



## Breaking Out of the Silo: Improving Global Content Value Chains by Collaborating Across Departments

Gilbane San Francisco, May 2010



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Gilbane research shows that lack of collaboration is a major barrier to more effective content globalization practices. Managers and operational champions recognize this, but struggle to break out of departmental silos (such as web operations, technical documentation, sales and marketing, and customer support). This session helps attendees identify a starting point for better collaboration. Topics include where organizations benefit by sharing content and language assets, when to make the leap across silo boundaries, and how to institute effective business processes that span departments.



Presented in collaboration with ...

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**LOCALIZATION WORLD**  
CONFERENCE & EXHIBITS



**MultiLingual**



THE **LOCALIZATION**  
INSTITUTE



THE GILBANE GROUP

# Study findings include . . .

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***“Lack of cross-functional collaboration and overarching business processes as primary obstacles*** to aligning corporate business objectives and content globalization practices. Regarding collaboration, there is broad belief that people and process are the primary issues, not technology.

***“Product content ecosystems replacing siloed functions.*** Autonomous groups are beginning to interact to create an ecosystem around product content, even as companies struggle with collaboration. Evidence includes the emergence of the cross-functional champion and the role of service providers as strategic partners.”



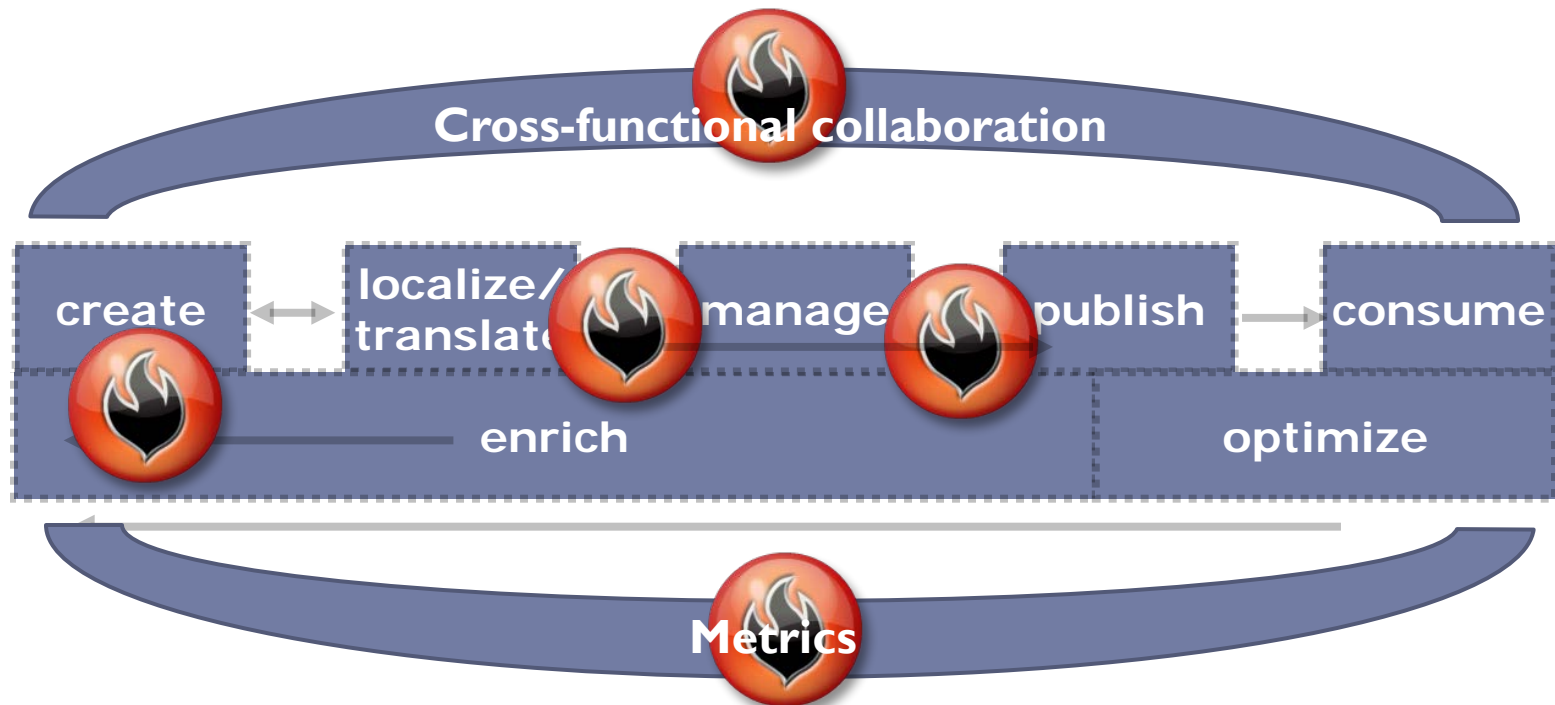
*Gilbane Group, Multilingual Product Content:  
Transforming Traditional Practices Into Global Content Value Chains*

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# Gilbane 2010 Heat Map

Five key investments in content globalization



# Collaboration:

## Institute cross-functional processes

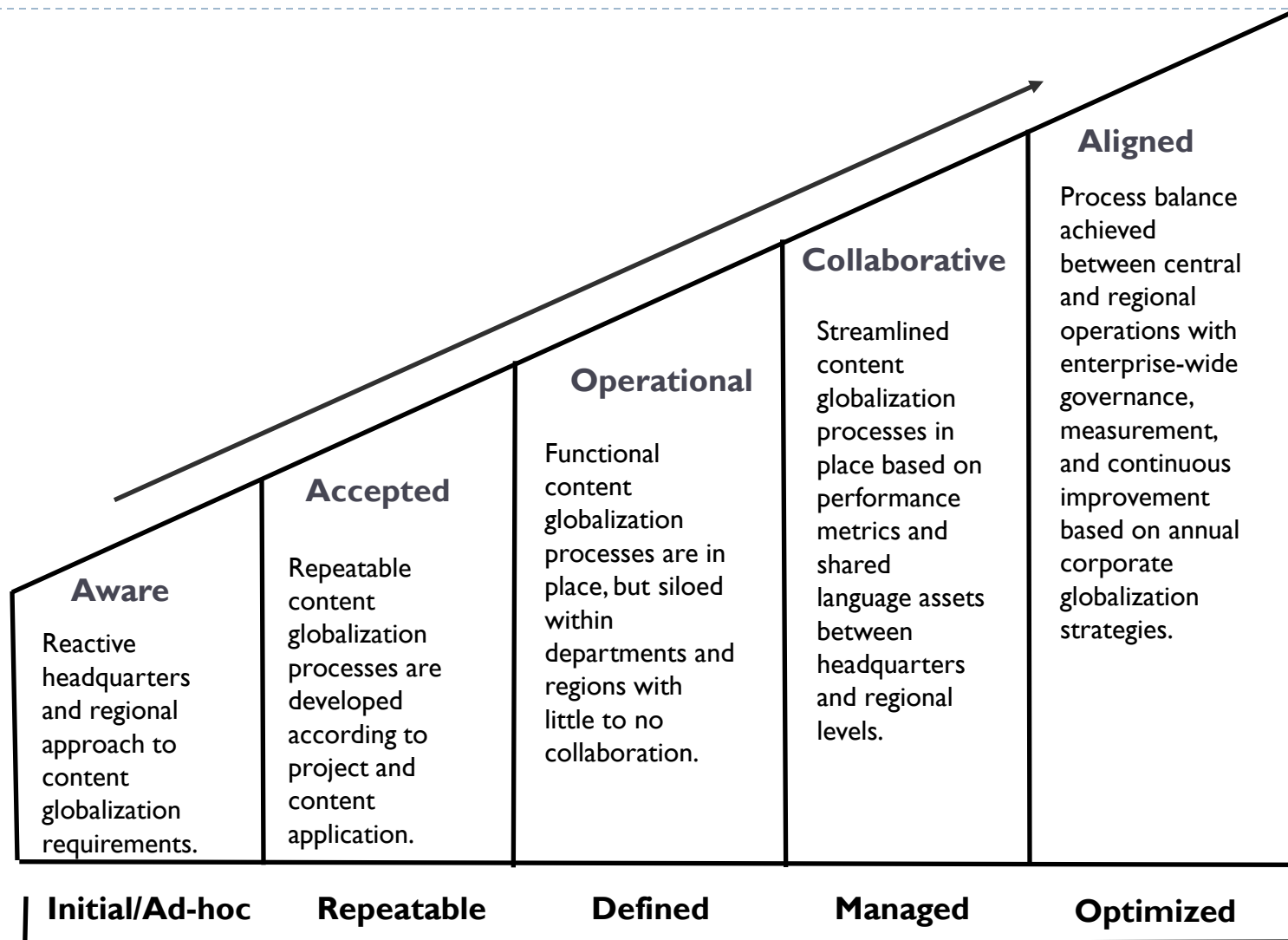
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Move content-centric processes outside a single silo through asset sharing and collaboration

- ▶ Functions: techdoc, training, product development, customer support , product marketing
- ▶ Eliminate individual afterthought processes that are inconsistent and hard to scale
- ▶ Pushes processes up and across the organization, closer to alignment with business goals and objectives
- ▶ Leverage capabilities, assets, and subject matter expertise → stronger ROI story
- ▶ Benefits also derive from collaboration and asset sharing
  - ▶ Between headquarters and regions
  - ▶ With service providers
  - ▶ With partners like digital agencies



# Global Content Value Chain Maturity Model



Labels from the Capability Maturity Model®, Software Engineering Institute at Carnegie Mellon University

# A guide to planning your breakout

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1. Recognizing the need, but struggling with the “how”
2. Understanding and articulating the benefits of sharing content and language assets
3. Identifying a starting point for collaborating across functions/departments
4. Managing the leap across boundaries
5. Instituting effective business processes that span functions/departments





# Experts

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- ▶ Ben Martin  
*Director of Business Architecture*  
*Flatirons Solutions*
- ▶ Heather Cunningham  
*Localization Project Manager*  
*Philips Medical*
- ▶ Mary Laplante  
*Vice President*  
*Gilbane Group*
- ▶ Vince Emery  
*Senior Analyst*  
*Gilbane Group*



# Introducing Flatirons Solutions

Leaders in innovative domain and technical expertise to assist clients in navigating complex 21<sup>st</sup> century trends

Client list that includes numerous Fortune 1000 companies as well as large government agencies

Industry leader in air traffic management and systems engineering

Industry leader in publishing and content technologies

Full lifecycle services including strategy, architecture, design and implementation, and outsourcing

Offices in Boulder, CO,  
Washington, DC and  
Dallas, TX

Inc. 500 company  
with over 150  
consultants



THE GILBANE GROUP

# Commercial Customers

## High Technology & Manufacturing



## Educational, Legal & STM Publishing



## Aerospace & Transportation



## Marketing, Media & Entertainment

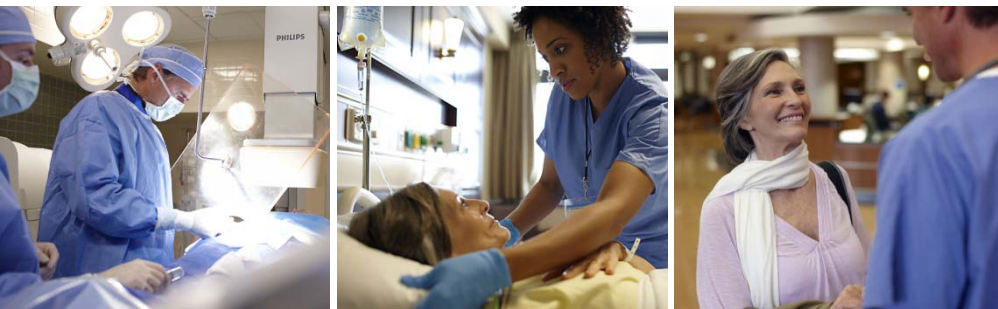


## Other



# PHILIPS

sense **and** simplicity



“Healthcare is a people business. To be sustainable, health organizations must communicate and connect with their customers through innovative approaches and fresh perspectives...”

Top 7 Trends in Health Care, PricewaterhouseCoopers' Health Research Institute, 2007

## Philips Healthcare

Heather Cunningham, Localization PM

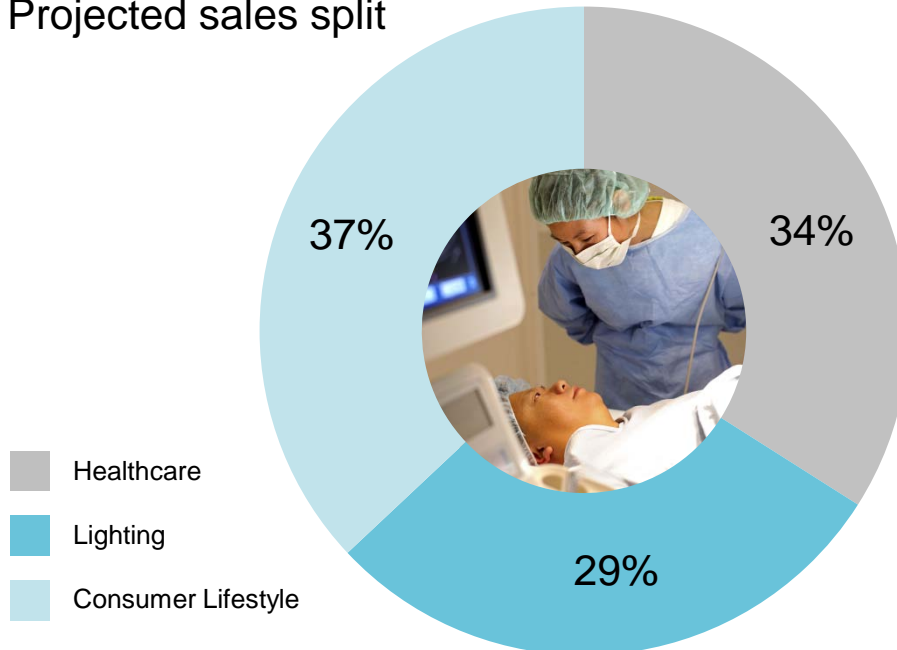
Localization Chair for Philips Healthcare Doc-Loc Council

May 20, 2010 – Introduction for Breaking out of the Silo

# Philips

Simply focused on health and well-being

Projected sales split



A global company of leading businesses creating value with meaningful innovations that improve peoples' health and well-being

**1 million**

Customers purchase our products every day

A leader in healthcare for over 100 years

**55,000**

Technology patents

**€23.2**

Billion in sales

# Depth and reach of Philips Healthcare

What we do. Where we are.

## Philips Healthcare

### Businesses

Imaging  
Systems



32%

Home  
Healthcare  
Solutions



14%

Clinical  
Care  
Systems



15%

Healthcare  
Informatics



13%

Services



26%

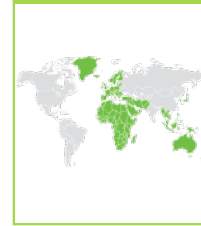
### Sales & services geographies

North America



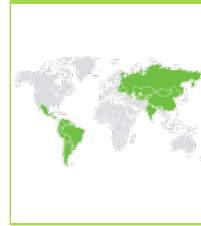
48%

International



34%

Emerging  
Markets



18%

**€7.8**

Billion in sales  
in 2009

**34,000+**

People employed  
worldwide in 100 countries

**9%**

of system sales  
invested in R&D  
In 2009

**450+**

Products and services  
offered in over 100 countries



# Key products and service of Philips Healthcare

Providing comprehensive support

## Philips Healthcare

### Businesses

#### Imaging Systems



Cath Lab  
X-Ray  
CT  
MR  
SPECT  
SPECT/CT  
PET/CT

#### Home Healthcare Solutions



Sleep Disordered Breathing  
Medical Alert Services  
Home Cardiac Monitoring  
Home Respiratory  
Senior Living

#### Clinical Care Systems



Ultrasound  
Cardiac Resuscitation  
Ventilation  
ECG Solutions  
Children's Medical Ventures  
Medical Consumables & Supplies  
Emergency Care Services

#### Healthcare Informatics



Anesthesia Informatics  
Cardiology Informatics  
Critical Care Informatics  
Clinical Decision Support Systems  
Maternal & Perinatal Monitoring Solutions  
Patient Monitoring Systems  
Radiology Informatics

#### Services

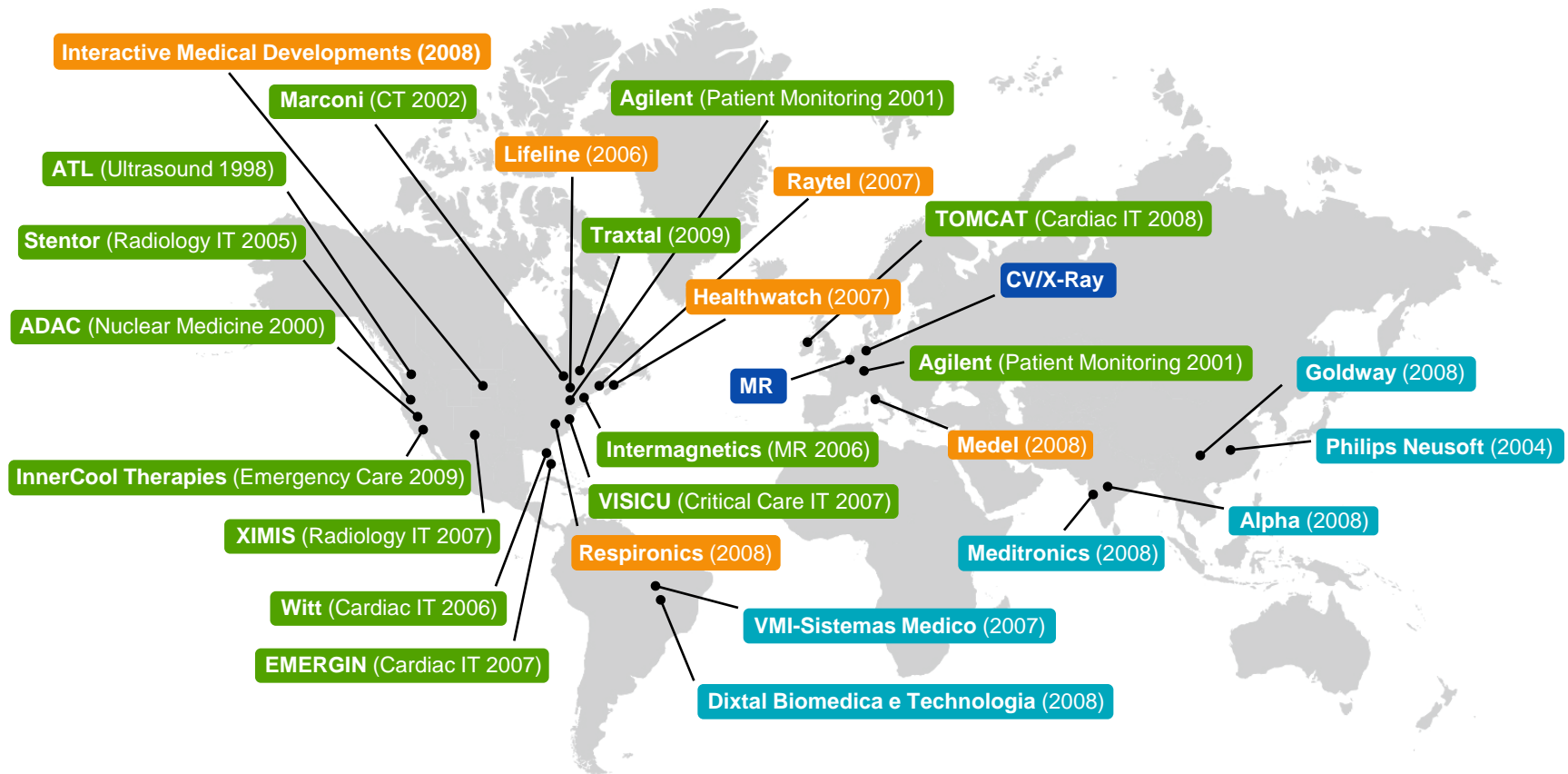


Site Planning & Project Management  
Ambient Experience  
Education Services  
Performance Services  
Managed Services  
Equipment Maintenance

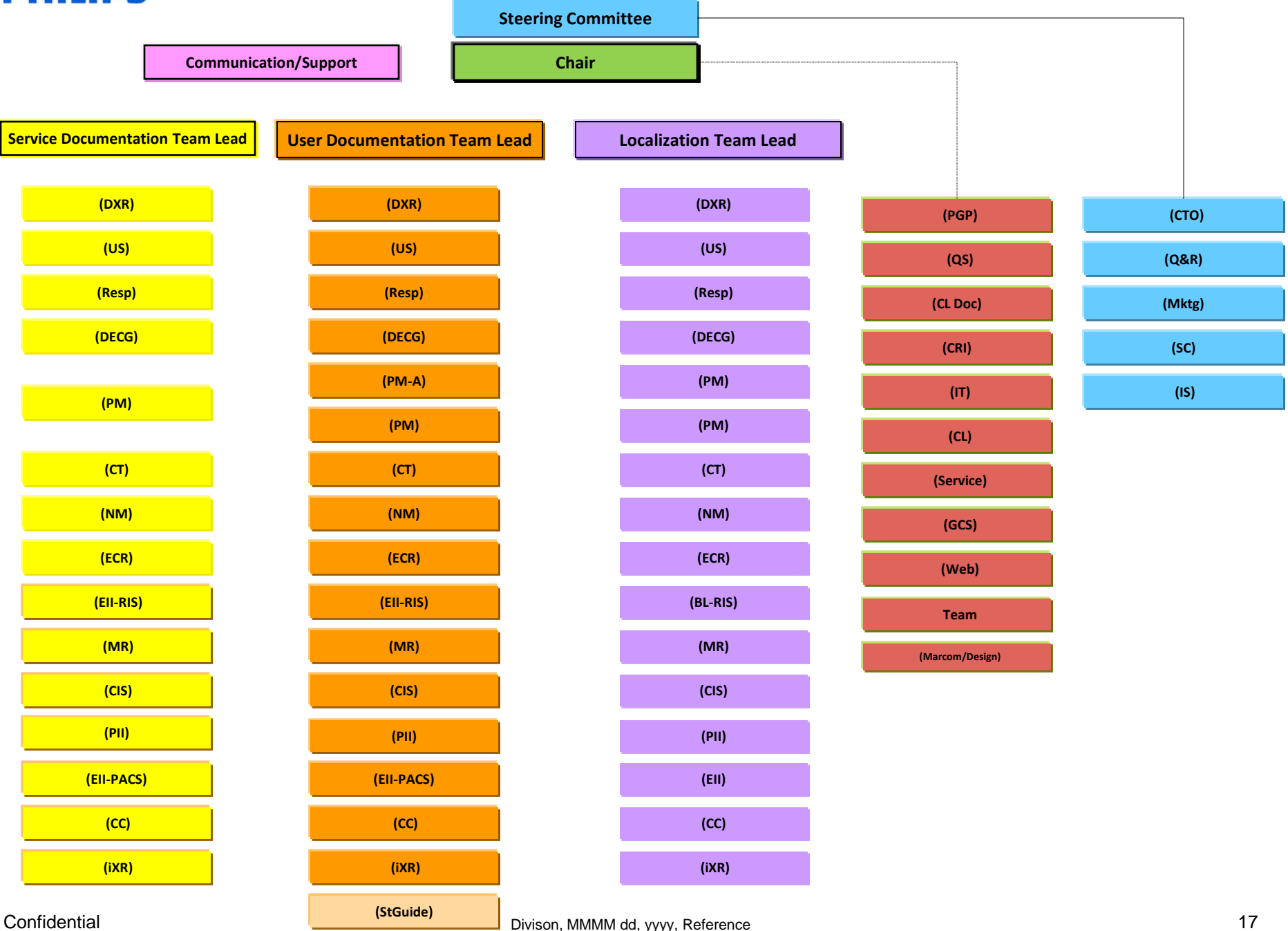
# We are a global healthcare leader

Innovating. Driving the market.

Our foundation    Aggregating technologies    Expanding care settings    Global footprint









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Step 1. Recognizing need,  
but wondering “how”



- 
- ▶ What are some of the symptoms?
  - ▶ How do you know that you can no longer address an issue within a single silos, or that multiple “silo-specific” solutions are ineffective and inefficient?



# Symptom: Disjointed Customer Experience

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- ▶ Bleed-through of English on web pages
- ▶ Translated product names *half the time*
- ▶ Hodgepodge of deliverables in source and some in target languages; some in some languages and not in others
- ▶ Different translations for terms that mean the same thing
- ▶ Different look and feel from site to site, deliverable to deliverable
- ▶ Mishmash of logos
- ▶ Confusing metaphors and idioms; poor choice of colors and graphic images



# Core Content is Cross-Functional

## *The Problem*

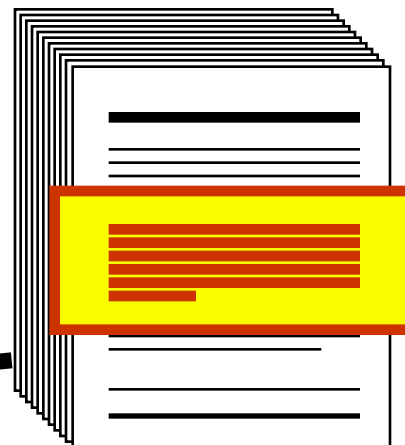
You make a small change in the CRM product overview

**Original text reads....**

**Our CRM solution optimizes your planning, marketing and sales activities.**

**New text reads...**

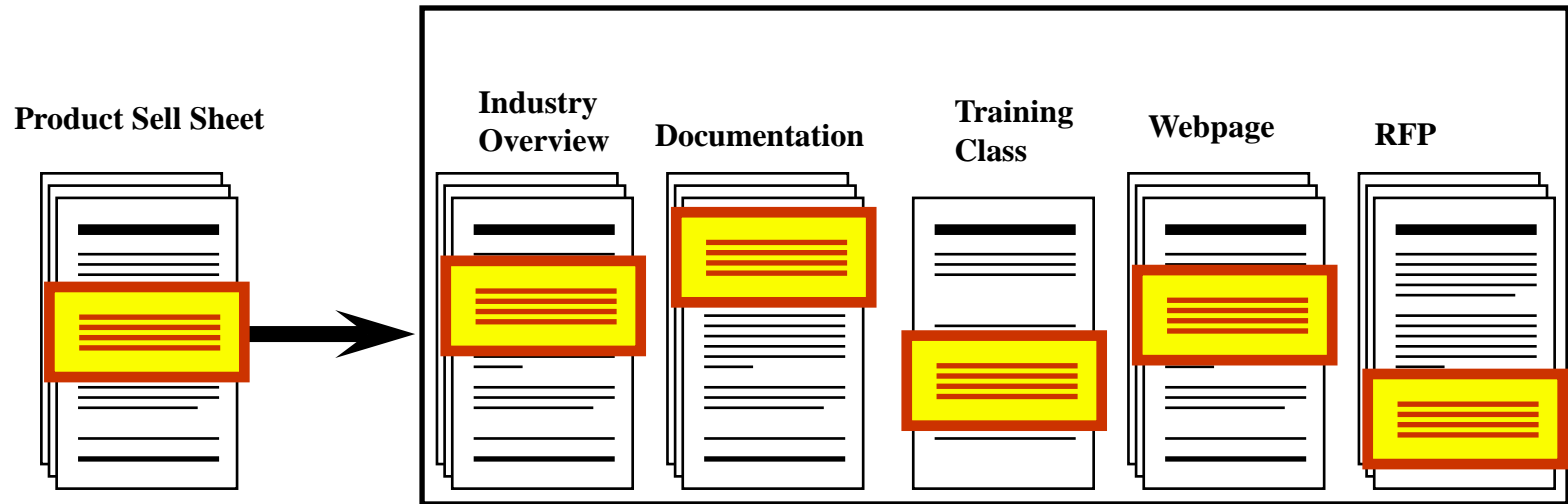
**Our collaborative CRM solution is a customer-oriented, B2B solution for optimizing your planning, marketing, sales, fulfillment, delivery, and service.**



# Silos and Managing Content Change

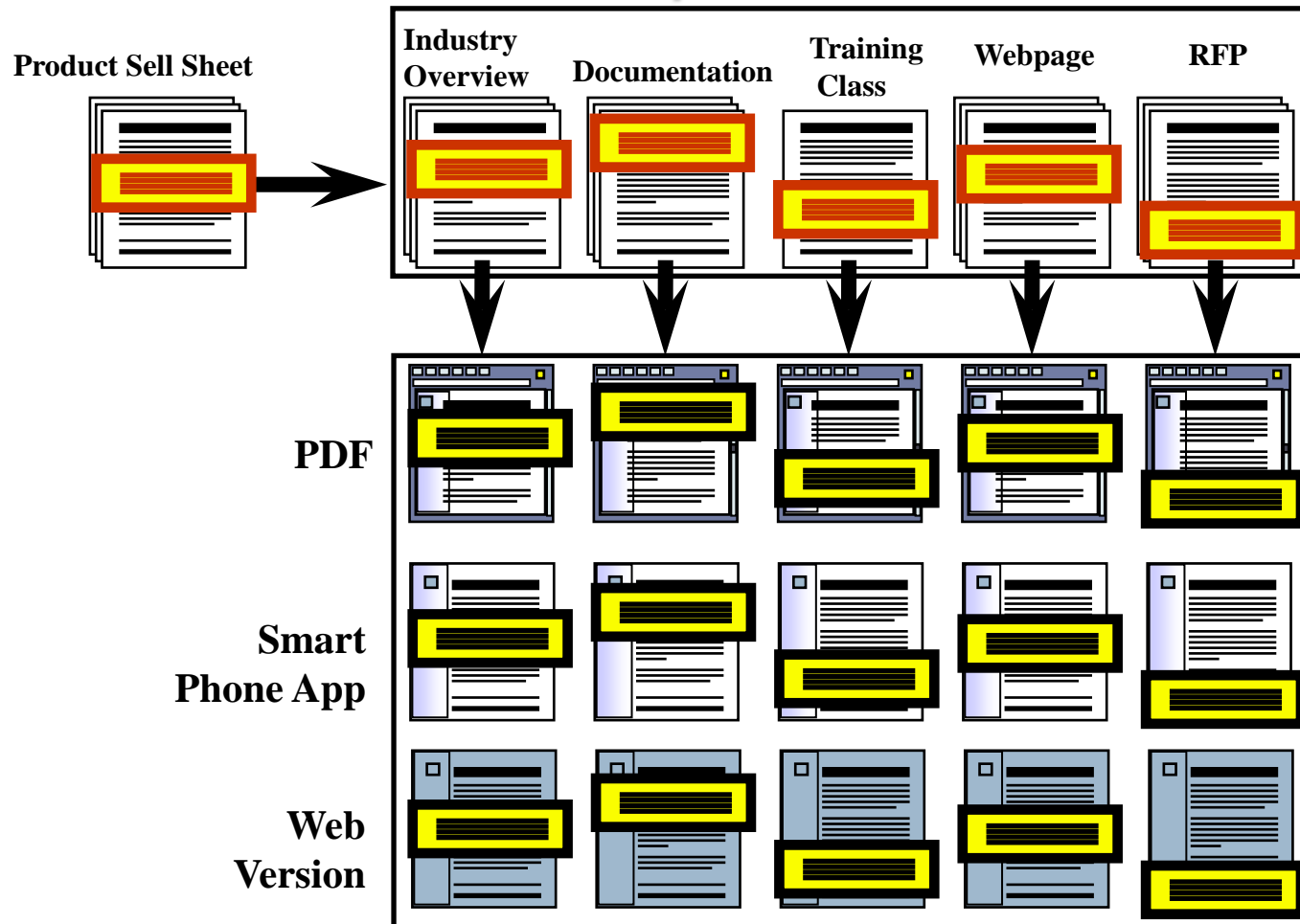
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... it affects various deliverables across functional areas



# Silos and Managing Content Change

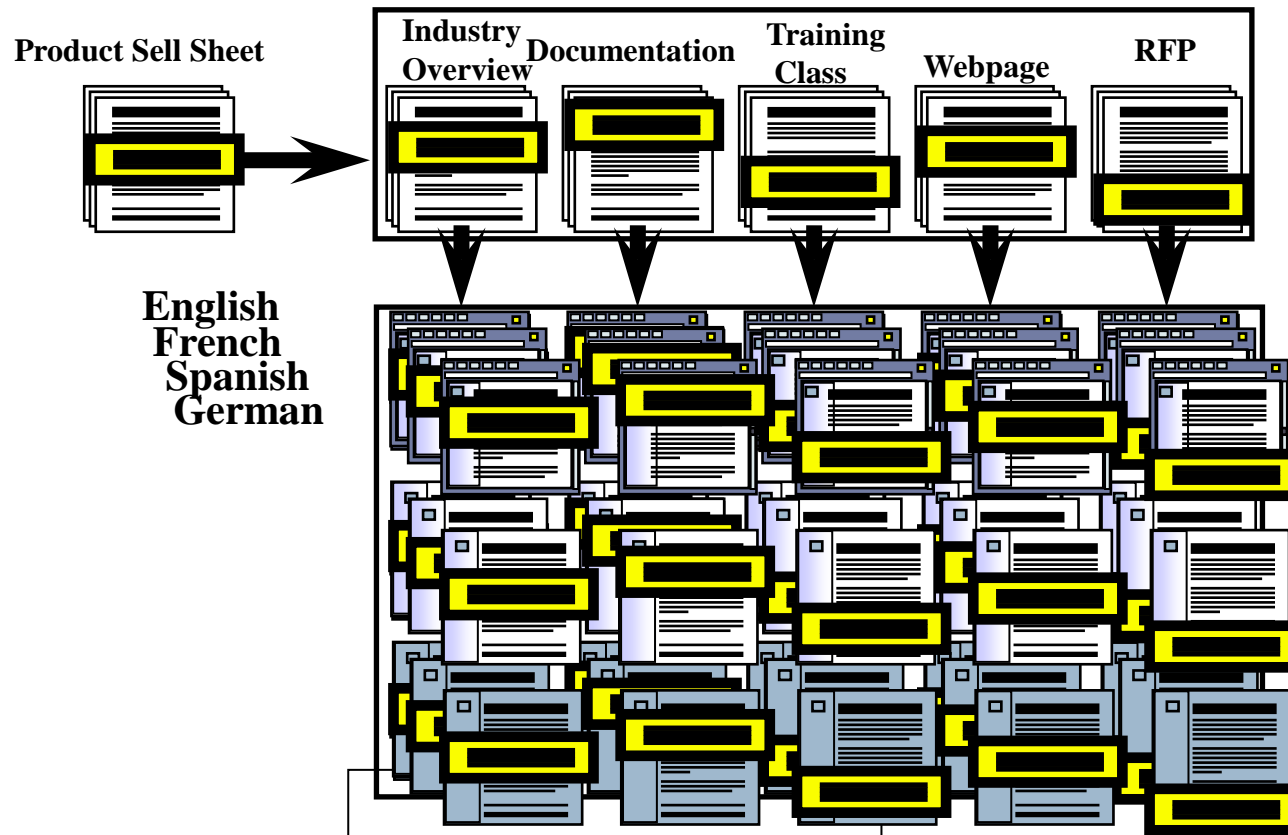
... across different delivery channels





# Silos and Managing Content Change

... in multiple languages



# Silos and Managing Change

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Managing content change means:

- ▶ Gating content change (brand management)
  - ▶ Understanding how much change an organization can manage
- ▶ Redirecting employee creativity to creative reuse and high-value content change
- ▶ Implementing technologies that promote reuse



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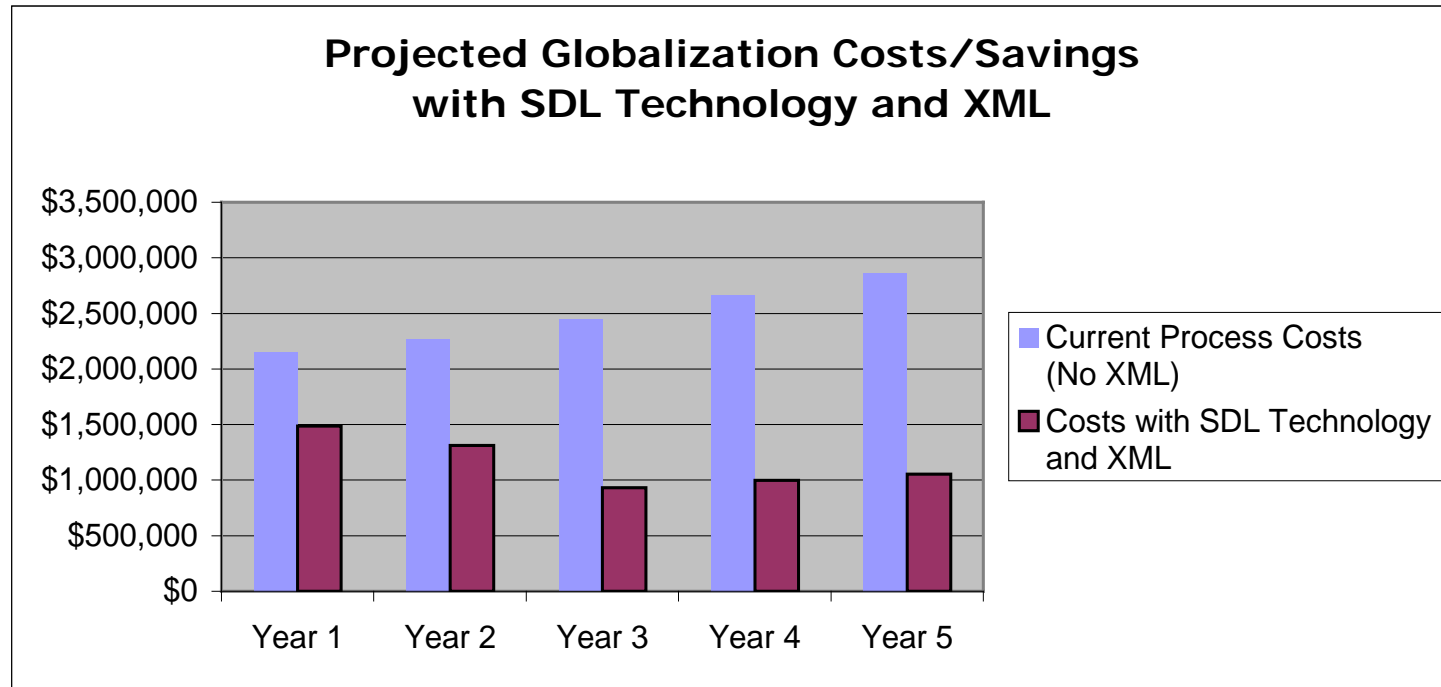
## Step 2. Sharing assets

- 
- ▶ Understanding the benefits of sharing language and content assets ... and articulating it
    - ▶ To whom and why?
  - ▶ What does it mean to share assets, and what kinds of results can companies realize?



# Why invest in the effort?

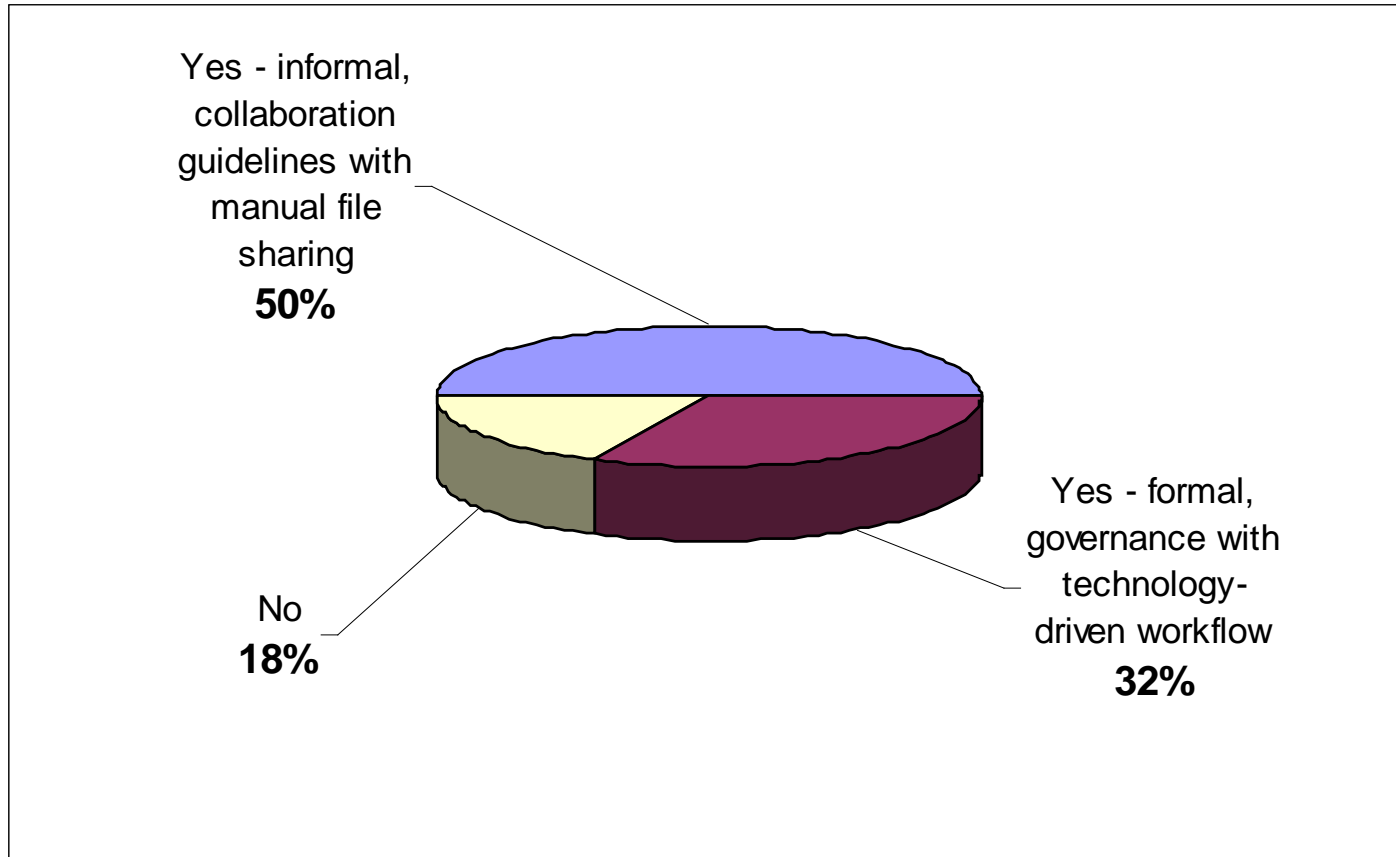
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*Gilbane Group, The FICO Formula for Agile  
Global Expansion, 2009*

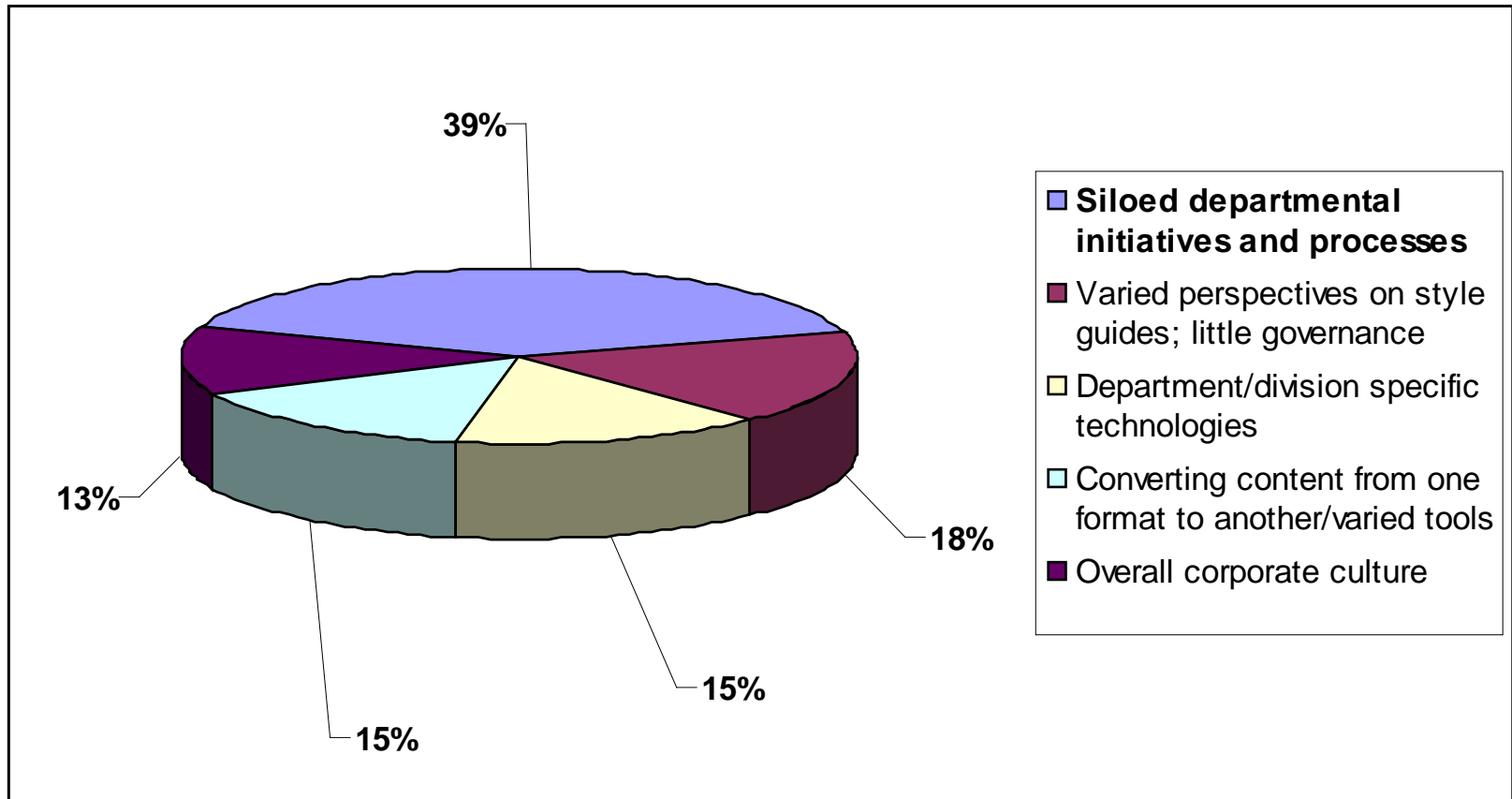
# How are assets shared?

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*Gilbane Group, Multilingual Product Content:  
Transforming Traditional Practices Into Global Content Value Chains*

# Obstacles to sharing



*Gilbane Group, Multilingual Product Content:  
Transforming Traditional Practices Into Global Content Value Chains*

# “Better”: the Costly Enemy of “Good Enough”

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- ▶ The curse of pride of ownership:
  - ▶ The impulse to borrow **AND improve upon** rarely reuse
  - ▶ The quality fussbudget
- ▶ Siloed incentives
  - ▶ Departmental goals versus cross-functional incentives
  - ▶ Creating a culture of re-use rather than re-invention
- ▶ Disjointed technologies
  - ▶ Misaligned metadata
  - ▶ Parochial glossaries and terminologies
  - ▶ Scattered translation memories
- ▶ Organizational cul-de-sacs
  - ▶ No overarching strategy to leverage a translation/localization set of services
  - ▶ Little understanding of the in-country challenges versus corporate brand management





# Case Study of “Better”

## Re-use vs. No Re-use Costs

### Analysis of Training Project

No Reuse		70% Reuse including screens	
Author from scratch (1800 hours)	108,000.0	Identify and re-use (400 hours)	12,000.0
Total Wordcount	165,280.0	Total Wordcount	49,584.0
Translation 7 languages	266,100.8	Translation 7 languages	79,830.2
10 % project management	26,610.4	10 % project management	7,983.0
<b>Total translation costs</b>	<b>292,710.9</b>	<b>Total translation costs</b>	<b>87,813.3</b>
Total editing costs	40,769.1	Total editing costs	12,230.7
Total QA costs (58 days)	11,569.6	Total QA costs (17 days)	3,470.9
Estimated # screens	819.5	Estimated # screens (100% reuse)	0.0
<b>Total production costs 72 days</b>	<b>16,062.2</b>	<b>Total production costs - 0 days (100% reuse)</b>	<b>0.0</b>
<b>Total Costs with no re-use</b>	<b>469,111.7</b>	<b>Total costs with 70% re-use</b>	<b>115,514.9</b>
Cost per language	67,016	Cost per language	16,502
		<b>Total savings</b>	<b>353,596.8</b>

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## Step 3. Identifying a Starting Point

# Topic: Starting point

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- ▶ Identifying the right starting point: where are the best candidates for success?
- ▶ What are the issues?
  - ▶ Need, infrastructure readiness (people, process, technology), champion, measurable results



# Where to Start: Terminology Upfront

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- ▶ Roundup and define terms once
- ▶ Centralize terminology and terminology process
- ▶ Coordinate in-country review
- ▶ Feedback faux pas to Development before problem proliferates, e.g. Euro \$
- ▶ Have one term research team rather than multiple language teams independently researching
- ▶ Separate text from graphic ideally so no text must conform to shape
- ▶ Use examples that are cultural independent, e.g., baseball examples fail
- ▶ Clean up memories



# Be “Little-Minded”: Hobgoblin Roundup

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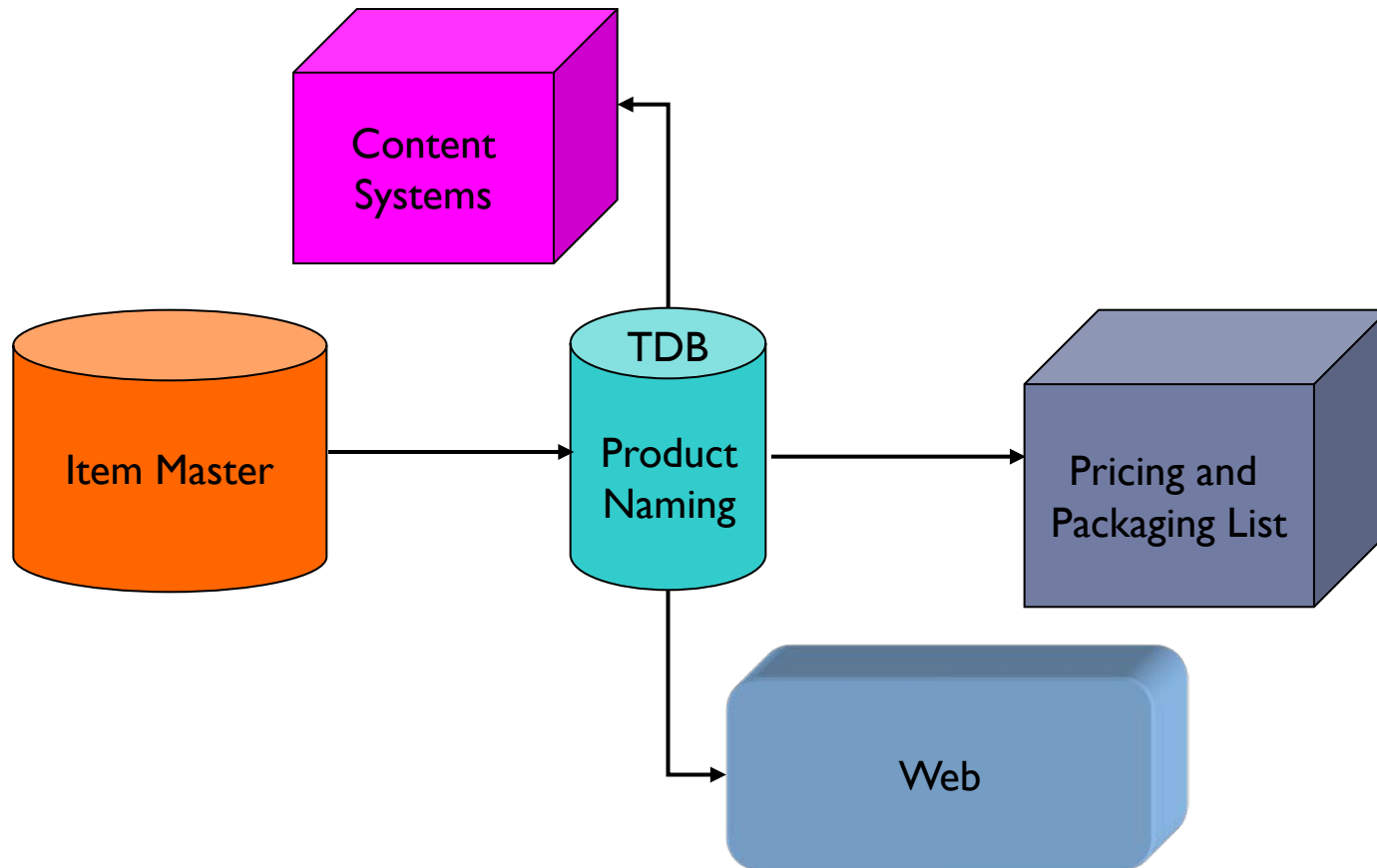
## **Product Taxonomy – Global Brand Consistency**

- ▶ Ensure consistent use of product names among departments (Dev, Mktg, Trng)
- ▶ Agree on product acronyms (Content Management vs Change Management – CM)
- ▶ Accurately reflect product’s hierarchy
- ▶ Provide an “audit trail” for name changes
- ▶ Determine translation strategy for products, product lines, etc.



# Where to Start: Synching Product Names

Term Database Rationalizes Names



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## Step 4. Managing the leap



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- ▶ Issues: who is on the team, and where is control?
  - ▶ Can we think of it as a flavor of business process management?





# Barriers to Cross-Functional Processes

Lack of collaboration

Inconsistent terminology

Other (see below)

Lack of workflow integration

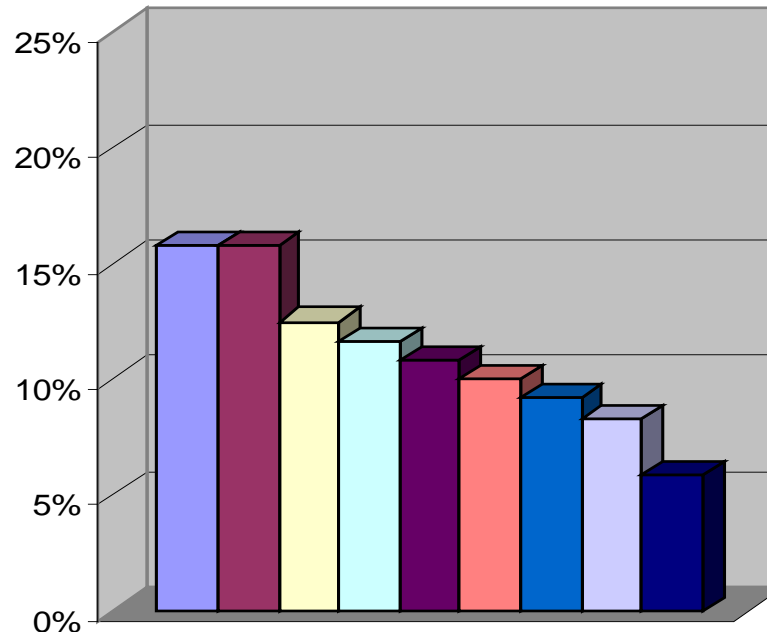
Single-sourcing to multiple channels

Synchronizing source/translated content

Lack of project costing/mgmt

Content conversion/exchange

Quality



Other =

Conflicting priorities

Lack of mgmt education/visibility

Lack of formal processes

Lack of resources

*Gilbane Group, Multilingual Communications  
as a Business Imperative*

# The rise of the cross-functional champion

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“Cross-functional champions are facilitating, influencing, and building people, process, and technology approaches within the product content GCVC. They usually gain the role from key accomplishments as an operational champion, whether recruited or simply through organic evolution. They understand how to navigate critical processes that are complimentary (or redundant) across traditional product content domains. They are forging more direct links with finance, sales, and IT. Some control budgets, or have influence over spending on one or more functional areas. Most critical of all is their role as facilitators, with expanded responsibilities that affect numerous traditional departments.”

*Gilbane Group, Multilingual Product Content:  
Transforming Traditional Practices Into Global Content Value Chains*



# Examples from Gilbane research

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- ▶ Designing and enforcing quality management programs for content creation and localization/translation processes.
- ▶ Using customer feedback mechanisms to create internal training programs on market expectations.
- ▶ Implementing structured authoring technologies from the business and use case perspective.
- ▶ Standardizing tool sets and coordinating the integration of content and localization/translation management technologies.



# Making the Leap

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- ▶ Get executive buy-in
- ▶ Engage in-country stakeholders
- ▶ Centralize with flexibility
  - ▶ Localize
  - ▶ Customize
- ▶ Stage successes
- ▶ Gather metrics that matter



# Making the Leap

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## **Get metrics that matter**

- ▶ Total words, terms, pages
- ▶ Present cost per word – with management and without
- ▶ Screens/graphics to pages
- ▶ Metrics for: authoring, editing, translation, instructional design, graphics, product management
- ▶ Cycle time for authoring, translating, training content creation, helps, QA, etc.
- ▶ Total language bugs, total content related bugs, and errata
- ▶ Geographic revenue and translation spend per geography





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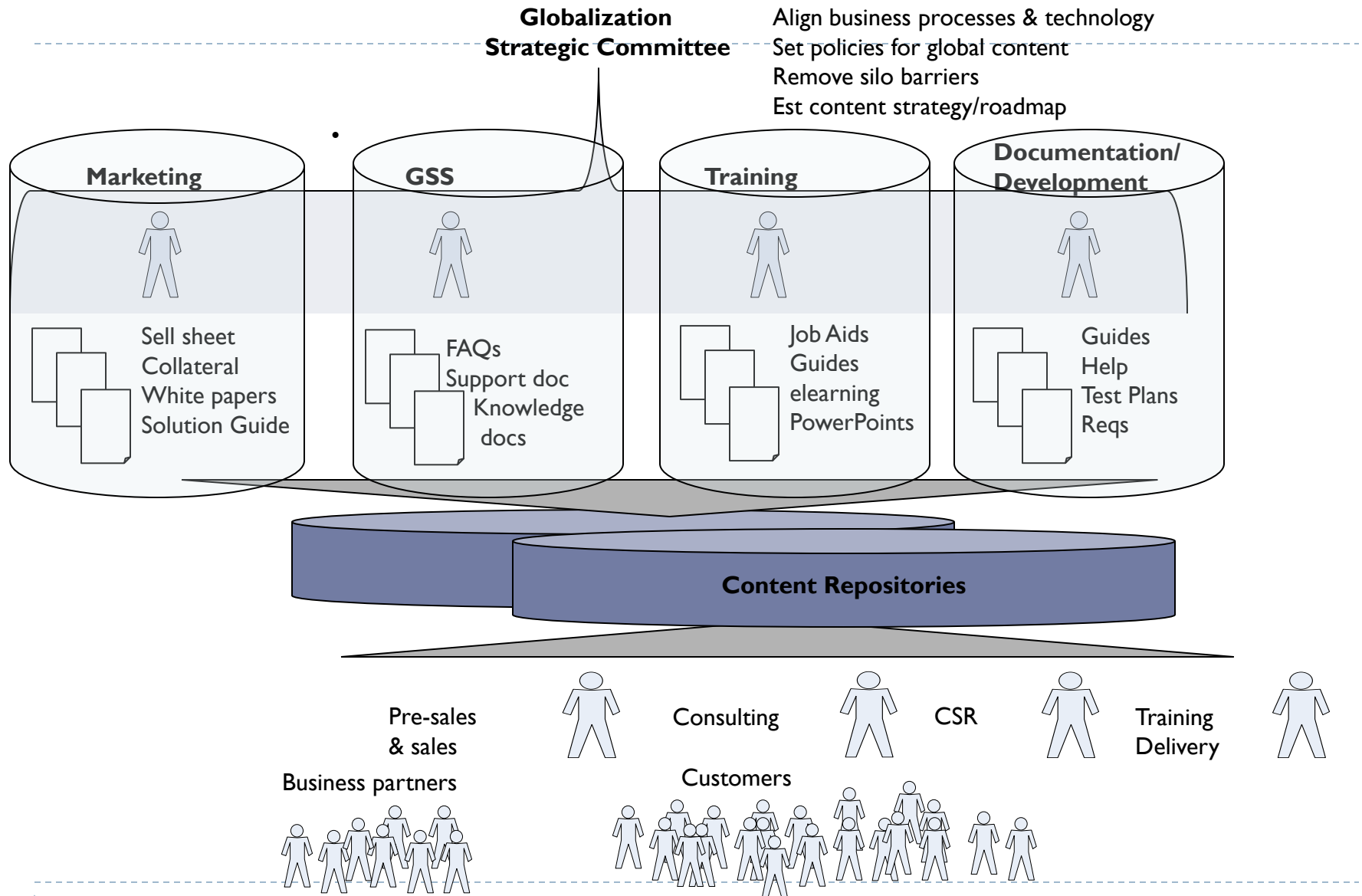
## Step 5. Instituting cross-functional business processes

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- ▶ Issues: what are the key processes, and who develops them? What kind of governance is necessary?
  - ▶ Are there any tools/technologies, best practices, etc. out there?





# Getting to An Overarching Strategy



# Thanks and contact us

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