

CASE STUDY

Building a Team of Experts: A Study in Going Beyond Expectations

The Situation

Our client is an American cloud computing company and software-as-a-service provider, with its headquarters in Santa Clara, California. They're renowned for providing technical management support (such as asset management, license management, and helpdesk functionality) to the IT operations of large corporations, and their core business revolves around the management of "incident, problem, and change" IT operational events.

The Challenge

The client needed the content in their cloud-based workflows and mobile apps to be translated into as many as 10 different languages. They expected a great deal from our proposed solutions and presented us with a variety of challenges, including:

- **Tight deadlines.** How tight? In some cases, the files had to be delivered even before the deadline. The client also expected a great deal of proactivity, a "can do" approach to problem-solving, and a cooperative way of finding solutions.
- **Complex content.** All translators and revisers needed to have expert-level knowledge of the client's expectations, content, products, and target audience.
- **HTML code exposed in XTM segments.** Up to 2,000 words were included in one segment – without any workaround, translators had to identify the translatable bits and be extremely careful not to modify the HTML code in any way.
- **Several project phases (e.g. SP0, SP1, LT1, SP2, LT2).** A sample workflow included SP0, SP1, LT1, SP2, and LT2. This made project management and linguistic coordination extremely challenging at times.
- **High expectations of quality.** Linguistic testing is performed internally by the client, with a pass threshold of 98.5%. We needed to be able to fix all bugs found by the testers.
- **Multiple project management, language lead, and L10n tasks.** With several tasks being performed simultaneously, seamless cooperation between teams and perfect work organization were necessary.

The Result

For purposes of clarity, it makes sense to look at each challenge individually and examine how we met it:

- **Tight deadlines.** We assigned as many as 7 translators per language (plus up to 2 reviewers). Teams expanded when necessary, and constant cooperation made sure that the teams themselves improved continuously.
- **Complex content.** Standard operating procedure included onboarding sessions for all new team members and training sessions for regular teams when new reference materials became available. All new team members needed to pass a quiz on the client's offerings, and whenever a team member struggled to grasp anything, additional training sessions were available on demand.
- **HTML code exposed in XTM segments.** Segments with HTML were exported to TradosStudio and translated separately to simplify the process and make sure translators didn't modify HTML code. L10n also performed HTML "sanity checks" at the end of each project to make sure everything went smoothly during import and export.
- **Several project phases (e.g. SP0, SP1, LT1, SP2, LT2).** Workflow improvement was consistently evaluated in order to complete each phase on time.
- **High expectations of quality.** We performed multiple linguistic quality assessments (LQAs), and final verifiers working on the client's projects also received training that taught them what to pay attention to. In addition, we developed a tool that allows us to see whether any segment with a bug identified by the testers originated with us or if it was a legacy segment and therefore out of our scope.
- **Multiple project management, language lead, and L10n tasks.** We established close cooperation between internal team members and the client's team, with bi-weekly calls making sure that everyone involved was on the same page. In addition, online trackers showed the schedule of tasks in the process and the people assigned to them, along with the task status. The result was that everyone involved knew what to expect and what was expected.

In addition to these obvious benefits, some other assets became apparent as the project progressed. Because we've learned so much about how to deal with complex segments, they no longer affect deadlines. The exports and sanity checks mean that the client can be sure that HTML code is not modified by the translation teams, and perhaps most important of all, we now have a team in place that boasts an encyclopedic knowledge of the client's content and products.