Kontent.

The Complete Guide to Content as a Service.

Why CaaS is a Better Way for Content Strategists and Marketers to Work with Content

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Overview.

Content management is undergoing a significant transformation. The volume of content keeps growing. Enterprises are finding their web content management systems aren't keeping up.

Conventional approaches to content management aren't able to handle the growing volume and increasing diversity of content. Content has become too complex for a single monolithic platform to manage. At the same time, purely technical approaches to content management such as "headless" don't address the needs of editorial and business teams.

Enterprises have numerous websites and channels to deliver content to. They typically use multiple CMSs to manage their content. As a consequence, their content operations are fragmented and hard to manage. Different teams, content, and technologies aren't supporting each other. And adding more tools is not the answer.

With so much friction in content operations, enterprises have trouble focusing on their true priority: producing great content that customers love and that delivers on business objectives.

This ebook introduces an alternative approach to content management: Content as a Service. CaaS represents a paradigm shift, away from the generic functionality of a traditional CMS focused on outputting webpages, and toward a flexible, integrated set of services that support content operations so they deliver whatever may be needed, now or in the future.

CaaS is not a partial solution that addresses certain symptoms but doesn't solve the core issues. Rather, it is an integrated approach that supports enterprise content publishing fully. Designed around the needs of enterprise content operations, CaaS provides a sustainable way to work with content that lets content teams improve their operational maturity. CaaS connects together the many activities involved in content operations into a cohesive service that is available throughout the enterprise.

CaaS can support content operations throughout the enterprise. It is not limited to particular users or content. It is intended for:

- All content types (any topic or format)
- The whole content lifecycle (from planning and creation to delivery and assessment)
- All users (writers, marketers, reviewers, developers, managers)

As a comprehensive approach, CaaS can help enterprises address a range of specific problems and challenges, as we will see.

Your problem	Check out how CaaS helps
You lack an enterprise-wide approach to content.	The CaaS Mindset chapter 1
Your current CMS is unable to keep up with growing needs such as new channels.	Embracing a Different Approach chapter 2
You have poor operational efficiency and coordination.	A Service Designed with Enterprises in Mind chapter 3
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It's difficult to deliver integrated information to customers.	Connecting your Content ecosystems
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There's no single reason to adopt CaaS because its benefits are numerous. This ebook will introduce how CaaS can help improve your content operations and support your enterprise's content strategy.

1 The Content-as-a-Service Mindset.

Key Points.

- CaaS gives editorial and business teams more control over how content gets managed.

- CaaS supports all phases of content operations, from planning and creation to delivery, optimization, and assessment.

- It offers end-to-end services to support a full range of authoring and business needs for the entire content lifecycle.

- CaaS provides a unified environment that everyone in an organization can use to create, manage, and deliver content.

- It uses a Software-as-a-Service (SaaS) model, which means that updates and upgrades happen automatically and continually.

If you work in a large organization that publishes lots of content online, you may find it hard to keep everything in sync. Content teams in large organizations need to manage many details and often rely on many different tools to run their operations. Faced with this situation, everyone is eager for a fresh approach to managing all their content. Content as a Service, or "CaaS," offers organizations a way to end the spiraling complexity of large-scale content operations so they can act strategically with their content.

Why Are Conventional Approaches Limited?

The conventional approach, focusing on specific deliverables that are published on specific websites, is fine when an organization has a single website, and there is no need to create different variations in their content. But as soon as an organization wants to produce a range of overlapping content—customized for an assortment of products and audiences—and wants to deliver that to diverse websites, apps, and other channels, the conventional approach to content breaks down. Unconnected content teams begin to work separately on similar content destined for an array of websites and content operations fracture into separate silos. There's often much duplication of effort—and duplication of content. Ultimately, content becomes inconsistent as different teams do similar work using different CMSs.

What Does CaaS Bring to the Table?

CaaS is a new paradigm for managing content. It provides a full range of services, so large organizations can be in charge of their content at every step. CaaS supports their entire content operations, from planning and creation to delivery, optimization, and assessment, using a Software-as-a-Service (SaaS) model, which means that updates and upgrades happen automatically and continually.

Moreover, CaaS takes care of the numerous details that get in the way of creating and delivering content. CaaS allows content teams to focus on creating value instead of spending energy pushing content through a complicated process. Simply put, embracing a services approach gives control back to content teams.

In many organizations, content teams plan and create each item of content individually, which takes a lot of effort and slows down what they can deliver to audiences. Because each content item is distinct, teams often don't have good insights into why some content performs better than other items.

How Can CaaS Deliver Such Flexibility and Agility?

Organizations want the ability to publish anything and have the content available anywhere it is needed. They should be able to deliver content quickly and must deal with diversity (different kinds of content that's destined for different channels). In short, they need the ability to produce anything, anytime, for any channel. CaaS allows them to do that by providing a unified environment that everyone in an organization can use to create, manage, and deliver content.

The Conventional Approach	The CaaS Mindset
Create each deliverable one at a time	Build a library of reusable content pieces to use in different content items
Create content for a specific destination	Create content that can be delivered to many destinations
Design a new website, then create content for it	Create content first: the content is flexible, so the designs can be changed later

How Does It Work?

With CaaS, all of an enterprise's content is available in a central content hub that can hold any kind of content. That content is planned and created by identifying common elements used across different content items. These elements could be explanations, calls to action, marketing messages, notices, or other content that is used widely and needs to be consistent. When an element is frequently repeated, teams only have to create that piece once. Teams can build a library of high-value content pieces that might be used in many places by different people in their organization, instead of creating one-off deliverables that have limited use.

While ensuring that the content created is consistent and reusable, CaaS provides the structure to plan and deliver a diverse range of content. This structure, based on what's known as a content model, makes the content flexible: ready for different purposes now and in the future. Teams can swap out parts, change the design later, or even deliver to a new channel if they want, without the worry of complex redesign and maintenance issues. And the structure also helps give teams better insights into why audiences like their content. By harnessing the structure, teams can create different variations and see which is most effective.

What Are the Key Features of CaaS?

With the CaaS approach, all content is pooled together in one unified environment. Whenever someone anywhere in the organization needs specific content, they can access it from the common cloud-based repository. If certain details aren't already included in the repository, content teams only need to create the part that's missing. With CaaS, content teams focus on high-value activities. They can add new content that's needed, improve existing content items, and at the same time avoid redoing, duplicating, and reformatting old content.

CaaS is based on several key features that give it distinct advantages:

- Content is structured using a content model that allows content to be reusable and flexible.
- The enterprise can develop and manage all their content by using a common set of services, which makes enterprise content operations more efficient, eliminating the need to cut and paste material between different systems and applications.
- The content is delivered by an API (a way to specify and deliver the exact content required) so it can be available to any channel.
- The system managing the content is a cloud-based service, so publishers don't have to worry about installation, upgrades, and availability.

CaaS builds upon a technical approach known as "headless," where content is managed independently of the design layout. Headless makes it easier for technical teams to connect content to marketing and enterprise data tools, and it provides greater freedom to offer new digital experiences for customers.

However, CaaS is far more than a purely technical approach. In contrast to the developer-centric emphasis of a headless approach, CaaS returns control to editorial and marketing teams. It offers end-to-end services to support a full range of authoring and business capabilities that cover the entire content lifecycle. So, not only does CaaS make content easier to manage, it also helps content teams understand the performance of their content more precisely.

The CaaS Difference.

Content as a Service represents a new, more holistic mindset about how to create, manage, track, and deliver content and also how it can be improved over time. Content across the enterprise is unified, and tasks are integrated within a central content hub. CaaS brings a new way of thinking about content operations, so content teams can move more quickly and get better at creating and delivering content that audiences want.

2 Embracing a Different Approach than Conventional Web Content Management.

Key Points.

- In contrast to website-focused CMSs, CaaS extends the range of ways that content can be used through its use of a "headless" approach to content management.

- CaaS focuses on how to support content strategy on an enterprise level.

- Enterprises choose how to configure CaaS to support their content and business goals.

- Enterprises can choose where to deliver content.

- Enterprises can expand the capabilities of CaaS as they grow.

- CaaS unifies content produced across the enterprise, which allows content from different teams to be combined together.

Let's look at the differences between CaaS and conventional web content management systems. Do both have what it takes to future-proof your digital projects?

Over the past few years, the CMS market has seen a growth of headless CMS. However, headless CMS solves only the technical limitations of traditional CMSs. That's why we believe organizations need to embrace a new paradigm—Content as a Service—that builds upon headless and focuses on how to scale content strategy. This new approach to content management offers an alternative to conventional CMSs. Although both these approaches let you create, store, and deliver content, CaaS is far more versatile.

One of the distinctive features of CaaS is its flexibility. Although not every organization that publishes content online requires flexibility, most of them can benefit from having more freedom to address their unique requirements. Together, let's compare CaaS with conventional CMSs:

Freedom to Execute Whatever You Want.

In contrast to a web CMS, CaaS doesn't entail buying a software license or hosting hardware. When using web CMSs, organizations often need to deploy a separate CMS for each website or project they are doing. If they try to host many websites or projects

using a single CMS, content management gets complicated, and projects become difficult to execute.

CaaS provides cloud-based services that are available on-demand, freeing organizations from having to license and maintain a CMS on their premises—or licensing many such CMSs, as is often the case. With CaaS, organizations get a comprehensive range of content management services. The subscription fee for these services is based on the amount of content the organization works with. These services support any number of projects, not just a single website.
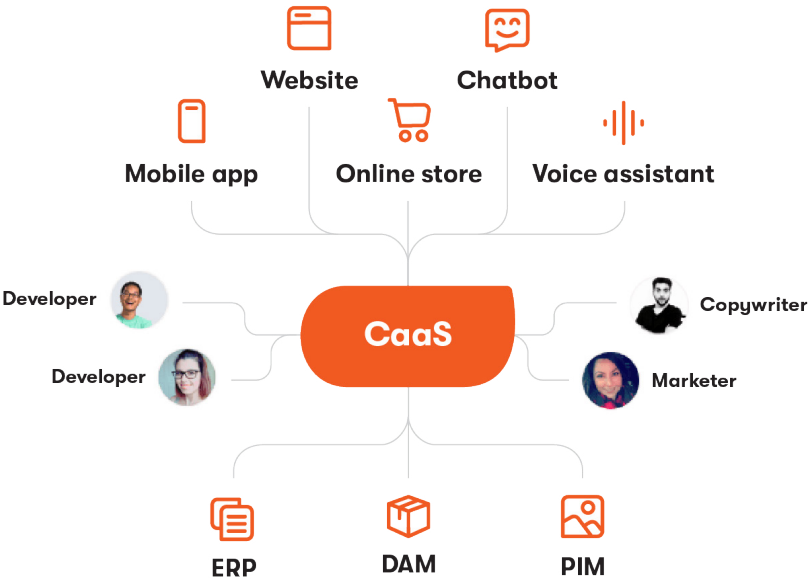
Unlike web CMSs, CaaS is not a monolithic, one-size-fits-all solution. Web CMSs and Digital Experience Platforms have evolved into all-encompassing solutions that combine lots of functionality, including Marketing Automation, E-commerce, and others. Many organizations, however, elect to use "best-of-breed solutions" that offer more sophisticated or flexible capabilities in some of these areas. For such an organization, choosing a CaaS solution that focuses just on content can be a better choice. Too often, decisions associated with the technology setup in a web CMS will get in the way of the quick execution of a new project or the trial of a new idea. CaaS can connect

easily with other applications and systems, allowing teams to implement new projects in record time.

Employing the CaaS approach, organizations can decide how to design and manage the content based on their specific needs. They don't have to buy extra functionality from a specific vendor. They have the freedom to integrate their content management operations with tools they already use or own and can decide in the future to change their setup.

Freedom to Grow.

CaaS empowers organizations to make decisions for themselves about their publishing priorities. They don't have to decide in advance to buy a specific "tiered" license package offered by a vendor.

In addition, CaaS can scale up according to your needs. Organizations can start simple and enhance capabilities over time. In fact, many of them adopt the CaaS approach because they want to try out new ideas on a small project. As they validate these ideas and see the benefits of CaaS's flexibility, they expand their use of CaaS to manage their content across their organization.

With CaaS, size is no limit. CaaS is infinitely scalable. Handling a few thousand or many millions of content items, it can grow as your needs do.

Freedom to Unite and Remix Your Content.

Conventional web content management systems are oriented toward web pages. It is important to realize that CaaS is focused on content, not web pages, and that's why organizations gain much greater flexibility with what they can do with their content. It becomes "portable": the content can be easily used by other systems and in other applications. When a piece of content is ready to be published, it can be smoothly

delivered to different channels, used in various apps and websites, and integrated with diverse external services and internal IT systems.

CaaS can unify everything that has been stored in separate, isolated content management systems. In consequence, CaaS provides access to content that was previously accessible to only a limited group of users, which enables organizations to make full use of it.

Freedom with CaaS.

The best way to appreciate the freedom that CaaS offers is to try it. Even though every organization has unique requirements, CaaS is ready for all of them. So, if you struggle to manage all your content, consider CaaS as an alternative to your existing content infrastructure.

> ## Content as a Service (CaaS), Not a Deliverable
>
> *If taken to its logical conclusion, separating content from deliverables means we could have a centralized pool of content that could be drawn on by whoever needs it and made into multiple deliverables as an on-demand service."*
>
> **Rahel Bailie and Noz Urbina**
> In Content Strategy: Connecting the dots
> between business, brand, and benefits

3 **A Service
Designed with
Enterprises
in Mind.**

Key Points.

- In contrast to conventional CMSs that are limited to single websites, CaaS supports all content operations within an enterprise.

- CaaS makes coordination and collaboration possible across different content teams.

- CaaS is the best approach for any enterprise that needs to deliver content to multiple websites and many channels.

- CaaS promotes content consistency for all enterprise content, even when produced by different teams.

Content as a Service and conventional web content management systems take different approaches to content operations.

Content operations are often difficult for content teams to manage successfully. How easy is it to manage your content operations? The degree of challenge you experience quite likely depends on the size of the organization you work in.

Some organizations only create one kind of content. They have one basic thing they need to talk about, and their content operations are reasonably straightforward to manage. That's true for many small enterprises, and it can be true for some highly focused medium-sized enterprises as well.

But large enterprises generally find they need to produce and distribute many kinds of content. They have different product lines, divisions, initiatives, and different regional responsibilities. Simple ways of managing content don't scale up successfully when organizations need to deal with a diverse range of content. A fresh approach is necessary.

Even if a specific content team has well-defined responsibilities and is not accountable for all the content their organization creates, they often find that their capacity to do their work is limited by what others are doing. The work of different teams is not connected, and each team is consequently less effective at the task they're carrying out.

Content as a Service (CaaS) provides a different approach to working with content. It's much more collaborative. To get the most out of CaaS involves working as a team

instead of employing separate individuals. Therefore, it's important to know if CaaS is a good fit for your organization.

Is CaaS Right for Your Needs?

CaaS may not be a compelling option for small organizations where coordination is not a serious challenge. A traditional CMS can be a good choice for publishers with a single website that communicates a limited range of information. Everyone can use the same CMS, and the complexity that must be managed is limited.

CaaS is a great choice for larger organizations that need to manage a diverse range of content. A diversity of content means that content operations tend to be much more complex. Larger organizations face challenges that are hard to manage with traditional CMSs.

Large scale publishers encounter complexity in different forms. Their challenges include a diversity of content types, many different CMSs, and difficulty maintaining common standards. CaaS can help large organizations that need to manage a wide range of content and accommodate a wide scope of business users and audiences.

Benefit #1: Solving the Problem of When Initiatives Are Not Connected.

Large organizations often have different concurrent—yet overlapping—marketing initiatives. They find their content sprawling across various silos because it has been created and managed in separate systems by many groups. Content related to customer education and service initiatives may be managed separately and disconnected from content associated with sales and marketing initiatives.

When enterprises have multiple websites, content teams are often unable to share content used by different websites that may be organized differently. CaaS supports the sharing content across the entire enterprise and can promote the use of a common structure for content so that it is consistent.

Benefit #2: Solving Multichannel and Omnichannel Publishing Challenges.

Another challenge is delivering content to different channels. Large enterprises often have a diverse range of customers and need to be able to reach them in whatever channel that customers prefer. Using a CMS that was designed to support a single website does not provide large enterprises with the flexibility necessary to address multichannel and omnichannel opportunities.

Organizations are continually exploring or expanding their use of new channels. They need to be able to reach audiences who are accessing diverse channels, which could include voice, bots, or in-store communications. CaaS is designed to work with any

channel. Crucial content can be delivered to many channels at once, and customized content can be tailored to the specific channel that customers are using.

Benefit #3: Delivering Consistent Content on Global Scale.

Large organizations also face complexity because they operate in different regions and across national borders. They must deliver content on a global scale and ensure that their branding and messaging are consistent and that data and information are up to date. If different divisions operate separate content management systems to publish content, they run a significant risk that the organization's content will be inconsistent.

CaaS allows different content teams to manage global content within a central content hub. Content becomes easy to share with teams located in different regions. There is only one version that everyone uses, and this version can be localized and translated as required. So, CaaS is ideal for the needs of multi-lingual publishers.

Unifying Content with CaaS.

CaaS doesn't try to gloss over diversity and recognizes that large global organizations have diverse needs. Such organizations don't want a stripped down or inflexible solution. CaaS unifies content and opens it up to wider use. Doing so, CaaS allows large enterprises and organizations to take control of all their content.

4 Unlocking Your Websites' Content.

Key Points.

- Because it is typically difficult to update content in individual webpages, content often becomes stale and out of date.

- CaaS doesn't rely on page templates to compose content, so content is not tied up with a specific webpage.

- Creating content for a specific website is inefficient.

- With CaaS, content once created can be used in many places, not just in a single webpage.

- CaaS unlocks content through structuring and APIs.

Content as a Service can unlock content that can be trapped in websites and can't be used elsewhere.

Many large organizations have more content than they can cope with, and they struggle to keep up with requests for new material. Why is it that so much of their existing content does not match their current needs?

Many enterprises feel squeezed on both sides: having both too much content and not enough of it. And content teams in many enterprises can't keep pace with changing requirements. One of the biggest reasons this happens is because their current content is "frozen" in web pages, instead of being flexible where it can be used anywhere. CaaS provides a different approach to managing content and can unlock content resources so they are kept up to date and can be used for many purposes.

How Content Gets Locked in Web Pages.

Many content teams follow a familiar script. When they need new content, they'll start drafting a new web page that will appear on a specific website. But creating content for a specific website isn't very efficient.

The truth is, writing something for a specific web page will only be useful as long as that web page is around. When teams create web pages, the value of the content often diminishes soon after it's published. It quickly becomes "stale". And the web page may not be around very long, because updating the information on it can be a tedious process. Often, content teams decide that creating a new web page is easier than trying to update an old one and, as a result, more new web pages get created.

This basic problem arises when content is tied to web pages and lacks a reusable structure.

When content teams focus on creating pages for specific websites, it limits how easily they can use content in new ways later on. The web pages are designed in a specific way, and the text is locked in those pages. Even a modest redesign of a web site can wreak havoc on the content. If you want to use the text elsewhere, on a different website or in a mobile app that has a different design, you may be out of luck.

How Content as a Service Is Different.

CaaS doesn't rely on "page templates" that control the organization of content based on how it appears on a website. Instead, content is structured according to what it means and that allows all the created items to be used in different ways.

When content is created for a specific web page, it is tied to a single specific purpose and can't be easily utilized for other projects.

By adopting a Content-as-a-Service approach, organizations create content that can be used in many places; it is no longer restricted to a single web page.

Most content teams will be familiar with the idea of being able to display the same image on different web pages. CaaS takes that idea a big step further, so that any kind of content, text and data as well as media assets, can be reused—no matter what page or app someone wants to use it in.

The foundation of CaaS—structuring content into sections and using an API to deliver sections of it wherever they are needed—provides flexibility unavailable in traditional CMSs that focus on creating web pages.

Benefits of Unlocking Content Using CaaS.

With CaaS, teams create content that can be available to support a wide range of initiatives and projects.

- A content item can now be utilized in different scenarios, not just within a single web page.
- Content is no longer trapped by a web page template that might have been used when it was created.
- Instead of creating web pages that quickly turn stale, content items can become renewal resources, available for future needs.
- Content teams can boost their productivity by being able to reuse their resources.

Using CaaS means being able to plan and create content according to its long-term value. Teams can consider content in terms of where else it could be used, and who else might benefit from it. They can create content that can be reused to support different customer journeys or different marketing campaigns. CaaS opens new possibilities for using your content and achieving your goals.

5 Enabling Collaboration Through Structured Content.

Key Points.

- Structured content in CaaS turns content into a shared enterprise resource: teams share their work for others to use and combine with other content.

- Structuring content lets everyone understand the purpose of content they are working on.

- Structured content brings focus on what precise tasks need doing.

- Several people can work concurrently on different sections of content.

- A clear structure lets teams create and update content more quickly.

- A common structure that's used throughout the enterprise makes content more consistent when different people work on it over time.

Enterprise content teams often find it difficult to get everybody who is involved with requesting, creating, approving, and delivering content to work together efficiently and effectively. A lot of coordination relating to content still happens by sending documents via email, or by nagging colleagues in work chat messages to do something. And in large organizations, it's common for different teams to be using multiple CMSs, making it difficult to share their work.

Content teams have lacked robust support for content collaboration across the enterprise. Better collaboration is an important goal of many enterprise content teams.

- Does everyone across the entire enterprise have a clear picture of what content to create and deliver?
- Can everyone identify which parts they should focus on, because they are responsible for these parts?

Content collaboration is important for two reasons:

1. It influences the efficiency with which content can be created.
2. It influences the quality of the content.

CaaS supports collaboration through two features. First, it consolidates all enterprise content within a single content hub, so that everyone can access the same content. And second, it manages content as modular pieces instead of as web pages, which makes the content more flexible for different team members to use.

Coordinating Activities Using Structured Content.

CaaS utilizes structured content. Described simply, structured content means that content addressing a topic is organized into separate sections. Each section is distinctly identified and is independent of the other sections. Several sections, when combined, might form an article. But a section does not need to be tied to a specific web page. The same section of content can be used on many web pages or in other channels.

Sections of Content
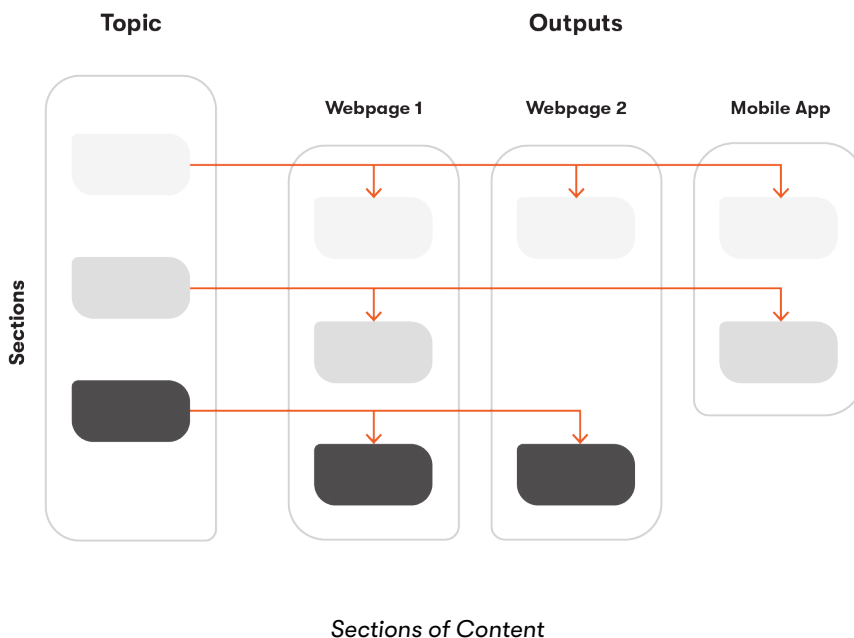
When using structured content, teams can manage and measure important sections of content that might be used in multiple places to support various goals.

By supporting structured content, CaaS allows teams to tweak a section so that the wording is accurate and well understood. Authors who need that section can use it, and they don't have to create their own version. There is one master version that all authors can use. That makes the content creation process much easier.

Structured content has become an increasingly popular approach to drafting content. But with CaaS, the benefits of structured content go beyond drafting. CaaS manages structured content by using a content model. This content model provides the precision teams need to make changes that are easy to propagate through all their content.

Let's consider how CaaS's structured content approach supports team collaboration. CaaS improves many dimensions of team collaboration:

- Agility
- Continuity
- Sharing
- Focus
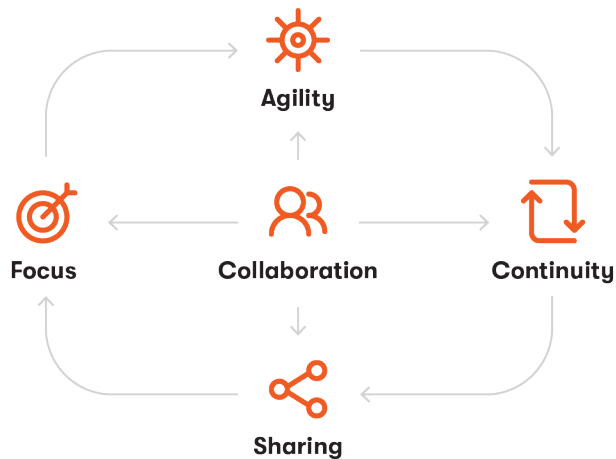
Collaboration Benefit #1: Increased Agility.

Structure lets teams create and approve content more quickly. Multiple people can work on a single content item—even at the same time. Because of the modular character of structured content, different items can be drafted and reviewed independently, improving the turnaround time.

Structure also lets teams update content more quickly. Because a specific section can be used in many different outputs, the team only needs to update the information in one place. This makes updating those numerous outputs easy and quick to do, so teams are never sweating in a scenario where important updates need to be made swiftly.

Collaboration Benefit #2: Better Continuity.

It's common for individual authors who are working at different times to create content differently. When that happens, content becomes inconsistent.

CaaS supports collaboration over time. Individuals can build on the work of others, by reusing sections of content that have already been created. This improves the continuity of work and makes content consistent over time.

Collaboration Benefit #3: Better Sharing.

Collaboration requires sharing: the sharing of resources that individuals or groups have, together with the sharing of expertise.

CaaS serves as a hub for all content-related tasks. It offers collaborative editing, commenting, and reviews, as well as the ability to track work-in-progress according to different criteria. With CaaS, teams use a common platform, making it easier for them to consult with each other and share their expertise. All members of a team use the same system and different roles can collaborate easily: not only writers and editors, but executives and subject matter experts who might be requesting the content and need to review it for accuracy or approval.

A central content hub also reduces the risk of several parties creating overlapping or duplicate content because they use different CMSs. Teams can share content items and assets. CaaS brings harmony to content developed by various groups and individuals.

Collaboration Benefit #4: Improved Focus.

Structured content has another benefit: it helps teams clarify what work needs doing, and the goals they are working toward. When using a CaaS approach, everyone is working from a common model. A shared enterprise content model facilitates a common understanding of the purpose of different content items.

The content model separates content into independent sections or parts. Structured content helps teams focus on what aspects of the content need to be created or revised.

Sections that have already been created and approved and don't require change don't distract from material that needs review. Team members can focus on the sections that are relevant to them, and on the tasks relating to those sections that require their attention. They no longer have to look at a long document to find a specific section that needs work. Instead, they can get notified about the exact section they should look at.

Collaboration with CaaS.

Collaboration is fundamental to the Content-as-a-Service approach. CaaS connects the people and activities of teams so they can produce better quality content more quickly. Different content teams can even share their work. CaaS can help you overcome the problem of different silos of activity within the enterprise.

6 Supporting a Content-First Approach to Digital Publishing.

Key Points.

- CaaS supports a content-first approach, where content is decided before presentational design is developed.

- By using CaaS, content is fluid: able to change and to be used with different designs and in different channels.

- Content is not tied up with a fixed layout, unlike conventional CMSs.

- CaaS provides structure for writers to create new content that can be connected to different designs.

- Content ideas can be developed within CaaS and connected to design prototypes to show realistic content.

- With CaaS, content can be revised and enhanced iteratively.

As online audiences gain access to more choices, publishing digital content has become more challenging. Organizations can't expect that customers will necessarily visit their website to get information.

In the past, organizations focused most of their energy on the design of their website. Today, smart organizations are realizing that they need to decide what they need to say in their content before they decide the details of their website or app design. They are adopting a "content-first approach." CaaS is an ideal foundation for implementing a content-first approach to digital touchpoints.

What Is Content-First Design?

Simply put, when using a content-first approach, you decide your content before you decide your design. This approach helps enterprises focus on what their customers need to know and what they want to do. They can plan content around the customer's journey so that customers always have what they need, when they need it.

Until recently, enterprises have focused much of their attention on what their websites look like. Designers would create a new website design in Photoshop and use 'Lorum Ipsum' for text. The problems of this approach soon become apparent. A pretty looking design would turn out to be ill-suited for the content the website needed to present. Copy wouldn't fit, or else related pieces of information would be disconnected and hard to find.

Enterprises are rethinking their digital priorities. They recognize that their content is the core substance of their communications with customers. Visual presentation needs to support the content, but it should never be treated as more important than the content.

Why Is Content-First Design a Better Approach?

Placeholder text such as 'Lorem Ipsum' introduces a lot of assumptions about what will be said, how long it will be, and how different elements and items are connected. If content elements lack strong connections, the overall content isn't able to help users accomplish their goals.

Content also needs to support different roles. The same content may need to appear in an email, be used in an app, be read aloud by a voice platform, in addition to appearing on one or more websites.

When using a content-first approach, the same content can be presented as desired. It can be delivered in different variants, visually rendered in different ways, and even delivered to different kinds of devices. By starting with the content, content teams can explore different designs that present or deliver the content and choose the best options.

A content-first approach separates the content from being tied to a specific layout or design. Even voice delivery of content is now possible.

Why Is CaaS the Best Way to Do Content-First Design?

Content-First has emerged as a best practice in content strategy. But many content management systems don't support the approach. As a result, content teams need to

rely on labor-intensive processes to develop content and connect it to a design so they can see what the design looks like using "real" content.

Right now, it is common for writers to draft sample content first, often in a word processor or an online drafting tool, before the layout is created. While that helps with deciding the layout, it's not efficient. Because the copy is stored in a file that's separate from the CMS, the copy has to be manually transferred to the design.

CaaS supports a content-first approach in two ways. First, it separates and distinguishes the details and structure of content from the layout and presentation of the design. The content and the design can be worked on independently of each other. Unlike content written in a word processing document, when using CaaS the content is structured from the start.

Second, CaaS connects the content to an interactive design so that realistic content can be displayed within a design. The draft content, stored within a content hub, can immediately connect to various design alternatives. The content is described in JSON (a common data encoding format), which connects seamlessly to a front-end design such as a webpage or an app. Teams can prototype both the content and the design, before the content is published.

Because CaaS structures content, teams can easily revise and improve it iteratively. Content is structured into sections containing guidelines that can indicate to authors the purpose, criteria, and specifications for each section. Different content items can be tagged with metadata to indicate the intended audience and their journey stage. Teams can review how different sections and items of content need to fit together, and whether they provide the right experience for customers as they move through their journeys.

CaaS helps teams think about content as a conversation with the audience: what questions people have, and what information they need to see to answer those questions.

- CaaS keeps the focus on what you have to communicate before deciding on the presentation—what it will look like.
- Instead of creating fixed web pages where both content and design are difficult to change later, content becomes flexible and agile.
- Content becomes more valuable because it is more audience-focused—based on customer journeys instead of how websites are organized.

" *Content precedes design. Design in the absence of content is not design, it's decoration."*

Jeffrey Zeldman, web standards advocate, 2008

7 **Ready for Anything: The Flexibility of CaaS.**

Key Points.

- Traditional CMSs are monolithic with a predefined set of choices that are hard to modify and customize.

- The CaaS approach is designed to be flexible.

- Enterprises can make changes easily as they grow or as their requirements change.

- CaaS lets teams change their designs or workflows without disruptions.

- Enterprises can add new capabilities such as channels, personalization, and optimization tools to CaaS at any time.

Many traditional CMSs highlight that they are "customizable." If you don't like what's been pre-defined, you can customize it. If you change your mind later, you are supposed to be able to customize what's been set up. But what's left unsaid is that such customization often involves a lot of work. Customization can be hard to implement, and even harder to change later on.

CaaS, in contrast, is flexible by design. You choose how you want CaaS to support your content operations, such as what capabilities and features will be available. There are no pre-defined choices you have to work around. Unlike a traditional CMS, CaaS is not a monolithic software application with a fixed set of features. Instead, CaaS can deliver a constantly evolving and configurable layer of services supporting content.

The services that CaaS delivers can change as your needs do. CaaS doesn't rely on fixed, pre-defined page setups that are difficult to change. The structure of content is not tied up in the structure of the presentation layer, unlike with many traditional CMSs.

With CaaS, content teams have the freedom to focus on their immediate priorities and know they can grow their operations and make changes later on—without worrying that such changes will be difficult to implement. Unlike a traditional CMS, where most configuration and design decisions need to be made up front when the system is first implemented, with CaaS content teams can revise decisions and make improvements at any time.

Seven Ways CaaS Can Support Growth over Time.

Content as a Service connects your content to all the activities that support your content operations. Content teams are constantly looking for ways to improve how they work with content. They need services that support their current needs and that can evolve as their needs change. CaaS transforms how content teams can work with content. It gives them the ability to improve their operations continually.

- Content
- Design
- Personalization
- Channel destinations
- Assets
- Workflow

NOW

FUTURE

1. Change your content later

Unlike a traditional CMS, content in CaaS isn't loosely defined by page templates, which are difficult to revise and repurpose. With CaaS, content is structured and can be revised easily. CaaS lets publishers add and change content with precision. Existing content can also be combined in new ways to create new content items.

With CaaS, content becomes structured when it's created. Content relationships are managed by a content model. Content elements are building blocks that can be assembled into different offerings, depending on what's required.

2. Change your design later

CaaS makes website redesign pain-free. A website can sport a new look, without needing to change the underlying content. If you have a mobile app that needs a refresh, no problem. CaaS connects content to any front-end framework, so enterprises know they can always deliver the sleekest, fastest experience for customers, and always keep up with changing trends in front-end design.

3. Change your personalization later

Personalization capabilities are improving all the time, and online publishers will want to access the latest and best personalization capabilities available. Content teams can connect their content to a range of different personalization tools and choose which one is best for their needs. As they build out their taxonomy tagging and structure their content to deliver more targeted messages, they can change how their personalization works so that it can provide even better results.

4. Enhance your optimization or analytics capabilities later

Analytics is another area where industry capabilities are constantly improving. With CaaS, content teams always have the freedom to adopt the latest approaches. CaaS provides access to these capabilities through easy-to-implement integrations.

5. Add new destinations for your content later

Digital publishers need to be able to deliver content to where customers are spending time. Publishers can add new destinations for content, such as new apps and new channels. CaaS makes content flexible so that it can be delivered to many places, not just one. When enterprises decide to deliver to new channels or touchpoints, they can use the delivery API to do so.

6. Add more assets later

With CaaS, it is easy to migrate digital assets from legacy content and digital asset repositories. This is helpful if teams want to consolidate and unify their storage of

digital assets. If teams want to continue to use a specialized digital or media asset system, they can integrate them with CaaS.

7. Build out your workflow later

Using CaaS, content teams can enhance their workflow over time by adding steps, rules, and specific user roles. That's useful as teams expand the number of users using CaaS and the amount of content managed within CaaS. Teams can build sophisticated management over their content processes.

CaaS Provides a Modular Approach to Managing Content.

CaaS uses a modular approach to content. The CaaS approach is based on an enterprise content model that organizes content so it can be available anywhere it is needed, anytime it is needed.

Using CaaS, content teams have the flexibility to modify their content structure and to revise their designs. They can add to the structure over time by adding new content types. And they can change the presentation of the content anytime as well.

CaaS provides services that teams need to run content operations. It is designed to adapt to changing needs. The CaaS approach is extensible; teams can start small and evolve how they use CaaS in their operations over time.

CaaS creates connections—not dependencies. Publishers can change their IT and processes over time without causing disruption. Publishers can change their front-end designs as well as content is no longer bound up with IT systems or with specific designs. Your content becomes flexible, ready for anything.

8 **Connecting Your Content Ecosystem.**

Key Points.

- Enterprises often have resources used to support content scattered in various places: different teams often leverage different tools and CMSs.

- Tasks and processes that aren't connected together can't be coordinated easily or automated.

- CaaS uses APIs and microservices to integrate existing tools and data sources to support content operations.

- By providing a common service for the enterprise, CaaS makes it possible for different teams to share resources.

By adopting the CaaS approach, enterprises are finally able to connect the many different activities associated with their content operations.

Enterprise content operations are generally less cohesive than they ought to be. Content teams face the problem of "sprawl." Important resources needed to support content are scattered across the enterprise, with different teams using different tools and CMSs. Because resources are stored in a number of systems, it's hard for everyone who might need them to access them. And essential tasks can take too long to do.

Successful content operations depend on a broad range of processes, tools, and systems. Too often, these are disconnected and isolated from each other. In some cases, content team members have to manually copy information from one tool to another. When processes, tools, and systems are disconnected, teams can't see how different activities are related. They miss important insights into the performance of content, and how content can better support important business objectives.

Silos of Activity Create Friction in Content Operations.

The fragmentation of content operations hurts productivity. It stretches the capacity of content teams to deliver their work. Teams have a growing volume of work to do, but that

doesn't mean there are more people available to get that work done. Content teams need a smarter approach to getting work done. They need a way to be more agile.

Rather than add more resources, enterprises can make their existing resources work more effectively. It's critical that all activities relating to content across the enterprise support one another. CaaS allows such support to be realized.

CaaS offers a more holistic approach that:

- Empowers stakeholders in different areas of the enterprise.
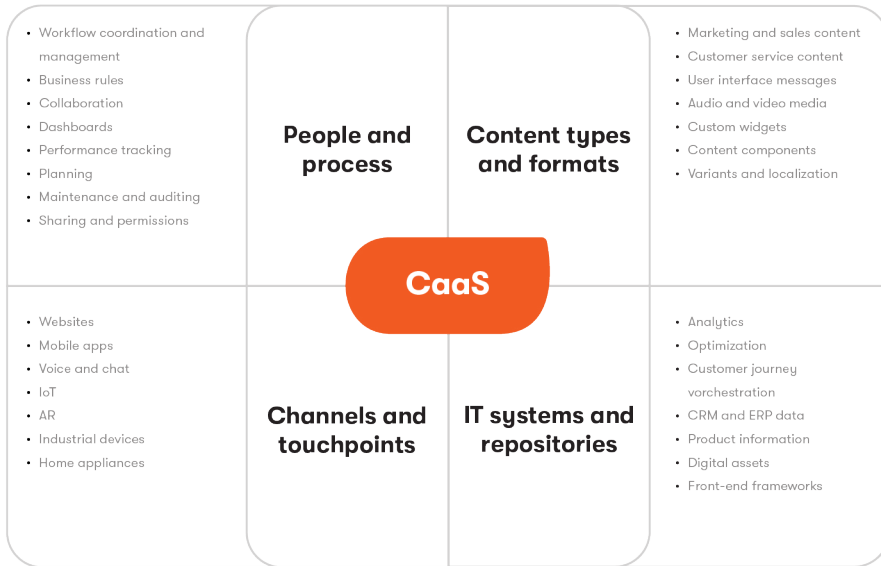- Utilizes existing tools and technologies more effectively.

Connecting Your Ecosystem.

Enterprises need agile content operations in order to execute their content strategy successfully. Content operations rely on the performance of the underlying content ecosystem that supports and shapes the development and distribution of content.

To create and distribute digital content for their global customers, enterprises must coordinate input from diverse business units and teams. The orchestration of content development and delivery relies on various business processes and the exchange of data and information with other IT systems.

A key goal of CaaS is to provide a layer of shared services that support content operations. CaaS unifies enterprise activities through its extensive use of APIs and microservices. CaaS connects the four key areas of an enterprise content ecosystem:

- Coordinating content and business processes to ensure collaboration, agility, and consistency
- Relating different content types and assets so they are accessible to everyone in the enterprise
- Connecting different tools and technologies to enable information sharing and automation
- Unifying delivery to different channels and touchpoints

• Workflow coordination and management • Business rules • Collaboration • Dashboards • Performance tracking • Planning • Maintenance and auditing • Sharing and permissions	**People and process**	**Content types and formats**	• Marketing and sales content • Customer service content • User interface messages • Audio and video media • Custom widgets • Content components • Variants and localization
• Websites • Mobile apps • Voice and chat • IoT • AR • Industrial devices • Home appliances	**Channels and touchpoints**	**IT systems and repositories**	• Analytics • Optimization • Customer journey vorchestration • CRM and ERP data • Product information • Digital assets • Front-end frameworks

CaaS Supports and Connects the Larger Content Ecosystem

Gaining Agility Through a Connected Ecosystem.

Content operations need to support:

- The exchange of information
- The collaboration between different groups and systems
- The automation of activities

CaaS provides a central hub for content that can connect with other systems and knit together activities across the enterprise.

A connected content ecosystem, enabled by a Content-as-a-Service approach, provides enterprises with important benefits:

- Empowering different teams to share content they've developed with other teams
- Allowing distributed teams to access common tools and functionality to create and manage content
- Enabling access of all content across the enterprise that can be used wherever it is needed
- Providing a unified, single point of delivery for content for all channels and touchpoints

CaaS Can Accelerate Content Operations.

CaaS lets enterprises:

- Pull relevant content items and data from different parts of the organization.
- Coordinate the exchange of information between customers, content owners, and product teams.
- Accelerate the delivery of content to customers from different parts of the organization.

> *As we move toward CaaS within publishing organizations, the need to normalize content and move content services across a global enterprise requires structural thinking at all stages of the content lifecycle. The time has come for us to imagine and create new organization structure to enable the increasing flow of content between groups."*

Cruce Saunders, Founder, Simple [A]

9 **Overcoming Tool Fatigue.**

Key Points.

- Enterprises often adopt tools that solve specific problems but don't integrate with other tools.

- When relying on one-off solutions, content operations become fragmented and difficult to manage.

- Using separate, unrelated tools hurts productivity by hampering the transfer of tasks between tools and restricting insights into how different tasks interact.

- CaaS provides integrated functionality, empowering content operations so that different tasks support each other.

Tool fatigue: when content tools have a narrow purpose and create barriers to coordination and collaboration across the enterprise.

Countless vendors offer tools that will help solve a specific problem relating to your content. Enterprises have literally thousands of different tools they can buy that might help their content operations in some way. But while spoiled for choice, enterprises have a hard time using all these options effectively. Each of these tools may be designed to solve a specific problem. But the tools aren't designed to change how the enterprise works with content overall.

Within a single enterprise, different teams may be using various tools to do the same kind of work. And within each content team, individual team members may be using a number of tools that have highly specialized functions. When used in isolation, those tools seem less of a solution and more of a problem: another silo to overcome.

Tools Are Scattered Everywhere.

Without doubt, content teams are facing more complexity than ever before. They often try to deal with complexity by buying specialized products that solve specific problems. But as the number of different products has proliferated across the enterprise, the diversity of tools used has become unmanageable.

These tools may be in the cloud but they don't always share information with other tools. That prevents everyone who is working with content to be in sync. At best, there may be limited integration with another tool. Sometimes externally hosted tools don't really connect the rest of content operations at all: they are standalone products. What enterprise content teams are missing is a common view of different information and tasks.

Tool Fatigue: The Consequences of Tool Proliferation.

When various content teams across an enterprise use too many different tools to support their content operations, it results in tool fatigue.

Consider the many ways that using dissimilar and disconnect tools hurts content operations:

- Each separate tool works differently, meaning that only select people know how to use each one.
- Processes become disjointed because tools aren't related and don't support each other.
- Content team attention gets fragmented as each individual is immersed in a specific tool.

The challenge is even greater for individual contributors who need to use several dissimilar tools to do their work. Not only do they need to learn different tools, but they have to remember how each one works. This results in the problems of "context switching." Productivity is hurt when individuals need to switch between distinct enterprise applications that look and act differently.

In contrast to one-off solutions, Content as a Service takes an integrated approach to content operations. CaaS supports the needs of individual contributors while enabling the coordination of activities by different functions and teams.

CaaS Integration Solves the Tool Fatigue Problem.

Instead of having individuals hop between different tools and applications, CaaS offers a better approach, providing a unified environment to manage content across the entire content lifecycle.

CaaS offers a common shared service layer that everyone in the enterprise can use to work with content. Different teams no longer need to choose their own tools to work with. CaaS:

1. Supplies basic common services that all teams need and that many different team roles use.
2. Integrates specialized functional services (such as optimization or AI tools) into the CaaS service layer, so that these are available to all teams.

By giving all teams and individuals a common set of services, content stakeholders across the enterprise can use a common portal with a consistent user interface to view information and do tasks. They have a common context and don't need to learn of think about how different tools work.

CaaS Integrates Content Operations.

CaaS integrates a range of functional capabilities such as planning and assessment, so everyone is in step with each other. With CaaS, teams can track and manage content, from conception to delivery, through a single portal. This provides the ability to "close the loop" where the planning of future content can be informed by the performance of published content.

Enterprises benefit from the integration of specialized tools into the CaaS services layer. These tools become more widely accessible by different teams and enterprises realize a better ROI on their tool investments.
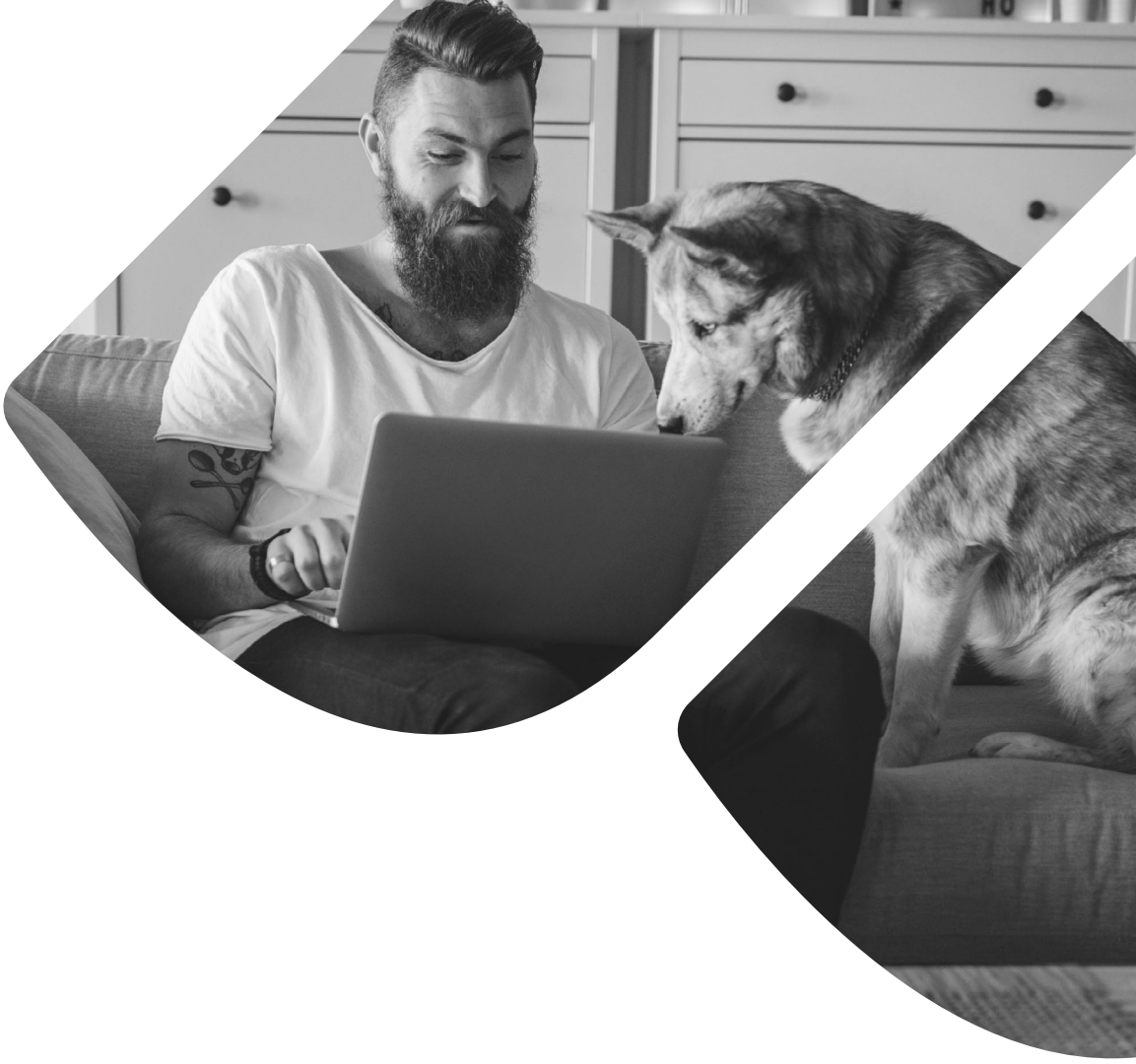
10 **Making Content Agile Using Content Models.**

Key Points.

- CaaS supports a detailed and flexible content model (how content is organized), unlike the generic fixed model that conventional CMSs offer.

- CaaS provides a shared content model that can be used by different teams.

- Because the content model is enterprise-wide, different teams can align their content.

- The CaaS content model makes creating, updating, and delivering content more agile—content tasks can be finished more quickly.

- A robust content model allows enterprises to control specific elements for consistency, so the same information or wording is used when necessary.

Content teams need to produce new content and revise existing content quickly. CaaS helps teams do so, by leveraging the power of content models.

Content models express how content management systems organize content internally. A robust content model provides a framework that structures content within the CMS that makes the content more useful. Content about a topic is broken into distinct parts, and these parts can be combined in different ways.

From Sluggish Content to Agile Content.

Content should be able to pivot. It needs to be able to change when necessary. What you created yesterday may not be exactly what you need tomorrow.

Content models are like a playbook for your content. They provide a map of different possibilities for how content can be pieced together to address different situations.

But not all CMSs support the structuring of content to the same degree. They are based on different foundations. Some CMSs have content models that are rudimentary, providing just a few attributes to describe a generic article. They can't pivot at all. The content models of other CMSs are complicated and rigid. They can pivot only in

a limited range of situations. A limited or clumsy content model will slow down your content operations. Your content will be sluggish as a result.

Content models that follow a CaaS approach are flexible and can support all kinds of situations. A CaaS content model is agile. It can let content pivot in many directions.

Enterprises are focused on improving agility in all areas of their operations. Content is no exception. A 2018 Forrester blog post noted the growing need for an agile CMS approach and "agile content curation and orchestration. Content as a Service delivers the agility that enterprises need to produce a range of content efficiently.

Flexible versus Fixed Content Models.

The first factor influencing agility is whether the content model is flexible or fixed.

A fixed content model is a hand-me-down template that was decided by the CMS vendor. Most traditional CMSs offer a fixed content model. The vendor makes assumptions about how enterprises will use their content. The users of their CMS must follow the structure the vendor has chosen. The structure may be customized to some degree, but the core structure is fixed and must be used.

Because these vendor choices are generic, the structure isn't granular or precise. The content is difficult to work with as a result. Content teams are hampered because:

- The model does not match the specific business requirements of the enterprise.
- It's hard to update and change details in the content.
- It's hard to personalize and customize content for different audience segments.
- It's hard to reuse specific content.

Content as a Service provides a flexible content model, unlike the fixed content model of a traditional CMS. A flexible content model lets each enterprise decide how they want to structure their content. A CaaS content model reflects the enterprise's choices and priorities. Enterprises can decide what parts of their content are important, such as:

- What wording needs to stay consistent everywhere it is used.
- What information appears widely and should be revised in a central location.
- What messages and information to customize for different audiences and scenarios.
- What content elements such as calls to action are critical and need to be optimized easily.
- What information changes often and needs to be managed readily.

With a flexible content model, teams have more control over their content. For example, they can re-combine existing content in new ways. They can create new variations of content easily to address new channels or audience segments.

CaaS gives enterprises ownership of their content model, and as a result, the power to fine-tune what they say. They are in a position to choose how to make content work most effectively.

Enterprise Models versus Website-Specific Models.

A second factor influencing agility concerns alignment. How aligned is the enterprise around a common content structure? The more widely the enterprise takes advantage of structured content, the more agile their content will be.
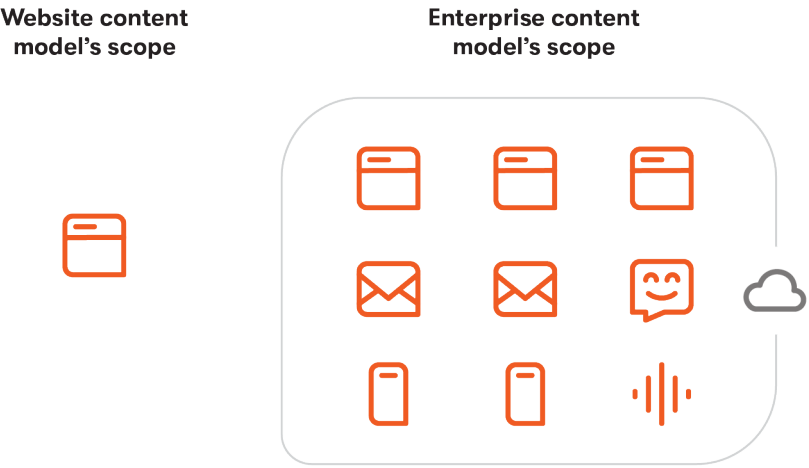
Only CaaS supports an enterprise-wide content model that provides a common structure for content everywhere.

Enterprises have distributed teams producing content separately from each other, using different CMSs and working on different projects. It's not obvious how the work of different teams is related. Each website has a different content structure.

With a traditional CMS, the content model utilized is specific to that CMS. That means each CMS that an enterprise uses has its own individual content model associated with it. And that makes it difficult to share content between different CMSs.

CaaS, in contrast, unifies content. All the enterprise's content can be described using a common content model and taxonomy. Different teams may work on separate projects

but can use a common model to structure the content they create. When the content follows a common structure, it can be shared and reused across different teams. The enterprise content model provides a common framework for accessing and managing content items.

Website content model's scope

Enterprise content model's scope

Agility Comes from Flexible Enterprise-Wide Content Models.

With a traditional CMS, content models are typically simple and not very flexible. Content is hard to modify, hard to share, and hard to use in different scenarios.

CaaS supports an enterprise-wide content model, so content can be used anywhere it is needed. To achieve agility, enterprises need a content model that is flexible and shareable. CaaS provides that.

11 **Freedom
to Customize
Content.**

Key Points.

- Generic content that's intended for everyone tends to be long, missing specific details, and difficult for readers to locate what they need.

- Publishers need to be able to customize their content for different customer segments and scenarios, but traditional CMSs make such customization difficult.

- Backed by a flexible content model, CaaS enables enterprises to deliver customized content fluidly.

- The CaaS content model allows enterprises to customize and optimize specific content elements, rather than revise whole webpages.

- CaaS provides the foundation for personalization that's meaningful to customers.

Customers don't want to read generic content that's written for no one in particular. They want content that is relevant to their specific needs. Can your current CMS support that?

To allow customization, content needs to be flexible. As we noted previously, the content model associated with traditional CMSs isn't very flexible. That prevents content from being easily customized. CaaS lets content be more customer-focused. Content as a Service provides the flexibility that enables content to be customized.

Shift from Generic Content to Custom Content.

The world is awash in generic content. Content is generic when everyone sees the exact same content anytime they look at it. Generic content might be OK for certain kinds of reference material such as an encyclopedia entry or a nutrition label where everyone expects to see the same information. But broad topics often involve many details that aren't relevant to everyone. Readers would rather have the content they view be customized to their needs. They only want to see what's relevant to their situation. They don't want to wade through lots of material searching for what matters to them.

Customers won't settle for one-size-fits-all content. Enterprises won't win customer attention with generic content. Content teams need to customize content to address specific customer needs.

With CaaS, content teams can structure content so that some parts are "swappable"— different parts can be used for specific situations or audience segments. Sections of content can change depending on who is viewing it, or when someone is seeing it.

Tailor Content to the Needs of Different Audience Segments.

What's special about your audience? How do audience segments vary in terms of what they want to view? Many factors can influence the relevance of content to specific audience segments, for example:

- Do they work in a specific industry?
- Do they have different life-stage concerns?
- Do they own different product models?

CaaS makes it possible to customize content for different audience segments. Content teams can structure and design their content the way they need to.

Bring Context to Content.

The precise content an individual wants to view depends a lot on their context. Two of the most basic contextual factors are:

1. Where someone is viewing the content.
2. When they are looking at it.

CaaS lets enterprises tailor information for audiences according to their context. If certain information changes based on where the reader currently is, this information can be customized so that it reflects their current location. Publishers can provide customized content to indicate:

- The closest location where products or services are available.
- Special offers for people in a location.
- Eligibility information relating to a location.

When someone is looking at content is also important. Customers go through a series of events and steps in their quest for information. If they have already done something, they don't want to read about it again. Publishers need to show the right content at the right time to them. They can choose how much information to present at different stages and in what order to present information.

In many situations, people want to see a few highlights first before they wade through lots of details. They want to preview the information before committing to viewing it in depth. If they've already viewed the details, they may only want to refresh their memory of the highlights—or see what has changed since they looked at it last. With structured content, enterprises can separate highlights (the summary or the changes) from the specifics (the detailed description). By structuring content into distinct items, enterprises can present the most appropriate item of information depending on what the customer has done already.

Context → **Customization**
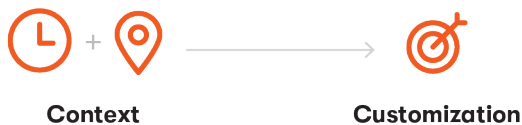
Build a Foundation for Personalization.

Many enterprises struggle with personalization because their CMS doesn't offer the ability to tailor content in the right way. Customizing content with traditional CMSs is time intensive and hard to modify. Their out-of-the-box configurations don't deliver the level of customization that's required.

Customers expect firms to offer more personalized—and relevant—content. CaaS gives enterprises the freedom to decide how to customize their information so that customers get content that's truly relevant to their needs.

12 **Improving Digital Governance.**

Key Points.

- CaaS helps different content teams work toward common enterprise-wide goals.

- Content teams access services that support agreed enterprise practices and standards.

- CaaS promotes consistency in content coverage and wording.

- The CaaS service provides granular control over who can create or modify content or must approve content.

- CaaS unifies delivery of content and provides enterprises with better control over what content is published and how customers access it.

Digital governance is about controlling risks, enabling decisions, and continuously improving performance. To deliver a superior customer experience, enterprises need a solid digital governance program.

The challenge is to get different teams and individuals to work together toward common goals and to follow common policies. Without the right support systems in place, digital governance can be difficult to make happen. Content as a Service (CaaS) makes digital governance easier.

You Need an Enterprise-Wide Approach.

Enterprises have many content contributors belonging to different divisions or units. They often engage outside agencies to help them create content. However, everyone working with content should be following a common direction.

But when various teams use separate content management systems, it can be hard to get all parties to follow common practices and standards. Disconnected teams face the problem of silos, where separate activities are difficult to coordinate.

Large enterprises produce loads of content, but don't always feel in control of all the content being generated. Central content teams worry that all the content produced by

different groups may not be fully aligned with corporate policies and objectives. Some common concerns include:

- Legal and regulatory compliance such as disclosures, disclaimers, terms and conditions, and notification of changes
- Branding consistency
- Uniform communication of marketing messages, product features, and benefits
- Keeping all details up to date across different operating units and delivery channels
- Appropriate use of content assets such as images

How to Get Different Teams to Follow Common Practices and Standards.

Enterprises often lack the infrastructure they need to coordinate the many decisions relating to content. Individuals and teams make decisions in isolation from one another, and this can lead to inconsistency and headaches. Without a common process, different content teams and outside vendors may publish content that:

- Is off-message.
- Has errors.
- Is used incorrectly, for example, by releasing information too early.

CaaS provides a common set of services to support all parties in their work. Because everyone uses common services, everyone can follow common practices—how they do their work. Standards and policies can be built into the CaaS service.

Ways That CaaS Supports Governance.

CaaS promotes consistency in enterprise content. It shapes:

- How new content gets created.
- How existing content gets changed, updated, or modified.
- How existing content gets used.
- When and where content gets published.
- How to manage the localization of content.

CaaS supports governance by providing a managed, repeatable process that all content stakeholders follow. It ensures that content is consistently structured, consistently written, and consistently delivered.

Governance of How Content Is Managed and Assembled.

All content contributors work within a common structure for content—a shared content model. They can use the same authoring templates and information structure when creating content.

The content model makes it easier to manage core content that must be consistent wherever it appears. It also specifies and manages the variations that are permitted, so that existing content doesn't get altered in ways that conflict with corporate policies or undermine business goals.

Stakeholder Governance.

CaaS lets enterprises manage roles and permissions relating to content across business units. Workflow guides who needs to review content and when they need to see it. Reviews and approvals can specify role-based content permissions, such as who is:

- Authorized to create certain content types.
- Permitted or forbidden from adding details to specific content elements such as metadata.
- Allowed to view and comment but not modify specific content items.
- Required to review particular content items before publication.

Delivery Governance.

CaaS provides all the infrastructure required to manage content centrally, which ensures consistent policy notifications regarding user interaction with content in such areas as security and privacy (for example, GDPR in Europe or the California Consumer Privacy Act—CCPA).

CaaS provides centralized delivery access through its APIs. Having a central delivery point limits the possibility that external vendors could create or publish unauthorized content outside of the established governance process.

Message Compliance and Consistency.

CaaS ensures that messages and information are consistent, providing support throughout the content lifecycle, from creating new content to replacing dated information.

Thanks to CaaS, different authors can follow a consistent process when creating content. It provides authoring guidelines that help each content contributor understand the specific themes, information, and goals they must address.

Moreover, CaaS can help content contributors achieve more consistency through automated rules and suggestions by:

- Indicating what elements must be included.
- Checking voice and tone.
- Checking for readability, grammar, and spelling.

Automation works together with content models to make sure that the right content is always available.

With CaaS, content that is used widely only needs to be created once. That yields two major benefits:

1. The information and wording are always consistent, no matter where they appear. Approved language is always used.
2. When this content needs to be updated, the updating only needs to be done in one place. It will automatically update everywhere it appears.

The updating event can even trigger notifications to customers about changes in the information if this is desired. With CaaS's omnichannel readiness, it is easy to keep customers updated on whichever channel they use.

Governance of Content Localization.

CaaS helps global enterprises manage different versions of content for specific geographic regions. Content localization may involve different wording, spelling, or stylistic variations used in different markets, using different graphics, or including unique promotions. Global enterprises also need to translate content into different languages.

Governance is supported in several ways. With CaaS, localized versions are associated with the master version of the content, enabling comparison. The localization tasks such as translation can be added to the workflow of the master version, and these localization tasks can be tracked as they progress. Moreover, because CaaS structures the content, it becomes easier to manage the specific parts that require action. For example, if there are changes to a specific part of the master version, only that part needs to be translated again. These capabilities ensure consistency in messaging across different local versions of content.

CaaS Reflects Your Governance Priorities.

CaaS's flexibility makes it a superior option to support digital governance. The CaaS approach recognizes that no two enterprises will have the same governance requirements. Therefore, CaaS can support a range of priorities.

Enterprises can define what aspects of their content operations they want to manage more consistently, and what approach would work best for their organization's culture and digital maturity. They can define their own workflows, which will reflect their preferred process and will formalize roles and responsibilities. If content teams decide they want to adopt more automation to bring greater reliability to certain tasks, they can choose to integrate with a range of specialized third-party tools and systems.

Governance provides a foundation for enterprises to manage their digital operations with predictability and maturity. But governance is also one of the most vexing challenges that large enterprises wrestle with. CaaS provides the options that enterprises need.

13 **Editorial Team Benefits of a Technology-Agnostic Approach.**

Key Points.

- Content teams need a more resilient and dependable way to work with content than conventional monolithic CMSs offer.

- CaaS is a service that is technology-agnostic, unlike conventional CMSs.

- CaaS removes bottlenecks in content operations by allowing teams to continue working on content even while design and technical changes get implemented.

- CaaS empowers editorial teams to make their own choices about tools they want to use and lets them upgrade these when appropriate.

Unlike a conventional CMS, CaaS provides a technology-agnostic approach to working with content. What benefits does that offer to editorial teams?

Most non-technical users of a CMS don't care much about "backend" technical details. While technology is not their responsibility, they are still affected by technology choices. They want to make sure the technology chosen supports their needs and doesn't create headaches later on. That's where CaaS is different.

By taking a technology-agnostic approach toward content, CaaS makes the work of writers, marketers, and content strategists easier and less disruptive.

Depend on a More Stable Content System.

The entire content team depends on their CMS to manage and publish content. Yet many teams have to work with CMSs that aren't nearly as stable as they should be. Their CMS may use a crazy quilt of different plug-ins from various vendors, which can trigger a raft of technical problems: bugs, security holes, and performance problems.

CaaS is more resilient than a conventional CMS. Instead of relying on a random bunch of plug-ins, CaaS uses APIs and microservices to connect together different

capabilities. This benefits everyone. Functional capabilities can be modular and operate independently of one another. With CaaS, teams avoid the risks of system-wide problems triggered by faulty plug-ins.

Remove Bottlenecks in Content Operations.

CaaS is a service: it is designed to serve the needs of those who create and manage content. It's a service that aims to be always available and always ready. Editorial teams don't have to wait while IT does software upgrades. They can avoid two dreaded situations: the code freeze, and the content freeze.

When there's a code freeze, the website can't be updated. Marketers often worry about their website crashing during a peak period because of some minor change that happened in the code on the backend. To avoid that possibility, the enterprise issues a code freeze for a period. But necessary maintenance gets deferred, creating its own risks.

Updating the website can also result in a content freeze. Sometimes doing a redesign can prevent teams from adding or editing content for several weeks! And writers can also get disrupted by other kinds of developer activities, such as bug fixes or code changes that are unrelated to the content. Needless to say, these situations aren't very agile.

Gain Peace of Mind During Changes.

With CaaS, the software is always upgrading and improving, just like familiar online consumer services. Writers and marketers don't have to wait months for the next release to get new features or enjoy improvements. Improvements happen continuously. Some improvements are introduced and evaluated by users in real time,

which gives people the chance to try a new feature or a change and provide feedback on whether it would be valuable to roll out to everyone.

CaaS incorporates an approach known as continuous integration and continuous development (CI/CD), which provides many benefits for developers, and helps to ensure that updates and upgrades aren't disruptive to writers and editors. Editorial teams don't have to wait for developers to finish implementing code changes. They can keep working.

CaaS's technology-agnostic approach delivers important benefits to distributed content teams. Consider a situation where IT staff are located in a different office—or perhaps even a different country. It can be difficult for writers and editors to coordinate with them. With a traditional CMS, the content design and IT implementation are tightly coupled, and as a result, writers can be highly dependent on developers to make simple changes. With CaaS, writers and developers can work on tasks independently of each other. The difficulties of coordination between editorial and technical teams based in different locations are bypassed.

Select the Right Capabilities for Your Needs.

Another benefit of CaaS is that it connects with an extensive range of technologies—without creating brittle dependences. Again, this may not seem important to authors or marketers, but it provides them with choices they previously lacked.

The editorial team will likely have opinions about different options. What's the best tool for checking writing quality? What's the best Digital Asset Management system to use? Which optimization tool is best? With CaaS, editorial teams can make choices without IT telling them it's not technically possible. They can choose to use whichever supporting tools and supporting IT systems makes the most sense, based on their preferences, internal requirements, and budget.

Teams can upgrade or swap out supporting tools later on, without disrupting their content operations.

See Results Faster.

Nothing is as demotivating as starting a new project and waiting seemingly forever to see it implemented. The excitement of a new initiative turns into exasperation that the initiative will never get delivered. Unfortunately, many web projects do seem to drag on and on before being launched.

With CaaS, new projects can be implemented quickly, often in a few weeks. Writers working on new projects can see content live soon after creating the content.

Worry Less About Technology.

In summary, CaaS means writers, editors, marketers, and strategists don't need to worry about technology. CaaS opens up fresh possibilities for them.

Not that long ago, when people wanted to watch a movie at home, they needed to obtain a copy of a videotape or a DVD. They even needed to worry about whether that videotape or DVD was compatible with their own equipment. Fortunately, such hassles are a thing of the past. Now people can instantly watch streaming videos from a service such as Netflix.

Content management is making a similar transition toward being a service. Editorial teams don't want to worry about technical compatibilities. They want a reliable service they can use anytime and anywhere they need it. That's what CaaS offers.

Recap: Are You Ready for a New Way of Working?

CaaS provides a better way of working with content. It breaks free from the limitations of conventional web CMSs that focus on webpages for individual websites. It is especially valuable for enterprises that need to deliver content to many websites and to many channels, while maintaining consistency.

CaaS overcomes common problems that enterprises encounter with their content operations. CaaS is a good option when enterprises find it difficult to reuse content created for one website elsewhere and deal with too many different tools that don't work together well. CaaS utilizes structured content, which provides a number of benefits:

- Better collaboration
- More agility so content can be updated and grow
- Easier to customize content
- A content-first approach that lets design adjust to new requirements and evolve in form

CaaS makes enterprise content operations smoother. By adopting CaaS, your content operations will:

- Connect different parts of the content ecosystem together so they support one another.
- Provide digital governance support at the enterprise level.
- Remove risks from content operations by using a technology-agnostic approach.

Content contributors need to be able to do their work more quickly, without worrying about technical limitations and bottlenecks. They need sophisticated capabilities but don't want to deal with technical complexity. CaaS overcomes the constraints of unwieldy legacy CMSs and the deficiencies of generic headless CMSs that fail to accommodate the diverse needs of authors and business users. CaaS is a service that supports you and your organization reach your goals.

About the Author.

Michael Andrews is Content Strategy Evangelist at Kentico Kontent. Over the past two decades, he has advised organizations in half a dozen countries about content strategy and user experience in diverse industry sectors. His previous roles include working as a Senior Manager for Content Strategy for Publicis Sapient, one of the world's largest digital agencies. Based in Washington DC, he's a frequent speaker at industry conferences such as Lavacon, Taxonomy Bootcamp, and the Information Architecture Conference. Andrews has published two books on the role of metadata in content strategy. He holds an MSc, with distinction, in human-centered computing systems from Sussex University in England.

About Kentico Kontent.

[Kentico Kontent](#) offers an intuitive authoring environment and gives organizations control over their entire content lifecycle. Integrating with any systems the customer has adopted, the CaaS solution enables developers to gain agility using modern technologies such as microservices and containers. Flexible content models, collaboration, and workflow lead to faster content production and consistent experiences across channels.

Kentico offers 24/7 support provided by 20+ support engineers on three continents, consultation packages, training, detailed documentation, and a 7-day bug-fix policy to help customers deliver projects on time and budget.

Kentico has 1,000 digital solution partners and powers 30,000 websites across 120 countries. Founded in 2004, Kentico is a Microsoft Gold Certified Partner headquartered in the Czech Republic with offices in the US, UK, Netherlands, Singapore, and Australia. Customers include Gibson, Starbucks, Ingram Micro, Mazda, Kingspan, Hyundai, Vogue, and Allergan.

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