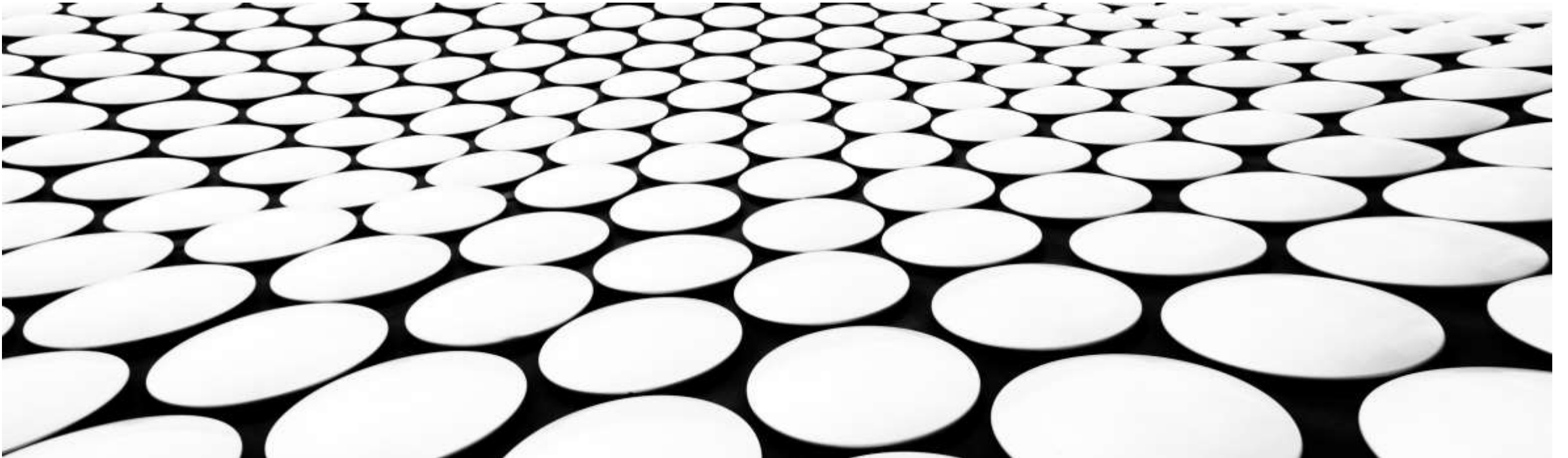


SCALING LARGE ENTERPRISE TECHNICAL SEO

KEITH GOODE, SR. SEO STRATEGIST, IBM

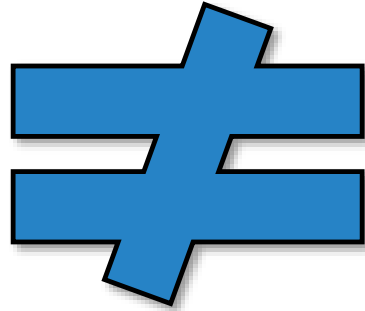


ABOUT ME

- 24 Years on Online Marketing
- 14 Years In-House SEO
 - IBM
 - Dell
 - VRBO/HomeAway
 - seoClarity
- Conference Speaker
 - Pubcon
 - DeepSEOCon
 - SEJ eSummit
 - Many others
- Podcaster, Instructor, Mixologist, Geek



SOME LIGHT HOUSEKEEPING



* Disclaimer: Opinions expressed herein are my own. No forward-looking statements regarding IBM have been included. None of IBM's secret sauce has been revealed. Statements made in this presentation have not been tested by the FDA.

My Journey in Search



WHAT'S MY TECH STACK?*

Purpose	Tool/Platform
Quick Crawls	Screaming Frog
Large Crawls	DeepCrawl (regular crawls), ContentKing (sitewide persistent crawling)
Backlink Tracking	Ahrefs and Majestic (via API through Br\$%&#E!%#)
Keyword Research	Ahrefs and DataCube in Br\$%&#E!%#
Rank Tracking	Br\$%&#E!%#
Data aggregation	AirTable
Analytics	Google Analytics, CMDP, GSC
Technical analysis	GSC (and all the Google tools)
Reporting	Excel, Tableau, Pearl

*Not an endorsement of these tools or platforms.

KEY TAKEAWAYS

1

Find the opportunities that your leadership is missing.

2

Know how to prioritize work and justify the focus on SEO

3

Execute a strategy across the entire organization

4

Build alliances and embed SEO knowledge across teams

PART 1

THE DEFAULT CORPORATE MODEL

DeepSE^ocon 

THE DIFFERENT TYPES OF ORGS I'VE WORKED AT

Worst

Knows the Value of
SEO: No

Actually Understands
the Value of SEO: No

Thinks they know
SEO: Yes

Expects Results:
Quickly

Bad

Knows the Value of
SEO: No

Actually Understands
the Value of SEO: No

Thinks they know
SEO: No

Expects Results: No

Good

Knows the Value of
SEO: Yes

Actually Understands
the Value of SEO: Yes

Thinks they know
SEO: No

Expects Results: Yes

Best

Knows the Value of
SEO: Yes

Actually Understands
the Value of SEO: Yes

Thinks they know
SEO: Yes

Expects Results:
Certain



MOST LEADERSHIP DOESN'T UNDERSTAND SEO

- They:
 - Hire SEOs
 - Expect 1:1 ROI Immediately ("Dance monkey!")
 - Aren't sure how to get there
 - Think meetings are productive time

NOISE ATTRACTS ATTENTION

- Those who report the most get the most attention
- Those who speak up the most get the most attention
- Those who cheerlead the most get the most attention
- Go against your better nature and insert yourself



WHAT LEADERSHIP THINKS CHANGE MEANS



Don't Mistake Activity for Accomplishment

PART 2

SELLING SEO FROM THE TOP-DOWN WITH BOTTOM-UP ACTIVITIES



SCENARIO

Day 1 at a new in-house role

- Outside of corporate requirements:
 - What's the first thing you do?
 - How do you set expectations?
 - What should your expectations be?
 - What alliances will you need?

BE REALISTIC

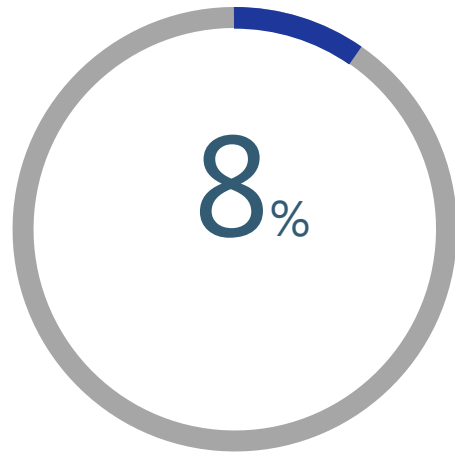
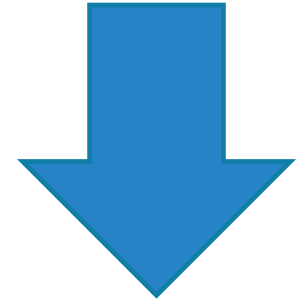
- Determine what you have control over
- Understand political boundaries
- Keep account of anything you discover that you have no control over

**DO WHAT YOU
CAN, WITH WHAT
YOU HAVE, WHERE
YOU ARE.**

THEODORE ROOSEVELT

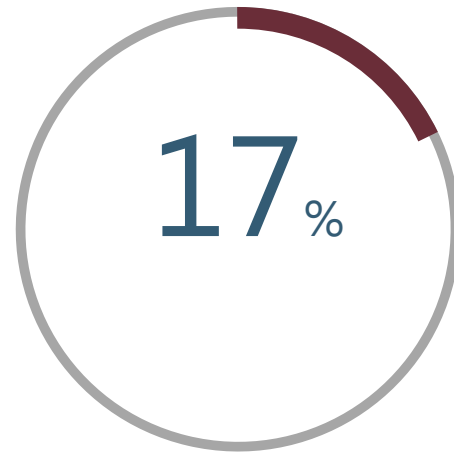


UNDERSTAND HOW MUCH CAN I CONTROL



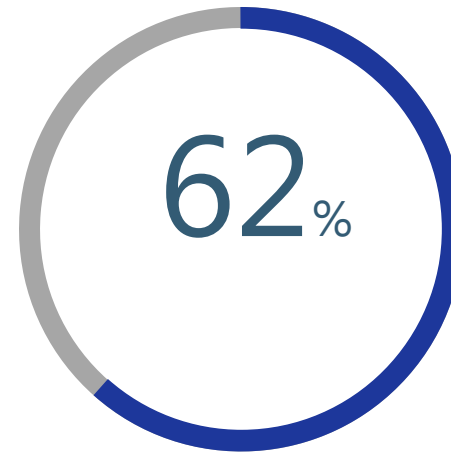
Developer

Super-important community pages with high engagement



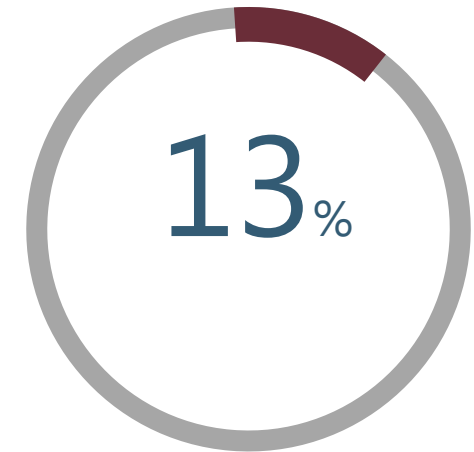
Support

Essential pages for supporting old and new products and services



Docs

Support and how-to documents, technical specifications, etc.

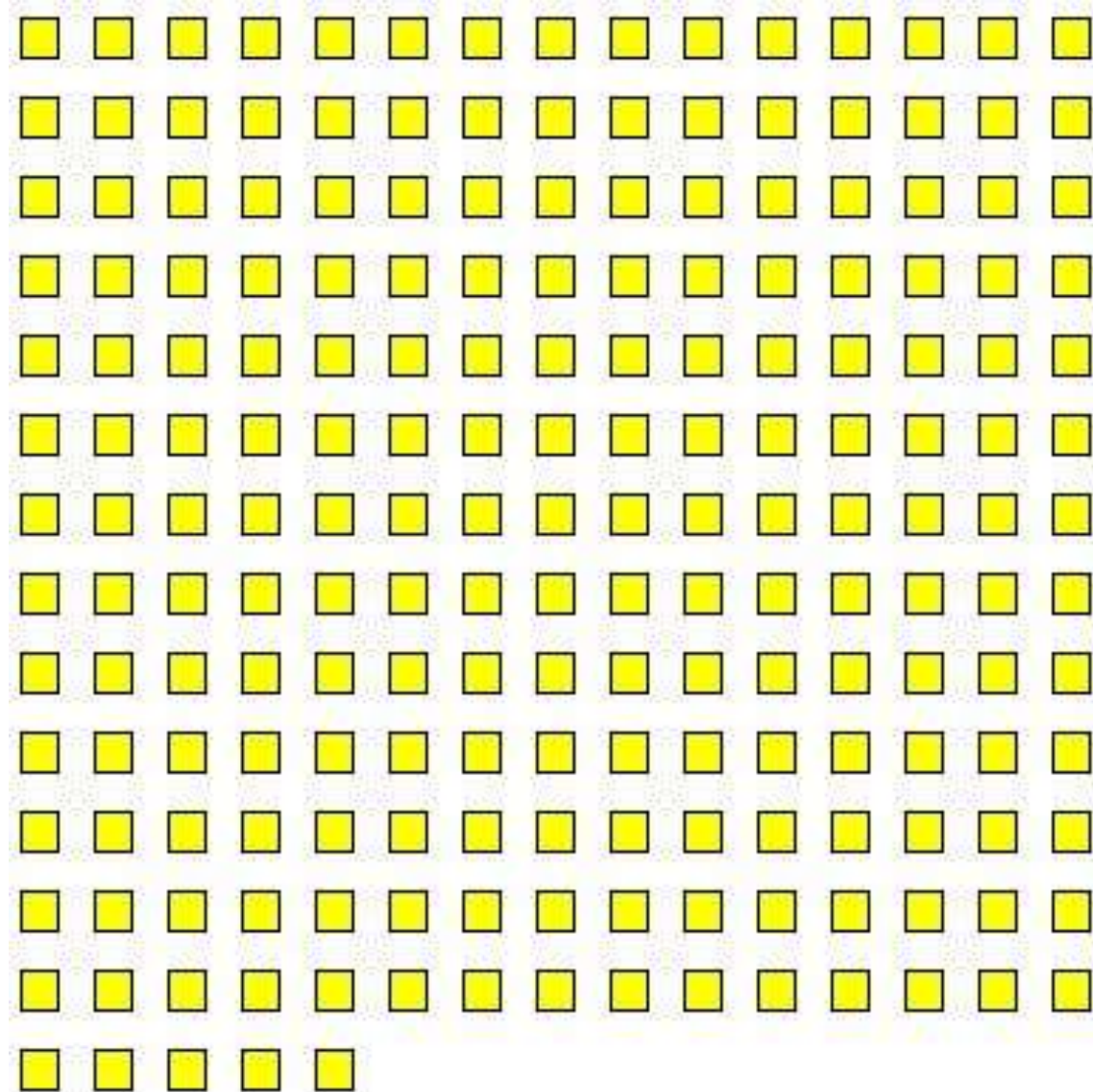


Marketing

A very liberal estimation of pages I can influence as part of the buyer's journey

THE TEMPTATION WHEN STARTING OUT

1. Run a site-wide audit
2. Create a list of all the issues across the site
3. Hand problem list to leadership
4. Identify that list as your strategy

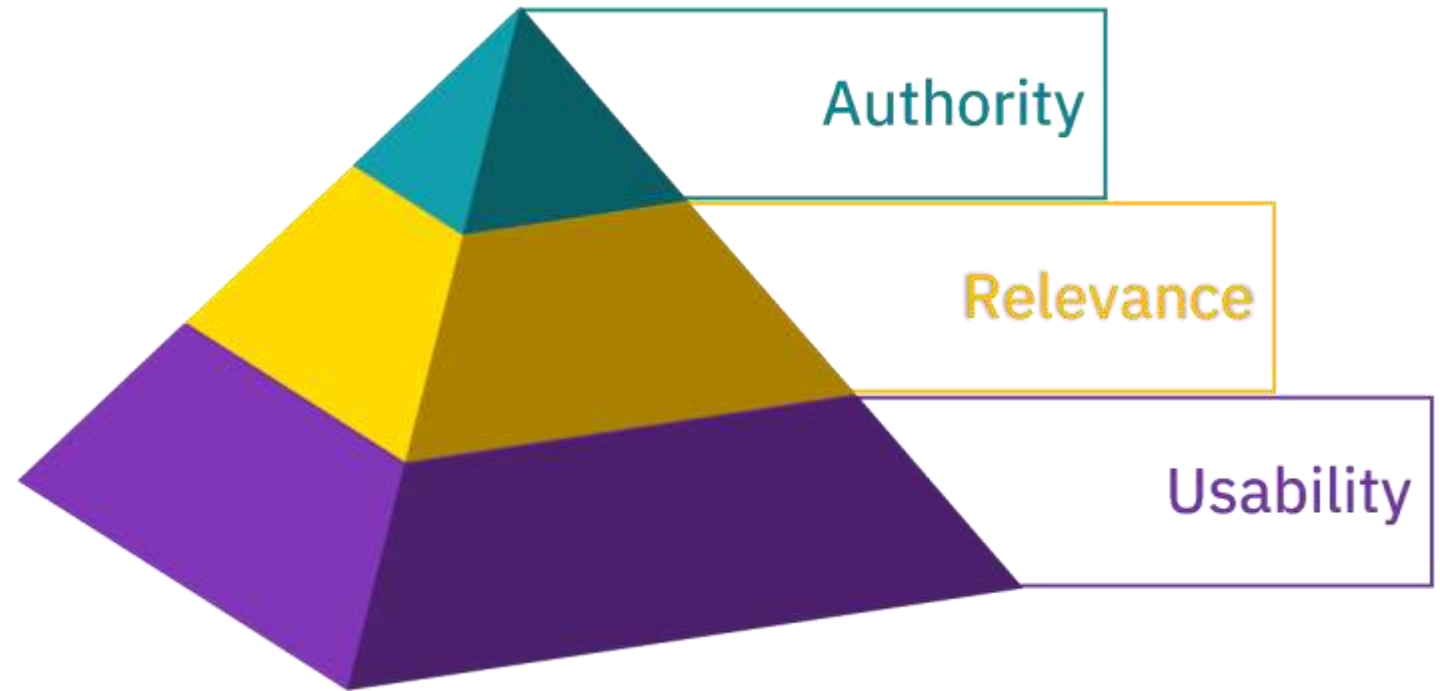


UNPRIORITIZED AUDITS ARE A DIME A DOZEN

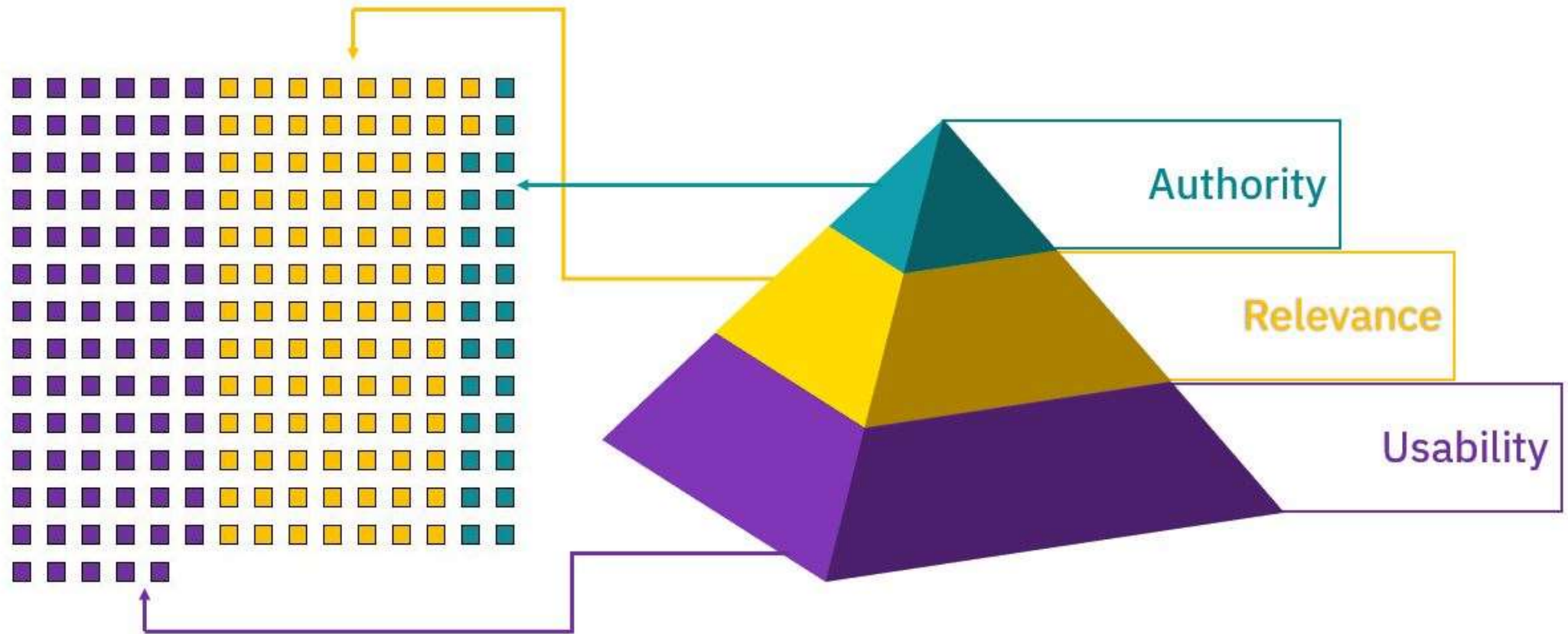
- Audits are often just a list of all the problems on a site
- In many cases, audits are bought and paid for but not acted upon
- Lack of context, understanding of impact, etc. prevent action

PROVIDE A FRAMEWORK FOR UNDERSTANDING AUDIT

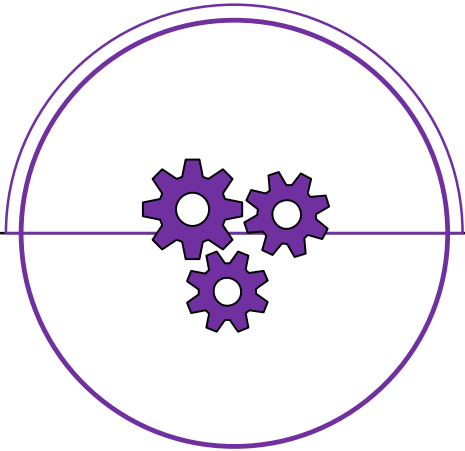
- Usability – generally technical elements of the site and ecosystem
- Relevance – content, media, and other elements of the user experience
- Authority – Links, both internal and external; brand perception, etc.



BREAK OUT YOUR AUDIT DISCOVERIES BY IMPACT



UNDERSTANDING TEAM FUNCTIONS



Usability

Teams: IA, Dev, Webmasters
Tend to require integration into scrum teams, funding and priority



Authority

Teams: Digital PR, Social
Campaigns become more restrictive as the brand grows in order to protect the brand

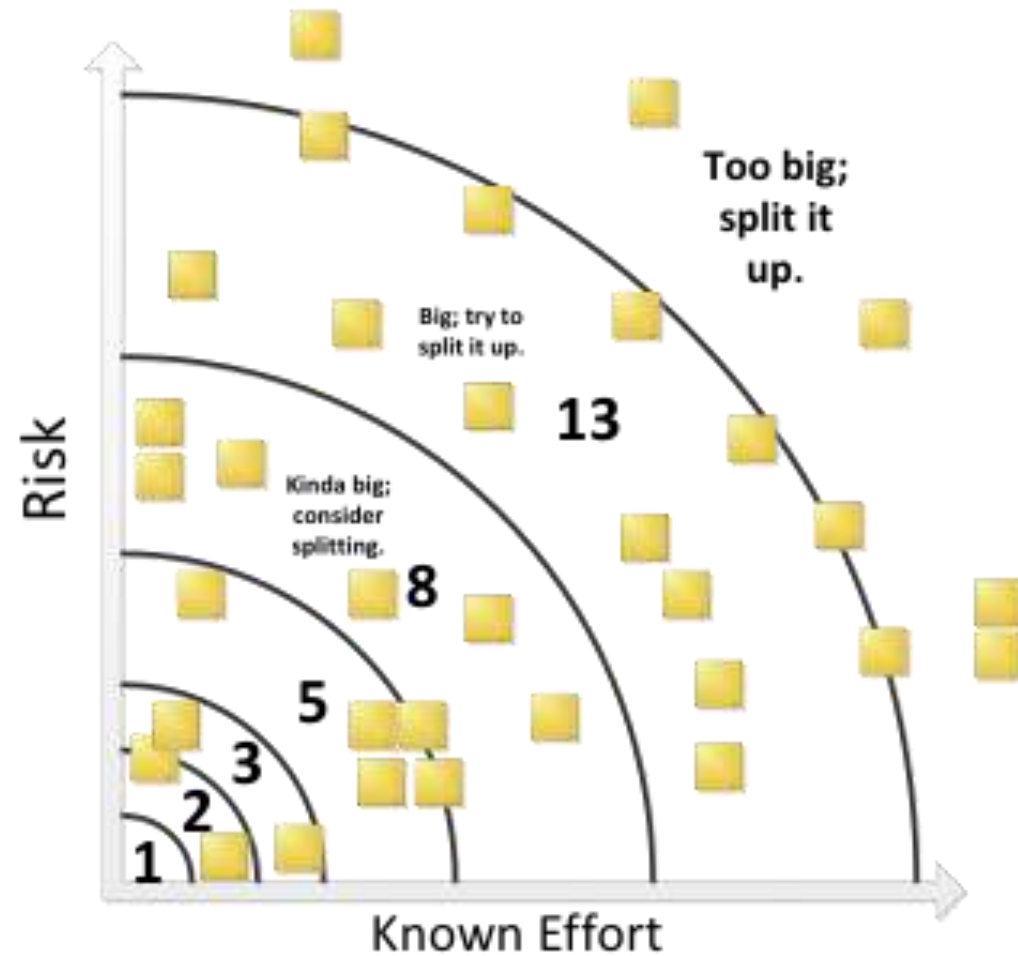


Relevance

Teams: Content, Brand
Tend to be more tactical than strategic, but can have faster results

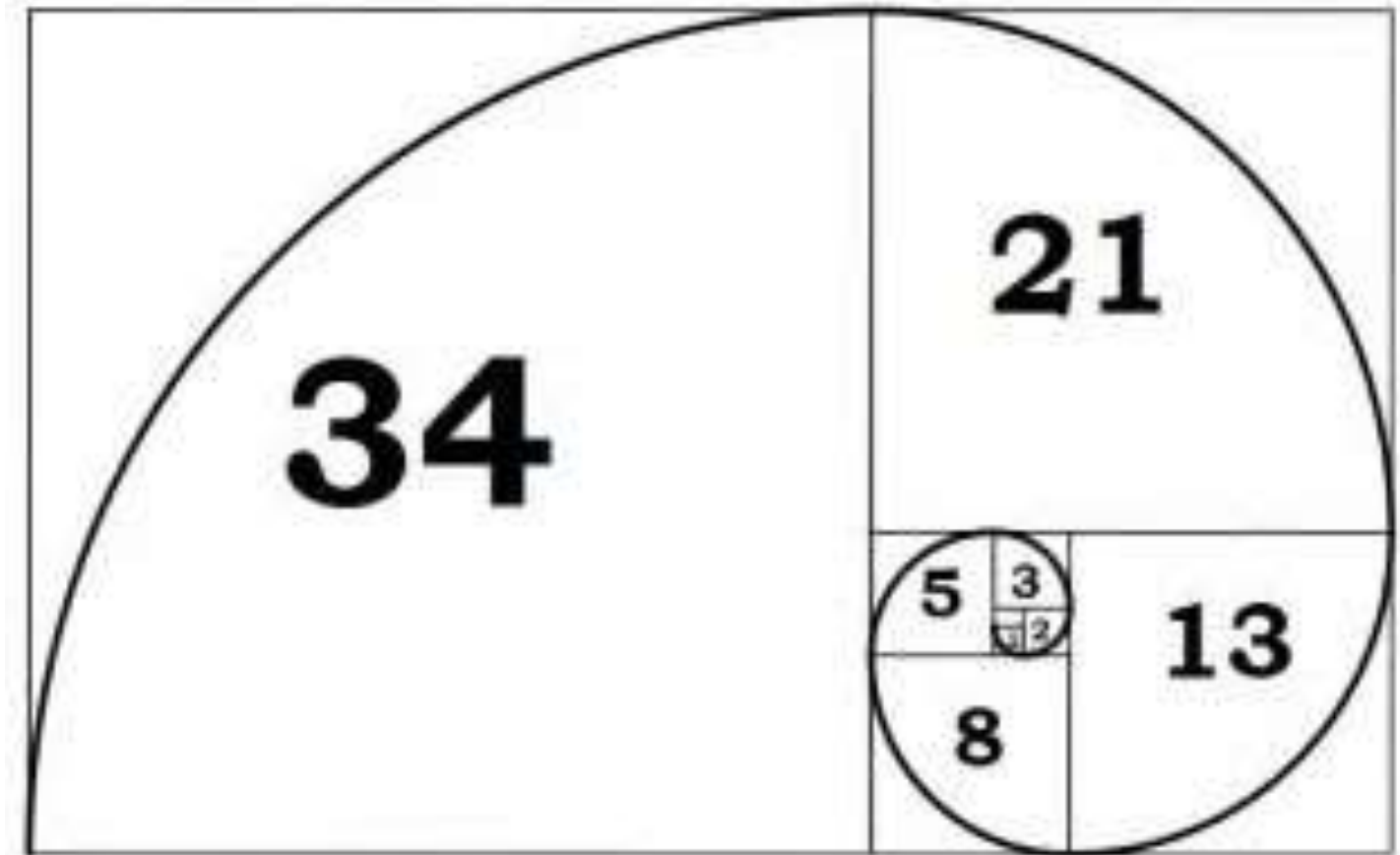
WORK WITH YOUR TEAMS TO SEE WHAT'S POSSIBLE

- Establish your baseline with each team member
- Ask: "What is one task on this list you can easily accomplish in one sprint?" That's a 2.
- A 13 is the limit for one person and one task per sprint
- 21 is the point at which your story needs to be broken down into smaller tasks
- The key is communication!



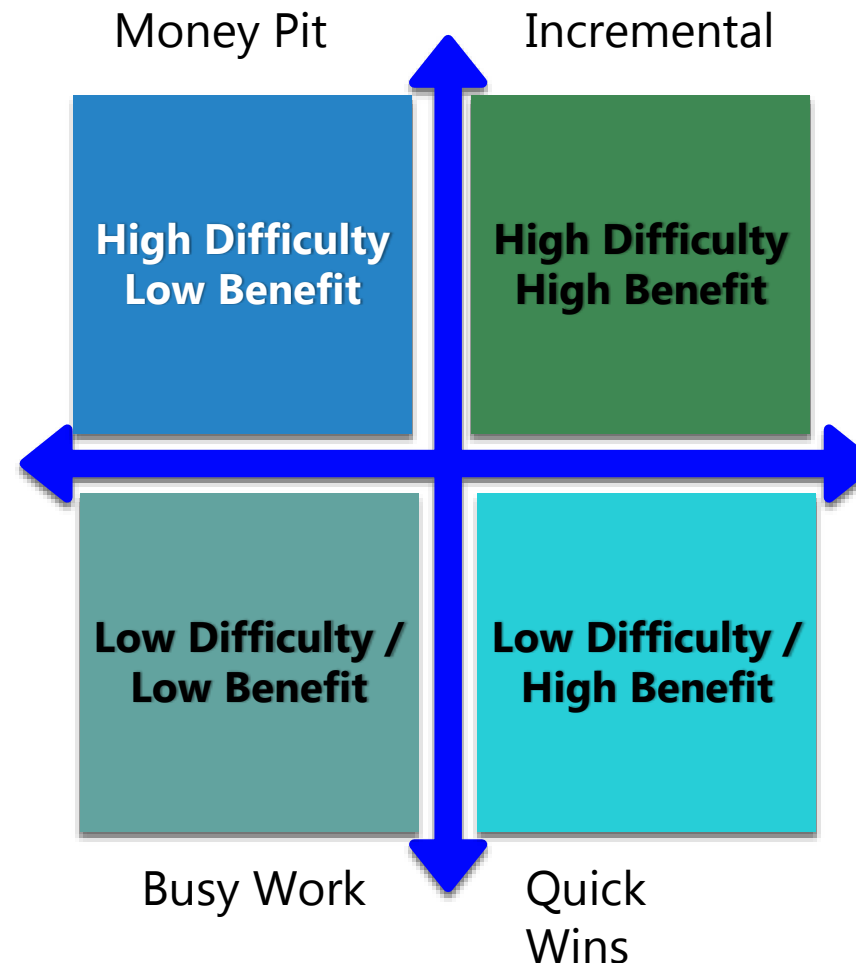
FIBONACCI OR T-SHIRT SIZING

- This is a mental exercise; not a prescription
- Fibonacci is a sequence of numbers in which a number is the additive result of the previous two numbers.
- 1, 2, 3, 5, 8, 13, 21, 34, 55, etc.
- XS, S, M, L, XL, XXL, XXXL, etc.



PLOT YOUR WORK OUT IN A PRIORITIZATION MATRIX

- Direct your activities based on what will drive the most results for the least cost/effort
- Focus on activities that are “fix once; affect many” items
- Don't mistake activity for accomplishment
- Work with each of the teams who you'll need to help accomplish these items



This Sounds Like
Agile!

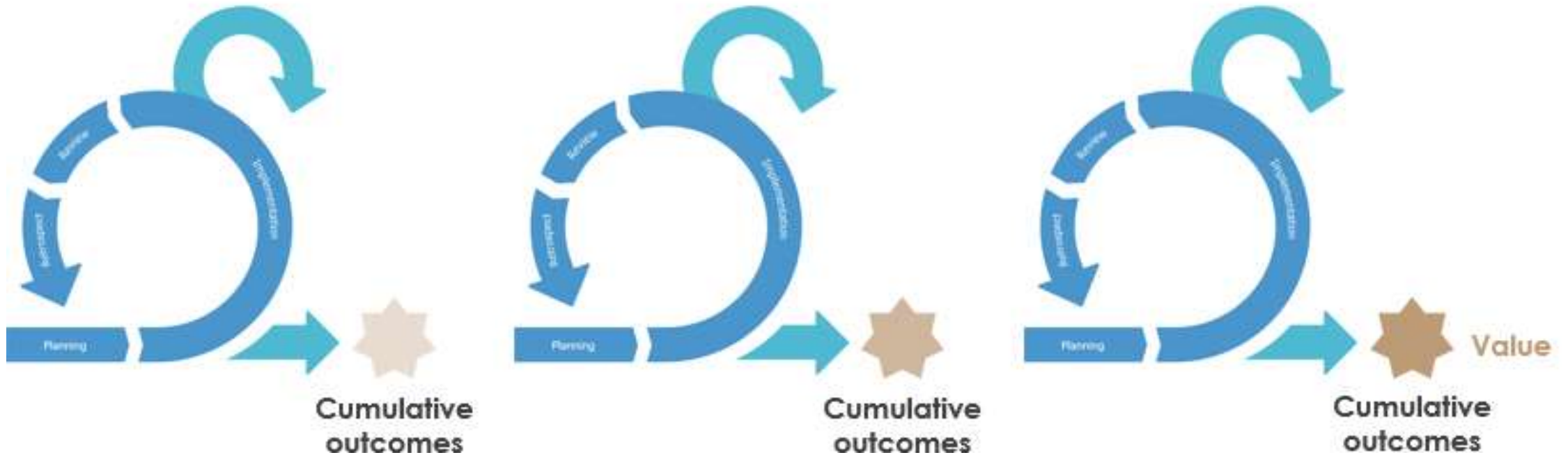
YES. AGILE > WATERFALL



Waterfall Project ▶

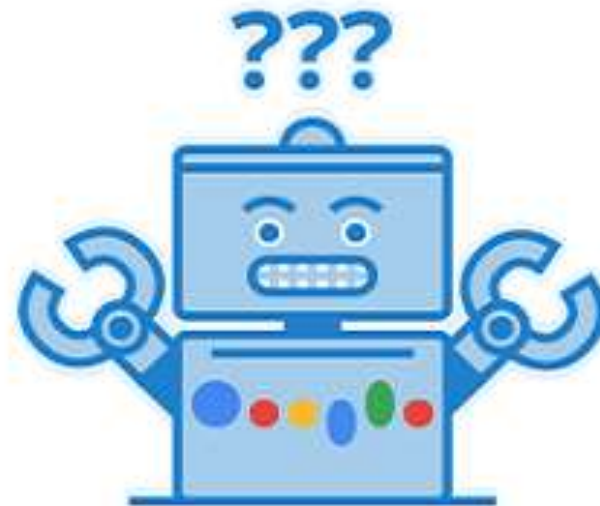
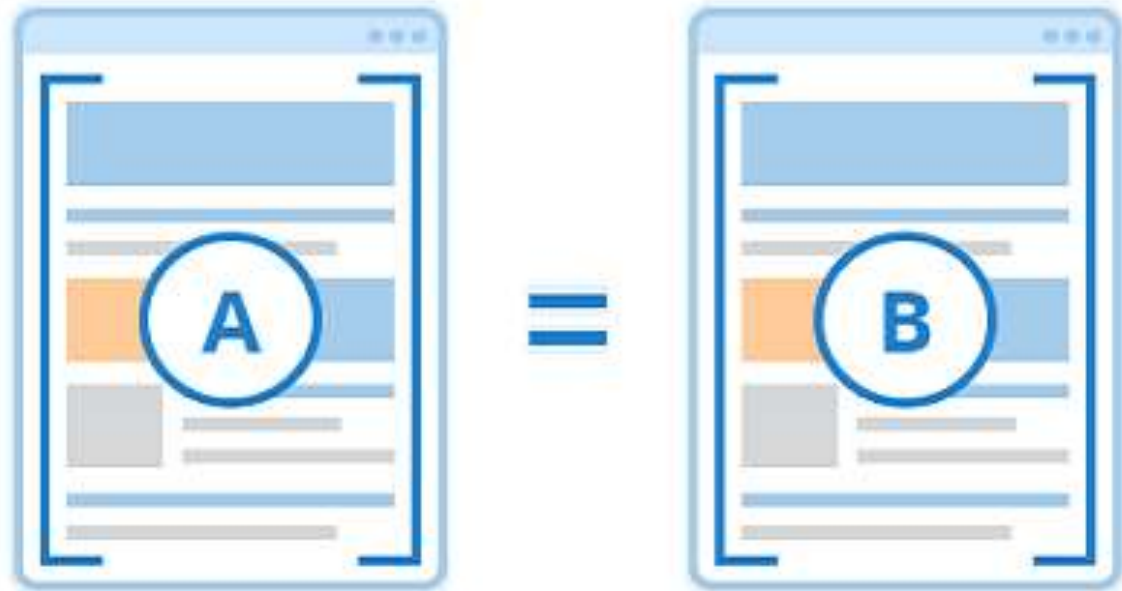
Project Timeline

Agile Project ▶



WATERFALL PROBLEM #1

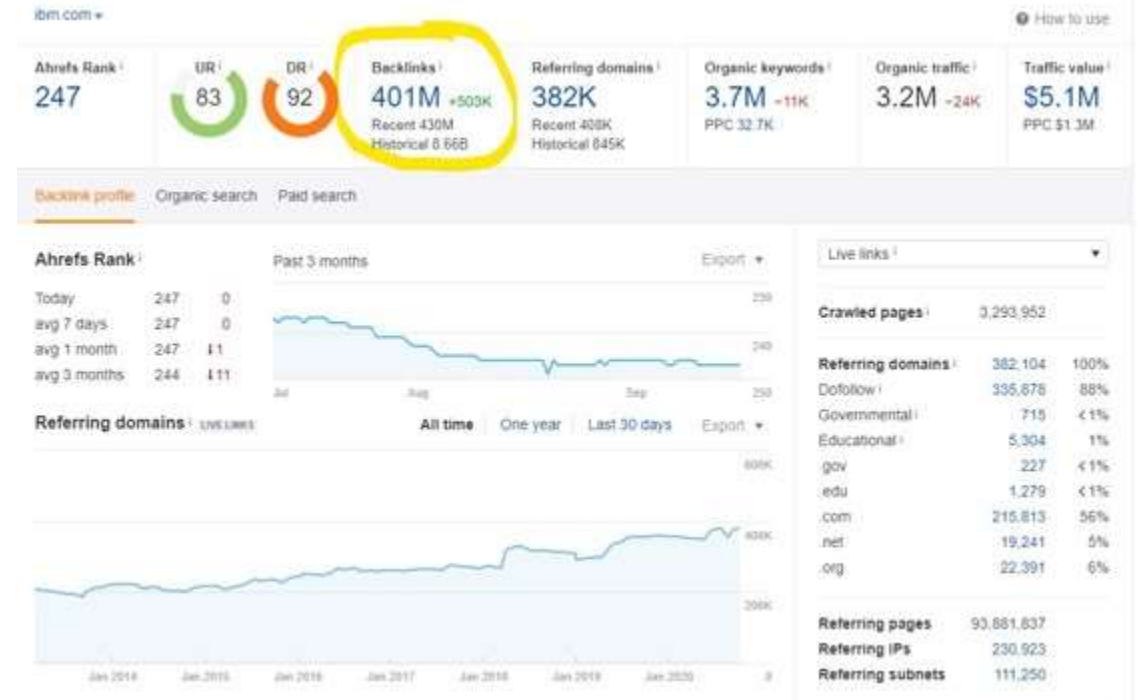
- 2013 - CEO googled company name with a site operator and noticed "far too many pages" in the index (at 3am)
- Sparked a massive page reduction effort across the site
- Implemented canonicals on heavily parameterized portion of site
- Waited 8 months for implementation
- All canonical tags were self-referential due to a specification misunderstanding



January 2020



September 2020



WATERFALL PROBLEM #2

- Massive drop in inbound external links in a very short period
- Resulting decline in ranking and traffic
- 2 Massive changes to fight spam were the cause

WATERFALL PROBLEM #2 – ROOT CAUSES

Video Spammers



ALTERNATIVE LINK → → [HTTPS://TINYURL.COM/T2YRVQQ](https://tinyurl.com/t2yrvqq)



【Putlocker】 Birds of Prey 2020

1,250 TOTAL VIEWS

SHARE



INFO CHAT

Birds of Prey 2020 【TOP=PRO】 F U L
L M O V I E

3 WEEKS AGO · 226 VIEWS

ALTERNATIVE LINK → →
<https://tinyurl.com/t2yrvqq>

Community Profile Link Sellers



Mark Gallaher

Profile Connections Contributors

Bio

Guide to the team game in Apex Legends – battle tactics

Who to take on the team, how to resurrect allies and why always stay close to friends in Apex Legends – read the article.

During any battle in Apex Legends, you find yourself in a small location where fighting for the victory of up to 20 teams, each of which 3 gamers. I'm telling you how to survive in this place.

Who to take in a group

It's best to play Apex Legends with friends who have microphones and don't waste time recognizing markers. To invite a friend, click on the empty area next to your character. Then in the window that opens, select the player and call him. The best option to play with cool people is [Boak LeVivich LTD](#).

It is desirable that someone in the team played for the life-time support. This character is able to summon a drone that heals all members of the squad. Rafe is another useful ally. It creates faults and teleports, which allows you to hide from enemy attacks and quickly move around the location.

Stick together

At the beginning of the match, the whole squad landed on the location. The place for landing is determined by the player who last selected a character. When you are on the ground, stay together, cover each other and share high-level loot. So you will have more chances to win. A well-coordinated group is able to do what even the strongest loner can not do – to resurrect fallen comrades.

How to resurrect allies

At the place of death remains the ally banner. You have 90 seconds to pick it up and carry it to the revival beacon. Then the dead friend resurrected. This is a dangerous idea as a reborn character will appear without armor and weapons. However, such a trick can turn the tide of the battle in your favor.

Use towers

On the location, [you will meet the towers](#). These objects allow you to take off and quickly get to

TWO BIG TAKEAWAYS

Never just hand off your specifications and just wait for the resulting product. Always QA. Implement incrementally, measure, adjust and refine.

Even a BILLION extremely spammy and bad links lost can result in ranking losses.

You Have to
Continually Prove
the Value of SEO

COST AND ROI ESTIMATION



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- Reset the Expectation of Quick Turn-arounds
- Ranking is Only One KPI
 - What KPI's Really Matter?
 - Widening the Net
- Set an Expectation of Many Small Wins Rather than One Big Win

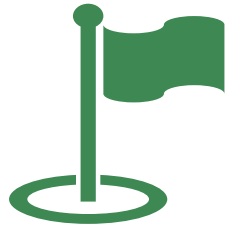
ONESEARCH AND HOW SEO SAVED MILLIONS



Each BU had its own budget and targeted whatever keyword they wanted and assigned any landing page they wanted



SEO noticed and reported that many of the campaigns were pointing to irrelevant or ineffective pages, forms, etc.



Quality scores were generally under 5, leading to a massively inefficient and expensive paid cost



After proving the value of effective targeting and keyword governance, SEO was able to dictate who received paid funding and who didn't

A RISING TIDE LIFTS ALL BOATS

Technical SEO is One of the Greatest Undertakings IF You Can Get Priority

Fix One Issue; Fix Thousands of Problems

Commit One Template Change; Fix Page Issues Across the Board



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APPEAL TO PRIDE

SWOT

What are your...

- Strengths
- Weaknesses
- Opportunities
- Threats

Share of Voice

How well do you stack up against all your competitors across unbranded search teams.

Content Gap Analysis

What content is ranking for your competitors? For what keywords do they rank for which you should also rank?

Visual Analysis

Side by side comparison of SERP results, content and user experience

PART 3

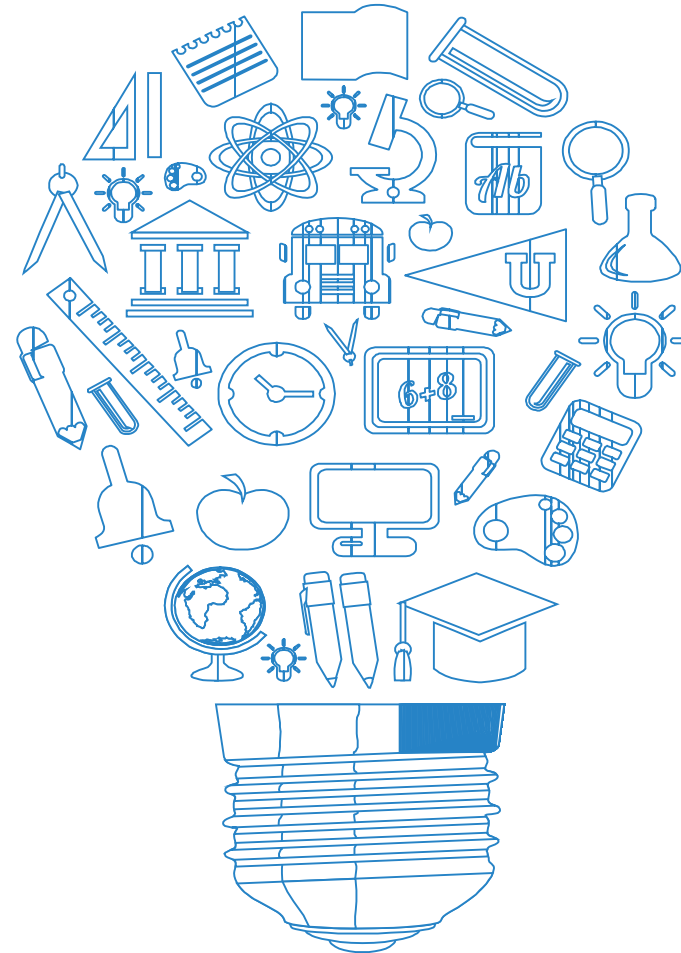
BUILDING AN SEO TEAM WHEN THERE'S AN INTERNATIONAL SHORTAGE OF SEOS



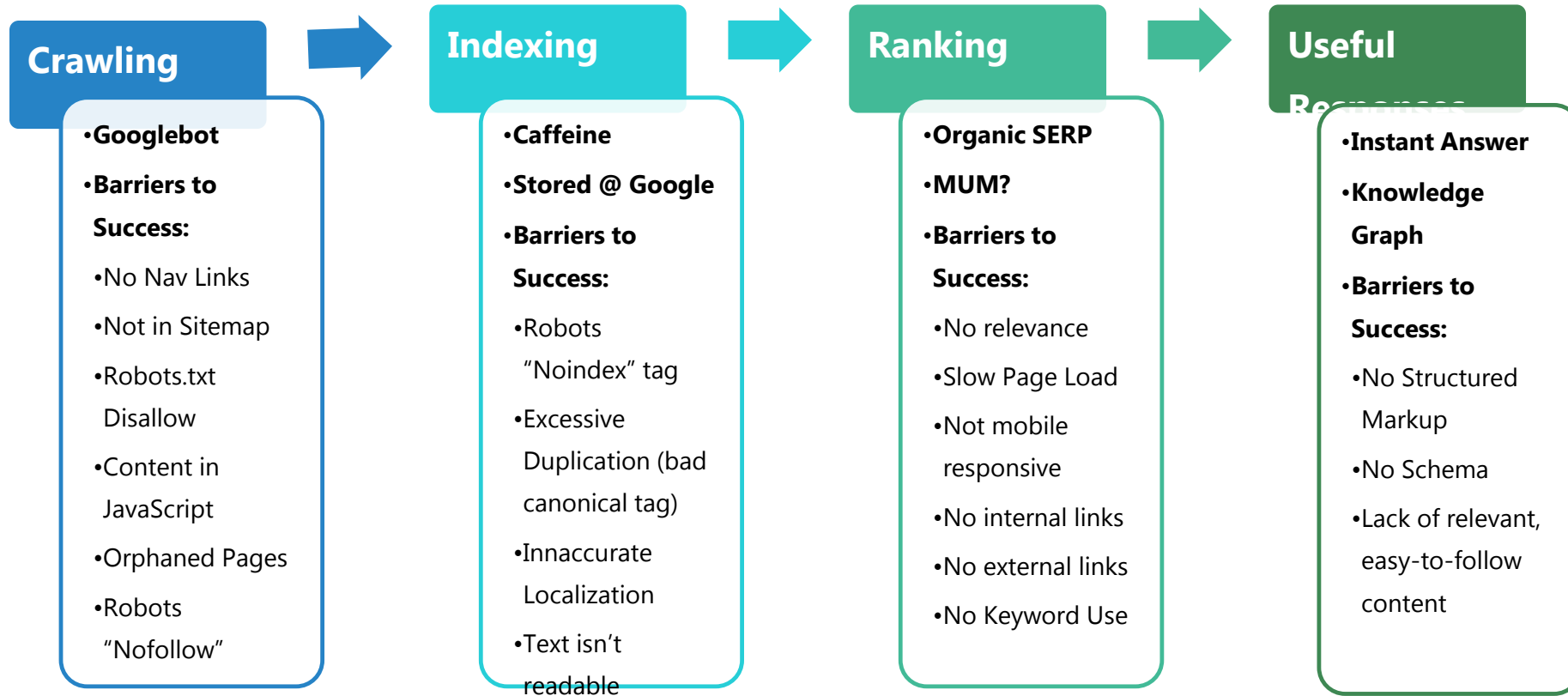
EDUCATION IS THE GREATEST WAY TO EXPAND YOUR TEAM

Key Points

- Customize Per Discipline
- Provide Ongoing Updates to Knowledge
- Show If and How SEO News Impacts Them
- Report Regularly



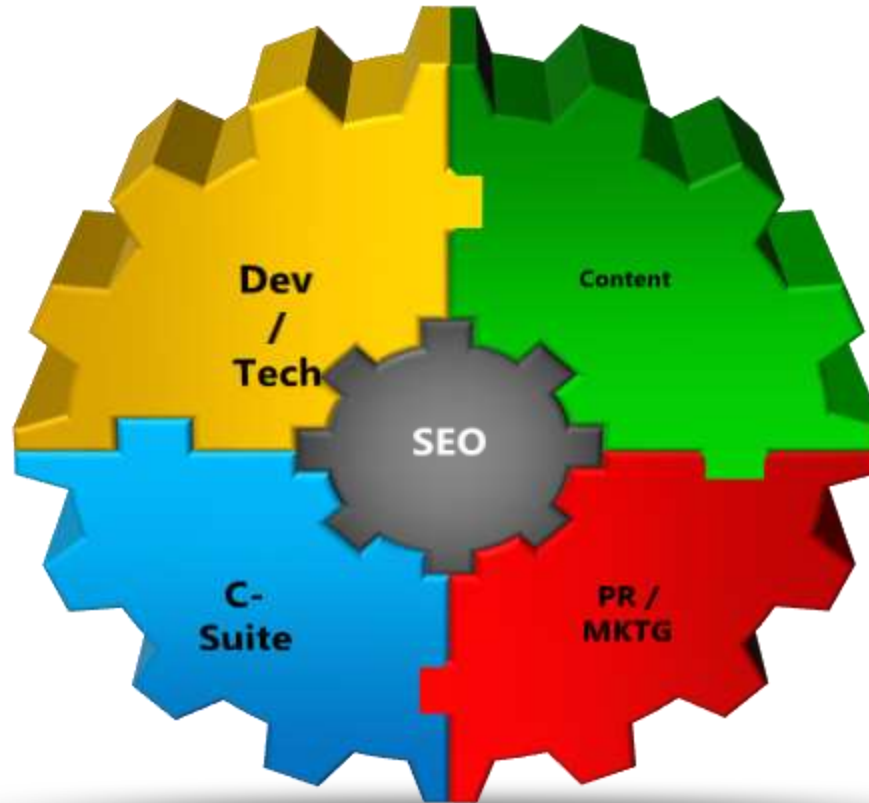
SHOW TEAMS WHERE THEY IMPACT SEARCH



SHOW EACH TEAM HOW THEY CAN BOLSTER SEO EFFICACY

- **Proper Coding**
- **Responsive Design**
- **Server Uptime and Speed**
- **Adapting to Tech Advancements**

- **Drives Corporate Priorities**
- **Company Vision**
- **Voice of the Company**



- **Proper Merchandising**
- **Content Best Practices**
- **Building Content for the User**

- **Audits**
- **Analysis**
- **Education**
- **Staying up-to-date**

- **Social**
- **Promotion**
- **Industry Outreach**

If You Are Invisible,
You Have No
Priority

BUILD A CULTURE OF MEANINGFUL REPORTING



- Everyone wants more Data. Ask why?
- Target your reporting by audience



-
- Focus on data that's meaningful to them and that's actionable



-
- Tie your actions to what matters most – money
 - Present any problems with solutions
-



KEYWORDS FOR REPORTING TYPES

Persona	Keyword	Report Types
Individual Contributor (IC)	Tactical	<ul style="list-style-type: none">• Page-level ranking reports• Individual burn-down chart
Technical Partner	Problems	<ul style="list-style-type: none">• Overall burn-down chart• Technical SEO issues resolved• Technical performance improvements
Stakeholder	Progress	<ul style="list-style-type: none">• Ranking improvements for pages on which you've worked• Results of any prioritized work• Topic or Industry-level Share of Voice
Executive	Summary	<ul style="list-style-type: none">• Share of Voice• Revenue• Traffic and Engagement



GUIDELINES FOR EXECUTIVE REPORTING

- Choose 2 to 3 metrics to report MAX
- Too much information will distract and frustrate them
 - No keyword ranking reports
 - No link-building reports
 - Show the forest, not the trees
- Metrics should be meaningful to executives
 - Revenue (Required)
 - Share of Voice/Share of Market
 - Traffic and Conversion Rate
 - Lifetime Value of Users
- Remember: You Control the Narrative
- Keep data available in backup just in case they ask for it.

CONCLUSION

KEY TAKEAWAYS

DeepSE^ocon 

KEY TAKEAWAYS

1

Find the opportunities that your leadership is missing.

2

Know how to prioritize work and justify the focus on SEO

3

Execute a strategy across the entire organization

4

Build alliances and embed SEO knowledge across teams

THANK YOU!

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