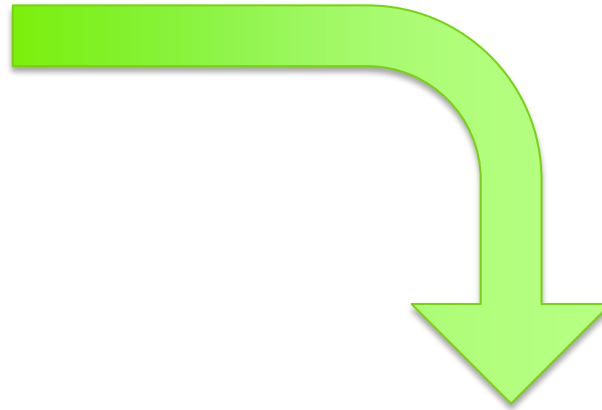




Operational Web Agency

DILO KRUYSWIJK



WHAT

- 'Hands in the mud' content management
- Three options
- Three case studies
- The proven solution

SO.....WHAT'S THE PROBLEM?

IN 2001:

"THE WEB MANAGER OFTEN BECOMES A BOTTLENECK FOR NEW CONTENT, OLD CONTENT FAILS TO BE REMOVED, AND NEW CONTENT CAN BE PUBLISHED WITHOUT APPROVAL"

IN 2009:

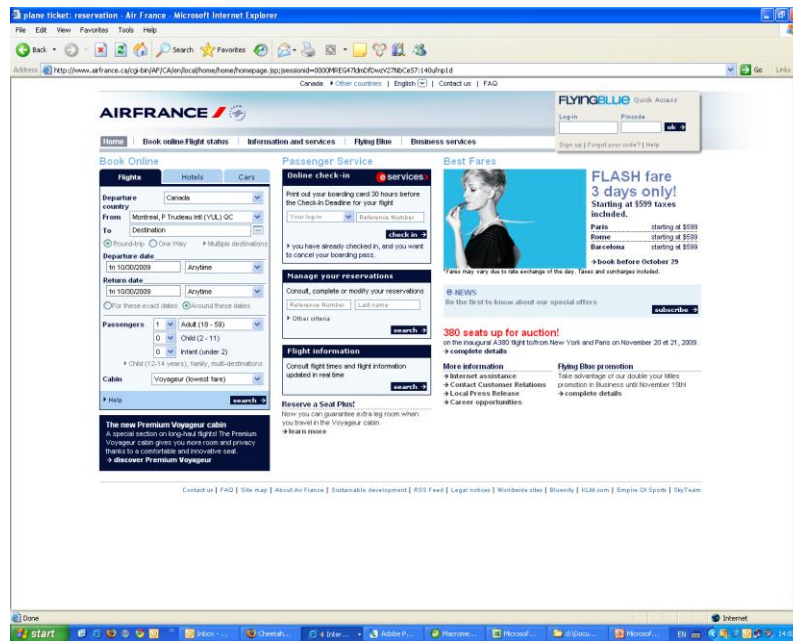
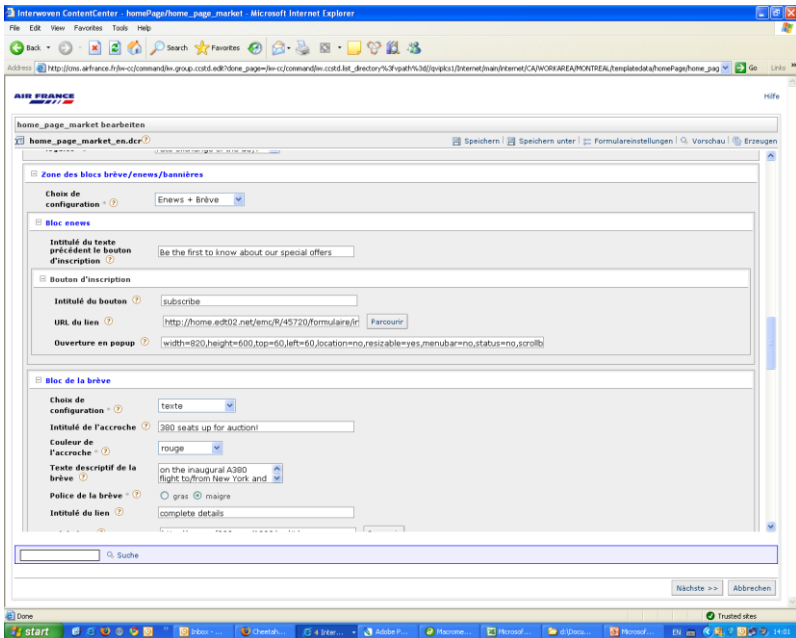
"WE HAVE THIS GREAT CONTENT MANAGEMENT TOOL, BUT WE STILL FACE THE SAME PROBLEMS OF BEING UNABLE TO CREATE A STABLE BASE OF KNOWLEDGEABLE PEOPLE WHO WE CAN RELY ON TO OPERATIONALIZE OUR EVER GROWING CONTENT."

IN 2005:

A SURVEY OF EXISTING USE OF COLLABORATION TECHNOLOGIES IDENTIFIED A LACK OF USER TRAINING AS A MAJOR CAUSE FOR FREQUENT UNDERUTILIZATION OF THE TECHNOLOGIES.

IN 2012:

PRIMARY CHALLENGES IN MANAGING MARKETING CONTENT ARE:
CREATING ORIGINAL CONTENT (73%)
FINDING HIGH-QUALITY CONTENT (56%)
ALLOCATING STAFF TO DO IT (39%)



Branches: publicweb_lighting Users and Roles Properties

Name	Owner	Modified
Editions	Admin account	3/15/12 4:54:31 PM
STAGING	Admin account	1/5/10 6:23:49 AM
Workareas	Admin account	3/15/12 4:54:31 PM
amea	Admin account	5/5/10 5:30:52 AM
asiapac	Admin account	4/23/12 3:55:46 AM
europa	Admin account	4/23/12 3:56:43 AM
global	Admin account	1/5/10 6:25:17 AM
latam	Admin account	8/5/10 9:10:09 AM
north_america	Admin account	5/5/10 5:29:31 AM
wcoe_Training	Admin account	5/28/12 1:38:27 AM

THE CHALLENGE

- **Outdated**
- **Broken**
- **Wrong place**
- **Wrong time**
- **Re-inventing the wheel (and a lot of other stuff)**
- **Not as per brand guidelines**



THREE OPTIONS

- De-central
- Central in-house
- Central outsourced

DE-CENTRAL

- **Markets are responsible & are in full control**
 - **Markets have market knowledge**
 - **Markets think the time to market is faster**
-
- **Less tooling knowledge (and training is an issue)**
 - **Focus is divided between tactics and operational challenges**
 - **Central actions/issues (tooling, templates, IT) leads to de-central confusion**
 - **Local ambitions can prevail over brand guidelines**
 - **No backup**
 - **No economies of scale**
 - **On average higher cost**

CENTRAL IN-HOUSE

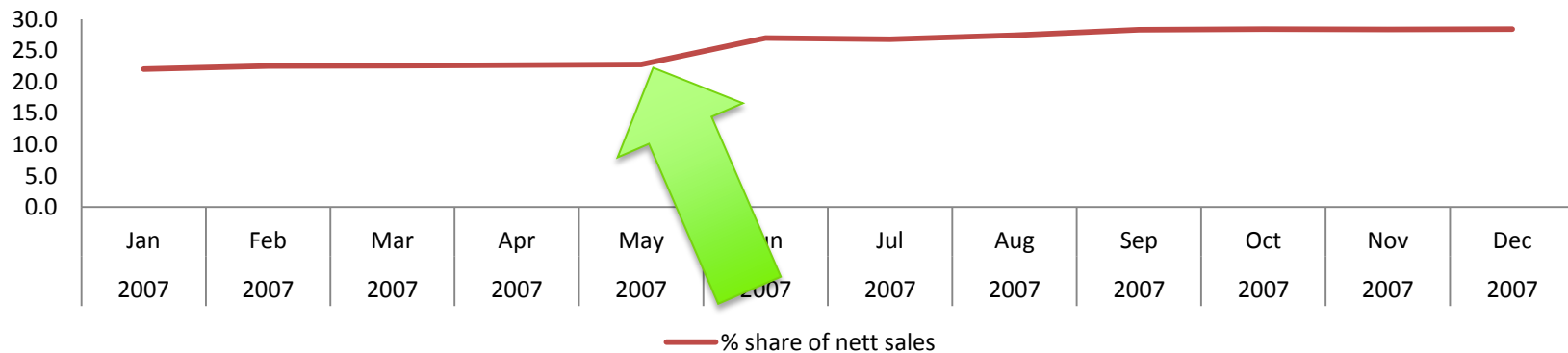
- Economies of scale
 - Markets can focus on 'what has to be online'
 - Operations focus on quality and brand conformity
 - One channel for change requests
 - Knowledge development
 - Significantly less training needs
 - No adaptation issues with new technology
 - Back up
- **Hard sell to de-central organizations**
 - **Less tailor made, more central control**
 - **Knowledge loss, because of job rotation**

CENTRAL OUTSOURCED

- Economies of scale → lower cost what you use is what you pay
- Markets can focus on 'what has to be online'
- Operations focus on quality and brand conformity
- One channel for change requests
- Knowledge development
- Significantly less training needs → lower cost
- Back up
- No adaptation issues with new technology
- Strong enforcement of quality standards
- More cost control
- More production flexibility
- Hard sell to de-central organizations
- Less tailor made, more central control
- Less 'bonding' with company, its customers & stakeholders

CASE → SALES AF KLM

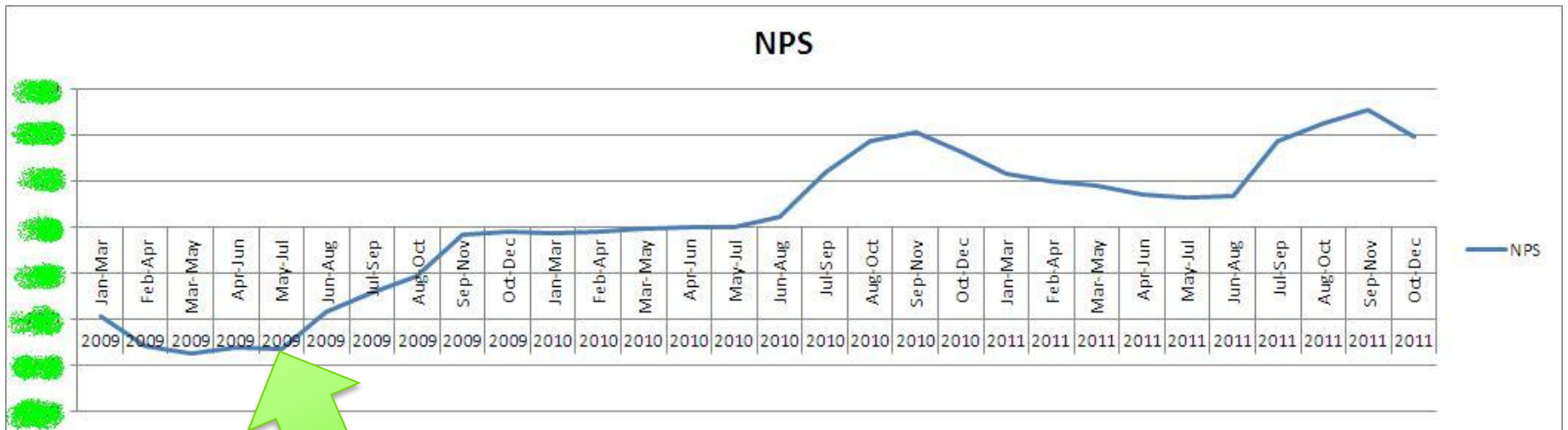
- Sales websites → 4.5 billion euro turnover
- 147 single localized sites, approximately 90 pages per site
- From de-central to central in-house but near shore



- Example shown is UK → 25% sales share increase in 2 months
- On average e-sales share increase of 18.7% in 4 month period
- Some markets saw increases of 40+ percent

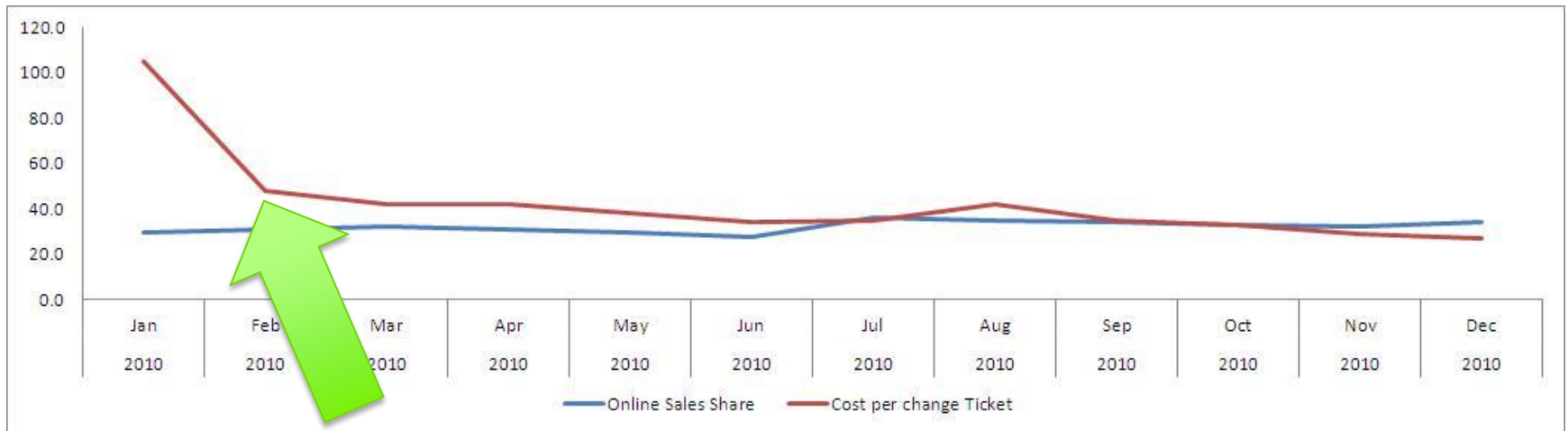
CASE NPS PHILIPS

- Marketing website → 150.000 pages
- 164 single localized sites, 55 languages
- From central in-house to central near shore outsourced



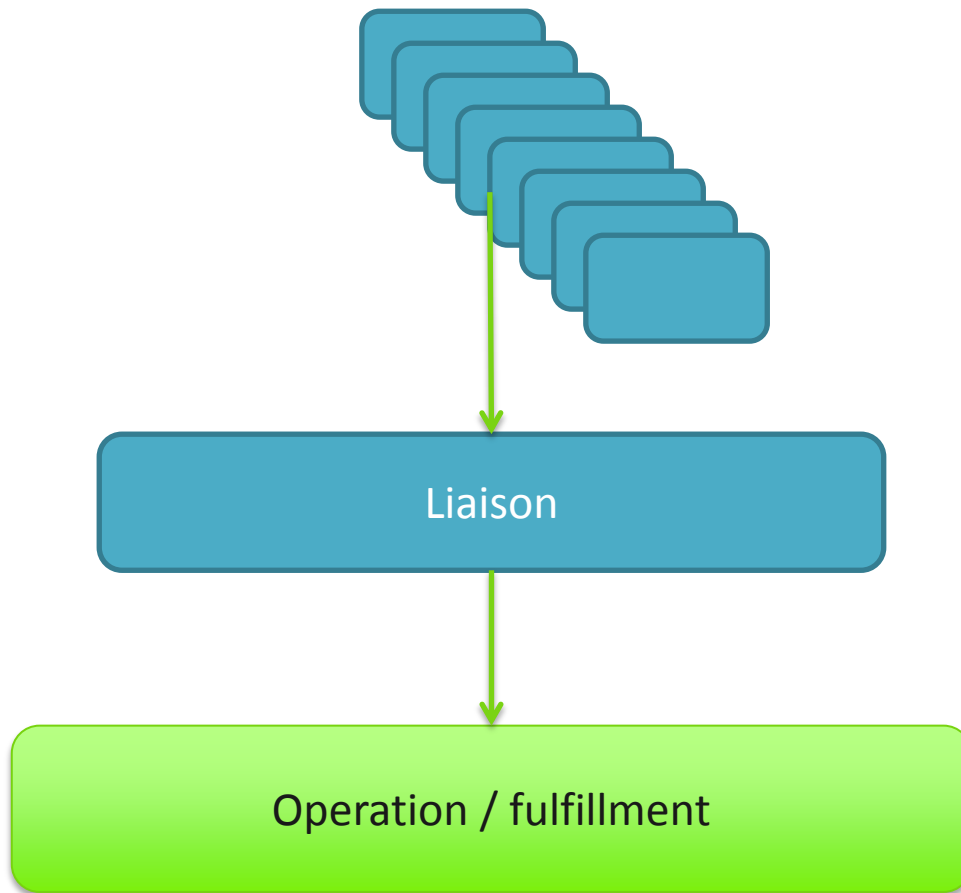
CASE COST XXX

- Sales websites
- 12 + 100 single localized sites, 25.000 pages
- From de-central to central near-shore outsourced



- Average cost per ticket decreased by 65%
- Sales remained stable

THE PROVEN SOLUTION



Content owners

**Intake/Liaison/Control
central in-house**

**'Hands in the mud'
central outsourced**

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