

TRANSPERFECT



Best Practices for Globalization Technology Solutions White Paper

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INTRODUCTION

In this age of global business, organizations are driven to expand their boundaries, providing goods and services to an ever increasing number of countries and communities around the world. Part and parcel of this outward expansion is the need for businesses to communicate in the local language of their customer base.

For many organizations, the ability to communicate globally becomes a make-or-break proposition. While the organizations that excel at providing multilingual content are well-positioned to become the next generation of industry leaders, those who decline to provide local-language information, or who do so inadequately, may risk limiting regional business or even killing it entirely.

Over the past five years, globalization – along with the technology that powers it – has rocketed in importance, rising to become a core component of the Global Content Value Chain that delivers information in multiple languages around the world. “Best Practices for Globalization Technology Solutions” introduces a new view of globalization, centered on how technology impacts worldwide operations. The purpose of this white paper is to help organizations navigate the current market changes to deliver multilingual information that will ensure their continued success.

Part I provides an overview of the current challenges and trends facing the globalization market, focusing on technology as a critical factor for progress.

Drawing upon TransPerfect’s experience as a leading localization and translation firm, Part II presents a number of best practices to assist organizations in delivering local-language content to constituencies around the world.

PART I: THE CHANGING VALUE OF GLOBALIZATION

Market Requirements

Globalization, in this white paper, refers to the preparation and publishing of content for global markets, with particular emphasis on the technology and processes required to deliver multilingual information. As globalization has grown in importance in recent years, it has transformed from a secondary consideration (“the language afterthought syndrome”) to one of the basic requirements for delivering a product or service to market. It is now considered a core function within the Global Content Value Chain (GCVC)¹, which is a strategy for moving multilingual content from creation to consumption.

In their 2009 study Multilingual Product Content: Transforming Traditional Practices into Global Content Value Chains², industry analyst organization Gilbane Group surveyed a large number of medium to large sized organizations about globalization. The study yielded some interesting results:

- 89% said multilingual communications were an important factor in major business initiatives. Citing the importance of communicating in multiple languages, one VP of global content management at Hewlett-Packard, which does 69% of their business outside the United States, remarked that 90% of their customers buy based on information content, not on touching the actual product.
- 77% currently translate company, product, and marketing materials into ten or more languages. 50% translate content into more than 20 languages.
- 61% said their companies would be at considerable or extreme risk if they do nothing to improve their global content value chain.

The changing view of globalization is evident not only in product and technical information, but also in branding and marketing content. A study from Forrester Research³ revealed that most marketing professionals expect to be operating in five or more languages within two years; the expectation among European firms is fifteen or more languages.

To many enterprises, the most pressing concern is their ability to create and present websites in multiple languages. Websites have become a major vehicle for communicating with – and selling to – constituencies around the world. They are a focal point of both risk and opportunity as visitors and readers are no longer confined by geographic boundaries.

In an eight-nation survey of 2,400 customers, localization industry analyst Common Sense Advisory⁴ found that 52% of customers buy only from websites where the information is presented in their native language. And in nations like Japan and France, this is true for more than 60% of the population.

Additionally, the more important an item is to the buyer, the greater the impact of local-language web communications. For example, a vast majority (85%) felt that pre-purchase information in their own language was a critical factor in buying insurance or financial services, while only 46% said language was important when buying a shirt.

Global Content Value Chain



(Source: Gilbane Group)

The returns from international business are growing as well. According to Forrester Research, 55% of companies expect to generate more than a quarter of their revenues from outside their home country within two years, while 30% of European firms expect to generate more than half their revenues from outside the home country within that same timeframe. Already, many of the world's largest corporations are experiencing this trend. Examples include:

Corporate Revenues Outside Home Country

Company	Headquarters Country	% of Revenue Outside Home Country
3M	USA	63%
Canon	Japan	73%
Caterpillar	USA	58%
GlaxoSmithKline	UK	66%
Hewlett-Packard	USA	69%
Intel	USA	79%

(Sources: Recent annual reports for the above companies)⁵

The Localization Industry Standards Association (LISA) states in a "best practices" survey and report⁶ that its members are deriving \$25 in additional revenue for each \$1 spent on localization.

Moreover, the returns from globalization are often linked directly to the highest level corporate objectives. Gilbane's Multilingual Product Content cites five corporate business goals where globalization produced significant Return on Investment (ROI)⁷:

- Customer satisfaction and experience – 40%
- Global-ready technology architecture – 24%
- Cost savings – 18%
- Meeting regulatory requirements – 9%
- Increased revenue and customer base – 9%

As shown above, investments in globalization – with technology as a major component – are acknowledged to yield positive returns and have been key contributors to success. 100% of those surveyed in the Gilbane study are considering changes or enhancements to their globalization technology and infrastructure within the next 12 to 24 months.

While nearly everyone agrees on the business imperative to increase and improve the delivery of multilingual information, it remains a challenging process. Not all organizations succeed equally, and some are not sufficiently prepared to address it:

- 50% of giant enterprises having trouble achieving returns from global expansion acknowledged that process optimization for globalization could improve profits for their global business (Source: Deloitte Research).

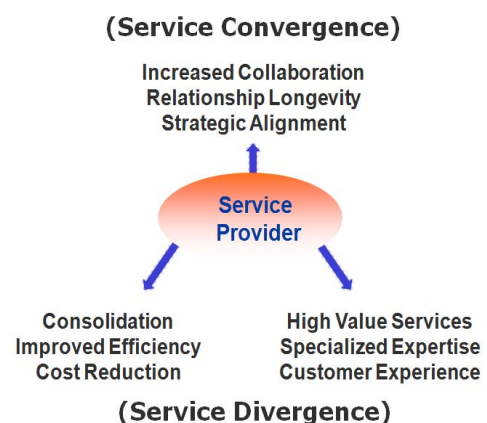
- 76% of companies say that the accuracy of local language content is a pain point in managing global brands. Many firms admitted that their customer experience suffered as they went global, and that they faced particular difficulties in maintaining the consistency of their global brands (Source: Forrester Research).

There are various strategies for meeting globalization goals and addressing its challenges. Historically, enterprises have outsourced nearly all of their localization and translation services to Language Service Providers (LSPs). Viewing the LSP relationship as a simple fee-for-service transaction, companies focused primarily on costs and deadlines, often at the expense of language quality and brand consistency. This scenario, however, has evolved. As companies race to increase international business, they're developing a deeper understanding of globalization technologies and processes and have begun to demand more from their LSPs. These days, many organizations are looking for LSPs who can become trusted advisors, even strategic partners, in delivering global information.

"In the old context, companies managed functions internally that represented their high-value core competencies, and then outsourced the lower value operations to third parties. But with customers demanding high value in everything a vendor does, it is not possible to divide the work in such simplistic terms."⁸ (Source: Gilbane Group)

Companies struggle with managing the tension between the need to provide high-quality global content for customers and their fiscal responsibility to produce returns for shareholders. They require globalization solutions that provide high-value multilingual content effectively and efficiently. According to Gilbane, this tension has led to the prevalence of two paradoxical trends: service divergence and service convergence.

The Evolving Service Provider



(Source: Gilbane Group⁹)

On one hand, the globalization industry is consolidating into fewer players, with an emphasis on strategic, long-term relationships. On the other, a service divergence is underway in which industry clients want it both ways – greater efficiency, faster time to market, and reduced costs, as well as access to technology integration services, specialized expertise (e.g., vertical markets, compliance), and improvements in online customer experience. In a world of service divergence, whether the goal is getting a lower price or adding a high-value service, it's critical to gain greater control over multilingual assets. This means that a company must increase its knowledge of – and visibility into – localization technology, processes, and vendors. Greater visibility, however, requires a new transparency, a comprehensive window into localization and translation. At TransPerfect, our more sophisticated clients are actively involved in choosing technologies, honing localization processes, selecting LSPs, monitoring and improving job and vendor performance, and advancing the maturity of their Global Content Value Chains (GCVCs). In this environment, transparency has grown into a key LSP offering.

Trends in Globalization Technology

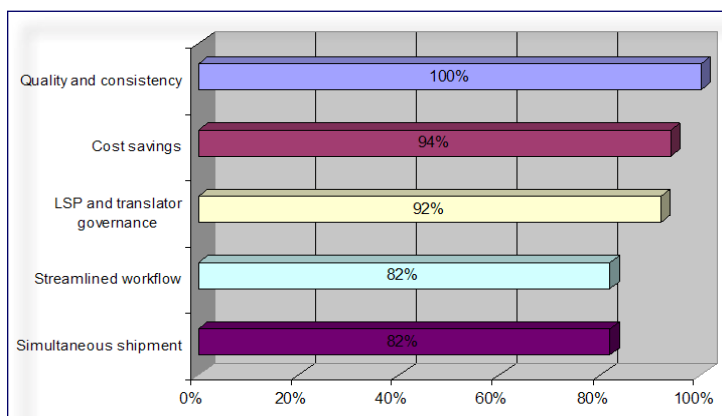
As globalization has been incorporated into companies' primary business decisions and processes, there has been tremendous pressure to standardize and automate the infrastructure and increase the reuse of approved, localized information. Technology is central to this change, and at its heart is the Globalization Management System, or GMS (TransPerfect's GMS is the Globallink™ Product Suite). While a GMS can be very complex and have many components, the three core pieces are:

- **Translation Memory (TM)** – A database that stores previously translated text segments, which can then be reused in full or in part.
- **Terminology Management** – A database of terms (and contextual information relating to those terms) that shows equivalents from one language to another.
- **Project Management and Workflow** – Globalization-specific project management and workflow that drive the work from initiation and translation to review and completion. In some cases, this workflow connects globalization with the other functions within the value chain, such as content management, authoring, and publishing. This component also incorporates management of language vendors and translators, with mechanisms for managing the complete translation environment efficiently and cost-effectively, including factors such as vendor cost models and job routing.

Many long-time users of localization and translation services either are well aware of the TM that LSPs use on their behalf, or have their own TM solution in place. Although it is "the grandfather of all translation tools,"¹⁰ TM has evolved from simply a cost savings

tool into a cornerstone technology for ensuring the value, quality, and timeliness of multilingual content. In the chart below, over 80% of those surveyed identified these five factors in valuing the use of TM as "critical" or "very important."¹¹

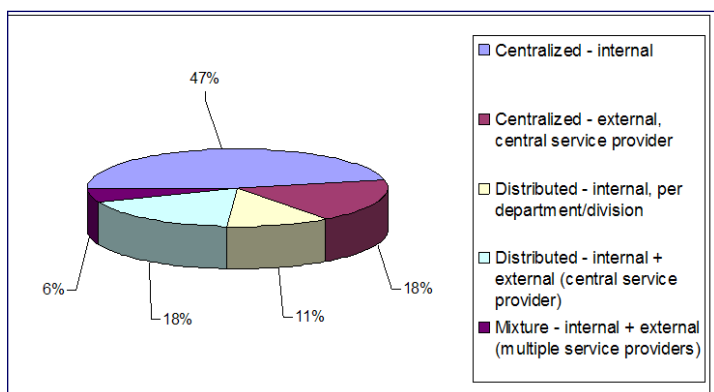
Value of Translation Memory



(Source: Gilbane Group)

Another key trend is the growing importance of centralized management of TM as organizations strive to effectively balance the use of a central corporate TM with regional TM repositories. Centralized TMs also provide enterprises with greater flexibility in selecting and managing LSPs. When TMs are not divided into separate silos, the gains in the richness of the TM can be shared across multiple projects and vendors. As broader access to central TMs becomes standard fare, an organization gains more freedom to use vendors based on expertise, price, and performance, as opposed to being compelled to use a vendor because they control access to TMs. Today, two-thirds of companies centralize their TM, and about a third manage TM using a distributed manner in which different regions manage their own local-language TMs.¹²

How Companies Manage Translation Memory (TM)

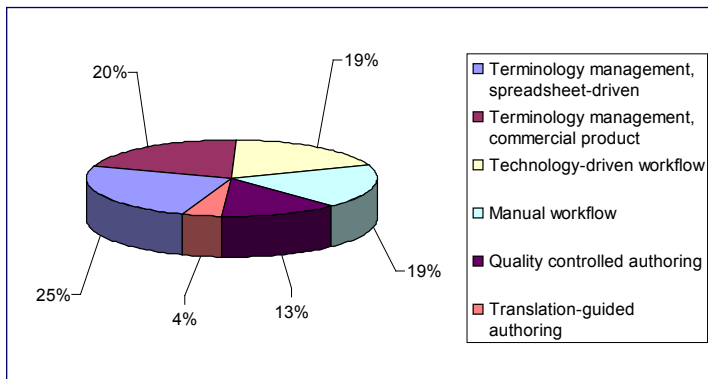


(Source: Gilbane Group)

Organizations are also working hard to standardize the creation of both source content and translated information. They aim to improve the accuracy and quality of multilingual communications while simultaneously increasing the content volume, thereby gaining efficiencies that speed time to market and reduce costs.

The most prominent globalization function in content creation, and a crucial factor in standardizing content creation, is terminology management. According to Gilbane, over 80% of those surveyed consider terminology management essential to global customer experience, brand management, and overall quality and consistency. While 82% have terminology management solutions in place, a large number of enterprises persist in managing terminology through unsophisticated – even primitive – approaches, such as spreadsheets.¹³

Terminology Management Approaches



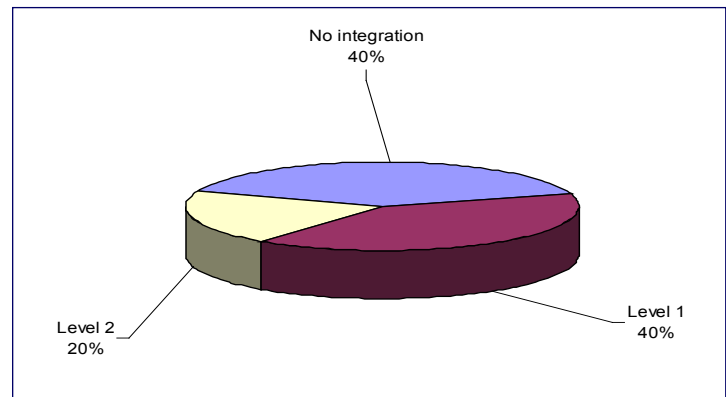
(Source: Gilbane Group)

One of the biggest challenges for many companies is a lack of integration between their GMS and other repositories. The ability to move content from one repository or application to another and direct this movement through some kind of workflow is essential to achieving effective global communication.

Yet too many organizations have no formal connection between their Content Management System (CMS) and GMS. In some cases, they are compelled to manually move content from the CMS to the GMS, and once the translations are complete, they face difficulties returning the original and translated versions to the CMS. In-house localization teams and LSPs may be compelled to rely upon IT departments to orchestrate data movement on a case-by-case basis, which IT often considers a lower-priority task.

Poor or missing CMS/GMS integration creates bottlenecks that slow communications, escalate costs, and generate extra workload. As shown here, only a small share of organizations have well-developed CMS/GMS integrations in place today.

Integration between CMS and GMS



(Source: Gilbane Group)

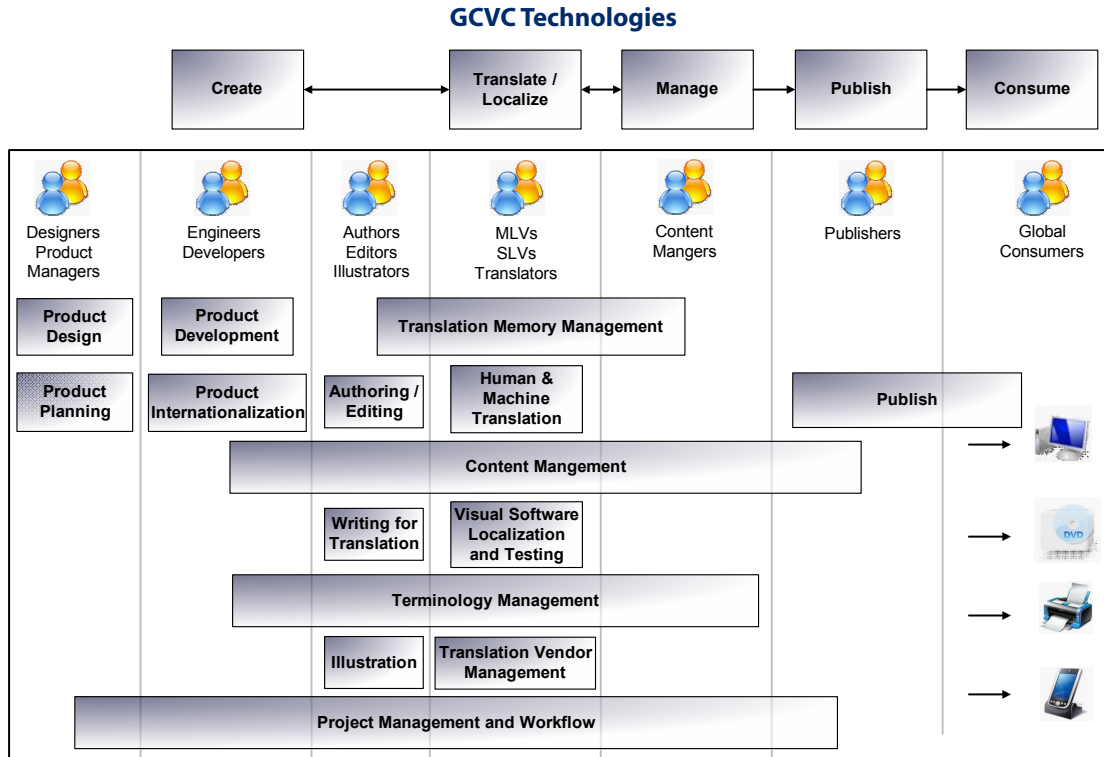
- **Level 1:** Autonomous workflows; manual email/FTP transfers; some level of automated assembly of required content objects for translation
- **Level 2:** API-level integration; user interface commands to kick off workflow; auditing of state changes; automated server/FTP transfers
- **Level 3:** Level 2, plus visibility/queries into Translation Management System (TMS) project management and process

Surprisingly, 40% of organizations have no integration at all between their GMS and CMS. And of those with an integration in place, 70% reported that the GMS/CMS integration was difficult to implement and maintain.

Globalization, however, is a rich, complex, and enterprise-wide endeavor, like ERP or CRM. To fully understand globalization in this larger context, it's important to examine the role that technology plays in the overall value chain.

The Global Content Value Chain (GCVC) – the strategy for moving multilingual content from creation to consumption – spans from content creation and authoring, to localization and translation, to content management and publishing, to the final local consumption of information. Globalization technology within the GCVC includes tools for managing TM and terminology assets, as well as project management and workflow tools, among others. It also requires interaction between globalization and all the functions and services involved with the delivery of multilingual content across the GCVC.

The chart on the following page illustrates some of the common technologies involved in the GCVC.¹⁵



(Source: TransPerfect)

While many organizations recognize the value of globalization, very few excel at evaluating their own organization's GCVC. However, with globalization's increasing focus and growing budgets, companies and organizations will need to become adept at assessing current status and performance, improving deployment of globalization technologies and services, and evolving the value chain to address the challenges ahead. This is the subject of the best practices section that follows.

PART II: BEST PRACTICES FOR GLOBALIZATION TECHNOLOGY

Every organization tends to be unique in managing content globalization, and the forces driving change on an enterprise level are often a highly specific mix of business drivers, regional and group needs, competitive pressures, and cost concerns. Our experience at TransPerfect has been that globalization technology and processes evolve in ways that are organic and particular to each organization, and the success of each organization depends on how effectively they navigate the web of change. For this reason, we have developed a number of best practices to help our clients achieve their desired ends. At TransPerfect, we have identified three core best practices for globalization.

- Effective Balance of Centralized and Distributed Management
- Technology Flexibility and Interoperability
- Evolving the Global Content Value Chain (GCVC)

Best Practice #1: Effective Balance of Centralized and Distributed Management

Most companies' GCVCs emerge and grow organically. In a typical scenario, localization might begin with one of the larger countries or divisions engaging a local Language Service Provider (LSP) to translate product collateral, corporate brochures, or marketing campaigns. Then, with success, the volume of translations and the budget required to deliver multilingual content increases over time. Back at headquarters, a company's product group learns that products were introduced months late into certain countries because product materials were not ready in the local languages. Product management and marketing soon recognize the need to translate product manuals and marketing collateral as a prerequisite to introducing new products into multiple countries on a timely basis. For this reason, they begin using a central repository of translations that is leveraged across many different documents and communications. A while later, corporate marketing also begins using the central repository to drive consistency in communications for their leading brands across many languages.

But is it more valuable to produce significant sales increases in Japan and Germany or to achieve brand leadership in 35 countries? Is it better to simultaneously release products in 20 countries, or to focus on becoming the market leader in Arabic-speaking countries? In the end, this dilemma is rarely resolved by choosing between centralized and distributed management of localization operations; instead, companies tend to achieve the greatest success

by optimizing the balance. Centralized operations improve corporate governance, promote global brand consistency, streamline product lifecycle management, and provide a base of translated content that all can draw from. Regional operations hone communications to meet local business and cultural needs, accelerate penetration into local markets, select the best products for new countries and markets, and ensure the accuracy of local-language information. Achieving the right balance between centralized and distributed operations occurs when both corporate and regional needs are met within the confines of a company's culture.

When centralized and distributed management are synchronized, organizations begin to effectively scale for growth and improve the overall quality and accuracy of their global communications, as well as shorten the time and decrease the costs required to go to market. How, then, is this balance achieved? Through the effective linkage of business requirements with globalization processes and technology. It is nearly impossible to achieve balance without a framework of base technology, and there are three core technological building blocks.

Building Block #1

The first building block is TM (TransPerfect's core TM technology is the GlobalLink™ TM Server), which is central to balancing centralized and distributed multilingual management.

TM can either be deployed internally as an asset owned and operated by the company, or outsourced to LSPs.

Whether TM is insourced or outsourced, organizations should do their utmost to gain greater control of these language assets. In most cases, exerting control begins when an organization realizes that their expenses for translation services have risen dramatically and are a significant part of the overall budget. In negotiations with their principal LSPs, the company realizes that they can save on translation costs by paying premium translation fees only for net new translations, as opposed to those already in translation memory. But cost savings are just the beginning. Organizations also realize that they are able to achieve faster time to market in multiple countries and languages because most of the content resides in TM. This is especially true when information stored in TM is common across multiple products or multiple versions of the same product. Moreover, such pre-translated content has already been reviewed and approved, which shortens the review cycle, decreases overall workload, and provides greater consistency across localized materials.

Building Block #2

The second core building block is Terminology Management (TransPerfect offers GlobalLink™ Term Manager). In the Gilbane survey, over 80% of respondents considered terminology management as "key to global customer experience, brand management, and quality and consistency."¹⁶

Whether it is the people who work with technical product manuals or those who develop company brochures, everyone recognizes the value of a term base. Most work groups can create a glossary of important terms, and work with others to identify the most appropriate equivalents in target languages. Yet few see how the process can be streamlined and accelerated.

This is where the technology for terminology management comes into play. Leveraging terminology management software and tying it closely to – even embedding it in – central aspects of communication is a huge leap forward. The key is automation. Terminology management is best implemented not as a structure imposed upon translation and localization, but as a web of checks and balances that are invoked when content is authored, managed, translated, and published. If terminology management is automated in this way, organizations derive great gains in the consistency, accuracy, quality, and overall volume of multilingual content. When terminology management is linked to other communication technologies like TM, machine translation, and authoring, and built into the business processes for localization, authoring, and publishing, the improvements are significantly greater.

Building Block #3

The other building block and third leg of the technology stool is process management: specifically workflow, collaboration, and project management. As an enterprise solution, globalization is a large, complex undertaking involving many different processes and disparate content repositories (and owners). Most of today's leading GMS solutions have process management components that help localization professionals – and the departments that are submitting content for translation and localization – drive globalization through the enterprise. At TransPerfect, the centerpiece of process management is GlobalLink™ Project Director, which acts as a hub for localization projects. It provides workflow and project management for creating projects, tracking and monitoring project status, submitting content for translation, and managing LSPs and internal/external service providers, as well as automating connections with TM and Terminology Management services.

Another part of process management is implementing technology for reviewing and validating translations. Both translators and reviewers have a powerful need to preview translations and view the source and target language side-by-side, and require an easy way to do so, preferably via the web. In addition, they monitor the different types of matches found in TM, ranging from 100% matches where the translation and context are identical from earlier to the present translation, and fuzzy matches where there are approximate matches that may or may not be applicable. Moreover, non-professional reviewers may want to appraise the translations without additional mark-up that might confuse rather than help (TransPerfect provides all these capabilities in our GlobalLink™ Translation & Review Portal).

Best Practice #2: Technology Flexibility and Interoperability

Globalization – along with authoring, content management, and publishing – is a vital function within the GCVC. When all goes well, translation and localization processes and technology become a great enabler for global business. Unfortunately, the converse is also true: globalization processes and technology can seriously inhibit global growth if they operate as standalone systems and not in concert with other portions of the GCVC. The Gilbane study pointed out that much is being done with people and processes to promote the smooth operation of GCVCs. For example, most large firms with successful globalization have an operational champion who leads the localization effort and educates the organization on the value of collaboration across the enterprise, an executive sponsor who sanctions globalization and the GCVC, and a cross-functional champion who ties together the different parts of the organization through corporate initiatives and budget, drawing on the executive sponsor's authority. But these heroic efforts hit a stone wall if the technologies lack flexibility, particularly if there are difficulties moving content easily between globalization management technologies and applications for content management, authoring, or publishing. The key elements for successful interoperability appear to be:

- Integration
- Compatibility and Standards
- Modularity and Business Flexibility

Integration refers to the technical connections between the different portions of the value chain. One of the most critical connections is the one between the Globalization Management Software (GMS), like TransPerfect's GlobalLink™ Localization Suite, and the Content Management System (CMS), which provides an intelligent repository for storing and retrieving information and workflow for driving the management process. In many cases, companies pay hundreds of thousands of dollars to purchase a license for a GMS solution, and then end up spending an equal or greater amount to integrate the GMS with the CMS.

Overcoming this hurdle requires prepackaged integrations between the GMS and CMS. The GMS architecture needs to also provide a clear set of APIs to enable rapid integration. TransPerfect, for example, has established integrations between the GlobalLink Localization Suite and most industry-leading CMS applications, including Day CQ5, EMC Documentum, Autonomy Interwoven TeamSite, Microsoft Office SharePoint Server (MOSS), Fatwire's Content Server, and Percussion's Rhythmyx, to name a few. In addition, a deeper analysis shows that many organizations store content on other types of repositories. To accommodate other repositories, the GlobalLink Localization Suite has incorporated support for most major file systems and database engines, as well as publishing APIs that permit easy connections with other repositories. As an example, GlobalLink Content Director is a mediator that can monitor content in any file system or JDBC-compliant

database and initiate business process automation to submit into a localization workflow.

Steps can also be taken to enable a user to invoke, launch, and manage translation services from their CMS, and for the CMS to alert the GMS when content has changed and needs to be localized. In this way, a product or marketing professional – who is not familiar with translation processes and technology – can automatically and seamlessly jump-start the localization process when they need local-language content in order to meet business needs. TransPerfect offers modular content adaptors that fulfill this role as well.

Compatibility is also important. In fact, the ability to accommodate different file formats often turns out to be a critical function of any GMS. During the GCVC process, files authored in formats like Microsoft Word and FrameMaker are moved readily into a CMS; then files in the CMS are moved into the GMS (usually involving some kind of XML conversion), translated into different languages, and then moved back into the CMS repository. Finally, the content passes from the CMS repository into some type of publishing application, where the content is distributed through multiple channels, publishing content as printed manuals, marketing collateral, public websites, portals, and mobile phones and devices. At each stage of the GCVC, the content is changed or enhanced, and it must be done without data loss, corruption, or the excessive burden of reformatting.

Supporting industry standards is another important way of ensuring flexibility and interoperability. The key is to support both IT industry standards and localization standards. TransPerfect supports industry IT standards like XML, standard database and repository file formats, Unicode (for software), and many others. TransPerfect also supports key localization-specific standards, such as:

- **XLIFF (Localization Interchange File Format)** – Single interchange for file formats that can be understood by any localization provider or translator.
- **TBX (Term Base eXchange)** – Interchange of terminology data including detailed lexical information.
- **TMX (Translation Memory eXchange)** – Interchange of translation memories between translation service suppliers and their applications.
- **SRX (Segmentation Rules eXchange)** – Segmentation rules that enhance the TMX standard to provide easier exchange of translation memories and more effective leveraging of existing memories.

Modularity is critical in determining the ideal GMS. As the research shows, an organization with a significant volume of localized information has generally developed a technology infrastructure and process organically over time, and carries forward a legacy infrastructure tuned to meet their needs. A company may have

LSPs for large markets like Germany or Japan that they wish to continue to use. They may have translators that have been using different types of desktop translation software to create TMs, and these TMs must be incorporated within or added to a corporate GMS's TMs. They may have 1,000,000 words from their operations manuals authored in an older version of FrameMaker that does not support XML. They may be frustrated because extensive re-formatting of text and graphics is required after the content is translated from English to German.

Modularity will enable the company to continue to grow their globalization solution and GCVC organically, adding new features as needed within the existing infrastructure and swapping out old capabilities for new ones when the legacy becomes too burdensome.

Some GMS vendors require that their customers purchase a complete integrated system and dispose of or change out everything else. This type of wholesale transformation can undermine a company's long history of advancements, and cause excessive pain and cost when they migrate to the new GMS; it can also negatively impact effective operations of other portions of the GCVC involving authoring, content management, or publishing. Adding or changing globalization functions on a modular basis enables organizations to dramatically and practically advance their infrastructure.

Hand in hand with modularity are flexible business practices that make it easier for organizations to navigate through advancements in globalization. If an organization keeps their goals clearly in mind, they should require their globalization vendors to show flexibility in accommodating the organization's business model. Typical business trade-offs tend to be in-house versus outsource, and own versus rent.

For instance, Company A wants to purchase a perpetual license for a complete GMS, install the GMS solution in-house, and then provide GMS access to all internal and external translators.

Company B wants the same solution as Company A, but is not prepared to move it into their data center and does not have the budget to buy everything at once. The solution for Company B, then, could be to acquire the GMS on a Software-as-a-Service (SaaS) basis, utilizing technology and services on a pay-as-you-go basis.

Company C is committed to gaining greater control over the quality and cost of their localization/translation, but they do not consider globalization to be a core corporate competence. Company C prefers to engage their top LSPs for this purpose, and will hold their LSPs accountable to use particular technology for these ends, maintain consistent terminology usage, increase the level of translation memory reuse, and adhere to a clear expense budget. In reality, most organizations use a mix of approaches.

Best Practice #3: Evolving the Global Content Value Chain (GCVC)

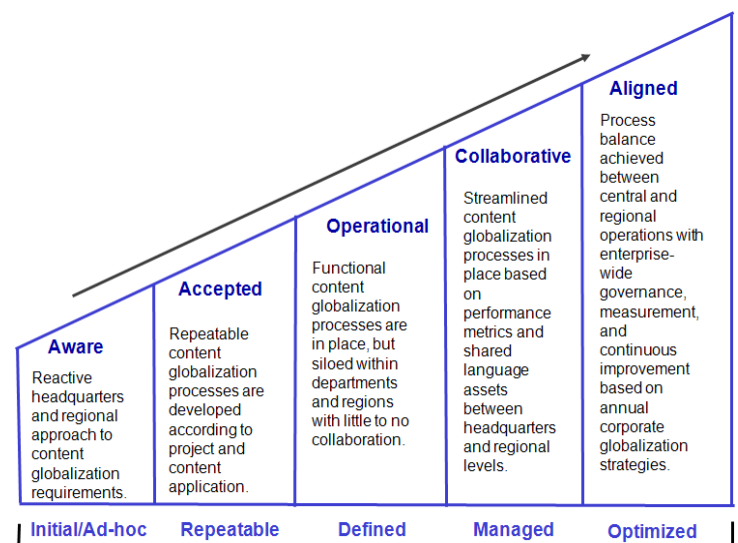
Because globalization within organizations grows organically in fits and starts, operates often as an island or as an outsourced function, and rarely has sufficient executive attention and budget, most organizations have a difficult time:

- Determining how well they're doing
- Assessing the maturity of their localization operations
- Putting a globalization plan in place

But if a company doesn't know how well they're doing, how will they know what to improve? If they don't have a roadmap, in what direction should they take their globalization strategy? If they don't have a clear path for advancing globalization, how will they know if they've succeeded? If they cannot articulate their current condition, how will they convince others to support the resources and investment required for successful globalization?

Earlier, this white paper referenced a maturity model for the GCVC. In 1986, The Software Engineering Institute at Carnegie Mellon University released a Capability Maturity Model (CMM) to help companies understand how to improve the application of software technologies. Over time, the CCM was generalized as "a process improvement model to help organizations identify best practices and enhance process maturity," which was adopted by many business and technology leaders, including Accenture, Boeing, Nokia, Wipro, EDS, Motorola, NEC, and Hitachi. In 2008, the Gilbane Group adapted Carnegie Mellon's CCM to address globalization, incorporating and building upon Carnegie Mellon's five levels of sequential development.¹⁷

GCVC Capability Maturity Model



Labels from the Capability Maturity Model®. Software Engineering Institute at Carnegie Mellon University

As a best practice, TransPerfect recommends that each organization assess their level of maturity on the GCVC Capability Maturity Model. With a completed assessment of maturity, it will clarify (and help make the case for) what needs to be done to advance globalization infrastructure and operations. Using the GCVC Capability Maturity Model as a blueprint provides a number of advantages:

- Aligns globalization with top business objectives (helping to secure executive support and investment)
- Applies a greater level of precision in improving the GCVC (deriving value from each investment)
- Conducts an organization-wide conversation on globalization (line up stakeholders to support proposed changes)
- Provides an objective view of the organization's GCVC (less biased by departmental agendas)

Recognizing the centralized and distributed balance, as well as the different ways that localization and translation emerge in pockets across a large enterprise, you can expect the process to be messy. In a global enterprise, particular groups and regions will naturally exhibit different levels of maturity.

Finally, based on the outcomes from the maturity assessment, we recommend the creation of a plan for developing the organization's globalization technology and processes and evolving their GCVC. The plan should articulate a logical and coherent path to success and help secure a budget and resources for the proposed changes.

CONCLUSION

The forces driving multilingual communication have been growing steadily stronger as globalization rises in importance from an add-on process at the tail end of publishing to a key component of the GCVC. As such, globalization is now inextricably linked to core organization goals and values, including customer experience and satisfaction, brand value, profitability, and global revenues. As companies expand business across international markets, the most successful firms continually assert greater control over their language assets. These advances are achieved by:

- Balancing centralized and regional management of localization processes
- Constructing a flexible technology value chain that is interoperable with other technologies and scalable enough to accommodate growth
- Evolving the company value chain, particularly the technology building blocks and processes, to align with top goals and ensure competitive advantage

Globalization technologies are now recognized as core building blocks necessary for effective delivery of multilingual content. Today, selecting the right technologies is as important as picking the right LSP. The major decisions are no longer about choosing between technology and services, but about managing them together to communicate successfully across a range of global markets.

FOOTNOTES

- 1 Multilingual Communications as a Business Imperative: Why Organizations Need to Optimize the Global Content Value Chain, The Gilbane Group, July, 2008, p.14.
- 2 Multilingual Product Content: Transforming Traditional Practices into Global Content Value Chains, The Gilbane Group, June, 2009.
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