Global Content Strategy: This Is Going to Be Big!

Kaledio Insights research by Rebecca Lieb identifies the top challenges facing multinational organizations in content marketing and provides best practices across people, processes and technology.

Download the full report:

kaleidoinsights.com/reports/global-content-strategy

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"If you want to learn about a culture, listen to the stories. If you want to change the culture, change the stories."

– Michael Margolis
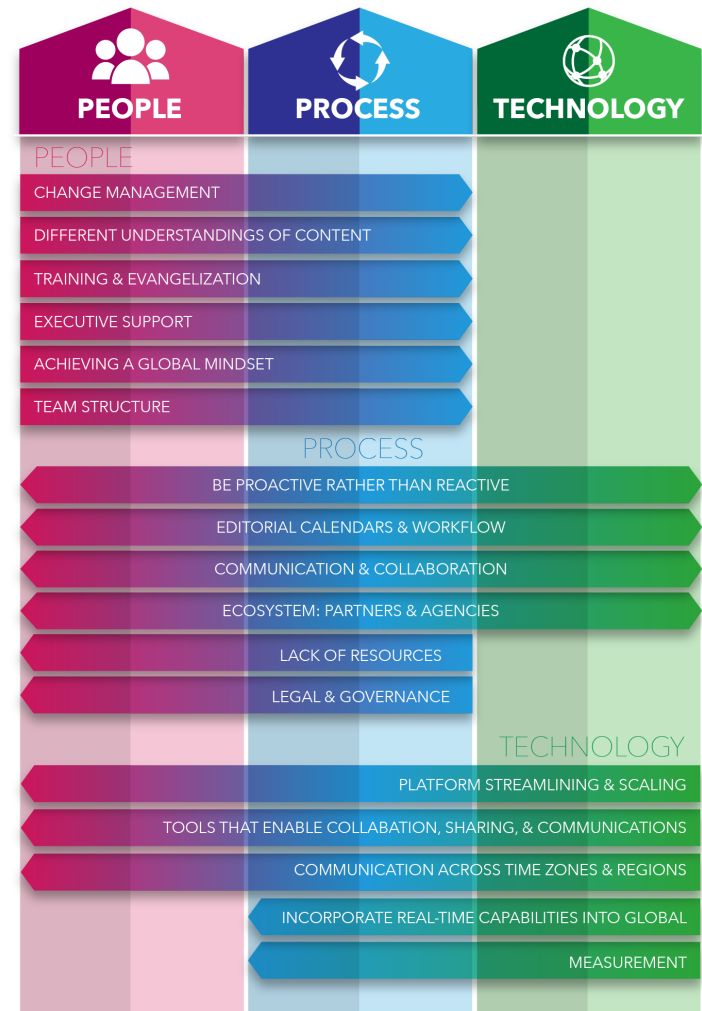
GLOBAL CONTENT STRATEGY

1. Goals & Challenges

2. People

3. Process

4. Technology

5. Best Practices & Recommendations

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1 | GLOBAL CONTENT STRATEGY: GOALS & CHALLENGES

Multinationals tend to make one of two mistakes with global content strategy. Either authority is consolidated and centralized, leaving little room or ability to culturally or linguistically 'translate' content, re-use and re-purpose assets or account for local calendars, regional issues, or even linguistic variations and dialects.

Conversely, content authority and guidance are decentralized. Countries and regions are left to their own devices, often leaving initiatives up to inadequately trained staff who lack tools and expertise, guidance, and access to content and brand assets. Global content strategy requires both bottom-up and top-down coordination. Regional initiatives inform global authority, and vice versa. This research examines how global content strategy initiatives can achieve a point of balance.

GLOBAL CONTENT STRATEGISTS' TOP CHALLENGES

PEOPLE

PROCESS

TECHNOLOGY

PEOPLE
CHANGE MANAGEMENT
DIFFERENT UNDERSTANDINGS OF CONTENT
TRAINING & EVANGELIZATION
EXECUTIVE SUPPORT
ACHIEVING A GLOBAL MINDSET
TEAM STRUCTURE

PROCESS
BE PROACTIVE RATHER THAN REACTIVE
EDITORIAL CALENDARS & WORKFLOW
COMMUNICATION & COLLABORATION
ECOSYSTEM: PARTNERS & AGENCIES
LACK OF RESOURCES
LEGAL & GOVERNANCE

TECHNOLOGY
PLATFORM STREAMLINING & SCALING
TOOLS THAT ENABLE COLLABATION, SHARING, & COMMUNICATIONS
COMMUNICATION ACROSS TIME ZONES & REGIONS
INCORPORATE REAL-TIME CAPABILITIES INTO GLOBAL
MEASUREMENT

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Global Content Strategy exists when content's importance is evangelized both enterprise- and worldwide; content is shared and made accessible; creation, collaboration and creativity are encouraged; and content flows up and downstream, as well as across countries and regions.

If you add up all our platform eyeballs,

it's much larger than any publisher out there.

David Bebee, VP Global Content & Creative Marketing, Marriott

GOALS

Creating a strategy

Evangelizing & socializing it

Change management

People

Process

Technology

Scale

Localization

BARRIERS & CHALLENGES

Collaborating

Sharing

Budget & Resources

Measuring Success

One size doesn't fit anyone.

Piers Dickinson, Digital Center of Excellence Leader, DuPont

People:
The Human Foundation of a Global Content Strategy

- Senior Leadership
- Content Leaders
- Business Units
- External Partners
- Employees

Drive Content Leadership from the Top Down & Bottom Up

☑ Both C-level and content leaders must reinforce content's importance.

☑ Evangelize and test department-specific initiatives to drive bottom-up support.

☑ Leverage cross-functional results and support to extend top-down support.

Constant Evangelism

- ☑ Content leaders must lead the content evangelism.

- ☑ Articulate and demonstrate WIIFM, both bottom-up and top-down.

- ☑ Commit to ongoing cross-functional evangelism, support, communication, and optimization.

A Culture of Content is a Content Engine

3. Process:

Components that Streamline & Scale a
Global Content Strategy

- Evangelism
- Governance
- Education & Training
- Metrics & KPIs

SAMPLE EDITORIAL CALENDAR INCLUDING PROCESS & ROLES

31	1	2	3	4	5	6
	Person A Assigns	Person B Writes				Person C Creates Graphics

7	8	9	10	11	12	13
		B & C Deliver Creative	Person D Edits	Persons E & F Approval/Signoff		

14	15	16	17	18	19	20
Persons E & F Approval/Signoff	Person A Publishes Content					
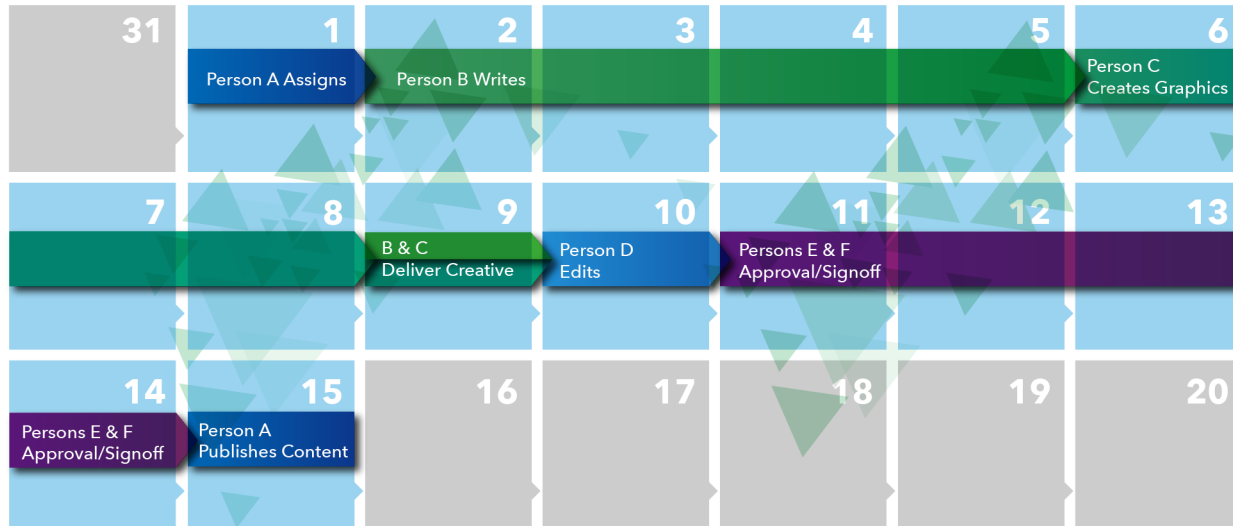
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A content strategy is just a piece of paper. The really difficult part is implementation.

Michael Schmidke, Bosch

Process and governance are where it gets complicated and expensive. But leave these out and quality is the first casualty.

Scandinavian global content marketing leader
(requested anonymity)

Global Enables Local

☑ Global must provide strategic oversight, support, resources, and direction.

☑ Appoint regional and/or local content leaders to scale training and ongoing evangelism.

☑ Enable local teams with appropriate cultural, linguistic, and contextual resources.

WHICH ONE IS A FOOTBALL?

SAVE THE CHILDREN

'Every Last Girl' is a global initiative across 93 countries.

It begins with a research report

SAVE THE CHILDREN

USA

SAVE THE CHILDREN

UK

Local Has Autonomy & Informs Global

☑ Localize for language, culture, legal, current affairs, and regulatory issues.

☑ Local leaders create and socialize initiatives – these can be adopted by other regions.

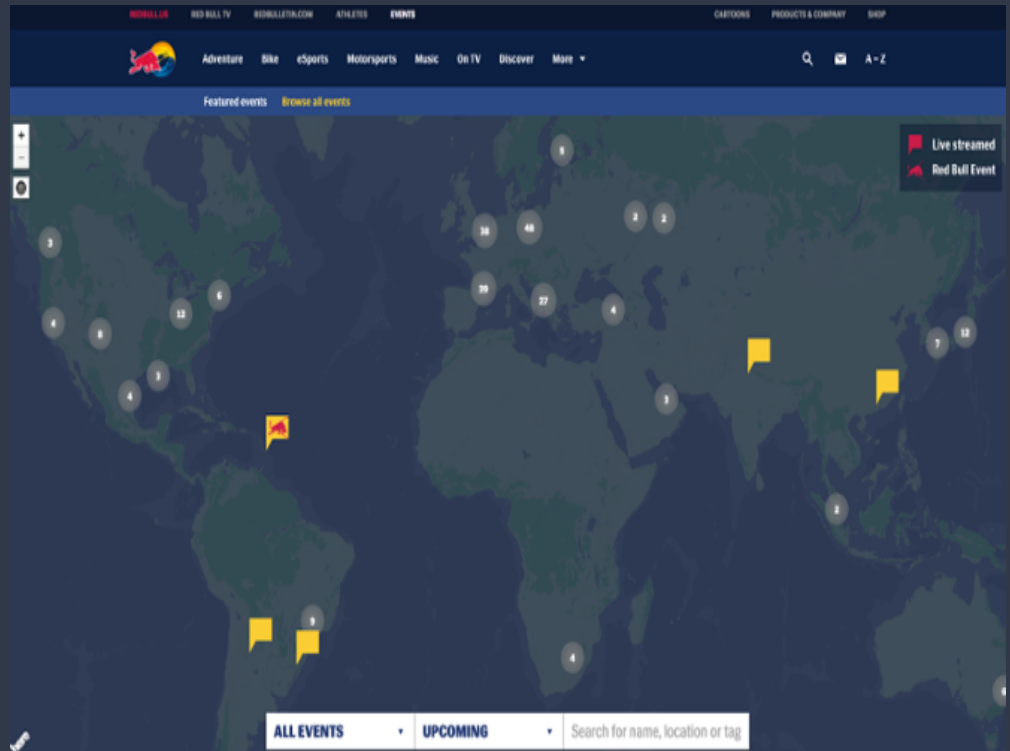☑ Regional teams create immediate support network.

DUNKIN' DONUTS

Localized content and product.

<u>China</u>: **Dried pork & seaweed donut**

RED BULL

Events, and content,

everywhere.

Customer Obsession Guides Content

☑ Listen for consumer insights across channels.

☑ Design content to unify the customer–brand experience.

☑ Assess all content for worthiness locally.

WHAT DOES "SCI-FI" MEAN TO YOU?

Align Content with Brand

☑ Crystallize how the content supports the brand vision.

☑ Incorporate that vision into training and evangelism.

☑ Only publish content that supports the brand vision.

McDONALD'S

Global brand guidelines,

look, and feel.

Unwrap the flavour.

McArabia Chicken

There's more than one way to enjoy our chicken. And you'll like it like this! Two grilled chicken patties with lettuce, tomatoes, onions and garlic sauce lovingly folded in Arabic bread.

1pc. Chicken McDo with McSpaghetti®

Product Information

1 piece of crispy, golden borwn chicken that's tender and juicy served with the classic spaghetti with ground beef and signature sauce.

Ala Carte.: **Php 99.00**
Small: **Php 109.00**
Medium: **Php 119.00**
Large: **Php 126.00**

ORDER NOW ▸

Prices may change without prior notice.

Measure, Test, Learn

☑ Start with small, tightly scoped, inexpensive pilots.

☑ Listen, analyze, A/B test, optimize, and repeat.

☑ Take risks, fail forward, and apply lessons.

MARRIOTT

"Destination content puts heads in beds."

- David Beebe

$550k sales for hotel opening

7.2k rooms booked in 90 days

4. Technology:

- Integration
- Collaboration
- Scalability

Technology

- Technology's role is to centralize, streamline, and optimize
    - Execution, knowledge sharing, collaboration, branded assets, approvals, analysis, reporting, any other priority use case

- Access to common tools shared across multiple regions/teams drives efficiencies across all use cases

- Collaboration tools and asset sharing are global content marketers' biggest need.

Unilever manages numerous brands, has hundreds of millions of fans, and thousands of people involved in the content process. Efficiency is key.

€51 Billion
worldwide sales in 2012

173,000 employees work for Unilever

2 BILLION people use Unilever's products each day worldwide

400 brands sold in 190 countries

Knorr
December 11, 2013 · Edited

From what's-left-in-the-fridge to a crispy, savory casserole using Cheddar Broccoli Pasta Sides! http://bit.ly/ZAEEbI

CHEDDAR BROCCOLI CASSEROLE

Like · Comment · Share   👍29 💬4

How well does this post represent Knorr?

Please select at least 3 guidelines that apply

■ Content is authentic and conveys a passion for food. (?)

■ Ingredients and meals look fresh, healthy, and delicious. (?)

■ The copy is short, punchy, and easy to understand. (?)

■ The post would make your mother smile and share with her friends. (?)

■ This post is consistent with the brand style guide. (?)

SUBMIT POST   REVISE POST

Unilever

Investing in collaborative tools to scale content globally across 30 brands, 40 agencies, and 20 markets helped Unilever reduce time to create and publish content and increase output significantly.

Total images in Media Library

Knorr   3,717

HELLMANN'S   1,567

Surf   968

5 | BEST PRACTICES & RECOMMENDATIONS

Strategy & Vision

- A shared, single purpose, mission, or goal is paramount for empowering a global content strategy

- Establishes a baseline of understanding, how day-to-day tasks serve a higher purpose

- Most effective when generated, embodied, and exemplified by leadership

- Customer experience is a critical factor

- Building community with consumers will ultimately drive the content pipeline through engagement and earned media.

Collaboration

- Pick up the phone! (often, and on a regular basis)
- Collaboration tools aid in planning and executing a global content strategy and aligning around processes.
- Interdepartmental collaboration is essential to alignment around content customer personas and customer experience goals
- Clear policies around approval with Brand and Legal

Budget & Resources

- Resources can be sparse in smaller regions, so concrete objectives are critical to maintain efficiencies when juggling multiple responsibilities.

- Companies must dedicate full-time resources (content leaders) to more than one region to scale globally.

"All content power can't come from one region with no one lighting a fire elsewhere." - Jason Miller, LinkedIn

Localization

- Global groups handle larger issues that affect all regions
- Set clear global guidelines for all content produced regionally that speaks to customer messaging structure and over-arching content strategy goals
- Global teams ensure scale and cross-geo strategy implementation; local teams are responsible for actual creation based on market knowledge.

People

Subject matter experts have global knowledge, local jobs.

- Two distinct emerging trends
    - Hiring more specific domain expertise
    - Hiring more generalists

Risk & Willingness to Fail

- Providing permission to fail mitigates fears of failure, embarrassment, job termination

- To differentiate through content, content marketers must be empowered to take risks

- View failure with a spirit of innovation– recognizing the issue, learning from it and moving on quickly

- More content leaders incorporate risk-taking & willingness to fail in the hiring process

Business Units

- Content travels well beyond Marketing, permeating other divisions (consumer-facing first)
  - Brand, PR, communications, social media, field marketing teams, sales, HR, R&D, support, etc.
  - Legal and IT typically involved in approval, governance, technology implementation and deployment

- Also includes subject matter experts among senior executives, researchers, and product groups

External Partners

- Equally urgent to the need for external partners to help create the content is the need for cultural unity among all parties
  - Agencies of all kinds
  - Marketing insights organizations
  - Any third-party company aiding in any content marketing-related use case (e.g. agency and vendor partners)

Evangelism

- The key to evangelism is understanding the unique needs and pain points of each constituency and tailoring content initiatives to serve their needs and yield relevant results to drive greater buy-in.

- Content marketing leaders must identify and build relationships with other functional leaders *continuously*
  - Evangelism expands to all people, including external partners

- Many companies begin evangelism across consumer-facing departments first

Governance

- Keep it lean to avoid being 'bogged down' by approvals

- IBM's Diamond Team organization is a way to be more agile, quickly executing a project with the right people from varied disciplines at the table, who are used to working with each other efficiently.

- Intel has a dedicated governance team that specializes in approval processes and what channels are used when. This enables constant review and adaptation to emerging content needs.

- Once you've built a strong content engine in one market, move to the next area of greatest opportunity globally and apply the lessons learned and talented leaders to solve new challenges. (Jason Miller, LinkedIn)

Education & Training

- Training must be both initial and ongoing
  - Best practice sharing, case examples
  - Updates on programs, tools, workflows
  - More formal classes or routine sharing (e.g. internal social networks)
  - IBM brings in screenwriters and White House speechwriters to teach storytelling
  - Many enterprises require "Digital Marketing 101"

- Education must account for global, regional, and local content programs

- Hiring or promoting with an eye for editorial or creative background can accelerate the learning curve

THANK YOU!

DOWNLOAD THE FULL REPORT

kaleidoinsights.com/reports/global-content-strategy

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