

# The Ultimate Guide to Corporate Blogging

*How to Start a Blogging Program  
in Your Company*

# The Ultimate Guide to Corporate Blogging

## *How to Start a Blogging Program in Your Company*

Introduction .....	1
Corporate Blogging Defined.....	3
Business Benefits: Why Blog? .....	5
Corporate Blogging is a Completely Level Strategy.....	7
Customize Your Approach .....	9
Metrics for Setting Goals and Reviewing Progress .....	10
Challenges to Success.....	12
Taking Steps to Get Started .....	13
Checklist for the CEO/Executive Team.....	14
Checklist for the Blogging Administrator .....	15
Quickstart Guide for the Blogging Administrator.....	16
Checklist for the Employee Bloggers .....	28
Quickstart Guide for the Employee Bloggers .....	29

# INTRODUCTION

I wish there was an eBook like this one four years ago when we started a corporate blog.

Who knew that, in just a few short years, corporate blogging would become such an essential marketing tool for generating new business.

We (you and I) must sell our expertise. We must do so by providing consistently valuable and compelling content to our prospects and customers. In doing so, we must leverage the greatest marketing assets we have (our employees). This presents both challenges and opportunities.

And corporate blogging is one huge opportunity.

In my case, in 2007 I left a high-paying job in the publishing industry to start my own marketing consulting practice. At the time, I knew literally nothing about social media, even though blogging had been around for almost 10 years. I had a wife and two small children to support, so the pressure was on. Needless to say, I didn't have a lot of funds for traditional marketing efforts.

In April 2007 our company launched a blog. At the same time, we started to figure out how to leverage our LinkedIn and Facebook accounts. A little after that, we found Twitter, as well as some other handy social media tools you'll read about in this eBook.

For two months, I personally blogged at least three times per week. Nothing happened. In those first 60 days I had exactly 321 page views. That's less than six page views per day. To my knowledge, most of the visitors were family and friends.

But I persisted...we all persisted. Our staff consistently posted helpful and compelling stories about the industry. We talked about issues that no one else was talking about. We started to comment on other blogs where our customers were hanging out. We shared relevant information via our social networks.

The next 60 days we saw more than 2,000 people come to our blog. The 60 days after that? One day more than 1,000 people came to our site. Today we have a number of blogs that consistently attract more than 40,000 customers and prospects per month.

And all this started with one blog post.

You may be saying, “Joe, web traffic is great, but how about business?”

I can tell you that our single most important tool in our content marketing toolbox has been, and will continue to be, our blog. We have driven more business, started more relationships, and established ourselves as the industry experts because we share valuable, compelling, and relevant content on our blog almost every day.

But we learned each step the hard way. We wasted a lot of time just figuring out how to use all these new tools. All you have to do is read this eBook and execute a handful of the practices.

This eBook will show you that there are many, many people succeeding by leveraging corporate blogging, just like we did. These brands don’t have more resources, skills, or technology than anyone else.

All they did was take the expertise within their organizations and actively share that in multiple ways online. They gave away such valuable information that the people who came to engage in this material wanted to learn more, and ultimately do business with them. They have a point of view. They realized that blogging and social media are important parts of the marketing mix and don’t just sit outside in a vacuum. They started to think and act like publishers.

Fifteen years ago, this kind of marketing wouldn’t be possible. Today, we are all publishers whether we like it or not. There are no barriers to entry. Anyone anywhere can succeed with the right message, consistency, and integration. It’s up to you whether you want to take up the sword and be the leader you already are.

Now get busy blogging!



Joe Pulizzi  
Founder, [Junta42 | Content Marketing Institute](#)  
Co-author, [Get Content Get Customers](#)



# CORPORATE BLOGGING DEFINED

A corporate blog provides a forum for your company's leaders and employees to discuss topics of interest with your target prospects, customers, and industry influencers. A corporate blog site consists of many individual posts, each written by different bloggers within your company. Organizing your site this way creates many more opportunities for your company to be found online and generate new business. Consistency is key, so new blog posts must appear on a regular basis (daily is ideal).

**AN INSIGHTFUL RESOURCE.** Successful blogs provide solutions to your target prospects' and customers' issues. The purpose is not to simply push product or company content, but to provide valuable insight and resources to help your target audience solve their problems. In addition to being useful, the content must contain specific keywords that targets would likely enter into search engines so that your company can be found through this inbound marketing channel.

**MATERIAL FOR REPURPOSED CONTENT.** Blog posts that contain thought-provoking ideas and insight can be very useful for your company's marketing department. Any marketer will tell you that creating new valuable content can be time-consuming and expensive. Individuals' blog content should lend itself to being repurposed in many different forms (white papers, for example) over time.

**SEARCH ENGINE SUCCESS.** Corporate blogs contribute greatly to your organic search engine optimization (SEO) and social media strategies, as both efforts require good, relevant, and regular content. The more ideas, insight, and material that your bloggers create, the better chance you have of attracting new visitors to your site from external resources.

## ROLES FOR THE PRACTICE

There are three primary roles in a corporate blogging practice:

- The CEO and executive team, who set the priority and goals for the effort, allocate the proper resources, and communicate the importance of the effort to the people involved
- The blogging administrator, who develops the plan, ensures that the CEO and executive team approve and support the effort, and works with the technology team and bloggers to execute the plan and meet the goals
- The employee bloggers, who help execute the plan, blog regularly, and also market their blogs to their individual social networks

## A Quick Example: Balihood, Inc.

“It was easier to get our employees engaged once we had set goals...and now that we have a clear intention to convert leads, our posts contain more calls-to-action,” says Shane Vaughan, Balihood’s Vice President of Marketing.

The blogging administrator measures and reports on the blog’s success each month so all employees know how their efforts are paying off. A monthly meeting is held where recognition awards such as gift certificates are given out for “most blog posts,” “most page views,” etc.

Visitors who come to the Balihood website from the blog are now converting at a rate six times greater than that of the average conversion rate from other sources.

---

*“This tells me that our blog is driving valuable, relevant customers to our site who are looking for the solutions we offer.”*



Shane Vaughan  
Vice President of Marketing,  
Balihood, Inc.

**PROBLEM:** Balihood, Inc. began its corporate blog in May 2007. The original goal was to present the company’s executives as thought leaders, but because that goal was ambiguous, the blog lacked focus. Additionally, only three or four people were blogging, therefore content was published infrequently.

**SOLUTION:** Balihood relaunched its corporate blog in 2010. A staff member was appointed to manage the corporate blogging program, and the primary goal from that point on was to generate and convert leads.

**RESULTS:** Six months after rebuilding the corporate blogging program, Balihood had 20 to 25 employees blogging on a regular basis — about half the company’s workforce.





# BUSINESS BENEFITS: WHY BLOG?

Corporate blogging offers significant benefits to your customer development efforts:

- » **Increase the number of visitors to your site who will be interested in your ideas and who may ultimately become interested in your products and services.** According to Chris Baggott, CEO of Compendium Blogware, generally 80 percent of blog traffic comes from first-time visitors via search engines. A properly optimized blog that uses keywords strategically will bring more visitors to your site each day and raise the search engine page rankings of your business's content links. In addition, corporate blog posts give you material for your social media strategy, as you can post short summaries to your targeted social media sites (such as Facebook, LinkedIn, Twitter) and incorporate the ideas in more specialized discussion forums and community sites.

---

- » **Better communicate your story to the world.** Blogging gives a voice to all your employees and enables them to share their expertise — and their personalities — with your target audience. Blogs reflect your company culture and help prospects connect with your company's personality/style.

---

- » **Improve your brand equity with timely, relevant, and useful content.** Your visitors are looking for content that addresses their informational needs. Your blog is the perfect place to provide the content — and the better you address their needs, the more they will understand and appreciate your team and your company. This is a great way to build your brand equity: the understanding of who you are through the eyes of your target audience.

---

- » **Generate more qualified leads, sales opportunities, and sales.** A corporate blog expands your reach to explain to a broader audience who you are, what you do, and the value proposition you offer. A properly executed blog will raise the number of qualified leads you receive and ultimately increase your sales.







# CORPORATE BLOGGING IS A COMPANY-WIDE STRATEGY

Properly executed corporate blogging adds measurable value, but as with any practice, it takes time and resources to get your program up and running. Additionally, it will take time for the content to become popular with search engines and target readers.

For a blogging program to be successful, the CEO and executive team must buy in to the value of the program, communicate its importance to employees, determine short- and long-term goals, and dedicate the proper resources to the effort. In addition, participating employees should be given a goal pertaining to a regular blogging rhythm and must dedicate a set amount of time each week to create marketable content.

## Your corporate blogging strategy and practice at the executive level includes:

- » Setting the right long-term goals and shorter-term goals/milestones
- » Assigning senior sponsorship
- » Appointing a person (a blogging administrator) to be responsible for the effort
- » Approving an approach and plan that correlates with your company's goals
- » Properly resourcing the effort
- » Constantly communicating the importance of the effort to everyone involved
- » Reviewing results and making adjustments over time



Corporate blogging as a company spreads both the opportunity to contribute and the effort of maintaining a blog to every employee. More specifically, it's important to encourage the content creators who work in all areas of your company for a few key reasons:

01. Creating content that attracts people to you nurtures thought leadership throughout the organization.
02. It helps your employees understand that they are ambassadors of your brand, and it vests them in your business in a more fundamental way. Plus, it increases social sharing exponentially when your employees share their content on Facebook, Twitter, LinkedIn, or YouTube.
03. It creates a much more diverse and interesting blog for your readers, because the blog reflects the points of view of many, not just the perspective of one or two.
04. It's much easier to maintain a robust, active blog when you have many contributors responsible for writing compelling content, day in and day out. Have you ever written a regular column or blog? It's a lot harder than it seems, and after you have a few hundred posts or columns under your belt, it's easy to burn out or struggle for something new to say.
05. So much of the knowledge and thought leadership that will make your blog a must-read isn't distilled into a single person in, say, the marketing department. Rather, it's contained in the views of subject matter experts who works throughout your organization. Some of those people might be in marketing, but they might also be in the corner office, or product development, or they might be right on the front lines in customer service or sales. It's important to tap that expertise throughout the organization, because that's what's really going to put meat on your blog's bones.



Ann Handley  
Chief Content Officer, [MarketingProfs](#)



# CUSTOMIZE YOUR APPROACH

A corporate blogging program should be well constructed, but as with all practices, there are many approaches that can lead to a successful effort. Below, we outline two broad examples to help you determine the best approach for your business:



## APPROACH 1. TEST IMPLEMENTATION

Select a small number of committed people, perhaps one employee from each department or team, to be trained and start blogging on a regular basis. After your program has been executed for a given period of time, review your results vs. goals. What efforts can be made to increase participation? What approaches can be taken to improve quality/relevance of posts? How can the company better promote posts to external networks?

This approach is best used if the senior team is not ready to commit to a full-scale implementation. The downside of the “test implementation” is that it will take longer to maximize the impact of the effort. This approach also will take an ongoing commitment of time and resources from the blogging administrator, as he or she will be responsible for repeating the training and engagement steps necessary to onboard new bloggers.



## APPROACH 2. FULL-SCALE IMPLEMENTATION

Determine who in the organization should be blogging and execute a plan that gets everybody blogging from the start. This approach will inherently be iterative in nature, with ongoing adjustments based on results. The benefit of executing a full-scale implementation is that your blog will be likely to climb search engine rankings faster, and your readers will likely be more engaged, as there will a greater variety and amount of content available. The downside of this implementation style is that it will take more time and commitment up-front from the CEO and executive team to ensure that the implementation is successful.

---

The approach that you and your executive team determine is best for your company needs to fit the priority level that the initiative has within your organization’s overarching goals. The key is to create a plan that you can implement relatively quickly so that you can start measuring the progress against your goals soon thereafter.



# METRICS FOR SETTING GOALS AND REVIEWING PROGRESS

Metrics are essential for accurately setting goals and tracking the performance of your blogging program. By analyzing the blog's performance against your metrics, the blogging administrator will gain valuable insight as to how the blogging initiative can be improved.

---

The metrics for blogging fall under four broad categories:

## BLOGGING ACTIVITY

Measures the inputs to your blogging efforts, such as the number of bloggers who are meeting the blogging goal, the number of blog postings created each period, and the number of target keywords used in each blog

## AUDIENCE TRAFFIC

Measures the amount of attention your blogs are getting and where the traffic is coming from, such as the number of weekly visitors, the number of visitors who have subscribed to RSS feeds, and the number of visitors from your key traffic sources and other marketing channels (e.g., search engines, social network sites, referral sites, e-mail newsletter)

## AUDIENCE ENGAGEMENT

Helps to demonstrate the level of engagement your audience has with your blogs, such as the average number of page views per visitor, the time spent reading blogs, and the number of comments you receive (good or bad)

## AUDIENCE CONVERSION

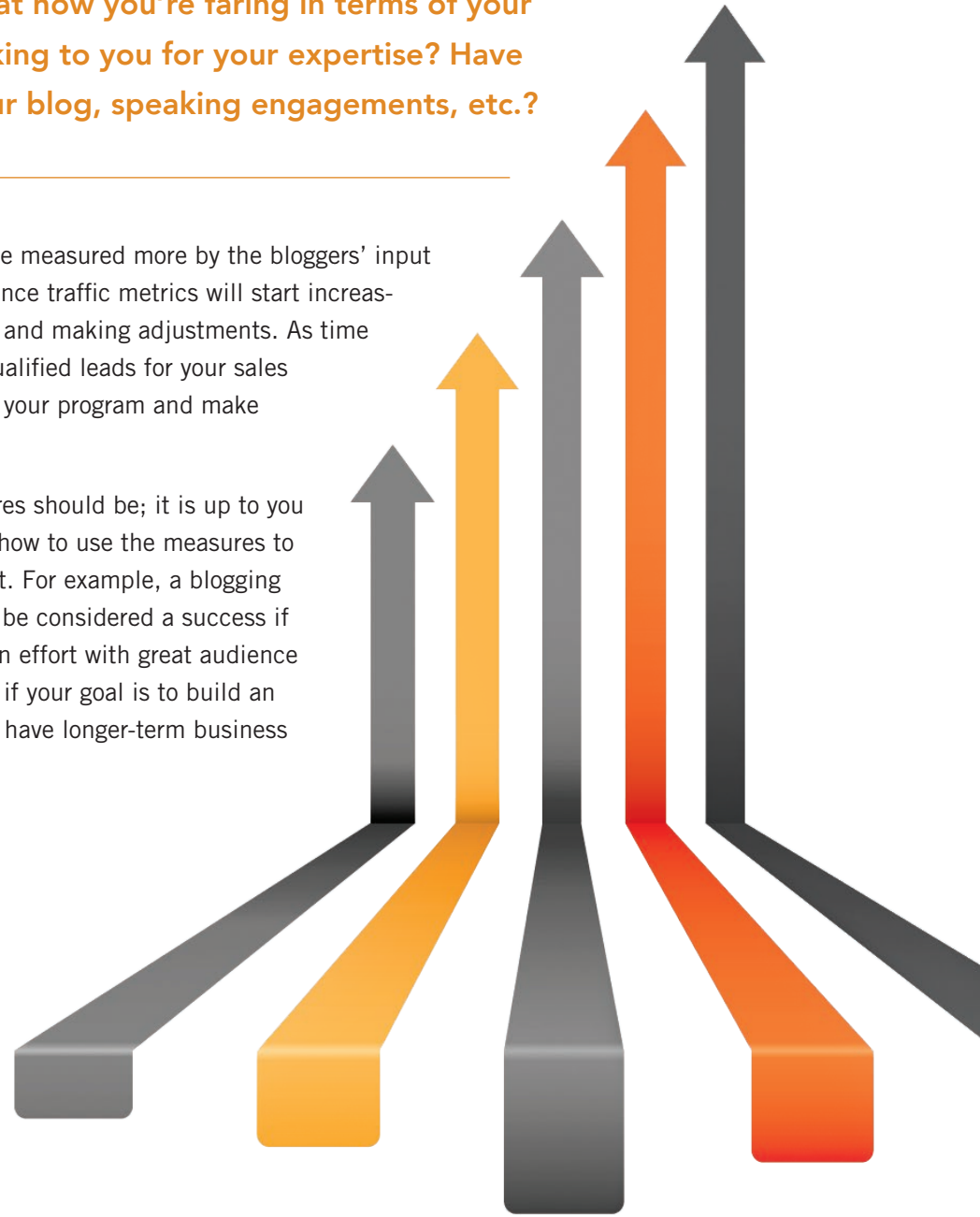
Helps to demonstrate the level of conversion you are getting with your blogs, such as the number of visitors who click through to other sections of your website, the number of visitors who opt-in to receive your e-mail newsletter, the number of visitors who ultimately become sales leads, opportunities, and sales, and the amount of feedback you get from your target audience as they go through your sales process

Another way to gauge success involves looking at how you're faring in terms of your industry influence/success. Are your targets looking to you for your expertise? Have you been offered opportunities to syndicate your blog, speaking engagements, etc.?

---

When a blogging effort is first established, performance should be measured more by the bloggers' input metrics pertaining to quality and frequency. Over time, the audience traffic metrics will start increasing, and this will become more valuable for determining success and making adjustments. As time goes on you should have enough audience conversion activity (qualified leads for your sales team) to start using these metrics to monitor the performance of your program and make adjustments to your approach.

Just to be clear, we are not suggesting what your goals or measures should be; it is up to you to determine the key focus of your corporate blogging effort and how to use the measures to both monitor progress and identify opportunities for improvement. For example, a blogging effort with little engagement and great conversion metrics might be considered a success if your goal is to build short-term sales leads. On the other hand, an effort with great audience engagement and few conversions might be considered a success if your goal is to build an engaged community of your target audience that you believe will have longer-term business benefits.





# CHALLENGES TO SUCCESS

**Blogs have evolved. At first they were a forum for individuals to express their thoughts. Then, CEOs and other executives started blogging in an attempt to establish themselves as thought leaders. Now, corporate blogs give every member of the team a voice and an opportunity to contribute. But as corporate blogs have grown to include more bloggers, companies have struggled with building a solid and continuously improving blogging practice.**

Common problems that you will probably encounter include:

1. Lack of buy-in and/or commitment from your CEO and senior management team, which will make your employees believe that it is not a priority
2. Lack of clear and measurable goals, which will make it difficult for you to monitor progress and make adjustments
3. Getting your employees to start blogging, to do it well, and to continue to improve over time, which will prevent your program from flourishing
4. The lack of a clear voice and focus, which will prevent your blogs from resonating with your target readers
5. Inconsistent posting, which will lower the value of the blogs from your reader's perspective
6. Writing that is not keyword optimized, which reduces the ability of your target readers to find the blogs through search engines
7. Not focusing on the conversion vehicles (the vehicles you use to get your blog readers interested in exploring the rest of your website and better understanding your products and services and how they might benefit from them); this will reduce the opportunities you have to convert your blog readers into sales prospects
8. Not doing enough to market your blog through social media sites, e-mail newsletters, and other marketing channels, which will reduce the potential impact of your corporate blogging practice
9. Not sharing the results of the efforts with employees, which will prevent bloggers from becoming more motivated and inspired by the results of their hard work
10. Content challenges (e.g., the content is too sales-oriented, cannot be repurposed, there are many different audiences that need to be addressed, etc.), which will prevent your target readers from receiving the full potential value of your company's blogs
11. Not appointing an administrator to manage the program, which will lead to disorganization and a lack of problem solving as issues arise





# TAKING STEPS TO GET STARTED

Your corporate blogging effort can be up and running within two weeks if you give it the proper focus and resources. This eBook contains a number of documents that will help each person involved with the blogging program.

## For the CEO/Executive Team

- » Checklist for the CEO/Executive Team

## For the Blogging Administrator

- » Checklist for the Blogging Administrator
- » Quickstart Guide for the Blogging Administrator, which includes:
  1. Establishing your blogging platform: Helps you identify the right blogging software for your specific needs
  2. Crafting your target audience personas: Helps you develop descriptions for your target personas in order to help bloggers focus on the audience
  3. Choosing your target keywords: Helps you identify the keywords that you want your bloggers to use
  4. Training your bloggers: A training schedule example that you can customize and use with the employees to get them onboarded
  5. Engaging your bloggers: Tips and tricks for getting your bloggers engaged
  6. Monitoring results and reporting back to bloggers: A sample weekly report to help motivate your bloggers by showing them their progress

7. Increasing your audience from search engines: A basic guide to optimizing your posts for search
8. Increasing your audience from other marketing channels: How to start marketing your blog
9. Converting your blog audience into qualified leads: Ideas for conversion approaches
10. Reviewing and adjusting on a weekly and quarterly basis: How to continuously improve your effort
11. Sample quarterly report to the CEO and executive team: A sample report template that can be used to share the results of your program
12. Corporate blogging legal considerations: Pointers that will keep you out of legal trouble

## For the Employee Bloggers

- » Checklist for Employee Bloggers
- » Quickstart Guide for Employee Bloggers, which includes:
  1. Logging on to and using your blogging platform: The basics for getting started
  2. Your target audience personas: Understanding your target audience
  3. Understanding your keywords: Guidelines for using the proper keywords while writing
  4. Blogging do's and don'ts: Tips and tricks for crafting effective blog posts
  5. Your first blog: Ideas for setting the stage
  6. Building your individual brand: How employees can use their blogs and social media to build their brand

## CHECKLIST FOR THE CEO/EXECUTIVE TEAM

Use the following checklist to ensure that this effort will have the greatest probability of success. The executive team should ensure that all items are checked off and the blogging administrator should ensure that the executive team is following through on the checklist.

- We have discussed, prioritized, and approved this effort as a corporate initiative.
- We have set quantitative goals for this effort.
- We have communicated the importance of this initiative to our employees and have made it clear that blogging is a corporate priority.
- Employees who will be blogging understand that blogging is now a part of their performance goals.
- We have assigned a blogging administrator who is committed to the goals.
- The blogging administrator has developed an appropriate plan and we have approved the resources that will be necessary to execute the plan.
- The blogging administrator has set up the blogging platform and the training program and is ready to train the bloggers.
- The blogging administrator will report the results to us each quarter.
- We will adjust the communication and the goals based on the results from the effort.

# CHECKLIST FOR THE BLOGGING ADMINISTRATOR

For the blogging program thrive, there must be buy-in from across the organization on the importance of the initiative, along with agreement on what must be prioritized to maintain high quality and continual growth. It is your responsibility to convey these messages to the company.

Use the following checklist to ensure that this effort will have the greatest probability of success. As the blogging administrator, it is up to you to make sure that the executive team and the employee bloggers are following through on their checklists as well.

- All of the items on the CEO/executive team checklist have been checked.
- You have selected a blogging platform that suits your company's needs and goals.
- You have distributed descriptions of your company's target personas to employee bloggers to help them focus on the appropriate audience when writing their blog posts.
- You have developed a list of target keywords that best represent your business and have distributed it to the employee bloggers.
- You have a comprehensive training program/schedule in place to teach employees blogging best practices.
- Your bloggers are engaged and understand what it will take from them for the initiative to be successful.
- You have designed a reporting schedule and rhythm to motivate the bloggers with results.
- You are educated on SEO best practices and have shown the employees how they can attract more visitors to their blogs through search engines.
- You are marketing the corporate blog through numerous marketing channels and various social media sites.
- Your team is aware of how the blog can be used as a successful lead generation tool.
- All of the employee bloggers have successfully completed their employee blogger checklists.
- You are constantly reviewing and adjusting techniques on a weekly and quarterly basis to continuously improve the blogging effort.
- You are presenting a comprehensive and customized report to your CEO and/or executive team on a quarterly basis.

# QUICKSTART GUIDE FOR THE BLOGGING ADMINISTRATOR

In this section of the eBook, we will cover the following topics:

- » Establishing Your Blogging Platform
- » Crafting Your Target Audience Personas
- » Choosing Your Target Keywords
- » Training Your Bloggers
- » Engaging Your Bloggers
- » Monitoring Results and Reporting Back to Bloggers
- » Increasing Your Audience from Search Engines
- » Increasing Your Audience from Other Marketing Channels
- » Converting Your Blog Audience Into Qualified Leads
- » Reviewing and Adjusting on a Weekly and Quarterly Basis
- » Sample Quarterly Report to CEO and Executive Team
- » Corporate Blogging Legal Considerations

## Establishing Your Blogging Platform

When evaluating blogging platforms, you'll have to consider:

1. Your budget
2. The level of control that you are comfortable with (hosted vs. non-hosted)
3. How you want the blog to look
4. The level of support that you and your bloggers might need

You'll also need to consider your own level of expertise and how much time you will have to manage the blogging initiative. If the answers are "minimal," you might need a more hands-on platform/service provider.

### Resources for selecting the best blogging platform:

- » [Choosing a Blog Platform by Darren Rowse](#)
- » [Five Best Blogging Platforms by Jason Fitzpatrick](#)

### Different platform options:

- » [Compendium Blogware](#)
- » [Using Blogger as Your Blogging Platform by Melanie Nelson](#)
- » [Choosing TypePad as Your Blogging Platform by Melanie Nelson](#)
- » [Choosing WordPress.org as Your Blogging Platform by Melanie Nelson](#)
- » [Choosing Movable Type as Your Blogging Platform by Melanie Nelson](#)



*“Probably the most important thing to do when starting the process of choosing a blog platform is to consider your aspirations for your blog.”*



Darren Rowse,  
ProBlogger

## Crafting Your Target Audience Personas

When bloggers are writing their posts, they should always have the company's target personas in mind. Writing to a persona will help bloggers stay focused on the purpose of the initiative. It is important to speak to the person (i.e., potential buyer and/or key influencer in your space) who is reading your blog. To do so, you need to know about them — what are their demographics and common interests?

Meet with the appropriate person in your marketing department to gather previously generated materials about personas. If these documents do not exist, meet with your CEO or executive team to develop a profile of one to three types of individuals who are most likely to buy your company's products/services, and the characteristics most befitting these individuals.

By educating your bloggers about your company's target personas, you will achieve greater consistency throughout your blog postings, which will ultimately give your company more credibility.

## Choosing Your Target Keywords

Choosing your blog's target keywords is one of your most important responsibilities. After all, the better the words/phrases that you choose, the greater your search engine traffic will be. Consider these three factors when selecting your keywords:

1. **Relevance:** How much does this keyword have to do with your business? Can you imagine your target personas searching for this exact word or phrase on a search engine?
2. **Popularity:** How often is this keyword being searched for? The more searches daily/weekly/monthly, the better.
3. **Competition:** Using tools like [Google AdWords](#) and a general Google search, you should be able to determine how competitive a keyword is. The more competitive it is, the less likely your business will be able to win that search result (i.e., get on the first page), particularly because your blog is new.

### Additional resources:

[Behavioral Targeting and Google Analytics: How to Create Personas](#) by Daniel Waisberg

[Defining your Target Audience: A Step-by-Step Guide to Creating Buyer Personas](#) by Ahmed Taleb

### Additional resources:

[Better Keywords, Better Customers: A Guide to Keyword Generation](#)



[How to Find the Best Keywords For Your Blog, Website or Article](#) by Snowbite



## Training Your Bloggers

As the blogging administrator, your role is to provide your bloggers with a thorough training. Make sure your sessions combine:

- » Operational training — how to use the blogging platform
- » Quality training — how to write engaging, optimized blog posts geared toward your target personas
- » Marketing training — how to get posts out there for the world to see.

### Remember: Training doesn't end after Day 1.

As the administrator, you must continuously provide your bloggers with feedback and advice as you are editing their posts. Try to provide feedback face-to-face as much as possible — feedback via e-mail can often be overlooked. Also, after one month of your corporate blogging initiative, host a meeting to make sure that everyone is on the right track, particularly if you are seeing your bloggers make the same mistakes over and over.

## Engaging Your Bloggers

In order to keep the output and quality high, it's important to keep your bloggers engaged with the blogging initiative. Without engagement your program will fail. That said, you must keep looking for new ways to spark interest firm-wide, and show the bloggers that their efforts are paying off.

The key requirements for obtaining employee buy-in are:

- » Commitment from the CEO/executive team
- » Overcoming employee objections to blogging
- » Having contests and incentives in place
- » Showing employees the results of their efforts

### Items to be Covered in a Training Session (2 Hours):

1. Introduction to Blogging
2. Definition of Roles
3. User Expectations
4. Do's and Don'ts of Blogging
5. Suggested Resources for Blogging Topics/Themes
6. How to Use Keywords and Why They Matter
7. Resources for Blog Improvement and Topic Ideas
8. Selected Platform Overview
  - a. Initial Login and Account Setup
  - b. Creating a Blog Post
  - c. Adding Links/Graphics
  - d. Additional Features
9. How to Use Social Media to Promote Your Blog
10. SEO Tips and Tricks
11. Q&A

## Commitment from the CEO

Getting employees to blog — and to blog well — on a regular basis is one of the biggest challenges of corporate blogging.

Most employees won't get excited about blogging unless there is buy-in from the CEO. If the CEO isn't convinced of the benefits of blogging and explaining its purpose and value, it will be difficult to get employees fully onboard.

If the CEO is committed to the process and has appointed an administrator to manage the blogging program, the next challenge is engaging employees. The jury is out on whether a corporation should actually mandate blogging, but some firms do. Those that do have requirements such as:

- » Blogging is required for everyone who works here
- » Everyone must submit at least one blog post per week
- » Blog posts must range in length from 500 to 700 words and contain at least three to five target keywords

## Overcoming Objections

Common objections from employees include:

- » **It takes too much time.** Yes, it takes time to research the topic and articulate your thoughts. Ask for a commitment of one hour per week. With more practice, your employees will be able to produce quality content at a faster rate.
- » **Insecurity.** The employee may be intimidated. They may communicate better verbally than in writing. They may fear they'll be judged. Encourage them to focus on their area of expertise and to just be themselves — the writing doesn't have to be stupendous.
- » **I don't know how to market my blog.** Encourage the employee to review the tips you've provided for helping them market their individual blogs. Assure them that a corporate effort is also under way to promote the company blog as a whole.

## Contests and Incentives

Contests/blogging competitions and other incentives (some companies provide bonuses for blogging) help employees get excited about blogging. Consider prizes for achievements such as:

- » Highest number of blog posts this month
- » Highest number of page views this week
- » Blogger of the month, etc.

## Sample Internal Blogging Contest

**Duration:** Monday through Friday

Create teams within your company (could be different departments) and categories. Categories might include:

- » Team (department) with the highest average number of blog posts
- » Team (department) with the highest average of page views
- » Team (department) with the greatest collective use of target keywords

### **Qualifying criteria:**

- » Minimum of seven blog posts per person for the team to qualify for the awards
- » Minimum of six sentences per blog post

For the team that wins two or more of these categories, each member of the team will win Prize X. If three separate teams win each category, each member of the three teams will receive Prize Y or Prize Z.

**Bloggers can be teamed up to compete for big-ticket items. But you don't have to have a big budget to be successful — prizes can include gift cards, a day off from work, or something as inexpensive as a bottle of wine.**

### **Additional resources:**

[How To Hold A Successful Blog Contest](#)  
by Fransiska Ike

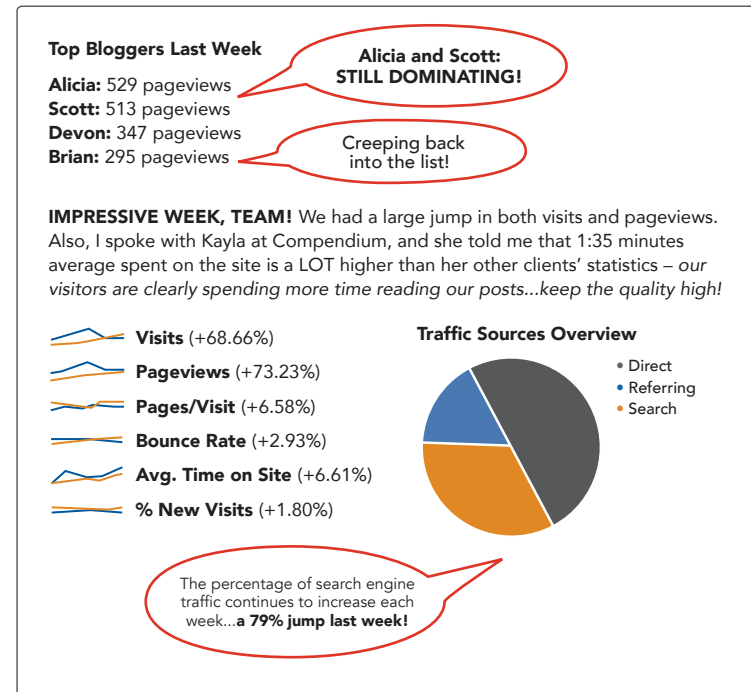
[6 Great Tips for Hosting a Blogging Contest](#)  
by Matthew Henrickson

## Share the Results

People get discouraged if you don't show them the fruits of their labor. If you get 25 new leads as the result of a blog post, let everyone know! If a thought leader retweeted one of your employee's posts, let everyone know!

Ideas for communicating results with the team include:

- » Issue weekly e-mails that show all your blog's statistics (bloggers with the most page views, unique visitors, click-through rates to your website, search engine rankings, etc.)
- » Use your [collaborative online workspace](#) to set up an area to store all blogging materials and announcements and to share ideas, tips, and tricks
- » Hold monthly meetings to share results, provide recognition to standout bloggers, announce upcoming goals and contests, etc.
- » Where possible, provide exact numbers of leads converted – and what that corresponds to in actual sales figures (“We made \$20,000 in sales this month that can be directly attributed to our blogging efforts.”)



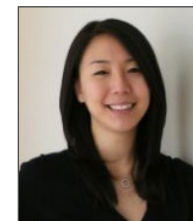
## Monitoring Results and Reporting Back to Bloggers

Send a report each week to all bloggers highlighting the most recent week's blogging activity and individual bloggers' successes. Making the blogging program competitive and keeping people informed of individual and group progress will keep everyone engaged and motivated. The graphic above shows a sample blogging report.

## How to Optimize Your Blog Posts

01. Choose one or two keywords that you want to rank for in each post. Use the Google Keyword Tool to choose highly searched, reasonably competitive keyword phrases.
02. Place the keyword in the blog post title, as far to the left as possible. The title should be fewer than 70 characters so it doesn't get cut off in Google search results.
03. Include keyword-rich h1 and h2 tags. H1 and h2 tags are used to define the main points and simplify the navigation of a page. Imagine an outline — the h1 tags are the main point headings and the h2 tags are the subpoints. Although these have great SEO value, use h1 and h2 tags only when they fit in naturally.
04. Include your keywords in the meta description tag. Although some say this doesn't matter, sometimes the meta description keyword reinforces the keyword match in your title.
05. Begin your copy with your keyword, if possible. Always remember, search engines read from top to bottom, left to right.
06. If you are linking to your main site in the blog post, use a strategic anchor text such as:  
`<a href="http://www.openviewpartners.com">Expansion Stage</a href>`
07. Fit a keyword into your alt-text description, if possible. Once you do this, you'll start seeing more organic searches coming in through Google Images searches.

See the following page for an example of how to optimize a blog posting.



Grace Kang,  
SEO and Content  
Marketing, [Central  
Desktop](#)

## How Could this Post be Optimized with the Previous Tips?

1. The title, which is valuable real estate, just says “Case Study.” This is not only a highly competitive term (over 2 million searches monthly), but the people who are searching for “case study” are not necessarily people who will convert into leads. Rather than “Case Study,” the title could be “Expansion Stage Consulting — Case Study,” which includes a keyword, the service being offered, and the main topic (the case study).

### Case Study

Part of what makes OpenView special and gives us our value proposition is an internal team we have called OpenView Labs, which is a team within OpenView Venture Partners that basically serves as the in-house strategic consulting arm to the firm.

Their role is to provide high impact value-add services to our portfolio companies, essentially enabling them to continue their rapid expansion through what we consider expansion stage. These services range from go to market help, organizational & operational development help and product & customer management help. A little while back we released a case study that discussed some of the challenges facing Intronis, one of our portfolio companies. It lacked an efficient process for qualifying key prospects — managed service providers (MSPs) seeking to offer clients a secure, affordable online data backup and recovery solution. With OpenView Labs' help the management team at Intronis was able to work through an entire new system of delivering qualified new leads to account managers.

The following link takes you to that case study and breaks down more specifically what I'm talking about. Enjoy!

[www.openviewpartners.com/help/casestudies/leadqualcs.html](http://www.openviewpartners.com/help/casestudies/leadqualcs.html)

2. The two keywords to focus on for this post then become Expansion Stage and Case Study.
3. An h1 tag could be added at the beginning of the body as `<h1>How OpenView Helped Expansion Stage Firm Intronis Develop a Powerful Lead Qualifying System </h1>`
4. The meta description could be: OpenView Venture Capital Firm Helps Expansion Stage Firm Intronis Build a Powerful Lead Qualifying System. See the Full Case Study Here.
5. Link “expansion stage” back to <http://www.openviewpartners.com>.
6. Add an image into the post of the case study. In the HTML, you will see an alt tag for the image that looks like this:  
``
7. Insert a keyword and description of the image into the alt tag like this:  
``

### Additional resources:

[SEO Tips for Blog Traffic Generation by Blog Traffic Exchange](#)  
[13 Essential On-Page SEO Tips for Blogs by Antti Kokkonen](#)



## Increasing Your Audience from Other Marketing Channels

There are many ways to market your blog, and the more you inform your bloggers about how they can market their posts themselves, the less work there will be for you as the administrator.

Bloggers should promote their blog posts on:

» LinkedIn (as a status update and also as a conversation starter in Groups, Forums)

» Facebook



» Twitter

As the administrator, you should be marketing your bloggers' top posts on:

1. Your company's Facebook page

2. Your company's Twitter feed

3. Your company's LinkedIn page

- » Encourage your bloggers to comment on influencers/key bloggers in the industry's blog posts (find these people through RSS feeds). In return, these bloggers will most likely read your posts, comment on your posts, and/or share your posts.
- » Encourage your bloggers to be guest bloggers on other key blog sites, and aim to have guest bloggers on your site as well.
- » Give employees ideas for updating e-mail signatures to include a link/hyperlink to their blog.

### Additional resources:

[How to Kill Your Blog with Bad Marketing by John Chow](#)

[7 Tips for Marketing Your Business on LinkedIn by Marqui](#)

[5 Ways to Market Your Blog With Twitter by Spencer Spellman](#)

[5 Free Ways to Market Your Blog by Spencer Spellman](#)

[35 Ways to Market your Blog by Joe Pulizzi](#)

## Converting Your Blog Audience Into Qualified Leads

Yes, a blog is a form of self-expression for your blogging employees. However, the main purpose of your corporate blog is to enable business development and revenue generation. Review these online resources to better understand how you can use your blog to generate leads for your sales team:

- » [13 Ways to Use Your Blog to Improve Online Lead Generation Posted by Pete Caputa](#)
- » [5 Ways To Turn Your B2B Blog Into A Lead Generation Tool Posted by Kipp Bodnar](#)

## Reviewing and Adjusting on a Weekly and Quarterly Basis

The world of blogging, and particularly SEO, is constantly evolving. On a weekly/monthly/quarterly basis, it is essential that you review and adjust strategies.

### Things to consider:

- » Are you using the best keywords possible to attract traffic through search engines?
- » Are your blogs optimized for search engines to the fullest potential?
- » What is the Google ranking for each of your targeted keywords?
- » Do you have an effective strategy for releasing content regularly and consistently?
- » Are you marketing your blog in the best ways possible (social media, influencers, newsletters, etc.)?
- » Are your bloggers truly writing to your target personas?
- » Are the topics of the posts relevant to your business objectives?
- » Are you seeing a gradual increase in visitors, page views, and time spent on the site?
- » Does the design quality of your blog reflect your company's culture and style?
- » Are your bloggers formatting their posts correctly to engage the audience?
- » Are you spending too much time editing posts because people are not proofreading their posts closely enough?

### Additional resources:

- [5 Design Tweaks to Improve Your Blog Conversion Rates by Easton Ellsworth](#)
- [10 Business Blogging Tips to Improve Your Blog Performance by Matt Jackson](#)

## Sample Quarterly Report to the CEO and Executive Team

Each quarter, you should update the CEO and executive team on the status of the blogging initiative. Highlight the positives along with the areas for improvement, and provide a plan to execute against those items. Keeping the executives at your company informed about the blogging program will maintain buy-in and commitment, the two necessary aspects of any successful initiative.

- » Percentage of company blogging participation for the quarter
- » Page views during the most recent quarter, compared to the quarter prior
- » Unique visitors during the most recent quarter, compared to the quarter prior
- » Time spent at the site during the most recent quarter, compared to the quarter prior
- » Status update on search engine rankings for targeted keywords compared to the quarter prior
- » Major sites/thought leaders that promoted bloggers' posts
- » Qualified leads that came from the blog (success stories)
- » Impact of any internal contests that were held
- » Lessons learned
- » Plans for the upcoming quarter

### Additional resources:

[5 Ways to Measure the Success of Your Business Blog by Prashant Kaw](#)

[Using the right blog metrics by Jay Baer](#)

## Corporate Blogging Legal Considerations

Under copyright law, the employer generally owns blogging content generated by employees within their scope of employment. The company does not own blog content created by independent contractors, whether individuals or companies (though it may receive a license), unless there is a specific written agreement in place (talk to your attorney about this type of an agreement). It may be worthwhile to develop a short Blogging Policy to educate employees about blogging legal considerations.

Here are some useful sites on drafting blogging policies and blogging legal issues:

- » [Forrester Research Blogging Policy Examples](#)
- » [IBM Social Media Guidelines](#)
- » [Bloggers Legal Guide](#)

*These legal considerations are for informational and educational purposes, and are not legal advice. Consult your attorney for any legal advice.*



### For more information in general:

[Compendium Blogware](#)

[Junta42](#)

[Copyblogger](#)

# CHECKLIST FOR THE EMPLOYEE BLOGGERS

Before you publish your first blog post, it's important that you check off the items on the following list. It's the blogging administrator's responsibility to:

- » Make sure you are comfortable with the blogging initiative
- » Make sure you are committed to the process
- » Show you how your blogging efforts can further your success as an individual, and advance the company's content marketing strategy as a whole.

If you feel that you have not received enough education on blogging best practices, contact your blogging administrator and ask for further guidance.

- I understand how to use our blogging platform effectively.
- I understand who I am writing to and what I should be writing about (i.e., I know our target personas and what kind of information they are looking for).
- The blogging administrator has provided me with a list of keywords to use while writing; I understand how these keywords will help my target audience find my blog on search engines.
- I have received the list of blogging “do's” and “don'ts” and I understand all of the points.
- I have received a list of ideas for what to focus on in my first post, and what to continue to write about thereafter.
- The blogging administrator has given me advice on how to use my blog and social media to build my personal brand.

# QUICKSTART GUIDE FOR THE EMPLOYEE BLOGGERS

In this section of the eBook, we will cover the following topics:

- » What to Expect from Blogging Training
  - » Your Target Audience Personas
  - » Understanding Your Keywords
  - » Blogging Do's and Don'ts
  - » Your First Blog
  - » Building Your Individual Brand
- 

## What to Expect from Blogging Training

Welcome to the wonderful world of blogging! Depending on what blogging platform your company has chosen, you will be receiving an informational guide as well as training to cover the basics. Key concepts covered will include:

1. Introduction to Blogging
2. Definition of Roles
3. User Expectations
4. Do's and Don'ts of Blogging
5. Suggested Resources for Blogging Topics/Themes
6. How to Use Keywords and Why They Matter
7. Resources for Blog Improvement and Topic Ideas
8. Selected Platform Overview
  - a. Initial Login and Account Setup
  - b. Creating a Blog Post
  - c. Adding Links/Graphics
  - d. Additional Features
9. How to Use Social Media to Promote Your Blog
10. SEO Tips and Tricks
11. Q&A

## Your Target Audience Personas

While writing posts, you should always have your company's target personas in mind. Writing to a persona will help you stay focused on the purpose of the initiative. It is important to speak to the person (i.e., potential buyer and/or key influencer in your space) who is reading your blog. To do so, you need to know about them — what are their demographics and common interests?

When all of the bloggers at your company are writing to the same target personas, there will be a greater consistency throughout the blog postings, which will ultimately give your company more credibility.

### Additional resources:

[Behavioral Targeting and Google Analytics: How to Create Personas by Daniel Waisberg](#)

## Understanding Your Keywords

In order for your blog to be successful, you must use the target keywords that your blogging administrator has assigned to your blogging team in *every* post — at least three targeted keywords, multiple times. The more keyword-dense your blog is, the more visitors you will have to your blog who were searching on the specific words/topics that you wrote about. Make sure to use one (or more) of your targeted keywords in your blog's title and in the first sentence of your post as well.

Your blogging administrator has put a lot of time and energy into finding the best possible keywords for your program.

Each targeted keyword that was chosen was based on these three factors:

1. **Relevance:** How much does this keyword have to do with your business? Can you imagine your target personas searching for this exact word or phrase on a search engine?
2. **Popularity:** How often is this keyword being searched for? The more searches daily/weekly/monthly, the better.
3. **Competition:** Using tools like [Google AdWords](#) and a general Google search, you should be able to determine how competitive a keyword is. The more competitive it is, the less likely your business will be able to win that search result (i.e., get on the first page), particularly because your blog is new.

## Blogging Do's and Don'ts

### DO

- » Market your blog on social networking sites such as Twitter, Facebook, and LinkedIn
- » Join new groups on LinkedIn, aiming for those that your target audience is interested in, and join discussions in these groups; create blog posts specifically geared toward a discussion thread in a group to obtain more exposure
- » Download Digsby, or some other social aggregate tool, which automatically distributes/links content to all of your social networking sites
- » Comment on thought leaders' blogs; the thought leader might retweet the post or include a link to your post or even your blog
- » Include a link to your blog in your e-mail signature
- » Encourage prospects to visit your blog to learn more about your company culture
- » Release consistent, relevant content geared toward your target personas
- » Include pictures, graphics, and video in your blog posts
- » Write your posts in bulleted format — “How To’s,” “Quick Tips,” “Top 10”-style blog posts are typically more successful because they are easier to digest
- » Make 80 percent of your blog content your original thoughts

### DON'T

- » Paraphrase other people's ideas and call it a blog post — a blog should be your thoughts, your ideas, your insights
- » Make your blog posts longer than 500 words — readers don't have the attention span!
- » Write a blog post that is shorter than five sentences
- » Expect visitors to come to you — get out there and market your blog to your networks
- » Submit your blog without thoroughly proofreading it, expecting the administrator to edit it for typos/grammar mistakes, etc.
- » Write about topics that are irrelevant to your business — keep your target personas in mind at all times
- » Forget to respond to comments on your blog — someone took the time to read your post and give their two cents, so show your appreciation through a response, even if they didn't agree with your opinion

### Additional resources:

[5 Blogging Etiquette Tips for Beginning Bloggers](#)  
by Melanie Nelson

[Do's and Don'ts in Your First Month Blogging – Be a Better Blogger](#) by Place for Bloggers



### 3 Fundamental Content Rules for Corporate Blogging

**SHARE OR SOLVE; DON'T SHILL.** Good blog posts don't try to sell product. Rather, they should create value for your readers by positioning you as a reliable and vendor-agnostic source of information. Share a resource, solve a problem, help your customers do their jobs better, or improve their lives.

**SPEAK HUMAN.** Kill Frankenspeak, buzzwords, and other language that makes you sound like a tool. Use the language of your customers, but speak in a conversational tone, with personality and empathy. If you are a stilted, uncomfortable writer, consider video or audio blogging, or even photography. A blog isn't reserved for text alone; there are all kinds of ways to communicate your message in a way that feels right and natural for you.

**BUILD MOMENTUM.** Why are you creating the blog you're creating? What's your objective? Your purpose? Create momentum there by making it clear what you want your readers to do when they interact with your content. Create triggers, or calls-to-action, for your readers to learn more about your company and/or the issues you talk about on your blog. Invite them to comment and interact with you, and comment and interact back. Have a sense of how you want your blog to drive your business, at both the larger level as well as the individual post level.



Ann Handley  
Chief Content Officer,  
[MarketingProfs](#)

### 10 Sticky Ideas for Getting Unstuck

Starting a blog is easy. Sustaining it is another story. After the launch and the first burst of enthusiasm that accompanies it, our blogs greet us with blank screens hungry for our ideas. We're obligated to come up with something and, too often, we come up empty.

As a full-time writer and a "sometimes" blogger, I share your pain. To ease it, I offer 10 handy tips that have helped my clients create posts week after week:

01. **CHOP UP YOUR ARTICLES.** If you've already written articles, white papers, or eBooks, why not divide them into pieces that can be distributed across multiple posts?
02. **ANNOUNCE NEWS.** Either your own (such as product launches or service upgrades) or industry-related. Either way, readers like being introduced to something they may not have heard about before.
03. **RESPOND TO NEWS.** Nothing new to say? Then contribute your opinion on an item or issue your readers are already familiar with.

04. **REFLECT ON A LIVE EVENT.** Most of us simply cannot attend all the conferences, expos, colloquiums, and conventions we'd like to visit. Help us out: give us either your live-on-the-ground or retrospective report on industry events.
05. **RESPOND TO A READER.** Has someone contributed a thoughtful comment that merits further exploration? Pick up the ball and run with it by writing a post that expands or challenges (politely) the contributor's comment.
06. **SHARE A PERSONAL ANECDOTE.** Business often is personal and everyone loves a good story. Feel free to open up and share a personal anecdote that provides a first-person account regarding a subject/issue/idea your readers care about.
07. **TAKE A CONTRARIAN STANCE.** Too many bloggers play it safe by contributing "me too" posts waving the flag of conventional wisdom. Light some fires by taking a controversial or even contradictory point of view on something everyone "knows" to be true.
08. **PREVIEW AN ARTICLE/EBOOK/PAPER.** Got something in the hopper? Before it goes live on your site or in the media, why not whet appetites by giving your readers a sneak preview of your content? Often, they'll feel flattered by the privilege and will reciprocate by helping you get the word out.
09. **REVIEW A BOOK.** Instead of previewing your (or your company's) work, review a book likely to attract interest in your industry. You'll be providing a service to your readers while also enjoying a keyword lift for your blog.
10. **ASSEMBLE LINKS/RESOURCES.** David Letterman has made the "Top 10" list a fixture of pop culture. Ride the media wave by creating Top 10 lists of your own, based either on surveys, research, or your own opinion. If you're wondering whether lists can really attract and hold attention, consider this: you've hung on until the end of this one.



Jonathan Kranz  
Kranz Communications

*Good luck and happy blogging!*

## Your First Blog

Your first blog should be an introduction. Who are you? What's your role at your company? What do you plan to focus on in your blog posts? Don't forget to include a picture of yourself. Make the picture professional — a snapshot of you holding a cocktail at a nightclub is not appropriate for your corporate blogging site.

Most bloggers choose to keep this first introductory post “sticky,” which means it will remain at the top of your blog page each week, so that new visitors will get a sense of you as the author.

Here is an example of a sticky post that an OpenView Labs employee created:

---

### A little bit about the Open Marketer

At work, I am most excited about helping our portfolio companies reach their goals related to marketing and PR. Each week, I will write about my interests, ideas and insights from OpenView Labs, the consulting group that serves our venture capital fund and portfolio companies.

For more information on me and the rest of the team at OpenView Venture Partners, please take a look at our [website](#).

*The content and views expressed in this blog do not necessarily reflect the views of OpenView Investments, LLC, its affiliates or portfolio companies.*



Another aspect to consider is your blog's name. It should be witty and relevant to your role and/or your company's industry, and the title shouldn't have too many words — brevity is key. The OpenView employee featured above writes about marketing and PR. Her blog's name is “The Open Marketer.”

Warning: When you choose your blog's name, you will be stuck with it. It's like a tattoo for your blogging page. Make sure that your choice is well thought out and relevant to the focus of your future post ideas.

## Here are 49 ideas to help your approach to blog content development:

1. Your company's elevator pitch
2. Interviews with industry experts
3. Interview with a customer
4. Interview with a partner
5. Interview with the CEO
6. Meet and greet with the management teams
7. Your viewpoint on hot industry topics
8. Your company's mission
9. Your company's vision
10. Your company's values
11. The history or a timeline of your company
12. Your company's one word
13. Your aspirations
14. Overview of your product suite
15. Screencasts of your products
16. Explanation of features/benefits of your products
17. Tips and tricks for using your software
18. Map out your company's competitive positioning
19. Case study showcasing your customers' success stories
20. Written testimonials
21. Write a controversial post
22. Rewrite a popular song's lyrics to match your business (include a video in which members of the company sing)
23. A funny comic
24. Create an infographic
25. Photo tours of your office space
26. How To's relevant to your industry or product
27. Educational blogs on relevant topics
28. Compare two tools
29. Turn successful written content (blogs, white papers, eBooks) into a shorter, more digestible blog posts
30. Report on the most popular bloggers in your space
31. FAQs
32. Comment on a post you've written before
33. Respond to a post you've just read
34. Write a series
35. Ask someone to write a guest post
36. List your recommended reading for a certain topic
37. Write about your daily activities at work
38. Discuss networking events you like to attend
39. Write a book review
40. Dispel some myths
41. Include your commentary on a video
42. Post a press release
43. Highlight your favorite bloggers from the community
44. Highlight your most popular blog posts
45. Provide solutions to your customers' top issues
46. Ask a question
47. Post a checklist
48. List common mistakes
49. Be honest about your mistakes

## Building Your Individual Brand

Bloggers who have made a name for themselves have done so because they focus on a specific area of interest and they consistently add intriguing, informative content about that particular subject. Visitors can count on insightful information from the blogger, and because this individual is reliable with his or her content creation, people return to the site often to check out the latest updates. It doesn't matter what your blog's focus is...if you are passionate, produce high-quality content, and remain true to the topic that you started with, there will be people out there searching for you. In due time, you might even become known as a thought leader in your industry.

### Additional Resources:

[The Ultimate Guide to Building Your Blogging Brand – Blog Like A Pro! by Robin-Dale Samuda](#)

[7 Ways to Build a Rocking Personal Brand by Maren Donovan](#)

[Personal Branding Blog by Dan Schawbel](#)

**About this eBook**

This eBook was created by OpenView Labs to help all companies build the practice of corporate blogging into their organizations. It includes checklists and guides for every role involved so your company can get started quickly.

**About OpenView Labs**

OpenView Labs is the strategic and operational consulting arm of [OpenView Venture Partners](#), a global Venture Capital fund that invests in expansion-stage technology companies.

**More Information**

Visit the [OpenView Labs website](#) for more ideas and inspiration for senior managers of technology companies.

To learn more about OpenView Labs or OpenView Venture Partners, contact us directly at (617) 478-7500 or [info@openviewpartners.com](mailto:info@openviewpartners.com).

You are welcome to republish excerpts from this eBook, as long as you link back to OpenView for attribution. Please also share this eBook in its entirety with anyone you think would be interested.

This work is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-sa/3.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.