

Understanding Key Factors to Assess Globalization and Localization Providers

White Paper by the Supply Chain Assessment Project (SCAP)

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The group of experts that created the list of dimensions detailed in this white paper collaborated extensively, and the work cannot be attributed to a single author or “authoritative” researcher. Please refer to the Credits section for alphabetical list of contributors, researchers and authors.

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Contents

I. Executive Summary	4
II. Challenges in Procuring Globalization and Localization Services	5
III. Towards Standards for Assessing Service Providers	5
IV. Using Standard Dimensions to Evaluate Globalization and Localization Services	5
V. Supplier Dimensions	7
VI. Globalization & Localization Supplier Dimensions	7
A. Organization & Operations	7
1. Capabilities: History, Reputation and Key Personnel	7
2. Global Terminology & Language Moderation Services	8
3. Service Level	8
4. Capacity: Size and In-House Resources	9
5. Global Translation Supply Chain.....	10
6. International Vendor Management (VM) Service	11
7. International Accounts Receivable (AR) and Accounts Payable (AP) Service	12
B. Quality Dimensions	13
1. Global Linguistic & Technical Quality Assurance (QA) Services	13
2. Quality Management.....	14
3. Quality Control	15
C. Processes & Technology	16
1. Translation Processes.....	16
2. Global Automation Solution(s)	16
VII. Summary and Conclusions.....	17
VIII. Contributors	18
A. Primary Authors / Contributors.....	18
B. Working Group Members / Contributors.....	18
IX. About GALA	22
A. About CRISP	22
X. Appendix.....	23
A. Key Concepts & Terminology	23

I. Executive Summary

The supply chain for translation, globalization and localization confounds many organizations seeking the services of vendors to assist in project-level or on-going work. Even companies with dedicated and experienced procurement staff face challenges in understanding the complexities of supplier types, services, subcontracting relationships and specializations available in the global marketplace.

For example, a large translation vendor and a sole freelancer might deliver a translated document at the same unit price within the same time frame, but that does not make them comparable. And, the seemingly simple question of translation capacity per day/week/month is fraught with complexity.

Many companies attempt to resolve this comparison dilemma by creating new Requests for Proposal (RFP) or Requests For Information (RFI) for each initiative. But most RFP/RFIs are only marginally useful in helping clients evaluate service providers, due to the lack of consistent ways to approach evaluating vendor capabilities and capacities across the spectrum of business needs: for project management, proper financial management, sufficient technology support, and quality management and control.

Under the auspices of its CRISP program, GALA gathered a group of volunteer experts from various sectors in the language industry to brainstorm and research criteria for vendor selection and management, and then to recommend approaches for determining their relevance in assessing needs under various project scenarios. The group identified 12 general supply chain dimensions that can factor into assessing vendors prior procuring language services:

- Global Translation Supply Chain
- Global Linguistic & Technical Quality Assurance (QA) Services
- Global Terminology & Language Moderation Services
- International Vendor Management (VM) Service
- International Accounts Receivable (AR) and Accounts Payable (AP) Service
- Global Automation Solution(s)
- Capacity: Size and In-House Resources
- Service Level
- Capabilities: History, Reputation and Key Players
- Translation Processes
- Quality Management
- Quality Control

This white paper explores the 12 language industry supply chain dimensions, and provides guidance on how they may be used to evaluate suppliers or create an RFP/RFI to begin the procurement process. It lays the foundation for future efforts to develop standards around the language industry supply chain.

II. Challenges in Procuring Globalization and Localization Services

To state that organizations throughout the world are challenged by the prospect of selecting globalization and localization providers oversimplifies a situation that impacts companies of all sizes. The supply chain for translation, globalization and localization confounds many organizations seeking the services of vendors to assist in project-level or on-going work.

Without an authoritative source of standards, the gaps in resources create large and expensive issues in procuring globalization and localization services—from determining what languages are needed, to ensuring competent resources are available, to identifying the technologies necessary to ensure proper management of the project.

Under the auspices of CRISP (Collaborative Research, Innovation and Standards Program), GALA initiated this Supply Chain Assessment Project (SCAP) to uncover the vast quantities of industry information about the global supply chain that could be used to consolidate, streamline and simplify the processes around evaluating and procuring these services.

Pricing for professional services is considerably more complex than dissecting and comparing translation pricing as components. Word- or hour-based pricing for translation or localization services is not simply the sum of pricing for production tasks within the translation process. It also comprises other dimensions such as business processes, quality processes, maturity, bandwidth, and more.

Language industry experts formed the working group and carried out collective research to determine the fundamental parameters by which service providers may be measured and compared to make sound decisions regarding providers. The result was a list of key dimensions for evaluating suppliers, with a comprehensive set of questions that build a client's knowledge to produce clear, unequivocal information for comparison.

III. Towards Standards for Assessing Service Providers

GALA's SCAP effort intended to create working guidelines that include everything that is important informative and relevant to the decision to engage a globalization/localization provider. The working group relied on experience and interaction with representatives from all parts of the supply chain to collect and identify a common list of attributes that can help organizations in selecting the right providers for their circumstances.

This project explored the dimensions most relevant to assessing a vendor's capability to execute large language industry projects. While the dimensions can and often do apply to smaller providers (such as freelancers), the working group focused on those deemed important for managing large projects as those that involve a significant volume of multilingual work outsourced to one or more suppliers as part of implementing a global strategy.

The dimensions identified can provide a useful foundation for developing RFP/RFI. They cover a wide array of potential factors that may not apply to a given situation, and are broad and flexible enough to adjust to a company's unique business and procurement requirements.

IV. Using Standard Dimensions to Evaluate Globalization and Localization Services

Streamlining the many potential factors for evaluating globalization and localization service providers begins with looking at how they can be applied in your own procurement processes.

Begin by determining which of the top-level categories of dimensions are relevant to your approach, based on your expectations, and whether your scope of outsourcing covers a single project, a set of projects, or the entire business function. The dimensions include a column to assign weights to each dimension since some factors may be unimportant to one organization's projects but are critical to others.

These dimensions include both subjective and objective factors, and the sources of data to compile them include vendor-supplied information, background checks, and evaluations of publicly available information such as the vendor's website. Few dimensions can be categorized only with a "yes" or "no" (binary) value. Many require samples and summaries that the vendor provides. They've been categorized here to ease the process of comparing relatively subjective material from competing vendors.

While the fact that a supplier has a strong reputation and has been on the market for many years might imply the existence of processes, best practices, traditions, and experienced staff in place, your organization must determine for itself the level of detail and proof of capability required to make a sound decision between established suppliers or startups.

Quality Management and Quality Assurance overlap to a certain degree but they have been separated here to distinguish between quality of the vendor deliverables, and internal management of the materials supplied to the vendor or the deliverables. And, evaluating how vendors structure their QA process to be independent from production is crucial to reduce risk.

Keep in mind that for long or high volume projects, capacity evaluations become critical. The dimensions include clear distinctions between peak, regular and vacation-time productivity. The dimensions also review capacity in terms of in-country, expatriate, and non-native translation resources because translators living outside of target country for five or more years do not stay up to date on the contemporary lingo/terminology, cultural specifics or legislative changes occur in the targeted region. This could affect the quality and adequacy of translation, and its perception by the in-country audience.

Finally, note that automation solutions by themselves do not affect the translation process or quality. But large, challenging projects, involving hundreds or even thousands of individuals around the world are impossible to execute without a certain level of automation.

V. Supplier Dimensions

We group the twelve dimensions into three general areas around which a thorough assessment of a potential vendor should be made. Companies seeking translation and globalization services require varying levels of detail on these three areas, based upon the size and complexity of the project(s) under consideration:

- Organization and Operations
- Quality Dimensions
- Processes & Technology

VI. Globalization & Localization Supplier Dimensions		
A. Organization & Operations		
Dimension	Applicability	Weighting
1. Capabilities: History, Reputation and Key Personnel Assess the vendor's overall approach to doing business including reputation and capabilities of key personnel that would interact with the project under consideration.		
1. Number of years in business		
2. Senior Management other Key Personnel (industry and business background)		
3. Participation in industry organizations, forums, or initiatives		
4. Key References (3 to 5 current customers and contact information)		
5. Past Performance (summarize 2 projects within the last 2 years of similar size and complexity to efforts under consideration)		
6. Quality of marketing / branding information (website and collateral presentation of services, solutions, and features/benefits)		
7. Peer feedback (gathered from direct communications or conference/forum participation with peer organizations)		
8. Third-party feedback (from other vendors, suppliers, or others that interact with the supplier):		
9. Negative feedback (identify patterns to negative feedback) • Supplier interactions • Payment history		
10. Compliance with supplier / subcontractor payment terms		

2. Global Terminology & Language Moderation Services Offering of these services (in-house or outsourced) generally indicates high maturity level and competence.		
1. Does the vendor offer global terminology creation and maintenance services? a. Source terminology development/maintenance b. Target terminology development/maintenance	Yes/No	
2. Summarize the vendor's specialized, centralized process for terminology maintenance.	Summary	
3. Multi-lingual terminology maintenance - In-house or third-party portal - Change request and feedback - Approvals - Process for recruiting and training source and target terminologists for all languages offered.	Yes/No Summary	
4. Adequacy of new term development resources: - Trained terminologist network - Skills and knowledge base - Community management, including issue resolution - Translator vs. Quality Assurance (QA) Person - Client vs. Translator - Translator vs. Client-Initiated 3rd Party Check	Summary	
3. Service Level Assess the breadth and depth of services the vendor can provide in relation to the requirements of the project under consideration.		
1. Services provided: - Translation - Software and Firmware Localization - Standalone editing - Terminology development/maintenance - Global Quality Assurance - Software Engineering - Functional and Localization Testing - Page-Setting (DTP) and Artwork - Multimedia Voiceovers - Multimedia Subtitling - Sound Pre/Post-processing - Graphic Design - Other (Please list.)	Yes/No Checklist	

2. Staff augmentation services (for clients who need only some particular, authorized/pre-trained/pre-approved resources)? - Resumes of qualified individual resources available upon request (blind resumes or full supplier data) - Direct contact with the resources assigned to the projects	Yes/No Summary	
3. Technology platforms supported (for testing of content development and behavior) - Windows (please specify supported versions) - Windows RT - Windows Phone (please specify supported versions) - Mac (please specify supported versions) - Android (please specify supported versions and screen sizes for both smartphones and tablets) - iOS (please specify supported versions and screen sizes for both smartphones and tablets) - Other (please describe)	Yes/No Checklist	
4. Customer-facing reporting (types, formats and frequency) - Status reports - Issues and Problems identification and escalations - Recommendations or process improvement suggestions - Achievements - Other (Please specify)	Yes/No List	
5. Project reviews/evaluations/post-mortems - Standard formats and documentation provided - Reporting on progress and action items	Yes/no Summary description	
4. Capacity: Size and In-House Resources Collect objective fiscal and project-related data to assess whether the vendor is the right size to manage the project in question. Larger vendors may not prioritize projects appropriately, while smaller vendors many not be able to handle the volume.		
1. Vendor yearly revenue for the last one to three years compared to yearly spend.		
2. Yearly spend of vendors two or three biggest customers.		
3. Attributes of three biggest projects the vendor has completed: - Word count - Number of language combinations - Approximate timeframe (number of months, excluding idle periods).		

4. Capacity versus Workload: Peak weekly translation throughput for all languages in question for the following:		
• Long (multiple months) with an advance warning (4+ weeks) • Long (multiple months) with no advance warning • Medium and short projects (2-4 weeks).		
5. Peak weekly capacity by function (engineering, project management, etc.) dedicated to the project.		
6. Comparative allocation of in-house resources to outsourced resources (percentages)		
• PM • Desktop publishing (DTP) and artwork • Software Engineering • Software & Localization Testing • Multimedia work (besides voice recording)		
5. Global Translation Supply Chain Evaluate the extent of the vendor's supply chain including selecting and qualifying reputable resources. The production chain can only produce consistent quality if it is relatively short, transparent and tightly controlled.		
7. Is subcontracting, without vendor or client knowledge, allowed?	Yes/no Description	
8. Methods to prevent subcontracting.	Description	
9. Transparency of supply chain (to sub-vendor level) to the end client.	Yes/no Description	
• Availability of names and contact information for subcontractors. • Information collected to validate subcontractor proficiency/competence.		
10. Number of suppliers for each language offered:		
• In-house suppliers • Subcontracted vendors/teams • Subcontracted individuals		
11. Total yearly capacity (adjusted words) of in-house teams and subcontracted suppliers		
a. Peak b. Regular c. Holidays and vacation periods		
12. Actual yearly average volume (adjusted words) translated/localized by the vendor into each language of interest for the last one to three years.		

13. Process to manage workload backup by primary and secondary suppliers (to the individual level during peak, regular and vacation periods)	Summary description	
14. Reliance on sources for Translation, Editing and Language Quality Assurance - Native speakers residing in respective countries/regions - Native speakers residing outside of home countries/regions - Non-native speakers - Markets for which reliance on expatriates significant (40% of resources or more)?	Description Percentages	
15. In-country terminology and/or subject matter experts for all requested languages (List languages without in-country expertise).	Yes/no List	
16. Subject matter experience and resources in the industry/subject area in question: - Long-term (one year or more) clients in the same or similar sector/area/industry. - Similar projects completed within the last three years.	Summary	
17. Propriety tools expertise - List of proprietary tools. - Trained resources with hands-on experience. - Allowable alternatives and limitations /risks.	List	
6. International Vendor Management (VM) Service Evaluate the vendor's ability to manage its own vendors and resources. Demonstrated experience in selection and management of resources provides a higher confidence level in the vendor's overall capabilities.		
1. Dedicated VM department or team to support Project Managers: - Project Managers (PMs) access to the full supplier database - Guidelines for PMs to select resources/suppliers from the supplier database - Access to supplier performance information	Yes/no Description	
2. Locating new resources - Process for identifying new resources - Standardized tests/questionnaires to screen new resources.	Summary	
3. Standard documents to engage resources: a contract/agreement, and a non-disclosure agreement (NDA)	Summary Examples	

• If customized contracts are in use, what is the breakdown between standard contracts and customized contracts? • Validation of signatures prior to engagement of subcontractors. • Frequency of contract and NDA review and renewal.		
4. Collection and analysis of subcontractor project-related feedback and performance-related data: • Process for analysis of subcontractor performance. • Process and frequency of publishing or discussing performance improvement (PI) with subcontractors. • Method for tracking progress on PI cases. • Success rate of PI process.	Summary	
5. Management of supplier / subcontractor feedback: • Process to collect and respond to data updates, requests, complaints and other feedback. • Average response time for simple or urgent queries. • Conflict resolution process, including escalation points and final decision-maker.	Summary	
6. Supplier / subcontractor access to online information: • Vendor's address, contact information, decision maker list, payment credentials, and other business-level data • Negotiated rates • Current and past projects and their specifications • Current and past purchase orders (POs), invoices and payments • Mechanisms to track address or payment credentials updates (including compliance with bank templates)	Yes/no Summary	
7. Subcontractor rate negotiation • Currencies supported • Frequency of rate negotiations	List	
7. International Accounts Receivable (AR) and Accounts Payable (AP) Service Assess the vendor's accounts payable and accounts receivable processes. Comprehensive AR/AP policies, procedures and performance (diligence, organization and efficiency) generally indicates the vendor's overall performance as well as a loyal and stable vendor base.		
1. Subcontractor / supplier submission of invoices: • Online (web entry) • Email	Checklist	

Regular mail		
2. Approval/Rejection and exception handling for incoming invoices (including turnaround).	Summary	
3. Follow-up / resolution process for payment-related queries and complaints (including returned payments or wrong payment credentials.)	Summary	
4. Supplier / subcontractor payment methods supported: - Wire transfer - Electronic payment systems - Checks - Credit / debit cards - Other	Checklist	
5. Payment currencies supported - Handling payments to developing countries - Handling small payment amounts (where wire fee is comparable to the amount itself)	List Summary	
B. Quality Dimensions		
Dimension	Applicability	Weighting
1. Global Linguistic & Technical Quality Assurance (QA) Services Determine availability and assess the vendors LQA and TQA processes. Vendors that offer LQA and/or TQA services generally have a formal approach to and more advanced quality processes.		
1. Does the vendor offer Global Linguistic Quality Assurance (LQA) Services?	Yes/no Summary	
2. Does the vendor offer Technical Quality Assurance (TQA) Services?	Yes/no Summary	
3. QA structure independent from production.	Yes/No	
4. Formalized quality requirements and expectations for quality assessment Publicly available quality system or methodology in use	Yes/No Summary	
5. Description of quality model approach - Pass/fail rating - Combination of pass/fail criteria and a quantitative rating - Single, unified ratings - Categories, error weight and/or priority levels.	Summary	
6. Ability to apply customized weights/pass/fail criteria to different types of materials.	Yes/no Summary	
7. Standard QA evaluation / results forms.	Attach sample	

8. Ability to convert QA results to client-preferred formats.	Yes/No	
9. Reconciliation (including “arbitration) processes to manage disagreements between the translation team and QA team.	Attach flowchart and narrative	
2. Quality Management Asses the vendor’s overall approach and processes to ensure quality of the materials the vendor produces.		
1. Application of formal quality requirements to materials being produced - Global, semi-objective quality indicators, such as accuracy (adequacy to the source) and readability. - Objective quality indicators, such as terminology correctness and consistency, grammar, spelling, technical correctness of the files.	Attach samples List indicators	
2. Publicly available quality system or methodology used in production	Yes/no summary	
3. Method to adjust production stage quality criteria to material type and/or customer expectations.	Yes/no summary	
4. Stages and extent to which quality assurance is applied in production processes.	Summary	
5. Collection, analysis, storage, and end-client access to internal quality assurance results.	Summary	
6. Issue resolution (including standard SLA) during production - Technical issues - Broken or missing regular expressions (parentheses, tags, placeholders, formats, full stops, etc.) - Incorrect, conflicting or missing hotkeys or accelerators - Incorrect file formats, code pages or language scripts - Country standards and Style Guides - Date/number formats, units (incl. monetary), separators, etc. - Major grammar, capitalization and punctuation rules - Locales, fonts, broken or incorrect encodings, etc. - Deviations from the Style Guide provided by the client - Terminology and brand name issues - Incorrect terminology (contradicting the glossary)	Checklist	

▪ Inconsistent terminology ▪ Incorrectly translated brand/product names and trademarks • Over- or under-translation ▪ Untranslated or partially translated strings (strings that appear translated but contain some words in the source language)? ▪ Over-translated strings (strings that shouldn't be translated)? • Inconsistent translations ▪ Locating strings or terms with the same source translated differently ▪ Strings or terms translated similarly where source strings are different ▪ Checks for correctness and consistency of firmware or software references and messages in help, content, and user assistance files?		
7. Completeness and consistency of files being returned.	Attach samples	
3. Quality Control Assess the specific ways the vendor checks for and resolves quality issues on materials that are supplied to them (by subcontractors, outsourced resources, or the client) before incorporation into the deliverable to the client.		
1. Compliance enforcement processes and tools and processes for: • Glossaries • Style guides • Country standards • Client-provided materials or instructions.	Listing	
2. Linguistic & Technical Quality Control procedures or tools • Automated and manual checks (glossary adherence, terminology consistency, etc., across the whole set of project materials). • Automated bug reports. • Process to globally and quickly fix non-language-dependent errors in multiple files	List and descriptions	
3. Independent quality assurance checks (performed by teams not involved in production) on selected samples for large or ongoing jobs (include size of sample).	Yes/No percentage	
4. Reconciliation process to manage disagreements between the reviewer(s) and client representative (s).	Yes/No Summary	

C. Processes & Technology		
Dimension	Applicability	Weighting
1. Translation Processes Assess the vendor's capabilities on typical projects, with focus on standard and critical processes.		
1. Project and Deliverables Handoffs: Processes and tools to: - Verify completeness and correctness of files, instructions, and TMs. - Perform file conversions, splits, or modifications.	Summary / list	
2. Capabilities to fine tune processes to client requirements and specific needs.	Summary	
3. Translation: language and technical self-checks: - Those outsourced to translators - Checks after receipt of files from translators/editors. - Formal process descriptions and specific requirements.	Summary / list	
4. Editing processes - Use of separate reviewers or editors (outside translation process) to fix translated texts? - Use of specialist editors (scientific editors, content editors or other experts) to validate adequacy, accuracy, readability, completeness of translated materials	Yes/no Lists	
2. Global Automation Solution(s) Assess the state of the vendor's automation with regard to partner relationship management, project management, and financial management portals and applications.		
1. Live rate maintenance (that handles thousands of price points) for both clients and suppliers.	Yes/no Description	
2. Solution to automatically link actual rates to project tracking, and managing specifications and quotes (include monthly capacity).	Yes/no Description	
3. Solution to automatically track POs, invoices and payments and fiscal statistics in real-time.	Yes/no Description	
4. Solution to provide customer views of their projects, POs, invoices, payments, and partner data (specify third-party hosted or in-house developed).	Yes/no Description	
5. Live project tracking 24x7 for customers with large or lengthy projects (specify third-party hosted or in-house developed).	Yes/no Description	
6. Terminology Management System (TMS) solutions supported.	Yes/no Description	

7. MT systems in use (include demonstrable gains or usability limitations for each).	List Summary	
8. Other global solutions • Purpose and function of each application. • Benefits in the areas of process improvement, productivity, quality, turnaround time, savings, etc.	List Summary	

VII. Summary and Conclusions

Organizations seeking procure the services of reliable suppliers for their globalization and localization initiatives should begin with a procurement process that provides meaningful guidance on what services are needed and how to compare capabilities between vendors. These supplier dimensions provide a valuable first step to identifying what's possible, which organizations can then customize and refine to meet their unique needs and comply with their internal processes and procedures.

This work represents GALA's initial efforts to provide standards and consistency around the language industry supply chain. We believe that these efforts will help clients and vendors find an even more appropriate "fit" by comparing their dimensions in more thorough, meaningful ways.

VIII. Contributors

A. Primary Authors / Contributors



Serge Gladkoff

President, Logrus International

Serge Gladkoff graduated with honors from an Ivy League nuclear science college and for more than 24 years has been engaged in the localization industry, first as a deputy director for a software distribution company, then as a localization manager of Borland International before becoming co-owner of Logrus as the on-going President for 21 years. Serge has been a speaker and presenter on many events, and was re-elected as a GALA Board member for the third time in 2014-2015, after terms in 2009-2010, and 2011-2012.

Serge has been always engaged within Standards domain for GALA, and is currently GALA CRISP Program Lead. Serge is a co-author of the GALA Standards Whitepaper (1), as well as numerous publications on linguistic quality and standards (2):GALA Standards Whitepaper:

(1) <http://www.gala-global.org/files/webfm/GALA-Standards-A-Broad-View-WhitePaper.pdf>

(2) <http://www.logrus.net/pages/en-publications.aspx>



Leonid Glazychev, Primary Author / Investigator

CEO, Logrus International

Leonid graduated with honors from the Moscow Physico-Technical Institute (Russia), specializing in theoretical physics (plasma) and computer simulation. He started his career as an engineer at the Moscow Radio-Engineering Institute, got his Ph.D. degree in physics and mathematics in 1988, and by 1990 became a senior research associate.

After the demise of the Soviet Union, and during the early stages of Russian economic reforms, Leonid acquired an invaluable life experience moonlighting as a school teacher, dubbing videos, setting up computer software, and working as a freelance translator and interpreter. He joined one of the first software localization projects for the Russian language in 1991.

In 1993 Leonid co-founded Logrus, the first professional translation and software localization company in Russia, and has served as the company's CEO since then. During these years Logrus has grown from a small SLV with three employees into a company with multiple offices and 150+ permanent employees, offering the whole spectrum of translation and localization services (including scenarios with MT usage), LQA, Terminology maintenance, software engineering, testing, DTP, multimedia and other services for multiple languages.

B. Working Group Members / Contributors

The industry experts who have contributed to this document and this work are (in alphabetical order):



Charlie Clark

Principal & Independent Assessor / Evaluator, CCS

With more than 25 years of leadership and management experience in a broad array of organizations, including independent consulting and training experience. Charlie is proficient in Technical, Software and Translation project management, manufacturing, training, multi-site manufacturing operations management, and business management system consulting. As a third party auditor for an international certification body Charlie

has become a technical expert for globalization and localization efforts and has drawn upon his background acquired in roles such as Management Representative, Quality Engineer, Quality Manager, Project Team Leader, Director of Continuous Improvement and Program Management for these industries. He is a RAB registered auditor for several international standards such as ISO-13485, ISO-9001, and EN15038 and has worked extensively with the American Society for Quality on various Executive Boards, as well as on National committees. He has been selected for the review of the Certified Quality Auditor Exam Committee at ASQ Headquarters in Milwaukee, and was also selected to assist in writing the exam for the Certified Quality Improvement Technician committee.

Charlie participates on several Technical committees for standards and is a member of the ASTM TC 37 for the new ISO 17100 Translation standard.



Patricia Doest

Localization Project Manager, Spil Games BV

Fluent in English, Dutch, Portuguese and Italian, Patricia applies her language and organizational skills as Localization Project Manager at Spil Games. Her main focus is continuous improvement of the processes and quality involved in Spil Games' localization service. Her areas of responsibility range from editorial/localization software to degrees of cultural accuracy.

Patricia's background is saturated in European language and culture. Having studied EN/PT/NL translation at the translators' academy in Maastricht, and Portuguese language with a specialization in translation at the University of Utrecht, she was sworn in as an English-Dutch translator at the court of Utrecht in Feb 2005. In the same year she completed a language course at Siena's Università per Stranieri, and continued into an internship as a translator at the European Parliament in Luxembourg.

Since then, Patricia has worked in several translation agencies as a project manager, and joined Spil Games in 2012.



Hans Fenstermacher, Primary Author/Investigator

Chief Executive Officer, Globalization and Localization Association (GALA)

Hans is CEO of GALA, the world's largest language-industry trade organization he co-founded in 2002. He's been in the language industry for over 30 years, beginning as in-house translator and interpreter. He started his own language-service business in 1994 and later was a global corporate executive at TransPerfect Translations for six years. Born in Germany, Hans speaks six languages and holds a B.A. from Princeton and an M.A.L.D. from the Fletcher School of Law and Diplomacy. He is also an Associate Fellow of the Society for Technical Communication. Hans speaks and writes extensively on the language enterprise.



Maria-Kania Tasak

Sales Director, Arancho Doc

Maria Kania-Tasak has worked in the translation industry for over 12 years. She is Polish by birth but grew up in Canada where she graduated in rhetoric and professional writing from the University of Waterloo. After working as a senior technical writer for a telecommunications company, she decided to move back to Europe in 2001. Maria then spent ten years working as sales manager for two important language service providers in Poland and Spain where she managed various large multinational accounts. In 2011, Maria joined the Arancho Doc Group — a translation and localization company headquartered in Bologna, Italy, that specializes in language services and

solutions for the life sciences, manufacturing and IT sectors. Maria currently holds the position of sales director and is responsible for coordinating and managing an international team of sales professionals.



Sanne LeGier

Director of Operations, Venga Globalization

Sanne LeGier grew up in Germany before moving to the US. Her bi-cultural background, paired with technical and business expertise led her to a successful career in localization. Sanne holds a degree in Software Engineering, studied Computer Linguistics at the University of Cologne with focus on MT and is a SixSigma Green Belt. Over her 10-year localization career she worked in various positions in production, technology and management for companies like Imperia, SDL or Venga Globalization. Sanne currently holds the position of Director of Operations at Venga Globalization.



Mika Robert Pehkonen,

Senior Manager, Localization & Documentation, F-Secure Corporation

Mika Pehkonen is the documentation and localization manager at F-Secure, a Finnish content cloud and security as a service company. Mika has degrees in translation and management, has worked as a translator and technical writer and is a certified scrum master. Mika has over fifteen years' experience in localization and is a frequent speaker at industry events.



Karin Pfetzer,

Director of Operations, Oxford Conversis Ltd

Karin Pfetzer has a degree in translation from Heidelberg University and an MBA from Henley Management College. She has been working in the localization industry since 1995, starting out as a translator with SDL, moving to project management at UK software house Sage and then into production management at a large UK translation company, where she introduced the use of CAT tools, implemented processes and procedures and led the company to achieve ISO9001:2000 certification. In 2003, Karin was part of the team that founded Conversis; she's responsible for all operational activities and serves as operations director on the Conversis board.



Miriam Valova

Procurement Area Manager and Team Coordinator,
Jonckers Translation and Engineering

Miriam has been working in translation/localization business since 2006, beginning her career at Lionbridge Slovakia as Vendor Coordinator where she was mainly responsible for Central and Eastern European languages.

In 2008, she joined Jonckers Translation & Engineering in Czech Republic, also as Vendor Coordinator. During 5 years of working experience at Jonckers, she has been promoted to Procurement team coordinator, which is also her current role. Together with my team she supports over 150 languages and manages close to 2000 language service providers.

Her daily work is consists of communication with various stakeholders located worldwide, negotiations, strategic sourcing and planning, analyzing and reporting.



Véronique Özkaya,
Chief Sales Officer, Xplanation

Véronique Özkaya is responsible for developing and executing Xplanation's global sales, marketing and account management strategies. Before joining Xplanation in 2012, she held senior management roles at Moravia, Lionbridge, and Stream International. She is a frequent public speaker at industry events.

IX. About GALA

The Globalization and Localization Association (GALA) is the world's largest trade association for the language industry with over 400 member companies in more than 50 countries. As a non-profit organization, we provide resources, education, advocacy, and research for thousands of global companies. GALA's mission is to support our members and the language industry by creating communities, championing standards, sharing knowledge, and advancing technology. For more information: www.gala-global.org.

A. About CRISP

GALA's Collaborative Research, Innovation and Standards Program (CRISP) offers an inclusive platform for voluntary cooperation among language enterprise stakeholders. CRISP seeks to bring together participants to produce concrete results that advance the industry and create innovative solutions for shared problems. CRISP is an outgrowth of the GALA Standards Initiative, which began in 2011 in an effort to provide a clearinghouse for information about industry standards. It quickly became evident that the GALA community and beyond wanted more than just information about standards; in addition to determining the best practices of tomorrow, they wanted to participate in creating and implementing solutions that could help them in their work today.

CRISP extends the focus beyond standards to create a collaborative framework, open to experts and volunteers, which is designed with low barriers to participation. Program projects and initiatives are driven primarily by its participants, with minimal direction and vetting by a CRISP Advisory Board of invited experts.

With their direct links to the corporate language community, GALA and CRISP are uniquely positioned to gather input from companies, as well as individuals in the supply chain, and to encourage adoption of new industry standards and practices.

X. Appendix

A. Key Concepts & Terminology

A comprehensive glossary of industry terms is beyond the scope of this white paper. Many public resources exist to identify terms specific to the language industry (for example, see GALA's own list of [Localization Definitions](#)).

The following terms are useful for understanding the overall context of the supply chain:

Freelance supplier

KPI: Key Performance Indicator. KPIs are a set of measured parameters with a formula that provides metrics to obtain a numerical evaluation of the supplier's performance over a period of time.

SLA: Service Level Agreement. Commonly refers to the agreement between a client and a supplier where the key project parameters (such as time frame and KPIs) are spelled out.

Subcontractor

Supplier

Vendor