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## 9th Annual Conference Translation Company Division July 17-20, 2008

**The Inverness Hotel & Conference  
Center  
Englewood (Denver), CO, USA**

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[www.ata-divisions.org/TCD/register\\_online.htm](http://www.ata-divisions.org/TCD/register_online.htm)

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### ABOUT TCD

The Translation Company Division (TCD) is a division of the American Translators Association (ATA). Visit our web site at [www.ata-divisions.org/TCD](http://www.ata-divisions.org/TCD). Subscribe to our Yahoo group by sending an email to [ataTCD-subscribe@yahoogroups.com](mailto:ataTCD-subscribe@yahoogroups.com).

### MISSION STATEMENT

To provide information and service to our members, and to improve the relationships between translation companies and freelance translators through activities that recognize we are "in association" with each other.

### NEWSLETTER

*TCD News* is the newsletter of the TCD. Readers are encouraged to submit articles, which are subject to editing. Articles reflect the opinions of the authors only, and do not represent the views or opinions of the editor or officers of the TCD.

### TCD ADMINISTRATOR

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This is going to be the TCD's best conference ever, so don't miss this opportunity to learn and network with other translation company owners and managers and vendors in an intimate environment created especially with you in mind!

### **Program Summary**

"Trends in Translation Technology, Take Two"  
Ben Sargent, Common Sense Advisory

"Why Machine Translation Is Making a Comeback: New Technology and New Opportunities"  
Hannah Grap, Language Weaver

"Tips and Techniques for Creating a Motivating Workplace"  
Peggy Sundstrom, Sundstrom and Associates

"The New Age of Subscription-Based Software—What Does It Mean for LSPs"  
Don Shin, 1-Stop Translation

"Good Recruitment Policies Are the Key to Finding Excellent PMs"  
Garry Muddyman, Conversis

"Paying Translators Across Borders"  
Martin Heimann, Orange Translations

"The Technological Vice Grip: Is It No Way or the Giant's Way?"  
Jost Zetzsche, International Writers' Group

"Theory of Constraints: Challenging the Dominant PM Paradigm"  
Bob Donaldson, McElroy Translation

"Interactive Communication Tools for Global Teams"  
Angela Starkmann

"The Lifecycle of a Translation Project"  
George Rimalower, Interpreting Services International

"Managing and Supporting Your Vendor PM"  
Mike Klinger, Anzu Global

"Globalization Management Systems: A Case Study"  
Micaela Novas, Syntes Language Group

"across Language Server—The Central Platform for Language Resources and Translation Processes"  
Daniel Nackovski, across Systems, and Peter Argondizzo, Argo Translation

"Beetext Gets SaaS—Introducing an Affordable Subscription-Based Workflow Solution"  
Dave Noiseux, Beetext



Conference Schedule

Thursday, July 17, 2008

Registration - noon to 6:00 p.m.
Cocktails and banquet - 7:00 to 10:00 p.m.

Friday, July 18, 2008

Continental breakfast - 8:00 to 8:30 a.m.
Sessions - 8:30 to 11:30 a.m.
Lunch (included in your registration) - 11:30 a.m. to 1:30 p.m.
Sessions - 1:30 to 6:00 p.m.
Dinner on your own—try one of the great restaurants in downtown Denver!

Saturday, July 19, 2008

Continental breakfast - 8:00 to 8:30 a.m.
Sessions - 8:30 to 11:30 a.m.
Lunch (included in your registration) - 11:30 a.m. to 1:30 p.m.
Sessions - 1:30 to 6:00 p.m.
Optional activity: fabulous dining at The Fort - 7:00 p.m.
(see next page)

Sunday, July 20, 2008

Breakfast buffet in the hotel restaurant

Thank you to all our conference sponsors, exhibitors, and advertisers!



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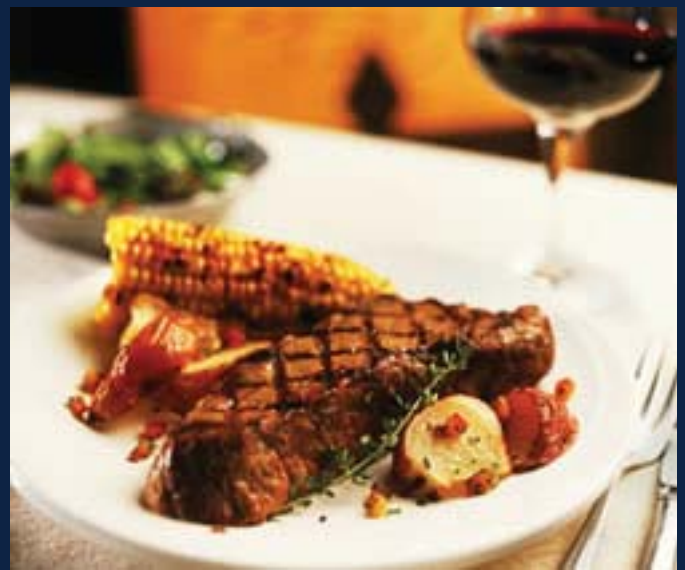
# The Fort

Fine Food Since 1963

*Enjoy an evening of fabulous dining at The Fort,  
in the foothills of the Rockies!*

The Fort, an award-winning restaurant located in Southwest Denver, is one of the nation's most recognized establishments and sells more buffalo steaks than any other independently owned restaurant in the country. Featuring fine beef, buffalo, game and seafood, The Fort's menu offers a tantalizing selection of old and new foods from the Great West. The evening will feature private dining with a specially selected menu of appetizers, grilled entrees, desserts, beer, wine, and nonalcoholic beverages.

For more information about this unique dining venue, please visit <http://thefort.com/index.html>.



**Date/time:** Saturday, July 19, 7:00 p.m.

**Cost:** \$95, payable by check or credit card to Syntes Language Group

**Transportation:** TBA

**RSVP:** Email [tcdevent@syntes.com](mailto:tcdevent@syntes.com) by July 7

## Program Detail

### **Trends in Translation Technology, Take Two Ben Sargent, Common Sense Advisory**



In May 2005, Common Sense Advisory wrote about “Darwinian market forces” in the translation technology segment, saying that “ISVs such as tiny Idiom and not-much-bigger Trados will be asked to provide more capabilities and services than their size allows. Given limited resources...acquisition will be their best bet for growth....” Now that both of these companies have in fact been sold, how can translation companies take these “eat or be eaten” realities into account in strategic planning? Is an “independent software vendor” ever truly independent? How long will they remain so?

LSPs have three options for technology: build, buy, or assemble. In this presentation, Ben will update attendees with what software options exist on the market today, and offer an opinion on survivability (probable length of independence). But these alternative strategies will also be examined: “do nothing” as a short-term strategy; buy another LSP that has a working platform; sell your company to an LSP that has a working platform; or simultaneously pursue multiple technology strategies. In this presentation, Ben will cover who is doing what with whom, today, in this rapidly evolving space.

Ben Sargent is a senior analyst with research and consulting firm Common Sense Advisory. He is responsible for leading business globalization, localization, and translation research initiatives as well as consulting on globalization assessment projects. Prior to joining Common Sense Advisory, Ben held positions at Lionbridge, Transclick, and iXL. He was also a member of the marketing team at International Communications where he was the founder and managing director of the Webstream & Interactive division. Throughout his career, Ben has worked for firms providing language services, developing computer-assisted translation technology, and creating global websites for large multinationals. Contact Ben at [ben@commonsenseadvisory.com](mailto:ben@commonsenseadvisory.com) or visit [www.common senseadvisory.com](http://www.common senseadvisory.com).

### **Why Machine Translation is Making a Comeback: New Technology and New Opportunities, Hannah Grap, Language Weaver**



Many factors are leading companies of all sizes to look at automated translation software, including the need to decrease internal and external spending, pressures to speed up time to global markets, an increase in the amount of content being translated, and the demand to translate into more languages than ever before. Automated translation software (machine translation) provides a solution that allows companies to translate into more languages than ever before, improve productivity in the translation process, and provide new information to new markets. During this presentation, attendees will learn:

- Key differentiators between SMT and rule-based MT that are providing new opportunities to utilize automated translation
- SMT overview
- Where automated translation makes sense, with a focus on statistical machine translation software (SMTS)
- How to make SMTS work for your company through the customization process
- Deployment opportunities for SMTS and the typical translation workflow
- Customer perspectives
- New opportunities for translation providers, in the areas of customer support, user-generated content, and search and discovery
- Whether their company is ready for SMT, including a checklist of requirements for success

Hannah Grap, marketing communications manager at Language Weaver, joined the company in 2005 as it began to expand the business to meet the needs of commercial customers. Hannah handles Language Weaver’s



international marketing initiatives and works with strategic partners to develop joint communications. Her background is in marketing and technical communications in the financial services sector. Hannah holds a Master of Science degree in technical communications from the University of Washington.

**Tips and Techniques for Creating a Motivating Workplace**  
**Peggy Sundstrom, Sundstrom and Associates**



Sundstrom & Associates

What's the best way to motivate employees to achieve and succeed? Is it all about money? Position and title? Or is it about something else entirely? This highly interactive workshop will help you identify management tools you can use to create work environments that encourage employees to be productive and participative. The discussion will focus on actions that can be taken by managers and supervisors to motivate people to do the best job possible and to give people what they want most from their jobs. At the conclusion of this workshop, you will be able to:

- Identify what most people want from their work
- Describe how to create a motivating work environment
- Identify how motivation can be used to help accomplish organizational goals and reinforce organizational values
- Describe ways of using motivational tools in your own organization

Dr. Peggy Sundstrom is Principal of Sundstrom and Associates, a management consulting practice located in the Denver area. Working in partnership with business leaders, Peggy helps organizations strategize for future growth, redefine business processes, facilitate change initiatives, improve organizational performance, and train managers and employees. Before beginning her consulting practice in 1997, Peggy worked for nearly 20 years at UCLA as a manager, project team leader, and internal consultant. In 2006, she was named the “Women in Business Champion of the Year” by the Colorado District Office of the U.S. Small Business Administration. In 2003 and again in 2007, she was named one of Colorado’s “Outstanding Women in Business” by the *Denver Business Journal*.

**The New Age of Subscription-Based Software—What Does It Mean for LSPs?**  
**Don Shin, 1-Stop Translation**



What is subscription-based software? What kinds of services are available? What are the benefits? What are the challenges? How can they help translation companies? This presentation will discuss in-depth all of these issues regarding subscription-based software.

Don Shin is the founder and CEO of 1-Stop Translation. He began as a translator himself for the 17th Aviation Group of the US Army in 1988, where he was honored with an Army Achievement Award. Upon completion of his Army services, he continued his work as a translator and interpreter. Since then Don has translated more than 500 movies and 40 books. He received his B.A. in Korean Language and Literature from Pusan University and completed the English Translation Program from Korea University. Don is also a board member of the Association of Language Companies.

**Good Recruitment Policies Are the Key to Finding Excellent PMs**  
**Gary Muddyman, Conversis**



Good people are a critical factor for a company's success. That's a cliché, but particularly important in a people-oriented service industry like translation. So it stands to reason, get the right people and you are well on the way to an outstanding offering. Project managers are required to manage a series of language-based projects and tasks cost effectively, efficiently, and to the highest quality standards. In this presentation, Gary will give his views on the key areas involved in the PM selection process. Attendees will be provided with a unique insight into how Conversis defines the recruitment requirement and its methods of driving the search through to the interview process.



Gary Muddyman is Managing Director and CEO of Conversis. Established in 2003, Conversis is a U.K.-based leading provider of globalization, internationalization, localization, and translation (GILT) services. Muddyman, together with a team that brings more than 60 years to the GILT market, founded Conversis with the idea of advancing the understanding and use of localization and translation as a strategic business tool. As Managing Director and CEO, Muddyman leads the company's strategic business development. Conversis is now one of the world's fastest-growing GILT businesses. Prior to joining Conversis, Muddyman served as Director of Operations for K International. Earlier, Muddyman spent 16 years working for London-based HSBC Asset Finance U.K. Ltd., one of the largest banking and financial services organizations in the world. During his tenure there he led various product, commercial, and business development divisions. Muddyman received his master's degree in business administration from Warwick University.

**Paying Translators Across Borders**  
**Martin Heimann, Orange Translations**



If you are like most translation companies, you probably have freelance translators in multiple countries or at least receive a fair amount of e-mail résumés from abroad. While the translation workflow itself is hardly affected by national borders anymore, the process of paying translators in different countries still poses various challenges. This session will examine what methods of payment are available, how they compare in terms of speed and cost, which countries and currencies they cover, and what potential hidden charges and other obstacles you or your translator may face. The discussion will include traditional payment methods such as check and wire transfer, online systems such as Paypal and Moneybookers, and money transfer, as well as the worldwide IBAN/BIC system. In addition, results from a recent payment practices survey among the Orange Translation's freelance translators will be presented.

Martin Heimann is the managing partner at Orange Translations, a language services company with offices in North America, Europe, and Asia. He currently lives and works in Manila, Philippines, where the firm's central project management office is located.

**The Technological Vice Grip: Is It No Way or the Giant's Way?**  
**Jost Zetzsche, International Writers' Group**



The last few months have seen an ever-increasing concentration of translation technology in the hands of the three or four largest language service providers. Where does this leave the smaller LSPs? How can they use technology without being dependent on the mercy of their largest competitors? Are we at a stage when ownership of technology is the ultimate deciding factor for the growth of LSPs? This interactive session will try to answer some of those questions and shed some hopeful light on the future of translation technology and our industry.

Jost Zetzsche is an English-to-German translator, localization and translation consultant, and widely published author of books and articles on technical aspects of translation. A native of Hamburg, Germany, he earned a Ph.D. in the field of Chinese translation history and linguistics, and began working in localization and technical translation in 1997. In 1999, he cofounded International Writers' Group ([www.internationalwriters.com](http://www.internationalwriters.com)) on the Oregon coast. In 2005 he launched TM Marketplace ([www.tmmarketplace.com](http://www.tmmarketplace.com)), a company that licenses translation memories between translation buyers. His latest endeavor is [www.TranslatorsTraining.com](http://www.TranslatorsTraining.com), a site that offer in-depth comparisons of translation tools.

**Theory of Constraints: Challenging the Dominant Project Management Paradigm**  
**Bob Donaldson, McElroy Translation**



Project management is probably considered to be a "core competency" by every member of the TCD. Many companies have adopted and adapted portions of the Project Management Institute's methodology, and some (including McElroy) have invested in PMI certification. The PMI emphasis on planning, phase gates, process, and so on can be very helpful, but if applied "woodenly," it can also become a straightjacket. The focus on optimizing

individual steps of a well-defined process tends to limit flexibility and often reduces overall “throughput” of the “system.” The “Theory of Constraints” (as originally formulated by Eli Goldratt in an effort to optimize manufacturing) addresses the problem from the perspective of optimizing throughput of the system as a whole. This has obvious applications to the language services business, where clients are demanding shorter turn times and greater volume of translation is the key to expanding margins. Bob will outline the key components of the theory and suggest some practical applications to our businesses.

Bob Donaldson is Vice President of Strategy at McElroy Translation. He has 25 years of executive experience in software development, project management, and technology strategy consulting. An academic background in Slavic Linguistics and early career work as a Russian translator give him insights into technology challenges arising in the language services environment.

### **Interactive Communication Tools for Global Teams** **Angela Starkmann**

Communication is key for everyone working in the translation business. In our global industry, quite often stakeholders won't even meet face-to-face during the course of a project; they remain at their desks in different corners of the world. Teams come together for the purpose of a job and split up again as soon as it is finished. They might get together again only if it is required by their work, and they will probably never meet. At the same time, work in the translation industry becomes more and more dependent on information technology every day, with a large amount of data being exchanged for every single project. This presentation outlines the different means of web-based communication for everyone working in the translation industry. It summarizes the benefits of different systems and specifies the particular ways of using them, in different situations and for different purposes. Some of these systems are not exclusively created for language industry professionals and are also used by people from different backgrounds. Yet they are useful to meet the communication needs of everyone working in the industry, with flexible teams located on different continents and in different time zones.

Angela Starkmann is an independent project manager, translator, and trainer with particular interest in life science. She has worked as linguist and project manager on the customer side (Medtronic) as well as on the service provider side. Together with Angelika Zerfass, she developed the concept of minimal translation management (<http://www.m11m.de>), a basic translation management workshop for translation customers who have to deal with translation as a side activity and sometimes feel overwhelmed by that task. Angela lives with her family in the countryside of Bavaria, and loves the combination of quiet village life and work in the fast-paced international localization industry.

### **The Lifecycle of a Translation Project** **George Rimalower, Interpreting Services International**



Nearly 50 million people in the United States speak a language other than English. As our communities become more diverse, translations are vital to both the access and delivery of quality health care. Translation is a dynamic process that requires the active participation of multiple linguists. This presentation will focus on the steps required to provide high-quality and culturally appropriate healthcare translations. The processes that will be discussed can be easily adapted to a wide range of diverse organizations in an effort to meet their individual translation needs.

George Rimalower is founder, president, and chief executive officer of Interpreting Services International, Inc. (ISI). ISI is a provider of culturally and linguistically appropriate services including translations, interpreting, and diversity training. Based in Los Angeles, ISI has grown from a one-man operation founded in 1981 into a nationwide company with an international reputation for excellence. George developed the Interpreter Training and Assessment Program (ITAP) used by healthcare organizations to enable personnel to communicate more effectively with non-English-speaking patients. The ITAP training module has received Court Interpreter Minimum Continuing Education (CIMCE) approval from the Judicial Council of California for continuing education.



**Managing and Supporting Your Vendor Project Manager**  
**Mike Klinger, Anzu Global**



This presentation is about the treatment, support, and retention of vendor project managers (VPMs). We will evaluate the role of the VPM in your organization and touch on the importance of the operations process and competitive compensation. We will discuss general company policies and how to improve the relationships with your VPM, including specific ways to reward behavior and how to cultivate a supportive company culture. Examples of multiple vendors and successful strategies will be presented. We will also address the damage that turnover causes to an organization, and openly discuss the challenges and opportunities inherent in this strategy. The goal of this presentation is to offer positive alternatives (to salary) to rewarding and supporting your VPM to promote a healthier, more productive organization.

Michael Klinger has more than fifteen years experience in the globalization industry and presently runs globalization staffing company Anzu Global. Prior to this, he was Managing Director of the Globalization Practice at Comsys. Comsys is a \$700 million staffing and consulting company. Michael managed the globalization project and staffing services. He speaks five languages and has lived and traveled abroad extensively. He began working in the globalization field as an interpreter and became a project manager. At Anzu Global, 10% of profits go to multiple charitable causes.

**Globalization Management Systems: A Case Study**  
**Micaela Novas, Syntes Language Group**



Interested in learning how a GMS implementation can help your company? This presentation will cover the benefits, efficiencies, and insights of working with a globalization management system. From preliminary analysis to implementation, we will share the challenges and successes of designing and implementing automated workflows and business processes, integrating existing company best practices into the new technology, and delivering onsite and remote training. The presentation will provide specific data on efficiencies gained, particular disadvantages, and implementation timelines.

Micaela Novas, originally from Argentina, earned a B.S. in Legal Translation from Universidad de Buenos Aires (Argentina) and an M.A in Translation from Kent State University (Ohio). Her fields of interest include website localization, translation memory tools, and technology. She is currently Technical Services Manager at Syntes Language Group. She also serves as a Localization Lead and provides ongoing training to project managers and inhouse and freelance translators on localization and translation memory tools. Previously, she was Head of the Spanish Department and also served as the Internship Coordinator at Syntes. Micaela is an ATA-certified translator, and is Adjunct Faculty in the Graduate Certificate in Translation Studies program at the University of Denver.

**Tool Presentation: across Language Server—The Central Platform for Language Resources and Translation Processes**  
**Daniel Nackovski, across Systems, and Peter Argondizzo, Argo Translation**



This session will present integrated processes for translation-oriented authoring, translation, and quality management; and open interfaces for seamless connection of corresponding systems.

As president of across Systems, Daniel Nackovski is responsible for the North American business unit of across. Daniel is a Swedish national; he studied International Business at the University of Kristianstad and attained a master's degree in Strategic Management from the University of Lund. Daniel joined across Systems in 2006, and his focus is to advise key account customers on language technology and translation workflows. He is also responsible for management of the U.S. partner network.



**Beetext Gets SaaS—Introducing an Affordable Subscription-Based Workflow Solution**  
**Dave Noiseux, Beetext**



While workflow and project management solutions have been on the market for some years now, they have all too often been within the grasp of only the larger LSPs and corporations. A pioneer in web-based workflow and project management, Beetext is changing the game yet again, introducing all the essential components of its full-blown solution, Flow, in a subscription-based, per-PM licensed SaaS model, bringing the efficiency of its solutions to companies of almost any size or budget.

Originally hailing from Montreal, Dave Noiseux was introduced into the language industry some three years ago after leaving a career in information technology. In this short time, Dave has held down sales and customer service positions for both a publicly traded industry behemoth as well as a smaller, privately held up-and-comer.





### **Call for Nominations**

The Translation Company Division is pleased to call for nominations from the TCD membership for the following positions:

Administrator (2-year term)  
Assistant Administrator (2-year term)

Election of these officers is held every two years in accordance with our TCD bylaws. The results of the election will be announced at the TCD Annual Meeting, which will be held during ATA's 49th Annual Conference in Orlando, Florida, November 5-8, 2008.

#### **TCD Officer Duties**

Officers must be members of the Translation Company Division as well as voting members of ATA. You will find a summary of duties for officer positions online at [http://www.americantranslators.org/divisions/Officer\\_Duties.pdf](http://www.americantranslators.org/divisions/Officer_Duties.pdf)

Serving in a division leadership role provides enormous opportunity, both professionally and personally. Division officers frequently find themselves becoming more successful in their own careers as they develop additional skills, make useful business connections, and share ideas with other division members.

#### **How to Nominate a Candidate**

Your assistance in helping identify interested, capable colleagues is crucial to the election process and the division. Qualified candidates must be voting (active or corresponding) members of ATA and members of the Translation Company Division. Any division member may make a nomination, and self-nominations are also welcome.

If you plan to put a name forward for a nomination, it would be helpful if you could contact the potential nominee first and tell them of your intention. Let them know that a nomination does not guarantee a formal invitation to run for office. Remember that TCD officers serve on a volunteer basis; please do not nominate colleagues who express serious concerns about service or who have conflicting priorities.

To nominate a candidate for a TCD office, please contact Jamie Padula ([jamie@atanet.org](mailto:jamie@atanet.org)) at ATA Headquarters by July 14 for the Nomination Form.

We hope you will take this opportunity to consider stepping forward as a volunteer during the coming year—if not as a candidate for office, then perhaps as a mentor to a new member or a contributor to our division newsletter. There are many ways to be involved, and volunteering is a wonderful way not only to share your experience but also to expand your network of contacts.

As always, your support of the Translation Company Division and ATA is appreciated.