HOW AN OPERATIONAL MODEL CONTRIBUTES TO CONTENT SUSTAINABILITY

Designing a content strategy with sustainability in mind

Content, Seriously

OUTLINE

In this session, we'll look at:

- What we mean by content operations.
- Operational perspective on sustainability.
- A use case that demonstrates the principles.
- How to get these concepts to converge.

BUSINESS APATHY ABOUT WASTE

Knowledge workers spend about 2.5 hours per day, or roughly 30% of the workday, searching for information.
- IDC

An enterprise employing 1,000 workers wastes $5 million per year because employees spend too much time duplicating information that already exists.
- BAE

If it ain't broke, don't fix it.
- Bert Lance

WHAT DO WE MEAN BY CONTENT OPERATIONS?

WHAT IS AN OPERATIONAL MODEL

Operating model is both an abstract or visual representation (model) of how an organisation delivers value to its customers or beneficiaries as well as *how an organisation actually runs itself*.

Wikipedia

Determining *behaviour, workflow and process design*, IT decisions, and investment decisions, aligned to the business objectives.

Strategy& (PWC)

The configuration of the organisation *to deliver its strategy*.

Deloitte

SAVING THROUGH BETTER OPERATIONS

ContentOps is a set of principles used to **optimise production** of content to allow content to be **leveraged as business assets** to **meet intended goals.**

Work smarter, not harder:
- Save time
- Save money
- Keep quality standards

Help meet business goals:
- Provides services to users
- Responds to customer demand
- Manages corporate risk

Content is a valuable asset:
- Supports or *is* the product
- Personalisation at scale
- Continuous delivery pipelines

OPERATIONAL PERSPECTIVE ON SUSTAINABILITY

MAKING CONTENT SUSTAINABLE

Create less content.

Reduce production waste.

Re-use common content.

Recycle usable content.

Minimise content overhead.

Better content, not more content.

Optimise content production system.

Standardise, transclude components.

Get more from existing content assets.
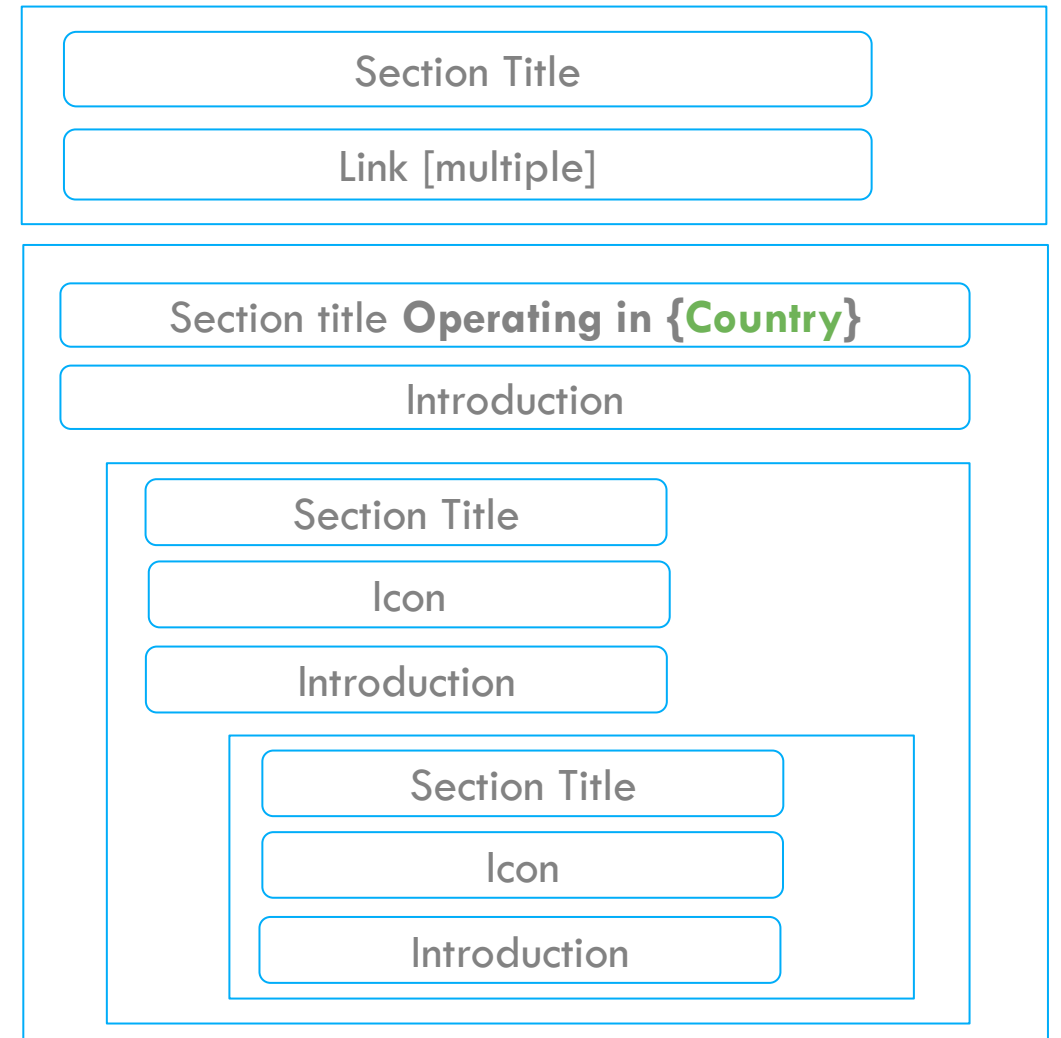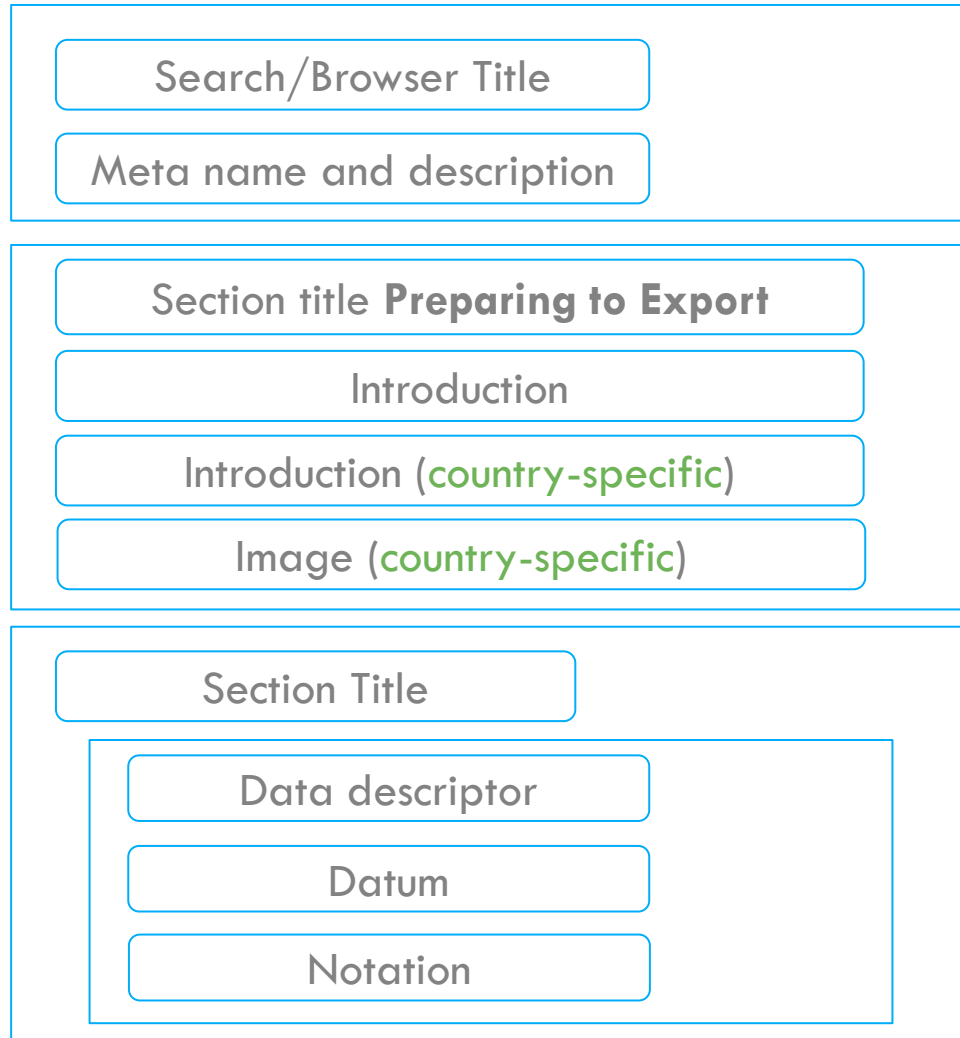
Eliminate inefficiencies.

A SUSTAINABILITY USE CASE

CLIENT PRODUCES CONTENT FOR THE WORLD

- There is very little "generic" information.
- Facts change by country, by user type, by product type.
- For business people, time is money; get frustrated digging about for info or to wait for callbacks.
- Countries = possible 180+ variants. Product codes = 25,000+ variants. User types = >10 variants.
- Delivering content personalised for their audience becomes critical for users.

STANDARDISE THE STRUCTURE

Search/Browser Title

Meta name and description

Section title **Preparing to Export**

Introduction

Introduction (country-specific)

Image (country-specific)

Section Title

Data descriptor

Datum

Notation

Section Title

Link [multiple]

Section title **Operating in {Country}**

Introduction

Section Title

Icon

Introduction

Section Title

Icon

Introduction

Preparing to export

Establishing a business

Establishing a business in Bosnia and Herzegovina can [be time] consuming. Your starting point should be a local lawyer [which you] should retain and follow up with at each step of the pro[cess. Your] market companies should find a local partner, for exam[ple an] agent, representative or distributor.

Tax

The UK and Yugoslavia signed a Double Taxation Conve[ntion which] continues to apply in Bosnia and Herzegovina.

VAT

If you're registered for VAT in the UK, it may be possible [to zero-rate] the goods you export to Bosnia and Herzegovina, provi[ded certain] conditions are met.

Preparing to export

Taxation

The UK and Austria have signed a double taxation agreeme[nt,] meaning the same income is not taxed twice.

UK companies operating in Austria are subject to local taxat[ion.] Corporate income tax is 25%. Read more about tax in Austri[a.]

VAT

If you're registered for VAT in the UK, it may be possible to ze[ro-rate] the goods you export to Austria, provided certain conditions [are met.]

The general VAT rate in Austria is 20% for most manufactur[ed goods] and services. A lower rate of 10% is levied on food, agricultu[ral] products, property rents, and some other items.

Preparing to export

Taxation

The UK and Bahrain have signed a double taxation agreement, meaning the same income is not taxed twice.

Bahrain has one of the most liberal tax regimes in the Gulf, with some of the lowest corporate and personal tax rates. There are very few indirect taxes and no personal income tax, wealth tax on capital gains, withholding tax (income tax deducted at source).

Preparing to export

Taxation

The UK and Belgium have signed a double taxation agreement that ensures the same income is not taxed twice.

VAT

If you're registered for VAT in the UK, it may be possible to zero-rate the goods you export to Belgium, provided certain conditions are met.

Preparing to export

Tax and Customs

The UK has signed a double taxation convention with Bulgaria. The Ministry of Finance has responsibility for tax in Bulgaria.

VAT

The standard VAT rate is 20%. There are reduced VAT rates to 9% for hotel services. If you're registered for VAT in the UK, it may be possible to zero-rate the goods you export to Bugaria, provided certain conditions are met.

Operating in Bahrain

Intellectual property

The Industrial Property Directorate has created a framework of legislation for patents, design and trademarks. However, there are no specialist intellectual property courts and there is a lack of specialist local advocates. You should speak to an IP lawyer if you think you need patent protection when exporting.

Business challenges

[...]tual property (IP)
[...] exporting.

Operating in Belgium

Intellectual property

As a first step, we advise you to speak to an intellectual property (IP) lawyer if you think you need patent protection when exporting.

Trademarks, designs, patents and copyright are the principal forms of IP protection available to companies and individuals.

The Belgian Office for Intellectual Property handles queries about IP in Belgium.

[...]ctual property (IP)
[...] exporting.

[...]an government

Operating in Bulgaria

Intellectual property

As a first step, we advise you to speak to an intellectual property lawyer if you think you need patent protection when exporting.

Trademarks, designs, patents and copyright are the principal forms of IP protection available to companies and individuals.

IP law, especially for patent protection, is not totally harmonised within the EU. Bulgaria is a member of the main international conventions protecting intellectual property. However enforcement of

[...]act and must be
[...]actions these can
[...]ls (often with a
[...]ayment. You need
[...] a letter of credit,

STANDARDISE THE CONTENT

Taxation

The UK and {Country} have signed a double taxation agreement, meaning that the same income is not taxed twice.

Taxes are collected by {Country}. Tax rates and mandatory contributions are the same for domestic and foreign investors.

VAT

If you're registered for VAT in the UK, it may be possible to zero rate the goods you export to {Country}, provided certain conditions are met.

Most goods or services supplied in {Country} are subject to VAT. The standard VAT rate is {percent}.
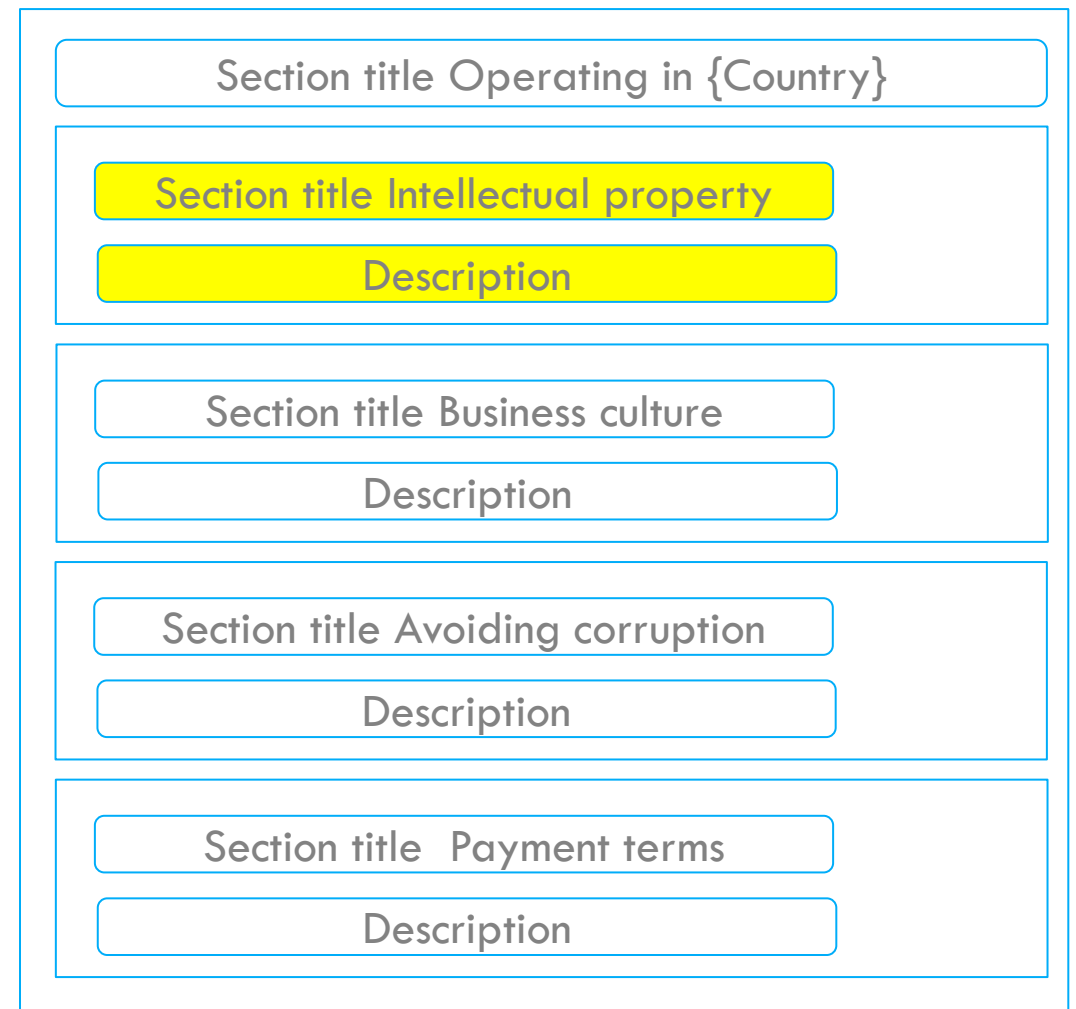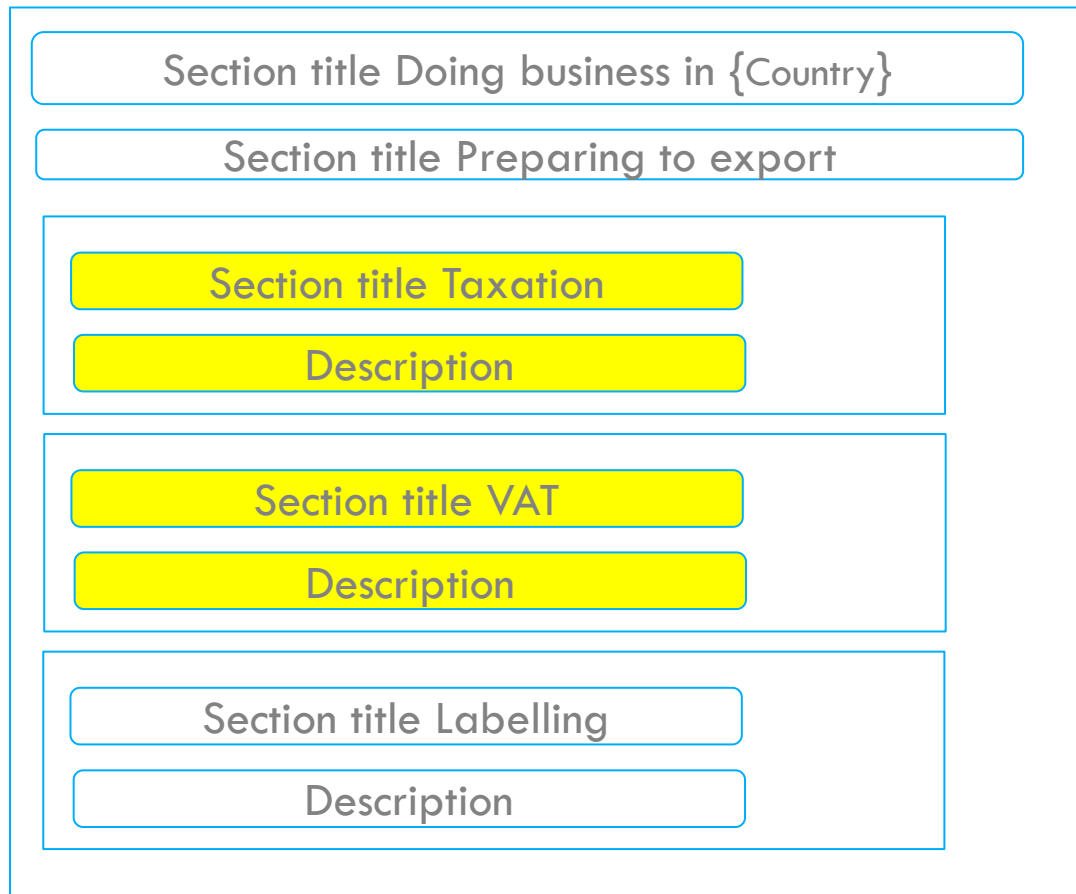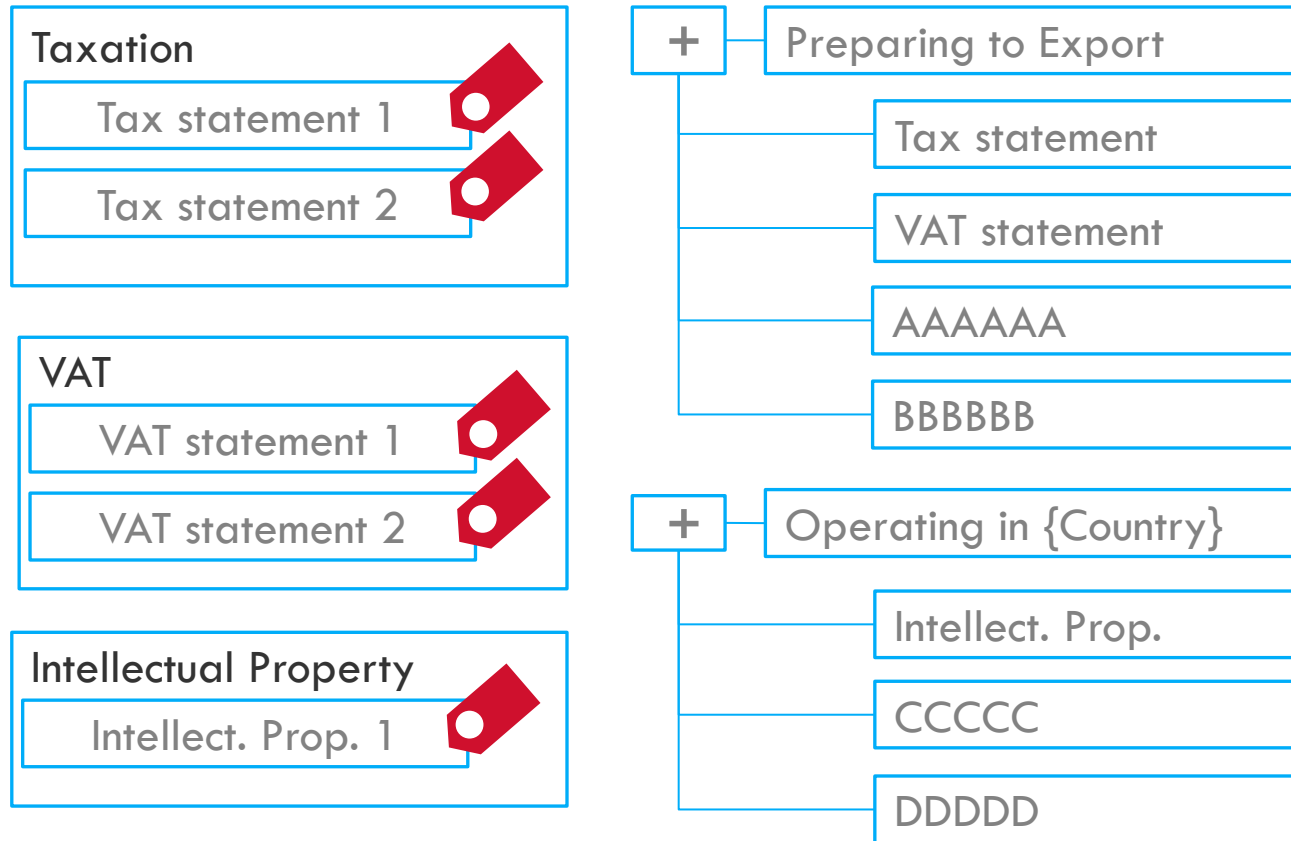
Intellectual Property

As a first step, we advise you to speak to an intellectual property (IP) lawyer if you think you need patent protection when exporting.

TRANSCLUDE (SINGLE-SOURCE) COMMON CONTENT

Section title Doing business in {Country}

Section title Preparing to export

Section title Taxation

Description

Section title VAT

Description

Section title Labelling

Description

Section title Operating in {Country}

Section title Intellectual property

Description

Section title Business culture

Description

Section title Avoiding corruption

Description

Section title Payment terms

Description

COMMON CONTENT > CONTENT MAP

Taxation
- Tax statement 1
- Tax statement 2

VAT
- VAT statement 1
- VAT statement 2

Intellectual Property
- Intellect. Prop. 1

+ Preparing to Export
- Tax statement
- VAT statement
- AAAAAA
- BBBBBB

+ Operating in {Country}
- Intellect. Prop.
- CCCCC
- DDDDD

AUTOMATE THE POPULATION OF DATA

- Data sets already exist
- Can auto-populate at time of publication
- Keeps published information fresh

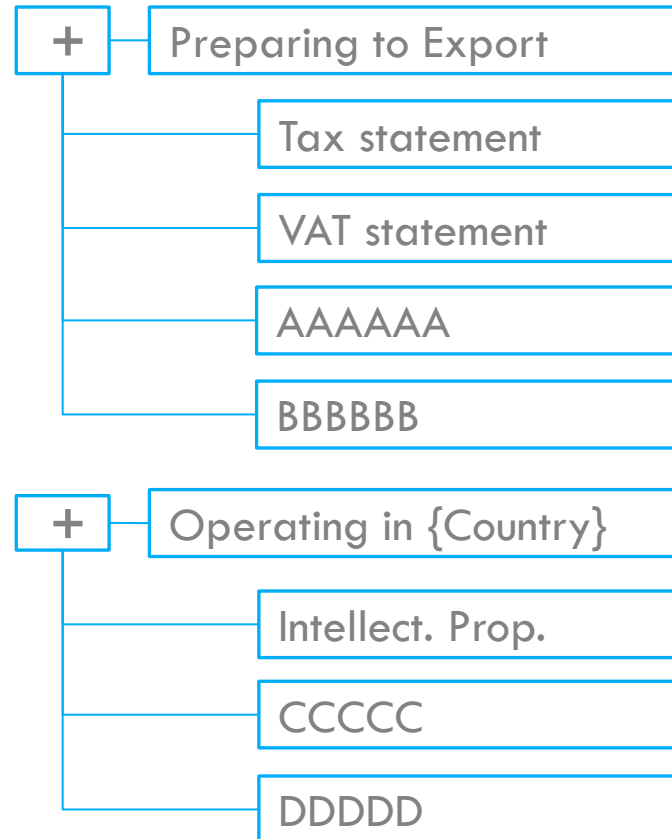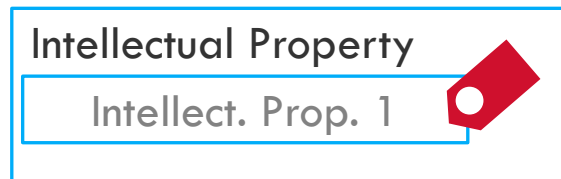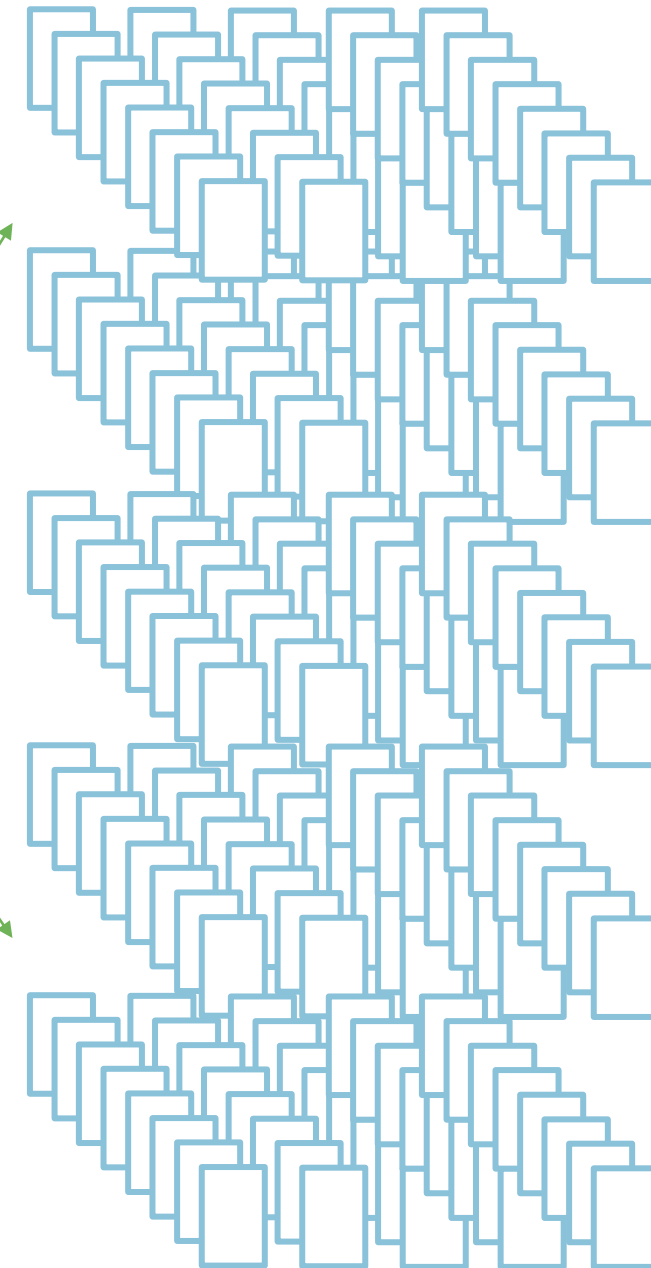| Ease of doing business	Currency	Business languages	GDP per capita	Economic growth	Time zone
14th	**Australian dollar**	**English**	**$56,350**	**1.8%**	**GMT +10**
out of 190 countries (World Bank, 2019)			UK is $42,560 (IMF, 2018)	(IMF, 2019)	Canberra, Sydney and Melbourne. The other time zones are GMT +8, GMT +9.5

COMMON CONTENT > CONTENT MAP

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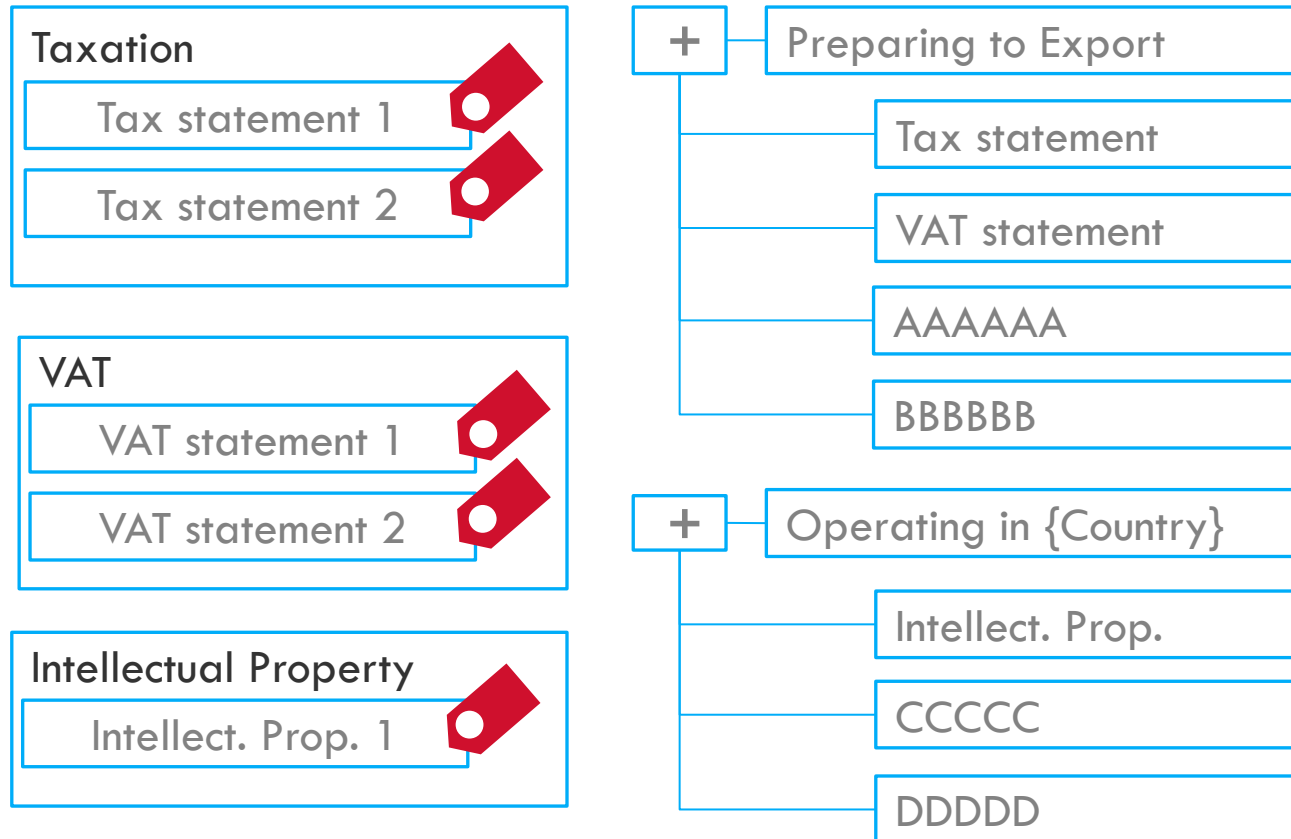
AUTOMATE THE DELIVERY/PUBLISHING

Taxation
- Tax statement 1
- Tax statement 2

VAT
- VAT statement 1
- VAT statement 2

Intellectual Property
- Intellect. Prop. 1

+ Preparing to Export
- Tax statement
- VAT statement
- AAAAAA
- BBBBBB

+ Operating in {Country}
- Intellect. Prop.
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- DDDDD
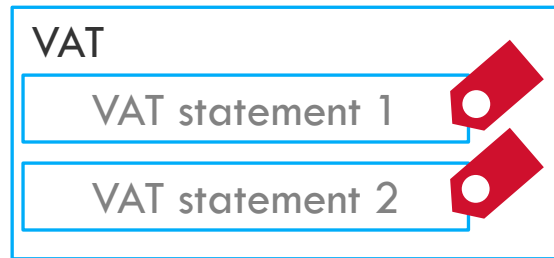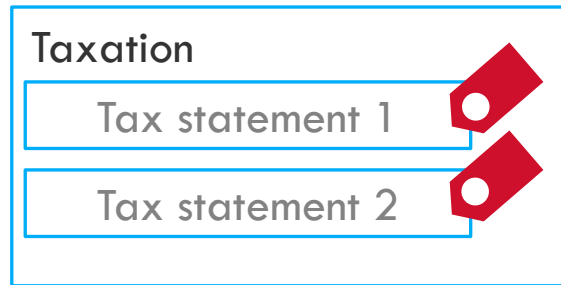
PUBLISH

IMPROVED PRODUCTION METRICS

Old processes

- 58 steps initiated by the content producer (assume single editing cycle)
- 0 steps handled by the system (there is no production system)
- Update time: est. 10 hours
- Cost per update cycle: £30K
- Min cycle: currently12-18 months (based on 2 days/week)

New processes

- 30 steps initiated by the content producer (assume single editing cycle)
- 7 steps handled by a content ecosystem that automates rote tasks
- Update time: est. 3.5 hours
- Cost per update cycle: £10K
- Min cycle: est. 4.5 months (based on 2 days/week)

Sustainability decisions to be made for impact of updates.

CONVERGENCE OF CONCEPTS

LET'S START WITH A TASTY METAPHOR: A BAKERY

In the front of a bakery, there is a showcase.

That's where you present the doughnuts.

It's organised and displayed in the best way for customers.

Similar to the information architecture in a Web CMS.

WHERE WE DO THE MAKING

In the back of there bakery, there is the working environment.

This is where you make the doughnuts.

Organised to suit the production process.

Similar to creating content in an authoring environment.

WHERE WE DO THE SHOWING

Using a home baking kit in a bakery would be a slow and waste-filled process.

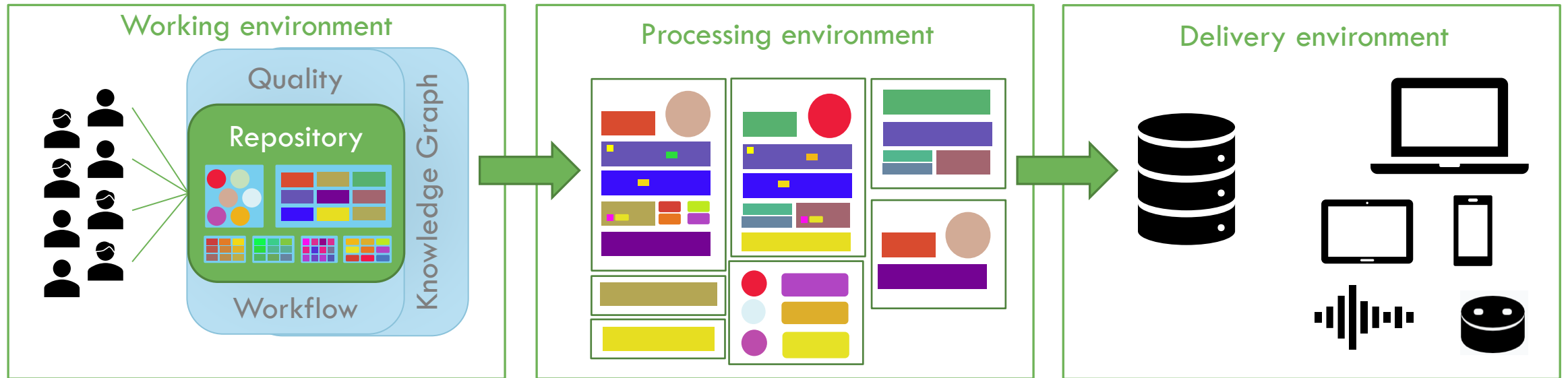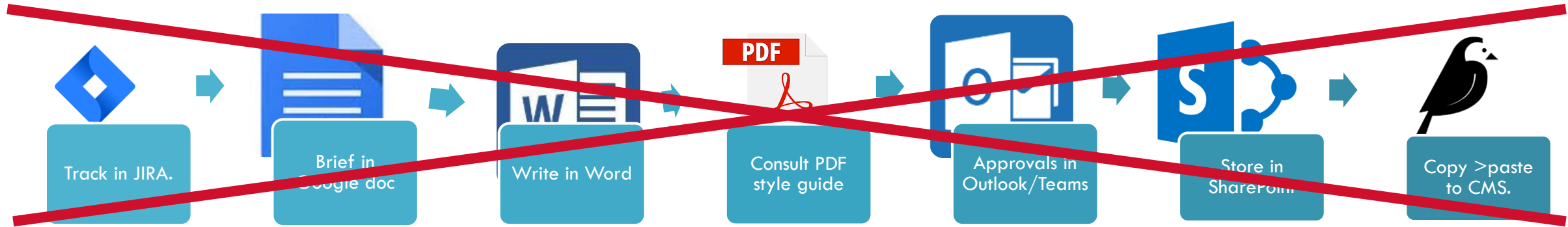*Similar to using a word processor and spreadsheets.*

Using an "all-in-one" baking-and-showcase machine is OK for fast food but not volume.

Similar to doing everything in a Web CMS.

Content is one of the oldest disciplines
yet has the least mature operational controls.

FROM "LIMP-ALONG" SYSTEM TO ROBUST CONTENT ECOSYSTEM

AUTHOR AND DELIVERY FOR MAXIMUM EFFICIENCY

- Standardise the structure (templates).
- Standardise the content (editorially).
- Transclude common content (single source).
- Automate the population of data.
- Use fit-for-purpose software to automate all unnecessary, time- and energy-consuming tasks, such as:
  - Searching for multiple copies or for the right version.
  - Copying-and-pasting into the CMS.
  - Tracking in spreadsheets.
  - Copying data into pages.

WRAP-UP

BIGGEST CHALLENGES

Governance:

- Getting management buy-in.
  - They don't understand how much waste is in the current processes so they don't see the potential impact of process improvements.
  - They don't see the hidden costs of "free" software.

Tech:

- Getting the techies' buy-in.
  - They've not been exposed to production-grade content production software so they find it suspicious.
  - They don't understand why content producers can't use apps and processes used for data and/or code.

FINAL THOUGHTS

- Automate anything possible – don't use staff as slow computers.

- Invest in production-grade tools – do a cost-benefit analysis with sustainability in mind.

- Think single-sourcing – CODA (Create Once, Deliver Anywhere).

- Remember that operational models change with business goals and improved technologies.

QUESTIONS?

Rahel Anne Bailie; Content, Seriously
Designing robust content ecosystems
London, UK

ContentSeriously.co.uk