

Tips for Successful In-country Review of Translation and Localization Projects

Aki Ito

Twitter: @localizationguy

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Quick Introduction

- Localization Consultant
- I network with people
- I listen to people and help them identify their challenges
- I help them come up with their own solution
- I help them implement their solution
- I don't sell, but I accept POs



Today's Main Target Audience

- Localization Project Managers (LPMs) who hate in-country reviewers
- LPMs who are so stressed out between complaints from reviewers and defensive attitude from translators
- LPMs' bosses who are sick of listening to LPMs' complaints about in-country review



Conclusion

(Findings from a Six Sigma project)

Improving in-country review *fundamentally*...

- is NOT about implementing technology
- is NOT about improving the process
- is NOT about educating reviewers

Then what is it about?

It's about winning buy-ins and respect as well as motivating team members



Success Story

A Case at a Medical Device Company

- Get to know them and get them involved



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Success Story

A Case at a Consumer Electronics Company

- Change input and process to change the output



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Horror Story

A Case at a Financial Management Company

- Sometimes you are the problem



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Traditional ICR fails...

- Because reviewers don't understand the big picture and the consequences of their non-performance
- Because it promotes conflict
- Because it ignores fundamental human needs



Remember...

In general,

- People want to be a part of greatness
 - Set a clear expectation first (use executive support if you can)
 - Communicate it upfront
- People don't need to be reminded to do things they really value or to do things for people they really like
 - Invest money to create face-to-face time with local reviewers and their managers



Some Tactical Tips for PMs

- Let translators and reviewers agree on terminologies, styles, and any rules upfront (get reviewers involved upfront – people value what they created)
- Let translators and reviewers meet regularly and work together (promote a sense of creating something great together)
- Promote collaboration rather than arbitration
- Provide reviewers with the process of localization and show them where their steps are and how their performance impacts the overall output



Tips for Bosses

- Get an executive buy-ins
- Secure budget for international travel
- Know that technology, process, and training come after establishing relationships with reviewers and their managers
- Create a safe environment for your suppliers (translators) to express their concerns freely
- Consider the option of not doing ICR



Shall we talk about
Japanese ICR?



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Why is it difficult?

- Is it because they are quality-conscious?
- Is it because they are meticulous about details?
- Is it because they don't speak English well?
- Is it because you don't know Japan and the Japanese language?

- No, it's mainly because they are super-critical about people outside of their group, and you are an outsider



Is there a way to break through
the wall instantly?



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Tips for Project Managers

- If you can, I recommend that...
 - you learn about Japanese culture and business etiquette
 - you learn about social behaviour in Japan
 - you learn basic conversational skills
- But here are five tips for you if you are not lucky enough to have time to invest...



Tip 1: Focus on project management

- Logistics of resources
- Communication flow
- Leadership in problem solving
- Process management
- Schedule management
- Budget management



Tip 2: Treat reviewers with respect

- Japanese reviewers are not monsters
- They like to be involved early in the process
- They like to feel that you have respect for them
- They don't like surprises
- They don't like to be controlled



Tip 3: Get help from experts

- Assess the areas you need help
- Hire experts to cover your weaknesses
 - Independent Consultants
 - LSPs that have strength in Japanese localization
 - Japanese-native project manager
- Delegate to experts and manage them
- If you are working with an “expert” and you still feel that the Japanese review is hard, you are...
 - not delegating
 - not working with the right expert



Tip 4: Over-communicate rather than under-communicate

- They are not native English speakers
- They may not understand what you value
- They may not know how to communicate with you
- They might be working so hard for you under an incorrect assumption
 - Send a clear message repeatedly and have an open mind to listen
 - Have an ally on your side (preferably the JA team leader)



Tip 5: Don't try to be accepted, but try not to be rejected

- Take off the sunglasses called “your own value”
- Build your curiosity for new things you see
- When things go wrong keep all the excuses to yourself, just say “sorry” and take action. Be accountable for your words and actions



Q & A

(tell us your stories)

aki.ito@localizationguy.com

aki-ito@to-in.co.jp

Twitter: @localizationguy



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www.localizationguy.com