

The Eiro Production Methodology™ - Our Experience Ensures Your Global Success

Position Paper

© Copyright 2004 L10N Technology, Inc.

All Rights Reserved. All trademarks or registered trademarks are the property of L10N Technology, Inc. or their respective owners. L10N Technology, Inc. shall not be responsible for or liable to any customer for decisions made based on this document.

Key Points

- **Diligent and disciplined process management is central to the success of your localization initiative.**
- **Evaluating the effectiveness of various production methodologies and the skill of the project managers applying them is a critical step in selecting a localization partner.**
- **LT' Eiro Production Methodology™ is the culmination of years of experience, analysis, and refinement and is the foundation of our custom client solutions.**

Localization: Global Opportunities Mean Global Challenges

Operating and selling globally presents companies with many opportunities related to expanding revenues and reducing production costs. However, fully realizing this potential requires that a company properly position and adapt their products, documentation, marketing, training and regulatory materials to meet the unique cultural, linguistic, and commercial needs of each locale.

Collectively, we call these efforts “localization” and addressing these varied challenges is an on-going effort as these markets, and your company, continue to evolve. Though critical to your global success, localization-related efforts must also conform to tight production timelines, budgets, and quality standards. To achieve this balance, localization must therefore become an integral part of the company’s business process, or else the cost and time spent on such projects can quickly exceed the forecasted return.

In most companies, localization involves many people in various parts of the world – for many of whom localization is at the end of a long list of other important corporate responsibilities. Dealing with a myriad of languages and cultures across so many different functional areas within your organization is a complex business and as a result, most companies choose to outsource their localization projects to external suppliers. However, the process of selecting a localization partner that will meet company requirements is a daunting exercise unto itself. The chosen supplier must demonstrate expertise across a range of attributes:

1. **Flexibility** – the ability, and willingness, to adapt their solutions to your own workflow and organizational structure.
2. **Quality** – due to your own limited language abilities, you must identify a vendor with an effective, proven quality control system to ensure the accuracy of their work.



3. Responsiveness – the speed at which information is released is accelerating and real-time changes are the norm. These issues compound geometrically when information has to be released in multiple language markets and as a result you must identify a vendor who is able to respond at the speed of your business.
4. Technical Proficiency – whether it is a web-based application, embedded software, computer based training, or integrating with your new content management system, your localization vendor must be skilled in the latest technologies if they are to optimize their support program.
5. Reliability – with tight budgets and high expectations, you cannot afford to work with someone whose methods and talents have not been proven. You are entrusting strategic elements of your business to your localization partner and success will depend on the partner's ability to work with both client and supplier-side teams, manage overall quality, resources, changes and delays while maintaining open communications.

Reality: What Can Go Wrong Often Does, In Each Language

When considering the complexities of localization, it's not surprising that problems sometimes occur. The three biggest mistakes that companies make are:

- Not taking the need for localization into account early enough in their product planning and development
- Not involving a localization partner at the planning stage to make sure the plan will achieve the intended goal
- Not using a partner with a clearly defined and proven project management methodology

A poorly planned and executed localization program can lead to serious problems including inconsistent quality (from project to project and language to language), missed deadlines, and budget overruns. Considering the potential for costly impacts to your product's time-to-market or worse, product recalls and embarrassing public blunders, it is apparent that working with the right partner means looking beyond the bid and truly evaluating their overall approach to your project and their discipline during production to ensure their alignment with your own goals.

The Eiro Difference: Our Diligence Means Your Success

L10N Technology (LT) recognizes the level of trust you place in your localization partner and as such, we have made it our mission to develop and refine the industry's most comprehensive, and proven, project management methodologies: Eiro. Though innovative, the Eiro Production Methodology™ is not revolutionary.

Eiro (ay-ee-roh) v. Greek, meaning "to join or connect"



Its roots are in the well-tested models applied for decades in the information technology, financial, and consulting service sectors. Through our work with these firms over many years, LT has been able to absorb the best of their disciplines and refine and adapt them to the specific challenges of the localization industry.

Through Eiro, we are able to seamlessly and efficiently leverage the full depth and breadth of the LT organization on each of our clients' projects. From a single page of marketing content to a full adaptation of a software package for deployment in 21 countries, Eiro enables us to identify, engage and integrate the right resources to meet your particular need. Eiro draws its strength from a variety of sources:

- Knowledge and skills of over 2,000 people from diverse disciplines including translation, engineering, publishing, and project management
- Experience from more than 10,000 customer engagements
- Best practices that continue to evolve in each of our 40 offices in 24 countries

Eiro In-Depth: The Components for Success

The Eiro Production Methodology™ is designed to encompass the entire lifecycle of the localization process, from building a qualified resource base through end of project feedback:

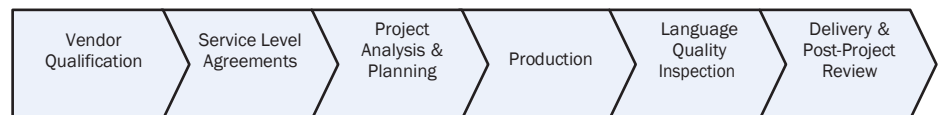


Figure 1: Eiro Production Methodology™ components

Our project managers (PMs) have been trained to consistently apply the Eiro methods and tools, enabling them to efficiently engage LT's range of global resources throughout the production cycle. Drawing on their experiences from a variety of production situations and requirements, our PMs are able to adapt and apply these systems as needed in order to achieve the proper balance between quality, cost, and turnaround time on each and every client engagement.

The following sections provide additional information and insights into these individual components and their role in our overall production success. Taken independently, each is a powerful process unto itself, but it is only when integrated by our PMs into a common workflow that their full potential and synergy are realized.



The Best People, The Best Results

Vendor Qualification

LT frequently supplements our own in-house linguistic staff with support from a network of translation agencies and freelancers enabling us to provide greater responsiveness while maintaining the quality that can only come from in-country production. Our Vendor Qualification component of Eiro therefore focuses on developing and maintaining a pool of specialized, pre-qualified translators and editors. Key aspects of this approach include:

- **Initial Qualification** – tests required of each language vendor prior to acceptance into our approved resource database (currently we have 10,000 language providers covering more than 60 languages)
- **Continuous Proficiency Assessments** – standardized testing and ranking of resources in each language and industry segment (e.g. legal versus technical) is performed on an on-going basis in addition to quality inspections on each project
- **Access to Talent** – our global database is accessible by every LT project manager, anywhere in the world at any time assuring their selection and assignment of top, in-country language skills for every job
- **Vendor Development** – programs delivered by LT further enhance productivity and quality improvement by providing training on new tools as well as language and terminology standardization methods.

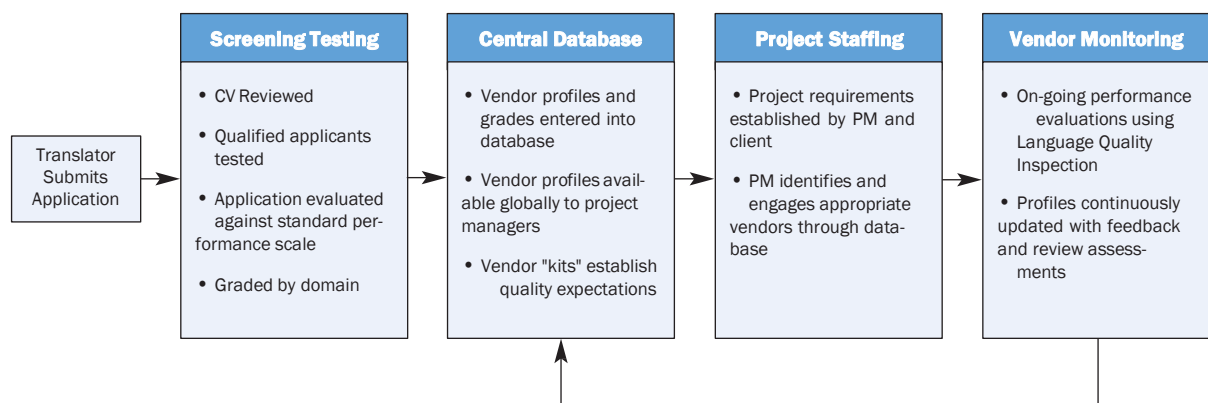



Figure 2: Overview of the LT vendor qualification process.

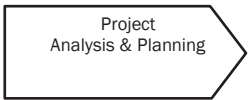




Service Level Agreements

Consensus from the Start

The Service Level Agreement component employs a disciplined, proactive methodology and procedures to ensure that agreed-upon levels of service are delivered in accordance with business priorities. Serving as a “blueprint” for an exceptional working relationship, the SLA brings the customer and LT into alignment by discussing and agreeing to key issues early in the business relationship. It clearly documents mutual agreements and expectations to the satisfaction of all stakeholders and formalizes success metrics and tracking methods. Finally, it establishes clear methods for problem resolution to ensure minor issues are quickly and satisfactorily addressed.



Project Analysis & Planning

Start Well, End Well

During the Project Analysis and Planning stage, the Project Manager (PM) and Analysis Team use a standardized methodology to collect and assess customer and project requirements and to blueprint the best solution. The customer’s requirements are written into the project plan, which sets out project scope, overall quality expectations, mutual responsibilities, resource allocation, schedule, budget, and risk analysis. By clearly defining expectations up front, LT and the customer minimize the risks of time, cost, or quality during production.

This stage utilizes a series of evaluative tools to ensure all relevant information is captured, shared, and assessed prior to the start of production to prevent costly rework or delays down the road:

- Analysis Request Template – analytical-based project requirements checklists to ensure all details are captured
- Analysis Report and Localization Kit – reports containing defined processes and guidelines to be followed on individual projects
- Project Plan – production blueprint and overall control document which defines expectations and sets out the schedule and budget as agreed to by all parties before a project goes into production
- Risk and Contingency Plan – identifies risks and potential problems that might jeopardize project success, outlines approach for common issues and defines escalation procedures
- Kick-off meetings – with external and internal resources to review and fine-tune the project plan culminating in custom project kits that give detailed production information and instructions
- Client training – a tailored interactive training session covering the Eiro Production Methodology™ that will help project teams address the complexities of large-scale initiatives



360° Communications Keep the Flow Going



During the Production phase, the Project Manager maintains a consistent communication channel to the client, ensuring they are aware of the project status at all times and keeping abreast of any changes in requirements, content, or delivery schedules. Supporting this exchange is an innovative technology platform that provides the PM and client with dynamic reporting on cost data, scope changes, actual versus planned hand-off and hand-back dates, and any open action items that need to be addressed in order for the project to move forward as scheduled.

Quality, Controlled



The Language Quality Inspection (LQI) component ensures that quality is monitored consistently and improved through the course of a customer engagement. LQI provides consistently high-quality localization results by identifying and systematically correcting deviations from overall quality objectives 'upstream'. During the course of an engagement, we randomly sample pieces of translated material from each of our language resources. We compare the "score" against our proprietary performance index for that language to gauge the overall quality of the output. Failure to meet benchmarked standards results in the work being redone or potentially reallocated to a different resource. By continuously monitoring production quality in this way, we ensure that immediate, corrective action can be taken when necessary without disrupting final delivery schedules.

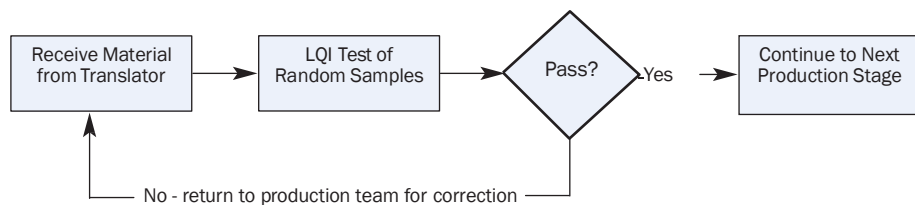


Figure 3: LQI helps assure quality is built into the process throughout production.

Feedback Leads to Improvements



The Post-Project Review component is a monitoring and review tool designed to assess LT[®] success at delivering value on each and every project. We assess our achievements against factors such as on time delivery, budget attainment, and quality of output. These post-project reviews facilitate constructive communication between you and LT and enable us to continuously refine our working model for our mutual benefit. In addition, we use this feedback and dialogue to develop new best practices for deployment across our organization.



The Eiro Standard: One Company, One Method

LT has completed a worldwide implementation of the Eiro Production Methodology™. Each office worldwide has been trained in its execution and will be routinely audited for compliance to ensure the methodology is used consistently on client projects.

The methodology, measurement, and fine-tuning of LT's project management process are part of an overall strategy to address and respond to the localization needs of our clients to enable them to better respond to the increasing opportunities and shifting dynamics within our global economy.



About LT

L10N Technology (LT) is the leading provider of translation, localization, technical writing and interpretation services that enable businesses to deliver locally relevant and culturally connected products, services and communications anywhere in the world. Companies throughout the world use our solutions to help grow their businesses in the Americas, Europe, Asia and Latin America.

Our scalable end-to-end solutions can help accelerate a company's time to market while improving the quality and consistency of the company's products and services. Our wide range of clients include leading businesses in information technology, automotive, e-learning, life sciences, entertainment, telecommunications, aerospace and power and utilities industries.

To learn more, contact us at megcompany@naver.com or find us on the web at www.liontech.co.kr.

