



Revitalizing Marketing's Digital Content Chain

New marketing models promise to increase the value of organizations' fast growing and sometimes voluminous digital marketing assets. Embracing the as-a-service approach enables more collaborative and dynamic ways of working across the value chain, returning benefits in cost, efficiencies and new opportunities.

In today's global economy, gracefully crafting and rapidly sharing effective multi-channel messaging to customers may be as important as the products and services your company produces. Not only have new technologies opened up new markets around the world, they've enabled companies to diversify the ways in which they communicate with their customers. Without an effective digital asset management (DAM) solution, marketing departments have little hope of keeping up with the deluge of new photos, presentations, designs, packaging, brochures, style guides, logos, web graphics or TV and radio spots, much less the customized derivatives required in an increasingly personalized world.

Unfortunately, many organizations are still trying to come to grips with their existing asset management problems. The estimate that 80% of enterprise information is unstructured, has for years been a figure frequently quoted by analysts, DAM vendors and corporate strategists. There are no signs that the pundits have been wrong and every indication to believe that the problem is not going away. The fact that many organiza-

tions have silo'd DAM implementations means that many large enterprises still lack a holistic view of their assets and expenditures. This will inhibit the rapid flexibility and efficiency gains required to meet new marketing challenges. The consequences could include slow go-to market initiatives, diluted brand affinity, and lost market capitalization.

Then, the other rub, this eyebrow-raising shift in how we work comes at a time when organizations are stretched for resources. Companies are required to do more with less, arousing a host of concerns for executives, including: cost concerns for increased storage space; the need for more robust IT infrastructure and personnel; greater demands for developer resources; and human capital and change management obstacles. All of these challenges suggest that a new approach to digital asset management is needed, one that will harness the best thinking from throughout the IT world and allow companies to rein in costs, gain control of their assets across the enterprise and react more quickly and efficiently to new marketing opportunities.

The Cloud and “as a Service” Offerings as an Operational Solution

So, how are forward-thinking companies dealing with the challenge of increased needs and constrained resources? Many are now turning to a new technologies such as cloud computing and the changes in application and business process delivery that the cloud has stimulated. According to a recent survey conducted by Deloitte and CIOnet , an overwhelming 95% of companies

are already using cloud technologies or have plans to move into the cloud in the near-term. This means that the era of cloud computing has not just arrived. It's already happening.

The cloud has also brought with it new ways of thinking about technology and delivery of services. In order to provide the

benefits of on-demand flexibility and scalability, cloud providers are now utilizing a transactional model for both billing and solution architectures. Storage is metered by gigabyte used and objects placed or retrieved. Servers are priced by the hour. Databases are charged by database calls. Clients

are billed monthly and can adjust usage in near real-time, anticipating and reacting to business needs while control costs. Vendors extended the concepts popularized in Infrastructure as a Service (IaaS) to applications and Software as a Service, and thus SaaS was born. Applications, hosted on the cloud and sold to customers on a monthly basis, metered by user or service, are now used by more than 30% of the respondents to the aforementioned cloud adoption study . Most of these applications are hosted on the cloud, which affords companies the ability to access services from anywhere on the globe and reduce costs for IT support, local infrastructure, and application enhancement.

More recently, traditional outsourcing firms have started to apply the same concepts of transactional billing, pooled resources, and scalability to business process outsourcing (BPO) to create Business Process as a Service or BPaaS offerings.

BPaaS combines the SaaS application model with a human BPO element. BPaaS offerings, commonly seen in HR or Finance, outsource entire workflows or departmental processes to a third party who is responsible for scaling both the technology and manpower to fulfill the need. As with other “as a service” offerings, BPaaS offers the customer flexibility in usage and costs tied to business needs.

The benefits to enterprises span the organization. When innovations and changing consumer attitudes are forcing companies to pivot quickly, “as a service” models provide companies a great deal of business agility, something that 49% of companies cited as their reason for moving to the cloud in a recent Sandhill.com study. Many companies see reduced costs as their motivation for moving to the cloud, and case studies from users of the Amazon cloud such as eBay seem to bear that out. Cost savings can be significant in some cases, as a report from Forrester on cloud storage shows . However, cost reductions can also be found in less obvious places. According to an Information Week report , many CTO's are privately starting to acknowledge how outsourcing applications and business processes to the cloud have saved them money through reduced consumption. The granular nature of “as a service” billing has exposed the true costs of many of the services and applications that IT provides at a departmental or even user level. Instead of choosing from the IT buffet, business departments now need to tie costs directly to value creation for the business, which has reduced much of the extraneous IT spending. In many ways, the entire cloud phenomenon simply reinforces the business school adage of focusing on core competencies and outsourcing anything that doesn't directly drive value creation.

Digital Asset Management in the “as a Service” Age

With its evolution a standardized capability, DAM joins the growing ranks of functional processes that companies are buying à la carte through the cloud. In some ways, DAM as a service is not a huge stretch. First and foremost, vendors have been moving away from desktop application installations to web-based interfaces for years now. Trading a local server for a cloud server often has little impact on the users or functionality. Second, although customizations are common, most vendor platforms have matured to the point that basic interface branding, custom metadata schemas and workflow configuration

Profoundly scalable and flexible cloud technology is the perfect match for digital asset' dynamic nature.

Organizations are beginning to view the capabilities they use to conduct business and support goals - everything from customer support to the supply chain - as competitive differentiators, right alongside more traditional advantages such as usage licenses.

The Anatomy of Cognizant assetSERV

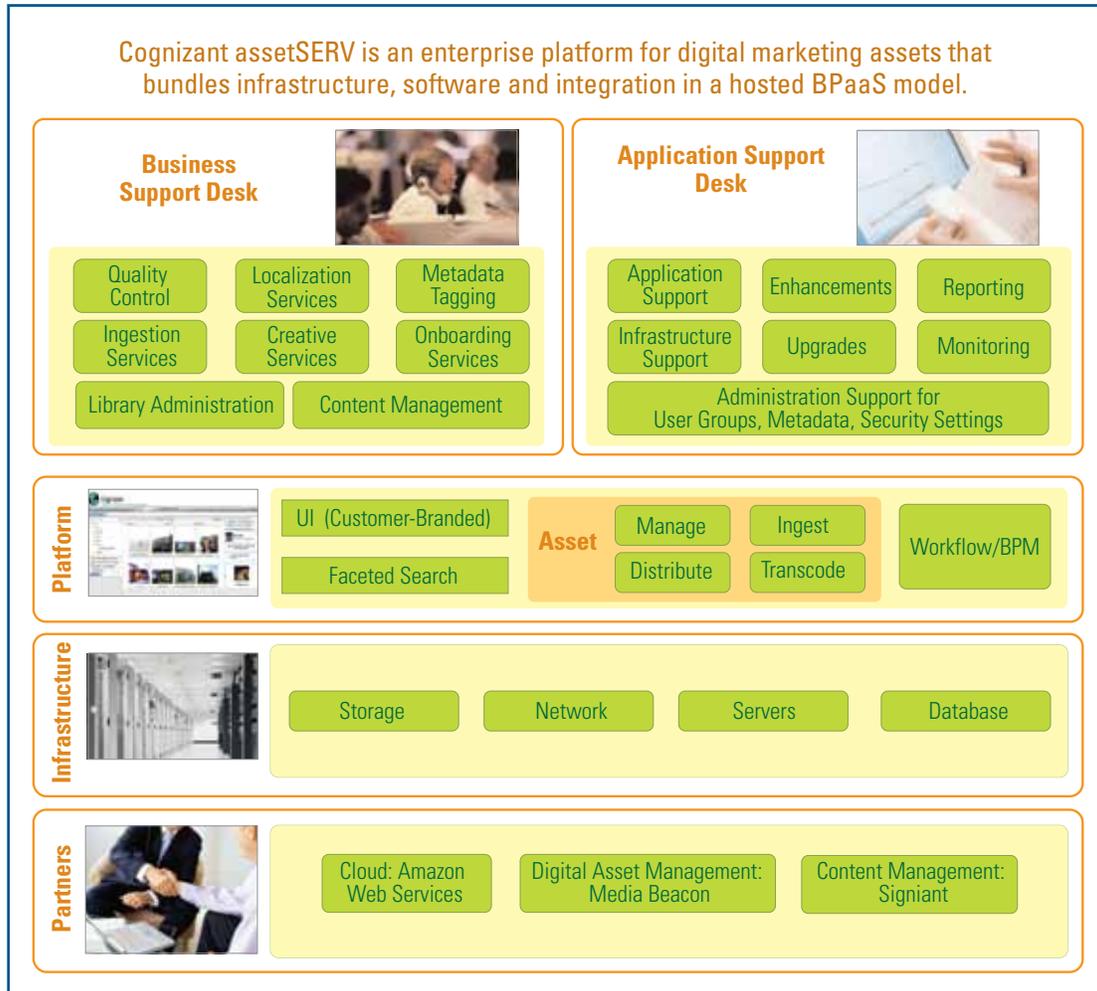


Figure 1

are part of the product and not an expensive development effort. In short, DAM is enough of a standardized process and service that DAM vendors can start to see economies of scale when offering a system to multiple clients at once on a single infrastructure platform. This drives costs down to the point that an “as a service” offering is enticing for both vendor and customer. For large installations, the potential cost reductions from cloud storage, estimated by Forrester as up to 75% , are reason enough to explore a cloud-based DAM solution. All of the same benefits relevant to any SaaS move are just as important a driving factor with DAM on the cloud. IT can tie DAM costs to real business value creation. There’s no excess capacity to maintain and no protracted, expensive deployments to undertake. Companies can ramp-up, expand or contract the use of the DAM quickly and easily.

DAM as a BPaaS offering is a relatively new development. Beyond simply providing a flexible, cost-efficient technology platform, a DAM BPaaS offering, like Cognizant assetSERV, offers clients a one-stop shop for a range of asset management needs, including content ingest, metadata tagging, arbitrated media de-duplication and deletions, asset QC, data migration, and search and retrieval services. Much like the vacation house that comes with a butler, BPaaS DAM tightly integrates an a la carte media librarian, who can easily scale with client needs. The operational flexibility inherent in tightly coupled SaaS and transaction-based human resources, could be one reason why BPaaS in general is establishing roots so quickly . It makes eminent financial sense not only because it reduces a company’s total cost of ownership, but also because it switches traditional capital expenditures into much preferred variable costs.

Asset Management Supports Marketing's Changing Role

With their arsenals of digital assets, marketing departments are demonstrating how DAM can relieve operational pain and drive productivity gains using the service-model approach. A few years ago, marketers that adopted a rigorous approach to asset management were forward-thinking. Today, few would argue that DAM is critical to the marketing function, but not the department's core value creator, no matter how important its supporting role. Consequently, forward-thinking CMOs are looking to outsource. Cognizant believes that in the future, DAM as a service will be commonplace.

For localization to be profitable, messages have to be sharp and silos, dismantled.

Marketing's acceptance of DAM as a service comes at a defining moment. In conversations with CMO's across various industries, Cognizant found that more companies now require their marketers to step beyond traditional tactical roles and become agents for organizational change. The message? Get more strategic. Generate corporate value and creatively use assets to penetrate markets and churn out new products. In addition to positioning, promotion and brand building, marketers are now share responsibility for key strategic activities, such as sales, innovation and stock-market performance. So how does the DAM as a service model help?

Breaking Down Silos

Without question, breaking down content silos is a challenge for many marketing executives today. Forty-five percent of marketers surveyed by the CMO Council lacked real-time access to inventory or use of materials in their marketing supply chains. Fifty-one percent have sent out old or outdated content. Moreover, silos can exist outside the walls of the enterprise, with similar or duplicate assets stored in the archives of multiple agency partners.

A solidly executed and managed in-house enterprise solution is one way to resolve this problem. But who has the time? Typical enterprise implementations can take upwards of a year and cost in the high hundreds of thousands, if not over a \$1 million dollars. Finding and eliminating silos can take years. By comparison, an enterprise DAM as a service solution can often times have clients using the system within weeks for a quarter of

the cost. A SaaS solution eliminates the costly procurement and provisioning cycle required for new capital purchases and short-circuits the software installation and configuration process, saving both time and costs. Asset migration can commence as soon as the metadata model has been defined, in parallel with any client-specific configurations. Even considering the time needed to find, migrate and ingest assets from the various silos, the reduction in deployment time can speed the time to operation by months. In addition, by implementing DAM as a service, marketing organizations create a single point of contact, ending the headaches of signing contracts with multiple vendors, infrastructure companies and systems integrators.

When you leverage the scalability of a BPaaS DAM solution, many of the most time-consuming human elements of a DAM migration (e.g., data cleanup, asset ingest, etc...) can be done in parallel. Where the spike in trained labor wouldn't be cost effective for a typical deployment, a BPaaS model brings it within the realm of possibility.

Through a centralized, cloud-based solution, marketing departments can flex and adjust as needed, bringing on new agencies or partners as campaigns demand while retaining control of their assets and avoiding many of the access challenges faced when the solution is locked behind a corporate firewall.

ROI vs. Next Best Alternative

Now to be fair, in enterprise deployments, the costs drop dramatically after the first year, once the capital expenditures complete and the relatively lower ongoing costs of software and hardware maintenance kick in. Since BPaaS or SaaS costs are strictly based on usage, they typically remain constant or rise slightly year-over-year as system utilization adjusts to business needs or storage requirements accumulate. The elimination of upfront capital costs reduces the first year pain, but SaaS adopters need to justify the expense in their budget year after year instead of negotiating once for that huge capital investment. It may seem counter-intuitive to suggest that over the long-run, companies will be better off committing to on-going vendor payments instead of taking a financial hit in the first year and reaping the rewards in subsequent years.

However, to an extent, the traditional approach misses the point. The expense associated with a SaaS deployment reflects the cost of doing

How assetSERV Works

Here's an example of how a marketing team uses Cognizant assetSERV to collaborate on content and contribute to the centralized repository.

1. Corporate marketing partners with an external agency to develop an ad campaign, creating "soft proofs" directly within assetSERV, eliminating the need to print, scan or e-mail.
2. Next, the agency uploads the campaign and its individual assets - images, text and logos - into assetSERV, which automatically routes the package to corporate marketing for review.
3. Using assetSERV's preview feature, corporate marketing annotates and marks up the assets, and the assetSERV system routes the materials back to the agency. The agency checks out and downloads the revisions, makes changes and then uploads the revised package and checks it back in. Teams easily track, view and compare versions throughout the project's lifecycle, documenting the iterations along the way to support reporting and metrics.
4. Once marketing signs off, assetSERV forwards the package to the legal department for review - another time-saving step that ensures legal approval is in place prior to publication - and then to specialists who add detailed metatags and sets appropriate security levels.
5. Marketing publishes the campaign's assets and linked components to the consolidated repository, making them available to authorized users worldwide.

Digital distribution is secure and allows timely and cost-effective delivery. Authorized users can access marketing material no matter where it originates.

The next step is localization. Here's how regional marketing teams use assetSERV to customize content:

1. Authorized regional marketing teams log in and easily locate and request materials.
2. Leveraging business process outsourcing resources, assetSERV provides cost-effective localization - translating text, inserting territory logos and adding other regional or cultural adjustments. It applies metatags to the custom versions and routes the assets back to the authorized users.
3. Once the new asset is approved, it's published and ready for download via secure links.

business. Those costs exist whether they are amortized over five years or paid out over 60 months. By shifting the DAM costs to operational expenditures, you have the option to look at the next best alternative for the money you did not spend on the in-house installation. For many companies, preserving capital, investing back in the company growth, ensuring a stock dividend during a lean year, or funding a more pressing initiative may be the better business decision. This is especially true in the face of a changing business landscape that may require even more flexibility from DAM tools. That flexibility is

built in to cloud costs, but frequently requires additional future investment with enterprise deployments. Additionally, the expedited roll out of a SaaS-based solution compared with that of a deployed solution enables enterprises to start realizing solution costs benefits much earlier in the process.

Marketing's Challenges as it Goes Global and Personal

Without a doubt, one of the changes that is already affecting marketing departments is the requirement to market both globally and personally.

The global reach of multinational companies means more localized marketing efforts than ever. Localized marketing lets organizations win new customers and maximize sales. But it also requires balancing brand consistency with tactics that are relevant and meaningful in local cultures. For localization to be profitable, messages have to be sharp, silos dismantled, and analytics precise.

The sheer number of marketing assets in a global economy is mind-boggling. Think about promotional trailers or training videos that need to be distributed globally on a diverse array of devices

- TV, smartphone, tablet, laptop, MP3 - and in multiple languages. Consider the challenges that consumer packaged goods companies face in localizing each piece of packaging across all of their product lines. According to a 2011 survey by the CMO Council, many marketers question their ability to localize content and campaigns for varying markets and audiences, and they worry about successfully enforcing brand guidelines and consistent use of brand assets. Hey, no one said globalization would be easy!

DAM as a service can step into this breach easily. The global reach of many cloud solutions can simplify access to a consistent, core group of assets for local agencies involved in localiza-

tion efforts. By leveraging that same centralized, globally available repository, corporate brand managers can review localized assets to ensure brand consistency. With templated workflows, localization can become semi-automated. The on-demand scalability of a SaaS solution can provide companies the extra processing power to deal with large localization efforts quickly. Finally, a BPaaS solution encourages marketers to use the high-touch, high cost services of creative agencies for complex template creation, scalable processing of semi-automated workflows for on-demand asset creation and outsourced human quality control of the processed assets to develop a best of both worlds solution.

Unfortunately, the challenges don't stop there. For one thing, distribution channels have morphed from one-to-one or one-to-many into

multi-directional forms. Social media has permanently pried open distribution channels, and dynamic two-way interaction between companies and their customers is the new norm. Marketing executives are increasingly asked to differentiate their products in ways that appeal directly to individual consumers through what is known as adaptive marketing. According to an article in Advertising Age, adaptive marketing is "not just about advertising, but adapting every part of the marketing mix as well as the product itself to connect more consumers with the brand, make it more relevant to everyone and deliver more benefits." Not surprisingly, adaptive marketing requires the collection of large amounts of data from social media and other sources, massive data processing, and a comprehensive supply of digital assets ready to be funneled into on-demand fulfillment workflows that tailor the message and brand to unique consumers. The ability to provide that raw power on demand is something that the cloud excels at. BI SaaS solutions are just emerging onto the market, but Forester notes they are growing rapidly and show a strong potential to improve end user experience. When combined with a strong repository of assets, companies can start to unlock additional value from the existing assets they own.

The good news is that this hyper-focus on brand management and efficiencies through cloud services will pay off for marketing executives. A study conducted by CoreBrand, a New York based consulting firm, concluded that brand strength attributes to 16% of market cap. Marketing executives who can show both strong brand growth and reduced costs will fare far better when faced with the more than 30% of CFOs surveyed by Ernst & Young in 2010, who identified controlling content and marketing costs as their number-one target for change.✚

Bringing Balance to the Client/Agency Equation

Marketing assets also involve complex relationships. The client/agency partnerships that produce assets are larger than ever and as complicated as always. A DAM as a service offering can bridge the gaps that can open among partners. It lets marketing organizations and their partners - ad agencies, production facilities, design firms and printers - flex as needed. They can upload and download files, and scale up and down to add users as projects and campaigns demand.

Enterprises are looking to new views of their marketing organizations' images, videos and audio files as sources of innovation, sparking creative opportunities to enter new markets, develop new products and ultimately improve their bottom lines.

For agencies, DAM as a service acts as a global platform for creating and supporting complex new-product rollouts. For companies, it becomes a central repository through which they retain full access to their digital marketing assets, even as their creative partners may change.

Managing The Digital Future

Creativity is the heartbeat of marketing organizations, while asset management is a support process. Nimble, accessible DAM as a service provides the combination of smart management and lower IT costs that marketers need to succeed in today's business environment. DAM as a service offering transforms marketing asset management into an operational capability, via a central asset repository for authorized users and the automation of hand-offs that can bog down even the most talented marketing teams. Marketing can develop workflows for asset-related business processes – metadata tagging, review and approval processes, asset transformation – and deploy them in weeks instead of months. Workflows streamline the collection of metrics so marketing can track the assets used most often. They know where every piece of content is distrib-

uted. DAM specialists, located inside or outside the traditional marketing department, can lend a hand with seasonal spikes in demand, as well as one-time events that require staff augmentation. This frees marketers to engage in more of the innovative thinking that is earning them a role in strategic discussions.

Smart enterprise management of digital assets means better collaboration and improved use of assets. Delivering DAM as a standardized service allows organizations to act cohesively and scale up and down as needed. But efficiency and affordability are only the initial benefits. Enterprises are looking to new views of their marketing organizations' images, videos and audio files as sources of innovation, sparking creative opportunities to enter new markets, develop new products and ultimately improve their bottom lines.

Let's talk

Cognizant clients are overcoming today's digital asset management challenges with smart strategies delivered with unrivaled speed and quality. To find out more, please contact DAMpractice@cognizant.com.



About assetSERV

assetSERV is an enterprise platform for digital marketing assets that combines infrastructure, software and integration with cloud-based process delivery. Our cloud-hosted business process model combines the Software-as-a-Service application model with a human business process outsourcing element to permit organizations to outsource entire workflows to a third party, which then scales technology and manpower as needed. For more information on assetSERV products and services, visit us at www.assetSERV.com or call us, toll free, at 1-855-assetserv (1-855-277-3873).

Footnotes

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About Information, Media and Entertainment

Cognizant's Information, Media, and Entertainment practice provides information technology, consulting, and business process outsourcing services for advertising and marketing, broadcasting, entertainment, educational institutions, information services, and printing and publishing firms. The growth of digital platforms is causing significant change to these industries and Cognizant is working with clients to help meet these challenges and help transform their businesses. Leveraging its deep domain and business consulting expertise, Cognizant serves 4 of the top 10 information services companies worldwide, 4 of the top 10 global media companies and all the major entertainment studios. We continually invest in defining what the future of work means for our industry by developing solutions through our Digital Media Lab and working in critical areas such as the Digital Content Supply Chain and Media Asset Management. Visit us online at www.cognizant.com/information-media-entertainment.

About Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 50 delivery centers worldwide and approximately 150,400 employees as of September 30, 2012, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world. Visit us online at www.cognizant.com or follow us on Twitter: Cognizant.



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