

It's never the content.
It's always the content.

Managing
omnichannel
project risk



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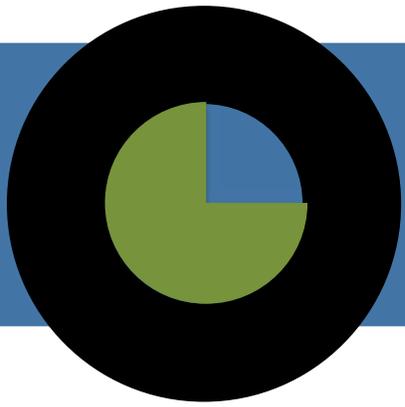
*@rahelab
#omniXconf*

**Content is the most
underestimated
undervalued
under-appreciated
asset in business**

**When things go right,
it's never because of the content**

**When things go wrong,
it's always because of the content**

**Humans are hard-wired
to learn from cautionary tales**



Case Study 1:

A Fortune 500 ecommerce platform

Once upon a time...



A consultant was approached by a Head of Content who said, “We need a better way to do content!”

The consultant presented her plans that would help the company solve their content problems.

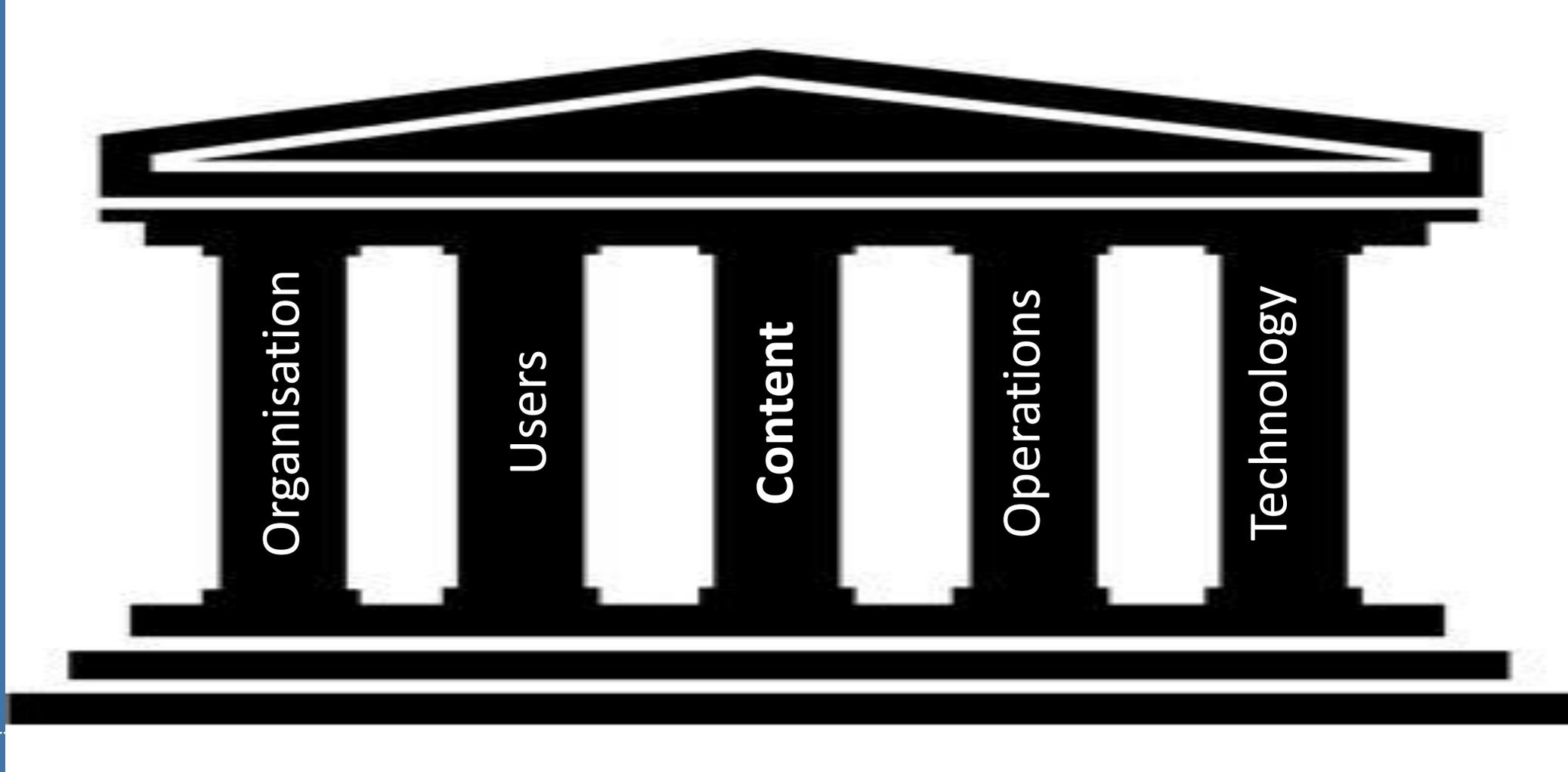
Business challenges

- Brand loyalty – damaged by proliferation of inaccurate information on the Web
- Risk mitigation – potential lawsuits created an cautious atmosphere
- Lack of internal resources – handful of writers spread servicing multiple development teams
- Inadequate technology – tools didn't allow content people to manage content efficiently or effectively

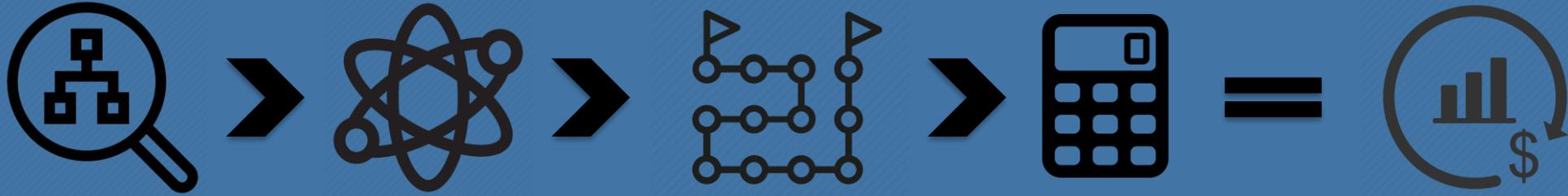
Content personalisation needs

- Multiple audiences – small and medium businesses, large brands, independent operators
- Multiple markets – many countries, different customs
- Multiple regulations – banking, product restrictions, etc
- Multiple channels – output to many sites, apps, and print
- Language variants and localisation – same-language, multilingual outputs, not always from same source language

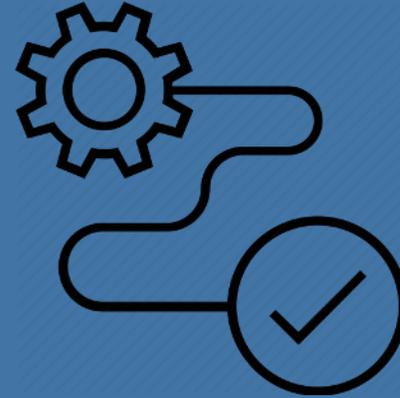
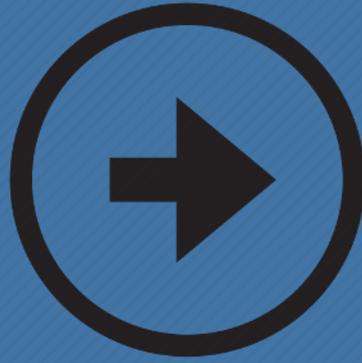
We started by looking at the five pillars of need



After the better part of a year...



The consultant did an extensive discovery and a gap analysis and produced a roadmap that, supported with multiple calculations, showed significant potential for ROI in all key areas.



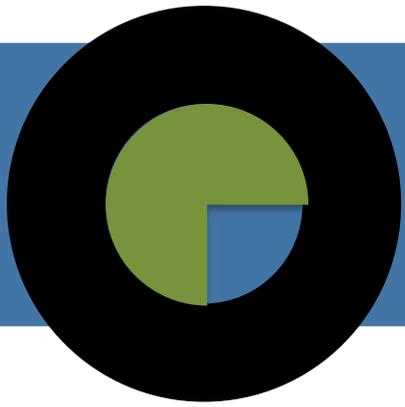
The Head of Content was ecstatic

and said, “Let’s get going!”

They proceeded to implement.

But the project failed

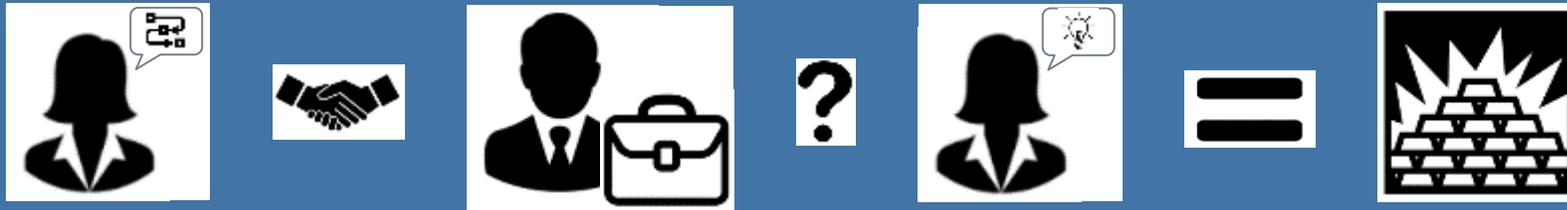
- The business value of the content wasn't clear to decision-makers – they didn't recognise value of content as an asset
- Techies drove the bus – “we're a Drupal team, so whatever the question, the answer is always Drupal”
- Misconceptions about content – tried to process content as if it were data
- Governance – in a matrixed chain of command, there was no check and balance to keep the project on track



Case study 2:

Large financial institution

Once upon a time...



A consultant was introduced to the Head of Tech who asked about a better way to do content. The consultant had an idea that would lead to lots of ROI.



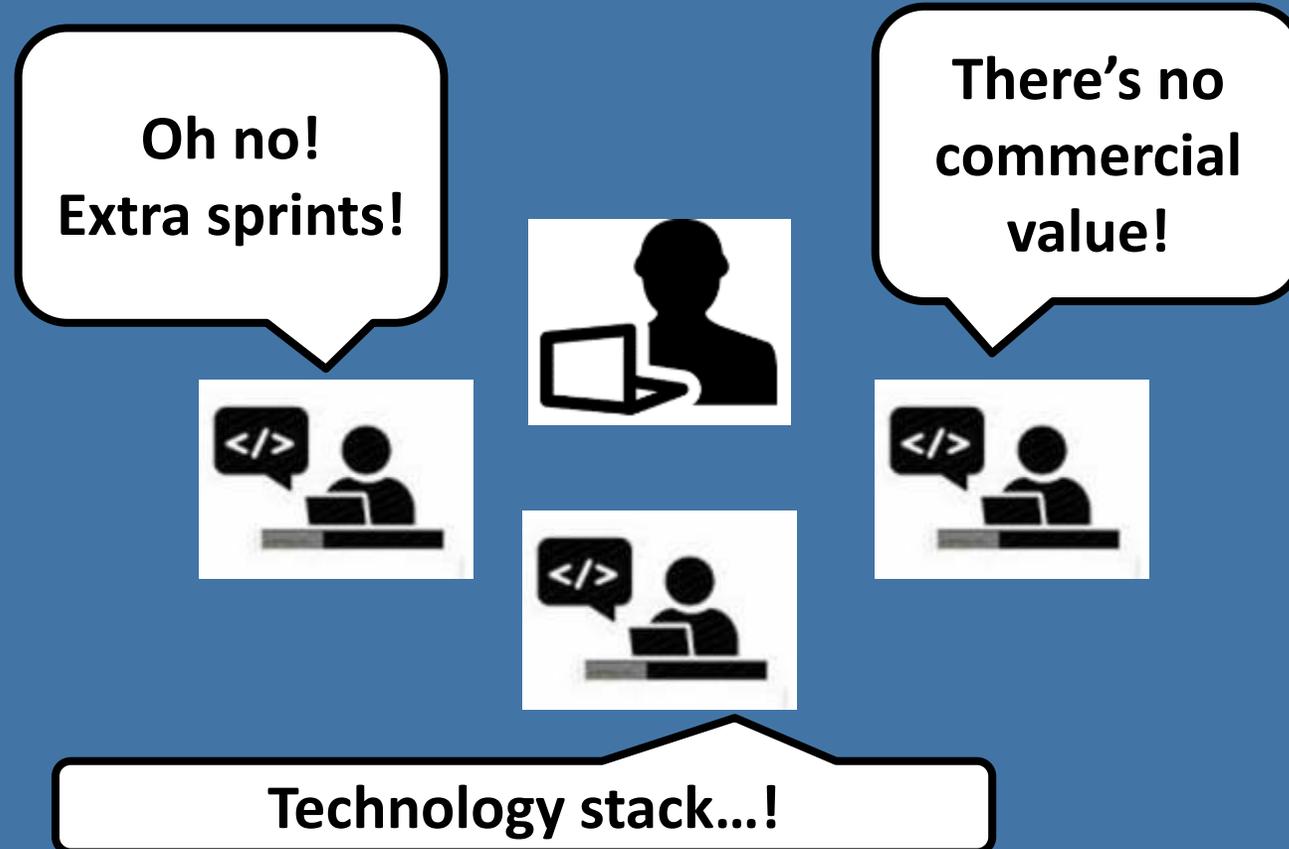
They signed a contract and the consultant went away and thought a lot. The consultant created a strategy which led to the hiring of a contractor for implementation.

The contractor set out to seek his fortune



He was embedded in an Agile team of devs, UXers, QA, and marketers.

He worked with three external devs who huffed and puffed...



The team thought of benefits in terms of the immediate project: number of sprints.

He was patient and lay in wait

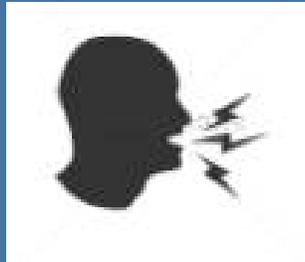


**4
months!**

It took 4 months to get a story on the sprint board – and even then...

The head of tech talked content ops...

I'll speak slowly...



Small investment for big gains



Maintenance savings for years to come



Doesn't affect the stack

OK, let's make some improvements!

Head of tech stressed that benefits went way beyond project costs.

They reluctantly did as they were told

That's going to be so much work!

QA in 14 places!

Do we *have* to do it?

That's an extra sprint right there.

Hey wait! I've got this covered.

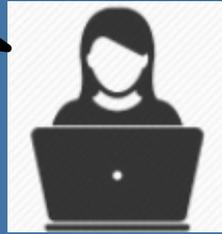
Content – it's always causing problems.

A week later, regulators wanted a change to content - in 14 places.

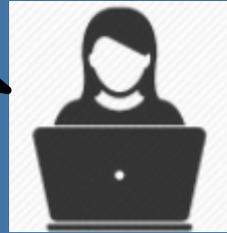


They reluctantly did as they were told

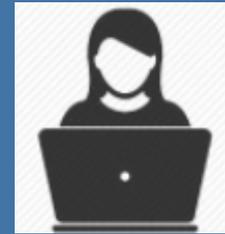
I'm in marketing, and have to learn a new tool?



Saves big on QA time!



Hmmm, saved on overall project time!



It makes my job easier!



Well, I still don't like it.

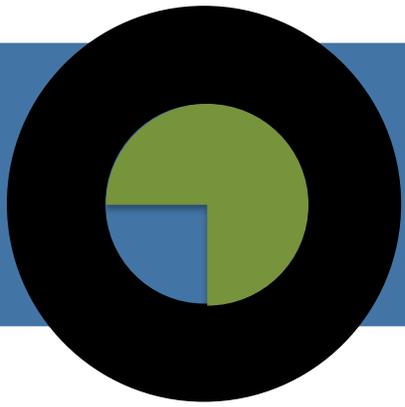


If I'd known earlier, I'd have built the code differently.



With ContentOps, content was signed off in 1 place, pushed to 14 places at once.

**And they all set off,
even if not completely comfortably,
toward a
bumpy co-existence**



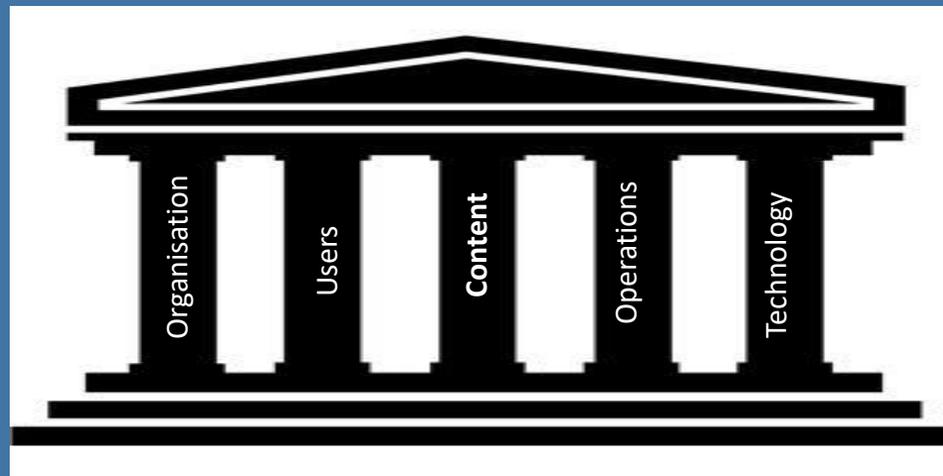
Key take-aways

To meet omnichannel demands on content

- Research – understand what content is needed and how the content needs to be structured, tagged, and formatted
- Strategise – analyse how to make content deliver on business goals and objectives for all audiences
- Implement – set up the systems and processes so that content can deliver on business goals
- Operationalise – enable the system to get used, to realise the benefits to the organisation

What we may end up doing

- Stand our ground against those who try to minimise or shut content out of the process
- Stop clients (marketing, tech) from stuffing beans up their noses (see <https://www.uie.com/brainsparks/2011/07/08/beans-and-noses/>)
- Be an advocate for content, one of the five pillars of need



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