

A person in a dark suit and blue tie is shown from the chest down, carefully balancing a single wooden Jenga block on top of a tall, narrow stack of many other wooden blocks. The stack is on a wooden desk. In the foreground, there is a spiral notebook with a pen resting on it, and some crumpled white paper. The background is a blurred office setting with green plants and a window.

7 steps to choosing a CCMS with high ROI

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Executive summary

Core to a business's success is managing content as an organizational asset and effectively utilizing that asset to support existing clients and generate new revenue. Positive experiences build connections and generate long-term growth. This paper explores modernizing your content, looking for a quality Component Content Management System (CCMS), and measuring the ROI of a CCMS. It provides background and a case study with real numbers.

Explore Adobe's enterprise-class solution - Adobe Experience Manager Guides - and learn how it can help drive a unified content strategy by bringing your marketing and technical content on to the same platform, and enable you to deliver consistent content experiences at every touch-point of the customer journey, pre- and post-sale.

¹ <https://hbr.org/2016/12/4-ways-for-b2b-businesses-to-keep-their-customers>

Overview



Every department in an organization including marketing, support, training, social media, and—of course—technical communication should work to retain clients, create growth, add value, and deliver a customer experience that keeps people talking, coming back, and signing up. Positive customer experiences build connections and generate long term growth. Content is the main asset through which organizations can build these connections and deliver superior experiences to customers.

According to Harvard Business Review,

71% of your customers are likely not committed to sticking with your company

or, even worse, are actively seeking to move their business¹. Reasons include poor service, an inability to find the information they need, and a poor overall customer experience.

All of these are content and communications problems that can easily be dealt with using the right CCMS to transform your business and modernize content management. Making a change helps you:

- Ask yourself the right questions about how you work with content
- Show that business content is a corporate asset that can save money and generate revenue
- Align the entire organization around client engagement through content

¹ <https://hbr.org/2016/12/4-ways-for-b2b-businesses-to-keep-their-customers>

Modernize your content management

Like any business asset (i.e. cash, people, client base, or intellectual property) you must control and manage your content sources. Unlike accounting, HR, sales, or legal departments, the responsibility for content falls to almost everyone in the organization. Knowing who “owns” content can be difficult. Modernizing content management also means optimizing teams and their processes across departments.

Content is cross-departmental and cross-functional

Content spans many departments; everyone has to be involved because information doesn’t live in silos. It serves a broad range of functions, in many cases both internally and externally, and is interacted with by many different sources.

Example: Let’s think about your content—say, product safety—and discuss how it is used. Safety information includes recalls or alerts about your products, standards and regulations you follow, chemical safety, and required personal protective equipment. This information is based on inputs from everyone in the organization. Misinformation could result in damage to the brand, injury, loss of goods or services, and even loss of life.

Department	What they might say
Product Management	Product safety information must be documented correctly everywhere it’s used.
Writers	If we clarify this in one place where else is there an impact?
Regulatory	Let’s ensure we show how our safety information shows regulatory compliance.
Training	Let’s add safety information to the tutorials we use in the classroom.
Support	Our step-by-step details have been made into a video; let’s share it!

Marketing	We need self-directed steps and procedures clients can follow to ensure safe operations.
Legal	We have to be compliant with all safety laws.
Translation	Let us know when safety content is updated so we can deliver in Japanese, Spanish, Mandarin, Arabic, Russian, French, German, Portuguese...
Social	Our safety info saved a customer's eyesight. Let's share her story with the world!
Clients	I only care about getting what I need, right now, and in the format that I want... Oh, and all safety related information better be current, accurate, and in the right place.

When thinking about your business' product safety information it's likely difficult (or impossible) to answer the following questions:

- Where is the most current version and who has permission to change it?
- How many languages is it in and how are all the translations managed?
- How do you inform staff or clients when it changes?
- How is it integrated in your training (both internal and external)?
- What is the financial impact if someone is injured due to outdated or incorrect information?
- How often is it replicated (and now outdated) to your print or online platforms?

Go further and try to answers these questions about all your content. Tough at best, right?

Content is often written once, copied/pasted, and reworked. Even product safety information ends up being duplicated, reorganized, rewritten, and disconnected from the original message. Part of a training manual may be copied to the setup guide. It may be divided up and re-written for the owners manual and website. In short, content is inconsistent, disorganized, open to risk, and difficult to manage. Content resides within multiple documents; at no time is there a single source that is truly accurate.



There has to be an easier way to manage content. Businesses must find a way to manage all content between stakeholders, meet customer needs (and those of the business), and always deliver the right content. This is where a CCMS shines.

A CCMS “thinks” about components, not documents

The CMS works with content at a document level. The model is defined by three letters only:

Content:

Information created, stored, retrieved, modified, published and used in both a digital and print environment including, but not limited to, text, images, tables, links, video or sound

Management:

Handling and controlling, guiding or directing any type of content

System:

Tools (hardware, software) and procedures that support managed content to consistent published to various mediums to specific audiences in a consistent and organized fashion

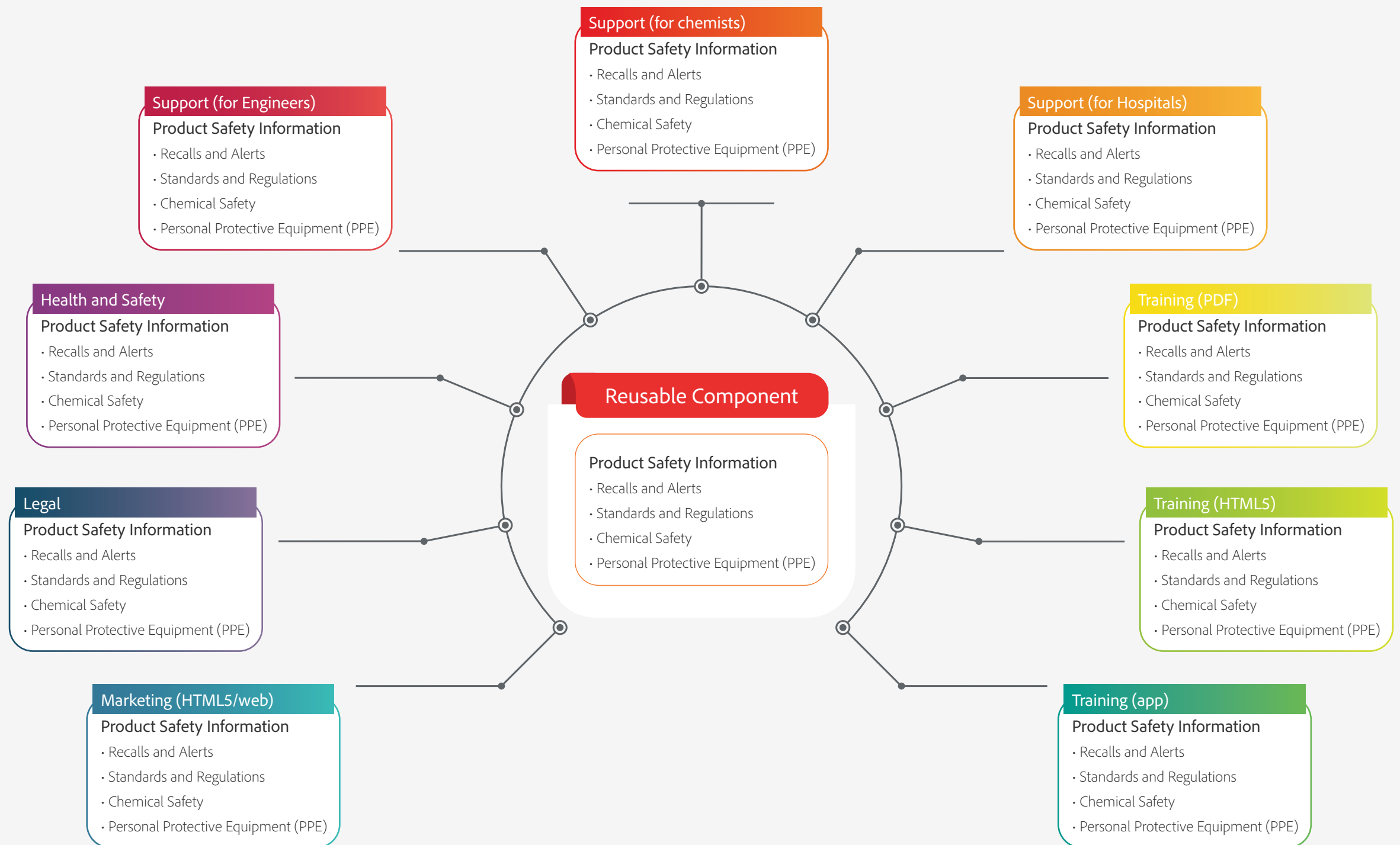
A CMS manages an owner’s manual (with safety information), website (with safety information), or training guide (with safety information) as three unique and complete documents. Over time authors create, contributors discuss, legal approves—and content is converted to PDF or HTML, stored, referenced by support, or used in a training class. People try to source the most current content to “get it right” in a vicious copy and paste cycle. Content volume grows and grows, content debt builds, and you end up with a complex set of assets.

That extra C in “CCMS” stands for component!

A component can be used in almost any workflow for almost any purpose. Unlike documents, components manage content on a granular level. Effective component level content gives you a single message that is easy to manage and track. With this model, components are made up of tasks, concepts, references, or even smaller parts (such as a paragraph, section, table, or figure) each of which can be combined into larger documents. Each component is traceable, editable, reusable and can be assembled in any way needed. It can be repurposed for print or online, delivered in any format at any time to anyone. You can edit/update/review/translate anything. Once.

Example:

Product safety information treated as a component contains clear and relevant content. It is then linked as needed anywhere in your content.



7 steps to choosing the right CCMS

Before exploring a CCMS, get to know what processes you already follow (and why), as well as deciding on what features you actually need. Narrow down the field from dozens of vendors to a concise short list you want to partner with. Once you shortlist potential vendors, discuss their services, clients they have, or read the case studies they publish. Consider a partner-led proof-of-concept.



1. Start by fact finding

It is crucial to determine the true cost to your teams in creating content. This includes writers, editors, SMEs, translators, and support staff. Factor in salary, software, support, and training. Add in lost time when people hired for specific tasks (managers, developers, engineers, etc.) are asked to take time and write in one voice, follow consistent style guides, consider content reuse, and basically become writers.

Determine how long it takes people to create, format, manage, find, and update documentation. A simple error can be costly if you take into account the work it takes to find and fix the error in all places.

It can be even more costly if these errors result in delayed time to market or legal setbacks. Understanding how content is used and maintained gives you a better picture of the value of a CCMS.

Think about the volume of content that you have. Earlier, we talked about product safety information. Now multiply the issues across all your content and get to know the true volume of content and the work to create, manage, and publish it.



2. Figure out your Content Strategy and Information Architecture

Plan how content can be found and used by readers. You must organize and present information in a logical and useful order. Content strategy and information architecture is about taking content and classifying it, labeling or tagging it, providing a navigation system, and then making it easy for your audience to find all content related to their needs at the right time, and in the right format.

Unfortunately, companies with complex information collections (a mix of PDF, video, images, social discussions, user manuals, training content, or any other shared communications) often end up recreating content rather than reusing it.

A clear strategy around content and the way you create, manage, and deliver it makes CCMS implementation simpler, faster, and more cost effective. You know what you have, need, and plan to do.






Distilled to a single sentence, information architecture is defining and implementing the process by which all your organizational content is classified, organized, clarified, and reused. If you cannot do this, your CCMS returns will be much lower!








3. Separate ‘must-haves’ from ‘nice-to-haves’

A CCMS must be able to import, store, retrieve, search, export, review, manage, and deliver information. Another key feature is that a modern CCMS must be DITA aware. DITA is a rapidly growing XML standard and shows a commitment to openness. It has broad tool and training options and a lot of flexibility when it comes to moving content between applications and services. By handing a CCMS vendor (or anyone) a set of DITA files, it is easier to comparison shop. Every vendor should be able to handle DITA.

Ensure a potential vendor takes time to ask what your needs are and show how these align with their features. It’s great to have a broad set of features available, and equally important to know what you are paying for them. Features often include:

-  Translation automation and conversion to multiple (dozens, hundreds even) of languages
-  Simplified import of dozens of source formats of content, often in an “automated” way
-  Management of complex workflows
-  Publishing to multiple output formats including PDF, HTML5, eBooks, and so many others
-  Online editing, commenting, and reviewing

-  Forms for content creation, management, distribution, approval, sharing
-  Hosting of content for your web portal
-  Online image creation and editing
-  Enhanced support for search, metadata, and taxonomies
-  API development for integration with author tools

Ask yourself what you really need. Evaluate when the features were implemented. Are you buying into a tool built on technology that is 5, 10, or 20+ years old? How is the interface itself developed? Can you customize it quickly? Is there an established and broad base of third-party partners? Without being able to answer these questions you could end up stuck with dated tools, companies with small developer teams, or product with suspicious support terms.



4. Narrow the field

Collect information from peers and industry experts to narrow the field to a core set of businesses. Make some calls, check social media, attend conferences and speak to real users, request further information, and set up vendor meetings. Time spent researching is paid back immediately when you avoid companies that can't help you anyway—for example if the company is too small or industry-focused.

Some companies talk a big game, but have a dwindling client base. Some companies are so specialized they seem to be the right solution, but the tech required to maintain what they offer will stymie your IT team!



5. Think about your technology requirements

Involve marketing, training, writing, IT, management, and other teams and decision makers early on. A great CCMS tool allows a complete collaboration between these groups, but if it cannot do so within your technological needs, it's not a viable solution.

Questions to think about include:

- What authoring tools do we plan to use?
- How do we publish content?
- How will translation be managed?
- Can we socialize our content?
- How will we communicate internally and with clients?

Current authoring tools may (or may not) integrate well with a CCMS. Can you (or will you) change tools? Automating publishing for PDF or HTML5 are great options, but did you ask about mobile devices, apps, integration with your social media campaigns, sharing between departments, and more? Some problems faced by business can be solved through technology, so ask how a vendor has dealt with tech-related concerns before.



6. Look for important vendor services

While some vendors want to provide all the services you need, a great vendor lays all the cards on the table and lets you know what they can do well, and what they partner with others for. The vendor should provide installation and configuration, and help with customization and integration. They know their tools. Legacy content conversion can include review, analysis, conversion, rewriting and more.

Much of this can be done internally or by consulting with third-party vendors. Training is an area that both a vendor and a third-party can help with. Publishing should be flexible as well.

In short, ensure vendors openly discuss what they can and cannot do for you and who they work with (and why!).



7. Do a 'POC' or a 'pilot project'

A proof-of-concept (POC) or pilot project is a "must-have". It's a low-risk way to identify what actually works for you. It also helps you scale up later. You know the risks, costs, processes, and the rewards.

You perform almost every part of a full roll out of a CCMS, but in a scaled model. This identifies actual effort, provides insights to stumbling blocks (process, people, or technology), and gives an in-depth look at the CCMS. It helps define budgets on a smaller stage making it easier to adjust as needed. You can determine the capacity of your people to absorb new workflows, technology, process, and tools. Share results with preferred customers to show them what your goals are (and to get valued feedback on what works or does not).

A POC reduces risk by exposing a smaller business unit to the initial work, and provides a true test of the work and the rewards. This is done in a scaled version that your organization can handle without massive change being implemented across all teams and divisions. You'll see what training is needed, where you may need staff changes, and test the impact on all your business units (Sales, training, legal, etc.) in a controlled setting. A successful POC is key to a seamless rollout across the entire business.

How to measure the ROI of CCMS

A modern CCMS adds efficiencies in processes by changing review cycles, content publishing, multi-channel delivery, content management, translation, and more. You can add new revenue channels, improve relationships with existing customers, and build new business leads. Content becomes a connection tool between the company and customers. Keep long-term benefits and vision in mind and don't just ask "what can a CCMS do for me now", but consider the 1, 2, or even 5-year ROI.

Publishing Smarter (www.publishingsmarter.com) works with clients to help them choose the right CCMS. One of our clients is a small, well-managed, B2B and B2C with a staff of 100 in the computer industry that is growing. They approached us to help develop a content strategy, find the right CCMS for them, and calculate and track their ROI. They focused on 2 key areas:

Cost reduction and efficiencies:

A traditional approach suggests looking at time, cost, effort and efficiencies together to calculate the ROI. That is, if they buy a CCMS can they change corporate processes and lower total costs? Where are costs cut? Are things more efficient? Can they decrease content related work and improve time to market? Efficiencies are great but not the #1 way to make money.

Revenue growth:

A contemporary approach suggests looking at the benefits of improvements in customer experience and other revenue related metrics. The focus is on growth in revenue to calculate the payback period for a CCMS. Only through growth will they get the full rewards of the CCMS and compound the return.

Ideally, they wanted the best of both worlds; reduced costs with improved efficiencies, and revenue growth. They wanted an ROI that would completely pay back the investment within 1-2 years.

Cost reductions and efficiencies

Before determining any ROI, we had to know their full costs. Questions we needed to answer included:

- *Will things cost less?* A traditional approach suggests looking at time, cost, effort and efficiencies together to calculate the ROI. That is, if they buy a CCMS can they change corporate processes and lower total costs? Where are costs cut? Are things more efficient? Can they decrease content related work and improve time to market? Efficiencies are great but not the #1 way to make money.
- *Will they be able to do things faster or better?* If so, what are the cost savings and how do they calculate them? We defined categories and identified the true costs their business had. Once determined, we worked to find savings in time or a change in staff, outsourcing, or other overhead and assigned values to the amount saved.

Actual costs of content creation

Annual costs of \$1,150,000 were determined to come from three main expenses. These were relatively easy to determine based on meetings with human resources and payroll teams.

Annual Costs	Budget item
\$750,000	Payroll (direct). 10 content creators @\$75K/annually per resource (includes people who edit, illustrate, support, train, develop, manage, or perform functions that contribute to the overall content lifecycle)
\$300,000	Payroll (indirect). Time on review of docs by legal, SMEs, engineers, managers, etc. Calculated at 4 hours per week for 40 reviewers
\$100,000	Translation. Includes management of about 800,000 words

Costs of the initial CCMS implementation

Projected one-time costs of \$630,000 were based on the following:

One-time CCMS costs	Budget item
\$170,000	CCMS initial purchase and proof-of-concept
\$100,000	Consulting and content strategy, conversion, implementation, and support
\$200,000	Downtime (lost time) when staff was working on CCMS related work rather than active content development
\$50,000	Training and development of training materials
\$60,000	IT and support related costs
\$50,000	Migration of publishing process to be automated within the CCMS

The annual ongoing costs of the CCMS they chose to implement were \$100,000. This is a percentage of the purchase price and includes support and maintenance by the vendor.

Savings with a CCMS

Savings were calculated based on reduced costs and new efficiencies. Our estimates used conservative numbers to manage risk. We calculated annual savings of \$450,000 based on the following key factors

Annual Savings	Budget item
\$50,000	Faster creation of content due to standard content models
\$150,000	Savings in time spent formatting, reformatting, reviewing efficiencies, and publishing
\$25,000	25% reduction in translation costs due to better source content management and reuse
\$225,000	Content reuse (30% initial reuse, expected to climb over time)

Based on these results we were able to project the costs and returns in the first five years. This was the moment of truth!

Total savings

We calculated total expense for each year, with front-loaded costs for the actual CCMS purchase and the related proof-of-concept and third-party service fees (consulting, conversion, training, etc.). In the first year there are no savings (year 1 is all costs and rollout, so no benefits are realized yet). Projections into year 2 and onwards showed the numbers climbing quickly.

	Year 1	Year 2	Year 3	Year 4	Year 5
Annual cost (Year 1 includes upfront CCMS costs)	630K	100K	100K	100K	100K
Total costs of a CCMS and all services	630K	730K	830K	930K	1.03M
Yearly cumulative savings (450K per year)	450K	900K	1.35M	1.8M	2.25M
Net cash from savings and efficiencies	-180K	170K	520K	870K	1.22M

Somewhere between year 1 and 2 all costs are paid in full. After that the investment in the CCMS pays dividends. After 5 years the net gain of the project was \$1,220,000! This was a great start but we hadn't even talked about revenue growth. We decided to explore the revenue growth they could expect when we expanded the CCMS rollout to our Sales and Marketing team.

Become more profitable through growth

Sales and marketing saw business sales growth largely through improved customer interactions. They wanted to have more time to interact with clients. The CCMS was expected to facilitate and simplify the work of many people and free up staff and let them focus on their core jobs. We were told the website generated about \$15,000,000 in annual sales. We conservatively estimated adding 3% to the top line through functions of the CCMS that would free up staff and help clients find what they needed faster. Our 3% projection is very low compared to ranges of up to 10% by McKinsey Global Institute (MGI)².

Projections with 3% growth due to CCMS	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue (millions)	15M	15.45M	15.91M	16.39M	16.88M
Total costs of a CCMS and all services	0	450K	910K	1.39M	1.88M

This looked great. The client felt they might achieve the numbers based on growth alone by utilizing a CCMS!

- Year One: Targets met. Revenue numbers are good. An investment is made.
- Year Two: Deliver expected growth and add \$450K to the bottom line.
- Year Five: Compound growth to new markets and products generate an additional \$1.9 million in revenue (with no added costs beyond a CCMS)

The question on everyone’s mind was if 3% revenue growth could be generated though a CCMS, and how it would happen. Our team defined key measurable performance indicators and assigned them priority numbers. We also looked at other core KPIs for the entire organization and prioritized them.

² <https://www.mckinsey.com/industries/high-tech/our-insights/the-social-economy>

Business objectives	Priority	KPI impacted
Convert new/returning customers		
Resolve technical queries from prospects easily by making technical content quickly findable by sales staff	1	Average prospect to lead conversion rate on digital properties (%)
Deliver personalized, contextual and highly relevant content experiences to move end users further along the conversion funnel	2	
Retain existing customers		
Improve customer satisfaction by delivering a consistent content experience pre- and post-purchase		Number of visits by returning customers per month from all channels
Provide quickly findable help content and technical information to customers, so that their queries get resolved in the least time	3	
Acquire new/returning customers		
Acquire more customers by increasing the reach of your website by making the technical content easily searchable and accessible to a wider audience	4	Number of unique visitors per month from all channels
Reduce marketing effort		
Easily reuse technical content in various marketing collateral and websites	5	Total annual cost for salaries and other benefits as % of total annual digital marketing budget (%)
Reduce technology infrastructure/services cost		
Reduce localization time and cost	6	All other spends applied to digital marketing activities (including In-house, third party, ad spend, software etc.) as % of total annual digital marketing budget (%)
Enable support staff to publish help content on their own instead of relying on IT	7	
Reduce call center costs		
Reduce customer support calls due to improved search experience of technical content on websites	8	Total annual call center customer sales transaction costs as % of total annual revenue attributed to digital marketing (%)
Reduce time taken by support agents to resolve customer queries by making technical content easily and quickly findable	9	

Numbers had to be measurable so that we could see what truly changed. The business has a strong online presence, good traffic, and is a recognized brand. What they didn't have was the conversion rates in sales. We found a lot of time was put into supporting technical questions from prospective clients. Self-service and quicker answers would be a great revenue generation area. Faster answers, less time on a call, more client requests answered. These would all result in more sales conversions.

KPIs were measured and values defined. We set reasonable growth targets based on improvements. Again, we used conservative numbers to avoid being overly optimistic about growth.

Current #'s	Company defined information	Expected change
271,101	Average number of visitors to website in a month	+ 3–5%
18,977	Average number of leads generated on website in a month	+ 3–5%
5,940	Average number of opportunities generated on the website in a month	+ 6–8%
7%	Average rate of opportunities converting to sales	
3.5%	Percentage of customers that have performed a lead generation action on website	+ 1–2%
\$1,875.0	Average value of each deal	+ 4–8%
\$19.9M	Total annual revenue as a result of deals through qualified website leads	+ 3–5%
\$2.3M	Total annual budget for marketing	
28%	Total annual cost for salaries and other benefits as a percentage of total annual marketing budget	- 5–10%
8.0%	Total annual call center costs for managing sales transactions as a percentage of total annual revenue	- 2.5–5%
5.2%	Total annual cost for salaries and other benefits for all IT as a percentage of total annual revenue	- 5–10%

We then calculated changes to revenue (or costs) based on what the CCMS would deliver. Growth averaged 3% in key areas and spending reductions of 5-10% would be achieved through improved efficiencies. We looked at one year values and calculated both conservative and likely growth. This was converted to absolute dollars as improved operating profit. The expectation ranged from \$300K to \$600K in benefits annually. This puts us well on our way to realizing the numbers we hoped for (about \$450K) after the first year!

A more aggressive set of numbers would improve the numbers even more, but we thought it best to limit risk inherent in over-promising. We extended the conservative number to a full 5 years to project the net benefits in new revenue. Lastly, we compounded returns (after all, we expected this to be an ongoing benefit and new customers would continue to come in and returning customers continue to buy).

Benefits in increased operating profit (conservative)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Improve number of unique visitors on website resulting in increased revenue	9K	9.3K	9.6K	9.8K	10.1K	47.8K
Improve prospect to lead conversion rate for customers resulting in increased revenue	9K	9.3K	9.6K	9.8K	10.1K	47.8K
Improve offline conversion rate of leads sourced from digital properties resulting in increased revenue	18K	18.5K	19.1K	19.7K	10.3K	95.6K
Improve average order value for customer transactions resulting in increased revenue	148K	152K	157K	162K	167K	785K
Reduce marketing effort	24K	24.7K	25.5K	26.2K	27K	127K
Reduce third party spend	24K	24.7K	25.5K	26.2K	27K	127K
Reduce call center customer sales transaction cost	36K	37.1K	38.2K	39.3K	40.5K	191K
Reduce department specific IT costs	39K	40.2K	41.4K	42.6K	43.9K	207K
Total benefit	307K	316K	326K	335K	346K	1.6M
Additional CCMS costs to generate benefits	100K	100K	100K	100K	100K	500K
Net new revenue generated	207K	216K	226K	235K	246K	1.1M

We now had numbers for growth to compare against the investment costs for the CCMS license, support, and training of support and marketing teams. As the documentation team already purchased the CCMS we only added annual costs for an extra license and related maintenance and support. The initial investment was recovered in the first year when 2 or more departments combined to use the CCMS. The best part was that these were conservative estimates and our actual return could only improve on the numbers!

Total ROI

The combined total ROI between savings and increased revenue told the entire story. We calculated the total expense for each year, with front-loaded costs for the actual CCMS purchase and the related proof-of-concept and third-party service fees (consulting, conversion, training, etc.). In the first year there are no savings (since none of the benefits would be realized in the first year).

All that was left was to add up all the numbers and calculate the total ROI of the CCMS.

	Year 1	Year 2	Year 3	Year 4	Year 5
Net cash from savings and efficiencies	-180K	170K	520K	870K	1.22M
Net new revenue generated	207K	216K	226K	235K	246K
Total financial benefit after all expenses	27K	386K	746K	1.1M	1.47M
Cumulative benefit (adding each previous year)	27K	413K	1.16M	2.26M	3.73M

Combined savings and efficiencies—added to the new revenue generation—put cash in the bank in a very short time frame. The moving average over 5 years is expected to be over \$700,000! Looking back over 2 years we can already see that we've exceeded expectations on the ROI.

Now into Q2 of 2018 we start into year 3 with our client. They've met the expected savings, and have exceeded the first two years estimates for revenue growth. They've seen steady growth, value from the CCMS, and are looking to roll out features to others in the business beyond support, documentation, sales, and marketing teams. Training is next to get on board and already eager to reuse content from the other teams. The results show that the return has been quick, definitive, and higher than initially expected. Costs are down, people and teams are collaborating, revenues are up, and the quality of content continues to improve.

Conclusion

In the beginning, we talked about the value of content to your business and key things you need to do to ensure a successful business growth:

- Ask yourself the right questions about how you work with content
- Show that business content is a corporate asset that can save money and generate revenue
- Align the entire organization around client engagement through content

As discussed, content is a way to get to know your customers, to engage them, to reach out to them, and to let them advocate for your business. Through an effective digitally driven content strategy and using component level content management, you can reduce costs and drive innovation, and also grow new business.

We'll let Mark Raskino, vice president and Gartner Fellow have the last quote in regards to how CEOs are starting to take a "digital-first" approach to business change.



*CEO understanding of the benefits of a digital business strategy is improving. More of them align it to advanced business ideas, such as digital product and service innovation, the Internet of Things, or digital platforms and ecosystems. 22% are taking digital to the core of their enterprise models. That's where the product, service and business model are being changed and the new digital capabilities that support those are becoming core competencies."*³



The CEO is listening; it is time to speak up.

Next steps

Two things stand between you and a successful digital business strategy that helps you understand your customers, engage them, and drive new revenue.

One is an effective content strategy. **Publishing Smarter** (www.publishingsmarter.com) can help get you started like they did with our client in this paper.

The other is to explore all the benefits of a modern CCMS. Over half of all CEOs say that their digital improvements have already improved profits⁴. They know that every point of contact helps their business retain clients, create growth, add value, and deliver a customer experience that keeps people talking, coming back, and signing up.

*Your modern and interconnected CCMS is waiting for you. It's time to explore Adobe's enterprise-class solution - **Adobe Experience Manager Guides** - and learn how it can help drive a unified content strategy by bringing your marketing and technical content to the same platform.*

Learn more:

<https://www.adobe.com/products/xml-documentation-for-experience-manager.html>

Watch the video to understand how Adobe Experience Manager Guides helps different teams in an enterprise manage structured content from creation to delivery.

It's already producing results in the real world

“

The Adobe Experience Manager Guides proved valuable in our delivery of top-notch technical documentation that seamlessly integrates with our web experience. This new product allowed our writing team to continue to easily use FrameMaker and deliver web-based, SEO optimized DITA content.

- Laralyn Melvin
CTO, Senior Director, Technical Publications,
Palo Alto Networks



”

⁴ <https://www.gartner.com/newsroom/id/3689017>

For any queries, please reach out to us at techcomm@adobe.com



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