Memsource: How can cloud Computer Aided Translation improve the relationship between translators and Language Service Providers leading them to more efficient collaboration?

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Abstract

The main purpose of this thesis is to investigate how LSPs (Language Service Providers) can be more flexible in the management of translation projects while cutting costs and maintaining quality through Memsource. It is considered whether translators and LSPs using offline translation technologies and different methods to perform a translation assignment waste time and effort to manage translation projects.

Memsource is a cloud-based CAT (Computer Aided translation) tool which uses cloud technology to bring together project managers and translators on a single platform. Seamless integration improves collaboration between LSPs and translators: LSPs can manage projects while translators focus on their task, all with full transparency and visibility leading to more efficiency.

Through the prism of supplier integration and supplier relationship management, the pertinent challenges are presented with reference to technology and collaboration between LSPs and translators to very if academic research in the manufacturing industry can be generalised in the language service industry.

In order to explore these issues, business process workflows have been defined to create a questionnaire and a case study. Business process workflows consist of processes to carry on a translation project namely converting, analysing, translating and delivering.

Empirical data on business process workflows has been collected using two semi-structured interviews with two professionals from the language service industry. Data from the interviews has been used to perform an in-depth analysis of Memsource to assess the transferability of the respondent’s answers to the case study.

The study has shown that Memsource can provide a shared translation memory across the team of translators to increase the use of recycled texts, which speeds up the translation while improving the quality. LSPs can integrate translators and monitor in real-time the progress of translation jobs. Each party can receive dedicated notifications for projects, which make the workflow smoother and more structured in the management of translation assignments.

It is demonstrated that Memsource offers significantly improved management of business process workflows, but that not all companies are ready to change their management style, particularly in terms of organisation. Knowledge of cloud-based CAT tools varies greatly in the industry and is not used regularly by the majority of businesses.

Keywords: Cloud-based-CAT tools, Language Service Provider, Memsource, Supplier Relationship Management, Supplier Integration, Supplier Trust and Transparency, Translation Memory,
Definitions:

**CAT (Computer Aided translation) tool:** These are tools used by translators to facilitate the speed of translation and improve quality. A CAT tool can offer seamless integrations of technologies to manage projects or translations including machine translation, translation memory or terminology bases. They can also be used by LSPs to manage projects while integrating translators into the same interface using cloud-based CAT tool.

**Cloud computing technology:** This is software installed onto a server rather than remaining offline and can be accessed by different users via the internet. Cloud-based CAT tool can be used by this technology.

**Fuzzy matches:** They are segments saved in the translation memory. The user can make partial use of them to translate a new phrase.

**LSPs (Language Service Providers):** These agencies deliver linguistic solutions or translations to translation buyers. They provide translations into all languages by outsourcing assignments to translators working worldwide.

**Machine translation:** Software connected or integrated into a CAT tool to provide automatic translation. It does not offer total accuracy but can speed up the process by suggesting translation hints (e.g., Google Translate¹, Microsoft translation² and Systran³).

**OCR (Optical Character Recognition):** Software capable of transforming texts merged with pictures into modifiable texts. They are useful when applying CAT tools to documents where a word count is also necessary.

**Segment:** A segment is typically a sentence starting with a capital letter and ending in a full stop. It is defined by the CAT tool while a document is imported for translation. The rules of segmentation may depend both on the CAT tool and the configuration defined by the user.

**Terminology base:** Data bases containing dictionaries that are linked to a CAT tool.

**Translators:** Freelance translators, using language expertise to translate into their mother tongue. They specialise in a handful of fields and typically work for LSPs from a remote place.

**Translation buyers:** Those who require linguistic solutions such as translation, interpreting, or subtitling. They frequently require translations into multiple languages.

**Translation Management System (TMS):** Interface where LSPs, translators and translation buyer work and communicate with each other to manage a translation project.

**Translation memory (TM, also called TMX, Translation Memory eXchanged):** Data base linked to a CAT tool. It contains previous translation assignments and can be re-used for current or future assignments.

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¹ [https://translate.google.com/](https://translate.google.com/)
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1. Introduction

This study examines the relationship between LSPs and translators in view of managing translation projects with the aid of translation technologies. Although, translation technologies are used to facilitate the translation, this study shows that translators and LSPs use different translation technologies and have different preferences and levels of competences to manage the translation technologies. Moreover, LSPs have to manage a significant amount of translators which requires great effort in terms of management. As a consequence, it has a negative impact on the relationship between LSPs and translators and thus also on the performance of the management of translation projects.

Depending on the needs of a customer, texts can be translated into anything from a handful to more than forty languages, in small or very large assignments. The question this study addresses is: who does the translation? According to the report on “The Language Services Market”, (DePalma et al., 2013)\(^4\) there are 27,668 LSPs in existence including LionBridge\(^5\) and Transperfect\(^6\). They are served by more than 250,000 translators according to the Translation Automation User Society\(^7\), who are in turn clients of Globalisation Software Vendors who facilitate the translation process through CAT tools such as Trados\(^8\), MemoQ\(^9\) and Memsource\(^10\).

1.1. Language Service Providers (LSP)

LSPs are typically composed of two or three employees working as project managers who are the link between translators and translation buyers. An LSP functions as a mediator covering a variety of business needs including translation, interpretation, transcription, voice-overs and subtitling. LSPs tend to operate on the internet and possible customers are forwarded to their websites via Google Ad\(^11\). Here, they can make enquiries and leave their details including

\(^6\) [http://www.transperfect.com/](http://www.transperfect.com/)
\(^7\) [https://www.taus.net/think-tank/articles/event-articles/the-future-for-translators-looks-bright-but-they-will-have-to-reinvent-the-profession-first](https://www.taus.net/think-tank/articles/event-articles/the-future-for-translators-looks-bright-but-they-will-have-to-reinvent-the-profession-first)
\(^8\) [http://www.translationzone.com/freelance-translator.html](http://www.translationzone.com/freelance-translator.html)
\(^9\) [https://www.memoq.com/](https://www.memoq.com/)
\(^10\) [https://www.memsource.com/en](https://www.memsource.com/en)
\(^11\) [https://www.google.com/adwords/](https://www.google.com/adwords/)
surname, first name, company name, e-mail address, phone number and any documents they wish to have translated. Whenever an enquiry is sent to an LSP, a Project Manager prepares a quotation for the assignment which provides a rate and a delivery date according to the job volume (e.g., based on word count for a translation), language combination (e.g., translation from English - United Kingdom to French - France) and terminology (any terms specific to a particular sector, e.g., medical, legal, financial and marketing). Project managers must hand-pick their translators, ensuring they are specialists in the relevant field and can translate into their mother tongue to guarantee localisations of texts (Elia Yuste Rodrigo, 2008). Localisation\(^\text{12}\) can be described as a process to translate texts while ensuring a cultural adaptation according to a specific region or country in order to make the texts more comprehensive to the consumers. An LSP selects its freelance translators based on positive past experience. This includes the ability to meet deadlines, provide a quality translation, and other factors such as price, responsiveness and flexibility. It should be noted that this relationship can be fragile. According to the research in this study, there are two main reasons for this.

Firstly, translators tend to work remotely, and according to Willem Stoeller (2011), a working relationship is not as deep if suppliers work outside of a company rather than in-house. This is partly because it is more difficult to control the actions of freelancers as they are not contained within a hierarchical structure. Moreover, the cultural differences between a project manager and translators are generally very significant. A Project Manager works with a wide variety of nationalities in meeting the principal language service needs.

The second reason, project managers have a low-contact relationship with their translators is that translator selection requirements are in many cases too specific. It is necessary for the translator to be a specialist in the field and language combination in order to match specific selection criteria. For this reason, project managers require access to a large number of translators to enable specific buyer needs to be met. Consequently, project managers and translators do not have enough time to build a strong relationship through regular collaboration.

\(^\text{12}\) [http://www.businessdictionary.com/definition/localization.html](http://www.businessdictionary.com/definition/localization.html)
1.2. Computer Aided Translation (CAT)

Globalisation software vendors supply tools associated with automated language technology. They develop CAT tools that can be linked to machine translation\textsuperscript{13}, translation memory\textsuperscript{14} and terminology bases\textsuperscript{15}. These are used as computer system support to assist the processes of translation and project management. A CAT tool can provide a word count for a document to help pricing and allocating necessary resources to a project. It can be connected to a translation memory in order to identify repetitive segments\textsuperscript{16} in a document. Since, current or previous translations are saved to the translation memory for future use, once segments reoccur in documents, they thus do not need to be translated twice. Translation memory is a very important component in the process of translation as it contributes to consistency in terminology and can also save time and effort by providing automatic translations from recycled texts. This benefits the translation buyers as they do not pay for words that have been previously translated. It also gives a significant competitive advantage to LSPs who master these tools over those who do not. Indeed, the bigger and more accurate the translation memory, and the higher the number of repetitive segments in current projects, the more LSPs are able to provide discounts and more rapid translation than their competitors and those translators working with a less effective translation memory.

A CAT tool can be linked to a terminology base. This consists of terminological entries based on historical data from previous multilingual translation assignments, which include definitions, term bases, word descriptions and tracking information from translators. It provides a more effective overview of each translator’s work done and helps track their consistency.

Last but not least, a CAT tool also called a TMS (Translation Management System) is a great asset to translation project management for a number of reasons. After a project has been analysed, it is saved in a database and is available at the start of the translation to allocated translators. It furnishes a variety of useful information such as the word count and the name of the translator in charge. The project manager is thus able to follow up the project and receive

\textsuperscript{13} http://www.sdl.com/cxc/language/machine-translation/
\textsuperscript{14} http://www.translationzone.com/products/translation-memory/
\textsuperscript{15} http://www.translationzone.com/products/terminology-management/termbase.html
\textsuperscript{16} http://translation-blog.trustedtranslations.com/discounts-for-repetitions-in-translations-2010-04-08.html
progress updates including a notification by email when the translation is ready. A CAT tool thus makes use of a variety of technologies to manage translation assignments and projects for translators and LSPs. However, many of these tools require considerable resources. Trados, the industry leader, provides solutions via Group Share\textsuperscript{17} which LSPs have to install and maintain on their own server. All the participants in the supply chain have to be licensed by Trados to gain access to the network. This can complicate the process of managing a high number of translators.

1.3. Translators

Translators are the end-producers in the supply chain and the majority of them work with LSPs in order to be guaranteed regular work. Because of the budget required to invest in a Google campaign\textsuperscript{18}, many translators are highly dependent on LSPs. In order to provide a good quality service, freelancers are expected to translate into their native language in order to maintain the best level of grammar and syntax and also to localise the translation according to their specialist fields (Donald A. DePalma, 2012).

1.4. Statement of the problem

We are currently experiencing a global revolution which is enabling progressively culture, knowledge, people, communication and businesses to move across borders. Companies operating worldwide or interacting with a multilingual domestic population tend to experience a need to modify their methods of communication in order to provide content that is consistent in terms of both language and culture. DePalma (2002) was one of the first to coin the term “translation supply chain management”\textsuperscript{19} in connection with the technological challenges of the language service industry. The main challenge initially concerned cost-cutting. However, they also include the challenges of working with a world-wide network of thousands of translators, reducing the length of time-to-market and improving collaboration and knowledge management regarding stakeholders involved in translation projects.

\textsuperscript{17} http://www.sdl.com/cxc/language/translation-productivity/studio-groupshare/
\textsuperscript{18} https://support.google.com/analytics/answer/1247853?hl=en
\textsuperscript{19} https://www.commonsenseadvisory.com/AbstractView.aspx?ArticleID=1028
In this complex global context, LSPs outsource assignments to freelance translators to be more flexible and to offer a variety of solutions in multiple languages, including the translation of brochures, manuals and websites.

Again, LSPs do not only provide translated products for a specific country but also translate using specific terminology or for a particular business sector. Indeed, in order to ensure consistency in quality, it is important to source translators according to their specific competences. A legal specialist would not translate texts from the medical or marketing sector.

The language service industry is viewed as more demanding in terms of flexibility, trust, responsiveness and transparency for LSPs and translators. LSPs require project management with a minimum of waste of time and efforts, an optimal translation process, and improved quality including consistency in the terminology used (DePalma, 2006). It is believed that LSPs and translators often use offline CAT tools and the resultant lack of information visibility and transparency is an obstacle to the efficient management of translation projects. Depending on the CAT tools and translation memory, the word count may differ between LSPs and translators. The negotiated price may appear less advantageous to one of the parties, misunderstandings can occur and relationships deteriorate, making current or future projects more problematic to manage.

In the meantime, the technology seems to turn in favour of the language service industry, particularly with the development of cloud technology. Cloud technology can provide flexibility outsourcing in order to strengthen the collaboration in organisations. It consists of integrating numerous actors into one single and central system to provide significant advantages in terms of information visibility and management of information flow, which in turn generates more responsiveness and less effort to manage projects. Cloud technology can be very relevant when managing non forecasted events, especially in the organisations with numerous actors involved. (Harshala Bhoir, 2014)

With this technology, LSPs and translators no longer have to install offline versions and instead have access to a single platform to manage projects and translations. Given that translators can
be integrated into the LSP cloud platform, they can be categorised and LSPs can choose from a drop-down list of pre-selected translators who match the client’s specifications. Information can thus be presented in a more structured way and have the benefit of live updates. It seems likely that an increasing number of companies will adopt CAT tools supported by cloud technologies.

A higher level of transparency is achieved when all the stakeholders including translators use the same technology to communicate and follow up on translation projects. A CAT tool supported by the cloud technology can tell project managers who is doing what. Project managers can follow the progress of each translation and notify all relevant stakeholders of specific requests without any technological barriers between translators and LSPs, simply because the technology used is unique to the organisation. Instead of an exchange of emails between LSPs and translators about translation assignments, LSPs and translators can be grouped together in a cloud-based CAT tool and provide more autonomy in a centralised management system. Translators can obtain the information required for on-going projects without asking the project managers. In addition to this, project managers can see work in progress, and ask for unanticipated services. For instance, a project manager might highlight a translation and ask via the interface for it to be reviewed. Translators receive a notification by email and merely click on a link to the project manager’s request. This discussion leads to a consideration of whether an offline CAT tool offers the same benefits as a cloud-based CAT tool. Although the rise of cloud technology has the potential to disrupt the industry by providing more links between translators and LSPs, this technology is only in its infancy with very few users in the industry (DePalma, 2013). The relationship between translators and LSPs appears to be pivotal and strongly influenced by developments in the industry.

The following research questions have been formulated to explore this further.

RQ1: What are the business process workflows of a translation project?

RQ2: How can supplier relationship management and supplier integration facilitate business process workflows?

RQ3: How does Memsource improve business process workflows?
In order to explore RQ1, I have gathered information on business process workflows from the literature with particular reference to the research of Dr María Fernández-Parra\textsuperscript{20} (2010). The workflows were used to create a framework for the questionnaire.

I base my response to RQ2 on the literature review and the concepts of development of relationship (Andrew Lee-Mortimer, 1994), sharing resources (Liker and Choi, 2004), monitoring, alignment of tasks and business processes (Dyer and Singh, 1998) in the manufacturing industries. These studies are generalisable and show a strong relationship between the manufacturing industry and the language service industry.

To answer RQ3, I will combine the findings of the literature review with the interviews and Memsource cloud-based CAT tool as a case study. Memsource started in 2006 during a research project at Charles University in Prague with the Globalization Department of Sun Microsystem\textsuperscript{21}. In spring 2012, they counted 1,000 users\textsuperscript{22} and over 50,000 users in 2016\textsuperscript{23}. The company is located in Prague and managed by David Canek\textsuperscript{24}. Memsource is a translation Solution tool used to facilitate translators’ and LSPs’ work through a single platform accessible in the cloud. Memsource is found by its users to be significantly beneficial. According to a poll, more than 93% of users are satisfied with the use of Memsource, mainly when it comes to the interface, but also for following specific requirements and for increasing productivity and knowledge management\textsuperscript{25} (Appendix I: Survey on User Satisfaction).

This survey performed by Memsource includes a panel of more than 30 000 users and comprises a variety of questions related to a centralised translation memory, the possibility of managing files in the cloud and seamless integration and productivity. The satisfaction of Memsource users is relevant to this thesis since it validates the use of Memsource as a case study, as well as the evaluation of whether Memsource can increase productivity as stated in the poll.

\textsuperscript{20} \url{http://www.swansea.ac.uk/staff/academic/artshumanities/ltm/mariafernandez-parra/}
\textsuperscript{21} \url{https://www.oracle.com/sun/index.html}
\textsuperscript{22} \url{http://blog.memsoure.com/memsource-cloud-reaches-1000-active-users/}
\textsuperscript{23} \url{https://www.newswire.com/news/memsource-api-for-all-memsource-cloud-customers-9295591}
\textsuperscript{24} \url{https://www.memsource.com/en/about-us}
\textsuperscript{25} \url{http://blog.memsoure.com/user-survey-93-happy-with-memsource/}
1.5. Research rationale

The following sections define the key terms used in this thesis, determining subject, method, literature, objectives and issues. In the next section, the subject of the thesis will be explained in detail.

1.5.1. Research topic

This thesis is principally based on a study of the relationship between LSPs and translators in the management of translation projects, including the translation of websites, manuals, notices, software or other similar materials. It shows that the use of a CAT tool can improve significantly translation assignments and their management. However, it may have a detrimental effect on collaboration between LSPs and Translators who are using different CAT tools.

Firstly, as previously mentioned in the introduction, LSPs have to manage many translators working remotely in order to meet customer needs.

Secondly, the majority of translators use different offline CAT tools with different features and capabilities, which can lead to inefficiency and misunderstanding between LSPs and translators.

However, some academics point out that with the rise of new technologies, an increasing number of LSPs and translators will move to the cloud which could lead to improved collaboration and a less distortion of information and technology (DePalma, 2014).

The first reason for selecting the subject of this thesis is the fact that there has been little research into the link between supplier relationship management and the language service industry alongside a case study of Memsource. Hence, this research aims to stimulate further research and bridge a gap between supplier relationship management, supplier integration and the language service industry in the light of the rise of cloud-based CAT tools. However, this research is based on a specific case and two respondents and not intended to be used for
generalisation in other fields but transferred to other cloud-based CAT tools including Wordbee\textsuperscript{26}, XTM\textsuperscript{27} or MemoQ Server\textsuperscript{28}.

The second reason is the extremely innovative nature of the case studied. Memsource was founded in 2011 and only a smaller number of LSPs are using cloud-based CAT tools in 2016. This technology promises to have a profound effect on the industry (DePalama, 2013).

\subsection*{1.5.2. Research methods}

Carrying on a translation project is composed of four main steps including the conversion, the analysis, the translation and the delivery of the translated documents. During these steps, numerous actors and technologies interfere and radically influence the output quality. Documents have to be converted to become analysable and translatable, the terminology base as well as translation memory have to be selected specifically before running an analysis, then the translation has to be reviewed and checked by the translation buyer to modify the texts if necessary. My research method consists of analysing the bottleneck of these business process workflows for LSPs and translators using offline CAT tools. To enquire of the bottleneck and also potential benefit to improve efficiency, I have created and administrated a questionnaire related to these business process workflows. The questions are thus inspired by the method of Maria Fernandez-Parra (2010)\textsuperscript{29} but also from a variety of literature.

Qualitative analysis is used to evaluate the interview data in relationship to the literature and then used in the analysis of the Memsource case study. The case study is used to throw light on the interviews and the literature to determine whether business process workflows can be improved and efficiency increased by using Memsource.

Since few articles have described this topic with this specific research question and only few LSPs and translators are using cloud-based CAT tools, I found it interesting to use a case study

\textsuperscript{26}http://www.wordbee.com/
\textsuperscript{27}http://xtm-intl.com/
\textsuperscript{28}https://www.memoq.com/memoq-server
\textsuperscript{29}http://bcom.au.dk/fileadmin/www.asb.dk/isek/fernandez-parra.pdf
as it can portray a rare or atypical phenomenon. A case study can be relevant for the purpose of representing a unique or extreme case (Yin, 1994).

The main reason for selecting this method is that translators do not all have the same level of knowledge regarding the use of CAT tools. According to a survey, more than 50% of translators find it difficult or acceptable to use CAT tools and more than 12% of translators do not use CAT tools at all. I therefore had to apply judgment sampling (Neuman, 2006) which is particularly relevant for the purpose of doing exploratory research using a case study.

1.5.3. Literature

This thesis explores a combination of literature on supplier relationship management, supplier integration and translation, all with reference to the research question. Some aspects of supplier relationship management were not covered as the focus was on supplier trust (Schub et al., 2014) and transparency (Steve New, 2010). The latter are important elements in the management of supplier integrations and are arguably key to the study of the relationship between translators and LSPs. Although supplier trust and transparency can answer issues regarding monitoring (Liker and Choi, 2004) and sharing resources (Dyer and Singh, 1998), I will use a combination of both holistic arguments from authors to describe supplier integration including the concepts of workflow monitoring, sharing resources, sub-assembling, meaning the use of common translation memory, defining goals and alignment of business processes between LSPs and translators. Moreover, the literature will be extended to the cloud computing technology with a scope of supplier integration and supplier relationship management. I will enquire about potential benefits offered by cloud-based CAT tools to improve transparency, information visibility, responsiveness and trust to examine if a cloud-based CAT tool can improve the efficiency of the business process workflow when LSPs and translators have to collaborate to manage translation projects.

30 http://www.itpunion.org/spip/IMG/pdf/cc1fce67-56ba-4ff8-9de6-1c2b42bc6117.pdf
31 http://www.proz.com/industry-report
The diagram 1 is an overview of the thesis structure and describes the relationship between the problem, meaning the purpose of the thesis, the literature, and the application. In orange, it shows that the problem consists of developing supplier relationship for more efficiency. This problem is stated for defining the framework of my research. In the second part of the diagram, in purple, it shows that increasing trust and transparency while developing integration are concepts answering to the problem statement, with the intention for developing monitoring, sharing resourcing, sub-assembling, defining goals and aligning business processes. Furthermore, these concepts are framed from the business process workflows defining the regular steps to manage translation projects. The last part, in blue, describes the application of the thesis, meaning the interviews and the analysis of the case study. Hence, each element in the diagram has a relationship with other elements, showing the purpose and the outcomes of the thesis.
1.5.4. Thesis Structure

Chapter 1 is designed to introduce the reader to the problem formulation by defining its context, presenting a short description of language service economic actors and the challenges encountered in terms of relationship. It describes the weak links between LSPs and translators, or the different technologies used by the actors which can make the relationship difficult to manage.

Chapter 2 is a reflection of the problem statement based on the available scientific literature in the field of supplier relationship management and supplier integration in the manufacturing industry with a relationship to translation literature inasmuch as it is relevant to my thesis.

Chapter 3 deals with the method and methodology structure. The idea is to demonstrate the method of this thesis with a clear description of the used empirical data. This chapter also explains the reason why and how this data was collected with regard to the problem statement and the expected findings. It also includes an overview of the reliability and validity of the collected empirical data.

Chapter 4 is a discussion and analysis of the interviews. It deals with issues encountered by LSPs and translators during the management of the business process workflows.

Chapter 5 is an analysis of Memsource Cloud from the analysis of the interviews in order to assess potential benefit when working on a single platform to develop supplier relationship management for greater efficiency.
2. Literature Study

Innumerable companies are obliged nowadays to increase their market share in order to stay competitive. Clients are more demanding and expect products with more functionality delivered with a short lead-time and with a high level of quality. This involves the collaboration of multiple contributors including producers, distributors and sub-contractors to meet customers’ needs. Hence, the supply chain can be considered as an organisational form that expands organisational challenges beyond the simple physical distribution of goods and services between suppliers and customers through inter-dynamic collaborations where products and information are collectively shared via different channels. Supply chain can be seen as a philosophy and is described as a flexible model with the objective of improving processes, cutting waste, and facilitating communication with stakeholders, speeding up delivery of products or services through seamless integrations of organisations or people (Fisher, 1997).

In the translation industry, translation buyers expect service at short notice obliging LSPs to be coordinated with translators based on customer requirements to effect efficient translations using specific terminology and language combinations (Nataly Kelly, 2011). These arguments are also defended by Duncan et al., (2011) who use a translation of airline websites as an example. Duncan describes the need for fast delivery and quick response when contents in ninety languages on a website have to be updated daily or hourly. Duncan argues that such complexity can be managed on a single platform offering flexibility and consistent information to all the participants of a translation project.

In the manufacturing industry, Mentzer et al. (2001) show that to ensure organisations work consistently, people have to behave in a coherent manner with integrated processes, cooperation and shared information while working towards the same objective in a long-term relationship. Subsequently, Gavin Doherty et al. (2011) say that the complexity and variety of translation projects can be tackled through coordination with a degree of flexibility in the organisation to manage shared resources, the customer-supplier relationship and simultaneous information. In contrast to the translation industry, in the case where two translators work on a project and aim to maintain consistency in their use of terminology, they need to communicate via particular
channels to ensure their translation meets customer requirements. However, the channel of communication can easily become a bottleneck if not set up appropriately. They may spend more time working in isolation than working with a common project management model (Gavin Doherty et al., 2011).

It is argued that LSPs and translators should use the same technological resources in order to meet translation buyer requirements more easily. LSPs and translators can design a translation together based on these requirements. It is worth noting here that translations may be needed for subtitles. Translators and writers of subtitles have different skills. To implement subtitles into the video, translated subtitles are burned and time codes are required to synchronise the text with the images (Chris J. Hughes, 2015). In order to handle a subtitling assignment, it is common to use an Excel Sheet to dissociate the texts from the time codes in each column. Translators must respect specific cells for each translated segment otherwise the translated subtitles are rendered unusable and will not be consistent with the prepared time codes. Furthermore, language length plays a key role in this area, English is 25% shorter than German after translation, and texts can easily be desynchronised from the pictures if subtitle writers and translators do not work hand-in-hand in a standardised process defined by CAT tools, (Reginald Smith et al., 2012).

The issue of the level of supplier integration should be raised here. When a product is as unique and complex as a translation, suppliers and customers should work jointly in the development of such a product. A complex business processes can generate inefficiency or hinder supplier relationship management. In this respect and to explore this issue, the differences between supplier product integration and supplier process integration need to be discussed. This will assist in an assessment of whether supplier product integration or supplier process integration is of more relevance to this study, (Andrew Lee-Mortimer, 1994).

I assume that when it comes to supplier integration, cloud computing can be used to develop the research, and that it facilitates collaboration between LSPs and translators, especially regarding a seamless workflow and information management. Through a process of integration, cloud-computing can reduce a useless flow of information or can make available features to improve collaboration between supplier and customers in the form of information visibility, shared
resources, supplier monitoring or alignment of business processes. As a consequence, it can create an opportunity for suppliers and customers to collaborate more efficiently (Brian J.S. Chee, 2010). These arguments tend to highlight the fact that a cloud-based CAT tool helps interaction between translators and LSPs leading to greater efficiency, (M. A. Serhani et al., 2010).

2.1. Supplier relationship management

Supplier relationship management can be defined as the interactions between all third parties involved in the production of products or services across organisations. It can be described as a methodical analysis of supplier assets in an organisation to determine their competitive advantages in order to fulfil the customer requirements while maximising benefits of their interactions. In other words, it is a discipline which makes suppliers and customers collaborating more closely to better manage production, agreement on price, delivery which as a consequence to ameliorate business process performance (Schub et al., 2014).

According to Jonathan Hughes & David Chapnick (2008), supplier relationship management is recognised to be an important element in helping organisations to be competitive, especially when they aim to increase the number of returning clients, target new market opportunities, improve the management of margins between customers and suppliers and respond more quickly to new life cycle products. From a holistic view, supplier relationship management can be seen through interactions of stakeholders involved into projects driving supplier behaviour and enabling coordination and functions across organisations (Schub et al., 2014). Jeff Dobbs (2014) states that the main challenge in reaching these objectives are hampered by silo mentality in organisations. It means that both suppliers and customers work isolated from each other without sharing information or using the same technology. Suppliers and customers may focus too much on margins and short term relationships rather than long term collaborations with more trust, transparency and coordination.

Supplier relationship management can be studied from different angles, but for the purpose of exploring the research question, it is examined whether an integrated single platform can improve supplier relationship and thus efficiency. Since trust is required in the management of
supplier integration, the following sections will focus on research toward this notion (Jeff Hoi Yan Yeung, 2009).

2.1.1. Supplier Trust

According to the Merriam Webster dictionary, trust\textsuperscript{32} can be defined as a belief that an organisation or a person is reliable or effective to do or manage something. Since translators are outsourced by LSPs and they work from a remote place, LSPs therefore rely on the translators’ work to fulfil the translation buyer demands. As a consequence, trust is a key element in defining the organisational structure including each other’s roles and responsibilities. In this context, the production of translated texts is based on trust and transparency across organisations (Kristiina Abdallah, 2007). Although some markets are under a lot of competitive pressure regarding the development of new technologies, supplier trust remains a key element in supplier relationship management. It has been demonstrated that trusting suppliers can contribute to a competitive advantage in terms of innovation as well as mitigation of risk (Schuh et al., 2014). When trust is established between LSPs and translators, innovation can be developed through increased visibility of information and sharing of technology. Both LSPs and translators can access shared knowledge, including on business processes. Mutual sharing can thus develop respective technology resources, leading to greater efficiency. By contrast, lack of trust towards suppliers can hamper efficiency. In order to ensure payment, translators working for the first time with an LSP may request legal contracts in order to prevent debt collection. On the other hand, LSP may ask translators to make regular partial deliveries to ensure the translation is in progress. This puts the translator under stress which may slow down the speed of translation due to having to deal with back and forth emails and telephone calls about workflow. Nevertheless, having close telephone and email contact is a natural part of developing trust. Translators and LSPs strengthen their acquaintance and can rely on their social relationship. If this is maintained, they are more inclined to reveal internal processes and technologies (Kristiina Abdallah, 2007). Many researchers emphasise the notion of trust in the production process, trust between customers

\textsuperscript{32} http://www.merriam-webster.com/dictionary/trust
and suppliers across organisations can develop commitment and significantly develop mutual cooperation (Powell, 1990, Heide and Miner, 1992; Dyer, 1997).

Trust is also identified by Gavin Doherty et al. (2011) as a key factor in developing coordination, communication and awareness across boundaries between LSPs and translators. It is argued that coordination can be sustained by use of software to promote a common understanding of projects by reducing the complexity of communication. Previous research offers a descriptive account of common software use for LSPs and translators which streamline processes to ensure a continuous flow of information and ease of communication. The management of a translation should include LSPs sharing relevant information with translators such as brochure layout and website menus. For example, translators should be informed of the delivery format expected by the translation buyer. Some translation buyers require a bilingual file, meaning a document with the source texts and the translation. Others expect a layout with different fonts for each language. If technologies differ across organisations, it is more difficult for LSPs to ensure standard delivery from each team of translators and it is easier to confuse the translators during the assignment. In such case, communication and the coordination can be require a high quantity of manual work in the form of emails and phone calls and become a bottleneck (M. A. Serhani et al., 2010).

Willem Stoeller (2011) contends that trust and shared visions can be hampered by the challenges of virtual teams, this argument tends to be validated by the research made by DePalma (2014) when describing that translators had nonphysical relationships with LSPs. Karen Combe (2011) has shown that this challenge can be overcome if LSPs clearly define the role of each stakeholder in a translation project. Indeed, participants being aware of each other’s role are more inclined to communicate with and trust each other. This hypothesis is also confirmed by Antonopoulos et al., (2004) and further developed by M. A. Serhani et al. (2010) who show that a single platform can increase collaboration by routing the translation requests from LSPs to selected translators and can therefore contribute to better define the roles of translators and LSPs in the organisation.
Translators benefit from the shared knowledge found in the translation memory which has the advantage of giving simultaneous feedback to and from each translator involved in a project, reducing inefficient communication workflow but also detailing individual contributions. It means that communication and information sharing can also be established through the translation memory (Kelly et al., 2011). Nevertheless, a translation memory is not sufficient to cover all communication needs between LSPs and translators. Gavin Doherty et al. (2011) give an example of a team of translators who were working on a document that had been split into many parts in order to meet a deadline. Translators involved in the assignment could get access to part of the document defined by the project manager. Each translator could get access to a unique translation memory related to the assignment and a translated segment can be saved in the database and can be re-used by another translator if a similar source segment occurs in the translation assignment. However, recycled use of texts cannot be used systematically due to issues of term concordances. This means that a phrase can be correct in one context but not in others. Last but not least, one of the issues associated with communication via translation memory is technological distortion. When a document requires translation but the text is merged with a picture, it is necessary to use OCR to make documents analysable as well as translatable in a CAT tool. OCR is a technology which recognises and extracts texts from pictures with help of integrated dictionaries and character recognition. However, it is not entirely accurate and performance varies. Different OCR may provide different converted documents across a network, thus producing varied translations and word counts which can have implications for the negotiated price. It is more difficult to agree on common goals and to trust each other (S.Vijayarani and Ms. A.Sakila, 2015).

2.1.2. Supplier Transparency

Organisations face challenges in an increasingly complex world of ever more abundant information and wide-reaching collaboration. However, most internal and external organisations do not have full visibility of data across their network. As a consequence, planning, business

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33 [http://www.abbyy.com/finereader/about-ocr/what-is-ocr/]
requirements, costs and processes are frequently misaligned due to information distortion and misunderstandings between customers and suppliers (Steve New, 2010).

Drawing on the research of Zahra Lotfi et al. (2013), we argue that global companies should create and spread information across organisations by use of technologies that offer more visibility. The author emphasises that companies should make the best use of information technology to promote integration of suppliers. This argument is also supported by previous research carried out by Deshai (2012) and further developed by Evelyne Vanpoucke (2014), who studies the example of the vaccine industry, where stakeholders need to share information in order to ensure a regular supply flow. However, the findings of Zahra Lotfi et al. (2013) suggest that in a context of supplier integration, information sharing can present some challenges with regard to accuracy. Zahra Lotfi emphasises that the technology can be a root cause of issues faced in information sharing, stakeholders do not have the right information to take decisions and inform the other partners in the supply chain. In bridging the two gaps in the literature, cloud computing can be a potential solution for information distortion. It can foster collaboration among organisations and improve response to the customer requirements (Chen Jun, 2011) and can improve the visibility and the connectivity of information between individuals to develop transparency (Animesh Tiwari, 2013).

In order to develop the link between the literatures on cloud computing with the main issues developed previously, the issue of transparency is now explored with reference to the theoretical contributions of Jens Hultman (2006) who adopts a holistic approach. I find it particularly relevant to link literature on the buyer-supplier relationship and with that on translation, especially as he discusses the question with a view to generalisation. A strong relationship is identified between efficiency, costs of information, communication, distribution, transactions and the question of how information technology can be exploited. Its ability to create and maintain transparency is a crucial issue for managers.

We can identify three key elements in support of information through coordination. Firstly, organisations define shared rules to align their objectives through coordinated work. The shared rules are framed by a software based network where stakeholders coordinate information with each other. Secondly, the software based network should enable stakeholders to anticipate
unforeseen events. This is made possible by the accessibility of coordinated information and the understanding of working processes including monitoring, costs and delivery visibility. Thirdly, communication should be observable by stakeholders. In this way, everyone has a full knowledge of the tasks at hand.

Additionally, four types of transparency are identified in a variety of industries. The first is transparency of price. This is maintained by sharing costing information. Stakeholders do not always understand the pricing strategy behind a product. They base their interpretation on what they see, which depends on the visibility of the organisation. Stakeholders may omit to take into account hidden costs such as maintenance, project management, but see only the price of the product itself. If pricing information is kept secret, the relationship between customers and suppliers may be hampered due to a lack of trust. As a consequence, paramount information may not be understood and a lack of optimal transparency between people or organisations can complicate the establishment of supplier agreements.

Duncan R. Shaw (2011) offers an insight into how LSPs can provide price analysis through the use of real-time management information software where translation analysis and related costs are easily accessed by translators. LSPs are able to determine individual contributions and the accompanying number of words and provide transparent pricing information to translators. Indeed, a CAT tool can provide detailed and customised analysis including fuzzy matches, word repetitions, excluded numbers and so forth which is very useful in order to negotiate price transparently (Elia Yuste Rodrigo, 2008). Shaw’s findings are of particular interest because they bridge the gap between information visibility, supplier relationship management and cloud computing. They support the objective of stakeholders having access to real-time pricing information regarding work in progress which can be used to report continuous improvement or warnings if costs are going over budget.

The second type is supply transparency. This has been examined by Lamming et al. (2001) and the underlying theory is that using new technologies can improve the possibility of developing transparency across the flow of products between customers and suppliers. Customers or suppliers can keep track of information exchanged and follow the progress of deliveries. One of
the most challenging features of managing a translation project consists of following up the progress made by translators. An important argument is highlighted here, because having a picture and a history of the workflow can help identify bottlenecks or minimise the risk of delay or botched translations. Project managers are more able to take decisions and contact stakeholders having access to a real-time view of the progress of a translation. Translators and LSPs can agree on business requirements more easily with a transparent flow of information, since translators have a clear overview of the goal defined in terms of workload and deadlines. In this sense, efficiency can be increased, the risk of delay is lowered, costs are reduced and bottlenecks minimised.

The third type of transparency is organisational. It consists of sharing the same information between customers and suppliers in terms of product and workflow information in order to coordinate and organise the work across organisations.

It is easier to communicate in order to reach the same goals within the organisation because responsibilities between customers and suppliers are clearly defined. It is illustrated as a line of visibility and described by the famous phrase defined by Lovelock et al. (1999); “who-does-or-can-do-what” and ‘who-knows-or-might-know-what”. One of the main trends in the handling of this challenge is the use of workflow-based tools across organisational boundaries. Thus, the main challenge for managing translation projects is the virtual relationship of stakeholders and the pressure on establishing coordinated collaboration to reach common goals.

The fourth type of transparency consists of using new technologies between suppliers and customers in order to strengthen links between them. Implementation of new technological transparency can significantly help stakeholders to be aware of project progress and become more competitive by using new features offered. However, supply transparency can be limited by silo mentality in organisation where customers and suppliers do not make use of the technologies offered by the industry. As an illustration, an offline CAT tool used across organisations requires installation and server maintenance which can make it complicated to establish a smooth relationship between translators and LSPs. Even so, today, with the development of these technologies, the CAT tool can be accessed via the cloud and the installation and maintenance of
the software is completely outsourced by the global software vendor. Deploying translation projects worldwide can require important resources and with Cloud-based CAT tools, companies can benefit from cutting-edge technology in order to foster the relationship while improving efficiency by providing to stakeholders an easy and light access to the system through seamless integration, (Doherty, 2012).

2.2. Supplier integration

According to Handfield et al. (2010) integration is incorporating processes across different people, functions or organisations. Integration can occur formally, informally, physically or through information technology. In the translation industry, we talk about integration to define people or organisations sharing information on translation buyer requirements. It can, for example, be the document that has to be translated or just the deadline for the delivery. However, managing such information can rapidly become time consuming and energy demanding, especially for LSPs having to handle dozens of different projects at the same time. When it comes to expertise and knowledge of products, technologies and processes, it should be noted that translators have different levels of knowledge regarding the use of CAT tools. Translators can deliver projects in different formats depending on the language when files are prepared using CAT tools. It is important to notice that the variety of texts that have to be translated requires the use of translators of different nationalities, backgrounds, customs and cultures, making collaboration more difficult. When a text is being localised into many languages in a limited amount of time, LSPs have to take into account the time-zone, technologies, culture and translators’ skills. If these elements are not managed appropriately, there is a risk of inefficiency and integration can become a bottleneck in an organisation.

We can distinguish “supplier product integration” from “supplier process integration” by defining the level of integration of suppliers. Supplier product integration means that suppliers work according to customer requirements, for instance working according to a scope statement. Suppliers meet customer requirements in terms of business process, production and quality management whereas supplier process integration can be described as both customers and suppliers working hand-in-hand in the production and design of the same project (Koufteros, et
al., 2005). It should be noted that supplier product integration can be inefficient for some organisations whereas supplier process integration can bring benefit to an organisation depending on the level of linkage and the technology used. Indeed, the link between supplier and customer is a key element in ensuring a smooth workflow to meet customer requirements and common objectives (Johan Perols et al., 2012).

I would say that producing a translation is significantly related to supplier integration at both process and product level. A text that requires to be translated into another language does not exist, it cannot be considered as a standard product (yet?) that everyone could pay for. A translation is very specific to the translation buyer requirements including translation of websites, brochures, manuals and so forth. Since this issue has not been considered from this point of view, I will explore whether process integration is more useful than product integration to the language service industry and consider different arguments. This research will help me to enquire on the question of supplier integration in cloud-based CAT tools later on.

### 2.2.1. Supplier product integration vs supplier process integration

According to Lee (2000), the first dimension of supplier integration is information integration that facilitates coordination between organisation hedges without increasing time and costs in the business process. In the manufacturing industry, creating a more realistic forecasting requires information sharing, because parties can respond more quickly and efficiently to demand by having better information visibility. The second dimension is resource and coordination across functions of the company. In the translation industry, a typical example is when an LSP allocates translators to a single platform where they are able to translate directly onto the LSP interface. LSPs and translators can monitor and see the progress of the assignment and see a history of progress which is a great advantage to information visibility. These can also be described as elements to reach common objectives. Indeed, an integrated cloud-based CAT tool can provide more links between LSPs and translators. For instance, when translated sentences are marked by the name of the translator, it provides more visibility to LSPs to help them follow up each

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34 As in manufacturing, we can see a rise in the development of hybrid LSPs/CAT tools providing semi-finished translation texts (re-used texts) through the use of collaborative translation memories (e.g., http://www.matecat.com/about/). Several professionals and PhD student are working on this.
translator’s work and control quality as well as costs. As a result of this, costs, risks and profits can be monitored and shared with everyone with full transparency. Translators can use shared translation memory directly with the cloud-based CAT tool of the LSPs to reduce waste of time and manual work while improving efficiency.

In manufacturing literature, a typical example of supplier integration is the case of Toyota. Toyota used to produce only 20% of the value of its car, the rest was spread across the supply chain and all stakeholders were involved in the production process. On the other hand, the European and the American manufacturing were producing 40% of the value of their car in house and the remaining was managed by external parties. Consequently, the Japanese manufacturing was able to cut cost while improving time-to-market. Toyota was working hand-in-hand with large number of suppliers through process integration. On the other hand, the western relationship was described as customers holding the design of the key parts and not sharing them down the chain, believing that they should be kept secret as an essential part of success. In the translation industry, this issue can be illustrated by the use of shared translation memory. Some translators or LSPs might be afraid to share recycled texts for reasons of confidentiality and also for fear of translators or other LSPs using translation memory to become more competitive.

According to Andrew Lee-Mortimer (1994), supplier integration has shown a significant competitive advantage with a faster time to market and cost reductions for production, product development and last minute change. However, Johan Perols et al. (2012) use empirical data to show that the relationship between supplier integration and the time-to-market can be contradictory. According to a study with a sample of 116 firms35 working in a variety of different industries, supplier product integration can slow down the time-to-market whereas supplier process integration can accelerate it. I see a parallel between supplier product integration when LSPs and translators work individually to develop a translation whereas supplier process integration could be described as LSPs and translators working hand-in-hand on a unique platform on a translation project.

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35 On the relationship between supplier integration and time-to-market (Johan Perols et al, 2012)
Hence, supplier product integration in my specific research is described as a project manager sending documents by email to a translator to be translated with specific requirements such as language combination, tone, preferred terminology and fonts that should be used during the translation. The translator produces a specific translation product according to customer requirements. However, as previously described, supplier integrations can be a source of inefficiency if information, visibility, common objectives or processes are shared using different technologies or if people are working isolated from each other. To give a concrete example of inefficiency in the translation industry through a supplier product integration model, I would take the different levels of knowledge and technologies used among translators. When it comes to the translation of a brochure, translators require professional desktop editing software (e.g., Indesign\textsuperscript{36} or QuarkXpress\textsuperscript{37}). If the raw translation, meaning the translation produced by the translator without desktop editing, is not perfectly aligned with business requirements, it is not possible to use the translation for editing. A desktop editing specialist does not understand all languages. In multilingual projects, if a translator delivers the translation without any mark or tags to help the desktop editing specialist to identify the placement of phrases according to the source document, it is impossible to use the translation to produce a translated brochure because it would not be clear where to place the phrases in the brochure. A desktop editing specialist is not a translator and might not understand languages other than his own native tongue. Moreover, some translations can be done out of context by a CAT tool due to segmentation of the documents.

Although the translation would be accurate and exact out of context, in a brochure with pictures and titles, it might not make sense at all. As a consequence, translators and a desktop editing specialist need to communicate with each other to make sure that phrases are properly translated in specific parts of a brochure or website. If business requirements are not set out clearly, it is very complicated and time consuming for both translators and the desktop editing specialist to understand each other or to do last minute changes.

\textsuperscript{36} http://www.adobe.com/products/indesign.html
\textsuperscript{37} http://www.quark.com/Products/QuarkXPress/
On the other hand, supplier process integration is described as a collaboration hand-in-hand between the translator and the LSPs to deliver the project according to customer requirements. A project manager sets up and converts files (making the files ready to be translated via the cloud-based CAT tool according to specific formats) but also analyses and integrates terminology according to the customer’s desktop editing specialist’s requirements. The translator just needs to translate whereas the project manager handles all the other business processes including tag filters to ensure a quality standard format for all languages. A quality standard can be set up to improve communication. Business processes can be aligned through integration to help stakeholders to know exactly what to deliver to each other.

From the manufacturing industry, both supplier process integration and product process integration require the adoption of even simple external technologies to benefit organisations (J. Perols et al., 2013). These technologies can be tools that are used to process products in the manufacturing industry, to monitor storage through supply chain manufacturing or to share information visibility, cut costs, coordinate common processes or communicate efficiently. However, depending on the activities and the level of external technologies, supplier product integration does not always provide benefits to organisations (Primo and Amundson, 2002). For this reason I will explore cloud-based CAT tool in the next paragraph to see if translators working remotely, using different interfaces and with different cultural backgrounds can collaborate through this technology.

Table 1 synthesises different research undertaken regarding supplier integration in the manufacturing industry. I compare components of supplier integration with other research developed by specialists in this field. In bridging the two theoretical frameworks and using the research of DePalma (2013), I will continue my exploration of supplier integration vis-à-vis cloud-based CAT tools to establish whether supplier relationship management can be managed better with such technology and thus through a process integration level.
<table>
<thead>
<tr>
<th>Elements of supplier integration</th>
<th>Manufacturing framework, <em>(Andrew Lee-Mortimer, 1994)</em></th>
<th>Research in language service industry</th>
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</thead>
<tbody>
<tr>
<td>Supplier integration at an early stage</td>
<td>Knowing that supplier integration should be based on trust and close-collaboration and commitment, suppliers have to: -handle projects with incomplete and changing information. -keep track of modified information.</td>
<td>Shared ad-hoc information and tools via dashboard <em>(Nataly Kelly et al., 2011)</em> calendar services and alerts and notifications, <em>(Serhani et al., 2011)</em></td>
</tr>
<tr>
<td>Goals clearly defined</td>
<td>The requirements of project success are clearly defined and understood between suppliers and customers.</td>
<td>Project scope: access to intensive shared and selected information including documents, deadline, price, purchasing order numbers, language combinations, word count <em>(Keiran J, John Benjamins, 2011)</em></td>
</tr>
<tr>
<td>Alignment of tasks and business processes</td>
<td>Suppliers and customers should work as a cross-functional team where methods are aligned with each other.</td>
<td>Translators and project managers “speak the same language”. They use the same interface to communicate better with each other: <em>(Gavin Doherty et al., 2012)</em></td>
</tr>
<tr>
<td>Development of relationship</td>
<td>Open communication and feedback between supplier and customers.</td>
<td>Relationship is facilitated through an easy interface for project manager and translators <em>(Karen Combe, 2011)</em></td>
</tr>
<tr>
<td>Sharing resources <em>(Liker and Choi, 2004)</em></td>
<td>Organisation may gain benefits by integrating resource and capability suppliers in order to reduce cost.</td>
<td>LSPs provide integrated solution to communicate, translate, and manage projects efficiently through the cloud: -In house data management consumes too many resources <em>(DePalma, 2013)</em></td>
</tr>
<tr>
<td>Sub-assembly management <em>(Koufteros et al., 2005)</em></td>
<td>Supply chain should be able to sub-assembly semi-finished product quickly and respond rapidly to changes.</td>
<td>The translation is shared through the cloud, semi-finished translations are used with other translation projects: -using common translation memory <em>(Nataly Kelly, 2011)</em> -accessibility of the project everywhere</td>
</tr>
<tr>
<td>Monitoring and contracting <em>(Dyer and Singh, 1998)</em></td>
<td>Organisation should include costs in the monitoring and contracting processes when integrating suppliers.</td>
<td>Project managers can supervise and monitor the progress of translations <em>(Gavin Doherty, 2012)</em>.</td>
</tr>
<tr>
<td>Coordinating costs <em>(Das et al., 2006)</em></td>
<td>Organisation should take into account the cost of coordination when integrating suppliers.</td>
<td>-Coordination is more efficient through seamless integration of technologies including crowdsourcing, information visibility <em>(Keiran J, John Benjamins, 2011)</em></td>
</tr>
</tbody>
</table>
2.2.2. Cloud Computing

Cloud-computing is internet-based software that allows users to work in real-time with the same single and scalable system. The purpose of such systems is to provide easy access to users with a computer and an internet connection (Handfield et al., 2014). On top of being “a pay-as-you-go” system offering simultaneous information, “Software in the cloud” can provide seamless integration in terms of people, organisation and processes without any compatibility or location barriers. The ultimate version of cloud computing is a ready to use solution, (Software-as-a-service, *SaaS*): software is installed on remote servers where users do not need to manage the software. Updates, securities and maintenance are managed automatically in the back-end of the interface, so the technical parts are in that sense completely subcontracted and users can simply access the software with an internet connection (Brian J. S. Chee, 2010).

With the contribution of internet and the increasing use of technology, the information shared across companies is more abundant than ever, making it more challenging for people to communicate. Nowadays, customers and suppliers expect information delivered more quickly.

As a result, sharing information can easily create a bottleneck. The number of back and forth messages increases and information visibility becomes poorer which can have a significant impact on meeting customer requirements. Moreover, customers may have difficulty in monitoring the contracting process and stakeholders cannot obtain access to the same information when dealing with each other. Hence, it can be difficult for customers and suppliers to share the same goals. Milgrom and Roberts (1992) define this phenomenon as informational incompleteness and asymmetries.

Internet-based platforms present significant advantages in terms of infrastructure to improve management of software but also in terms of organisational structure to facilitate communication and visibility among stakeholders.
Moreover, most LSPs acknowledge that their future lies in the cloud. They report an incredible demand for a remote cloud platform program in order to increase workflow management, collaboration, information visibility and responsiveness from the supply chain. However few are using it today, they instead continue to use offline CAT tools and are not fully inclined to share the same business processes with other parties. Although there are obvious advantages to LSPs’ working in the cloud, it is still difficult for organisations to change the business they have built over the years to something that changes dramatically the structure of the supply chain. However, some circumstances can change. LSPs that used to say they did not use cloud technology due to issues of security, inter-operability and performance seem to have another viewpoint today (Donald A. de Palma, 2006).

According to a study\textsuperscript{38} carried out in 49 countries with a sample of 257 respondents working in the language service industry, including translators and LSPs, few actors in the language service use a cloud-based CAT tool on a regular basis (nearly 25\%). However, nearly 80\% of LSPs have already submitted and retrieved translations directly into a translation cloud-computing portal (Donald A. De Palma, 2013). Generally speaking, translators and LSPs collaborate through portals to benefit from collaboration, communication and translation management. Translators can submit their work for review directly onto the cloud-based system of LSPs which can minimise time spent on information management. For LSPs, the main reason for using cloud-based software is the possibility of managing translation projects while translators work on the same interface. Most translation projects require coordination through the collaboration of numerous translators working outside a company. With a cloud-based system, projects can be monitored by LSPs to ensure that they are processed properly in terms of quality and time delivery. Therefore, LSPs do not need to ask translators for progress updates, which can significantly reduce bottlenecks.

Moreover, translators can be given information on their own projects and can follow up the progress of their assignments and see specific goals in terms of time delivery, price, future assignments and so forth. An internet based solution does not only provide an interface for LSPs

\textsuperscript{38} How LSPs will move to Cloud-based Solutions (DePalma, 2013)
and translators to manage translations and it can also integrate seamless features. Translators can review their translations according to quality assurance rules determined by LSPs, which have the benefit of standardising the quality delivered to translation buyers.

Moreover, LSPs can set up this quality assurance rule in the cloud for defined projects, files and selected translators. It should be noted that beyond ensuring quality, it minimises the amount of information exchanged manually, for example by email. Indeed, around 47% of LSPs agree it is easier to share data and improve information visibility through a cloud-based CAT tool, especially where collaboration is a critical aspect of the supply chain during the management of multiple projects worldwide. Indeed, some LSPs have to manage 650 customers and more than 3000 projects annually (Nataly Kelly, 2012).

The need for an integrated and online solution is confirmed by the survey showing that an LSP business model necessitates the management of operations online for more than 70% of respondents. The arguments demonstrate that both LSPs and translators require a high level of response in order to take decisions but also to coordinate information smoothly. Recent research in cloud computing highlights the positive effect of using crowd-sourcing. Crowd-Sourcing was popularised when Howe coined the term in 2006 in a famous article “the Rise of Crowdsourcing” to describe how the internet could lead to an outsourcing process to an undefined but generally large network of people. Crowdsourcing can be defined as an online method where organisations and people undertake a task collaboratively. LSPs can mobilise an important number of categorised translators according to their language combinations and field expertise.

With a larger number of categorised participants, LSPs have a higher chance of a response and can allow all the translators to collaborate for a rapid turnaround. However, this phenomenon has two faces and it shows a contradictory argument in cloud-based technology regarding the improvement of supplier relationship management, supplier integration and responsiveness. Although Crowdsourcing can increase responsiveness and thus supplier relationship management performance, significant research shows that this method can put the translators under more risk of competition and pressure. Translators can be given a job, but they know that
it can be accepted by others and so LSPs tend to lower the price offered knowing that the chance of a translator accepting the job will increase. More frustration can occur on the side of translators when the volume of jobs offered is significantly lower in comparison to the pool of available translators representing the “capacity” of LSPs. LSPs can therefore use this technology to benefit from responsiveness but should optimise the level of capacity beforehand since trust and transparency are key figures in ensuring potential collaboration in such system (Nataly Kelly, 2012).

Formerly, translators would use their knowledge with the aid of dictionaries to translate texts from scratch. Today, translators have the possibility of being supported by interfaces directly connected to a shared database giving them access to common translation memory. The translation memory consists of recycled texts that can be re-used for current translation projects. Garcia (2009) defines it as “re-used” text and describes how it becomes a shared interface between translators and LSPs to increase productivity by large scale collaboration. More than 66% of respondents say that they would use cloud-based technology to benefit from shared translation memory which permits a greater level of collaboration across the supply chain by involving hundreds of translators spread world-wide.

However, responsiveness can also be described on a technological level. Today the level of translation memory sharing is hampered by its size. Firstly, the response of the servers to give access to a translation memory can be slower than direct offline access, from a hard-disk drive. Translators and LSPs should therefore balance the size of a translation memory with server responsiveness by dividing the translation memory according to relevance. It is therefore also necessary to balance responsiveness with knowledge management. Translation memory can be sorted per relevancy including language combinations (Danish into English or Japanese into Swedish) and areas (Medical, Legal, and Marketing, etc.) in order to reduce translation memory size and increase the responsiveness of the server.
Knowledge can also be improved by use of a terminology database and machine translation. CAT tools in the Cloud can integrate both of them. The terminology database can ensure a quality standard to meet customer requirements while being fed by each translator during the translation process. Furthermore, it can be modified or targeted per language pair or industry, which can speed up the translation process. When it comes to machine translation into the cloud, it has been shown that a professional machine translation can speed up the translation process and a translation project can gain significant benefits from a combination of machine translation, translation memory and a terminology base in the cloud.

Indeed, Masaru Yamada (2011a) says that common research has proved that translation memory can increase productivity from 10% to 70%. However, productivity when using a translation memory depends on the quality of its content. His findings show that a fuzzy match can reduce productivity. He assumes that translators using fuzzy matches need to spend more time recognising source texts in comparison to target texts from the translation memory. Translators may have more difficulty recognising fuzzy matches from broken down segments in new translations than in old ones.

In a nutshell, cloud computing can offer more seamless integration between LSPs and translators, enabling them to work more efficiently via a single interface. LSPs can gain benefits in terms of communication, e-sourcing and crowdsourcing technology to become more responsive to unexpected and specific demands. On the other hand, internet-based systems use technologies requiring dramatic changes in the business process of LSPs and some translators may see some features, such as crowdsourcing, in a negative light.
3. Methodology

This chapter explains how data were collected, including the sources that were necessary in order to expose the problem or the argument. There are two types of data that can be collected for a research study: primary and secondary data.

Primary data is characterised by observations and interviews in specific cases, whereas secondary data is taken from academic literature, surveys or professional sources relevant to the topic in question. A primary empirical research investigation is based on the extraction of first-hand resources generated by the researcher whereas secondary data has been generated by other researchers (W. Lawrence Neuman, 2006).

3.1. Research design and data collection

This thesis is based on qualitative research. The main difference between qualitative and quantitative research is in the method of data collection. A quantitative approach aims to generalise the findings from samples used to validate final assumptions. Conversely, the objective of qualitative research is to point information of a more explorative form to measure attributes, characteristics, and properties.

The present thesis takes into account a combination of two sources of primary data including two interviews and a case study through the analysis of a cloud-based CAT tool called Memsource.

The secondary data was collected from different literature including a review of business process workflows which is used to formulate the interviews. The data collected from the interviews are in turn used to intersect the analysis of the case study.
### 3.1.1. Primary Empirical Research

The primary data were collected by interviewing two professionals from the language service industry and selecting their most meaningful answers vis-à-vis the literature to see if Memsource can respond to the issues highlighted by the respondents.

The first primary data are an interview performed with the use of a judgmental sampling. According to Neuman (2006), this method is used to perform exploratory research that is informative and where the selection of the respondents is particularly complicated due to the varied level of knowledge among the population. According to one study, more than 50% of translators find the use of CAT tools difficult or somewhat difficult. This study is supported by research undertaken by the European Commission (*The status of the translation profession in the European Union, 2012; p 90-91*) which describes the knowledge of translators as relative.

The second primary empirical research takes the form of a case study. According to Eisenhardt (1989), a case study complements existing theories or explores new knowledge. Hence, I found the use of a case study particularly relevant knowing that little literature deals with the application of cloud-based CAT tools for managing the relationship between LSPs and translators. According to Jennifer Rowley (2002), a case study aims to highlight a subject where conditions are unique. From her research, the advantage of a case study company is that it retargets or extends the research of academic theories. Furthermore, a case study can help to examine a situation where the theory has not been tested or where the boundaries have not been completely explored (*John Gill, 1995*).

Case studies can be relevant to the confirmation or challenging of assumptions or to picture unique situations for the study of a rare phenomenon or atypical case. In other words, case studies are appropriate for providing answers to the questions of “why” and “how” regarding phenomena in specific contexts in real-life, particularly when the limits of the context and the phenomena are unclear (*Yin, 1993*).

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39 [https://lingohub.com/](https://lingohub.com/)
3.1.2. Secondary Empirical Research

Secondary data is generated by external sources including reports, journals, and articles. More specifically, secondary data is gathered by someone other than the researcher or the producer of the data. Since primary data is collected by the investigator, secondary data seems more objective and is based on data selection and analysis that has no direct relation to the case study, (Anderson, 2003). Secondary empirical research gives insight and a baseline to extend or complete findings from semi-structured interviews (Dale et al., 1988:2), thereby providing a wider scope for the topic by observing the value of arguments in other fields. Consequently, a great advantage of using secondary empirical data is that it exploits potential information from other sources in order to relate findings to primary empirical data. This constitutes a formidable resource for a researcher since secondary empirical data has usually already been validated by academics and it procures a high level of reliability for the confirmation of assumptions already developed.

In this thesis, secondary empirical data consist of the use of business process workflows developed by María Fernández-Parra (2010) and a variety of surveys including “How LSPs Will Move to Cloud-based Solutions”, (DePalma, 2013), “Survey of the Global translators Community 2014”, (Lingohub GmbH) and a report from the European Commission: “The status of the translation Profession in the European Union, (2012)”. Other relevant literature is used to identify how the development of the industry has changed radically the relationship between LSPs and translators and how it leads to new challenges and potentially more efficiency.

3.2. Reliability, verification and validity

Reliability refers to the consistency of procedures or data used to reach conclusions and should thus be replicable in other contexts (Saunders et al., 2007). In this thesis, the data is collected using qualitative methods, including the use of business process workflows to frame a questionnaire and the administration of the questionnaire through a semi-structured interview and a case study. Although the data collection is based on established academic methods, it would be difficult to
repeat this study in the same circumstances. First of all, business process workflows can be consistent with the literature as it is only based on one academic. Secondly, the interview is semi-structured and carried out in open conversation in dialogue. Under other circumstances, the respondents may provide fewer or more answers that may be more or less nuanced. Finally, I did not mention the aim of my research to the respondents because the idea was solely to raise issues between LSPs and translators within the scope of business process workflows. By using this method, I wanted to see if the data collected from the respondents could be transferred to other similar contexts and to limit the effects of one interpretation of a single primary data source. Moreover, I was in a phase of exploration and the features offered by Memsource are many, so the data collected from the interview also helped me to shape my research. Although a different bias can occur through the methodology used, the data are collected from reliable individuals including a professor, professionals with years of experience and a case study of a fast growing company.

3.2.1. Framework: The Business Process Workflow

Business process workflows (María Fernández-Parra, 2010) are described by four processes: a conversion process, an analysis process, a translation process and a delivery process. These four processes are necessary to carry out a translation from the perspective of translators and to manage translation projects from the perspective of LSPs. The conversion process is useful to make a file ready for translation in a CAT tool which can be the case when translating a brochure requiring desktop editing. The analysis process is useful to identify the size of a project by providing a word count of documents. An analysis of documents carried out by a CAT tool can provide detailed information such as new words that have to be translated, repetitions occurring in the document or repetitions occurring compared to the translation memory. The translation Process is about the progress of assignments. During this phase, translators may have questions regarding specifics terms that have to be translated. Project managers have to ensure that the project is being handled according to translation buyers’ requirements including deadline and quality. The delivery process is about ensuring that the file is consistent with the format expected.
3.2.2. *The Interviews: two professional translators*

During the interview, we considered in depth issues encountered by LSPs when dealing with translation projects. The questionnaire (Appendix V) was based on specific questions relating to the business process workflows. I chose the respondents according to their experience and their education in the language field. They have at least ten years’ experience which is in my view enough to be knowledgeable about the language service industry and the discussion questions, including the use of CAT tools or the challenges regarding the relationship between translators and LSPs. The interviews were held via Skype. Respondent 1 lives in France and Respondent 2 in the Netherlands. The first Interview took 1 hour and 49 minutes. The first respondent is an ex-teacher who has more than 20 years of experience in the language field. The second interview took 55 minutes. Respondent 2 is a translator certified by the Dutch government to translate from French into Dutch who has also worked as an official translator for Interpol\(^\text{40}\). The details of the respondents including their CV and websites are available in Appendix II. The interviews were recorded and are available in transcription in Appendix VI and VII. The respondents prepared their answers to the questions and went through the questionnaire beforehand. The interviews are based on open questions and fixed-choice questionnaire.

3.2.3. *Memsource: Case Study*

The case study is an analysis of a condensed answers raised by the respondents and the literature review framed by the business process workflows. The case study demonstrates specific aspects of the arguments discussed by the respondents and the literature. The data is collected from the Memsource documentation ([http://wiki.memsource.com/wiki/Main_Page](http://wiki.memsource.com/wiki/Main_Page)) as well as directly from the software. Not all the features of Memsource are studied in this thesis but only the features in relationship with the issues mentioned in the discussion with the two respondents. Each sub section of the chapter demonstrates concrete examples. It shows that workflow management, standardisation of business processes, supplier agreement, alignment of requirements, responsiveness and time delivery, and transparency and information visibility can be improved when using Memsource.

\(^{40}\) [http://www.interpol.int/](http://www.interpol.int/)
4. Discussion in the interviews

This chapter is divided into four sections and analyses the interview transcripts. It illustrates the main issues between LSPs and translators in relation to the literature.

The first section of the chapter presents the conversation process that occurs before starting a translation. It looks at issues of conversion processes with reference to common goals, technological resources and shared technologies.

The second section addresses issues regarding the analysis process and focuses on information visibility and information distortion.

The third section looks at issues connected to the translation and delivery processes, in particular supplier integration, supplier process integration and cloud-computing.

Finally, the fourth part summarises the issues encountered by the translators during the business process workflows and address the perspective and limitations of CAT tool which introduce the case study.

4.1. Conversion Process

Converting documents aims to ensure that translators translate texts in the most practical and efficient way according to translation buyer requirements. The conversion process is used for converting the document formats allowing the document to be used for the translation, notably for defining which part of the document is to be translated. In other words, the conversion process helps to delimit what is to be translated according to customer requirements. It is a preliminary stage before running the analysis. It says which words are to be counted and how.
4.1.1. Common goals

If common goals are not set up properly, there is a risk of hampering the relationship. Defining common goals is also about knowing what promises may be made to the customer regarding supplier resources (Susanne Hertz, 2001). The conversion process is an important step in defining common goals. It is used to establish a common agreement between LSPs and translators. We will see later in this study that converting documents has a big impact on the other parts of business process workflows including analysis, translating and delivery processes.

Translation resources may consist of external parties converting the translated texts according to the original format layout (e.g., websites developed in XML).

If I have tags in an Excel file... Oh god... Hehe... I would found Stanislav (a third party supplier, programmer). I know I can load it and I know that MemoQ can recognise HTML but I can create a filter and change it into tags and protect it. So I do not touch it. I know it is possible but it is not something I am doing every day. Normally when you get Excel file, you cross fingers and you soon get just text, if you start seeing HTML tags or any tags in the cells which is legitimate, there is a reason that happens, I have to seat down and remember the procedure. (Page 104 – Transcription – Respondent 1)

It can also consist of converting texts from pictures into words. It means that some texts are merged into pictures and cannot be separated from the pictures.

Well, you have to use an OCR to convert it. And then you have to compare all the time with the original document. Because the order changes sometimes (sentences or characters, it is not 100% accurate), many things change, it is never perfect. It gives you a lot of extra words because you have to compare with the original PDF for example. (Page 134 – Transcription – Respondent 2)
When a document conversion is processed, a word count is carried out and a price calculated from the time spent on a project accordingly. Delivery is planned together with the translation resources required.

*Well, it is in the analysis as you said before, it is word count, homogeneity, repetitions within the documents, it is how much percentage hit from my TMX, if I have a TMX or if you provide a TMX, how many are the words in my terminology base, you look at the difficulty of the documents. All those things and you try to work out the time you think the job would take. (Page 121 – Transcription – Respondent 1)*

According to Respondent 1, two methods of conversion can be considered:

A) A document cannot be handled by a CAT tool and has to be translated by the naked eye in Microsoft Word or converted through an OCR tool such as Adobe⁴¹ before being handled by a CAT tool, which is the case for a pdf file⁴².
B) A document is convertible and can be handled by a CAT tool such as Memsource⁴³, Trados⁴⁴ or MemoQ⁴⁵.

These statements show that the nature of the project and the method used to convert documents can vary significantly, leading to potential difficulties in agreeing to common goals. However, the findings from the research illustrate how working through a cloud-based technology can mitigate this issue (*Gavin Doherty et al., 2011*). Both LSPs and translators can agree on the same converted document beforehand by using the same technology, helping LSPs and translators to agree on common goals. Defining common goals is also about using the appropriate technologies to communicate efficiently (*M, A. Serbani et al., 2010*). It means that parties should manage information with trust and transparency between each other in order to share common knowledge. This can be facilitated through supplier/buyer integration (*Handfield et al., 2010*).

⁴⁴ [http://www.translationzone.com/about/](http://www.translationzone.com/about/)
4.1.2. *Shared technologies to manage knowledge*

If the customer provides a scanned PDF file, both LSPs and translators have to use OCR software or translate the document with the naked eye. A human can read a text in a photograph of a billboard in a street. However, a CAT tool cannot read it, because it is not text but a picture. The picture has to be scanned with an OCR in order to reproduce the texts in a word document that can be read by a CAT tool. However, if the translators decide not to work with cloud-based CAT tool, they will convert the documents themselves. An LSP using different OCR software to other translators will generate results of a different quality in terms of analysis and translation. The first reason is that OCR software offers a different level of performance quality (*S. Vijayarani and Ms. A. Sakila, 2015*) and the problem with OCR is that the conversion from the picture to text is not 100% accurate (*Yi Chang, 2007*). Secondly, if some translators decide not to work with a CAT tool and translate documents themselves, they will not be able to use the translation memory to facilitate speed and quality. As a consequence, translators’ and LSPs’ document analyses will be different and agreement will be harder to reach because of the different technology used.

Respondent 1 gives an example in which a “scanned pdf” is converted into a word document via an OCR to be handled by a CAT tool. The converted document contains curly apostrophes, different to the apostrophes in previously translated texts saved to the translation memory. This makes the translation and the analysis different.

*Yes, absolutely and it is very difficult to have an OCR and it scans the document, lots of these documents are not very clear anyway. There are often faxes, so they do not scan very well, so you get a lot of “junks” in the results. And if you would like to put that in the CAT tool before you even start you have to clearly up the “junks” and sometimes it can even be in the conversion of an apostrophe, it is really strange but if the apostrophe is a different style for the CAT tool, says it “curly” and my TM has a straight apostrophe. Sorry my TB, my terminology base, that is a completely different character and in MemoQ it is not handled very well so even the conversion of an apostrophe can be problematic.* (Page 101 – Transcription – Respondent 1)
4.1.3. **Alignment of requirements from common technologies**

Before translation is begun, a document may need to be converted to hide its tags, tokens and irrelevant text to ensure translators work on what is necessary to meet customer requirements which can be the case for translating a website (Elia Yuste Rodrigo, 2008). Two hypotheses are discussed in this section:

- The translator is in charge of preparing the files independently and sending completed translations. Each translator has responsibility for managing filters.

- The project manager prepares the files for all the translators in order to keep the same format for the translated document. This hypothesis will be developed later, in the next sections.

For the first hypothesis, if the conversion is not performed correctly and agreed beforehand between LSPs and translators, the word count may vary and translators or LSPs may return with new negotiations during the translation process, thus slowing down the translation speed and hampering the relationship between them.

*If you look through a document, and it is still too difficult and after all these years I make mistakes when I start, I realise I cannot find all these terms. So you can make a wrong estimation sometimes. It does not happen very often but sometimes yes. So normally, I ask for more time and I ask to be better paid. (Page 136 – Transcription – Respondent 2)*

In order to illustrate this argument, Respondent 1 takes again the example of the “dreaded edited dead PDF”. He means that PDFs are not easily modifiable and in some cases, texts for translation are images that need to be scanned by OCR before being analysed and translated. Respondent 1 would have to translate the documents with the “naked eye” without a CAT tool and with dramatic consequences.
I had occasions when Language Service Providers said that there are maybe 10,000 words and I think that it is 20,000 and that's normally a "Dead pdf". They put like six pdfs into the system, 5 are normal and the 6th one is “dead” and they do not realise it. So when they analyse the documents, the last document says zero word because in fact it is empty, but it is not empty. It happened to me a couple of times and you just have to go back to the agency. (Page 93 – Transcription – Respondent 1)

Firstly, the documents can be highly repetitive. Translating without a CAT tool means that the translator translates the same phrases throughout the translation project, generating waste of time and energy. Secondly, it can have a dramatic impact in terms of quality because words or phrases may be translated with different terminology throughout the project and translators may forget to translate certain words or phrases. When a document contains many numbers in a balance sheet, a translator has to copy them carefully on a new page whereas with a CAT tool, numbers can be copied automatically.

I cannot imagine, they have to have an “OCR”, I suppose you could judge the document using your naked eye but that would mean in a case of pdf, if it is “dead” that would mean literally translating without a CAT tool. Having a document in front of you and having a word document and just typing your translation into the word document which has terrible consequences because if it is highly repetitive then cannot get help from your CAT tool. You have also the problem of reproducing the original format. I mean the pdf are very special. It is then very easy to make mistakes, especially if you haven numbers and you are not using a CAT tool or an OCR you’re typing thousands of numbers and you have got no way to checking them excepted with a naked eye. (Page 92 – Transcription – Respondent 1)
This argument is also given by Respondent 2 and extended to the issue of the layout. The original layout including fonts, character size, pictures and tables are not identical to the original document or require specific competences in desktop editing. With a CAT tool, translators translating segments through an interface can obtain an identical layout when the translation is completed.

*It helps me so much to look at words because I have my own translation memory and I can also check consistency, it helps me a lot with that because you know you had maybe translated something beforehand. The layout is maintain, it is so much more easy because when I started at the beginning I did not use a CAT tool and sometimes worked directly into the paper, it was not so much used. Sometimes, you forget words or the overall sentences, so a CAT tool is very important for the accuracy as well.* (Page 127 – Transcription – Respondent 2)

Respondent 1 says that a document can be converted many times and in many ways before or during the translation process. Respondent 1 takes a Microsoft Word document as an example where some texts can be hidden. Although hidden texts do not need to be translated when the file is loaded into a CAT tool, depending on file preparation, they may be recognised by the CAT tool and then unnecessarily translated, which is a waste of time and work. In other words, LSPs basing their analysis of documents on the word count of Microsoft Word while a translator uses a CAT tool, the latter may translate more words than necessary due to a lack of filter settings.

*Well, I can give an example actually, a simple example is that, if you have a word document and in a word document, there are these hidden texts which actually you cannot see, believe or not. There are words, you cannot actually see hidden texts but the client does not want to translate it, it is hidden and forgotten. So, in your conversion when you load a document you told MemoQ to load the hidden texts and then you are going to translate it and you did mean to and there can be a lot of words you translated*
for nothing. This is one example. There are some conversions that going on as you know. As it goes through the process, it is a very big subject. A really bad conversion, I suppose means that the documents would not even display (in the CAT tool) or when the client gets it back, he cannot get it back into his system because something is going wrong with the tags or with the structure of the document. (Page 101 – Transcription – Respondent 1)

The respondents admit that the knowledge of the option to set up such filters varies from person to person and can be considered a translator’s “black box”. In some situations, setting up the right filters for the translation team is paramount to ensure a successful translation. Hence, when a project is divided among translators and managed through different interfaces, if the filters are not set up consistently, it can greatly influence the assignment in terms of delivery, quality and price and there is much room for errors.

I mean, it is almost a black box for me. I mean I can handle it, you know I can do some of these things but I know when I cannot. In theory if everybody does his job, even if everybody does his job really well you can still have a problem because there are different system generating the files as you know and with different versions of HTML. It does not take very much to make things up. It can go wrong quite easily. (Page 103 – Transcription – Respondent 1)

To summarise, translators and LSPs should “use the same language” and communicate through the same interface to manage file conversion. To support this argument, we can use the survey developed by DePalma (2013), which says that the main benefit of using a common and cloud-based CAT tool is to align workflow between translators and LSPs and Buyers. LSPs are able to use a single portal through the cloud where all managerial functions can be undertaken by the project manager, including file preparation.
4.2. Analysis Process

The process of converting documents answers the questions “what should be translated” and “how it should be translated”. Analysing documents aims to answer the question “how many words should be translated and what could be the given deadline to the translation buyer and translators?”

This issue should be mentioned because of the varieties of CAT tool used by translators, which can hinder information visibility and distort information, especially when the skills to use CAT tools vary among translators. (Steve New, 2010)

According to my research, many translators are not acquainted with CAT tool and still use classical software such as Microsoft Word with no translation memory or translation interface. 69.8% of translators have problems in handling translation files and formats and 16.78% find it often difficult.

4.2.1. Information Visibility

In this section, I will review information visibility with regard to analytical processes. As with the conversion process, information visibility can be distorted by the method and the technology influencing word counts and thus supplier agreements.

- The basic method is to access the word count via Microsoft Word, Excel or PowerPoint in the program settings. (Appendix III).

- The second possibility studied in this thesis is the use of a CAT tool. (Appendix III)

46 https://products.office.com/en-us/word
One important factor to consider before starting a translation is how long it will take. This can have a significant impact on the translation performance and a poorly converted document may show an incorrect word count through the analysis which may significantly affect the translation planning, generating a higher cost and potentially slower delivery time. According to Respondent 2, it is important to make an accurate document analysis for planning purposes.

*It does not have any consequence for the quality but it has for the price of course, because I base my price on the analysis; on the number of new words, on the number of fuzzy matches, and it also means a certain time. So if I make a wrong analysis, it means that the price is not going to be right and also it might take me much more time than I have thought beforehand. So, it is very important to do a correct analysis. (Page 126 – Transcription – Respondent 2)*

He also says that if there is a big difference in word counts between LSPs and translators, it could jeopardise the project and help from the agency would be required.

*Yes that is true and if there is a big difference it can cause a problem then as a consequence. I work more to observe the deadline and I would have to work during the evening and the week-end. At any time I would need the translation agency, it is going to take me much longer if there is a mistake so I always tell them straightaway, they know what is going on…Maybe, sometime, I can have a longer delay. (Page 127 – Transcription – Respondent 2)*
The first technological reason for this is that each translator using an offline CAT tool has their own translation memory. The occurrence of repetitions will be variable across the supply chain, because each individual uses different resources if they are not working in the same interface.

Secondly, not all CAT tools offer the same options to analyse documents, especially when it comes to segmentation of texts. The segmentation generated and the filters used to run an analysis depend on the parameters of each individual leading to different word count. According to Respondent 2, fuzzy matches are not so different from new words.

*It is stressful for everybody, I think. It might have a bad consequence on the relationship with the project manager. Therefore it is better to do it beforehand. Sometimes you just start. You think it’s going to be ok. I have learned that next time I will always check beforehand that the analysis should be the same and even if there is a difference. Why is there a difference? A difference could be the result of using different CAT tools for example. I have realised that the project differences had something to do with the segmentations of the file in the CAT tool.* (Page 131 – Transcription – Respondent 2)

The former words can take more time to handle than regular new words. Because of the conversion problem, the translation memory does not show a perfect match but a fuzzy match. The findings of Masaru Yamada (2011a) show that when fuzzy matches occur it can in some contexts slow down the translation process.

The third reason is how the word count is interpreted. Translators and LSPs may all have their own ways of interpreting a word. Some translators decide to count the numbers, some other do not count the fuzzy matches whereas some other count them as new words. Respondent 1 raised the question of “what is a word”.
There is a slight difference apparently in word count. I am talking about MemoQ because I use it. When I use analysis in MemoQ, I have an option of doing a Trados Count. So in other words, MemoQ tries to use the same system as Trados and the result should be similar but it is true when you talked about documents and word count, you have the problem: “what is a word”, that might be quite simple but in reality on number words, then you have things that do not need to be translated, so yes, you can have a distortion which could on the relationship, you could mean a little bit of negotiating.

(Page 92 – Transcription – Respondent 1)

This argument is also defended by Respondent 2, who says that translators and LSPs do not always agree on the word count from converted and analysed documents made by their respective CAT tool.

I have not experienced it very often. Well, normally, you should do it beforehand and check why this difference is. It happened to me, I started the translation and I realise that the word count was totally different; it took me much more time. I have learnt from that, you should always check beforehand that your analysis should be the same. Even, if there is a difference, why there is a difference, I think. It is very important. You’ll get into big problem if you don’t, if there is a big difference. It gives you problems.

(Page 131 – Transcription – Respondent 2)
4.2.2. Information Distortion

Analysis is used to offer a price and an accurate analysis combined with competitive resources such as translation memory increases the likelihood that a translation buyer will accept the price offered.

However, when analysed in Microsoft Word, LSPs and translators are only able to carry out a word count for a single document, whereas projects may contain multiple files. There are sometimes more than two hundred files to be analysed and translated. It is clear; conducting a word count by opening each file, noting the word count for each file and then adding them up is very cumbersome. A CAT tool offers the possibility of analysing documents simultaneously in one click.

I am not sure, I must be honest, if there are normal documents, one in the MemoQ, in theory I can analyse 200 documents. And it will leave a competitive documents and looks for internal repetitions. I mean, it is very powerful now, the analytical tools. (Page 93 – Transcription – Respondent 1)

Microsoft Word does not provide any visibility when it comes to word repetition or Fuzzy matches in the document or across the documents from the translation memory. Words or phrases already translated and saved in the translation memory cannot be used during this translation process. It is therefore difficult to see how redundant a project is and how to allocate the necessary resources or to price the offer to the returning client.

Yes, because you can make a translation memory for certain clients and so when a client comes back, you can use the same translation memory and you remember how you have translated certain terms before and you can translate exactly the same way. So there is no problem with consistency. There are sometimes minor problems; several translators put their TM together and you get inconsistency in the TM. I have found that quite often. It creates problems. (Page 128 – Transcription – Respondent 2)
4.3. Translation and delivery processes

The objective of the translation and delivery processes is to translate documents according to translation buyer requirements using the conversion process and the analysis process. The LSP and translator relationship is important to make sure LSPs are able to follow up the translation assignment efficiently in terms of management. At a particular point of the translation and delivery processes, LSPs and translators already know the number of words and how they should translate the documents within the given deadline. During that processes, much information can be exchanged between the project manager, the translation buyer and the translators. The project manager supervises the ongoing translation and might ask questions back and forward to translation buyer and translators. The conversion and the analysis issues might appear again.

Furthermore, some translators might speed up the translation process and deliver a botched translation at a lower price. The LSP and translator relationship is therefore not limited to simple contact by phone or email but extended to the translation technologies used to communicate more efficiently by defining responsibilities and monitoring translators to influence positively competitive price for both LSPs and translators.

Firstly, a lack of transparency and information sharing can generate waste and misunderstanding between LSPs and translators. LSPs need to know if translators have all the necessary information for doing the translation. Some translators realise that there are more words than expected and claim more payment during the translation assignment.

Secondly, project management is sometimes pushed to the translator’s responsibilities which might influence negatively price negotiation for LSPs. Some translators feel that a couple of LSPs try to push down the rate offered with a short deadline and no supervision which in turn jeopardises the project but also the relationship between LSPs and translators.
4.3.1. Defining responsibilities

The relationship between LSPs and translators is important not only to facilitate collaboration but also to align the production of services across the supply chain to match customer requirements (Johnathan Hughes et al., 2008). LSPs might have too much information to handle and time spent discussing word counts with translators resulting from the use of different interfaces. Translators might try to analyse and prevent any hidden work, meaning that trust in this specific case, plays a key role because it can make the workflow smoother and the agreement more simple between LSPs and translators. The argument held by the respondent 2 shows that isolated word counts between LSPs and translators can generate a waste of time and interfere with the productivity while comparing the analyses between each other.

Well, I use my CAT tool. It has a way to do it and then I send the analysis to the project managers. Because, sometimes they ask what price I charge so I always base it on the analysis but sometimes projects managers make the analysis already but I always make my analysis anyway to check if it the same. (Page 131 – Transcription – Respondent 2)

Some LSPs just send projects to other translators putting responsibility onto translators to prepare, analyse and translate files.

Oh yes, absolutely, I mean, there are some agencies that really just do not want to know. Everything is the translator’s problem which is sent to you: the word, the document. It is 5,000 words and if the translator has a problem, it is because the document has been badly prepared. They do not want to know. You cannot just deal with them because most of translators, they are just translators, they are not translators and programmers. So they can use, perhaps filters that are supplied, they can perhaps make one or two choices correctly but beyond that, it is a programming problem, it is not a translator problem. (Page 103 – Transcription – Respondent 1)
This argument is also confirmed by respond 2

One thing I have notice actually is that these days many projects managers let you do everything. Before they prepare everything very well and now some projects let you do all this work. Of course, it is not so nice because it means also you get more work instead of that. (Page 141 – Transcription – Respondent 2)

Some LSPs pressure translators for a better price, maximum quality and the fastest delivery. All these may hamper the relationship between LSPs and translators. When LSPs try to lower translator rates, quality may suffer because the translator may do the job faster.

Yes, I normally, I do not accept it when it is too low. It costs me too much time and I get too little paid per hour. I prefer to refuse it actually, so I do not want to get into this problem. As a matter of fact, I think that is the quality is going to be lower, there is no way to it, and you know you get translators working for very low wages sometimes. I do not know if they are very good or not but.... They think they can do it very fast and it won't take much time. (Page 140 – Transcription – Respondent 2)

These arguments are also found in the comments of Respondent 1 when pointing out that some agencies miscommunicate with translators and try to push all the responsibilities onto the translators while getting the lowest price.

I mean you have agencies and said they do not care, you gave a price and they do not want to listen. And you have other agencies, they generally understand the problem, that’s some of these problems come from the agency in the preparation of the document. So they expect to listen because you can have a problem later anyway. In terms of relationship, it can put pressure on the relationship. I try to avoid the
agencies they do not want to listen. You know yourself, you have also agencies that want the lowest price
and they quote the customer a low price and then they have the job and they try to impose a low price on
the translator and they want quick delivery and a good quality and that just all these things together
and it tends to all of these problems just make it impossible. At the beginning of my career, I had to
deal with some of those agencies but over the years as I managed to get more work, I have managed to
drop the worse agencies (Page 106 – Transcription – Respondent 1).

The paradoxical issue is that LSPs are looking for translators who are flexible enough to manage
projects and able to deliver high quality translations fast.

I think that agency wants you to be flexible. That’s the main thing. I prefer to have enough time but
sometimes translation agencies want you to work very fast and increase the quality. It is always good
when you have time back on the task, after sometime. (Page 137 – Transcription – Respondent 2)

If both translators and LSPs are able to prepare files, the question remains: who is responsible
for preparing files, doing the word count and so forth as introduced in the first part of the first
section? From the point of view of supply chain philosophy, it is inefficient because both LSPs
and translators have to convert and analyse files whereas it can be done once and shared with
everyone. It takes many resources to exchange emails back and forth and translation capacity is
not fully optimised when translators are spending time on file management.

If LSPs were able better to collaborate with translators by managing processes integrally, LSPs
would have more available resources and reducing translator rates. They would be able to focus
only on the translation. Respondent 2 spends 20% of his time managing a project and 80%
translating it.

Yes, I think, maybe 20% but more than 20%. (Page 141 – Transcription – Respondent 2)
LSPs should manage file conversion according to customer requirements because LSPs are in direct contact with the translation buyers, and because it ensures consistency and a standard for all translators involved in the assignment. Translators do not have the same competence in managing filters and are just translators most of the time. They can focus more on the project rather than file management and setting up filters according to LSPs’ instructions. Furthermore, we can assume that if LSPs prepare the files for all translators, it is more efficient than each translator having to prepare them individually.

Indeed, it is extra work for translators to manage tasks other than translation and it makes them less inclined to work for a competitive rate. Respondent 2 says that a quotation is made according to the time allocated to a project as a whole and not according to the time spent doing the translation. The price can be reduced if the translation is done more quickly due to effective processing. He is inclined to reduce his price when the terminology and the project are smooth.

Yes, it can be interesting of course. Then, it is not a problem. I do it and I work for some clients whereas my rate is higher. I sometimes work for 0,06€ for specific clients and I know that I can work very fast because I know all the terminology, I go very fast and I know I can do it. So, sometimes it happens, because I know exactly the text. (Page 140 – Transcription – Respondent 2)

If the time spent managing a translation project is not well balanced and does not include time for translation and file management, translators might botch the translation in order to meet a deadline but also because they think the translation is worth only price they have been paid. Respondent 2 admits that he generally proofreads all his work except if he does not have time. He proofreads “important” things if the project is urgent.

I always proofread everything, unless I do not have time. Sometimes you really do not have time. You have to pick up the important things only. (Page 143 – Transcription – Respondent 2)
It is sometimes more difficult for translators to know what is important because an urgent job does not leave a time for good communication between translators and project managers, especially translating at night.

In the case of any problems, LSPs may not be able to follow up the progress of a translation project nor provide the necessary resources to translators. If a translation project is done at the very last minute and botched by a translator, LSPs cannot be warned and cannot provide more resources to the project by splitting it into many parts as would be possible on a single platform. The translation quality may suffer which can have terrible consequences for the relationship between LSPs and translators.

I let them know, I let them know already. Normally everybody knows when there is not enough time and they give you speed job, you know... You know that there is not enough time. It is quite clear normally otherwise I communicate that I do not have enough time. But again, I do not think that there is any of use to proofread half of the document, because there could be things everywhere. (Page 143 – Transcription – Respondent 2)

Although some LSPs request fast delivery at a low price, translation quality is an important element for LSPs and should not be influenced by the price and lead time fixed with translators. Respondent 2 says that this does not really work. Translation buyers might return to LSPs with complaints which could lead to more problems between LSPs and translators afterwards.

Yes, but I don't like to do it, I told you I don't like this because, you know, you never know. They say that the deadline is more important than the quality. And then after, they come back to you when the client is not happy. They correct many things and so on. There can be a problem with the client at any time. You produce bad quality. (Page 142 – Transcription – Respondent 2)
4.3.2. Supplier Monitoring

Translators who are translating documents in an isolated manner can make the communication more complicated and the sharing of information too limited toward LSPs. When a project is split in many parts, translators have little opportunity to communicate with each other if they have a word they do not know how to translate. For example, it can take up to fifteen minutes for a translator to find a word through Google or from their own translation memory.

*It depends. I try to find my answers...I said 5 to 15 but it can vary greatly. I hate spending time on it but of course if you are paid like 0,07€ per word. You spend 30 minutes on a word and you get for that particular word or a small phrase, you might be learning 10 centimes obviously it is very frustrating at the same time. Occasionally you can come across something that you do not understand. For me there are reasons, it can be an abbreviation and the person has used it without really thinking that the translator would never know this abbreviation. Not even in the future abbreviations or it got many meanings and in the abbreviation you look on the internet and it is about 20 meanings and you are not sure which one, even in the context and I said on average if I do not know a word or a phrase, I say it is 5 or 15 minutes. But sometimes, I ask on ProZ and just type the question and to explain the context and what you have already done and what you have not done to try to how it means into the word that’s just typing the question can take 15 minutes (Page 110 – Transcription – Respondent 1)*

I would like to highlight some important points concerning the management of a translation assignment through silos. First of all, the project managers have absolutely no control over the translation assignment. It means that LSPs do not know with any accuracy whether the document has been prepared properly. Secondly, it is impossible to know if the project is in progress, it is solely based on trust between LSPs and translators whereas a cloud-based CAT tool helps to monitor the project in real-time.
If it is “Online” if you doing the translation “Online”, I think the project manager can just normally see in real-time the job progress. It is also true even if the TMS System, they can package the job and send it to the translator and the translator works on his computer and they do not have so much information. (Page 96 – Transcription – Respondent 1)

The relationship between translators and project managers is very important, especially during urgent and extensive projects. For instance, take a project of 5,000 words with a 24 hour deadline. Respondent 2 says that translators need to ask for information on the project especially if it is necessary to work around the clock. It can be difficult to communicate because project managers are not available to consult with translators. Respondent 2 underlines the importance of project managers’ availability.

Well, you were giving me example, when a project manager asks you to do 5,000 words in 24 hours. That means that I would ask for a special rate, because I would have to work many extra hours at time. That means that it has always an influence on the quality. You do not have enough time to look at it over again and put effort on it. But for instance, the relationship for the project manager, I do not see any problem there. The problem is that you have to be available all of the time. If you have to work at night and work late, the project manager is not there whereas you cannot to discuss something important with him. It is important to be available to certain extent. (Page 139 – Transcription – Respondent 2)

Translators organise their planning per project. They know how much time to allocate per project and know if they can take on more than one project simultaneously and deliver on time with the quality expected. However, it can be problematic if a project lasts longer. Translators and project managers have to communicate and work transparently so that the project is not jeopardised.

I normally work for agencies, only for agencies and of course you have different agencies asking me to do. So you have to see how much time you have for each project. What I do is to see how much time I have. I know that certain projects will take me 4 days and then after I have time for another project. I can
take another project after but sometimes you will get into a problem when this project lasts longer, then you have to work, but I am very flexible and in that case I work extra time the week-end. Well, at the beginning, I was not so good at planning so I have had to work even at night but now I am better so through my experience I know what it means so try to avoid working at night, most of the time. If there is a big problem, I always warn the project manager that I have a problem or I need more time because something can go wrong with software or with computer. It cannot always be something fun. (Page 135 – Transcription – Respondent 2)

It is very important to align the supplier base with translation buyer expectations in terms of price, quality and deadline, but this is only possible when responsibilities are clearly defined between translators and LSPs. The translation assignment should be done in full transparency with translators not only to provide them with necessary information but also to overcome the problems caused by the different levels of knowledge among the teams of translators. Otherwise, much frustration is caused. If a project is found to be more complicated than realised, translators have to work harder for no incentive.

Yes, that is true and my experience with the agency is that if you find a project is much more complicated than you thought, they understand it but they very rarely will pay you for that. Because they think that you should know it beforehand when you started, it is not always the case. (Page 136 – Transcription – Respondent 2)

4.4. Perspective and limitations of Cloud-based CAT tools

Respondent 1 says he knows little of an LSP’s perspective, but enough to comment that using a cloud CAT tool permits translators to be allocated smoothly to the correct job, and questions and emails can be visualised to the translation buyer in real time, especially to gain understanding of terms being translated in a specific context. Nevertheless, it is difficult to get the involvement
of the translation buyer into a project. Translation buyers think that it is not part of their job to review and to spend time with translators and LSPs to communicate and proofread the translation they have paid for. Respondent 1 says that the communication of translation buyer is necessary and that a cloud-based CAT tool can facilitate the translation process.

Absolutely, send questions via the TMS, so they are allocated to the correct jobs and I suppose the client can see the questions, but the end-client are not always good on this because I suppose they think it is not their job they have been giving to the translators and they do not always understand that in certain context or certain word can be very problematic because it is badly written or very often it is ambiguous and which is normally languages but I speak. English things like you said are highly ambiguous very much depending on the contexts. Certain files like Excel or presentation where a presentation is just three or four words which is just really served the speaker. It is a prompt and the speaker can put the Excel or the Powerpoint onto the shows and it comes across these three or four words and he does know what does it means and what be is going to speak about. But for the translator, two or four or three words can be very vague, what is behind it? What is about to say? But that is rather a special job, when you do a Powerpoint or a presentation; everything tends to be short of phrases. (Page 111 – Transcription – Respondent 1)

He says later on that cloud-based CAT tool can be a useful technology to improve the communication and the business process workflow. He highlights the risk of working in an isolated manner while translating words without communicating clearly and efficiently with the other translators involved in a project. He is nuancing his arguments with a potential risk of final agreement underlying the fact that a project manager should be present during the translation assignment in order to coordinate the communication and the final decision.
Yes, chaotic because if you work on the same project but you have no contact with the other translators. If one is doing their own things in their own corner, you looking at the same words again and again and you can get different results: “unemployment benefit”, “unemployment compensation” you can use different terminology so working in a team means that the translators have to be in contact and anyway to be in contact in real time, virtually in real time. It means the project is online which at least I can see the TM, the entries from the other translators. Conflictual because you dealing with a lot of people, you want to translate something one way, they want to translate in a different way. Who is right, who is wrong? Who is making the final decision? We should work together but you have to be very careful. (Page 116 – Transcription – Respondent 1)

Respondent 2 neither agrees nor disagrees that a cloud-based CAT tool can help collaboration between translators and LSPs. He did not argue that cloud-based CAT tool can reduce time spent sending emails and help improve the management of terminology and projects. He says that it can be too complicated from a translator’s perspective because there may be too much communication between translators unless LSPs take ownership of a project and do not ask translators to manage it instead.

Yes, and actually in many cases it worked well but also there were sometimes problems. You have the agency that has to talk to the client and there are a lot of people discussing together making also more complicated sometimes. It has some advantages. For me anyway, because as a translator you have much more responsibilities, if you work together like this… Well, there is normally a person from the agency that should take the responsibility. (Page 130 – Transcription – Respondent 2)

A CAT tool has some limitations, according to Respondent 1, when using CAT tools, some documents are broken down into segments and cause translators to lose a certain “flow”. Some phrases can be out of context. He gave the example of one of his assignments where the
translation memory suggested translating the French “Résistance électrique” with “Electrical Resistance”. However, in the context of an e-cigarette, the word “coil” was more appropriate than the word resistance. Hence, when sentences are broken down into segments, it can be tricky if the context is not very clear.

*It is true that normally you translate a word the same way but strangely there are lots of examples where you do not, where it does not work because of the grammar or the words can have two different meanings in the texts. If you want an example and you might recognise this example. A job I did recently had “resistance” and at that time it was “electric resistance” and it had to be translated by “resistance” but other times it is actually “coil”. It was about electronic cigarettes and in electronic cigarette, an English person would never say the “resistance”, he would say the “coil”. So this word was very difficult in the translation because I had to look at the context and see which one should be the best translation. But normally yes, normally, in a document the word is translated the same way unless it becomes very repetitive and you just want to use synonyms to make it sounds more interesting. Also in marketing you would not use the same word every time.* (Page 95 – Transcription – Respondent 1)

On the other hand, it is impossible to translate XML with the naked eye. A CAT tool can offer the possibility of translating a file with fewer tags while focusing on texts that need to be translated. It can also be an issue if the context is not defined clearly, which is the reason why LSPs and translators have to communicate continuously.

*Yes, it is complicated, it is the “TM” that shows you that, what we have is the preview and normally we can see the document underneath. There are exceptions because some of them are very difficult documents like “XML” (Extensible Markup Language). There is no point to see in the context because within an XML document you have just “Tags”. You do not have images or anything, if it is a word document. It is very nice to see the document below the screen.* (Page 95 – Transcription – Respondent 1)
5. Case Study: Memsource

In previous chapters, I have described the structure of the relationship between LSPs and translators. It is characterised by the difficulties of sharing unique information and coordinating work efficiently. These difficulties are primarily due to a radical change in the industry as shown in the literature review. Activities are outsourced to a large number of translators working remotely to meet various customer needs, which in turn has changed the use of technology and generated more silos and therefore more complexity.

The current literature gives an account of how supplier relationship management and supplier integration can increase efficiency through sharing resources, standard file delivery, automated communication, centralised resources and translation memory. I have discussed some theoretical points regarding LSPs’ and translators’ attitudes to the use of cloud-based CAT tools to explore potential benefits in terms of efficiency. The following sections will address the research strategy of this thesis and outline the empirical investigation which assesses theoretical assumptions via a case study. This chapter will try to respond to the issues raised by the respondents from the interviews and assessing their relevancy into Memsource.

5.1. Workflow Management

Sending assignments involves important elements to be discussed between LSPs and translators including documents which have to be translated, price and deadline. One significant challenge is presenting instructions and necessary materials in a structured way to inform translators about the assignment. If any job instructions are missing or unclear, translation can be slowed down or jeopardised in terms of quality or delivery. Sending job assignments by email without a structured approach can result in information being sent back and forth, which can have a negative effect on productivity.

It is argued that a translator should translate into their mother tongue and be specialised in a particular field. If a project has to be translated into multiple languages, a lot of effort is required to give detailed instructions, especially when they differ from one language to another. Some
sentences have to be translated and others are therefore not highlighted or numbered for other languages.

Project managers and translators have a low-contact relationship and translators may respond too late to a request. This can have an impact on the delivery or quality of the translation if it is done too fast because of a late acceptance.

Secondly, sending files to different translators gives project managers poor visibility of the translation progress. Project managers can only base the success of the project on trust, which is insufficient in my point of view, especially when working with low-contact translators.

Another key point is quality. When translating out of Memsource, translators use their own terminology and translation memory which can generate distorted or inconsistent terminology among translators. If translators contact each other to make their translation as homogenous as possible, it can be too difficult to communicate different references and contexts.

Memsource can potentially answer these issues in the list below.

**Points 1 and 2:** They show job progress per language as well as quality assurance when translators run a quality check according to the filters prepared by the project manager and quality can be standardised.

**Point 3:** It shows the files to be translated per language and their progress in percentages. As a consequence, translators know exactly what to translate and LSPs can monitor their work in real time.

**Point 4:** It shows the status of the files: whether they have been sent to the translators and whether they have been accepted, declined or completed. The example in the figure shows that the files have not been sent yet. It helps LSPs to follow up a project and helps translators to know when a project is ready for translation.

**Points 5 and 6:** They show the language pair per translator. The figure shows a translation into German (DE), English (EN), Spanish (ES) and Dutch (NL). This helps LSPs to become more systematic and to follow up projects more specifically.
**Point 7:** It shows the deadline per translator, the deadline can be modified per language, per translator or per file depending on the translation buyer requirements.

**Points 8 and 9:** They show the translation memory and the terminology base per language pair. Thus, each translator uses a specific translation memory and terminology base according to translation buyer requirements.

*(See figure 5 page 149)*

### 5.2. Standardisation of Business Processes

Ideally, a project manager will simply send a file to a translator expecting to have the job done according to specific instructions *(See figure 1 page 145)*. However, before being analysed or translated, a file has to be converted in order to make sure that texts in the document are all taken into account during the analysis or the translation processes. As already explained, not all translators have the same competences or understand the same processes of analysis or file conversion. Some translators may translate a document from an Excel file into a Word file and may delete filters resulting in inconsistencies when they are delivered to translation buyers. For instance, an Excel file can contain hidden segments due to filters. A Microsoft Word document can contain texts burnt into pictures which are not recognised by a classical Word Count.

In the translation Industry, a project is priced according to the word count. Some translators price a project using Microsoft Word Count. However, Microsoft Word does not achieve perfect accuracy. Indeed, it does not take into account texts burnt into pictures or included in tables. As a consequence, it can cause frustration for translators who may only realise this later on. I can therefore assume that file preparation is important to guarantee translation quality, delivery and price. Memsource can help to streamline the information, allowing a project manager to create homogenous filters and the translator to focus on translation. Project Management can thus be aligned with specific translation buyer needs.

**Points 10 and 11:** They show that the filters can be generated per file for each assigned translator. The filters are also customisable according to the file format (e.g., Microsoft Word, Excel, XML and so forth).

*(See figure 6 page 150)*
5.3. Facilitating supplier agreement

As previously mentioned, an analysis has to be made before starting a translation because neither LSPs nor translators accept a rate for a project without knowing its volume and the work that is involved.

Obviously, the more words there are to be translated, the more work there is to be done. Generally speaking, LSPs as well as translators carry out a word count individually using different personal tools. Word counts can be performed by Microsoft Word and CAT tools but the results will be different as well as their perceptions. (See figure 2 page 146)

Firstly, everyone has a different translation memory. Those having the biggest and most accurate translation memories will be the most competitive. It not only has an impact on the translation process but also on the analysis. Indeed, if a translation memory is set up before an analysis, it will show word repetitions using the translation memory. If a project manager has negotiated a rate with a translator but they cannot agree on the word count because they are using different interfaces and translation memories, they call each other or send emails in order to negotiate prices.

If a project is split between translators, a translation memory is not as efficient as it would be with a common and a live platform because word repetitions cannot be used by other translators as the interfaces are not connected.

Translators would have to send their translation memory to other translators every time they finished a translation, which is absolutely absurd in terms of efficiency. They would spend more time exchanging translation memories than doing translations and discounts due to word repetition would be less applicable, which influences price and time and leaves room for countless debates and negotiations. In other words, the project manager would have to handle exceptions and play around with continuous variables, which make project planning more difficult.
A key point with Memsource with regard to the cloud computing system is that the analysis is accessible to all stakeholders. We can therefore identify two benefits. The most obvious is the significant reduction in the number of emails and telephone calls about agreeing a word count. When an assignment is sent to translators, they can access the analysis of the project documents and there is less likelihood that translators will discuss or disagree on the analysis because it is produced by a standard process and the internal resources of the LSP, including the translation memory. The analysis is therefore considered as a package included in the project and translators are asked to accept or decline the overall project as whole including the documents that need to be translated, but also the price offered, the deadline and the analysis. The second benefit is that the analysis is made a single time and is beneficial to everyone. Consequently an individual, generally the project manager, can make an analysis for specific documents for all the assigned translators and improve the efficiency of the overall supply chain. It is not necessary for each translator to make an individual analysis.

**Point 12:** It shows that the analysis can be customised per translator, per language and per file. The analysis is available in the cloud to all stakeholders and produced according to a standard process.

**Points 13 and 14:** They show that each translator has access to the file analysis. Confusion is limited because a translator translating into, for example, German does not have access to the analysis for the translation into Dutch. It is therefore easier to ensure specific supplier agreements thanks to systematic approach with full transparency. *(See figure 7 page 151)*

Cloud-based CAT tool can provide a common analysis to all stakeholders by enabling repetitions to be counted in both individual documents and multiple documents, avoiding the necessity of adding up word counts manually. Cloud-based CAT tools can create a unique translation memory by re-cycling previously translated texts from multiple documents to improve the efficiency of all translators in the Cloud.
Cloud-based CAT tools help identify non translatable-elements (*Appendix IV*) including pictures or tables\(^{49}\) when filters are set up correctly. This avoids misunderstandings between translators, because the all the elements are identical for each team of translators for each language.

When using a Cloud-based CAT tool, analysis is the same for all stakeholders ensuring standard information which makes it easier to reach agreement with the supplier.

### 5.4. Aligning the requirements

We could certainly describe different methods of sending translation assignments to translators but in this section we will focus on a traditional way. We have seen in the last section that document analysis should be discussed during negotiations when allocating an assignment to translators; this is one element among other that we will define here. Since other elements of the assignments have to be mentioned when jobs are sent to translators, there is a risk of information distortion. (*See figure 3 and 4 page 147 and 148*)

Firstly, project managers write job instructions by email including the part that needs to be translated, the deadline, the price offered or the purchasing order number to follow up projects and accounting. Some files are bilingual and some of the texts might not be for translation. Since each translator is directly assigned to a project, project managers have to write different information and instructions by email to each assigned translator and communicate back and forth with relevant information necessary to carry out the assignment successfully. On top of that, translators as well as project managers have to handle many projects at the same time and it can be challenging to follow the different instructions for each task that need to be performed. Such information may be mixed with other emails received by translators and project managers. We can draw a special attention on the risk of inaccuracy in the instructions provided due to the quantity of information being managed.

\(^{49}\) Texts merged into pictures are not translatable, they require the use of OCR (Optical Character Recognition)
Secondly, when the instructions are spread and mixed with other emails received, translators need clarification and therefore ask the project manager to repeat the relevant information described below.

- Translators can ask for the purchasing number or have difficulty identifying the purchasing number.

- Translators may have difficulty keeping track of project deadlines. This issue can be problematic, especially if project managers forget to specify the time zone, since many translators work worldwide in different locations.

- The amount of money that a translator should be paid is also an important element of a translation project. When sending out many projects on regular basis, it can be difficult to keep track of the price offered for each file or project. Translators may therefore have difficulty in reconciling their accounting with that of the project manager.

- The word count used to price a project can generate intensive and endless debate. Translators argue about what should count as a repetition and what not. Time is wasted if the parties do not first agree on a common standard.

With Memsource, it is possible to assign a job to one translator or many translators at the same time, in one or many different languages, just in a couple of clicks. The advantage is significant because project managers do not need write down the details of the job offers but simply select automatic messages from a drop-down menu after file preparations.

Depending on the deadline and type of assignment, project managers prepare projects by assigning translators according to the right files, split files or language combinations. This is done when uploading documents into a project. Then project managers can select translators from a drop-down list suggested by Memsource.
Subsequently, when translators are assigned to each file, project managers just need to tick boxes and send the specific file to each translator.

To summarise, translation and delivery handled by a cloud-based CAT tool used by all the stakeholders can offer significant advantages over translators working through different interfaces.

When Business Processes are aligned, LSPs can make sure that translators use the full technology according to translation buyer requirements and avoid the need to define and explain instructions by emails including the use of a translation memory or terminology base.

LSPs’ and translators’ business processes can be aligned, translators focus only on translation and LSPs can prepare the project to facilitate project management. Hence, responsibilities are defined while reducing inefficiency between LSPs and the team of translators. The task is done once and for all translators.

LSPs are able to monitor and control the progress of a translation, in the case of a problem; it is easier to intervene, which prevents the risk of a delay in delivery for complex project requiring a team of translators involved.

**Point 15**: It shows that the projects can be sent to each translator and according to specific settings in one click. The project details are personalised according to the defined settings and all relevant instructions are clearly defined in the body message making the information more structured.

**Points 16, 17, 18 and 19**: They show that the body message is personalised according to the specifically assigned translator’s task and email address (point 16) including the file to translate (point 17), the language pair (point 18) and the deadline (point 19).

* (See figure 8 page 152)
5.4.1. Notifications to translators

A great advantage when sending jobs using Memsource is that assigned translators receive personalised emails. They know the jobs they receive have been allocated to them as with cloud-based CAT tool, they have access to the job in one click including the files that need to be translated, the analysis, the deadline, the rate and so forth.

A second advantage is the structured approach available when translators are given a link to the specific files they have been assigned. This can be very important when multiple files need to be translated quickly and the confusion of who is doing what is avoided.

Project managers can see who is translating and who has accepted or declined the offers made via the Project Interface. Whenever a translator updates a project, project managers receive a notification by email with a link to the updated project.

Translators receive two types of notifications:

- E-mail notification for a job offer. The translator has access to the assigned file via a link sent from Memsource.
- E-mail notification for a cancelled job, the job is not to be completed.

The information is clear, standard and systematic which helps translators to communicate and translate their projects better.

5.4.2. Notifications to project managers

Project managers can receive one of three notifications when translators are integrated into Memsource including “Accepted by linguist”, “Declined by linguist” or “completed by linguist”. Notifications sent by translators are crucial to the management of the translation processes. It helps project managers to supervise ongoing projects and take decisions if necessary.
In order to avoid redundancy and to make sure that a translator is translating a project, it has to be updated. Before the acceptance from a translator, the project is in “View” mode, meaning that translators can download the document, see the segments that need to be translated and the deadline and so forth.

However, the project is not modifiable and the segments cannot be translated until the project has been accepted by a translator. When a project has been accepted by a translator, all the translators who were also offered the job no longer have access to it.

When a job is accepted by a translator, project managers can stop sourcing translators for ongoing projects and go to the next step, which is monitoring the translation progress to ensure that the deadline is observed.

If a translator declines a project, a notification including a link to the project is sent to the project managers. From there, project managers can see which names have been struck through because they have declined the job. They then await responses from other translators while sourcing new translators if necessary.

If all translators decline a job, project managers have to source new translators or perhaps re-negotiate the conditions of the project including time delivery or the price offered to translators.

When a project has been completed by a linguist, translators change the status to “Completed by linguist”. A notification is sent to the project managers where the files can be downloaded to be sent to the client.
5.5. Responsiveness and time delivery

We have previously described translation of multilingual content as something complicated because it requires a variety of competences including skills in target languages and knowledge of the industry terminology. (See figure 4 page 148)

When a project is accepted by a translation buyer, it is time to find the right candidate for the translation. Whereas translators were previously hand-picked to match customer requirements, they occasionally disagreed on some points including the price offered and deadline, or they were simply not available. The project manager had to offer the job to other translators until the job was confirmed. During this period, time is precious and many hours can be wasted especially if a project contains few words for a short turnaround delivery time. In this sense, it represents a problem of efficiency. Sending jobs to more translators through internal crowd-sourcing will reduce the time for a job is accepted. This process works on a first come, first serve basis. However, the main issue I have found is that project managers can have a tendency to push down the price to the extreme limit in order to increase the margin. It can be seen as highly impersonal and some translators feel they are being treated like robots. As a consequence it can result in translators delivering botched work and the relationship between translators and project managers can deteriorate.

Point 20: It shows that all categorised translators can be selected for one file and if the job is sent according to the job details, only one translator will have access to the job. It can work according to a first come, first served basis. (See figure 9 page 153)
5.6. Transparency and information visibility through the translation memory

An important benefit of Memsource is the possibility of monitoring translation progress in real-time. Memsource allows the project manager to make sure that the translation assignment is in progress and can assign the job to another translator otherwise.

Previously completed translations do not need to be done a second time. Repeated texts benefit from translation suggestions. Furthermore, translators check whether the suggestions are correct and can provide feedback to project managers or to other translators to share their knowledge or their ideas regarding terms or phrasing. Translation memory has the advantage of providing a history of past translations including the date of the translation, name of translator and so forth for the overall team of translators assigned to a project in the cloud. We therefore know who has done what, when discussing an issue or when project managers need to follow up and control translation quality.

**Point 21:** The progress of the translation assignment is shown on the translation page, which is accessible to the translator assigned and the project manager. We can see that the translator has translated one segment from the Machine translation (in blue MT). The second segment is similar to the first (in orange 71% identical to the translation memory). The translator just needs to modify the translation suggested by the translation memory to get a perfect match in comparison to the source segment. We can see to what extent the segment is different to the first segment, words removed from the first segment are crossed and new words are highlighted in green. The date and the name of the job are displayed to the bottom right of the screen. Hence, the project manager has access to significant details to monitor the assignment.

**Point 22:** It shows the number of words and segments translated for this file as well as the remainder to be translated (e.g., in the Figure, it shows that 19 words have been translated out of 167).

*(See figure 6 page 150)*
6. Conclusion and further research

This study starts an enquiry into the literature and the relationships concerning how LSPs and translators can improve business process workflows. The research questions were “What are the business workflows of a translation project?”, “How can supplier relationship management and supplier integration facilitate business process workflows?” and “How does Memsource improve business process workflows?”

The literature review was used to define business process workflows to present a framework for management of translations and was used to research the concepts of trust, transparency and supplier integration in the context of supplier relationship management. Although the research shows that there is little supply chain management literature that explores the issues of this industry, this thesis demonstrated that a cloud-based CAT tool could respond to the market changes, especially regarding the relationship between translators and LSPs. However, this solution appears to be rather avant-garde, in need of further development, as few people are using it on a regular basis.

Interviews were conducted with two professionals from the sector to raise issues in open discussion. The questionnaire was framed according to the business process workflows defined through the literature.

The data collected from the interviews show that the translators are not particularly knowledgeable on the specific use of a cloud-based CAT tool which corroborates the finding in the literature. A case study was performed to examine the issues raised by the translators with the application of Memsource. The analysis of Memsource has shown that significant waste of manual work could be reduced. LSPs and translators are able to translate projects while project managers can supervise, prepare and monitor the workflow. This can be done through trust and transparency on both sides, pre-requisites for working in an integrated cloud-base. However, my view is that more research should be carried out into other platforms and with a specific perspective of LSPs and GSVs to assess the features they can offer.
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Appendix I: Survey on user satisfaction on Memsource

![Survey Results](http://blog.memsouce.com/user-survey-93-happy-with-memsoure/)

Appendix II: Summary of interview responses

Respondent 1 is Dave Neve, his résumé is accessible through this link: http://www.proz.com/translator/1405669

‘Hello and Welcome.
As a former teacher of English with a degree in Linguistics at Newcastle University with Swedish and French as options, I proofread and translated students' and colleagues' work for 20 years in the fields of marketing, business, general engineering, architecture and education, not to mention myriads of CV’s and cover letters of course. I gradually moved over to full-time translation between 2009-2012. As an ex-employee representative, I have extensive experience in reading labour law and other texts related to certain aspects of French law (charities, public subsidies to the private sector etc.) and I am also a condominium board member and so quite familiar with commercial and property law.

You can see help offered to and asked of other translators in Kudos and judge my abilities for yourself. I invite you to see my journalistic work as a translator and copywriter (I localise the articles but the style is dictated to me) for a local on-line newspaper called DailyNord. and I subtitle usingSubtitle Edit or the Amara platform (choose Swedish subtitles to see an example of my work in the Amara link).

I currently use MemoQ (CAT tool), Olifant, Ratel, Checkmate, LF Aligner, TransTools, LanguageTools and many other translation assistance tools. For .PDF files, I use Infix Editor, the only software on the market capable of re-importing a translation into the original .PDF file to keep the original layout and graphics.

Not convinced? Then please see my client and project history recommendations or my website at SafeTex (http://safetex.info/about_me)
Thank you for your visit.”
Respondent 2 is Bram Poldervaart, his résumé is accessible through this link: http://www.proz.com/profile/21348

About me

"EDUCATION

Sworn translator/interpreter French - Dutch

Cambridge Certificate Proficiency English : A Level

M. A French (Doctoraal Frans), University of Amsterdam (subsidiaries: History of Art, Italian)
Institute of Translation and Interpreting, University of Amsterdam (English, French, German)

INTRODUCTION

I worked 4 years as an in house translator / interpreter at Interpol The Hague (Languages: French and English) and have been working as a free-lance translator and interpreter for more than 10 years now.

Translation: My usual rate is € 0,08-0,11/word. I use SDL Trados 2007 and therefore special rates for repetitions and fuzzy matches. Speed, expertise, style. I deliver accurate texts adapted to your needs.

AREAS OF SPECIALIZATION

. IT/electronics: hardware/software, user guides, installation guides, maintenance guides, manuals
. Legal documents: certificates, deeds, reports.
. Tourism: traveller’s guides, articles, commercial documents, tourist brochures
. Business documents: commercial leaflets, reports, marketing materials, product data sheets
. Marketing and advertising supports, marketing letters, brochures
. Medical: specifications, manuals for medical devices, directions for use.
. Cosmetics: Packaging, directions for use.
. Literature, Sociology, Arts, Gastronomy and Wine"
Appendix III: Word count from Microsoft Word and Memsource

**Word count from Microsoft Word**

![Microsoft Word Word Count](image)

**Word count from Memsource**

![Memsource Word Count](image)
Appendix IV: Warning for imported files

Source: http://blog.memsourse.com/more-automation-memsourse-cloud-5-0/

Appendix V: Questionnaire

A) Analysis phase

1. What does document analysis entail in the translation process? Why is it important to do a good analysis?

2. Do you know what is a CAT and a TMS and what are their purpose? If yes, which one do you use?

3. How do you proceed to analyse documents?

4. When you do an analysis, which elements are you taking into account?
   1) New words
   2) Repetitions
   3) Total words
   4) Fuzzy matches from 50% to 74%
   5) Fuzzy matches from 75% to 84%
   6) Fuzzy matches from 85% to 94%
   7) Fuzzy matches from 95% to 99%
   8) Perfect Match (100% matches)
   9) Context Match (101% matches)

5. How do you deal with knowledge management?
B) Conversion phase

1. Can you explain to me why it is important to do a good conversion of documents and when it is necessary?

2. What is the use of OCR (Optical Character Recognition) and what does it entail for the translation?

3. What is your approach when you have to deal with documents containing tags?

C) Working phase

1. Can you tell me what it entails to manage a translation project?

2. When you do not know how to translate a word or a phrase, how long do you spend on average researching it?
   1) Not applicable
   2) Less than 5 minutes
   3) Between 5 min to 15 min
   4) Between 20 to 25 min
   5) Between 25 to 30 min
   6) More than 30 min

3. When you do not know how to translate a word or a sentence, how do you proceed? Please, give an answer by order of importance from 1 to 9
   1) Contacting other translators
   2) Finding an answer in a forum
   3) Asking to the ordering customer
   4) Finding in Translation Memory
   5) Searching on Google for references
   6) Searching documents related to the projects
   7) Searching contents directly on the website of the client
   8) Searching on dictionaries (ex: Linguee)
   9) Using a TB or a TMX

4. Do you think that doing translation in a team can improve the results of the translation?
D) Lead time and adjustment

1. Can you explain to me the relation between the time to deliver a translation and its quality/price. Moreover, what does it entail regarding the relationship between LSPs and freelancers?

2. How do you deal with your TMX and TB to make them more efficient for future assignments?

3. What do you think about the current TMS offered by GSVs and the future ones that are in development?

Section 2 – Price/costs

1. Can you explain to me, what is the impact of price offers in terms of quality and delivery but also in terms of relationship between LSPs and freelancers?

2. How do you price a project?
   1) Source Word Count
   2) Target Word Count
   3) Time spending on a project
   4) Difficulty of the job
   5) I overcharge a job if I am currently working in another project
   6) New words

3. Do you know how LSPs and freelancers can reduce their costs while increasing the price?

Section 3 - Quality

1. Can you explain to me why it is important to deliver a good quality job in terms of relationship between LSPs and freelancers?
Semi-structured interview with Dave Neve

Fabien: Thank you for giving me a little bit of your time. So, I am doing some research to find the benefit of CATs and TMS for dealing with translation of multilingual contents. The interview is recorded because I need empirical data and I need to analyse your answers, the record will be transcribed and analysed. We will have a semi-structured interview. The advantage is that the questions are open. They give the possibility to have an open discussion to enlarge the subject and to find more knowledge about each section of the questionnaire. First, I would like you to present yourself, your background why is that relevant that I am doing an interview with you.

Dave: My name is Dave Neve, I have got a degree in linguistics and got a high level in Swedish which I got at the university, I did some Swedish and French at the university as well. I was a teacher, mainly in France for about 18 years. And in 2009, I realised I wanted to change at the end of my career, it is hard teaching. So, I started training in 2009 whereas I translated before that but I just translated documents without using any specialised software. I did a lot of proofreading for students, lot of things for schools, university publishing material. So I started to do this more, trying to do it more efficiently in 2009, I started to use CAT tools, Computer Aided Translation, and I trained for about almost 3 years before I opened up my own little company which is called in France “Auto-entrepreneur” which is basically in English a “sole-trader” and I have been doing that now for about almost 3 years, full-time.

Fabien: Ok, great. So, if I understand you are able to translate from French to English and from Swedish to English, right?

Dave: Yes, most of my work is in Swedish at the moment, surprisingly.

Fabien: How many years of experience do you have in total.

Dave: Well, as I have already said, 18 years as a teacher for translating, and doing proofreading for students plus almost 3-4 solid years, full-time.

Fabien: So you have worked with many different companies with different LSPs (Language Service Providers) and also you have knowledge about all GSVs (Global Software Vendors) that
are working with LSPs and with translators, so you know a lot about the language service industry.

**Dave:**
*I think so, I am not sure if I would have to speak about GSV, because I am not quite sure what GSV is.*

**Fabien:**
Global Service Vendors but the ones that provide CATs and TMSs like Memsource, Trados and so on.

**Dave:**
*Ok, we’ll talk about the terminology, but the other one you said: “TMS”*

**Fabien:**
Translation Management System, conversely to a CAT is that it provides the possibility to integrate customers, suppliers, project managers and it has a CAT integrated like Memsource. There, you can manage projects and integrate translators.

**Dave:**
*Ok, Memsource is like MemoQ, Trados Studio*

**Fabien:**
Yes, but Trados and MemoQ is more a software that you install on your computer and then you can do the translation through the program whereas Memsource is working with the “Cloud” you do not need any installation to use this system. You just use your logins and then it starts, you can do your translation through a webpage.

**Dave:**
*Except that if I might say one more thing Fabien, that’s a little problem because in fact MemoQ that you install on your computer has also MemoQ Server and MemoQ in the Cloud I could not see the differences between the system (Memsource) that you mention and the others. I think they all have it actually.*

**Fabien:**
Yes, but for instance with Trados, it does not offers this service, it starts with it, “The cloud Trados” but it is not developed as Memsource.

**Dave:**
*Ah, ok*
A) Analysis phase
1. What does document analysis entail in the translation process? Why is it important to do a good analysis?

Fabien: 
So, to answer to the first questions, the structure of the interview would be developed as follow: The first section, we will go through the “service structures” which is divided in four subsections: the analysis phase, the conversion phase, the working phase, the lead-time and adjustments, that are all the parts that are necessary to deliver and to work with the translation, there is an analysis phase to do the word count of documents, to see the repetitions, fuzzy matches and so on. The conversion phase, because whereas you are able do an analysis, sometimes you cannot use the document because your TMX (Translation Memory eXchange) are not compatible with the document you would like to translate and after there is a review and so on. After that, there is the “price and cost section” because I have the assumption that when you deal with this notion, there is also a consequence in terms of quality, delivery. If you ask to a translator to do 5,000 words in 24 hours there is a consequence in terms of quality and the supplier can ask a better salary to do the job because it is an emergency. Then, after there is the quality section, what is a good quality? What is important to deliver a good translation, and so on? So it is basically divided in 3 sections, service, price/costs and quality. So we will start with the first section which is services and “Analysis phase”: What document analysis entails into the translation process? Why is it important to do a good analysis?

Dave: 
Ok, the answers I have put in the questionnaire which is a quick answer, the general idea is to see: “how much time the job would take?” A good analysis would also have the translation to improve quality and easy to prepare the necessary resources for the job, and even prepare the documents in some way. A quick example is the “dread edited dead pdf”, this is why you send a pdf and in fact you have an image and you have to scan it with an “OCR” optical character scanner that would be an example.

Fabien: 
What is the consequence, in terms of relationship between LSPs and translators because, maybe you can imagine that not all the translators as well as LSPs have the possibilities to work with the same “OCR”. How do they deal with that? How can they find an agreement to do the right analysis?

Dave: 

“I cannot imagine, they have to have an “OCR”, I suppose you could judge the document using your naked eye but that would mean in a case of pdf, if it is “dead” that would mean literally translating without a CAT tool. Having a document in front of you and having a word document and just typing your translation into the word document which has terrible consequences because if it is highly repetitive then cannot get help from your CAT tool. You have also the problem of reproducing the original format. I mean the pdfs are very special. It is then very easy to make mistakes, especially if you haven numbers and you are not using a CAT tool or an OCR you’re typing thousands of numbers and you have got no way to checking them excepted with a naked eye.”

Fabien:
But also in terms of analysis, because an LSP can do an analysis by counting the numbers or by counting the repetitions or simply ignoring the images that are integrated in the pdf whereas another translator has the tool to use an OCR in order to identify the repetitions and to exclude the numbers in the analysis. So the price that a translator can expect could be different that another LSP can expect. There can be distortions in the agreement. The point here and the question is that it can also mitigate the relationship between an LSP and the translators if they do not use the same CAT, because they can have a different way to analyse documents.

Dave:
There is a slight difference apparently in word count. I am talking about MemoQ because I use it. When I use analysis in MemoQ, I have an option of doing a Trados Count. So in other words, MemoQ tries to use the same system as Trados and the result should be similar but it is true when you talked about documents and word count, you have the problem: “what is a word”, that might be quite simple but in reality on number words, then you have things that do not need to be translated, so yes, you can have a distortion which could on the relationship, you could mean a little bit of negotiating.

Fabien:
Yes, because you can for instance say to a translator, “Ok I have a document” containing 5000 words, from there, the translator can accept right away the job and after a couple of hours, he can realise that there are actually more words or the words that you have analysed are different that the one of an LSP is offering.

Dave:
Yes, it happens

Fabien:
It happens
Dave:
Normally if it is like 5%, I do not normally worry about it, but I had occasions when Language Service Providers said that there are maybe 10,000 words and I think that it is 20,000 and that's normally a "Dead pdf". They put like six pdf's into the system, 5 are normal and the 6th one is "dead" and they do not realise it. So when they analyse the documents, the last document says zero word because in fact it is empty, but it is not empty. It happened to me a couple of times and you just have to go back to the agency.

Fabien:
Yes, and they forget to go in detail with the analysis, they only look at the total word count from the analysis which is made through the cross-file repetitions. They do not go in details for each file. Sometimes, it is difficult because when you have 200 documents to analyse you cannot go file by file and see if the documents have been analysed or not.

Dave:
I am not sure, I must be honest, if there are normal documents, one in the MemoQ, in theory I can analyse 200 documents. And it will leave a competitive documents and looks for internal repetitions. I mean, it is very powerful now, the analytical tools.

Fabien:
Yes but among the 200 documents, it is possible that the analysis failed, one among the 200 documents. Let's say that for 5 or 6 documents, the analysis is empty. Sometimes, it takes time to go file by file to make sure that each file has been correctly analysed.

Dave:
Well, it is unusual to get 200 separated documents in one job. I suppose as I said before it happened to me once or twice, it is done during the analysis, and they realise when the pdf is showing empty. Yes, I am not sure if MemoQ would give me a warning when a document is empty. But I think that see each document separately. So it says 10 documents, I can see that it giving me figures for 10 documents but yes, you could have a problem within a document. Images for instance, within a normal document, if it is an image with lots of languages, that it does not picked up in the analytical stage.

Fabien:
Do you know how if it would be possible to mitigate this issue between LSP and translators?

Dave:
But for me, if it is an image you just have to look, I mean if it is a word table or an Excel table. It gets picked up. If it is an image, if I normally have to open the word document but if it is 20 pages. Unfortunately I have to go quickly look at the 20 pages, looking at any tables or charts. I make sure, that it is not an image.
2. Do you know what CAT and TMS are and what are their purposes? If yes, which one do you use?

Fabien:
Ok, so let’s go to the second question. Do you know what CAT and TMS are? We have already started to talk about that before.

Dave:
Yes, I mean a TMS, it has been rather general. I must be honest. To me MemoQ is also a TMS a CAT tool. I have forgotten what it stands for, “Computer Aided Translation”. Not to be confused with MT this is Machine Translation. Many people get confused about that.

Fabien:
And TM, translation Memory

Dave:
Yes, a TM is separate but it is used within the system.

Fabien:
So basically a CAT is a Computer Aided Translation and its purpose is to facilitate the translation process by providing to the users analysis including repetitions, total words. It can also create translation memory to keep in the data base the previous translation assignments. So, the words that have already been translated do not need to be translated a second time.

Dave:
Well, it is about segments. This is that the segments that have been translated previously in theory should come up again and you can see what yourself or the previous translator has actually done. It also handles TBs, which is terminology bases; it helps the translator although some people are against it. The old school but most people accept it today.

Fabien:
Why is that?

Dave:
Well, it is true that for certain documents, you lose the “flow” because everything is broken down into segments, you tend to translate very segmentalised to compartment and you can lose a certain “flow”. But the only thing you can do at the end of the job is to get over that. I mean, I think it is just that people do not like computers. If I mean for catalogue workflow repetitive words like manuals and catalogues, I cannot imagine how you could do it without a CAT tool.
Fabien:
Yes, especially a website for instance. Because, let’s say that you have a word in the menu and this specific word could be translated in different way and this word in the menu will be found in different parts of the website, texts and so on. As a consequence, you can be confused if you translate the word in the menu in different way throughout the website. Because, basically the menu helps you to see where you are on the website, the menu is “the map” of the website, do you know what I mean?

Dave:
I am not quite sure actually, with a CAT tool you do not see the website. I think what you see is the preview of the pages. It is true that normally you translate a word the same way but strangely there are lots of examples where you do not, where it does not work because of the grammar or the words can have two different meanings in the texts. If you want an example and you might recognise this example. A job I did recently had “resistance” and at that time it was “electric resistance” and it had to be translated by “resistance” but other times it is actually “coil”. It was about electronic cigarette and in electronic cigarettes, an English person would never say the “resistance”, he would say the “coil”. So this word was very difficult in the translation because I had to look at the context and see which one should be the best translation. But normally yes, normally, in a document the word is translated the same way unless it becomes very repetitive and you just want to use synonyms to make it sounds more interesting. Also in marketing you would not use the same word every time.

Fabien:
The things with the CAT or the TMS when you are translating segments you can also see where these words or segments are occurring in the texts, in the projects, right?

Dave:
Yes, it is complicated, it is the “TM” that shows you that, what we have is the preview and normally we can see the document underneath. There are exceptions because some of them are very difficult documents like “XML” (Extensible Markup Language). There is no point to see in the context because within an XML document you have just “Tags”. You do not have images or anything, if it is a word document. It is very nice to see the document below the screen.

Fabien:
Ok so basically a CAT and a TMS are very essential when translators have to deal with big projects especially manuals and where there are lots of repetitions.

Dave:
Yes, for me, CAT is for the translator and TMS, otherwise it is an interface like you use it. There is no way for me to do project manager and it is very different software. It is the same software but all integrated. It is much more about sending out the job, seeing the progress of the job, assigning translators.
Fabien:
Yes facilitating the communication and the analysis for instance. Because when you allocate a job to two or three translators into the same project, it is easier to see how many words have been translated for each translator.

Dave:
If it is “Online” if you doing the translation “Online”, I think the project manager can just normally see in real-time the job progress. It is also true even if the TMS System, they can package the job and send it to the translator and the translator works on his computer and they do not have so much information.

Fabien:
Yes, it is also possible to integrate the clients instead of sending emails back and forwards between the translators, project managers and the clients, everyone, can get access to the same information at the same time. In that point, we can reduce the waste and we can improve the efficiency by having real-time information, don’t you think?

Dave:
Yes I do, except that I am not a project manager, I do not think about that but it is true, I mean. Obviously when the client sends the job, it goes into the TMS. But it is true, but I do not see that side of it very much. Because I am at the other end, you could say the agency in between and translator with this CAT tool. It is a kind of line and I am well end and the client is at the other end.

3. How do you proceed to analyse documents?

Fabien:
Ok, how do you proceed to analyse documents, we have already talked about these questions so it is basically at the beginning of the job but also it sometimes, it happens that we do a second analysis in the working process.

Dave:
Yes for many reasons, you said that you realise that you did not see something you have other problems normally when you do an analysis at the beginning. From your analysis, you work, you price and you estimate the time is going to take. There is no point to do another analysis at the end.

Fabien:
Yes but you know, sometimes the clients…

Dave: Oh yes!

Fabien:
You know what I mean, the client comes back one week or two weeks after the project started and he says:
“Oh, you know, I am sorry, I have forgotten but there are new texts. It is an update regarding the texts I sent to you two weeks ago. So he gently asks to take into account the new texts to basically delete everything we have done. But generally speaking the new texts are changing quantitatively and there are few changes qualitatively. In that sense, it changes the word count but it also changes the translation memory that is why it is sometimes necessary to proceed to a second analysis.

Dave:
It is called the mid-term project up-date and even though in theory I can handle it, it is not my favourite task. It is not easy. But in theory if you have the CAT tool, you can handle it.

Fabien:
But imagine with a CAT tool or TMS. Imagine how the difficulty it could be. Let’s say that you have texts where you do not really know the changes from the update. So you would have to basically start from the scratch.

Dave:
Yes, it would be difficult, it is true that in Microsoft Word, you have a document that you can compare with other documents and see the differences. There is a tool in Microsoft Word. So you can compare the source document, the old one and the new one and see the changes. But you have to kind of manually navigate to your translation and start making the changes while at the time. You will probably need two screens in front of you. My computer screen is big enough to show three documents at the same time. Yes, it would be very difficult I guess.

4. When you do an analysis, which elements are you taking into account?

1) New words
2) Repetitions
3) Total words
4) Fuzzy matches from 50% to 74%
5) Fuzzy matches from 75% to 84%
6) Fuzzy matches from 85% to 94%
7) Fuzzy matches from 95% to 99%
8) Perfect Match (100% matches)
9) Context Match (101% matches)

Fabien:
When you do an analysis, which elements are you taking into account, new words, repetitions, total words, fuzzy matches?

Dave:
All of that except as we have discussed about the “new words”… We speak about it sometimes. I will try to explain. In my opinion, there are no “new words”. How can I explain that? It is like you have two speeches and the speeches can be completely different. The two speakers they use the same words, I do not think in terms of words, I think in terms of segments: How similar a segment is. Even with Trados, it does not use “new words”. We spoke about that I am sure. But otherwise I agree with you. You have to analyse the number of words. You often do a “tag count” as well because some documents have a lot of tags even in the CAT tools. These contain information and “tags” can be very difficult. They do have to be handled. Agencies do not always accept that or like it. They just think they have to pay for 5,000 words because it is 5,000 words. But tags can be sometimes a big problem.

Fabien:
Why it can be a big problem?

Dave:
Well, I give you a very simple example, “tags” give you in the machine that these words is in bold, these phrases are in bold, these texts are in italics or these words are underlined and in certain languages, with the word order, is not the same. So you end up separating the words, now if you separate four words that were underlined you are going to create extra “tags” because as you have separated them into two blocks. One of the two blocks will both need tags. So you have to create the tags. That would be one example of “why tags can be difficult to handle” and even though if there are easy to handle, sometimes you just copy them with a click. If you have got 3,000 tags, it is 3,000 clicks and on a really big project, you can have 10,000 clicks. That is sound stupid but it takes time to click. You try to click on your mouse 10,000 times and see how long it takes.

Fabien:
But in this issue, do you think that a third party supplier can be involve in this project and create a filter in order to facilitate the job of the translator.

Dave:
I can create some filters myself. It is very complicated. It depends on the document but normally you need a tag as you know. Some tags you do not see are handled automatically and they do not appear on the screen because they are “vital tags” and are very special you must attach them but the tags that do appear have normally this informative information and you have to deal with them. I do not think that you can handle them automatically. If
you have 4 words which are in bold. The machine does not know how you translate them. It does not matter you want to separate them even though or when you are going to put a sentence. It cannot do it for you. You have to do the tags yourself.

Fabien:
It is a binary intelligence, I mean, a CAT.

Dave:
Yes I have never seen a software that can recognise a separated four words with tags and reproduce tags automatically and put them all automatically into the correct words in English. I have not seen that.

5. How do you deal with knowledge management?

Fabien:
Do you think that it is important that different translators and LSPs have different TMX and terminology base? When they do an analysis and they quote a job to the client, as a freelancer quotes a job to a LSP, there can be a distortion in the analysis because the TMX that you have in the data base is probably different that the one used by the LSP.

Dave:
No, I do not agree, sorry hang on. If the agency quotes the customer, the customer giving the work in the past, there is a TM, so the agency uses that TM to quote the price. Then, when they send me the job, they should send the same TM.

Fabien:
But if they do not have any TM and if you have worked with similar projects, let’s say electronic cigarette, you have worked for another company for the same language combination so you might have a better translation memory quality than the LSP.

Dave:
No, normally you try to keep the same TM if you have done the same job or similar job for the agency. Agency just sends the job, in theory you should have the same TM. If the agency uses the TM to quote a job normally they send the same TM. They are not going to say to me “give me a discount” because the matches are not sent in the TM. It would not make sense to me.

Fabien:
But for instance, an LSP can have a TM for a client and so they can quote the job. Reversely, the supplier, the translators can have a bigger TM than the LSP. It means that they have worked for similar projects.

Dave:
Ha ok! To apply it to another client… Well you get occasionally a project which is similar but honestly, I have never seen. I have never honestly used a TM for another client. Even though that it talks about the same subject, they tend to have different sentences and quoted sources and different information. I keep my TMs but I have never managed.

Fabien:
So basically, you keep the TM by client and by industry.

Dave:
By client and industry and by end-client. I know sometimes we call the “BIG TM” some translators users call it the Big TM and they just keep everything in one TM. I do not do that at all. I tend to have TM for each client and for each-end client and for each subject because you get better information from it and also because of confidentiality. If you start having a big TM and you do a job which is confidential, then late you may inadvertently give up some information but it is hard to imagine.

Fabien:
But it is also for the words, for the management because the bigger TM you have, the more complicated it is if you would like to translate texts because you have different word suggestions offered by the TMX, so it can be confusing.

Dave:
Yes, but you can limit that, at the end of the day. If my TM gives me a 90% hit and 85% hit and 20% hit. I am not even looking into the 20% hit. I mean you can also limit the numbers. The TM can be displayed on the screen but you can easily limit that. It would be a problem if I had four hits which are all 99% , then I have to compare them to see the literal differences each time and to decide which TM is the best. That would be a problem but it is very unusual you get four hits at 99%. Normally you get one bit which is almost perfect or 89% with 16% or 17%, you ignore the others.

B) Conversion phase

1. Can you explain to me why it is important to do a good conversion of documents and when it is necessary?

Fabien:
We have already started to talk about that but why is it important to do a good conversion of documents?

Dave:
Oh, well, hang on, which question was that?

Fabien: it is in the conversion phase

Dave:
Well, I said documents can be converted many times and in many ways during the translation processes but normally they can be handled in a CAT tool. There can be bad conversion; a filter for instance can have nasty consequences later on.

Fabien:
Can you elaborate about that?

Dave:
Well, I can give an example actually, a simple example is that, if you have a word document and in a word document, there are these hidden texts which actually you cannot see, believe or not. There are words, you cannot actually see hidden texts but the client does not want to translate it, it is hidden and forgotten. So, in your conversion when you load a document you told MemoQ to load the hidden texts and then you are going to translate it and you did mean to and there can be a lot of words you translated for nothing. This is one example. There are some conversions that going on as you know. As it goes through the process, it is a very big subject. A really bad conversion, I suppose means that the documents would not even display (in the CAT tool) or when the client gets it back, he cannot get it back into his system because something is going wrong with the tags or with the structure of the document

Fabien:
Yes, also for the translators, if you do a conversion of a PDF with an OCR, so you cannot even use your TMX because as we talked before about that. The CAT is a binary intelligence, so if the characters or if the format of the segments, whereas you have already translated these segments, if it is not proper converted in terms of characters, you will not be able to use your TMX.

Dave:
Yes, absolutely and it is very difficult to have an OCR and it scans the document, lots of these documents are not very clear anyway. There are often faxes, so they do not scan very well, so you get a lot of “junks” in the results. And if you would like to put that in the CAT tool before you even start you have to clearly up the “junks” and sometimes it can even be in the conversion of an apostrophe, it is really strange but if the apostrophe is a different style for the CAT tool, says it “curly” and my TM has a straight apostrophe. Sorry my TB, my terminology base, that is a completely different character and in MemoQ it is not handled very well so even the conversion of an apostrophe can be problematic.
Fabien:
Yes, it can be problematic for the client, for the LSP but also for the translators.

**Dave:**
Yes, you cannot search for a word, you search for it and you got a straight apostrophe or a curly apostrophe because the OCR says it was curly and in fact in your TB is straight. But MemoQ is very bad; we have been putting pressure on memoQ to correct this problem.

2. What is the use of OCR (Optical Character Recognition) and what does it entail for the translation?

Fabien:
Do you know what an OCR is, can you elaborate what is an OCR.

**Dave:**
Yes, basically, if you have an image with texts for human being it is very easy, you recognise the texts. It is just taking a photo of a billboard in a street, if you take a photo of a billboard. I can show it to you. You can read the advertisement on the billboard. Unfortunately as it is an image a CAT tool can’t, it is not text which it can handle. So the image has to be scanned and the scanner, it is a special scanner that tries to recognise the texts in an image and to reproduce the texts in a word document in a text document. That is an OCR (optical character recognition).

Fabien:
Do you use any filter, for instance when you have to translate an excel file which can be an extraction of a website. Sometimes, in the segments there are HTML tags. Do you use any filter in your CAT in order to convert automatically the HTML tags?

**Dave:**
There are filters but… It is very difficult, it is almost a black-box that the translators almost do not know what is going on but the CAT tools have the filters themselves and in theory they can do it, as it is so complicated we also have the possibility to configure the filters. Some of these are just choices that we make, the way the document is handled and some translators can more or less understand the choices they have to make but another occasion even if the filter which its choices, options is not enough. Then you have to go back to an expert, a programmer either at the agency or a consultant that you use yourself to get help.
Fabien:
So you mean that it is necessary to have a third party supplier?

Dave:
On really difficult jobs, most of the translators see if it has been loaded correctly, they realise they cannot do anything, it is a big problem and in theory, the agency would or the client they should do that but of course it is not always clear.

Fabien:
But it can have dramatic consequences, because if the translator is not able to manage that there can have consequences in terms of delays, price and working time for the translator because he would have to rewrite manually the text that contains HTML characters.

Dave:
Oh, well if you find yourself in such situation, excuse my language “you are fucked” no, it is really difficult. I mean, it is almost a black box for me. I mean I can handle it, you know I can do some of these things but I know when I cannot. In theory if everybody does his job, even if everybody does his job really well you can still have a problem because there are different system generating the files as you know and with different versions of HTML. It does not take very much to make things up. It can go wrong quite easily.

Fabien:
Yes, so the relationship between the clients, the project manager, the translator but also with a third party supplier is important.

Dave:
Oh yes, absolutely, I mean, there are some agencies that really just do not want to know. Everything is the translator’s problem which is sent to you: the word, the document. It is 5,000 words and if the translator has a problem, it is because the document has been badly prepared. They do not want to know. You cannot just deal with them because most of translators, they are just translators, they are not translators and programmers. So they can use, perhaps filters that are supplied, they can perhaps make one or two choices correctly but beyond that, it is a programming problem, it is not a translator problem.

Fabien:
Ok, when you are not able to translate schemas and tables directly in a source document what method do you prefer to proceed?

Dave:
This question would normally apply to Microsoft word and excel documents with embedded tables also images of course. We spoke about images. The method is largely imposed by the documents. For instance, that is what an excel graphic can normally be given captions embedded menus, drop-down menus. It can be changed using Microsoft word or excel. So if it is a table, I mean the CAT tool can extract texts from the table but they cannot
necessarily change the caption and changes the drop-down menus. You can do it in theory again, you can do that but you need a reasonable knowledge of Microsoft Word and Excel. At least of those tools in Excel, there is something in Excel. I have no idea how to do it because I have never used mathematical calculations. If you ask me to change the menu in an excel table, hopefully you should be able to do that.

Fabien:
Ok, so according to your knowledge and your experience how would you estimate the extra time it would take to manage conversion of an excel file containing alphanumeric characters (mistake, I meant digit characters). You know the issues we talked in the questions 3 before.

Dave:
Yes, could you quickly explain what the problem with alphabetic characters is... I did not understand that.

Fabien:
If you have HTML characters, so alphanumeric HTMLs or XML that are in the same segments of the sentence.

Dave:
Well, before we continue, alphanumeric characters, I think for most people means a letter or a number. It is not a tag but ok I understand the question. If I have tags in an Excel file... Oh god... Hehe... I would found Stanislav (a third party supplier, programmer). I know I can load it and I know that MemoQ can recognise HTML but I can create a filter and change it into tags and protect it. So I do not touch it. I know it is possible but it is not something I am doing every day. Normally when you get Excel file, you cross fingers and you soon get just text, if you start seeing HTML tags or any tags in the cells which is legitimate, there is a reason that happens, I have to seat down and remember the procedure. I probably check with a person I use very often would have a sort of "shit to deal with". It is very difficult.

Fabien:
So you can spend hours or days to deal with that if you are alone but if you have the help from a third party supplier like programmer you will be more efficient.

Dave:
Absolutely, I mean when I pay, according to Stanislav, when I pay him, I am normally very happy to pay him. Because even if I pay 50 € I probably save myself 500 € in time, I have done the job correctly, he is helping me immediately and he is one of these people I said for the interview not to you, I have said to you as well, he is one of the rare translator, top translator, because he is a top programmer as well. There is also a tool on the market that is called "Transtool" which handles Excel, I used it another today. I am not sure if does tag, it has other things. It selects cells and imposes the cells that unique into the CAT tool and it does it in few minutes and it reinserts the
translations. This sort of things that if I try to do manually would take ages and I probably make mistakes because you are tired and you are doing it at eleven thirty at night.

3. What is your approach when you have to deal with documents containing tags?

Fabien:
Ok, what I meant when I said alphanumeric characters, when you open an HTML file, you can properly see tags, right but then when you open a document of HTML characters in an excel file so it takes the format of alphanumeric characters like an @, a 0 or 1 a “,”, a “+” “-” so you might have all these alphanumeric characters that is what I meant.

Dave:
Well, honestly we can look at that another time. I do not think that alphanumeric is the right term because alpha is letter and numeric is number. I understand the question. Yes, in theory there are in brackets, the specials, what does it called, the squared brackets, they normally appear in “wallet brackets” it is called. All in the texts should be in brackets and if it is in the brackets, normally you can create a filter or you employ a filter which recognises the opening and the closing bracket and everything in between and turns into one units and protect it. That can be handled yes.

Fabien:
What is your approach when you have to deal with documents containing tags, basically, you have already answered to the question but what is the consequence in terms of the use of TMX or TB? Can it be catastrophic and dramatic it would seriously hamper the work.

Dave:
It can do, I mean. It is very complicated. When you translate and you record something to your TM. The tags are normally included in the information of the TM so if next time you get the same sentence without the same tag it would make a slight difference to the hit but not too much because if it within a tag, it is kind of ignore, not completely ignored but it is not the same as different words. The CAT tool is very clever and it understands if two sentences are exactly the same except one sentence has tags and one does not. It is going to say that they are almost the same.

C) Working Phase
1. Can you tell me what it entails to manage a translation project?

Fabien:
Now we starting the working phase, just a general question, can you tell me what it entails to manage the translation project, what is the consequence in terms of price, quality and delivery with the relationship with LSPs

Dave:
What it entails to manage a translation project... On a translator side, I suppose it means a good knowledge of the tools and the problems for the translation manager it is probably more a question of social skills, dealing with people and clients. I suppose it is very different between the translator and the project manager.

Fabien:
When you do a translation, what is the relationship with the LSP in terms of quality and delivery if for instance you deliver a job lately or if you expect to be overpaid during the translation because you expect as we talked about it before, that there are more words than when you did the analysis the first time or you find that during the job, it is more complicated than you expected. So during the working phase what it entails to manage a translation project.

Dave:
I mean you have agencies and said they do not care, you gave a price and they do not want to listen. And you have other agencies, they generally understand the problem, that's some of these problems come from the agency in the preparation of the document. So they expect to listen because you can have a problem later anyway. In terms of relationship, it can put pressure on the relationship. I try to avoid the agencies they do not want to listen. You know yourself, you have also agencies that want the lowest price and they quote the customer a low price and then they have the job and they try to impose a low price on the translator and they want quick delivery and a good quality and that just all these things together and it tends to all of these problems just make it impossible. At the beginning of my career, I had to deal with some of those agencies but over the years as I managed to get more work, I have managed to drop the worse agencies.

Fabien:
Yes, because the agencies they want a quick delivery, the lowest price, they want the highest quality from the translators.

Dave:
Yes, I do not know if that come from the clients, the end-client, I can imagine you know for example. If a client got a problem, suddenly it goes to the court the next day. He might want to letter for a judge and I can understand that later, it has to be tight very quickly. On the other hand, sometimes, some you get jobs in with really tight delivery and you see that the document was created two years ago and suddenly they want to translate it into two days, and you think, well it was translated two years ago. Could not they realise this document again? Could they have given to me a month, three month or a year ago? You wonder why it is so urgent and no times and money but with a limit.

Fabien:
Also the relationship between the translators and the agencies are sometimes fragile. Do you have any idea why?
**Dave:**
You say on the processes, yes for the translators. Yes obviously the number one thing is non-payment or late payment. From the translator side, translators tend to give a lower mark to agencies and agencies to translators. Of course, the other complains you see is a short delivery times but normally, it is a problem of price.

**Fabien:**
And quality also?

**Dave:**
They do not mention it so much on ProZ. It is very rare that the translators are going to say, “This client expects high quality” because they suggest that the translator could not provide it. I do not see that remark normally on ProZ.

**Fabien:**
ProZ, what is ProZ actually?

**Dave:**
Oh, ProZ is this one of the big site for translators and for agencies. I think you are on ProZ actually. Your company, they can send job to translators, they can choose the translators they propose the job to. They have what we call “the blue board” and in the blue board, it is when the translators get the agency points and the agency can do the same because they work for them, they can technically, make a comment about the translator. It is very complicate because of course you do not want to make too negative comments because you get criticised. You look like you always complaining. There are certain agencies that have been banned from ProZ, it is exceptional. Agencies are banned from ProZ because they use ProZ to give out work and they do not pay. Once you have the five or six translators that say, hey, I have not been paid and leave not a good reputation. ProZ would normally ban the agency.

**Fabien:**
It is also due to the low contact relationship? It is also maybe because the translator work from a remote place and they work as a freelancer. Maybe, it would be different if the translator would work “in house”. What do you think about it?

**Dave:**
It would probably worse for the translator because you be giving your employer a low mark on ProZ. I mean, working on ProZ, yes. There are certain things you can solve on face to face. Nowadays with Skype, we are on Skype at the moment, with the email. You know if it is a problem, I can take an image of the problem and can send an image and if it is really difficult we can go on Skype and you can normally solve the problem and look at it up together.
Fabien:
Also, some translators have the feeling that LSPs are price-maker, they tend to exploit the freelancers and kill the industry by imposing their price to the translators.

Dave:
Absolutely, we never all agree. I think on the client, you get realise which agencies are really bad because they always say we have a limited budget for this job. The funny thing is that you do not always know their profit margin. It might be that the end-client is very demanding and so the agency is making less money. And therefore the main reason there even you take the offer or you do not. But it is also possible to, I am sure it happened to some agencies, try to pay the lowest price to the translators and make the maximum of money themselves and it is very difficult because with all respect. If some project managers would take maybe a few hours to prepare the job. That can take weeks and weeks for the translator. I think that the agencies have more work that, they have might 50 jobs at the same time whereas a translator can any do one job. So, if you have a very low profit margin for a translator, he makes nothing whereas the agency can tolerate. The questions is how much an agency, a reasonable agency doing reasonable work, how much do they make on a job. Should I make 10% and give 90% to the translator? Because the translator probably spend 90% of the job time, you know if the job takes 7 days, my guess is that the agency is going to spend one hour or two negotiating, preparing the documents or they have their cost and the translators can spend 7 days on it. Should the agency make 50% of the total, of the price whereas the translator is using 90% of time spending on the job?

Fabien:
So basically, the relationship between LSP and freelancers are sometimes difficult or there are fragile

Dave:
Yes absolutely and you have a lots of translators as I said on ProZ, even if there are not on ProZ, they refuse my colleagues and said do not work with this agency. I am sure that some agencies say do not send any more work to this translator. Yes, that is gone on all the time.

Fabien:
So it can be very difficult for both translators and agencies because the agencies have also their challenges, you know they have to find translators very quickly. Very often the client expects to have a fast delivery and clients have needs to translate multilingual contents. Sometimes they need translations into 8 languages with different source languages and different target languages. So they can ask 15 languages with different terminology for a business sector. So basically, one project manager has to deal with 50 translators, so 50 suppliers in a very short period of time. He has to find price negotiation. He has to measure the responsiveness, the quality of freelancers.

Dave:
Absolutely, I do not see that so much because I am the translator but that is why the project managers need this TMS, MemoQ Server or Memsource.

Fabien:
They can control the workflow and facilitate the flow of information among the stakeholders to have instantaneous information.

Dave:
Absolutely, that is why some translators, that is why project managers, I realize that there are in tremendous pressure, not so much on price but on time and work-load. I will probably do that one day, that’s in the future, I am not sure if I am going to do it but I do give out work, I can have exchange work with other colleagues as you know it would be a little bit when I am busy and I have work and I do that without using that system because you just send that by email when I have the name of the client. But one Day I may actually use a TMS system, I do not know yet.

Fabien:
Yes, OK. We have made a big digression from the working phase, but all these issues are related to each other’s from the analysis phase and conversion phase because there are consequences in terms of relationship between the agencies, the translators regarding the word count, the conversion, the translation, which tools. All these issues are related.

Dave:
Oh yes, they all bear on the relationship

2. When you do not know how to translate a word or a phrase, how long do you spend, on average researching it?

1) Not applicable
2) Less than 5 minutes
3) Between 5 min to 15 min
4) Between 20 to 25 min
5) Between 25 to 30 min
6) More than 30 min

Fabien:
Let’s now focus on the next questions: when you do not know how to translate a word or a phrase, how long do you spend on average?
It depends. I try to find my answers... I said 5 to 15 but it can vary greatly. I hate spending time on it but of course if you are paid like 0,07€ per word. You spend 30 minutes on a word and you get for that particular word or a small phrase, you might be learning 10 centimes obviously it is very frustrating at the same time. Occasionally you can come across something that you do not understand. For me there are reasons, it can be an abbreviation and the person has used it without really thinking that the translator would never know this abbreviation. Not even in the future abbreviations or it got many meanings and in the abbreviation you look on the internet and it is about 20 meanings and you are not sure which one, even in the context and I said on average if I do not know a word or a phrase, I say it is 5 or 15 minutes. But sometimes, I ask on ProZ and just type the question and to explain the context and what you have already done and what you have not done to try to how it means into the word that's just typing the question can take 15 minutes. And looking at the answers and checking them.

Fabien:
And sometimes, it can be even more frustrating if you are working with a limited budget. So, you realise that your research to find a word or a phrase and you spend more time than you expected.

Date:
Of course yes, when you do your analysis at the beginning if it is 20,000 words, you cannot look at every single word in the document, you have a look at the document and if you see lots of strange abbreviations. A typical example which I did the other days which I do not like is medical English and I said to the agency: “hey I am not brilliant on medical English and I said help me” And there were a lot of strange abbreviations not even standard, maybe even standard for doctors but there are not standard abbreviation like “BEH” in Swedish. What is “BEH” is “behandling”, treatment. I spent ages to understand what “BEH” was and it was such a bloody simple word at the end. Next time, I know because I do not know much about medical English and it happened again I saw again and again and eventually I understood was it was.

Fabien:
Yes, it can also have an impact on the relationship between agencies and the translators.

Date:
Yes

Fabien:
If you work on a low-contact with a limited budget and a low support

Date:
Yes, if you work without support, it is terrible. I mean that you cannot just translate the document. There is no point in saying it is a brilliant translation and you are 100% sure. I mean, if you have no support and even if you have support from the agency. There are not the clients; they do not always know the answer to these questions. They have to go back to the client and if the project manager is very busy, of course he does want 10 questions but they have to, if they do not do it...
Fabien:
There are consequences on quality.

Dave:
Yes exactly,

Fabien:
Delivery as well.

Dave:
Yes, you can make the delivery late or if they insist to have a delivery you just have to guess what you think it might possibly means and you could be right or you could be wrong.

Fabien:
Let’s imagine you would have such issue for a project of million words with 100 000 new words and 1 million total words. It can be very challenging. In that sense, the stakeholders including freelancers, agencies, third party suppliers and clients have to work all together.

Dave:
Yes, I mean we speak about this late but the proofread can help this. That is a question that comes late.

Fabien:
I just point out the importance to work all together when you do not know for instance all the words or sentences how it is important to collaborate. You have different way to collaborate, you can send email back-and-forwards, and we can use a TMS to have integrated suppliers.

Dave:
Absolutely, send questions via the TMS, so they are allocated to the correct jobs and I suppose the client can see the questions, but the end-client are not always good on this because I suppose they think it is not their job they have been giving to the translators and they do not always understand that in certain context or certain word can be very problematic because it is badly written or very often it is ambiguous and which is normally languages but I speak English things like you said are highly ambiguous very much depending on the contexts. Certain files like Excel or presentation where a presentation is just three or four words which is just really served the speaker. It is a prompt and the speaker can put the Excel or the Powerpoint onto the shows and it comes across these three or four words and he does know what does it means and what he is going to speak about. But for the translator, two or four or three words can be very vague, what is behind it? What is about to say? But that is rather a special job, when you do a Powerpoint or a presentation; everything tends to be short of phrases.
3. When you do not know how to translate a word or a sentence, how do you proceed? Please, give an answer by order of importance from 1 to 9

1) Contacting other translators  
2) Finding an answer in a forum  
3) Asking to the ordering customer  
4) Finding in Translation Memory  
5) Searching on Google for references  
6) Searching documents related to the projects  
7) Searching contents directly on the website of the client  
8) Searching on dictionaries (ex: Linguee)  
9) Using a TB or a TMX

Fabien: 
Let’s go to the next questions. When you do not know how to translate a word, what do you do?

Dave:  
On question 3, I could not answer Fabien, the reason that you asked a question “yes” or “no”. “When do not know how to translate a word or phrase, I prefer to find the word immediately. Yes, I prefer to find a word immediately and you have “agree” or “disagree”. You see, it does not work because if say, “I disagree”, do I disagree to find a word immediately, or do I disagree to continue.

Fabien:  
No, it is because, you have the possibility to start the translation right otherwise you can do it later on. There are some advantages to do it right away or some disadvantages to do it later.

Dave:  
Exactly, I understand that, except that I did not answered the actual boxes but what I say in my answer, it is a choice because if you start and do not understand a lot of words and you continue to translate you tend to lose your conceptual understanding of the text. On the other hand, I know from experience that the word by occur again and again in a different context. So if I continue to translate I probably come across a word again and search for it immediately to see the words in different contexts. Sometimes if you continue to translate there is an explanation in the next sentence. So you do not need to spend 30 minutes trying to understand a word. In fact, the idea or the word itself is explained in a next sentence, so you want to do both, you want to understand the word immediately but if it is not possible, it is not the end of the word, if it is just one word, continue working and you probably understand it as you continue to read the document.

Fabien:
Yes, but for doing this it is only possible to this with a CAT or a TMS because otherwise, if you would have to do this manually, you would have to take a piece of paper and to write each word or sentence that you do not understand.

**Dave:**
Well, not necessarily, it depends, if it is not in a CAT tool, let's say that it is a Microsoft Word document, because everybody knows Microsoft Word, then you can just open the revision tool where you can highlight the words, you can make a comment and you can send the document back to the client. So it depends very much on the document.

**Fabien:**
Yes, but, sometimes you have a context for a word that you are searching and as you have said at the beginning of the interview, sometimes the words that you would like to translate will change according to another context, so it would not make sense to translate in such way but with a CAT you can see the how the words have been translated from different contexts.

**Dave:**
If you have a TM you can see previous translations, with a filter I can see, I can look for the same words in all the segments. If there is no TM, I will not see previous translation. I can see the words in different segments of the document which I can do in word as well. But I cannot see all in one word. You search, you search for the word and you see one context and you see the next context and so forth. In a CAT tool it would display 5 or 10 sentences at the same time. So you can see the word in its context and hopefully understand it.

**Fabien:**
What do you do when you do not know how to translate a word or a sentence?

**Dave:**
What question was that?

**Fabien:**
Question 4 (mistake, question 3)

**Dave:**
Well, what I said is that number 1 I normally look at in the translation memory because if you have a translation memory the result is displayed immediately so it would be stupid not to look in the translation memory first. I said in fact TM and TMX, I am going to say is the same thing here. Number 2… Hang on, let me just check what I have said. You did not put in the question possible answers, I could look at the TB, the terminology Base

**Fabien:**
Yes, I wrote it.
**Dave:**
Oh you did, sorry

**Fabien:**
TMX and Translation Memory is not EXACTLY the same, it is almost the same.

**Dave:**
Yes exactly

**Fabien:**
I will tell you why, but please go ahead

**Dave:**
Ok, I look in the TB and in fact if I got a good TB that I have used in the past, it will tell me immediately how the word has been translated in the past, then normally for me. Normally is number 2 is google or “Linguee “*(Dictionary)* which is virtually the same again because If I go on Google and words occur in Linguee I get hit from Linguee which is a very good terminology base. Number 3, normally for me is “translators”. I have a number of colleagues and we help each other. So, it is very easy to send an email. Number 4 is ProZ, the forum I use the ProZ forum. Number 5 is probably asking the customer or the agency to ask the customer, because you have no choices. Number 6, very difficult to go in that technically, “documents related to the project”. I can find documents in English and in French but what I want is bilingual documents and you do not normally find them on the Internet. I do have a system in MemoQ where I can put English document in French document and it tries to align the documents.

**Fabien:**
Yes, to create a new TMX

**Dave:**
Yes, it is alignment, but it is very complicate and it is all connect with TM because you create from alignment, you create a TM anyway. Number 7, for the same reason, I go to the website to see the language used in English. But If I translate from French to English, I can find the site in French, I do not have to find the same page, for the page has been translated. Because a lot of French website are not translated into English, so even if I found the word I am looking for, I am stuck on the word in French I go on to the site, I found the word in French, if the site has not been translated into English, it does not help me. I do not normally do searching contents directly on a website. If there are translations, in a good agency, if they have done translation in the past, they would give me the TM, so I do not need to look on the website to see how it was translated.

**Fabien:**
But sometimes not, they have the translation but they do not know about it.
Dave: It is the problem of the client, they change, the end-client. They change LSP and they are not up to date and not realize the task for the Translation Memory. Some translators try to provide or they do not provide it. I provide the TMs, so if the client wants to change, they can change it. They have the TM.

Fabien:
This problem also occur when an LSP work with different translators using CAT instead of integrating them in a TMS, they have different TMX and so the merged of different TMX coming from different CAT can create a trouble because different CAT have different way to segment phrases.

Dave:
Well, the problem is minor, I do agree with you, yes the document might have been segmented differently but all the CAT tools can produce a TMX. A TMX is really standard and you can use it. It is true that you can have very technical problems as we said before, if a translator uses an apostrophe which is curly and another one use a straight apostrophe. Then for the TMX is a different character, so you can get slightly different hits, fuzzy hits. Basically, TMX is standard and it means that it does not matter which CAT tool has been used. If I send you a TMX, in theory you can use it.

Fabien:
You have your translation memory but when I said TMX, it is translation memory exchanged. So it means that it is a translation memory coming from another CAT.

Dave:
Exactly, that’s what I normally send to the agencies. It is true that if I send a job to an agency, if I have done the job in MemoQ and they got memoQ, they can produce it themselves. They can just reload the job. But if I send it to a Trados customer, I would probably send it in TMX form.

4. Do you think that doing translation in a team can improve the results of the translation?

Fabien:
Let’s go now to the next questions, do you think that doing translation in a team can improve the results of the translation?

Dave:
Yes, but it has to be well coordinated and preferable an online project otherwise it can rapidly become chaotic and conflictual.

Fabien:
What do you mean? Can you elaborate it?
Dave:  
Yes, chaotic because if you work on the same project but you have no contact with the other translators. If one is doing their own things in their own corner, you looking at the same words again and again and you can get different results: “unemployment benefit”, “unemployment compensation” you can use different terminology so working in a team means that the translators have to be in contact and anyway to be in contact in real time, virtually in real time. It means the project is online which at least I can see the TM, the entries from the other translators. Confictual because you dealing with a lot of people, you want to translate something one way, they want to translate in a different way. Who is right, who is wrong? Who is making the final decision? We should work together but you have to be very careful.

Fabien:  
Also for pricing the project for each translator, when you divide a project, you have cross-filed repetitions. Throughout the project, the TMX becomes bigger and so other translators will get the benefit of the translation memory more than other translators. Do you know what I mean?

Dave:  
No

Fabien:  
If you divide a project, you get 2 or 3 parts, you have at the very beginning the same amount repetitions, but throughout the project, then you start to share the translation memory and some parts of the project will have an increase of the repetitions. Do you know what I mean?

Dave:  
Oh yes, it is very complicated, I do actually. You have repetitions in a document and some of the repetitions is one document so one translator who get that document. I do not normally deal with that, because as I said before, I am not a project manager.

Fabien:  
Also, something that I can see sometimes, there are suppliers that complain and say, “You have divided the job in 3, we have just finished the job and in the translation memory, I can see that the other parts that the translator has translated contain more repetitions in my project and we are thus differently paid”.

Dave:  
I suppose that the project manager, when he sends the job, does an analysis and if it is going to be divided between 3 translators. I suppose he could redo another analysis of the 3 jobs separately and see the amount of repetitions in each job that he sending to the translators. But, I had never had to deal with that because even if I give out work, it is never to that extent. I give out a job to 3 colleagues at the same time.
Fabien:
Again, we start from the same issue when we do not have the same CAT. We do not use the same system to do the analysis or to do the translation or some people can spend more time doing a translation than the others and can feel an unfair situation. In that sense, it can mitigate the relationship. So, it can be an advantage but again the translators and the project managers have to work altogether during the translation process.

Dave:
Yes it is just to say, we are going to proofread, but it is very strange. The difference in the two words, reviewers and proofreaders because they all do the same job. It is can of suggestive that a proofreader check and make suggestions and the translators translate it in the side and the reviewer is almost “superior”. He is the final one who is deciding. I think that’s the project manager. If it is an online project, he has to say who is making the final decision. But normally in the CAT tool, it is the reviewer. It is a hierarchy.

Fabien:
Yes, I think it is about people, relationship, chemistry, it is about also skills. We can have a difference of skills between the proofreader and the translators. It is also about chemistry, because as you said some people prefer translate word or sentence in a certain way and some others prefer to translate in a different way. So as you said, they need to be in good relationship to accept the different opinions and the different way for doing translation.

Dave:
Absolutely, that is why sometimes it is better to have a reviewer that might make the final decision. Instead of getting all of these emails going backs and forwards

Fabien:
Do you know that for instance that with a TMS you can create a translation memory at the very beginning of the project and throughout the project; the translation memory is automatically nourished. People can see the translation memory growing and they can provide suggestions.

Dave:
Yes absolutely, that is what I said to you when you translate “online”. Because “online” means the TM is online, you do not actually see the other person’s document but you see the segments they have translated so if you have a segment which is difficult you look up a keyword and you see how that key word was translated.

Fabien:
Do you have any idea how to maintain a regular workflow between translators and LSPs. We have this issue that it can take time for an LSP to source new freelancers for a specific job whereas the pool of current freelancers would not be used by lack specificity for the competences. What does it entail for the relationship? For instance, you are not acquainted with
the medical terminology. So, every time you have new assignment, you need a new translator and sometimes as we discussed before, the relationship between the translators and LSP is fragile. So you continuously need to source new freelancers or at least to maintain a regular workflow between freelancers and LSPs. What do you think about it?

Dave:
I was not sure at the beginning about the question, what I said is slightly different. I thought you mean to give regular work.

Fabien:
A regular workflow also means a good relationship between translators and LSPs

Dave:
I am not sure about this question, all I said is slightly different. I said I thought that the workflow depends on the amount of demand

Fabien:
Yes

Dave:
But what I said is that I criticised agencies for example, some agencies have a “first-come, first-served” system.

Fabien:
Yes, it is a part of the answer.

Dave:
And that’s terrible because it means that some translators they seem to spend all their time just waiting for the job to come. An email, occasionally I go into my emails maybe every 20 to 30 minutes and I see an email that was sent literally 2 minutes ago, there is some work and I applied for it and I see if the job is still available on the server but it is gone and I think that the agency there. Even if it is not much work, they should be careful to give a bit of work as much as they can to the regular translators and to share it. Not to give to all to one person and in that way I saw regular workflow, I did not quite understand the question perhaps.

Fabien:
It is good that we gone through this question, because you could know more from the agency side. Actually LSPs have to deal with assignment including many languages combinations for the same project. The projects contain different files, source texts are different for each file, understand that you need to answer to the client quickly. Let’s say that you have an assignment and you wait 24 hours and assume that the translator rejects the offer, you could spend two days.
Dave:
Ok, I do agree, you cannot wait 24 hours

Fabien:
That is the reason why you need a continual sourcing management; you have to source all the time for new translators, all the time. You need to ask translators to be responsive.

Dave:
It is difficult, because for me. I agree you cannot wait 24 hours. But the thing is that with no answer you cannot work without a secretary. We are kind of frightened sometimes to go out. We go out for one hour to do some shopping or to go to the doctor and then you see you have missed a job of 16 000 words because you did not apply, you did not answer, and it was only one hour ago and you have lost it and you feel very pissed-off. Of course, I understand, you cannot wait 24 hours to get a rejection. It is very difficult I suppose for the project manager. Perhaps, you can phone and see. And then if I got to see the emails looking for job, then I cannot work. I cannot concentrate. I have to give myself 30 minutes and work on a document, I am a bit tired, I stop for 2 minutes, I have a quick coffee and I want to go to my email and I go back but to give an answering. It is annoying when you lose a job and you have answered a couple of minutes after. You know you have done a good work before and it is appreciated. And there is no way they wait 20 minutes… But I take your point.

Fabien:
So, the point is that trust is very important in the relationship between customer and supplier in order to ensure a continual regular workflow between translators and LSP. Maybe trust and relationship is important.

Dave:
Hmm, yes. It is bad if you are unemployed and you are own employee, you are a freelancer. On the one hand, they can drop you quite easily and on the other hand you can say what you want, if you are ready to lose the agency, if you are unhappy, you can say, “I am going”. I am not sure if it is about trust, I am must be honest. It is a kind of balance of power.

Fabien:
If the translator is willing to work with an LSP (agency), you know that no matter what, the agency will come back to provide an assignment to this translator. A translator knows that an assignment is specifically assigned to him or to her. With trust, we can reduce problems of translators, you know checking their emails very often, they do not have to be concern if they are going to keep their job or not, because they know that agencies will provide a job and assign a job. A translation agency knows that freelancers will accept a job and will not decline after 24 hours, in my view it is about trust and relationship.
Dave:
Yes, I agree that I cannot imagine, I have declined jobs after 24 hours, I am not stupid. I check my email every 30 minutes, if it is a server system. I normally go to the server every hour. I am not going to wait 24 hours to say “no” to a job, because I can understand that is very frustrating for the project manager. But I often say “no” simply because you can only do one job a time, more or less or even if you take two jobs on the same day you cannot do them simultaneously, so sometimes agencies are disappointed because you say no, and they say “oh you have done it before. You know the language”… What can I do? I promised to deliver in three day-time and still have 7 000 words to do, I just cannot do it.

Fabien:
For instance, how could you decline a job for an agency where you provided a good job the last days and you accept the job for another agency so you know that you get the risk to…

Dave:
Yes, because you never know when the jobs are coming. The agency told you three weeks in advance: “there is a job coming, I book the time, there is no problem, but they do not. As you said yourself, they have these messages in their systems. That is a big mistake and therefore you cannot wait for the agency because you could wait 4 days.

Fabien:
Yes, exactly so it is about trust. If you know that the agency provide you jobs on a regular basis, you have job every day, so you have more trust and because you have more trust you are more inclined to accept jobs and translation agency has more trust that you will accept the job and because of it they will assign the job to you.

Dave:
I must be honest, I have few regular clients that provide me with work every day, I am not sure I could do that. Sometimes the jobs can take a month when they do give me the work. But the problem is that you can wait a month to get it. I cannot wait a month, I have to take, something else if it a good client. I mean, I know give my TMX as I said before, so I can say to that client, now you’ve got the TMX, I proofread it, if you want, I can do that for 3 days’ time, give it to another translator, but I cannot take the job, if I have promised to do something for someone else. I think, what you are talking about is almost like a retainer, but I have no clients that pay me a retainer, I think in that moment I am a translator and you are an employee. Hey fab, you going to pay me a retainer…

Fabien:
Yes, it is about trust, relationship but the problem also is that there is so much complexity, you are specialising into specific business sector, and you cannot translate all kind of documents.

Dave:
Of course not, yes.
Fabien:
That is the reason why you do not have assignment for a long period of time

Dave:
That's normal yes

D) Lead time and adjustment

1. Can you explain to me the relation between the time to deliver a translation and its quality/price. Moreover, what does it entail regarding the relationship between LSPs and freelancers?

Fabien:
That is the reason why you have to accept job offers from other translation agencies and that is why it is complicated. Hence, more trust we have, the more responsiveness and quality and delivery job you have. That is my assumption. Now, let’s go to the next question, we are talking for more than 1 hour and 30 minutes, we should go ahead to the next question… What are the main criteria selections for an LSP to source a translator for you? Do you think that is reliability, availability, negotiation?

Dave:
You have some agencies, they are just price, the really cheap agencies in India or wherever… And their only criterion seems to be price. Delivery as you said, often the client wants the translation quickly, so delivery seems to be a major issue, quality of course is important but it tends to come when you got the job; if the client is not happy in terms of quality and looking the things again, they all say they want quality but of course low price, quick delivery rends again, it is contradictory to quality.

Fabien:
Yes, it is contradictory to quality and also in terms of relationship.

Dave: Oh yes, the worse scenario, law price, quick delivery and top quality

Fabien:
OK, let’s go the question number 2: Lead-time and adjustment. We have already answered to the first question. How would count time you send on a translation.

Dave:
Well, it is in the analysis as you said before, it is word count, homogeneity, repetitions within the documents, it is how much percentage hit from my TMX, if I have a TMX or if you provide a TMX, how many are the words in
my terminology Base, you look at the difficulty of the documents. All those things and you try to work out the time you think the job would take.

2. How do you deal with your TMX and TB to make them more efficient for future assignments?

Fabien:
We have already covered the next questions. Question number 3, 4, 5. Also for price, section 2. What is the consequence in terms of price offered? We have talked about that, sometimes freelancers think that LSPs are price makers and have a bad opinion regarding LSPs, price is too low. Freelancers can be discouraged and provide a low quality job as a consequence… We have already talked about that.
But from your point of view, how do you price a project?

Dave:
On the things you just said, it is the repetitions, the TMX, I look at the document and see the difficulty. It is true that in the industry. Agencies pay less than end-clients. Translators, I think most translators would prefer and do prefer to work with an end-client but they cannot afford that for different reasons. Because agencies have bigger projects, better websites, sometimes jobs are multilingual and translators cannot do it. I have my end-clients and I do not think that I am profiting from them but they probably pay a price. They pay me more than an agency would, probably less than agency would charge them. So I tend to make more money on that job.

Fabien:
Yes but you have fewer assignments from them.

Dave:
Absolutely, you have to be with a paid client is difficult because you need a good website, you need to some of the marketing yourself.

3. What do you think about the current TMS offered by GSVs and the future ones that are in development?

Fabien:
For the question three, we have already answered to this question. LSPs and freelancers can reduce their costs while increasing cost? I mean, through CAT and a good management of TMX (Translation Memory eXchanged) as well as a good TMS (Translation Management System), we can actually cut waste by having both customers and suppliers into the same system, we can reduce back and forward email exchanged.
**Dave:**
If I have a TMX, I do not increase my price but reduce the price, the agencies pay less money for 90% hit (Fuzzy Matches)

**Fabien:**
Let's say that you work for an end-client, it is different. The client can have a new project, because of the new words. You are going to spend less time into the project because of repetitions. So it is all about word count, price that you set for new word count or for the total word count.

**Dave:**
Hmm, I am not sure. I do not increase the price. What I actually do if I have good knowledge of my CAT tool, I reduce the time when I work on a job. What I have noticed is that I do not care if paid less because it is a 90% HIT (Fuzzy Matches) because I can do more work in an hour. So it is not actually the price which goes down, because the segment is worth less. You know the discount that you give. What improves is time I spend on a job. I spend less time on a job, so I can do more work, it is not the price which goes down for me and it is time spent on a job.

**Nb: the section 2 (Price/cost has already been discussed during the section 1 and 2)**

**Section 3 - Quality**
1. Can you explain to me why it is important to deliver a good quality job in terms of relationship between LSPs and freelancers?

**Fabien:**
We are now starting section 3: Quality. Can you explain to me why it is important to deliver good quality job in terms of relationship between LSPs and freelancers?

**Dave:**
Well, as I said for me it is my reputation, if the quality is bad and I have been well paid for the job and you have time to do. It is about future work; it is about my Anglo-Saxon mentality. It is almost a question of mentality. There is a great difference between my Swedish agencies and my French agencies. There is no doubt about it and the whole thing about mentality and work ethic.

**Fabien:**
Interesting, what I have you noticed? We are doing a digression but it can be interesting to hear more about it.
**Dave:**
In general, the Germanic work, I think, is much more serious, it is just different. As I said before, most of my work is Swedish, the difference between the Scandinavian economies. How it is producing work and how the French sector is pretty much dead. It is completely different. Can I say one thing? I wanted to say… This is terrible, the translator does the job and the agency asks for proofreading gives you 2 days, that’s kind of agencies that did not understood anything because the proofreading should be all the time helping, seeing a problem early on, giving feedback. It is one of the rare occasion when you can do something more quickly for the end-client because the translator has already started his job and you can actually delivery something which is better quality and agencies have not understood that, you can still get the job back from the translator and they look for a proofreader you’ve got 2 days to do it. Whereas it is right or wrong, he is going to make a number of suggestions and the agencies say, “Hey can you look all of this again?” And he goes back and forwards and it takes time.

**Fabien:**
Yes, and there is also a consequence in terms of delivery and quality.

**Dave:**
Absolutely, proofreading should be used during the job and not just after the job.

**Fabien:**
Do you mean in supply chain?

**Dave:**
Yes, in a CAT tool, if it is online. You know with Memsource, the proofreaders can look at it and start commenting and changing stuffs immediately and the translators see the changes, ok it is correct. I use that terminology, it is the same but I use this terminology and he uses it into the document. He does not have to go back and correct it later 300 times. And if he starts, he can ask the translator “can you look at it for me, do not translate it and the proofreading goes online and does a bit of research. It is much better.

**Fabien:**
I do agree. OK, I think that we have covered all the questions whereas we went through them in different orders. I think we have covered all of them. Do you have any suggestions? Do you have any comments regarding this interview?

**Dave:**
*Question 5, why do translators proofread their work? The answer is that we are only human and shit happens, it is true (haha). Sometimes you are doing a document really late at night and even if you are doing automatically, you make a wrong click, and all hell can break loose. You changed something that has not changed and it is not easy to change it back. Hmm, well thanks very much.*
Fabien:
I hope that you got some feedbacks or different point of view from the way how we work from LSP.

Dave:
Yes, thank you very much.

Appendix VII: Transcription (respondent 2)

Semi-structured interview with Bram

(First part)

Fabien:
Hello Bram! I am student at CBS (Copenhagen Business School). I am doing a research for my thesis to find the benefit of Computer Aided Translation Tools and Translation Management Systems for dealing with translation of multilingual contents. So, this interview will take between 30 minutes and will be a semi-structure interview. It means that we will go through rigorous questions but we will also have an open discussion in order to enlarge the subjects and find more knowledge on the translation processes. Remember that for each question, we need an explanation and elaborated answers. Can you please present yourself, your background and why is that relevant that I am doing this interview with you?

Bram:
Well, my name is Bram Poldervaart and I do translate from French, German and English into Dutch, mainly technical fields and IT. I have studied French at the University and a couple of years I specialised in translation. I started to do translation when I was living in France because I was far away and it was difficult to meet people and find job. So, the very good thing about translation is that you can do it online and you can live wherever you want.

Fabien:
Ok, what about your education? Do you have any diploma in translation?

Bram:
I do not have a diploma in translation but I have done specialisation at the University of Amsterdam for 2 years and then I quitted it.

Fabien:
You are also a certified translator, right?
Bram:
Yes, I work for tribunals in Rotterdam because I studied French; I have a degree in French. A master degree and because of all my experience I was admitted as a certified translator.

Fabien:
Yes, certified translator or sworn translator, it means that you can put stamps on documents to make them useable for legal purposes.

Bram:
Yes, exactly but only for French, French into Dutch and Dutch into French because as I said I have studied French in academic level and I have a degree for that.

Fabien:
How many years of experience do you have in translation?

Bram:
Well, I have been translating for more than 10 years, nearly 15 years at a full time level. I have been doing translation as well when I was much younger when I just got my degree but then I quitted I was under medication, I took it up 14 years ago.

A) Analysis phase
1. What does document analysis entail in the translation process? Why is it important to do a good analysis?

Fabien:
Ok, let’s start with the first question, in your perspective, what document analysis entails into the translation process?

Bram:
Well, for me it is very important to know how many words and how fuzzy matches are in the documents. Hence, I can base my price on that. It is very important; I always start with the analysis of the document.

Fabien:
Why is it so important in terms of quality, in terms of price or delivery? Let’s say for instance that you are doing a wrong analysis, what could be the consequence of quality, price or delivery?

Bram:
It does not have any consequence for the quality but it has for the price of course, because I base my price on the analysis; on the number of new words, on the number of fuzzy matches, and it also means a certain time. So if I
make a wrong analysis, it means that the price is not going to be right and also it might take me much more time than I have thought beforehand. So, it is very important to do a correct analysis.

Fabien:
Yes, because you can have a delay in delivery if you count 5,000 words and there are actually 10,000 words.

Bram:
Yes, exactly. It can cause a big problem in terms of delay and the quality of course.

Fabien:
Yes, let’s you have counted 5,000 words, your planning is different, you said that you would do the translation assignment in 1 week but actually there more words so you have to accelerate the translation process and there will be consequences in terms of quality.

Bram:
Yes, that is true and if there is a big difference it can cause a problem then as a consequence. I work more to observe the deadline and I would have to work during the evening and the week-end. At any time I would need the translation agency, it is going to take me much longer if there is a mistake so I always tell them straightaway, they know what is going on…Maybe, sometime, I can have a longer delay

Fabien:
Do you know what are CAT and TMS and their purposes? If the answer is yes, which one do you use?

Bram:
Well, I do not know much about TMS, but I know what a CAT tool is as I work with it all the time. It is very useful and it accelerates a lot the translation process. It helps me so much to look at words because I have my own translation memory and I can also check consistency, it helps me a lot with that because you know you had maybe translated something beforehand. The layout is maintain, it is so much more easy because when I started at the beginning I did not use a CAT tool and sometimes worked directly into the paper, it was not so much used. Sometimes, you forget words or the overall sentences, so a CAT tool is very important for the accuracy as well.

Fabien:
Yes, because you can translate a word in different ways so in a document of 300 words is not a problem but starting dealing with a project of more than 5,000 words, if you translate words differently throughout the document, there is an inconsistency. That is why it is important to use a CAT because this software can remember in the data base, the words that you have previously
translated and you can use them throughout the translation project and for future assignments, isn’t it?

*Bram:* 
Yes, because you can make a translation memory for certain clients and so when a client comes back, you can use the same translation memory and you remember how you have translated certain terms before and you can translate exactly the same way. So there is no problem with consistency. There are sometimes minor problems; several translators put their TM together and you get inconsistency in the TM. I have found that quite often. It creates problems.

*Fabien:* 
That’s correct I think. So basically, the problem that you try to highlight is that when different translators are working in the same projects, they have their own TM (Translation Memory) and they can use a word to translate but it creates differences, a distortion between how the other translators have translated the content. Hence, you can have a mix of different suggestions in the TM (Translation Memory) if you merge all the TMX of the translators.

*Bram:* 
Yes exactly, that is always a problem when you work with several translators into the same project. You have to be very careful how to use the same terms, discuss with each other all the time about the important terms it could go wrong at that point with other translators.

*Fabien:* 
But how do you communicate regarding this issue with other translators? Do you communicate by email? What do you do?

*Bram:* 
I prefer to communicate by Skype because it is much quicker. You need to have Skype open and when I find important terms I say “I have translated these terms like this way, what is your suggestion, etc.?” Also at the end, when we have to merge our work altogether and there is someone doing the review or the proofreading, you can also check it and see if things have gone wrong. Then I discuss, for instance if I am the proofreader, I discuss with the other translators and say “Could we translate it like this?” Sometimes, I find my own solutions better, sometimes the one or the other translators. I normally proceed via Skype because it is faster than by email.

*Fabien:* 
Ok but how do you deal with a project, let’s say 50,000 words and you have specific words? When you have a terminology that is very specific for the company, would it be complicate to communicate by email for each word and to make sure that in your own project you have a consistency with all the other translators.
Bram: You mean if you work on a big project and there are a lot of specific terms…

Fabien: Yes, you have your own way to translate the words while the other translators have theirs. So if you communicate by email to homogenise the terminology, it would be complicate because in a project of 50 000 words you have probably, let’s say 100 words or 500 words that are specific and throughout the translation project for each translator, it can be complicated.

Bram: Then, you have to make a list, for example in Excel you make a list with different term possibilities. Moreover, it is also up to the client to decide sometimes

Fabien: But would you agree that in this case there would be a lot of back and forward emails between translators and the project managers when for instance we need to ask to the client the approval of the terminology used by the translators.

Bram: Often what I found is that the client, if it is a big project, they have their preferred terminology and I really like when they provide a list of terms they use. It helps a lot.

Fabien: But there would be a lot of back and forward emails.

Bram: Yes, it is a lot of work when it is big project and in that case it is better to use an Excel sheet to put all the terms you doubt about.

2. Do you know what is a CAT and a TMS and what are their purpose? If yes, which one do you use?

Fabien: Have you heard about Translation Management System? Do you know what is it about?

Bram: No, I do not know much about that.
Fabien:
It is an ERP (Enterprise Resource Planning) it is a system where we can integrate all the stakeholders involved in the translation project including translators, project managers, clients but also third party suppliers. Moreover, this ERP can also integrate CAT tools. Basically, a project manager can manage the project and see the progress of each file translated, he can do the word count for each translator, but the client can automatically review the translation (ongoing). Do you think that it would be relevant to integrate all the stakeholders into the same system to better communicate? Whereas you have never used this thing, do you think it can be useful?

Bram:
Yes, I think that it would be helpful, but now you explained, I did not know how it was called but I have worked in such TMS (Translation Management System).

Fabien:
Like Memsource?

Bram:
Yes!

Fabien:
Ok, so you have worked with Memsource?

Bram:
Yes, and actually in many cases it worked well but also there were sometimes problems. You have the agency that has to talk to the client and there are a lot of people discussing together making also more complicated sometimes. It has some advantages. For me anyway, because as a translator you have much more responsibilities, if you work together like this… Well, there is normally a person from the agency that should take the responsibility.

Fabien:
Yes, a Project Manager… But then you reduce time sending emails. You can lose emails or messages you sent to translators. I think that it is more synthetic in a TMS. If you send an email all the times, “Ok I have this issue with terminology” whereas you create an Excel file, it is a lot of work to apply all these changes that you have suggested in the Excel file to the overall project because everyone has to do it manually. But with a TMS, you can just hit a button and select all the files at the same time and do a change in one click with filters. It does changes with all the files shared by all the translators. Also, you can leave a comment on segments and you can use a filter to see where you have messages on each segment so you can handle all issues that you have encountered at the same time.
3. How do you proceed to analyse documents?

Fabien:
How do you proceed to analyse documents?

Bram:
Well, I use my CAT tool. It has a way to do it and then I send the analysis to the project managers. Because, sometimes they ask what price I charge so I always base it on the analysis but sometimes project managers make the analysis already but I always make my analysis anyway to check if it the same.

Fabien:
Have you ever experience when starting a project is based on the analysis of a project manager and from your CAT tool you realise that there are more words or fewer words.

Bram:
Yes, I have experienced that

Fabien: Have you experienced that very often? How do you deal with it?

Bram:
I have not experienced it very often. Well, normally, you should do it beforehand and check why this difference is. It happened to me, I started the translation and I realise that the word count was totally different; it took me much more time. I have learnt from that, you should always check beforehand that your analysis should be the same. Even, if there is a difference, why there is a difference, I think. It is very important. You’ll get into big problem if you don’t, if there is a big difference. It gives you problems.

Fabien:
What could be the consequences in terms of relationship between an agency and the translators?

Bram:
It is stressful for everybody, I think. It might have a bad consequence on the relationship with the project manager. Therefore it is better to do it beforehand. Sometimes you just start. You think, it’s going to be ok. I have learned that next time I will always check beforehand that the analysis should be the same and even if there is a difference. Why is there a difference? A difference could be the result of using different CAT tools for example. I have realised that the project differences had something to do with the segmentations of the file in the CAT tool.
Fabien: So, it can hamper the progress of the translation project. Because you can realise that you have more work to do or you realise that there are special characters with HTML or XML in an Excel file for instance. Filters in CAT tools have not been prepared to recognise special characters. It could have consequences in terms of quality, relationship with the translation agency. So it can be complicated.

Bram:
Yes, I think that it is very important to find out why there is a difference.

4. When you do an analysis, which elements are you taking into account?
1) New words
2) Repetitions
3) Total words
4) Fuzzy matches from 50% to 74%
5) Fuzzy matches from 75% to 84%
6) Fuzzy matches from 85% to 94%
7) Fuzzy matches from 95% to 99%
8) Perfect Match (100% matches)
9) Context Match (101% matches)

Fabien:
Question 4, when you do an analysis, which element are you taking into account, the new words, the repetitions, total words and fuzzy matches.

Bram:
I take all into account but I have different rates for new words and Fuzzy matches. Context Matches (Repetitions) you do not count anything from it because that’s you don’t do any work on it. But fuzzy matches yes. I have found that sometimes, it is not so different if it is 50% or 49%. It could be the same work. Some agencies have different rates for all of them for 50 to 74 and 75 to 84 etc… But I found lot of the time that any fuzzy match takes time, it takes more time. New word, fuzzy matches, repetitions. I base my price on it and then of course I base my price on the size of the project because if you have a bigger project, you get into it and you work much faster than if it is a small project.

5. How do you deal with knowledge management?

Fabien:
How do you deal with knowledge management? When you have finished a project, do you store your translation memory, your terminology base? How do you deal with that?
Bram:
What I do is that I keep a special TM (Translation Memory) for special projects so, I know that there are all separated. I also have a TM that englobes everything for the same language pair.

Fabien:
You mean that you have a BIG TM?

Bram:
Yes, I use it sometimes, because I can see I have translated something for another client and I found a term already but it is not in the translation memory for this specific project. It helps also to work faster, yes. But I do not deal very much with terminology Base, to tell you the true.

Fabien: Why is that?

Bram:
Because I find it a lot of work to put everything in the term base, it takes too much time. It works perfectly well just with the TM for me. I can find my things in there. It is about Knowledge Management.

B) Conversion Phase

1. Can you explain to me why it is important to do a good conversion of documents and when it is necessary?

Fabien:
Now, let’s go to the conversion phase. Can you explain to me why it is important to do a good conversion of documents and when necessary?

Bram:
I am not sure if I understand this question… You mean by converting via a CAT tool into different files?

Fabien:
Yes, sometimes you have kind of documents that have images, pictures, so they cannot be recognised by the CAT tool.

Bram:
No exactly!

2. What is the use of OCR (Optical Character Recognition) and what does it entail for the translation?
Fabien:
So you cannot work properly with these documents, so sometimes you have to convert them with an OCR (Optical Character Recognition)

Bram:
Oh yes! I do that sometimes, I do that. I am scanning the document sometimes and convert it via an OCR.

Fabien:
As a Sworn Translator, I think or I assume that you have a lot of scan documents because people scan their id cards, their diplomas, their birth certificates and these documents are generally not created from a Microsoft Word. There are hard-copies scanned and they are converted into a pdf and when you want to translate these documents by using your CAT tool, it is sometimes difficult. That's why you have to convert them. What does it entail in terms of translation process?

Bram: Well, you have to use an OCR to convert it. And then you have to compare all the time with the original document. Because the order changes sometimes (sentences or characters, it is not 100% accurate), many things change, it is never perfect. It gives you a lot of extra words because you have to compare with the original PDF for example.

3. What is your approach when you have to deal with documents containing tags?

Fabien:
According to your knowledge and experience, how would you estimate the extra time it would take if you do a conversion of an Excel file containing special characters like HTML, XML. Let's say that you have started to work on a project which did not contained special characters including HTML or XML and then suddenly you get the same project so in the meantime you have generated a translation memory but then you have another project containing the same segments then you will not be able to use the translation memory. The difference is that now the segments contain special characters, HTML or XML. How would you deal with that?

Bram: Well, it is extra work, you have to do it. I just work in the same way and I have to add all the extra things that bring in.

Fabien:
Ok, but your translation memory would not be able to recognise the previous job. Now with the same segments there are HTML or XML characters.
Yes, but I do not have much experience with that to tell you the true.

Fabien:
Ok but you have already experienced such things we needed to ask for a third party supplier to deal with that because otherwise it is impossible. We would have to rewrite manually all the new words for the new project.

Bram:
Yes

Fabien:
It would take forever.

Bram:
Yes, sure.

C) Working Phase
1. Can you tell me what it entails to manage a translation project?

Fabien:
So, what is your approach when you have to deal with special characters making the job difficult.
So, you prefer to rewrite manually, ok. So now let’s talk about the working phase, can you tell me what does it entails to manage a translation project? Because you work with agencies but also with end-clients, right? So you are doing a little bit of project management.

Bram:
I normally work for agencies, only for agencies and of course you have different agencies asking me to do. So you have to see how much time you have for each project. What I do is to see how much time I have. I know that certain projects will take me 4 days and then after I have time for another project. I can take another project after but sometimes you will get into a problem when this project lasts longer, then you have to work, but I am very flexible and in that case I work extra time the week-end. Well, at the beginning, I was not so good at planning so I have had to work even at night but now I am better so through my experience I know what it means so try to avoid working at night, most of the time. If there is a big problem, I always warn the project manager that I have a problem or I need more time because something can go wrong with software or with computer. It cannot always be something fun.

Fabien:
Or with the project itself, because if you realise that your project is more complicated than you expected then you will have to spend more time and there are consequences in terms of delivery
of price, or maybe quality. So you have to communicate closely with the agencies to make them aware about the issue you are encountering.

**Bram:**
Yes, that is true and my experience with the agency is that if you find a project is much more complicated than you thought, they understand it but they very rarely will pay you for that. Because they think that you should know it beforehand when you started, it is not always the case.

**Fabien:** Yes, exactly

**Bram:**
If you look through a document, and it is still too difficult and after all these years I make mistakes when I start, I realise I cannot find all these terms. So you can make a wrong estimation sometimes. It does not happen very often but sometimes yes. So normally, I ask for more time and I ask to be better paid.

2. When you do not know how to translate a word or a phrase, how long do you spend on average, researching it?

1) Not applicable
2) Less than 5 minutes
3) Between 5 min to 15 min
4) Between 20 to 25 min
5) Between 25 to 30 min
6) More than 30 min

**Fabien:**
When you do not know how to translate a word or a phrase, how long do you spend on average researching it? More than 30 minutes, between 25 and 30 minutes…?

**Bram:**
Not 30 minutes, it is difficult to say, but I would say 15 minutes. There is a point when you do not know how to look anymore. There are certain things I do and if I do not succeed I tell to the clients there is a problem with a term and I ask sometimes if they check it with the client, if it means with it or if they have a special translation preference or whatever.

3. When you do not know how to translate a word or a sentence, how do you proceed? Please, give an answer by order of importance from 1 to 9

1) Contacting other translators
2) Finding an answer in a forum
3) Asking to the ordering customer
4) Finding in Translation Memory
5) Searching on Google for references
6) Searching documents related to the projects
7) Searching contents directly on the website of the client
8) Searching on dictionaries (ex: Linguee)
9) Using a TB or a TMX

Fabien:
When you do not know how to translate a word or a sentence, how do you proceed? Please, give an answer by importance from 1 to 9.
Do you contact all the translators? Finding an answer in a forum like ProZ? Asking to the ordering customers? Finding into your translation Memory? Searching on Google some references? Searching on documents related to the project? Searching content directly on the website of the clients? Searching on dictionaries? Using a TB (terminology Base) or a TMX (Translation Memory Exchange)?

Bram:
All of them. I use all of them but for me the order of importance, I would look for myself on google on reference on similar sort of project. For instance, if I have to translate for fans, I am going to look on how fans work in the language I need. So that's what first would do. Well, maybe the first thing is to look at my translation memory and second to look on Google, then I go to documents related to the project and if also there is an available content for the client that is important too. But it is not always available. I use dictionaries a lot, Linguee is very good. I find a lot there, but then you have to check. I also, when I really do not know, I go to ProZ (Forum), I put a question to ProZ (Forum) to translators.

4. Do you think that doing translation in a team can improve the results of the translation?

Fabien:
Would you think that it would be interesting to take a look at another translation memory from another translator who has worked into the same specific project? As you would do…

Bram:
Yes it could be. I have never done that actually. I would also be scared that I would use the right terms.

Fabien: What are the main criteria selections for a LSP to source the translators? So what does it entail in terms of quality, price and delivery? What is it important according to you? To be selected by an agency for a job?
Bram: To be flexible, I think that agency wants you to be flexible. That’s the main thing but I prefer (inaudible). I prefer to have enough time but sometimes translation agencies want you to work very fast and increase the quality. It is always good when you have time back on the task, after sometime.

D) Lead time and adjustment
1. Can you explain to me the relation between the time to deliver a translation and its quality/price. Moreover, what does it entail regarding the relationship between LSPs and freelancers?

Fabien:
So now, let’s go to the next section: Lead time and adjustment, question 1. Can you explain to me, what is the impact of lead-time, in terms of quality, price but also in terms of relationship with LSPs and freelancers? So let’s say that I ask you to do a translation of 5,000 words in 24 hours what are the consequences in terms of price, quality and relationship with an agency.

Bram:
Well, I would ask special price because it is urgent and it means that I have to work actually extra hours. It is about the price, the quality, yes. It has huge consequence on the quality. Because it’s always better when you have more time, you can have a fresh view on it. When you have extra days you do not need to work so fast. I do not see any problem on the relationship with the management.

Fabien:
Bram, I cannot hear you properly, maybe you are far from the micro.

Bram:
Sorry ok, the last thing I said is that I do not find. It has special…

Fabien:
No, I mean the connection, please hold-on. Can you try to speak closer to the headphone or the micro?

Bram:
I am very close… Can you hear me now? (Inaudible).

Fabien:
I end the call and I try to call you back.
Fabien: 
Yes, the connection is excellent. So, I would like to know how delivery influences quality and price toward LSPs and freelancers.

Bram: 
Well, you were giving me example, when a project manager asks you to do 5,000 words in 24 hours. That means that I would ask for a special rate, because I would have to work many extra hours at time. That means that it has always an influence on the quality. You do not have enough time to look at it over again and put effort on it. But for instance, the relationship for the project manager, I do not see any problem there. The problem is that you have to be available all of the time. If you have to work at night and work late, the project manager is not there whereas you cannot to discuss something important with him. It is important to be available to certain extent.

2. How do you deal with your TMX and TB to make them more efficient for future assignments?

Fabien: 
So, how do you deal with your TMx and TB to make them more efficient for the future assignments, I think we have already and answered to these questions, you have both a big TM and also you have a Translation Memory for each client or project but you do not use a terminology Base so much.

3. What do you think about the current TMS offered by GSVs and the future ones that are in development?

Also, the question: what do you think about the current TMS for Translation Management System offered by GSV, and the future ones that are in development? I think we have already answered to these questions.

You have already said that you use Memsource but you don't have so much experience about it. But you think that it could be a good idea to have all the stakeholders integrated into the same system including a CAT. Because translators, the project managers and the clients get access to the same information including most of the translation memory, the clients review and also a process for facilitating the corrections for the clients instead of doing back and forwards changes through a glossary or by Email. So let's go to the section 2:
Section 2 – Price/costs
1. Can you explain to me, what is the impact of price offers in terms of quality and delivery but also in terms of relationship between LSPs and freelancers?

Fabien:
Price and Cost can you explain to me what is the impact of price offers toward quality and delivery and relationship between LSPs and freelancers. I mean, if an agency pays you a low price, what could be the consequences in terms of quality, delivery and relationship with an LSP.

Bram:
Yes, I normally, I do not accept it when it is too low. It costs me too much time and I get too little paid per hour. I prefer to refuse it actually, so I do not want to get into this problem. As a matter of fact, I think that is the quality is going to be lower, there is no way to it, and you know you get translators working for very low wages sometimes. I do not know if they are very good or not but.... They think they can do it very fast and it won't take much time.

Fabien:
So it is about the time you take to do a translation. Let's say that you would be paid lower than normally but then you have the system or you have a way to reduce the time when you deal with translation. Let's say that normally you charge 0,08€ per new source word. But then, you are paid six cents per new source word. But the process for dealing with translation is better. So you save time, you are more efficient and you basically get more money whereas to be paid per new source word because the time you are spending on a project is reduced.

Bram:
Yes, it can be interesting of course. Then, it is not a problem. I do it and I work for some clients whereas my rate is higher. I sometimes work for 0,06€ for specific clients and I know that I can work very fast because I know all the terminology, I go very fast and I know I can do it. So, sometimes it happens, because I know exactly the text.

Fabien:
So the time you are spending and also the experience during the translation process are very important for you.

Bram:
Yes

Fabien:
And it also has an impact on the price

Bram:
Yes, exactly
**Question 2°) has already been answered (Question 2°) How do you price a project?)**

3. Do you know how LSPs and freelancers can reduce their costs while increasing the price?

**Fabien:**
Do you know how LSP and Freelancers can reduce their costs while increasing the price?
We have already approached this issue by telling that's if you work with a better process, you translate faster.

**Bram:**
Yes

**Fabien:**
Then, you would be able to reduce the costs from the agency side but also from your side, you will increase your revenue because you will translate faster and you will deliver faster and you will deliver more and will get more money as a consequence.

**Bram:**
One thing I have notice actually is that these days many projects managers let you do everything. Before they prepare everything very well and now some projects let you do all this work. Of course, it is not so nice because it means also you get more work instead of that.

**Fabien:**
Now, I would like to ask you a question, but it is not written in the questionnaire. How long time do you spend to manage projects or to send emails or to ask questions to the project managers or to prepare the files, to converts the files in proportion to your pure translation work. Let's say you spend 40% of your time all the other things than translating or 30%, 20%

**Bram:**
It is maybe 10%, 15%

**Fabien:**
But in this 15%, do you also include the time you spent to write emails and ask questions?

**Bram:**
Yes, I think, maybe 20% but more than 20%.

**Section 3 - Quality**
1. Can you explain to me why it is important to deliver a good quality job in terms of relationship between LSPs and freelancers?
Fabien:
So let's go to the section 3: Can you explain why it is important to deliver a good quality job toward relationship between LSP and you as a freelancer?

Bram:
Yes, well...

Fabien:
It seems to be obvious...

Bram:
You will not be asked to do any translation if you deliver bad quality. What else to say about this. Because the client is not going to be happy, the project manager is not going to be happy. They will not take you for a next translation. If you want to have a good relationship and have more work for the same client you have to deliver good quality.

Fabien:
But there are companies or agencies that offer medium quality translation for a very low price.

Bram:
Yes, but I don't like to do it, I told you I don't like this because, you know, you never know. They say that the deadline is more important than the quality. And then after, they come back to you when the client is not happy. They correct many things and so on. There can be a problem with the client at any time. You produce bad quality.

Fabien:
Can you explain to me what a good quality translation means?

Bram:
It is up to terminology, of course because I do a lot of technical job. So you use the right terminology and you do a spellcheck that you use in order to ensure the correct style and punctuations.

Fabien:
Which part do translators, do you think that generally speaking translators proofread their overall job or they try to select some part of it, they just proofread half of the job.

Bram:
Do you mean by this that you proofread a translation already made by somebody else?

Fabien:
Not by yourself.
**Bram:**
I always proofread everything, unless I do not have time. Sometimes you really do not have time. You have to pick up the important things only.

**Fabien:**
With this issue of time, do you communicate with the agency, how do they know if you have time or not or if you are currently working on a project?

**Bram:**
I let them know, I let them know already. Normally everybody knows when there is not enough time and they give you speed job, you know... You know that there is not enough time. It is quite clear normally otherwise I communicate that I do not have enough time. But again, I do not think that there is any of use to proofread half of the document, because there could be things everywhere.

**Fabien:**
Do you think that it could be a good idea that translators work in team and proofread the job of each other?

**Bram:**
I do not know. It depends... I prefer to do it all by myself actually. It can be also a problem with other translators. I find it very time consuming most of the time. Because I work very fast and some translators work very slow, it can be... You know... For me it does not always work very well, but sometimes you have to do it because it is the only solution. But I prefer to do it all by myself to tell you the true.

**Fabien:**
But when you see that some translators are very slow, what is a consequence on your job because you are not responsible of the job of other translators if you are working on the same project. You are only responsible for your own job. For the part you have been assigned.

**Bram:**
It takes time; it takes my time as well.

**Fabien:**
Because you have to share information with the translators you have to send emails and so on. So, it takes time.

**Bram:**
Sometimes, it means that I put much more than in myself because of them.
Fabien:
So you're basically doing a little bit of project management in that sense.

Bram:
Yes you are right... But then of course, it depends. There are translators I really like to work with because it goes very well.

Fabien:
Yes, the chemistry and the competences.

Bram:
Yes, chemistry is very important.

Fabien:
Now let's say if you would have to deal only with translation, if you work on the same project with other translators, you wouldn't need to share so much information directly through email by building a glossary with Excel. Meaning working like you do with your CAT but all of this information is shared to the other translators so they get the same information as you do.

Bram:
Yes

Fabien:
That would be fantastic. You will basically only focus on the translation assignment without sending emails…

Bram:
Then it is ok, it is not a problem

Fabien:
Yes, do you have any comment? Do you want to make any suggestion because the questionnaire is finished?

Bram: No I think that it is ok, we talk about many things.

Fabien: So thank you Bram Poldervaart for participating to this interview. It is finished.
Figure 1 – Conversion process in Memsource
Figure 2 – Analysis process in Memsource
Figure 3 – Translation process in Memsource
Figure 4 – Delivery Process in Memsource
Figure 5 – Memsource Dashboard
Figure 6 - Filter settings for assigned translators
Figure 7 - Analysis (word count) per language and assigned translator
Figure 8 – Requirements per translator
Figure 9 – Internal Crowd-sourcing
Figure 10 – Transparency and information visibility
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