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The Definitive Guide to Globalization Automation

WHO IS THIS GUIDE FOR?

IF YOU'RE A SENIOR MARKETING EXECUTIVE OR GLOBAL MARKETING LEADER, WE'RE TALKING TO YOU!

This guide is intended to help you align your process for delivering global marketing content with your company's worldwide go-to-market strategy, so we'll be addressing content operations mainly from an organizational, operational perspective.

We will share some specific ways to improve global content delivery that might be of interest to people across your marketing organization who need to get their content into the hands of multilingual audiences around the world, including: digital and web marketers, content strategists, demand generation leaders, product marketers and more. Marketing operations professionals looking for technology and best practices to increase time and cost efficiencies in their global organizations will also benefit from this guide.



WELCOME TO THE DEFINITIVE GUIDE TO GLOBALIZATION AUTOMATION

Globalization Automation is a focused approach to global content creation which optimizes and streamlines the internal processes of your marketing, sales, customer success, customer support and product teams to better communicate with your customers, partners and employees. The speed of communication has truly transformed the way businesses need to respond to and engage with their broader ecosystem, and localization automation enables your team to get there.



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INTRODUCTION

There's a troubling statistic we need to share with you. It has everything to do with your company's ability to achieve its business objectives. Here it is:

LESS THAN HALF OF
GLOBAL MARKETERS
ARE LOOKING AT
GLOBALIZATION THE
RIGHT WAY:

As a strategic business
process that can be
optimized.



Producing and delivering multilingual content is a crucial process for global businesses. Doing so fast and cost-effectively enough is what stands in the way of capturing all the global revenue they seek. With the sheer volumes of content and massive market opportunities across the globe, it's more important than ever to have a strategic approach to delivering content to global audiences. Localization can no longer be tacked on as an afterthought. However, the majority of global marketers have yet to put a strategy in place. That's why we decided to take action and create this guide.

PAIN POINTS APLENTY

If so many marketers are apparently adrift without any strategy for multilingual content, how are they getting by? In a word, barely. Why?

- Localization stakeholders are attempting to manage mission-critical projects with last century's tools (email, spreadsheets, FTP and copy-and-paste) and painfully inefficient processes
- Silos and poor internal coordination are adversely affecting content creation and delivery
- Global content is proliferating on a rapid scale, and it's being created and stored in an increasing number of technologies
- The need to translate more content into more languages is causing marketing spend to skyrocket
- Translation "solutions" have revolved around the needs of translation vendors rather than those of marketers

No wonder **85% of senior global marketers** feel unprepared to meet their key challenges in reaching today's consumers*:

- Pursuing hyper-connected and tech-savvy buyers with a mix of coordinated local, regional and global campaigns
- Working amid growing tensions between local and global marketing organizations
- Developing multichannel strategies that ensure global consistency and offer flexibility for localization
- Keeping up with the pace of disruptive technologies and media channels
- Managing across silos and coordinating with other teams internally

So let's recap: most global marketers feel unprepared to deal with their biggest business challenges, and they lack the appropriate tools and sound processes to address them. Yikes!

If your own marketing team is in the same boat, it's important to realize that your global go-to-market operations are at risk, along with the revenues you're seeking to capture from new (and existing) global markets.

But there are things you can do right now, and moving forward, to right the ship, and we'll cover them together in this guide.

The keys to reducing that risk are to (1) start looking at your international marketing activity from an operations perspective and (2) optimize the process by which you're creating and delivering multilingual content on a global scale.

Read on, and we'll show you how.



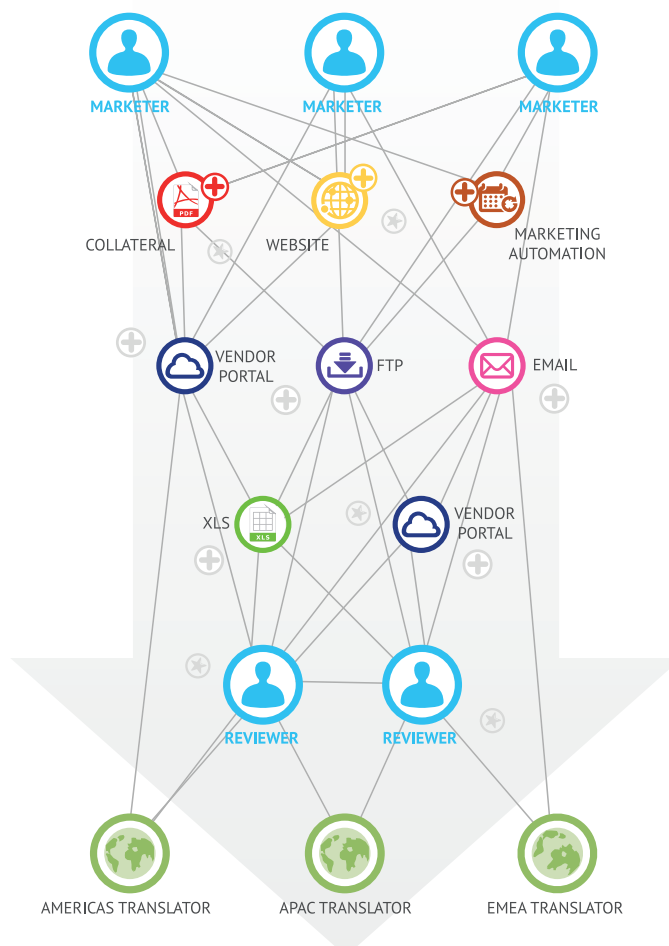
MARKETING EXECUTIVE

CURRENT CHALLENGES

- No visibility into budget or processes
- High costs
- Poor use of people's time
- Slow localization roll-outs
- Inconsistent message
- Across markets

Many marketing leaders are in a state of confusion when it comes to their localization process (or lack thereof). They are trying to keep up with an ever-increasing number of emerging technologies while they cope with last century's tools, tolerate broken processes and manage multiple vendors.

TRADITIONAL LOCALIZATION PROCESS



THIS IS NOT A “CONTENT MARKETING” GUIDE

First, let’s begin with an important clarification: we’re not talking about “content marketing” in this guide. We’re focusing on a much bigger process that actually includes “content marketing,” among other activities. Rather, this guide is all about **taking your marketing content global**.

Let’s parse this a bit.

By “taking [it] global,” we mean globalizing your marketing content via a business process that can be optimized, just like marketing automation. We believe companies should plan and execute their marketing with a strategic, global mindset to achieve their business objectives, and put a process and infrastructure in place that make the most effective use of existing human, financial and technology resources.

EFFECTIVE GLOBAL
MARKETING CONTENT
HELPS CLOSE DEALS
AND AVOID MISSED
OPPORTUNITIES:

67% of the typical buying
process is now online. 52% of
lost sales trace back to failed
sales enablement.

HOW TO REACH THE GLOBAL ONLINE AUDIENCE:

It takes 12 languages to communicate with 80% of the global online audience and 21 to address 90%.

Single-language websites reach less than 25% of global Internet users in their preferred language.

This process begins well ahead of determining which pieces of content get pushed out through which channels or promoted via which social networks. It also precedes the content “ideation” stage that’s common in today’s buzzed-about content marketing models. Moreover, globalizing your marketing content is not something that can be “dealt with” later. This approach is causing tension among global and regional teams, as well as creating huge opportunity costs because revenue in markets across the globe aren’t being fully tapped.

For maximum marketing impact, think global first!

As for “your marketing content,” we’re referring to your globalized campaigns that live in your favorite marketing automation technologies, as well as your collateral and website content – basically, all of your online and offline content that is created to support your sales force, grow and move your pipeline, convey your brand, document your products, and present a unified customer experience across the globe. So, pretty much all of your content.

With that in mind, let’s look at why a global strategy is so critical.

WHY A GLOBAL CONTENT STRATEGY MATTERS

Having a complete strategy for the creation, management and delivery of global marketing content is a must-have, if you want to:

- Deliver your marketing content globally at the highest level of **quality**
- Know and control the **cost** of localizing all of your marketing content
- Minimize the **time** your organization spends on translation projects
- Ensure **branding and messaging consistency** across all translation projects in all departments
- **Capture global revenue faster!**

GLOBAL GO-TO-MARKET ACTIVITIES ARE INCREASINGLY BEING PRIORITIZED

Adopting a strategic approach to global content will help you run a more operationally effective marketing organization and ensure you don't miss out on opportunities to earn global revenue in all of your international markets. By implementing the best practices we'll share in this guide, you can help position your company to tap into these revenue opportunities as they grow over the next 10 – 15 years.

How much revenue are we talking about? The potential global revenues are staggering, particularly within emerging markets. The growth of the global economy, aided by market-friendly economic and trade policies over the past 20 years, has stimulated remarkable

growth in emerging economies and has more than doubled the number of global consumers to 2.4 billion people, according to the McKinsey Global Institute (MGI). Moreover, MGI projects that this figure will nearly double again by 2025 to an astounding **4.2 billion consumers** out of a global population of 7.9 billion. By 2025, MGI estimates, annual consumption in emerging global markets will increase to \$30 trillion, up from \$12 trillion in 2010. This figure will account for nearly half of the world's population, up from one-third in 2010. As a result of this growth, consumers from emerging markets will actually become the dominant force of the global economy.

WHY MANY COMPANIES TODAY STRUGGLE TO DELIVER GLOBALIZED MARKETING CONTENT

A growing number of companies are having trouble as they strive to reach a wider global audience. We know this because we meet with lots of companies and we hear the same stories day after day, and week after week. **What's behind the content conundrum?**

For some companies, it's simply a matter of growing pains and not knowing the best way to proceed. In general, however, most marketers work in an increasingly complex environment with a lot of moving parts and have limited bandwidth and resources at their disposal. We're seeing a variety of problems and challenges facing marketers and marketing organizations, and any one or combination of them can put the best marketing plans (and revenue targets) in jeopardy.

We've also found that a lot of companies struggle with globalizing their content because they're equating the activity with only "translation" instead of seeing the full picture, and trying to rein in all those moving parts. As such, they look at reducing their cost-per-word as their key measure of success, rather than looking to increase efficiencies within the marketing organization, while getting more content localized for more markets, faster (and for less budget). Even those who have tried some of the technologies offered by translation agencies are still just soothing the symptoms: those technologies are designed for translation vendors, rather than the goals of the companies and marketers they serve.

Here are the major content conundrum culprits we've identified, along with some preliminary suggestions for tackling each of them (additional suggestions will follow in subsequent sections of this guide):

#1: LACK OF OPERATIONAL PERSPECTIVE

In many cases, the struggles with globalizing content at scale boil down to the lack of an operational approach. Many companies simply don't have a global content "operation" in place. It's understandable, given the frantic pace of content creation and the reality that there are numerous teams, departments and geographic regions creating content, for better or worse.

Many content marketing models include the notion of a "content factory," and in fact that's a good analogy. As the pace of marketing continues to accelerate, it's more important than ever to treat content creation and delivery as a business process, one that can be optimized to maximize performance. The objective is to create – and maintain – a well-oiled global content machine.

We've found that sometimes the simple (though not easy) act of adopting this operational perspective can go a long way to uncover and resolve issues that are blocking your way. Later in this guide, we'll present a framework representing the best practices for globalizing content that we believe will be of great value to any organization looking to transform content operations into a full-fledged business process.

TIP

Start looking at your content "machinery" as if you're a factory foreman. Diagram all the parts of the apparatus, noting the staffing and external parties you've got in place at each position along the assembly line and the throughput being achieved at each step. This is a good first step in adopting a more process-oriented perspective and can help you uncover inefficiencies you might not have noticed before.

#2: GLOBAL MARKETING WITHOUT A GLOBAL MINDSET

It's an obvious point, but we do need to make it: global marketing leaders need to operate with an inherently global mindset – not just a nod to regional markets.

We advise companies to look at delivering content to global audiences as part of a global go-to-market strategy and as an operational imperative right from the outset, rather than after the content is in development. As such, it's important for executives to look at how their marketing efforts are organized as a whole when they begin to think about globalization, rather than treating it as an ad hoc activity. By putting a complete global strategy in place from Day One, the global marketing organization can work together to execute on that strategy.

TIP

Do a global assessment. First, make a list of every market your company intends to reach in the coming year, and in the coming 3-5 years, and in the anticipated growth rates from those markets. Then, identify how many languages you would need in order to reach all of them. Now assess the marketing organization. How well acquainted are you with the marketing leads in each location? How successful have these regions been in terms of content creation and execution? Have their efforts made meaningful contributions to lead generation? Would your global sales force share the same opinion? If you're an in-market marketer, how well has corporate headquarters supported your efforts? How might things have gone more smoothly had there been a larger global strategy in place that brought each of these markets to the table?

#3: SILOS AND POOR INTERNAL COORDINATION

Even the best strategy can fall victim to numerous pitfalls. One of the biggest threats to successful translation projects? Organizational silos.

In any given organization, there are typically a number of different departments that have some responsibility for planning, creating and distributing content. The problem is that they don't always consult each other, let alone the CMO or marketing VPs charged with planning go-to-market strategies and achieving revenue targets. There are a lot of chefs in the content kitchen, including marketing teams, product teams, localization teams, sales training teams, and more. When fiefdoms become part of the mix, tensions rise and economies of scale shrink. The failure to coordinate effectively is often a byproduct of an inefficient (or nonexistent) workflow or process.

Either way, if you're seeing poor teamwork around content creation and translation efforts, it's likely a symptom of a much larger problem that should be addressed quickly and decisively. When there is a lack of information-sharing, for whatever reason, the company as a whole suffers.

SILOS INTERFERE WITH MOST MARKETERS' ABILITY TO DO THEIR JOBS:

Almost 65% of marketers say that silos inside their marketing department prevent them from having a holistic view of marketing campaigns across all channels.

TIP

Include key stakeholders from relevant marketing teams, departments and geographic regions when formulating a global strategy. Seek their counsel when you make critical decisions impacting their ability to execute. When in doubt, put yourself in their shoes. Have you built roadblocks or have you built bridges? Are your current approaches really accelerating your company's global go-to-market efforts?

#4: TENSIONS BETWEEN GLOBAL AND LOCAL MARKETING FUNCTIONS

Global vs. local, centralized vs. decentralized. However you refer to it, there has been a long-standing rivalry (to put it mildly) brewing between these disparate marketing organizations. Each side believes it has a valid claim to the content creation process, and this conflict usually spills over into the globalization process.

At the heart of the issue is the struggle for control of the content addressing specific international markets. In many organizations, there's an outright tug of war between the corporate and field marketing functions that threatens successful go-to-market operations and jeopardizes revenues from new markets. The company as a whole suffers.

On one hand, corporate marketers create content that strictly adheres to the company's branding and messaging and aligns with the corporate and product strategies in place. Corporate marketers care about having a consistent global message, customer experience and strategy that flows seamlessly through products, audiences and geographies. Therefore, they have a vested interest in taking content to market that achieves these goals.

On the other hand, regional marketers have expertise in their specific markets, cultures and geographies and are on the hook to drive regional revenue as a first priority. If they don't have content they see as relevant, they won't want to use it no matter how "mandatory" it may

MOST MARKETERS STRUGGLE WITH GLOBALIZING THEIR CAMPAIGNS.

75% of global marketers say customizing their campaigns to fit local values is moderately or extremely challenging today, and over 30% believe it will be even harder in 3-5 years.

be. They're tightly aligned with the sales organization, so they tend to work within a much shorter time horizon and are focused on meeting sales targets. Creating their own content is often deemed as the only way to succeed in meeting their goals.

As with many age-old disputes, the truth lies somewhere in the middle, and that only serves to reinforce the tensions between the centralized, corporate marketing function and the decentralized field marketing function. The bottom line is that content typically must serve many masters – varied and often inconsistent marketing goals. At the same time, there is some shared responsibility. Corporate-generated content should support the needs of the field, while the field should do what's right for the company as a whole with respect to the content being created in each region.

What's the upshot of not balancing corporate and regional efforts? The global customer experience suffers because of message inconsistency or poor quality, and the building of brand awareness and equity is stalled. Meanwhile, your web and digital marketing groups wind up being caught in the middle and end up being tasked with having to try to optimize for both.

Ultimately, the best of both approaches – corporate and local, centralized and decentralized – need to flourish. Marketers need to get the centralization benefits of message consistency and economies of scale, as well as the decentralization benefits of geo-specific expertise, audience relevance and impact.

CONSUMERS WANT MORE LOCAL CONTENT THAN EVER.

82% of senior marketers believe that interconnected consumers are breaking down global and local barriers.

As a first step to bridging this gap, corporate and all geographic regions need to agree on guideposts and frameworks governing global content creation and delivery: corporate-wide goals, the nature of the global customer experience, messaging and other brand guidelines. Moreover, all global campaigns and content should be built from the very start in a way that allows for the flexibility for countries and regions to adjust them to local needs, e.g., modifying images, localizing content and adjusting delivery methods. As long as the larger frameworks are applied consistently, local differences will add rather than detract value. Finally, hold all corporate and all geographic regions accountable for the performance of all global content and campaigns. With a leveled playing field and shared accountability, you'll be surprised at the level of coordination and collaboration that will emerge.



TIP

Ask each region to build one global campaign or piece of global content per year that all regions (including corporate!) would put into place. Everyone involved will have a heightened awareness of global and local considerations and ideally have a greater appreciation for the level of work that is involved to reach each of the distinct global audiences being targeted. Then, create an award program and give prizes at the end of the year to recognize the most impactful campaigns and content, using a variety of criteria and metrics.

#5: CONTENT PROLIFERATION

Regardless of who creates it, a lot of content is being created to support marketing efforts, because it works at driving engagement and demand, and is vital to support customer success with your product or solution. In addition, your global marketing content lives in many places. It exists in your different geographical locations and your corporate HQ. It lives in your various technologies (Content Management Systems, marketing automation platforms, and CRM software); in your collateral, slide decks and sales tools; and in those glossy kits at the front desk near the comfy visitor chairs. You've got a wealth of great content in a variety of formats, locations, and languages...but who, if anyone, in your organization has the complete picture?

Content is being created at an ever-increasing pace in a growing number of formats for a growing number of channels. It's a huge challenge requiring a different approach.

TIP

Conduct a thorough content audit to understand (a) what content you have, (b) who is creating it, (c) for which markets, (d) translated into which languages, (e) by which translation vendors and (f) into which media or formats. Having a complete picture of your organization's content will make it that much easier to take control of it.

CONTENT PROLIFERATION OCCURS AT A STAGGERING PACE. Every 2 days, we create as much information as we did from the dawn of civilization up to the year 2003.

#6: BROKEN PROCESSES AND PRIMITIVE TOOLS

While a lot of marketers are struggling to adapt to the ever-changing spate of technologies, many more are endeavoring to deliver their best work using inadequate tools and broken processes – or no technologies or agreed-upon processes. These marketers (and other content providers with whom they collaborate) resort to using email, spreadsheets, and FTP to transfer content back and forth to vendors and to each other. They're tolerating ineffective processes because there are just too many stakeholders and stray pieces of content to track efficiently with conventional project management offerings. And because this is the way it's always been done.

The workflow, such as it is, is chaotic. You and your team are spending valuable time chasing down content and resources to achieve your objectives. The silos and poor internal coordination mentioned above threaten the successful creation, delivery and impact of important content on a daily basis. Furthermore, as just highlighted, the volume of global content is increasing exponentially, and it's being created and stored in an increasing number of technologies, which brings us back full circle.

TIP

Sometimes, the best way to diagnose a problem – and appreciate its true scope and impact – is to roll up your sleeves and start at the source. Talk with some people who hit the Enter button. Ask them to brief you on their current processes and tools. Ask them (a) how long it takes and (b) how much it costs them to translate a piece of collateral or web page into each language. Also, are there signs that content creation is being duplicated across regions? Consider this a continuation of the “machinery” assessment you began earlier. What you learn may be tough to hear, but this is a much-needed reality check that can only help you begin to turn things around. Your people will be glad to see you've taken an interest in alleviating a source of pain for them. Once you begin to see content as a process as much as an artistic endeavor, you can take steps to optimize it with the proper technology.

THE POWER OF TRANSLATION MEMORY

The two largest cost drivers for globalization projects are the number of words you need to translate and the amount of time it takes your language service provider to finalize the document. Your cost per word varies depending on the language. But if you could re-purpose words you've already translated, otherwise known as Translation Memory, you would have fewer words you would need to translate for your next project, which will save you time and money. That's a big "if." But when multiple translation vendors are being used, however, there is no shared leverage of the Translation Memory among them, and even less of an opportunity for you to capture any savings.

Why does this happen? The industry has thus far revolved around meeting the needs of translation vendors rather than serving the interests of the clients – marketers like you. In addition, the vendors have typically been in charge of Translation Memory, not the companies they serve. Some vendors don't let their clients manage their own Translation Memory as means of retaining customers. While this is certainly an understandable business model, what it means for you is that this type of vendor does not pass along any savings to you.

When you factor in the reality that many companies work with multiple translation vendors, the situation gets even more costly and problematic. Companies without their own centralized Translation Memory have largely been at the mercy of multiple vendors, each with their own version of the client company's Translation Memory. As a result, the process of translating multilingual content in place at many companies today has skyrocketed out of control and miles over budget – unnecessarily.

WHAT IS TRANSLATION MEMORY?

Nope, it's not that cool Star Trek device that magically lets alien races communicate with each other using their own native languages. Wouldn't that be a timesaver?

Translation Memory is an extremely important asset for global organizations. It's a database of a company's previously translated words and phrases.

Using Translation Memory, once you've translated a word or phrase, you will never have to pay or wait to have it translated again.

If you haven't heard of Translation Memory, you're not alone. Our survey of 500 global marketers found that 80% are unfamiliar with this valuable tool.

NERVOUS ABOUT WHAT YOU'VE READ HERE? IT'S UNDERSTANDABLE.

We've covered a lot of territory here, and it's amazing that a term that sounds as innocent as global content strategy can strike so many organizational nerves. But that's really a great way to look at your marketing content: it's part of your organization's central nervous system.

In human biology, the central nervous system is the part of the nervous system that integrates the information that it receives from, and coordinates the activity of, every part of the body. When the body in question is global, that's a lot of activity and information to coordinate!

ENOUGH IS ENOUGH. THERE'S GOT TO BE A BETTER WAY.

R-E-S-P-E-C-T: YOUR CONTENT FACTORY NEEDS A LITTLE TLC.

The problems we've explored thus far are serious. We've uncovered so many monkey-wrenches, there are more than enough to bring your content factory to a grinding halt. Yes, your content factory needs some TLC, in the form of something like ERP. That's right, we're talking about the same kind of streamlining impact that supply chain automation brought to bear on business processes years ago. But this time, we're referring to a new way of looking at optimizing your marketing content processes.

Left unchecked, any one (let alone a combination) of the problems we've discussed, are impeding the globalization of your company's content and are thus jeopardizing every customer touch point you have: sales enablement and cross-sell/up-sell efforts, as well as customer engagement, support and retention. As a result, your company's growth and survival are at stake. That's a lot of risk to tolerate. Why in the world would you accept this kind of massive business risk? You certainly wouldn't if we were talking about any other process. Why should global content be any different?

These problems can be solved, but they're likely so deeply entrenched in your organization that it will require strong leadership to tackle them. Many of them are rooted in the tendency to cling to legacy approaches, not to mention the reliance on antiquated tools. Apart from being costly, both in terms of dollars and staff time, these old approaches are burdensome. They're keeping your marketers buried under minutiae and chasing down resources instead of doing what they were put on this earth to do: drive demand, engagement and revenue.

A BETTER WAY

We believe global marketers need a sound approach to delivering multilingual content to fulfill their destinies of driving global demand and capturing more global revenue. At this point, we hope we've driven home the point that having such a strategy is a real business imperative. Before we lay out our framework for successful global content operations, here are some essential guidelines to keep in mind:

1 HAVE A GLOBAL OUTLOOK.

We've said it before, and we'll say it again: think globally from day one. The old approach of creating content in one language and then simply "rolling it out" to other markets later is neither efficient nor effective, and certainly not based on sound business value. Following the path of least resistance doesn't drive the greatest growth for the company. Yes, globalization is challenging and expensive, but that's going to continue at exponential rates as content multiplies and more geographic markets are targeted. It's understandable that many companies aren't tackling global challenges right from the start, but clearly it's time for smarter approaches to prevail.

2 COLLABORATION AND COORDINATION ARE REQUIRED.

When working with global teams, constant collaboration and communication are necessary for smooth coordination and consistent messaging. As we highlighted earlier, internal silos in marketing teams hinder the team's productivity, wastes time and resources and causes mass confusion. But when investing in so many crucial marketing assets, being able to maximize efficiency, so these assets are used in every country your company has a presence in, is vital to achieving the most effective use of these assets. Proper coordination corresponds to getting these assets into the hands of the team members who need them — translators, local team members, and partners — so they can localize the assets and hand them off to marketers or salespeople. So when planning out your globalization automation strategy, make improved collaboration a priority, and focus on integrating tools and processes that the team knows how to effectively utilize to accelerate business, and processes that can be replicated smoothly. When communication can easily flow between all parties, projects will be more efficient and cohesive, and your business will see rapid increased productivity and revenues.

3

BE CUSTOMER-CENTRIC

Your content strategy must be audience-centric, or built from the customer out. Following this approach, you can customize a content map that takes into account all persona considerations, the points in the buying cycle you're trying to affect, and the languages, cultures and other aspects of the regions you're trying to impact.

4

HAVE THE RIGHT TOOLS FOR THE JOB

You need a technology infrastructure that's designed to scale globally, and one that accelerates global deployment of your content. This infrastructure forms the very foundation of your global content strategy and will include your web CMS, your document and digital asset management systems, your marketing automation systems, and your newer technology that streamlines the entire globalization process and becomes the hub for taking all your other technologies global. As it so happens, Cloudwords was designed to do just that, and we would love to help pave your path to success and revenue while significantly reducing the costs and time involved in taking your content global. More on that later!

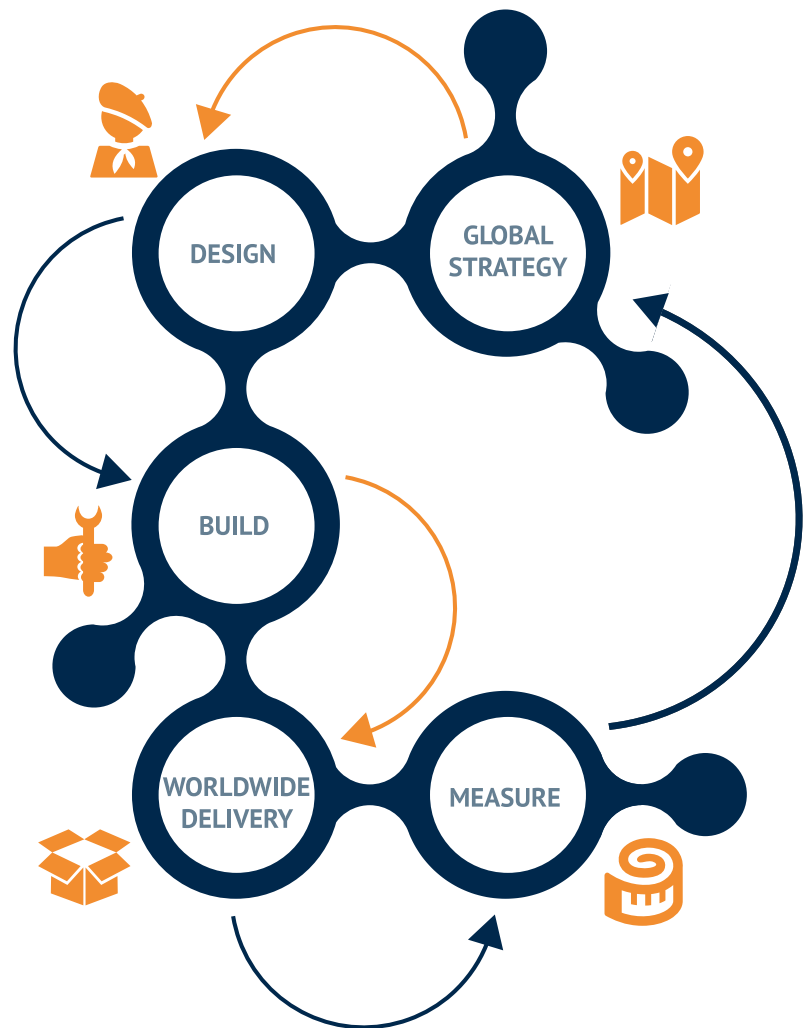


A FRAMEWORK FOR GLOBAL CONTENT OPERATIONS

With these guidelines in mind, here is the framework that incorporates the best practices and strategy for the optimal creation and delivery of global marketing content that we've been sharing throughout this guide.

Our framework comprises five critical stages that enable successful global content operations, precisely because it includes global considerations in every stage of the content lifecycle. The connections represent the various synergies and dependencies that exist among each stage.

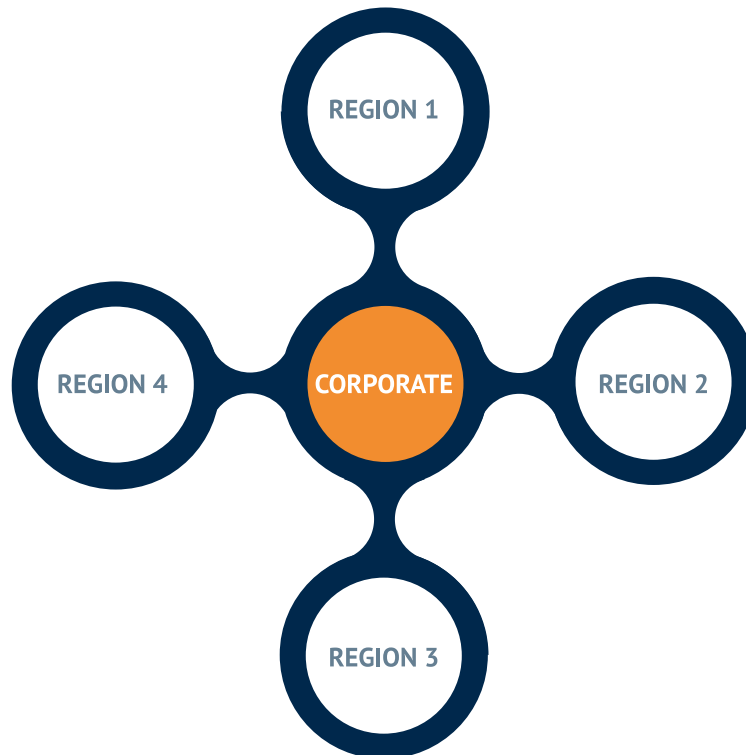
The five stages are: **Global Strategy**, **Design**, **Build**, **Worldwide Delivery**, and **Measure**, with the global strategy clearly preceding the design and build (execution) phases of the content creation process. As we dive deeper into the framework, you'll see the global components of each stage.



IMPLEMENT A CULTURE OF GLOBAL PARITY

At the heart of a high-performing global content strategy is a carefully constructed and delicately balanced global parity. Like an orchestral arrangement, the desired symphonic sound depends on having the proper instrumentation. For example, an orchestra cannot play Prokofiev's Peter and the Wolf without a flute, oboe, clarinet and bassoon. Similarly, your company cannot function globally if it fails to incorporate a culture of global parity that recognizes the existence and value of diverse worldwide stakeholders and contributors, each with their own talents and expertise to contribute.

CREATE A CULTURE OF GLOBAL PARITY TO OPTIMIZE RESOURCES AND OUTCOMES



As we've noted throughout this guide, your organization's efforts to deliver global content will be successful when there are open communications and a process that considers stakeholder needs and objectives. Changing a global process is like turning an ocean liner around. It's best to give it a wide berth and to slow down to avoid icebergs and reefs.

As a first step, get everyone on the same page. Ensure that all regions collaboratively develop, and agree on, a corporate-wide platform of goals, messaging, and brand guidelines. It's obviously fine for corporate to take the lead on these, but make sure the regions fully participate rather than expecting them to rubber-stamp what you put in front of them. That ship has sailed.

At the same time, regions need sufficient flexibility to do what they do best: identify and capitalize on the unique needs of each market. Moreover, it's important to keep in mind that sometimes there will be local-only campaigns. By providing regions the opportunity to enhance global campaigns and content with region—or culture—appropriate images, content and delivery methods, you'll retain the uniform branding and messaging while putting them to the best use in each market.

As part of this global parity model, it's essential to create and leverage a global review team throughout the content cycle so that all relevant teams have a voice. This approach helps break down silos and improve internal coordination and teamwork. A critical element of this model is that all regions are each held accountable for global performance. To this end, by applying our framework you'll ensure that corporate and regions get what they want and need. Corporate marketers will get the desired brand, message and customer experience consistency and will have visibility into what the field is doing globally. The field, in turn, will get the translations that work best in each region, along with some much-needed flexibility to achieve the best possible results.



THE GLOBAL STRATEGY STAGE

The framework begins with the Global Strategy stage. At this stage, the CMO, product marketing leads and global marketing leads work together to create an optimized audience strategy to ensure that the content being developed addresses the desired personas being targeted for each geographic region, as well as any specific organizational demographics (firmographics) that come into play in the targeting decisions.

Also during this content strategy phase, stakeholders will make sure that content is mapped to the appropriate stages of the buying cycle and the customer lifecycle. Finally, stakeholders will also determine which languages will ultimately be needed for the content being developed.

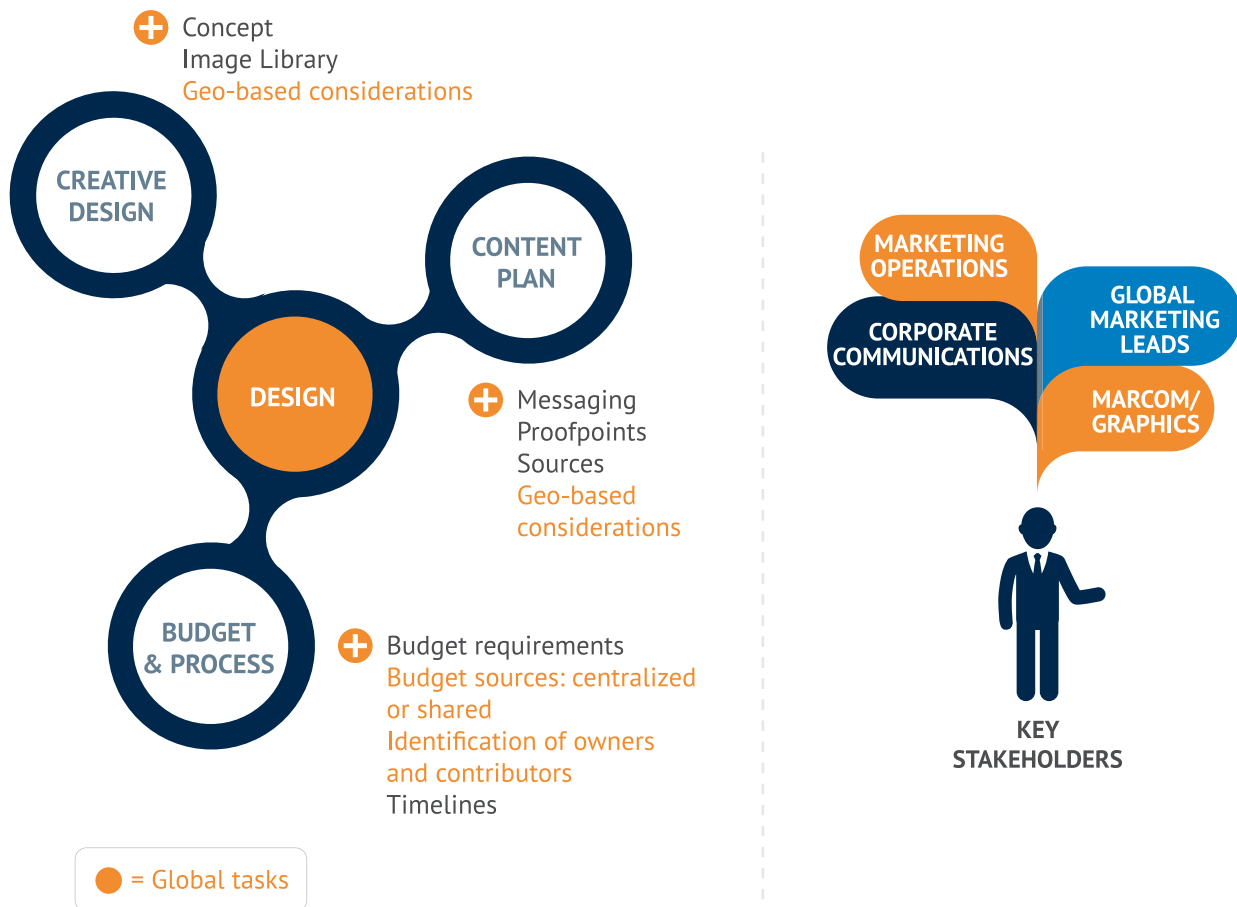


THE DESIGN STAGE

In the Design stage, the relevant stakeholders will create a content plan that lays out the specific messages and data points the company wants to communicate. This plan will also address any geography-based considerations that need to be factored in, based on the audience strategy created previously.

Additionally, at this stage of the content development process, stakeholders should also look at how the creative design process will take account of the different global audiences being targeted. A key aspect of the design strategy is to build and maintain image guidelines and an image library of marketing assets that are appropriate for each region to use. The library is particularly relevant with respect to the flexibility we recommended affording the regions earlier; if the field customizes their content using agreed-upon images or image guidelines, there will be fewer headaches later.

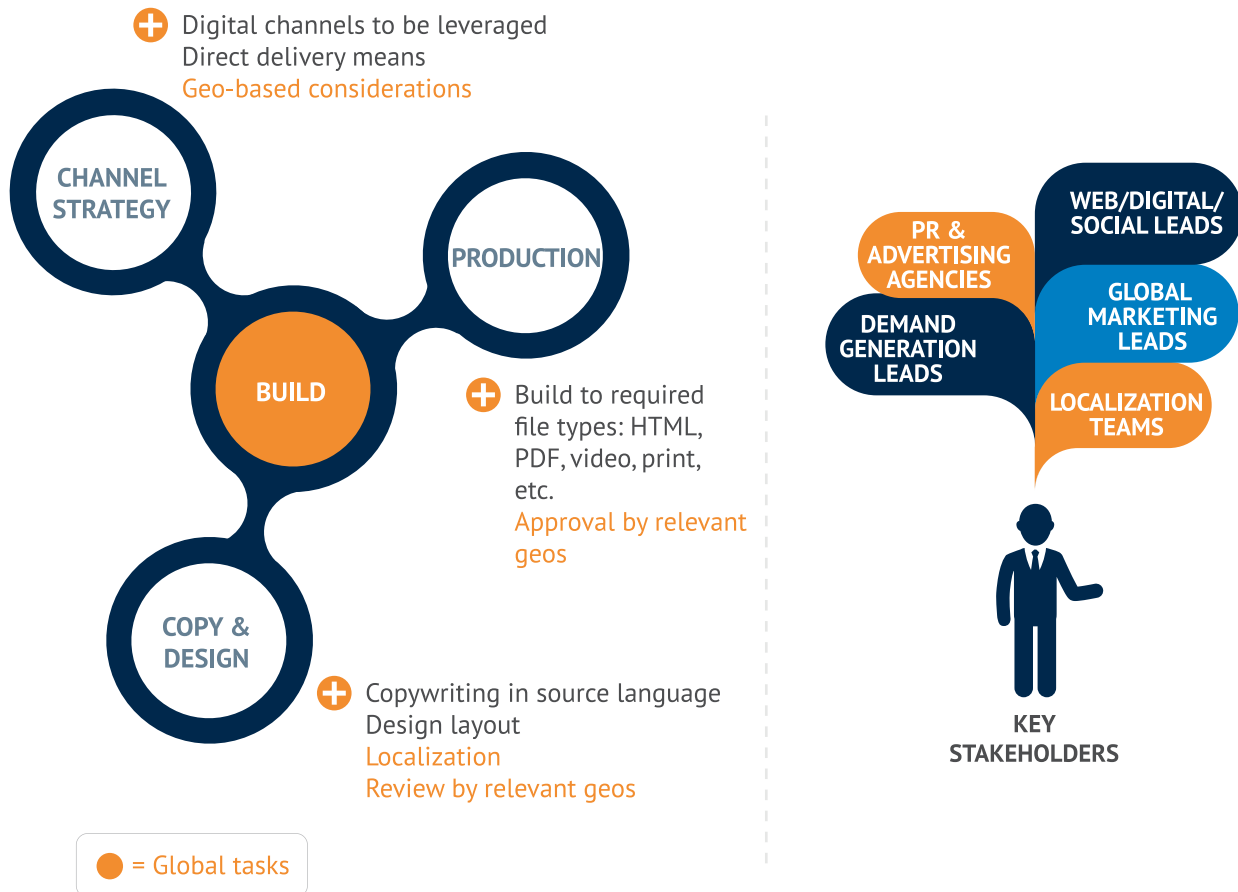
The Design stage also includes all budget and process-related discussions, such as determining which people from across the globe will be the content owners and contributors, and deciding how costs will be allocated across regions and departments.



THE BUILD STAGE

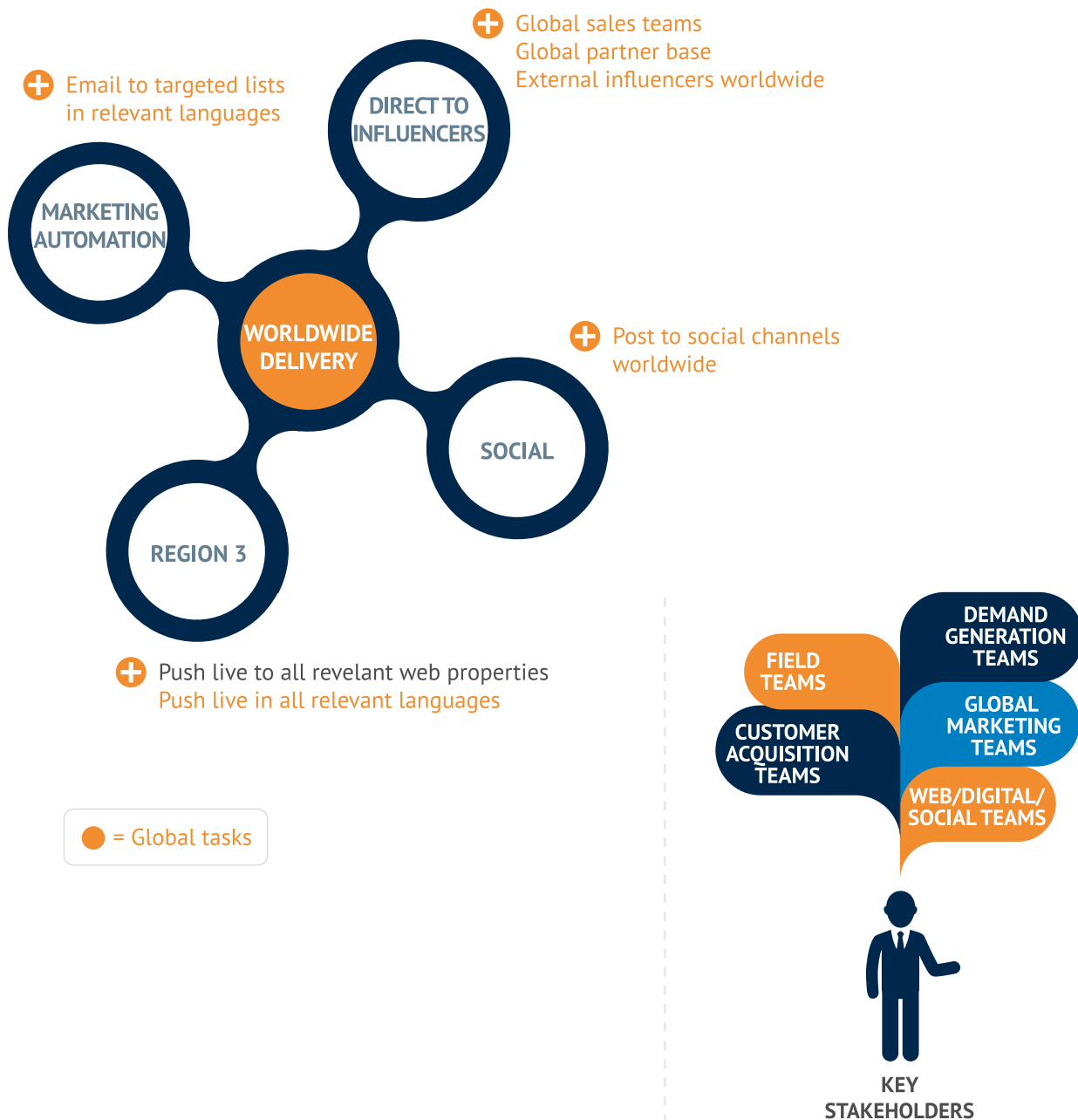
The Build stage involves locking down the content and creating the channel strategy. Will the content in question be executed as social media content, or perhaps a digital asset such as a PDF or infographic? Or will it be a web site, landing page, email campaign, or a printed item? Again, geographic-specific needs will also be factored in at this point, to ensure that the content leverages the best channels for each region. What works for your team in Japan may not work for your team in Germany, in terms of logistics, culture, or both.

This stage also incorporates an optimized copy and design process, including copywriting in source languages, layout, localization efforts and content reviews by relevant geographic experts. Finally, stakeholders determine file formats in this stage, which also includes the actual content production process. Once again, stakeholders from the impacted geographic regions also weigh in at this point, to ensure that the most appropriate media are used for each market and culture.



THE WORLDWIDE DELIVERY STAGE

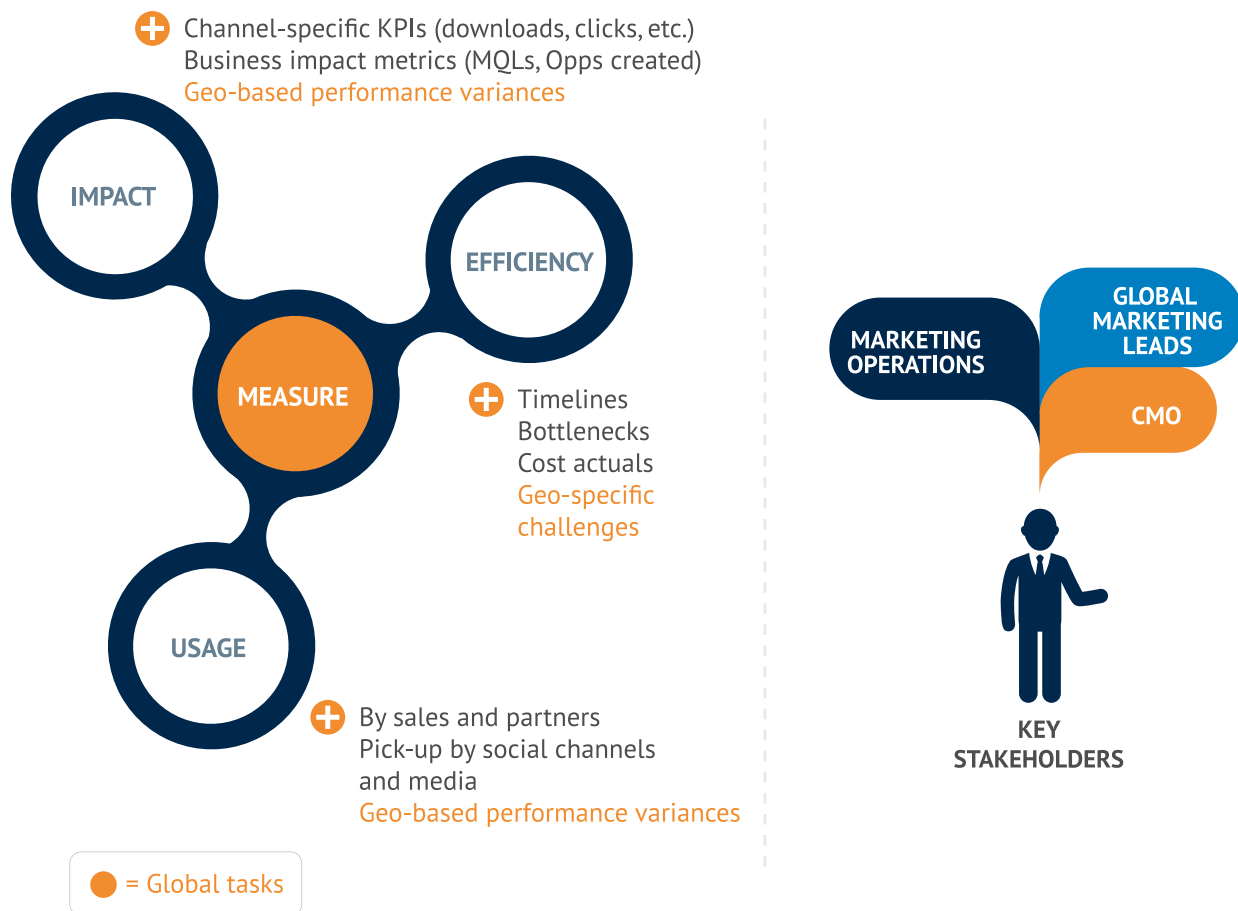
In the Worldwide Delivery stage, the content is delivered via the chosen methods and channels previously determined. The content goes live in all languages to the chosen audiences. Depending on the strategy implemented, the content is published online; posted to the relevant global social media outlets; distributed to sales teams, partners, customers and influencers; and emailed to targeted lists.



THE MEASURE STAGE

The Measure stage serves as both an end point and a starting point, as it feeds into the start of the next Global Strategy phase of the content lifecycle. At this point in the content delivery process, stakeholders are determining whether the content was created on time and on budget and they're identifying any problems or bottlenecks that may have arisen, including geography-specific challenges.

During this stage, stakeholders will also evaluate how well the content served its purposes, and how it was accessed and used by each audience and region. Stakeholders will also measure the reach of the content globally by examining web traffic and social sharing. It's important to emphasize that in many organizations, marketers and CMOs currently have limited insight into spend and time-to-delivery metrics, so having an opportunity to gather any learnings of this sort is extremely valuable. Cost, bottlenecks, project timelines and other metrics for each piece of content, by language and by market, are the source of process optimization. We'll share some key metrics to consider measuring in your own organization later on.



IT'S A PROCESS...

What should emerge pretty clearly is that our model bakes in a number of preventive solutions to help avoid the problems we covered earlier. By applying this model, companies will find ample opportunity to:

- Address teamwork and coordination challenges
- Find and remove silos (and eliminate “siloesd” thinking)
- Resolve the paralyzing centralized vs. decentralized split common to so many organizations
- Inject a global way of thinking into each aspect of the content strategy, creation, delivery and evaluation process
- Operationalize and optimize global marketing content as a normal business process

COMPANIES WITH MULTILINGUAL ONLINE CONTENT HAVE A MUCH LARGER ADDRESSABLE MARKET:

The global revenue opportunity available to companies using online communications rose to \$44.6 trillion in 2012, up from \$36.5 trillion two years earlier. Only a third of that total is available to companies that communicate only in their native English language.

Optimizing the content process “simply” entails thinking of globalization as an entire business process. It should originate much higher in the food chain, begin much earlier in the game, and extend well beyond the HQ’s campus grounds. Treat content globalization as a true enterprise-style, end-to-end business process that can be managed and optimized.

This involves putting a series of calibrated plans and a technology infrastructure in place so that companies can derive the most effective use of existing human, financial and technology resources. And as with any other business process, it’s critical for companies to measure and iterate to keep improving results.

We hope that, by applying this framework and implementing the tips and best practices we’ve shared, you will start seeing things differently and feel more prepared to tackle the challenges in front of you. To help jump-start the process, we’ll share some additional strategies and resources.

DELIVERING MULTILINGUAL CONTENT PAYS OFF SIGNIFICANTLY.

Fortune 500 companies that delivered content in native languages to keep up with or gain an edge over their competitors were twice as likely to have an increase in profits and 1.25 times more likely to generate increased earnings per share.

BEST PRACTICES FOR GLOBALIZING YOUR CONTENT

Organizations that are doing globalization the right way will experience huge gains in operational efficiency, internal harmony and productivity, and global impact. How do they accomplish these awe-inspiring results? By putting the following best practices in place:

- Think about globalized content more strategically from the start, as part of your global go-to-market strategy
- Plan for the fact that your content needs to be translated into multiple languages and must be effective for diverse audiences and responsive to the needs of different cultures
- Implement a streamlined workflow that frees up your people to focus on work that matters and cuts costs
- Ensure all internal and external stakeholders come into alignment and are managed effectively
- Break down silos and encourage wider participation of stakeholders from all relevant departments and regions
- Work with your own centralized Translation Memory that each region and vendor can access as needed to increase efficiency and cut costs
- Have a simple solution for multi-vendor management that ensures you are getting maximum value from trusted vendors in every market and every language
- Leverage global content effectively from across the entire organization

Looking for an easy way to implement these best practices by using just one solution? You're in luck! Read on for an introduction to Cloudwords and some hands-on information as to how we can help you build a world-class, world-ready approach to your global content.

WE'RE CLOUDWORDS AND WE'RE HERE TO HELP

WORLD-READY MARKETING AS EASY AS...

AUTOMATE

the globalization of content from/to your marketing automation platform, web CMS, and more, as well as the workflows among internal and external teams.

BUILD

your own translation memory, multilingual glossaries and style guides to significantly decrease costs and increase brand and message consistency.

COMMAND

greater returns from translation service providers. Compare and choose the best for your geos, industries, budgets, and timelines, and/or maximize ties with current vendors.

DISCOVER

how to create greater efficiencies, ROI, and alignment with your global marketing strategy through real-time reports and analytics.



Stop compromising on how much, or when, your marketing campaigns and content get localized for key markets. Modernize your localization process with Cloudwords to deliver more global growth and engagement faster.

THE GLOBAL CONTENT CLOUD

Only the cloud can handle the scale of today's needs – the amount of content, and the numbers of stakeholders and processes needed to take that content to market across the world. Companies don't need another translation service provider – there are literally tens of thousands. They need something to manage and optimize the creation and delivery of their multilingual content.

The solution is cloud technology that streamlines the entire localization process. Cloudwords is the first and only cloud-based, end-to-end content globalization platform that addresses all people and all aspects of the global translation process, with workflow automation, cloud-hosted translation memory, advanced analytics, a trusted vendor marketplace, and seamless integration with all the content management systems available today.

Our fresh approach slashes the cost, complexity, and turn-around times for the globalization of any type of content, so that you can engage and sell to global audiences the way the markets – and management – demand.



OPEN API & INTEGRATIONS GALORE

Whether your content lives in content management systems, source control systems, or anywhere else, our aim is to provide a uniform way for translation and localization to get done easier, cheaper, and with the quality that comes from Cloudwords. Using these APIs and tools, you can easily connect all your existing content systems against a single translation management solution, Cloudwords.

Cloudwords also has pre-built integrations with Marketo, Drupal, Adobe CQ, Salesforce Knowledge and more on the way, so that you can globalize your campaigns, websites and other critical content with a few simple clicks.

HOW MUCH MONEY WE CAN SAVE YOU?

Assuming a \$1M annual investment in translation, we regularly save our customers 30%-40% of their investment. Moreover, many customers were spending an extra \$1M in employee time before they began using Cloudwords. As we found in our recent survey of global marketers, most are unaware of how much they're spending on translation in total.

BUSINESS BENEFITS TO YOUR ORGANIZATION

Cloudwords slashes the cost, complexity and turn-around time for localization of all content, so you can engage and sell to global audiences –without leaving money on the table.



INCREASED SPEED

Automated workflows and streamlined processes across departments, teams and vendors ensure faster time to market.



REDUCED COSTS

Hosted Translation Memory lets you share approved translations with all vendors and stakeholders. Avoid costly markups with quote benchmarking.



IMPROVED VISIBILITY

Dashboards and reports help you easily analyze localization spend, time-to-market efficiencies, and localization ROI.



BRAND CONSISTENCY

Ensure a unified corporate tone and brand across the globe with easy access to multilingual assets for all vendors and stakeholders.



MAXIMIZED INVESTMENTS

Use our pre-built integrations for leading content management, marketing automation, and other systems, with open APIs and a robust development center.

MEASUREMENT

Collecting, evaluating and disseminating performance metrics is a critical part of any business process. Half the challenge is knowing what questions to ask and which aspects of your content operation to monitor.

In the 2013 report entitled, "Put Distribution At The Heart Of Content Marketing," Forrester Research advises that in order to maximize the business benefits of content marketing activities, it's crucial to have a clear measurement strategy in place to:

- 1 Understand how your reach maps to the customer life cycle, using various metrics to assess: visibility, relevance and profitability of the content.
- 2 Monitor the effectiveness of each channel to better target your global audience.
- 3 Cut costs while improving the user experience.

With these considerations in mind, here are some metrics you should aim to capture when evaluating whether your global content marketing operation is helping you achieve the desired business results.

SPEND METRICS

- Spend per language
- Spend by content type
- Leverage of Translation Memory

SALES / LEAD GENERATION METRICS

- Leads generated or purchases made (as a result of the content)
- Newsletter subscriptions, form completions
- Blog subscriptions, blog post comments
- Conversion rates

EFFICIENCY METRICS

- Project completion time
- Identification of bottlenecks in the system

CONSUMPTION METRICS

- Page views
- Number of clicks, opens and/or downloads
- Social chatter, positive brand mentions

TRAFFIC METRICS

- Referral sources
- Unique visitors
- Repeat visitors

RELEVANCE METRICS

- Shares by channel (website, landing page, blog, etc.)
- Shares by social network (likes, shares, retweets, forwards, etc.)
- Inbound links

While only a partial list, these are basic metrics that would be very useful in evaluating your performance and calculating the ROI of your global content process. As with any business process, it's important to get a base-line and then measure your chosen benchmarks regularly so that you can associate your data with various content initiatives. By optimizing your efforts in this way, you're sure to get a much clearer understanding of the reach, relevance and impact of your content.

CONTENT IS STILL KING:

According to a 2012 study by AOL and Nielsen, 27,000,000 pieces of content are shared every day.

PARTING THOUGHTS: GO GLOBAL OR GO HOME!

Good operations is good marketing, and delivering multilingual content is central to good global marketing. We've given your organization a check-up, given you the diagnosis, and the good news that there's a cure for what ails you. The rest is up to you.

Content operations is a critical function in marketing organizations today, and we strongly urge you to create such a role in your team if you haven't already done so. Empower that person to look closely at your operations and examine the process by which you're creating and delivering content on a global scale. In the process, you'll uncover areas for improvement across your marketing organization, and this can only help as budgets continue to strain against the priorities and goals your team is expected to meet.

The strategies and framework we've presented here are by no means easy to implement, but with so much at stake, the alternative – doing nothing – is far too risky a course to continue. We have given you a means to identify threats and seize opportunities. That's what we marketers do. Are you up for the challenges that lie ahead? We're always here to help, and we'd love to talk with you about how we can work together to further your efforts to go global.

In the meantime, we say farewell, au revoir, adiós, Auf Wiedersehen, ciao, shalom, do svidaniya, and sayōnara.

ABOUT CLOUDWORDS

Cloudwords accelerates content globalization at scale, dramatically reducing the cost, complexity and turn-around time required for the globalization of all marketing content. Cloudwords' enterprise-ready cloud-based software enables organizations to go global faster, engage multilingual audiences more efficiently, and generate increased demand and revenue in less time. Delivering strategic integration capabilities for all leading marketing automation and content management systems, Cloudwords is an integral partner in the globalization process for Fortune 500 and Global 2000 companies worldwide. Headquartered in San Francisco, Cloudwords is backed by Storm Ventures, UMC Capital and Cloud computing visionaries such as Marc Benioff, founder of salesforce.com.

Visit www.cloudwords.com for more information and join the global conversation on Twitter @CloudwordsInc.

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