



Going Global

Meeting the language needs
of tomorrow's customer

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Introduction

Today, the majority of markets are saturated with competing products. In a bid to stand out, companies of all sizes devote large amounts of time and budget to their marketing, sales support collateral, development work and website strategies – the aim of which is to educate potential customers about their products' or services' unique value. Corporate content, you could argue, is now more vital than ever. It has to address customers and prospects on a broad scale, yet be tailored sufficiently to meet their needs and all whilst enhancing the company's brands.

With the increasing trend toward global commerce, e-commerce, and m-commerce, companies now find themselves in a global market almost instantly. And while they have the skills to operate their businesses, often products, supporting content, or websites, are not necessarily prepared to present their goods or services for various non-English speaking markets.

The purpose of this e-book is to highlight the importance of localization, its implementation, and how companies can achieve success when their content is localized for global and domestic multicultural customers.

The role of localization in today's global economy

In today's highly competitive world, companies of all sizes devote their sales, marketing, product development, and support budgets to educating prospects and persuading them about their products' or services' value. However, for some, this changes when it comes to their international or domestic multicultural markets. Unfortunately, these companies enter into their global strategies with the belief that their potential customers "probably speak English." So how much translation is taking place into languages other than English?

Research conducted by the Common Sense Advisory, shows that in 2012, 20 languages were required to reach 80% of the global online population.¹ Furthermore, additional research from the same company shows that people are less likely to buy online if they do not understand a company's website.² For example, over 60% of consumers in Japan and France said that they only buy from sites that are in their own languages. It was also learned that buyers with no or low English skills were six times less likely to buy from English language websites, compared to their countrymen who could read and speak English.³

Localization and communicating in a consistent global voice is an important topic for all companies aiming to expand beyond their current domestic market. Regardless of country or language, customers require product or service information to be delivered in the right language and across a variety of mediums, so that their purchase decision is well informed and contains a sufficient level of purchase reassurance. Without it, as the research shows, expansion into new markets faces an uphill struggle to succeed.

\$26 **BILLION** The global market for language services stood at US\$26 billion in 2010

Common Sense Advisory. "Language Service Market Facts and Figures." <http://www.commonsenseadvisory.com/Resources/FactsandFigures.aspx>

1 Sargent, Benjamin B. Common Sense Advisory, Inc., "ROI Lifts the Long Tail of Languages in 2012," Lowell, Massachusetts, June 2012.

2 Ray, Rebecca and Kelly, Nataly. Common Sense Advisory, Inc., "Translation at Fortune 500 Companies: Exploring the Link Between Translation Wealth and Financial Health." Lowell, Massachusetts, March 2012.

3 DePalma, Donald A., Sargent, Benjamin B., et al. Common Sense Advisory, Inc., "Can't Read, Won't Buy: Why Language Matters on Global Websites": Lowell, Massachusetts, September 2006.

Global buyer behaviour

What kinds of financial returns should companies expect when they localize their products or services? If the company website is translated, will more people buy what is on offer? Is English actually enough?

A study by the Common Sense Advisory, polled 351 business people from eight non-Anglophone countries about their buying preferences for localized products. They found that there was a high correlation between customer purchasing likelihood and localized products. The respondents stated that their customers were more likely to buy products with localized product information and interfaces.⁴ The study also showed that 9 out of 10 buyers preferred products that were adapted to their individual markets.⁵ As a result, this makes the business case for localizing websites, products and services for business-to-business companies a strong one.

Further research from Common Sense Advisory, showed that many customers will not buy from businesses unless they are marketed to in their language.⁶ In fact, 72% of international customers spend all or most of their time on sites in their own language.⁷ So if companies wish to tap into the attractive world of global e-commerce, they will need to communicate in 11 languages in order to reach 85% of the world's online wallet.

Table 1: Languages that reach 85% of global online wallet

English	Simplified Chinese	Spanish	Japanese
Portuguese	German	Arabic	French
Russian	Korean	Italian	

Source: Common Sense Advisory

⁴ DePalma, Donald A., Kustanovitz, Nicole, et al. Common Sense Advisory, Inc. "Why Adapting Products and Websites to Local Market Needs Means Good Business." Lowell, Massachusetts, November 2008.

⁵ Ibid.

⁶ DePalma, Donald A., Sargent, Benjamin B., et al. Common Sense Advisory, Inc., "Can't Read, Won't Buy: Why Language Matters on Global Websites": Lowell, Massachusetts, September 2006.

⁷ Ibid

Localization delivers real value

The overwhelming conclusion from research is that in order to compete in today's global marketplace, companies must localize. It is also important to remember that for the foreseeable future, international and domestic multicultural markets will continue to be the most likely cause of growth for many companies, regardless of size, product, or service.



80% of mobile users prefer locally relevant advertising and 75% are more likely to take an action after seeing a location-specific message.

Source: Mobile Audience Insights Report from JiWire, 2012

Localization delivers real value

According to the Common Sense Advisory⁸, when prospective customers are considering a purchase, localization can deliver real value in three distinct areas.

1

Translating marketing and support materials drives sales

Marketing materials help buyers understand a product's value proposition. Without that foundation, vendors do not get far in the selling cycle.

Manuals and reference guides constitute the structured description of a product and its capabilities – how it works, its requirements, and tips on usage. Without translated manuals, the product will only be as useful as it is intuitive.

2

Localized technology enhances product desirability

Buyers see the value of having a localized user interface, as it gives access to all the capabilities of a product. Otherwise, they use fewer options, rely more on defaults, and experiment less with product features.

3

Post-Sales support in the local language seals the deal

When products don't work the way they're documented, it may be a minor annoyance or a game-over event with significant financial or customer service repercussions. When manufacturers offer post-sales technical support in the language of the country where they sell their products, more prospects are likely to opt for the product.

8 DePalma, Donald A., Kustanovitz, Nicole, et al. Common Sense Advisory, Inc. "Localization Matters. Why Adapting Products and Websites to Local Market Needs Means Good Business." Lowell, Massachusetts, November 2008.

Corporate Language Management - a systematic approach for global business

by Dr. Bruno von Lutz

The competitive necessity for globalization, the trend for cross-border mergers, or multinational joint ventures and global outsourcing all rely heavily on the foreign language skills of the companies involved.

Any company preparing to enter into any of these scenarios needs to be in a position to meet the multi-lingual and cultural challenges that are in store for them. From supplying prospective customers

with translated brochures, to providing supply chain partners with correctly localized terminology, there is much to be thought through before entering into any new market.

What companies require is a strictly defined, overarching system into which all the above can be incorporated, in other words, a structured and coherent strategy for success. **Corporate Language Management** is such a strategy.



Dr. Bruno von Lutz

Based in Germany, Bruno specializes in preparing executives to master the challenges and cultures of the English-speaking world. Through

his two agencies, SKC – Sprachen Kultur Consulting, and SvL Smith von Lutz Partnership (with Peter M. Smith, Guildford), he has worked with multinational organizations to implement Corporate Language Management as part of a global business strategy.

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Corporate Language Management - a systematic approach for global business

Corporate Language Management can be defined as:

“ The determination and definition of the multi-lingual language needs of an enterprise ”

Corporate Language Management comprises of:

- A process of careful consideration of the cultural challenges
- Necessary reaction through adequate management tools
- Implementation of suitable software programmes so as to be in a position to integrate the multi-lingual challenges into a coherent, tailored solution
- Achievement of a smooth, multi-lingual flow in all sectors involved in communication.

Corporate Language Management (CLM) has become more prevalent as globalization and the subsequent linguistic and cultural challenges became more of an issue for multi-national companies. Although a brief check on the internet will show CLM to be still in its infancy, there are, however, signs that enterprises are beginning to implement a CLM system as part of their overall global strategy.

Corporate Language Management case study: Daimler AG

Daimler AG⁹, one of the biggest producers of premium cars and the world's biggest manufacturer of commercial vehicles, implemented a comprehensive CLM strategy as part of its approach to tackling the challenges posed by operating in 57 countries – an approach which sees 80% of Daimler's turnover being generated outside of Germany.

For Daimler AG, manuals and related material need to be translated into 35 to 40 languages using about 100 language suppliers for their global language needs (translating approximately a million pages a year). And this is not to mention the increasing use of voice commands in cars which must be able to be given in several languages.

It is of strategic importance for any enterprise contemplating going global to implement a CLM system already at an early stage. Any industrial item exported today has to go through a series of quality checks to be published in various languages, certifications according to various international standards, and must be accompanied by a user manual in languages of the countries in which it is brought to market. A strategic CLM will be invaluable in this context and will help avoid compliance and liability issues.

10,000
INCREASED TO
80,000

Between 1968 and 2008, the number of multi-national companies increased from 10,000 to 80,000!

UNCTAD: World Investment Report

Increasing complexity of cultures and multi-lingual demands

The situation at Daimler AG gives us a glimpse into the complexities of delivering multi-language content to a global and diverse audience. And the multi-lingual challenges in companies will not become smaller – despite ever more sophisticated tools – they will become more demanding with the growing globalization of the suppliers, of the distribution channels of the products, and similar factors. Furthermore, the emerging states, such as the BRIC states, will contribute their own languages and cultures.

When linguistic and cultural barriers become higher, companies must focus on their CLM concepts. Up to now, comprehensive CLM systems have not been widely installed, but the necessity of such measures cannot be denied if they are seen – as indeed, they must be – as one of the cornerstones of an enterprise's strategy for international market penetration. Although, this has not been fully recognized – for example, in the usual SWOT-analyses, the cultural and linguistic challenges are not yet seen as potential “Weaknesses” and “Threats” to a company's market success.

Language and Communication Audit

An effective tool for an enterprise with complex ways of working is a “Language and Communication Audit” (LCA)¹⁰, in which all initiators (e.g. content creators), contexts, channels and audiences are reviewed in respect to their relationship with the CLM system. This audit would help understand:

- Which departments will require foreign-language text e.g. technical, finance or marketing
- Which communication channels are to be used - website, brochures, certificates, work-flow descriptions, manuals
- What audiences are to be targeted – interested parties in-house, staff, customers etc.

The result of such audits will be that CLM is to be seen in the wider context of Customer Relationship Management and in the even wider context of Total Quality Management.

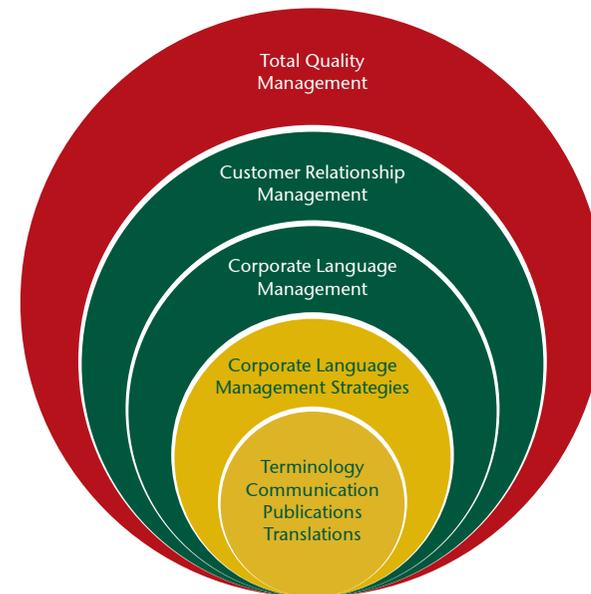
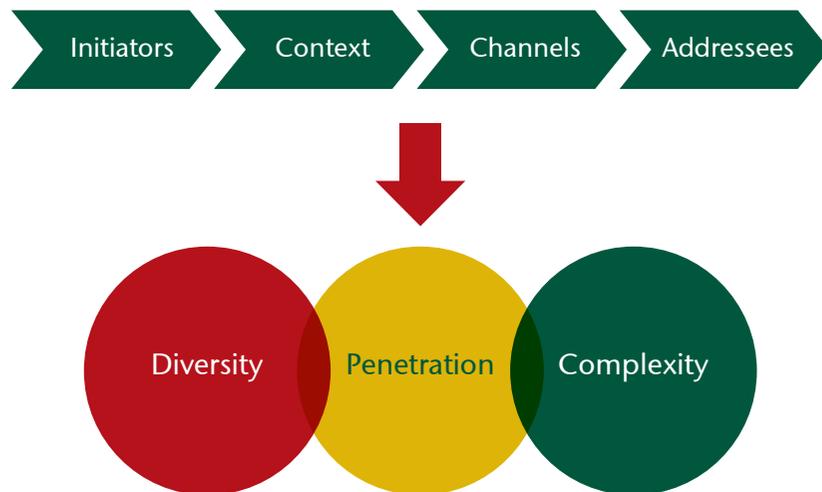


Figure 1. Position of CLM in the context of Total Quality Management

10 <http://www.harzing.com/download/langman.pdf>

Language and Communication Audit

Figure 2. Language and Communication Audit process



“Diversity”, “Penetration” and “Complexity” will be the interconnecting features of any LCA.

Diversity: Defining the number of languages used, the number of native speakers, cultural differences among the employees, and differences between the participating countries, languages and cultures within the global enterprise etc.

Penetration: Defining the “depth” of the language needs, i.e. which departments/which employees are involved, which employees have which special language needs? etc.

Complexity: Defining the various types of texts, the utilization of machine translation; is a terminology management in place, are freelance translators involved? Are all translations carried out by in-house translators? etc.

Benefits of Corporate Language Management

By adopting a CLM approach, the entire localization process could be simpler and more effective. Some of the key benefits include:

1

Standardization of terminologies.

The complete production chain, starting right at the point of design where new features are developed, can be integrated into a coherent, standardized terminology database available on a global range and at every point of sale. This will provide a higher quality of translation and better user experience.

2

Central auditing of the language and translation suppliers.

Quality monitoring requires that all language suppliers are audited in order to ensure stable translation quality and standardization. This can be done through centralized systems ensuring the application of standards which are equal all over the world.

3

Central management of the language and translation suppliers.

With an ever-increasing complexity of the technology in products, such as the growing reliance of automotive systems on voice commands originating from the drivers – translations can now be aligned globally and made available to all sales points, maintenance installations, or to the customers.

Benefits of Corporate Language Management

4

Linking all foreign language sources and publications in the enterprise to improve operations in heavily regulated sectors / industries.

The translation of manuals, safety guidelines, product information, patient package information into many languages and cultures will be brought in-line on a global basis, as the sale of products will be profitable only if they are sold on a global basis. This is naturally of vital importance in the case of health and safety-critical products.

5

Achievement of significant cost reductions.

In many companies, individual departments tend to have their own translation agencies or freelancers who have no knowledge of the terminology used in other departments. This can lead to misunderstandings, longer editing processes, or insecurities among suppliers and customers. Through a central CLM system texts already translated will be easily accessible through a software

system and can thus be utilized for the production of new texts, which again means reduction of translation steps. It also means a smaller number of language suppliers and, in the end, faster delivery. Employees will save time if they have the possibility to access a reliable data base, they will not have to waste time researching their terms in internet dictionaries, which are unreliable in many respects and do not comply to in-house terminology anyway.

Technology that enables global communication

A common message across commercial markets is that language translation is increasingly important, but the amount of content that needs to be translated continues to grow each year. To support global businesses, translators and localization professionals utilize smart technology solutions to aid in the localization process and dramatically improve both quality and efficiency.

The SDL Language Platform is a comprehensive suite of solutions that includes everything a company needs to effectively deliver consistent content for a global audience. Companies seeking the benefits offered from a Corporate Language Management strategy can employ SDL technology to improve translator productivity, manage terminology and workflows and automatically translate content.

Technology that enables global communication

	Standardisation of Terminology	Central monitoring	Centralized management of language assets	Improve operations in regulated industries	Localization cost reduction
SDL Trados Studio	SDL MultiTerm is an integral part of SDL Trados Studio and enables users to build and use Terminology repositories across all their projects.		When integrated with SDL Studio GroupShare, SDL Trados Studio supports the use of centralized language assets.	SDL Trados Studio features a specific add-on to deal with regulated industry content which makes review easier and fully auditable.	Through Translation Memory, cost reduction is instantly recognisable. Studio's range of productivity features ensure translation is accelerated, generating cost reduction.
SDL Studio GroupShare	Terminology is a key pillar of SDL Studio GroupShare. Centralized Terminology can be accessed by users in real-time and from any remote location. Ideal for a global localization team.	With the Project Server capability of SDL Studio GroupShare, it is possible to monitor every project status at a glance.	SDL Studio GroupShare centralizes Translation Memory and Terminology content, making it available to users regardless of location.	Through centralized Terminology and consistent Translation Memory, it is possible to ensure correct Terminology and approved translations are used.	By sharing resources it is possible to further leverage assets, increasing the value of Translation Memory. Central Terminology reduces errors and reduces review times.
SDL BeGlobal	SDL BeGlobal offers users the ability to train the engine to recognize and re-use specific Terminology as part of the Machine Translation process.	SDL BeGlobal provides extensive reporting capability to monitor usage by department / customer, and control language and branding.			Combining Automated Translation with SDL Trados Studio, brings additional productivity gains by doubling output through post-editing. With the right content translation speeds will soar.

Table 2: How the SDL Language Platform deliver CLM benefits

Technology that enables global communication

Translation productivity solutions from the SDL language platform include:

SDL Trados Studio

SDL Trados Studio is the world's leading translation editing environment that provides translators with tools for editing, reviewing and managing translation projects and Terminology in one integrated desktop application.

SDL Studio GroupShare

SDL Studio GroupShare is the collaboration hub for small and medium sized groups of project managers and translators/reviewers, providing the ability to share translation projects, Translation Memories and Terminology in a flexible and efficient way between the team, regardless of their location.

SDL BeGlobal

With SDL BeGlobal, business users are now enabled to manage secure, global and trusted communications with customers in real-time through one central interface for multiple types of content, communication and social media while significantly reducing their translation costs. The application can also be used by translation teams to increase productivity for content that requires human translation or review or reduce post-editing costs through crowd-sourcing.

SDL Language Technology Case Study: Bosch

BOSCH

Problem

How do you make yourself understood in a major international organization when company-specific technical terms must have one clear counterpart in different languages? In the absence of a central contact point, the “island solutions” arise. These are typical of major companies and mean that each corporate division – or in some cases each department – creates lists to suit their own needs. The accuracy and unambiguousness of the terms then fall by the wayside as each term is translated several times, creating an unnecessarily high workload. This was the very problem facing Bosch.

Solution

Bosch required a web-based portal which all its employees could access via the intranet in order to look for terms in several different languages. In other words, an online dictionary containing company-specific data. SDL MultiTerm™, the online SDL Terminology Management solution, is the best platform for this. In order to answer the specific needs of its customers, Bosch approached

this problem together with SDL to make the necessary customizations to the online application, and the Terminology portal was launched.

Results

- Localization cost and time savings
- Only one translation, per language, for each term
- Accessible to all Bosch employees globally
- High acceptance level for the portal due to organized, consistent and accurate information
- Accessed 500,000 times per month

“ We particularly appreciate the fact that SDL approaches our projects from a customer perspective and comes up with innovative solutions over and over again. This allows us to concentrate on our core business because we know that our translation projects are in safe hands. ”

Bosch

SDL Language Technology Case Study: Philips

PHILIPS

Problem

With a growing product range, expansion into new markets and an increasing range of communication channels, Philips Consumer Electronics (PCE) was faced with hugely complex multi-lingual content management challenges.

With a requirement for web content in 19 different languages, catalogs in 28 languages and product leaflets in 35 languages, Philips' challenge was to find a smart way of localizing content that included 50,000 different product specifications.

Solution

SDL teamed up with PCE to design and deploy a truly international Global Information Management platform. From a completely decentralized and fragmented translation approach, PCE has utilized the SDL technologies, consulting and localization services to create a centralized, cost-effective, fast-turnaround translation delivery solution.

Initially geared at streamlining multi-lingual translation and web content publication, this Global Information Management platform has been extended and tailored to support any type of content, including helpdesk and FAQ databases, catalogs, user documentation, leaflets, etc. Through a consistent and unified process, the SDL solution is supporting the localization needs of more than 100 order givers within PCE and Philips Domestic Appliances.

SDL Language Technology Case Study: Philips

PHILIPS

Results

- Centralized Translation Memory across nine divisions giving more than 30% reduction in translation costs
- Centralized Terminology Management for improved quality and a further 17% reduction in translation costs
- Faster time-to-market for translated content
- One process for 35 languages and multiple content types via customizable workflows, reducing management overhead by 85%
- Integrated authoring, terminology, translation and content publishing systems
- A repeatable, scalable process
- Complete and accurate translation metrics
- Unified translation submission and delivery via web portal

“ Our partnership with SDL has enabled us to reduce translation costs more than 30% and improve time-to-market for our multi-lingual Product Marketing communications. It used to take four months for new product information to reach local websites, now it's available for publication within weeks. ”

Luuk de Jager, Senior Manager for Global Content Management

About SDL

SDL enables global businesses to enrich their customers' experience through the entire customer journey. SDL's technology and services help brands to predict what their customers want and engage with them across multiple languages, cultures, channels and devices. SDL has over 1,500 enterprise customers, 400 partners and a global infrastructure of 70 offices in 38 countries. 42 out of the top 50 brands work with SDL. For more information, visit www.sdl.com.