Mobile, the New Global Imperative

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CEO

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Wednesday, October 31, 12
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Translated words donated so far!

Wednesday, October 31, 12
What We Promised You

T–O–A–S–T

targeting | objectives | action | strategies | technologies
Is there a global mobile challenge?
Coca Cola Thinks So

Is there a global mobile challenge?
What Does This Mean to Tech Comm?

Can no longer ignore mobile
Use Case We’ll Be Discussing Today

Monday Morning at 11 AM
Take an existing knowledge base at your company and make it available in 4 locations:

Germany | Brazil | China | India

Your company makes high-end dishwashers – among other consumer durables
Not explicitly a global challenge
Strategy? What Strategy?

- The need for global cannot be separated from the need for mobile
- Before you can create the company’s mobile strategy, you need to assess their global strategy
- Evaluate their global web presence
Globalizing Content: Translation, Localization, and/or Transcreation

- Know the differences
  - Process
  - Function
  - Cost
  - Best places to use each
- Determine which content falls under which method
Translation

- Take source language and change it word-for-word into another language
- No changes to illustrations
- No changes to layout
- Least expensive
- Best used for content that is not “emotional”
- Best used for content that doesn’t change often
  - Technical documentation
  - Command references
Localization

- Adapt content for a specific product or region
- Maintain original intent of source content
- Usually few changes to illustrations
- Usually few changes to layout
- Most common
- Best used for content that is not “emotional,” but has cultural significance
  - Case studies
  - Whitepaper
  - Other conceptual content
Transcreation

- Create completely new content for specific region/country/culture
- Used to address specific business needs in specific locales
- Many changes to illustrations and layout
- May include changes to brand vocabulary
- Most expensive
- Best used for content that is emotional in nature
  - Marketing communications
  - Sales presentations
## Global Content Strategies

Three different ways of handling international content:

<table>
<thead>
<tr>
<th></th>
<th>Translation</th>
<th>Localization</th>
<th>Transcreation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Language</strong></td>
<td>The content stays the same</td>
<td>The meaning stays the same</td>
<td>Different content developed to meet business objectives</td>
</tr>
<tr>
<td></td>
<td>Literal word-for-word translation of everything</td>
<td>Translate the meaning of the words in a way that is culturally appropriate</td>
<td>Developed in local language; English may be used as part of the brand vocabulary</td>
</tr>
<tr>
<td><strong>Images</strong></td>
<td>No change</td>
<td>Change to fit local expectations / product needs</td>
<td>Change to fit local expectations / product needs</td>
</tr>
<tr>
<td><strong>Layout</strong></td>
<td>No change</td>
<td>Minimize changes</td>
<td>Change to fit local expectations</td>
</tr>
<tr>
<td><strong>Brand Vocabulary</strong></td>
<td>No change</td>
<td>No change</td>
<td>Enhance and expand</td>
</tr>
</tbody>
</table>
Example – Bosch Home Appliances

Let’s analyze the Bosch home appliance websites for:
- United States
- Germany
- Brazil
- China
- India
The #1 dishwasher is also a best value.

Bosch quality and value are confirmed by a leading consumer publication. Learn More.
Os eletrodomésticos da marca Bosch são comercializados e atendidos pela assistência técnica no Brasil pela empresa Mabe Eletrodomésticos, com sede administrativa:

Avenida Ermano Marcheti, 1435
Baixo da Lapa - São Paulo - SP
CEP: 05038-001

Os eletrodomésticos Bosch estão disponíveis no site corporativo da MABE.
Acesse: www.eletrodomesticosgrupomabe.com.br

Em caso de dúvidas e para obter mais informações sobre os eletrodomésticos Bosch e assistência técnica entre em contato com o SAC através do telefone 3003-1950 (capital e regiões metropolitanas) ou 0800 702 0050 (demais localidades).
Clique aqui.

We look at our machines like the rest of the world looks at their children.

We're German. We're mad about our machines.
Localized Elements

Our Products

Produktauswahl

博西产品

Our Products
What Are the Implications of This for Global Mobile?

In terms of this use case:

1 → 4

We must look at mobile implementations for four different sites, not one.
Exercise

To sharpen your skills – let’s look at an example of a global company on the web and determine if they are using translation, localization, and/or transcreation, and if so where.
Exercise: Analyze Ikea Website

Analyze home pages for Ikea:

- Australia
- Canada
- United Kingdom
- United States

Look for instances of translation, localization and transcreation
Exercise: Analyze Ikea Website

- Search for Hemnes in Australia, Canada, United Kingdom, and United States
- Analyze the results: translation, localization, transcreation

- Search for the Hemnes Mirror cabinet with 1 door
- Analyze the results: translation, localization, transcreation
Discussion
What We Think

The more sophisticated the company is in terms of global strategy, the more likely it is that you are dealing with not one website, but multiple websites that need to be made available on mobile.
Exponentiating Global Mobile Websites

For example, take a company that does business in 18 countries:

18 different websites
X 64 different variants* of mobile phones

1,152 different mobile variants

*Netflix says it writes to 64 different variants of mobile
Why Bother?
Because You Must

There are 6.8 BILLION people on the planet.

4 BILLION of them use a mobile phone.

Only 3.5 BILLION of them use a toothbrush.

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There are **5X** as many **CELLPHONES** in the world as there are PCs.
By 2013, mobile phones will overtake PCs as the most common Web access device worldwide.
## Markets by the Numbers

<table>
<thead>
<tr>
<th>Country</th>
<th>Mobile Phone Subscriptions</th>
<th>Penetration (% of Population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>1 Billion</td>
<td>75%</td>
</tr>
<tr>
<td>India</td>
<td>.9 B</td>
<td>75%</td>
</tr>
<tr>
<td>Brazil</td>
<td>235 M</td>
<td>126%</td>
</tr>
<tr>
<td>Germany</td>
<td>107 M</td>
<td>130%</td>
</tr>
</tbody>
</table>

Easy to get lost in a sea of complexity
• “My CEO wants an iPhone app”
• “We’re a Windows shop. Windows 8 just makes sense.”
• “Responsive design sounds cool. Let’s do that.”
Why We Developed TOAST

T-O-A-S-T

targeting | objectives | action | strategies | technologies
Targeting

- Who are we trying to target?
- How will they access the information we provide?
- How do we expect them to use the information provided?
- What’s the flow of work and/or tasks the information will support?
- What devices will be used?
- What kind of network will be available?
Targeting

Really helps to visualize your target

In some villages in India, mobile minutes are a form of currency.

Is this our target?
Back in the Day

The phone you carried defined you
Now Smart Phones Dominate the Developed World

Source: Visionmobile, 2011
But Emerging Markets are Quickly Catching Up

This is very recent data.

Most of the time, the best data we can get from public sources is 9 months out of date.

Source: Flurry Analytics, July 2011 – July 2012, countries with at least 500k active devices as of July 2011.
Symbian and Windows Losing Market Share

<table>
<thead>
<tr>
<th>Operating System</th>
<th>Shipments 2011 (millions)</th>
<th>Market share 2011</th>
<th>Annual growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Android</td>
<td>237.7</td>
<td>48.8%</td>
<td>244%</td>
</tr>
<tr>
<td>iOS</td>
<td>93.1</td>
<td>19.1%</td>
<td>96%</td>
</tr>
<tr>
<td>Symbian</td>
<td>80.1</td>
<td>16.4%</td>
<td>-29.1%</td>
</tr>
<tr>
<td>BlackBerry</td>
<td>51.4</td>
<td>10.5%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Bada</td>
<td>13.2</td>
<td>2.7%</td>
<td>183.1%</td>
</tr>
<tr>
<td>Windows Phone</td>
<td>6.8</td>
<td>1.4%</td>
<td>-43.3%</td>
</tr>
<tr>
<td>Others</td>
<td>5.4</td>
<td>1.1%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Total</td>
<td>487.7</td>
<td>100%</td>
<td>62.7%</td>
</tr>
</tbody>
</table>

Source: Canalys (Feb 2011) via: mobiThinking
Nokia Being Overtaken by Samsung (Android)

<table>
<thead>
<tr>
<th>USA</th>
<th>Canada</th>
<th>Japan</th>
<th>Germany</th>
<th>UK</th>
<th>France</th>
<th>Spain</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>41.8%</td>
<td>N/A</td>
<td>17%</td>
<td>37.0%</td>
<td>51.3%</td>
<td>40.0%</td>
<td>51.0%</td>
<td>43.9%</td>
</tr>
</tbody>
</table>

Proportion of subscribers with a smartphone, Q4 2011

**Top smartphone manufacturers, by market penetration, Q4 2011**

<table>
<thead>
<tr>
<th></th>
<th>Apple 29.6%</th>
<th>RIM 32.6%</th>
<th>Apple 33.6%</th>
<th>Nokia 25.1%</th>
<th>Apple 26.4%</th>
<th>Samsung 27.3%</th>
<th>Nokia 37.2%</th>
<th>Nokia 51.7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>RIM 16.0%</td>
<td>Apple 31.2%</td>
<td>Sharp 27.7%</td>
<td>Apple 22.2%</td>
<td>HTC 18.5%</td>
<td>Apple 25.2%</td>
<td>Samsung 17.9%</td>
<td>Apple 15.8%</td>
</tr>
<tr>
<td>3</td>
<td>HTC 14.6%</td>
<td>Samsung 11.0%</td>
<td>Sony Eric 12.8%</td>
<td>Samsung 20.3%</td>
<td>RIM 18.3%</td>
<td>Nokia 15.8%</td>
<td>Apple 11.5%</td>
<td>Samsung 14.1%</td>
</tr>
</tbody>
</table>

Smartphone operating system market share, December 2011

<table>
<thead>
<tr>
<th></th>
<th>Android 47%</th>
<th>RIM 32.6%</th>
<th>Android 60.5%</th>
<th>Android 33.6%</th>
<th>Android 36.6%</th>
<th>Android 35.4%</th>
<th>Symbian 40.4%</th>
<th>Symbian 52.8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>IOS 30%</td>
<td>IOS 31.2%</td>
<td>IOS 33.6%</td>
<td>Symbian 28.4%</td>
<td>IOS 26.4</td>
<td>IOS 25.2</td>
<td>Android 32.1%</td>
<td>Android 17.9%</td>
</tr>
<tr>
<td>3</td>
<td>RIM 16%</td>
<td>Android 27.8%</td>
<td>Microsoft 5.4%</td>
<td>IOS 22.2%</td>
<td>Symbian 14.5%</td>
<td>Symbian 17.0%</td>
<td>IOS 11.5%</td>
<td>IOS 15.8%</td>
</tr>
</tbody>
</table>

Source: ComScore (February 2012)  
Survey group: 24,000  
via: mobiThinking
So When it Comes to Targeting - The T in TOAST

Almost certainly targeting people who – if they aren’t using a smartphone today – will be using one tomorrow

Likely to be iOS and Android, but Windows 8 could play a factor – depends on how Apple lawsuit fares internationally
O in TOAST

T–O–A–S–T

targeting | objectives | action | strategies | technologies
Objectives

- To get at objectives, personas can be particularly useful in mobile design
- Focus on user goals / activities
- Great presentation on how to develop personas cost effectively on Slideshare:
  
Persona Development

Structured interviews:

• Ask a lot of open ended questions
• Rely on a combination of answers and observed behavior
Look for Cross-Geographic Patterns

- Relies on info provided
  - Carlos
  - Sandra
  - Anton
  - Hugh
  - Denise
- Does much independent research

- Avoids jargon when explaining problem
  - Carlos
  - Sandra
  - Anton
  - Tom
  - Denise
  - Hugh
- Uses jargon when explaining problem

- Considers themselves a repair expert
  - Denise
  - Carlos
  - Hugh
  - Anton
- Does not consider themselves a repair expert

- Reluctant to use new technology
  - Denise
  - Sandra
  - Hugh
  - Anton
- Enthusiastic about technology

- Few repairs / clients
  - Sandra
  - Anton
  - Denise
  - Hugh
- Many repairs / clients

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In Our Hypothetical Project

We developed three personas based on the data available to us:

- Harold – end user
- Zack – independent service technician
- Martine – works for a sales & service company
Harold

Harold is an engineer by training and considers himself quite technical. While he could easily afford to hire someone to come in and service his dishwashers, he finds that fixing them himself is quite satisfying. Also, it costs him less time – because he does not have to wait at home for the service person to show up.

Harold’s biggest frustration is when he can’t diagnose what is wrong with his “high end” appliances using the company’s site on the first try.

Harold has access to 4 screens at his house – iPhone, iPad, computer, and a television set.
Zack

Zack considers himself a no-nonsense person who went to technical school, found his calling, and has been servicing equipment ever since. Currently, he runs his own company, where he goes out on service calls for multiple manufacturers.

Zack has been to the company mobile website once – found it impossible to find the information he needed and never went back. He is accustomed to using several different sites to research customer concerns and sometimes the information he gets is conflicting.

Zack does not exactly embrace new technology but finally got an iPhone in the hopes that it would make him look better in front of the clients.
Martine

Martine is known at her company for building strong relationships with her customers. She wants to use a tablet (an Android) to get quick access to information and also to order parts and cut the customer an invoice they can sign and receive a copy of via email. This would free her up to spend more time with customers to learn how best to address the problems they are having.

Martine frequently finds herself teaching her customers how to access advanced features of the dishwashers and other company products they have installed. While she’s on site with a customer, she often makes a quick inventory of the equipment in place and its age – to hand off to sales. This isn’t her job exactly but at her company, service people are teamed with sales people, and the commission is split on a territory basis, so it makes sense.
In the Real World

- 3 Personas is ‘typical’
- Expect to spend €10-€20K developing each persona. More if you attempt to build global or multi-national personas.
- The personas help you decide what content you need to satisfy the needs of the various users.
A in TOAST

Action

T–O–A–S–T

targeting | objectives | action | strategies | technologies
“A” for Action

- What actions will people take based on info provided
- Knowledge base is generally about knowledge at your fingertips
- But it can also be about ...
  - Ordering parts
  - Submitting a service request
  - Measuring customer satisfaction
In a Mobile Context

Need to make relevant information easy to find and act upon in the field

Consider actions that are required and whether you need to chain multiple actions together, for example:

- Action #1 – Fix the problem with the dishwasher
- Action #2 – Cut an invoice for parts and service
- Action #3 – Measure customer satisfaction
Why Actions Matter

Action orientation feeds directly into strategic decisions around how you will serve up the information for mobile

Choices:

• Whole Web
• Reduce Mobile Content (wap, .mobi)
• Responsive Design
• Mobile Application
S in TOAST

Strategies

T-O-A-S-T

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Strategic Choices

- “Mobilize” the entire website
- “Mobilize” part of the website
- Create a mobile application

Best practice that is emerging is to mobilize the entire website – using responsive design
Responsive Design

Content is designed for the desktop web first, but in a way that responds to the unique capabilities of the mobile device.

Hallmarks:
• Fluid grids
• Fluid images/media
• Media queries
Pros

- Keeps investment in localization or transcreation, and moves it to the mobile web
- Relatively fast and easy to do
- A large number of searches start on mobile and end up on the desktop
Data from Google Q2 2012

Smartphones are the most common starting place for online activities

- Started on smartphone:
  - Searching for Info: 65%
  - Browsing the Internet: 63%
  - Shopping Online: 65%
  - Planning a Trip: 47%
  - Managing Finances: 59%
  - Social Networking: 66%
  - Watching an Online Video: 56%

- Continued on a PC:
  - 60%
  - 58%
  - 61%
  - 45%
  - 56%
  - 58%
  - 48%

- Continued on a tablet:
  - 4%
  - 5%
  - 4%
  - 3%
  - 3%
  - 8%
  - 8%
Responsive Design

Use media queries to adapt web content to the specifics of the device

- Size of screen
- Capabilities of device
Global Responsive Design

China mobile site:

- More graphic
- Transcreation retained
Mobile Applications

Not seen as much as you might think.

Why?
- Expensive
- Difficulty getting iOS apps approved in Apple store
- No model (yet) for enterprise applications
- Vast majority of applications are developed on a local scale not global
Remember

Most mobile applications are local – so it makes sense to start simple and build to complex over time
T in TOAST

Technology

T-O-A-S-T

targeting | objectives | action | strategies | technologies
Developing for Mobile

• Technology is becoming less and less of an issue
• Plethora of choices solidifying down to 2 – 3 smartphone operating systems
• Users will access the information you provide from multiple screens – the so-called “4 screens”
The 4 Screens Defined

From the perspective of the BBC – for example
As a Tech Comm Professional

What you can do:
- Think about users of your content, their needs, and the actions they will take based on the content
- Don’t plan for the edge case – feature phones are increasingly the edge case
- Read up on responsive design - .mobi and WAP were fads; responsive design is not because it promotes content re-use
Question Brings Up

Should we be developing for mobile first?
What Do YOU Think?

Yes
• Mobile first

No
• Web first
Questions?
WHAT NOT TO DO

Make a slice of the information ONLY available on mobile

Approach inherent in .wap or .mobi sites – but is either not engaging or frustrating on a smart phone
Contrast what we are forced to do with WAP with the same use case delivered as an iPhone App.
HOW DO YOU KNOW IF A SITE USES MEDIA QUERIES?

In practice, to see if media queries are being used search header html for individual style sheets AND/OR CSS for min and max device width like so:

/* iPad [portrait + landscape] */
@media only screen and (min-device-width: 768px) and (max-device-width: 1024px)

/* iPhone [portrait + landscape] */
@media only screen and (max-device-width: 480px)
Who I Am

- CEO and Founder of Content Rules, Inc.
- Bachelor’s Degree from Tufts University
- Master’s Coursework from University of Santa Clara
- Translators Without Borders Board Member
- Conservatory-Trained Pianist 😊
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Content Rules, Inc.

- Professional services firm specializing in content strategy, structured authoring, content development and global readiness
- Founded in 1994
- 12 full-time employees
- Network of 2000+ fully-screened consultants across U.S.
- Acrolinx service provider
What We Do

- Help companies plan and execute their global content strategy
- Create and modify all types of content
  - Writing, instructional design, editing, illustration, production, coding, project management
- Evaluate and improve content quality using state-of-the-art tools
- Help companies save money on translation with our pre-translation global readiness services
- Assist with Acrolinx deployments and configuration