The Globalization Penalty

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Global Customer Lifecycle SM
“Strong multinationals seem less healthy than successful companies that stick closer to home.

How can that be?”

Dewhurst, Heywood, Harris, ©2012 McKinsey & Co
The Idea that Global Enterprise is Better

Global organizations have a very long history – arguably dating as far back as the Venetian trading empire in the 10th century.

In recent years, the importance of being global has increased, driven in part by the rise of emerging markets, which are expected to contribute more than half of global growth over the next decade.
Local Firms in Emerging Markets Succeed Where Multinationals Fail

“…many executives…are clearly wrestling with the corporate center’s role in their increasingly globalized institutions. The feasibility of centralizing three functions in particular—human resources, finance, and marketing (broadly defined to include brand and reputation management)—was a question a number of leaders raised. …our interviews suggest that it may be time for some companies to reimagine what the corporate center does…”

Interviewed 500 firms, 600,000 employees, 20 champions
The Cost of Complexity Rises

…the cost of complying with global standards and of coordinating managers across far-flung geographies, and the loss of market agility imposed by adhering to rigid global processes.

Understanding YOUR Globalization Penalty

*balancing central vs. local...it never gets old!*

The Consumer Decision Journey

Global Customer Lifecycle℠

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Consumers Connect with Brands in New Ways...

...through media channels BEYOND manufacturers’ and retailers’ control.

Once, a shopper would systematically winnow his brand choices to arrive at a final selection and complete his engagement by making a purchase.

Now, relying heavily on digital interactions, he evaluates a shifting array of options and remains engaged with the brand through social media after a purchase.

That means traditional marketing strategies must be redesigned to accord with how brand relationships have changed.

Smart marketers will study this “consumer decision journey” for their products and use the insights to revise strategy, media spend, and organizational roles.
Marketing Used to be Driven by Companies…

“…The outreach of consumers to marketers has become dramatically more important than marketers’ outreach to consumers.

Marketing used to be driven by companies; “pushed” on consumers through traditional advertising, direct marketing, sponsorships, and other channels.”

“In today’s decision journey, consumer-driven marketing is increasingly important as customers seize control of the process and actively “pull” information helpful to them.”
The linear world of product localization came of age in this funnel. Many of our assumptions about process, quality, tools, and methodologies are rooted firmly in this outdated view.
Today: A Circular Journey with 4 Distinct Touch Points
How Does Your Globalization Penalty Create Obstacles to Success?

How Do You Change the Rules?
This has NOTHING to do with the dreaded:

Dear site owner or webmaster of http://example.com/,

We've detected that some of your site's pages may be using techniques that Google's Webmaster Guidelines.

We encourage you to make changes to your site so that it meets our quality guidelines. Once you've
But How Do You Change the Rules?
**Changing Rules: The Global Customer Lifecycle**

Gain market share in the most efficient manner possible.

**SUPPORT**
Support your customers in diverse markets and languages using our real-time translation technologies, technical documentation experts and support content specialists.

**SEEK**
Raise your online search and social rankings so customers find you more frequently in hundreds of markets.

**EXPERIENCE**
Deliver a superior customer experience worldwide by translating and testing your customer-facing products, applications and supporting content across hundreds of markets.

**ENGAGE**
Increase online engagement time and strongly influence purchase intent through locally relevant, rich media content on web, mobile and social.

**BUY**
Grow revenue online, in-store and via sales force and channels with powerful, localized point of sales videos, apps, collateral and sales training videos.
Why Does the Global Customer Lifecycle<sup>SM</sup> Matter?

**71%** of potential customers decide which company to buy from based on in language search and peer group recommendations<sup>1</sup>.  

**89%** of consumers began doing business with a competitor after a poor customer experience<sup>2</sup>.  

**50%** of consumers give a company 1 week to resolve an issue in language before they stop doing business with them<sup>2</sup>.

Sources: <sup>1</sup>Sirius Decisions, <sup>2</sup>Harris Interactive
Three Biggest Problems

**Traffic**

- Not enough or poor quality traffic to local pages
- Low SERPs

**Conversions**

- Visitors not converted into customers
- High abandonment
- Low engagement

**Management**

- Too much of a ‘pain’ to manage a multilingual website

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**Ex:** #1 in US for “cruise”. Not in top 100 for “cruise” in any other locale

**Ex:** Poor conversion rate or low sales from translated sites

**Ex:** Tracking changes in English, exporting/importing, managing admin pages across 10 languages, layouts not working with longer text strings, delays, errors, etc.
When Search is Difficult

“Can’t FIND…WON’T BUY”
Web Localization Maturity Model

**Qualified Traffic**

**Perspective:**
- Cost of doing business

**Key Steps:**
- Translate source content
- Review for linguistic quality
- No SEO

**SEO Localization**

**“Walk”**

**Business Objective:**
- Maximize leads per $1 invested

**Key Steps:**
- Baseline keywords and SERP
- Localize keywords
- Localize content with keywords
- Ongoing SERP monitoring and keyword optimization

**Global Content Marketing**

**“Run”**

**Business Objective:**
- Maximize revenue per $1 invested

**Key Steps:**
- Continuous SERP monitoring & keyword optimization
- Off-page SEO
- Keyword optimized local content creation
SEO Localization Typically Generates 15-40% More Traffic
Search Engine Traffic & Top Keyword Rankings

Traffic vs. Baseline:
- Premium

Localization
- Flat
  - None
  - Page 5+

SEO Localization
- 20 – 40% Uplift
  - 30%
  - Page 1-3

Global Content Marketing
- 50 – 100% Uplift
  - 50 – 75%
  - Page 1
Seek | Increase Search Rankings & Traffic

- Launching a new global website
- Looking to rank higher than competitors and increase traffic by 50-100%
- Keyword research, content mapping, SEO web translation and SEO monitoring

- Shifting $MMs from PPC to organic
- Prove SEO could generate more qualified traffic from organic than PPC

- Increase SEO traffic 50% in China, Russia, Brazil, India, Germany
- In depth competitive keyword research and ongoing monitoring

- Global SEO Campaign to increase bookings 30%
- 100,000 point of interest multilingual keywords with optimized landing pages

- Google Rater Program for 102 countries
- Top Search firm uses us for multilingual campaigns
Are You Winning? | The Global Customer Lifecycle℠

Key metrics to evaluate your performance relative to competition

**SUPPORT**
High deflection rates to chat and forums across languages

**SEEK**
Top 3 search rankings for unbranded terms in all markets

**ENGAGE**
Consistent brand, voice, content across all channels
Low bounce rates and high conversion rates

**BUY**
High global sales productivity
High win-rates in-store/channel/direct

**EXPERIENCE**
High customer advocacy and low complaints
Global Search Management & Search Marketing

- Market Search Behavior Intelligence
- Global Search Engine Rankings
- In-Market Competitive Analysis
- International Keyword Research
- Technical Site Diagnostics
- Search Performance Recommendations

Covering Global Search Engines Everywhere

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Where to Start

- Determine target keywords and competitive SEO performance by market with the Global Digital Benchmark
- Increase search rankings and traffic through Global SEO Web Translation
- Reduce multilingual website management cost and hassle through Translation Proxy
- Unbundle agency spend to reduce costs and improve consistency with Global Campaign Ops
- Speed time to market with Rapid Video Translation and Global Email Operations
Search Engine Optimized Translations

**Baseline**
- Benchmark current search performance in target markets
  1. Traffic Analysis
  2. SERPs report for target markets
  3. Competitive keyword analysis

**Keyword Research**
- Identify, analyze and refine optimal keywords
  1. Critical Keyword List
  2. Keyword localization & research
  3. Keyword Content Mapping

**SEO Translation**
- Use SEO best practices to ensure translated content is optimal for ranking
  1. Keyword frequency
  2. Keyword density
  3. Keyword prominence
  4. Descriptive Sentence

On-page optimization of content and metadata

**Localization & SEO QA**
- Ensuring final page has all key elements needed for ranking well for target markets
  1. Ensure complete translation
  2. Ensure proper language tags
  3. Ensure optimal placement of keywords
  4. Check for duplicate content

**Ongoing Optimization**
- Ongoing, global search performance benchmarking, keyword optimization and content keyword mapping

Components of Google’s Ranking Algorithm:
- Trust/Authority of the Host Domain: 23.87%
- On-Page Keyword Usage: 15.04%
- Anchor Text of External Links to the Page: 22.33%
- Link Popularity of the Target Page: 20.26%
- Keywords in Title/Headline/URL: 6.29%
- Keywords in Meta Description: 5.30%
- Keywords in Body Text: 6.91%
Sample SEO Diagnostic Services

SEO Diagnostics | High Performing Page | Germany
unbranded keyword in URL

www.nokia.com/de-de/produkte/smartphone

Keyword appears in navigation elements
Keyword appears in header
Keyword appears on page copy

Wählen Sie Ihr Smartphone

Keyword appears in alt tags

Die Nokia Lumia Smartphones: Das Besondere im ARM design

Title tag & meta description each contain primary keyword

Online-Netzwerk XBox Live können Sie ein eigenes Spielprofil estellen und gegen Ihre Freunde antreiben.

Localised descriptive keywords missing in URL

Produkte/business

Keyword missing from alt tags

Geschäftlich und privat

Title tag missing primary keyword

Smartphones sind sowohl für die Arbeit als auch für die Freizeit genug nicht nur über die neuesten Business-Tools ...
Sample SEO Reporting

Page II A: WEBSITE SERPS

Summary | Search Engine Result Pages | Germany

Result: Currently, www.websiteurl.de is underperforming as compared to its competitors for non-branded keywords across each of the three search engines measured.

Issue: Too few non-branded keywords and inconsistent implementation of on-page factors. See diagnostics page for details.

Recommendation: Implement in-market keyword recommendations and SEO best-practices as outlined in recommendations section of this report.

Competitor A
Average Position 11

Competitor B
Average Position 15

www.websiteurl.de
Average Position 20

Search Engine Results Page by Competitor

Search Engine Results Page by Keyword Segments

Page II B: WEBSITE SEO DIAGNOSTICS

SEO Diagnostics | Germany

URL

TITLE TAGS

META DESCRIPTION

HEADER TAGS

ALT TAGS

LINKS

DIAGNOSTIC

ISSUE

RECOMMENDATION

SEARCH IMPACT

URLS

Missing keywords

Too many characters

Insert primary keyword into URL alias as shown

Moderate

TITLE TAGS

Missing title tags

Missing keywords

Insert keywords into titles on pages as shown

High

META DESCRIPTION

Missing keywords

Missing descriptions

Create keyword-rich descriptions as shown

High

HEADER TAGS

No optimization of header tags

Integrate keyword-rich header tags across pages

High

ALT TAGS

Missing keywords

Too many characters

Insert primary keyword into URL alias as shown

High

LINKS

Not enough inbound links

Use no-follow tag for outbound links

Moderate
It’s more than just Google
India is the fastest growing online market by growth and penetration.

1 out of 4 people online are Chinese.

6 of the 10 most popular social networks by # are in China.
Dizzing pace of change

Is a Yandex Browser next?

Google Is Testing A New Results Format... Again

Baidu Maps

bridge
From Global to Hyper-Local in our Search Relevance Group

85,000 resources, we touch +60% of the world’s search

6 Continents
20 Regions
102 Countries
4,604 Cities

SEO experts, not translators
Searching with your GPS for a Convenience Store in Montreal

Dépanneur
The ‘Dep’
Examples of PPC Optimization Globally

• In Mexico, searchers are less likely to use “debt” (“deuda”), but instead use “prestamo,” which means “loan”.

• Scooter in Italy is “motorino” but users are more likely to search for “Vespa”
The Global PPC Dilemma

- Off-Shore
  - Cost Effective
  - Slower Productivity
  - Lower Quality

- In-Country
  - Minimizes Risk
  - Better Quality
  - High Cost
  - Time-Consuming

**HOW DO I SCALE GLOBALLY WITHOUT RISKING QUALITY, PAYING TOO MUCH OR HAVING MY TEAM SPEND ALL THEIR TIME MANAGING THE PROCESS?**
The “Long Tail and why it matters

Pros

The interesting thing about search's long tail and the way that search queries work, is that the "tail" pictured above goes on indefinitely, and the sum of the frequencies of the lesser searched terms is actually greater than the sum of the frequencies of the more popular terms.
The “Long Tail”...it’s Sooooooo Long

Cons

Too Many Keywords - The problem with having a mass of keyword variations is that it becomes difficult to message your way down the tail.

Too Much Junk – Pursuing a Long Tail approach could present a number of search queries that will be completely irrelevant to your business and to your offering.

Eliminate negative keywords to save budget, Efficiently group Keywords, think ad text creation and landing pages.
Methods for Executing Multi-Lingual PPC

**Machine Translation**
- Poorest results
- Machine-generated translations
- Very literal
- Fail to capture local relevancy

**Local Offices**
- Not centrally managed
- Inconsistent standard of approach
- Slow
- Costly

**Human Translation**
- Doesn’t always capture the nuances of search behavior
- Doesn’t capture local variations
- Doesn’t capture slang

**Localization & Optimization**
- Culturally relevant alternatives for keywords
- Boost Performance
We Have Learned by the Numbers

100,000 on demand talent across 7,500 cities

18 Billion global emails delivered

13 Billion words translated

1.5 Million web pages managed

437 Million tests performed

26 program management centers

1 global Six Sigma methodology

1 Common platform

$\sigma$
Our Clients Want To
Streamline their global marketing ecosystem and provide consistent, relevant experiences in any market and in any language.

- **Increase search engine traffic** across all global markets
- **Ensure global consistency and local relevance** in campaign design, copy and localization
- **Reduce cycle times** to rollout global campaigns and product launches
- **Support powerful analytics on tens of thousands of keywords**, millions of pages, and backlinks across global markets worldwide
- **Localize videos (captions, subtitles & transcripts)** for live and on-demand video
- **Optimize the quality and compliance** of web properties globally
Thank You!

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