

A Forrester Total Economic Impact™
Study Commissioned By Translations.com
February 2020

The Total Economic Impact™ Of Translations.com's GlobalLink Product Suite

Cost Savings And Business Benefits
Enabled By GlobalLink

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Executive Summary

Key Benefits



Translation cost savings:
\$725,855



Productivity savings:
\$263,146



Better cost management

Translations.com's GlobalLink Product Suite helps organizations automate, unify, and standardize translation management processes across their enterprises. By streamlining those processes, organizations decrease the time their employees spend managing translations processes. Over time, accumulated translation memory (TM) reduces the costs and time required to translate content while increasing translation quality and improving consistency in brand voice.

Translations.com commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying GlobalLink. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of GlobalLink on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed two employees of one organization with several years of experience using GlobalLink.

Prior to using GlobalLink, the organization had a highly manual and error-prone translation process. This limited the volume of translations it could address, hindering its ability to expand its international presence. The organization also lacked the technology to cut translation time and per-word costs — such as translation memory to leverage previous translations or online glossaries to manage global brand voice. With no centralized view of overall translation efforts, the organization found it difficult to assess and optimize its global content strategy. In addition, the organization wanted to integrate its translation management efforts with its recently upgraded content management system to decrease effort and errors around submitting, deploying, and maintaining content.

As the organization's content manager explained: "We were looking for a solution that provided both technical and operational advantages. Automating the translation process was essential to us. It also was important that we used solutions that worked with our existing content management system."

Key Findings

Quantified benefits. The interviewed organization experienced the following risk-adjusted present value (PV) quantified benefits:

- › **Translation cost savings of \$725,855 from translation memory, repetitions, and brand glossaries.** GlobalLink's centralized translation memory solution reduced translation costs by leveraging companywide content that was already translated and approved. GlobalLink also reduced translation costs by identifying repetitions within a file in order to decrease the number of words that needed to be newly translated. By auto-suggesting translated content via integrated terminology management, it also cut translation updates to branded content.
- › **Productivity savings of \$263,146 by streamlining translation processes and content integration.** GlobalLink increased the efficiency of the overall translation process by providing a centralized online system to manage and communicate around that process. It also simplified submission, review, and deployment of translated content.



ROI
537%



Benefits PV
\$989,001



NPV
\$833,620



Payback
<3 months

Unquantified benefits. The interviewed organization experienced the following benefits, which are not quantified for this study:

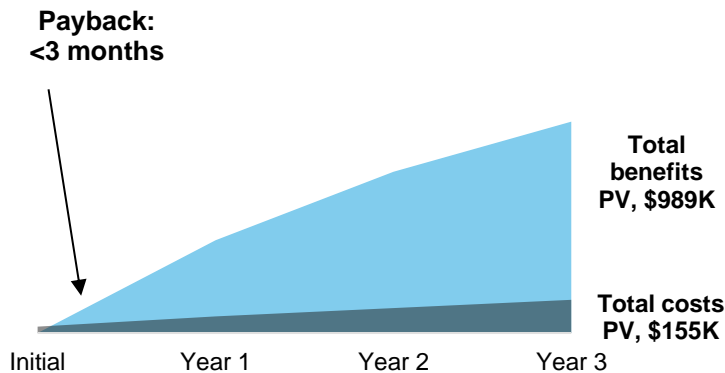
- › Better cost management from a comprehensive and centralized view and control of all translation efforts.
- › Faster time-to-market.
- › Increased brand awareness and revenue through the ability to reach a broader audience globally.
- › More timely updates across multiple languages.
- › Improved translation quality, including better brand voice consistency.
- › More rapid turnaround on translation projects.
- › Ease of scaling as translation needs change.
- › More time available for content creation.

Costs. The interviewed organization experienced the following risk-adjusted PV costs:

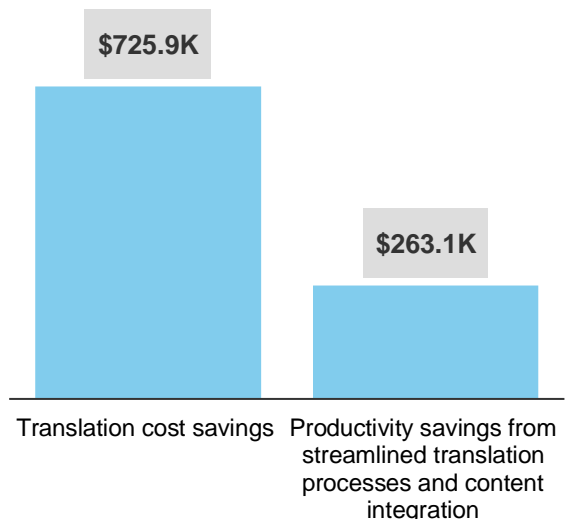
- › **Translations.com fees of \$139,093.** Translations.com fees include an initial one-time setup and training fee and a monthly software-as-a-service (SaaS) fee for GlobalLink modules and connectors to integrate GlobalLink with third-party platforms and applications.
- › **Initial and ongoing internal labor costs of \$16,288.** Internal implementation costs include IT staff time and training for the organization's staff who work directly and regularly with GlobalLink. Ongoing costs are primarily for IT support and maintenance of GlobalLink, as Translations.com provides the majority of end user support.

Forrester's interview with an existing customer and subsequent financial analysis found that the interviewed organization experienced benefits of \$989,001 over three years versus costs of \$155,381, adding up to a net present value (NPV) of \$833,620 and an ROI of 537%.

Financial Summary



Benefits (Three-Year)



The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

TEI Framework And Methodology

From the information provided in the interview, Forrester has constructed a Total Economic Impact™ (TEI) framework for those organizations considering implementing Translations.com GlobalLink.

The objective of the framework is to identify the cost, benefit, flexibility, and risk factors that affect the investment decision. Forrester took a multistep approach to evaluate the impact that Translations.com GlobalLink can have on an organization:



DUE DILIGENCE

Interviewed Translations.com stakeholders and Forrester analysts to gather data relative to GlobalLink.



CUSTOMER INTERVIEW

Interviewed one organization using GlobalLink to obtain data with respect to costs, benefits, and risks.



FINANCIAL MODEL FRAMEWORK

Constructed a financial model representative of the interview using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewed organization.



CASE STUDY

Employed four fundamental elements of TEI in modeling Translations.com GlobalLink's impact: benefits, costs, flexibility, and risks. Given the increasing sophistication that enterprises have regarding ROI analyses related to IT investments, Forrester's TEI methodology serves to provide a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Translations.com and delivered by Forrester Consulting. It is not meant to be used as a competitive analysis.

Forrester makes no assumptions as to the potential ROI that other organizations will receive. Forrester strongly advises that readers use their own estimates within the framework provided in the report to determine the appropriateness of an investment in Translations.com GlobalLink.

Translations.com reviewed and provided feedback to Forrester, but Forrester maintains editorial control over the study and its findings and does not accept changes to the study that contradict Forrester's findings or obscure the meaning of the study.

Translations.com provided the customer names for the interviews but did not participate in the interviews.

The GlobalLink Customer Journey

BEFORE AND AFTER THE GLOBALLINK INVESTMENT

Interviewed Organization

For this study, Forrester interviewed the content manager and content management platform manager from a large airline that operates around the world. The organization has been a GlobalLink customer for several years.

- › With passenger and cargo operations serving more than 50 countries, the airline requires extensive translation services for internal and external content. Timely and accurate translations are critical for operational support and brand perceptions, as many of its products and applications require ongoing content updates. To maximize brand awareness, the organization strives to communicate updates and launch initiatives across all languages consistently and simultaneously. It also needs to regularly publish content that satisfies regulatory and compliance requirements in order to avoid penalty fees.
- › The organization uses GlobalLink to manage the translation process for a mobile app and its website (currently in 16 languages) including the booking engine, booking management, online check-in, retail travel offers, a loyalty program, a corporate travel program, and a chatbot. Although these are technically different platforms, they are integrated with the organization's content management system using GlobalLink Connect adaptors. Beyond these digital platforms, the organization also uses GlobalLink to manage translations for outbound communications in some of its key markets, including brand and marketing campaigns and passenger communications.
- › The organization uses GlobalLink for about 80% of the airline's digital translation needs. That percentage is trending upwards because GlobalLink is fulfilling an increasing volume of translations from various parts of the business.
- › Each year, the organization submits 350 to 750 translation requests to GlobalLink, with annual totals of 2,177 to 5,033 files and 2.6 million to 3.7 million words to translate. The average annual number of words per file ranges from 509 to 1190, while the average annual number of words per submission ranges from 4,487 to 10,099. The average number of languages per submission has consistently trended up, from four when the organization implemented GlobalLink to 12 in the current year.
- › The organization produces original content in English, then uses GlobalLink to submit that content for translation. A translator reviews and translates the content using the organization's integrated brand glossary and GlobalLink's translation memory. The organization's local language resources then review and update individual translations via GlobalLink's review platform prior to publication. Updates to content are then automatically added to the existing translation memory for reuse in future projects.

- › Approximately Thirty-five to 40 of the organization’s employees use GlobalLink directly on a regular basis. This includes about 20 people tasked with content submissions (ranging from application/product owners to content specialists) and 15 to 20 people tasked with reviewing translated content (typically in sales and marketing capacities).
- › Translations.com provides the translation services for all translation requests submitted through GlobalLink. Prior to implementing GlobalLink, the organization had its own employees translate documents, except for highly technical or legal documents that specialized agencies translated. (It should be noted that while Translations.com is the sole provider of translation services and technology for this organization, GlobalLink is designed to support a vendor-agnostic model that can be used as a standalone tool completely separate from Translations.com services).
- › Using a Translations.com connector, the organization has integrated GlobalLink with its content management system. This integration saves time because content stored in that system can be submitted directly to GlobalLink for translation. Translated content can then be deployed to digital destinations more easily. Other content is manually submitted to GlobalLink.

Key Challenges

The interviews revealed the following issues and challenges that drove the investment in GlobalLink:

- › **The organization’s manual translation process was tedious and had high potential for human error.** The organization previously had airport and local office staff do its translations in-house using a time-consuming manual process tracked in spreadsheets. Content was submitted for translation, moved through the process, and eventually deployed, all through error-prone copy and paste methods. Internal staff would create a page in the organization’s content management system, copy that content to a spreadsheet, and submit it for translation. Translated content would get copied back to the content management system to create pages for the other languages, and then copy/pasted into the destination. All these steps held potential for human error. The organization had recently upgraded its content management system and wanted its translation process to be integrated with that system to decrease effort and errors.
- › **There was a need to reduce translation time and per word costs.** The organization lacked tools that could cut translation time and costs, such as translation memory — to enable its translators to reference prior translations of the same words — and brand glossaries to indicate preferred usage.
- › **Translation efforts were difficult to understand and manage.** The organization tracked project status in spreadsheets, with no centralized view of overall translation efforts. This made it difficult for the organization to assess and optimize those efforts.

“Our very manual translations process was tedious, messy, and error-prone. The accumulated frustration was substantial.”

Content management platform manager



- › **The organization wanted to expand its international presence, especially via digital channels.** The airline had limited local language support, operating primarily in five main languages. Its goal of an expanded global presence required having websites in multiple languages to which it could drive traffic through paid and organic means, along with other content in multiple languages. To do this, it needed the ability to efficiently handle a larger volume of translations.

Solution Requirements

The organization searched for a solution that could:

- › Enable it to more efficiently manage its translations process.
- › Allow it to handle a major increase in translations volume.
- › Integrate with the organization's content management system.
- › Provide specific functionality (including translations memory and brand glossaries) that would cut the time and cost needed for translations.
- › Streamline and optimize the translation review process.

After an extensive RFP and business case process evaluating multiple vendors, the interviewed organization chose Translations.com and GlobalLink and began deployment.

Key Results

Forrester's interviews revealed that key results from the GlobalLink investment include:

- › **Translation cost savings through translation memory, identification of repetitions, and brand glossaries.** Because the organization's translators use the GlobalLink platform, those translators can cut the per-word translation effort (and therefore the fees) by leveraging a companywide pool of content that was previously translated and approved. Full or partial matches with that content are translated at a lower per-word rate. GlobalLink also identifies sentences repeated within a submission, which saves costs by reducing the number of words that need to be newly translated (at the highest per-word translation fee). Translators' use of GlobalLink-based brand glossaries ensures that the organization's preferred word choices are used, cutting down on post-translation review steps.
- › **Staff time saved through more efficient translation processes.** The combination of less copying and pasting, a more automated process for managing translations, and integration between GlobalLink and the organization's content management system saves about 12 hours of staff time each week.
- › **Ability to scale translation efforts in order to reach a broader audience globally.** Because of the more efficient translation process that GlobalLink enables, the organization can translate and deploy a higher volume of content across a greater number of languages without dramatically increasing its legacy translation budget.



More efficient translation processes saved staff time and enabled scaling of translation efforts.

- › **Improved ability to understand and manage translation efforts and costs.** The organization has a comprehensive view of all its translation projects via a centralized dashboard in GlobalLink. It can now track and manage its overall translation costs and other key performance indicators (e.g., project status, delivery, etc.) in a single location.

Analysis Of Benefits

QUANTIFIED BENEFIT DATA

Total Benefits						
REF.	BENEFIT	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Atr	Translation cost savings	\$371,819	\$280,682	\$207,462	\$859,963	\$725,855
Btr	Productivity savings from streamlined translation processes and content integration	\$105,815	\$105,815	\$105,815	\$317,444	\$263,146
Total benefits (risk-adjusted)		\$477,634	\$386,497	\$313,277	\$1,177,408	\$989,001

Translation Cost Savings

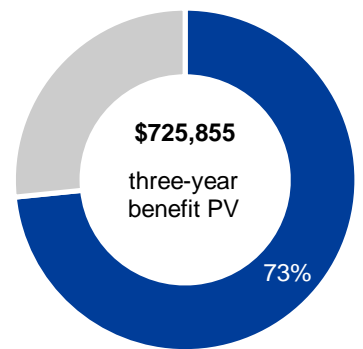
GlobalLink’s centralized translation memory functionality enables the organization to cut its per-word translations cost by leveraging companywide content that was translated and approved in the past. When the organization submits new content for translation, the translation memory feature detects words, segments, sentences, or entire paragraphs that have previously been translated (full matches) or are very similar to approved text in the organization-specific GlobalLink database (partial matches). These translation memory matches are charged at a reduced rate (for partial matches) or are processed free of charge (for full matches) compared to new words without translation memory match. The organization thus avoids repeatedly paying full price for the same translations.

As more words get translated over time, an organization’s accumulated translation memory can significantly reduce the costs and time required to create new translations while raising overall quality and consistency in brand voice. However, the percentage of full and partial matches (referred to as TM leverage) varies depending on the degree to which existing source content is changed, and how similar any new content is to content that was previously localized. When source content changes considerably, fewer full matches and partial matches occur. When source content is more stable, the percentage of matches increases. As a result, the percentage of matches can decrease or increase from one year to the next.

GlobalLink also reduces translations costs by identifying repetitions, which are sentences repeated within a submission. By doing so, it enables human translators to reduce the number of words that need to be newly translated (at the highest per-word translation cost). If analysis of the file indicates repetitions, a translator can translate those repetitions once, then repopulate the other instances in that file and only proofread them (for which the lowest per word charge applies).

The number of repetitions varies significantly, depending on how creative the content is. Repetitions may be common within documents like terms and conditions or frequently asked questions. They are less common in localized destinations content.

The table above shows the total of all benefits across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the interviewed organization expects risk-adjusted total benefits to be a PV of \$989,001.




**Translation cost savings:
73% of total benefits**

Forrester models translation cost savings as:

- › Translation memory per-word cost savings based on the total number of words charged at a full rate, prior to translation memory match discounts.
- › Total volume of words translated ranging from 2.6 million to 3.7 million each year.
- › Varying percentages of full matches, partial matches, and repetitions from year to year.
- › Per word savings:
 - › \$0.22 for a full match (100% savings)
 - › \$0.11 for a partial match (35% savings)
 - › \$0.16 for a repetition (80% savings)

“Because of translation memory, we do save quite a hefty amount.”

Content manager



Translation cost savings will vary based on:

- › The nature of the content being translated.
- › How long an organization has been using translation memory.
- › Availability of translators for needed languages.
- › An organization’s negotiated translation fee structure.

Impact risk is the risk that the business or technology needs of the organization may not be met by the investment, resulting in lower overall total benefits. The greater the uncertainty, the wider the potential range of outcomes for benefit estimates.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$725,855.

Translation Cost Savings: Calculation Table

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
A1	Number of words translated		3,665,767	3,030,801	2,555,580
A2	Percentage of full match words		32%	34%	27%
A3	Percentage of partial match words		5%	11%	12%
A4	Percentage of repetitions		23%	10%	11%
A5	Cost savings per full match word		\$0.22	\$0.22	\$0.22
A6	Cost savings per partial match word		\$0.11	\$0.11	\$0.11
A7	Cost savings per repetition word		\$0.16	\$0.16	\$0.16
At	Translation cost savings	$(A1 \cdot A2 \cdot A5) + (A1 \cdot A3 \cdot A6) + (A1 \cdot A4 \cdot A7)$	\$413,132	\$311,869	\$230,513
	Risk adjustment	↓10%			
Atr	Translation cost savings (risk-adjusted)		\$371,819	\$280,682	\$207,462

Productivity Savings From Streamlined Translation Processes And Content Integration

GlobalLink increases the productivity of those tasked with submitting and reviewing translated content. It improves the efficiency of the translation process by providing a single online system to manage and communicate around that process. Its workflow management capabilities

automate and streamline the multiple reviews and approvals involved with each translation project. GlobalLink delivers automated updates that provide visibility into translation project lifecycles and a centralized dashboard of all translation projects. The content manager explained: “Editors have instituted a self-service project for business units to sign up with GlobalLink and manage their own timelines. We’ve cut down on requests for translation status updates and eliminated the back and forth with team members needing to know progress of specific languages. All of this is easily verified within GlobalLink now.” With GlobalLink, the organization can track its overall translation costs and needs more efficiently, thus saving staff time.

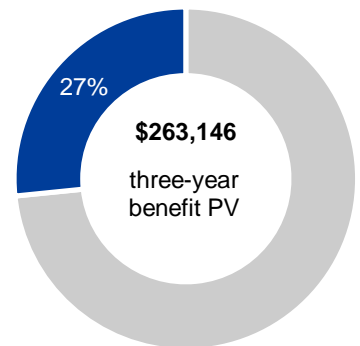
GlobalLink improves the quality and speed of translation reviews by enabling a simplified review process, including the ability to review only new text, preview most content before finalizing, and then automatically advance that finalized content to the next step in the process. It also simplifies version management.

GlobalLink accelerates the organization’s editing and reviewing, and several features cut the number of reworks. Through GlobalLink, the organization provides translators with brand glossaries that auto-suggest languages the organization tends to use. Translators are more likely to get it right the first time, thus requiring less reviewer time and fewer reworks. GlobalLink also aids consistency by ensuring that the same sentences or paragraphs are translated consistently — even when they appear in different files at different times, since there is no need to manually reference previously translated materials when they are updated.

Before translators finalize content, they get reports on potential errors by using GlobalLink’s built-in quality checks (e.g., spelling, glossary deviations). GlobalLink further reduces reworks by automating highly manual and error-prone translation management processes. Recently added “in-context preview” capabilities enable reviewers to view translated content in one step instead of two, because they can now preview recommended changes the way the final end user will see them instead of waiting to see that content live or in staging environment.

GlobalLink’s tight integration with the organization’s content management system also creates additional productivity savings. This integration reduces manual effort around importing and exporting content from the content management system over the course of the translation process. This automated process also allows translated content to be rolled out more efficiently across the organization’s more than 50 locales, saving time for the content management team.

These streamlined processes and content integration create productivity savings for 35 to 40 individuals who work directly with GlobalLink on a regular basis in one or more of the capacities described below. The nature of the activities for each capacity, and the resulting productivity savings generated by GlobalLink for the individual in those capacities, include:



**Productivity savings from streamlined translations processes and content integration:
27% of total benefits**

- › **Content team:** The content team of six editors creates and edits original content. For smaller projects involving only the organization's two flagship languages, those editors may transcreate or translate from English themselves. The translation memory and brand glossaries in GlobalLink save editors time by helping them do that consistently, especially for content featured in multiple areas of the website and owned by different stakeholders. Beyond those flagship languages, editors can roll out page updates across multiple languages via one action with the help of GlobalLink, instead of tackling those updates one language at a time. In addition, as managers of the translation process for the entire organization, editors have instituted a self-service process for other business units to sign up for GlobalLink and verify project status on their own, decreasing requests to the editors for translation status updates.
- › **Content submitters:** About 20 individuals ranging from application/product owners to content specialists (including the content team, the content management team, and business units) submit content. GlobalLink improves their productivity by reducing manual copy and paste efforts to export and import content.
- › **Content reviewers:** Between 15 and 20 individuals (typically in a sales or marketing capacity) review translations. GlobalLink saves considerable time on communications between the organization's head office and its reviewers (generally located in local offices). It also reduces the average amount of time required to review a translated document, as noted above. Edits from content reviewers are also updated back into the existing translation memory for reuse on future projects, further reducing the review effort over time.
- › **Content management team:** From a content management perspective, the more automated process enabled by GlobalLink allows content rollout to happen more efficiently across the organization's 50 locales. Editors (six employees) and the content management team (four employees) may be tasked with creating or rolling out content pages using the organization's content management/digital asset management system. They use the GlobalLink connector within the content management system UI to submit translation requests and deploy translated content without needing a separate login. They also use GlobalLink to monitor automated page builds by language and location. This saves time because they no longer need to manage each page individually. They can instead trust the system to help deliver content in time for page launches. (Translations are typically completed about one or two days prior to those scheduled launches.)

Forrester models productivity savings from streamlined translation processes and content integration as:

- › Content team: three hours per week.
- › Content submitters and reviewers (combined): two hours per week per language for each of 16 most-used languages, totaling 32 hours per week.
- › Content management team: three hours per week.
- › Average fully loaded hourly rate of \$63.

Productivity savings from streamlined translation processes and content integration will vary based on:

- › The condition of an organization’s infrastructure (e.g., whether or not its content management system supports full usage of GlobalLink’s capabilities).
- › Whether or not any legacy applications impede or slow full adoption of GlobalLink.
- › Organizational readiness to embrace new capabilities.
- › Local compensation rates.

To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$263,146.

Productivity Savings From Streamlined Translation Processes And Content Integration: Calculation Table

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
B1	Hours saved for digital content team	3 hours per week*52	156	156	156
B2	Hours saved for submitters and reviewers (combined)	32 hours per week*52	1,664	1,664	1,664
B3	Hours saved for content management system users	3 hours per week*52	156	156	156
B4	Productivity captured from time saved		100%	100%	100%
B5	Blended average fully loaded hourly rate	\$131,040/2,080	\$63	\$63	\$63
Bt	Productivity savings from streamlined translation processes and content integration	$(B1+B2+B3)*B4*B5$	\$124,488	\$124,488	\$124,488
	Risk adjustment	↓ 15%			
Btr	Productivity savings from streamlined translation processes and content integration (risk-adjusted)		\$105,815	\$105,815	\$105,815

Unquantified Benefits

The interviewed organization reported other significant benefits that are not quantified for this study:

- › **Better cost management from a comprehensive centralized view and control of all translation efforts.** Centralized project management and reporting for translation projects enables the organization to better understand and manage its translations costs. Through both qualitative and quantitative metrics on the translations process — including submissions statistics, change monitoring, and reviewer feedback — the organization can work toward set KPIs and optimize where needed. For instance, the organization has sometimes made decisions to close certain websites based on the amount of content maintenance (including translations) required versus the revenue produced.
- › **Faster time-to-market.** The organization notes that a significant portion of its revenue can be attributed to its sales and marketing activities in local languages. By using GlobalLink to shorten and improve its localization processes, the organization gets products or programs to market faster (especially those requiring major global content releases) and starts to generate revenue sooner.

“We’re able to track our overall business costs and needs more efficiently. For instance, GlobalLink allows us to understand what last-minute translation needs cost the business. And whenever we have policy or terms and conditions updates, it’s much easier to address those across our 16 languages through a centralized process.”

Content manager



- › **Increased brand awareness and revenue through ability to reach a broader audience globally.** The organization’s ability to launch new products or programs in all its locales and languages within a consistent time frame increases its global brand awareness, improves its success with marketing initiatives, and helps increase revenue.
- › **More timely updates across multiple languages.** Using GlobalLink makes it easier for the organization to keep information accurate in all languages. As the content manager noted: “Editors are able to roll out page updates across multiple languages in one go with the help of GlobalLink. Otherwise, the updates would need to be done on a per-language basis.” This improves the customer experience and cuts the organization’s risk of paying regulatory and compliance penalty fees. The organization needs to meet frequent deadlines for publishing content to satisfy regulatory and compliance communications requirements. GlobalLink makes it easier for the organization to manage this process within specific deadlines and service-level agreements (SLAs).
- › **Improved translation quality, including better brand voice consistency.** By storing reviewed content for future translation leverage and providing translators with a brand glossary, GlobalLink improves overall translation quality and ensures consistent brand voice in translated content. The content manager said, “With translation memory, we’re able to ensure that the content is consistent without having to fact-check or cross-align each and every time we produce content.” This reduces the number of revisions and reworks. Since implementing GlobalLink, the organization has experienced a 36% reduction in the overall number of revisions across languages, from an initial 7.0% to the current 4.5%.
- › **More rapid turnaround on translation projects.** The prior highly manual translation process would take at least three weeks for each translation project. The standard timeline now is around two weeks. That’s a 33% reduction because of decreased manual effort to manage the translation process, translators’ use of translation memory and repetitions (reducing the number of words they need to translate), and fewer reworks. The organization also sees a noticeable decline in human errors around its translation efforts compared to the prior process. Translations are completed faster because it takes less time to correct errors. The organization recently rolled out new GlobalLink “On-Page Preview” functionality to further improve the quality and speed of both the translation and in-house reviews by providing more context for translation submissions.
- › **Ease of scaling as translation needs change.** With more efficient processes enabled by GlobalLink, the organization can more readily expand to new markets, initiatives, or languages. The content manager noted, “Because of our centralized processes, we can more easily and speedily apply our existing processes to a new market, thereby cutting the time it takes to launch new markets.”
- › **More time available for content creation.** Because the content team spends less time managing translation processes, it can spend more time creating new content.

“Many of our products and applications require constant updates in content. It is much more impactful — in terms of brand awareness and revenue — to launch initiatives or updates across all of our markets and languages using similar timelines.”

Content manager



Flexibility

The value of flexibility is clearly unique to each customer, and the measure of its value varies from organization to organization. There are

multiple scenarios in which a customer might choose to implement GlobalLink and later realize additional uses and business opportunities, including:

- › **Upgrading to access new GlobalLink functionality.** For instance, the organization recently upgraded its GlobalLink application in order to access new features that enable a reviewer to review content in context.
- › **Expanding usage to other Translations.com products as requirements evolve.** The organization is currently exploring potential use of additional GlobalLink products. Its familiarity with Translations.com puts it in a more comfortable position to quickly make decisions and changes regarding the technologies it deploys.
- › **Connecting GlobalLink to additional technologies.** GlobalLink provides connectors to many adjacent technologies. To further improve efficiencies, the organization is thinking about integrating GlobalLink with some of its other platforms and applications. Examples include its mobile app and its CRM system to send out emails in varied languages.
- › **Expanding GlobalLink use to new business units, geographies, or languages.** GlobalLink enables the organization to confidently launch in new markets, knowing that local language processes and support will be available.
- › **Selectively using AI machine translation.** The organization has conducted a pilot with Translations.com around AI machine translation, which could be used to further improve the efficiency of its translation processes. Machine translation would be especially useful for situations that require rapid translations into many languages, like flight disruptions due to adverse weather. The organization has identified several areas/languages for further testing.

Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in Appendix A).

Flexibility, as defined by TEI, represents an investment in additional capacity or capability that could be turned into business benefit for a future additional investment. This provides an organization with the "right" or the ability to engage in future initiatives but not the obligation to do so.

Analysis Of Costs

QUANTIFIED COST DATA

Total Costs							
REF.	COST	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Ctr	Translations.com fees	\$24,200	\$46,200	\$46,200	\$46,200	\$162,800	\$139,093
Dtr	Initial and ongoing internal labor costs	\$7,042	\$3,718	\$3,718	\$3,718	\$18,196	\$16,288
	Total costs (risk-adjusted)	\$31,242	\$49,918	\$49,918	\$49,918	\$180,996	\$155,381

Translations.com Fees

Translations.com fees include an initial one-time setup and training fee, a monthly SaaS fee for GlobalLink modules, and (if needed) connectors to integrate GlobalLink with other platforms and applications. Upgrades and standard support are included in monthly fees.

The organization uses GlobalLink, a modular suite of products, which includes:

- › Project director to coordinate and automate all facets of the translation process.
- › TransStudio Review (TSR) to streamline the review process and eliminate the need for file exchange, including in-context review for pages sent for translations from the organization's content management system.
- › TSR is linked to the translation memory server, which allows linguists and reviewers to reuse existing translated content from multiple sources and vendors, and the term manager, which contains the approved key brand and industry specific terminology for each language.
- › The organization uses one connector, to integrate GlobalLink with its content management system.
- › During implementation, the organization paid Translations.com for professional services to support setup and user acceptance testing and to train its end users.

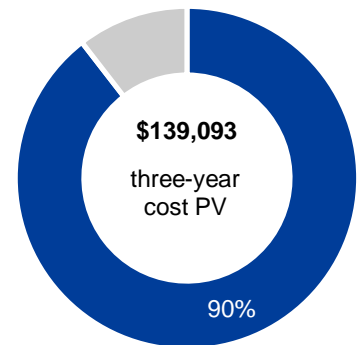
Forrester models Translations.com fees as:

- › \$42,000 annually in SaaS fees for GlobalLink modules and one connector.
- › \$22,000 for initial setup (overall and for one connector) and training.

Translations.com fees will vary based on:

- › GlobalLink modules deployed.
- › Number of GlobalLink users.
- › Number of GlobalLink connectors to third-party platforms (e.g., CMS, PIM, eCommerce, digital marketing platform, databases, etc.).
- › Number and complexity of GlobalLink workflows deployed.
- › Number of translation vendors onboarded and supported.

The table above shows the total of all costs across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the interviewed organization expects risk-adjusted total costs to be a PV of \$155,381.



**Translations.com fees:
90% of total costs**

Implementation risk is the risk that a proposed investment may deviate from the original or expected requirements, resulting in higher costs than anticipated. The greater the uncertainty, the wider the potential range of outcomes for cost estimates.

- › Support needs.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$139,093.

Translations.com Fees: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
C1	SaaS fees (includes one connector)			\$42,000	\$42,000	\$42,000
C2	Initial set-up (overall and for one connector) and training		\$22,000			
Ct	Translations.com fees	C1+C2	\$22,000	\$42,000	\$42,000	\$42,000
	Risk adjustment	↑10%				
Ctr	Translations.com fees (risk-adjusted)		\$24,200	\$46,200	\$46,200	\$46,200

Initial And Ongoing Internal Labor Costs

Initial costs: Implementing GlobalLink took 5% of an infrastructure engineer's time for three months for requirements collection, configuration setup, user acceptance testing, and deployment including firewall setup. Deployment also included integration with the content management system using a GlobalLink connector.

Translations.com trained 20 submitters and 18 reviewers who work directly and regularly with GlobalLink. With major upgrades and new versions of software, training may need to be repeated.

Forrester models initial labor costs as:

- › 5% of an infrastructure engineer's time for three months.
- › Two hours of training for 38 individuals.

Ongoing costs: Very little IT support is needed on an ongoing basis, as the organization has found GlobalLink to be quite stable. End users can contact Translations.com directly for GlobalLink issues such as passwords or logins, and issues are usually solved quickly without the organization needing to engage its own IT staff. Approximately once each year, the infrastructure engineer supports a major GlobalLink upgrade with setup, user acceptance testing, and deployment. The upgrade may provide new GlobalLink functionality or be an update of the GlobalLink connector to the organization's content management/digital asset management system.

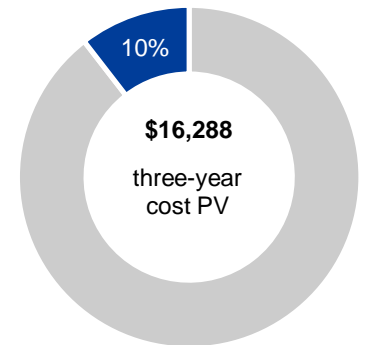
Forrester models ongoing internal labor costs as:

- › Five percent of an infrastructure engineer's time for six weeks on an upgrade, and occasional other support, totaling 52 hours each year.

Initial and ongoing internal labor costs will vary based on:

- › Complexity of the implementation.
- › Number of users to be trained.
- › Local compensation rates.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$16,288.



Initial and ongoing internal labor costs: **10%** of total costs

"Because GlobalLink is easily configurable, we met our requirements without custom coding. Integrating GlobalLink with our content management system was straightforward as well."

Content management platform manager



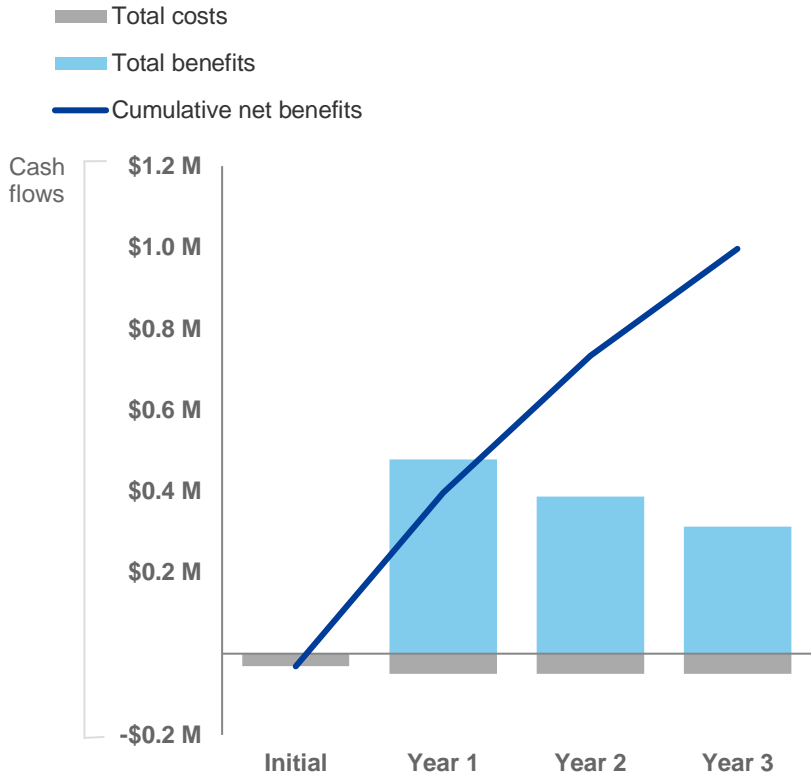
Initial And Ongoing Internal Labor Costs: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
D1	IT hours required for implementation and ongoing management		26	52	52	52
D2	IT staff fully loaded hourly rate	\$135,200/2,080	\$65	\$65	\$65	\$65
D3	Business staff hours spent in training		76			
D4	Business staff fully loaded hourly rate	\$128,960/2,080	\$62			
Dt	Initial and ongoing internal labor costs	$(D1 \cdot D2) + (D3 \cdot D4)$	\$6,402	\$3,380	\$3,380	\$3,380
	Risk adjustment	↑10%				
Dtr	Initial and ongoing internal labor costs (risk-adjusted)		\$7,042	\$3,718	\$3,718	\$3,718

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (Risk-Adjusted)



The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV, and payback period for the interviewed organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.



These risk-adjusted ROI, NPV, and payback period values are determined by applying risk-adjustment factors to the unadjusted results in each Benefit and Cost section.

Cash Flow Table (Risk-Adjusted)

	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Total costs	(\$31,242)	(\$49,918)	(\$49,918)	(\$49,918)	(\$180,996)	(\$155,381)
Total benefits	\$0	\$477,634	\$386,497	\$313,277	\$1,177,408	\$989,001
Net benefits	(\$31,242)	\$427,716	\$336,579	\$263,359	\$996,411	\$833,620
ROI						537%
Payback period						<3 months

Translations.com GlobalLink: Overview

The following information is provided by Translations.com. Forrester has not validated any claims and does not endorse Translations.com or its offerings.

TransPerfect's GlobalLink Suite is a modular set of cloud-based technology products designed to help organizations manage multilingual content more efficiently. Built to address a wide range of client requirements and localization experience, GlobalLink offers multiple configuration options to drive both adoption and success across any content type or use case. With more prebuilt integrations for major CMS, eCommerce, PIM, database, and digital marketing platforms than any other solution, GlobalLink is the preferred choice for organizations that want to reduce the time, effort, and cost of deploying and maintaining global content.

GlobalLink addresses six key areas of globalization management:

- › **Translation:** GlobalLink offers a full suite of computer-assisted translation (CAT) tools, server-based translation memory (TM), terminology management, and review capabilities to optimize the content localization process.
- › **AI:** AI-enhanced machine translation is used to decrease cost for long tail content while maintaining high levels of accuracy. Custom engines can be created for specific content areas, based on need to reduce post-localization edit distance for machine translated output.
- › **Analytics:** Real-time business intelligence is delivered via customizable dashboards that support tracking of KPIs across departments and teams.
- › **Workflow:** GlobalLink streamlines project management with intelligent custom workflows created to match business requirements and variable content types. Complex validation and regulatory approval processes can also be integrated into workflow models to reduce process risk.
- › **Integration:** Prebuilt integrations into over 40 platforms (e.g., CMS, DMS, PIM, eCOM, and more), with support for additional platforms via an open REST API. Delivery of translated web-content via proxy and JavaScript injection also available.
- › **Supply chain:** GlobalLink offers centralized management for all external vendors and internal translation resources from a single localization to optimize the global content supply chain. As a multivendor solution, GlobalLink can support any combination of translation teams and can also function completely separately from TransPerfect language services as a standalone solution.

More than 5,000 organizations worldwide currently utilize GlobalLink to drive efficiencies across their global content requirements.

Appendix A: Total Economic Impact

Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

Total Economic Impact Approach



Benefits represent the value delivered to the business by the product. The TEI methodology places equal weight on the measure of benefits and the measure of costs, allowing for a full examination of the effect of the technology on the entire organization.



Costs consider all expenses necessary to deliver the proposed value, or benefits, of the product. The cost category within TEI captures incremental costs over the existing environment for ongoing costs associated with the solution.



Flexibility represents the strategic value that can be obtained for some future additional investment building on top of the initial investment already made. Having the ability to capture that benefit has a PV that can be estimated.



Risks measure the uncertainty of benefit and cost estimates given: 1) the likelihood that estimates will meet original projections and 2) the likelihood that estimates will be tracked over time. TEI risk factors are based on "triangular distribution."

The initial investment column contains costs incurred at "time 0" or at the beginning of Year 1 that are not discounted. All other cash flows are discounted using the discount rate at the end of the year. PV calculations are calculated for each total cost and benefit estimate. NPV calculations in the summary tables are the sum of the initial investment and the discounted cash flows in each year. Sums and present value calculations of the Total Benefits, Total Costs, and Cash Flow tables may not exactly add up, as some rounding may occur.



Present value (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PV of costs and benefits feed into the total NPV of cash flows.



Net present value (NPV)

The present or current value of (discounted) future net cash flows given an interest rate (the discount rate). A positive project NPV normally indicates that the investment should be made, unless other projects have higher NPVs.



Return on investment (ROI)

A project's expected return in percentage terms. ROI is calculated by dividing net benefits (benefits less costs) by costs.



Discount rate

The interest rate used in cash flow analysis to take into account the time value of money. Organizations typically use discount rates between 8% and 16%.



Payback period

The breakeven point for an investment. This is the point in time at which net benefits (benefits minus costs) equal initial investment or cost.