



Outsell's Gilbane Services

APRIL 2011

GLOBAL DIGITAL ENGAGEMENT LEVERAGING OPPORTUNITIES TO INCREASE IMPACT AND REDUCE COMPLEXITY

By Scott Liewehr and Mary Laplante

Sponsored by



White Paper



Table of Contents

Executive Summary.....	1
Business Issues: Context for Engagement	2
Understanding the Source of Engagement Complexity	4
Engagement Variables	5
Five Dimensions of Engagement Complexity	6
Channelization	7
Optimization	8
Individualization.....	9
Localization	9
Socialization	10
Technology for Managing the Complexity of Digital Engagement.....	10
Other Engagement Infrastructure Considerations	12
Conclusion: Solving the Engagement Puzzle, One Interaction at a Time	13
Sponsor’s Perspective	15
Creating Customer Advocacy: Anytime, Anywhere, Any Channel.....	15



Executive Summary

Listen to the tone of today's conversations about digital engagement. Whether in the boardroom, executive office, or marketing department cubicle, such conversations are no longer marked by skepticism. They are marked by confusion.

Business leaders across an organization—not just those in marketing—no longer question the fundamental value of organized, methodical approaches to using digital content and technologies to develop and maintain relationships with customers. The focus of the conversation is now on *how*, not *why*. How do organizations design, develop, and execute global digital strategies? How do they align those strategies with larger business goals and objectives, such as growing revenues, taking products to market faster, and controlling costs? How do they deliver experiences that are relevant and consistent? How do they turn transactions into relationships?

Most importantly, how do they get started?

A significant but common obstacle is the sheer complexity of digital engagement. Each transaction with each individual has dozens—even hundreds—of factors that influence the ability to make a connection that clicks. Global audiences demand appropriate language and cultural context. New channels emerge before marketers have evaluated—let alone mastered—the current ones. Technology platforms for a dizzying array of mobile devices (including smartphones, tablet computers, and eReaders) are evolving, and today require hand-crafted content experiences. Attention spans are so short that they literally open the window of engagement opportunity for mere seconds. It is no wonder that for many marketing executives and managers, engagement success is akin to solving Rubik's Cube. There are billions of ways to arrange the tiny pieces, but only a handful of configurations solve the puzzle.



The myriad of engagement variables and the multiple options for each create complexity that can stymie even the savviest of global digital marketers. How do companies begin to address that complexity and make meaningful progress towards solving the engagement puzzle in ways that are sustainable, scalable, and affordable? We believe that great strides towards taming complexity can be made by understanding and leveraging the core premise of engagement: it is a relationship that develops as the result of a series of interactions, each of which builds on the last and delivers value and satisfaction. By focusing on and improving the dynamics of each interaction, managers take a bottom-up approach to engagement, instead of a top-down approach that often provides no clear vision of how to actually *do* engagement successfully.



This paper shows marketing executives and managers how to develop a playbook for solving their own Rubik's Cube of digital engagement, taking a practical, bottoms-up approach. We examine engagement at the level of a discrete interaction:

- Describing how successful global digital engagement can be achieved by maximizing the impact of each interaction that leads to a satisfying relationship.
- Deconstructing interactions into five dimensions of engagement that influence impact: channelization, optimization, individualization, localization and socialization.
- Identifying the technologies that enable companies to better manage the five dimensions of engagement and reduce complexity.

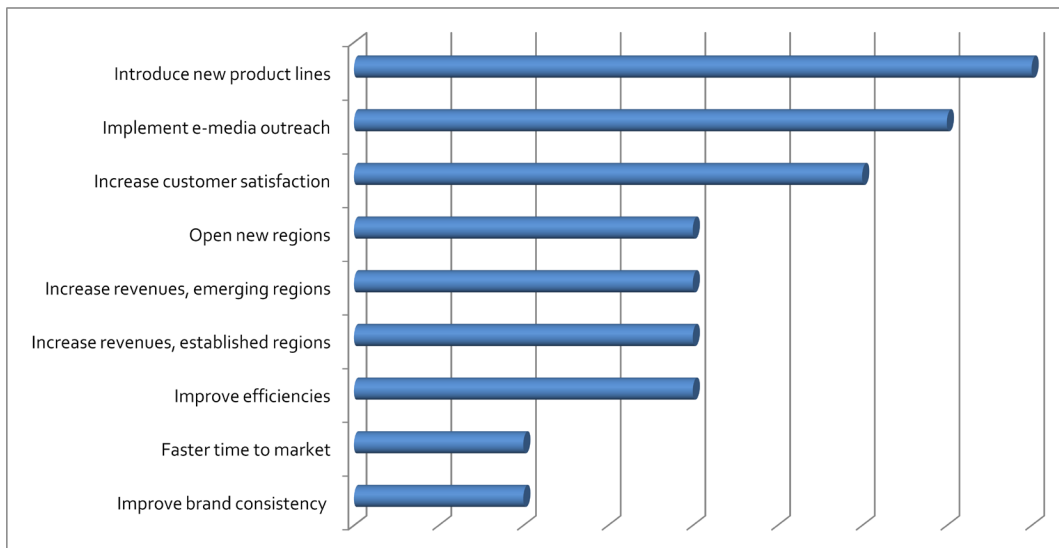
Our goal is to remove the mystery and anxiety of delivering high-value interactions that lead to engagement. We show readers how to bring stability to the variables that create complexity, and at the same time support business goals that include time to market, efficiency, consistency, and relevancy. After reading this paper, executives and managers will understand how to address the challenges of global digital engagement by focusing on opportunities to remove complexity, enhance their content processes with sophisticated web content management capabilities, and deliver a compelling experience in every interaction.

Business Issues: Context for Engagement

Although the value of digital engagement is largely accepted today, we offer a few insights that show how engagement fits within the broader business environment. The data that we present may also be useful for making business cases for investments in people, process and technologies for digital engagement.

The research for our 2011 study titled *Multilingual Marketing Content: Growing International Business with Global Content Value Chains*¹ included a snapshot of 2011 business goals and objectives as reported by a survey population comprising senior marketing and localization managers at global 2000 companies. As illustrated in Figure 1, implementing e-media outreach is the second most commonly identified business initiative.

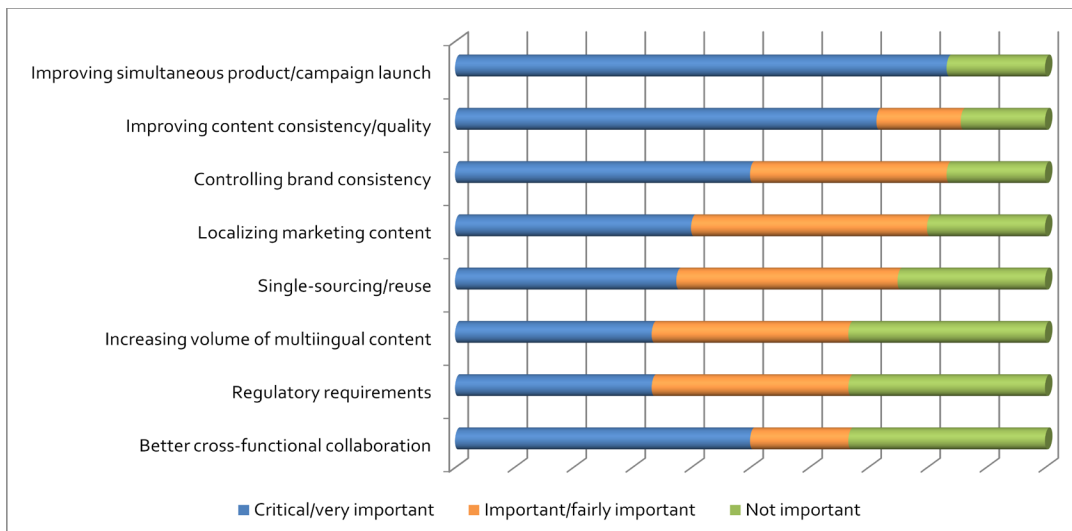
¹*Multilingual Marketing Content: Growing International Business with Global Content Value Chains*, February 2011, Outsell's Gilbane Services. Report available for download at <http://gilbane.com>.



Multilingual Marketing Content: Growing International Business with Global Content Value Chains, February 2011, Outsell's Gilbane Services

Figure 1: 2010/2011 Business Goals and Objectives

This result illustrates that digital engagement is now viewed as strategic, along with growth (introducing new product lines, opening new regions, increasing revenues, taking products to market faster), audience experience (increasing customer satisfaction, improving brand consistency), and operating efficiencies. Our research also identified current marketing initiatives that help companies achieve those goals and objectives, shown in Figure 2.



Multilingual Marketing Content: Growing International Business with Global Content Value Chains, February 2011, Outsell's Gilbane Services

Figure 2: Relative Importance of Global Marketing Initiatives



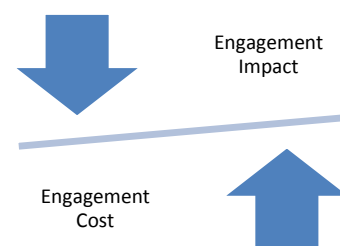
Marketing programs rated as critical or important by the largest percentage of our survey population are those related to **time to market** (by improving simultaneous product and campaign launches) and consistency of content and brand presence. Localization—a key to **relevancy**—is close on the heels of **consistency**. Investments related to **operational efficiencies** (including content reuse, volume management, regulatory requirements, and cross-functional collaboration) are also important, but less so than initiatives related to top-line performance.

Taken together, the study data show that companies acknowledge the strategic importance of global digital engagement; at the same time, the work that they actually do every day reveals a practical emphasis on core marketing value propositions: getting products to market faster; delivering relevant, consistent experiences; and executing efficiently. This points to the critical balance that marketing managers must achieve: delivering engagement while meeting top- and bottom-line goals of the business. Within this challenging environment, addressing the complexities of digital engagement and streamlining engagement processes are essential for agile execution. Such efforts also present significant opportunity to create competitive advantage through digital marketing know-how.

Understanding the Source of Engagement Complexity

Three fundamental characteristics of digital engagement as a marketing practice create the complexity that marketers associate with it.

1. **Engagement targets the individual.** Engagement is based on fostering connections with people, not markets or even classes of buyers. Messages are received by and must resonate with the individual.
2. **Engagement is a cumulative effect.** Engagement results from a series of interactions that deliver value – it is rarely achieved in a single exchange. A driving principle behind digital engagement practices is a commitment to generating the desired impact in every interaction. The key to a successful digital engagement strategy is orchestrating those interactions so that they aggregate to form a relationship defined by a sense of connectedness between the parties.
3. **Engagement is enabled by digital technologies.** Engagement potential is almost boundless, as digital content and technologies provide vast opportunities to connect companies and individuals at any time, in any location, in any number of ways.





The root of digital engagement complexity lies in the huge number of variables that come together at the nexus of these characteristics and influence the success—or failure—of a single interaction with a specific individual. One customer in Brazil is ready for an upgrade to the product she already owns and has indicated a preference for communications via email. Another customer in Malaysia looks for special time-sensitive deals offered via Twitter. A third steps off a plane and accepts a special invitation to a private event in the city where he is attending a conference. Like the colorful tiles on a Rubik's Cube, variables including language, channel, content type, level of personalization, stage in engagement cycle, and target conversion event must be aligned just right to touch and influence a specific individual and get the desired result every time. This is a very tall order.

The biggest risk to engagement is the failure of a single interaction.

If one interaction fails to connect the individual and the brand, the relationship stalls or, worse, comes to an end. Engagement is at risk if just one variable is missing or wrong.

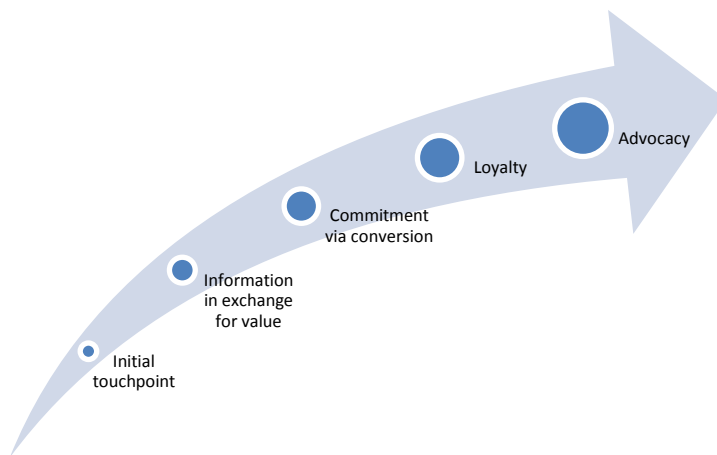


Figure 3: Engagement Arc and Points of Risk

One way to manage this risk is to dissect the interaction, identify the variables and how they contribute to making the interaction click with the customer, and look for ways to consciously and consistently manage the impact it delivers. This approach enables marketing managers to ensure that a series of meaningful interactions results in engagement, and, at the same time, to simplify the complexities associated with executing global digital strategies. It also provides the foundation for making the critical shift to thinking about global digital engagement not as a project, but as organizational transformation.

Engagement Variables

If the biggest risk to engagement is the failure of a single interaction, then it is useful to look at where and why interactions might fail. Or better yet—what makes a **successful** interaction, and how can marketers create more of them as efficiently as possible?



An interaction that contributes to engagement provides an experience that delivers compelling value and causes the individual to take action that advances the relationship towards commitment, loyalty, and advocacy. To accomplish this in every interaction, marketers have to choose the right options from an array of engagement variables.

- Where is the individual in the relationship life cycle? A prospect, a new customer, a repeat buyer?
- What was the nature of the last interaction? The company has to recognize the individual and pick up the conversation where it left off, not start it over again. Context is essential.
- What are the best routes to reaching the individual? What channel preferences have been expressed and “permissioned,” and what have been implied by tracking behavior with analytics?
- What are the geographic parameters for the individual? Native country and language? Where does he travel, and is he open to interaction while on the move?
- What content resonates? Offers via email, social networks? Is video on YouTube of interest, or just annoying?

The multiple options for each are challenge enough. Stringing together the right *set* of variables with the right options further complicates the mission. Just one wrong element presents great risk of interaction failure. By deconstructing an interaction, however, digital marketers can develop an understanding of what variables align with particular engagement goals. They can begin to address complexity one variable at a time, making informed decisions about each interaction, increasing the potential to deliver a satisfying interaction that leads to engagement.

Five Dimensions of Engagement Complexity

Solving the engagement puzzle means ensuring that each interaction is relevant, cumulative and on-message. We have identified five dimensions of engagement that figure in most digital interactions. By examining each of them, we can take apart and analyze an interaction, identifying how each contributes to a successful interaction—or puts engagement at risk.





Channelization

Channelization may not yet be a common term outside of water science and river planning, but its meaning is fairly self-evident in a marketing context. One complicating issue marketers face today is that consumers increasingly want to interact with brands through channels other than web browsers on personal computers. The Internet is still a primary source of information, but users are consuming more and more digital content on their phones, via RSS readers, on tablets, on mp3 players, by watching YouTube on WiFi-enabled televisions, and so on. Engagement has become an “any time, anywhere” phenomenon.

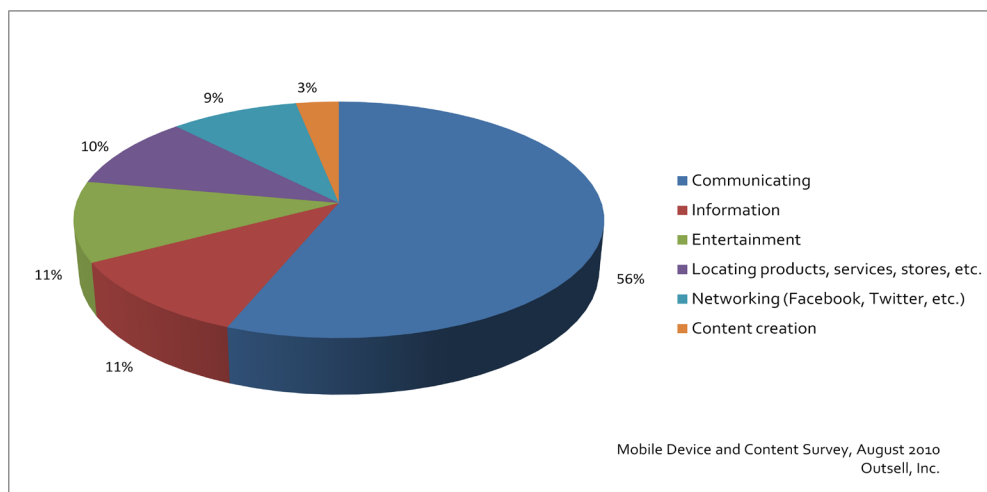


Figure 4: Share of Total Time Spent on Mobile Devices

Research by Outsell, Inc., validates this trend by showing that individuals use their mobile devices for far more than just communicating today. The fact that almost half of their device usage involved content consumption creates significant opportunity for digital marketers. But it also increases the complexity of the engagement challenge. The Splinternet² era in which we live requires enhanced content processes that not only account for alternate channels, but also focus on them as a cornerstone of the engagement framework.

In our report entitled *Multilingual Product Content: Transforming Traditional Practices Into Global Content Value Chains*³, we coined the phrase *language afterthought syndrome* to describe the common pattern of treating language requirements as secondary considerations within content strategies and solutions. We see a parallel phenomenon with digital channels. In order to address multichannel

² The term is attributed to Josh Bernoff in “Apple’s Tablet and the New Splintered Web,” *Advertising Age*, January 25, 2010.

³ *Multilingual Product Content: Transforming Traditional Practices Into Global Content Value Chains*, July 2009, Gilbane Group. Available at <http://gilbane.com>.



complexity while realizing the benefits of connectedness that multiple channels afford, companies must avoid *channel afterthought syndrome*. They need to evolve their content processes to ensure their interfaces with customers can be automatically optimized for a variety of channels out of the gate. This allows individuals to interact with the brand how and when they prefer. But it also raises the stakes for consistency. The level of intimacy with the individual must remain intact from one interaction to the next, regardless of channel, in order for engagement to be achieved and maintained.

Given the requirement for cumulative interactions that lead to engagement, a multichannel strategy alone does not fulfill the channelization opportunity. While a *multichannel* content strategy is commonplace these days, the notion of *cross-channel* engagement refers to marketing messages or campaigns that are tailored and coordinated consistently across numerous channels. Often confused, the two terms are very distinct and are analogous to the experiences of listening to a song in mp3 format versus reading an eBook. The song can be played on a phone, iPod, or computer, but there is no coordination or connectedness from one occasion to the next. It starts over each time or, at best, picks up where it last left off on the particular device. When reading a book on an eReader, however, the nature of the experience requires that each interaction be cumulative. A person may elect to use the Amazon Kindle application on her phone to start a book on her commute, then switch to the Kindle software on her PC at work, and finally shift to the device itself when she arrives home, never losing her place in the book as each device continues to progress the engagement seamlessly.

Optimization

Interactions that lead to engagement become progressively intimate and meaningful as each side exposes more information and learns more, in turn, about the other. These increasingly valuable conversations are fuelled by content optimization processes that incorporate the use of analytics to continuously enhance both the content and the company's perception of the customer and her needs, desires and intentions.

There are two aspects to content optimization for engagement:

- The first is the ability to adapt the content to multiple contexts. To do this, content must be developed in such a way that it can either stand alone or be mixed and matched with other relevant content. Metadata (meaningful descriptions about the content itself) is critical to multi-purposing. It can be applied automatically or by the content creator within an easy-to-use interface. These optimization practices enable an agility framework that allows the enriched content to be served to the most suitable audiences in the most appropriate scenarios.
- The second is the *perceptive* facet of content management, or the process of listening to customers through the use of analytics, search, user-generated content, and so forth. Understanding how the content is consumed, or not, will progress the relationship and



inform future interactions with specific individuals as well as hone the company's ability to use the content in more meaningful, relevant ways for forthcoming conversations with other customers and prospects.

Individualization

We distinguish *individualization* from *personalization* here to make a specific point: Engagement does not always require an extremely *personal* level of interaction in order to be relevant and meaningful. Personalization usually connotes a deeper understanding of the consumer, often afforded by explicit information provided directly by the consumer or via some manner of self-customization. Individualization, on the other hand, marries the characteristics of the consumer required for segmentation with the preferential and behavioral intelligence gathered from past interactions. Together, these are combined to create an experience tailored to the individual's expressed and anticipated interests.

Relevance is both individual and situational—that is, it results from understanding the wants, needs, and preferences of the individual, and, ideally, the context of the current activity (or situation). By combining what is *known* about the individual with clues about what he or she is *doing*, interactions can achieve higher levels of satisfaction. Situational relevance can be challenging because it may or may not be appropriate to bring that context forward to the next interaction. A consumer searching an online retailer for a one-time purchase (a gift for a child's birthday party, for example) might be more annoyed than engaged by follow-up recommendations on dolls and video games for five-year-olds. This is another opportunity for digital marketers to be perceptive in building interactions, listening and being attuned to what customers and prospects are signaling with their behaviors. Is the current behavior temporary? Geographically bound? Through a channel not tapped in previous interactions? Situational relevance can be powerful, but it requires understanding how the current context may or may not be important to building the broader engagement profile for the individual.

Localization

Communicating with an individual in his or her own language is fundamental to a successful interaction. There is no conversation—no exchange of information for value—if the participants cannot understand each other. This means that localization is essential to relevance, a key requirement for successful engagement.

Localization is the process of preparing content for consumption by regional audiences, taking into account language and cultural factors. Translation is one element of localization, but in most cases, communicating within the proper cultural context is even more important than simply getting the words right in the local language. Customers and prospects tend to take well-localized interactions for granted. They certainly notice when localization is poorly done, or, worse, not done at all. Failure to



connect with local sensitivity can alter opinions or even eliminate the ability to take part in what could have otherwise been positive experiences.

In the digital world, companies seeking to engage with regional audiences leverage the opportunity to address the globalization challenge by including localization as integral to their digital strategies, not as afterthought or secondary processes. (As mentioned above, we have identified *language afterthought syndrome* in previously published research on global product content.) Companies needlessly complicate multilingual communications by not handling language and cultural considerations as part of core content processes like authoring, managing, and publishing. Investing in improved localization processes is one of the quickest paths to reducing the complexity of digital engagement and enhancing the relevance of each interaction—and helping companies realize operational efficiencies at the same time.

Socialization

Digital marketers do not need to be convinced that the web is now, by definition, *social*. They intuitively understand that the connected consumer is a different breed. Her digital DNA is such that she *discovers* information in new ways, *shares* information more readily and, in turn, *buys* differently.

Nevertheless, socialization is not merely about social media. Engagement is far greater than social media, going beyond a suggestion to open a Twitter account or to launch a Facebook page. Engagement cannot exist in the era of the connected consumer without enabling the audience to participate in the process. Consumers want to engage by sharing information they discover with others, by providing feedback for like-minded buyers, by following the brand to learn more and by “liking” it to advocate it to their friends. Today digital marketing is multi-directional, not just bi-directional between the brand and the consumer. The socialization dimension of interaction—which includes consumers talking to other consumers directly—presents special complexity because digital marketers have far less control over socialization than over the other dimensions of interaction, such as localization or optimization. In order to leverage socialization in interactions, a company needs to be involved, if not in control. Otherwise, marketers miss out on significant opportunities because they will not hear the other sides of the conversations. If the brand is not listening, how can the next interaction build on the last, a key criteria for digital engagement?

Technology for Managing the Complexity of Digital Engagement

The engagement challenge for digital marketers, as we argue in this paper, lies in crafting a series of interactions that must be executed almost perfectly along the dimensions of channelization, optimization, individualization, localization, and socialization. One weak element, and the failure of a single interaction puts long-term, high-value engagement at risk. How can technology be used to



address this risk and deliver other business benefits that can be realized by streamlining engagement processes? How can technology help digital marketers solve their Rubik's Cubes?

A new breed of technology solutions are specifically designed to help companies ensure positive impact while addressing the complexity of getting each interaction right. Contemporary web content management (WCM) systems are foundational to engagement practices. WCM as an industry, a technology and a collection of processes has come a long way since the introduction of first-generation systems a dozen years ago. So far, in fact, that some systems have outgrown the term *WCM*. Suppliers now position their offerings as *WEM*, Web Engagement (or Experience) Management, or even engagement hubs. While the new category names shift the focus away from the *mere* management of content, even the use of the term "Web" could be debated, as the engagement landscape now extends beyond the web as a medium to include all things digital. Regardless of what it is called, contemporary WCM has loosely expanded to include brand management, audience profiling and targeting, web analytics and testing, cross-channel syndication and optimization, social media management, and even email and marketing automation. Some systems go so far as to take on the role of Customer Relationship Management (CRM) as well. Nonetheless, integrated capabilities are the hallmark of solutions for global digital engagement.

Digital marketers who want to consciously manage interactions along the five dimensions of engagement and tame the complexity of that effort can achieve this goal through the implementation and integration of contemporary WCM systems. The key technology and process components are described below.

Channelization

The development of compelling cross-channel experiences is no easy task. Most contemporary WCM systems have the capacity to optimize content rendering on a variety of devices and web browsers. But digital marketers are still responsible for proactively determining the desired user experience for each channel and for developing processes to ensure the proper content is distributed to each. Additionally, the engagement experience can be significantly enhanced when it is bi- or even multi-directional, gathering user-generated content from one channel, for example, and syndicate it across others. Channel experiences beyond those afforded by web browsers such as the development, management and distribution of videos, email and certain custom applications require concerted efforts and usually involve the integration of additional tools. The more channels offered, the more coordination and effort required. The marketing team should be sure to determine the appropriateness of each according to the digital marketing strategy.

Optimization

Optimization processes are primarily based on solid content strategies married with strict authoring and editorial guidelines and standards to maintain proper metadata protocols. The establishment and maintenance of an organized taxonomy has also been known to do wonders for content agility. From a



technology standpoint, mature WCM systems can handle most of the necessary elements of optimization through the use of a proper content structure, configured workflows, and the implementation of the taxonomy (sometimes by way of integration with a taxonomy management tool). Additionally, an analytics engine is a key and, as with Individualization, can be either a native capability of the WCM system or a tight integration of a third party tool.

Individualization

In addition to an appropriate content strategy that accounts for tailored content plus well-planned content scoring and visitor personas, individualization is typically enabled by a combination of technologies including: 1) a contemporary WCM system (WCMS) with a strong relevancy and targeting engine and an appropriate underlying architecture, 2) an analytics engine to capture visitor behavior and account for implicit profile information, either native to the WCMS or tightly integrated, and 3) a CRM system or enhanced facilities within the WCMS to maintain the visitor profiles, preferences and past activity.

Localization

It used to be that specialized language management systems handled localization as a stand-alone function, but today many requirements can be addressed within mature WCM systems that are seamlessly integrated with a variety of language technologies (including translation management, guided authoring, and automated translation). This means that the bulk of the heavy lifting associated with localization can be automated through the WCM system. When paired with rigorous workflows and human processes to ensure translations are accurate and the content is appropriate and culturally sensitive, this integration and resulting automation can address the complexity of the language variables of engagement. As with all aspects of WCM, but especially with localization, proper governance is required to strike the right balance between central control and regional autonomy, which is a common challenge faced by most global enterprises.

Socialization

Within the context of this paper, socialization is the participatory dimension of engagement. It is the enablement of user-generated content and sharing functionality to allow customers to interact with company and with each other in a more holistic way. Contemporary CMS systems alone can often handle this level of socialization. The establishment of social media accounts using various services and the use of advanced monitoring platforms to participate in all the conversations about a brand are valuable—even recommended, in some circumstances. In addition, sound governance processes are essential to ensuring proper approval, capture and reuse of the consumer content.

Other Engagement Infrastructure Considerations

One of the primary business benefits of any technology is that, when thoughtfully applied, it can automate burdensome and repetitive tasks and processes that do not require human intervention or expertise. Many aspects of managing interactions can be addressed with current technology, as



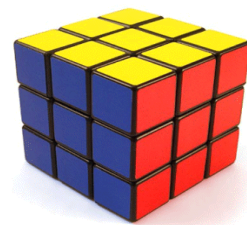
described above; we expect that even more simplicity and efficiency can be realized as digital marketing processes mature (and become more readily repeatable) and as content and marketing technologies continue to evolve and converge. Gaining maximum benefit from automation, however, requires integration of solution components. Without integration, manual hand-offs and workflow processes are required. Most companies find it very difficult, if not impossible, to scale engagement processes to meet the demands of generating and delivering thousands of interactions on a daily basis. We cannot understate the important of solid integration among the technologies supporting digital engagement. Whether they are provided by a vendor partner as part of a total solution or developed in-house or by a systems integrator, understanding the appropriate level and depth of integration of technologies for digital engagement will be essential to success.

We also remind readers that technology alone will not address all the complexities of executing successful digital engagement strategies and practices. Infrastructure comprises people and processes as well as technology. Ongoing coordination of numerous roles, cross-functional collaboration, practical governance frameworks, and development of core competencies in areas such as localization, metadata management, and social content management will contribute to reducing complexity and enabling execution in ways that creates long-term, sustainable competitive advantage.

Conclusion: Solving the Engagement Puzzle, One Interaction at a Time

It is easy to forget that digital marketing is a relatively new practice. The web and other digital content technologies—the primary catalysts for this era of engagement—have been part of the business landscape for less than two decades. It is no surprise, therefore, that digital marketing and engagement practices are still in their formative phase. In many ways, global companies are making it up as they go along.

But this will not be the case for long. We see a window of opportunity for smart digital marketing managers to establish leadership in digital engagement and to push practices to maturity within their own organizations and across the industry. Too often, though, the sheer scope and complexity of digital engagement paralyzes organizations into inaction. In other cases, scope and complexity push companies into a project mentality. This is one of the biggest points of failure facing global companies today: treating engagement as a project, not as fundamentally transformative. The opportunity now is to experiment, learn, and start developing digital marketing and content infrastructures that provide an agile, flexible foundation for engagement—whatever that might be in a year or two.





Engagement complexity does not have to be an obstacle to making progress. Successful engagement occurs as the result of a series of compelling interactions delivered over time. In the same way, successful engagement practices can be developed practically and effectively by focusing on getting the interactions right. Deconstructing the dimensions of engagement, wringing out the complexities at that level, and developing competencies that are repeatable can deliver solid results. One interaction at a time.



Sponsor's Perspective

Gilbane thanks SDL for the contribution of the content for this section of the paper.

Creating Customer Advocacy: Anytime, Anywhere, Any Channel

As this paper clearly describes, the need to address the complexity of global digital engagement has broadened the scope of many WCM solutions. Organizational pressure to participate in more channels and high consumer expectations introduce more and more variables to consider.

SDL addresses this increasing desire to engage with individuals at every touch point. Integration between the channels (websites, mobile sites, emails, and social media) through which customers interact with a company establishes relationship, interaction, and ultimately, engagement.

SDL provides a proven platform for managing this engagement, offering control over localization, individualization, optimization, socialization, and channelization.

Content strategy. SDL enables industry leaders to execute a sustainable content strategy. By allowing organizations to align both reusable and individualized content (language, analytics data and visitor data), SDL ensures that they maximize their relevance.

"We realized we could improve our reach if our Web sites were in local languages so we decided to implement a Global Web Content Management solution. This is where SDL really delivers benefit. We can publish, manage and update our time-sensitive Web content in a consistent, timely and cost effective way." - Atlas Copco

Channel complexity. Organizations now recognize the need to create a truly cross-channel brand experience. Most customers use (and expect to use) their medium of choice when researching, selecting and purchasing, not to mention getting support later. SDL tames this complexity by enabling organizations to use all assets in any channel from a single platform, providing visitors a unified experience in any channel through which they choose to engage.

Customer impact. At the end of the day, organizations want to leave a lasting, positive impression. The best way to do this is to establish customer intimacy based on real relevance and effective targeting. Using diverse data sources, SDL presents information relevant to their activities, behavior, location, language, identity and shopping behavior, automatically, while continuing to build real-time visitor profiles. With each click, SDL dynamically generates a relevant customer journey where every content item and promotion strikes the right tone.

"SDL Tridion efficiently structures enterprise-wide processes for the creation, management, distribution and delivery of business critical content across multiple websites, portals, e-applications and paper-based publications." Emirates Group

For more information, please visit <http://sdl.com>.



Advancing the Business of Information

Outsell's Gilbane Services provides analyst and consulting services dedicated to content strategies, practices, and technologies and their application to high-value business solutions. We have delivered quality market education and insight to global enterprises, governments, non-profits, publishers, and information providers since 1987. Outsell's Gilbane Services is part of Outsell, Inc., the only research and advisory firm focused on the publishing and information industries. Our international team provides independent, fact-based analysis and actionable advice about competitors, markets, operational benchmarks, and best practices, so our clients thrive and grow in today's fast-changing digital and global environment.

Call +1 617.497.9443
Fax +1 617.497.5256
763 Massachusetts Avenue
Cambridge, Massachusetts 02139

Call +1 650.342.6060
Fax +1 650.342.7135
330 Primrose Road, Suite 510
Burlingame, California 94010

Call +44 (0)20 8090 6590
Fax +44 (0)20 7031 8101
25 Floral Street
London WC2E 9DS