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

Gilbane San Francisco, May 2010
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 …
Study findings include . . .

“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
Five key investments in content globalization
Collaboration: Institute cross-functional processes

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

- **Aware**
  - Reactive headquarters and regional approach to content globalization requirements.

- **Accepted**
  - Repeatable content globalization processes are developed according to project and content application.

- **Operational**
  - Functional content globalization processes in place, but siloed within departments and regions with little to no collaboration.

- **Collaborative**
  - Streamlined content globalization processes in place based on performance metrics and shared language assets between headquarters and regional levels.

- **Aligned**
  - Process balance achieved between central and regional operations with enterprise-wide governance, measurement, and continuous improvement based on annual corporate globalization strategies.

Labels from the Capability Maturity Model®, Software Engineering Institute at Carnegie Mellon University
A guide to planning your breakout

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

- 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 21st 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
Commercial Customers

- EMC
- Intel
- Xerox
- HP
- Brocade
- Medtronic
- Cerner
- Toyota
- John Deere
- Cisco
- Johnson Controls
- Maytag
- P&G
- Cott
- Guidant
- McGraw Hill
- Wiley
- Harcourt
- Wolters Kluwer
- Ovid
- United
- jetBlue Airways
- FedEx
- Boeing
- RTD
- Eclipse Aviation
- United Airlines
- Korean Air
- The Walt Disney Company
- Turner
- Fidelity
- Amway
- JCPenney
- O.C. Tanner
- Visa
- Deloitte
- BYU
- Humana
- Santa Fe Institute
- The Gilbene Group
- American Heart Association
- Lexipol
- Educational, Legal & STM Publishing
- Aerospace & Transportation
- Marketing, Media & Entertainment
- Other
“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
Simply focused on health and well-being

A leader in healthcare for over 100 years

1 million Customers purchase our products every day

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

37% Healthcare

34% Lighting

29% Consumer Lifestyle

55,000 Technology patents

€23.2 Billion in sales
Depth and reach of Philips Healthcare
What we do. Where we are.

<table>
<thead>
<tr>
<th>Philips Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses</td>
</tr>
<tr>
<td>Imaging Systems</td>
</tr>
<tr>
<td>Home Healthcare Solutions</td>
</tr>
<tr>
<td>Clinical Care Systems</td>
</tr>
<tr>
<td>Healthcare Informatics</td>
</tr>
<tr>
<td>Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sales &amp; services geographies</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
</tr>
<tr>
<td>International</td>
</tr>
<tr>
<td>Emerging Markets</td>
</tr>
</tbody>
</table>

- Imaging Systems: 32%
- Home Healthcare Solutions: 14%
- Clinical Care Systems: 15%
- Healthcare Informatics: 13%
- Services: 26%
- 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

<table>
<thead>
<tr>
<th>Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Imaging Systems</strong></td>
</tr>
<tr>
<td>Cath Lab</td>
</tr>
<tr>
<td>X-Ray</td>
</tr>
<tr>
<td>CT</td>
</tr>
<tr>
<td>MR</td>
</tr>
<tr>
<td>SPECT</td>
</tr>
<tr>
<td>SPECT/CT</td>
</tr>
<tr>
<td>PET/CT</td>
</tr>
<tr>
<td><strong>Home Healthcare Solutions</strong></td>
</tr>
<tr>
<td>Sleep Disordered Breathing</td>
</tr>
<tr>
<td>Medical Alert Services</td>
</tr>
<tr>
<td>Home Cardiac Monitoring</td>
</tr>
<tr>
<td>Home Respiratory</td>
</tr>
<tr>
<td>Senior Living</td>
</tr>
<tr>
<td><strong>Clinical Care Systems</strong></td>
</tr>
<tr>
<td>Ultrasound</td>
</tr>
<tr>
<td>Cardiac Resuscitation</td>
</tr>
<tr>
<td>Ventilation</td>
</tr>
<tr>
<td>ECG Solutions</td>
</tr>
<tr>
<td>Children’s Medical Ventures</td>
</tr>
<tr>
<td>Medical Consumables &amp; Supplies</td>
</tr>
<tr>
<td>Emergency Care Services</td>
</tr>
<tr>
<td><strong>Healthcare Informatics</strong></td>
</tr>
<tr>
<td>Anesthesia Informatics</td>
</tr>
<tr>
<td>Cardiology Informatics</td>
</tr>
<tr>
<td>Critical Care Informatics</td>
</tr>
<tr>
<td>Clinical Decision Support Systems</td>
</tr>
<tr>
<td>Maternal &amp; Perinatal Monitoring Solutions</td>
</tr>
<tr>
<td>Patient Monitoring Systems</td>
</tr>
<tr>
<td>Radiology Informatics</td>
</tr>
<tr>
<td><strong>Services</strong></td>
</tr>
<tr>
<td>Site Planning &amp; Project Management</td>
</tr>
<tr>
<td>Ambient Experience</td>
</tr>
<tr>
<td>Education Services</td>
</tr>
<tr>
<td>Performance Services</td>
</tr>
<tr>
<td>Managed Services</td>
</tr>
<tr>
<td>Equipment Maintenance</td>
</tr>
</tbody>
</table>
We are a global healthcare leader
Innovating. Driving the market.
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 “silos-specific” solutions are ineffective and inefficient?
Symptom: Disjointed Customer Experience

- 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

... it affects various deliverables across functional areas
Silos and Managing Content Change

... across different delivery channels

Product Sell Sheet

Industry Overview

Documentation

Training Class

Webpage

RFP

PDF

Smart Phone App

Web Version
Silos and Managing Content Change

... in multiple languages
Silos and Managing Change

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
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?

Projected Globalization Costs/Savings with SDL Technology and XML

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Process Costs (No XML)</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Costs with SDL Technology and XML</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

Gilbane Group, The FICO Formula for Agile Global Expansion, 2009
How are assets shared?

- Yes - informal, collaboration guidelines with manual file sharing: 50%
- Yes - formal, governance with technology-driven workflow: 32%
- No: 18%

Gilbane Group, Multilingual Product Content: Transforming Traditional Practices Into Global Content Value Chains
Obstacles to sharing

- Siloed departmental initiatives and processes (39%)
- Varied perspectives on style guides; little governance (18%)
- Department/division specific technologies (15%)
- Converting content from one format to another/varied tools (15%)
- Overall corporate culture (13%)
“Better”: the Costly Enemy of “Good Enough”

- 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

<table>
<thead>
<tr>
<th>No Reuse</th>
<th>70% Reuse including screens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author from scratch (1800 hours)</td>
<td>Identify and re-use (400 hours)</td>
</tr>
<tr>
<td>Total Wordcount</td>
<td>Total Wordcount</td>
</tr>
<tr>
<td>Translation 7 languages</td>
<td>Translation 7 languages</td>
</tr>
<tr>
<td>10 % project management</td>
<td>10 % project management</td>
</tr>
<tr>
<td>Total translation costs</td>
<td>Total translation costs</td>
</tr>
<tr>
<td>Total editing costs</td>
<td>Total editing costs</td>
</tr>
<tr>
<td>Total QA costs (58 days)</td>
<td>Total QA costs (17 days)</td>
</tr>
<tr>
<td>Estimated # screens</td>
<td>Estimated # screens (100% reuse)</td>
</tr>
<tr>
<td>Total production costs 72 days</td>
<td>Total production costs - 0 days (100% reuse)</td>
</tr>
<tr>
<td>Total Costs with no re-use</td>
<td>Total costs with 70% re-use</td>
</tr>
<tr>
<td>Cost per language</td>
<td>Cost per language</td>
</tr>
<tr>
<td>Total savings</td>
<td></td>
</tr>
</tbody>
</table>

| 108,000.0                                      | 12,000.0                     |
| 165,280.0                                     | 49,584.0                     |
| 266,100.8                                     | 79,830.2                     |
| 26,610.1                                      | 7,983.0                      |
| 292,710.9                                     | 87,813.3                     |
| 40,769.1                                      | 12,230.7                     |
| 11,569.6                                      | 3,470.9                      |
| 819.5                                         | 0.0                           |
| 16,062.2                                      | 0.0                           |
| 469,111.7                                     | 115,514.9                    |
| 67,016                                        | 16,502                       |
| 353,596.8                                     |                              |
Step 3. Identifying a Starting Point
Topic: Starting point

- 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

- 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

**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

- Item Master
- Product Naming
- Pricing and Packaging List
- Web

Content Systems
Step 4. Managing the leap
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

“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

- 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

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

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
Step 5. Instituting cross-functional business processes
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

Globalization

Strategic Committee

- Align business processes & technology
- Set policies for global content
- Remove silo barriers
- Est content strategy/roadmap

Marketing
- Sell sheet
- Collateral
- White papers
- Solution Guide

GSS
- FAQs
- Support doc
- Knowledge docs

Training
- Job Aids
- Guides
- elearning
- PowerPoints

Documentation/Development
- Guides
- Help
- Test Plans
- Reqs

Content Repositories

Pre-sales & sales

Consulting

CSR

Training Delivery

Business partners

Customers
Thanks and contact us

Ben Martin
ben.martin@flatironssolutions.com

Heather Cunningham
heather.cunningham@philips.com

Mary Laplante
mary@gilbane.com

Vince Emery
vince@gilbane.com