



The 6 dimensions of customer journey continuity



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Executive summary

Customers search for and consume the content they need when they need it, regardless of how companies define the expected pre-sale, sale and post-sale customer journey. At each step along the way, content drives the customer experience.

Today's content is often created within silos – by marketing, sales, customer support, service, delivery, operations and product development. Each of these groups independently creates, translates and distributes its own content.

Customers that look for in-depth information often move from marketing websites to support portals. They may need to purchase in a separately managed eCommerce environment. And, for global customers, their journey may switch from their preferred language to a company's 'head office' language depending on the platform or information they're looking for.

Internal organizational silos often result in misaligned marketing content, in-depth product information and customer interaction, resulting in a fragmented customer experience.

All-in-all, continuity falls short.

Companies have begun to recognize that all customer-facing content ultimately builds that single customer experience.

By integrating marketing, commerce, product and service content into a single, holistic experience in the customer's native language, you can:

- Deliver relevance
- Drive sales
- Build loyalty

The integration of front-end experiences with back-end business systems and operating models is key in order to:

- Derive contextual data and insight
- Predict the next best content
- Provide blended editorial control for the internal stakeholders



Building experiences

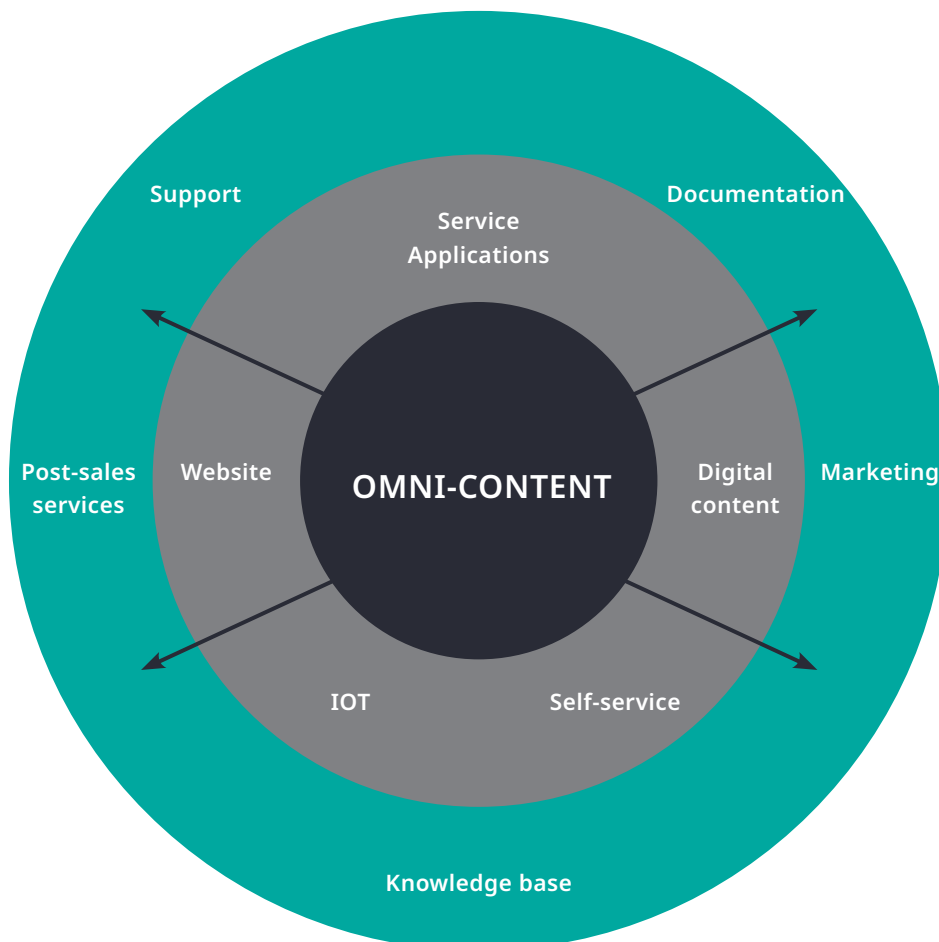
From omni-channel to omni-content

This is more than an omni-channel story. You could say it's about omni-content: the way your organization as a whole supports, builds and drives customer loyalty, with any content in your customers' language, at any stage of the customer journey, on any channel at every moment.

Unfortunately, the way organizations deliver content is often based on business unit structures, instead of how customers experience it: marketing delivering its own content, customer support on a separate channel, and product documentation managed and delivered by a completely different team.

Does that slick marketing campaign pay off when a customer comes to use your product? Does your customer self-service make you look good by making it easy for customers to fix a problem or find an answer? Or do your customers get frustrated or feel neglected when they're unable to find the content they're looking for?

Companies now need to blend their marketing, commerce and self-service into a single holistic experience, making content from everywhere in your organization available in the moment your employee or customer needs it.



Seeking the ultimate journey

We're all familiar with the traditional customer journey purchase cycle: consideration, evaluation, purchase, post-purchase and ongoing loyalty.

It comprises many different touchpoints in which customers interact with your products, services or brands.

**What holds it together? Content.
So what's the ideal end state?**

The omni-content customer journey

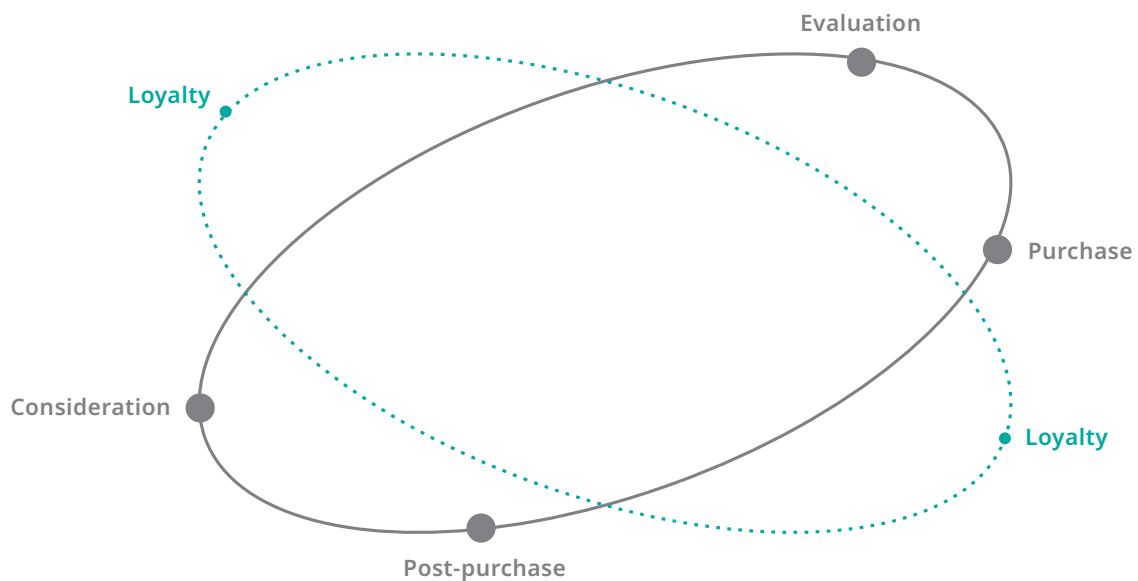
In the ideal world, your solid brand and customer service reputation propel you into immediate consideration. You have a known and trusted brand.

Customers find the information they are looking for easily through engaging content across channels. This content includes easily found marketing inspiration, in-depth product information, video how-tos and user-generated content from happy customers.

Local language content is available at every touchpoint. Web content, online manuals and service content all support one another. The path to purchase is simple – easy to follow with quick options to add additional compatible products.

Customer support provides quick access to self-service, minimizing the need for service desk support. When direct services are required, the service agent provides answers quickly, accessing searchable multilingual content from both knowledge bases and product content.

Your brand is in an excellent position for ongoing loyalty, advocacy, repeat purchases and renewals.



Outside inside out?

Your whole organization supports the customer journey

So why is it so hard?

Marketing, product development, customer support, sales... each of these groups touches a customer's experience. Traditionally, most companies approach marketing and sales, product and support content in silos with each department focused on its own key performance indicators and specific touchpoints.

A marketing team creates websites, videos, infographics and campaigns which appear on a corporate site or social media.

While product development focuses on user guides, in-context help and apps, often only available behind a login or in a PDF buried on the website in a 'resources' section.

And support provides the FAQs, online support content, self-service and knowledge bases, again managed, translated and delivered separately.

Each team works in isolation. Each team uses its own processes. Often there is little or no discussion about how, where and when customers might want to engage with these various content types, on what channels.

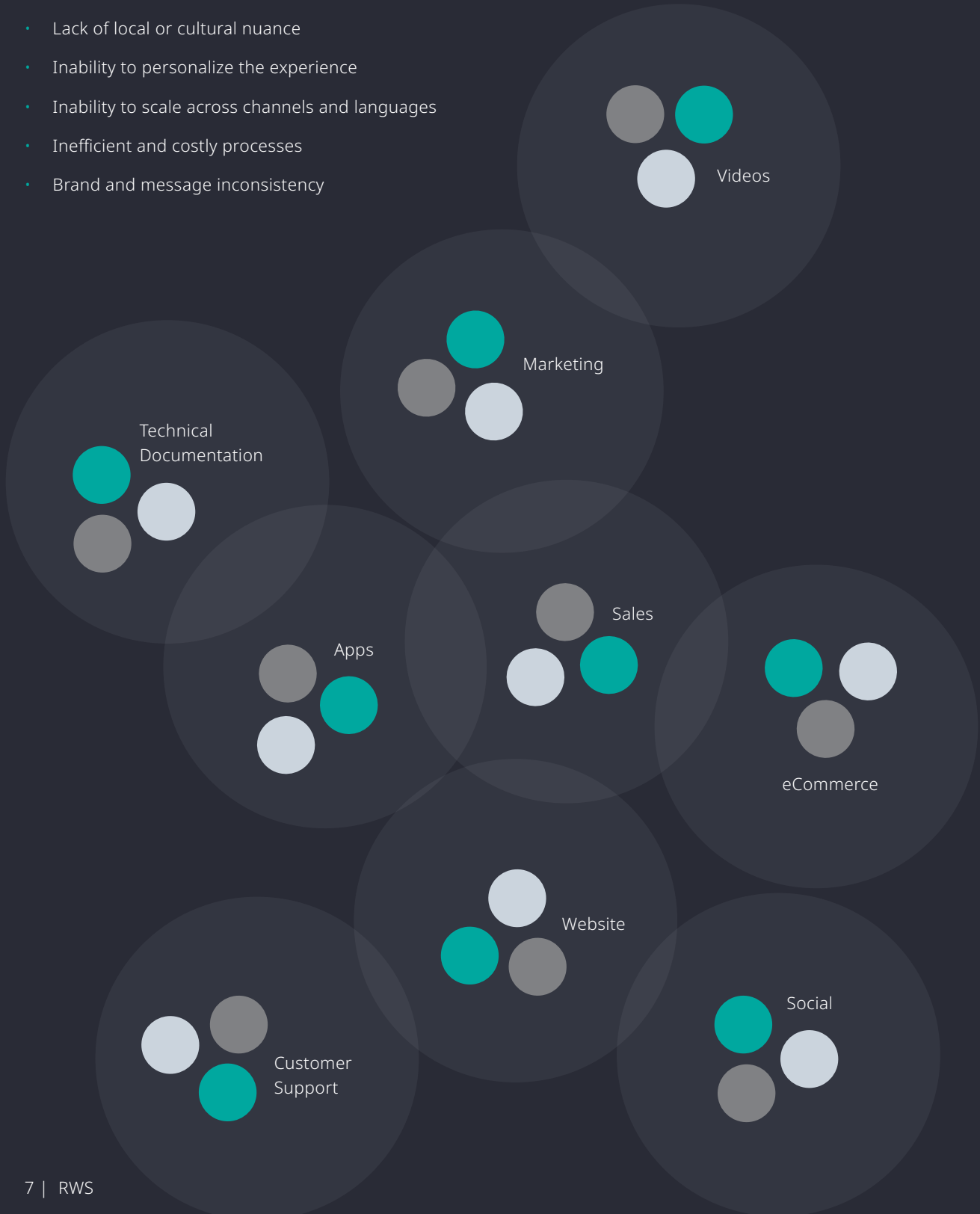
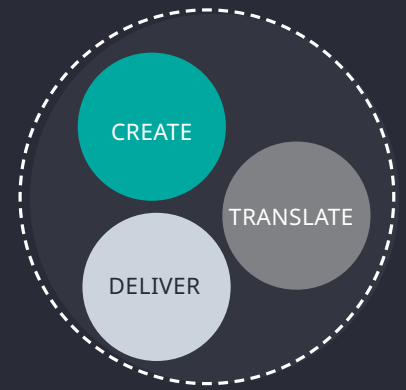
In fact, silos exist within these very groups. Marketing alone often has functions and groups for brand management, marketing operations, creative, product marketing and demand generation. And these groups produce a diversity of content: brand elements, copy, emails, brochures, press releases, campaigns...

You get the picture.



Organizational challenge

- Lack of internal coordination
- Lack of automation
- Dispersed global teams
- Lack of local or cultural nuance
- Inability to personalize the experience
- Inability to scale across channels and languages
- Inefficient and costly processes
- Brand and message inconsistency



Business impact of a fragmented experience

The fragmented internal processes, redundancies and lack of vision for the overall customer experience results in customer journey discontinuity.

Consideration

- Inconsistent brand identity
- Poor discoverability
- Lack of a differentiated customer experience
- Few advocates
- Poor reputation

Purchase/action

- Invisible purchase support
- Lack of localized forms
- Lack of transparency for shipping and delivery information
- Inconsistent check-out experiences

Loyalty

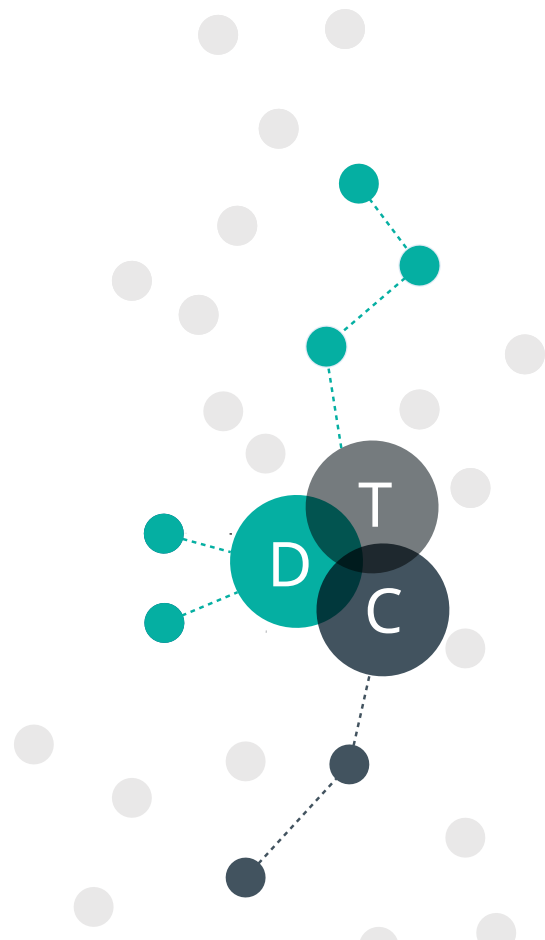
- Little customer follow up
- Poor reviews
- Missed opportunities for cross-sell/up-sell
- Lack of feedback options
- Loss of competitive differentiators

Evaluation

- Inaccessible information
- Inconsistent content and branding
- Channel silos
- Lack of translated content, limiting marketing penetration

Post-purchase/use

- Lack of product-specific content
- Inaccessible customer support
- Lack of localized content
- Limited channel availability (i.e. PDF-only manuals)



The customer view

Of course, customers don't know, and often don't care, what a company's internal processes, departments and technologies look like. They do, however, experience the resulting fragmentation.

Customers don't care about your organizational structure or who created what.

Customers don't care what internal processes or underlying technology you use.

Customers don't care who your design firm is, or which translation company you use.

Customers do care if a single touchpoint is broken and they can't find the information they're looking for.

Customers do care if their experiences at different touchpoints are unpredictable, uneven or inconsistent.

Customers do care If they can't find content in their own language.

It starts inside

Content alone doesn't solve fragmentation.

For companies to tie together their customer journey, they need a dedicated customer-first focus that transcends organizational silos: a holistic view of what customers need at any touchpoint, regardless of who is responsible.

To create an omni-content customer journey, companies need to unify information architecture, content processes and content delivery.

Unify information architecture

Serve customers with the right information by aligning content models.

Self-description and metadata based on standardized company-wide taxonomies open the doors to automation and personalization.

By enhancing content with metadata, you can develop intelligent content that can be combined, assembled and dynamically delivered across channels.

Unify content processes

By producing content through a supply chain approach to creation, translation and delivery, companies can maximize economies of scale and unify efforts.

This content supply chain entails the design, planning, execution, monitoring and control of each stage.

By rolling out a content supply chain across your organization, rather than in a single department, country or product line, you enable your organization to keep pace with product release cycles and market demands.

Blend content from various sources

Content delivery and distribution should span organizational units – supporting inspirational content for consideration, through to in-depth product information for evaluation, and instructional or support content for post-purchase use.

It's about meeting your customers at their chosen touchpoints with the content they are looking for.

This requires delivery technology that accesses multiple underlying content repositories, content metadata and information architecture, combining it in real time for omni-content customer experiences.



Customer journey continuity and omni-content

Transforming content journeys

The need to differentiate through customer experiences drives digital transformation.

Organizations increasingly recognize that this requires innovation in how people, processes and technology work together on an enterprise level to create the types of customer journeys that increase sales.

A content supply chain is how an organization manages content from creation, through translation to delivery.

It mirrors traditional supply chain management but with its own nuances and requirements. Most companies simply do not know how many departments, processes and technologies they use to bring content to market.

Bringing these processes together enables an organization to benefit from an omni-content approach.

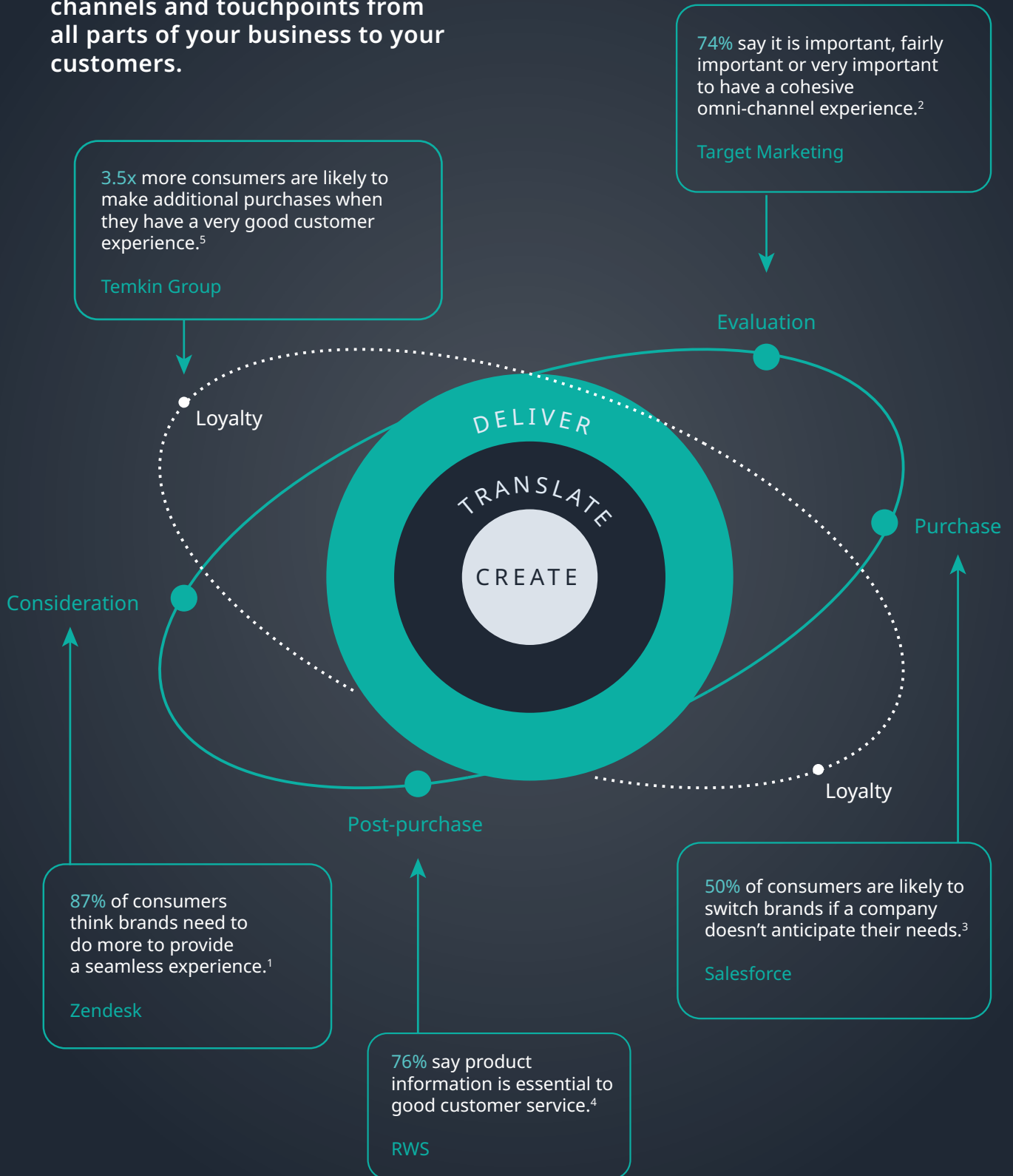
To manage this content on a global scale across channels in multiple languages requires a new approach that centralizes data, standardizes processes, and integrates technology into a unified platform across the entire content supply chain.

A comprehensive strategic approach enables organizations to:

- Manage content across departments and platforms.
- Apply processes that address global content creation, translation and delivery.
- Select the technology that supports growth, change and innovation.



An omni-content experience across channels and touchpoints from all parts of your business to your customers.



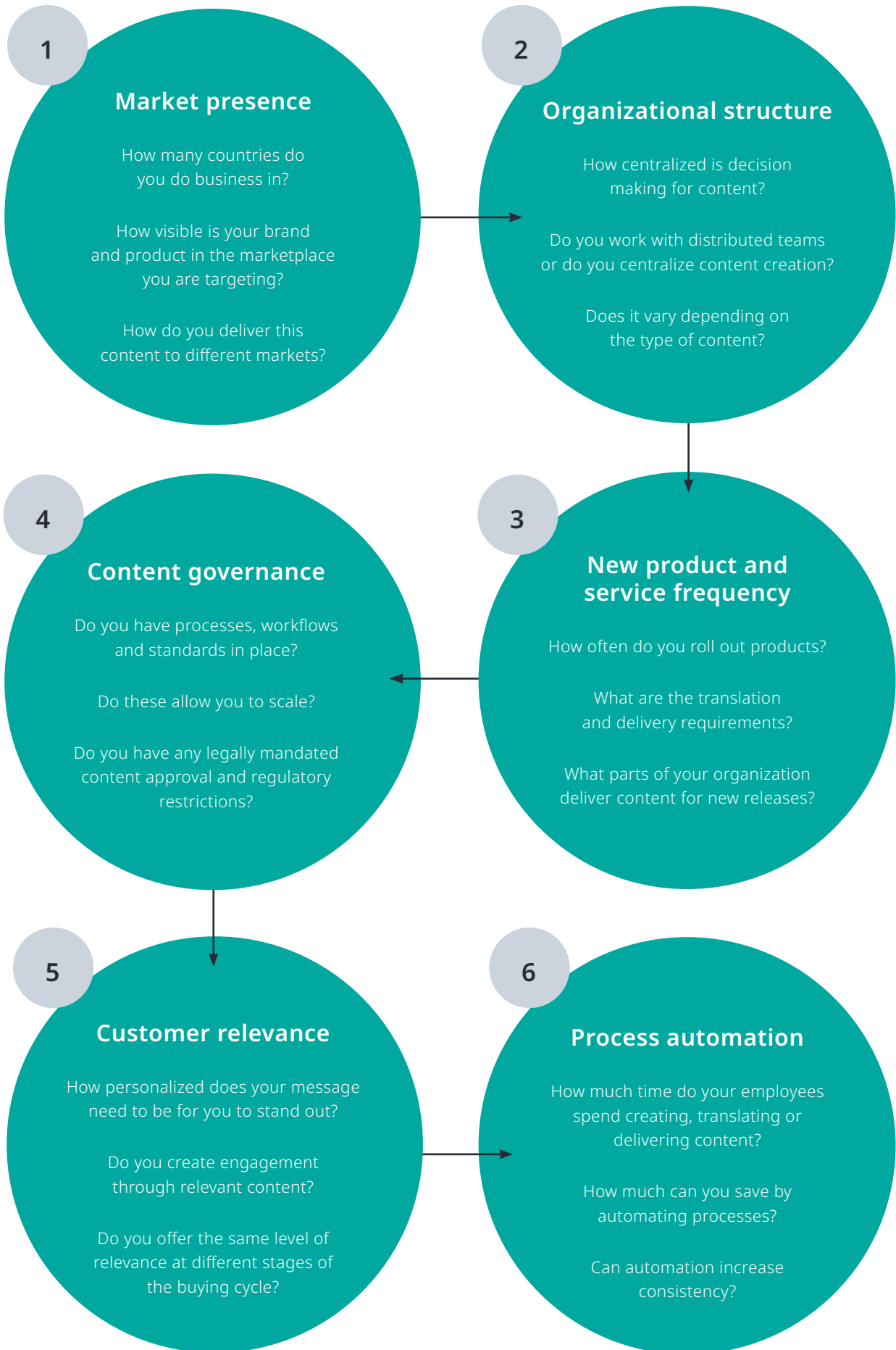
6 dimensions of customer journey continuity

By modeling your content requirements to your company's business objectives you can pinpoint, optimize and prioritize your processes and technology.

Once you know your current state of affairs, you can plan where you want it to go and determine the best path forward. The following section takes a look at six key parameters organizations should consider to achieve omni-content customer journey continuity.

These parameters all determine how functional your current global content operating model is, and what you need to change to get there as you align your content supply chain.

The 6 dimensions of customer journey continuity



Dimension 1

Capturing markets – global and local

The number of countries you operate in, the number of languages your markets speak, the breadth and scope of your global operations all have an impact on your ability to create, translate and deliver a continuous customer journey.

Your ability to scale your content supply chain becomes more crucial as your market presence grows and as you face the pressure of expansion.

Does the customer journey you provide:

- Differentiate, increasing your market share?
- Include content that is targeted to different customer needs in each market?
- Have an adaptable framework so that you easily enter new markets?

Why the right technology matters

A unified content technology platform ensures that you can align processes and scale as you expand to new markets, simplifying multi-site management, multilingual content management and unified delivery across channels.



Create

- Do you meet your content needs per region at each stage of the customer journey?
- Are you able to scale your content to meet local/regional requirements?



Translate

- Do your translation processes enable you to simultaneously ship your marketing and product content across markets?
- Can you support locally relevant and country-specific content?



Deliver

- Does your technology enable you to coordinate global rollouts across relevant channels?
- Can you combine marketing, product and support content to create a continuous customer journey?
- Do you get the best in-market SEO results?

Dimension 2

Aligning teams – centralized and distributed

Organizational structures vary, often balancing centralized brand content with local variations.

Many organizations have globally dispersed teams with different functions, time zones, processes and roles in the customer journey. And yet, all of these teams work in support of the customer journey.

In many cases, organizations end up using an assortment of technologies and processes to support either their regional or departmental tasks.

Does the customer journey you provide:

- Integrate the different contributions of various departments within your organization?
- Optimize the channels and touchpoints at which customers look for information from these departments?
- Ensure a smooth transition from one type of content to another?

Why the right technology matters

A unified technology platform enables distributed teams to coordinate, collaborate and unify the creation, translation and delivery of content that supports the customer journey.



Create

- Are your teams able to contribute to and leverage content with visibility on what has already been created?
- Are your teams able to collaborate in a unified environment?



Translate

- Does your organization coordinate and align translation processes for different departments and regions?
- Are you able to take full advantage of existing language translations and vendor relationships?



Deliver

- Have you consolidated content management platforms for greater content consistency?
- Have you invested in interoperable technology to connect content and data silos?

Dimension 3

Launching new products – content agility

For many companies, release cycles for new products and services are getting shorter and shorter as companies strive for differentiators.

A streamlined content creation, translation and delivery process supported by technology ensure you keep pace by adopting best practices.

Does the customer journey you provide:

- Deliver global customers with the content they need as new products enter the market?
- Result from coordinated activities from different internal stakeholders across content creation, translation and delivery?
- Ensure easy access to the right information across channels?

Why the right technology matters

Time to market is crucial for any organization. Many struggle with managing both marketing and product content for a single market, let alone multiple markets. Organizations need a technology solution that supports simultaneous shipment through coordinated content creation, translation and delivery.



Create

- Are you easily able to create, adapt and update content based on new product requirements?
- Are you able to manage different versions of content in support of product variations?
- Can you maximize content reuse across channels, output types and audience needs?



Translate

- Does your translation process support continuous localization models, ensuring your translated content is always up-to-date?
- Do you work with vendors that know and support your specific industry, products and brand?



Deliver

- Are you able to simultaneously ship products across markets and channels?
- Are you able to merge marketing experiences and product content?

Dimension 4

Controlling your brand – content governance

Content governance applies to both regulatory compliance and brand management.

Whether a customer looks for information on your corporate site, searches for answers in your product documentation or seeks support, the consistency of their experience has a significant impact on their overall customer experience.

Your ability to control content creation, translation and delivery through defined ownership, workflows and quality standards impacts brand equity and customer experience.

Does the customer journey you provide:

- Give customers a consistently high level of care and attention at any touchpoint?
- Protect your brand image and identity and mitigate risk?
- Ensure your customers become brand advocates through the quality of their experiences?

Why the right technology matters

Organizations need technology that automates brand management, approval workflows and content consistency across languages and channels.



Create

- Does content creation follow specified workflow and approval processes?
- Can you ensure compliance with brand voice, image and messaging consistency, as well as with local legislation and standards?



Translate

- Do your translations follow defined workflow and approval processes?
- Can you ensure a safe translation process for content that requires additional security measures?
- Do you leverage translation memory and terminology management for greater consistency?



Deliver

- Are you able to ensure your brand is conveyed consistently at each stage of the customer journey?
- Are you able to ensure that only approved content is delivered externally?

Dimension 5

Reducing inefficiency – process automation

Manual processes result in high administrative overhead, slower time-to-market and introduce inconsistency and error into content creation, translation and delivery.

All of these factors ultimately affect the quality and timeliness with which you can provide content to your customer throughout their customer journey.

Does your customer journey:

- Keep pace with customer trends, innovation and expectations?
- Benefit from the consistency and responsiveness that automation offers?
- Benefit from faster time-to-market through process automation?

Why the right technology matters

Automation reduces the risk of error and eliminates otherwise manual administration and copy/paste tasks from the creation, translation and delivery process. Your platforms should support the automation of otherwise high-overhead administrative tasks.



Create

- To what extent are your content creation workflow and approval processes automated?
- Are these processes applied uniformly across your organization using common tools?
- Is content automatically synchronized and aligned across channels? Can you maximize content reuse across channels, output types and audience needs?



Translate

- Do you have to copy/paste translated text into your content management system or do you have integrated translation management?
- Does your system automatically identify existing translated content to ensure you only pay for new translations?



Deliver

- Are you able to automate publishing to multiple channels simultaneously?
- Are they automatically formatted correctly per channel? Is high-performance guaranteed on a global scale?

Dimension 6

Achieving relevance – continuous and engaging

In a time when brands compete based on the quality of their customers' experience, relevance is everything. The extent to which you can engage a customer by matching their interests, buying patterns, and online behavior substantially impacts their overall journey.

Globally, it can be difficult to achieve this same level of engagement and experience personalization across regional variants and languages.

Does your customer journey:

- Ensure your customers can easily find the information they are looking for in their particular context?
- Reflect behavior and build your customer data points?
- Lead to increased sales through engagement?

Why the right technology matters

Customers are only as engaged with your brand as much as you provide relevant content for every stage of the customer journey, from research through the purchase and product use.

Your technology should support the creation, translation and delivery of relevant and personalized content.



Create

- To what extent do your content management systems enable you to create persona based content and variants of source content?
- Is your content granular enough to allow for personalized delivery?



Translate

- Is your translated content adapted to appeal to diverse regional cultures and their expectations?
- Are you able to scale this kind of regional variation to include multimedia and product content?



Deliver

- Are you able to progressively profile your anonymous and known visitors based on their real-time behavior?
- Can you deliver dynamically assembled content based on known and real-time actions?
- Are you able to deliver the breadth of content a customer may be looking for at any stage of the customer journey?

Tridion

One solution to create, translate and deliver omni-content

Tridion enables companies to manage the entire content lifecycle in support of continuous experiences.

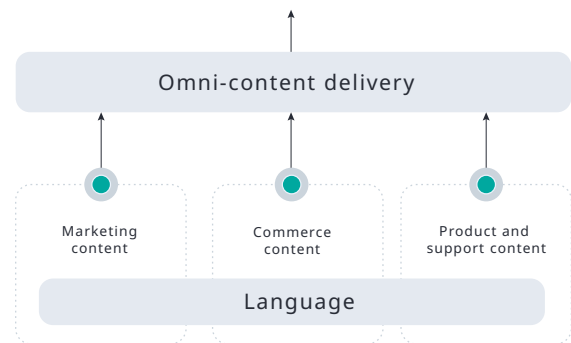
It enables global web and in-depth product content management, delivering a unified personal digital experience:

- In your customer's language.
- Across the pre-sale, sale and post-sale phases of the customer journey.
- Integrating marketing content with commerce and customer support for better customer journeys.

Choose Tridion:

- For a shared omni-content delivery tier that unifies the various types of content (marketing, sales and in-depth product) and their delivery.
- To ensure all your content – no matter its source – is translated consistently across content types and sources.
- To benefit from a modern microservices-based approach, enabling headless content delivery and interoperability with existing systems and tools in a wide variety of environments.
- To seamlessly connect backend systems and external processes using its data integration framework.

Digital experience touchpoints



Find out more, visit

rws.com/tridion

About RWS

RWS Holdings plc is the world's leading provider of technology-enabled language, content management and intellectual property services. We help our customers to connect with and bring new ideas to people globally by communicating business critical content at scale and enabling the protection and realization of their innovations.

Our vision is to help organizations interact effectively with people anywhere in the world by solving their language, content and market access challenges through our collective global intelligence, deep expertise and smart technology.

Customers include 90 of the globe's top 100 brands, the top 10 pharmaceutical companies and approximately half of the top 20 patent filers worldwide. Our client base spans Europe, Asia Pacific, and North and South America across the technology, pharmaceutical, medical, legal, chemical, automotive, government and telecommunications sectors, which we serve from offices across five continents.

Founded in 1958, RWS is headquartered in the UK and publicly listed on AIM, the London Stock Exchange regulated market (RWS.L).

For further information, please visit: www.rws.com

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