blogs (or content-based websites), E-newsletter programs, videos and podcasts.

Now that you know how you are going to tell your story, you need to decide how you are going to deliver the content — the channel. You need to consider two major questions when making this decision:

- What channel offers the best opportunity to reach my target audience? (Reach)
- What channel gives me the most control over presenting my content and building my audience? (Control)

Although social channels, such as Facebook and LinkedIn, are great places to build your digital footprint and followers, you ultimately have no control over what those companies do with your connections.

Look at the fastest-growing media companies of today, such as BuzzFeed or Vice Media, or more mature new media platforms, such as the *Huffington Post*. You can even look at a traditional publisher like the *New York Times* or *Time* magazine. In every case, they build websites or print properties (both with subscribers) that they can own and control, and they leverage other channels to drive people back to the sites they own so they can convert passersby into an audience they can monetize.

Content Ideation

To get to a point of Content Inc. success, we need to do the work. Now that you’ve identified your sweet spot and determined what differentiates you and your content, coming up with consistently compelling content ideas may seem daunting. Putting in the work makes all the difference.

There is no one right way to develop ideas for your content projects, but you do need a process. Before you can determine what kind of content you need, you first need to figure out what you have. In addition, you need to determine whether what you have is any good at all or, better yet, whether you have some raw content that is still incredibly valuable that you can leverage throughout your Content Inc. strategy.

Fifty questions. Open a notebook and make a list of questions your audience would like to know about. At this point, there is no wrong answer. Don’t stop and correct anything — just write questions. Finish your list of 50 questions, and take a break. After a while, come back to the list to find the diamonds.

Leveraging freewriting. Freewriting, also called stream-of-consciousness writing, is a writing technique where the person writes for a set period of time without regard for spelling or even the topic. Natalie Goldberg, author of *The True Secret of Writing*, outlines the rules of freewriting to include

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- Give yourself a time limit. Write for a set period, and then stop.
- Keep your hand moving until the time is up.
- Pay no attention to grammar, spelling, punctuation, neatness or style.
- If you get off topic or run out of ideas, keep writing anyway.
- If you feel bored or uncomfortable as you're writing, ask yourself what's bothering you, and write about that.
- When the time is up, look over what you've written, and mark passages that contain ideas or phrases that might be worth keeping or elaborating on in a subsequent freewriting session.

Twitter hashtags. Your industry may have a number of hashtags that can be a beacon for new content. For example, there are multiple conversations on the web going on around “intelligent content.” The hashtag for intelligent content is #IntelContent. By searching Twitter or setting up a dashboard with a Twitter management system such as Tweetdeck, you can monitor what is going on around the topic in social media.

Analyze your analytics. Make a habit of looking into your analytics on a weekly basis. Find out what people are most interested in and how they are finding your content. It may make sense to create more content around what's most important to your audience. ●

Harvesting Audience

Your sole focus is on one simple metric — the subscriber. When you go to sleep at night, you should be thinking of attracting subscribers. When you wake up in the morning, you should have subscribers etched in your brain. The Content Inc. model only works if you can build a loyal audience of subscribers over time. Period.

Like a subscription to Netflix or (in days past) a newspaper subscription, your goal is to deliver such amazing value through content that your audience is willing to give some piece of personal information up as a value exchange (email address, home address, etc.). The only difference in your situation from the Netflix example is that you are giving your content away for free, so that you can monetize that relationship at a later point.

Your goal is to build content assets where you have the maximum amount of control. This is especially true for the types of subscribers you attract. While any fan, follower or subscriber can be a good thing, they are not equal in value. If you have a choice, email subscribers are the most

valuable ultimately because of control. Extremely helpful and relevant emails will break through the clutter.

As you employ your Content Inc. strategy, you need some kind of email offering. This could be a daily email newsletter based on your original blog, daily email newsletter curating the best information from the Web, weekly email newsletter or weekly report offering industry insight or a report offering a fresh idea to your audience every month.

Think about the last time you clicked on an article on social media and it directed you back to the website. If it's like most sites, the calls to action were all about the products. Perhaps a product demo? Maybe a new product offering? With a Content Inc. model, every piece of content we send out drives to another piece of content that can be subscribed to (an email offering). At CMI, our best subscription generator is a pop-over (sometimes called a “pop-up”).

Other ways to enhance your subscription opportunities include

- Ask for only an email address, or just a name and email address, for starters. Asking for too much information at first will damage your ability to gain subscribers.
- Promote subscriptions on your website and social platforms.
- Place subscription options in the footer of your email signature line. Do the same for all your employees.
- Leverage SlideShare Pro, where you can upload PowerPoint-type presentations and collect email names (subscriptions) when people download them.

Building for Findability

According to the 2015 Content Marketing Benchmark research from Content Marketing Institute and MarketingProfs, more marketers are focusing on content promotion than ever before. Why? Companies of all sizes are spending vast amounts of money on content creation, only to find out that no one is engaging in that content.

Search engine optimization. Getting your content found through search engines is the king of content findability. According to Web-presence management company Conductor, approximately half of all Web traffic comes from organic search (nonpaid results). For the Content Inc. model to be successful, you need to focus on search engine optimization (SEO) at all times.

Guest appearances in OPC. OPC is short for “other people's content.” The more our thinking gets spread around in OPC, the better chances we will have to attract new people to our site and build subscribers.

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Create more lists with your content. Lists get found and shared. As a result, more people blog and link to that content, making it easier to be found in search engines.

Consider Stumbleupon. Readers use Stumbleupon to find or “stumble” onto relevant articles and sites based on their current interests. Statcounter found that of the top seven most-trafficked sites, Stumbleupon is one of the leaders in driving traffic to those sites. Adding Stumbleupon to your site toolbar would be a solid first step.

Create unique research. If this could be an opportunity for you, be sure you plan your research as an ongoing series, like quarterly or annually. That means every time the research is released, you have something new and amazing to talk about.

Content syndication. Syndicating your content means you actively place your articles on other people’s sites. In the past, many have thought that search engines like Google penalize your site for duplicate content. Google says this isn’t true.

Add images to your text content. Skyword research has found that business-oriented Web pages with images have performed 91 percent better than those pages without images. ●

Diversification

You built the model and are reaping the rewards with new subscribers and audience loyalty. Now is the time to diversify your portfolio and stake your claim as the leading voice in the industry. In Content Inc. interviews we find trends, consistencies and surprising repetition in the patterns that define success. This is called the “three and three” model. The first three are personal.

In *Jeopardy* style,

The answer: A blog, a book and speaking.

The question: What are the three most critical strategies an entrepreneur can do to build a thriving personal brand?

Jay Baer, Ann Handley, Marcus Sheridan, Michelle Phan, Ann Reardon and other successful thought leaders from around the world such as Michael Hyatt and Tony Robbins have used this strategy. Each of these successful entrepreneurs leverages the same formula.

The blog. A place on the Web where you distribute your differentiated story on a consistent basis and which is shared by your audience to gain wider reach. Most Content Inc. strategies use this as the main platform.

The book. The greatest business card on the planet. The book is your story in physical form. If someone asks you what you are all about, you hand the person the book.

Speaking. The blog and the book lead to public speaking opportunities. Conference providers from around the world will reach out to you to gain your insight and expertise in the area you now own.

Now we turn our attention to the second “three” of our model. In contrast to the first three, which are personal, the next three — digital, print and in person — are business. Take a look at some media brands that you may have heard of:

ESPN. Multiple properties in digital, a print magazine and multiple in-person events.

Forbes. Multiple properties in digital, a print magazine and multiple in-person events.

Inc. Multiple properties in digital, a print magazine and multiple in-person events.

The three legs of the publishing stool — print, digital and in person — are the three key channels. To be the true informational expert for your niche (like those listed above), you need all three. As you begin to learn more about the behavior of your audience, you’ll see patterns showing that the more you can get the people in your audience to engage in your content in different ways, the more likely they will be to buy from you.

Marketers today are so focused on digital channels that they’ve all but forgotten the power of print. There has never been a bigger opportunity for brands in the printed channel than right now. Here are a few reasons to starting thinking print: It grabs attention; customers still need to know what questions to ask; a publisher recently said, “The Web is where we go to get answers, but print is where we go to ask questions.” In addition, print still excites people, and print lets people unplug.

In-person events and conferences continue to grow. As more people connect socially, we are seeing an increased need for those people to meet face-to-face. Some questions to consider: Does your content niche have a dedicated event? If the answer is yes, could there be an opportunity to develop a small event for just one particular portion of your audience.

You may want to consider launching a digital event to test the waters. Webinars and virtual trade-show technology from companies like ON24 and GoToWebinar are relatively inexpensive and logistically much easier to produce. ●

Monetization

You’ve created a relationship with a loyal audience. You’ve built the base and have diversified into multiple channel extensions. Now is the time to reap the rewards.

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As Brian Clark discusses in the Foreword of this book, Content Inc. models can better monetize the program when they get to their MVA, or minimum viable audience. As he explains, “An MVA is the point when your audience starts growing itself through social sharing and word-of-mouth. Even better, it’s also when you start getting the feedback that tells you what product or service your audience actually wants to buy.”

Successful Content Inc. companies don’t just get to an MVA point or level-of-subscribers point and then make a decision to sell a product. All along the way, these savvy entrepreneurs are leveraging creative thinking to sustain the business model while it is being developed and is growing.

If you are like most Content Inc. entrepreneurs, you need to identify revenue opportunities throughout the process to keep paying the bills. CMI did it through the benefactor model, which involves promotion and the opportunity to include content on our site (sponsored content). Digital Photography School did it through affiliate sales. Game Theory did it through YouTube advertising. Moz did it through consulting. Copyblogger Media did it through royalties from partner product sales. Today all these companies are multimillion-dollar enterprises growing at some of the fastest rates around.

For Content Inc. to work, you don’t have to go through each of the five stages and then think about revenue. You need to be thinking about making money from your platform from day one.

Ardath Albee, author of multiple books, including *Digital Relevance*, believes that the best place to start a content approach is with your most important relationships. The same holds true for your Content Inc. monetization model. If you’ve been working your influencer channels properly, those same people should be your first options for locating revenue opportunities.

Building the Revenue Model

Whether you are an entrepreneur in a startup environment or running a Content Inc. program in a large organization, you should always be thinking of how many ways you can monetize the asset of content you are consistently creating.

Let’s review the different ways to monetize your Content Inc. platform.

Advertising and sponsorship. Advertising revenues are still the go-to business model for most media companies.

Subscriptions. The second oldest way to generate money from content is through subscriptions, such as a magazine or newspaper subscription.

Premium content. The majority of Content Inc. models serve up premium content, like e-books and exclusive reports, for free to gain more subscribers or more information about subscribers (called “progressive profiling”).

Conferences and Events. As more and more people begin to form relationships online, it has created an unexpected need for these people to actually meet in person. The event and conference business has never been more robust.

Cross-media (books, magazines, webinars, podcasts).

Crowdfunding. With services like Kickstarter on the rise, it’s easier than ever to ask your community to help fund your Content Inc. model.

Micropayments. Marc Andreessen believes that collecting micropayments through Bitcoin is a viable option for Content Inc. models. Coinbase, an online wallet system for Bitcoin, is one easy way to set up your site to collect micropayments using the online currency model.

Philanthropy. Pro Publica is a nonprofit organization that uses its funding to develop investigative journalism that it deems is important for the public to hear. Pro Publica employs 45 journalists and received its major funding from the Sandler Corporation, which committed funding for multiple years upon Pro Publica’s launch in June 2008.

Products. According to Anne Janzer, author of *Subscription Marketing*, selling products from a content site, while being the most intensive in research and development, has the biggest revenue upside.

Until now, it was cost prohibitive for entrepreneurs to build a loyal audience. Until now, the communication channels were not available. Until now, the audience wasn’t willing to connect.

By following the Content Inc. method, you have an opportunity to make a difference. Seize that opportunity today and never look back. ●

RECOMMENDED READING LIST

If you liked *Content Inc.*, you’ll also like:

1. ***Disciplined Entrepreneurship* by Bill Aulet.** Whether you are a first-time or repeat entrepreneur, Bill Aulet offers the tools you need to improve your odds of making a product people want — and need — to buy.
2. ***Reality Check* by Guy Kawasaki.** Kawasaki presents an all-in-one guide for starting and operating great organizations that stand the test of time.
3. ***The Pumpkin Plan* by Mike Michalowicz.** Inspired by an article about how to grow a giant pumpkin, Michalowicz modified the step-by-step approach to grow a business and was able to transform his company into a multimillion-dollar industry leader.