

CAM Conversation Master for Shutterstock



About This Document

The Conversation Master is a source document that establishes the key components of your sales and marketing message. It was developed in an intensive messaging workshop with Shutterstock representatives from strategy, sales, marketing, and product. It's organized around messaging elements that have been scientifically tested to make your story more engaging and memorable to your buyers.



Targeted Buying Group

These stories were created for a specific targeted buying group—the people close enough to the problem to feel the pain, but who also have the credibility, authority, and budget to drive change and make the purchase. The stories speak to this group's shared goals and challenges in a way that builds consensus. They are committed to achieving collective organizational goals that supersede their individual goals.

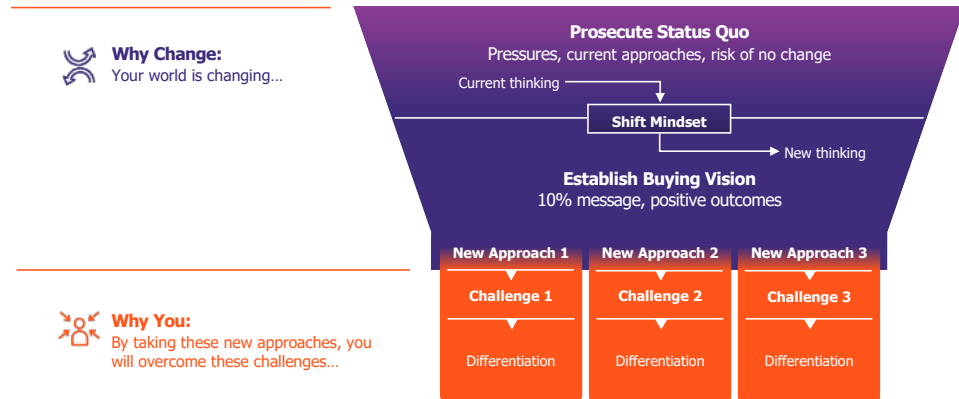


Context and Intent

Over the last five years, the volume of branded content produced by marketing departments has increased 430%. This huge volume is largely demand driven: More channels, more personalization, and more people spending more time on more devices have converged into a virtually insatiable appetite for fresh, compelling, high-quality content.

Customer Acquisition Message Framework

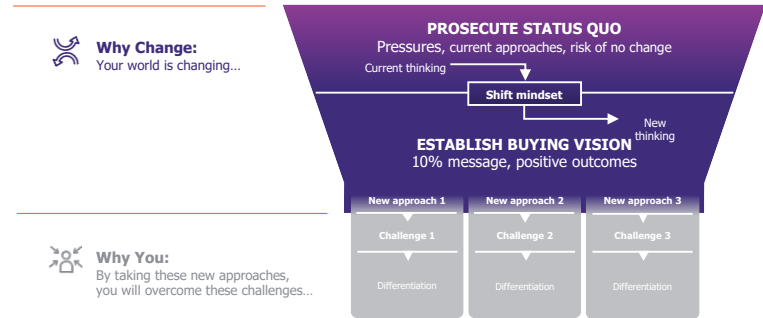
This diagram shows the flow and hierarchy of your Why Change and Why You messages. It's an internal reference to help your team navigate the content on the following pages. Keep referring back to it as you read.



Why Change

Use the Why Change framework below to disrupt and challenge your customers' status quo in ways that make them more open to the change you're proposing.

Learn more: [Why Change framework](#)



Prosecute Status Quo

Highlight trends and pressures

Start by identifying what's changing in the target's world that is making it more difficult for them to achieve their objectives.

Learn more: [Context setting](#)

Discuss current approaches

Surface the actions they are taking that may have worked in the past but are no longer sustainable because of changing conditions.

Learn more: [Buying vision](#)

Emphasize risks of no change

Destabilize the status quo further by revealing the consequences of continuing on the current path.

Learn more: [Status quo bias](#)

These three numbers tell a story about the challenges you face while trying to deliver creative output that will engage and move an increasingly distracted audience.

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If you're measuring your team's performance by output alone, that should be encouraging. But there's more to the story. Because with that surge in demand comes the need for speed. You need to get that new content to market faster than ever before. Today's cycle time is the life of a Tweet. You have only a few precious seconds to get your story out—and get it right—before your audience disengages and moves on.

That's where the third number—68—comes in. The number of tools marketing teams use has increased 68%. These tools are supposed to help everyone do their jobs faster, and they probably do make certain discrete tasks easier. But they also require budget and resources to purchase and implement. And the more tools your team has at their disposal, the more fragmented the workflow becomes. That makes it harder, not easier, to operate as quickly and efficiently as you need to.

Establish Buying Vision

Pivot the conversation with a new way of thinking

Convincing your target to change depends on getting the target to recognize they need to solve a different problem—one that is in clear contrast with where they have been focusing their efforts.

Learn more: [Unconsidered needs](#)

Introduce the 10% message and share a new approach

To solve the new problem, what different actions must the target take? Identify what customers will be able to do differently when they change with you.

Learn more: [10% message](#)

So...demand is skyrocketing. And, in response, marketing teams are always looking for “more.” More resources, more assets, more headcount. But “more” is the one thing you’re not getting. Despite the ferocious increase in demand, the one thing that has not increased at a ferocious rate is the budget. In fact, marketing budgets at Fortune 500 companies have remained stagnant, increasing only 0.6% the past five years.

So what do you do? You look for “more” in the only place you can: from your people, who are already working harder than ever. But you can only push them so far before something snaps. And it already is. According to LinkedIn, marketing departments have the highest turnover rates: While overall organizational turnover is around 10%, in marketing it’s 17%.

It’s tempting to address this as a headcount problem. If only you had more people, or so the thinking goes, you’d be able to distribute the work across more people and alleviate burden on individuals. But adding more bodies will only take you so far, because there will never be enough people to keep up with the work. And automation can only take you so far, because the essence of creativity—the intangible magic that captures your audience’s attention and imagination, will always lie within the eye and gut of your creative professionals. You can’t automate that.

Share likely positive outcomes

Draw a clear connection between these new approaches and their business impact. Use “You” phrasing to transfer ownership of the benefits.

Learn more: [“You” phrasing](#)

Solving the productivity problem

Ultimately, it comes down to productivity: getting the best from every team member from both an efficiency and a creativity perspective. When you do, you’ll free your storytellers to tell your story.

How do you do this?

First, by adding data to your teams’ creative instincts. When they can marry their own creative instincts with objective data and deep insights into trends, preferences, and behaviors, they’ll be able to make better, more focused decisions in less time.

Second, by making it easier for your teams to work where they want. When you eliminate inefficiencies, streamline their work environments, and provide unimpeded access to the systems and technologies they use every day, they’ll be able to focus on their tasks rather than their tools.

And, finally, by setting your teams up to do their best work at a predictable cost. With targeted, on-demand content and support across the entire creative lifecycle, from ideation to execution, they’ll be able to work cost effectively in a model that complements, rather than replaces, their own expertise.

When you do this, you’ll accomplish a few things. You’ll be better able to handle the flow of work into your department while stemming the flow of people out. You’ll produce more in less time. And, most importantly, you’ll increase the quality and performance of your creative output, so you can free your storytellers to tell your stories, without compromise, to a broader audience.

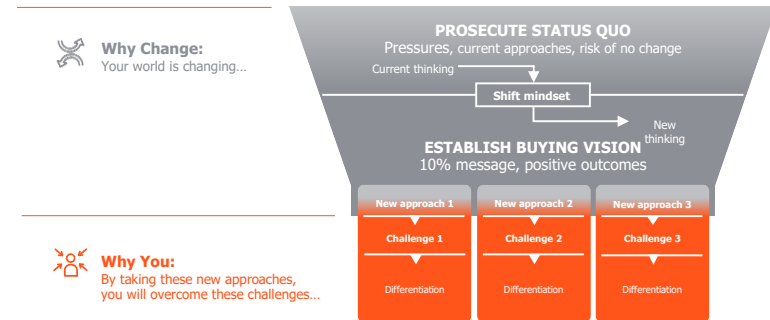
That’s why companies like yours are re-thinking Shutterstock, and that’s what you’re going to hear about next.

Why You

After you've had the Why Change conversation, use the Why You model to tell your customers about a proposed solution(s) in a compelling way that leads to your capabilities—rather than with them.

Learn more: [Message pyramid](#)

- **DO**—the action a customer can take with that differentiator to solve the challenge
- **MEANS**—the resulting value
- **IS**—the differentiator definition



Challenge 1: Too much guesswork in the creative process

Challenge Summary	Challenge Description: Customer Problem and Pain Points
Too much guesswork in the creative process	You've traditionally relied on your instincts to guide you toward the assets you think will perform the best. But as fine-tuned as those instincts are, you still might not get it right the first time. And now that you only have a split second to make your case before your audience moves on, getting it right the first time is more important than ever. When you're under pressure to think—and act—so quickly, you can't spend time poring over the available options and considering every angle. If you're too slow to market, you could miss on an emerging trend or opportunity while it's still untouched by your competitors. Plus, you'll move too slowly to learn and iterate as you go. And that can put your ability to build revenue—and solidify your competitive advantage—in jeopardy.
Power Position: Ultimate action customer can take with all differentiators	Power Position summary: Tells the whole story; starts with challenge, then how all differentiators work together to solve challenge and what that means to customer

<p>What if you could add data to your creative instincts?</p>	<p>The world is moving too fast—and your audience’s attention span is too splintered—for you to make decisions based solely on gut instinct any longer. When you partner with Shutterstock, you can marry your experience and intuition with the power of comprehensive data and actionable insights. With first-party research that delves deeply into user behavior, you’ll be able to take confident steps that increase traffic, strengthen your brand, and boost revenue. Plus, with our Creative Trends Report, you’ll build a detailed picture of emerging trends and challenges, so you can craft intelligent strategies that get you in front of new audiences before your competitors even know they exist.</p>
<p>Differentiator: Definition of unique capability</p>	<p>Differentiator stories: Individual stories that put DO, MEANS, IS together to show how each differentiator solves specific pain point</p>
<p>First-party data: Intelligence and insight around how people are interacting with the platform, search-derived taxonomies, metadata, and attribution</p>	<p>Make more confident bets: Building a new asset should be an exercise that’s guided by insight and informed by experience. If you don’t know what’s happening in the market, you’ll be pinning your hopes on little more than guesswork. When you work with Shutterstock, you can draw upon our wealth of first-party data, rich intelligence, and insight around how people are interacting with the platform. You’ll see what they search for, the collections they create, the actions they take, and the assets they download. Plus, you can arrange all of this data into living taxonomies that continually classify user behavior. This way, you’ll act faster and with a greater sense of confidence. And you’ll take actions that drive a marked increase in revenue and traffic—without wasting time or money.</p>
<p>Creative Trends Report: Research about critical and emerging challenges conducted with customers, contributors, and marketers</p>	<p>Spot trends before everyone else: An emerging trend will only benefit your organization if you’re poised to act on it at the best possible time. But without clear insight into what that next big thing actually is, when it will hit, and how it will impact the market, you’ll be stuck in the same place as everyone else: reacting after the fact. With Shutterstock, you can pivot away from this reactive state by predicting—and capitalizing on—key trends before everyone else. With help from our Creative Trends Report, which is built from research and surveys we conduct with our customers, contributors, and marketer partners, you’ll get a clear view into how change is reshaping the market and the challenges it’s creating. With these insights in hand, you’ll be able to innovate in a much more targeted, transformational manner, so you can reach new audiences well ahead of the competition.</p>
<p>In fact: Proof points that validate the claims</p>	

Challenge 2: Fragmented, inefficient processes

Challenge Summary	Challenge Description: Customer Problem and Pain Points
Fragmented, inefficient processes	<p>The creative process is ad-hoc and messy by its very nature. But when you combine that inherent disarray with the complexities and inefficiencies creative teams encounter in their day-to-day jobs, you have a far bigger problem on your hands. Processes that are manually intensive to begin with become even more burdensome when people are forced to cycle in and out of numerous disconnected systems. Teams that should be working in parallel are unable to freely synchronize or effectively collaborate—particularly as everyone becomes more geographically dispersed. Ironically, the tools you implement to foster collaboration often add another layer of complexity rather than streamlining your processes. All this leads to duplicate efforts, delayed approvals, and a great deal of wasted time. It increases the stress on your resources. It breeds burnout and frustration across your teams. And it drives costs higher and higher.</p>
<p>Power Position: Ultimate action customer can take with all differentiators</p>	<p>Power Position summary: Tells the whole story; starts with challenge, then how all differentiators work together to solve challenge and what that means to customer</p>
<p>What if you could strip friction out of your workflows?</p>	<p>Disconnected systems make an already complicated creative process that much more inefficient. And these complexities can quickly drag down your teams, leading to frustration, wasted time, and fatigue. With Shutterstock, you'll be able to strip away the friction inherent in your workflows and replace it with simplicity and predictability. Using our open platform, you'll be able to work with the tools and systems you have come to rely on, but do so in a way that's more purposeful and less labor intensive. You'll be able to use APIs and plug-ins to connect your internal systems and your creative teams' preferred tools together into a simple, straightforward workflow—no more awkward transitions from system to system to complete even the most rudimentary tasks. This way, you'll foster a culture of collaboration across your teams, prevent burnout from spreading, and exert tighter control over your resource and production costs.</p>
<p>Differentiator: Definition of unique capability</p>	<p>Differentiator stories: Individual stories that put DO, MEANS, IS together to show how each differentiator solves specific pain point</p>

Open platform: Plug-ins and APIs that integrate with existing tools and third-party platforms

Ease the system-to-system switch: Burdening your teams with multiple systems—and expecting that they’ll jump between them throughout their daily workflows—increases complexity, drives up costs, and creates unnecessary stress. But with Shutterstock, you can eliminate the requirement that your teams bounce between systems to execute any day-to-day task. That’s because you’ll be able to take advantage of an open platform that’s built to weave disparate, disconnected technologies into a cohesive whole. For instance, you can use the platform’s APIs to establish direct connections with your content management system and other in-house resources. Plus, you’ll have access to plug-ins that allow your creative teams to easily tap into their preferred tools, like Photoshop and Sketch, right from the platform. By building a simpler, more transparent process, you’ll stem burnout, empower your teams to work much more efficiently, and gain better control over your resource costs.

In fact: Proof points that validate the claims

Challenge 3: The [insert theme] challenge

Challenge Summary	Challenge Description: Customer Problem and Pain Points
<p>Costly content procurement</p>	<p>Your creatives are natural storytellers. They excel at blending content and media into a compelling narrative about your brand and the value it brings to your customers. And they take great satisfaction in finding the images, videos, and music snippets that bring their ideas to life. The trouble is, it’s becoming increasingly difficult for your creative teams to curate content and tell the stories they want. With budgets shrinking, resources in short supply, and every dollar getting stretched as far as possible, you’re forced into compromises that hinder the creative process. And that can leave your teams less than satisfied with the work they do—as well as the conditions under which they must create and deliver it. Burnout and frustration could increase as a result, driving away the very people you need to build your brand and strengthen its presence in the market.</p>
<p>Power Position: Ultimate action customer can take with all differentiators</p>	<p>Power Position summary: Tells the whole story; starts with challenge, then how all differentiators work together to solve challenge and what that means to customer</p>

What if you could do more—and do it better?

Declining budgets and scarce resources put your creative teams at a decided disadvantage, causing the work—and their morale—to suffer. When you work with Shutterstock, you can overcome these barriers and not only get more done—you'll do it better than you were able to before. With our Content as a Service offering, you'll have a single-source solution that includes everything from a full content library to post-production support. You'll make life easier for your teams as a result, improving satisfaction while empowering them to unleash their creativity in innovative, brand-building ways. And because you'll be moving projects from concept to completion with greater efficiency, you'll achieve your content goals faster and at a lower total cost.

Differentiator: Definition of unique capability

Differentiator stories: Individual stories that put DO, MEANS, IS together to show how each differentiator solves specific pain point

Content as a Service: Portfolio of products that includes a full content library, research and expertise, curation, and production support

Source content and production support at a predictable cost: Settling on the images, video, and music that will define your project is only half the battle. When the time comes to source this content, you'll soon learn that pulling it from disparate locations causes costs to skyrocket, forcing you into compromises that dull the impact of your creative efforts. But with Shutterstock, you'll be able to source everything your creative team needs from a single location—and at a predictable cost. With our Content as a Service offering, you'll have access to a portfolio that combines our extensive content library with research and expertise, curation, and production support. All you need to do is give us a creative brief and we'll handle the rest—from collecting and packaging the content to coordinating with our contributor network to managing any necessary post-production work. As a result, you'll simplify the steps needed to bring your projects to life, so you can achieve your content goals on time and within budget.

In fact: Proof points that validate the claims