

**LAPPEENRANTA UNIVERSITY OF TECHNOLOGY**  
School of Business and Management  
Business Administration International Marketing Management

**Evaluating digital marketing content management strategies  
in an international company.**

Examiner: Professor Liisa-Maija Sainio, Professor Sami Saarenketo.

Cristina Graña  
(+34)605740000

## **ABSTRACT**

**Author:** Cristina Graña

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The purpose of this thesis is to explore a different kind of digital content management model and to propose a process in order to manage properly the content on an organization's website. This process also defines briefly the roles and responsibilities of the different actors implicated. In order to create this process, the thesis has been divided into two parts. First, the theoretical analysis helps to find the two main different content management models, content management adaptation and content management localization model.

Each of these models, have been analyzed through a SWOT model in order to identify their particularities and which of them is the best option according to particular organizational objectives.

In the empirical part, this thesis has measured the organizational website performance comparing two main data. On one hand, the international website is analyzed in order to identify the results of the content management standardization. On the other hand, content management adaptation, also called content management localization model, is analyzed by looking through the key measure of the Dutch page from the same organization. The resulted output is a process model for localization as well as recommendations on how to proceed when

creating a digital content management strategy. However, more research is recommended to provide more comprehensive managerial solutions.

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## Table of Contents

<b>1. INTRODUCTION</b> .....	<b>1</b>
1.1 Background.....	2
1.2 Goals of the study .....	2
1.3 Research Questions.....	4
1.4. Research Methods used.....	5
1.5 Delimitations.....	7
1.6 Theoretical framework.....	7
1.7 Literature review.....	10
1.8 Structure of the thesis .....	12
<b>2. DIGITAL MARKETING STRATEGY.</b> .....	<b>13</b>
2.1. Defining concepts in digital marketing. ....	15
2.2 Web positioning in international context. ....	18
2.2 Evaluation of digital management content strategy. ....	20
2.2 Evaluation of social media strategy. ....	21
<b>3. DEFINING CONTENT MANAGEMENT STRATEGY INTERNATIONALLY</b> .....	<b>23</b>
3.1 How internationalization works in digital context. ....	24
3.2 Content management models .....	28
<b>4. EVALUATION OF DIGITAL CONTENT MANAGEMENT</b> .....	<b>23</b>
4.1 Methodology.....	35
4.2 Websites' analysis.....	38
<b>5. EFFECTIVENESS OF LOCALIZED CONTENT MANAGEMENT MODEL</b> .....	<b>54</b>
<b>6. DISCUSSIONS</b> .....	<b>56</b>
6.1 Organizational recommendations. ....	59
6.2 Managerial recommendations.....	61
<b>7. CONCLUSIONS</b> .....	<b>64</b>

## LIST OF TABLES.

Table 1. Structure of Thesis.....	13
Table 2. Comparative figures. Dutch case within (.com) and Dutch website as a separate localization (.nl).....	46

## LIST OF FIGURES.

Figure 1. Theoretical Framework. Digital Marketing strategy building.....	7
Figure 2. Strategy into Action. Kalakota & Robinson(2001).....	21
Figure 3. Building an internet content management strategy. Tredinnick (2001).....	22
Figure 4. SWOT analysis adaptation model.....	29
Figure 5. SWOT analysis adapatation model.....	30
Figure 6. Process of mimesis qualitative research.....	33
Figure 7. Web analysis. An hour a day. Avinash (2007).....	36
Figure 8. Audience preview. International website.....	40
Figure 9. Acquisition overview.....	42
Figure 10. Multichannel conversión rates.....	43
Figure 11. Keywords of Paid search.....	44
Figure 12. Visits NL website.....	47
Figure 13. Visits acquistions specified by channels. NL website.....	49
Figure 14. Organic keywords search NL website.....	50
Figure 15. Process for website development. Tredinnick (2001).....	55
Figure 16. Content management localization. Process digital marketing strategy.....	56
Figure 17 Internal actors in content management strategy.....	57

## 1. INTRODUCTION

In the current information technology oriented era, there is something remarkable about the present years. People spend most of their time consuming information or buying online, and therefore this has a crucial impact on turnover in companies of all sizes.

The way of targeting the consumers has changed dramatically from mass media approach towards one to one consumer communication. Targeting the tastes of customers is far easier with the use of digital marketing as well as the immediate capacity of measuring the sales.

Internet advertising and online marketing advertising investment has overtaken television in the recent years regarding investment. The fact that digital marketing is measurable and provides clear results makes companies believe in its effectiveness.

Initially, the platform was volatile, however nowadays, digital marketing tools provide us a hybrid between old and new techniques of marketing, but customization of consumers' messages continue to rise. Therefore, democratization of the digital tools has also arrived to the hands of the consumers. A small mistake in the strategic thinking can cause a strong impact on the brand reputation and therefore on the sales.

Wind & Mahajan (2001) identified the era of the emerging Cyber-consumer. The most remarkable thing is the trust that the consumers give to the brands. Nowadays, it is easier to recognize where to position a brand according to the online marketing and digital strategy.

The role of technology in daily routine purchases has also increased dramatically in the past few years. According to the Global digital statistics, 2.5 million people are Internet users. Consumers are more intent on researching the product in advance on the Internet.

In this context the importance of content management creation and online presence is crucial in order to meet customer satisfaction from the moment that they search for goods or company information online, until the moment they actually purchase the product.

Companies use their own resources as well as vendors knowledge in order to get the maximum performance in Google rankings so the consumer can access the company information. Therefore, if companies are aware of the importance of search engine optimization (SEO) processes, they invest a lot of effort and money to get the maximum performance out of it.

However, even though companies invest a lot of resources to get good results that is not always the case. For instance, in the case of company X, processes are relatively defined on the international website (.com), but that is not the case for the rest of the operational model in different countries where they operate.

## **1.1 Background**

Companies want technology to support the core business and to help grow sales (Schwartz, 2003). Businesses have realized how crucial page ranking in google is for their daily routine marketing tasks. Ranking high in google has become relevant for marketers all around the world delocalizing the way of thinking marketing strategies in International companies.

Web presence has moved from a simple storefront into an integrated value-adding tool and from a separate function to an integrated part of other functions. (Hoye, 1998)

However, many companies prioritize getting to the top in google instead of showing quality content to the consumers. This dangerous mechanic way of thinking leads many companies to do actions in the digital marketing environment without creating first a proper way of working, timing and analysis. (Wylie, 2015) Linking the online and offline marketing goals within a company is crucial for creating a proper marketing strategy from the very beginning.

## **1.2 Goals of the study**

The topic of the thesis was formulated both from the student's interest and the needs of company X. As far as I am concern, I truly identified a need for a defined process while working in the digital marketing team and dealing with Search Engine Optimization processes. There is not only a lack of knowledge, from the company perspective, on the importance of a defined content creation process in general. But also, there is a lack of responsibility assignment matrix of the different stakeholders implied during the process.

As previously mentioned, when talking about search engine marketing (SEM) and SEO processes the roles of stakeholders are not clearly defined. In addition, timeframes and schedules are frequently tight and the procedures and decision making are done in a rush. Therefore, the internal main actors involved in the content management process regarding web content have not a clear idea on how they should proceed and when.

To this regard, the main goal of this research from managerial perspective is to create and defined RACI model. According to Jacka, Mike, Keller and Paulette (2009) RACI describes the participation by various roles in completing task or deliverables for a project or business process. RACI and ARCI are acronyms derived from the four key responsibilities most typically used: Responsible, Accountable, Consulted and Informed. They are especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes. In this research the aim is to locate the main points where stakeholders should be involved, on which level and what would be the ideal team frame for it. At the end of the day, this will help to increase not only the Google online ranking of different localized country websites, but also the overall performance of the company's presence online.

In order to achieve the aim, the following objectives will be pursued:

1. Conduct a literature review of the current material regarding digital marketing strategies and search engine indexing.
2. Conduct interviews in order to analyse the existing procedures inside the Case company as well as outside.
3. To analyze google analytics data and google adwords in two different projects in order to compare results with and without implemented process.
4. To suggest a defined RACI model as well as the necessary process stages and recommend a proper way of managing the existing content management dealing processes in international organizations.

From the theoretical perspective, the contribution is considered equally important due to the limited amount of research regarding defined roles and processes in Search Engine Optimization's methods.

By examining the existing literature, the author has identified a clear focus on describing usable

techniques to improve the final overall SEO performance.

Therefore, the paper intends to fulfill the theoretical research gap concerning the overall processes in SEO practises and more specifically in SEO processes in the case of website localizations.

### **1.3 Research Questions**

The decision regarding a specific question mostly depends on the researcher's practical interests and their involvement in certain social and historical contexts. Everyday and scientific contexts both play a part here. Research studying scientific processes has demonstrated how much traditions and styles of thinking influence the formulation of research questions in scientific laboratories and in work groups in social sciences. Flink (1998)

The research questions of this paper are mainly centred in the discussion of the effectiveness of different digital content marketing strategies and their implications for a company in the international context. Because there are different stakeholders involved in the process, it is essential also to get a better understanding of the role of the different actors involved during the process.

RQ; What is digital content management process?

Sub-RQ1: When is the best case scenario for content management strategy? Standardization vs Adaptation content management models.

Sub-RQ2: How does content management strategy impact in digital marketing performance?

The study will analyze the digital content management process in company X in order to find the best case scenario. In the final conclusions, the study will provide an overview on which content management strategy model can be chosen according to the circumstances.

Therefore, also the decision on which research methodology (qualitative/quantitative) has been used is according to the research questions as well as which methods are appropriate and who (i.e., which persons, groups, or institutions) or what (i.e., what processes, activities, or lifestyles) have been included in the study. The essential criteria for evaluating research questions include their soundness and clarity, but also whether they can be answered in the framework of given and limited resources.

## 1.4. Research Methods used

### 1.4.1 Qualitative research methodology

Due to the nature of the research questions and after reviewing the literature, several data collection techniques will be applied to the case study. Qualitative research methodology will be used in this research because it tends to focus on how people or groups of people can have (somewhat) different ways of looking at reality (usually social or psychological reality) Hancock, Ockleford & Windridge (2007). And this is particularly what will be analyzed in this research, including the behaviour of the consumers towards different websites (international and localized) by observing the patrons in google analytics.

This particular qualitative research sample is based on deductive methodology: From data collection to results definition. In this particular research a comparative case study will be used to conduct the approach. Data from google analytics will be analyze to see how crucial it is to choose a correct content management model in order to perform better in analytics. Choosing a case study is important, because case study can involve either a single case or multiple case studies (Yin, 1994). The single case study investigates one case thoroughly where as a multiple case study investigates several cases. Furthermore, in a single case study, the research is compared with existing theory.

In this case study the phenomenon is investigated in its real world context. No isolation is made since the relational context is of equal interest as the phenomenon itself, and there is insufficient control of the variables. Therefore, as only two cases (Dutch website and International website) have been selected for this study the number of sampling units becomes manageable. The strength of case research is the ability to combine various sources of evidence and triangulation to support the theory. (Johnston et al., 2000) This was kept in mind when choosing qualitative methodology to be used in this research.

Consequently, after the evolution and basic conclusions of the data collection, which was the first stage in the research, the author has decided to conduct a multiple case study based on the comparison of the google analytics performance review of one website in two languages. While International website with English content and under the domain of (.com) had already some basic digital marketing performance-improving process defined before the study, the Dutch

website (.nl) digital strategy was implemented later on when the process was defined in this research.

The analysis consists of the data gathering from different measurement online tools such as Google analytics and Google adwords. In the beginning of this research, the idea was to measure this data in the very beginning and at the end of the study to see the impact of the process once implemented. However, due to time limitation in one of the localization implementations the data has been limited to a comparative study between the International website analysis and the localized website (The Netherlands).

Far from being a difficulty, this change has helped the writer to focus more on the implications of the data collected. Additionally, while conducting the research the writer has been fully involved in content creation, localization and analysis of the new localized website, as well as having the possibility to discuss further the veracity of the data and its implication with the local unit in the Netherlands. The results are quite pragmatic thanks to the researcher being able to work with real data.

The writer considers also important to conduct some informal interviews with the main stakeholders involved in the process of content creation, because they will provide current practises regarding to SEO implementation as well as their own overview on how to improve it. Additionally, an interview with Jed Wylie the author of one of the main books referenced in this research will also clarify some of the main concepts in digital marketing as well as his own overview on the current direction of the digital marketing strategies. This interview will not be considered as a part of the main research methodology.

Even though the research is mainly focused on comparing how both cases have been performing in google analytics according to the implementation of the optimized process, the case study is completed with the analysis of the existing theory. However, the research intends to be pragmatic, so not only the case company can use the data provided, but also any other company interested to know more about digital marketing strategies and processes and other resources explored within online marketing in this paper can utilise the results.

## **1.5 Delimitations**

As this thesis concentrates on web positioning from a marketing point of view, it leaves out the effects it has on other functions in digital marketing such as social media marketing, online PR etc. The parts of digital marketing and its international process implementation are search engine optimization and search engine marketing (SEM) (see figure 1).

The thesis focuses especially on the internationalization of online content management in the B2C channels. In other words, it leaves internal channels and B2B side presence out of the scope of this particular research.

Thus, content management strategy will be analyzed in those marketing channels (websites, social media presence etc.) where the company can generate content by itself without external partners and where the consumer is the final and target market. That is why according to the topic, the thesis does not provide a holistic view in the process of content management creation as such as it leaves out internal communication channels such as the Intranet.

As any other research study the implications of the study must be taken carefully. Basically, because the study is based on a company case study and thus, the processes resulted from the study might not be applicable for all companies. In this particular case Company X is an umbrella brand consisting of different brands and the research has been limited to only one particular brand among them. Smaller structures might consider this research not detailed enough to be implemented in their process or operating model.

Occasionally, from theoretical perspective the research intends to cover the gap on the study of SEO and website ranking performance. However, it might be an inconvenience that there is not so much research in this field. Consequently, some of the sources may be inconsistent with the reality.

## **1.6 Theoretical framework**

Creating a website and managing it online is like constructing a building. Abrahams (2009) suggested that successful businesses are structured like the Parthenon in Greece with the

roofline being the business and numerous marketing methods being the pillars supporting it. He suggested that any business which relies entirely on one marketing tactic (or pillar) would be 'at significant risk', if that marketing approach were ever to dry up or become unprofitable. (Wylie,2012)

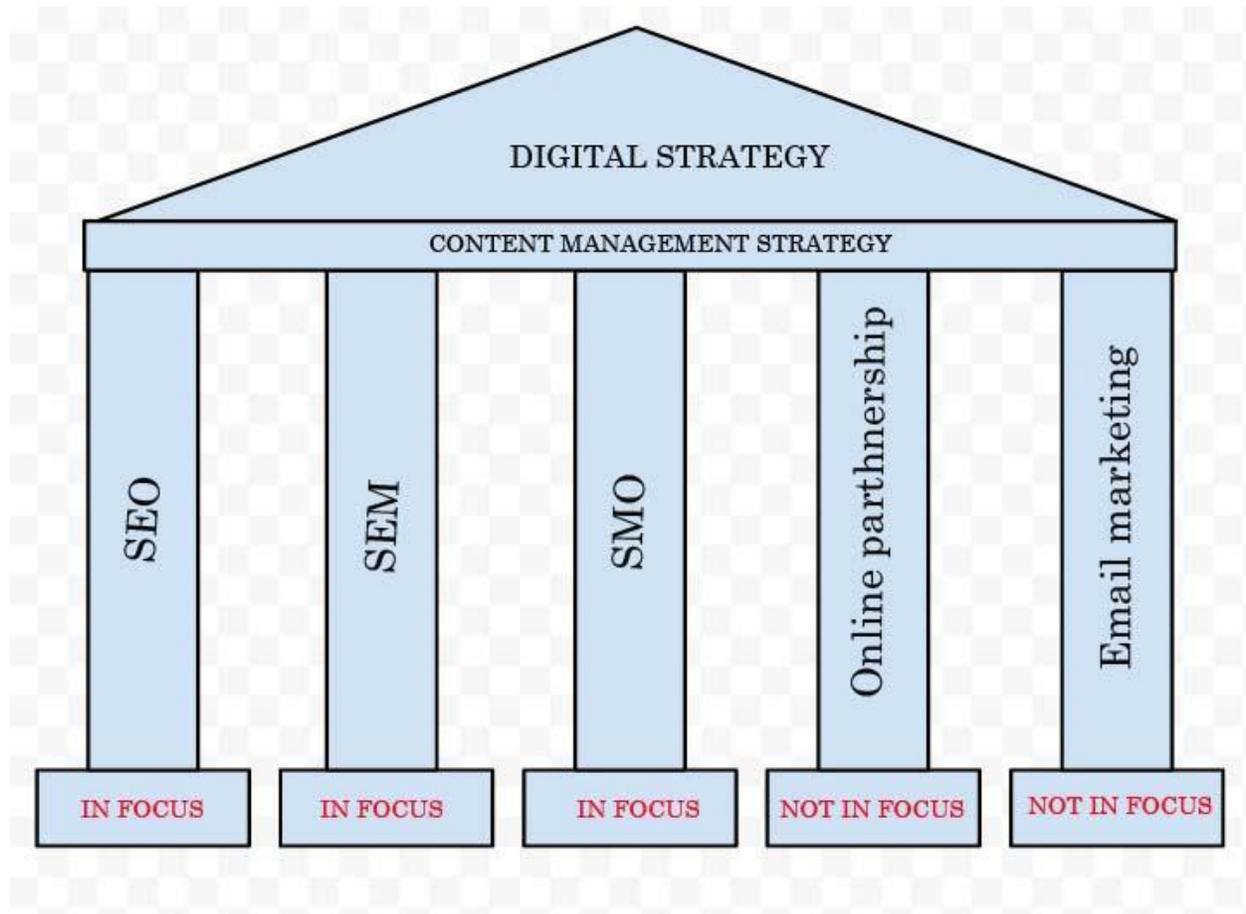


Figure 1. Theoretical framework. Main pillars of Digital marketing strategy. Adapted from Wylie (2012).

Figure 1 illustrates how in this thesis digital marketing strategy is considered the roofline and the necessary pillars to sustain it are; social media optimization (SMO), online partnerships, online PR, search engine marketing (SEM) and search engine optimization (SEO).

Even though, they are all important in the development of the digital marketing marketing strategy and therefore they will have an impact on the overall marketing strategy, this research will focus only on the ones that are more tightly related to the content management creation.

This content setting of SEO, SEM and SMO creates the foundations for the proposal of proper content management strategy.

### 1.6.1 Definitions

#### **Social Media Optimization (SMO)**

At this point, it is important to define social media optimization as some authors include SMO as part of Online PR. For example that is the case for Wind and Mahajan (2001). For them, online PR is one of the actions taking place in the digital marketing communication decisions where also SMO takes place.

As far as I am concern, these two concepts should be separated, as there are different scenarios for different international companies. Just as a practical example, it might be the case for some international companies that they do activities for both social media and online PR and sometimes it is even the same person creating content for both. But in some other cases, international companies do not have activities in some of the mentioned channels, and therefore it is difficult to measure them, if they are included together in the same digital marketing communication process.

#### **Search Engine Marketing (SEM)**

According to the SEM specialist Kevin Lee (2013), SEM is when a consumer or business person searches the Web through either a text box or by clicking through a directory hierarchy, when they are in the "hunt mode." This mode is unique because it indicates that the person is looking for information, usually of a direct or indirect commercial nature. Marketers understand that this "hunt mode" means that the searcher may very well be somewhere in the buying cycle, researching a product or service to try and satisfy an immediate need or a future need.

It is important to mention that there are different ideas about this concept from different authors. Some consider SEM to include only paid activities that the company does online. Cost per click (CPC) and cost per acquisition (CPA) are concepts that should be also described within SEM practises. On the other hand, some authors consider organic search activities as a separate part of SEO process.

## **Search Engine Optimization (SEO)**

Last but not least, Search Engine Optimization is a crucial stage of the overall online digital marketing content management. The impact of being listed at the top can result in a huge increase in the number of visitors to the website and will hugely magnify the website's profitability.

Search Engine optimization is then considered the managerial process that implies different tasks and techniques that the company can do in order to get a good position in Google ranking for the website. (Wylie 2012)

This concept will be treated separately as one of the key role concepts in the research. It will be defined and described in detail as a holistic process itself.

Some of the theoretical concepts that will be needed are interconnected between each other.

Therefore, it is a real challenge to separate the different concepts in order to define them separately. Some basic definitions are provided according to the basic literature review and own practical research knowledge.

### **1.7 Literature overview**

The continuous changing environment required a particular way of conducting the research in a very fast-adaptive manner. Considering the differences between trustable signals and noise that surrounds the information regarding this topic, there are still some high quality light houses that provide reliable information.

To this regard, most of the conducted research and theoretical frameworks analyzed are quite practice-oriented in this matter. Researchers have defined the key concepts utilized in the digital marketing strategies on a very general level. However, it has been identified that there is a lack of a proper RACI (Responsibility, Accountability, Consultable, and Informability) process in order to define a proper way of working.

All in all, the literature on Internet Marketing has been fragmented. Most of the research done until now has focused on the management, planning and strategy of web presence, consumer

behavior, and distribution channels. (Ngai, 2003) A lot of research has been done regarding the benefits of web presence to marketing (e.g. Hoyer 1998)

In consonance with this theory, Chaffey (2011) focuses his attention on digging the concepts that influence the digital marketing strategies overall, and offers a practical vision of what a manager should do in order to increase digital online visibility.

More from an overall perspective, Wind and Mahajan (2001) identify the challenge of Digital marketing regarding four main aspects; Integrating cross-functional solutions, providing a global perspective, forming strategic alliances and being time competitive. Clemons and Bradley (1999), explore the strategic implications by creating five different business scenarios in order to prevent the uncertainty in the digital marketing environment. This way of creating the strategy, might be constrained and bias by the vision and the imagination of the scenario creators.

Last but not least, the World Wide Web provides a technologically advanced environment that not only can record the customer's transactional data but also can capture information about customer's ideas, expectations and evaluations. Davenport and Jarvenpaa (2001) highlighted that the knowledge exchange perspective shows that digital consumer is driven by a personal enrichment and communities of relationships.

In this regards, the most clarifying light regarding search engine optimization optimization concept is provided by the author of the book "Make your website sell" Jed Wylie (2015). The importance of quality content instead of the mechanism taken in order to rank high in google was highly discussed. The author argues the current techniques in content planning, and the philosophy underneath the digital marketing industry. Wylie believes that companies are too focused on getting in the best positions on google. He presents a vision on how to create the right content which allows engagement with the correct target market.

Thus, there is a lack of practical content creation management strategy framework from the literature point of view and there is consequently the necessity to create some guidelines both from a managerial perspective and from educational perspective at the same time as the internet hype has settled down in a sense.

## 1.8 Structure of the thesis

The structure of the research aims to be simplistic and pragmatically oriented so that the reader can find what they need in an easy manner. Therefore, it is divided in five different blocks.

The first chapter contains the background and goals of the study as well as the research questions and the limitations.

In the second chapter, it goes more into detailed explanation about Search Engine Optimization definitions and implications on the processes integrated in the companies. Consequently, the third chapter continues with the role of the different stakeholders currently in the Search Engine Optimization process and which roles and responsibilities are missing.

The fourth part is more focused on the detailed explanation of the research methods and data collection used. Finally, the fifth block is aimed to describe the process itself and its implications. After that a conclusion of the overall process will be provided suggesting the areas for future research.

Table 1. Structure of Thesis

Chapter	Research Question Dealt	Key concepts developed
Introduction		
Creating a Digital Marketing strategy		Review of digital marketing strategies
Successful Web strategy process	How to improve content management strategy?	Current stages taken in SEO process: Standardized versus Localized content management

Comparative case study.		
Web presence measurement	What is the best performance .com vs .nl	Google analytics analysis. SWOT analysis.
Discussion	How applicable is the local/standard content management model?	Localized content management process model vs HQ (standard) content management process model.
Conclusions	When to choose adaptation model when standardization model strategy?	Localized content management vs HQ content management.

## 2. DIGITAL MARKETING STRATEGY.

As illustrated in Figure 1. The three main pillars of web positioning in this paper are search engine optimization, search engine marketing and social media optimization, because they absorb different strategies which help strongly for web optimization. However, this three digital marketing areas are strongly connected with content management strategy.

In order to understand content management strategy, it first must be defined in its context. Content management serves to create web presence enabling customers to access a brand on the internet. Thus, creating content management leads to creating web presence which facilitates customer relationships (and also relationships with other interest groups), integrating with existing strategies, and creating return on investment and CA (Dowding, 2001).

In today's worlds, a company has no choice but to engage in web activities at least on some levels (Elliaz & Lichtenthal, 2003). It is an obvious part of the communication standards to have an online presence. However, digital content management strategy should be integrated in the overall content development strategy as well as brochures, catalogues, manuals or internal communication guidelines.

Web presence allows better observation of the customer purchase process in a more detailed manner (Huizingh, 2002). It enables better information and knowledge on customers, creating an ongoing relationship to meet and serve customer needs while meeting company objectives (Greco & Johnson Ragins, 2003). A company can gather information from the moment the customer accesses the web presence to moment of exit, regardless of a purchase (Godfrey & Walsh, 2000). The increased information flow that web presence gives access to brings a company more information about the customers – their buying behavior and characteristics. This results in improved target marketing and higher quality feedback on product offerings.

In this context, online marketing is a wide area of current investigation for marketing professionals. Most areas of study, conferences and research are centering the attention now on finding deeper knowledge about website presence, online reputation and digital marketing performance.

Companies have found a great area to increase both their presence and reputation. From the consumers' perspective, it is also currently easier to find companies online. However, while the automated repurchase makes it easier for the buyer to place an order it does not directly mean that more information is collected on the customer. This taken into consideration, it is safe to assume that most of the purchasing process of an organizational buyer still stays unseen from the selling company.

This democratization of the media, has changed the way of reaching the target markets, as well as the level of interaction and communication with the consumers. Now the customer is far more aware of the amount of different offers with only a few clicks.

Occasionally, this is not particularly beneficial for companies, especially when they compete for a very big scale. For instance, the old space that goods companies used to buy in the shops has now been transferred to the online arena. Consequently, both the space and the consumers' attention have been distributed. Even more than ever, digital strategy has become at least as important as the media investment in traditional marketing.

More knowledge also helps identifying and offering complementary products, allowing buyers to save time not having to look elsewhere. This creates more sales for the company. (Amit et al., 2000). But, on the other hand digital marketing strategy not only consist of increasing web traffic

but also relates to the optimization effectiveness measures. Goal measurement is essential because it is completely possible to increase traffic while hurting your business. (Tonkin, 2010) Consequently, in this particular research it is intended to define a process that is not only sales-oriented and focused on increasing visits and conversion rates, but to describe a digital marketing strategy which permits aligning the digital marketing strategy with the overall marketing strategy

## **2.1. Defining concepts in digital marketing.**

As previously mentioned in this paper, digital content management consist of five basic pillars some of which have already been defined.

Within the digital marketing strategy the different pillars will have a separate strategy by themselves. On one hand, this paper intends to cover the relationship of the three main pillars in content management; search engine optimization, social media optimization and search engine mangement. But also, its implications on the content management strategy as such will be investigated.

The need of a digital strategy in general comes because most of the companies nowadays, compete strongly to be in the first positions in google rankings because that guarantees more visibility to the consumer.

When talking about web position in search engines rankings, the paper will intentionally center its attention onto Google. Not only because Google has become almost a monopoly in the oligarchy of search engines but also because if companies reach the point of optimizing their website according to Google requirements, they will have gained already quite a lot of mechanisms to get a good optimization in other search engines as well. Moreover, Google accumulates 90 per cent of the search engine traffic.

In this context, it is important to define that Google always tries to convert its algorithms into human record keeping. It basically translates what people will intend to search. Google mainly focusses its attention on the likeability and content of your website. Thus, with the purpose of understanding the consumer's behaviour online, there are many tactics.

Even though it is a pretty unknown landscape for non digital marketing experts, generally speaking people have a very basic conception on how Google or other internet search engines

work. When a particular topic is searched on the search engines, they usually crawl around to look for the page according to its algorithm. That is the reason why, it can be assured that inside search engine optimization (SEO) there are many sub agents.

However, quite a lot of companies utilize this shortcut in order to get more visitors, though for some others it is just by chance that this occurs. Thus, it is important to realize that Google will only index one page at the time of the entire website. Therefore, it is equally important to choose a correct wording for each and every page. Usually, it is pretty safe to say that words should be according to what humans will more easily be searching for, so some of the tips in order to choose the correct URL ending will be close to obvious.

Another asset that needs to be taken into consideration regarding search engine optimization sub agents is backlinks. In other words, this is the number of links pointing to your website from other websites. Your website's ranking will be determined by how many people mention your website.

Despite what it may look like, backlinks help SEO not by the number of links that refers to our website but by the quality of them. In other words, websites with a certain authority in Google ranking will be more valuable in our positioning strategy. This is commonly known as Page Ranking.

Thus, it should not be forgotten that content from a highly ranked page has to be tightly related to the content on our website. When referring to blogs, this method is also known as link building.

At this point, it is interesting to highlight that the most common way of finding a service or product is by conducting internet searches by using different kinds of keywords. Consumers search for information, characteristics, reviews, or where to buy online according to the most relevant information that they consider important.

Accordingly, usually most of the organic searches come from keyword searches. This refers to a type of search in which keywords are typed in a search box to locate information on the internet. (Morley, 2009).

Therefore, when selecting keywords the most important issue to take into consideration, is how consumers will think when they search for products or services that they need. Even though

most useful keywords are already chosen by competitors according to the company X online Copywriter and PR manager Mark Woods (2013), there are also many ways of using synonyms, non common words or even misspelling words that competitors will never think about when creating their SEO keyword list.

In this regard, once the research is done, SEO keywords should be present within the text contained on the website. At first, the more keywords that are mentioned in your website's texts the better google will rank the page. However, in a proper content management strategy not only page ranking is contemplated but it also highlights the quality of the content created.

To this extend another sub factor in Search engine optimization when talking about keywords is google adwords. However, some authors claim that google adwords and SEO keywords should be treated as two separate entities.

Despite the complexity of choosing beneficial keywords for our website, there are quite a lot of tools that could help us improve our keywords on a regular basis. Google Keyword discovery or SEObok are examples of these, but it should not be forgotten that we should implement SEO keywords from the very first stages of our web implementation or campaign, or it will be far more complicated to localize them afterwards.

In a deeper analysis, Keyword effectiveness index (K.E.I) has to be taken into consideration. It was first created by Sumantra Roy. It is the ratio of search count (number of searches performed by users) to the total number of search results while searching that keyword. In simple terms, KEI compares the number of searches and the number of web page results respectively. (David, 2008)

However, the results of the key formula seem to be diluted when using the total Google page results count by taking any web pages into account despite of purpose and relevance of the listed websites. (Keil, 2011)

On the other hand, Keyword opportunity Index (KOI) refers to finding out which keywords are likely to succeed and measuring the attractiveness of the keyword on directly competing site. (David 2008)

A similar concept defined by Hayman (2007) is Keyword density; as the metric used in keyword analysis that defines the ratio of the number of occurrences of a particular keyword or phrase to

the total number of all words on a given web page. This concept is crucially important in SEO process implementation because, if a keyword or keyword phrase appears many times in a single page (i.e. has high keyword density) then search engine will consider it spam and it will affect the ranking of the website.

## **2.2 Web positioning in international context.**

Globalization context creates new markets but also produces that traditional markets get obsolete. Internet allows companies to open new markets in a relatively easy and low-risk manner. Competition decreases if companies specialize themselves in certain markets and products.

In addition information technology increases the competitiveness for many organizations. Internet allows online partnership easier than offline world which increases synergies, distribution channels and decreases risks when penetrating in a new market. (Maciá, 2012)

Web presence enables a high value-added, effective and integrated marketing communication environment and therefore integrating it to the marketing communication mix brings benefits (Hoye, 1998).

However in this particular international context, the reality of working in a technological environment makes more difficult the definition of the process as such due to the numerous stakeholders involved as well as small practicalities. On one hand international companies usually identify the needed resources to produce web related content. Despite of the fact that international companies are starting to understand better the need for skilled people in search engine marketing because there is a direct investment required, most of international companies are still lacking a proper and structured content management strategy.

This lack of knowledge comes from a fundamental mismatch on how specialized companies think, how customers think and how google thinks. Nowadays, there is a trend in google thinking where it is trying to think like a human being. But from company's perspective there is deterioration in content duplication and content creation trying to play with the algorithm. Google recognizes that and it will respond and penalize it strongly. (Wylie, 2015)

Consequently, every time something about how system works technically is discovered by customers, google changes it as it is trying to make companies behaves as humanly as possible. Creating content humanly accessible will definitely increase and reverse the non relevant content or content duplication issues. Google simply tries to organize information and

display it in a way which is convenient and appropriate to the individuals and emulate human and artificial intelligence.

For web and digital marketing experts, another common concept that comes across when talking about search engine optimization is google adwords. There is an initial idea that google takes into consideration google adwords when measuring traffic, bounce rates etc. Therefore the only way to get the website positively tracked into google is by investing resources into google adwords, which is the programme that google uses these days, in order to create sponsored advertising directed to potential customers.

But what is more important to take into consideration is that Google adwords is not only based on who pays the most for advertising but also on who provides the best content quality of the website. Even though, the algorithm or parameters utilized to define if a website is worth to be visited or not is totally dependent on Google adwords. (Farris et al. 2010)

Despite of the fact that Google adwords, search engine optimization keywords and search engine Marketing are deeply interconnected between each other, the literature suggests that at least google adwords and search engine optimization should be considered as two separate entities. On one hand, experts include google adwords and search engine marketing more in the digital marketing budget because you need to pay for them. On the other hand, search engine optimization is not included in the online digital budget as you do not need to pay for the visits generated by it. However, it should be included in the online strategy.

The method commonly utilized for search engine optimization is cost per click (CPC) where customers pay to google according to the number of clicks in their advert. However, the price depends on both the relevance of the ad on the landing page and the search of the consumer. (The cost of adwords, Google help 2014)

Another asset to take into consideration in website position is social media. Social media marketing is another essential hub which provides a considerable amount of traffic to the website. One of the crucial factors why social media is an increasing trust in business is because it is free at least for the most part. Big companies get natural attraction to their social media platforms. However, if you are big enough, social media needs to be treated as a sensitive content production entity.

In this particular context of working in the technological environment, the definition of processes in content management strategy gets more difficult due to the numerous stakeholders and small practicalities to take into consideration.

## **2.2 Evaluation of digital management content strategy.**

The expansion of web analytics means that we have a significantly enhanced ability to listen to our website customers. The cornerstone of traditional web analytics for the longest time has been prepackaged key performance indicators (KPIs). In terms of benchmarks, it is important that any organization spends time planning its key performance indicators (KPIs). Also sometimes referred to as key success indicators (KSI) or balanced score cards (BSC), KPIs are used in business intelligence to appraise the state of a business. (Clifton, 2012; 40,364) KPIs provide a distillation of the plethora of website visitor data available to you as clear, actionable information. But because globally defined KPIs often can not accommodate for strategic differences in business operations and execution, they have not been quite as helpful as one might have hoped for. In order to use globally, there is a new term nowadays coming from key insights analysis (KIA). (Kaushik, 2007)

At the end, what the paper aims to measure is basically the return on investment (ROI) regarding the localization which will provide a justification on why to choose a content management adaptation strategy model in international companies.

Having said that, the return on investment is an evaluation comparing what has been invested in monetary or resources terms and what it is actually the profit that the website is returning. However to some extent, ROI measurement does not take into consideration other decisive terms that are determinant for a web presence such as brand awareness or brand loyalty. Swany (2002) also identified, a link between business drivers and digital goals. As it has been previously mentioned, company strategy should be aligned with online digital strategy especially in regards to content planning. Once the overall strategy includes concrete digital marketing strategy goals, objectives which aim to achieve both financial and non-financial performance measures need to be identified and used.

This means that a successful web presence should be convenient to the customer; it should save search time, and offer a wide variety of products without overwhelming customers with information. (Amit et al., 2000)

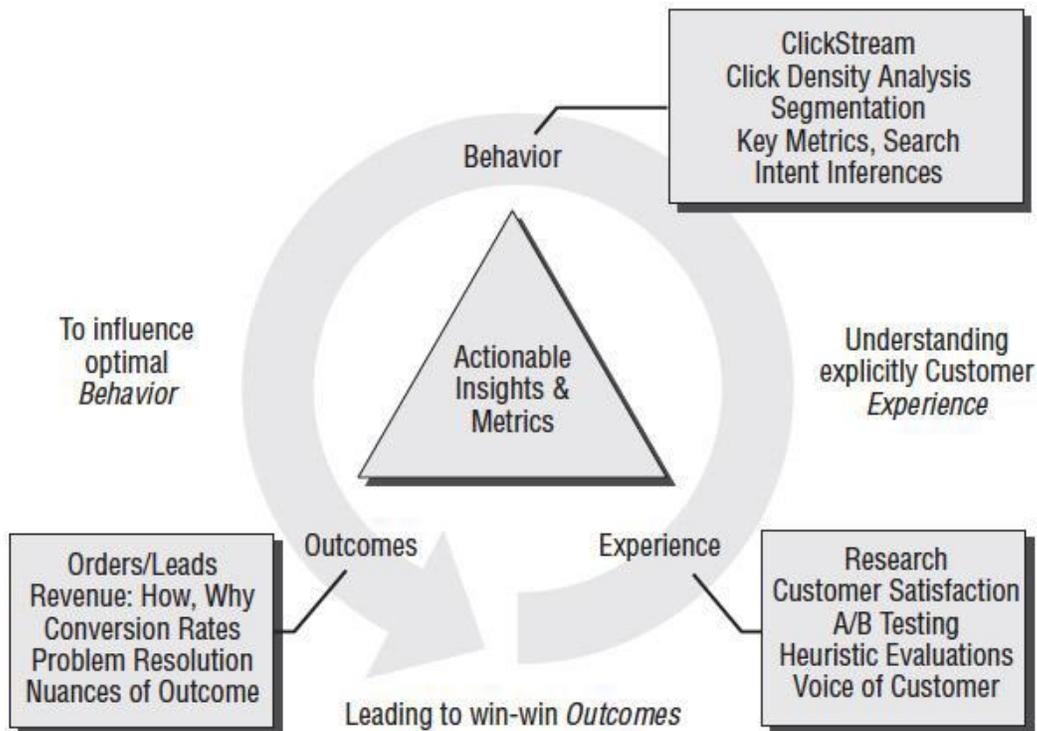


Figure 7. Web analytics. An hour a day. Avinash (2007)

It is best to focus on a set of key measures than all the possible measures of web presence success (Obrey, 2003). However, combining the what (quantitative; Bounce rate, unique visitors, page view) with the why (qualitative; content) can be exponentially powerful. It is also critical to our ability to take all our clickstream data and truly analyze it, to find the insights that drive meaningful website changes that will improve our customers' experiences. (Kaushik, 2007)

## 2.2 Evaluation of social media strategy.

In a digital content analysis it is central also to analyse the impact of social media despite the fact that it is not particularly the main focus of this research. If done well (and it is often done very badly), social media communication can go way beyond the reach of digital marketing and build strong relationships with users. So much so that users can inadvertently become evangelists for your products and services, spreading the good news virally. It can of course

also work the other way round; that is, spreading bad news or a bad experience, very quickly. (Clifton, 2010)

Essentially, social media communication attempts to influence active participants by putting your side of the story out there, be it to announce something new and newsworthy, to defuse criticism, or to provide comments on an existing story. In order to analyse this impact, social media has usually particular KPI's. So it makes sense to analyse it as a separate entity. The presence in social media by the local units must be highly justified and they must provide from the beginning dedicated and qualified resources for that purpose. In addition, the strategy should be tightly aligned with the social media strategy as well as the online strategy must be also aligned.

The key to social media marketing is to motivate customers and let them carry the message of the companies (Bernoff & Li 2008, 38). Social media reinforces, creates and improves relationships with customers and other contacts. Therefore, companies have to participate and be present actively in social media, not just listen and evaluate customers' communication. (Mustonen 2009, 36)

To some extent, the type of content produced for websites is usually either product related or campaign related. In the first case, content is taken very often from printed catalogues or previously made content for other campaigns due to the lack of prior planning. This issue can sometimes generate conflicts with the tone of voice of the particular target market and consequently, with a mismatch with the potential consumer. Company has to take in consideration that the messages in social media have to be consistent with the messages sent in traditional media. Even when it seems that social media marketing and traditional marketing are different from each other, that is not the case in the eyes of the consumer. Consumer perceives the messages as one entity, brand image. (Haenlein & Kaplan, 2010)

### **3. DEFINING CONTENT MANAGEMENT STRATEGY INTERNATIONALLY**

Content management strategy is part of the overall digital marketing content strategy. In this sense, digital marketing content has the ability to reach the target market more than print due to the possibility to customize the messages more efficiently to the target audience. (Brennan et al. 2011, 187) Technology and communications have contributed to the merging of national markets into one global marketplace (Hill et al. 2009, 4, 11). However, almost every company's marketing deals with some sort of international issues no matter the size of the company. These issues need to be assessed especially when considering entering emerging and developing countries (Amstrong & Kotler 2009).

On the other hand, the development of online marketing has helped to create a global marketplace for companies and to create cultural convergence that can diminish cultural barriers to some extent (Doole & Lowe, 2008) Nevertheless, according to Hill (2009), understanding cultures of those countries where one is aiming to do business is crucial, and often a foreign enterprise is required to adapt in order to succeed. When companies understand cultural norms, traditions and preferences it can gain advantage in the market and utilise cross-cultural opportunities. (Amstrong & Kotler 2009)

When talking about digital strategy, the essential thing to remember is that building a web presence consists of a combination of online and offline activities that bring success. Important is the way they fit and play together. (Barowski & Müller, 2000: 114) With unified communication a company can benefit from the synergic effect that integrated communication tools bring in order to reach customers on highly competitive markets (Wickham & Hall 2006).

The supreme goal is to integrate marketing communication in all the areas where it is necessary. The right tone of voice help all the components of the company's marketing communications get amplified and reinforced the core message of the company Payne & Holt (2001)

Therefore, digital activities and thus digital strategy must be aligned with the overall strategy of the company from the very beginning. (See figure 2)

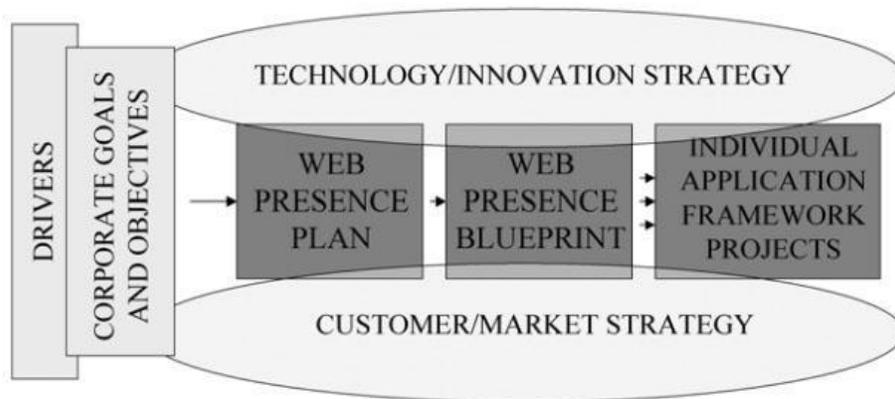


Figure 2. Strategy into Action. Kalakota & Robinson(2001: 432)

Online digital communication represents the company and it can be consider as “the face” of the organization. It is something audience knows and respects. (Pickton & Broderick 2001). Through online digital marketing communication, a company aims in the first place to inform but also to persuade, incite and remind consumers. This is done both directly and indirectly through all the media communication online channels available (websites, intranets, social media etc.) (Keller, 1993)

### 3.1 How internationalization works in digital context.

In an international organizations, the success and the possibility of building both national and international cooperative relations depend on the interaction of the persons who want to establish the relation (Axelsson and Agndal, 2000; Mascarenhas and Koza, 2008).

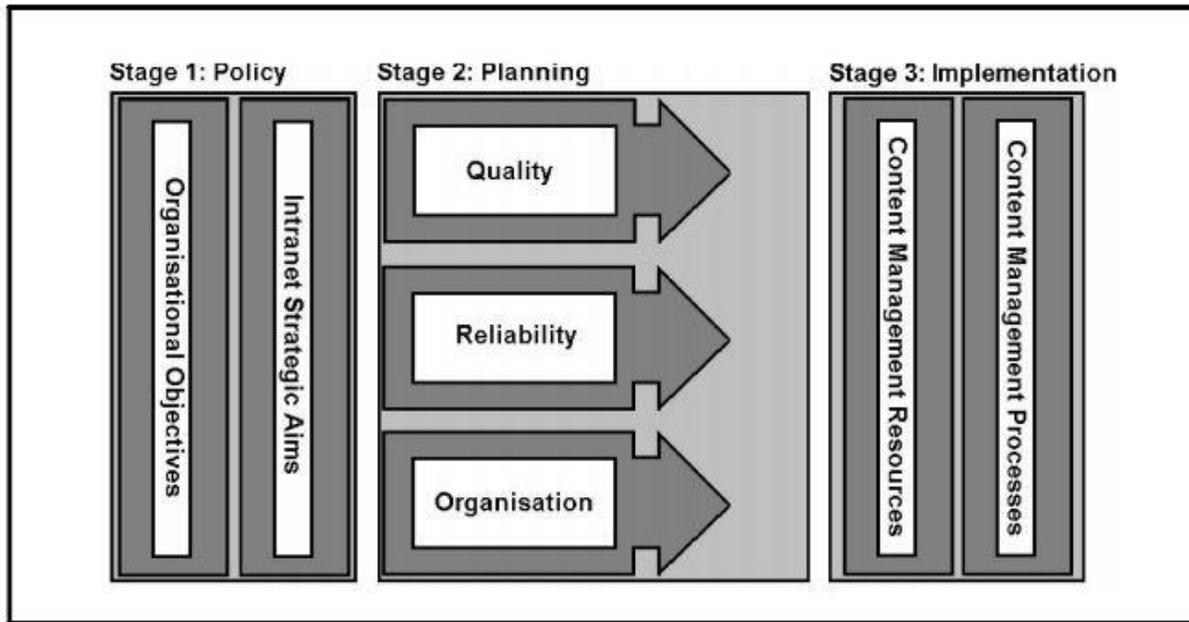


Figure 3. Building an internet content management strategy. Tredinnick (2001)

However, most of these factors are applicable in the digital context as well because it requires an interdepartmental tight collaboration. In order to ensure interfirm cooperation agreements, involving cross-border flows and linkages that utilise resources and/or governance structures from autonomous organisations in two or more countries, for the joint accomplishment of individual goals linked to the corporate mission of each sponsoring firm. Parkhe (1991, p. 581)

Nowadays, consumers often go first online when trying to look for information. This reinforces the decision of growing internationally (open pages in the local language, with local host or a local facebook page). However, the content management strategical decisions are really depending on the area or field the company is working on and the products sold. Therefore the produced content must take into consideration many sensitive aspects. Content can also be said to be the ultimate success or failure characteristic (Heinen, 1996).

There is another clear cruel additional disabling particularity of the digital environment that afflicts established firms as they work to maintain their growth rate. This is that the larger and more successful they become, the more difficult it is to muster the rationale for entering an emerging market in its early stages, when the evidence above shows that entry is so crucial. The access to the information in this context needs to be rapid, easy, and the accessed information relevant. (Abdel et al., 2002)

It is needed to be taken into consideration that quite good amount of companies act not only as sellers of their own goods but also as distributors to other businesses. Therefore, companies deal with the power and the interests of present customers offline who might be seen as disruptive to the activities that the company creates online. Consumers are empowered and they demand more. Marketers aim to create value to customers and online activities are a tool for this with their interactive nature and capability to personalise messages (Valos et al. 2010)

Additionally, companies face the problem that small markets do not solve the short-term growth needs of large companies. The first orders that the pioneering companies received in those markets are usually small ones. And the companies that cultivated those markets had to develop cost structures enabling them to become profitable on small scale. Each of these factors argues for a policy of implanting projects to commercialize disruptive innovations in small organizations that will view the projects as being on their critical path to growth and success, rather than as being distractions from the main business of the company. (Christensen, 1997)

### 3.1.1 Stakeholders implicated in the international digital content environment

Business organisations are nothing but a web of relationships with various stakeholders. A firm's stakeholders are parties that can significantly affect or are significantly affected by firm's activities. Stakeholders have the power to influence the firm, and they face the consequences of a firm's decision to act, or not to act.

Hollensen (2010, pgn 368) offers the following proposal of common stakeholders.

1. Owners/shareholders/investors
2. Top management
3. Employees (including employees abroad)
4. Customers
5. Suppliers/contractors
6. Competitors
7. Special interest groups (e.g. 'green' organisations)
8. Government

Stakeholders can be classified either as primary stakeholders or as secondary stakeholders. Primary stakeholders are seen as stakeholders that impact or relate to the primary firm

functions and thus are important for the survival of the organisation. Secondary stakeholders are concerned with the secondary (support) functions of the firm, and thus are not of existential importance to the firm. Therefore, primary stakeholders consist of shareholders, employees, customers, suppliers, etc., while secondary stakeholders would typically be special-interest groups.

Therefore, the processes resulted from stakeholders relationships demand crisply quantified information when none exists, accurate estimates of financial returns when neither revenues nor costs can be known, and management according to detailed plans and budgets that cannot be formulated. Applying inappropriate marketing, investment, and management processes can render good companies incapable of creating the new markets in which enabling or disruptive technologies are first used. (Christensen, 1997)

In this particular research the focus is centered on primary stakeholders and their impact on content management strategy in online media. In this context, already many different departments such as R&D, Marketing, Communication and sales roles and responsibilities are interconnected and sometimes even overlapping within departments. The purpose of the paper is to bring some light into the roles and responsibilities of the actors implicated in the process (also defined by the nature of the research)

Internationalization is the factor which brings particularity to this process. Only offline and online departments will interconnect but also local units will need to take place in different stages of the internationalization of the digital strategy. However, it is known that offline and online actors are interconnected. But in addition to the normal correlation produced in offline marketing, online presence is a subtle, flexible, pertinent, and persuasive one-on-one dialogue for sales through its unique responsiveness. (Deighton, 1996) The research will undermine the particularities of this process as such.

Consequently, Online marketing department will already be responsible for the very early stage of the decision making process, when the consumer is starting to look for product's information, checking the store locator etc. But of course, it will be implicated also when the purchasing decisions have been done, where it can support customer service or create cross-sales. Thus, it will interact from the beginning to the end of the process with other stakeholders.

## 3.2 Content management models

Digital channels as a communication environment puts the emphasis on providing information and contact information to the customer. It is a supporting channel for communication among other channels. For distribution of documentation and software, web presence creates a cost effective distribution channel. However, Websites evolve rapidly, including new content and new technologies Clifton (2010; 436) which very often implies a new investment in resources.

At this point, two content management models are in focus;

These two models represent two different ways of working as well as two collaborative-methods between the local units and the matrix organization. From the analysis of these models, the paper will recommend the optimal model for the international company utilized in the case study, but also the conclusions are applicable to companies with similar particularities. As a matter of fact, both models are analyzed so that companies can apply them depending on their idiosyncrasies.

### 3.2.1 Content management adaptation model.

When localizing a digital strategy, partners involved in the relationship must share mutually achievable goals although the goals do not have to be the same. It would be unrealistic to expect that partners would share the same goals, as each probably have different parts of the value chain that they want to focus on, such as to source product exclusively from a certain key supplier.

Taking this proposal into consideration, website expert Jed Wylie (2015) adds crucial criteria to take into consideration in the digital adaptation process. Content ought to be culturally correct and respect the local paradigm. Not only as a matter of respect to the local market but also from a practical point of view as google is aware of the things that have been poorly translated. Wylie strongly recommends localizing the content as it is culturally correct.

The shift of control from company to consumer has affected all aspects of consumer behavior and has enabled consumers with abilities that they never had before (Li & Bernhoff, 2008).

Accordingly, all the messages produced through the purchasing process should be accordingly translated.

For instance, one of the opportunities offered thanks to this model is the possibility to localize customer service. In this sense, Rowley (2014) agrees strongly that web presence increases the possibility to both personalized customer service as well as to reduce the cost presented in relevant products.

Adaptation the strategic model also offers the possibility to understand better the local market needs and customize the message more in harmony with consumer's needs and also tone of voice. In this regards, it might be even an opportunity to stick out from the international competitors if the adaptation process is done correctly. Focusing on the special needs of the segment means that there is an opportunity to differentiate the product offering from competitors and also to charge a higher price. This could still result in a profitable business, in spite of the relatively high costs. (Hollensen, 2010)

Additionally, for sensitive markets this model provides a better approach. The fact that consumers see the brand interested in their particular market, increases brand awareness rapidly in the countries in which the content is digitally localized. It also wakes up brand interest in the neighbouring countries who can speak the language.

Economies of scope, also commonly known as synergies, are where a business enjoys an advantage because it is linked to another business within the same enterprise. Both enterprises may benefit from shared resources, and in so doing reduce costs or investment. Additionally, these benefits can be shared within members of the same organization as stakeholders and local units.

Adaption permits a better cross-selling attraction. Best-seller products online are described in the analytics and therefore offers can be customized accordingly. Moreover, organisation's pricing policies can best be communicated to the target market(s). People need to know the price for some product offerings well in advance of purchase; they may also need to know how, where and when that price is payable. This information must be presented in ways that are intelligible and unambiguous, so that customers will not be misled and question the ethical standards of the firm. (Hollensen, 2010) In an ideal and full adaptation process, all the

messages produced in the whole purchasing process are translated. That allows the customer to better understand pricing conditions and to reduce the uncertainty of buying online.

It is important to mention that all the processes related laterally with the purchasing process, such as customer service, should be ideally also in the local language. Customer experience is enriching when the returns or changes are handled in an accessible language. In some cases, companies adopt an external company which deals with daily customer service operations in the local language. However, there should be a presence from the company in this process as well, if the company intends to maintain customer loyalty. The consumer must be not only happy with the purchasing process but also with the after sales experience.

In case a company decides to go for an adaptation model strategy it must consider these factors proposed by Hollensen (2010);

#### 1. Language differences

A slogan or advertising copy that is effective in one language may mean something different in another language. Thus, the trade names, sales presentation materials and advertisements used by firms in their domestic markets may have to be adapted and translated when used in other markets.

#### 2. Economic differences

In contrast to industrialised countries, developing countries may have radios but not television sets. In countries with low levels of literacy, written communication may not be as effective as visual or oral communication.

#### 3. Socio-cultural differences

Cultural factors (religion, attitudes, social conditions and education) affect how individuals perceive their environment and interpret signals and symbols. For example, the use of colour in advertising must be sensitive to cultural norms.

#### 4. Legal and regulatory conditions

Local advertising regulations and industry codes directly influence the selection of media and content of promotional materials. Many governments maintain tight regulations on content,

language and sexism in advertising. The type of product that can be advertised is also regulated.

### 5. Competitive differences

As competitors vary from country to country in terms of number, size, type and promotional strategies used, a firm may have to adapt its promotional strategy and the timing of its efforts to the local environment.

	<b>HELPFUL</b> (for your objective)	<b>HARMFUL</b> (for your objective)
<b>INTERNAL</b> (within organisation)	<b>Strengths</b> <b>Economies of scope are easier to achieve</b> <b>Decrease amount of work from Matrix organization</b> <b>Armonize and increase the velocity of overall operations</b>	<b>Weaknesses</b> <b>Increase budget investment in digital content from local units.</b> <b>Problems aligning goals between local units and HQ's</b>
<b>EXTERNAL</b> (outside organisation)	<b>Opportunities</b> <b>Possibility to localize customer service</b> <b>Culturally correct towards the consumers.</b> <b>Increase brand loyalty and awareness</b>	<b>Threats</b> <b>Jeopardized relationships with distributors</b> <b>Conflict of interests among stakeholders</b> <b>Local unit's decisions not aligned with overall strategy</b>

Figure 4. SWOT analysis adaptation model.

Generally speaking, adaptation processes work better when the overall strategy is push oriented and there is as much one to one communication with consumers as possible.

### 3.2.2. Content management standardization model.

The fact that matrix organization needs to invest initially more money in this model might lead to certain closeness through local units. It is always safer to share some best practise cases.

Similarly, if qualified experts are monopolized in matrix organization it might lead to accumulation of work from the matrix but also a lack of implication of the local unit in the project.

This qualification helps in economies of scale. Also, economies of scale can be overhead costs that cannot be avoided – even by the smaller organisations – but can be spread over larger volumes by the bigger firms. Economies of scale may also be the result of learning. Economies of scale mainly reflect the efficiencies that come with size. (Hollensen, 2010)

Even if the chosen strategy model for internationalizing content management in a company is standardization, it is crucially important to develop a profound understanding of the overall customer's online experience which will be shared by all the parties. According to the online customer value proposition (OCVP) created along the virtual value change by Chaffey (2011) marketers must understand specific characteristics of online channels and the benefits they offer to customers, obviously taking into consideration the special characteristics of the Internet and its online services as perceived by customers using them. Six criteria can be used to determine the sustainability of the formulated OCVP, in order to reach online customers;

1. Content: online content is rich, which means it provides something that other channels cannot. Often this means more detailed, in-depth information to support the buying process or product usage. However, often online product catalogues simply replicate what is in offline catalogues without adding extra information, images or example applications. Messaging through email and SMS is also key to providing unique content – these media can be used to deliver timely, relevant media to individuals. As well as text-based content, which is king for business-to-business, there is also interactive content, which is king for consumer sites and particularly brands.

2. Customisation: in this case mass customisation of content whether received as website pages or e-mail alerts and commonly known as personalisation.

3. Community: these days this is also known as 'social networks'. Online channels such as the Internet are known as 'many-to-many' media, meaning that your audiences can contribute to the content.

4. Convenience: this is the ability to select and purchase, and in some cases use products, from your desktop at any time: the classic 24 7 365 availability of a service. Online usage of products is, of course, restricted to digital products such as music or other data services.

5 Choice: the Web gives a wider choice of products and suppliers than via conventional distribution channels.

6 Cost reduction: the Internet is widely perceived as a relatively low-cost place of purchase. Therefore instead of going for different internal goals, the different stakeholders will fight towards a common strategy in order to fulfill consumer's needs.

	<b>HELPFUL</b> (for your objective)	<b>HARMFUL</b> (for your objective)
<b>INTERNAL</b> (within organisation)	<b>Strengths</b> <b>Economies of scale are easier to achieve</b> <b>Same advertising and optimization techniques</b> <b>Align digital strategy with overall strategy is easier</b>	<b>Weaknesses</b> <b>Increase budget investment in digital content from HQ</b> <b>Special expertise from HQ can be over exploited widely</b>
<b>EXTERNAL</b> (outside organisation)	<b>Opportunities</b> <b>High quality ideas can be exploited widely</b> <b>Major control on messages produced.</b> <b>The company is seeking to build a national brand image</b>	<b>Threats</b> <b>Customer do not comfort with international messages</b> <b>Excesive control from the HQ</b>

Figure 5. SWOT analysis stardization model.

On the contrary of content management standardization model works better when the overall strategy is pull-oriented and the company is expecting to be reached by proactive consumers.

### 3.2.3 Social media

Marketing communication provides information during the first steps of market transaction. Apart from product oriented information, web presence offers an excellent opportunity to project

company image (company brand, social responsibility, environmental issues, and company culture). This information is particularly highlighted in social media because the consumers can have an easy access interaction with the company communication. Nevertheless, social media is a new entity and it is crucial to identify in which part of the customer relationship management (CRM) social media strategy can be included.

In order to have more clear view of in which part of the customer interaction process social media is located, the following Huizing proposal about CRM value creation is analysed.

Social media has changed the old paradigm of unilateral online communication that consumers were used to. In this context, the communication provided in social media by big companies naturally generates attraction to consumers to engage with their social media channels. Hence, social media has been considered as a separate entity in this analysis due to its capacity to bring customer service interaction and produce certain kind of information on its own.

Likewise, from now on, consumers have a stronger power over the communication projected in social media channels. The democratization and easiness of accessibility to companies nowadays, permits users to be the third power in the buyer's decision making. Usually, if you have got enough critical mass you will be naturally interesting for your consumer's online, as they see a possibility to communicate with the company.

In this sense, if the actual customer satisfaction with the purchase and quality exceeds initial expectations, then the customer will tend to buy the product or service again and the customer may become loyal towards the company's product or service (brand loyalty). Thus, it needs communication in the digital channel to be intrinsically adapted and be fast and with the correct tone of voice.

That is the reason why in order not to damage brand loyalty a company has to consider if social media is the correct arena to reach its target market. The planning and organizing of social media marketing is essential in order to create consistent and clear message to avoid negative feedback and possible loss of sales (Mustonen 2009, 36)

The key idea is to communicate with customers and not to just push marketing messages to people (Weber 2009, 16). The use of social media tools requires dialogue and extended

relationships between the marketer and customers (Lehtimäki et. al. 2009, 17). Strong dialogue with the customers helps marketers to create strong brands (Weber 2009, 18).

## **4. EVALUATION OF DIGITAL CONTENT MANAGEMENT**

### **4.1 Methodology**

Qualitative guiding principles and planning research have been used for the following purposes; to clearly isolate causes and effects, to properly operationalize theoretical relations, to measure and to quantify phenomena. The case study, intended to be practical and also to generate discussion about the data collected. However, this has to be formulated with a high enough number of study cases in order to be relevant and to formulate general laws out of it.

Nevertheless, it is basic for this research to analyze the central ideas through qualitative research as it has relevant differences with quantitative research. The essential features of qualitative research are the correct choice of appropriate methods and theories; the recognition and analysis of different perspectives; the researcher's reflections on their research as part of the process of knowledge production; and the variety of approaches and methods.

Though, these steps were not taken separately. There is a mutual interdependence of the single stages of the research process and you should take this into account much more. Glaser and Strauss (1967)

Due to the ever-changing nature of these research decisions about research methodology and data collection were laterally changed over the process of the study. However, the interpretation of this case study can be extremely useful if the company will integrate the process as it is recommended. Sum up to this, it will bring some light regarding the existing literature and references that can be consulted in case the cases are different.

Somehow, the case also allows the possibility to transform quantitative data into qualitative analysis. If this task is attempted then it is achieved by the explicit use of additional methods such as complementary interviews for a part of the sample. For the realm of analysing qualitative data, Kuckartz (1995) describes a procedure of first- and second-order coding in which dimensional analyses lead to the definition of variables and values, which can be used for

a classification and quantification. Roller, Mathes, and Eckert (1995) present a method called hermeneutic classificatory content analysis, which integrates ideas and procedures of objective hermeneutics.

The research intends to bring a very practical contribution. Qualitative methodology was chosen because it takes account of complexity by incorporating the real world context, and also because it allows to can take different perspectives on board. In many cases, qualitative methods were developed in the context of a critique of quantitative methods and research strategies. The debates about the "right" understanding of science are not yet settled Becker (1996), but in both domains a broad research practice has developed which speaks for itself, independent of the fact that there is good and bad research on both sides. An indicator that qualitative research has become independent of quantitative research and of old trench fights against quantitative research.

## **COMPANY CASE STUDY**

The company is a medium-sized Finnish design organization which headquarters are located in Helsinki. Local units are split mainly over Europe but also in China and United States.

The company consists of several brands, but digital marketing is separated only between e-commerce unit and non e-commerce. Some particular brand have website but they do not sell online. However, they are included on the sells of the e-commerce website.

We are unable to provide more detail because of assurances we gave on anonymity and confidentiality.

## **Data collection.**

The gathered data collected in google analytics includes a complete study in consumer behaviour, fi. the way of accesing, bounce rates, activity on the web (also analyzed by a consumer insights behaviour study. In addition, all the possible productive information has been collected thanks to the experience of the researcher working in the field which affects strongly the performance of company's website and how the company can benefit from it.

The amount of data collected was the necessary in order to get an approximation on how the situation of the international website was. Therefore, some data was collected in early 2014 (January- March) before Dutch website was implemented. Some other important data was gathered after the completion of Dutch website (August 2014).

Apart from Google analytics and exclusively for this thesis, data as turnovers or website performance were compared also in a table.

Even though the amount of data in google analytics that it can be gathered for these propose was bigger, the thesis resumes the impact of the content management analysis with the ones selected. Due to the sensitivity of some particular keywords, or data collected which can not be shared with competitors the name of the company will remain secret as well as some of this sensitive data. However, this does not affect the case study analysis at all, as the results can still be clearly seen.

The accessed resource statistics for example includes, views and visits per page, bounce rates single access pages, paths, top destination etc. This kind of information informs what visitors prefer on the web presence.

Visitor demographics tell who visits the site and how often. Geographical regions discrimination helps meeting the needs of the target audience and discovers new target audiences. This information becomes crucial when deciding which kind of content management strategy we should look up. Activity metrics determine how well the visitors find the content they are looking for, and also if we are arriving to the correct target market.

The keyword and refer statistics can be used to find most effective ways and places to attract visitors as well as for search engine optimization. Timonen (2004)

## 4.2 Websites analysis

### 4.2.1 Websites

According to Gruen (2005) a website should act as a central integrating point for marketing communication. It can bring the company closer to the consumer. Therefore, the decision making in this regard must be kept in mind.

Even though thanks to the data analysis, the company has been analyzed intrinsically from the inside, the paper has a clear bias towards the final consumer who at the end makes the purchasing decision.

Monitoring and reporting improves the understanding of the interactions between the customer's actions on the web and the web presence offerings, thus leading to the optimization of loyalty and sales (Dydia, 2002). The analysis will help to justify the decision of company X to take a content adaptation model approach.

Measuring google analytics data can be challenging if it is not done carefully. Many different parameters are taken into consideration. As it is not the purpose of the paper to cover them all, the author will center the effort on understanding those particular ones that are relevant for the study.

The number of definitions provided regarding google analytics concepts is enormous. For limiting this somehow some essential ones are defined;

**Hits/Visits** measure the amount of all visitors on the web during a time period (Baltas & Karayanni, 2003). When we speak of Users or Visitors, in fact we're not talking about people, but 'devices' that visit a particular website.

If you surf the same web page from the computer in your office, in your home and from your tablet, three visitors or users are actually logged.

**Average time** on site is the length of time visitors spend interacting with your website, and it is a good base metric to help you understand whether your visitors are engaging with your site. All content creators want to increase this KPI—assuming, of course, the visitor experience is a good one. (Clifton, 2010)

**Page-/Ad-click** is the amount of clicks a particular page or an advertisement of a web presence gets.

**Unique visitor** means that the same visitor is counted as only one even if they have accessed the web presence at various occasions during the observed time period (Anonymous, 2004)

**Returning visitor** is exactly the opposite concept. It is the visitor returning to your page. If the main marketing focus is on acquiring new visitors, then greater proportion of these would be expected. If the online marketing strategy focus is on visitor retention, then you would expect the number of returning visitors to be higher. A decrease in percentage of new visitors could in fact be due to an increase in percentage of returning visitors rather than any change in your new-visitor acquisition strategy. (Clifton, 2010) Therefore, the data ought to be taken carefully and focusing on row numbers with different date ranges.

**Organic/Paid** search organic search is often touted as been a very good source of quality traffic—the visitor is proactively searching for your content after all.

**Bounce rate** in Google Analytics terminology. It is a one-page, zero-action visit—that is, a visitor arrives on your website, views one page, has no further action, and then bounces off to another site or closes their browser. It's an important, very-easy-to understand KPI that every stakeholder wishes to reduce. (Clifton 2010) Ideal bounce rate varies between; very bad: 50% +, average: 25 – 50%, very good: < 25%.

### **Selecting URLs. (Not reflected in google analytics)**

According to Clifton (2012), Uniform Resource Locator (URL) is a means of identifying an exact location on the Internet. It is how Google Analytics tracks and reports on pageview activity for your website. URLs are utilized to define our page on google. (In the offline environment we might think it is the name of the company). This affirmation is partially true, however other elements are also important in the performance of the website.

In depth, when we talk about the URL of a website we should take into consideration all the URLs which belong to a particular website. No matter if it is on the main homepage or in deeper content they will be reflected on the website rank development as well as in our post analysis.

Thus, when taking the decision about naming any kind of URLs is far from an easy task. One factor is originality that needs to be considered, because most words are already used by other companies. To sum this up, for example Google penalizes strongly the websites that utilize similar URLs than big players.

Selecting the proper URL is not as easy as it sounds. For instance, when creating a landing page for a campaign most of the words are actually taken by the competitors if it is a very general campaign (For instance, Christmas campaign).

But in case companies choose content management adaptation model, localizing the URL is not something entirely dependant on online marketing experts. Content management systems (CMS) are particularly not develop in this sense and might become a real obstacle when localizing content.

In international context select URL is a crucial part of the process which can affect strongly to the number of visit you get in your website.

#### 4.2.1.1 International website analysis

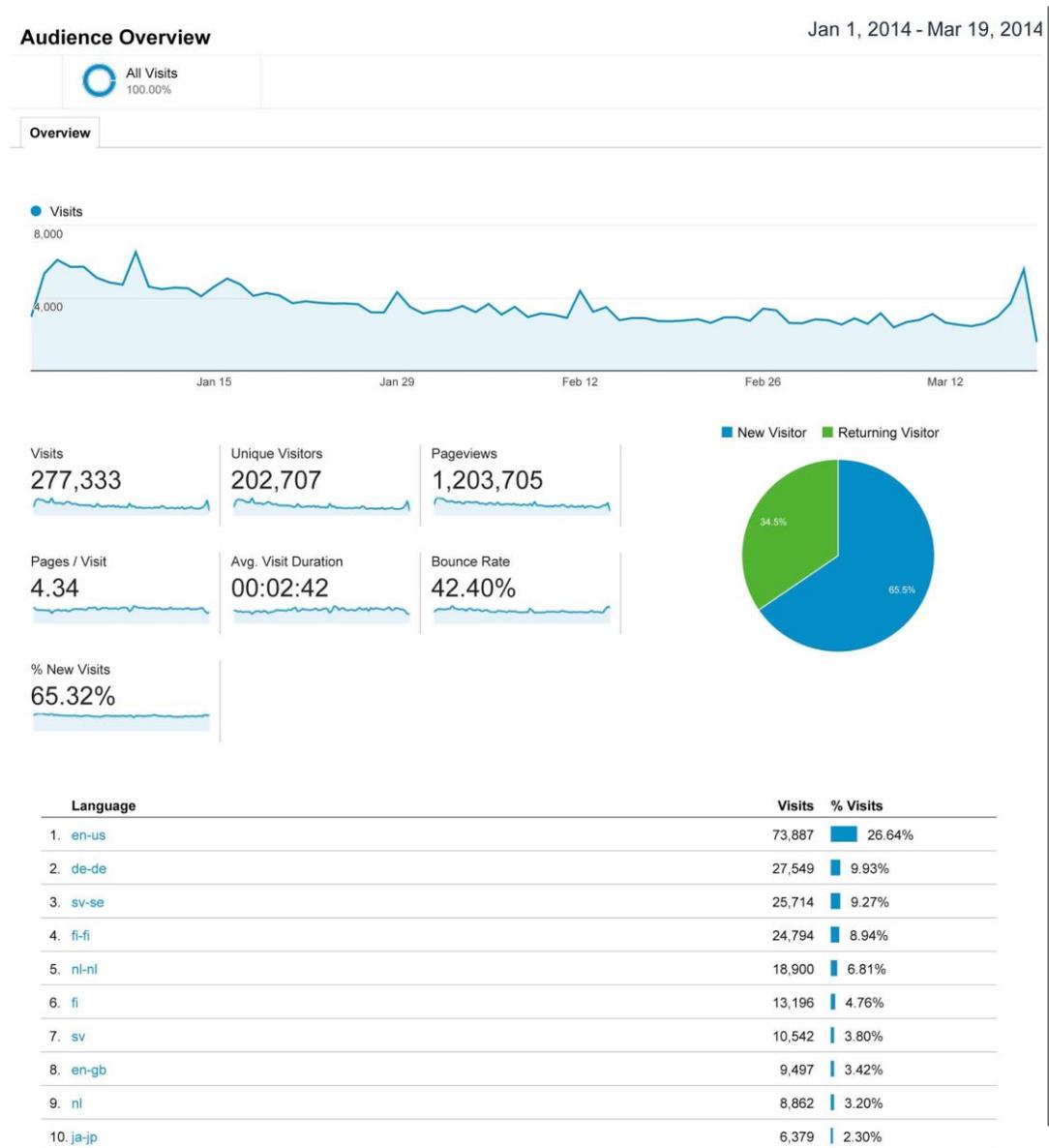


Figure 7. Audience overview. International website.

It is useful to highlight that the research was conducted in a Finnish company and therefore Finland is the main market. Thus, it has a separate website (.fi) that is subdivided between the store and the brand content.

So, the purpose of this qualitative analysis is initially to study the international website (.com) which covers the rest of the countries outside of Finland. After that the data will be compared with the data in Netherlands, (first country localized in the localization process strategy) in order

to see, if the implementation of an adaptation content management model is useful for this particular company.

The amount of new and returning visitors is pretty balanced, which can be understood as a good relationship between what the consumers are looking for and the content offered on the website on a general level. However, new visitors are still higher than returning visitors which can be understood by the intention of the company to increase the brand awareness and not so much a focus on retention strategy.

On the other hand, bounce rate percentage is pretty high (42.40%) meaning that the majority of the visitors coming to the page leave. This can be noticed in the average time that people spend on the page (2' 42"). One of the reasons why that might be, is for a language reason. Consumers are looking for certain products or they might know the brand in advanced, but there is an impossibility of understanding fully the content on the page. That is one of the reasons why bounce rates (really high) and conversions are inversely proportional to each other; that is, if your bounce rate is high, then your landing page is likely irrelevant to your visitors but the products as such are selling correctly. Therefore, to have presence on the markets is quite important and so it is reflected in on the conversions. However, the content in the first place is not relevant (and also possibly with language related complications) As a result, conversions might be affected if campaign is not pushed.

## Acquisition Overview

Jan 1, 2014 - Mar 19, 2014

All Visits  
100.00%

Top Channels

[Send Feedback](#)

	Acquisition			Behavior			Conversions	
	Visits ↓	% New Visits ↓	New Visits ↓	Bounce Rate ↓	Pages / Visit ↓	Avg. Visit Duration ↓	Transacti... ↓	Revenue ↓
	277,335	65.32%	181,152	42.40%	4.34	00:02:42	385	€67,247.78
Organic Search	153,752	<div style="width: 65.32%;"></div>		36.01%	<div style="width: 36.01%;"></div>		166	<div style="width: 24.1%;"></div>
Direct	57,986	<div style="width: 20.9%;"></div>		55.41%	<div style="width: 55.41%;"></div>		73	<div style="width: 10.8%;"></div>
Referral	27,714	<div style="width: 10.0%;"></div>		46.99%	<div style="width: 46.99%;"></div>		15	<div style="width: 2.1%;"></div>
(Other)	15,532	<div style="width: 5.6%;"></div>		45.94%	<div style="width: 45.94%;"></div>		66	<div style="width: 0.9%;"></div>
Paid Search	13,830	<div style="width: 5.0%;"></div>		35.39%	<div style="width: 35.39%;"></div>		60	<div style="width: 0.8%;"></div>
Social	8,463	<div style="width: 3.0%;"></div>		59.34%	<div style="width: 59.34%;"></div>		5	<div style="width: 0.0%;"></div>
Display	64	<div style="width: 0.0%;"></div>		29.69%	<div style="width: 29.69%;"></div>		0	<div style="width: 0.0%;"></div>
Email	4	<div style="width: 0.0%;"></div>		75.00%	<div style="width: 75.00%;"></div>		0	<div style="width: 0.0%;"></div>

Figure 8. Acquisition overview. International website.

As it can be seen in Figure 9 most of the searching is coming from organic searches in the international website. In other words, consumers searching on google for keywords that organically have been generated on the webpage.

However, it is important to highlight that the data was collected from January to March. A reference period where there are no big campaigns (as for example Christmas campaign) where more investment is done in search engine marketing (Paid search) and therefore, the results might be significantly different.

Conversations are also interesting in the not set channel (other). This non specified channel is coming from the CRM programme. This customer programme sends regular newsletters and emails to registered consumers offering cross-selling products or novelties. This profiles

consumers as people extremely qualified regarding the products and who might be eager to purchase easily. However conversions in other direct or organic searching is not that visible.

Nevertheless, the objective of this website is not only to be a webstore but also to provide enough brand information, so the conversions are not the only relevant information for strategical content decisions. Data from conversions rates must be taken carefully. Web presences is used though as research tool for purchase decisions driving traffic to other fulfillment channels and in so making online sales not the only measure for success (Von der Haar, 1999). In other words, online marketing serves to bring sales to e-commerce but also to physical stores by creating brand awareness, or because it can be the first media where consumers consult product information and take the first buying decision step.

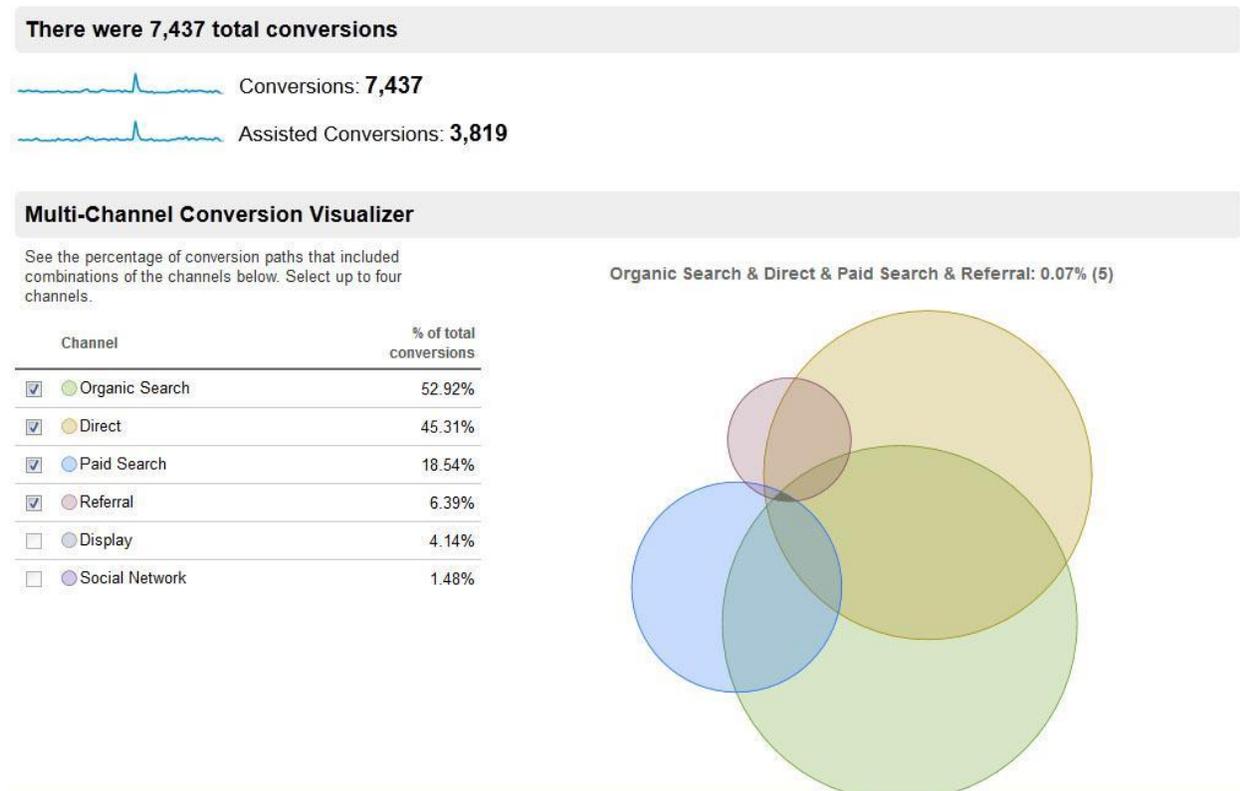


Figure 9. Multichannel conversation rates. International website.

As it can be seen in a more detailed conversions figure 9, good amount of users come also from direct traffic. This means by direct clicking on email campaigns or straight typing of the URL. Referral interaction as well as paid search (investment in SEM) are the other two main sources

of traffic redirection but the graphic shows that they are not the best-performed parameters in percentage of conversions.

Therefore, organic searches generate an important part of the upcoming visitors and also conversion rates in the international website. Thus, it is important to identify which are the main keywords that are generating the traffic to the international website in order to determine if these words will be similar later on in the Dutch analysis.

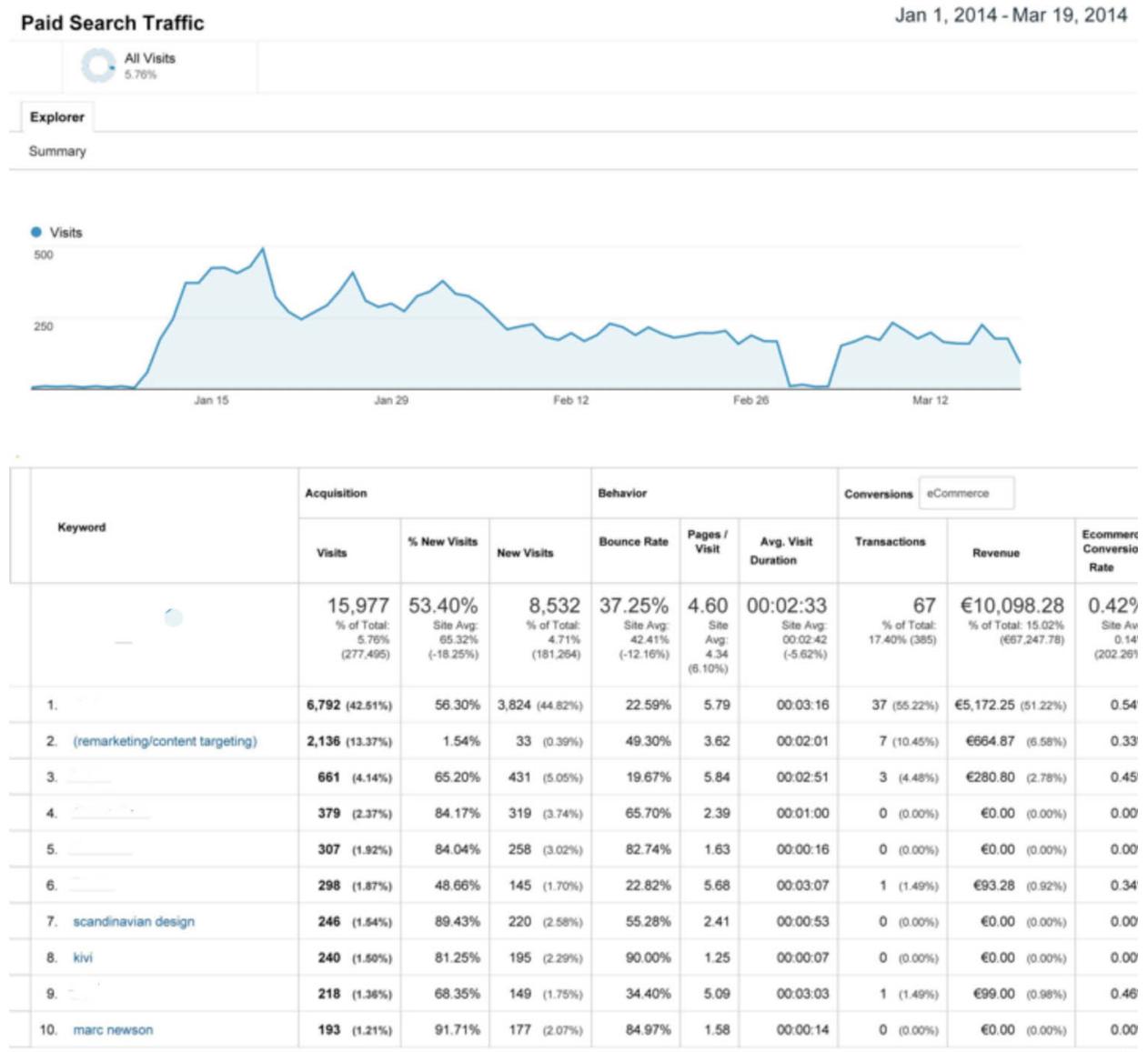


Figure 10. Keywords of Paid Search. International website.

As mentioned previously, organic searching generates more traffic and conversions than paid traffic. However due to the nature of the study, the intention is to diagnose if the chosen content adaptation strategy chosen for this particular case (Dutch website) can work and spread overseas to other countries in international companies.

This logic applies if the paid search words correspond also with the Dutch website.

Intrinsically, the nature of these keywords is very generalistic being the most known attributes or products of the brand, the ones, that are bought in order not to be taken by other brands and rank properly in google.

Also remarkable is the fact that part of this paid search is coming from retargeting activities. According to google indications (consulted May, 2015), with remarketing, you can reach customers who have shown an interest in your product or service by visiting your site, and show them relevant ads across the Google Display Network. It's a powerful way to match the right people with the right message.

Due to the big investment in these activities and also because it can bring benefits to all the domains, these particular activities can be controlled from the Matrix while other more specifics activities can be proactively organized by the local units.

#### 4.2.1.2 Dutch page

NL figures compared	Q1-2013	Q1-2014
Sessions	19.058	21.788
Bouncepercentage	26,60%	38,47%
Paginasessies	5,7	4,28
Time/session	3:09	2:43

Transactions	16	99
Turnover	€ 2.633,30	€ 16.781,71
Conversion ratio	0,08%	0,45%

Table 2. Comparative figures. Dutch case within the (.com) and Dutch website as a separated localization (.nl)

Table 2 shows the comparison between Q1 in 2013 where the Dutch localization was not implemented and the Dutch website localized. Turnover for example increased + **637%**. Amount of transaction went up from 16 till **99**. and conversion ratio gone up from 0,08% to **0,45%**.

For this particular case, content management adaptation model has been applied. This was chosen in the first place, because of the intention to increase the brand awareness in the Dutch market but, more particularly with the purpose of fidelize the consumers who already know the brand.

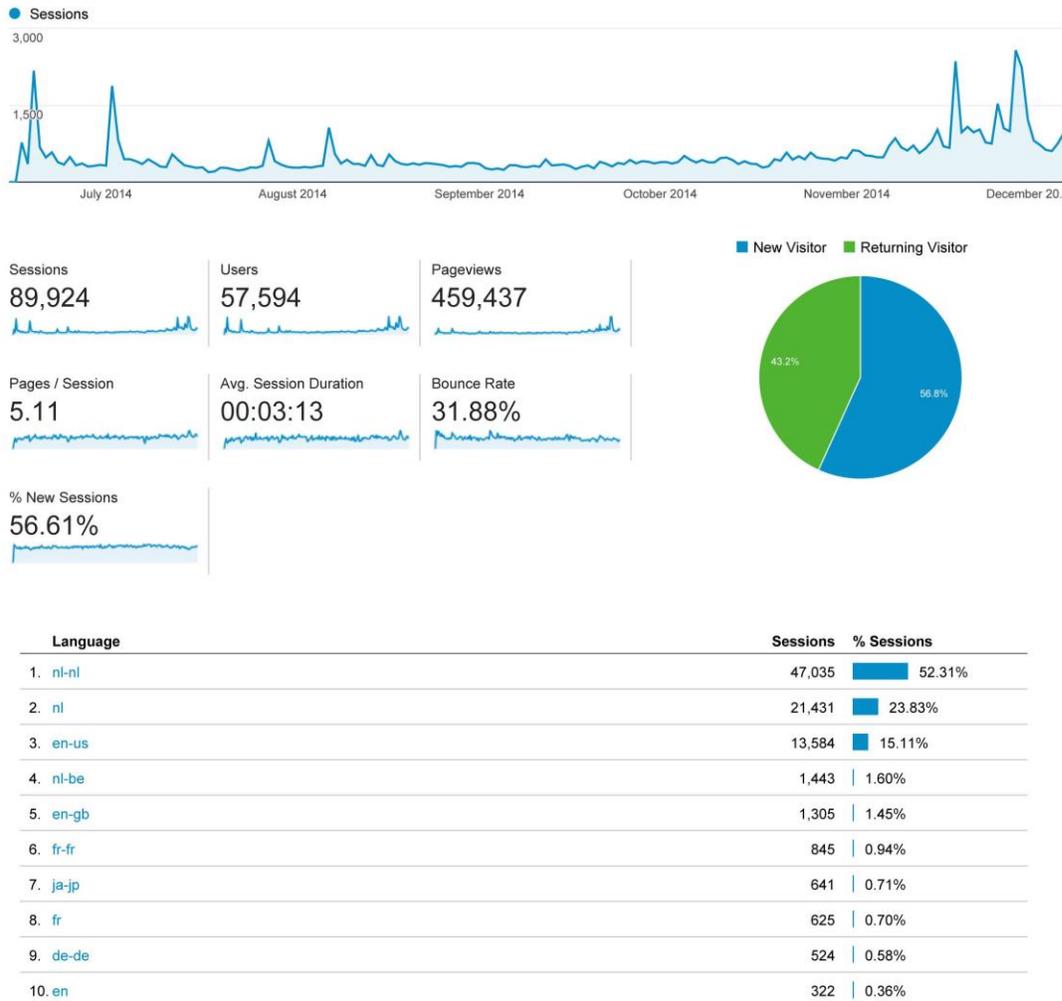


Figure 11. Visits. NL website.

Other data attracted to be compared is the bounce rate, page sessions and average page durations. As seen in Figure 9. bounce rate is significantly lower than in the international webstore 31.88% NL- 42.40% INT. On the contrary, page sessions are higher in Dutch website 5.11 pages/ visited comparing to 4.34 INT and other data which helps to justify content localization is the minutes spends in the webstore being 3' 13" in NL site vs 2' 42" in INT webstore.

Also, returning visitors and new visitors are quite equal which can be explained but also localized campaigns produced by the local unit and more target-oriented market with the correct tone of voice. The right orientation of the localization can be detected in the language where the

people are coming from. In addition, this is a clear signal that the reason why content adaptation model was chosen in this particular case has worked. Returning visitors have developed a connection with the brand which can develop in a posterior fidelity. It will be stimulating to see, how many of these returning visitors actually belong to the CRM company's system, in order to see if both of them work hand in hand.

Also, it will be fruitful to interconnect further the offline and the online strategy, digging in how the customer's journey was made. In other words, it would be beneficial to conduct a further research on if the consumer visits first the page and then the store or vice versa.

It is also crucial to highlight that the company X opened also the Dutch webpage with .be (Belgium) domain because a good amount of the Belgian population speak Dutch. As a result, the brand awareness increased and this particular event was reflected more concretely in the store locator that started to get more visits.

Some other factors might have affected also the brand awareness and loyalty in a market that was truly not one of the initial core markets. However, it is difficult to measure that impact. The reaction of local unit team after the Dutch localization was to claim a localized website also in other languages for that particular country, so the reaction after measuring the impact of the localization of the Dutch website was positive.

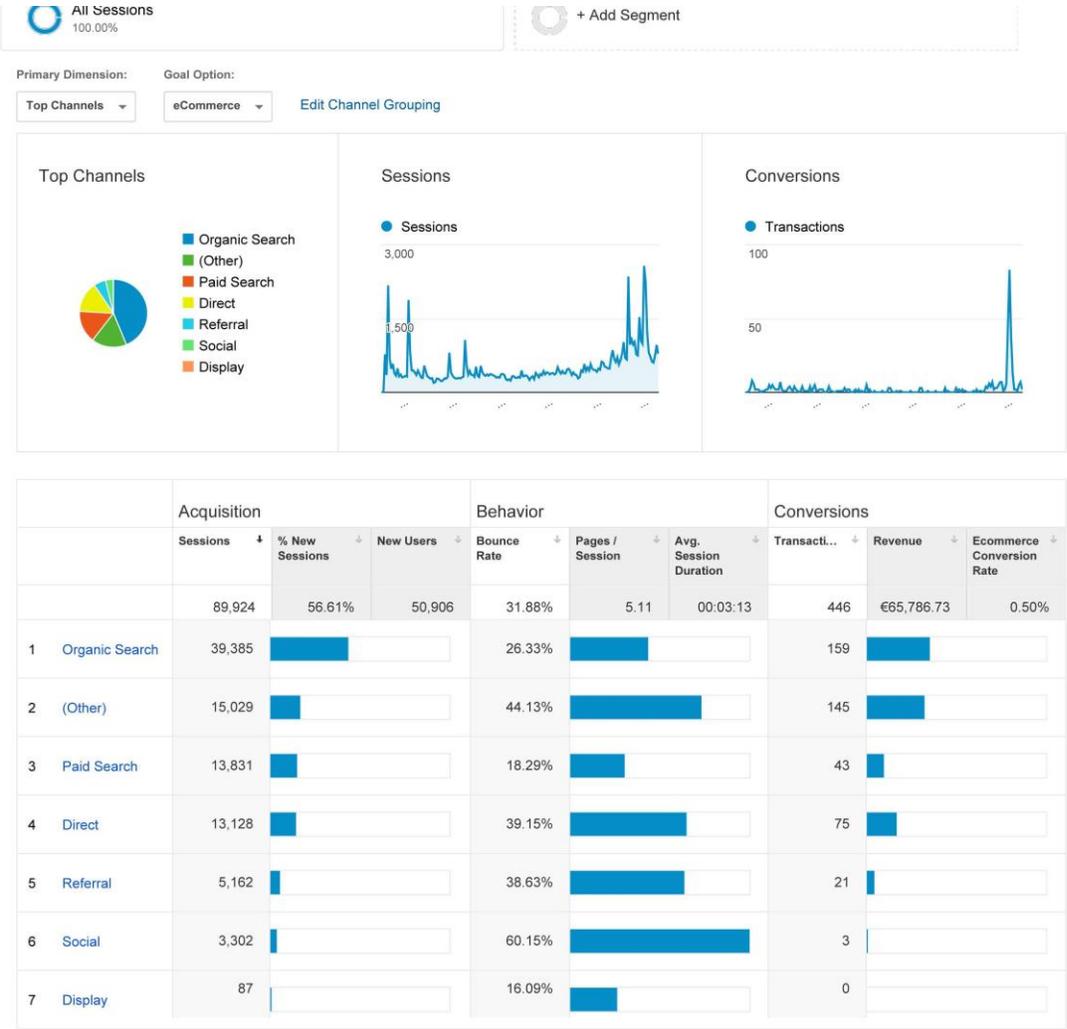
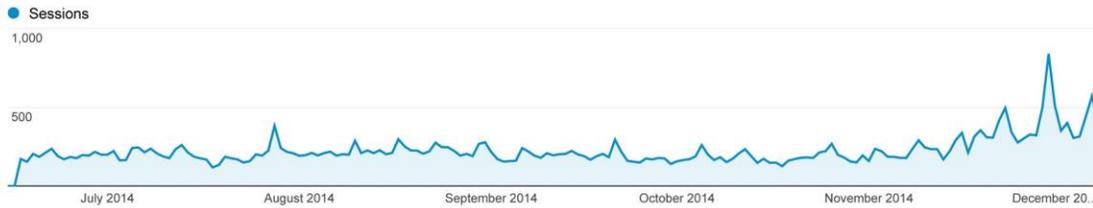


Figure 12. Visits acquisitions specified by channels. NL websites.

Similar findings are found regarding traffic sources compared to the international website. Mainly organic search works better. Therefore, it is imperative to analyze deeper in this case which particular keywords the local market are looking for in order to localize them in a proper manner.



Keyword	Acquisition			Behavior			Conversions <input type="checkbox"/> eCommerce		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Transactions	Revenue	Ecommerce Conversion Rate
	39,385 % of Total: 43.80% (89,924)	58.10% Site Avg: 56.61% (2.62%)	22,881 % of Total: 44.95% (50,906)	26.33% Site Avg: 31.88% (-17.41%)	5.71 Site Avg: 5.11 (11.81%)	00:03:40 Site Avg: 00:03:13 (14.00%)	159 % of Total: 35.65% (446)	€28,029.75 % of Total: 42.61% (€65,766.73)	0.40% Site Avg: 0.50% (-18.60%)
1. (not provided)	35,322 (89.68%)	58.77%	20,760 (90.73%)	26.13%	5.74	00:03:42	137 (86.16%)	€23,665.31 (84.43%)	0.39%
2. iittala	1,435 (3.64%)	51.92%	745 (3.26%)	13.31%	6.95	00:04:25	10 (6.29%)	€2,272.95 (8.11%)	0.70%
3. ittala	201 (0.51%)	58.21%	117 (0.51%)	10.45%	6.87	00:03:29	3 (1.89%)	€812.10 (2.90%)	1.49%
4. iittala	150 (0.38%)	58.67%	88 (0.38%)	12.00%	6.65	00:03:44	0 (0.00%)	€0.00 (0.00%)	0.00%
5. italla	65 (0.17%)	56.92%	37 (0.16%)	15.38%	6.52	00:03:54	0 (0.00%)	€0.00 (0.00%)	0.00%
6. iittala antwerpen	46 (0.12%)	41.30%	19 (0.08%)	26.09%	6.37	00:03:30	0 (0.00%)	€0.00 (0.00%)	0.00%
7. iittala teema	41 (0.10%)	68.29%	28 (0.12%)	34.15%	4.15	00:02:30	0 (0.00%)	€0.00 (0.00%)	0.00%
8. iittala outlet rotterdam	38 (0.10%)	50.00%	19 (0.08%)	44.74%	3.45	00:01:48	0 (0.00%)	€0.00 (0.00%)	0.00%
9. iittala sale	38 (0.10%)	39.47%	15 (0.07%)	44.74%	3.39	00:01:26	1 (0.63%)	€41.12 (0.15%)	2.63%
10. iittala outlet	37 (0.09%)	45.95%	17 (0.07%)	37.84%	6.35	00:03:30	0 (0.00%)	€0.00 (0.00%)	0.00%

Figure 13. Organic keywords search. NL website.

As seen in the Figure 14 the data resulted seems not to provide much information, however it does. Consumers mainly search for categories or known products organically which should be the focus of translation in the first place.

Furthermore, keywords capture the essence of your web site. Keywords are what a potential visitor to your site puts into a search engine to find websites related to a specific subject, and the keywords that you choose will be used throughout your optimization process. (Ledford, 2008)

According to Wyley (2012), there is plenty of competition on the Internet when we talk about positioning in Google rankings. The most popular keywords for organic searches are taken

quickly and it is rather difficult and time consuming to get these words listed in a visible place, especially for fledging websites.

But these obstacles ought not to stop online marketing experts to at least analyse what the consumers are looking for and what are the potential areas that the company has to grow in online media.

#### 4.2.2.1 International social media strategy.

Even though the international brand social media page will not be in the local language. Social media content needs to be considered user-friendly by Social Media consumers. Due to the fact that most of social media users are clearly our potential future customers, social media channels can be the first contact point from consumers to company. Companies should be present where their potential customers are. Being present and choosing the right platform is crucial when integrating social media into the marketing communication plan. (Haenlein & Kaplan, 2010)

The ability to talk to customers is one of the traditional tools in marketing communication but information sharing among customers is a new element which companies have to take into consideration. As the communication occurs online a single customer can share thoughts with literally millions of people. (Mangold & Faulds, 2009)

In company X, the particularity of social media messages in international channels (international facebook page, instagram and pinterest), consists of being diversified in multiple channels and activate the different campaigns done for online marketing. In some special cases, these channels interact with offline marketing. For example, when Christmas campaign was in the stores, there was a social media activation campaign to vote which Christmas window they liked the most from different stores.

In this sense then, social media channels are much more aligned with offline retail than online marketing as such. The key when communicating in social media channels internationally is to have presence. In other words, international social media strategy consists of brand reputation if the brand is well-known and big enough and to increase the brand awareness in those markets where the brand is not fully recognized.

This second case is even more important because international social media communication substitutes, in some cases, localized social media communication.

Having the international social media presence is one of the easiest ways to communicate with target consumers. It is important to maintain a fluent communication with them on the regular basis. Therefore, product managers, brand managers and all the members involved in the offline development should be also included when planning the online social media strategy.

Obviously, visuals, content planning schedule, and copy and tone of voice must be aligned to campaign activations on the website and consequently, most of the links provided on the different social media channels should redirect to the international website and not to external ones.

#### 4.2.2.2 Localized social media (Dutch)

Having a page in social media channels demands quite a compromise from both sales unit and matrix organization. First of all, to generate organic growth which points to the webstore is very difficult in Facebook. To sum this up, it is very time consuming to maintain the page. Not only because of posting multiple times a week, but also answering all kinds of questions that come via messages and on the wall.

Therefore, the decision of opening must be taken carefully and with the agreement of both parties. In order to get approval in the Matrix organization to open a local facebook page some factors have to be considered;

1. Enough budget for Facebook advertising from the local unit.
2. Have a dedicated and qualified resource for the page who can produce messages according to campaigns, crucial and important days and who is also prepared to answer any messages and transfer information to the proper department as for example customer service is needed.
3. Get the whole Sales Unit on board. The existence of the Facebook page has been communicated to everyone in the sales unit and it is present in the whole media communication (email signatures, in ads, in POS etc).

4. Find a local partner who can help with local social media consumer activation. General campaigns (for instance Christmas) must be led from matrix organization but activation on campaigns as well as more particular local campaigns must be proactively coordinated from local units. From head office we are supported with normal campaign posts, but these lack activation. For example: On festivity holidays in the Netherlands Friday the 13<sup>th</sup> December (Sinterklaas), local unit implemented a video game with the Sarjaton mugs.

Once these capabilities have been implemented in social media localized channels, some other imperative issues must be taken into consideration. As commented before in the international social media strategy analysis, social media content planning ought to be meticulously aligned with social media activation internationally. In addition, social media activation in localized markets has to pay attention to wholesale needs. In other words, messages need to talk about company's activations but also about other campaigns where wholesales are prioritizing the products.

Due to the messages' localization, it is simply easier to connect with the target consumer and also to provide a better customer service experience. Consumers are relying more and more on social media as a trustworthy source of information. (Foux, 2006)

## **5. EFFECTIVENESS OF LOCALIZED CONTENT MANAGEMENT MODEL**

Taking the example that the company will localize the content according to the target market a process should be clearly defined so all the stakeholders know where their participation is important.

As well as Intranets, websites should be fluid, changing information resources. Information management techniques have failed to keep pace with information technology developments over recent years, to the extent that the capability to deliver large volumes of information became available long before the processes to manage that delivery effectively. As a consequence the management of these delivery methods has often been driven from an information technology stance simply because the information technologists have found the driving seat vacant. But managing information resources is not fundamentally about controlling the technology that underpins those resources. Tredinnick (2001)

Website content management management strategy is produced by the combination of managing the people who create content and managing the content they create. The most important thing to remember is that the effectiveness of websites is ultimately dependent on motivating individuals to produce and maintain quality content. Also synergies are implied here, but the contrast about different realities, budgets and motivations might vary significantly from the Headquarters to the local units.

Apart from an evaluation through the website's implementation process, a "soft launch" of the web site (a preview of the new site) it is necessary. In other words, the people responsible must be in constant development of the content, but at the same time evaluating if the content produced is qualitative and relevant enough.

The process can be visualized better in the following figure 12. One of the crucial elements is the constant reviewing of the content developed all through the process. This process does not contemplate the design process or the intrinsic IT development of the website as such, but centers its objective in content management development.

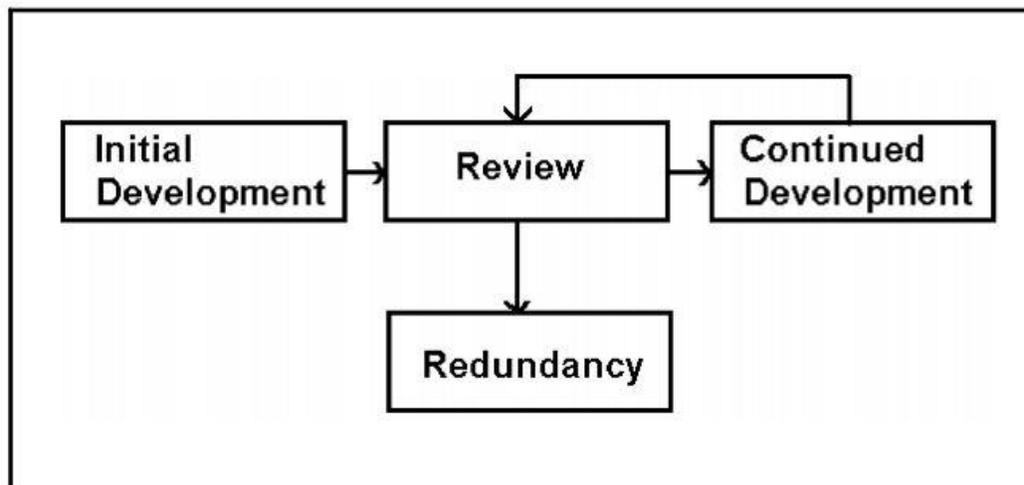


Figure 15. Process for website development. Tredinnick (2001)

## **6. DISCUSSIONS**

After the analysis of this website's performance and by comparing it with the existing theory, the discussion contains two differentiated parts. On one hand, some recommendations for company X will follow after studying its website strategy in depth. On the other hand, some discussions arguing with different authors are provided.

### **6.1 Steps for bulding localizing content management strategy.**

This proposal intends to guide companies in the constant action of content development taking into consideration the localization model. The paper is a contribution to the ideas developed above about the conceptualization of technology in its organizational setting, analyzing the implication of the different actors in different parts of the process. However, the focus is not centered on analyzing the level of this implication but how the working flow can be subdivided for it to be more efficient.

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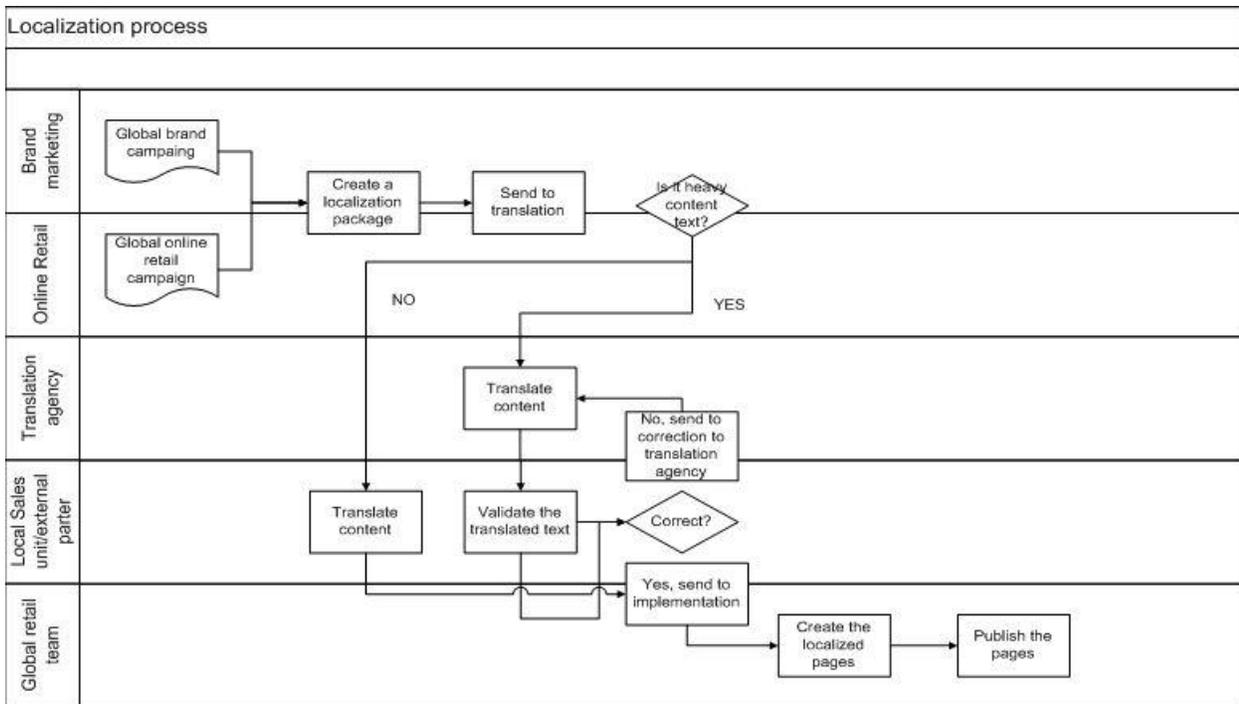


Figure 15. Content management localization process in digital marketing strategy.

Figure 15 contemplates external actors as translation agents whereas Figure 14 does not contemplate external partners and only focuses on the internal actors.

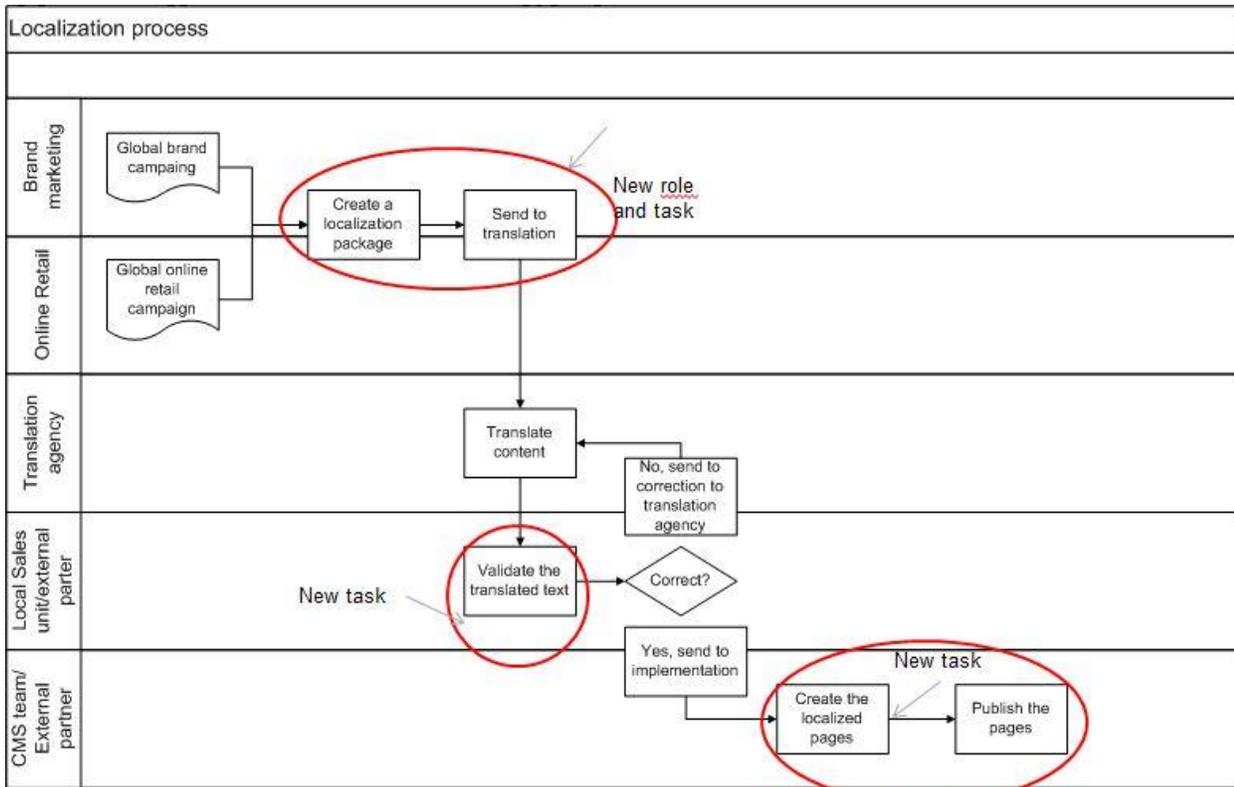


Figure 16. Internal actors in content management localization process.

In figure 16, the paper defines more clearly what are the new tasks generated by the localization content management as such. Defining one by one the steps of the process it can result like this.

1.- Strategic formulation step (align content with rest of the channels)

In order for the content to be qualitative and relevant to the consumer, it must bring together the retail content with the brand content, so that the consumer has access to brand information, which increases brand awareness, and at the same time they have the possibility to purchase easily.

2.- Planning step

Online retail team can send the translation, but the most important part is to validate this content according to the tone of voice of the target market. Once placed in context (especially when it comes to website) some content might be out of place, or in the need of using different wording.

### 3.- Implementation step

Once arriving to this point, it is about localizing but, many processes take place at the same time (IT development, design etc) so, it is not only about implementing retail or brand content but it needs to take into consideration more practical translations (for instance, emails, shopping cart etc. )

### 4.- Evaluation step

Evaluation has to be constant during the process. An evaluation of the implementation needs to be done at least weekly, and then an evaluation of the content needs to be reviewed once implemented and before launching (Real testing).

## **6.1 Organizational recommendations.**

### 1. Taking more control of the process.

When opening a web site for international and for other markets, the company tends to forget to diagnose and forecast the budget from the very beginning. Instead of that, the costs are calculated when doing it. This produces a high level of uncertainty of the acknowledgements of the project at the end.

Also in this regard resources should be taken into consideration also from the beginning. Not only internal resources and a splitted and logical way of working, but also taking into consideration the risk and cost of externalizing certain activities.

A revision of a web presence strategy and content management analysis can be done from the beginning to know which steps will follow next.

### 2. Clearly defined objectives.

This recommendation can be gathered in just one question. For which purpose do we open our website? If the answer to this question is to increase the brand awareness most likely your content management strategical approach will tend to focus more on a localizing content

management strategy. If your target market does not know the brand very well, you will prefer to approach the consumer in their own language, tone of voice and proper cultural respect.

If your answer is to increase the sales then your whole content management strategy can change radically.

Moreover, objectives should be aligned with the whole digital strategy and budget as well as with marketing strategy, sales strategy and even overall company strategy. Entering in market that is not currently on the focus for the company or not driving significant sales in other channels can be a sign for where to go. Even though, the sales unit puts pressure to focus on the online market.

### 3. Timing for you timing for others

Depending on many external partners always has positives and negatives. However, their timing should be taken into consideration even for small tasks which can delay the project significantly. When forecasting the timing, company should not forget this issue.

### 4. Treat more carefully your website measurement.

The improvements and development in content management are clearly reflected in metrics. Therefore, next steps in the strategy should be based on results on measures that are strongly linked with objectives. Resources should be also taken into consideration in order to meet the continuity of the project and fulfill the deadline. Sometimes the error occurs when the company thinks about measurement as the latest state of the project as such, being a continuous and circular flow.

It is crucial to continue monitoring conversion rates of the localized websites.

### 5. Measure and consider likeability of consumers

Measuring satisfaction of a customer company is difficult relationship since it involves multiple individuals that form the overall opinion (Rossomme, 2003). It is even more complicated to measure website's likeability and consumer behaviour. However it is possible to conduct

consumer studies regularly to know if the content is working, if it is relevant and that the website is intuitive enough. The reluctance to engage in these types of activities is though understandable. More even so when taken into consideration mainly the problems regarding validity of the measuring in comparison to the resources it requires (Rossomme, 2003). To sum this up, these particular kind of studies required an extra budget and of course a posterior follow up in the development of the priorities. In this sense, the company should identify roles and responsibilities in regards of this development.

## **6.2 Managerial recommendations**

1. No matter which content strategy is used provide quality content.

Quality relevant content does not necessarily agree with keywords and being at the top of the rankings. It is necessary to produce content which is relevant and valuable to the consumers. Combining this with a proper development of the search engine optimization strategies is the ideal way of web development.

In other words, choosing the right tone of voice, with the proper kind of keywords, increase users likeability as well as easiness of google to find our website and to locate it on the best positions of google rank. For example, if you look at a website that is badly translated it has a very negative effect on the final consumer, but also google will not consider this website as recommendable. Also in this regards, not only text is important but also pictures and visual information.

This two ways process can not leave out products and descriptions, as they also help significantly web positioning both in consumers' and google's eyes. If you look at a website that is badly translated it has a very negative effect on the final consumer.

The website is at the end of the day the mirror where the consumers look how the brand behaves towards the different markets. And also, where different markets can compare how the brand is behaving in a foreign market and compare.

Elliaz & Lichtenthal (2003) highlight online presence as an obvious part of the communication standards. This paper agrees with the authors that digital content management strategy content management strategy should be integrated in the overall content development strategy as well as brochures, catalogues, manuals or internal communication guidelines.

As quality content is part of the digital content management strategy, it will then be integrated from the beginning of the process which will also increase the level of the content quality. Different departments and stakeholders will understand the importance of quality content if online digital marketing and e-commerce operations staff takes part of the decision making when it comes to marketing strategy.

## 2. Be easy. Not simple

In the online world, the consumer has access to a wider choice of products (financial, travel, white goods) with more detailed information than is physically available in store. Therefore, webstores are a significant space where consumers go before and after the buying decision making. For this reason and especially in a webstore, easiness is one of the most important features a web should provide in order that the consumer path is created in a logical manner and according to some easy-to-follow patterns.

This does not mean your website should be simple. Some of the best ranked websites by usability test contains also a good amount of quality content and likeability in navigation.

## 3. Think about your target market.

Search engine marketing and search engine marketing (Pay Per Click) activities, can be managed from a headquarters or more from a general level, as they are activities that can be more easily centralized. However, those can be with local activities (online local ads, emails etc.) which can be dealt with from the local units as they bring along more knowledge about the target markets. Wylie (2015) points out as well, the sensitivity of the content published in website and social media. Some kind of filtration department who can filtrate all the content created in the company and translate in a sensitive way which agrees with the consumers' right tone of voice.

## 4. Take advantage of synergies.

When working in digital marketing, many actors are involved in different parts of the process. Therefore, knowledge and budgets are usually shared or split between the different actors. For example, when localizing a SEO campaign in a market, some companies face the problem that

local agencies are not familiar with the way of working of the company or with the processes in use. Using the same digital marketing agency when possible help to optimize results. In the majority of the cases, when an agency signs a contract with a company, it can obtain a global contract which usually provides some kind of benefits.

Sometimes the lack of knowledge transfer or information leads to overlapping of certain costs. For example, from the beginning of the planification stage it should be agreed who assumes the costs if the local unit or if it should be centralized from the matrix. The questions should center on who will benefit the most from the resulted conversions of this localizations in order to be as fair as possible according to the return on investment. In other words, economies of scale can bring along a good quantity of benefits for all actors implicated in the process. The implications of planning this strategy in advanced is evaluated by Chaffey. However, this and most of other authors provide mainly an analysis in regards marketing content planning offline. At some level, this approach match with digital content management strategy as well. Specially, with the level of implication and communication which occurs within inter-departments and stakeholders.

Instead of jeopardizing the relationship between departments, the fact of working together through a better common goal should strength the tights among them.

Nevertheless, synergies do not only affect the relationships between stakeholders and actors implicated in the digital marketing process development. But also, companies can take advantage of expertise within the different parts of the organization. In addition, best-practices and successful campaigns and cases can contribute positively to the effect of learning and knowledge sharing within different actors implicated. This implies a continued learning process where strategies and actors roles can be analyzed and re-thought.

## 7. CONCLUSIONS

This thesis studied the implications of two main digital content management strategies in digital management. The main objective was to understand in practise terms how international companies can apply one or another of these strategies. The analysis of the different content management strategies was handled by looking first at the theory proposed for web content management strategy, and by then integrating the two different models into one digital marketing strategy. In addition, the thesis provided recommendations for the organization where the research was made. Also multilayered recommendations in a general level for other organizations have been proposed in this paper.

Once analyzed the different content management models, a particular organization was analyzed in order to identify specific needs in a practical case. As a conclusion, content management strategy is not completely exclusive. It should be chosen according to the company's' characteristics and idiosyncrasy. Both content management models have some pros and cons that companies should analyze in depth in order to make the correct decision. Though this is challenging, because of the ever-changing environment in organizations and objectives to make a decision in this regards, it is important to highlight clearly that content management standardization offers the possibility of controlling more the content management strategy from the matrix. On the other hand, content management adaptation is more target oriented.

In order to get the highest usefulness and applicability of the measurements and data collection, the focus should be oriented to the key measures which bring information about web business performance evaluation. For example, increased visitors on the website are not a clear step to follow because it does not measure the business performance. However, conversions rates are a better indicator on how people are reacting to our particular content management model.

What is also important in website measurement is not to rely on one single measure. For example, taking into consideration only conversion rates can lead the organization not to localize a particular market as they are not bringing the desirable sales when the content is not localized yet. A more holistic point model taking in consideration also offline factors must be considered in order to make a decision to penetrate a market with online presence. However, due to limitation of resources for empirical research it was not possible to cover the alignment of offline and online data in this paper.

In addition to a continuous analysis of the website key analytics, this particular research highlighted strongly the importance of a previous planning step where companies decide the strategic model to go and align the objectives and budget with other strategical (marketing, or overall) strategies so digital marketing strategy does not act as a separate entity.

Sum up to the practical implications, the thesis successfully gathered together the theories regarding digital content management strategies and content management development. However, due to topic novelty not so many authors have made specific studies to this regards, so the paper intends to create a unified version of different researches. This fragmentation can lead to possible future researches.

From the combination of both theoretical and practical point of view, the idea is to present a proper way of working and project management step model for development and evaluation. It emphasises digital marketing content management strategy as a cyclical and continuous process which requires a previous but crucial step of planning and alignment with general goals and objectives as well as a continuous measurement of the content management effectiveness performance.

However, no final generalizations can be made from this model because of the particularities of each organization.

The paper leaves still plenty of room for further research. The author has identified plenty of possible angles where authors and experts have ground to investigate, when the field of research is mature enough.

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