



INDUSTRIAL WISDOM, LLC

Value-based Content

Value-based Content

How to get more value out of the information
you produce

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The Challenge

Reduce the cost of content that isn't delivering much value in the first place.

We need to understand how to create value and communicate it to those around us.



Agenda

- JDE Case Study: From cost to value
- New ways to think about the value of content



JDE Case Study: From Cost to Value

Original Content Management Need

- Redundant content across 90+ guides
- Multiple outputs
- Multiple deliverables
- Multiple languages
- Short timeframe/staff



The Problem

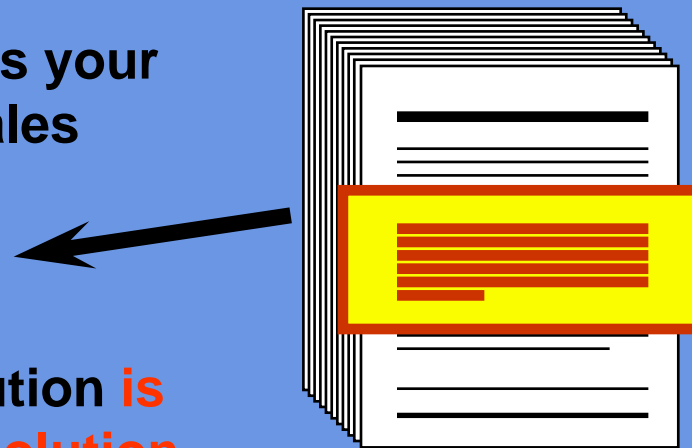
Make a small change in the CRM product overview

Original text reads....

Our CRM solution optimizes your planning, marketing and sales activities.

New text reads...

Our collaborative CRM solution is a customer-oriented, B2B solution for optimizing your planning, marketing, sales, fulfillment, delivery, and service.

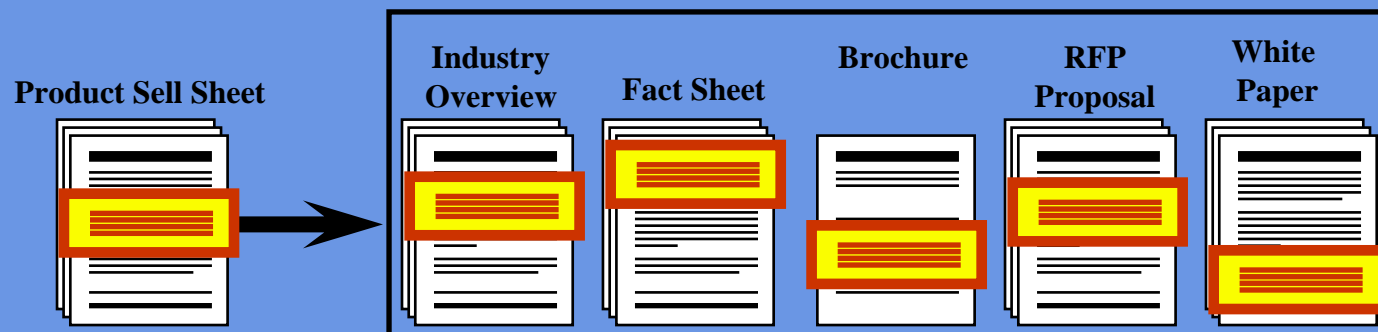




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... it affects various deliverables

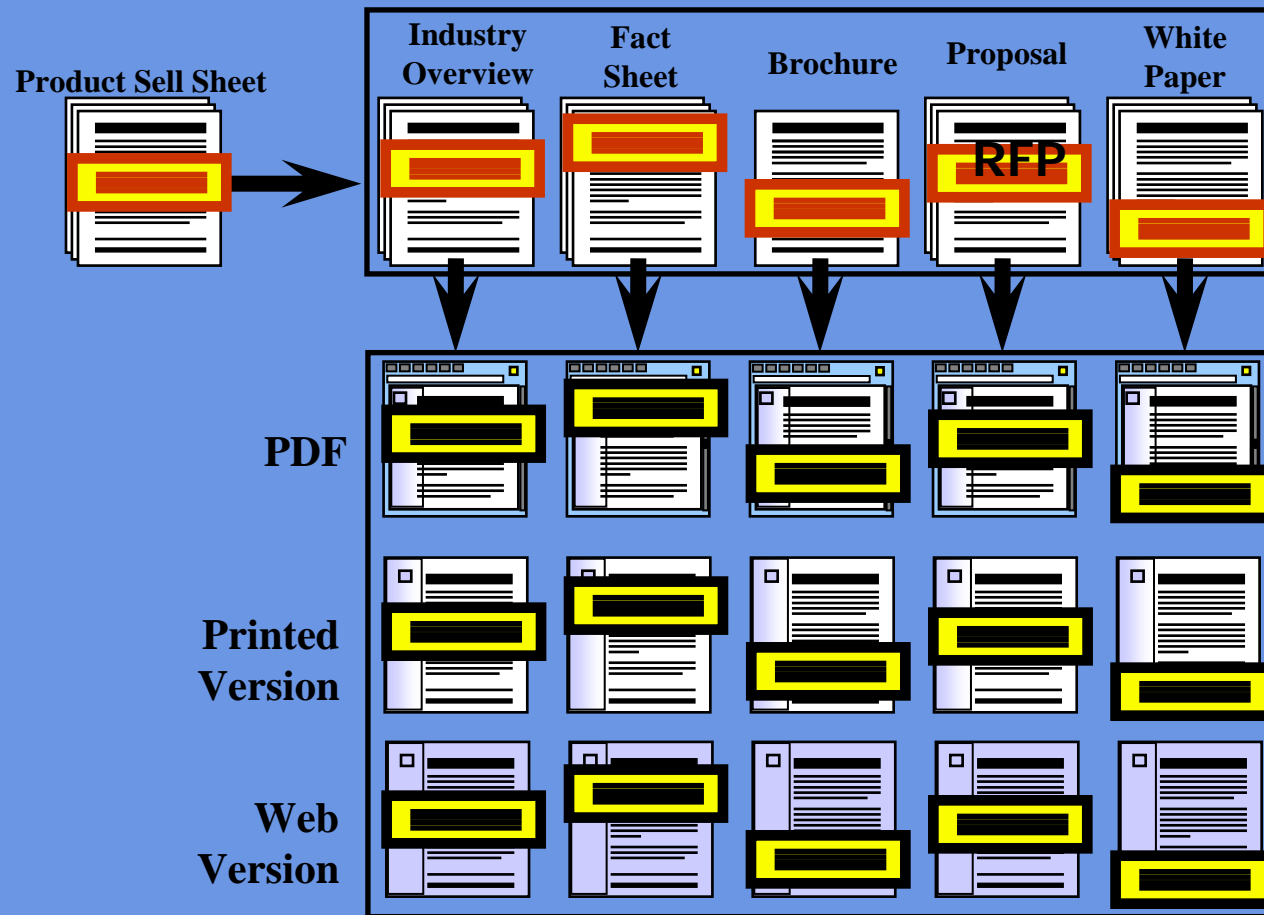




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... different delivery channels

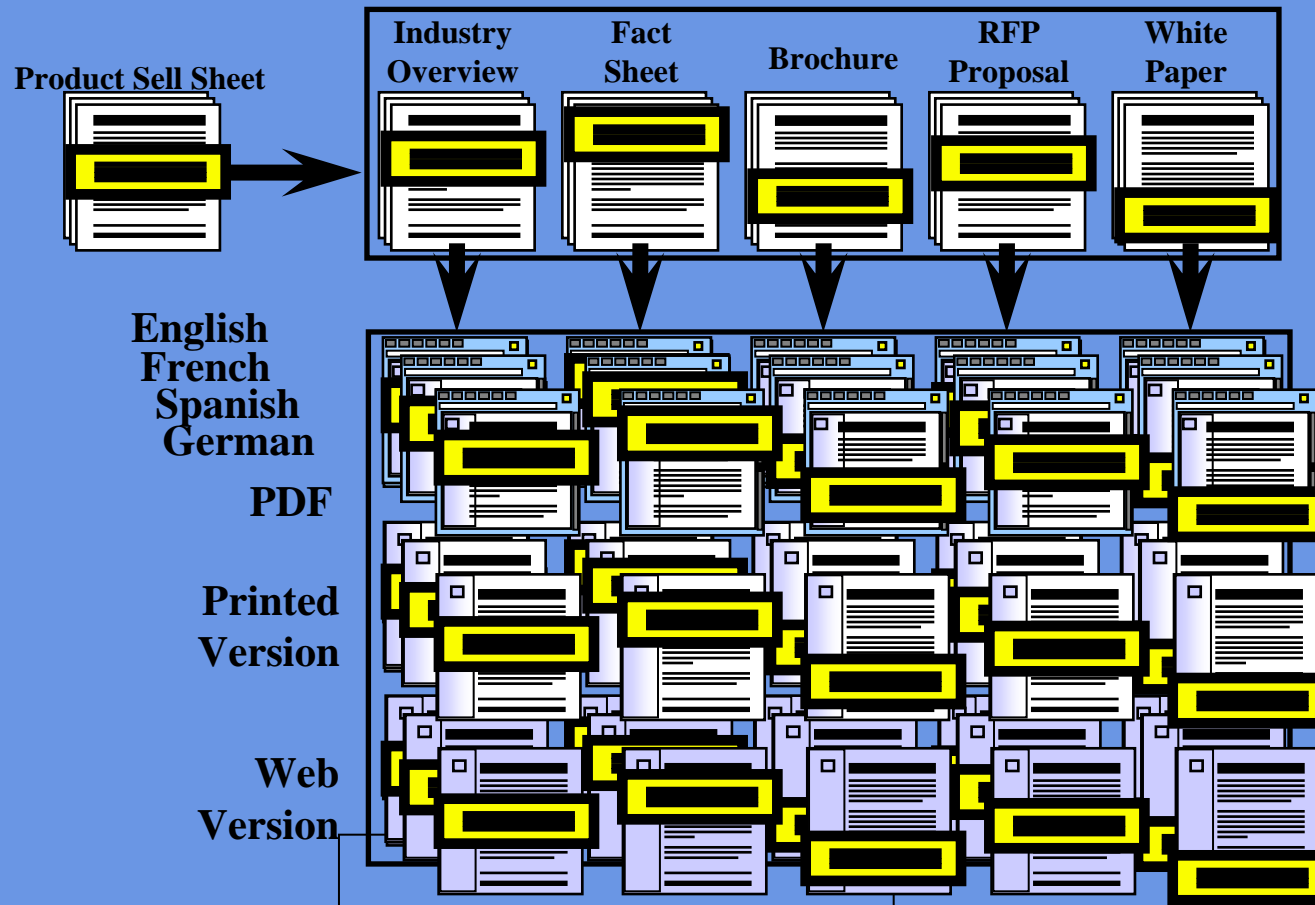




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... in multiple languages





Mission Impossible

- The word was declared #1 enemy by CEO
- Corporate mandate:
 - Write and code once; reuse many
 - Translate once; reuse many
- Accomplish more deliverables with less
 - From 30 guides to 90 guides for two platforms
- Accomplish more output types with less
 - Online Help – two platforms
 - Training Guides
 - User Guides



First Round

We invested in:

- High-end authoring system
 - Interleaf
- Proprietary database publishing
 - Interleaf's Relational Database Manager
- Custom modules
 - \$2 mil of custom code to chunk content on the back-end of the authoring process to achieve user guide and help; translation



First Round

We optimized:

- Cost
 - One instance of content instead of 18 instances resulted in 270% ROI
- Time
 - Simultaneous ship only possible by streamlining volume
- Quality
 - Quality processes only possible with greater controls on content creation
 - Thorough task analysis and chunking to achieve best of breed information



The Results

“...possibly the best, centrally managed multi-language documentation program”
Gartner Group



Managing Content Once

- Information Architecture (templates, collections, taxonomy, style guidelines)
- Chunks (lowest useable unit)
- Sentences (Reuse of translations – translation memories)
- Terminology (standardized language)
- Dynamic linkages to software



Turning Point

We forgot that value is determined by the users of the information.

We figured out how to drive down the cost of our information, but not how to drive up its value.



Turning Point

Trainers

- Needed configurable content to deliver custom training based on changing course objectives and different profiles of attendees
- Needed easy way to make changes to personalize content for a particular industry or specific to a particular company
- Needed easy way to collate revised exercises and in-class activities into starter set of content
- Need to stay current with interim releases



Turning Point

Consultants

- Needed configurable content to assemble topics in the order of customer-specific processes
- Needed easy way to create end-user content that could update the customer's help and be used in enterprise training
- Needed a way to capture templates and reusable methodologies to leverage work from current engagement for future engagements
- Needed method to help customers with translation



Turning Point

Customer Support

- Needed a way to link known errors and workaround knowledge with appropriate unit of knowledge in the documentation
- Needed a quick way to find a starting point for a procedure and then be able to create customer specific instructions on special topics
- Needed way to work into future releases of documentation much of the content contained in their white papers



Turning Point

The Client – project lead

- Needed an easy way to capture decisions with regard to setup and implementation
- Needed to create end-user training across languages
- Needed method for ongoing maintenance of content and staying in synch with future releases



Turning Point

The Client – the end user

- Needed job specific content to get their job done
- Needed to eliminate noise of irrelevant content; confusing jargon, the whys and wherefores of processes – “Give me what I need to do my job.”
- Job aids and memory joggers for occasional processes



Turning Point

Tension between

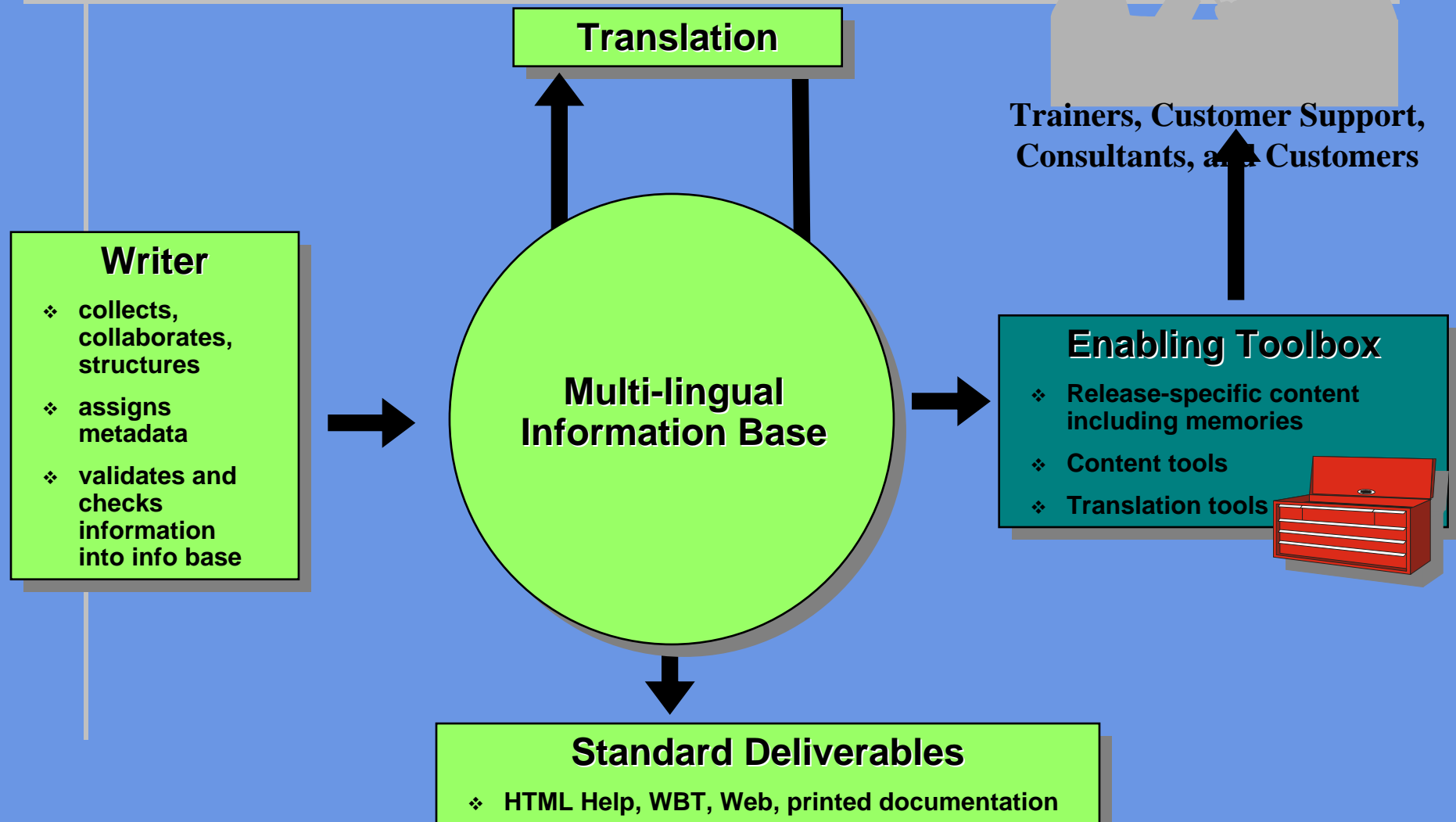
- Centralized control and a frozen deliverable with guaranteed quality vs. transfer of ownership and allowing for flexible manipulation of the content
- How do you maximize control of content (authoring, quality, process, and translation) and allow for maximum reuse down the supply chain?



Delivering Knowledge Assets to Customers

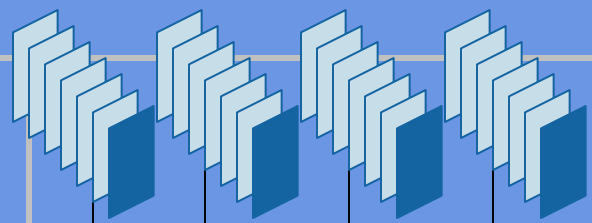


Trainers, Customer Support,
Consultants, and Customers





Value-based Content



Reuse

Publish

Word

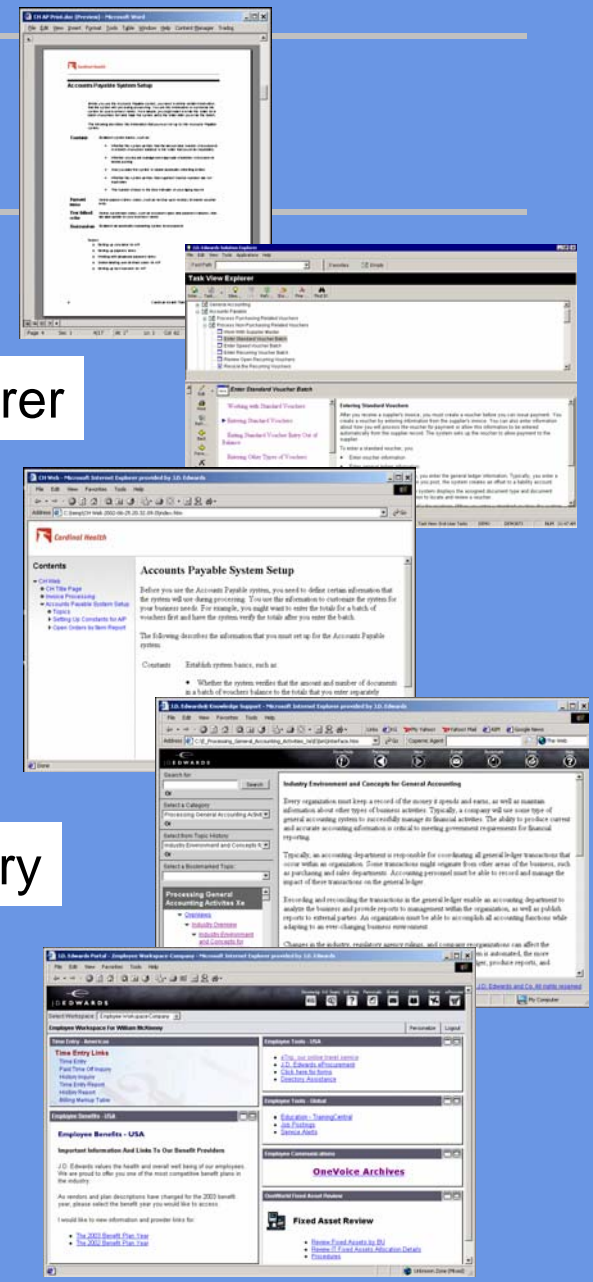
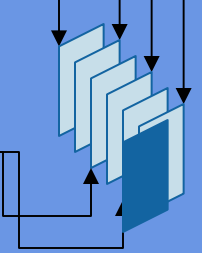
Solution Explorer

Web TOC

HTML Repository

Portal

Create & Translate





Results

- Replaced expensive, high-end publishing toolset (Interleaf, RDM) with in-house tool (saved \$300K/year)
- Franchised out to consulting, business partners and customers an implementation content solution (~\$4.6 mil consulting/year)
- Drove ~\$25 mil gross revenue (45 cust/yr)
- ~83% gross (~35% net profit margin)
- Resulted in a solution that could be adapted to other business critical content applications
- Allowed for a continuing supply chain where customer is a content hub not just a content destination

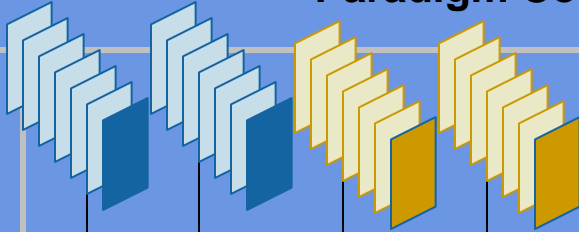


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Value-based Content

JDE Content

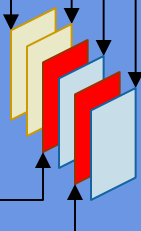
Paradigm Content



Job Role	
Task ID	
Content Type	

EnCana
reuses

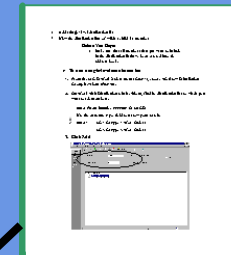
& creates
new



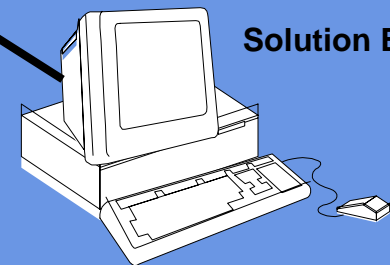
Then publishes
combined components



User Manuals &
Exercise Manuals



Quick Reference
Cards



Solution Explorer

Accounts Payable Overview

Account Numbering Concepts

This guide uses the Business Unit Object/Subsidiary standard notation for account numbers.

Where	What									
Business Unit for Company 1	<table border="1"> <tr><td>1</td><td>1110</td><td>8024</td></tr> <tr><td>1</td><td>1110</td><td>8024</td></tr> <tr><td>1</td><td>1110</td><td>8024</td></tr> </table>	1	1110	8024	1	1110	8024	1	1110	8024
1	1110	8024								
1	1110	8024								
1	1110	8024								

The account number includes both the Where and What. You can use periods, commas, or other user-defined symbols to separate the components of the account number. The period (.) separator is the default.

Business Unit - The "Where"

The business unit describes where in your organization the transaction will have an impact. It represents the lowest organizational level within your business and is where you record all revenues, expenses, assets, liabilities, and equities. For example, a business unit can be a department, branch office, or truck.

Business units are unique, 10-character, alphanumeric fields. The following criteria apply:

- A business unit can belong to only one company.
- A company can have several business units.
- Each company has at least one business unit for the balance sheet.

Object/Subsidiary - The "What"

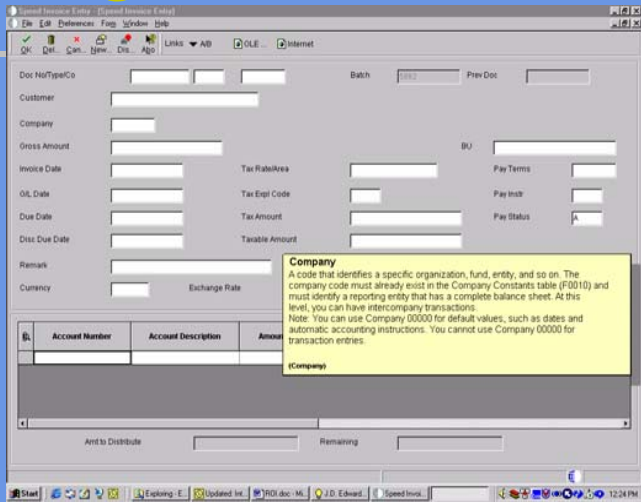
The Object/Subsidiary represents what kind of transaction is being created. An object is a description of the transaction (for example, 1140-Cash on Bank). A subsidiary is an expanded description of the object account. For example, 1140.BEAR-Cash on Bank Bear Creek National Bank.

OneWorld Xie (09/00) 13



Value-based Content

Dynamic Links to Field Help



End user sees EnCana changes when they press F1

JDE and Paradigm deliver link to field definition in supplied content

Entering Company Task
 <link to company field>



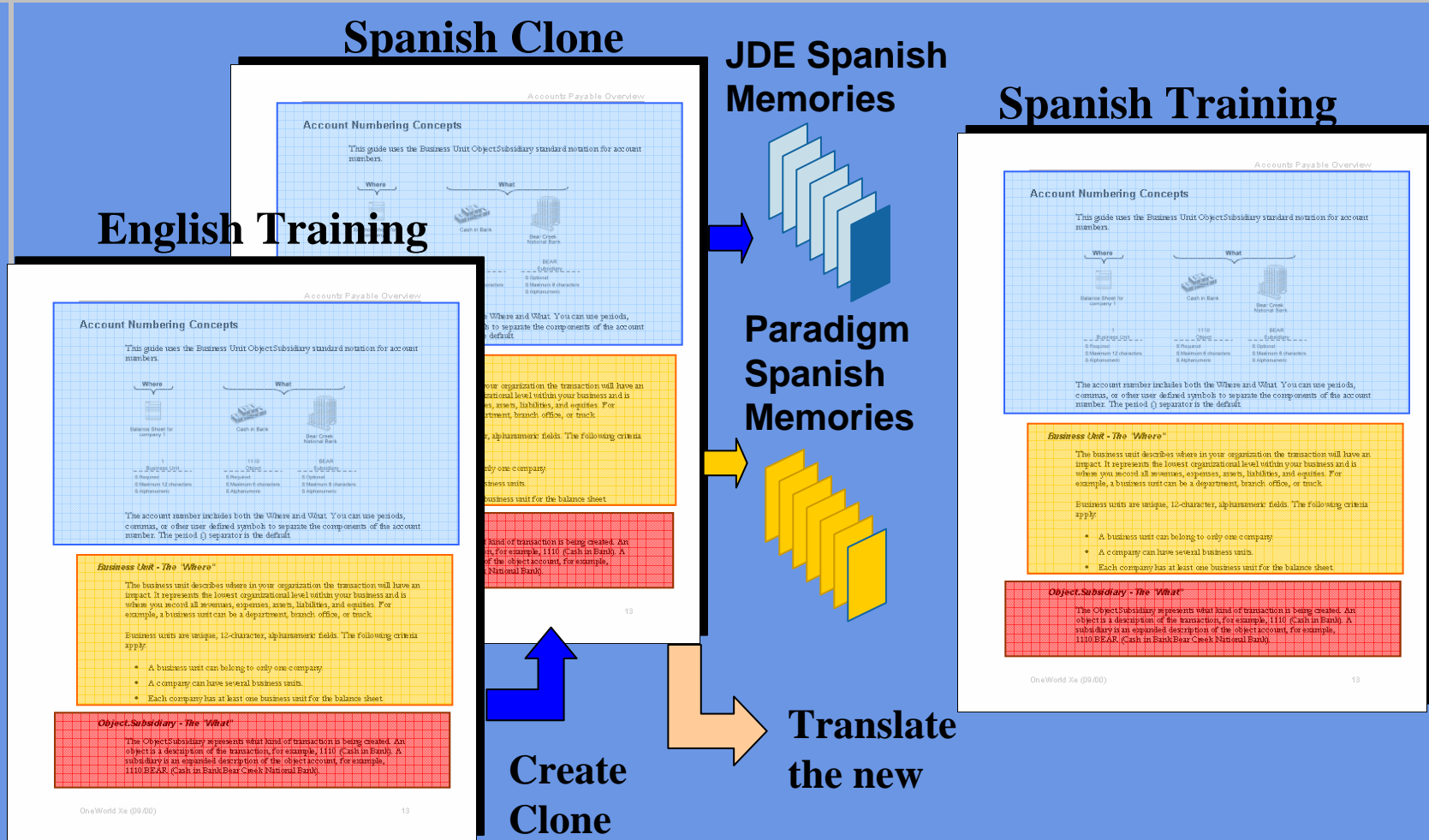
EnCana updates title/def

When EnCana previews or publishes, the field title and definition are rendered with their changes

Field	Explanation
Company	A code that identifies a specific organization, fund, entity, and so on. The company code must already exist in the Company Constants table (F0010) and must identify a reporting entity that has a complete balance sheet. At this level, you can have intercompany transactions



Spanish Translation

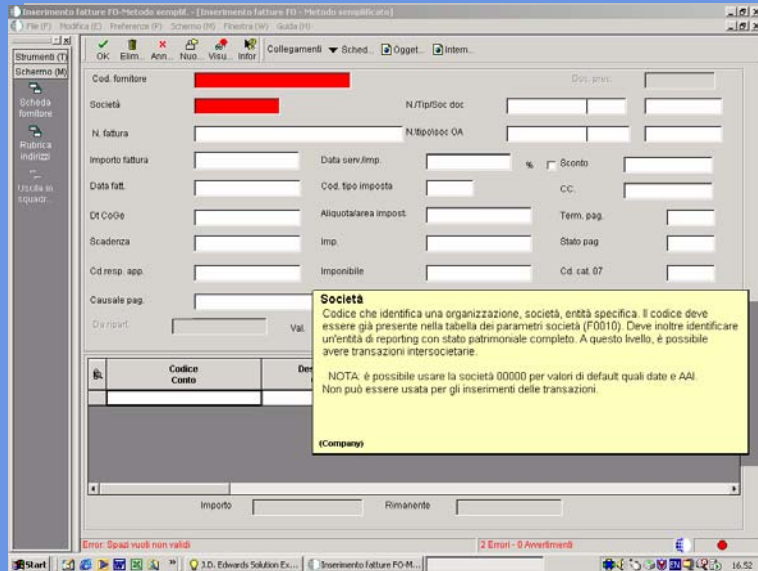




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Dynamic Links to Language Field Help



EnCana user presses F1

At clone time, the the link is redirected to the language equivalent

Entering Company Task

<link to company field>

Language code is passed



Translator updates title/def

When EnCana previews or publishes, the language content is rendered

Camo	Descrizione
Società	Codice che identifica una organizzazione, società, entità specifica. Il codice deve essere già presente nella tabella dei parametri società (F0010). Deve inoltre identificare un'entità di reporting con stato patrimoniale completo. A questo livello, è possibile avere transazioni intersocietarie.

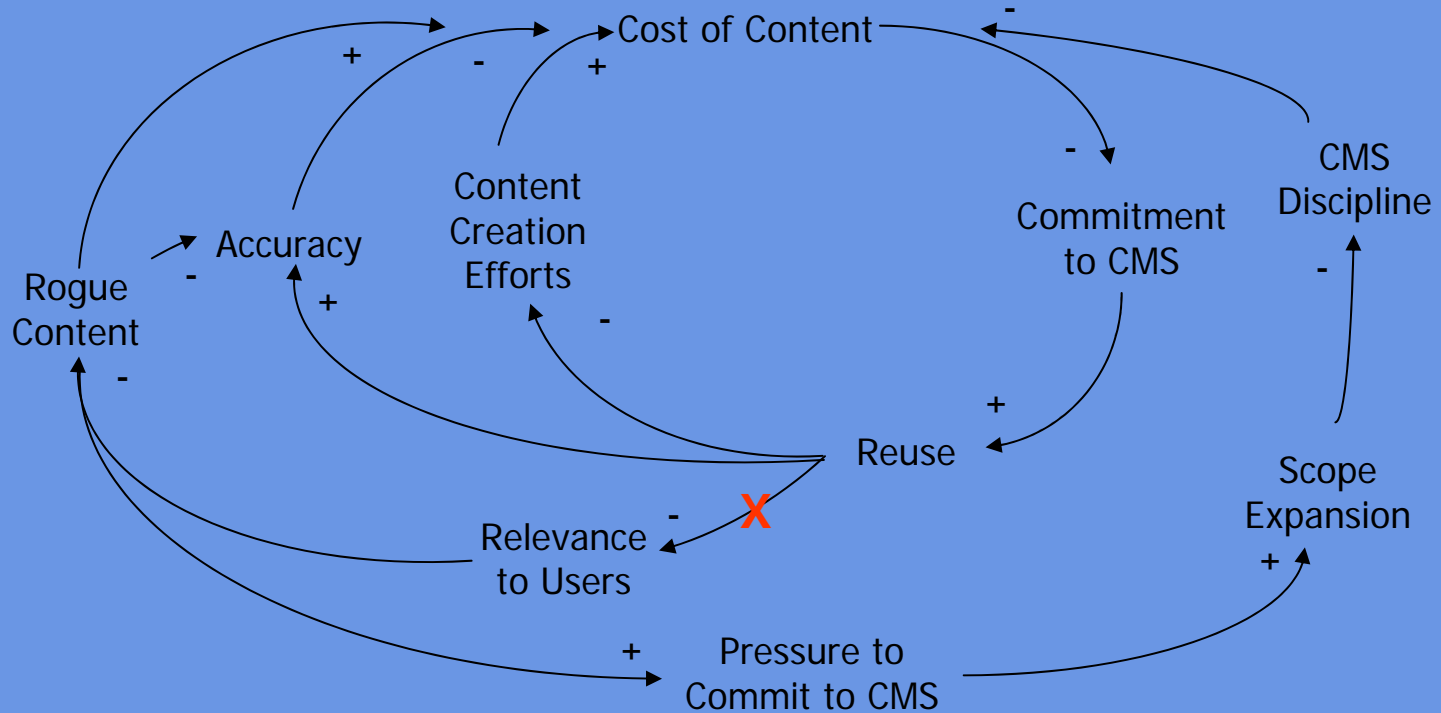


Language Collaboration

- 450,000 words of content
- Average translator rate = 2000 words/day
- With Trados and CB, starter sets of memories, EnCana achieves 15,000 words/day
- 30 days versus 225 days

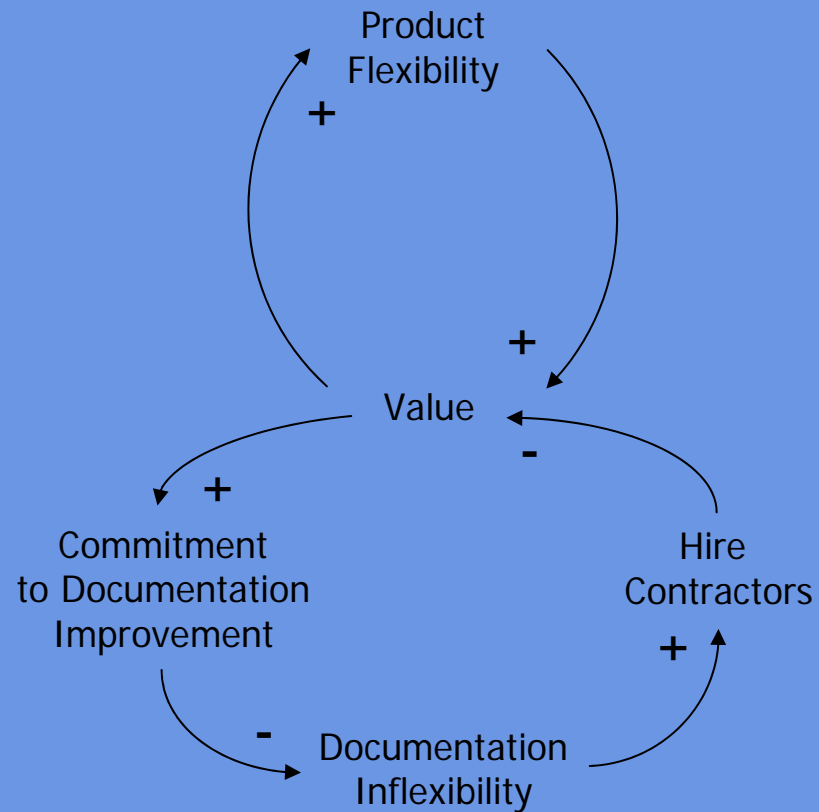


Cost of Content



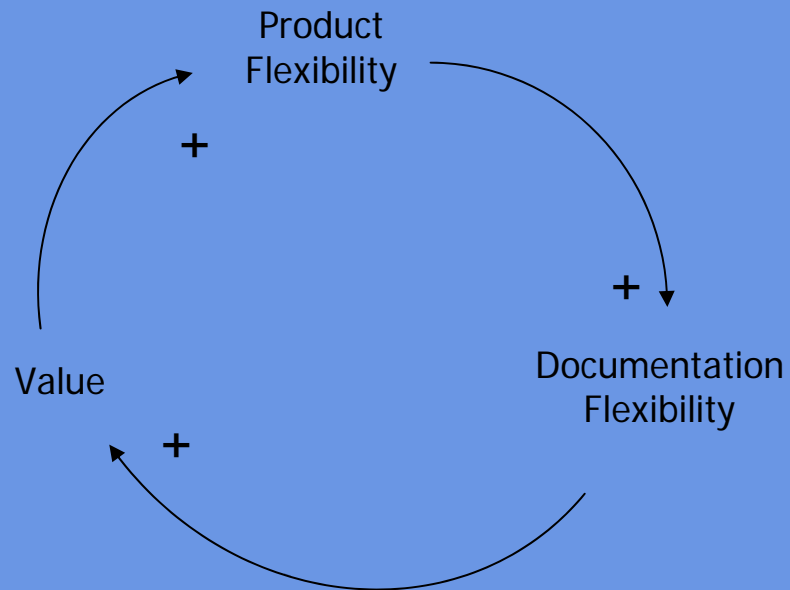


From Cost to Value



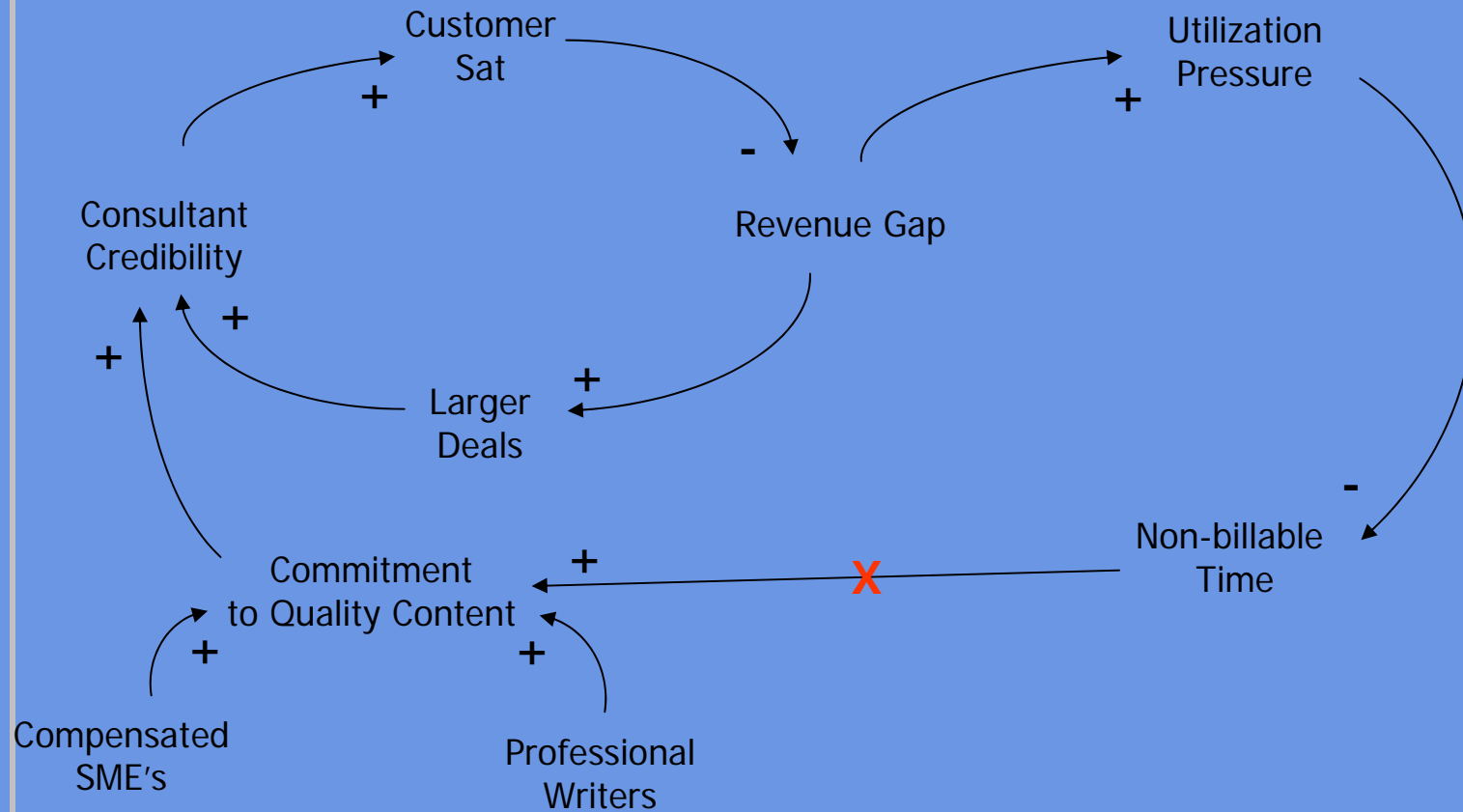


From Cost to Value





Consulting Firm





Lessons Learned

- If you want to move beyond cost-based CMS, understand the existing value-creation processes and assist them.
- CMS is not about “making the content trains run on time.” (Don DePalma) It’s about increasing the value of content.
- Cannot only be about cutting costs or it will fail



Content Supply Chains

- No clear beginning
- No clear end
- Transformation everywhere
- Value is created in the transformation



The Value of Content

- HMO Call Center: 4 minutes to 1 minute
- Software Company: \$25MM in additional revenue
- Engineering Company: From Engineering Documentation to Performance Support



New Approach: Value-based

- Cut the cost of a process because the content is delivered more effectively
- Charge for the content because it adds value to the transaction
- Increase the capacity of a workforce