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## ON YOUR OWN I – SETTING UP A BUSINESS

INHOUSE OR SERVICE PROVIDER? TIPS TO ENTER  
THE MARKET

**Intensive Programme**

*Legal Systems and the Evolution of the Profession:  
Translating and interpreting in diversity*

**27/01/2020, ISCAP - P.PORTO, Room 10**



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# 1. Translation...

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**as a powerful profit-generating activity, set within the scope of service provision, marked by specific business-oriented goals and management-driven procedures, built upon the production, circulation, massification and commoditisation of translated goods or products.**

## **2. Translation...**



**as an interdisciplinary social phenomenon  
(different agents and stakeholders involved in the  
process).**

## 3. Translation...



**as a social-oriented, economic-driven, norm-governed phenomena where several individual interact in different action/context-based dynamics.**

## 4. Translation...

**as a social-based, norm-driven activity, classified as technical-intellectual labour, developed in a complex network system, within a specific “community of practice” where action and knowledge are shared, and where several actors or agents (both people and institutions), involved in the production of “immaterial and incorporeal goods” (Heilbron and Sapiro, 2007) converge and interact, holding the commercial application of a specific set of organized professional knowledge that is institutionally validated and accepted.**

# Advocating the strategic role of languages in economy

Multilingual communication as

- Intellectual activity
- Social practice
- Source of income
- The economics of language
- **Language as a Commodity**
- The production of “**immaterial and incorporeal goods**” (Heilbron 2008 and 2010)

# Common Sense Advisory (2005-2010)

- 2005 – World translation market:  
8 800 million euro
- 2010 - World translation market: higher than  
12 000 million euro
- 7,5% average growth expected by 2010

- The translation industry is estimated to grow by almost 11% per year over the next 5 years, fueled by demand for business in emerging market languages and expanding online communication
- A growing number of customers are driven by other factors than just quality, and instead are increasingly concerned with accessibility, convenience, **price** and speed.
- The top trends in the translation industry this year are machine translation, hybrid or “post-editing” translation, **community and crowdsourced translations, and a growing need for ‘informal’ translation.**



# Common Sense Advisory

## The European Translation Market

### *Main Sectors and Drivers for Language Services in Europe*

Txabarriaga, Kelly, and Stewart (November 2009)

- Small Businesses Dominate the Landscape of European Suppliers
- Annual Earnings for Most LSPs Do Not Surpass the Million Euro Mark
- In Spite of the Economic Storm, Business Grew for Most LSPs
- Spending on Language Services Grew throughout the Recession
- Large Buyers Spend Similar Amounts, but Small Buyers Spend More

# Common Sense Advisory (2009)

- ❑ **Export-Driven Economies Depend on Language Services**
- ❑ **Emerging Economies Are Buying and Selling More in Europe**
- ❑ **Economic Twists and Turns Dot the Language Market Path**
- ❑ **Policy Affects Demand and Supply at Every Level**
- ❑ **More Business Takes Place in the Cloud, So Location Matters Little**
- ❑ **Investing in Language Services Is Essential for Growth**
- ❑ ***Most Providers Are Davids, Comparing Themselves to Goliath***

So...

## Multilingualism = affluence

- Language as an important factor for economic growth
- Translation service provision as a powerful profit-generating activity, marked by specific business goals and management-oriented procedures, built upon the concept of the production of goods or commodities, i.e. via the massification and circulation of translated products.

# Translation in the value chain (a strategic activity)

- Service
- Process
- Project
- Product
- Function
- Quality
- Customer satisfaction
- Return/Turnover (ROI – Return on Investment)
- Added value

# New paradigms emerging?

- Globalization policies - huge increase in the translation output in terms of translated materials.
- New constraints to the profession, namely in terms of speed, price, quality, accuracy...
- Massive commoditisation of translation services (consumer goods / a commodity) - people are literally consuming translated materials than ever.
- A change in the paradigm of the production and circulation of translated goods – a purely commercial market approach, with different logics and structures of organisation (Heilbron and Sapiro).

# Major changes

## **New stakeholders:**

- **1. “outsiders”** coming to the industry (New agents/stakeholders)
- **2.** a new type of professional without the adequate linguistic background – *Homo Transferens* (Nord)

**A more business-oriented approach:** translation agencies are no longer exclusively run by linguists – multimedia / multilingual communication; language engineering; management ...

**A whole revolution in the workplace:** gradual changes in the **translator’s workplace**

**Partnerships and societies:** new type of business relationship(s), freelancers

# Market trends and perspectives: A bird's-eye view

- **Small/Medium-sized/Micro-companies/agencies**
  - 1. Generalist (diversity in terms of services offered/provided; several language pairs)
  - 2. Specialized (quality and specialization)
- **Large companies** (multinational, mostly generalist): large projects and workload, full/comprehensive service provided

# Some brief remarks

- **Extraordinary depth and reach of the market**
- **Multiplicity of requests:**
  - ▣ **Diversity in terms of global supply (services offered and provided)**
  - ▣ **Specificity in terms of global demand**
- **Effects of globalization**
- **Thematic specialization and linguistic variety**
- **Increase in the amount/volume of translations**
- **Increasing levels in terms of pressure, expectations and rigour**
- **Focus on professionalism and quality**
- **Fragmentation leading to new market niches**



# Consequences for Productivity

- **Professional Translation:**
  - ▣ **1. Process**
  - ▣ **2. Product**
  - ▣ **3. Service**
- **Major changes:**
  - ▣ **1. Offer – product flexibility**
  - ▣ **2. Technology – process flexibility**
- **Focus on quality**
- **Standardization and regulation policies (metrics, statistical data, quantification)**
  
- **Tension between intellectual labour and the forces of production**

# And also...

**A new type of professional profile:** redefinition of the role, function, features and attitudes that characterise this new **Translation Service Provider – TSP**

**Changes in the whole language industry scenario:**

1. diversification of the type of services offered, provided and requested
2. ability to provide new language services

**Partnerships and societies:** a new type of business relationship; a wide range of products and technologies associated with the provision of translation services

# The Profession and the Market

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- **A structurally dynamic market**
- **Dispersion and fragmentation**
- **“Games without frontiers”**
- **“Satellite” professions and new alternative branches that are growing around the task of translation**

<b>Fastest-Growing Services</b>	<b>Percent 2010</b>	<b>Percent 2011</b>	<b>Percent Change</b>
Translation	60.16	59.32	-1.40
Multimedia localization	9.48	10.20	7.62
Software localization	18.27	16.56	-9.36
Website globalization	19.64	18.31	-6.79
Technology/ software	8.65	6.91	-20.15
International testing / QA	6.18	5.81	-6.01
Internationalization services	6.32	4.06	-35.75
Business process outsourcing	3.85	2.74	-28.76
On-site interpreting	12.36	13.71	10.90
Telephone interpreting	7.42	7.79	5.02
Video interpreting	2.47	3.62	46.41
Subtitling	5.49	5.59	1.74
Voice-over/ dubbing / narration	7.42	6.47	-12.78
Transcreation	4.53	4.61	1.70
Other services	5.08	6.14	20.81

**Tabela 4: Serviços com mais rápido crescimento entre 2010 e 2011**

**Fonte:** Common Sense Advisory, Inc.

Service	Percent 2010	Percent 2011	Total Market Opportunity 2011 (US\$ M)
Translation	43.27%	45.68%	13,370.18
On-site interpreting	12.95%	14.44%	4,226.32
Software localization	7.14%	6.55%	1,917.95
Website globalization	4.93%	4.72%	1,380.33
Multimedia localization	3.96%	3.27%	957.91
Translation tools and software	3.61%	3.99%	1,169.12
Telephone interpreting	3.26%	3.40%	994.18
International testing/QA	3.09%	2.35%	686.96
MT post-editing	2.76%	2.33%	680.56
Internationalization services	2.73%	2.29%	669.90
Business process outsourcing	2.53%	2.25%	659.23
Voice-over / dubbing / narration	2.48%	2.35%	689.10
Transcreation	2.41%	1.90%	554.69
Subtitling	2.09%	2.00%	586.69
Interpreting tools/software	1.61%	1.59%	465.09
Video interpreting	1.17%	0.89%	260.28

**Tabela 5:** Serviços linguísticos e segmentação do mercado tecnológico

Fonte: Common Sense Advisory, Inc.

# Landscaping: “The story so far...”

- **Radical changes in the language industry/industries scenario (20th / 21st centuries):**
  1. **Information flow (knowledge transfer)**
  2. **Massification of production**
  3. **The globalization phenomenon**
  4. **The prevailing GLT effect - Globalization (G11n), Internationalization (I18n), Localization (L10n), Translation**
  5. **Strategies of internationalization and exchange in international contacts**
  6. **Multilingual networks involving new key players**

# **The Language Industry in Context**

- **The GILT Phenomenon (G11n, I18n, L10n and Translation):**
  - 1. Digitization and content management**
  - 2. Electronic tools for language transfer**
  - 3. Development of digital translation**

# Variables and constraints

- 1. Specialization, diversification and development of international contacts**
- 2. Management of information retrieval/knowledge transfer dynamics**
- 3. Global dissemination/contamination (technical and intercultural communication)**
- 4. The commoditisation of translation services (Schäler 2005)**



# Technical/Technological evolution

- 1. Ubiquity of Information and Communication Technologies (ICT)**
- 2. Development and dissemination of global informatics/computer worldwide solutions**
- 3. Content Digitization and Management**
- 4. Simplification of text-oriented, document-based, specific production and analysis processes**
- 5. Advent of CAT tools (computer-aided/assisted translation tools)**
- 6. Machine Translation**

# Consequences

- **Digital revolution and globalization processes affecting economic, social and cultural phenomena – the professional fabric**
- **New expectations for the language services provider**
- **The Gospel of Standardization EN15038 / ISO 17100 standards – Skills**
- **Quality Management ISO 9001:2008**

# Roles and Tasks in Language

## Industry

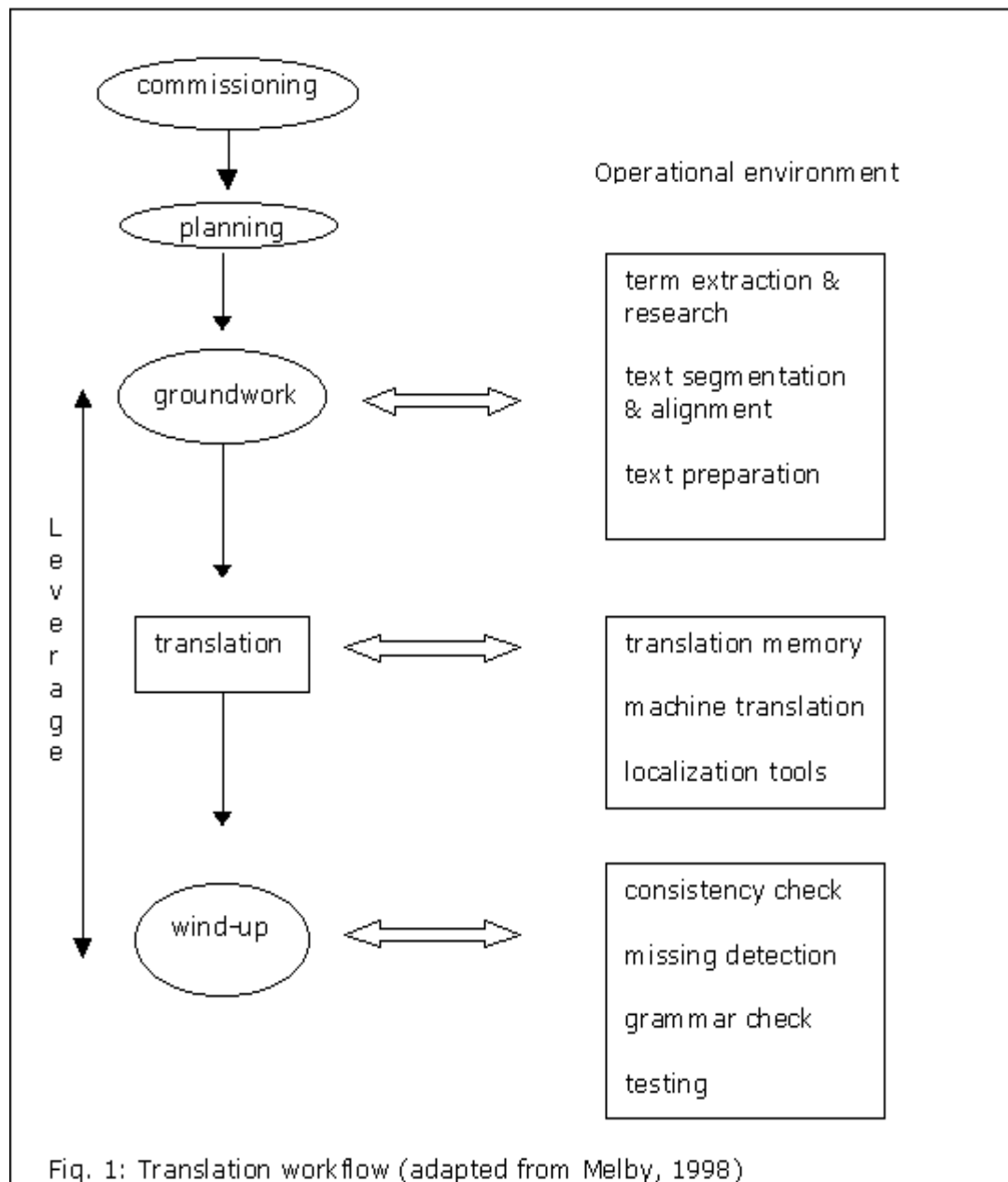
- Functions, Roles and Activities – Companies (Esselink, 2000)
- **Core Team:** Project Manager; Engineering Lead, Documentation Lead, Translation Lead, Computer Science / IT
- **Extended Team:** Translators, Terminologists, Proofreaders, Reviser, Reviewer, DTP (Desktop Publisher)



□ ***How do agencies operate/function?***

# Traditional approach – The 5 major components of a project

1. Project initiation (“kickoff”)
2. Project planning
3. Project production or execution
4. Project monitoring or controlling
5. Project completion / conclusion



# Project Management

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- application of specific **knowledge, skills tools and techniques** (KSTT) to meet the client's needs and expectations for a specific project.
- generic project management KSTT is viable across applications
- an application will change the specific character of project management

# Project Management

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- All translation agencies provide/deliver a specific work, which can be divided in 2 categories:
  - operations
  - projects



# Translation Agencies

- Any translation service can be seen according to two different, yet convergent, perspectives:
  - Process
  - Product

Quality above all...

# What is a Project?

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- An organization such as a translation agency or a company in the language industry normally performs work. The work can be divided into two categories

- operations
- projects

# What is the difference ?

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**operations are ongoing and repetitive**



**projects are temporary and unique**

# Temporary / Unique

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- *temporary* means that the project has a definite (defined) beginning and end
- *unique* means that some something about the product or service the project is for is unlike any other product or service

# General Management Skills

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- The general management skills most likely to affect projects:
  - leading
  - entrepreneurship
  - communicating
  - negotiating
  - problem solving
  - influencing the organization

# THE GOSPEL OF STANDARDIZATION





# EN-15038:2006

- A specific European standard for translation services which covers the core translation process and all other related aspects involved in providing the service, including quality assurance and traceability.
- New terminology: TSP/*Translation Service Provider*: “person or organisation supplying translation services” (EN 15038:2006, 2.18, p. 6)
- Distinction between *translation service provider* (TSP) e *translator* (“person who **translates**” i.e. “render information in the **source language** into the **target language** in written form.” (EN 15038:2006, 2.17, p. 6).

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- Offers both translation service providers and their clients a description and definition of the entire service.
  - At the same time it is designed to provide translation service providers with a set of procedures and requirements to meet market needs.
  - Specifies the professional competences of each of the participants in the translation process, mainly translators, reviewers, revisers and proofreaders.



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- Any translation service under EN-15038 must include as a minimum, translation and review.
  - Translation and checking. A translator with the appropriate competences translates the documents and after finalising the initial translation, checks his/her own work.

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- Review. A person other than the translator reviews the translation. The standard defines review as “examining a translation for its suitability for the agreed purpose, and respect for the conventions of the domain to which it belongs and recommending corrective measures”.

# EN15038 Standard for Translation Services – Some key concepts


- **added value services**
- ***locale (localisation)***
- ***controlled language***
- **project management / quality assessment**
- ***pre-editing***
- ***post-editing***
- ***checking***
- ***reviser / revision***
- ***reviewer / review***
- ***proofreading***
- ***technical resources***
- ***project registration details – project log***
- ***project assignment***
- ***text type resources***
- ***style guides***
- ***quotation***


# ISO 17100:2015

- Translation services - Requirements for translation services
- Supercedes standard EN15038
- <https://www.iso.org/obp/ui/#iso:std:iso:17100:ed-1:v1:en>

# ISO 17100 QUALITY STANDARD – REQUIREMENTS FOR TRANSLATION SERVICES

- The ISO 17100 Quality Standard ‘includes provisions for translation service providers (TSPs) concerning the management of core processes, minimum qualification requirements, the availability and management of resources, and other actions necessary for the delivery of a quality translation service.’
- A *translation service provider* is a person or organization that provides **professional translation services**.

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- The ISO 17100:2015 International Quality Standard 'specifies requirements for all aspects of the translation process directly affecting the quality and delivery of translation services.'

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- **Resources.** The standard establishes qualifications and professional competences of translators, revisers (bilingual editors), reviewers (monolingual editors), project managers, etc.

- **Pre-production processes and activities.** The standard details the requirements for handling requests for quotation, enquiry and feasibility assessment, the agreement between the client and the translation company, handling project-related client information, administrative activities, technical aspects of project preparation, linguistic specification, and other relevant factors.



- **Production process.** The different stages of the production process are discussed: translation service project management, document translation and check by a professional translator, in-depth revision by a second linguist (bilingual editing), review (monolingual editing by domain specialists) and proofreading (target language content revision and correction before printing) when the client hires any of these two value added services, and the final verification and release of the translation by a qualified project manager.


- **Post-production processes.** Unlike EN 15038, the ISO 17100 quality standard highlights the importance of interacting with the client, both in the initial translation services agreement where all the special features of the project are gathered, and in managing possible modifications, claims, feedback, customer satisfaction assessment and closing administration.

- The most important feature of the ISO 17100 Quality Standard is the definition of the translation process, in which the translation is just one of the steps of the process and does not guarantee quality if no revision by a second translator is carried out, as well as the precise definition of the professional abilities of each of the participants in the translation process, principally the translators, revisers and translation project managers.

# Skills

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- Translators' required competences defined in the ISO 17100 standard include translation competence, linguistic and textual competence in the source and the target language, competence in research, information acquisition, and processing, cultural competence, technical competence, and domain competence (for Translators; Revisers Reviewers; Project Managers)

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- Key requirements of ISO 17100-Project Management & Administration
  - Client-TSP agreement
  - Responsibilities of the TSP
  - PM's competence requirements
  - Responsibilities of the PM
  - Adherence to specifications and project verification
  - Handling of client feedback

# Prescriptive, informative, normative

- ISO 17100 Annexes
- Annex A - ISO 17100 Translation Workflow
- Annex B –Agreements and Project Specifications
- Annex C –Project Registration and Reporting
- Annex D –Pre-Production Tasks
- Annex E –Translation Technology
- Annex F –Non-exhaustive list of value added services

# Knowledge/Skills

- *Soft skills vs Hard skills*
- Transversal skills
- Implicit / Tacit knowledge vs Explicit / Codified knowledge
- Affective vs Effective learning / knowledge
- Decision-making, risk-taking, risk-management, accountability, empowerment, capability and traceability, reliability

# Internal vs External vision

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- *“translation is a text from the perspective of “external knowledge,” but an activity (aiming at the production of a text) from the perspective of “internal knowledge”.*

(Douglas Robinson, *Becoming a Translator*, 2012)



# (Robinson: 2012)

- ***A translator thinks and talks about translation*** from inside the process, knowing how it's done, possessing a practical real-world sense of the problems involved, some solutions to those problems, and the limitations on those solutions (the translator knows, for example, that no translation will ever be a perfectly reliable guide to the original).

# (Robinson: 2012)

- ***A non-translator (especially a monolingual reader in the target language who directly or indirectly pays for the translation – a client, a book-buyer) thinks and talks about translation*** from outside the process, not knowing how it's done but knowing, as Samuel Johnson once said of the non-carpenter, a well-made cabinet when s/he sees one.



Thank you!

Comments? Questions?

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