

# Make or Buy? – Make and Buy!

New Approaches for an Integrated  
Outsourcing of Translation

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## Synopsis

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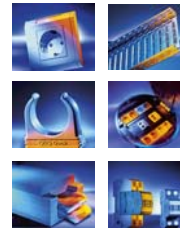
- One constant issue companies face regarding localization is that of "outsourcing vs. insourcing".
- After 20 years of a tendency towards outsourcing, many companies start to recognize the importance of their multilingual assets, some reasons being
  - independence from service providers
  - critical data inhouse, cost control and transparency
  - use of data for authoring and terminology work
  - multilingual documentation as a competitive advantage and therefore core competence
  - intellectual capital and knowledge management
- In this presentation, you will learn how OBO Bettermann combines the advantages of outsourcing translation while insourcing translation management.



# OBO Bettermann



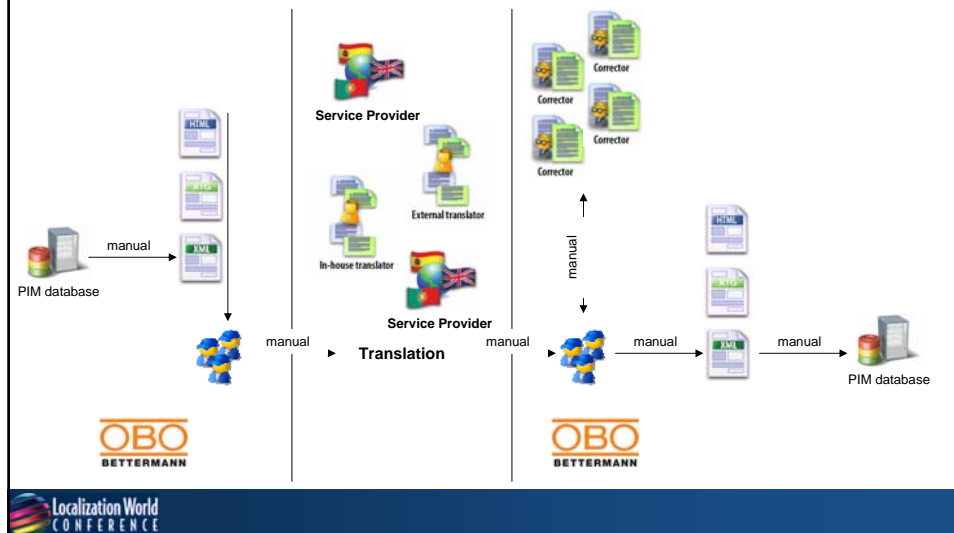
- market leader in building installation technology
  - connection and fastening systems
  - cable support systems
  - fire protection systems
  - cable routing systems
  - device systems
  - underfloor systems
- approx. 30,000 products
- 2,000 employees
- 30 subsidiaries, offices in 50+ countries
- established in 1911, family-owned
- sales of 297 million Euro (2006)



# Starting Point

- In 1995, OBO translated in an organized fashion
  - catalogues (\*.xml out of PIM database)
  - QuarkXPress marketing materials
  - homepage
- Translation projects initiated and managed by internal marketing department.
- Translation projects routed through various channels.
- Only 4-5 languages translated on a continuous basis, other languages translated on a as-needed basis.
- No translation project management tool in use.
- Translation review performed by in-country subsidiaries.
- No translation memory, no terminology database.

## Starting Point



## A New Situation

- At the end of 2005, rapidly increasing demand for translated materials, due to:
  - rapid growth of OBO outside of Germany
  - most of OBO's revenue created outside of domestic market
  - mergers & acquisitions (OBO bought several companies)
  - changing legal situation, requiring localized manuals
  - buyers in Eastern Europe and Asia take more pride in their national identity, i.e. they are no longer content with English manuals
- Local sales teams were required to meet aggressive targets, and respond that these could only be achieved with appropriately localized materials.
- Top management started taking an interest in the localization process.
  - ⇒ Literature needed to be available in more than 20 languages ASAP.
  - ⇒ New goals could not be achieved with current processes.

# Outsourcing vs. Insourcing

## Outsourcing Pros

- projects could be initiated at any time
- translation not key competence
- minimal overhead

## Insourcing Pros

- internal staff has superior product and market knowledge
- language data as asset
- knowledge management
- vendor independence

## Outsourcing Cons

- vendor dependency
- lack of transparency
- many manual processes
- client acceptance
- quality (OBO terminology)

## Insourcing Cons

- lack of processes
- lack of skilled staff
- lack of tools
- high start-up costs

# The Solution: Make and Buy!

- OBO decided to implement a client/server translation management solution.
  - solution comprises translation memory, terminology database, quality assurance, project and workflow management
  - all data maintained inhouse for flexibility and independence
  - OBO remains in control of all processes
  - language data is treated as intellectual capital
  - terminology management and authoring assistance as 2nd step
- OBO decided to completely outsource all translation activities to a single strategic LSP partner who uses the same TMS.
  - rely on LSP's translation expertise
  - perform less internal administrative work
  - free up internal resources
  - improve quality level
  - create high potential for process automation

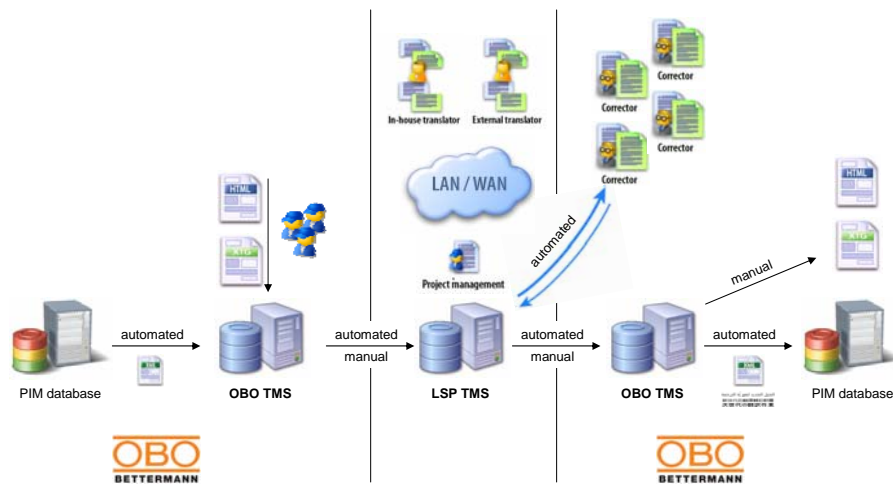
# Critical Issues

- Translation Management Software
  - system selection
  - extend of automation
  - change management
  - training OBO project managers and reviewers
  - importing legacy materials
- Language Service Provider
  - selection of partner
  - decision on workflow steps
  - product training for translators in target countries
  - establishing contact between translators and OBO reviewers

Decisive factor has been close communication between OBO, the LSP partner and the TMS provider!



# Current Scenario



## How Far has OBO Come?

- Aggressive deadlines for localization can be met.
- New process is established and “lives”.
- Better translation quality due to close cooperation with LSP.
- High degree of process automation is a reality.

## Where is OBO Going?

- Implementation of Web-CMS with interface to TMS.
- Internal terminology project.
- Implementing authoring assistance based on TMS.
- Pushing automation even further.

