

## Media & Markets

### Email - Globalize? Localize?

Yves Lang, vice president, sales and marketing / CSO of ENLASO -- a key member of the Globalization and Localization Association (GALA) recently shared some of his wisdom from working with clients in America who had non-English-speaking markets, at home and abroad. (Remember that many U.S. companies have a significant Hispanic customer base, for example, which calls for a dual marketing approach.)

The following is a summary of Lang's tips.

**Identifying new markets.** Globalizing -- handling the business issues associated with launching a product globally -- starts with identifying new markets. You may have a product or service that is wildly popular in America, but will it fly in Brazil or China? It is essential to engage in preliminary market research to discover your wider opportunity. If you already have sales agents abroad, tap into their knowledge of the product, their customers, and your vertical for insights.

**Localizing the brand presence.** Once you are sure there is a good opportunity, consider how your brand positioning will work in a different culture. Lang cited the example of ENLASO's client Match.com. Mores about dating vary widely from culture to culture, so ENLASO used a lot of latitude to make a new presence for Match.com when rolling out the company's international sites.

A generic English site was created prior to the localized versions, removing English catchphrases and any comparisons of Match.com to its competitors, since this is not accepted advertising practice in some countries. Lang said that often an entirely new concept had to be created to make the localized sites as compelling as the original, yet fit the sensibilities of local users.

Match.com's website imagery changes from country to country. While the U.S. site may show couples looking fondly at each other; in Europe, where there is a very liberal attitude toward relationships, couples may be depicted kissing or in

tight clinches. In Japan, where attitudes are more modest, the models do not look at or touch each other, but smile outward at the reader.

**Strategies for global e-newsletters.** As complicated as it is to run a major email program, the difficulty is multiplied by the number of languages your program has taken on. Think about this when setting up auto-responders, transactional notifications, and eCRM such as welcome streams, lifecycle and loyalty messaging. Your templates need to be internationalized, which is the technical process of

generalizing a product (or template) so that it can handle multiple languages and cultural conventions without the need for redesign.

Lang shared his expertise in creating preference centers and tiered content for e-newsletters that will be read by users around the world. One size does not fit all in preference centers, where customers sign up to receive your news. The demographic options will vary according to the nature of your offering, but remember that attributes like hobbies and religion (if applicable) will need to be expanded.

Examples: in Japan, sumo wrestling is a popular hobby, and in India, the list of ethnic and religious subgroups is quite long.

Once you have collected relevant information about your target audience, your e-newsletter can be divided into three main parts for maximum effect.

(1) Some neutral or generic content, applicable worldwide.

(2) Regional content, aimed at readers on specific continents, such as Europe or Asia.

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### Netflix: DVDs could face a quick death

Netflix (NFLX) has released a controversial presentation that charts the quick death of the physical DVD rental industry. If the presentation bears out, then the next few years could be the most tumultuous on record for the content distribution and entertainment businesses.

The gloomy forecast comes from a company that, under the leadership of CEO Reid Hastings, is known for being open, transparent and somewhat radical in its views and management style. Witness the company's vacation policy: "Take as much time as you want." Netflix has also been on the cutting edge of technology, sponsoring contests for brainiac teams to improve its video-matching algorithm with a whopping payoff of \$1 million.

#### Gone by 2030

But the company's outlook for the DVD industry casts a wider net. According to this presentation, Netflix forecasts that the physical DVD business (sales, rentals via mail, store and kiosk) will peak in the next three years and begin a steep decline. The entire segment will disappear completely by 2030. At the same time, video-streaming use and revenues will soar as multiple on-demand and online content delivery

platforms flourish.

In Hastings' world, Apple (AAPL) iTunes, big cable companies and Netflix will all co-exist rather peacefully. This could entirely come to pass due to the relative affordability of Netflix monthly subscriptions and the pay-per-use model of

(BBI) saw this handwriting on the wall as it has essentially gone all-in on building out a streaming network. However, big-box stores such as WalMart (WMT) and Costco (COST) also rely on video sales as a small but not insignificant portion of their revenue.

#### Does GameStop face a dire end?

The cluster of fast-growing \$1-per-night supermarket and drug-store-based video rental kiosk companies, such as Red Box, if viewed through this prism, look like shooting stars catching the tail end of a bright ride. Taken to a further extreme, Netflix's prediction would also seem to point to a dire end for GameStop (GME), the video-game sales and rental giant that still makes big bucks selling DVDs loaded with new and used video games.

Curiously, Netflix sees most of the costs that went to printing DVDs, shipping, and infrastructure going into the pockets of the content creators and entertainment firms. So maybe the future, in fact, is quite glossy for Hollywood and other visual content providers if they can only wait until the world flips to streams and tosses its plastic platters.



Apple and other similar offerings. Meanwhile, spending on cable content by customers continues to rise.

The scenario, however, could prove far less rosy for a host of other entities that derive big bucks from DVD sales. Clearly, DVD rental giant Blockbuster

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