

LIONBRIDGE



THE LOCALIZATION MANAGER'S STEP-BY-STEP GUIDE TO DIGITAL TRANSFORMATION

How integrated workflows and automation can
transform your marketing organization



Digital transformation is not a problem for the far-flung future. It's here now, and it's one of the most pressing problems facing businesses today. In fact, digital transformation is accelerating as technology forces businesses to modify their processes and adapt to meet the demands of customers.

Nowhere is this more true than in localization and marketing. The growing importance of engaging with customers online has turned these teams into the face of your digital offering. Consumers across the globe expect a flawless and cohesive experience every time they interact with your brand, whether the touchpoint is your company blog, sales materials or social media posts—and it's the Marketing and Localization teams that have to work together to ensure their satisfaction.

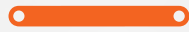
The days when the Localization department could exist in a silo are gone. It's time to embrace digital transformation and partner with the Marketing department in a way that helps you, your team and your organization.

However, that's often easier said than done. With so many stakeholders, content streams and projects, all of which can be as global as your consumers, it can be difficult to make progress on integrating the Marketing and Localization departments.

As one of the world's foremost localization providers, we've had a seat at the table for digital transformation projects of all sizes. While every organization is unique, we've seen that there are some common threads to the success stories. We've also discovered which factors have an outsized impact on the success or failure of your digital transformation project.

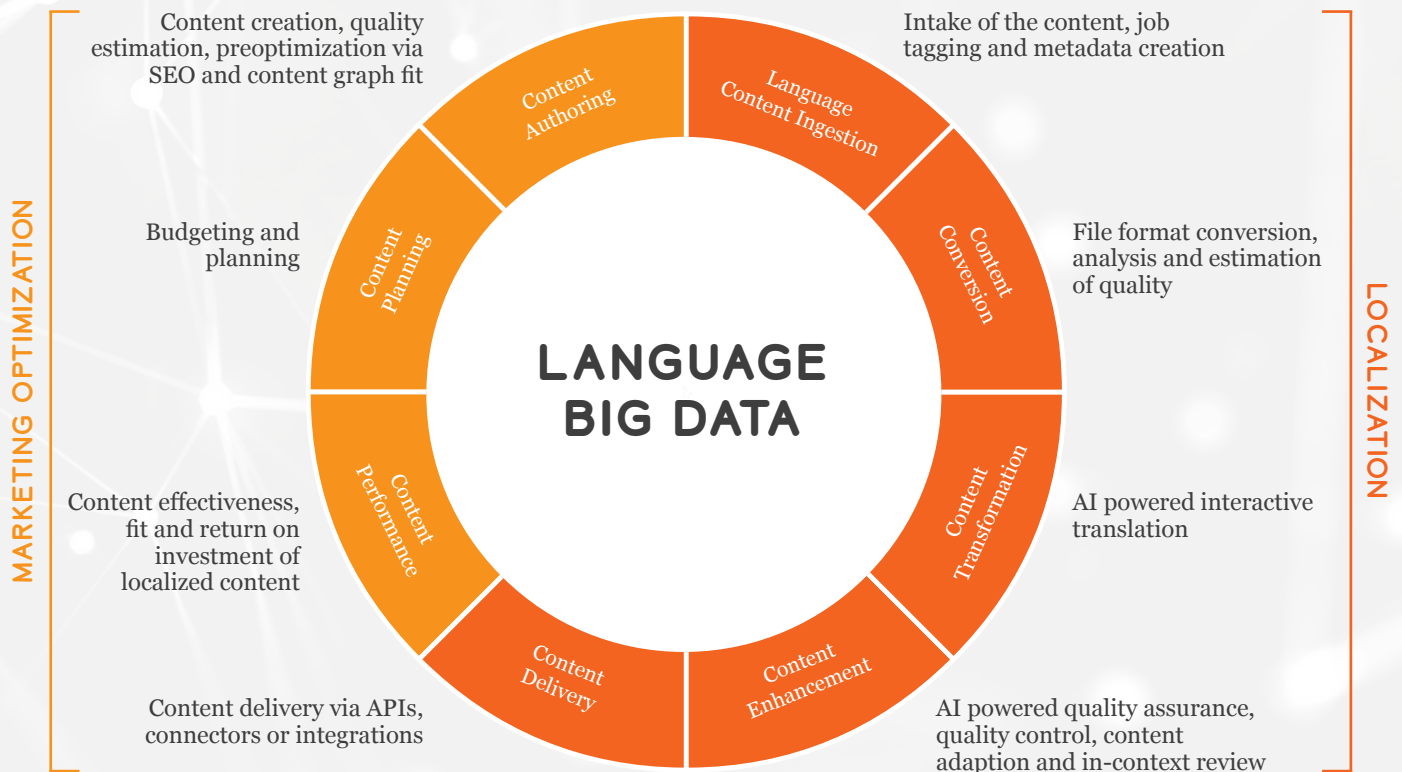
We've pulled together our experience and created this step-by-step guide to integrating Marketing and Localization in the name of digital transformation. When carried out correctly, it will help you to bring these departments closer together—and access the many rewards of having a cohesive, global brand.

WHY INTEGRATE LOCALIZATION AND MARKETING?



It's now common knowledge that content is a hugely valuable resource for attracting and retaining customers. As a result, everyone is making more of it. A lot more of it. Whether it's social media, infographics or sales materials, everyone is trying to create content that differentiates them from the rest—making the online noise ever louder as they do so. To make things worse, organizations are trying to do this in every market they operate in around the globe. All that content in all of those languages, with all of those different goals, are being routed through Marketing and ending up on your desk. The truth is that there's no longer a choice when it comes to integration. You're already integrated—and the volume

of content you have to deal with is only going to increase as the world becomes more digitally-oriented. Marketing and Localization are part of an endless loop of content creation, quality assessment and analysis that we like to call the content wheel. For Marketing to achieve their goals, they desperately need the content transformation and enhancement processes that you provide. Yet the success of that content calls for more content, with more ambitious goals and more quality demands. The wheel is self-sustaining, and if you don't modify your processes and work closely together, the volume of content will eventually overwhelm both departments.



Integration will help you to deal with a larger number of requests from the Marketing department, and hopefully preserve your sanity in the process. But integration with Marketing isn't just a burden to endure. There are massive rewards if you can get it right. While everyone hopes to cut through the noise, very few people are actually making good

enough content to do so. The closer you can integrate with marketing in terms of KPIs, processes and workflows, the better your content will be. That makes for an engaging global brand which actually stands out online. The challenge lies in marrying your processes with Marketing's priorities. **Let's look at that challenge now.**

1

ASSEMBLE YOUR DIGITAL TRANSFORMATION TEAM

Before you rush into an integration, you have to make sure that you have a clear view of your current situation. In particular, there are two things you need to figure out: what your current localization operation looks like, and who is going to help you integrate. This will help you to determine what needs improving and the team you have at your disposal. Let's dive in:

What Does Your Localization Operation Look Like?

While this might seem like an easy question, it's still a worthwhile exercise to figure out the workings of your Localization department. A record of all the key players and the relationships between them will be a valuable asset later in the process. You'll want to focus particularly on how your Localization department works on a day-to-day basis, your current relationship with Marketing, the type of localization partners you'll need to assist you, and where your localization services are headed in the future.

The more details you work out, the better your sense of scope will be as you try to update your workflows. Every company is different, but in general there are four ways that localization works within organizations:

Single Centralized Default

You have a large team dedicated to localization. You and your team either report to a Shared Services vertical, or into specific

departments such as Product, International or Sales. All localization activities within the company go through you.

Single Centralized Non-default

As in the department described above, your localization offering is the translation hub for the entire company. However, there are exceptions, such as local marketing teams with a special brief, specific product teams or "secret project" teams within the organization who may not use your services.

Multiple Centralized

Rather than having a single, centralized team, your company has multiple localization teams, each centralized within its own operating sphere. Some global companies with multiple product lines use this type of structure, with separate localization teams working on each of the different lines.

Decentralized/Hybrid

Localization is embedded within Marketing and is not a separate entity within the organization. This may or may not work to your advantage in terms of integrating the two functions, but it almost always creates gaps in service that require you to work with localization and translation partners. Your current position within the organization and the ecosystem of localization providers that you rely on will have a significant impact on your efforts to integrate with Marketing. Working this out in detail will give you a great deal of insight into the scale of your undertaking and help you prioritize complex or urgent tasks.



Who is on Your Digital Transformation Team?

It's not enough to simply understand how your organization works. You also need to know who will be affected by your digital transformation. After all, even if you have buy-in from the very top, you'll need to do more than just hatch a plan with the Chief Marketing Officer—you're going to need everybody in Marketing and Localization pulling together to achieve your goals. There will probably be more stakeholders than you initially think. Here are some of the people who could make or break your digital transformation efforts:

Director or VP of Digital Marketing

The Director of Digital Marketing is a key player who not only represents the Digital Marketing team, but who may also serve as the voice of an executive stakeholder. Since digital marketing is assuming an ever more important role for many companies, you'll need to work closely with the VP of Digital Marketing to ensure that you keep other important stakeholders on-side.

Digital Operations (DigiOps) Specialist

This position has been created in the past few years to deal with the technological complexity of many marketing operations. A DigiOps Specialist can put on a marketing hat to understand the business use cases within your organization, but they also have a technical understanding of how to integrate systems and solutions. DigiOps Specialists have a clear view of the marketing tech organization, which makes them an important ally when you try to integrate with their technology. Their understanding of which platforms are generating the most content will help you set up new workflows to accommodate all of Marketing's needs.

IT Director

While the DigiOps Specialist has much of the traditional IT territory covered, IT's inclusion is important from a security and compliance viewpoint. Given the sensitive nature of collecting marketing data, it's important that any changes to the way you deal with sensitive information remain compliant with regulations, especially in the wake of Europe's new GDPR legislation.

Content Creator

Whether they're writers, designers or other creatives, it's crucial to include the people who create your content in your digital transformation efforts. Since they create the content that you localize, they need to know how your processes are changing and where to send their new assets. Your content team may also want to modify their creation process to help make localization quicker and easier.

Localization Project Manager

There's often some confusion around what this role encompasses. There are literally hundreds of different definitions, with some connected deeply to customer-facing roles. However, in the purest sense, Localization Project Managers work to make localization projects function smoothly. While they might focus on individual projects from time to time, they are also heavily involved in designing localization workflows for use by the whole team and selecting vendors for different use cases. In short, they manage the planning, process and practice of localization at your company. Localization Project Managers have a great understanding of both the technical and business requirements of localization. As a result, they're an absolutely critical piece of any integration effort, which will affect both of those concerns. If you have team members responsible for any of the areas mentioned here, it's crucial that you involve those people as much as possible.

The Localization Team

Last but not least, you'll need buy-in from your team. Your integration simply won't work without them. Since they'll be some of the people most affected by your efforts, introduce them to the vision early and make sure to encourage them every step of the way. Getting all of these people involved and aligned is critical to the success of your digital transformation project. However, that's not all you should be doing. When you talk to the Marketing team, you should also be performing a deep dive into how they work and what their priorities are. In the next section, we'll explore priorities for marketing teams in the digital age, and how that will affect your integration.

2 IDENTIFY MARKETING'S PRIORITIES

There are a dizzying array of channels that marketers have to handle. You've got websites, television, video, social media, podcasts, product sheets, e-books, blogs, print advertising—the list goes on and on.

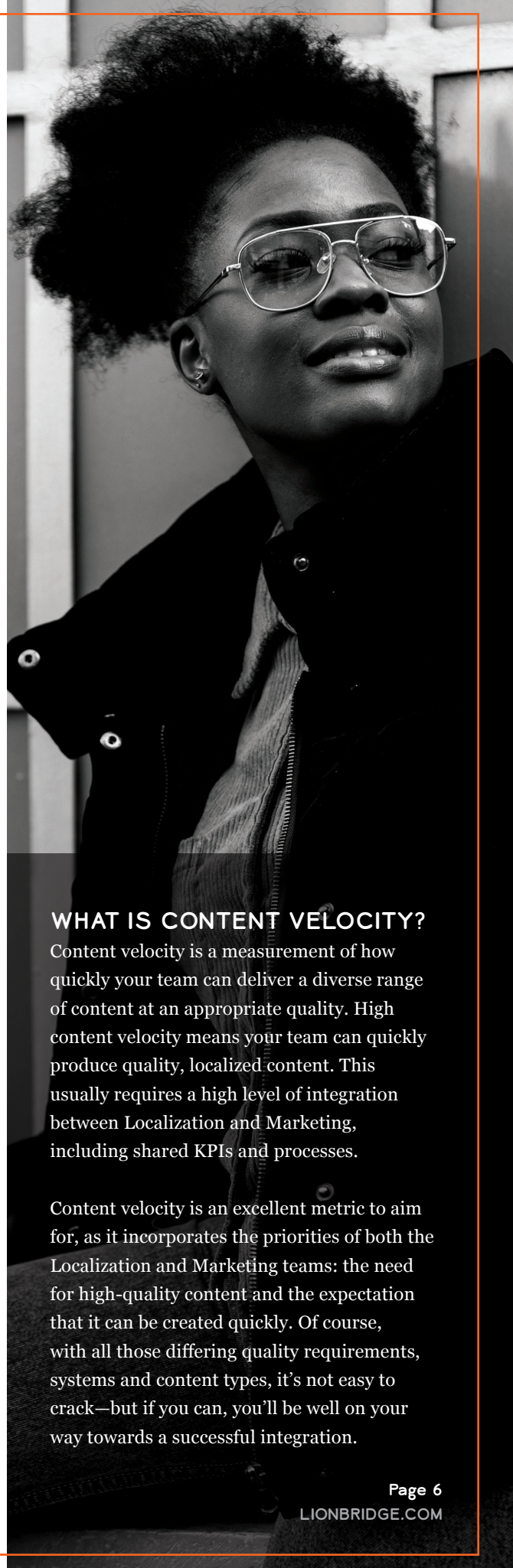
Each of these channels requires more and more content to generate, improve and maintain customer engagement with the brand. On top of that, new channels are appearing with increasing frequency. Whether it's TikTok, livestreaming or podcasts, each of these channels is another potential source of customers and requires its own bespoke content.

As you can imagine, today's digital marketer is simply struggling to stay afloat in a sea of content, much of which needs to be translated. They're juggling an ever-increasing number of platforms and trying to manage the expectation that they will produce content wherever their customers are, no matter how many languages and markets that involves.

This expectation comes not just from Marketing management or even the executive suite, but also from customers. With so much content competing for attention, customers increasingly expect that your content should be accurate, engaging and up-to-date with any recent developments. They expect reaction in real time and thought leadership on hot-button issues within the hour.

When all this is combined, it's not surprising that Marketing's priorities are a reaction to the times. More than anything else, digital marketing requires fast turnaround. The challenge of coordinating the different elements of all those digital and social campaigns across continents and time zones is mind-boggling—and you, as the localization and translation expert, often find yourself in the unenviable position of being one of the last links in the chain.

For marketers, digital transformation is not a lofty future goal—it's already here. And that has a knock-on effect on their priorities.



WHAT IS CONTENT VELOCITY?

Content velocity is a measurement of how quickly your team can deliver a diverse range of content at an appropriate quality. High content velocity means your team can quickly produce quality, localized content. This usually requires a high level of integration between Localization and Marketing, including shared KPIs and processes.

Content velocity is an excellent metric to aim for, as it incorporates the priorities of both the Localization and Marketing teams: the need for high-quality content and the expectation that it can be created quickly. Of course, with all those differing quality requirements, systems and content types, it's not easy to crack—but if you can, you'll be well on your way towards a successful integration.

Speed is of the Essence

The accelerating need for more content has led Marketing to one priority that dominates almost everything else: speed. The only thing that will lift the pressure is great content, tailored for their audiences, right now. You've probably seen this manifested in a few different ways already. Tell us if this sounds familiar:

There's a new high-priority campaign, and Marketing tells you that they need those web banners ready for launch at the same time as the Facebook posts which you're translating go live. That in turn needs to be coordinated with a series of outgoing emails that were drafted by a vendor—and by the way, could you check if those work in Spanish as well as French? Everything needs to be carefully choreographed, but there's no more time—and it will be everyone's fault if the campaign doesn't convert.

While your pulse returns to normal, let's explain what just happened. The heart of this issue, and many others like it, is that Marketing wants the quality you provide, but at the speed they need. When those two things come into conflict, the prioritization of speed can have an effect on how Marketing views quality.

Done is Better Than Perfect

Exposure to all those different channels can lead the Marketing team to a different view of what "quality" means. In certain situations, marketers prefer local slang and colloquialisms to grammatical and syntactic perfection, as they better capture humor and emotion. That's fine, but their quest for sentiment at speed can undercut your core competencies of pedagogy, grammar and accuracy.

Of course, quality is still important. You can't have great content without quality assurance. In fact, you'll probably find that you get a lot of alignment for certain types of content that needs to be perfect in every market, like legal disclaimers. For social media updates, though, that might not be the case. If your main channel for engagement is Twitter, Facebook or LinkedIn, that could be a problem.

As a result, you may find yourself navigating one of two situations: either working with a marketing team that's divorced from your process and KPIs, which increasingly reaches out to you for just-in-time translations for global

audiences, or with a marketing team that does its own translation and localization work, circumventing your team in the name of speed and results. At this point, you're probably wondering how your integration will ever get off the ground. It seems like a clear case of your priorities clashing with the Marketing team's—a battle of definitions and expectations surrounding quality, speed and intent. However, that's not necessarily the case. In fact, localization could be Marketing's saving grace.

Your services allow them to get more content published and reduce a lot of the burden of volume and quality, which they've probably been shouldering themselves. Your knowledge and skill set, applied correctly, is a direct solution to their speed problem and can help them to ensure that your company's brand resonates across the globe. But first, you'll need to set up some workflows that make life easier for both teams. That might require a change in the way you work, particularly if you've traditionally pursued perfect quality.

COMMUNICATION IS KEY

The Marketing team is busy, just like you. This means that they might not ask the questions that are most important to you. It's actually quite rare for Marketing to ask how the translation process works, what types of reviews are going to take place, and so on.

That's OK. In fact, it makes sense from their point of view. But communication is vital, and you might need to adapt the way you communicate if your digital transformation is going to be successful. When you communicate with Marketing, focus on outcomes instead of concentrating solely on processes. While it's always important to educate colleagues on the types of obstacles you face in your daily operation, particularly if they affect deadlines, never lose sight of what your digital marketing constituents prize above all: speed, accuracy, consistency and relevance.

By focusing on outcomes and showing understanding of their pain points, you'll build trust between your departments, have more productive conversations and lay the foundations for effective collaboration and a successful integration.

3

BUILD NEW LOC-MARKETING WORKFLOWS

Your Localization team probably works with various departments within your organization, each with a different priority. Not only that, but you also have a complicated system of tools, platforms and content types that you work with in different situations. This makes your setup unique—and means that you’ll likely need a unique solution to your integration. However, there are some general foundations that you can use to start building out your integrated workflows.

It’s important to remember the difference between your goals and the goals of the Marketing team. In localization, success is often achieved through a complex process which ensures 100% perfection and demands ongoing quality control. For marketing localization, however, customer engagement is the success metric. This means that the Marketing team is more likely to be happy with a campaign message that’s delivered in-market quickly and with the potential to delight end-users.

These two goals may seem mutually exclusive, but they’re not—they can co-exist, and your organization can readily pursue both. The solution lies in developing segmented workflows that accommodate both priorities.

To win on both quality and speed, develop these workflows together. Keep them tightly coordinated, so they’re effectively integrated. Make sure to retain individual KPIs, with measurements that reflect localization’s traditional emphasis on quality control and Marketing’s need for speed in multi-faceted digital and omnichannel campaigns.

It also helps to think outside of your traditional workflows. There are a whole host of processes that can help you to improve quality and increase speed that don’t necessarily have to happen in the obvious order of content creation, translation and quality assurance.

For example, you could consider introducing predictive analytics as part of a pre-emptive quality process. These allow you to pull a range of useful data out of the content you receive, such as the average sentence length, use of imperial or metric measurements and the number of segments written in passive voice. Localization providers often have internal tools that can put together reports for you and even diagnose more abstract content issues like non-inclusive bias.

Readability scores are also worth diving into. Measures like the Flesch-Kincaid Grade Level or the Automated Readability Index (ARI) check how easy your content is to consume. You might find that some of your content needs improvement before the Localization team touches it.

All of these pre-emptive quality processes ensure that the content is of a higher quality before it ever gets to you, and helps you to avoid adding extra rounds of editing onto an already large workload. They are a prime example of how you can change your workflow to improve both quality and speed, satisfying both Localization and Marketing in the process.

With a bit of investigation, there will be places all along your content journey where you can optimize workflows for quality or speed. It’s challenging, but you can develop a carefully-calibrated balancing act that meets both needs and benefits the entire organization.

However, building out workflows that are mutually beneficial to Marketing and Localization shouldn’t be the end of your digital transformation. No matter how well aligned your teams are, the sheer volume of content that you’re dealing with means that your team will eventually end up swamped. To truly transform your system and set it up for success, you’ll need to automate as much as you can.

4

CHAMPION AUTOMATION

Automation is vital to your efforts to foster better collaboration between Localization and Marketing. It will also help you to future-proof your system. As the amount of content and number of relevant channels increases, automation will prevent your workload from becoming unmanageable.

Quite simply, automation is the difference between long-term and short-term success in digital transformation projects.

You don't need to be a technology expert to be an automation advocate, but you do need to know some essentials to ensure your viewpoints get a voice at the table. Here are some broad tips for employing automation that will make your digital transformation smoother.

Link Marketing and Translation Technology

Your Marketing team already works with a huge amount of technology. They deploy campaigns via Eloqua, Marketo, or any other leading email platform; they work in content management systems like Sitecore or WordPress; they manage customer relationships in Salesforce; they perform social listening on Sprinklr, and so on and so on, in hundreds of combinations of applications and platforms. Complex as the interplay among these various tools may first appear, these

are the everyday technologies your marketers know and trust. Marketers prefer handling as many of their job functions as possible within these systems. As amazing as it would be for them to become expert users of your translation technology, often they simply don't have the time to do so.

As a result, it's important to see the value of linking marketing and translation technologies. The more you can work within and link to existing marketing systems, the more likely Marketing is to use your services—and the better your global content will be as a result.

Use Plug-ins to Meet Marketers in The Tools They Use

Here's the silver bullet for multilingual marketing professionals: the ability to trigger translations directly from systems they already use. Marketers need to automatically trigger fast translations in the languages they need, receive notifications on the project's timeline, and keep track of the deliverables— all without logging out of Adobe Experience Manager, EpiServer or whichever content management system they know and love.

Here's a list of some of the translation plug-ins and connectors that you can use to enable your marketers to access translation services:

WORDPRESS

WPML

Localization Plugins

ADOBE EXPERIENCE MANAGER

LocHub

Experience Cloud Apps

EPISERVER

LocalizationService API



Embrace Machine Translation

Machine translation is almost unrecognizable from just a few years ago, and it continues to improve at a rapid pace. While many in localization still view it with suspicion, it has become an important tool that's set to play a huge role in the future of our industry. Just as translation memories help your translation team to improve their speed, quality and efficiency, machine translation will help your team to knock hours off their turnaround time—and for some marketing projects, machine translation alone might provide a high enough standard of quality to satisfy their demands.

Machine translation algorithms work best on repetitive or predictable texts that have clear and obvious aims. Employing a machine translation algorithm for these kinds of text will allow you to deal with these requests quickly. It will also free up your translation team to focus on other, more complex types of content, where quality is more difficult to achieve. In this way, adding machine translation to your algorithm allows you to increase content velocity and output quality not just for the content it

translates, but for your localization system as a whole. You'll also be removing repetitive, high-volume content from your team's workload—and probably improving their job satisfaction in the process.

Companies that embrace machine translation will be able to achieve faster turnaround time, manage more projects and build a smoother, less stressful relationship with the Marketing team. They'll also be able to use future improvements in the technology to keep on top of the ever-growing wave of content, rather than under it.

Rely On Your Team For Translation Excellence

If you can offer marketers all of the above, you'll endear yourself to them by offering your localization services without complication or delay. But don't forget who the real heroes are in this situation. While your systems should be automated, the translation itself should not. Automation will help you to integrate, but it's not the reason you're integrating. Global excellence and consistency of marketing materials still require the nuanced touch of a human translator.

5

TRANSFORM YOUR LOCALIZATION ECOSYSTEM

At this point, you have intuitive workflows, a focus on automation and great alignment between all marketing and localization stakeholders. You're set up to deal with an increasing flow of content and prepared to scale all of your efforts. That sounds like a successful integration to us! High fives all round.

But don't stop there. You probably have a whole ecosystem of localization partners who need to be introduced to the brand new you. If your system is going to continue working, it's

absolutely critical that you have partners who understand all of the above and share your thinking. That's not necessarily the case, as some language service providers are more old-school than others.

At this point, it's worth evaluating whether your partners are going to be a help or a hindrance going forward. Choosing the right team can dramatically improve your localization efforts—and that applies just as much outside your company as it does inside.

Here's what a localization partner should be able to do for your digitally mature localization team:

- ✓ Leverage years of experience to help you and your Marketing colleagues assemble workflows that reflect your needs and priorities—enabling you to improve the execution and results of your global, multilingual marketing campaigns
- ✓ Integrate seamlessly into your technology stack and connect your translation services to the platforms that Marketing is already using
- ✓ Manage your global brand voice across all relevant digital channels through language asset management
- ✓ Augment your services with best-in-class marketing translation, transcreation, copywriting and vocalization services
- ✓ Capture local nuances, dialects and idioms where relevant
- ✓ Provide you with organizational expertise, no matter how you configure your localization function—whether it's a single centralized department, a multi-centralized entity or a hybrid integrated with Marketing
- ✓ Offer you complete scalability that can handle any global program or set of programs
- ✓ Serve as your sounding board and confidante as you navigate your way through the new digital landscape



Action Items for Localization Managers

We hope that after reading this, you're raring to go and excited for the challenge of integrating your Localization and Marketing teams. With so much to change, though,

it can be difficult to know where to start. If you're struggling to figure out your priorities, take a look at this table to figure out some immediate action items for your organization.

ACTION				
MATURITY LEVEL	ORGANIZATIONAL	WORKFLOW	AUTOMATION	FINDING A LOC PARTNER
EXPERT	Loc's place within org already formalized as single-centralized, multi-centralized or decentralized hybrid	Loc and Marketing already have separate, integrated workflows and complementary KPIs	Existing integrated tech stack where translations can be triggered without the user logging out of system	Already using loc and translation partners, but may need to periodically review and consolidate providers
ADVANCED	Formalize loc's position in the org chart with clear chains of command and understanding of all internal clients served	Establish separate-yet-integrated workflows , where Loc's workflow emphasizes quality and Marketing focuses on speed	Automated, but not yet fully integrated: Seek an integrated solution where users can trigger translation without leaving current platform	Understands urgent needs: Seek a partner that can provide combined translation, org, workflow and tech expertise to fill service gaps
EMERGING	Identify fluid areas in your org structure and adapt and extend Loc's jurisdiction to fill in blank spots in coverage	Set up discussions between loc and marketing to determine where problems exist and explore the concept of separate-yet-integrated workflows	Establish a plan for technology automation (including translation) with Director of Digital Marketing, Digital Ops Specialist and IT Director	Still in discovery phase: Seek a partner that can identify areas for improvement and collaborate with you on planning and execution
NOVICE	Disparate loc team on call on a per-project basis: Unify Loc function as a single entity	Eliminate ad hoc scheduling by establishing standardized turnarounds for all Loc and Marketing tasks	Incomplete solution set: Start assembling the building blocks of a tech stack	"We don't know what we don't know": Get started by researching potential partners

THE IMPACT OF DIGITAL TRANSFORMATION



Digital transformation isn't easy, but it's worth the rewards. By integrating with Marketing, improving your workflows and embracing automation, you'll improve your turnaround time and quality processes at every point of the content journey. You'll connect your localization efforts with real-world outcomes and see your impact reflected in the Marketing team's KPIs, whether that's bounce rates, engagement metrics, or conversion statistics. Best of all, you'll help to build a consistent brand that resonates with consumers, no matter the market, medium or language.

But you'll also be making an impact closer to home. After all, some of the people who will be most affected by these changes are your colleagues. You'll help to make their jobs a little easier, lift some of the pressure off their shoulders, and remind them just how important localization is to their success. And at the end of the day, as localization fanatics, isn't that what we all want?

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AND DIGITAL TRANSFORMATION AT [LIONBRIDGE.COM](https://www.lionbridge.com)**

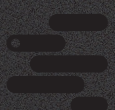


About Lionbridge

Lionbridge partners with brands to break barriers and build bridges all over the world. For 25 years, we have helped companies connect with their global customers and employees by delivering translation and localization solutions in 350+ languages. Through our world-class platform, we orchestrate a network of passionate experts across the globe who partner with brands to create culturally rich experiences. Relentless in our love of linguistics, we use the best of human and machine intelligence to forge understanding that resonates with our customers' customers. Based in Waltham, Massachusetts, Lionbridge maintains solution centers in 23 countries.



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