



cutting through complexity

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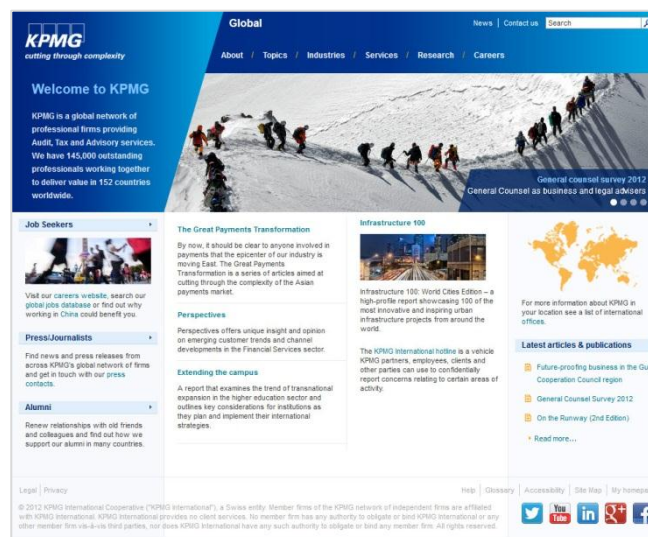
Digital marketing governance
From fragmentation to alignment
to impact

David Green
Head of Global Digital Marketing, KPMG

Introduction

KPMG operates in over 152 countries, employing more than 145,000 people across a range of disciplines. KPMG is a network of member firms offering audit, tax and advisory services to clients including business corporations, governments, public sector agencies and not-for-profit organisations.

At the start of its digital governance journey, KPMG had a low overall digital marketing maturity¹, characterised by a fragmented approach to using digital channels.

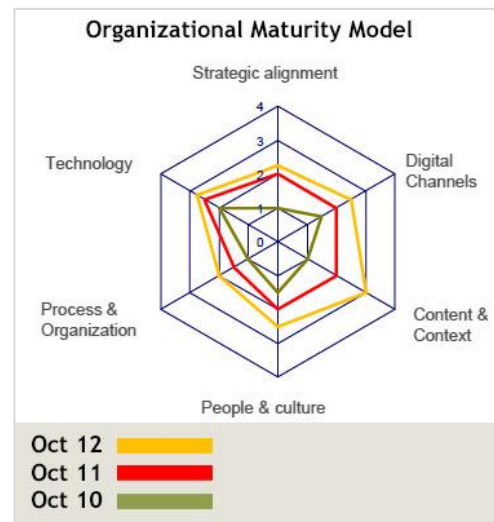


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1. A maturity model is used to gauge year-on-year progress in developing organisational capability and competence in digital marketing and communications

We had no globally defined standards for digital and little documentation or defined processes. Digital wasn't widely recognised as a professional discipline within KPMG.

Because we lacked effective governance and a well-defined direction for our digital presence, we were lagging behind competitors in benchmark evaluations.



Using standards to create a globally consistent digital experience

A particular problem was that we weren't able to offer a consistent experience across all our digital channels. We had a lot of inconsistent websites and social media was handled on a "bottom up" basis which resulted in fragmentation and a confusing user experience. As a result, there was duplicated effort and expenditure across markets, and a lack of visibility on aggregated activity, performance or expenditure. All these factors were also a risk issue.

What we wanted was to become – and to be recognised as – is one of the world's leading digital brands. That meant we needed to develop organisational digital capability and competency, and create a high-quality digital presence that moved away from the existing internally-focused architecture and content structures and focused more on audience needs and content goals. We wanted to stop treating digital channels as an afterthought and make them a core element of our marketing and communications strategy.

We also wanted to ensure that our web content was suitable for a multi-screen world where our visitors also have smartphones, tablets, and internet-enabled televisions – a wide range of devices that are used to perform different tasks.

Finally, we wanted to add an evaluation layer to all our digital activities, so that the cost, impact and overall success of each campaign would be recorded and measured.



Defining a digital vision

One of the most important steps in achieving this was the creation of clear guidance on the use and management of our digital resources. We put in place a digital governance framework to help us deliver our digital strategy as effectively as possible in the following ways:

- Supporting the business strategy
- Executive sign-off of the new digital marketing strategy with clear intent to develop robust organisational capabilities to effectively compete in a digital world
- Cultivate maturation of organisational capabilities and market impact for digital
- Oversee full lifecycle of any deliverables: concept > analysis > prioritisation > development
- Effective and rapid exploitation of digital channels for organisational crisis management
- Alignment with business process strategies

Creating a digital governance framework

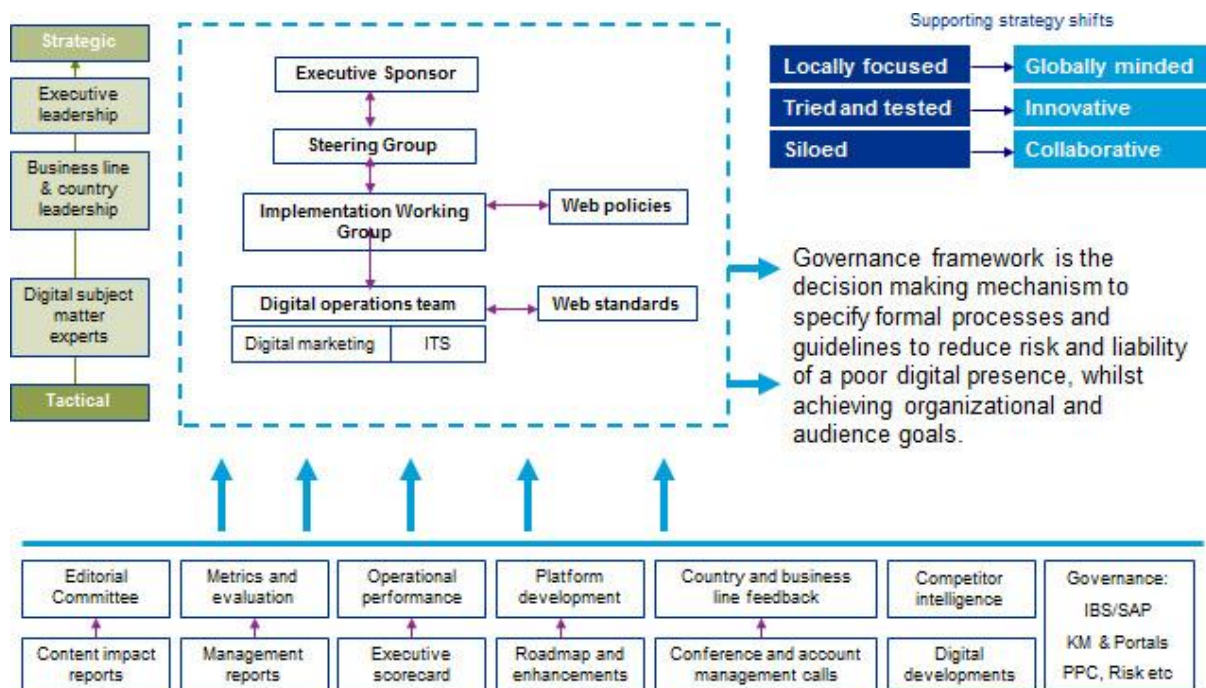
As a global network of independent member firms, conversation and consensus are critical aspects of our culture. There are multiple aspects to our governance framework for digital, ranging from the strategic to the tactical.

At a global level, our Executive Sponsor is the COO, who is responsible for the sponsorship of digital marketing within the Global Executive team – so they promote digital activities at a board level and ensure that the digital strategy receives sufficient business strategy input.

In a wider context, the Executive Sponsor takes responsibility for approving our digital strategy, investment plans and budgets and is there to ensure there is accountability for results.

Alongside the Executive Sponsor, we have a Steering Group of individuals from around the organisation, such as Global Heads of Marketing, Communication and Knowledge, and member firm CMOs. This group is responsible for reviewing the digital strategy and providing input to ensure it reflects the breadth of the business. Each member of the Steering Group has a different area of responsibility, and they are responsible for ensuring that all our processes, tools and standards are being used and adhered to within that area of the business.

Digital governance framework



The implementation of global digital marketing processes and standards is led by our Global Digital Marketing team. They take care of the day to day management of all our global level digital marketing activities, and facilitate the sharing of best practice by delivering training and support to local marketing teams. Essentially, this team is the central point of contact for all our marketers – they cultivate an internal community and lead internal communications.

The Implementation Working Group is composed mainly of country Heads of Digital, who are responsible for implementing our global strategy, standards and processes within their locale. They also provide local input into our platform development roadmap and policy development.

Monitoring and measurement

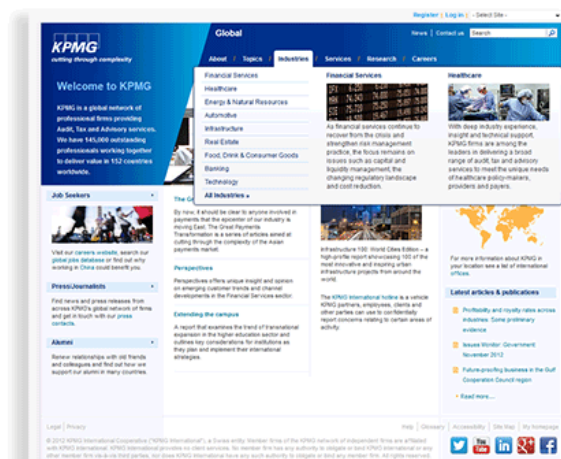
Two years after we started, KPMG is becoming a digital-centric brand. We have 140 globally consistent sites and reflect a consistent, unified brand across all digital channels. All content meets specific, prescriptive and enforceable standards and policies – and these are monitored by the ActiveStandards Website Quality Management platform to ensure they remain compliant. Using ActiveStandards our quality and compliance scores have improved month on month and we now outperform many peer-group websites. ActiveStandards has also helped us improve our search engine optimisation, which has contributed to an increase of over three million visits from search engines compared to the previous year.

We've also vastly enhanced the quality of the user experience we offer. The entire navigation structure of KPMG sites is based on helping visitors achieve their information goals and all our content is optimised for search engines and social sharing. This has helped to significantly increase our audience reach and improve site visitor scores for task completion and overall satisfaction.

FY10/FY11



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In terms of engagement, we have integrated social media into all our sites and built up a portfolio of brand-consistent social media accounts. We have also consolidated our presence, closing down, ineffective accounts and have really concentrated on encouraging a two-way dialogue with our audiences on social media. This has proved highly successful – we're now in a position where our audience engagement metrics outperform those of our competitors.

A key element of our digital strategy is performance measurement – an emphasis on integrated analytics across all digital channels has really helped drive the impact and effectiveness of our marketing and communications. For example, greater insight into user content preferences, as well as how visitor behaviour is changing, helped inform improvements such as increasing the interactivity of our content.

The 2012 Web Globalization Report provides a tangible, external benchmark on how KPMG has improved: KPMG.com is listed as 41st best website in the world, and global consistency and social media integration were cited as strengths.

About David Green

Head of Global Digital Marketing, KPMG

As Head of Global Digital Marketing at KPMG, a professional services firm operating in 152 countries, David has significantly scaled the digital marketing function and worked closely with executive stakeholders on digital strategy development, governance, and performance.

In addition, he defined global common standards, processes and technology selection and development for worldwide digital marketing and communications, including website quality and standards, social media, mobile apps, web analytics, and content strategy.



A regular speaker at internet industry events in Europe and North America, he has an extensive portfolio of published articles and has been cited in publications from the Economist to the Wall Street Journal. David is a Chartered Information Scientist with a degree in Information Management and a Postgraduate Diploma in Information Science.

About ActiveStandards™

ActiveStandards is the leading **Website Quality Management (WQM)** software platform, used by more Global 500 companies than any other solution.

ActiveStandards' powerful yet easy-to-use online dashboard transforms how marketing and technical teams work together to optimise the quality and compliance of their web properties and drive business growth. Our proven technology, supported by a team of web quality and compliance experts, helps enterprise, mid-market companies and government organisations streamline the governance of their digital properties, reduce operational costs, and have trust and confidence in their web content wherever it is being used.

With offices in Europe, USA, India and South Africa, ActiveStandards has a rapidly growing international client base across all industry sectors, and supports the daily web management programs for some of the largest brands in the world. Clients include Unilever, Shell, CSC, HP, Canon and many more.

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