



In this Issue

Editorial

Page 2

Content management and localization

Feature Article

Page 3

Up-front translation strategies save big time downstream

Tools and technology

Page 8

Localization tools

Best Practices

Page 10

Managing a translation flow: best practices

People, Processes, and

Change

Page 14

Helping authors to adopt translation best practices

Case Study

Page 15

Agile Software

Gaining Management

Support

Page 20

Content management systems and translation memory: creating management buy-in

In the news

Page 22

Understanding Globalization, Localization, and Internationalization Events

Contributors

Page 24

Call for Submissions

Page 25

Feature Article

Up-front translation strategies save big time downstream

Effective delivery of content across languages requires up-front attention to three main areas: 1) translation-friendly authoring strategies, 2) leveraging of content management technologies, and 3) aligning translation activities with an international market strategy. This article pulls from the author's experience and explores best practices in each of the three areas.

Read more on page 3 ...

Best Practices

Managing a translation flow: best practices

Managing global content combines content management and content translation processes. Each of these draws on different technologies and skills. Companies publishing multilingual information without internal translation skills find that they fare best by keeping both workflows apart, and creating an effective hand-over between them.

Read more on page 10 ...

Gaining Management Support

Content management systems and translation memory: creating management buy-in

Your department is faced with tighter deadlines, more products in the pipeline, staff reductions, an expanded list of standard languages for a typical release as well as pressure from management to reduce your translation budget. Most of you have probably faced one or all of these challenges.

Read more on page 20 ...

Case Study

Agile Software

This case study discusses the use of a content management system to overhaul the documentation environment of a small software company. The company, which creates computer telephony software for the international contact center market, required user manuals and HTML Help in 12 languages.

Read more on page 15 ...

Content management and localization

In today's "global economy", translation and localization are not options; they are required to do business around the world. For many organizations, one of the key motivators for moving towards content management is the potential cost savings realized through reduced translation and localization costs. Ben Martin opens this issue with a discussion of how up-front translation strategies can save you a lot downstream in translation, and he has the numbers to prove it: a 290% return on investment. H el ene Keufgens provides insight into what happens in the translation workflow and provides guidelines for best practices. Tanya Stevenson's case study discusses how the use of a content management system with integrated translation workflow helped them to overhaul the documentation environment of a small software company. And Peter Argondizzo discusses the benefits a CMS brings to the translation effort and how to build a case for content management.

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Feature Article

Up-front translation strategies save big time downstream

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Effective delivery of content across languages requires up-front attention to three main areas: 1) translation-friendly authoring strategies, 2) leveraging of content management technologies, and 3) aligning translation activities with an international market strategy. This article pulls from the author's experience and explores best practices in each of the three areas.

Too often, translation is an "oh-by-the-way" activity emerging as a consideration late in the product life-cycle. The content is "thrown over the wall" to localization vendors with little understanding of how to minimize costs and accelerate time-to-language processes. Several content management technologies can augment the management and processing of source content into target languages. These technologies support management of all levels of content from the terms, to the translated sentences, to the chunks to the information architecture, to the workflow of the content through the translation processes. All optimization of content should be aligned to the international market strategy. This strategy should drive the translation investment, set the criteria for what is "success" in a particular market, and drive an enterprise view of the content.

On the information highway to translated content, you can pay as you go and get huge savings at your language destination, or you can ignore language factors in your content strategy and pay big time at the end when it comes to translation and localization. I learned these lessons the hard way on the road of experience. I served as Vice President of Global Content Management for JD Edwards, responsible for all the authoring activities around product for training and documentation and the translation of that content into 21 languages for the online help and UI and eight languages for the documentation and training materials. We were under a mandate to figure out how to write it once, reuse it many, translate it once, reuse it many. We ended up down many cup-de-sacs before we pioneered a throughway to single-sourced content and optimized language processes. Part of this initiative was defining the requirements for a technology that could support our vision. Not only did we re-engineer how we authored and translated our content but we developed our own content management solution that ultimately was purchasable by our customers and a revenue generating product for JD Edwards.

To maximize your savings, my experience says your best bets are focusing on:

- Writing strategies that are translation friendly from the beginning, with built-in accountability for the writer
- Leveraging content management technologies to manage:
 - versioning
 - relationships between source and target language
 - translation change
 - translation workflow
 - terminology
 - taxonomy
- Aligning translation activities behind a clearly articulated international market strategy

Translation-friendly writing strategies

Innocuous decisions by source authors can have exponential cost impact when it comes to translations. For example, the decision to repeat a procedure throughout a set of information every time it is relevant ratchets up translation costs. The decision to vary your language to sustain interest in the reader rather than standardize on one term per one concept can significantly slow down the translation process and up the costs. The non-decision to include random graphics and sports metaphors in the content without attention to whether those examples are relevant outside the US market can present a significant speed bump to completion. Deciding to cut and paste graphics rather than reference them and the decision to tolerate embedded text that cannot be extracted significantly slow-down translation downstream. Choosing to allow separate authoring communities to author according to departmental standards and guidelines with no accountability to a corporate content strategy invites personality-stamped content that says all over again what has already been said only in an unnecessary, costly way. The hidden choice to embark on a

Feature Article

linking strategy that does not factor in language equivalents will force a major scavenger hunt in your target languages as they attempt to mirror the original source.

What is often missing in the writing process is accountability for the cost downstream. At JD Edwards, we trained our English writers that they were not successful until their content had successfully been translated into seven languages. The translators rated the writer's content on ease of translation and captured in a comments audit trail those concepts, graphics, or writing styles that were particularly problematic. The translators at JD Edwards were internal and were motivated to provide feedback, but you might encourage your translation vendors to give you feedback on the content you send. You will be surprised by some of the things they report to be problematic and, most likely, you will have the chance to correct yourself next round and shave days or even weeks from the translation process.

Not only should accountability be measured in terms of ease-of-translations but also in amount of change. We found that while our software was changing between 30 and 40% each release; a manual was changing 100%. Doing a little investigation, we found that a new writer inherited another writer's manual and decided to perform a 100% improvement on the content. I never met a writer who didn't think they could "up" the quality of the inherited content with a significant rewrite. Even on their own content, writers were guilty of what I call "willy-nilly" change: injecting their preferred wording to be more user friendly. Always performing change in the best interests of the user, they lost the perspective of the impact they were incurring downstream. There is a change saturation point from which a company cannot afford to sustain and still deliver release-current, profitable products.

I often talked of implementing a change audit that would leverage our translation memory tool. I envisioned that each time a writer checked in their content, they would receive a pre-translation analysis letting them know the number of segments/ words they changed, multiply the amount changed by the going per-word rate (for example, 25 cents), and deliver the message, "The changes you have made will cost JD Edwards \$XXX amount, are you sure you want to continue?" Knowing my writers to be good corporate citizens with a vested interest in its success, I could trust them to make the right decision at that point.

Another frontier of accountability is measured in the sheer volume of words. It becomes a time, capacity and money issue when looking at the number of words you need to push through the translation pipeline and to your markets. The more words, the more time and money required. A deep content analysis of what is getting authored should surface opportunities to single-source, reduce wording, and right-size your messaging. A short, concise set of content is often the best strategy for your English content regardless of target languages but when you are looking at translating the packaging, brochures, websites, training, and documentation you need to be on the lookout for how to streamline your volume of content. It is common to see a 40% word reduction in the enterprise corpus without seriously impacting critical communication. 40% reduction in English is 40% reduction in each target language so your savings are in multiples equal to the number of languages you tackle.

The final accountability should be realized in a quality measure. A large portion of quality is measured in adherence to standards, consistent voice and terminology, appropriate acronyms, and accuracy. There are some tools that I class in the content management space that help authors stay on course when it comes to authoring in compliance with corporate standards.

Acrocheck is such a tool. It integrates into the authoring environment, learns your style-guidelines and terminology, and then dynamically provides feedback to the author when slipping into passive voice, unapproved terminology, wrong tagging, or an acronym violation. The Director of Translations at JD Edwards was willing to fund the purchase of this tool for the Technical Publications department because she was convinced she would get a return on her investment first round. Despite a dedicated editing staff, content was still slipping through that was in violation of the agreed upon standards. Because our editors were focused on the substantive edits of new sections and significantly rewritten sections, no one was really monitoring the seemingly inconsequential changes until they hit translations. Too often, inconsequential changes were significantly slowing us down.

Feature Article

Leveraging Content Management Technologies

Just employing decent writing guidelines is not enough to optimize your content for translations. There are relationships that need to be managed in your content management system so that change can be synchronized across languages. Mechanisms using workflow and parent-child relationships are necessary to manage parallel universes of websites and documentation and training. Understanding relationships of your product content to the product (for example, strings in the software interface or link titles on your website) can augment that ever elusive simultaneous shipment of product and product content. At JD Edwards, we gained huge time-to-market efficiencies by requiring user guides authors to use references to field titles so that when the title was translated it was automatically pulled into the target language content. We wrote a custom “fetch” into a database for the title and then resolved the title at publish time. This content management technique saved us the embarrassment of two different translations (one on the screen and one in the guide) as well as eliminated our dependency on a translated UI before we could finalize the documentation.

At JD Edwards, we chose to own and manage our linguistic assets (translations and terminology) to ensure their integrity. Without a clear strategy to manage your assets can result in a mishmash of memories that compromise your messaging in your target markets. We integrated our translation memory tool (Trados) into our authoring environment. When the author felt the content was stable and ready for translation, the author would launch a process that first involved cloning the structure and metadata of the content into the seven target languages. The system converted English links to the target languages, changed the appropriate metadata (such as the language tag) and added a “child of” metadata reference to the parent chunk. Once the cloning process completed, we ran the content against our translation memories to determine how much real change had occurred and to automatically replace unchanged English sentences with their already translated counterpart.

We had a resource per language team own the translation memory and terminology. Their primary job was making sure the memories didn't get corrupted with bogus translations and that the terminology was being appropriately implemented. We had one set of memories for each of our three domains: Financials,

Manufacturing, and Distribution. In today's market, companies engage several translation service vendors who each maintain their own memory, which almost without exception results in different translations for the same content, unless someone is assigned to manage a combined set of memories.

An often overlooked content management tool is a terminology management utility. Too often, terminology management is relegated to a translation productivity tool. Consequently, the organization is not in a position to stem the tide of new words that describe the same thing over and over. It only provides a snapshot of uncontrolled variations. When properly put to use, a terminology management system should be the vetting system for insurgent lingo and confusing “synonyms”.

Too often, the writer's code of creativity is at odds with a rationalized terminology. This creativity code might read as follows:

1. If I can find a better term than the existing term, I will use it.
2. If I can flavor the writing with terms that mean the same thing but inject interest into the writing, I will.
3. If someone else wrote it before me, I can write it better.
4. I must vary the language, rather than bore the reader with consistency.

Managing terms must be a core competency of content authoring groups. Prospective customers make buying decisions based on website content and customers experience the product based on training content. A confusing array of product titles and acronyms, a departmental vocabulary that disregards the conventions of another department, and the creative flavors of terms undermine clear business transactions.

All of this confusion is compounded during translation. Web metrics reveal the power of an optimized terminology for searching. Companies are made and lost on how they surface in a web search. An ambiguous, scattershot set of terminology will find you on the 15th page of 16 pages of hits. The days where terminology management is a back-office translation productivity tool are over. Companies must step up to a managed vocabulary that is synchronized across the product content throughout the product lifecycle.

Feature Article

Another content management offering that optimizes management of your translations is a metadata management tool that helps you single-source your metadata or corporate taxonomy. The one I am most familiar with is Schemalogic but there are others. This tool should manage in one place a consistent set of categorization (taxonomy) and hierarchy of concepts and terms that apply to all content systems in your company. Too often, departmental content solutions grow up in silos and their tagging strategies are not coordinated so a two character code in one system might be the same thing as a three-character alpha code in another system. What needs to happen is “meta management” across all systems using metadata. This allows for a federated view over the systems and a way to synchronize change to the information architecture. This taxonomy needs to migrate to all language sites and content stores. Allowance needs to be made for translation of language-dependent metadata values. For example, the values for job role would need to be translated for each language but the values for document type could remain in the source language. Ensuring that you have a mechanism for stamping your target language deliverables with core corporate metadata will streamline queries and unify your treatment of product content worldwide.

Aligning Translation Activities with an International Market Strategy

Too often, translation activities are driven by knee jerk reactions to customer and prospect demands rather than in alignment with a holistic approach to the market opportunity. I have seen the “tale” of the sales rep wag a company’s language strategy. I’ve watched a convincing salesperson say, “If we just had this product in Lithuanian, I could blow away my quota numbers?” and suddenly, the company is jumping through hoops to deliver Lithuanian content products. I’ve seen where a strategic customer holds a company hostage by withholding upgrade and maintenance money unless the company delivers the product in Mongolian where the customer has an operations office. I’ve even seen it where a company did its first business assessment of its language strategy after ten years of translating and discovered it had been investing in the translation of Danish when all the Danish customers were using the English version of the product.

You not only need accountability on the authoring side of the equation but accountability for the content/translation strategy. You need a way to snapshot

the “R” in your ROI for languages—like how many customers are using your product in language and how much does a single language cost? Your company strategy team should define what cost-to-revenue relationship justifies going into a new market. They need to determine what timeframe is reasonable/allowable and what factors would necessitate the difficult decision to pull out of an area. A good target after the initial investment is 5-10% revenue of large markets, 10-20% of small markets. Your company’s scope will obviously determine costs. How much you invest in real estate, infrastructure, support, and how many levels of content you translate should correspond to the market opportunity over the last two years and the projections for next two to five years. You should set a minimum revenue bar before going into a market.

The strategy team needs to come to terms with the fact that each market might require some unique deliverables. They have to balance what can be decided centrally and what needs to flex with the regional market. Who decides (corporate headquarters or the regions) what gets translated, internationalized, localized, globalized – what becomes base functionality? Who determines the budget for each of these tasks and ensures that all impacted organizations are appropriately resourced?

As you work through each of these challenges, you will need to document your decisions. This will protect you as you drive future sales and fund ongoing support. Your decisions per market should include your:

- Market entry and exit criteria
- Product, release, bug-fix, and update commitments
- Language and localization commitment criteria
- Legal verbiage that allows changes to made downstream to key policy areas, and what commitments can and cannot be made contractually

Traveling on the information highway to translated content requires that you know what the end-game is about. This requires a translation strategy so all other activities can line up behind it. No need to single-source for single-source sake but once you realize what your market opportunities and goals are, it becomes compelling to get control of your content – not just in authoring accountability or content management enabling technologies– but also in aligning your content/translation approach to your international market strategy. The opportunity for huge sav-

Feature Article

ings is to never authoring another word until you to integrate it with a translation-accountable approach, manage it with content management technologies, and drive it with an international market strategy.

Summary

The opportunity for huge savings in your content processes (especially translation) is to never author another word until you define an authoring process that includes a translation-accountable approach. Writers need to understand the cost that their changes incur and need to be held accountable for the impact their changes and choices have on the translation process. We reaped a 290% ROI the first year we implemented our single-source solution at JD Edwards. You can reap these kinds of savings as well by retraining your authors and reengineering their processes.

Getting this level of return also requires leveraging content management technologies which support the optimized authoring processes. Our biggest gains were in managing relationships between our source and target chunks. In addition, intelligently managing linking within source and the links at cloning time, were huge time and money savers for us. Lots of maturity has occurred in the content management arena and the path to big savings is having the right vision and driving a successful implementation.

The often overlooked factor in successful multi-lingual content applications is having a translation strategy aligned to the international marketing strategy. It took several iterations before we at JD Edwards were able to get the right leadership team assembled and knowledgeable enough to drive priorities and directions for translations and localizations. Without this executive-level strategy, you run the risk that all the savings you achieve are nullified by the inattention of your market analysts. You could have efficient and cost-effective processes when it comes to delivering translated content but end up with content products that no one in your language markets wants.

There are lots of cul-de-sacs on the highway to translated content and there are more spin-outs and stalled-initiatives than successful initiatives. You would do well to seek out those who have been successful and learn from them. When exploring their success, take note of their authoring accountability practices, their content management technologies, and their executive-level, translation strategy.

Tools and technology

Localization tools

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Localized content can be managed in many different ways with content management systems and global content management systems. This article reviews the technology options.

CMS technology options

Traditionally content management systems manage the creation, reuse, storage, approval, and publishing of content. A CMS is primarily concerned with the management of source content, including versioning, content creation, approval cycles, collaboration and publishing.

CMS alone

You can choose to use your content management system simply to store source and hand-off your content to a language service provider who will manage the translation memory and the translated content. Using your CMS for only source content keeps the source language workflow separate from the languages workflow.

CMS plus storage of localized content

If your CMS is Unicode enabled you can choose to store the localized content in your CMS in addition to the source content. In this situation you hand-off the source content to the language service provider for translation then the language service provider hands the localized content back to your CMS for storage. Storing your localized content enables you to control publishing and configure localized content as desired.

CMS plus localization workflow

Some content management systems enable you to manage the localization workflow from your CMS. This means that you can control the distribution of content to translators and reviewers.

CMS plus translation memory

A few CM systems are now linked to or integrated with translation memory tools (e.g., Trados). This functionality in addition to the localization workflow enables you to manage the entire localization life cycle.

Global Content Management System (GCMS)

Global Content Management Systems help streamline the process of transforming content from one language to another. Most GCM systems have three basic components: a localization management application, a translation application, and a global content manager.

The GCMS manages the translation and localization cycles, and synchronizes them with source content management. It unifies global content management through integration with localization tools and centralized translation databases, reusable glossaries and brand standards, and tracks and manages localization processes. It also keeps source content in sync with translated content, and often provides vendor management and cost estimate functionality.

Some GCMS contain some of the functionality of a CMS, but most are designed specifically to support the complexity of content globalization and localization processes. They do not typically supply adequate support for content management. Many GCMS vendors choose to partner with CMS vendors rather than to market themselves as stand-alone platforms.

Challenges

Managing content localization presents many problems that are both costly and time consuming.

Even if source content is created and managed using a CMS, the challenges involved in managing the translation and localization of approved content can be significant. Unless specifically designed to do so, CMS systems are not designed to handle the complexities of a localization workflow. And you need to ensure that you have skilled resources to handle all aspects of the localization workflow (e.g., translation memory, translators, in country reviewers, and final approval).

Tools and technology

In addition, the complex selection of proprietary tools and data formats, platform considerations, fonts and incompatibilities of non-English enabled versions of products create enormous headaches for localization groups. Often, proprietary content creation tools such as are incompatible with themselves in different languages. This can result in extensive staffing costs to reformat the content both before and after localization, or additional expense to ensure that translators have the same tools, platforms and publishing environments as the source content creators. It can also result in time-consuming reformatting of content after translation or localization.

The source content may also be incompatible with the proprietary format of most translation tools and databases. If an organization uses more than one localization vendor, the proprietary nature of their individual translation databases may prevent them from being linked together.

The use of translation memory tools does help to speed up the translation process and save money by eliminating redundant translations. However, translation memory tools function by matching source content with previously translated content. Proprietary coding (e.g., formatting tags) makes matching an inexact process unless the tags are stripped/filtered out.

Enter XML

The use of XML simplifies all phases of the localization lifecycle. At the authoring stage, using authoring tools and a content management system that support XML means that you are creating content in a non-proprietary format, which has implications for the stages downstream.

At the localization stage, translators only need to concern themselves with translation. They can use their tool of choice to translate the content, as long as it renders the content back into XML when they are finished. Because content and format are separated in an XML environment; other globalization concerns, such as language-oriented formatting, are addressed at the final publishing stage through the application of XSL style sheets. This results in significant savings in both reformatting time and effort, and eliminates costs associated with purchasing multiple formats of proprietary tools.

Extraction, the process of extracting content from proprietary coding prior to import into the translation

tool, is no longer necessary. This is because XML tags are simple enough to be used by most translation tools in their native format. Eliminating this step results in less data corruption, and requires less human intervention to correct errors.

Translation memory tools that leverage previously translated content by comparing existing translated content to new or updated source content use a process called "matching" to determine if they are comparing the right content elements. The semantic nature of XML tagging helps to more clearly identify content, so that matching is almost exact, again eliminating costly checking and revising of errors.

At the publishing stage, the appropriate formatting is applied to content based on target language, country, and other local-specific requirements. A single content source can be automatically published to any number of output formats.

More than just tools

As with any solution, tools are only part of the solution. The key to success lies in accurately capturing your business needs before you commit to any tools. As Ted Nguyen, Sean Flynn, and Coneti Girimohan put it in an article entitled "Global content management systems, Multilingual Content Management, #45 Supplement (www.multilingual.com) "a true global CM system starts with an internationalized CM infrastructure" that reaches far beyond merely integrating a number of existing disparate tools. A global unified content strategy can help get you there, and save you time and money in the process.

Best Practices

Managing a translation flow: best practices

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Managing global content combines content management and content translation processes. Each of these draws on different technologies and skills. Companies publishing multilingual information without internal translation skills find that they fare best by keeping both workflows apart, and creating an effective hand-over between them.

Content *management* encompasses a number of complex processes, such as the modeling of legacy content into manageable assets, the authoring of content with minimal re-creation, the storage and categorization of content for maximum searchability and reuse, and its delivery through the largest possible number of channels.

Content *translation*, on the other hand, involves leveraging a translation memory, maintaining its content objects and keeping them aligned across languages, and facilitating terminology searches. It also involves managing a large multicultural team of translators, in-country reviewers and content end-users, and resolving differences of opinion on subjective linguistic matters.

Companies that do not have an internal translation team or a numerous translation management staff, can optimize their relations with a specialized language service provider.

Steps to an efficient global content management process

Structuring content for maximum reuse, and for best translation results

Reuse of content through content management can be optimized by a unified content strategy [1]. This content strategy implies distilling the content produced by a company (or a department) to one occurrence of any given concept, in one content segment, and attaching to that segment the categorization tags that will make sure it can be found and reused. (*"If you have it, but can't find it, you don't have it!"*)

The segmentation ("chunking") of the content into coherent units, and the definition of the content granularity are critical issues in that respect. The right bal-

ance between small and large units produces the best reuse rates and translation results.

Small content units improve reuse rates, but leave authors and translators at a total loss with ambiguous sentences such as "Replace it." or "Empty wastebasket.", which give no indication about the nature (nor the gender!) of the "it" object in the first phrase, nor of the function of "empty" (verb or adjective) in the second.

Large content segments, on the other hand, provide plenty of context, but hamper reuse.

The best results are obtained with "self-contained content units", i.e. units that can be understood on their own, without the help of preceding or subsequent segments.

Hand-over between content management and translation workflows

Once a content strategy is in place, and legacy content is captured and categorized in the content management system's repository, authors can start producing new "documents" by assembling existing content units, creating new ones, or updating previous ones.

In a global content management system, the release of new or updated content units should trigger the hand-over from the content management workflow to the translation workflow, in the form of:

- an export of that content to an XML file
- an upload of that file to the appropriate server
- a notification to the language service provider that content is ready for translation

Best Practices

What should happen in the translation process?

Analysis of XML data

Although the actual schema or doctype does not impact the translation process, it is advisable to agree upon a schema structure with the language service provider and to use it consistently. With a common schema in place, the translatable content can be automatically located in the hand-over.

Extracting content from format

Content is extracted from the XML (tags are filtered out) in order to:

- eliminate non-translatable content segments (reduces the translation cost)
- obtain clean and untagged content (for maximum leverage of translation memory)
- obtain clean documents (facilitate ease-of-use for contributors)

If you are creating content in multiple formats (e.g., Quark, Word, HTML, FrameMaker, XML, etc.) it can be difficult to effectively filter out the formatting tags and clean up the content enough to produce satisfactory reuse rates between content coming from various formats. This reduces the effectiveness of your translation memory in identifying reuse.

Companies planning on (temporarily) leaving some content (say, marketing collaterals) out of the content management system, may still want to leverage that content (produced in traditional desktop publishing formats) to reduce their translation costs. For them, the cross-platform performance of the filtering tool is an important parameter.

Figure 1 shows an example of a tag-free document for translation and review, with source content in one column and “fuzzy matching” translation, if any, in the other

Leveraging of translation memory

New or updated content created within a content management system should be cross-referenced against the translation memory.

During this comparison:

- Updated content produces fuzzy matches which a translation memory is built to identify
- Content which is new in the content management system can produce full reuses or fuzzy matches when compared to traditionally-produced materials, provided the language service provider uses cross-platform tools

Translation, followed by in-country review

Handing over self-contained content units to the language service provider in an XML-based automated workflow gives translators and in-country reviewers enough context to work with and allow them to work offline, using the productivity tools they are familiar with.

The language service provider should give them online access to the translation memory to do full- text and in-context terminology searches.

Providing a copy of the source document in it's final form gives translators and reviewers the context of illustrations and figure information.

{P: 20 B: 10} Full	Consult the manufacturer or field service technician for help.	Consulter le fabricant ou le réparateur.
{P: 20 B: 11} [[Fuzzy]]	This equipment has been tested and found to comply with the following electromagnetic compatibility (EMC) standards:	Cet appareil a été testé et jugé conforme aux normes EMC suivantes : [[Above is Translation of:]] This equipment has been tested and found to comply with the following EMC standards:
{P 20 B: 12} Full	{TAB}FCC Part 15.209:2003	{TAB}FCC Partie 15.209:2003

Figure 1: An example of tag free translation and review of a document with full and fuzzy matches

Best Practices

The review stage involves discussions between all contributors, especially between in-country translators and reviewers. You and your language service provider need to encourage transparent contact among team members. A language service provider who has experience in multi-cultural team management is a definite asset.

Terminology validation

This should be an automated process to complement the terminology search tools the language service provider supplies to the translators and reviewers during the project.

This validation can also verify other standards to be adhered to, such as parts numbers consistency and typographical rules.

Re-injection of content into the original XML file

Translated content can be automatically added back into the XML file if unique content IDs as well as other indicators such as positioning markup are used in the document. For example, if the source language component has an ID of 123, and the translated content component has an ID of 123 and associated language metadata (e.g., French) the translated content component can be put into the document in the same location as the original source.

Storage of updated content in the translation memory and in the CMS

Translated and reviewed content can be stored in the content management system (for reuse in the authoring process) as well as in the language service provider's translation memory (for comparison of updated and new content). In more complex systems, the translations only remain in the translation memory at the language service provider's. In that case, the translation memory is accessed during authoring, and for rendering the final document with an online service.

All language versions of the same element in the CMS should have the same DOC ID, but each one should be tagged with the appropriate <language ID>, so that importing new translated content can just be a part of the normal flow of the document in the workflow.

Managing the cost of translation memory licenses or access

Most companies do not want to carry the high cost of purchasing a translation memory tool and its frequent upgrades, nor the expense of accessing a hosted translation memory. The language service provider should be responsible for using and maintaining a translation memory tool, either commercial-off-the-shelf or proprietary.

Language service providers should be able to give online access to their translation memory to all contributors to a language project, including the customer, for full-text, in context terminology searches.

Language service providers should clearly acknowledge that the translation memory is the customer's intellectual property, deliverable at any time in the TMX industry standard, which guarantees total interoperability. This gives the client complete control over their translation memory and allows them to move between language service providers if desired.

Focusing on core competencies

Effectively creating, managing and delivering content in the right format and at the right time to meet customers needs is a large task. Add to that task the management of all the multilingual content and the task can be enormous. The most successful solution focusses on core competencies.

The organization can focus on core competencies such as: technical and creative writers creating highly effective and easily translatable content, graphic artists designing the presentation, information architects determining the most effective ways of accessing the content, and marketing people defining the distribution channels of the content and everyone on the content life cycle team ensuring that the content has been optimized for every customer touch point.

A language service provider can focus on their core competencies such as: maintenance of translation memories, the alignment of translation memory segments in multiple languages, the creation of multilingual terminology search tools, and the resolution of language differences between contributors.

Together they can perfect a seamless hand-over of content from the content management system workflow to the translation workflow.

Best Practices

Summary

Content management systems and translation memory systems use different technologies and skills, and serve different purposes.

Both worlds have their finest specialists, and their best of breed systems and vendors, which are not necessarily combined in one package.

“A typical scenario is that an organization contracts with an outside agency to do localization. (...) [2]

Localizers are not an additional author.. Rather, they are an acquisition and syndication partner. When you give them content, you are essentially syndicating content to them. They set the form of the content and you produce it. And when they are finished localizing, they become an acquisition source, passing the content back into your system as efficiently as possible. Or in old-style computer terms, you export content to them and then import it when they have finished.

References

- [1] “Managing Enterprise Content: A Unified Content Strategy” by Ann Rockley with Pamela Kostur and Steve Manning (ISBN 0-7357-1306-5), New Riders, 2002
- [2] “Content Management Bible, 2nd Edition” by Bob Boiko (ISBN 0-7645-7371-3), Wiley Publishing, 2005

People, Processes, and Change

Helping authors to adopt translation best practices

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Moving towards the design, creation, and delivery of translated content can be yet another change for authors. Potentially coming on the heels of a movement to structured content, content reuse, and content management, it can be overwhelming. This article talks about how you can help to mitigate the concerns associated with the change.

Integrate translation requirements

One of the best way to introduce the changes for translation is to tie them in with the changes you are already introducing. Structured reusable content requires a new way of writing and writing for translation does too. Fortunately many of the guidelines are equally effective for both (e.g., consistency in structure and content, appropriate labeling, self-contained content object). Integrating best practices for translation into your structured writing guidelines eases the perceived additional workload required to write content for translation.

Demonstrate the issues

Nothing is more effective than a demonstration to help authors understand the benefits of changing the way they create content.

Identify the problem areas in your current translation process and gather examples to demonstrate problems (e.g., inconsistent wording, long sentences, minor changes from revision to revision that are more subjective than actually necessary, etc.). Demonstrate the instances of the problem and show them the costs.

One example we use is to show inconsistencies. In one situation we found 12 different versions of essentially the same information in 5 different outputs. Each of the instances of the content would be translated individually at a cost of approximately \$100 for the first language. Then the cost of the translation for one language is multiplied by the number of languages (in this case 25) for a total of \$2500. When an author considers that it is potentially just one example among many, it helps to reinforce their understanding of the potential costs.

Explain the translation process

Have your in-house translators or Language Service Provider demonstrate how they translate the content they receive. Help your authors understand the complete process and the potential pitfalls. A clear understanding of the process assists them in realizing the impact of their actions.

Encourage dialog

Encourage a dialog between your authors and the translators to promote the exchange of information. Have the translators identify areas of change which can help in the translation process. Have both teams work together to develop a clear set of guidelines that enhance the quality of the content and improve the translation process.

Share successes

As you begin to see reduced costs of translation (based on the changes you have adopted) share the successes with your authoring team. Knowing their actions have resulted in improved processes and reduced costs is very motivating. Share your successes with management too.

Summary

Successful implementation of an effective translation strategy rests with educated authors that clearly understand the processes and ramifications of their actions. And it rests with authors participating in the development of guidelines that work for everyone.

Case Study

Agile Software

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This case study discusses the use of a content management system to overhaul the documentation environment of a small software company. The company, which creates computer telephony software for the international contact center market, required user manuals and HTML Help in 12 languages.

AuthorIT was selected as our content management vendor. Before this migration the company stored all its user material in Word files and ran an unreliable macro on those files to create WinHelp. Documentation existed in only four languages.

The project, which spanned two years, was implemented by a single staff member. It started with AuthorIT Version 3 and later moved to Version 4 and AuthorIT's Localization Manager.

About Agile Software

Agile Software develops powerful contact center software for Avaya, a world leader in IP telephony, voice messaging and contact centers.

Branded by Avaya as Avaya Contact Center Express, the suite of desktop and server applications is fully compatible with Avaya's switch technology (namely Avaya Communication Manager and Definity systems).

Contact Center Express caters for contact center enterprises of any size. Its products embrace all the ways businesses and their customers communicate, whether it be voice, email or web chat. Maximizing the effectiveness of this communication is central to the suite's design.

Like Avaya technology, Contact Center Express is sold around the world; in the United States/Canada, Europe, Latin America and Asia/Pacific.

Background

Two years ago all the company's user material was stored in Word files.

Manuals were converted to PDF for distribution on the released CD-ROM, and application Help (WinHelp) was created by running a macro on the Word files and compiling the RTF output in MS Help Workshop.

The company was putting out a range of products but only one of them was multilingual, its flag-ship desktop application called Agent. The Agent User Guide had been written in English and translated into three other languages - Japanese, Chinese (Traditional) and Chinese (Simplified).

The documentation was managed by one staff member, a technical writer with four year's experience. Translation was outsourced and done straight into Word.

Sales and marketing initiatives were emerging to support more languages - the requirements were likely to be French, German, Spanish (Castilian), Spanish (Colombian), Portuguese (Brazilian), Italian, Korean and Russian. What's more, other user manuals were going multilingual. Agent was no longer alone . . .

The Challenge

Before the content management system was introduced there were several issues:

1. The macro we used on Word documents to create Help was unreliable and limiting.
 - It only supported English, Japanese, Simplified Chinese and Traditional Chinese. No other language had been tested.
 - It only supported Word 97. Word 2000 had not been tested.
 - It relied on strict Word formatting, for example, carriage returns after tables and between text and section breaks.

Case Study

- It was not robust. Sometimes there were unexpected formatting issues, especially with numbering.
- You had to bookmark text you wanted to delete (e.g., title page, Table of Contents, Chapter overview headings, Index) as well as headings you wanted to prioritize in the tree-structure. Bookmark names had to abide by the macro's naming convention.
- Creating a pop-up or jump hotspot was possible but it was a painful 26-step process.
- If running the macro produced errors, the RTF file had to be changed directly. When the macro was rerun, those changes were overwritten.
- The topic title area of WinHelp was character-limited (non-scrolling) and many procedure headings (especially when translated) were truncated. Editing often meant sending text back to the translator, an annoying and time-delaying process.
- The staff member who created the macro had since left the company and was not available for upgrading.

Note: The macro converted a Word document, in a prescribed format, into a RTF file. The RTF file was then converted, using MS Help Workshop, into a help file.

2. WinHelp as a format was not user-friendly.
 - Its navigational tools (table of contents, index, and full-text search) were not in the same viewer window as the Help content. If a user found a word in the index and clicked it, the index would disappear as soon as the content appeared. To get the index back, the user had to click the Help topics button, at which point the content disappeared.
3. Our software product names had changed once and were likely to change again.
 - This meant a full search/replace of every document, and the risk of missing an instance of the name.
4. Managing Word documents was becoming more difficult.
 - Formatting text and updating changeable objects such as table of contents, footers and the index was a constant concern.
 - As more products were added to the suite, it was becoming hard to keep up with documentation and manage an increasing number of Word documents.
 - Text that was common to many documents was being copied and pasted from one place

to another. Any changes to this common text had to be made in several places and finding the text relied on the technical writer's memory.

- Word documents required regular saving to a backed-up network drive. Copies also had to be saved to Visual SourceSafe so other staff members could access them.

The biggest challenge to addressing our issues was finding the best help authoring tool. By searching the internet, calling other documentation specialists, and talking to software distributors, we narrowed the choice down to AuthorIT.

The Solution

The most attractive feature of our chosen content management system was its development work towards multilingual support. My research at the time gave me the impression that no other help authoring/content management tools could manage the localization process via a single application. In the case of RoboHelp, there was an English edition, which supported the Roman languages and Russian, and a separate Asian Edition, which supported Japanese, Korean and Chinese.

We wanted one integrated tool that would allow us to minimize translation costs and reliably create good-quality HTML Help for all our languages.

The valuable and essential addition of the content management systems localization module allows us to support an unlimited number of localizations.

Our Current Environment

Today, our English source library contains documentation for 25 software products. Documentation takes the form of user manuals, developer guides, help files (WinHelp and HTML Help), installation manuals and overview guides.

Four user manuals have been translated into 11 other languages. We now manage a translation process with 11 target libraries:

- Chinese (Simplified)
- Chinese (Traditional)
- French
- German
- Italian

Case Study

- Japanese
- Korean
- Portuguese (Brazilian)
- Russian
- Spanish (Castilian)
- Spanish (Colombian)

Variables (conditional text)

Approximately 50 variables are used to manage product name changes.

In a software environment where the name of a soon-to-be-released product is likely to change from that used during the early stages of development, variables have been a huge business benefit. What's more, ongoing efforts to improve product marketability mean names are always subject to change. Already, our product suite name has changed twice, and, in one major move, the word 'Active' was dropped from the beginning of every product name. Our system has allowed us to be exceptionally responsive to these business requirements.

Shared objects

Countless objects and pieces of text are shared between documents, making updates a one-step process:

- Topics
- Images
- Diagrams
- Glossary terms
- Software license agreement
- Copyright notice
- Chapter headings
- Website hyperlinks
- Company logos
- Title pages
- Buttons common to many product interfaces
- Configuration parameter descriptions

Security

User groups and folder permissions give developers and testers the ability to modify documents that relate to their job. We have access user groups for Developers, Testers, Trainers and Authors.

Each software developer has their own login, with access permissions that allow them to modify developer guides related to their product area and read/

print all other material in the library. This is particularly helpful if your usual technical writing staff do not have the knowledge essential to write highly technical documents like this.

The Benefits

There were benefits galore when we moved systems:

1. Fast

- We could create new user manuals far more quickly by using the drag-and-drop interface and reusing topics from other documents, for example, title page, copyright page, software license agreement, document conventions, knowledge base, error logging (standard to all applications), install procedure (standard paragraph reference to Installation Guide), glossary terms, configuration file parameter definitions.
- We were no longer wasting time and effort guaranteeing the correct format of our file outputs. Proper formatting is now a reliable given and we focus on document content.

2. Financially effective

- Due to substantial efficiencies, we avoided the likely requirement of employing another documentation specialist.
- We were no longer paying translators to translate sections of text that are generated automatically, for example, table of contents, chapter content summaries, and index.
- We were no longer paying translators to translate previously translated topics. Even when there were topic updates, translation memory capability (Trados) meant we were only paying top price for the new or altered text.

3. Quality software

- We could deliver HTML Help in all our supported languages - English, French, German, Spanish (Castilian), Spanish (Colombian), Portuguese (Brazilian), Italian, Japanese, Chinese (Simplified), Chinese (Traditional) Korean and Russian.
- We could guarantee a consistency of quality between documents.

Case Study

4. Flexible

- We were no longer scrutinizing every document when there was a product name change. A variable was changed in one place and viola!, it was done.
- Our technical writer could continue to work from home when needed using a mobile off-line library technology.
- We could add a new language quickly and easily.

5. Modern HTML output

- We were able to offer users HTML Help and its more friendly navigational structure. With HTML Help, the table of contents, index, and full-text search are in the same viewer window as the help content pane. Users can always keep track of where they are in the help system and will never get "lost in cyberspace".
- What's more, HTML Help supports advanced full-text searching. It allows compound Boolean searches and enables users to search the results of previous searches so that they can systematically narrow the focus of their searches until they find what they're looking for.
- We could create hyperlinks in a single step and use them in all our target languages!

6. Reliable

- We were no longer vulnerable to the idiosyncrasies of the old macro. We had a reliable system that output Word and Help files the same way every time.
- We were longer double-checking that Word table of contents and page references were up-to-date. Our system automatically and accurately generated field elements during output.

7. Secure

- By keeping our AuthorIT databases on a SQL Server, we were no longer worried about the location of Word documents for securing and storing our source material.
- Developers, testers and other members of the company could only modify material related to their job area. However, they could read and output any document in the library.

Localization Management

With four user guides in 11 languages, we currently take 44 translated user guides to market.

Because of Localization Manager our translation process is well structured, logical, user friendly and efficient.

Without Localization Manager, managing updates across 12 languages would have been a huge manual job subject to human error. The automation provided by the system severely reduces the risk of error.

By implementing Localization Manager with a carefully structured English source library, the benefits of sharing objects is migrated across all our target languages. The efficiencies of object sharing has saved us from employing more technical writing staff.

Conclusion

In conclusion, we are very happy with our chosen content management system. We no longer use the time-consuming and unreliable macro that limited us to WinHelp only. We have a single product that allows us to output Word documents and HTML Help in all 12 languages we support with our software.

Output is initiated by a click of the mouse and, once our templates were set up correctly, files started looking the same every time - no horrible formatting surprises.

With the introduction of Localization Manager, managing the translation process across 12 languages is orderly, logical and less vulnerable to human error. What's more, the benefits of object sharing within the English source library are transferred into all our target libraries - minimizing translation costs and speeding up the documentation process.

Documentation is stored in secure SQL Server databases and user access permissions mean users can only modify material that relate to them.

Last-minute product name changes aren't a problem. By using variables we only have to make the change in one place.

Case Study

Best of all it didn't take a substantial budget or project to implement, yet allowed us to highly customize our outputs.

The results were plentiful and resulted in better content for our end users:

- Cumbersome localization process's became streamlined and cost efficient.
- Reuse of content was as simple as dragging and dropping.
- Best of all, we didn't need a large enterprise size budget to achieve it.

Gaining Management Support

Content management systems and translation memory: creating management buy-in

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Your department is faced with tighter deadlines, more products in the pipeline, staff reductions, an expanded list of standard languages for a typical release as well as pressure from management to reduce your translation budget. Most of you have probably faced one or all of these challenges.

A good place to start would be the thorough investigation of a Content Management System or CMS. This article will focus mainly on the benefits offered by a CMS relative to the translation effort. The principal goal of this article is to give you a strong case for the implementation of a CMS.

This article will cover four main advantages of using a CMS in your translation workflow.

1. Write once, translate once

The principal catalyst is the ability to reuse text or eliminate entire blocks of content from each translation project. A CMS will allow you to author content once and reuse it many times. Obviously this will save valuable writing time and dollars. Sounds appealing. Let's make it a bit more appealing.

Let's build a scenario as an example. This technical publications department publishes their documentation in a core set of 14 languages. We will also assume that the department authors about 3,000 English pages per year. Let's use the round number of 250 words per page totaling a word count of 750,000 total words. If you are publishing documentation for mature product lines, one could expect about 30% to 65% reuse or what is often called 100% or exact matches in the translation industry. Now let's further assume that all prices per language are equal and that 100% matches cost the department approximately \$0.07/word for editing and final review. What could a CMS implementation save the company in this scenario?

Total words published per year 750,000 words

Cost for 100% matches: \$0.07/word

Assumed % of words that would fall under 100% match criteria: 30, 40, 50, 65

%	Words eliminated	Dollars saved per language	Total (14 languages)
30%	225,000	\$15,750	\$220,500
40%	300,000	\$21,000	\$294,000
50%	375,000	\$26,250	\$367,500
65%	487,500	\$34,125	\$477,500

Quite compelling isn't it? What if you could completely eliminate chunks of content across your standard language set? Every bit of reused content would be eliminated in terms of the cost of the translated text. Do you have data relative to how many 100% matches your documentation is generating per year? If not, try and gather this data from your translation vendor so you can perform a similar analysis relative to your group.

2. Reduce time to market

Reuse of your text will also shrink your timelines. The ability to reuse text will allow you to translate only new blocks of content reducing translation turnaround time. This will also allow you to get your product to market much faster. A good CMS workflow will reduce post-translation desktop publishing to almost nothing further reducing cost and reducing the timeline required to complete translations of your content.

Desktop publishing can be a large part of most translation budgets. The use of a CMS will reduce this effort dramatically. Building an example to illustrate savings from reduced desktop publishing is a bit more difficult. Desktop publishing rates vary depending on the complexity of the documents, the language, the program being used, and the number of graphics

Gaining Management Support

and how they are placed into the document, etc. These factors make building a generic example difficult. However, it might be best to take a look at your entire budget for desktop publishing of translated manuals and consult with your CMS vendor or consultant to come up with an appropriate discount factor. One of our clients has been able to reduce their desktop publishing budget by 87%.

Once a CMS is implemented a "push-pull" workflow can be created between your content authors and your translation vendor. A "push-pull" will allow your writers to "push" content in manageable blocks, perhaps by chapter or major topic, to your translation vendor. This will allow the vendor to begin the translation process before the actual completion of the entire document.

Upon completion of the translation and editing, the translation vendor can place the translated blocks back on your server. This workflow will allow for an earlier start to the process assisting in meeting tighter deadlines. This will also allow the project manager or lead writer to better track progress on the translation process.

Post completion processes like regulatory affairs approval and peer review can be simplified if only new text is required for review. This could be especially valuable in an environment with heavy regulatory demands.

3. Consistency

Not having to rewrite and retranslate identical sets of content will create greater consistency across your document set while further reducing the completion time of the final document. This consistency improves the quality of your documentation set.

4. Broader pipeline of documents/products

The benefits from having a CMS embedded in your translation workflow will allow you to translate or publish more documents. Perhaps there were never enough resources to devote to Service Manuals, On-Line Help or additional Quick Start documents. Having the ability to repurpose blocks of text from the principal or key documents related to a product into other ancillary documents with little impact to your timelines or budgets is a reality with a CMS.

Summary

These four advantages together should assist you in making a case for the investment in a CMS and the proper consulting. The implementation of a CMS is definitely a journey and not a quick fix. Please be sure to have all of your managers, writers, desktop publishers and translation vendors on board for testing and feedback during the implementation.

Understanding Globalization, Localization, and Internationalization Events

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All this talk about localization, globalization, and internationalization can make your head spin. So many “-ization” words and no clear way to know what each means, exactly. That is, until now.

The World Wide Web Consortium (W3C) hopes their recent publication, *Localization vs. Internationalization* (<http://www.w3.org/International/questions/qa-i18n>) will help demystify these oft confused, misused, and abused terms.

Other useful W3C resources include:

- Internationalizing HTML (<http://www.w3.org/International/O-HTML.html>)

To better understand globalization, take a look at wikipedia. (<http://en.wikipedia.org/wiki/Globalization>)

Standards: Internationalization Tag Set Draft Announced by W3C

The first public working draft of the W3C's Internationalization Tag Set (ITS - <http://www.w3.org/TR/its/>) was announced November 22, 2005. ITS is a set of elements and attributes that supports the internationalization and localization of schemas and XML documents, an important development for content management projects that require content to be translated and localized for global audience groups.

ITS provides a clear mechanism for indicating which pieces of content are to be translated and which are not. Attributes are used by ITS to identify XML content that should or should not be translated, as well as words and phrases that should be treated as “terms” that should be used as is or defined elsewhere within the document.

ITS is designed to complement some existing content standards (e.g. XHTML, DocBook, Open Document). The ITS working group (<http://www.w3.org/International/its/>) is addressing the need for the tag set to

support the increasingly popular Darwin Information Typing Architecture (DITA). One challenge: determining how ITS data categories should be related to those in existing standards like DITA, which fulfill identical or overlapping purposes. DITA, for instance, contains an attribute to indicate translatability of text (as does ITS), but fails to provide a mechanism for indicating scope.

The ITS draft, while still in the early stages of development, addresses the following data categories:

- translatability
- localization information
- terminology
- directionality
- and Ruby text (used typically in Asian documents)

Standards: Unicode Consortium Announces 5.0.0 beta

The Unicode Standard is a character coding system designed to support the worldwide interchange, processing, and display of the written texts of the diverse languages and technical disciplines of the modern world. In addition, it supports classical and historical texts of many written languages. (source: [Unicode.org](http://unicode.org))

The current version of the Unicode standard is 4.1.0 (<http://www.unicode.org/versions/Unicode4.1.0/>), but the Unicode Consortium is currently seeking comments on the beta release of Unicode 5.0.0 (<http://www.unicode.org/versions/Unicode5.0.0/>). Comments are due by January 30, 2006.

Learn more about Unicode here: <http://www.unicode.org/standard/WhatIsUnicode.html>.

2006 Globalization, Localization, and Internationalization Events

Internationalization and Unicode Conference
<http://www.unicodeconference.org>
March 6-9, 2006
San Francisco, CA

The three-day conference will feature a full day of tutorials followed by two days of presentations, panels and discussions. There will also be technology exhibits and demonstrations. Sessions will cover a range of topics including internationalization, globalization, the Web, security, and localization to name a few. There will be a mix of case studies, panel discussions and technical discussions geared towards beginner, intermediate and advanced practitioners.

LISA Asia Forum 2006
<http://www.lisa.org/events/2006shanghai/?from=china2&sid=96621069b7b7ec10d5861225e635e4a7>
April 18-21, 2006
Shanghai, China

Meet and discuss how to develop the business knowledge and technical skills necessary to succeed in China's globalization, internationalization, localization and translation marketplace. Through case studies, tutorials and best practice advisory sessions, participants will learn how China can be successful in importing and exporting products, services and technologies from the West; review the tools needed to educate Chinese companies about the migration strategy from a low-cost labor and manufacturing market to one of service, expertise and quality; and what China must do to prepare itself for the inevitable price-gap change.

Localization World
<http://www.localizationworld.com/>
May 30 – June 1, 2006
Barcelona, Spain

Localization World Barcelona 2006 will focus on the old new trend of "industry collaboration." We welcome perspectives from the past and the present — the visionaries with the bright ideas. We welcome the practitioners who implement the ideas and work on the nitty-gritty. And we seek the dialogue, or rather the debates between the "uniforms" and the "uniques," on questions whether size really matters, if company borders no longer exist, and how to go forward.

Book Review: Beyond Borders: Web Globalization Strategies

The World Wide Web allows us to reach beyond geographic borders in an attempt to access untapped global markets. But reaching for an audience, and actually communicating with them in meaningful ways, involves much more than translating content into different languages.

In *Beyond Borders: Web Globalization Strategies* (http://www.amazon.com/gp/product/0735712085/ref=pd_sim_b_4/002-6250752-4037613?%5Fencoding=UTF8&), John Yunker explores the globalization landscape and the role Web-based content plays when we attempt to reach beyond our native marketplaces. He also touches on the strategies involved in preparing for a globalization project, strategizing ways to effectively design, develop and manage global content for the web and beyond. Issues beyond the web include: telephone support, email support, payment services, marketing, customer relationship management, and training, with real world examples provided, where appropriate.

Blogs: Internationalization, Globalization, Localization, and Translation

- Common Sense Advisory: Global WatchTower Blog - http://www.commonseadvisory.com/news/global_watchtower.php - news, commentary and event information
- ByteLevel Research - <http://www.bytelevel.com/blog/> - the official blog of web globalization guru John Yunker
- Found in Translation - <http://fitrans.blogspot.com/> - Toronto's Ryan Coleman on Translation
- MultiLingual Communication Blog - <http://www.multilingualblog.com/> - news and views on language and technology
- Translation Geek Daily News - <http://translationgeek.blogspot.com/> - the name says it all

Contributors

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Scott Abel is a freelance technical writing specialist and content management strategist whose strengths lie in helping organizations improve the way they author, maintain, publish and archive their information assets.

Peter Argondizzo

Peter Argondizzo is the Operations Manager for Argo Translation, Inc., a localization firm located in Glenview (Chicago), Illinois. The firm has been in business 11 years and specializes in technical documentation translation and software localization via the efficient use of translation memory technology.

Pamela Kostur

Pamela Kostur is a Principal with The Rockley Group, specializing in information analysis, information modeling, and structured writing to support a unified content strategy. Pamela has over 18 years experience developing information solutions. During that time Pamela has completed many projects and presented papers at numerous conferences on topics including iterative usability, miscommunication, structured writing, editorial “magic”, building and managing intranets, creating usable online documentation, unified strategies for web-based learning, information modeling and analysis. Pamela is a co-author of *Managing Enterprise Content: A Unified Content Strategy* with Ann Rockley and Steve Manning.

Ben Martin

Ben Martin is recognized as the most knowledgeable authority in reuse of information across multiple languages. Martin joined Industrial Wisdom as a Partner in April 2004 and is focused on helping clients pioneer better ways of delivering content. Previously, as Vice President of Global Content Management for JD Edwards, he was responsible for the firm's documentation, help, training guides, courseware, and the translation of the documentation into seven languages and the software into 21 languages. Martin holds a Masters in Instructional Technology.

Hélène Keufgens

Hélène Keufgens is founding partner of Cogen, a language service provider which helps industrial and medical device manufacturers apply global content management workflows and language automation technologies to reduce the costs and timeframes of creating multilingual product documentation.

Steve Manning

Steve Manning is a Principal with The Rockley Group and has over 16 years experience in the documentation field. He is a skilled developer of online documentation (WinHelp, HTML Help, Web sites, XML, and Lotus Notes) and has created single source production methodologies using key online tools. Steve has extensive experience in project management and has managed a number of multiple media, single source projects. Steve teaches “Enterprise Content Management” at the University of Toronto, and is a frequent speaker at conferences (ASIS, AUGI, STC, ACM SIGDOC, DIA) on the subject of XML and Content Management. Steve is a co-author of *Managing Enterprise Content: A Unified Content Strategy* with Ann Rockley and Pamela Kostur.

Ann Rockley

Ann Rockley is President of The Rockley Group, Inc, a consultancy that has an international reputation for developing content management strategies with a focus on unified customer content and information architecture for content management. Rockley is a frequent contributor to trade and industry publications and a featured speaker at numerous conferences in North America and Europe. She has been instrumental in establishing the field in online documentation, single sourcing (content reuse), enterprise content management, and information architecture for content management. Rockley is President of Content Management Professionals, a member organization that fosters the sharing of content management information, practices, and strategies and led the organization to a coveted EContent 100 award in 2005. Rockley is a Fellow of the Society for Technical Communication and has a Master of Information Science. Rockley is the author of the best-selling book “Managing Enterprise Content: A Unified Content Strategy” with TRG Senior Consultants Pamela Kostur and Steve Manning, New Riders Publishing ISBN 0-7357-1306-5.

Tanya Stevenson

Tanya is the founder of Zation, a company that specializes in technical writing and localization services. Tanya has used AuthorIT full-time for four years. As the technical communicator for a software house that markets globally, she developed specialist knowledge in the area of localization. After implementing Localization Manager, Tanya managed the localization process of manuals and online Help files into 11 languages. Tanya successfully became a AuthorIT certified consultant in 2005. Tanya provides AuthorIT training and implementation support to clients in the greater Auckland region. She has a BA in English, Certificate in Journalism and Diploma of Teaching (Secondary). Tanya has a 12-year background in writing, editing and publishing.

Call for Submissions

The Rockley Report publishes original material related to content management, including its goals, its implementation, the technology required to support it, and its affect on organizations. If you're interested in submitting to *The Rockley Report*, we'd like to hear from you. Please send us your ideas for articles in the following categories:

- **Best Practices** — Articles in this category describe content management in the “ideal” world and suggest how to put those ideals into practice in the “real” world. Best practices focuses strategies, activities, or approaches that have been shown through research and evaluation to be effective.
- **Information Architecture** — Articles in this category explore the relationship between information architecture and content management, including topics such as building a blueprint for a content management strategy and content modeling.
- **Tools and Technology** — Articles in this category investigate the technology required to support content management.
- **People, Processes, and Change** — Articles in this category discuss management issues related to content management, such as changing roles and writing in a content management environment.
- **Gaining Management Support** — Articles in this category provide strategies for helping management understand the benefits of content management, focusing on topics such as building a business case for content management and calculating ROI.
- **Case Studies** — Case studies explore how companies are implementing content management and focus on what they did and why, their benefits, and their lessons learned.

If you have an story you'd like to submit, please write a 250-word description of your topic, the category you think it best fits, then send it, along with a 100-word bio, to Pamela Kostur at kostur@rockley.com.

Call Us!

We'd love to hear from you. What do you think of the *Rockley Report*? What would you like to see in the future?

If you have any questions, comments or suggestions, please feel free to let us know. The easiest way to reach us is via email. Our Editor, Pamela Kostur, can be reached at kostur@rockley.com.

Visit our corporate website at www.rockley.com, or the website for our book, *Managing Enterprise Content: A Unified Content Strategy* at www.managingenterprisecontent.com.

We hope you enjoyed this issue, and hope to hear from you soon.

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