

The silent revolution

Why cloud-based translation management systems are here to stay

One nation, many cultures

How multiculturalism has turned Australia into a favorable business hub

Careers in localization

A look beyond the traditional entry positions

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magazine for international
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**From the editor**

A common characteristic of the localization industry is the fact that most professionals never set out for a career in this field, but rather stumble into it incidentally. Universities and academies help students to acquire the necessary linguistic proficiencies and intercultural communication skills, but often fail to outline the full career potentials available on the market. Only a few language professionals plan beyond the typical entry positions. Although there are plenty of opportunities out there for those who seek to climb higher on the career ladder. In addition, the translation and localization industry has defied the global financial crises and continues to flourish and grow, making it attractive for job seekers. Our author Inger Larsen, who has been recruiting for the localization industry for the past twelve years, outlines the different career paths available in the sector (page 10).

While many businesses aim to grow through mergers and acquisitions, many of these deals fail to realize their expected value, particularly when different cultures are involved. Sharon Parker takes a close look at the critical process of human capital management during such times of change (page 14).

Cloud-based technologies are becoming increasingly sophisticated and more and more important for the translation industry. While many cloud-based solutions are still haunted by a negative reputation – often concerning privacy issues – Uwe Muegge argues that the benefits of these systems far outweigh the drawbacks (page 17).

Mikhail Ostrogorskij looks at the benefits of introducing a collaborative, cloud-based environment for authors, translators and managers, and explains how to set up virtual machines and remote desktop sessions in such an environment (page 22).

While machine translation tools are an indispensable part of the industry, companies offering highly specialized translations still rely on human language professionals who are well familiar with the subject of the source document. In his article Emmanuel Margetic expands on this (page 26).

Also, we're taking a look at a market that has great potential for organizations operating on a global scale: In Australia multilingualism is more than just a buzz word – it is in fact institutionalized as a national policy. Fern Chang, Helena Rojas and Dieter Runge outline the benefits for international businesses (page 29).

Last but not least, tekomp is excited to announce the launch of its international training platform TCTrainNet. TCTrainNet brings a formal internationally recognized qualification to technical communicators from around the world (page 32).

We hope you enjoy this issue of the tcworld magazine!

Corinna Melville



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Careers in localization

Many young professionals don't look beyond the traditional entry positions, e.g. as a translator. However, the translation and localization industry offers great opportunities for those who seek to climb the career ladder.

page 10



The silent revolution

While sometimes undeservedly haunted by a negative reputation, cloud-based translation management solutions offer all the important features without the headaches.

page 17

One nation, many cultures

In Australia multiculturalism is more than just a buzz word. It is institutionalized as a national policy, making the country a favorable place for international business.

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Collaborate to compete – the motto of the future workforce

The hyper-growth and hyper-competitive nature of the Asia/Pacific region coupled with the entry of a new digital native generation of tech-savvy employees are transforming the workspace as we know it.

The easily distracted Generation Y is entering the workforce in rapidly growing numbers. This generation and the next are accustomed to being mobile and virtual with strong multi-tasking abilities. Their characteristics are quickly changing the dynamics in the workspace across

the Asia/Pacific region where half of the population is under the age of 30 today. By 2015, 40 percent of employees in Asia/Pacific will be mobile workers according to the International Data Corporation's (IDC) worldwide mobile worker population forecast 2011-2015. This trend leads IDC to believe that enterprises will have to foster a highly collaborative, virtual, mobile, multi-media and multi-dimensional environment.

Sandra Ng, Group Vice President of ICT Practice at IDC Asia/Pacific says, "The motto of the future workspace

is 'collaborate to compete'. The competition among governments, businesses and individuals is a way of life in our region where chasing the next foreign or private sector investment, customer, job or dream product is part and parcel of our society. Information is money and collaboration has become an essential ingredient to compete in today's marketplace." She adds, "Businesses are taking the IT consumerization trend to improve and transform their business processes including customer engagement platforms and entering into

new markets previously not possible or accessible."

IDC notes that the ubiquity of smartphones along with the rising business use for tablets are the first to diversify the workspace in a major way. These combined with the growing use of consumer and business applications delivered via cloud, the use of social media for collaboration and business commerce generation, the use of video for communications, training and collaboration purposes, as well as the entry of 3D technologies to further enhance our work and life experiences are creating an unstoppable generational shift in the workspace.

The 556 million mobile phones IDC forecasts to be shipped by 2016 in the Asia/Pacific (excluding Japan), emerging markets, which tend to have significantly younger populations, will account for 87% of the total shipments. Corporate media tablets will grow at a compound annual growth rate of 43 percent from 2011 to 2016, in some cases complementing PCs.

Sandra Ng concludes, "In our region where mobility is the foundation of collaboration and communication, and increasingly entertainment and payment services, the future workspace will inevitably have to evolve to adapt to our fast-paced society where the next service or product, customer engagement and delivery will have to be faster and better to meet customers' increasing expectations. Going forward, it will be a vicious cycle where collaboration and competition have to come hand-in-hand in order to grow and survive in the world's largest emerging market."



Image: Ferli Achirulli

New book provides thought-provoking look on outsourcing

The recently published *The Moral Case on Outsourcing: How Good, Bad, or Ugly is it for America and the World?* has been written by industry thought-leader, Scott Phillips and endorsed by the founder and chairman of the International Association of Outsourcing Professionals (IAOP) Michael F. Corbett.

"With a perfect blend of public and private sector experience, Scott Phillips is uniquely qualified to take on one of today's most contentious 'hot button' issues – outsourcing," said Corbett. "Anyone who really cares about the future of the global economy, and especially those in a position to influence and set policy, should read this book."

The Moral Case on Outsourcing provides a thought-provoking and comprehensive look at the social, political and moral implications of this controversial practice. Along the way, it directly confronts the

conventional wisdom on both sides of the debate. With a wide-ranging list of costs and benefits, *The Moral Case on Outsourcing* then introduces a set of moral frameworks to gauge just how good or bad outsourcing really is for America and the world. These same tools allow readers to decide the moral case on outsourcing for themselves.

The Moral Case on Outsourcing concludes with a set of policies – ranging from how to improve access to higher education to the case for a stronger safety net for workers who lose a job.

About the author

The author Scott Phillips has more than 15 years of experience in the information technology industry of global consulting and outsourcing services. Prior to his IT career, he was a Peace Corps volunteer and head-

quarters staff member. These two disparate careers provide a unique perspective for looking at the moral case on outsourcing.

The Moral Case on Outsourcing is now available in hardcover from online retailers in the U.S. and U.K. Digital versions for eBook readers are also available.

www.iaop.org

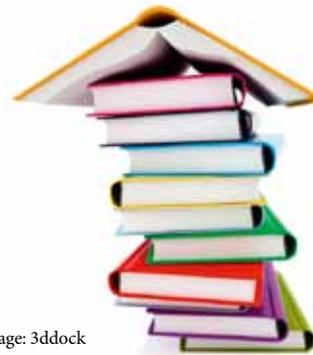


Image: 3ddock

LANGUAGE SERVICES MARKET 2012

The global market for outsourced language services and technology will reach US\$ 33.523 billion in 2012, according to a study by market research firm Common Sense Advisory. In its annual industry report, "Language Services Market 2012," the firm details the findings of its comprehensive study, identifying 26,104 unique suppliers of translation and interpreting services across 154 countries.

www.common senseadvisory.com

TERMWIKI WIDGET

CSOFT International, Ltd., a provider of localization, testing and software development, has created TermWiki Widget. The solution allows global websites to embed TermWiki's vast database of subject-specific terminology content on their own pages for free.

<http://en.termwiki.com>



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Google launches Endangered Languages Project

ATRIL AND PLUNET GMBH PARTNER

Atril, developer of computer-assisted translation technology, and Plunet, provider of business management software for translation services and agencies, have formed a new technology partnership. Together they will produce an end-to-end management solution for the translation and technical writing industries.

www.atril.com

BABYLON TOUCH

Babylon.com, a provider of language solutions, has released its translation mobile applications suite in dozens of languages, available for iPhone, Android and Windows Phone. The free Babylon Touch app for Android is Babylon's latest development.

www.babylon.com

LIDO-LANG PROJECT MANAGEMENT OUTSOURCING

Lido-Lang Technical Translations, a provider of language services, has introduced a new service of project management outsourcing, aimed specifically at corporations and large companies wanting to cut internal costs and increase the flexibility of the employment structure.

www.lidolang.com

PLUNET BUSINESSMANAGER 5.3

Plunet GmbH, a provider of business management software for translation services and agencies, has released Plunet BusinessManager 5.3. The new version has added new features to all program areas and increased overall workflow flexibility.

www.plunet.com

Google has launched the Endangered Languages Project, a website for people to find and share up-to-date and comprehensive information about endangered languages. According to Google, documenting the 3,000+ languages that are on the verge of extinction – about half of all languages in the world – is an important step in preserving cultural diversity, honoring the knowledge of our elders and empowering our youth. Technology can strengthen these efforts by helping people create high-quality recordings of their elders – often the last speakers of a language – connecting diaspora communities through social media and facilitating language learning.

The Endangered Languages Project, backed by a new coalition, the Alli-

ance for Linguistic Diversity, gives those interested in preserving languages a place to store and access research, share advice and build collaborations. People can share their knowledge and research directly through the site and help keep the content up-to-date. A diverse group of collaborators have already begun to contribute content ranging from 18th-century manuscripts to modern teaching tools like video and audio language samples and knowledge-sharing articles. Members of the Advisory Committee have also provided guidance, helping shape the site and ensure that it addresses the interests and needs of language communities. Google has played a role in the development and launch of this project, but the long-term goal is for

true experts in the field of language preservation to take the lead. As such, in a few months Google will officially hand over the reins to the First Peoples' Cultural Council (FPCC) and The Institute for Language Information and Technology (The LINGUIST List) at Eastern Michigan University. FPCC will take on the role of Advisory Committee Chair, leading outreach and strategy for the project. The LINGUIST List will become the Technical Lead. Both organizations will work in coordination with the Advisory Committee.

As part of this project, research about the world's most threatened languages is being shared by the Catalogue of Endangered Languages (ELCat), led by teams at the University of Hawai'i at Manoa and Eastern Michigan University, with funding provided by the National Science Foundation. Work on ELCat has only just begun, and feedback from language communities and scholars can be incorporated to update the knowledge about the world's most at-risk languages.

Building upon other efforts to preserve and promote culture online, Google.org has seeded this project's development. Interested organizations are invited to join the effort. By bridging independent efforts from around the world Google hopes to make an important advancement in confronting language endangerment.



Image: Katrina Brown

www.endangeredlanguages.com

Translation industry headed for a “future shock” scenario

Language service providers and freelancers translate hundreds of millions of words per day; supporting global trade, diplomacy, tourism, and a host of other international and domestic multicultural activities. Advances in machine translation have enabled greater volumes of translation to take place than ever before by automating some of that content. What is the current state of human translation throughput, and can it support the demand for content that organizations would like to have translated? Will the rates of growth make machine translation an absolute necessity?

Independent market research firm Common Sense Advisory's latest survey-based report, “Translation Future Shock,” provides data that buyers and suppliers can use to benchmark the productivity and effectiveness of the language services they currently purchase or provide. The findings point to a “future shock” scenario – major structural and technological changes in a short timeframe for which pro-

viders are simply unable to address market demand without changing how they operate.

Comments Don DePalma, Chief Strategy Office at Common Sense Advisory: “We see a phenomenon in translation as it shifts from a cottage industry to a much more technology-dependent one, with large volumes of content flowing in many directions.” He adds, “The data leads us to believe we are approaching a turning point, at which the language services industry will need to reinvent itself.”

The report provides data from a survey of the productivity of language service providers (LSPs) and reveals numerous important findings:

- The majority of translated content is new. The survey investigated how many words are “brand new” words, translated for the first time, without any use of translation memory software. The rate was 59.38 percent for translation companies and 59.11 percent for freelancers, which means that approximately 40 percent of content translated takes

advantage of previous translation work.

- Translation productivity has stagnated. The report found that individual translators on average produce 2,684 words per day, while the average LSP reported a daily output of 43,546 words. The average LSP processes 5,728 words per hour, whereas freelancers translate an average of 443 words hourly. The longstanding industry benchmark for translator output has been 2,500 words per day. Productivity increases have been minimal over the last decade.
- Many have tried machine translation. The survey also sought to determine the percentage of translation volume that was assisted by machine translation (MT) software. Less than half of translation companies (44.02%) and more than half of freelancers (55.00%) stated they had tried MT at some point.

www.commonsenseadvisory.com

TAUS launches Dynamic Quality Evaluation Framework

The TAUS Dynamic Quality Framework (DQF) enables benchmarking, providing a framework of the best fit translation quality evaluation models based on content types, intended usage, tools, processes and other variables. It is a knowledge base documenting industry best practices for applying evaluation models and shared tools.

“Translation quality evaluation is one of the biggest headaches in the translation service industry,” says Jaap van der Meer, director of TAUS. “Most companies still work with a static evaluation model – one translation quality fits all purposes. This does not match today's needs. We need to go up and down in quality, depending on the type of content and usage.”

The TAUS DQF has been developed over the last eighteen months in close cooperation with TAUS members, including among many others eBay, Intel, Medtronic and Microsoft. Based on ranking of all their content types on three vectors – utility, time and sentiment – TAUS identified eight content categories and specific content profiles. The TAUS DQF recommends the most appropriate quality evaluation models for particular profiles. The DQF knowledge base outlines seven different quality evaluation models and offers instructions for use, templates, metrics, best practices and tools.

The TAUS DQF may be used to provide industry shared intelligence on decisions whether human or machine translation production should be used and which translation evaluation model should be applied. Later this year TAUS will release benchmarking tools for machine-translation productivity testing and for evaluation of adequacy, fluency and error typology.

DQF is a part of TAUS Labs and its resources are available to TAUS members.

www.translationautomation.com

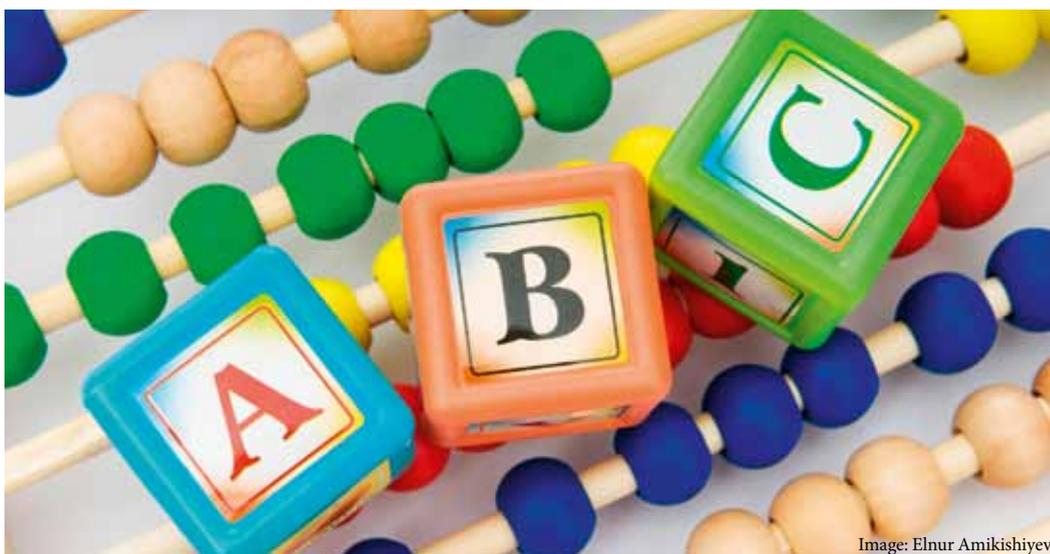


Image: Elnur Amikishiyev

Careers in localization

While studying at university, many students devote themselves entirely to language, unaware that the job market holds a vast variety of career opportunities beyond the traditional translator's positions. Here's an overview of the many positions available in

mastering the new languages beyond the traditional the localization industry.



Image: bowie15

By Inger Larsen

Not planning for any career

I was talking to a localization project manager the other day about how he got into project management. The answer was: "I had been working as a freelance translator for a good while. Three years ago I applied for more freelance work with a company, and they asked if I was interested in a job as a junior project manager. I had no idea such jobs existed."

This is a typical example for a "career path" in localization. Very few professionals seem to plan beyond working in the typical entry point positions: translator, engineer, testing or DTP. Universities educate for the first, on the job experience for the next step.

However, it must be said that once inside the localization industry a number of courses and workshops are available for further education and continued learning, for instance at the Limerick University in Ireland, at the California State University or at the Localization Institute as well as many workshops at industry conferences. I have been working in localization for over a quarter of a century. In the early 80s, when I decided to get a degree in technical translations in my home country Norway, everyone tried to dissuade me from doing so. "There are no jobs, there is no career in it." This was of course just before the advent of personal computers. So I started working as a freelancer, got a job as a software localizer and documentation translator, then got promoted to being a project manager. I continued with more project and program management, then account management and eventually global sales. One thing led to another and for the past twelve years I have been working as a specialist recruiter within the localization industry.

When I first started my professional life, I had no idea of career paths either. Mine – with the exception of the last twelve years – is actually a quite typical career path in the industry.

When I go to universities from time to time to give presentations to translation students, both students and teachers are equally surprised about the vast career opportunities.

So let's look at some of the typical jobs within a localization company.



Image 1: Basic organization of an early-stage localization company

Typically, **project managers** do a lot of tasks that later become more specialized, for instance vendor management, quality management and terminology research. This is in addition to their day-to-day tasks of project planning, costing, file and tools preparations, delivery, trouble-shooting, client contact and invoicing.

Sales people might do both sales and account management. Pure sales – prospecting for new clients, cold calling, meeting and presenting, writing proposals and closing sales – is often referred to as "hunter" type sales. Managing the customer, overseeing deliverables, problem solving and looking for more pos-



Translation Management Systems

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Operations roles



Image 2: Typical positions within operations in larger localization companies or departments

sible business from existing clients is what we call “farmer” type sales. In my recruitment firm, these two types of positions are the ones that we get the most recruitment requests for.

Scaling up – larger organizations

As a company grows and gathers larger volumes of work and a greater variety of clients, the need for specialization evolves. Below is a fairly comprehensive list of typical positions that you will find in a large localization company.

• Operations

The typical positions within operations in larger localization companies or departments are illustrated in Image 2. These positions are generally the same for internal localization departments and localization vendor companies.

• Sales

For localization vendor companies, it is important to protect and expand their business. In well-developed vendor companies it is not unusual to find at least three of the positions outlined in Image 3.

So from being a single freelancer, you suddenly see an organization with many layers and plenty of career opportunities.

• A couple of typical career paths

Translator → project manager →
account manager → sales

Engineer → tools specialist → solutions architect

DTP → team leader → project manager →
operations manager

As you scale up remember: sales teams have many roles



Image 3: Typical sales positions in larger localization companies

Interaction between originators and localization

Now this is where it gets really interesting, notwithstanding if we are talking about two different departments within the same company or if the client is the originator and the vendor is the localization company. This is where co-operation, streamlining and process improvement can have a major impact on time, quality and costs. Typically, in the early stages of developing original material – be

it software, websites or documentation – the content is created without much thought about going global. Back in my early days we had examples of hard coding of software strings, compilation build kits not allowing for national characters, national characters being misinterpreted, etc. Once, after I had localized a software product into Norwegian and got it back from the software engineers after compilation, I found that the special Norwegian character “ø” had been interpreted as an end-of-line character. With the advent of experts and specialist tools for localization and internationalization, fortunately this does not happen too often today. Stories of significant improvements needed in the original still abound. One example I heard of, was applying simplified English to the original – it resulted in improved clarity in both the original and the translations and, since the new text was shorter, a cost saving of more than 30% for every translated language.

Terminology

This deserves a heading of its own. This can be a dedicated position, or it falls within the remit of existing positions on the originators' side and the translation companies' language departments. Thorough management of terminology is really important. Not just for streamlining products and messages across the company in all the languages, but also for improved outcomes from Computer-Aided Translation tools such as Translation Memory and Machine Translation Systems.

In summary

People in the localization industry have a wide range of career opportunities. The vast majority of them loves it and actually gets quite addicted to the diversity of their working life. Many get

to work with international people from all sorts of backgrounds. I meet candidates who have left the industry and can't wait to get back into it. A typical comment I might hear from such a recruit is: "People in my new company are all the same – I can't stand it!" An event like the tcworld conference in Wiesbaden in late October (see page 33) brings together the originators and the localization professionals to meet and exchange ideas for improvement – the two sides coming together and looking at the entire process of information development as one, to everyone's benefit. I look forward to seeing you there.

contact

Inger Larsen is the founder of Larsen Globalization recruitment, which has provided recruitment services to the localization industry worldwide since 2000, with main offices in London and Boston. Before this Inger worked in localization for 15 years on both the production and sales side, for IBM, Microsoft and Xerox.



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text & form provides product and multimedia localization services, SAP system translation and more.

To see a complete list of GALA member companies, please visit www.gala-global.org.

GALA is the largest global non-profit association within the language industry, providing resources, education, and research for companies working with translation services, language technology and content localization. Member companies are vendors and buyers of language services and technologies. They deploy sophisticated multilingual strategies and proven tools to take content and products to markets around the world.

Achieving deal value through human capital management

Many global and international businesses aim to grow and thrive through acquisitions and mergers. But with the majority of these deals failing to deliver their expected value, executives and leaders often find themselves at the end of the integration process looking back wondering what went wrong. As mergers and acquisitions become a driving force in global competition, companies are now being forced to take a closer look beyond the immediate consequences, into the complexities of integrating two – often completely different – worlds into one.



Image: Konstantin Chagin

By Sharon Parker

Successful deal value depends heavily on managing human capital risk, especially at the leadership level. Companies will readily focus their energies on the integration of tangible assets such as IT systems and cost synergies, yet human capital risk management gets overlooked, often to everyone's detriment. Often issues that arise from misaligned leadership, executive retention, and employee disengagement cloud the reality of pre-deal visions such as a higher stock price, increased revenue, and greater prominence as a leader in the market.

What makes human capital risk management so important?

It has been found that 90 percent of mergers and acquisitions do not realize their expected deal value, based on a study of 100 European companies conducted by the Hay Group in 2010. So, what are the companies that succeed in the post-acquisition environment doing right? In an evolving, recently merged culture fraught with continual change, career uncertainties, and communication meltdown, how do they do it? These companies succeed because they genuinely understand the true value of human capital and work to maximize it. Absolutely essential to the success of the deal, human capital risk management should always take a front row seat before, during and after the integration. Problems arise from misaligned leadership direction, lack of executive enculturation, incompatible business practices, different work cultures, and employee disengagement. Though there are other factors that play into the success of a merger or acquisition, people factors can be directly addressed by taking actionable steps necessary to succeed.

Executive enculturation maximizes acquired talent through assessments and coaching

Lack of executive enculturation occurs when leadership talents are not properly taken into consideration during the integration process.

Executive talent can be identified through the use of leadership assessments and then leveraged in such a way that will positively impact the acquisition while maintaining the strength of the existing business.

Assessments identify leadership capabilities, behaviors, and derailment factors. These are followed by confidential coaching sessions providing a safe environment to focus on practical and specific business capabilities or interpersonal skill development. With the support of an external executive coach, acquired leaders can then develop a plan of action to leverage their strengths and improve specific areas.

During a merger of two disparate companies, the CEO of the acquired organization was truly struggling because the acquiring company did not have experience in his company's industry. This caused major changes in the CEO's role during integration, and the daily struggle wore him down. Though he wanted to set a positive example for his employees, he had to make some tough decisions about what type of role he was going to play within the acquiring company after the integration. Executive coaching sessions provided him a venue to talk through his concerns with a totally objective party. The coach did not advise him, but asked the thought-provoking questions that helped him take a look at his situation from different perspectives, resulting in a shift in thinking. With this new self-awareness, the CEO was able to use his expertise and change roles to be a much more effective leader.

In another acquisition, the two top leaders participated in leader assessments, which revealed that one of them was a great technical innovator, a true scientist, while the other played the role of evangelist and spokesperson for the company. However, the grim reality was that neither of them was excellent at operations, which might have been the reason that the company was struggling in the first place. The assessments helped the acquiring company position the two leaders to take advantage of their skills and expertise.

Acquisition of an entire new set of talents requires understanding the capabilities and behavior of the existing leadership team and

how their abilities match up with what is needed to move within the new direction. Leadership assessments and executive coaching by an external source have a proven ability to uncover these areas so that the executives of acquired companies can contribute effectively and successfully.

Leadership alignment sessions will reveal misunderstandings, clarify direction, and unite all fronts

Misaligned leadership occurs when leaders do not have one shared vision. To avoid this situation before it becomes a real issue, leadership alignment sessions enable the leaders of the merged entities to develop that shared vision, as well as make decisions about governance, and create a compelling need for change. Leadership alignment sessions can help reveal communication breakdowns, such as the one that occurred during the acquisition of two global technology companies. Executives of the acquired company had become frustrated that they were not told who their manager was going to be in the combined organization. A leadership alignment session revealed gaps in communication and misunderstandings between the two companies. The acquiring company had indeed never discussed their plan with the acquired team. Their reasoning was that they were first planning to keep the teams intact to understand the value that they bring, before integrating them into functional areas within the organization. Without the leadership alignment session to reveal the intentions of the acquiring team, the leadership direction may not have ever been completely understood.

Leadership alignment sessions enable the teams of both companies to develop a clear understanding of the business rationale for the acquisition and lend widespread visibility of such understanding. When leaders are seen pulling in the same direction, they become recognized as a team, committed to the success of the combined organization. Clarifying the direction and establishing a clear vision

through leadership alignment sessions will further engage and mobilize management to create an environment more conducive to successful organizational change.

Cultural transformation requires understanding culture gaps during due diligence

All mergers and acquisitions present a compelling case for early understanding of the nuances of both business cultures and geographic differences. They define issues that arise when language barriers, incompatible work environments, or business practices collide in the invisible context of culture. Global companies do not always realize expected deal value, simply due to these differences in culture. The degree to which cultures clash is more commonly referred to as the 'culture gap' and represents the differences between each company's management style and ways of working, such as decision-making methods or people practices, in addition to country culture differences. During a past global merger of two international companies, there was only a very limited cultural due diligence. A cultural assessment was conducted soon after the acquisition was announced and long before the deal was closed. The culture assessment revealed that the management styles were significantly different, despite the companies having espoused similar values.

The acquiring company was very rigorous about accountability, whereas the acquired company was very lenient. This cultural difference had to be acknowledged and addressed at all management levels before any kind of progress was made. Employees need to know what is expected in the new corporate climate and how they will be impacted.

Taking cultural transformation steps early in the integration process sets the stage for an evolving corporate climate that will provide what is best for the blending of the two companies. Cultural integration involves establishing a tangible timeline and identifying the shared values and best business practices of the two entities. Intangible attributes such as understanding the employee climate and leveraging the best of both worlds will come about from acknowledgement and alignment of business practices and shared values.

Another cultural element that can occur in any organization, not just cross-border transactions, is communication style. For example, an acquired organization that was accustomed to receiving important communications directly from their CEO via email learned that the acquiring organization had a practice of delivering important communications through first-line managers in team meetings. The acquired organization had to then transition to this style. A cultural integration method was used to develop and implement several interventions, which allowed the acquired organization to 'wean' itself off of hearing important messages only from their CEO. Interventions such as these help an organization through significant change as it becomes acclimated to an entirely new corporate climate.

Boost confidence and morale by positioning communications in the employees' perspective

Disengagement and isolation often occur during the acquisition process when employees do not know the reason for a new structure or business practice. For example, during the acquisition of one very tech-savvy company, employees became alienated when the method of communications changed. The acquired company was accustomed to receiving information directly from their former leadership team in company-wide meetings. A further complication was the language barrier of two different nationalities. The acquiring company provided an online employee portal for organizational messages in English and the notifications regarding the upcoming change were posted here. However, they had not been translated into the native language of the acquired company. Notifications were not read by employees and they were surprised when the changes were implemented. A survey among acquired employees revealed that only a few of them were actually using the portal to get information because this wasn't their style of communication and the posts weren't in their native language. While leaders often have the best intentions, and feel their communication style is sufficient, that is often not the case. Management must understand how to position announcements and communications from the employees' perspective. This may seem rather obvious,

but the sobering result of workforce retention problems and employee morale are a direct result of disengaged employees who feel that their point of view is not being taken into consideration during all of this change. To avoid this very real risk, management must take the steps to understand employee concerns through surveys and roundtables. Then the leaders can remedy issues and clearly communicate, with transparency, to their employees and stakeholders. When employees are properly informed through honest and timely communications from their leaders, they will be engaged during the integration process and will view the company with a renewed sense of ownership as the two company cultures blend into one.

Human capital risk management is critical to success

Many mergers and acquisitions do not deliver the value expected because human capital risk management is often overlooked. These people factors are critical to the success of the merged business. Using resources and tools to identify and mitigate risk, particularly in the leadership ranks, will improve the chances of a successful integration. An environment that is conducive and open to positive growth and change will emerge as the two companies become one and deal value is achieved.

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Sharon Parker

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The silent revolution: Cloud-based translation management systems

If you are a translator or someone involved in translation, have you ever day-dreamed about a translation management system (TMS) that provides all its features without the headaches: a TMS that doesn't conflict with other applications; one that runs smoothly on any system including a Mac; a translation management system that you never have to update; and last but not least, one that to get started? If this vaguely describes your of translation management system is a reality years already.

doesn't cost you hundreds of dollars just vision, I've got news for you: This type of technology and has been for a number of



By Uwe Muegge

A brief history of cloud-based translation memory technology

In a traditional computing environment, all processing power and data are located on an autonomous local device, typically a desktop or laptop computer. In a cloud-based environment, on the other hand, the local computer serves primarily as an input/output device that communicates with a remote server, and it is within the remote server that most of the processing power and data reside. Consequently, the term ‘cloud-based translation management system’ refers to a TM system, where the translation memory software and linguistic assets (i.e. the translation memory database, glossaries, etc.) are hosted on remote, web-enabled servers that linguists access using either a thin client or just a standard web browser. This type of translation tool made its debut about ten years ago, when large translation service providers and large buyers of translation services started deploying web-enabled translation management systems, such as Lionbridge’s Freeway and Idiom’s World-server. At that time, only those translators working for one of the few owners of these systems had access to them.

In the second half of the 2000s, things changed dramatically. In 2007, Lingotek, a newly founded translation technology company, made its cloud-based translation management system available to any translator for free. But it was in 2009 that cloud-based translation became known to a wider audience for the first time, when Google launched the Translator Toolkit: a free, full-featured cloud-based translation management system that was primarily designed to improve the translation quality of Google Translate, Google’s proprietary machine translation system (see Figure 1).

Today, translators can choose from a wide variety of professional cloud-based translation memory products. The Translator Toolkit probably has the largest user base today and is still free, as is Wordfast Anywhere, the third

and newest member of the Wordfast family of translation management systems. Lionbridge Translation Workspace, Memsources Cloud, Wordbee and XTM Cloud, to name just a few, are examples of fee-based services.

What’s so great about cloud-based translation management systems?

No application to install

While some cloud-based translation management systems require users to install a thin cli-

ent, such as a plug-in for Microsoft Word, many rely entirely on the functionality of a standard web browser to connect to the remote web server.

Since in all cloud-based TM systems the “heavy lifting” (e.g. segmentation, TM lookup, and glossary lookup) is done on the server side, users of cloud-based systems don’t have to worry about the involved, multi-step installation procedures characteristic of conventional desktop translation management products. Typically, all it takes to get started with a cloud-based system is an Internet connection and signing-up for the service.

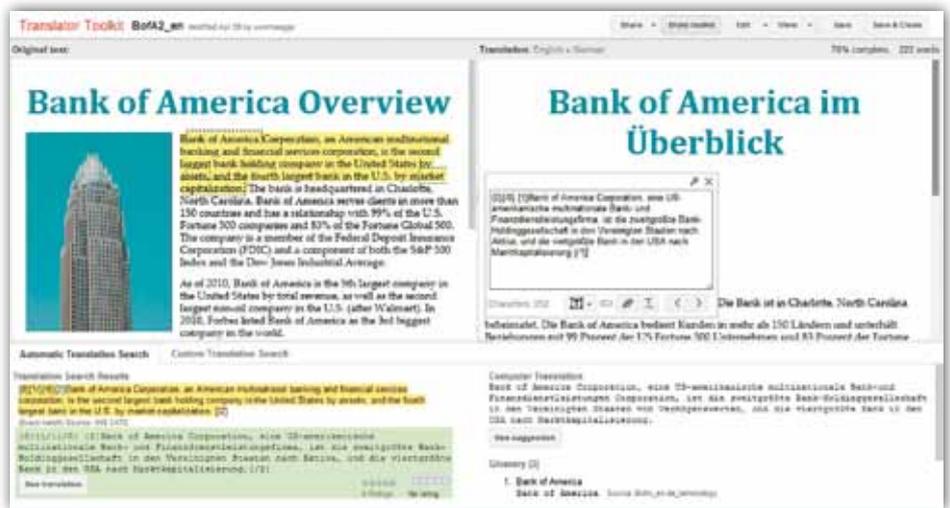


Figure 1: Google Translator Toolkit was one of the first cloud-based systems available to freelance translators and is one of, if not THE most popular cloud-based translation management systems.



Figure 2: Tà, CSOFT’s free cloud-based translation eco system, which is currently in limited release, features integrated machine translation, completely user-customizable workflow management, and advanced automatic quality assurance functions.

Up-to-date translation software, every time!

Among the most inefficient, and truthfully quite maddening, aspects of working with traditional translation management products are the required installations, bug fixes, service packs and updates – not to mention upgrades – to keep the system running and in sync with clients and colleagues. As a busy language professional, the last thing you want to do is spend (non-billable!) time on software maintenance.

With cloud-based systems, users don't have to worry about updating their software as maintenance is performed on the server-side. That is to say, the software vendor takes care of all updates, so users can rest assured that they always use the latest version of their software. A nice feature of cloud-based systems is the fact that updates are not only deployed automatically without user intervention, update cycles for cloud-based systems are also typically much shorter than those for traditional software products, with some cloud-based TM system vendors releasing new versions on a monthly basis.

Translate on a Mac or mobile device?**☛ No problem!**

In the past, cross-platform support has been a major issue with commercial translation memory products. While it is certainly true that translation management systems for non-PC operating systems have been available for more than ten years (with Wordfast as a pioneer in this area), the market-leading translation management systems run only on Windows, even today.

Since cloud-based translation management systems typically require very little processing power and memory on the user side, these systems support not only computers that run traditional operating systems (e.g. Windows, Mac OS, Linux), but also iOS- and Android-based mobile devices. In the age of cloud-based translation management systems, translators no longer need to have expensive computers with fast processors and lots of disk space in order to take advantage of the latest translation technology. Any Internet-ready device, including tablets and even smart phones, can now do the job!

Easy collaboration

The benefits mentioned so far indicate that cloud-based translation management systems are more convenient and easier to use than traditional desktop systems. That alone, in my opinion, would qualify this technology as an evolution of translation technology, but not a revolutionarily new development. However, the following characteristics of cloud-based TM systems are game-changers for freelance translators, as well as for small and medium-sized language service provider businesses.

In a traditional translation environment, collaboration is possible but difficult, because sharing is a process separate from translation. If more than one translator per language wants, or *needs*, to participate in a project, the document to be translated has to be divided among translators, and the translators themselves need to export, e-mail and import translation memories and glossaries on a daily basis to leverage TM matches and ensure consistency. And even then, there is always a gap between TM updates, during which

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translators a) cannot benefit from the translations and potential TM matches their colleagues create, and b) create potential inconsistencies or conflicts with their colleagues' work. In other words, using desktop translation software to share TMs and glossaries among translators who work on the same document is a complex and highly inefficient strategy.

With a cloud-based TM system, where all linguistic assets are stored on a single centralized server, sharing translation memories among multiple linguists is effortless: By granting other users access to a project, either through a simple system setup or via e-mail invitation, teams of almost any size can instantly collaborate. Translators can see and leverage the translations their colleagues create the moment a sentence is entered in the translation memory database. This means maximum productivity, maximum consistency, and no time wasted sending files and performing non-value-added management tasks.

Better yet, for urgent projects, cloud-based systems enable editors and reviewers to work on a document that is still in translation. As all data are stored in a single repository, using a cloud-based translation management system can dramatically improve translation turnaround time compared to traditional desktop and closed server-based systems. Unlike previous computing environments that force users to structure projects sequentially and manually perform handoffs whenever they want to share information, cloud-based systems give multiple users in multiple roles simultaneous access automatically!

Workflow, project management, and portal functions

Another nice feature of many cloud-based translation management systems is that they offer more features than most traditional desktop translation memory products. For instance, many cloud-based TM systems support workflow functions that will automatically notify a designated person once a specific phase of a translation project has been completed (e.g. notifying an editor that the translation phase has been completed, or a reviewer on the client side that the editing phase has been completed). Speaking of clients, some cloud-based translation management systems make complete translation portals available to their users. In this type of translation environment, clients of freelance translators or small translation agencies can log on to the system and instantly have access to automated quotes for new projects or status

information for existing ones, all at the push of a few buttons. These portals can give clients of even the smallest translation business an unprecedented level of customer service without causing the slightest distraction to linguists.

But it doesn't stop there! Many cloud-based translation management systems offer additional features in one or more of the following areas:

- machine translation (for post-editing, performance optimization)
- instant messaging (to resolve translation issues with a colleague in real-time)
- quality assurance (through automatic terminology and TM consistency checks and by the integrity of tagging, formatting and numbers)
- customer management and reporting (e.g. client rankings by revenues)
- billing and online payment

Low cost solution

Most of the services mentioned in the sections above have been available in web-based translation systems for a number of years. What's new is the fact that users don't have to spend six figures on software that demands a high-end IT infrastructure, which requires specially trained human resources to operate. Cloud-based translation management systems are typically available on a subscription basis, and users only pay for what they use, month by month. With cloud-based TM systems, there are no huge up-front costs and no long-term commitments. And with plans starting at less than \$50 per month, even translators just starting out in the translation business can begin using this incredibly powerful technology today.

What's not to like?

With all of these benefits stacked in its favor, why isn't cloud-based translation memory technology used by the majority of translation service providers today? One big reason might simply be that most language professionals haven't heard opinion leaders talk about either cloud technology or the compelling features of cloud-based translation. In addition to not being on the radar screen of many, cloud-based translation memory products also include several features and characteristics that are controversial to some people, causing them to shy away from using such products.

Requires constant Internet connection

While some cloud-based TM systems include an offline translation tool, many do not, which is a

concern for some translators. For many in this field, the Internet is an invaluable resource, without which work may become inefficient. Also, some of the early web-based translation management systems had serious issues with response times – the memories of impatient thumb-twiddling while linguists waited for TM matches (or even simply for the cursor to move to the next segment) may have been enough to turn them off from trying out a more updated version.

Fortunately, most vendors of cloud-based translation management services use cloud-based technology themselves. Instead of running web applications on their own servers, they use high-bandwidth, high-availability cloud-based service providers such as Amazon EC2, Google App Engine or Rackspace. As a result, cloud-based translation management systems today have typical response times of below 10 ms (which is faster than the blink of an eye) and uptimes are in the neighborhood of 99%, which means that this technology is very, very reliable and will almost always be there when linguists need it.

Privacy issues

Yes, it is true that some of the free cloud-based translation management systems, most notably Google Translator Toolkit, by default make the translations users enter into their translation memory available to all other users of that system. To have some of their most valuable content be openly searchable on a website is a scary thought for many buyers of translation services, which is why some of these buyers now have clauses in their non-disclosure agreements with freelance translators that explicitly prohibit the use of cloud-based translation tools for their translation projects. However, it is also true that the vast majority of cloud-based translation memory products by default keeps the translations users enter absolutely private and confidential. Even users of Google Translator Toolkit and other online TM systems can turn their open TMs into private ones, invisible to all other users, by simply changing a preference setting.

So to be perfectly clear about the privacy issue: It is absolutely not true that cloud-based translation management systems by necessity, i.e. because of their design, make the intellectual property stored in their databases openly available on the Web. Much like an online banking system, the vast majority of cloud-based TM tools, including Google Translator Toolkit, use data encryption for the data traffic between the local computer and the web-

based translation server. On a personal note, all cloud-based translation management systems that I am familiar with keep translation memory data safe and secure, either by default or through one or two mouse clicks.

Control over linguistic assets

Finally, and this is a concern that cannot be easily dismissed, some translators are simply not sold on the whole idea of collaborating and sharing linguistic assets, especially with clients.

It is a reality that some linguists are more experienced than others; this competitive advantage is something some senior members of the translation fashion are reluctant to share with their more junior colleagues for fear of eroding or reducing the higher rates associated with having more translation experience.

It is typically the same type of linguist who believes that translation memories and glossaries are the translator's most valuable assets and are best kept in a safe place and out of the hands of their clients. Clearly, translators who subscribe to the views expressed in this paragraph will find cloud-based translation management systems unpalatable – especially if those translators already own a desktop translation management system that they are happy with.

Benefits outweigh drawbacks

Cloud-based translation management systems are the type of translation tool many translation professionals have been waiting for. This new breed of tools offers many of the same features as traditional desktop and server products, however, cloud-based services are much easier to launch and maintain. And, more importantly, cloud-based TM systems allow users to collaborate to a degree that's simply unimaginable with the older type of translation tool. Additionally, some cloud-based translation management systems enable individual freelance translators and smaller translation agencies to provide the same automated services to their clients (e.g. translation quotes and status updates 24/7) that previously only large translation service providers could. And best of all, the cost of using a cloud-based TM service is dramatically lower than the start-up cost of a traditional TM product.

While some translators and agencies will not readily embrace cloud-based translation technology for

reasons of their own, I think it is a safe bet that five years from now, the vast majority of translation providers and buyers will use cloud-based translation systems to conduct business.

As more translators understand what cloud-based translation systems can do for their business, and as more translation buyers start asking their suppliers to provide the level of customer service only a centralized automated system can deliver, the adoption rate of cloud-based TM systems will begin to increase rapidly.

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Implementing a private cloud in technical communication

A collaborative, cloud-based environment for authors, translators, managers, and other experts allows companies to move away from the traditional office and introduce remote employment. It's a great solution for companies who would like to use the expertise of employees from around the world. Here is how you can setup virtual machines and remote desktop sessions to create a collaborative environment for technical communicators.

By Mikhail Ostrogorskij

Why private clouds make sense in tc

Why does a technical communication company need a private cloud more than any other organization, e.g. a furniture shop or a hospital? Consider these two factors:

1. A surgeon, boxer, and any other person who deals with physical objects really has to get to his or her workplace every day. A technical communicator, on the other hand, deals with information. He can read and type without being in an actual office. Moreover, members of a project team may reside quite far from each other, possibly in different countries.
2. In contrast to a journalist or a playwright, technical communicators share a lot of data with their colleagues. We use authoring tools and content management systems (CMS) based on database management systems (DBMS) or complicated directory structures in file systems. In case we create a set of software user manuals we have to launch the software and test it. In addition to authoring tools we use spreadsheets, graphic software (for screenshots, charts, etc.), DocBook and DITA converters, project management tools, and other sophisticated applications.

How can we combine remote employment with a full-featured collaborative environment? A private cloud is the answer.



Image: leifstiller

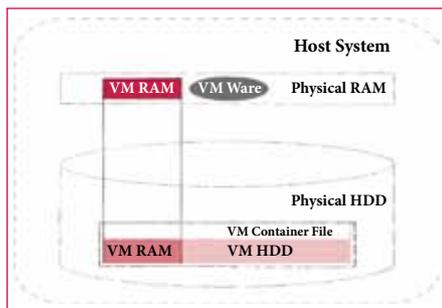


Figure 1: Virtual machine

Essentials: Building a simple cloud

Concept of a virtual machine

A virtual machine is a computer simulation of a physical computer system. It works as if it has an isolated memory, hard disk drive, CPU, etc., but it actually uses the hardware of the host system.

There are different software tools for creating virtual machines and making them work. They are generally known as a hypervisor, which is the term we will use in this article. One particular software that we mention is VMWare, but any other similar product will work equally. A virtual machine “physically” consists of a container file and a couple of files with meta-data. The container file is on the hard disk of the host system. It encloses a snapshot of RAM and a file system of the virtual machine. You can turn the virtual machine on and off.

When you turn the virtual machine on, a hypervisor copies a snapshot of its RAM from the container file to the physical RAM of the host system. When you turn the virtual machine off the hypervisor writes a snapshot of its RAM to the container file and releases physical RAM. So, when the virtual machine is turned off it doesn't occupy RAM of the host system (Figure 1).

If you have a virtual machine working inside your PC you can define hardware utilization limits for it, such as maximum amount of memory and storage space.

If you have several virtual machines inside one host system, some of its resource should be devoted to each of them. At the same time each virtual machine has an individual instance of an operating system.

A virtual machine supports networking. So you can establish a network of virtual machines inside one host system if the host system is powerful enough.

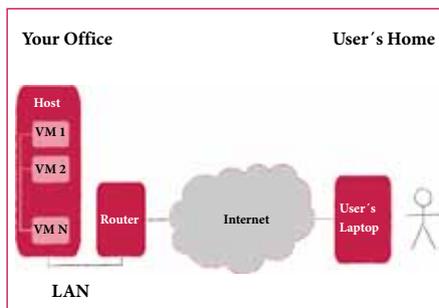


Figure 2: Architecture of a simple private cloud

Remote access to a PC

Let's imagine a PC with Microsoft Windows installed on it. If the computer system is connected directly to the Internet it has a static IP address that is unique for the global network. You can connect to such a system remotely from your PC or your laptop via the RDP (Remote Desktop Protocol) utility.

When you are connected to the remote computer system you treat it as a computer at your working place. You can launch programs there, browse through a file system, etc. Moreover, you can grant a remote system limited access to your local computer. Particularly, you can make your local printer or specified directory on your computer available in the remote system.

A computer system that has no static IP address, but is connected to the Internet via a router, is also available for remote users if the router has a static IP address and provides appropriate configuration options. To establish remote access to a computer system behind a router you need to install on the router a program for mapping static IP addresses to addresses in a local area network. If you are unable to do this yourself, ask your system administrator for help.

Putting it all together

For the purpose of remote access, a virtual machine is as good as a physical computer system. It makes it possible to build a private cloud as represented in Figure 2.

Essential components of the cloud system are described in Table 1. Next, we'll discuss how such a system works. It's OK for your system to use other, similar components.

If we have enough virtual machines on the host we can give every user a personal virtual machine and provide him remote access to it. The simplest way to do this is to assign a static IP address to each virtual machine. To connect to a virtual machine, a user launches the RDP utility on his or her laptop. The RDP

Computer	Has static IP	Software	Comment
Host	No	Operating system, e.g. Microsoft Windows	If hardware of the host supports virtualization, you can install ESXi without OS
		VMWare (ESXi)	Environment for making virtual machines “alive”
Router	Yes	Operating system, e.g. FreeBSD	
		ipfw	firewall
		NAT	Network Address Translation
User's laptop	No	Microsoft Windows	
		RDP	Provides access to a remote system via the Internet
Virtual machine	No	Operating system	We'll discuss Windows and Linux in this article
		Applications: graphic tools, authoring tools, etc.	

Table 1: Components of a cloud

draws up a dialog box requesting the IP address of the virtual machine. With this information, the RDP connects to the virtual machine and a terminal window appears showing the screen of the remote virtual machine. To start a session with the virtual machine, the user enters his or her login and password.

However, assigning static IP addresses to virtual machines comes with certain flaws: First of all, it might reduce the system security since a system connected directly to the Internet is an easy target for hackers. Besides that, your company may not have enough static IP addresses.

A better solution is to assign an internal LAN address to each virtual machine and a static IP address to the router. In addition, we assign a logical number to each virtual machine. The router should be configured for mapping users' requests for connection containing logical numbers on LAN addresses of virtual machines.

To connect to a virtual machine, a user launches the RDP and enters the static IP address of the router. In order to identify a particular virtual machine, the user appends logical number of this virtual machine to the static IP address of the router as a port number. E.g. the user does not type 1.2.3.4 but something like 1.2.3.4:3010 in which 3010 is associated with an appropriate virtual machine.

Upsizing your private cloud

You can improve your private cloud in the following ways:

- Add more virtual machines to your cloud
- Add more physical sites for your cloud hardware
- Add more useful functionality to your system

Consider license restrictions

A virtual machine has its own set of software: operating system, office applications, etc. When we use freeware or open source software we may make as many copies of each product as we need. When we install and launch products like Microsoft Windows or Adobe FrameMaker we must comply with license agreements. Most license agreements force us to pay for each copy of program or for each user of multi-user software. Some software producers allow discounts on virtual machines. For example, Microsoft allows the launch of up to four copies of Microsoft Windows Server 2008 on virtual

machines working on one host computer at the same time. Be advised to read the license agreement for your particular software before you start copying it.

How to make your cloud environment comfortable for authors

Create virtual servers

Let's remember that the purpose of implementing a cloud system is collaboration. The essence of collaboration is to share resources and to process shared data. That's why a cloud system should not only include personal virtual machines for users but also virtual servers. Essential servers are described in Table 2.

Creating testing environments for your customers' software

If your company creates software manuals, authors need to test the software they write about. Installing, launching, and uninstalling programs litter a system and reduce its functionality. Therefore, an isolated virtual machine is the best environment for testing your customers' software. A virtual machine is represented by its container file, so you don't have to service it for a long time. Once you have made an appropriate container file, you can create a new clear virtual machine from it whenever you need to. You can prepare several container files for different software configurations.

Write clear rules for users

People hardly change their habits. If you leave them alone with your cloud system, they will keep on working as they did before. Don't force

your colleagues (or employees) to move to the cloud. Wait for a large-scale project involving many people to sell the idea of collaboration in the cloud.

Prepare a short instructive document for users including:

- A concept of your cloud system
- An address or a number of the users virtual machine
- How to start and how to finish a session with a virtual machine
- How to copy files between a virtual machine and a user's local system
- How to print from a virtual machine to a local printer
- Shared disks, folders, and useful files available in your virtual machines

Examples for the use of a cloud

Choosing a HAT for a customer

Our customers often ask us to assist them in choosing a help authoring tool (HAT). For the best insight into the different HAT products, we prepare a few samples and show them to the customer. We usually take two or three HATs that seem most appropriate for the customer's needs and apply each of them to real content the customer is working with. We install HATs on virtual machines running in our cloud system. If we need to test collaborative functionality of HATs we can create a network configuration with a virtual server and several virtual end-user workstations. When samples are ready we hold a demo session for the customer. Then we grant the customer access to the virtual machines. The customer can evaluate HATs and examine the samples we have prepared for him.

Virtual Server	Probable software	Content
File server	Operating system	Shared documents, pictures, spreadsheets, etc. Installation packages of software (if permitted by license agreement)
Application server	Operating system DBMS Server component of HAT Server part of CMSs	HAT databases and files CMS databases and files
Internet server	Operating system HTTP server FTP server HAT & CMS web interfaces	Files that have no access to the cloud system

Table 2: Virtual server in a cloud system

Advantages	Disadvantages (and solutions)
<p>Technical</p> <ul style="list-style-type: none"> • You can hire authors, translators, graphic designers, programmers, etc. who reside far from your office. • You can easily hire part-time employees and incorporate them quickly into your team. • Important data is concentrated in a single computer. So it's easier to backup and to recover it. • You can create as many test systems as you need without purchasing extra computers. • Your employees save time because they needn't get to the office and return home every day. <p>Financial</p> <ul style="list-style-type: none"> • You don't have to buy a physical computer for each employee. • You don't have to rent a large office where you can place all your employees. 	<ul style="list-style-type: none"> • Graphic performance of remote sessions might be insufficient for multimedia tools. • Concentration of important data in a single computer is fraught with loss of this data. If you implement a private cloud in this way you have to provide a reliable backup system. IMPORTANT: Backup copy should be placed far enough from a host system to escape destruction in case of a major incident, such as conflagration. • Server for a host system might be quite expensive. • If you use Microsoft Windows on virtual machines you have to pay the license cost for each end-user.

Table 3: Advantages and disadvantages

Publishing XML content

We use a sophisticated tool set for publishing XML content based on DocBook and DITA markup languages. This tool set consists of open source XSLT style sheets, our own XSLT style sheets, automation scripts, third party converters, etc. When we quickly need to add a new author to a team, we don't have to teach him how to install and configure our tool set on a computer. Instead, we have installed the tool set on one of our virtual machines, which is

available for users of other virtual machines in our cloud. Every author who takes part in our projects can keep his or her XML source file on a personal virtual machine and use our tool set to produce PDF, CHM or HTML deliverables.

Advantages and disadvantages

The advantages and disadvantages of implementing your own cloud are summarized in Table 3.

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Upholding translation quality with highly specialized translators

Not all translation service providers are the same. Translation companies are often specialized by industry and types of translation; some use only translators, while others use a combination of translators and machine translation technology.



Image: Stuart Jenner

By Emmanuel Margetic

Even though machine translation (or MT) continues to advance and can be helpful to get the gist of a document, human translation is still a critical component, particularly for translations of highly technical or publication-quality documents, such as patents or other legal documents. Machines can attempt to translate based on a stored glossary, on a linguistic corpus (sentence, phrase, or word based), or on a set of algorithms and mathematical formulas (rules-based or statistical). When technically precise translations are needed, the work should be performed by human translators who are intimately familiar with both the meaning behind the words and the technical subject matter.

The advantages of a human translation for technical documents

Technical translation requires a combination of linguistic and technical knowledge. For example, a chemical patent should be translated by someone familiar with both patent terminology and chemistry. In this case, in addition to the task of translation, the translator or trained desktop publisher may be responsible for some adaptations to the patent in order to comply with formats and regulations mandated by the country in which the patent will be filed. If the final document does not comply with those requirements, it can lead to high, unforeseen business costs due to the patent's rejection and a lack of patent protection. Similarly, when translating a marketing piece from English into Chinese, using a translator familiar with marketing practices in China and its culture would be considered best practice.

In these scenarios, adept linguists must not only have the language and professional knowledge needed for the translation but also need to be able to investigate linguistic issues, ask questions about the source document and the translation's ultimate purpose, and, as in the case of the Chinese marketing document, localize the document for the intended audience. All these aspects of professional translation

are beyond the scope of machine translation's capabilities.

In addition, a trained linguist is able to make subtle judgments on which terminology to use. When translating technical documentation one should avoid inserting assumptions, though when necessary, the human brain can understand subtle nuances, innuendos, and metaphors – in both the source and target languages – and knows how to treat them. The translation is based on the context of the document and not merely the words within the document. An algorithm used in machine translations cannot capture those nuances; only a person living the human experience can fully approximate their meanings.

Machine translation does have its place, being a useful tool for a person or company who needs to understand ideas or general themes in a foreign document, or when a precise translation is not needed.

Examples of machine vs. human

The chart below shows examples of a human translation compared to the renderings of two machine translation applications on a German patent dispute document.

Examples 1 to 3 come from the first page of the patent, which lists the parties and addresses of those involved in the patent dispute. The final example is from the body of the document,

where the letter writer refers to specific aspects of the patent.

In example 1, both the human translator and machine translation #2 translated "Einsprechende" as "opponent," with the machine turning it into a plural word. Machine Translation #1 erroneously renders it as "speaking up," a mistake replicated in the next line down, in example 2, when the words "Zustelladresse der Einsprechenden" were used as a heading over the opponent's address. While the second machine translation got the words themselves right, the order of the words was mixed up. If this document was needed only for informational purposes, neither of those mistakes would be a problem because the meaning is clear. However, this is a legal document that was needed for official purposes and that required a precise translation.

Example 3 shows how both types of translator, human and machine, were able to translate the words, but the human translator was also able to use the context of the document to place the words in the proper order.

Example 4 more clearly shows how a machine translation cannot correctly translate complex information. Machine translation #1 was unable to translate the word "Aufschlammung" and skipped over it. Machine translation #2 translated the same word as "slurry," while the human translator used the word "suspension." A quick Internet search of the World Intellectual Property Organization, a patent database, showed that "aqueous slurry" had 1,136 hits

	German Word/Phrase	Machine Translation #1	Machine Translation #2	Human Translation
1.	Einsprechende:	Speaking up:	Opponents:	Opponent:
2.	Zustelladresse der Einsprechenden	delivery address of the speaking	Opponents of the delivery address	Mailing address of Opponent
3.	I. Zum Streitpatent	(I). On the dispute patent	I. The patent dispute	I. Regarding the disputed patent
4.	h. Die wässrige Aufschlammung weist bei Eintritt in den Sprühturm eine Temperatur von 50 – 80°C auf.	h. is in a temperature the aqueous Aufschlammung upon entry into the spray Tower of 50-80 ° C.	h. The aqueous slurry has when it enters the spray tower at a temperature of 50 - to 80 ° C.	h The aqueous suspension has a temperature of 50 to 80°C upon entrance into the spray tower.

while “aqueous suspension” had 3,153 hits. Both “slurry” and “suspension” are valid words and valid translations, but it would be up to the human translator (who would know the difference between the two words due to his specialization) to determine which word is appropriate based on the context of the document.

Machine translation continues to improve, refining as we further understand the complex interactions between language, culture, and technology. However, due to the complexities of language, the role of humans may never be completely eliminated from the processes of translating technical documentation or revising machine translations. A translation company that best knows how to balance the use of specialized translators and emerging technologies will be able to continually provide the best quality translations to its clients.

Ten questions to ask your translation service provider

1. Where do the translators reside?

In-country translators best know the language of the intended audience, including its subtleties, because they live their language and culture on a daily basis.

2. Are your translators “general” translators or do they have knowledge and a background specific to your industry (e.g., medical, IT, automotive)?

Advanced degrees in specific areas give translators needed comprehension of technical documents. A medical document is best translated by someone who has a degree or degrees in health-related fields, preferably earned in his or her native country.

3. What is their localization process, including desktop publishing and quality control?

A good translation company will have a well-defined process and will be able to talk about the details of the process as well as show examples of how the process assists in ensuring that the translation is of the highest quality.

4. How regularly do the staff and translators, including external linguists, receive continuing instruction or training on new processes?

Training should not be limited to in-house employees. Using today’s technologies to reach across the world, the company should be able to offer regular training to their translators.

5. Do they use terminology lists or glossaries?

The translation company should have language-specific and industry-specific glossaries and terminology lists that not only help with translation but also provide increased efficiency. If you are a client that provides regular work to a translation company, your contractor should create a client-specific glossary to reduce translation times while increasing linguistic quality.

6. Do they welcome and implement feedback?

A good translation company will welcome feedback and implement it quickly. The goal is to produce the highest-quality translation at the lowest possible cost to the customer; a continual feedback loop between the translation company and the client makes that possible.

7. Are they willing to provide translation samples?

While some companies are wary of providing free translations to inquiring potential clients, the company should be willing to provide limited samples of translations before a contract is signed, to demonstrate the quality of work they will provide.

8. Are they open to having you visit their facilities or willing to meet face to face?

Having a one-on-one visit with not only the sales person but also a project manager or top-level manager in the translation company will help to build a lasting relationship of mutual understanding as well as help establish expectations for both parties.

9. What kinds of translation technology do they use: machine translation, translation memory technology, or both?

Finding out whether a company uses ma-

chine translation or translation memory as part of their process is helpful to determine how savvy they are with cost-saving tools. If machine translation is used, a post-edit phase of the translation may be mandatory because a human edit will catch MT mistakes. There is a variety of translation memory technologies on the market, and a competent translation company should be able to use and be proficient with the majority of them. A small portion of translation companies have created and/or patented their own translation memory technology, giving those companies a distinct proficiency advantage when working with that technology.

10. Have they been certified by any quality- or process-certification standards (for instance, ISO 9001 or EN 15038)?

Both the ISO and EN certification processes look at how well a company is functioning internally as it works to produce translations. You want a translation provider that uses efficient processes to safeguard and expedite your translation in addition to producing accurate translation work.

contact

Emmanuel Margetic is the vice president of marketing at MultiLing, a global company specializing in the translation of patents and technical materials in the IT, chemical, medical technology, biotechnology and automotive industries. He has more than 15 years of experience in the translation industry.



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How multiculturalism has turned Australia into a favorable business hub

One nation, many cultures

The all-time classic Crocodile Dundee has created an image of Australia as a place inhabited by laid-back bushrangers, a continent so remote that it hardly interferes with the real world. In fact, Australia is a fascinating melting pot of countless societies and nationalities, a place where the diversity of culture is accentuated and celebrated like nowhere else. The wealth of linguistic proficiency and intercultural skills make Australia a favorable business location for international organizations.



Image: Ashwin Kharidchal Abhirama

By
Fern Chang, Helena Rojas and Dieter Runge

To understand the Australian society you need to take a look at a few facts and figures: In 1945 Australia was inhabited by no more than seven million people, i.e. a smaller population than New York City during the same year. Since then, 6.5 million migrants have settled in Australia, lifting the population to nearly 23 million today. Taking these figures into consideration it is not hard to believe that around 44 percent of Australians today are either born overseas or have at least one parent born overseas. Australia is made up of social and cultural influences of millions of migrants who have settled in Australia since World War II. These migrants have enriched almost every aspect of Australian life, from business to arts, from cooking to comedy, from science to sport.

A brief history of Australia's multicultural policies

Up until the 1960s, Australia's approach to immigration excluded non-Europeans. After World War II, the "White Australia Policy" was gradually removed and officially ended in 1973.

Up to this time, the emphasis had been on 'assimilation', that is, immigrants should shed their cultures and languages and rapidly become indistinguishable from the host population. In 1968, Jerzy Zubrzycki, an academic, proposed the idea of 'cultural pluralism', which challenged the idea of assimilation and suggested instead that Australia's cultural groups maintain their ethnic traditions but share Australian identity and the institutions of democratic society.

Zubrzycki's ideas had a major influence on the government's multicultural policies. The government officially recognized the importance of ethnic organizations in helping with migrant settlement and increased migrant welfare assistance.

What multiculturalism means

A common understanding of multiculturalism is simply a diverse population, and a non-discriminatory immigration policy. However, in reality there is much more to it, depending on the perception, experience and value system of the individual stakeholders.

Multiculturalism has a vast impact on everyone living in Australia, as well as international business partners, potential immigrants and visitors. This is a topic that has the power of drawing heated debates with opposing views on the pros and cons, benefits and challenges of the policies and realities.

The stakeholders affected by multicultural policies and practices include:

1. Australians of European ancestry living and working in Australia for generations who fully embrace the ideals of the Australian lifestyle.
2. The Aboriginal people who inhabited the land long before the European discovery by Captain James Cook in 1770.
3. Refugees who are adjusting to a totally new culture and environment, and welcome a new start to their lives.
4. Skilled immigrants who want their skills appreciated and recognized, and be treated fairly in promotions and job opportunities.
5. Families who have joined immigrants that settled in Australia, trying to adjust to a new environment.
6. Young parents trying to adjust to the demands of raising a generation amidst a changing cultural landscape.
7. Business owners having to manage a workforce with diverse cultural backgrounds and work ethics.
8. The government trying to strike a balance with policies that have the capability of drawing the benefits of multiculturalism (economic gains, vibrant growth) while minimizing the undesirable effects (disharmony, strain on resources).

This list could be extended, and it is not difficult to see why multiculturalism is a very complex issue.

The Australian model of multiculturalism

In Australia, multiculturalism is not just a fancy term for a diverse society, it is in fact institutionalized as a national policy. The governments approach to immigration is one of multiculturalism rather than assimilation. On one hand, much assistance has been provided to help immigrants settle in Australia, e.g. by offering

English language classes and job skills training. On the other hand, assistance is also given to fund ethnic community self-help groups, which in turn contribute to the successful settlement of immigrants. It is believed that the basis for this multiculturalism, which strengthens the Australian society rather than to weaken it, are the following three elements:

1. Respect for Australian values

The Constitution and the rule of law, parliamentary democracy, freedom of speech and religion, English as a national language, equality of the sexes and tolerance.

2. A citizenship-centred multiculturalism – an invitation to inclusion

Immigrants who share the Australian value of respect for democratic beliefs, laws and rights are welcome to join as full partners with equal rights. Australia has one of the highest take-up rates of citizenship in the OECD.

In comparison, Germany had one of the highest immigration rates in Europe but regarded immigration as an economic necessity. Multiculturalism is not a policy in Germany. Similarly, France's resistance to a formal policy of multiculturalism has not encouraged greater integration of immigrant societies but, on the contrary, it has bred resentment, separatism and violence.

3. Political bipartisanship

The ideal of multiculturalism runs over and above the parliamentary debates, and Australia's two main political parties can both claim to uphold the importance of the multicultural vision.

It is the combination of the above three elements that forms the cornerstone of Australian multiculturalism and strengthens the Australian society.

Supporting language diversity

Languages facilitate communication and play an important role in sharing information and ideas across diverse communities across Australia. Many of the Australian government websites include translated resources. Translation and interpretation services are commonly provided in hospitals, schools and government organizations like Centrelink and the Australian Taxation Office.

Social inclusion via the media - Special Broadcasting Service (SBS)

Underlying and supporting the changing landscape of Australian multiculturalism is the Special Broadcasting Service (SBS). SBS is a hybrid-funded Australian public broadcasting radio and television network. The creation of SBS was a response to the massive waves of migration Australia experienced after World War II. However, the programs shown on SBS are not just produced for viewers of a specific language but are tailored to all viewers in Australia. Some examples include:

- a) **World Watch** screens un-subtitled domestic news bulletins from around the world. It is a powerful recognition of the reality of Australia as a multilingual country.
- b) **Ten Canoes** offers rich insights into the traditional life of an indigenous community, through English subtitles. This recognizes the linguistic landscape and history that precedes the imposition of English.
- c) **Iron Chef** is a Japanese cooking program, which is considered international entertainment that appeals to a broad range of viewers. English subtitles allow the content to be understood while the source language can be heard. Subtitling is therefore culturally democratic. Subtitles bridge the gap from one culture (Japanese) to another (e.g. an Italian viewer) through a different but common language (English).

What does multiculturalism mean for international business

The Australian Multicultural Advisory Council has stated that multiculturalism brings 'innovation, ideas, skills, energy and achievement and makes us richer in all kinds of ways.'

The Minister for Immigration and Citizenship Chris Bowen MP cited his personal experience: "When I was Minister for Financial Services, I had the privilege of promoting Australia as a financial services hub. I found one of the best selling points in New York, London and Asian centres is our high proficiency in Asian languages. Telling financial houses in London, for example, that they could base their Asian operations in Sydney and have access to any number of Mandarin speakers was of unquestionable assistance."

Australia has indeed become a strategic hub for multinational companies to set up their regional headquarters. The multicultural environment has proven to be conducive for business and the interaction with the respective parent countries and regions. Anecdotal evidence suggests that language skills not only facilitate communication but also carry a connotation of cultural understanding which builds trust.

The main areas of interest of companies currently operating and investing in Australia include the automobile industry, domestic goods, technology, telecommunications, banking and finance, logistics and the resources sector.

One example is the market research firm Research Now, who set up their Asia/Pacific headquarters in Australia. The company conducts its business via surveys, questionnaires, focus group meetings and panel interviews in a number of languages, and regularly employs staff from a multitude of cultural backgrounds.

Another example is the financial services and consulting company Ernest & Young, which has established offices in Australia to understand the business environments in Australia and in turn provide advice and support to the parent company. Business and financial reports are regularly translated for the parent countries.

Software companies like Google and Microsoft that aspire to expand in the Asia/Pacific region are able to find a skilled workforce in Australia that has the technical, linguistic and cultural background to work on their localization projects.

Conclusion

The world is rapidly shrinking, largely as a result of technologies that bring us closer together. For Australia, once considered a far and distant land, this is particularly true. With the ease of travel and business, merging of cultures is inevitable. Achieving a stable equilibrium, fostering a favourable environment for business and life among all ancient and modern cultures here in Australia is the ultimate goal.

As with all human interactions, conflicts are inevitable, especially in a multicultural environment. With the comprehensive political framework in place that ensures appropriate implementation, checks and balances, the argument can be made that the degree of success seen in Australia has been much better than in other parts of the world.

Further Reading

- Department of Foreign Affairs and Trade www.dfat.gov.au
- Making Multicultural Australia – a multicultural history of Australia: A timeline history of multicultural Australia, with valuable historical audio footage, reports and pictures. www.multiculturalaustralia.edu.au/history/index.php
- Australian Multiculturalism: successes, problems and risks www.onlineopinion.com.au/view.asp?article=523
- People of Australia – multicultural policy booklet www.immi.gov.au/media/publications/multicultural/pdf_doc/people-of-australia-multicultural-policy-booklet.pdf
- The genius of Australian multiculturalism www.minister.immi.gov.au/media/cb/2011/cb159251.htm
- Special Broadcasting Service www.sbs.com.au/ http://en.wikipedia.org/wiki/Special_Broadcasting_Service

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In Scandinavia there is no official training in place for documentation specialists. Most experts build on their self-acquired skills and experience. As the only company

in Scandinavia, World Translation is now able to offer an international course in technical documentation. With the Trainer Level Certificate we are now able to provide an in-depth

training of staff who are working with documentation and who have many different backgrounds.”
- Per Sørensen, Partner at World Translation

First participants receive TCTrainNet's Trainer Level Certification

Participants from eight different countries have received TCTrainNet's Trainer Level Certification, marking the successful conclusion of the international pilot project. Candidates came from Denmark, Poland, Italy, Hungary, India, Belgium, Turkey, and Romania. They represented companies from translation and localization, the hardware and IT industries as well as universities offering technical subjects.

By Sofia Gamisonia

Examinations for the Trainer Level Certification were conducted on April 24th and 25th during the tekomp Spring Conference 2012, held in Karlsruhe, Germany. Participants

gave proof of their months-long preparation, passing a complex oral test as well as submitting written work. All candidates passed their examination and thus received a

Technical Trainer Level Certificate. With their enhanced skills in designing and conducting corporate training courses, the participants are now able to teach, advise and lead technical

communicators in their organization. Most participants will use their qualifications to provide training within their companies or at their universities, including the development of vocational training courses or holding workshops in technical communication.

About TCTrainNet

TCTrainNet is an international online training program for Technical Communicators. Nowadays, understanding intricate process flows, and putting them in the right words and order have become crucial requirements and competencies for many companies operating in the increasingly complex global business environment. Addressing this need, TCTrainNet mainly targets corporate training institutions and qualified training partners who aim to extend their offerings to their customers. TCTrainNet provides well-structured content in the form of interactive e-learning modules, which cover the key methodological areas of technical communication, introduce users to international standards such as ISO and IEC and give updates on recent developments in the TC field.

After having successfully completed each module, trainees may apply for the First Level Certification. The online course curriculum corresponds with the 18 qualification modules, which were developed by experts for the German tekomp certification program. Training material focuses on the needs of corporate clients, training partners and individuals willing to master a specific piece of information, which can be applied at work the next day. Accountability and demonstrable achievement are important tenets of the course. Pilot project participants identified online coaching and supervision as well as the online learning community as some of the major strengths of this innovative program. Registration is now open.



The successful candidates received their Technical Trainer Level Certificate. · From left to right: Ioan Laurian Soare, Dorte Kristensen, Per Harbo Sørensen, Marek Pawelec, Bo Brandt, Agnieszka Miluniec, Poul Madsen, Grzegorz Wisniewski, Birgitta Meex, Martin Böcker, Giorgia Cazzola, Sissel Bagge, Jakub Swacha, Monika Baczynska, Simeon Lawrence, Demir Duygu Özge, Sofia Gamisonia

Photo: tekomp

www.tc-train.net

tcworld conference 2012

expected to attract 4.500 visitors

Content strategies and mobile documentation will be the focus at this year's tcworld conference, that takes place in Wiesbaden, Germany, from October 23rd–25th. Out of an overwhelming amount of presentation papers, the conference panel has now selected those presentations that will be featured during the conference. The final program will be online in mid July.

tekom estimates that the tcworld conference together with the tekcom Annual Conference and tekcom Trade Fair will attract around 4.500 visitors, including 2.500 conference participants. More than 200 companies are expected to exhibit their products and services at this year's Trade Fair. Due to the increased demand for exhibition space, tekcom has integrated hall 8 and 9 into the exhibition, the bistro will be moved from hall 4 into hall 9.

Once again in 2012, the AssociationsWorld will bring together tekcom's extensive network of partner associations, professional groups and other institutions from around the world. There will be representatives from Japan, India, the United States, Germany and Switzerland to name just a few. New at this year's AssociationsWorld are the organizations Translators without Borders as well as the Society for Technical Communication (STC).

The well-known Asian Pavilion, featuring participants from Japan, China and Korea, will be part of the exhibition again.

The International Networking Event will be hosted in the impressive cellars of the Lumen, Wiesbaden's former market hall.

The night is sponsored by Euroscript, who will be celebrating its 25th anniversary.

tekcom's CEO Michael Fritz is looking forward to a lively and vivid conference: "The participants will be enjoying a really international event

with a strong multicultural flair. You are invited to join us. We look forward to seeing you in Wiesbaden."



Photos: tekcom



tcworld calendar

when	what	where
Jul 24 – 27, 2012	4th IATIS Conference http://www.iatis.com/	Belfast, Northern Ireland, U.K.
Oct 3 – 5, 2012	 tcworld Japan 2012 http://beta.tekom.de/conference/tcworld-japan-2012/	Kyoto, Japan
Oct 4 – 6, 2012	ELIA Networking Days Budapest http://www.elia-association.org/index.php?id=ndbudapest	Budapest, Hungary
Oct 15 – 16, 2012	TAUS User Conference http://www.translationautomation.com/conferences/taus-user-conference-2012.html	Seattle, WA, USA
Oct 17 – 19, 2012	Localization World Conference http://www.localizationworld.com/	Seattle, WA, USA
Oct 23 – 25, 2012	tcworld conference 2012 http://www.tekom.de/conference	Wiesbaden, Germany
Nov 21 – 23, 2012	 Languages & The Media http://www.languages-media.com/	Berlin, Germany
Nov 27 – 29, 2012	Gilbane Boston http://gilbaneboston.com/	Boston, MA, USA
Feb 18 – 20, 2013	Outsourcing World Summit http://www.iaop.org	Phoenix, AZ, USA
Mar 17 – 20, 2013	GALA 2013 http://www.gala-global.org/conference/	Miami, FL, USA

①

The second annual **tcworld Japan**, in association with JTCA TC Symposium, will be held on October 3-5, 2012.

The event is particularly interesting for companies that want to offer localization or technical documentation services to Japanese and other Asian organizations. The conference will be attended by technical writers from across Japan, many working for familiar Japanese and international manufacturers of home appliances, consumer electronics, optical systems, medical equipment, machinery and vehicles.

Sponsorship packages are now available and include:

- A presentation at the tcworld track
- Exhibition space in the tcworld Japan exhibition
- Guided visits with interpreters to the exhibition (1 hour per day)
- Entry to the tcworld Japan and JTCA Kyoto Symposium
- Attendance of the networking event with the Japanese participants

We are expecting 650 participants this year and have 14 slots for technical presentations available.

For more information please contact sales@tekom.de

②

New technologies have opened up a dazzling array of new possibilities in the translation process. Anyone working in the media should be aware of how the process of translation is being transformed and what this means for business. Language practitioners, including translators and interpreters, and all those who produce, market, or distribute audiovisual materials need to discuss the implications of the change that is happening around us.

The 9th **Languages & The Media conference** is the place to identify current and future trends, to network and to learn about the many new opportunities offered by translation in multilingual communities in rapidly changing technological environments.

technical communication
tcworld



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"We were very pleased with our participation at the trade fair and our booth in hall 3. On account of the highly qualified target audience we were able to address our products and technologies very specifically."

Ulrich Isermeyer, Sr. BDM Acrobat/
Technical Communication Suite,
Adobe Systems

"The tekomp annual conference is an established institution – the meeting point for the industry, by far exceeding Germany's borders!"

Christian Enssner, Dipl.-Wirtschaftsing.,
EnssnerZeitgeist GmbH

tcworld
conference 2012

CONFERENCE FOR INTERNATIONAL INFORMATION MANAGEMENT

October 23rd-25th, 2012; Rhein-Main-Hallen Wiesbaden, Germany
Further information: <http://beta.tekom.de/conference/tcworld12>