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# **Content Operations: Incorporating translation into the content lifecycle**



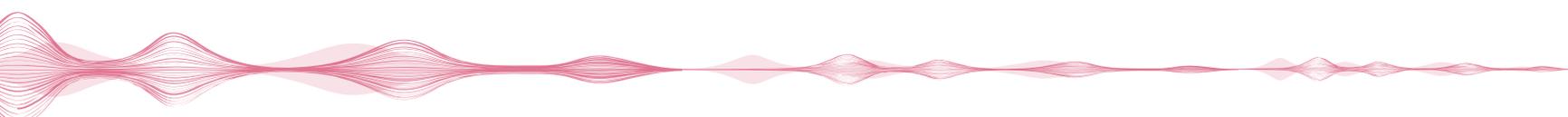
# About your presenter



**Rahel Anne Bailie**

Executive Consultant, EMEA, ICP

- Consultant, instructor, webinar host, author, mentor
- 20+ years of content consulting across a wide range of industries
- Industry expert in content operations – an area of content strategy focused on efficient production of content



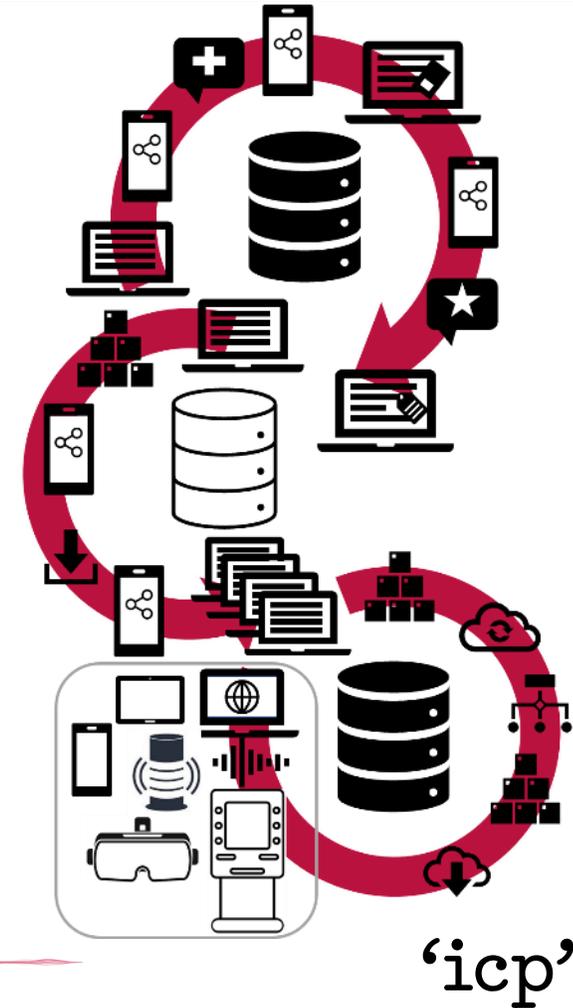
1 What is content operations

2 Lifecycles vs supply chains

3 Moving translation upstream

4 Integration with content operations

5 Conclusion



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# WHAT IS CONTENT OPERATIONS

# Framing content operations

A set of **principles** used to optimise content production to leverage content as business assets to meet business objectives.

Operations is an conceptual approach (situational, not connected to a method or technology)

# Framing content operations

A set of principles used to  
**optimise content production**  
to leverage content as  
business assets to meet  
business objectives.

Optimising production means  
creating an operating model  
that helps content get delivered  
better, faster, smarter.

# Framing content operations

A set of principles used to optimise content production to **leverage content as business assets** to meet business objectives.

Content is as much of a business asset as is code, data, or design

# Framing content operations

A set of principles used to optimise content production to leverage content as business assets to **meet business objectives.**

The business produces content for a reason, and operations needs to support that.

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# LIFECYCLES VS SUPPLY CVHAINS

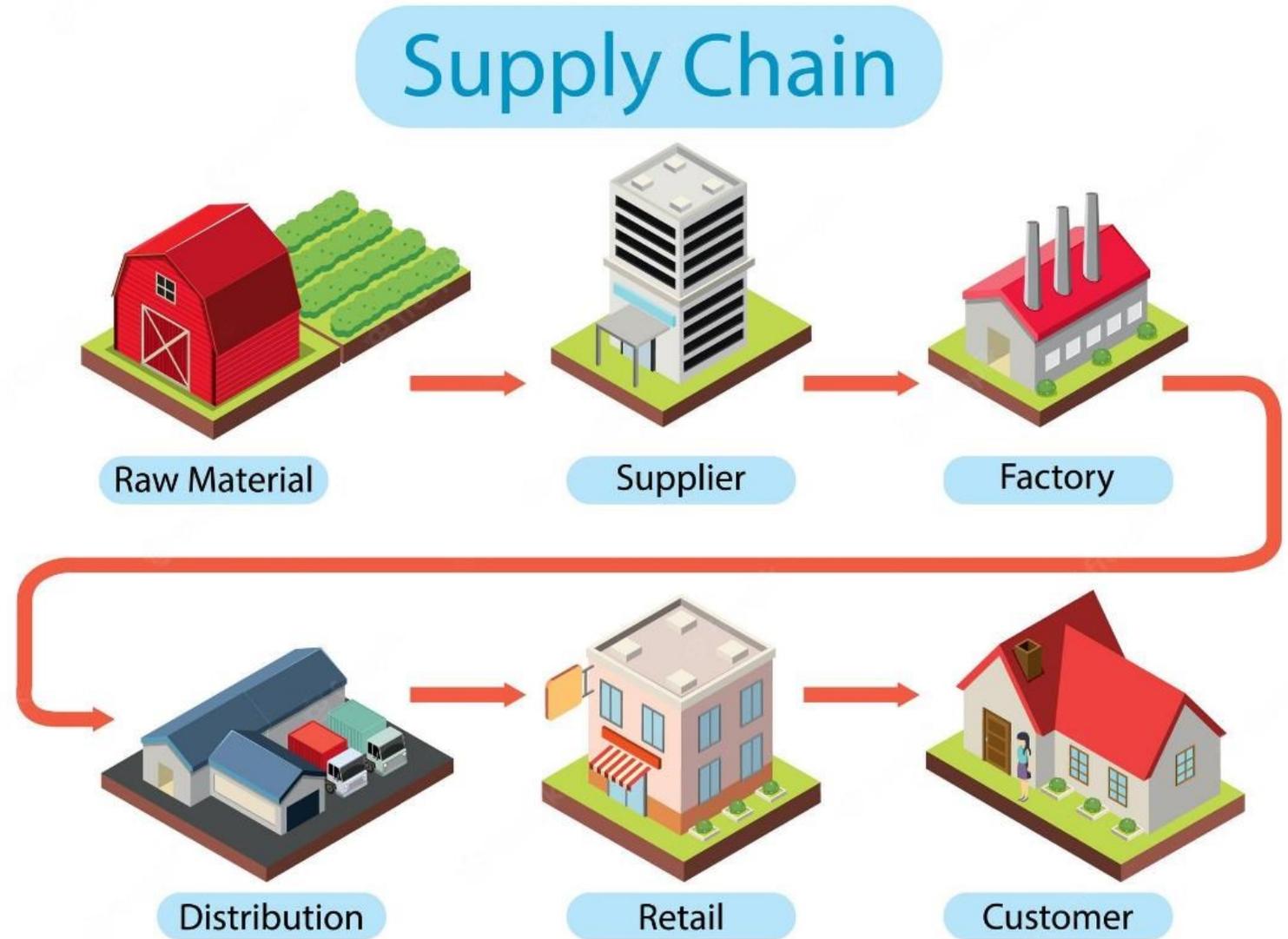
# A typical supply chain

## Audience participation

Where is the start and end of the supply chain?

What happens when the customer has a problem with the product?

When does the manufacturer get involved?



# Can content production be a supply chain?

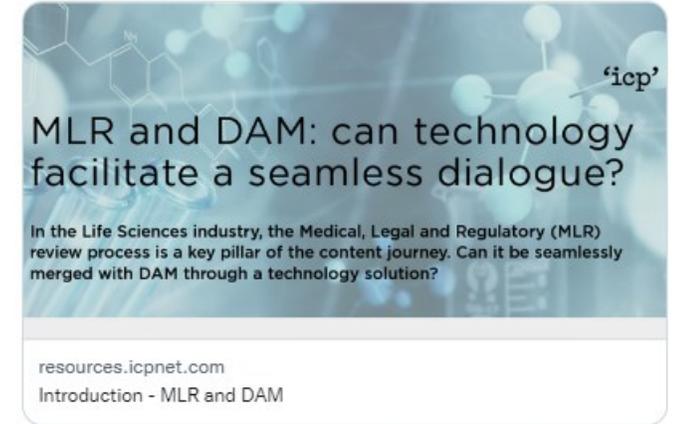
What about a publishing company creating print publications?

What about online marketing campaigns?

What about product content?

What about social media content?

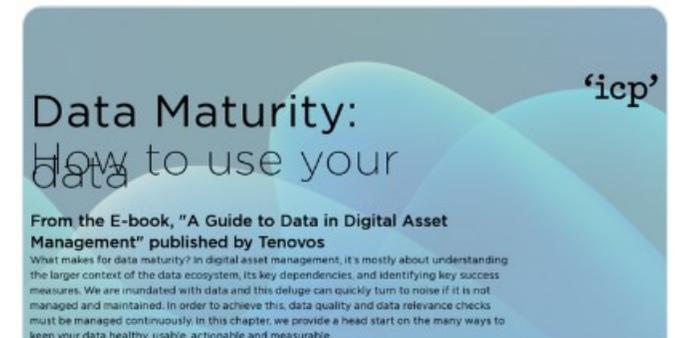
**icp** @icp\_global · Oct 28  
In the Life Sciences industry, the Medical, Legal and Regulatory (MLR) review process is a key pillar of the content journey. Can it be seamlessly merged with DAM through a technology solution? Read our new whitepaper "MLR and DAM" to find out:



🗨️ ↻️ ❤️ ↗️

**icp** @icp\_global · Sep 20  
Madi Solomon, our Principal Consultant, contributed a chapter to Tenovos' data guide e-book. You can read her chapter about Data Maturity on our website here: [bit.ly/3dkKCOM](https://bit.ly/3dkKCOM)

#digitalassetmanagement #datamaturity



resources.icpnet.com  
Data Maturity: How to use your data - Data Maturity: How to Use Your

# Notable differences

## Content supply chain

- Content is delivered to end users
- Considered “done” once published
- No “refurbishing” and republishing
- After publication, any production is considered net new
- No need for curation – “one and done”

## Content lifecycle

- Content is delivered to end users
- Responsible for updates and edits
- Ongoing content maintenance
- Localised for multiple variables: by language, by market, by audience
- Continuous audit and review to remove outdated, inaccurate content

# What's missing from that equation?



## **1+ LANGUAGE TRANSLATIONS**

Where does translation  
happen in a supply  
chain?

What about in a  
lifecycle?



## **1+ LANGUAGE LOCALISATIONS**

Where does localisation  
happen in that same  
supply chain?

What about in a  
lifecycle?

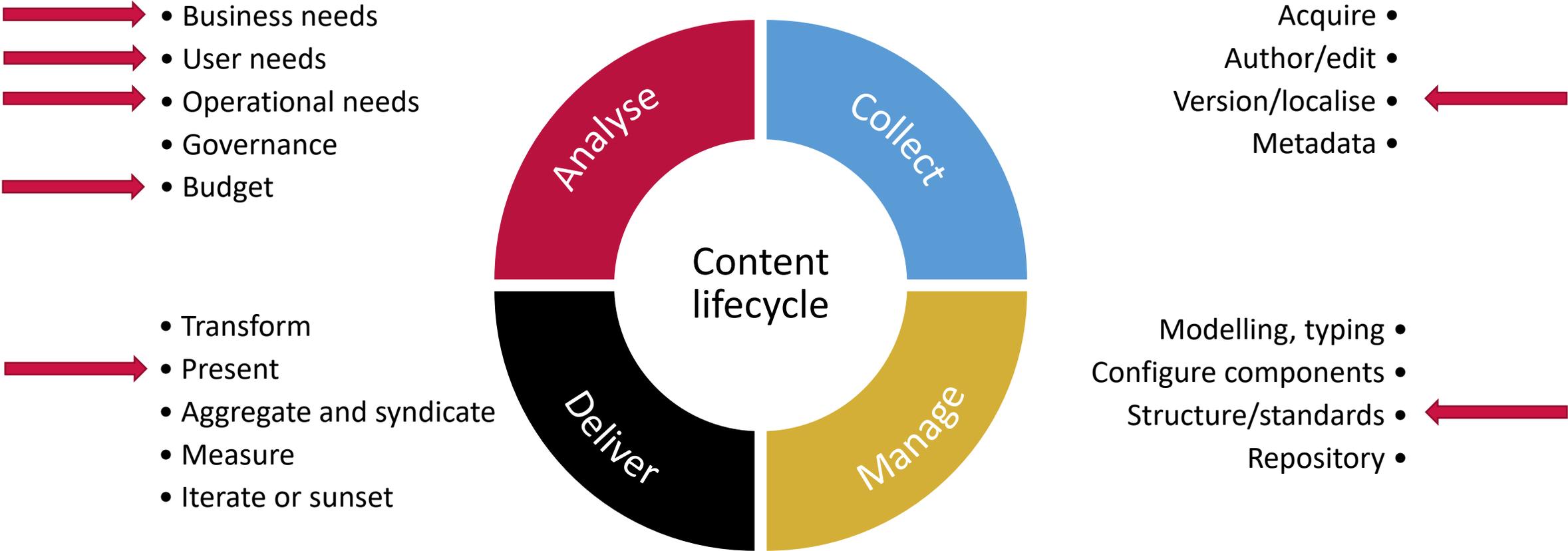


## **1+ SAME-LANGUAGE LOCALISATIONS**

Where does the variant  
get produced in a supply  
chain?

What about in a  
lifecycle?

# Where does translation fit in the content lifecycle?



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**MOVING TRANSLATION  
UPSTREAM**

# Example of recipe localisation

Name some of the fundamental differences between countries or markets

- Cultural differences and expectations
  - What a typical meal looks like
- Relative prosperity between countries
  - Raw ingredients vs pre-processed ingredients
- Measurements
  - Imperial measure vs metric, cups vs grams
- Regulatory differences
  - Which countries banned Marmite? Kinder Eggs? Mountain Dew?
- Manufacturing differences
  - Formulas for chocolate, ketchup, soft drinks differ from country to country

# Standardise the structure

## RECIPE

**INTRODUCTION**      Recipe name  
Image of finished product  
Prep time  
Number of servings  
Calories

**INGREDIENTS**      Ingredients Title

- Ingredient
- Ingredient

**INSTRUCTIONS**      Instructions Title

1. Instruction
2. Instruction

**FOOTNOTES**      Footnotes Title

- Footnote Type
- Footnote

# Standardise the content

- Health guidance for preventing diabetes, to be rolled out to 15 countries
- Discuss the problems that could be alleviated by consulting with SME and translation professionals in those countries before setting out a programme
- Breakfast: avocado on brown toast
- Use Mrs. Dash instead of salt
- Snacks: avoid crisps
- Swap sweetened soft drinks for low-calorie beverages
- Eat dinner before 6 PM
- Limit alcohol consumption
- Consider a balanced diet
- Diets differ from country to country
- Products not available in all locales
- Vocabulary differs between locales
- Assumes that the audience has the means and access to luxury items
- Assumes a particular lifestyle
- Some countries are alcohol-free
- Fuzzy language open to interpretation

# Add semantics to help with automation

- Label the units to allow automatic conversion between Imperial and Metric
- Tag the ingredients to allow the re-use of recipe across multiple markets
- Specify cooking method so users can filter recipes by cooking method
- Specify prep time so users can filter by length of preparation time
- Specify number of servings so users can choose recipes by quantity made
- Specify specialty equipment so users can search for recipes that use that equipment
- Add synonyms so users can find ingredients by related terms
- Categorise by specialty so users can filter by their specific dietary needs
- Categorise by dish type, so recipes can be filtered by place within a meal
- Categorise by occasion, so users can find recipes for special occasions

# Automate the delivery or publishing

Ingredient name

Variation 1 

Variation 2 

Cooking method

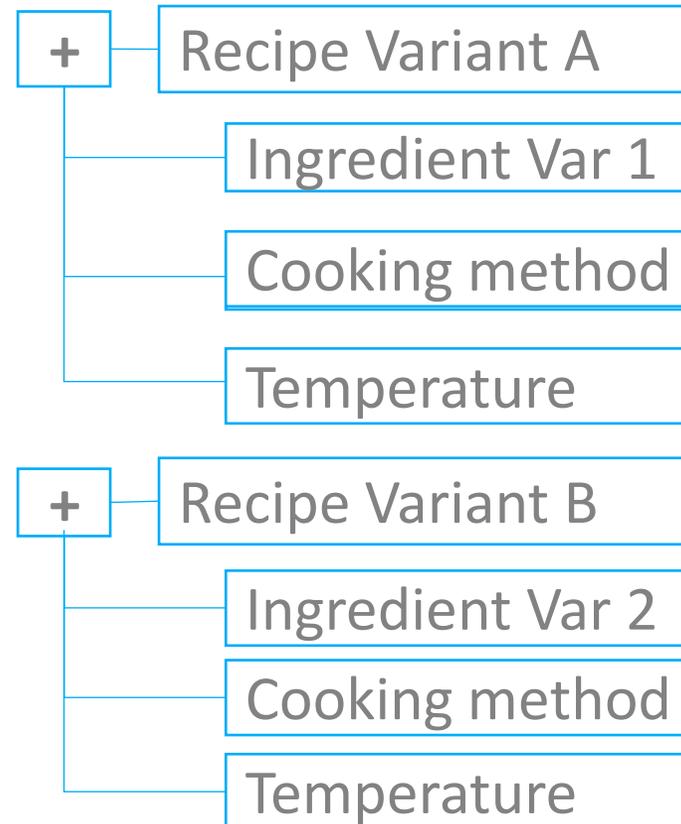
Variation 1 

Variation 2 

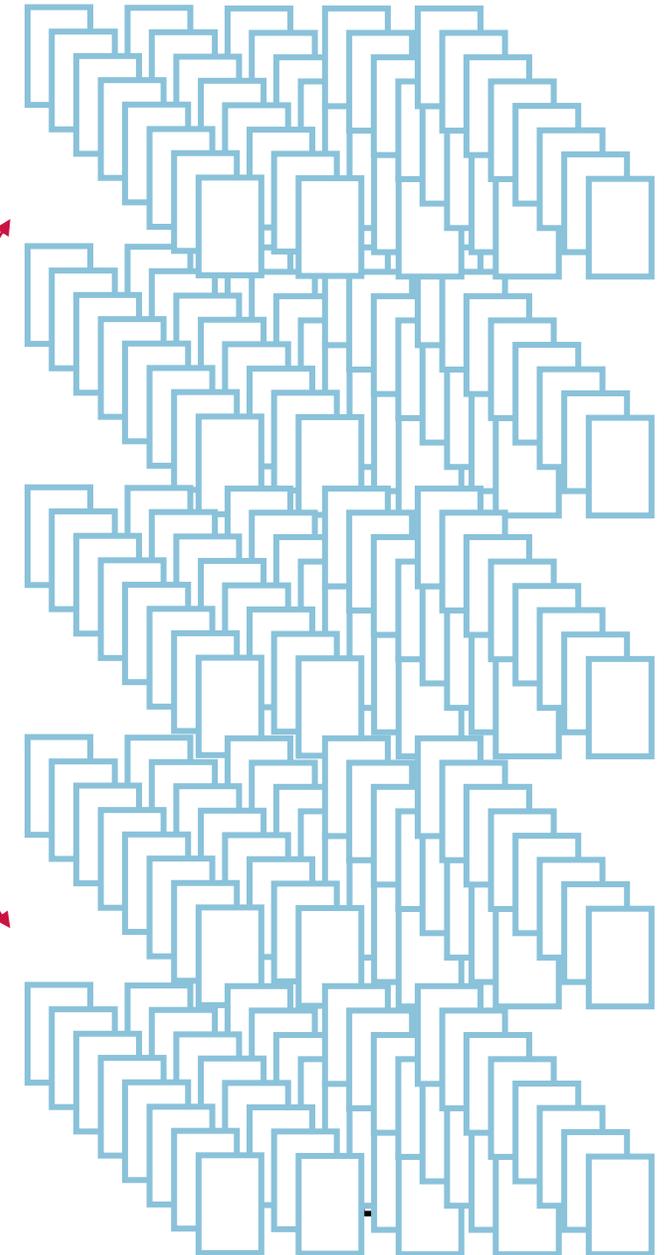
Temperature 

Toggle: Celsius 

/ Fahrenheit



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# Improving the operating model

## Ops model 1

1. Create each recipe separately.
2. Workflow uses email and attachments to communicate.
3. Audit trail using spreadsheets.
4. Copy and paste content into the CMS.

## Ops model 2

1. Log into a tool meant for authoring recipes at a component level.
2. Write common content blocks and blocks for individual recipes.
3. Tag content blocks by country, audience, etc.
4. Map content blocks for each page.
5. Update as needed.
6. Publish in bulk.

# Measuring the differences in efficiency and quality

## Old process

- How many steps initiated by the content producer?
- How many steps handled by the system?
- What is the time to update 1 recipe vs all the copies?
- How can you calculate the cost per update cycle?

## New process

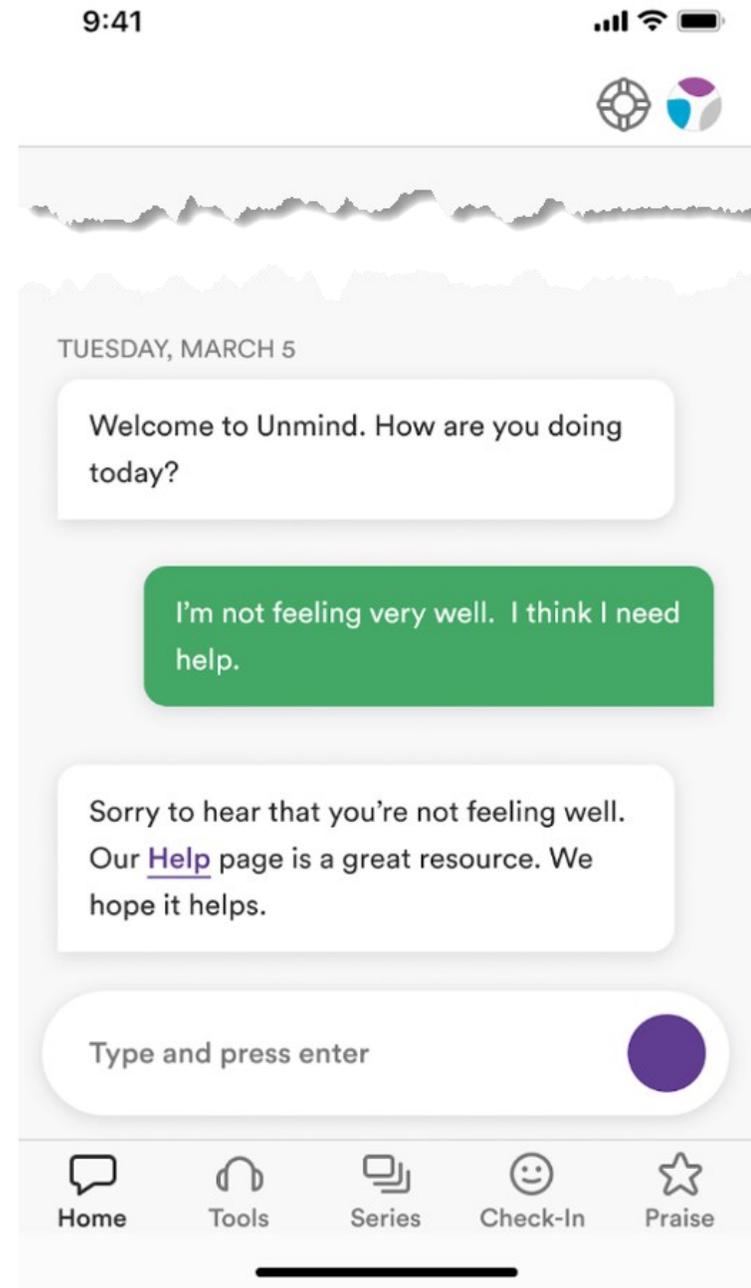
- How much more time would it be to set up the system once?
- How many steps would be eliminated at time of creation?
- How many steps would it take to make an update?
- What would be a comparable cost in a streamlined model for content operations?

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**INTEGRATING TRANSLATION  
INTO CONTENT OPERATIONS:  
A CASE STUDY**

# About the organisation

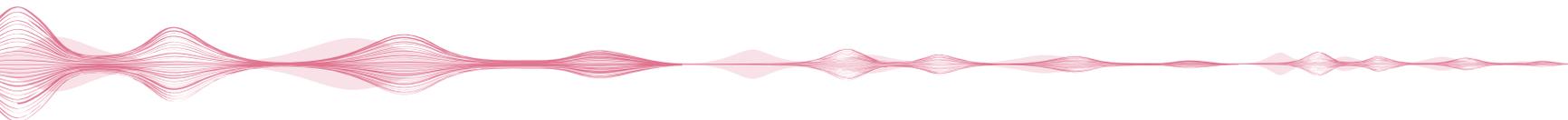
- 5-year-old start-up providing mental health content to large companies that offer it to (sometimes global) staff
- Content is multimedia: videos, podcasts, soundscapes, images, and text
- Multimedia content has text components
- Single cultural (UK) perspective to mental health
- Wellness index that measures individual wellbeing
- Chatbot that guides the user journey



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# Operating model at the start

- Focused on content as the product:
  - Small team of mostly Subject Matter Experts creating text-based content in traditional ways: word processors, spreadsheets, etc.
  - Multimedia content created in specialty systems, transferred as BLOBs
- Technology-led operating model:
  - Content produced independently, handed over to tech team for processing
  - Bespoke systems built assuming omnichannel complexities handled at delivery time



# Change in business need

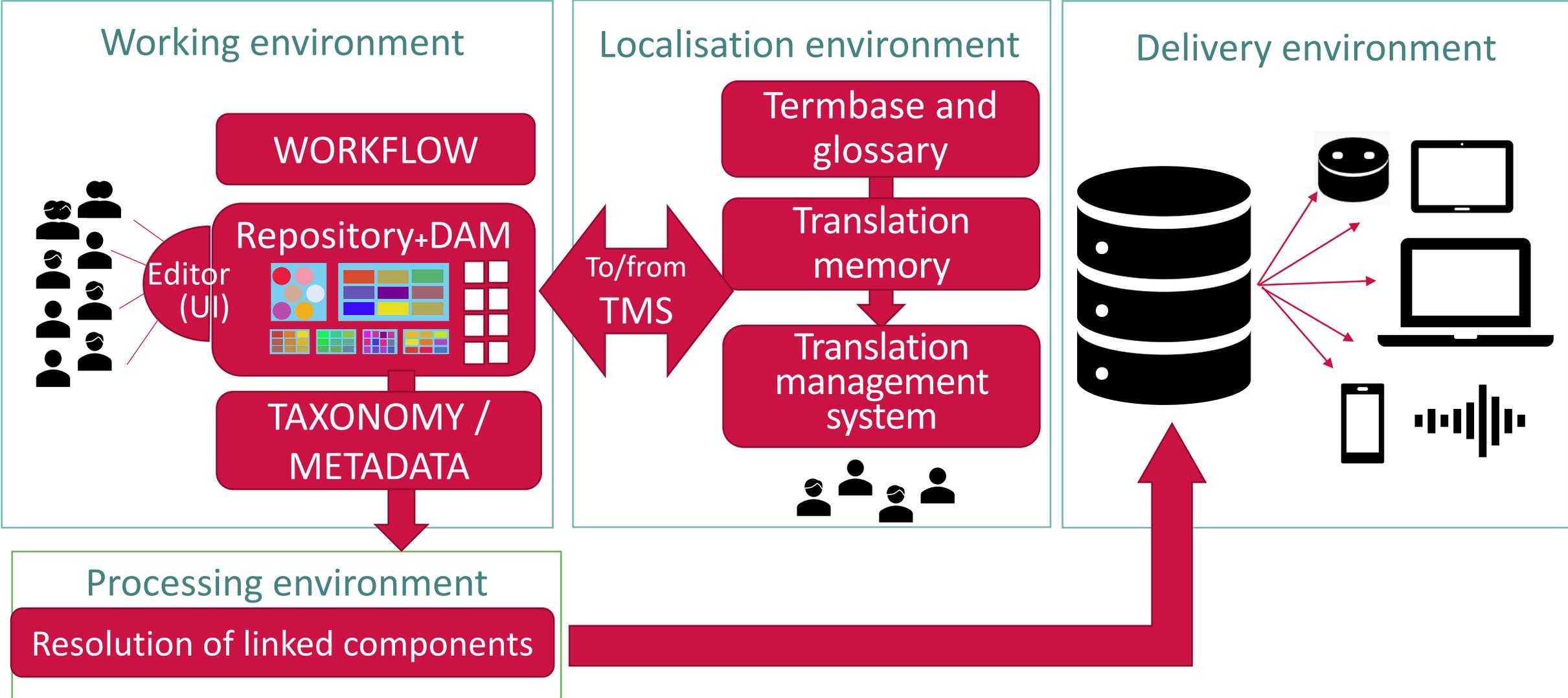
## FROM

- Single language.
- Single cultural perspective.
- Linear user journeys.
- Working hard just to keep up.
- Limited ability for analytics.
- Cumbersome product improvement.

## TO

- Multiple languages.
- Multiple cultural perspectives.
- Multi-dimensional user journeys.
- Scale along with client needs.
- Deliver evidence-driven insights.
- Ease of innovation content.

# Overhaul of operating model (simplified)



# Change in operational need

## FROM

- Accumulating content debt.
- Multiple manual processes.
- Subject-matter expertise.
- Create content in silos.
- Multichannel content delivery.
- Brittle technology infrastructure.
- Inefficient operating model.

## TO

- Elimination of content debt.
- Automation of rote tasks.
- Wider awareness of publishing needs.
- Collaborative content creation.
- Omnichannel content delivery.
- Robust and flexible systems.
- Efficient content operations.

# Results: Operations and Customer Experience

## Operational improvements

- Updated governance model empowers content creators across markets.
- About 20% reduction in production time and 65% reduction in number of steps.
- Localising digital assets at reduced costs.
- Turn-around of localisations reduced by 50%.
- Hot fixes of content possible – change made in under 2 minutes.

## Customer experience improvements

- Increased ability for users to create their own personalised journeys.
- Shorter throughput with collaboration up front.
- Steep increase 5-star user feedback.
- 25% content quality uplift.
- 4X revenue pipeline growth.

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# CONCLUSION

# Consider that content can mean a lot of things

## Text-based content

- Components as short as a word
- Short- and long-form content
- Translation needs complete sentences

## Visual content

- Everything from static images (photos, infographics, drawings) to moving images (video, animations, game components)
- Stronger need for semantics (metadata, taxonomy, keywords, alt text, etc) in every language



# Content operations can bring many benefits

## Tactical benefits

Save time and money, maintain quality:

- Maintain a single source of truth.
- Reduce inefficiency of rote tasks.
- Automate whatever you can.
- Use standard processes.
- Monitor results, use insights to make further improvements.

(Don't use people as slow computers.)

## Strategic benefits

Respond to business and user needs:

- Ability to scale and respond to demand.
- Improve collaboration across value streams.
- Automate continuous delivery pipelines.
- Improve innovation.
- Reduce risk.
- Ensure resource availability.

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**THANK YOU**

Discussion

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