

# The Globalization Penalty

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CSO, SVP



# Understanding Your Globalization Penalty

“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 10<sup>th</sup> 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

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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.

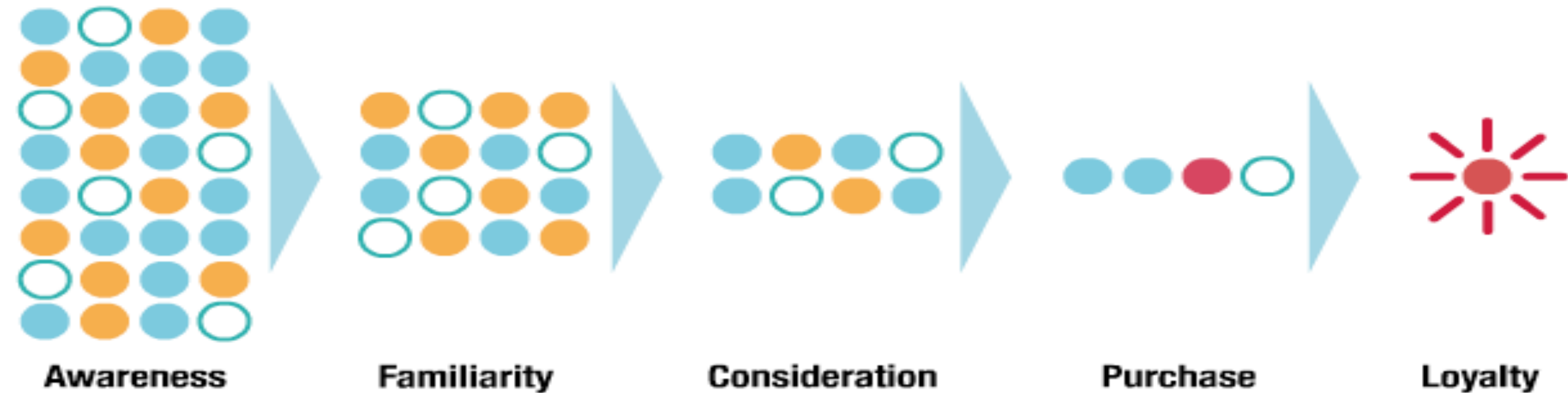
Marketing used to be driven by companies; “pushed” on consumers through traditional advertising, direct marketing, sponsorships, and other channels.”

**“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 Traditional Marketing “Funnel”

**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

## Consumer Decision Journey





# How Does Your Globalization Penalty Create Obstacles to Success?

How Do You Change the Rules?

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# This has NOTHING to do with the dreaded:





# But How Do You Change the Rules?



# Changing Rules: The Global Customer Lifecycle<sup>SM</sup>

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.

## EXPERIENCE

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



## SEEK

Raise your online search and social rankings so customers find you more frequently in 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

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



## Conversions

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

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



## Management

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

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**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

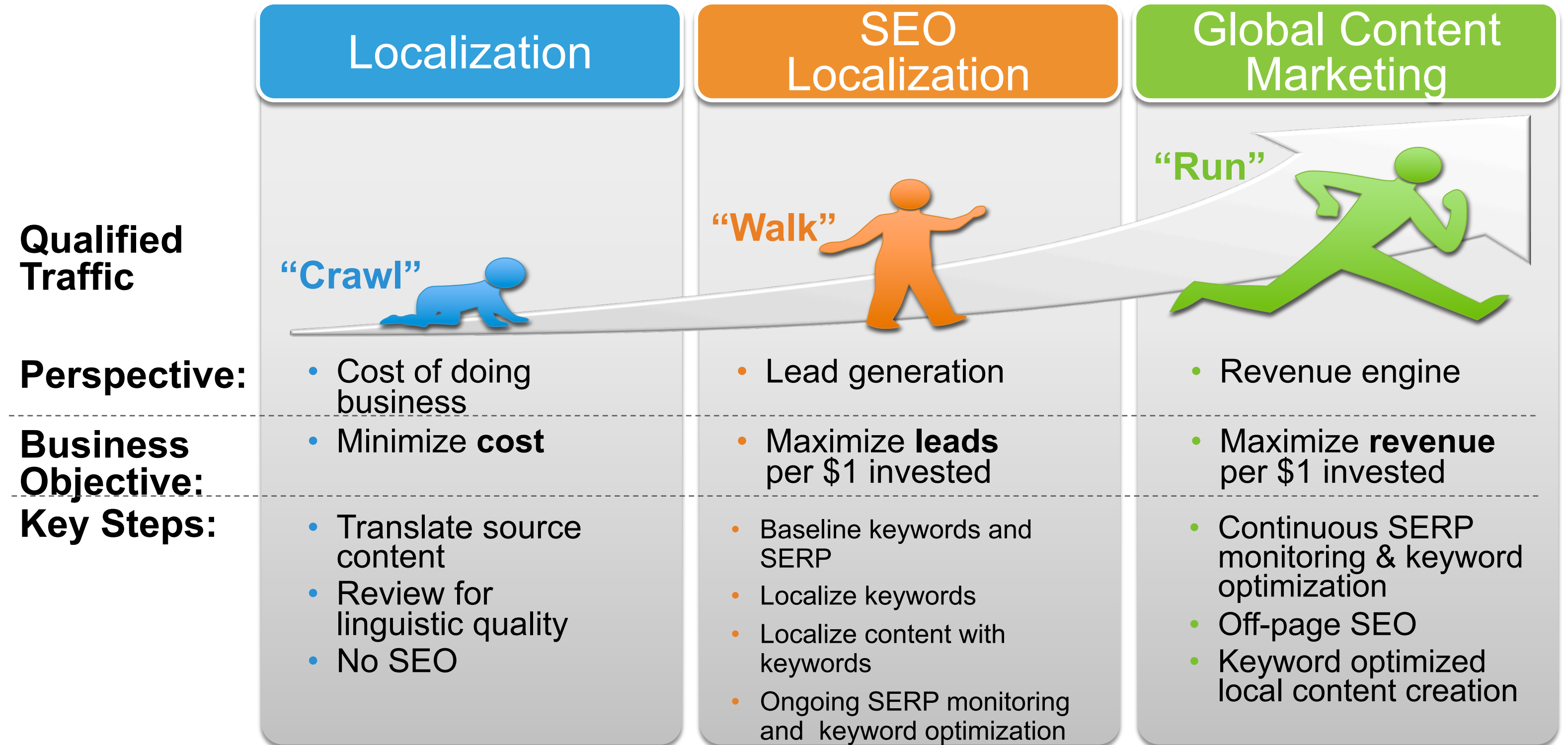
“Can’t FIND...WON’T BUY”

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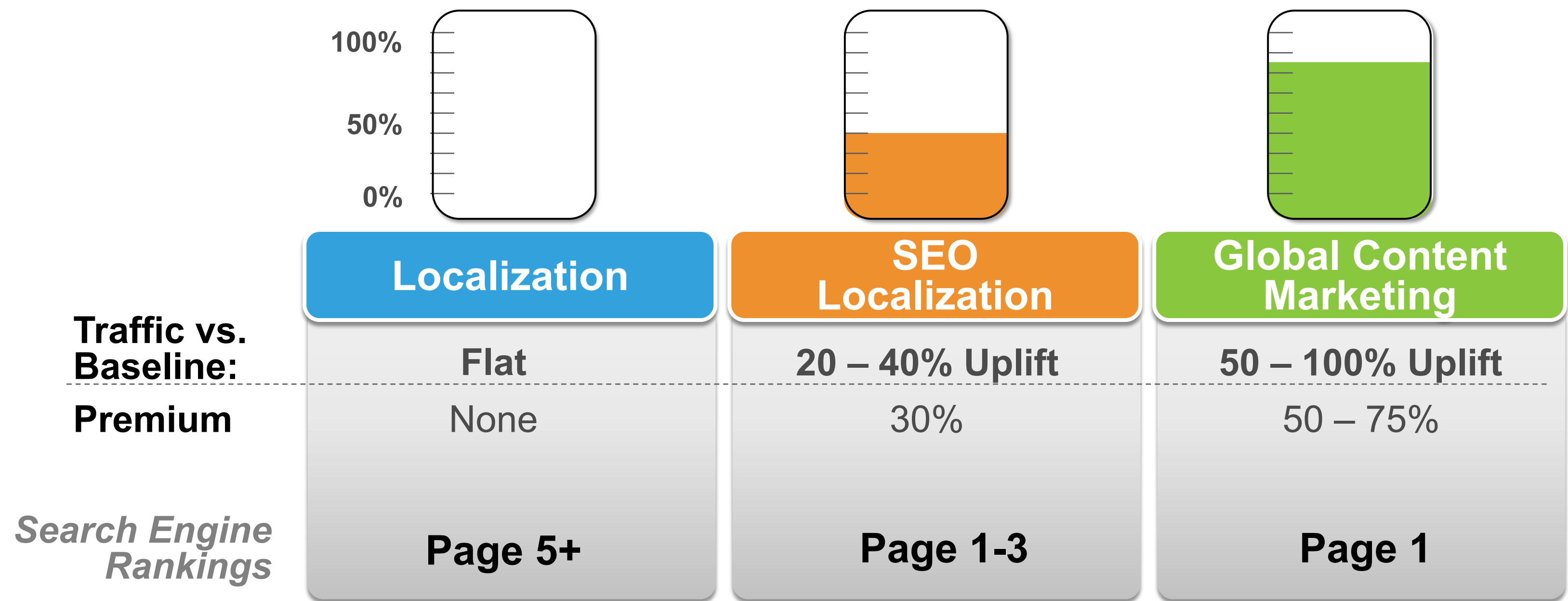
# Web Localization Maturity Model



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# SEO Localization Typically Generates 15-40% More Traffic

Search Engine Traffic & Top Keyword Rankings







# 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<sup>SM</sup>

Key metrics to evaluate your performance relative to competition

## SUPPORT

High deflection rates to chat and forums across languages

## EXPERIENCE

High customer advocacy and low complaints



## 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

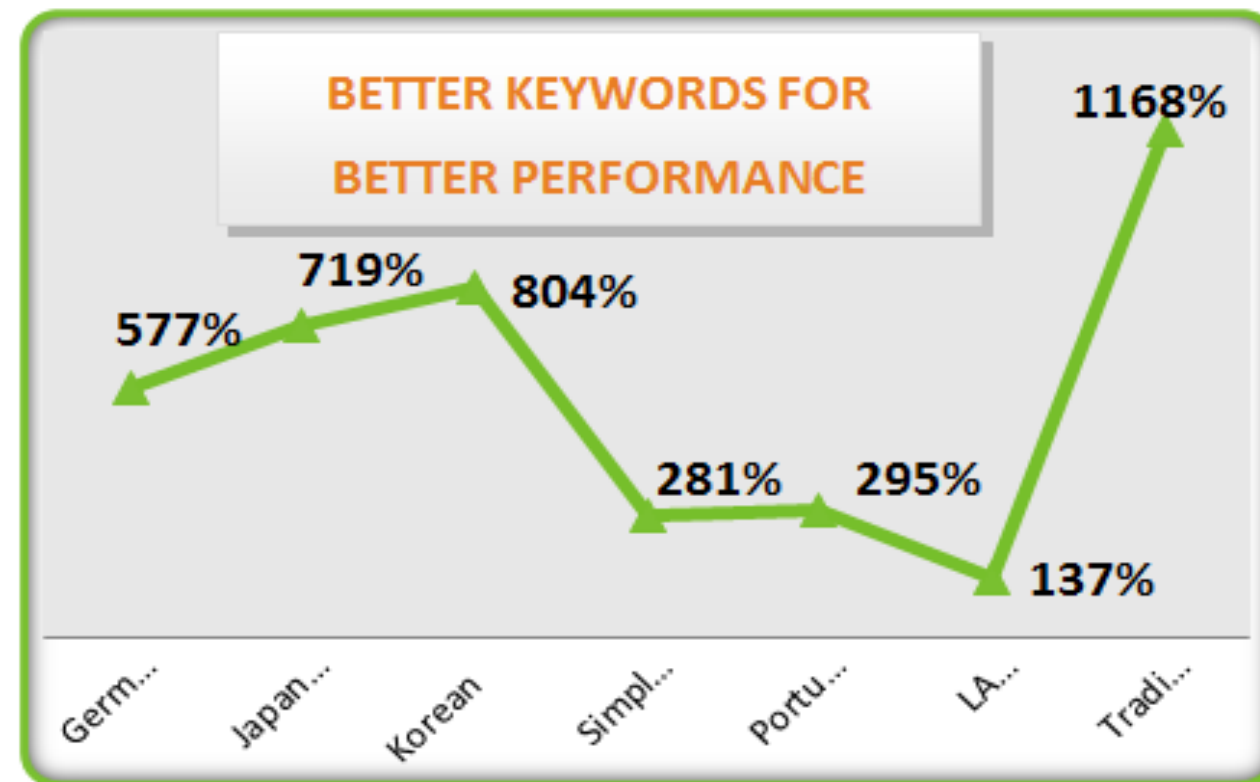
## BUY

High global sales productivity

High win-rates in-store/channel/direct

# 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*







# Where to Start



SEEK

- Determine target keywords and competitive SEO performance by market with the [Global Digital Benchmark](#)
- Increase search rankings and traffic through [Global SEO Web Translation](#)



ENGAGE

- 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



Benchmark current search performance in target markets

1. Traffic Analysis
2. SERPs report for target markets
3. Competitive keyword analysis

Identify, analyze and refine optimal keywords

1. Critical Keyword List
2. Keyword localization & research
3. Keyword Content Mapping

Use SEO best practices to ensure translated content is optimal for ranking

1. Keyword frequency
2. Keyword density
3. Keyword prominence
4. Descriptive Sentence

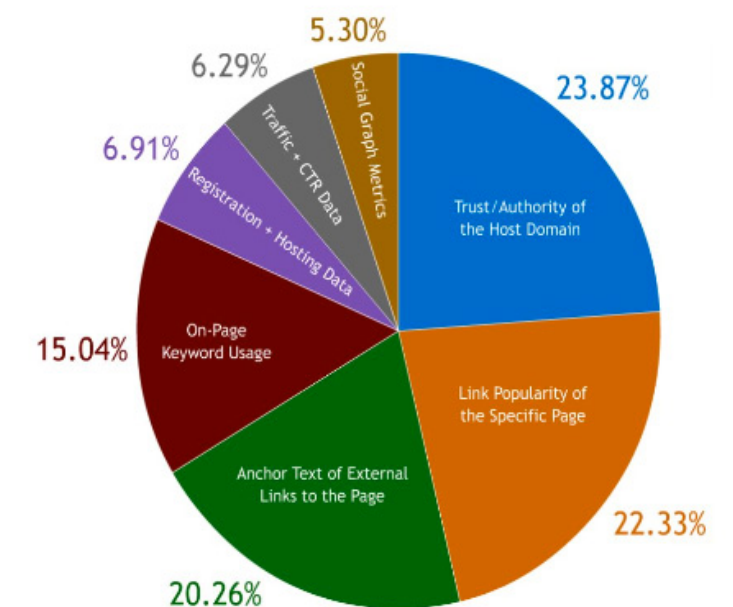
On-page optimization of content and meta data

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, global search performance benchmarking, keyword optimization and content keyword mapping

Components of Google's Ranking Algorithm  
(According to 72 SEOs Surveyed for SEOmoz's Biennial Search Ranking Factors)



# Sample SEO Diagnostic Services

SEO Diagnostics | High Performing Page | Germany

cs | Low Performing Page | Germany

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

unbranded keyword in URL

Keyword appears in navigation elements

Keyword appears in header

Keyword appears on page copy

Smartphones

Wählen Sie Ihr Smartphone

Nokia bietet eine breite Palette von Smartphones für jeden Bedarf – treffen Sie direkt hier Ihre Auswahl unter unseren Top-Smartphones.

Smartphones für jeden Bedarf

Keyword appears in alt tags

Die Nokia Lumia Smartphones: Das Besondere im Alltag

Die Nokia Lumia Smartphones mit dem Windows Phone Betriebssystem überzeugen durch Form und Funktionen:

- \* Mit dem Internet Explorer 9 surfen Sie mit hoher Geschwindigkeit auf jeder Website.
- \* Im Online-Netzwerk Xbox Live können Sie ein eigenes Spielerprofil erstellen und gegen Ihre Freunde antreten.
- \* Microsoft Office Mobile ermöglicht es Ihnen unterwegs Dokumente zu erstellen und zu bearbeiten. So können Sie Ihre Arbeit von überall aus erledigen.

Title tag & meta description each contain primary keyword

**Smartphones - Nokia - Deutschland**  
[www.nokia.com/de-de/produkte/smartphone](http://www.nokia.com/de-de/produkte/smartphone)  
Zeigen Sie Ihren Stil und richten Sie sich ganz individuelle Startansichten auf Ihrem Smartphone ein. Oder lassen Sie Farben sprechen und entscheiden Sie ...

produkte/business/

Localized descriptive keywords missing in URL

Nokia For Business

Für Business und Freizeit

Unsere Business-Smartphones sind sowohl für die Arbeit als auch für die Freizeit perfekt geeignet. So verfügen sie nicht nur über die neuesten Business-Tools und Sicherheitsfunktionen, sondern bieten auch einen schnellen Zugriff auf soziale Netzwerke und Apps für Unterhaltung.

Geschäftlich und privat

Tag für Tag haben Sie eine Fülle von Aufgaben zu erledigen – geschäftlich und privat. Nokia Smartphones bieten Ihnen hierfür jede erdenkliche Unterstützung. Sie stellen Ihnen neben allen erforderlichen Business-Anwendungen auch Hilfsprogramme, Multimedia-Anwendungen und für Ihre Freizeit auch unterhaltsame Spiele zur Verfügung.

Für die Arbeit greifen Sie auf leistungsfähige Apps zum Anzeigen und Bearbeiten von Dokumenten zu und können jederzeit weitere benötigte Ressourcen wie LinkedIn, Bloomberg, Salesforce.com, Microsoft® Exchange ActiveSync®, Microsoft® Office und QuickOffice hinzufügen.

Localized Keyword missing from alt tags

Title tag missing primary keyword

Description tag contains keyword but is over 160 characters

**- Nokia - Deutschland**  
[produkte/business/](http://www.nokia.com/de-de/produkte/business/)  
Smartphones sind sowohl für die Arbeit als auch für die Freizeit geeignet sie nicht nur über die neuesten Business-Tools ...



# Sample SEO Reporting

## Page II A: WEBSITE SERPS

Summary | Search Engine Result Pages | Germany

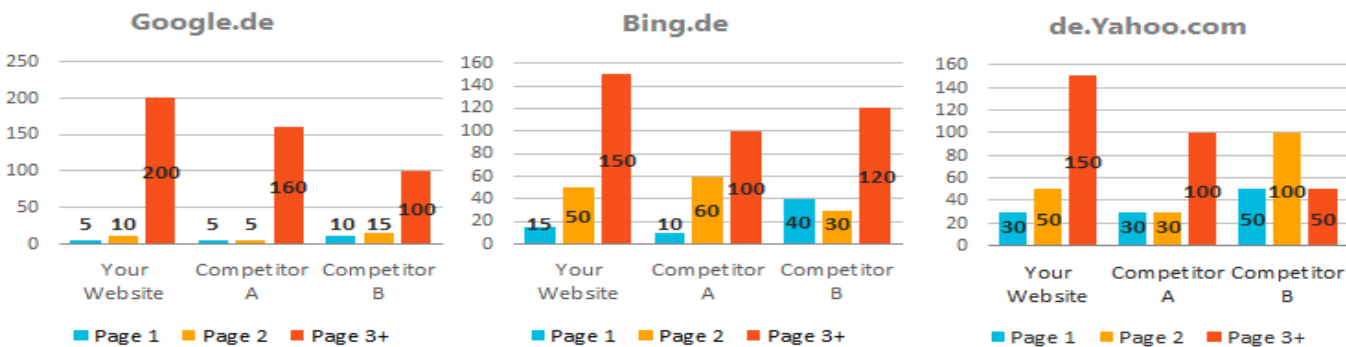
**Result:** Currently, www.websiteurl.de is underperforming as compared to its competitors for non-branded keywords across each of the three search engines measured.

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

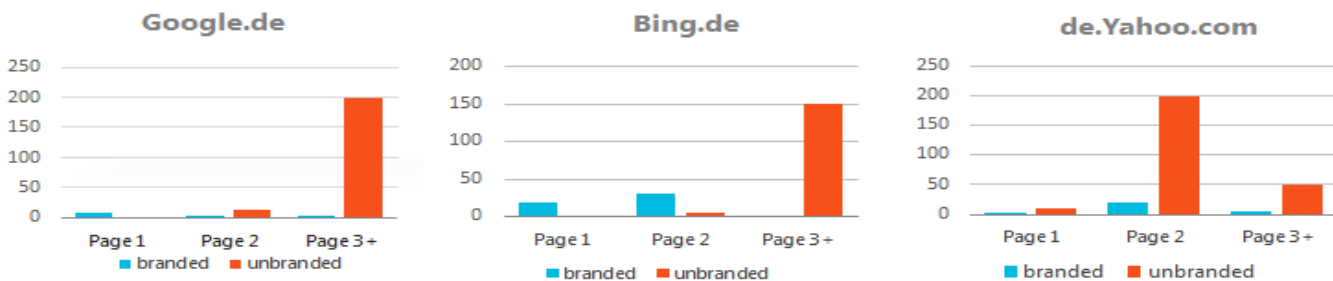
**Recommendation:** Implement in-market keyword recommendations and SEO best-practices as outlined in recommendations section of this report.



### Search Engine Results Page by Competitor

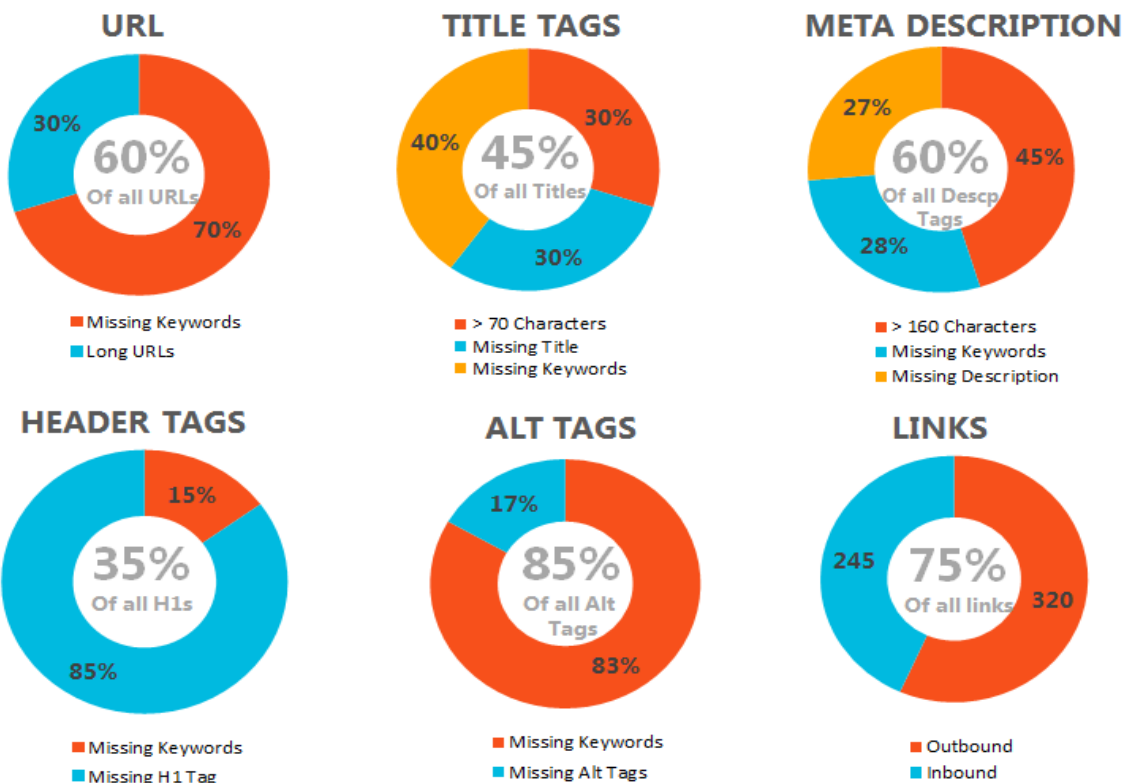


### Search Engine Results Page by Keyword Segments



## Page II B: WEBSITE SEO DIAGNOSTICS

SEO Diagnostics | Germany



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

ЯНДЕКС

YAHOO!



NAVER

bing

SEZNAM

Bai du 百度  
www.baidu.com

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

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# Dizzing pace of change

Google Is Testing A New Results  
Format... Again  
Is a Yandex Browser next?





+ Яndex ?



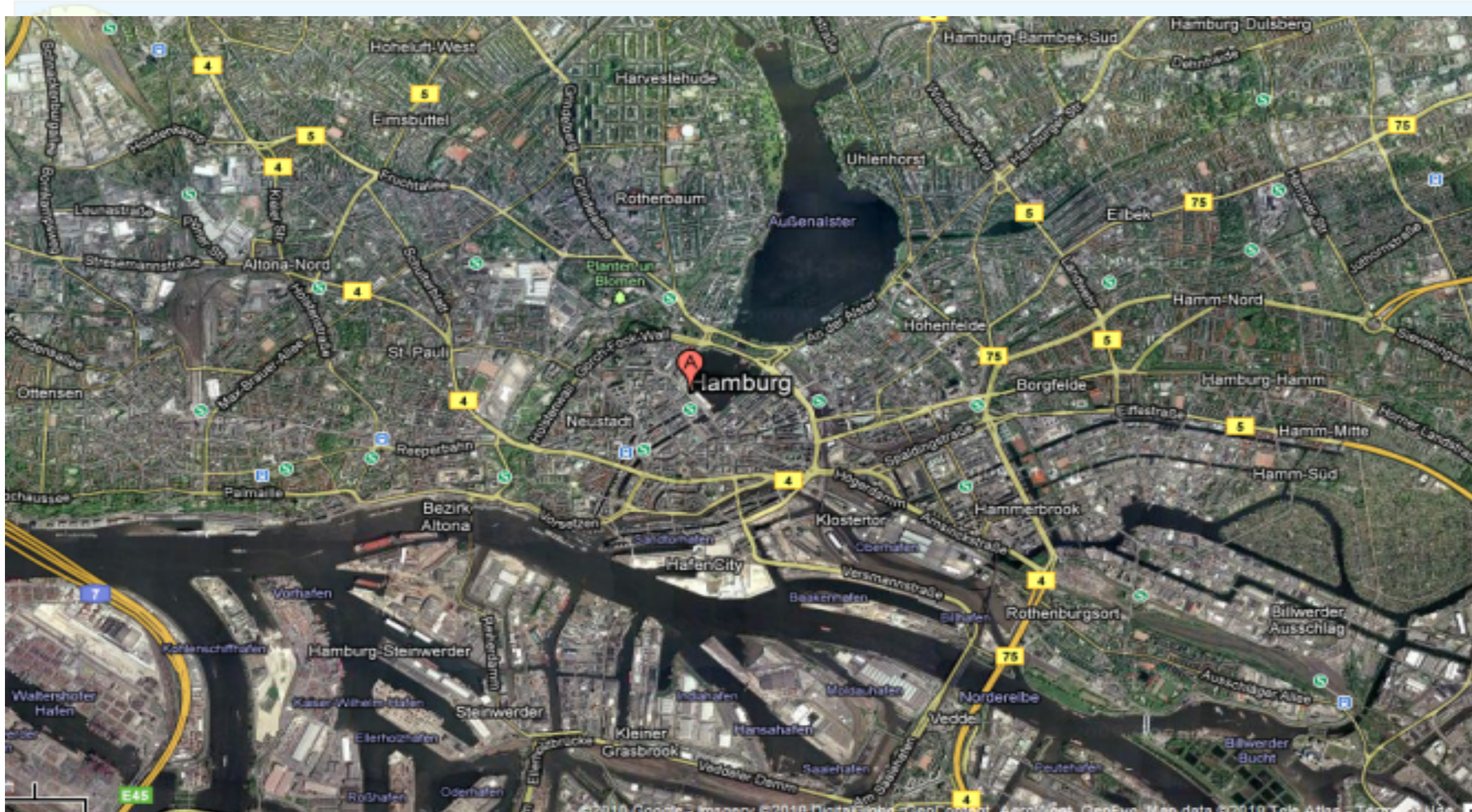
rica

oking Service



# 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

Locale	City	Raters
Arabic (EG)	Cairo	83
English (US)	Charlotte	53
Russian (RU)	Saint Petersburg	51
Russian (RU)	Nizhniy Novgorod	42
Vietnamese (VN)	Ho Chi Minh City	38
Chinese_Simplified (CN)	Beijing	37
Turkish (TR)	istanbul	35
German (DE)	Berlin	33
Italian (IT)	Rome	33
Arabic (EG)	Alexandria	32

*SEO experts, not translators*



# Searching with your GPS for a Convenience Store in Montreal



**Dépanneur**

The 'Dep'



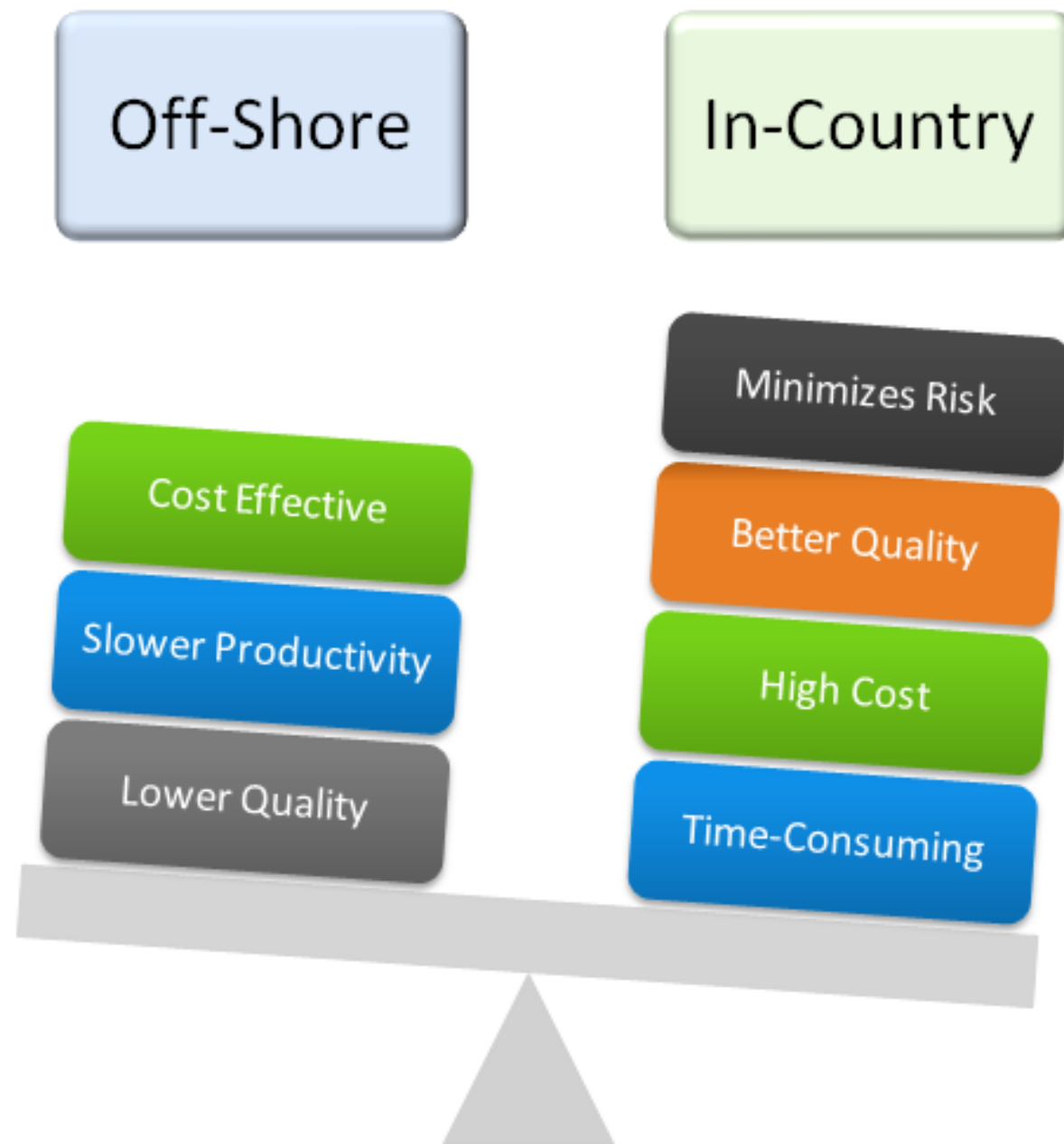
# Examples of PPC Optimization Globally

- 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**”



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# The Global PPC Dilemma

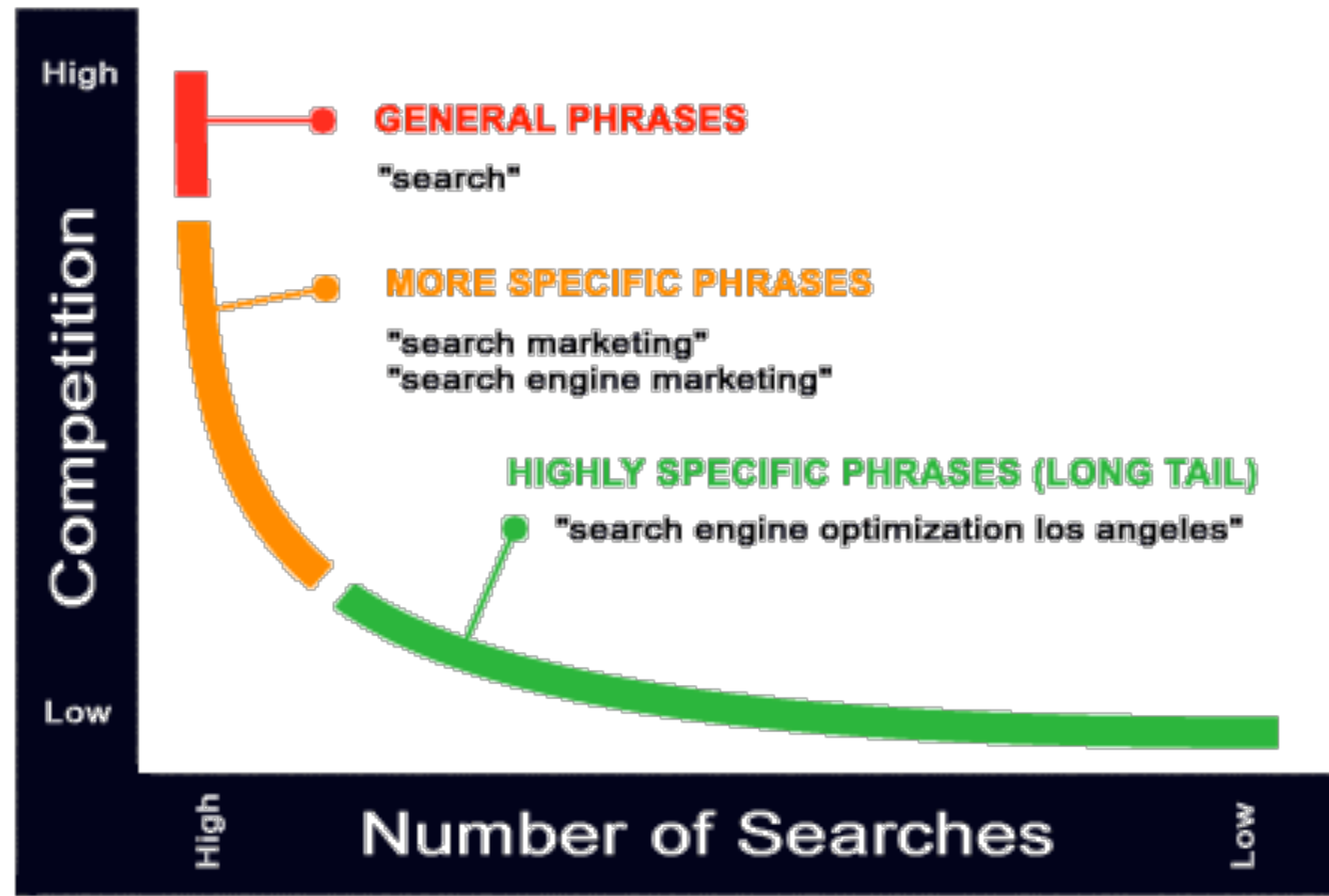


HOW DO I **SCALE**  
**GLOBALLY** WITHOUT  
RISKING **QUALITY**,  
**PAYING** TOO MUCH OR  
HAVING MY TEAM  
SPEND ALL THEIR **TIME**  
MANAGING THE  
PROCESS?

# The “Long Tail and why it matters

## Pros

### LONG TAIL SEARCH



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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.

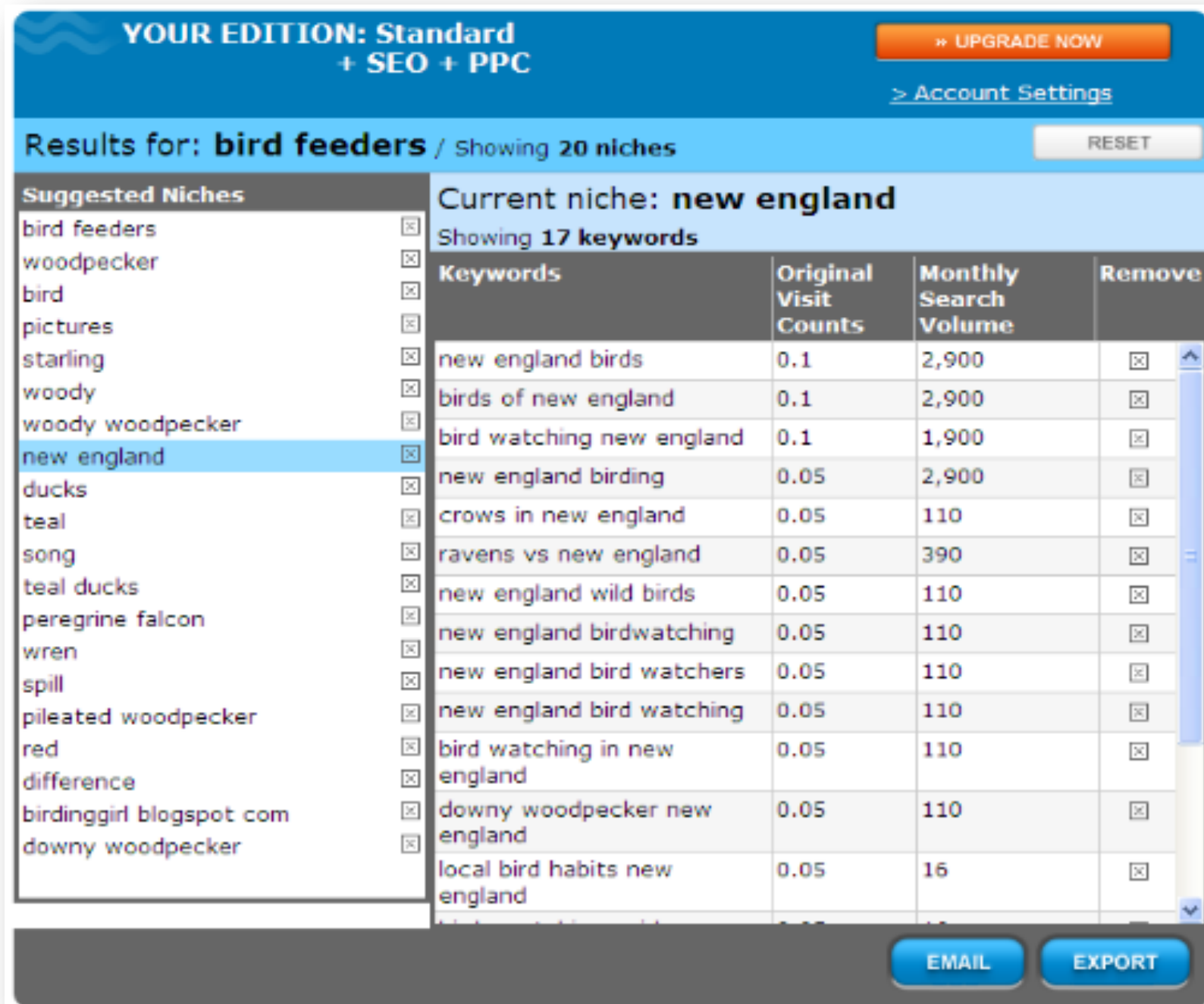
# The “Long Tail”...it’s Sooooooooooooo Long

## 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**



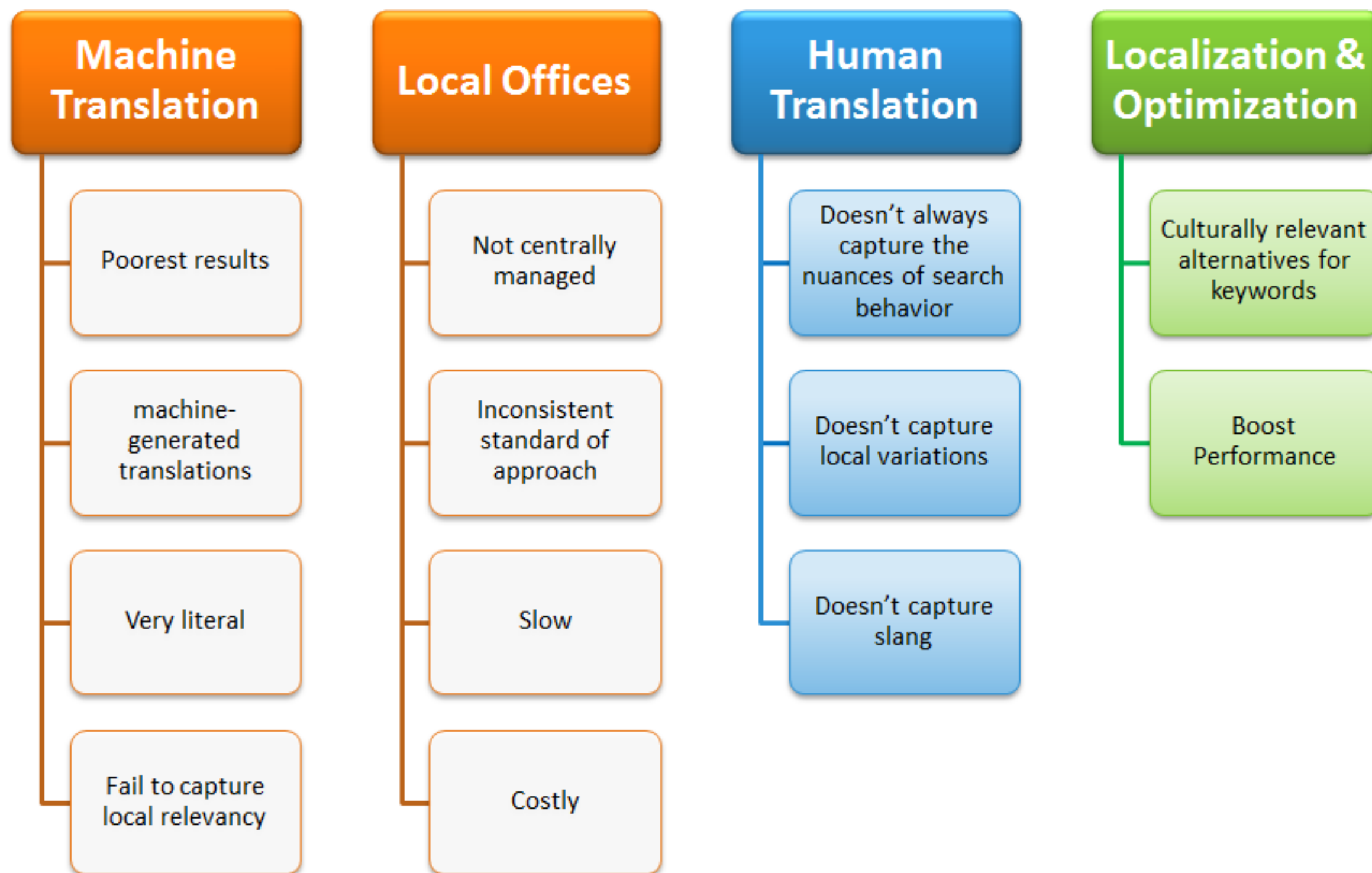
The screenshot shows the Wordstream interface for a 'Standard' edition account. It displays results for the keyword 'bird feeders', showing 20 niches. The current niche selected is 'new england', which shows 17 keywords. The table lists keywords with their original visit counts and monthly search volume. The keywords are: new england birds (0.1 visits, 2,900 volume), birds of new england (0.1 visits, 2,900 volume), bird watching new england (0.1 visits, 1,900 volume), new england birding (0.05 visits, 2,900 volume), crows in new england (0.05 visits, 110 volume), ravens vs new england (0.05 visits, 390 volume), new england wild birds (0.05 visits, 110 volume), new england birdwatching (0.05 visits, 110 volume), new england bird watchers (0.05 visits, 110 volume), new england bird watching (0.05 visits, 110 volume), bird watching in new england (0.05 visits, 110 volume), downy woodpecker new england (0.05 visits, 110 volume), and local bird habits new england (0.05 visits, 16 volume). The interface also includes a 'Suggested Niches' list on the left and buttons for 'EMAIL' and 'EXPORT' at the bottom.

Keywords	Original Visit Counts	Monthly Search Volume	Remove
new england birds	0.1	2,900	<input type="checkbox"/>
birds of new england	0.1	2,900	<input type="checkbox"/>
bird watching new england	0.1	1,900	<input type="checkbox"/>
new england birding	0.05	2,900	<input type="checkbox"/>
crows in new england	0.05	110	<input type="checkbox"/>
ravens vs new england	0.05	390	<input type="checkbox"/>
new england wild birds	0.05	110	<input type="checkbox"/>
new england birdwatching	0.05	110	<input type="checkbox"/>
new england bird watchers	0.05	110	<input type="checkbox"/>
new england bird watching	0.05	110	<input type="checkbox"/>
bird watching in new england	0.05	110	<input type="checkbox"/>
downy woodpecker new england	0.05	110	<input type="checkbox"/>
local bird habits new england	0.05	16	<input type="checkbox"/>

Wordstream



# Methods for Executing Multi-Lingual PPC



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# 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

6σ

1 Common platform



# 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!

**Email:** paula.shannon@lionbridge.com  
[www.lionbridge.com](http://www.lionbridge.com)



# Webcertain's Geo-Targeting Matrix

Single Language Regions	World Languages	Duplicated!	Dot Com/Generic	Webmaster Tools	Hreflang Sitemap	Canon-icals	Local Links & Shares  Currency  Address Details
			Local Domain				
		Machine Translated!	Dot Com/Generic	Webmaster Tools			
			Local Domain				
		Fresh Content	Dot Com/Generic	Webmaster Tools			
			Local Domain				
	National Languages	Just At Home	Dot Com/Generic	Webmaster Tools			
			Local Domain				
		Everywhere	Dot Com/Generic				
			Local Domain				
	China		Local Domain	Webmaster Tools			
	Russia			Webmaster Tools			
	Czech Republic						
	Korea						
Multi - Language Regions			Dot Com/Generic	Webmaster Tools	Hreflang Sitemap	Canon-icals	+ Local Language Selector
			Local Domain				