

BRANDTM QUARTERLY

Building Your Business From The Brand Up

GLOBAL MARKETING SPECIAL EDITION

Check Your Vision - The Future Is 'Glocal'



ISSUE #16

In association with the Brand2Global Conference, London 2015

Why We Shouldn't Translate Marketing... And Why We Do It Anyway

Language Benchmarks For Global Content Campaign Management

Globalization: Balancing Global Messaging With Local Relevancy

Facing The Challenges Of Multilingual SEO

Social Media Analytics For Global Brands

...and much more inside.



TM





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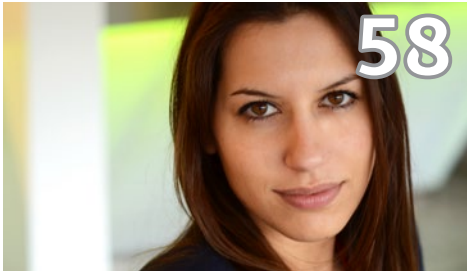
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From The Editor

Check your vision... the future is 'Glocal'.

From globalisation to localisation, translation to transcreation, global social, brand management, brand names and more - it's all here, in your Global Marketing Special Edition of Brand Quarterly.

In partnership with our friends and wonderful Brand Benefactors at the Brand2Global conference, I'm super excited to be bringing you this special edition of Brand Quarterly for the second year running. Inside these digital pages, you'll find a host of thought-provoking articles and insights, all centred around gaining success in the global brand and marketing sphere.

You will also get a taste of what you can expect at Brand2Global itself, as this issues contributor list is full of 2015 speakers as well as members of the Brand2Global Advisory Board. So if you like what you read, there's plenty more for you in London on the 30th of September and the 1st of October.

We'll be at the event and hope to see you there too. Just remember - earlybird rates finish on the 31st of July so get in quick ([more details on pg 49](#)). If you are heading along, tweet us [@BrandQuarterly](#) to let us know, and we'll make sure we have a chance to say hi.

This issue also sees us opening nominations for our 2015, '50 Marketing Thought Leaders Over 50' list. So if you know someone who fits the bill, help give them the recognition they deserve - find out more on [page 39](#).

Enjoy this special edition... if you love it, please do share it. I'll see you next month for our regular August issue of Brand Quarterly - and I hope to see you later this year in London :)

Cheers,

Fiona



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Why We Shouldn't Translate Marketing... And Why We Do It Anyway

Wayne Bourland

At Dell we have built a world class e-commerce and marketing translation program; delivering best in class quality (and value) for our spend. We have a robust Ad Agency – Internal Marketing – Translation workflow, and yet, we (the translation process) still fail to deliver to expectations much more often than we would like. This scenario is repeated in nearly every major enterprise; begging the question:

Why are we translating marketing content?

Let's start by dispelling some myths. *We don't translate to get good quality local copy.*

There, I've said it.

If all we cared about was the best possible local copy, we would use either company employees in market or an ad agency with experience in that local market.

We wouldn't translate.

We don't translate to get good quality local copy

We will come back to the translation topic in a moment, but for now let's step back and think about how we create the source English. Typically the source content is created over a few weeks' time, involving several peer and executive reviews, and likely with some agency involvement. Quite often the bulk of this work is done by US based marketers, who don't know anything about anything that happens outside of the US. We have all seen examples of this:

Marketing copy for the healthcare vertical that highlights Medicare and Medicaid without an understanding that it doesn't exist outside the United States.

Or

Copy that touts the applicability of a ruggedized product to the military, completely ignoring the fact that Japan has no real standing military and no public who associates importance with the military (meaning you can translate it perfectly and it still fails to engage).

We invest all of this effort into creating beautiful marketing copy in English (or whatever your source is), and then turn it over to the translation team - and expect the same level of quality at a fraction of the cost and delivered within a few days.

Here is a typical scenario played out in companies all over the world:

A new marketing campaign is sent off for translations, it comes back and is distributed to regional teams, and the Italian marketing contact comes back and says, "There are a few issues with this, we need to rework some of it," and the marketing team comes back to the translation team and says "What? We paid \$350 for the translation (compared to the \$75K invested in the source), and we gave the translators 3 whole days to do the work (compared to the 6 weeks and 19 different exec reviews for the English), and it isn't spot on!?! Who is the translation agency, they should be fired, let's get a new vendor!!".

And meanwhile me, and the hundreds of people just like me in companies across the world, are sitting back waiting for the bluster to fade so we can explain the escalation process (again), rework the file based on the brilliantly deductive feedback of "this isn't good," and then move on to the next call with the next marketing team who are equally beside themselves.

Sound familiar?

Now, let's imagine for a moment we aren't using a translation process, because, come on, obviously it doesn't work, instead we are using the local agency model:

We have our marketing copy and we need it in 12 languages, we send it off to an agency in the UK, one in Slovakia for the eastern European countries, and a couple of agencies in Asia; we spend 10s of thousands of dollars, it won't come back in 5 days, maybe not even 5 weeks, you're going to be constantly chasing the agencies for when it will come back, and when you get it back it will be inconsistent, as a matter of fact, you won't even recognize the product in the Asian copy. BUT, it will likely be of great quality, engaging, and locally meaningful: far superior to what you would have gotten from the translation process.

Using translations isn't about getting your message into local language, it's about doing it at scale

This brings us back to the start: Using translations isn't about getting your message into local language, it's about doing it at scale. Translation may be the worst way to get good quality local copy... but it's the only way to do it in a way that furthers business goals. Doing it any other way costs too much, takes too much time, and requires too much overhead.

Confusion about the process often leads to translation teams blaming the quality of the source, agencies blaming the quality of the translation, and marketing teams frustrated - because the mixed messaging leaves them unsure as to who to believe and makes them spend too much time trying to arbitrate the process, instead of focusing on delivering the message to end customers.

What is lacking is an understanding of the capabilities and limitations of translations, as well as ad agencies, and how to integrate the processes to maximize value, velocity, and quality of message. There are three key steps to optimize the process:

1. Understanding what you can expect from each participant (translations team, agency, internal marketing teams) - and what you can't.
2. Defining a tiered approach where the majority of the work goes through a translation process (which can be further tiered for standard marketing and copywriting) and a smaller subset goes to ad agencies.
3. Develop robust quality checkpoints to triangulate on the right balance of quality, velocity and cost; as well as frequent communication between parties.

Develop robust quality checkpoints to triangulate on the right balance of quality, velocity and cost

If marketing and localization leaders invest time in pulling these often conflicting parties together, the end result is a highly scalable, polished global message that meets business objectives. It's not easy, it takes people out of their comfort zones, and it requires constant vigilance, but the best of both worlds, scale and quality of message, can be achieved. Let's further the dialogue together at Brand2Global.



Wayne Bourland

Director, Global Localization Team | Dell

Wayne Bourland is recognized as an agent for change, driving innovation and process efficiencies across global organizations. After a decade-long career in the US Army, he joined Dell, starting as a rep in the call center and quickly moving to managing call centers, launching call centers globally, and then into content management and localization. He is currently responsible for translation of Dell.com and marketing collateral for more than 100 organizations across Dell. With no background in linguistics, he approaches the industry with a different perspective, focusing on end value and customer acceptance versus traditional industry key performance indicators.

www.dell.com





Social Media Analytics For Global Brands

Andrew Bruce Smith

In some ways, the issues facing global brands in relation to social media analytics are no different to those of smaller, domestically focused organisations.

No matter which regions you are targeting, the evidence is growing that social media everywhere is more a consumption medium rather than an engagement one. Take Twitter as an example. Even if a brand has a large number of followers, there are all manner of reasons why that simple follower count should not be used as a proxy for genuine reach.

Many of those followers may be fakes. Even if there are real people attached to those accounts, how many of them will even see the content you post? And even if they do, how have they discovered that content? Was it because they stumbled across it in their feed? Or were they actively seeking to validate your claim from elsewhere (such as a TV campaign)? With global brands, many of these factors are further complicated by language, time zone, brand and country specific social properties, and so on.

Evidence is growing that social media everywhere is more a consumption medium rather than an engagement one

One of the key challenges for global brands is determining the actual reach of their respective social media assets. And to what extent this should drive the localisation and adaptation of social media content.

In the absence of hard data direct from the social platforms themselves, marketers have traditionally been forced to rely upon proxy social data. Totalling up the follower numbers of Twitter accounts who share your content provides a “potential impression” number. If you’ve based your sales and marketing calculations on impressions and frequency numbers, would 20 million ‘potential’ Twitter exposures really generate the kind of genuine brand visibility needed to translate into meaningful sales and profit figures?

What if you could see how many people really did have the opportunity to be exposed to your content via social. And what if you could use this data in combination with insight into what roles social media really does play in an audience decision journey. As it happens, developments among some of the big social media platforms to deliver better data and insight to advertisers has had the knock on effect of making more robust impression data available.

One of the most significant developments in social media analytics over the last 12 months has been the amount of real data being provided by social network platforms themselves. Twitter led the way last summer when it opened up its analytics data to give more genuine insight into what Twitter users actually saw and reacted to.

For example, in July 2014, Twitter rolled out its analytics platform to all Twitter users. One of the key pieces of data revealed via the dashboard is a real “impressions” figure. In other words - how many people really had an opportunity to see and engage with your content. Twitter is looking at which Tweets really did appear on a screen or mobile device, that a real human being actually had a chance of seeing in the first place.

On average, each Tweet will be seen by roughly 3-5% of your follower base

The reality is quite sobering.

On average, each Tweet will be seen by roughly 3-5% of your follower base. That’s a significantly smaller number than “potential impressions” gained by simply taking follower counts as a proxy for reach.

What Are The Implications For Global Brands?

It seems obvious that if you’ve been planning and measuring success in social media around broad metrics such as potential impressions, then you need to revise what those numbers are really telling you - as well as reconsider what data you should be using to determine the make up of your marketing mix, in relation to the audience decision journey.

And there are further complications for global brands. Even allowing for the fact that a more accurate reach figure can be determined, it still won’t provide “reliable” reach. At least, not in terms of the traditional definition.

Even if you are confident you have reached 3pc of your Facebook fans with a single post, you can never be sure that the same people are being reached each time. And although this is a problem for any brand, it is a further challenge for global brands that need to understand the impact of global social media assets at a regional or local level.

Understanding Social Sentiment Across Language And Culture

If that weren't a big enough challenge, then global brands face further issues with understanding social media sentiment across geographic and cultural boundaries. The use of sentiment analysis in relation to social media has continued to grow apace. With the gargantuan quantities of social data being generated, brands have to largely rely upon automated techniques to assess audience sentiment.

In many ways, social media can provide the best market research platform available. However, the general issues surrounding social media sentiment analysis are compounded for global brands. Automated sentiment technologies often have a tough time with context and irony. This is bad enough when only dealing with English. But when multiple languages are thrown into the mix, then the issues are compounded.

The general issues surrounding social media sentiment analysis are compounded for global brands

Trying to screen for how representative a social platform is in relation to the demographics of a specific country and allowing for interpreting sentiment from machine translated content is no easy task.

Andrew Bruce Smith

Founder, Managing Director | Escherman

Andrew Bruce Smith is the founder and Managing Director of Escherman. With a career spanning 30 years, Andrew has implemented many successful marketing communications programmes for global brands such as IBM, MySQL, and Apple. He is co-author of two best-selling social media books – *Share This: a practical handbook to the biggest changes taking place in the media and its professions* (Wiley 2012). And *Share This Too: More Social Media Solutions for PR Professionals* (Wiley 2013). He is also a member of the CIPR Social Media panel and a guest lecturer at the University of Leeds Business School.

www.escherman.com



What Can Be Done?

It isn't all doom and gloom for global brands when it comes to social media analytics. As mentioned, the social platforms themselves are continuing to provide more accurate data, much of which provides more detailed insight into audience behaviour on a country by country basis. Automated sentiment analysis tools also continue to improve. The key for global brands is to acknowledge the complexity of the audience decision journey, not least the fact that this will vary from sector to sector and country to country.

The key for global brands is to acknowledge the complexity of the audience decision journey

More research and effort up front to determine what those decision paths actually are should help shape the right analytics tools and metrics to use in a specific context.

And although the data revealed by the platforms themselves may not immediately appear to be delivering good news in terms of large reach and engagement numbers, those brands that face up to the complexities and nuances of multi-country, multi-language social media are far better placed to gain genuine insight, than those that don't. And by default, they are more likely to succeed.





A Guide To Globalisation: Balancing Global Messaging With Local Relevancy

Paula Shannon

For global organisations, embracing market diversity, attitudes, and cultural preferences has long since ceased to be a 'nice to have' element that sat passively behind the global brand strategy; it is now an essential part of any brand program. The rise of 'glocal' (global vs local) campaign preparation and localisation has become the imperative. There are clear financial drivers, particularly with digital commerce. In 2014, the economic potential for online communication was in excess of \$45 trillion.

However, it's estimated that today roughly 90 per cent of all online business is done in English. The reason this figure should be causing some concern amongst global organisations is the fact over 70 per cent of web users are not native English speakers.

The obvious question is whether this apparent lack of localisation is having a noticeable impact? The simple answer is, yes. Nearly 75 per cent of non-native speakers will not buy from an English only platform, and only 20 per cent of non-native speakers even feel comfortable with an English-only platform.

Despite the effect that a lack of localisation could be having to businesses, only 10 per cent of all content is even being translated, and the process of true localisation and transcreation goes beyond just translation. For online content to be impactful it has to be locally relevant.

The traditional 'spray and pray' approach to marketing just won't work anymore. Consumer expectations have dramatically increased; beyond marketing segmentation they expect personalisation. In 2009 you

could reach over 90 per cent of customers online using 37 languages. Just three years later, in 2012, a further 11 additional languages were required to reach the same audience.

Brands need to be able to speak to customers not just in their language but in a voice they understand. The challenge for marketers is to find a way of striking a balance between core global brand objectives and creating, or adapting, content so it speaks to consumers in market. The problem is that this can often be seen as a complex and time consuming process when it doesn't need to be.

Brands need to be able to speak to customers not just in their language but in a voice they understand

There are a number of steps that can be taken to ensure that this process becomes as straight forward as possible. At Lionbridge this is what we refer to as 'globalisation'.

Firstly, we need to be clear on what we mean by globalisation. In this context, globalisation means if your company wants to conduct business globally, its digital presence is optimised to incorporate multilingual options. This allows you to transform processes to support customers in preferred languages and locales.

Let's take a look at some key globalisation strategy tips:

Decide What Content To Create And How Much To Adapt It

The first step to globalisation is to develop a framework for deciding the types of content to adapt and what level of adjustment is needed.

By identifying the business drivers and key performance indicators (KPIs) you can begin to define your success criteria. Pinpointing your business objectives – driving revenue, reducing costs, increasing productivity – lets you determine how globalised content can help you accomplish your goals in key markets.

You can then focus on what kind of content will resonate with your audience to hit these targets. Different types of content require different levels of customisation. Keep in mind that “feature rich” often means higher complexity and cost, while simpler programs can be just as effective.

More importantly, assess cultural drivers that affect how people respond in different regions. Leveraging in-market cultural expertise to determine what adjustments need to be made before you begin will save time and resources further down the line.

Plan Ahead

Now you know what type of content you’re going to create and how much you’re going to adapt it, you’re almost ready to start planning your program. But first, it’s helpful to familiarise yourself with the market requirements. This allows you to build a global-ready program and avoid stumbling blocks later in the process.

Content: Make sure the content elements will be appropriate and relevant for all audiences, also accounting for cultural and legal differences between countries.

Languages and display: Your target language may have different character sets and text orientation than English. This will affect your design, layout and even content length. This can have a technical impact if you are planning on using video.

Technology: Make sure the technologies you are planning to use are compatible with regional capabilities, like available bandwidth

and end-user devices. For example, if you are planning a social media campaign, remember that some platforms do not operate in certain markets. Is your Facebook campaign adaptable for Sina Weibo in China?

Assessment and feedback strategies:

Cultural and legal differences apply here, too. A globalisation partner in-country can be a great resource for identifying any further possible issues. Once you understand how these factors could impact your project, you should identify the global team that will help you develop and execute your program.

Create Global-Ready Content

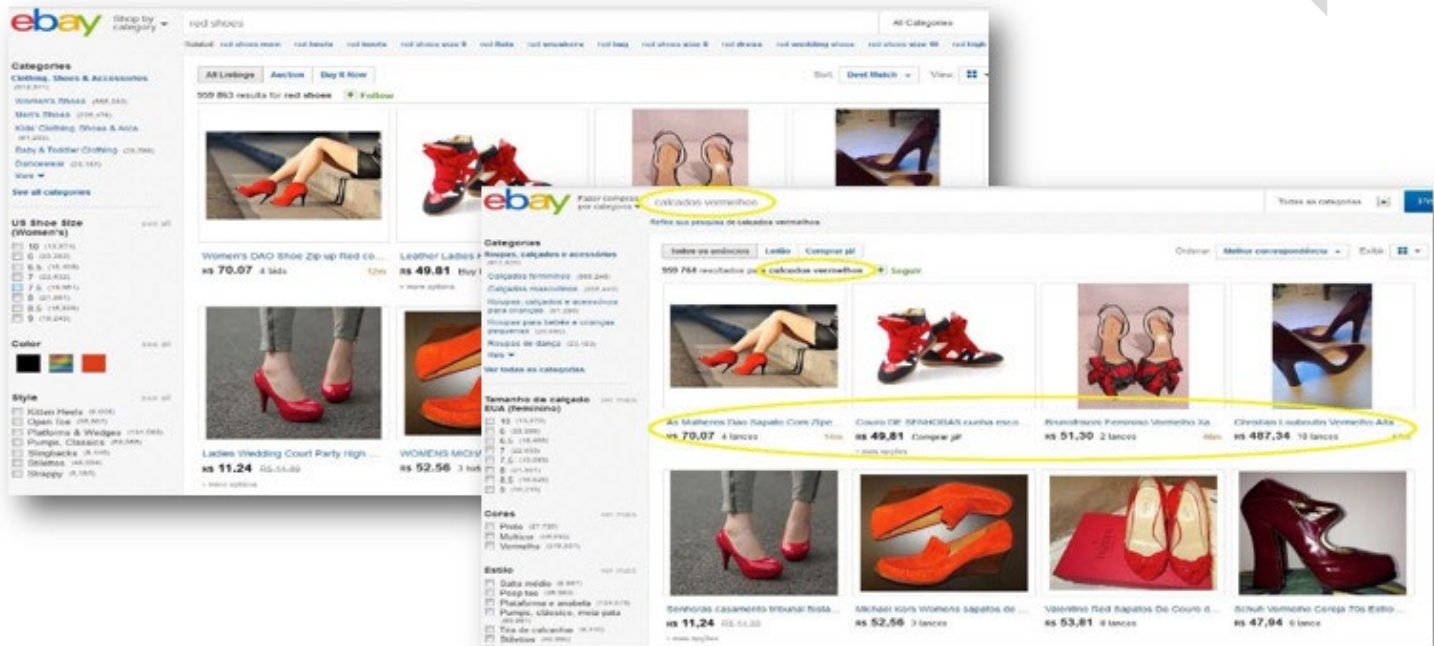
Once your background research is complete, it’s time to start producing your base version of global-ready content. Creating global-ready content reduces localised complexity, costs and timelines; enhances results for non-native speakers, and improves the overall usability of your content.

Creating global-ready content starts with:

- Ensuring that your writing is simple and straightforward.
- Eliminating culturally specific references.
- Using culturally neutral and flexible design elements to accommodate different character sets and text orientations.

When your content team begins writing with globalisation in mind, the result is clear, concise, and grammatically correct source material that cuts translation costs and timelines, and improves the quality of the finished product.

It is important to keep in mind that global-ready language is neither “boring” nor “dumbed-down”. Using these techniques will help you create controlled and regulated content that not only makes it easier and less costly to translate into other languages, but also improves the usability for English speakers as well.



Global-ready language is neither “boring” nor “dumbed-down”

A great example of globalisation in practice, and how it can improve an organisation’s profitability, is the eBay cross border eCommerce strategy. As one of the most recognisable brands on the planet, eBay needed to keep a standardised visual identity. They implemented an advanced language automation solution that allowed the localisation of their inventory, into language and currency, for different markets, in real time. The result was a seamless experience for customers regardless of location and across borders. The removal of language as

a barrier, in this case, gave eBay the ability to sell all inventory to all consumers anywhere and everywhere all the time.

Go Global, Think Local

Planning for a globalisation strategy is critical to ensuring the best outcomes for any brand activity, whilst keeping costs under control. When you need materials that will have an improved impact in your target markets, success means starting every project by creating global-ready content but thinking locally. By following these steps you will have a culturally neutral, global-ready brand plan, and an in-market team to help you globalise it for the various languages you are targeting.



Paula Shannon
Chief Sales Officer and Senior Vice President | Lionbridge

As Lionbridge’s Chief Sales Officer, Shannon manages Lionbridge’s global sales forces and account management teams. In this role, she drives new services and sustainable solutions, develops strategic accounts, and ensures the continued delivery of innovation and execution excellence to a broad range of Global 1000 customers. Since joining Lionbridge in 1999, Shannon has received numerous awards, including the coveted International Stevie Award for “Best Sales Executive”. She has more than 22 years of experience in the industry, including 10 years in senior roles where she successfully drove global accounts.

www.lionbridge.com

A person in a dark suit is holding a brown leather briefcase. The handle of the briefcase is wrapped in a red and black patterned material. The background is a solid yellow color.

3 Steps To Tame Global Content

Andrew Lawless

“Global web content is like kudzu, the Japanese weed that climbs over trees or shrubs and grows so rapidly that it kills them”.

That's how Deb Jul described her frustration in 2008. As Web Content Manager of Online Computer Library Center (OCLC), she saw the organization's website grow from English-only in 1995 to nine languages in 2008. And by 2010, it was suffocating her team.

She went from publishing web pages in English-only to hard-coding single pages for Spanish, French and Simplified Chinese. In 2004, she changed to an open-source content management system that would allow her to establish regional sites based on defined markets.

When OCLC merged with a European service partner in late 2007, she inherited four more languages. This merger also increased OCLC's product portfolio, and some offerings were only available in certain markets. In addition to managing language versions of certain web pages, the organization now needed to manage marketing campaigns that were specific to individual countries and regions.



Global web content began to grow around Debra like kudzu. Manual cutting and pasting between translation agency and the web CMS began to climb and coil around her fast and steadily. Instead of implementing solutions for better digital marketing, she and her team spent too much time on cutting, pasting and sending content to and from translators – often jeopardizing global and regional campaigns.

Manual labor in digital marketing was killing productivity and creativity in her team. But Debra would not allow global content to take the sunlight out of her day, like the kudzu that kills everything below its shade. She developed a plan.

Step 1: Automate Cut And Paste

Debra knew that it would be hard to get the funds for a full solution that fit all of her requirements. So she started with a small automation project.

She used a middleware to get content out of her CMS, upload and download content onto an FTP site, and put translated content right back where it belonged into her CMS. Her team's workload dropped to about 50% within a few weeks.

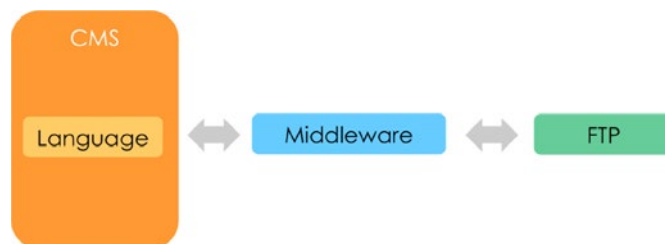
Step 2: Connect To A Translation Management System

This solution would still require the same manual processes in translation. The web team got immediate relief, but the translation vendor still required a project manager to download and upload content from and to the FTP site, manually analyze content, produce quotes, and send translation work to translators.

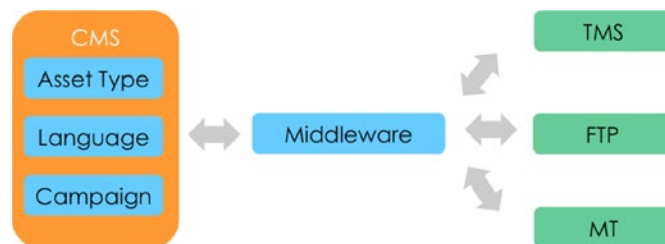
To reduce cost for managing products on the vendor side, Debra used the middleware's existing integrations with a translation management system. The full automation increased the speed with which she could launch global campaigns.



Manual cutting and pasting, file transfers, sending of instructions, quoting and billing are the main productivity killers for global web managers.



Automation of translation can be done on a budget, immediately relieving the web manager.



The right setup will automate translation based on more complex business rules, such as by asset type, language, region or campaign.



Translation automation helps launch global campaigns faster. Here is an actual example how translation for web content was reduced from 33 to 12 days.

Step 3: Drive Technology Adoption

Debra learned early that some translators are often averse to using the latest translation technology, while some are thrilled with the prospect of a more efficient process.

Some vendors may resist automation, because it potentially reduces their income. Automation allows for savings by:

- Enabling reuse of previously translated content
- Shortening review processes
- Reducing project management time

It required a number of negotiations and training sessions before these benefits materialized for OCLC.

Don't Stop There

The analogy to kudzu still survives. After destroying or removing the kudzu root crown, it may require up to ten years of supervision to make sure the plant does not return. If any portion of a root crown remains after attempted removal, the kudzu plant may grow back.

So it goes with global web content. Without content governance that defines who can update and publish content - and which of this content needs translation - it will once again climb out of control.

Key Notes On Going Global

- Every additional language will amplify even the smallest flaw in your workflow.
- Getting source content out is easy, putting translated content back is not.
- For every content item you send out, X number of items come back in.
- Quick wins are possible with workflow review and automation.
- You can easily automate translation between a translation management system and a content management system.
- There are multiple ways to connect TMS and CMS systems.
- Automating localization of media requires manual labor.
- Neither CMS or TMS fully support you in managing all aspects of localization. You will need additional tools to manage all aspects of localization.
- If you need to connect multiple systems your best option might be middleware.
- A web localization consultant isn't a luxury, it's a necessity. Work with a consultant to find your best return of investment.



Andrew Lawless

President, Founder | Rockant and Lawless Guides™

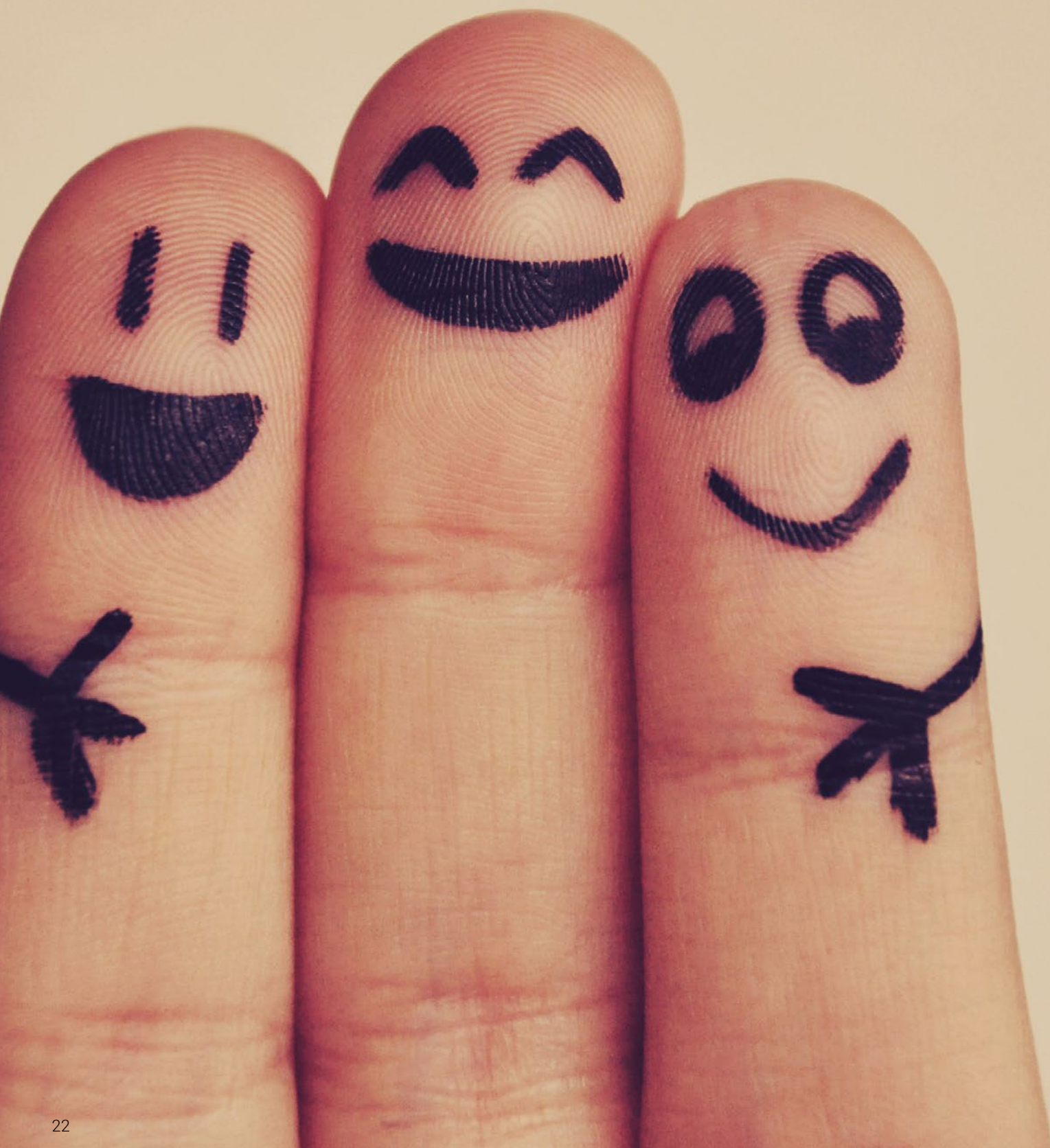
Andrew Lawless creates heroes in localization, giving them well-earned recognition at the top of their organization. His work with OCLC drove the development of translation automation between Adobe Experience Manager and all commonly used translation technology. He now works with a number of Fortune 1000 companies to achieve the same with Oracle Web Center, Sitecore and other CMSs. As President and Founder of Rockant and Lawless Guides™, Andrew runs the go-to firm for localization training and consulting. Andrew is a proven expert and thought leader in the localization industry with an unrivaled track record of delivering actionable, high-value training and consulting.

www.rockant.com



Social Media Experiences: Building Brand Attachment, Globally And At Scale

Frank Durrell



Social and community platforms are continuing to emerge and grow; while those larger, more established platforms, are converging to become global integrated experience and marketing platforms.

As the pace and purpose of people evolves and accelerates, platforms are becoming more embedded into the lives and behaviours of an increasingly broad set of audiences. Global brands such as Airbnb, Samsung, Honda, Spotify, Tetley and Heineken to name but a few, are finding ways to use branded content publishing and content in social media to drive audience brand attachment - at a scale and scope that was previously, simply not possible.

Why and how?

The power of social media lies in its ability to attain a more insightful view of a brand's customer base, deriving an understanding of local and cultural nuances, norms and preferences in markets. This can be used to communicate in a way that speaks to people on a more personal and effective level. The challenge is to use data, insight and technology in new and smart ways, to deliver this local thinking and approach, on a global scale.

Successful social media campaigns truly resonate with audiences and drive deeper levels of 'interest, intrigue and impact'. This is delivered through both relevant content, appropriately targeted and regularly refreshed.

The power of social media lies in its ability to attain a more insightful view of a brand's customer base

To create share-worthy content, it is vital to truly understand audience interests and profiles – meaning a data led approach. This empowers the assessment and alignment of the content and messaging with a user's personal values. For users to propagate the content and associate themselves to its message, it must be in line with their perception of themselves and magnify their own image to the wider public, thereby appealing to their self-esteem - as they participate in communities that share in their values. Social media gives you a window to do this.

An advantage of social is the ability to deliver multiple messages in a programmatic sense, and to (as close to) real time evaluate those variations that are gaining the greatest resonance with audiences.

Social media therefore makes it possible for you to know and be closer to your audience than ever before, in any other medium or channel. All for a cost per engagement, which is generally unmatched in most markets. Based on their online behaviour, we can understand deeply who they really are; what truly makes them tick; where they really spend their time; what their true values are; what they fear; even what they stand for. Now, this does derive from self-stated positions, which can be skewed. However, we've found that by engaging across a range of data sources and performing a deeper level of analysis, often the true behaviours are clear to see amongst the occasional exaggerations.

These questions go beyond the superficial gender and age statistics, and uncover the real drivers and motivators that an organisation needs to consider within in its

audience, to make a meaningful connection. And, there is no better way to tap into what moves, inspires and drives people at that level than social media: a platform designed to be the soapbox of the people, where they can express their thought, opinions and preferences freely for those willing to listen and understand.

The success of a global campaign will vary based on the content, appropriateness of its messaging, tone and delivery in any market, as a winning strategy in one market may fail in another. It is essential to grasp that truly significant global impact is only possible when it's rooted in a strong understanding of local culture. Whether through geo-targeting and selecting local market locations, or perhaps referencing local artists and events, locally focused content makes your brand feel clued up to what is happening in the market.

Significant global impact is only possible when it's rooted in a strong understanding of local culture

Social media relationships are about people, and like all relationships with people, they are two directional. Beyond messaging, and content and the sales, there is attachment, bonding and loyalty. While consumers often respond less well to generic messaging, we've found they respond very positively to brands that endeavour to create dialogue with them and share their own views about something that is relevant and important to them.

Making the effort to create content and messaging that is bespoke to local markets gives greater consumer loyalty and attachment to the brand, and a sense of "this brand has taken the time to understand me". Hence why the more granular the consideration, the more effective any campaign can be.

Even the most perfectly polished campaign risks being ineffective if it does not deliver authenticity, and a story that delivers immediate benefit but also offers longevity. The story needs to feel genuine to instil a sense of attachment and loyalty in users. But part of what gives the story that feel is the connection the user can make to it: personal, emotional or other. Social media allows you to get personal with people right to the individual level - building meaningful connections based around dialogue and experience, rather than broadcast and messaging.

Even the most perfectly polished campaign risks being ineffective if it does not deliver authenticity

Thinking creatively and again making strong use of data to defer genuine insight is key, because the best solution doesn't have to be the most obvious. There are a host of social media platforms and channels, besides the standard ones like Facebook and Twitter - that tend to be far less exploited and, depending on the target demographic or the local market, they may provide significantly better ROI.

The challenge when trying to use a 'new' platform for a business is getting buy in. This is where data and insight can drive business case. The type of audience we need to engage, around particular content, at particular time – have a known propensity to populate these types of platform. We can design a campaign that will deliver a burst of targeted content and dialogue, then test and measure the response. Those channels that respond well with few/no negative effects can be continued. Those that do not can be learnt from and either enhanced or disengaged. The best quote for social in this context is 'no mistakes, only learnings'.

Finally, all people are social beings, with a need to communicate and be part of a wider society. Millennials or seniors, students or professionals, left or right wing, city slickers or rural dwellers: there are communities in the digital space for everyone. And with such a significant portion of the population active on social media and growing (Facebook claims of active users still changes regularly but they do hold data on over 1/8th of the worlds

population), people are embracing these communities into their lives.

So, as long as one's intension is to share a message or create a relationship with people, social media will always have a vital place as a supportive component, all the way through to a central pillar, of any global / local marketing campaign.



Frank Durrell

Global Digital Director | Starcom Mediavest

Frank is a Global Digital Director at Starcom Mediavest, leading client strategy across a number of global brands; producing successful digital marketing strategies and award-winning digital projects. He helps brands plan and deliver digital thinking and experiences across the integrated digital landscape (communications planning, creative, technology and innovation) - empowered by customer insight. He drives innovation and partnerships; building best-in-class digital agency teams – with experience managing and leading across digital strategists, planners, account teams, developers, creative teams, project managers and media planners. Previous agency experience includes FCB Global, Ogilvy Action, JPMH and Syzygy.

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Paige Williams

@paigetwilliams
Director of Global Readiness
Microsoft

Q --

Does offline content require the same level of global readiness as the more globally accessible online content?

A --

This question brings me to my roots of global readiness at Microsoft, where everything was an offline content world, and we needed to reinvent some of our thinking and practices to orient towards the online world.

Online content is dynamic; it is “borderless”. You need to anticipate user scenarios for both global, and local applicability.

Offline content is all about getting it right for the borders in which you are shipping. This means a few things in terms of getting it right, and the implications of getting it wrong. Such as:

- Shelf life. Once you ship something that will remain offline, there it lives forevermore, in all its glory, and/or, warts and all.
- If you get something wrong, it will require you to first determine “how wrong” it is, whether it’s highly offensive, or simply not the right context for that market. If you need to call the content back, it’s going to cost money, time, resources and potentially negative PR.
- You need to exactly understand market expectations and requirements, some of which may be legal in nature, while others are consumer expectations. For example, map requirements, flag sensitivities, cultural offenses, multi-lingual expectations, spelling reforms and so forth.

- In today’s world of cloud services and mobile scenarios, integration of offline content with online contexts is quite likely. Consider how access to dynamically rendered online content may impact the offline experience. Could you offer updates, fixes or additional features to your offline content properties this way?

It’s nearly impossible to ignore that the world is ever more online, mobile, agile and dynamic. Considering what this means for you can be an asset in your overall content strategy.

#####



Andreas Dürr

Chief Marketing Officer
BrandMaker

Q --

What do you believe are the main foundation stones for a successful global brand management system?

A --

As products become increasingly commoditized, brand is critically important. You have to not only establish a brand, but also put your brand into operation worldwide. We have identified six main foundational pillars:

1. A Web-based portal. A brand’s marketing and communications materials must be available anywhere, at any time.
2. Administrative rights management. Brand managers must have the ability to restrict the access rights of individual users or groups based on roles and requirements.
3. Guidance. A system must offer intuitive user navigation and a menu structure that is custom-tailored to the user’s needs.

4. Comprehensive and easily integrated resources. In addition to clear style guides, a comprehensive system includes brand-compliant tutorials, samples, and templates that can be accessed easily.
5. Simple adaptation of advertising materials. Automated production of individual localized advertising materials must be accomplished within a consistent brand framework.
6. Direct availability of materials and measures. Any brand and marketing communication is only as good as its distribution and delivery.

From planning and budgeting to creation, development and asset management, global brand management requires integrated systems in order to deliver successful results.

#####



Lara Millmow

@LMillmow
 Communications And
 Customer Experience Manager
 Virgin Care

Q --

What do you believe is the key to making a universal brand experience feel personalised to each individual customer?

A --

What makes a brand experience personalised is when your customer can feel it on a sensory level, in their own unique way.

It's like hearing a song and remembering everything about the first time you heard it – the smell of the grass you were sitting on, how the sun glistened off the lake in front of you, the sound of the crickets in the background... And knowing the same song evokes a very different memory or feeling to somebody else.

Brands need to recognise the importance of reaching out to their customers' senses as that is what creates the emotional connection and makes the brand experience feel personal. It's why Heston Blumenthal plays the sound of waves when serving his dish 'Sound of the Sea' and why more and more companies are turning towards sensory marketing. It's the future.

#####



Bruno Herrmann

@BHerrmann_INTL
 Director of Globalization
 The Nielsen Company

Q --

What is the number one factor to consider when selecting global suppliers and partners?

A --

For me it is global expertise and experience. In the digital globalization age it is hard to find and secure, yet critical to leverage. Firstly a number of suppliers label themselves as global because they have a global online presence or some global footprint. It does not mean true global excellence and effectiveness by default though. Their resources must have a global mindset in addition to horizontal or vertical business skills.

Secondly partners should be selected not only because they are very good at what they do but also because they are able to challenge existing practices and help foster new thinking. You don't want to engage a global digital partner that only does what you are already doing. It must be better and/or different to create value.

#####



Elliot Polak

@CultureShocks
Chief Executive Officer
Textappeal

Q --

What are the most common error brands make when they first attempt to implement an international campaign?

A --

The most common mistake I see first timers make is pushing out an idea or campaign that hasn't been culturally checked. This can be very costly. One luxury hotel launched in Asia with a brand name that meant "Pig's Tail" in Chinese - fortunately, they later became a client. For one of its early global campaigns an American coffee chain promoted Christmas Cheer in Muslim markets - they became a client too! But it even happens to sophisticated international brands. One global megabrand's new name means a sexual act in Russia. A global burger chain's commercial in Spain made light fun of Mexicans. Word got back and it negatively impacted sales both in Mexico and Latino communities in the US.

You might think this is strange. It's not that hard to do a quick sense check with experts. But it is usually an organisational issue. Campaigns tend to be designed in something like an ivory tower of creativity, in the city where headquarters are based: everybody falls in love with it and by the time someone spots the cultural issue it's too late.

The result can be disastrous in terms of wasted money and damage to brand reputation. And with social media instantly amplifying your every little misstep across the world, everyone is at risk.

We systematically recommend that brands pre-check key marketing ideas for key markets at an early stage, before approving

or finalising the concept. Not only does this avoid pain, it usually increases impact and sales across markets.

#####



Andrew Vesey

@ATVesey
Chief Brandman and Founder
Vesey Creative / Brand Quarterly

Q --

When taking a brand global, how do you keep it's visual identity as unified as possible over the different markets?

A --

You want to ensure your brand is a universal (or global-ready) as possible. This will help to minimise, or even eliminate (if you choose 'global' over 'glocal'), the need for brand variants in different regions. Once you have your 'universal' brand, it's time to ask yourself 'Why?'

Good brand manuals explain 'Why' your visual identity is presented the way that it is. This of course increases understanding of the brand and generates a greater level of brand adherence – but what it also does for you, is offer a window into what (if anything) needs to be modified for culturally different markets.

Once you know why certain things are the way they are, it's much easier to develop a cohesive global brand family. With each regional brand working differently to achieve the exact same end goal – sharing your core brand values and connecting with people in an authentic way.

#####



Gráinne Maycock

@GrainneMaycock
VP, Sales
Sajan

Q --

What first steps do you recommend brands take in converting their global marketing systems from translation-based to transcreation-based?

A --

The first thing we discuss with our customers around content is ‘categorization’. Not all content has equal purpose or approach. Some clients will think they need transcreation because of bad past experiences with poor marketing localization. Others will think that they should apply transcreation for everything marketing related. We work with our clients to help them determine which of their content is best suited to transcreation and why.

Once this step has been completed we ensure we set solid expectations around what transcreation is – and is not (equally important). And also the level of stakeholder involvement to ensure success. We typically recommend a pilot where we very closely map out process touch points, feedback loops etc.

Content types most typically suited to transcreation include copy-rich collateral, App store content, brochures (or parts thereof), headlines and tag lines, top level website content and sales pages. Transcreation typically applies when the content’s purpose is motivational. There is less adherence to the source and the level of stakeholder engagement is typically high.

#####



Leona Frank

Global Brand Manager
Vistaprint

Q --

How do you assess what level of customisation is required for your brand messaging to be successful in different markets?

A --

An effective brand message should be relevant and believable, so I usually begin by asking what the message should ultimately achieve. Do we want to entice customers to try a product, visit our website or maybe think about our brand in a certain way?

To make the message believable, we need to back it up with what we call “reasons to believe”, i.e. the evidence that gives credibility to the claims we make. These reasons can sometimes be universal, but there are instances where they vary between markets. For example, to communicate that we are a value brand, we may need to back this up by highlighting affordable prices in one market and high quality manufacturing in another.

In terms of relevancy, the question is whether the brand message – which should address the solution to a customer pain point – actually focuses on the right pain point for that market. The level of customization can then vary from just changing a few sentences to changing the concept, if not the entire brand strategy.

#####



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Becoming Their '3rd Place' With Brand Meaning And Purpose

Markus Kramer

How can a 6-year old company offering an on-demand car service (if you haven't heard of them, they go by the name of Uber) be worth \$40 billion? And why is Priceline worth as much as Ford Motor Company (about \$60b), all within the space of a bit over a decade, yet manages to generate just about 12% of its value in revenue?

The single most important reason why these phenomenal valuations are possible is hope – driven by the disruption within value chains and entire commercial eco systems.

At the heart of these early symptoms of what is yet to come, lies the changing nature of customers. As consumers we are in the driving seat more than ever before. And we are accelerating, too.

The accelerator we push is called technology. In combination with the ability to process data ever more quickly, this is a powerful way to fast track the connection between a brand, a product or a service and an end-user. What is left out is 'the middle', so to speak. For consumers this leads to more choice, of anything you can think of, at a better availability and a lower price – always and irrespective of location. I will call this the 'post API' space.

If you are either increasingly stuck in the middle or worse, positioned as 'pre API', then it might be high time for you to re-think your future.

The Real World Meaning Of API (Application Program Interface)

The world we are living in is all about integration. Brand and marketing are no exception. APIs help us to integrate quicker and with less friction. Gone are the days where it's all about your website talking to your CRM system and vice versa. If you are a traditional taxi driver, travel agent, hotel, bookseller or asset manager you will know already what it feels like to live in a 'post API' world. APIs increasingly connect the world of products and services with the end-consumer, without anyone or anything in the middle.



This is what is disrupting traditional value chains. This is what fuels the greed and hope of future returns; the assumption that large parts of the middle will be cut out.

So What Does This Mean For Brands And Their Guardians?

For simplicity, let us adopt quite a binary perspective; in order to emerge as a winner in a post API world, you will have few strategic choices. Either you scale and become so large that you can survive with ever-thinner margins. Or you differentiate and specialize.

Whichever strategic context works better for you, the world will be ever less forgiving for imperfect products or brands that overpromise and under-deliver. Quite Darwinian. The stronger and better will survive and the weaker will be condemned to the evolutionary past, driven into extinction by an omni-connected consumer who trades his opinion as a currency.

The Solution: Build Better Products And Deliver On - Or Beyond - Your Promise

It's that simple. Einstein said that we should "learn the rules of the game – and then simply play better". But the game is changing and sadly the world is full of examples where entire industries were too blind to recognize it in time. From the ice-trade in the 1880's adopting electricity to build conveyor belts to transport ice quicker instead of understanding the impact of the nascent technology we now call a fridge, to the more recent deaths of your local DVD rental corner shop, adding soda drinks and popcorn to their offerings whilst you started subscribing to Netflix.

There is no space for brands and products left in the middle. Or is there?

Differentiating Through Brand

The golden nugget is to create a position in the hearts and minds of your customers that is so strong, that they will love you no matter what – or almost. A good case in point is Harley-Davidson. It is no coincidence that you no longer buy a Harley to go from A to B, but for anything and everything in between. The destination and life itself is the journey. The brand has become synonymous with delivering on that promise, including every bit of adventure that goes with it.

It is no coincidence that you no longer buy a Harley to go from A to B, but for anything and everything in between

However, if you were an executive at Harley-Davidson Motor Company in the mid 1920's, you would probably have had quite a different perspective on the future. You would have been stuck in the middle – consumers would choose to satisfy their needs of transportation through pretty much anything else but a motorcycle. With retail prices for cars dropping below the yearly earnings of USD 438 annually for an average American, the name of the game was now to own a car. And if you didn't own one, you were definitely aspiring to do so. All brought to us by Henry Ford and his Model T, introducing the era of scale that delivered automotive affordability to the masses. In a sense, Harley was quickly becoming a post API player of the day.

If You Go For Differentiation, Look For 'The 3rd Place'

Harley's strategic choice to escape the middle in the early 30's was powerful yet pragmatic. They took a bold decision and positioned themselves as a Lifestyle Brand, offering a way to spend leisure time – away from home,

and not at your place of work. An idea that has worked brilliantly for the last 80 years and is still going strong.

Other companies started adopting this concept of offering an ‘in-the-middle-place’, too – think of Starbucks, for example. A great place to socialize, to meet people and feel well; or plug in and work for a couple of hours. Not your home, not your office either – it’s your 3rd place in a post API environment.

Soul Search Before Embarking On A Positioning Journey

Who was the first man to set foot on the moon? Neil Armstrong, of course! ... And who was second? What’s the highest mountain on earth? Of course ... and which one is the second highest? Never mind that Buzz Aldrin set foot on the moon only minutes after Neil Armstrong on July 21 in 1969, or that Mount Everest is only higher by a few hundred meters than K2. The point is clear: be first or suffer a life in the shadows of those before you. This also goes for the concept of becoming a 3rd place destination in your customers mind.

Who Are You? And Where Do You Go?

In the era of millions being spent on consumer advertising to make sure the perceptions we generate for our brands and

products become a reality for our customers (pretty much regardless of whether it delivers on its promise or not), these questions were left too long unanswered.

Today, your Brand is the bridge between what you offer and who buys it (or not) more than ever before - because there is simply less and less that clutters the middle. No car dealer that can take the blow when things go wrong and you bought your Hyundai through the Rockar Digital Dealership in Bluewater (London), no concierge that can soothe your mood when the room you booked through Airbnb is not quite what you expected. As a brand, you are responsible for the promise and the delivery, without any short cuts.

The connective tissue that glues this together is the purpose and meaning you add for anyone engaged with your brand - staff, suppliers and customers. If you in addition can make it a place where they can all meet and feel well (physically and mentally), then the power unleashed by offering a 3rd place fuelled by purpose will yield benefits beyond your wildest imagination.



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Markus Kramer

Partner | Brand Affairs

Markus Kramer is an Expert at helping brands and businesses grow stronger. He advises Boards, Executives and Operational Teams on all aspects of Strategic Positioning, Growth and Brand Management. In his most recent undertakings he helped Aston Martin (Global Marketing Director), Harley-Davidson (Marketing Director EMEA) and private equity backed luxury mobile phone maker VERTU (Chief Marketing Officer) to build, scale and deliver their fascinating brands to more people in more places around the world. Markus speaks regularly at select conferences and leading business schools globally.

www.brandaffairs.com



Facing The Challenges Of Multilingual SEO

Gary Muddyman

So you have decided that it's time to go international, researched your markets, decided on the targets and now you need to localise your website. Can you just run the site through Google Translate and hope for the best?

Even if you navigate the tricky tasks of language, culture, product suitability and logistics; how do you ensure that the site is found by the right audience?

Optimising your site for international markets is every bit as important as it is in your domestic one. The effort should match the dedication you apply to the source website. Research is therefore critical and there are a number of key factors to consider.

Linguistic And Cultural Suitability

Before even considering search optimisation of your website, commitment must be made to ensuring that all graphics and copy are as persuasive and attractive to the audiences in your target countries, as they are in your domestic market. The gold standard should always be a properly localised site – i.e., one that is linguistically accurate and in line with the social norms and conventions your target audience are motivated by. So whilst it's almost clichéd to talk about symbols and colours, it's these elements that are vitally important.

Don't assume that one category of buyers in one locale act and react the same as buyers in another locale. Understanding these differences in buyer behaviour is crucial and it's therefore extremely dangerous to fall into the trap of believing stereotypes – assuming that we are able to judge certain people and their cultures from the other side of the planet. It is critical that native speakers and residents with local expertise are consulted early in the planning process.

Don't assume that one category of buyers in one locale act and react the same as buyers in another locale

Building your English site with localisation in mind will make the eventual task much easier - i.e., avoid too much 'local' in its humour, colloquialisms and concepts. For example, consider if friends of yours are ever puzzled

by phraseology that you consider routine - only last week, a British girlfriend of mine told an American friend that she had a 'ladder in her tights'. The American, of course, didn't have a clue what she was on about!

One other thing to watch for is where, in some instances, English words, rather than their translated equivalent, become default search phrases in foreign markets.

Site Structure

It is unlikely that you would want, or in fact, need, to localise the whole of your site, particularly in the early stages of launch, as this can of course be costly to do. However, it's better to have a well localised site that performs, than a cheap one that does not - it's all about ROI. Having key pages, particular products and your e-commerce pages, all truly localised will likely suffice. However, for certain businesses with multiple products, it's important to remember that just because a product works in one locale, it doesn't necessarily follow that it will work in another. So you need to ensure you have understood those local preferences and tastes.

It's better to have a well localised site that performs, than a cheap one that does not - it's all about ROI

The pathways through the site should also be carefully considered. Providing a foreign language page creates an expectation – the whole point of localising is that the customer feels that they are buying from a domestic site. Therefore a local language site that then leads to a non localised e-commerce page rather ruins the aim.

New, fresh, applicable content is vital for any successful site, so due consideration needs to be given to the on-going management of the

site too. Content creation and administration, authoring, sources and workflows all need to be planned in advance.

Search Marketing

Content remains king when it comes to multilingual SEO and so thorough research of keywords and phrases is essential. However, direct translations of English words are not enough.

Content remains king when it comes to multilingual SEO

Individual markets may use completely different words to describe certain products or have their own jargon, colloquialisms and slang. The use of 'handy' in Germany as a common and accepted term to describe a 'mobile' or 'cell' phone is an obvious example. Consideration needs to be given to the fact that people will search 'conveniently' across the world, so we need to use their convenience words to describe our products. Therefore, native speakers who are also search marketing experts are crucial assets in creating the content for your foreign language site.

It's also preferable to use local domains for your localised sites, but beware the different rules across countries. For example,

registration of local domains for some is very straightforward whilst others will have much stronger rules and regulations over domains, local business registration, registered trademark or even local addresses or phone numbers. Local IP addresses will deliver much greater search engine rankings, but you will need to consider the cost of buying them, along with the administration and control issues that goes with setting them all up.

Gaining local links back to your site will also greatly improve the SEO performance and whilst this takes time and effort, the results it can generate make it worthwhile.

There are no quick fixes to achieving the best results for multinational SEO

Preparation And ROI

Unfortunately, there are no quick fixes to achieving the best results for multinational SEO and there are also other areas to consider, which include metrics, international logistics and deliveries, differing regulatory positions and social media strategies, all of which bring a whole new raft of linguistic possibilities and challenges. However, the successful launch of international sites is about research, planning, local engagement, cost control and ultimately ROI.



Gary Muddyman

Managing Director, CEO | Conversis

Gary is Managing Director and CEO of Conversis. He founded Conversis in 2003 with the idea of advancing the understanding and use of localisation and translation as a strategic business tool. With a strong team, he has built the company's proposition on delivering quality, time-sensitive localisation, translation and internationalisation services, while providing clients with access to industry experts throughout the world. Conversis now provides a full range of technology, business and marketing products and services within more than 30 markets worldwide.

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Language Benchmarks For Global Content Campaign Management

Benjamin B. Sargent

To maximize the effectiveness of launches and campaigns, companies must localize their products, customer experience, marketing, and other corporate communications. But which languages are vital for your brand to deliver optimum ROI from your localization?

One social media company began its globalization phase by setting out to address 80% of the world's online population. This startup conducted extensive market research, created a detailed data matrix to aid decision-making, and then tracked its results. Based on their findings, the company quickly grew to support 42 languages representing 180 country markets. This result exceeded the company's original plan and forever changed its own expectations for the value of translation.

But language support by itself is not sufficient to "enter" a market. Other required functions and partners include sales channels, logistics and fulfillment, customer support, human resources, payment systems, legal, and more depending on the type of business. Some companies make the language investment as part of a strategic plan to enter the new market, expecting launches will be more successful with localized products. However, in many cases, companies begin selling into a new market with a widely used or regional language – such as English, French, or Russian – until results from the field justify the cost and effort of adding and maintaining a new language.

Identify Top Languages For Audience And Economic Opportunity

What is the value of a language and how is potential market opportunity assessed? Government and industry trade data traditionally appears in formats organized by country, making it difficult to compare with languages, which don't match up with countries at all. In 2007, Common Sense Advisory (CSA Research) began publishing annual benchmarks for both the size and economic value of online audiences. Uniquely, these numbers provide brand marketers with a total Internet audience and online GDP figures by language. The 2015 data compiles inputs from 195 countries and for the Internet's 100 most economically-active languages.

In 2007, English was almost twice the size (27%) of the next largest language, Simplified Chinese (14%). Japanese and Spanish were each at 7%, and German was 5% of the total online population. Arabic was less than 2%. It took 12 languages to reach 80% of those traversing the interwebs. The composition of the online world shifted dramatically between 2008 and 2012 with the rise of Asian languages, especially Chinese and Arabic. Today it takes 14 languages to hit the 80% mark. Simplified Chinese surpassed English back in 2011 and is now 21%, English has fallen

to 20%, Spanish is 9%, Arabic is now 5%, Portuguese and Japanese each contribute 4%, while French and Japanese add 3% each. Russian, German, French, Hindi, and Indonesian each bring in 2% or more apiece. But in 2015, you'll also need Bengali, Korean, and Turkish to reach 80% of the world online audience with the fewest languages – and smallest budget.

Bootstrap Your Budget Using ROI To Change Viewpoints

To maximize the effectiveness of launches and campaigns – and ultimately the uptake of products and services in the global marketplace – companies must localize their products, customer experience, marketing, and other corporate communications for the countries and online audiences they serve. Publishing web content in a dozen or more languages is no laughing matter – it requires significant resources, expertise, and expense. In 2013, over a third of the global executives surveyed by CSA Research stated they spent US\$1 million or more annually on localization. The majority (74%), however, don't track return on investment - a number that hasn't changed since 2003 when we first asked about it.

Among those that do measure ROI, the number one reason cited was prioritization of spend across the range of languages and markets, "to determine which sites deserve more or less investment." Companies that don't measure ROI tend to view translation as a cost center, which leads to underfunding and competitive disadvantage. Over time, companies that track and report on ROI switch to viewing localization as a revenue enabler – a critical change that in turn drives improved decision-making and market share growth.

Make The Case For Metrics

Most companies with a mature approach to web globalization end up with a tiered strategy for content footprint and translation spend. Tier 1 languages reflect their largest markets deserving a full complement of product lines, informational content, and marketing campaigns. Tier 2 markets get a smaller collection of content and campaigns,

Companies that don't measure ROI tend to view translation as a cost center, which leads to underfunding

| | Investment Type | Common Budget Sources |
|----------------------|--|--|
| Non-Language-related | Architectural design that includes global websites | Web Operations, Corporate IT |
| | Web hosting services | Web Operations, Corporate IT |
| | On-going IT support | Web Operations, Corporate IT |
| | Web and mobile application development, including internationalization | Web Operations, Corporate IT, Localization |
| | Staff overhead, e.g., corporate web marketing managers, in-country marketing managers, localization managers | Web Operations, In-Country Marketing, Localization |
| Language-related | Testing | Web Operations, Localization |
| | SEO/ASO | Localization, In-Country Marketing |
| | Adaptation of domestic content | Localization, In-Country Marketing |
| | Local content development | Localization |
| | Translation | Localization |

Table: Sample Investment Categories and Budget Sources for the "I" in ROI

Source: Common Sense Advisory, Inc. "Return on Investment for Global Websites" (Sept 2013)

while tier 3 language sites display a minimum footprint of static information such as corporate contact information. Content freshness also de-escalates stepping down through the tiers.

Each industry – and each company within an industry – will have a way of narrowing audiences by demographics, personas, or more dynamic signals such as engagement levels or intent. The metrics in Figure 1 provide the home base from which to begin the narrowing process for each language. The total online population figure for each language provides the benchmark against which “reach” can be measured for any campaign.

Adopt A Multi-Tier Strategy For Content Investment

Digital experience exerts a direct influence on the economic activity of consumers and producers, at work and at play. As businesses interact with customers, prospects,

employees, and partners using text, images, sound, and video, these corporate digital communications appear instantly around the globe via e-mail, web, mobile apps, voice – even television and radio – affecting both online and offline purchasing behaviors.

For this reason, the economic benchmark is not based on e-commerce, but on the total economic contribution of the online audience. Simply put, the online GDP figures represent slices of GDP distributed to important languages, which are then summed from all countries where a given language plays an important role in a national economy.

As more individuals enter the digital marketplace, every year the raw numbers go up for all languages, but market share percentage falls for those growing more slowly than the internet as a whole. The top 10 languages, even with massive growth from Chinese and Arabic, continue to fall as a percentage of total online audience as more long-tail language populations come online.

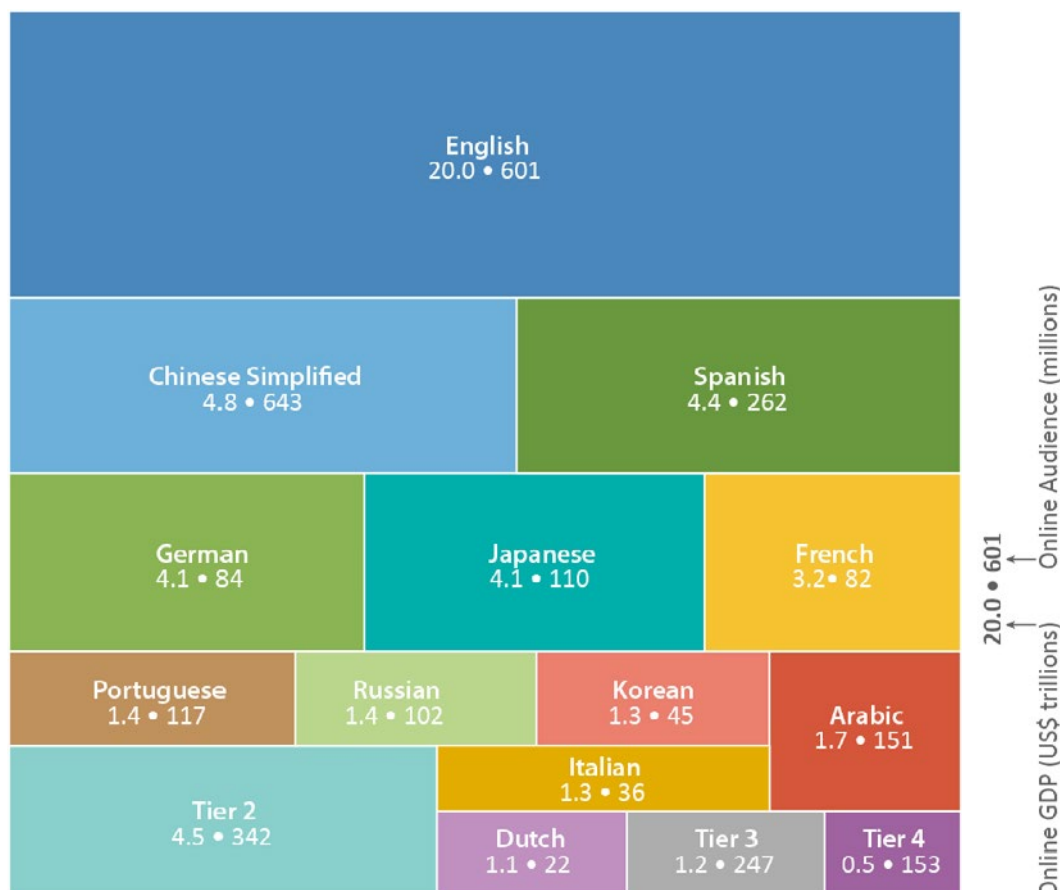


Figure 1: Online Audience and GDP Benchmarks for Tier 1 Languages in 2015
 Source: Common Sense Advisory, Inc.
 “The Rise and Fall of the Top Online Languages” (April 2015)

Brand marketers for B2B and B2C products and services should look primarily at the economic opportunity of online audiences, while global web services that derive revenue from online advertising should consider audience size – eyeballs – and economic values equally. There are 12 must-have languages for global marketing and sales success, which should be considered the Tier 1 online languages for any global brand.

There are 12 must-have languages for global marketing and sales success

Tier 1 languages, selected on the basis of economic opportunity, together address almost 90% of world online GDP. Global brands aiming for 95% need 21 languages, 35 for 98%, and 48 for 99%. Since economic contribution is more concentrated than population, it takes more languages to reach any equivalent percentage of the world online audience.

Use Data To Grow Budget, Revenue, And Market Share

As global companies extend online presence to dozens of local languages, content programs must follow, including social media and mobile applications.

Hypermobility among companies and consumers has raised expectations for branding and message consistency across countries, languages, and cultures.

Talking to brands, we know that translation spend grows rapidly as content footprint expands and new languages are added, which is especially frustrating when budget allocations were set in the previous year. Global market planners should keep revenue opportunity and ROI metrics – pre-campaign and post-campaign analytics – close at hand in order to preserve and grow the content flow that stimulates revenue and share growth.

Prioritization among languages is critical to maximize the impact of language budgets. Annual benchmarks on audience size and economic opportunity help planners to rebalance spend for maximum impact. These proprietary benchmarks from CSA Research highlight the biggest and the fastest growing languages in the digital landscape. They detail which languages matter the most in terms of online population and economic opportunity, provide a framework for categorizing languages into tiers, and aid in both pre- and post-campaign analysis.



The data in this article is based on population, internet penetration, and economic data from 195 countries and 100 online languages, from two recently published Common Sense Advisory research reports, titled "Benchmarking the Top 100 Online Languages for 2015" and "The Rise and Fall of the Top Online Languages."



Benjamin B. Sargent

Content Globalization Strategist, Senior Analyst | Common Sense Advisory

Ben Sargent is a content globalization strategist and senior analyst at Common Sense Advisory, a research firm that helps global brands gain access to new markets and new customers to profitably expand market share and international revenue. Ben's primary research focus areas are website globalization, translation management systems, and content management technologies. He also consults for Global 1000 brands and global technology vendors.

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In A Few Words:
Manfred
Gotta



We recently had the opportunity to connect with 2015 Brand2Global keynote speaker and Germany's "King of Names", Manfred Gotta - a worldwide leader in the art and science of naming new products and brands.

After building up Interbrand Deutschland, Manfred founded his company, Gotta Brands, in 1986. Working from an idyllic Black Forest valley, Manfred has created such well known names as: Porsche Cayenne, Renault Mégane, Targobank, Opel Vectra, Persil Megaperls, and many more.

Here are a few (Mega?) pearls of wisdom Manfred shared...



...on why choosing (or creating) the right name for a brand is so important to company and product success:

Choosing the right company or product name is vital, because it incorporates all investments. If P&G buys Blendax it needs neither the factories nor the people in order to continue marketing this brand successfully – it's the name that counts.

...on advice for companies naming a new brand for multiple countries or regions:

I would advise them to check how the name sounds in languages used in any of their important countries and to register it under trademark law – successful expansion in the future would also be assured by doing so.

...on the most important factors to consider, in measuring the 'global-readiness' of a potential brand name:

It should be unique, linguistically inoffensive and capable of being protected.



KEYNOTE

...on how he caught the naming bug:

That's a long story. I once created a name for cat food: Katzenschmaus ["cat feast"]. Everyone thought it was a good name because it said what the product was. But the problem became obvious when it came to international marketing. The name was unpronounceable in many countries and could not be protected. Afterwards, I analysed lots of names and realised that names do not need to have a concrete meaning. Having understood this, I then became self-employed.

...on the greatest challenge in creating brand names:

For me, the most interesting challenges are genuine innovations - for example a completely new car transmission system. The name of an innovation stands not only for a product but for the whole segment.

Tiptronic from Porsche would be a completely new "Schaltgefühl" ["shift feel"]. Megaperls from Henkel now represent "Waschmittel in Kügelchenform" ["sphere-shaped detergent"]. It always pays off to be the first – do you remember who won the silver medal as runner-up to Usain Bolt at the last Olympic Games?

...on his naming creative process:

I prefer to create a completely new name, which will be "understood" in the same way globally. If I say:

TIONY

Ist ein neuartiger zweifarbiger Diamant [is a new two-tone diamond]

I can translate the explanation of the name into any language so that TIONY consistently has the same meaning and is thus understood.

...on brand naming faux pas:

The most recent case was the car name "MIEF" from Mitsubishi for a zero-emission electric car. In Germany "MIEF" means a bad smell!

A simple check of the German language would have been enough to prevent this name from being used.



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“King of Brand Names”, Manfred Gotta to deliver 2015 Keynote

As our 2015 Brand2Global keynote speaker we welcome Manfred Gotta a leader worldwide in the art and science of naming new products and brands. In his home country Germany, he is known as the “king of names.”

Working from an idyllic Black Forest valley, Manfred has created such well known names as:

| | | |
|-----------------|------------------|-----------------|
| Porsche Cayenne | Porsche Panamera | Renault Twingo |
| Renault Mégane | Renault Avantime | Mercedes Actros |
| Evonik | Targobank | Opel Vectra |
| smart | Persil megaperls | SAT1 Planetopia |

...to mention just a few.

We look forward to Manfred sharing his creative process with us at Brand2Global.

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Gotta Brands – Manfred Gotta

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IBM – Michelle Killebrew

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A View Beyond the Region

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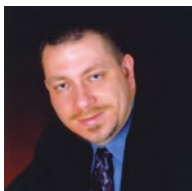
Director Of Global Strategy And Advocacy



session title tbc

Google – Molly Welch

Product Marketing Manager, Brand & Reputation



session title tbc

Dell – Wayne Bourland

Director, Global Localization Team



“Better Together”. Marketing lessons from one of the major M&As in the energy and technology sectors.

Schneider Electric – Giuseppe Caltabiano

Vice President, Global Marketing, Portfolio IT Business



Leveraging Digital Globalization to Increase Brand Effectiveness and Enhance Customer Experience

The Nielsen Company – Bruno Herrmann

Director of Globalization



Global Customer Experience: Trends and Challenges in Balancing Global Messaging and Local Relevancy

Lionbridge – Paula Shannon

Chief Sales Officer and Senior Vice President



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Brand Affairs – Markus Kramer

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Marketing a Brand in Europe – Why technology and culture are at the heart of success

Prezi – Spencer Waldron

European Country Manager



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Common Sense Advisory – Ben Sargent

Content Globalization Strategist and Senior Analyst





The challenges of Multilingual SEO

Conversis – Gary Muddyman

Managing Director and CEO



Escherman – Andrew Smith

Managing Director



How Nestlé made their digital campaigns 10x more memorable

Nestlé – Gawain Owen

Digital Lead, Nestlé UK & Ireland



Adludio – Stephen Molloy

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Building audience brand attachment, globally and at scale, using social media experiences

SMV Group – Frank Durrell

Global Digital Strategy & Technology Director



Exploring The Role of Visual Arts In Modern Communications

Lewis PR – Dean Russell

EMEA Creative Strategy Director



Chelsea College of the Arts - Joshua Y'Barbo

Master of Fine Art - Chelsea Salon Series Coordinator



session title tbc

Lawless Guides – Andrew Lawless

President and Founder



Across – Christian Weih

Chief Executive Officer





Driving strong and connected brands in a decentralized global structure at a time when the world is increasingly connected

Manpower Group – John Buehler

Director, Global Brand Management

PANEL: Research Insights for Successful Global Branding



Sensory Branding In a Global Consumption Culture: Fantasy or Reality?

Linnæus University-Sweden – Dr. Bertil Hultén

Professor of Marketing



Brands Traveling To Arabia: Integrating Arabic language and culture in visual brand identities.

Anglia Ruskin University, UK – Rezan Gassas

Researcher



Visualising global brands: The problems and prospects of classification

University of Leeds, UK – Dr Jamie Marsden

Lecturer

PANEL: Research Insights for Successful Global Digital Marketing



Understanding Online Community Building Globally: A Cross-Cultural Comparison of Activities, Benefits and Relationship between East and West.

University of Massachusetts Boston – Werner Kunz

Assoc. Professor of Marketing. Director, Global Center for Digital Media & Innovative Services



Towards the Glocalization of Entertainment Media

University of Roehampton – Dr Miguel Á. Bernal-Merino

Lecturer Game and Media Localisation



Online self-disclosure among Arab Users of Social Networking Sites in United Arab Emirates.

Abu Dhabi University – Dr. Azza A. Ahmed

Associate Professor of Mass Communications

...with more confirmed as we 'go to print'. Including:



Note: Conference speakers, sessions and agenda subject to change.

The Global Conversation: Lead The Way In Customer Engagement

Stefan Tournquist

Recently, Econsultancy conducted a study in partnership with Lionbridge to explore how multi-regional companies are approaching global marketing. In the course of the research, we discovered that brands fall into two clusters, defined by their success. Roughly one in five organizations is a “leader” that routinely hits their global marketing targets and timelines.

Let’s examine a few of the ways in which leaders differ from the mainstream, and how those contrasts are part of larger trends in globalized marketing.

Global Customer Experience Demands A Balance Between Local Relevance And Global Brand

Throughout the study there is a consistent thread in the approach of leaders; an emphasis on central governance in concert with local talent. They rely on a hub and spoke model to balance the two. For example, while leaders prefer to create content locally, they are much more likely than the rest of the industry to require approvals for all content (72% to 32%). They are also more likely to centralize specialist skills and budgets.





Technology Enables Leaders, Hampers The Rest

Technology and process management are keys to leaders' ability to maintain global standards in brand management, media asset use and measurement. In a sharp distinction, only 4% of the mainstream describe their systems and processes as "fully consistent" across the stakeholders involved, compared to over 70% of leaders.

This discrepancy reflects a general difference between the two groups in their approach to investment. Leaders are significantly more willing to invest in their global marketing capabilities. For example, 51% say that they are "vigorously investing" in their ability to distribute content to regional channels, compared to only 17% of the mainstream.

Leaders are significantly more willing to invest in their global marketing capabilities

Global Marketing Is A Team Effort

Most companies in the sample use outside vendors for support of their international marketing efforts, but how leaders use them is markedly different.

The mainstream relies on creative agencies for support across functions, but is significantly less likely to use translation/localization services than the leaders (36% to 58%). Leaders use specialists, but maintain internal expertise in producing content and distributing it. Leaders put themselves in a position to lead and manage the process, taking advantage of specialists without relying too heavily on them for strategy and creative execution.

Agility Defines The Leaders And Eludes The Mainstream

A defining characteristic of leaders is how they view industry trends. While the mainstream struggles, leaders takes advantage, viewing trends as more positive than negative, often overwhelmingly so.

The mainstream finds it much more difficult to navigate a changing landscape. That's obvious in their strongest answer; 80% say that media fragmentation has had a negative effect on their global marketing efforts. Clearly they have relied too heavily on push marketing and are paying a price in dwindling audience numbers and ROI. Among leaders, only 30% are concerned with the trend.

Final Thoughts

The move from campaign to program is a vital part of international customer engagement. Longer-term engagement using content to fit with the customer lifecycle doesn't mesh with traditional campaigns with hard end-dates and short-term financial goals. Leaders in this space match channels to localities and audiences – followers make a one size fits all solution. Another secret weapon of leading global marketers? Time-to-market. They are able to take advantage of emerging opportunities, market changes and events in a way that the mainstream can't.

The move from campaign to program is a vital part of international customer engagement

Which model does your organization fit? Do the actions of the leading organizations seem familiar or alien? Do you consider your organization flexible, resilient and progressive in its investments, or always struggling to catch up? By investing time and money into understanding your customers' diverse preferences for content, channel and product (among other things), you are able to more easily adapt a globalization strategy.



Stefan Tournquist

Vice President of Research | Econsultancy

Stefan Tournquist is the Vice President of Research for Econsultancy in New York. His team covers a wide range of digital marketing topics from tactical best practices to strategic transformation. Stefan's research and commentary have been featured in media outlets from AdAge to The Wall Street Journal. He began the digital part of his career as co-founder of rich media pioneer Bluestreak in 1997.

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B TALKS

WITH Lidia Lüttin
Chief Marketing Officer | Bynder



Lidia Lüttin is a digital marketing specialist with expertise and an eye for innovation in global marketing strategy and research and is currently the Chief Marketing Officer of Bynder.

Let's get talking – global brands, automation and marketing to marketers

... with Lidia Lüttin.

BQ -

How do you believe a clear and consistent brand can help improve a company's bottom-line?

Lidia -

Brand consistency refers to the delivery of a consistent portrayal of a brand across all marketing and communication channels. This includes the use of colors, logos, and fonts on the website, advertisements, social media, point of sale, as well as the transferred philosophy and attitude. Regardless of the number of marketing channels being used to share a message or even markets covered, consistent customer experiences are key.

Inconsistent branding can have a tremendous effect on the brand experience, and eventually on brand equity, so ultimately a company's bottom line. Brand identity should work across all channels, as brand consistency affects a company's success in many ways:

Inconsistent branding can have a tremendous effect on the brand experience, and eventually on brand equity

Delivering a consistent brand message makes a specific brand easier to recall, creates a sense of trust, and affects loyalty and brand evangelism, which is directly connected to company revenues. Moreover, consistency helps brands establish a more powerful presence, as it leads to an increased awareness in the marketplace, ultimately resulting in higher sales and profits.

Last but not least, I think it plays a major role in facilitating trust and building a relationship and supporting dialogue with customers.

BQ -
What are the specific benefits or challenges you face within your own marketing, considering your target audience are themselves marketers?

Lidia -
Having an overview of the day-to-day challenges marketers face certainly gives us an advantage when marketing to marketers. We understand our target audience extremely well because, at the end of the day, we speak the same language. We quite literally “market marketing” to marketing departments, offering solutions to brand and marketing managers, making their jobs easier. We make it a point to be transparent in all communication, and to deliver highly relevant and educational content that is useful for our target group. Marketers are a sophisticated bunch and a tough audience to impress, so it is essential to create impeccable campaigns that are appealing both visually, and contextually.

Marketers are a sophisticated bunch and a tough audience to impress

The challenges I see lie in the existing tension between the targeted content and message created by the marketing team, and the manner in which the sales team believes this message should be delivered. While we genuinely understand our customers’ needs, the sales team is closer to the market. At Bynder, we have a program called “Smarketing” which assists both teams in staying connected and learning from one another.

Here’s a secret Bynder Tip: *We have highly efficient meetings because we always take a marketer along to meet with prospects.*

BQ -
Besides language, what have you found to be the largest differences between the various markets Bynder has a presence in?

Lidia -
Bynder is active in markets in Europe, North America, the Middle East and Australia. We have a different approach in terms of our marketing strategy for the European and US markets.

Our marketing communications focus on creating relevant content for different buyer personas globally. While there are a lot of similarities (e.g. stages of the buying process), there are huge differences when it comes to what content is perceived as relevant. For example, we offer a cloud-based solution for marketing and brand management. In the US, cloud technology benefits are widely recognized, whereas businesses in Europe are battling lower budgets and are still hesitant about the cloud in general.

In terms of branding, we see vast differences as well but we decided to develop a singular brand that is global, as opposed to adapting branding to various target markets. Having an established brand with high visibility is an important factor in the US, while decision makers in Europe tend to utilize raw data and facts, such as tool features for decision-making.

Knowledge of local culture and PR is therefore very important in establishing a global brand, which is why it is important to me to work with a very international marketing team. This year, one of our initiatives includes expanding our marketing team to the US in order to address the needs of the market there.

BQ -

How do you maintain a cohesive company culture and employee brand with multiple offices in very different 'cultural zones'?

Lidia -

Bynder culture is sustained by enthusiasm. We're originally a Dutch company with an extremely open culture and flat hierarchies. In 2014, we opened two additional offices in Boston and London and, on average, we add around 10 new Byndies every month across all offices. While growing, our vision is to promote openness, positivity and enthusiasm while maintaining our small company culture vibe.

The evolution of a company culture has to progress naturally as it expands into different culture zones. We also found that the local Dutch office culture didn't need to be replicated in our Boston and London offices because core values shine through no matter where you are in the world. The effective communication of our core values allowed our company culture to be replicated globally.

The evolution of a company culture has to progress naturally as it expands into different culture zones

I believe two factors are essential when maintaining the company culture: hiring people who are a perfect match with your culture, regardless of cultural background and effective communication. Offices in different time zones should not feel disconnected. That's why we try to fly over and visit our Boston and London offices as often as we can and why our overseas colleagues regularly visit the Amsterdam HQ. Thanks to our 'Byndie' WhatsApp group chat, where we are always sharing random things, everyone feels connected. Even in the office, there's a perfect balance between work and fun.

BQ -

What is the number one piece of advice you would give companies looking to expand their brands globally?

Lidia -

Companies that aim to expand globally should "act locally, while thinking globally". Brands with a global focus must adapt to cultural differences to be locally relevant, while acting under the umbrella of the global brand strategy. This means that in all communication, intangible brand assets, such as storytelling, imagery and tone of voice must stay consistent, while content and messaging changes depending on the target audience.

Brand management for global organizations is complex and requires true dedication. It necessitates the establishment of new processes that allow for profits from global economies of scale while conjunctionally creating local multichannel relevance. Brands looking to expand globally can find support in Branding Automation software. These solutions are specifically designed to empower brand management and traditional marketing professionals who find themselves losing control of the intricate task of the development and maintenance of a sustainable worldwide brand.

Branding Automation software's foremost goal is to present brand managers with the toolkit necessary to scale up their branding and stay in control and enforce compliance of all brand-related content. Global day-to-day operations such as reinforcement of brand consistency and planning/execution of branding related projects are streamlined and automated.

BQ -
What do you believe is the next step in the evolution of online brand and marketing management systems?



Lidia -

The current marketing software landscape shows that every field has specific go-to toolings - online marketers use marketing automation tools such as Hubspot while Sales teams utilize CRM tools such as Salesforce.com. However, when it comes to traditional marketing and brand management, the tools available are completely diversified and an all-in-one option is not readily available. As a result, marketing and branding departments struggle with manual workloads, time to market pressures and maintaining brand consistency.

Branding professionals in particular spend a huge amount of time ensuring consistency of brand assets throughout the entire content lifecycle. This is because in each stage of the process - content creation, cultivation and consumption - various tools are used. Imagine if you could close this loop, have control of the entire content lifecycle and in doing so, achieve end-to-end brand consistency.

That's why I believe Branding Automation is the next step in online brand and marketing management systems. Branding Automation software gives us the opportunity to reinvent our approach to brand management by achieving complete automation. I think more and more companies will look for a 'one-stop-shop' where they can bring all of their tools together and control all stages of the content lifecycle in one place.

Not only that, Branding Automation software will have the ability to integrate with existing systems such as Photoshop for content creation and social media sites or CMS for distribution. Finally, such a system will measure the content lifecycle and provide useful insights and analytics, helping to increase the effectiveness of your branding.



Lidia Lüttin

CMO | Bynder

Currently Bynder's Chief Marketing Officer - a position she has held since May 2014 - Lidia is a digital marketing specialist with expertise and an eye for innovation in global marketing strategy and research. Her key goal is improving the efficiency of all marketing processes and establishing the Bynder brand worldwide. Her love for software technology, extensive knowledge of cloud computing and data-driven marketing has been instrumental in fuelling Bynder's growth. Lidia has a BSc in Business Administration and Economics from the Universität Hohenheim, and a MSc in Economics and Business from Erasmus University Rotterdam, where she graduated cum laude.

www.getbynder.com



Culture Plays A Vital Role In International Marketing Efforts

Spencer Waldron

A lot of organisations these days, if not most, have customers, partners and suppliers spread all over the UK, Europe and the world. Whilst this can cause problems of its own with language barriers etc., it also offers huge opportunities if you get the cultural differences right.



To be an effective marketer across cultures and borders you first must recognise that cultural differences exist

your organisation is in many areas, from approaching journalists to dealing with customer complaints and everything in between.

There is an amazing piece of research formed over a decade by Dr Geert Hofstede who developed a model of “cultural dimensions” that has now become an accepted standard when it comes to understanding global cultures.

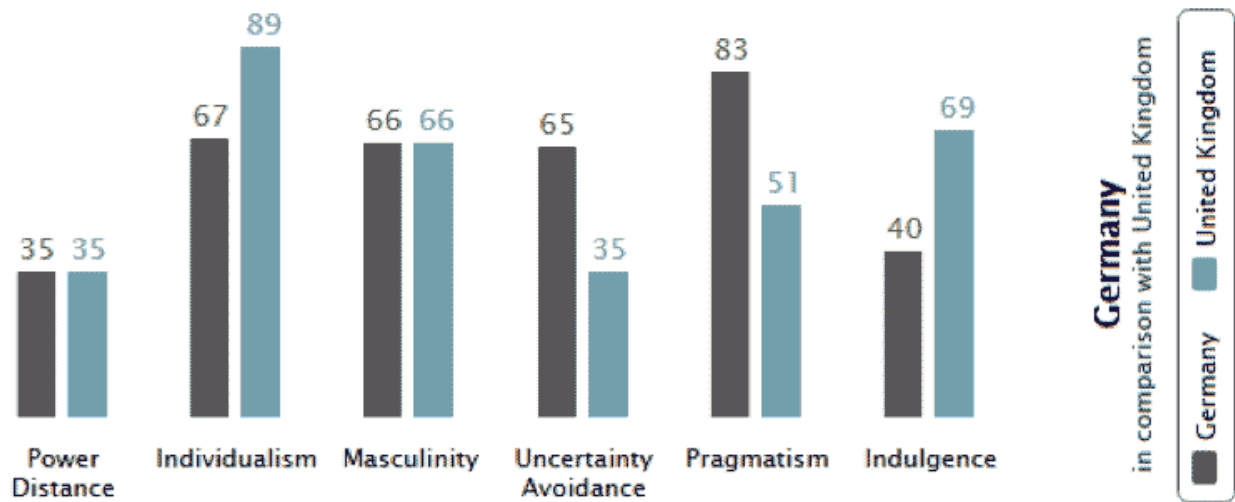
The research ranks each country on a range of dimensions:

- **Power Distance** - how people respond to power
- **Individualism** - how much people care about the wellbeing of others
- **Masculinity** - based on whether a culture believes in male / female equality
- **Uncertainty Avoidance** - whether people need structure, rules and process or if they are risk takers
- **Pragmatism** - about respect for tradition
- **Indulgence** - the extent to which people try to control their desires and impulses

So for example, if you are a UK business looking to work with Germany then you can see from the chart on the following page where the big cultural differences exist.

To be an effective marketer across cultures and borders you first must recognise that cultural differences exist. Then you need to understand how to adapt your approach and marketing materials appropriately.

If you take some time to include the importance of cultural diversity when it comes to planning your marketing efforts, whether that’s brainstorming campaign ideas, problem solving for strategy or value creation with content marketing; then you could significantly improve how successful



Looking at 'Uncertainty Avoidance' we can see that if you are dealing with a German company, they will have a strong need to avoid uncertainty. This makes it critically important that your marketing campaigns spend time on re-assuring them any business deal is well thought out and planned, so that the potential for things to go wrong has been minimised.

Add to this the low 'Indulgence' score, which means that Germany has a tendency towards cynicism and pessimism, then you can see the importance of reassuring your potential German business partner or customer, by talking about what could go wrong and the steps you have taken to minimise the risk of this happening. This can also mean that you talk a lot about your customer support mechanisms in your marketing materials, more so than you would for other countries.

When I myself deal with journalists from Germany, I always talk about the security features of Prezi and how safe the data is. I even had a security Prezi built in German, to talk about and showcase these issues. This small step is crucial to gaining trust.

Another good example is that due to the business meeting culture in Germany, a lot of people email their presentations to the chairperson of the meeting ahead of time as a PDF. This means I need to ensure that our products PDF and emails features are promoted, as this could become a barrier to adoption if not.

Cultural analysis is not just important to marketing and sales, it's critical for other areas of business too

However, this kind of cultural analysis is not just important to marketing and sales, it's critical for other areas of business too.

You need to make sure that your customer support team either has native speakers of the main languages you focus on, or ensure that your team is not only aware of, but also comfortable with, the cultural differences that they will have to deal with in a way that delights the customer.

This can also extend to your suppliers. For example if you need to build a contract with a supplier, then its good practice to make sure your lawyer understands the differences, so that any negotiations or sorting out of the contract details runs smoothly.

In addition to how you build your marketing messages there are other considerations to think about. If you have an online business or just have a website, then spend time on Google analytics and monitor behaviour. I have two windows open all the time looking at traffic by country and traffic by city. This gives me unique insight into what cities and what countries are active at what times.

You start to see patterns over time that some countries have longer lunches, or the lunch break stops earlier. You can see that in some cities, people generally start work earlier or stay later. This information can help a lot when it comes to planning your Search Engine Marketing (SEM) and can make your online ad budget work smarter.

It can also help you target which media to talk to, based on concentration of visits or product usage. Maybe you can identify where you

need to target regional press as opposed to national press.

To close the loop on this, you can also monitor what happens on the day of press activity. You can start to see that certain types of content work well in one region versus another. This again can help you focus your marketing spend and time resource more effectively.



Spencer Waldron

European Country Manager | Prezi.com

Spencer has a wealth of presentation experience (including as a keynote speaker). Currently he is the Country Manager for Prezi.com, the dynamic presentation tool used by 50M people worldwide. An entrepreneur who has built two businesses from the ground up, before Prezi he was the co-founder of a start-up that built a software for small business owners in emerging markets and had to pitch to investors and partners. He also ran a presentations design agency that helped 100's of C-Suite execs, marketing teams & start-up co-founders improve their presentation design and delivery.

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#BetterTogetherSE: Marketing Lessons From A Major M&A In The Energy And Technology Sectors

Giuseppe Caltabiano

In January 2014, the French Energy giant Schneider Electric acquired British FTSE 100 company, Invensys plc. How did such a major merger succeed when so many fail? By effectively utilising their internal and external communications to become "Better Together".

Acquisitions And Integrations

How do we measure the success of an acquisition? How do we describe what is success or failure? As defined by the academics, the existence of synergy implies that the combined firm will improve its performance at a faster rate after the merger, than when the firms were operating separately (ref. Stern School of Business). The only sensible way to measure success from an external viewpoint is to see whether the share price increases as a consequence of the purchase.

Any large-scale tech merger requires years to integrate sales, engineering and managerial ranks. In the best case, it takes years to complete; in the worst, it leads to entrenched fiefdoms and a bureaucratic hall of mirrors and, in areas where there is overlap, job losses might follow.

Based on latest reports, at least 80% of mergers fail: poor internal and external communication is one of the most common reasons of the failures, in addition to late planning, lack of experience, unclear financial focus, unidentified leadership, cultural clash, absence of plans for customers and employees retention, just to mention a few.

At least 80% of mergers fail: poor internal and external communication is one of the most common reasons

The Case Of Schneider And Invensys

In January 2014, the French Energy giant Schneider Electric acquired British FTSE 100 company, Invensys plc, thus expanding its product offering to the field of Control Systems, Software and Services. With this acquisition, Schneider Electric, a global specialist in energy management with operations in more than 100 countries, has significantly enhanced its position as a provider of Energy management solutions by also integrating power and automation ones. In fact, the acquisition of Invensys has provided Schneider Electric with a strong portfolio of complementary products in several sectors including Process, Oil and Gas - and strong competencies in Cybersecurity management.

Right immediately after the acquisition, Schneider Electric focused heavily on internal and external communications and branding. The communication plan supporting the acquisition was tailored to the identified audience and was segmented by customer and partner types. After several stages of validation with the business units, specific communication assets were released to address all segments: customers, partners, system integrators, OEMs, distributors, JVs, supply chain partners. The plan included external and internal communication assets.

Branding

From a branding perspective, Invensys brought several independent brands, which had to be integrated within Schneider Electric's portfolio under Schneider's "one-Brand" strategy. Under the one-brand policy all brands had to migrate to Schneider Electric: most of them were moved straight after the acquisition, while others were rebranded at a later stage. The objective was to deliver a consistent customer experience under Schneider Electric brand while also transferring Invensys brand equity to Schneider Electric.

The team in charge of the integration process had to define a path for each brand, which had to be consistent with the Schneider Electric strategy; each brand was evaluated on customer install base, geographical scope and overall brand equity.

Six "associated" brands were identified. These associated brands will transfer equity over the long term to the master brand, through association and promotion of the combined brands. All other brands migrated (or started the process of migrating) to the Schneider Electric brand. And one year after the acquisition, brand surveys and KPIs are confirming the success of this strategy.

Associated brands will transfer equity over the long term to the master brand

“Better Together” Campaign And Social Contest

The communication strategy included an integrated marketing campaign (“Better Together”) that was launched in September 2014, using Social Media channels to ramp up and reach the right audience. The campaign was triggered by 2 major situations, taking place in the middle of that year:

- Existing customers started to be concerned about our future investment in products and solutions they used and thus were holding back on new projects
- New customers did not recognise the value of the combined Schneider Electric and Invensys portfolio and showed higher resistance to moving to Schneider Electric / Invensys solutions

The main objective of the integrated campaign was to show the strength of the combined Schneider Electric and Invensys team / offer, and to reassure customers that their investment in our existing offer was safe.

Cultures And Employee Advocacy

Social Media played a critical role with the alignment of the two companies’ cultures, removing biases and clearing initial employees’ concerns. One very exciting part of the campaign was a social media competition started a few weeks after the campaign was launched. To recognize the power of our Schneider Electric and Invensys employees coming together as ONE, we launched a “Schneider Electric Employee Challenge”. The idea was to show the world that we were positive and strong, and together we could solve our customers’ toughest problems.

The social media competition encouraged our employees to use their personal Twitter accounts to tweet about the power of being “Better Together”. For every tweet posted with the #BetterTogetherSE hashtag the Industry Business Unit (BU) Executive team committed to donate a corresponding amount to Habitat for Humanity (one of our global charities), with a goal of reaching a donation of 20KEuros.

We engaged all Schneider Electric employees in the communication of the “Better Together” message and captured creativity through photo submissions of what “Better Together” meant to each of them - all with the added benefit of helping to build a brighter future for a family in need.



Giuseppe Caltabiano

Vice President Portfolio, Global Marketing | Schneider Electric

Giuseppe Caltabiano is Vice President Portfolio, Global Marketing, at Schneider Electric; he is responsible for marketing & strategy support and enablement for Data Centres, Cloud and IT Channels. He has an MBA from Milan SDA Bocconi School of Management, a degree in Electronic Engineering from the Milan Polytechnic University and is trained on Mergers & Acquisitions at the London Business School. Giuseppe has more than 15 years of marketing experience in the fields of IT, Software and Industrial Automation. He currently lives in London.

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Colin Hare

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