

Three Ps in Enterprise Terminology Management: Project, Product and Process



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Enterprise Terminology Management (ETM)

Professional

- systematic
- prescriptive
- acc. to standards
- multilingual
- multipurpose vision
- continuous improvement

Enterprise

- internal and external corporate communications
- Internal and external business target groups
- business processes

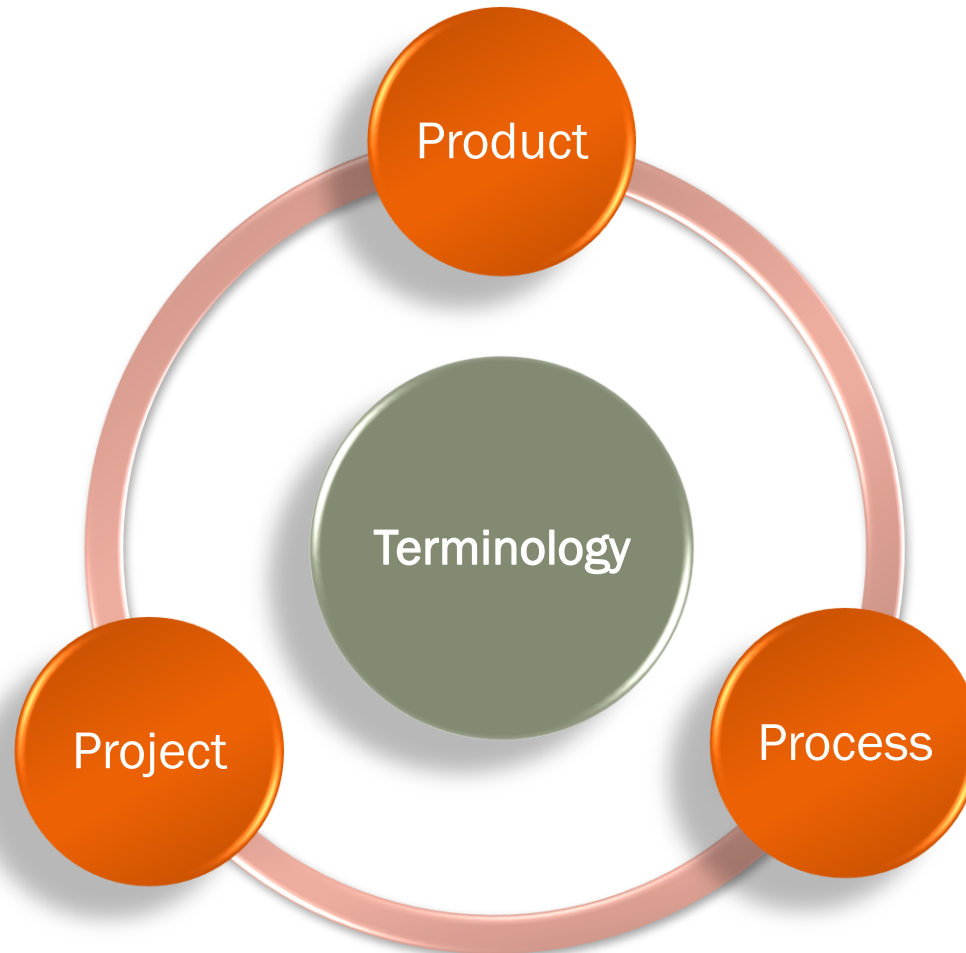
Terminology Management

- Definition and maintenance of term entries
- Review/approval of content
- Preparation of output products

Goals of the presentation

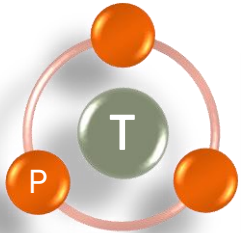
- ∞ You are acquainted with the main principles and issues of project management.
- ∞ You can apply these principles when tackling terminology management projects.
- ∞ You know the aspects relevant to ETM project planning and implementation.
- ∞ You can define the scope of your ETM product.
- ∞ You are aware of instruments and arguments to present a winning business case and get management commitment.
- ∞ You know how to turn your ETM project into an ETM process.

Three Ps in ETM: terms and definitions 1/2



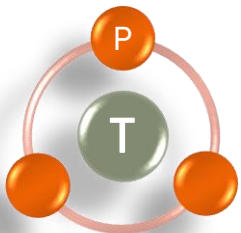
Three Ps in ETM: terms and definitions 2/2

Project



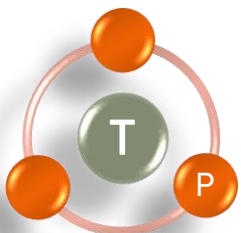
One-off undertaking with a single, definable end result or **product** (defined objectives, resources, processes, time frame and budget).

Product



Project deliverables that make up or contribute to delivering the objectives of the **project**.

Process

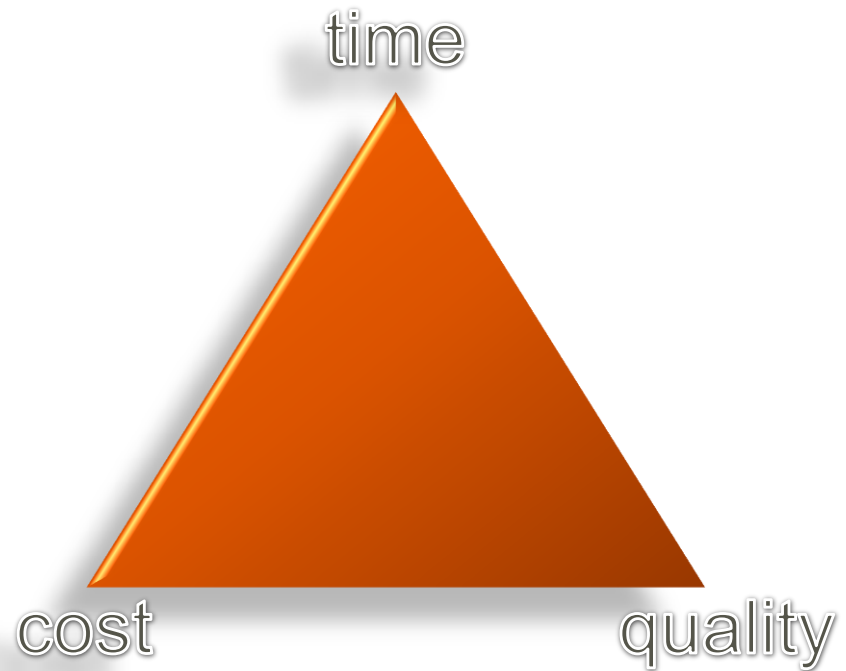


Recurring series of activities and measures, carried out in a pre-determined sequence and producing measurable results.

Basics on project management 1/4

Planning and executing a piece of work from inception to completion to safely achieve objectives:

- ∞ on time
- ∞ within costs limits
- ∞ to the specified standards of quality



Variables (success criteria) depend on each project!

Basics on project management 2/4

Project characteristics

- ∞ Range of success/failure criteria
- ∞ Finite lifespan
- ∞ Series of multiple and potentially conflicting objectives
- ∞ Relatively complex
- ∞ Staffed by a multidisciplinary team
- ∞ Characterised by conditions of change (and risk)
- ∞ Secondary to the main objectives of the organisation

Projects are important for the organisation to evolve!

Basics on project management 3/4

Organisational factors in project management

Organisational structure

- ∞ Internal project manager (matrix structure)
- ∞ External project manager (project organisation)

Authority, power/status

- ∞ Seniority
- ∞ Project sponsor
- ∞ Position in the hierarchy
- ∞ Professional records (ext.)

Team issues

- ∞ Size
- ∞ Sentience
- ∞ Heterogeneity
- ∞ Cohesiveness
- ∞ Stress and conflict potential
- ∞ Team building and motivation

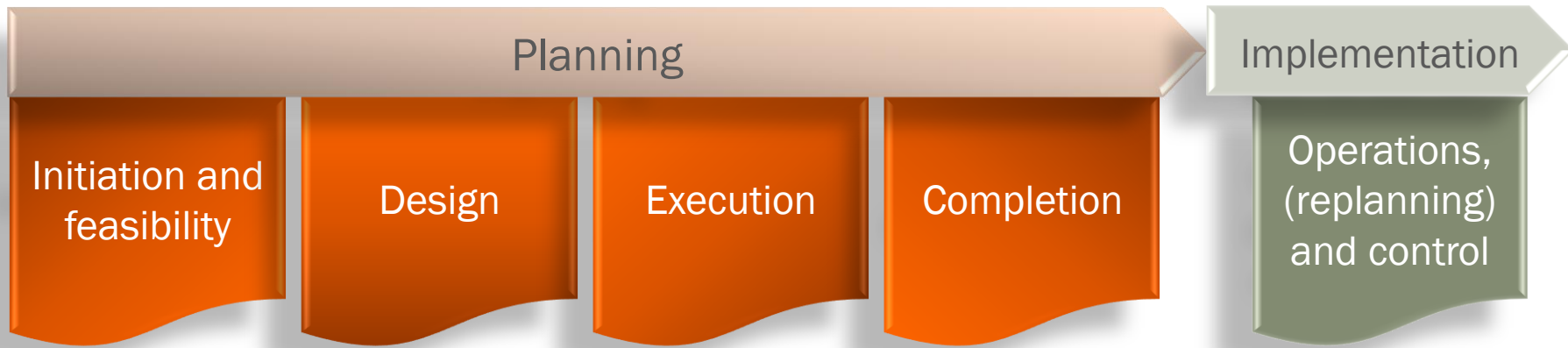
Communication

- ∞ Level (organisation/team)
- ∞ Informal/formal
- ∞ Internal/external



Basics on project management 4/4

Main project management phases



Content overview

- ∞ "P" for project > ETM project concept
 - Drawing up a project concept
 - Project concept: stakeholders, model, business case
 - Project concept dimensions: analytical, strategic, operational

- ∞ "P" for product > ETM product concept

- √ *Project milestone > ETM business case*

- ∞ "P" for process > ETM process concept

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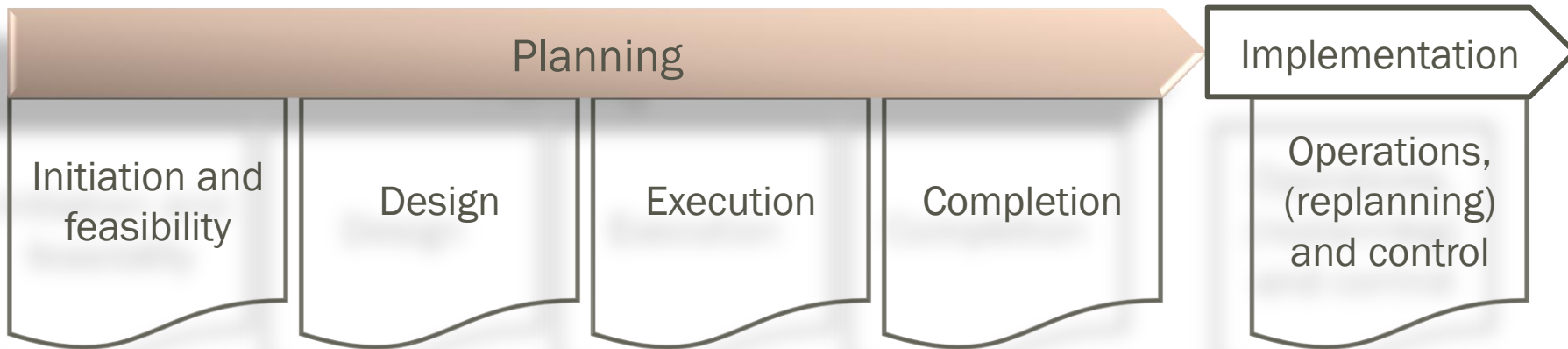
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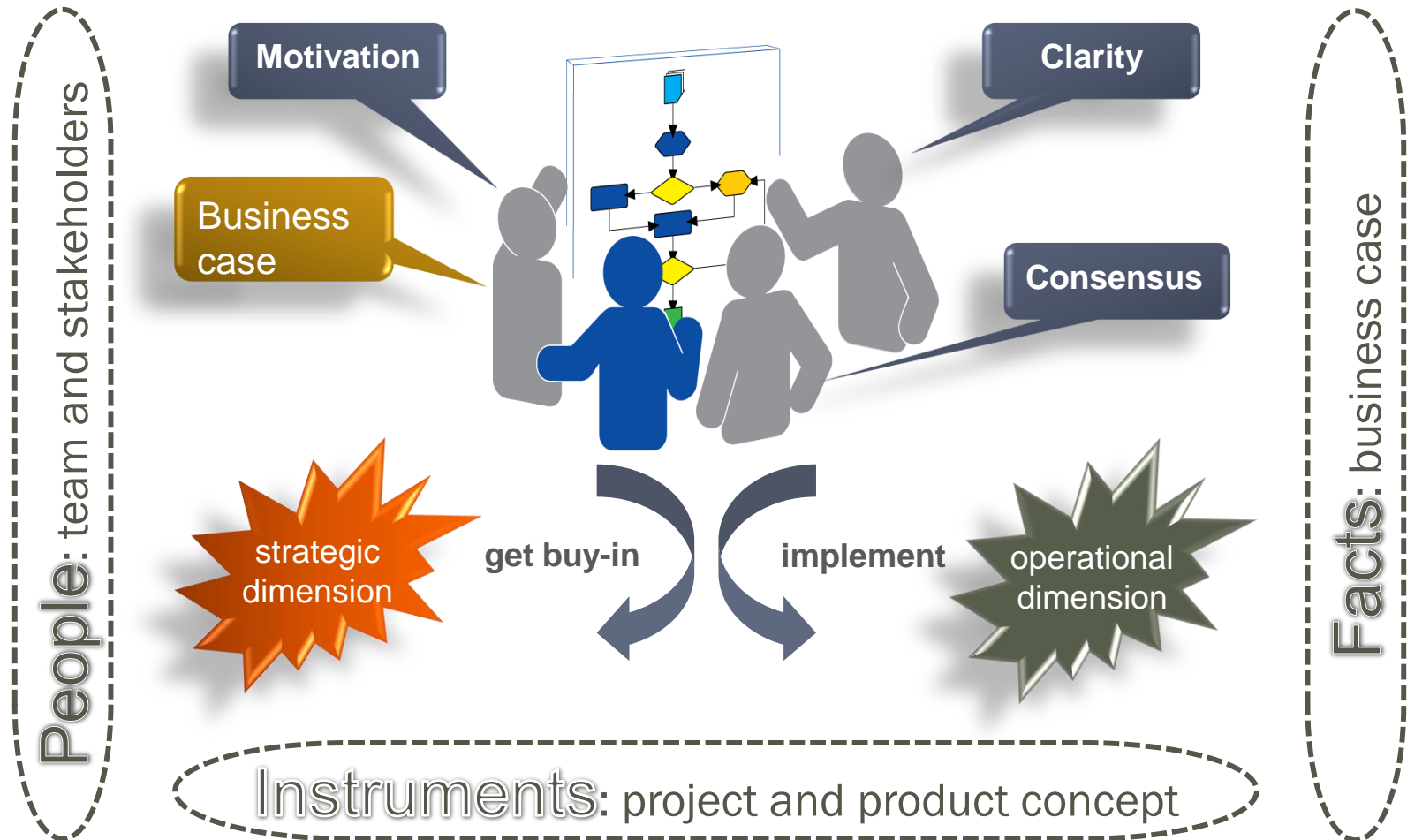
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ETM project phases: planning

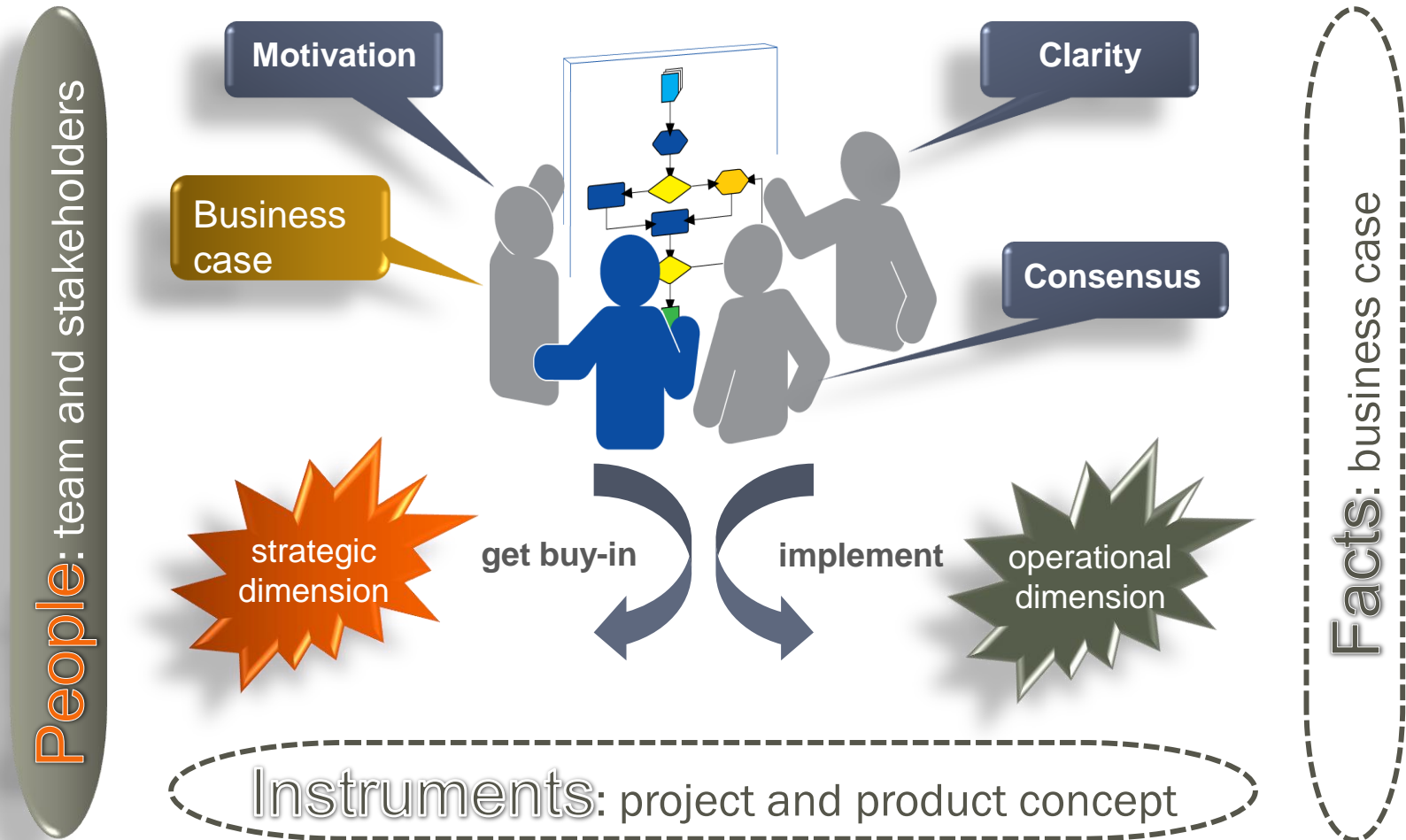
Basic project management phases



ETM project concept



ETM project concept: people



ETM project concept: stakeholders 1/5

Involving the relevant stakeholders

Persons,
groups,
organisations,



directly/indirectly
involved in
terminology work

directly affected
by terminology,
who have an
influence on or
an interest in
terminology

Actions, targets,
policy of the
business

Other tools and
processes

ETM project concept: stakeholders 2/5



ETM project concept: stakeholders 3/5

- ☞ Explain the product and process "Terminology", and the goals of the project

At the beginning of the process, involve everyone (or at least as many as possible).

Form a "representative" team (don't forget foreign branches)



ETM project concept: stakeholders 4/5

- ∞ Identify the quantitative and qualitative benefits of terminology management for each of the stakeholders
- ∞ Emphasize the importance of their contribution, and what they stand to gain
- ∞ Recognize their contribution
- ∞ Share ownership

ETM project concept: stakeholders 5/5

Tools and processes as stakeholders

∞ Tools

- Computer-assisted translation tool
- Machine-translation system
- Controlled authoring tool
- Term extraction tool
- Search engine
- Spell checker
- Terminology lookup website

∞ Processes (other than authoring and translation)

- Indexing
- Keyword management
- Information architecting

ETM project concept: benefits for SHs 1/4

Qualitative benefit for editorial/language services

- ∞ Ensures correct use of language
- ∞ Assists in quality assurance for documentation purposes
- ∞ Improves the quality of translations
- ∞ Standardises documentation in the source and target languages
- ∞ Exposes ambiguities and inconsistencies
- ∞ Improves content navigation, retrievability, indexing
- ∞ Ensures appropriate terms are used for new concepts

ETM project concept: benefits for SHs 2/4

Cost savings for editorial/language services

- ∞ Reduces research effort for finding technical terms
- ∞ Speeds up the translation process
- ∞ Speeds up the process of reviewing (fewer corrections, clarifications, shorter QA times)
- ∞ Reduces translation costs (re-use of existing text segments using correct terminology)
- ∞ Improves interaction with external TSPs (clear benchmarks for assessing the quality of translations)

ETM project concept: benefits for SHs 3/4

Qualitative benefit for the business

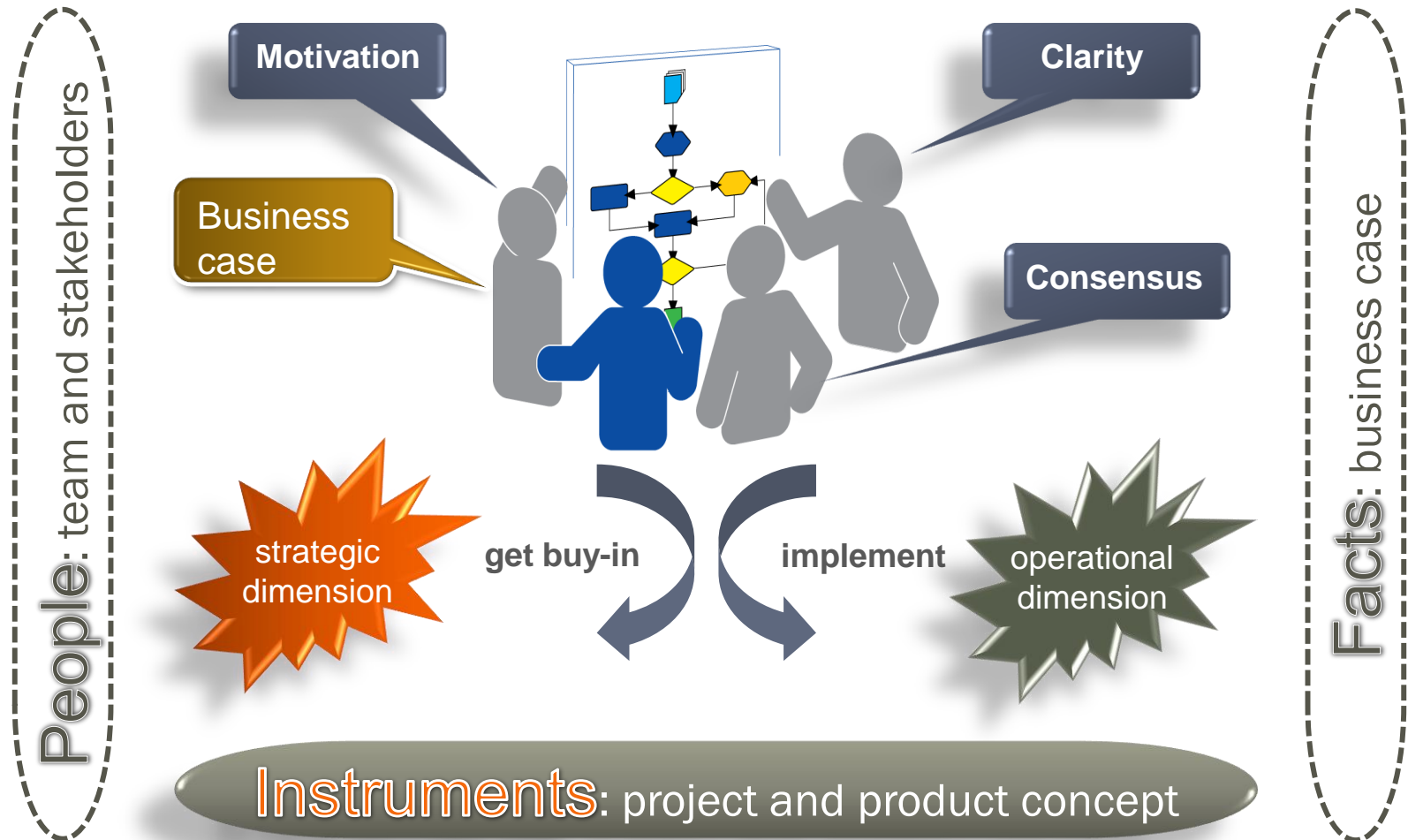
- ∞ Standardised presentation (use of language and appearance)
- ∞ Consistent documentation in all languages
- ∞ Clear, rule-compliant sustainable technical communication
- ∞ User-friendly documentation for customers
- ∞ Potential for competitive advantage (specific, targeted corporate language, as distinct from that of the competition, and to assist with consistent brand positioning)
- ∞ Promotes brand and corporate identity
- ∞ Promotes effective knowledge sharing and transfer

ETM project concept: benefits for SHs 4/4

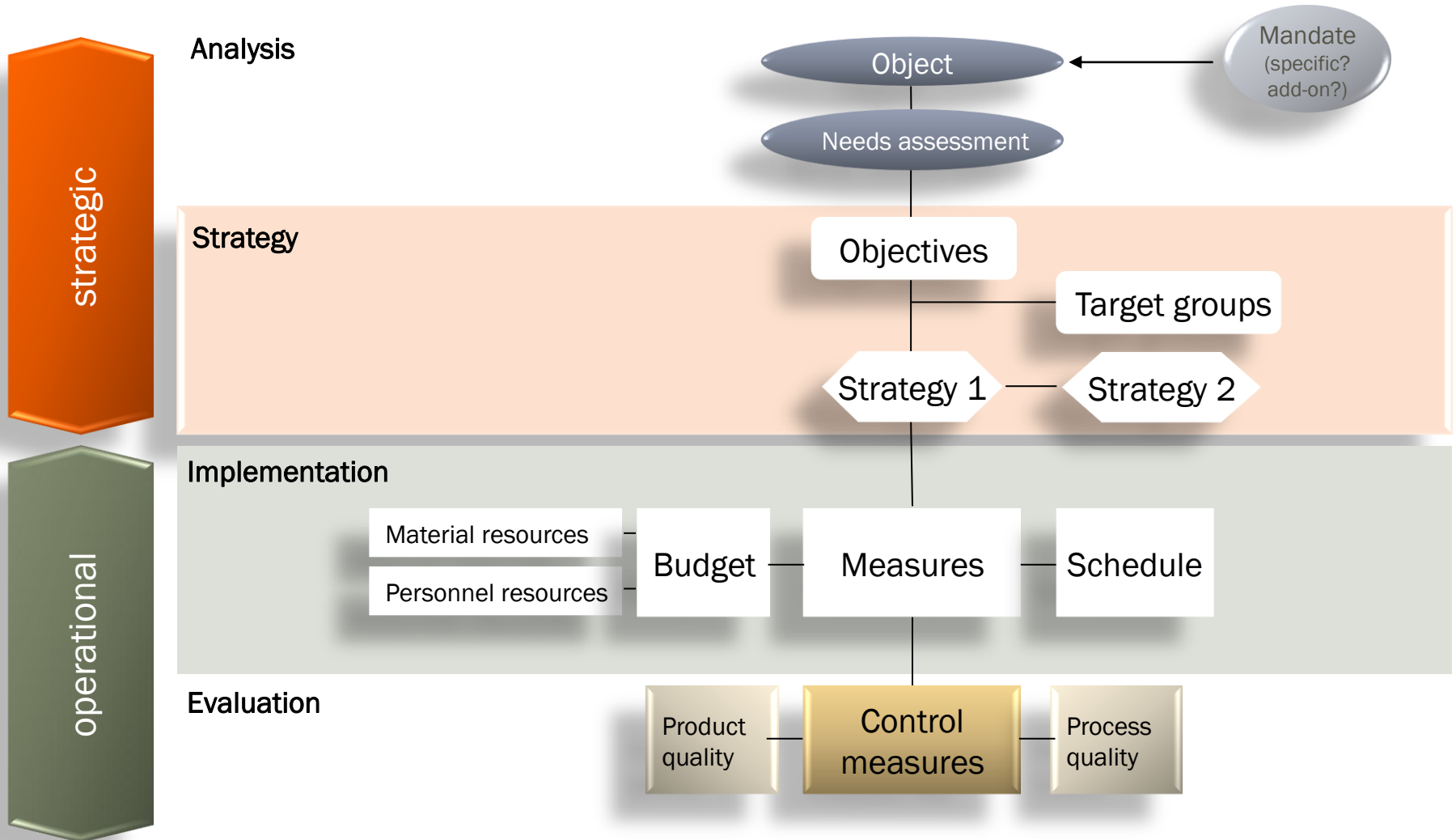
Cost savings for the business

- ☞ Shortens the time window for product releases
- ☞ Reduces familiarisation period for new employees
- ☞ Enhances productivity of employees (short research time for finding technical terms)
- ☞ Clearer information increases customer satisfaction
- ☞ Reduced support calls and customer complaints
- ☞ Improves legal certainty (e.g. relating to product liability)
- ☞ Eliminate the risk of breaches of copyright

ETM project concept: instruments



ETM project concept model



ETM project concept model: analysis 1/5

∞ Determine the object of the ETM project concept in detail

- How will the terminology look (basic terms, knowledge base)?
- Which approach is preferred (harmonisation, standardisation, description)?
- Which languages and organisational units are affected?
- Are all languages given equal priority?
- What already exists (terminology inventory/formats, software, infrastructure)?
- Are there non-negotiable restrictions (budget, deadlines, existing agreements)?

ETM project concept model: analysis 2/5

- Investigate the need for action that is to lead to the introduction of ETM

Symptoms of problems

- ✓ different names
- ✓ inconsistencies
- ✓ synonyms
- ✓ errors in translation
- ✓ quality, usability
- ✓ repeat questions
- ✓ search
- ✓ changes
- ✓ revision time

Identifying the problem

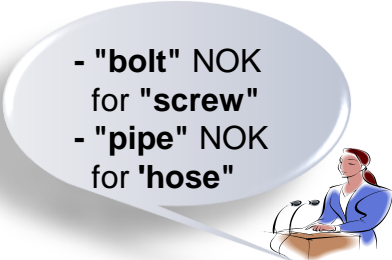
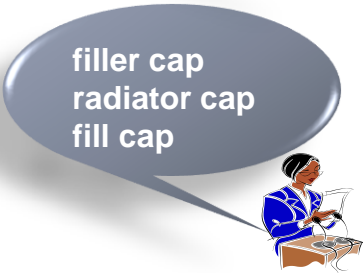

Surveys/interviews:

- ✓ experts
- ✓ customers
- ✓ employees
- ✓ business partners
- ✓ service providers
- ✓ other industry reps

tekomp study 2010 (Schmitz, Straub)

ETM project concept model: analysis 3/5

Problems/Risks without ETM

	Problem	Description	Example	Result
Source language	wrong terminology	wrong terms(s) for a concept	 <p>- "bolt" NOK for "screw" - "pipe" NOK for "hose"</p>	<ul style="list-style-type: none"> ▪ user error, incomprehensible ▪ reduced retrievability ▪ poor image / cust sat. ▪ safety, legal concerns
Source languages	inconsistent terminology	≠ terms = concept	 <p>filler cap radiator cap fill cap</p>	<ul style="list-style-type: none"> ▪ misleading ▪ poor usability ▪ poor image / cust sat. ▪ increased translation cost ▪ reduced retrievability
Source/target languages	ambiguous terminology	= term ≠ concepts	 <p>Abstandsbolzen: "spacer bolt"? "distance rivet"?</p>	<ul style="list-style-type: none"> ▪ misunderstandings ▪ poor usability ▪ high risk of mistranslations

(acc. to K. Dunne)

ETM project concept model: analysis 4/5

- ∞ Present arguments for (or against?) ETM using the SWOT* analysis



*Strengths/Weaknesses/
Opportunities/Threats

ETM project concept model: analysis 5/5

- ∞ Consider the extent to which terminological errors could spread, and how critical the information affected is

- ✓ Frequency
- ✓ Spread – different languages, different media, different repetitions
- ✓ Impact on cost, time, and quality
- ✓ Damage to reputation
- ✓ Loss of customer loyalty
- ✓ Support calls

tekomp study 2010 (Schmitz, Straub)

ETM project concept model: strategy 1/3

- Necessity
- Benefit
- Risks of status quo



- Significance
- Priority
- Supports company mission

- Form
- Content
- Input/output
- Deliverables

- Workflow
- Participants
- Engagement
- Connectors

ETM project concept model: strategy 2/3

- ∞ Ensure that all the necessary clarifications have been obtained (see Analysis section)
- ∞ Define unambiguous targets (SMART formula)

S
M
A
R
T

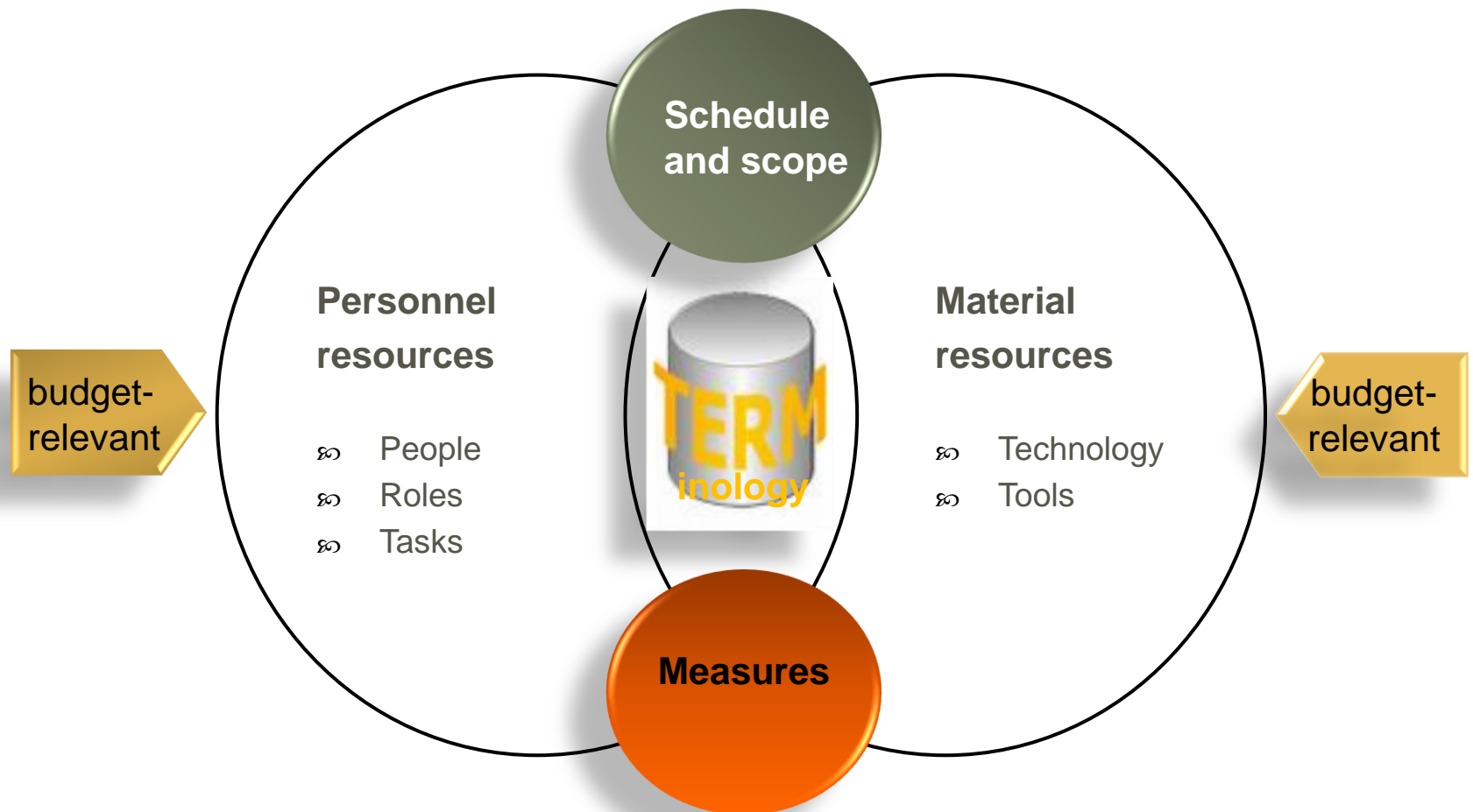
specific
measurable
action-oriented
realistic
time-based

ETM project concept model: strategy 3/3

- ∞ Link qualitative and quantitative targets
- ∞ Start small (e.g. modest pilot project), but plan for growth
- ∞ Make it clear that ETM is a permanent commitment
- ∞ Define sub-targets as milestones (short/long term)
- ∞ Report successes (market the project)
- ∞ Aim to achieve benefits for as many users as possible

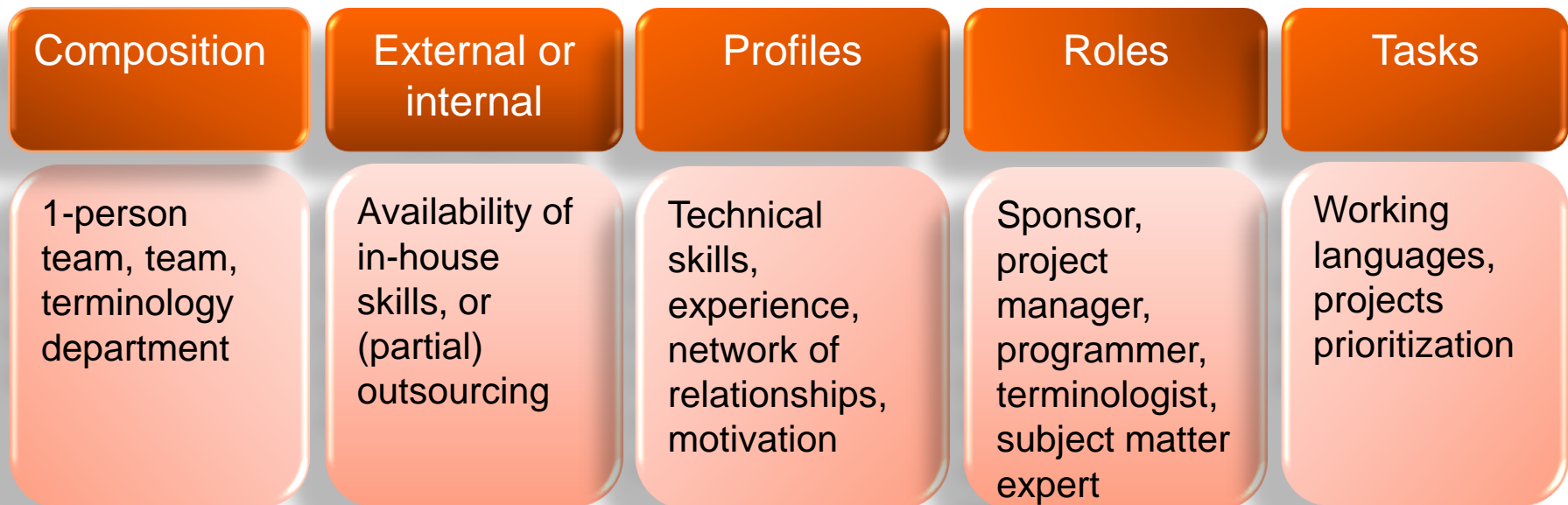
ETM project concept model: operational 1/4

Resource, schedule, scope and budget



ETM project concept model: operational 2/4

- ∞ Determine the personnel resources needed
- ∞ Set small amounts of time required for the persons involved
- ∞ Define a limited scope



ETM project concept model: operational 3/4

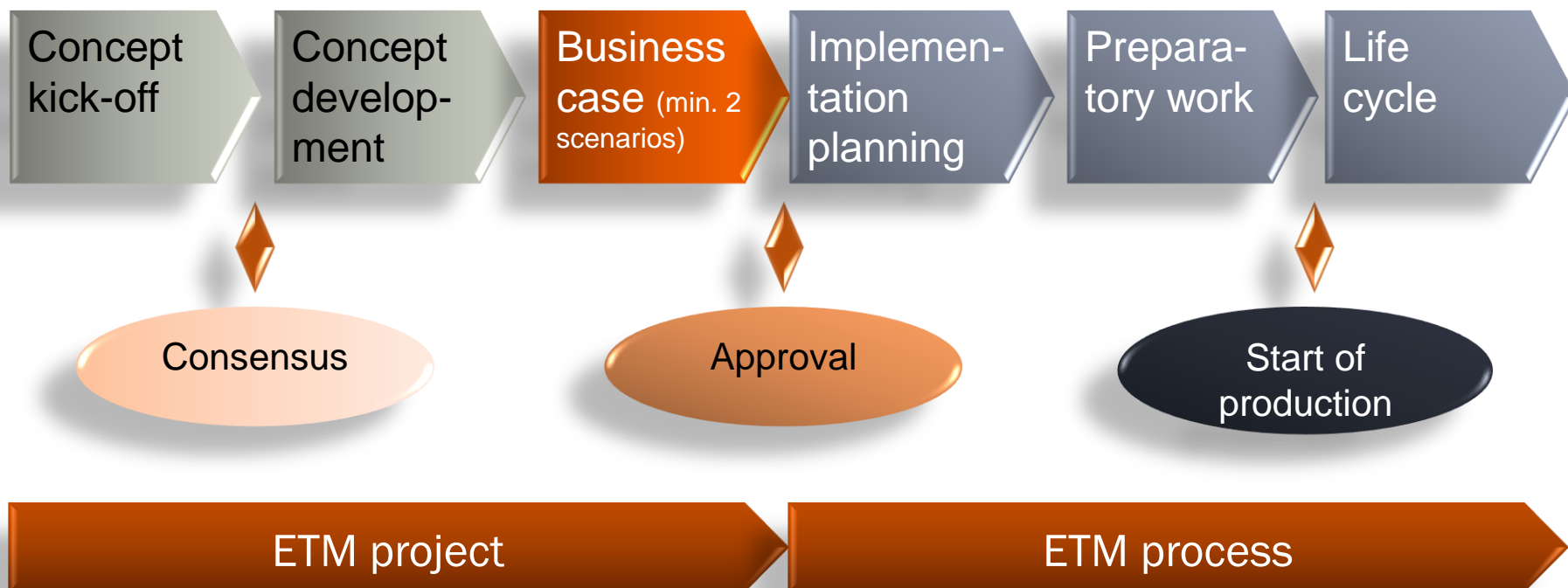
∞ Select the terminology tool to suit your processes

- Type (in-house development, "off the shelf" product, intermediate solution)
- Administration requirements
- Languages/functions supported
- IT requirements
- Price

∞ Observe standards for data exchange (e.g. ISO26162: Design, implementation and maintenance of terminology management systems)

ETM project concept model: operational 4/4

- ∞ Define your milestones and deadlines up to production
- ∞ Include a support and maintenance project phase



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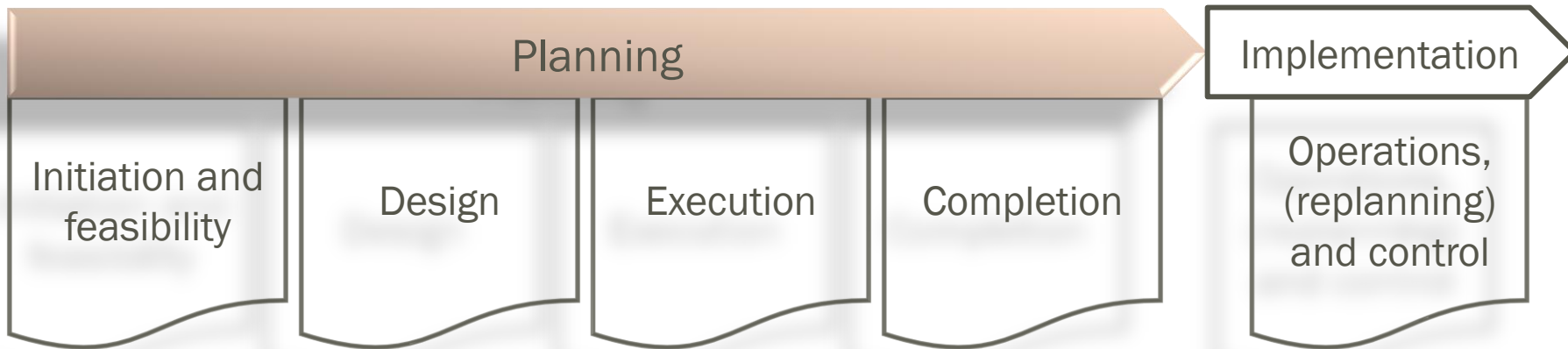
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ETM project phases: planning

Basic project management phases



ETM product concept: data model/quality

Terminology collection

Data model

- ✓ Structure of entries
- ✓ Granularity of data
- ✓ Data categories
- ✓ Exchangeability
- ✓ Data integrity



Data quality

- ✓ **Origin/reliability**
Research/Selection
- ✓ **Consistency**
Variants, synonyms
Validation
- ✓ **User feedback**