

**HAUTE
ÉCOLE DE
BRUXELLES**

INSTITUT SUPÉRIEUR DE TRADUCTEURS ET INTERPRÈTES

34, rue Joseph Hazard

1180 Bruxelles

**RISK MANAGEMENT IN TRANSLATION PROJECTS:
STUDY AND SURVEY RESULTS**

Étude du concept de gestion de risque au sein d'un projet de traduction réalisée sur la base de données théoriques et d'un questionnaire élaboré à l'intention de chefs de projet de traduction.

Mémoire de fin d'études

SERE, Katalina

Master en traduction et industries de la langue, anglais-espagnol

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CHAPITRE 1 – INTRODUCTION

« *Anything that can go wrong, will go wrong* » (E. A. Murphy Jr.)

1.1 Origines de cette étude

Selon une version plus approfondie de la loi de Murphy, « S'il existe au moins deux manières de faire quelque chose et qu'au moins l'une de ces manières peut entraîner une catastrophe, il se trouvera forcément quelqu'un quelque part pour emprunter cette voie. »¹

Cette loi, dont l'origine et l'énoncé initial restent confus, peut s'interpréter de plusieurs manières. Dans son livre *Pourquoi la tartine tombe toujours du côté du beurre*, Richard Robinson prend la loi de Murphy sur un ton humoristique et la suit à la lettre. La loi prend alors une tournure pessimiste, nous vivons dans un monde où le pire est toujours possible. Une autre vision ne considère pas la loi de Murphy comme vraie mais conçoit tout système comme si elle l'était. La loi de Murphy est dans ce cas une règle de conception. Cette interprétation de la loi a d'abord été adoptée par différents milieux plus ou moins techniques (la construction, l'aéronautique, etc.) et s'est ensuite répandue à d'autres secteurs. Par exemple, les principes de conception sécuritaires dans la construction automobile prévoient des tests qui mettent l'équipement à rude épreuve, afin d'éviter les accidents les plus improbables ainsi que les manœuvres les plus maladroites de la part des utilisateurs. Ces tests permettent de planifier et d'éliminer d'emblée les risques de mauvaise utilisation.

¹ En anglais : "If there's more than one way to do a job, and one of those ways will end in disaster, then somebody will do it that way."

Si nous suivions cette loi à la lettre, en considérant que le pire finisse toujours par arriver, nous ne sortirions jamais de chez nous. Toutefois, notre mode de vie nous pousse en permanence à prendre des décisions pour le meilleur, mais parfois également pour le pire. C'est pourquoi il faut considérer cette loi comme une opportunité qui vise à nous préparer au pire et à tirer des leçons des erreurs malencontreuses commises dans le passé.

Ainsi, lorsque nous prenons une décision, que ce soit dans la vie privée ou professionnelle, nous ne connaissons pas toujours les conséquences qui peuvent s'ensuivre. Nous prenons généralement une décision pour atteindre un résultat positif, sans toutefois être sûr à 100 % de son aboutissement. Certains résultats qui découlent d'une décision sont parfois peu désirables tandis que d'autres résultats inattendus peuvent faire leur apparition. Pourtant, bien que ces incertitudes persistent, nous prenons des décisions : cela s'appelle prendre des risques.

La notion de risque est difficile à cerner et de façon générale elle est souvent associée à certains domaines tels que la construction, l'économie, la médecine, etc. (NASR, 2011 : 3). En effet, la présence de risques dans les projets de traduction ne saute pas aux yeux, en particulier pour quelqu'un qui n'a pas d'expérience dans le domaine. Au cours de conversations sur le sujet, j'ai découvert qu'il est courant de penser que les risques dans les projets de traduction se limitent aux erreurs de traduction en soi. En effet, la plupart des personnes interrogées (proches de près ou de loin du monde de la traduction) ne semblent pas être au courant des différentes étapes qui jalonnent un projet de traduction et, par conséquent, encore moins des risques qu'elles peuvent entraîner.

Les cours théoriques² de gestion de projet de traduction dispensés par Mme Matis ont dès le départ piqué ma curiosité et m'ont exhortée à approfondir mes connaissances en la matière. La quantité et la complexité des étapes qui mènent à la réalisation d'un projet de traduction m'ont poussée à m'interroger sur les difficultés et les problèmes pouvant se présenter dans un projet de traduction. Étant moi-même novice en la matière mais toutefois très intéressée par le métier de chef de projet de traduction, j'ai décidé d'étudier de près le fonctionnement d'un projet de traduction et plus particulièrement les obstacles qui peuvent nuire à celui-ci.

À travers ce mémoire, j'ai pour ambition d'étudier la gestion de risque au sein de projets de traduction à partir des questions de recherche suivantes : (1) Les projets de traduction sont-ils différents des autres types de projets, (2) Quels sont les enjeux et les risques majeurs liés à la réalisation de projets de traduction ?, (3) Est-il nécessaire de mettre en œuvre des techniques de gestion de risque à l'échelle des projets de traduction ?, (4) Si tel est le cas, quelles techniques de gestion de risque pourraient être mises en œuvre dans les projets de traduction ?

Afin de répondre à ces questions, il convient, dans un premier temps, de se familiariser avec les termes et les concepts et, dans un second temps, de rassembler les témoignages de personnes expérimentées, à savoir des chefs de projet de traduction, afin de découvrir les techniques et les outils qui pourraient augmenter les opportunités de succès d'un projet. Ainsi, ce mémoire est divisé en deux parties : un aperçu théorique (chapitres 2 et 3) et un développement plus pratique (chapitres 4 et 5).

² Dans le cadre du cours de "Localisation" (2013-2014).

Dans ce premier chapitre introductif, je m'emploie à exposer la méthodologie mise en œuvre dans ce mémoire en définissant les sources et les outils utilisés. J'offre ensuite un bref aperçu historique du secteur des sociétés de traduction en prenant soin de décrire leur fonctionnement, leur position sur le marché mondial ainsi que leurs caractéristiques. Je finis enfin par expliquer l'importance de considérer la gestion de risque dans un projet de traduction.

Dans le deuxième chapitre, je dresse un aperçu historique de la gestion de projet et j'explore cette notion à travers la définition qu'en font les manuels spécialisés tels que le *Corpus de connaissance en gestion de projet*³ du Project Management Institute (PMI). Étudier son fonctionnement au sein d'un projet de traduction apparaît nécessaire pour aborder le sujet de ce mémoire.

Dans le troisième chapitre, je me penche sur la gestion de risque, je définis les termes importants et je détaille les processus tels que décrits dans le *PMBOK® Guide*. J'analyse ensuite la manière dont les techniques et les outils de gestion de risque peuvent bénéficier aux projets de traduction.

Dans le quatrième chapitre, j'expose et analyse les résultats du questionnaire envoyé à plusieurs agences de traduction à travers le monde à l'attention de leurs chefs de projet de traduction. Sur base de ces résultats, je conseille aux sociétés de traduction de mettre en œuvre des plans de gestion de risque au sein de leurs projets de traduction.

Les données théoriques ainsi que les résultats pratiques des chapitres précédents me permettent d'élaborer un outil de gestion de risque dans le dernier chapitre. Cet outil vise à énumérer toutes les sources des risques liés à un projet

³ En anglais : *Project Management Body of Knowledge*. L'abréviation, *PMBOK® Guide*, sera utilisée tout au long de ce mémoire.

de traduction. Il pourrait être utile pour les chefs de projet au moment d'identifier les risques et d'élaborer un plan d'action pour certains projets.

1.2 Méthodologie

1.2.1 Sources

La gestion de risque est une stratégie inhérente à la discipline de gestion de projet. La documentation sur la gestion de risque standard est assez vaste. Les normes les plus répandues de gestion de risque au sein de la gestion de projet sont celles fournies par le Project Management Institute et ceux de l'Organisation internationale de normalisation (ISO). Ces standards ont généralement été développés à partir de l'expérience de professionnels dans le secteur économique, aéronautique, du bâtiment et des travaux publics ainsi que d'autres secteurs considérés comme à hauts risques.

Bien qu'il existe de nombreux articles et blogs traitant du sujet de gestion de projet de traduction, je n'ai trouvé qu'un livre couvrant le sujet de manière fouillée. Il s'agit du livre *Comment gérer vos projets de traduction*, de Nancy Matis. Cet ouvrage explique à l'aide d'exemples les étapes qui jalonnent un projet de traduction. Toutefois, bien que l'auteure souligne de temps à autre les risques pouvant survenir et les points auxquels il faut faire attention, la gestion de risque comme stratégie en tant que telle ne semble pas être intégrée aux étapes de gestion de projet de traduction.

Ainsi, la gestion de risque au sein des études de traduction et de localisation reste un sujet relativement inexploré⁴. Si ce n'est quelques articles que

⁴ Voir le point 1.4.

je détaillerai ci-dessous, peu d'auteurs abordent la gestion de risque dans un projet de traduction.

Willem Stoeller est un chef de projet expérimenté dans le domaine de la gestion de projet de traduction. Dans son article « Risky Business ! Risk Management for Localization Project Managers » (2003), il insiste sur la nécessité de mettre en place un plan de gestion de risque au sein des projets de traduction et de localisation. Il y explique brièvement où et comment le plan de gestion de risque devrait être développé et quels sont les processus nécessaires à son bon fonctionnement. En effet, selon lui, « mettre en œuvre un plan de gestion de risque méthodique éviterait de devoir réinventer la roue à chaque projet »⁵ (STOELLER, 2003).

En 2009, un article de Mahmoud Akbari, « Risk Management in Translation », a été publié à l'occasion de la 12^{ème} conférence internationale de traduction qui a eu lieu en Malaisie. Il y propose une vue d'ensemble des techniques standard de gestion de projet telles que présentées par la norme ISO/DIS 31000 et propose d'appliquer ces techniques aux projets de traduction. Selon lui, les chefs de projet de traduction ont toujours géré les risques pouvant survenir durant leurs projets de manière subconsciente en ne considérant que les risques immédiats. Afin de pouvoir tirer avantage des processus de gestion de risque, il souligne l'importance de passer à une gestion de risque plus consciente et proactive.

M. Akbari identifie cinq sources de risques majeures :

⁵ Traduction personnelle. Phrase originale : « A systematic process for risk management avoids reinventing the wheel on each project. »

- Les risques du marché : Il s'agit des risques liés au marché (la concurrence, les fluctuations du marché, etc.) qui peuvent avoir une incidence positive ou négative sur les prestataires de services de traduction (PST).
- Les risques financiers : Il s'agit des risques qui peuvent influencer de manière positive ou négative la rentabilité des activités d'un prestataire de services de traduction.
- Les risques liés au projet : Il s'agit des risques véhiculés par les nouveaux projets et qui peuvent affecter la rentabilité, le processus de production et le produit final d'un prestataire de services de traduction.
- Les risques de production : Il s'agit de tous les risques liés à l'activité de traduction en tant que telle.
- Les risques liés au produit : Il s'agit des risques qui peuvent avoir une incidence positive ou négative sur le succès final d'un produit (la recevabilité, les problèmes de mise en page, etc.).

Cela fait quelques années que Inna Geller, fondatrice de la société Geller Translation Solution, a recours à des techniques de gestion de risque au sein de sa société. Elle organise des conférences pour partager son expérience et les bienfaits de la gestion de risque au sein de projets de traduction. Dans une interview (T FOR TRANSLATION, 2011 : « Risky Business ») qui a suivi une de ses conférences, elle explique brièvement ce qu'est un risque dans un projet de traduction, les raisons de recourir à la gestion de risque ainsi que les techniques pour y parvenir. Elle affirme que tous les membres de l'équipe impliquée dans un projet de traduction devraient participer à la gestion des risques liés à ce projet. Elle insiste également sur la transparence de la communication qui permet de

dissiper tout malentendu. Dans cette interview, elle énumère (sans entrer dans les détails) les étapes de gestion de risque qui peuvent être utiles pour les projets de traduction : identifier et analyser les risques ; évaluer les risques, le degré de criticité des risques identifiés et les hiérarchiser ; élaborer et mettre en œuvre un plan d'action des risques ; et suivre les actions engagées.

Enfin, en 2013, Elena S. Dunne a soumis sa thèse de doctorat « Project Risk Management : Developing a Risk Framework For Translation Projects » à la Kent State University. Sa thèse vise principalement à combler les lacunes entre la manière dont la traduction est enseignée dans les écoles (comme une activité à part entière) et la manière dont elle est exécutée dans les industries de la langue (comme l'étape d'un projet). Elle s'est basée sur les processus standard de gestion de risque du *PMBOK® Guide* pour développer un plan de gestion de risque qui pourrait être appliqué aux projets de traduction. Pour ce faire, elle a conduit une étude dans une entreprise de traduction et a obtenu des résultats convaincants en termes de conscientisation des chefs de projet. En effet, au terme de l'étude, les participants ont manifesté un vif intérêt pour les techniques de gestion de risque appliquées aux projets de traduction.

1.2.2 Outils et traitement des données

Cette étude repose en grande partie sur une enquête réalisée auprès de chefs de projet de traduction. L'ensemble des données théoriques permet d'élaborer un questionnaire qui vise à rassembler des témoignages de chefs de projet actifs relatifs à leurs expériences des risques ou problèmes rencontrés au cours de leur gestion de projet. Les résultats obtenus servent à comprendre pourquoi il est

important de considérer la gestion de risque dans un projet de traduction et permet de développer des outils qui pourraient être utiles dans la gestion de risque.

Dans le chapitre 5, un outil de gestion de risque est développé sur la base des données théoriques et pratiques récoltées. Dans les annexes, d'autres outils pouvant être utiles dans un projet de traduction sont également disponibles.

Tout à la fin de ce mémoire, un glossaire reprend les acronymes et les définitions de certains termes importants. Puisque le corps de ce mémoire est écrit en anglais et en raison du caractère souvent international des entreprises de traduction, le glossaire comprend des termes uniquement en anglais.

1.3 Les sociétés de traduction

1.3.1 Petite histoire de la traduction

Bien que les premières traces de traduction datent du 4^{ème} millénaire ACN, le développement des sociétés de traduction est relativement récent. D'après la périodisation de Georges Steiner (1975, cité dans le cours de C. Balliu « Histoire et théories de la traduction », 2013-2014) qui dégage les grandes périodes de la traduction, ce sont le courant moderne (1950-1980) et le courant herméneutique⁶ (après 1980) qui ont révolutionné le monde de la traduction. Les paragraphes qui suivent décrivent brièvement ces deux périodes.

Le courant moderne : Au lendemain de la Seconde Guerre mondiale, les échanges et les besoins en traduction sont devenus très importants (apparition de grandes organisations internationales, plan Marshall, développement du tourisme, mondialisation, etc.). C'est à cette époque que l'on observe les premiers

⁶ L'herméneutique est la théorie de la lecture, de l'explication et de l'interprétation des textes.

balbutiements de la traduction automatique⁷ qui s'est toutefois soldée par un échec. On se rend compte que la traduction n'est pas purement linguistique et on prend enfin conscience que la traduction est une activité scientifique qu'il faut professionnaliser. La traductologie, à savoir la discipline qui étudie tous les aspects de la traduction, voit ainsi le jour. La professionnalisation de la traduction entraîne la création des premières écoles de traduction dans les années 1940 et 1950. Parallèlement on voit se développer des associations professionnelles qui visent à défendre et à régulariser la profession de traducteur, telles que la Société Française des Traducteurs (SFT) et la Fédération Internationale des Traducteurs (FIT). Le foisonnement de la réflexion sur la traduction se constate notamment sous la forme de revues de traduction telles que *Babel*⁸ et *Meta*⁹ (BALLARD, 2013 : 210).

Le courant herméneutique (après 1980) : Après que le rêve de la traduction automatique fut dépassé, on chercha à se rapprocher des sciences sociocognitives afin de comprendre comment le cerveau humain effectue le processus de traduction. La traduction quitte alors le carcan de la linguistique pour devenir une discipline à part entière.

La traduction n'a cessé d'évoluer depuis et s'est progressivement transformée en une industrie à part entière, à savoir une activité économique ciblée sur la production de biens et de services. Les traducteurs ont dû développer toute une série de compétences (informatique, mise en page, gestion des fichiers, etc.) afin de répondre à une demande de plus en plus grandissante, des délais plus

⁷ IBM crée en 1958 le premier programme de traduction automatique dans un but militaire.

⁸ Babel est un journal international sur le monde de la traduction publié quatre fois par an par la Fédération Internationale de Traduction.

⁹ Meta est une revue universitaire sur le monde de la traduction publiée par l'Université de Montréal.

serrés et des exigences plus sévères de la part des clients (RICO PÉREZ, 2002). Ainsi, la gestion de projet s'est révélée être l'outil idéal pour coordonner toutes les activités liées à un projet de traduction de grande envergure que les traducteurs n'arrivaient plus à assurer seuls. À présent, c'est au chef de projet qu'incombe cette tâche de coordination. D'après le Project Management Institute (PMI), les principaux facteurs de succès d'une société sont liés au(x) chef(s) de projet. Ce type d'organisation a permis à des nombreuses industries, y compris les sociétés de traduction, de fleurir à travers le monde.

De plus, avec la mondialisation et la révolution numérique, les services offerts par les sociétés de traduction se sont considérablement diversifiés et multipliés au cours de ces dernières décennies. À la simple traduction se sont ajoutés d'autres services tels que l'interprétation, l'édition, le sous-titrage, l'optimisation pour les moteurs de recherche¹⁰, la révision, la retranscription, la gestion terminologique, etc.

De nos jours, les changements sur les plans mondial, technologique et social s'enchainent et touchent les sociétés de traduction de façon radicale. Face à ce monde incertain, ces sociétés ne sont pas toujours préparées aux changements qui frappent soudainement à leur porte.

1.3.2 Situation sur le marché mondial

Selon un rapport publié par le Common Sense Advisory¹¹, l'ensemble des services linguistiques représente un chiffre d'affaires mondial de 37,19 milliards

¹⁰ En anglais : search engine optimization. L'acronyme, SEO, sera utilisé tout au long de ce mémoire.

¹¹ Common Sense Advisory (CSA) est une société indépendante qui étudie le marché de la traduction et des services linguistiques dans le monde.

de dollars en 2014. Le CSA prévoit une croissance de 7,4 % par an pour atteindre 43 milliards de dollars en 2016.

Un rapport de la même société publié en 2012 a démontré que 94,18 % des entreprises de traduction sont privées et siègent principalement en Europe (49,38 %) ou en Amérique du Nord (34,85 %) (voir figure 1.1). En ce qui concerne la taille des entreprises, on constate qu'il s'agit d'un marché fragmenté comportant une majorité d'entreprises privées (94,18 %).

Bien que le marché linguistique ne cesse globalement de fleurir, cette croissance ne s'effectue pas de manière uniforme à travers le monde comme en témoignent les figures 1.1 et 1.2. Le chiffre d'affaires (CA) européen a globalement augmenté mais dans le détail, on constate toutefois que le CA d'Europe de l'Est a baissé. Le CA d'Amérique du Nord a également augmenté de 2012 à 2014. Par contre, les autres parties du monde n'ont pas connu cette croissance comme peuvent en témoigner la chute des chiffres d'affaires d'Amérique Latine, d'Afrique, d'Asie et d'Océanie.

Divers évènements expliquent cette fluctuation, tels que les guerres et les conflits, les fluctuations du marché économique, la crise, la concurrence, etc. Par exemple, le Common Sense Advisory affirme que la baisse du CA des sociétés de traduction en Amérique du Nord en 2012 s'explique par le retrait progressif des troupes américaines d'Afghanistan et d'Irak dès 2011.

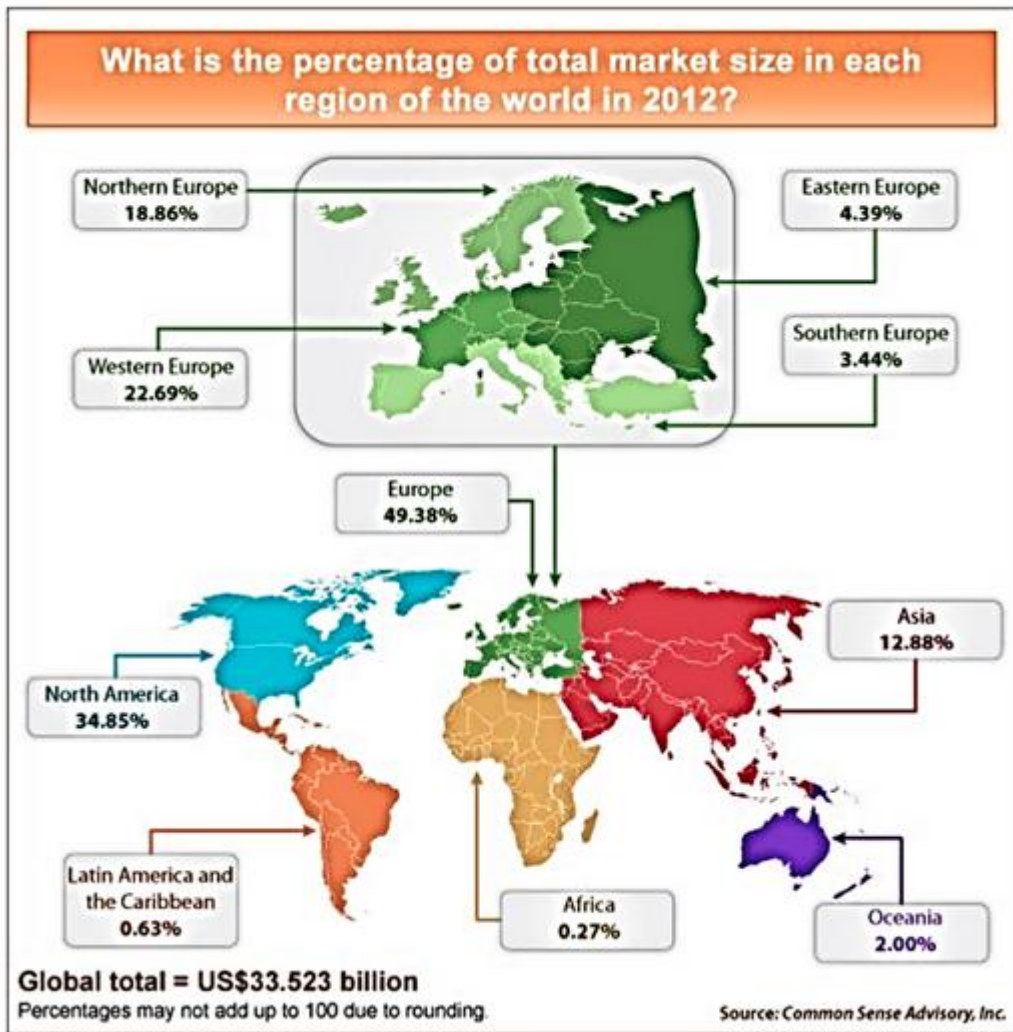


Figure 1.1 Répartition du marché de prestataires de services linguistiques en 2012

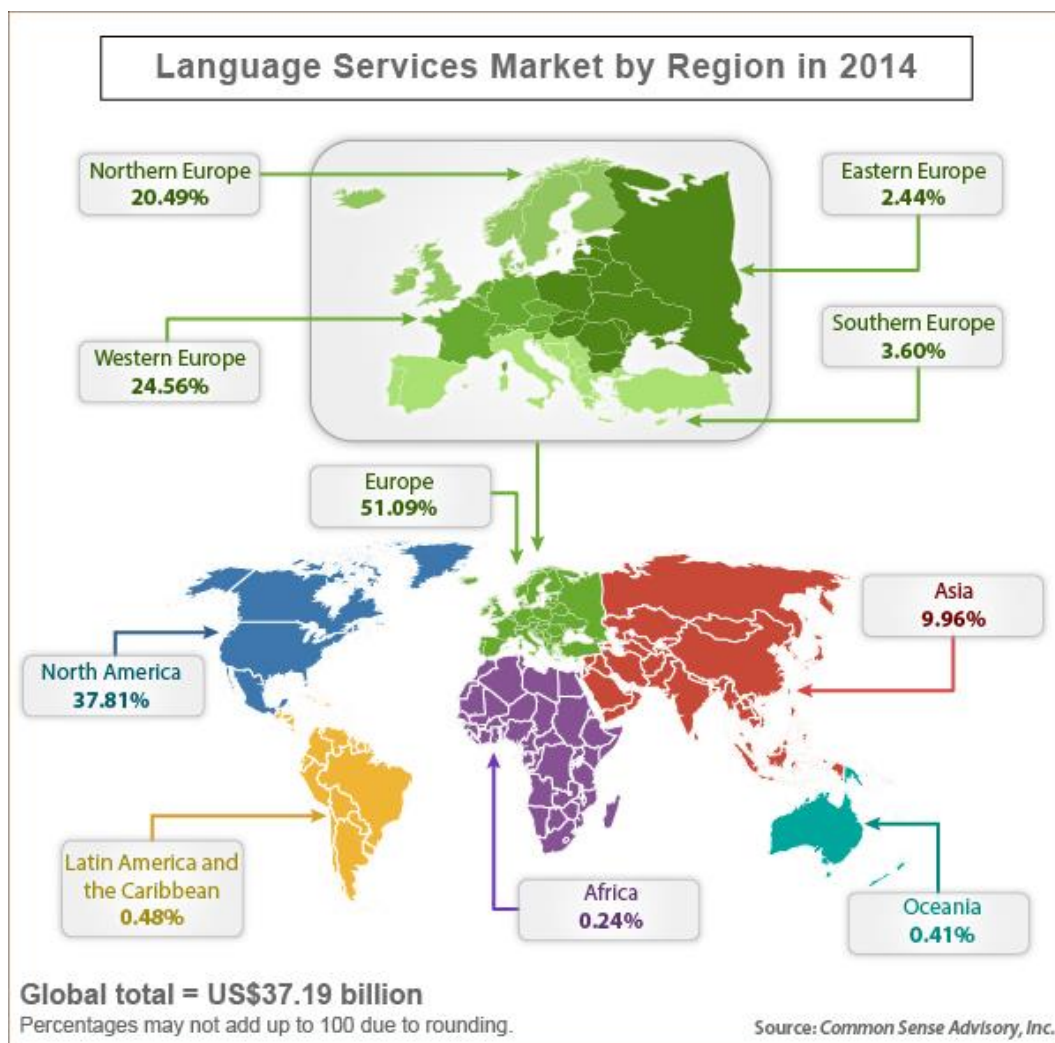


Figure 1.2 Répartition du marché des prestataires de services linguistiques en 2014

1.3.3 Caractéristiques

Au sens de la Norme de qualité européenne NF EN-15038 : 2006¹², une société de traduction est un « prestataire de services de traduction (PST) », à savoir une « personne ou entité fournissant des services de traduction ». En d'autres termes, une société de traduction peut être composée de plusieurs intervenants, notamment des chefs de projets. Selon cette Norme, « chaque projet de traduction

¹² Il s'agit d'une Norme européenne adoptée par le CEN en 2006 qui « a pour objet d'établir et de définir les exigences relatives à la prestation de services de qualité de la part des prestataires de services de traduction de qualité ».

doit être géré par un chef de projet chargé de sa réalisation conformément aux procédures établies par le PST et à l'accord du client-PST ».

Actuellement, les sociétés de traduction sont dotées de trois caractéristiques qui leurs sont propres :

- L'externalisation : La mondialisation a offert l'opportunité aux sociétés de traduction d'externaliser une grande partie de leurs activités. Ainsi, de nombreux projets de traduction font appel à une chaîne de sous-traitance plus ou moins importante.
- La technologie : La révolution numérique qui découle de la mondialisation a permis aux sociétés de traduction de développer des outils qui accélèrent les activités liées aux projets de traduction. En effet, en plus d'Internet qui permet de communiquer rapidement avec des personnes éloignées, les sociétés de traduction ont développé des outils d'aide à la traduction, des mémoires de traduction, des bases terminologiques, etc.
- La production de biens et de services : Puisque la traduction est devenue une véritable activité économique, il a fallu définir des étapes et attribuer des responsabilités pour parvenir au produit ou au service final. Ainsi, chaque demande de traduction (ou autre service linguistique) est gérée comme un projet. Il existe différents types de projets dont le nombre d'étapes dépend du type et du degré de complexité.

Sur le marché du travail on constate également l'apparition d'une nouvelle tendance : la diffusion à partir d'une source unique. Il s'agit d'une méthode de gestion de contenu qui permet de diffuser un contenu source sous différents formats. Cette technique permet un gain de temps et d'argent puisque les activités

de mise en page ne doivent être réalisées qu'une seule fois. De plus, cette technique permet de réduire le risque d'erreurs étant donné qu'il n'y a qu'un seul document source à corriger. Dans le secteur de la traduction, cela signifie que la demande de projets de traduction d'une seule langue source (souvent l'anglais) vers une multitude de langues cibles est de plus en plus commune. En effet, cela permet au client de lancer un produit presque simultanément sur les marchés local et mondial.

1.4 La gestion de risque dans les industries de la langue

La composition et les spécificités qui caractérisent les sociétés de traduction justifient en partie pourquoi les risques ne sont pas suffisamment pris en compte dans un projet de traduction.

Tout d'abord, les services linguistiques sont souvent considérés comme l'étape secondaire d'un produit déjà existant (RICO PÉREZ, 2002). En effet, certains clients pensent que le succès de leur produit dépend de la qualité du contenu et non de la langue. Par conséquent, les activités liées à la traduction – considérées comme sans danger – sont souvent reléguées à la dernière étape de la chaîne de production d'un produit. Pourtant, les conséquences d'une traduction négligée peuvent être désastreuses (voire fatales), en particulier dans certains domaines tels que la médecine ou la construction. Par exemple, en 2013, à Berlin, 47 patients ont été victimes d'erreurs médicales dues à une mauvaise traduction du mode d'emploi pour l'implantation d'une prothèse de genou. En effet, le texte source anglais faisait état de « non-modular cemented » (prothèse non modifiable, cimentée) et a été traduit en allemand par « prothèses ne nécessitant pas de

ciment ». Celles-ci ont donc été implantées sans ciment avec les conséquences, fâcheuses, que l'on imagine pour les patients (DOMINIQUE, 2013).

Deuxièmement, les projets de traduction sont généralement d'envergure et de budgets moindres que les projets liés à des domaines plus risqués tels que la construction. On peut dès lors supposer que les chefs de projet et leurs équipes n'ont pas le temps de gérer les risques à cause des délais qui peuvent parfois être serrés. De même, plus le projet est de petite envergure, plus il devient difficile de justifier le coût lié à la gestion de risque au client ou aux supérieurs de la société de traduction.

Troisièmement, les clients font appel aux agences de traduction afin d'externaliser une partie des activités. Ces clients recourent à l'externalisation conformément à une stratégie de réponse aux risques, à savoir le transfert (voir chapitre 3). En effet, une entreprise a généralement recours à ce genre de services lorsqu'elle ne possède pas les compétences pour accomplir une tâche (par exemple, la traduction, l'interprétation, la localisation, etc.). Le but de cette stratégie est de transférer la responsabilité de ces tâches à une tierce entité, dans ce cas, une société de traduction. Cette société devient alors responsable du produit à traduire ainsi que des risques associés. Par conséquent, si cette société de traduction ne gère pas les risques liés à cette activité, elle ne remplit pas son rôle.

Finalement, les langues, ou plutôt la connaissance de langues, sont un outil essentiel à la traduction. D'aucuns ont tendance à penser qu'il s'agit du seul outil nécessaire à la tâche de traduction. Selon cette optique, il suffit de maîtriser les langues impliquées pour pouvoir traduire facilement et ainsi éviter tout risque.

Néanmoins, la traduction est une activité plus complexe qu'il n'y paraît et les processus sociocognitifs de la traduction demeurent un mystère (BALLARD, 2013 : 209-210).

Tous ces éléments ont influencé la manière dont les sociétés de traduction gèrent actuellement leurs projets (manque de hiérarchie, absence de gestion de risque, etc.). Par conséquent, bien que l'outil de gestion de risque soit à la portée de tout chef de projet de traduction, il est en grande partie ignoré par manque de formation et de conscientisation de son utilité (STOELLER, 2003).

1.5 Portée de cette étude

De nos jours, les contraintes¹³ de plus en plus fortes sur les coûts et les délais obligent les chefs de projets à prendre des risques dès leur lancement. Par ailleurs, les changements sur les plans mondial et technologique s'enchaînent à un rythme plus rapide que jamais. Tous ces changements augmentent le nombre de risques qui peuvent retarder ou entraver un projet de traduction. Ainsi, la gestion efficace d'un projet devrait donc passer par la gestion de risque afin de pouvoir faire face à tous ces changements.

Afin d'assurer le bon fonctionnement des sociétés de traduction, il peut être intéressant de piloter ces risques comme n'importe quel autre paramètre d'un projet de traduction et d'intégrer les étapes et les outils de gestion de risque dans le plan global de gestion de projet. À cette fin, il est opportun de parcourir les notions de gestion de projet et de gestion de risque pour identifier la manière et les moments où les techniques (telles que celles proposées par le PMI ou ISO) peuvent être mises en œuvre dans un projet de traduction. Toutefois, ces normes

¹³ Voir le point 2.2.

n'expliquent pas la mise en œuvre des processus dans un certain type de société ni la formation à dispenser aux chefs de projet quant à l'utilisation des techniques et des outils de gestion de risque.

Les informations véhiculées dans cette étude pourraient être utiles pour les étudiants en traduction – ou tout autre secteur linguistique – afin de comprendre le mode de fonctionnement d'une société de traduction et également de repérer les sources de risques pour mieux les anticiper une fois entrés dans la vie professionnelle. Finalement, ce mémoire vise à faire prendre conscience à tous les membres d'un projet de traduction, y compris le client, de l'impact éventuel de leurs décisions ou de leurs comportements et de l'intérêt de la mise en place systématique d'un plan de gestion de risque pour certains projets de traduction en termes de gain de temps et d'argent.

PART ONE: SETTING THE SCENE

CHAPTER 2 – PROJECT MANAGEMENT IN TRANSLATION

2.1 Brief History of Project Management

Since the beginning of mankind, men have always resorted to some form of project management. For example, ancient records of the construction of the Great Pyramid of Giza (2570 BC) show that there was some degree of planning, execution and control involved in this feat of engineering. Indeed, there were managers for each of the four faces assigned to supervise the completion of their respective quadrants (HAUGHEY, 2010).

Many centuries later, Henry Gantt (1861-1919), the forefather of modern project management, created his self-named schedule diagram, the Gantt chart. This bar chart graphically shows the progress of a project. The Gantt chart remains an important project management tool to this day.

However, project management is still considered a relatively new discipline as it was only in the early 1950s that project management, in the modern sense, began. Prior to 1950, projects were managed without previous preparation and using informal tools and techniques (HAUGHEY, 2010). It was after the second World War that a movement began, exemplified by the creation of larger organizations with their associated management methods: The American Association of Cost Engineers (1956); the Critical Path Method (1957); the Program Evaluation Review technique (1958); Work Breakdown Structure (WBS) Approach, mandated by the United States Department of Defense (1963); The International Project Management Association or IPMA (1965); to name just a few (SPINNER, 1997: 5-6). The purpose of these associations is to standardize the project management profession.

In its early days, this kind of project management was mostly used for large-scale projects by the military; projects included the development of weapon systems, massive construction programs (dams, ships, planes, etc.), spy agencies and war projects, among others. As the processes of project management continued to develop, project-oriented organizations began to spread: construction firms, automotive companies, advertisement companies and much more began to resort to standardized management techniques. The implementation of such techniques also proved to be useful on smaller projects, such as the construction of a warehouse, the development of a new automobile model and the launching of an advertisement campaign (HAUGHEY, 2010).

One institution in particular revolutionized the project management profession: The Project Management Institute (PMI). The PMI was launched in 1969 to promote the project management profession. Their publication, *A Guide to the Project Management Body of Knowledge*¹⁴, is still considered one of the fundamental tools in project management today. Recently, the fifth edition of the *PMBOK® Guide* was released. It provides guidelines, rules, and characteristics for project management that are generally recognized as good practice in the field (HAUGHEY, 2010).

2.2 Basic Notions of Project Management

In order to better grasp the concepts involved in a translation project, it is necessary to define them. However, as there is no one definition of a project or the project management processes, it is not surprising that different models and

¹⁴ Its abbreviation – *PMBOK® Guide* – will be used throughout this MA thesis. All citations and references are from the most recent (fifth) edition available at the time of writing, from 2013.

approaches of project management exist. In this respect, two institutions in particular revolutionized the project management profession: The Project Management Institute (PMI) and the International Organization for Standardization (ISO). After having identified the differences and similarities between the two project management models proposed by these institutions, the PMI's framework has been selected to serve as a basis for this MA thesis. There are three key reasons for the selection of PMI over ISO. First, the PMI "provides global leadership for the development of standards in the project management field" (PMI, 2013). Second, the risk management processes are specifically designed for projects rather than for the whole organization. Finally, the PMI's standards are more comprehensive and easier to understand for non-experienced individuals.

2.2.1 The PMBOK® Guide

The Project Management Institute's standard for project management techniques is the *Guide to the Project Management Body of Knowledge* (the *PMBOK Guide*). The *PMBOK® Guide* describes the processes and knowledge areas involved in project management, and serves as main reference for this MA thesis.

The *PMBOK® Guide* provides a generic framework for managing projects, as such, the suggested standards are suitable for most types of projects. The guide is divided into three sections. The first section introduces the fundamental concepts of project management. The second section defines the standard for project management and identifies the five following process groups:

Initiating, Planning, Executing, Monitoring and Controlling, and Closing¹⁵. Finally, the third section discusses the ten project management knowledge areas. A knowledge area represents a “complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization” (PMI, 2013: 60). According to the *PMBOK® Guide*, project teams should use and tailor these ten knowledge areas to their specific projects. The knowledge areas are: Project Integration Management, Project Scope Management, Project Time Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management¹⁶.

2.2.2 What is a Project?

In the *PMBOK® Guide*, the Project Management Institute defines a project as “a temporary endeavor undertaken to create a unique product, service, or result” (PMI, 2013: 3). In this case, temporary does not necessarily mean that the project is short. It simply means that a project has a definite beginning and end. Consequently, a project has a defined scope and resources. The definition also insists on the uniqueness of a project’s process, implying that a particular project has a particular result. The result can present itself in the form of a product or a service, but, in any case, the result has to be unique and inherent to the project. This unique result, also called the deliverable or output, is the product or service that has to be delivered to the client.

¹⁵ For consistency’s sake, the names of the processes will have their first letters capitalized throughout this MA thesis, as in the *PMBOK® Guide*.

¹⁶ The definitions of the knowledge areas are available in the glossary.

2.2.3 What is Project Management?

The *PMBOK® Guide* defines project management as “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements” (PMI, 2013: 5). The objectives of a project are stated in terms of scope, schedule and cost. These three important factors are usually referred to as the triple constraint, and are often represented as a triangle (NASR, 2011: 5) (see figure 2.1). Here, quality is the central theme, thus for a project to be successful, it needs to be delivered on time, within cost, while meeting the agreed scope and the customer quality requirements. A project is considered a failure if one of these objectives has not been reached (NASR, 2011: 5). Therefore, in order to effectively fulfill these objectives, it is essential to implement project management techniques.

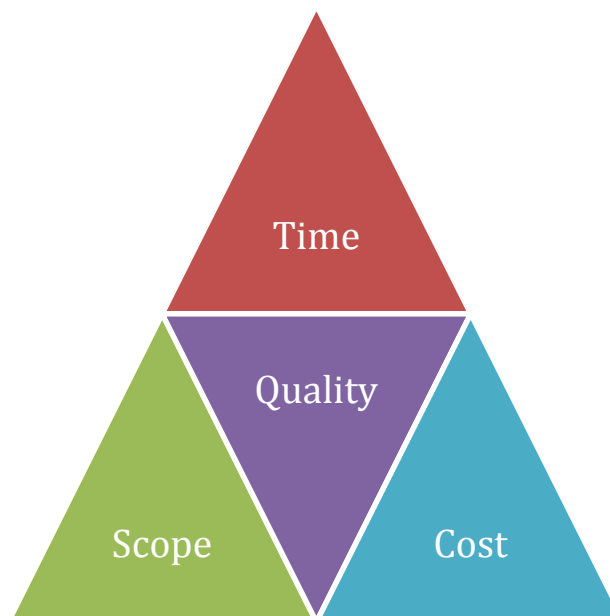


Figure 2.1 The Triple Constraint

This triple constraint triangle is sometimes represented as a project management diamond where the client expectations are the central theme. Project expectations vary from one client to another. As a result it is important to ask specific questions, not only about cost, time, scope and quality, but also client expectations regarding the product output.

As depicted in figure 2.2, managing a project from start to end is accomplished through the application of five iterative processes (see 2.2.1). These processes are repeated during the project and interact and overlap with the knowledge areas. In the following sections the definitions and functions of these processes are reviewed and analyzed in the context of translation project management.

Project Management Process Groups						
	Initiating	Planning	Executing	Monitoring & Controlling	Closing	
Knowledge Areas	Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
	Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
	Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
	Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
	Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
	Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
	Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
	Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
	Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
	Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

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**Figure 2.2 Project Management Process Group and Knowledge Area Mapping
(from PMBOK® Guide, p.61)**

2.3 Project Management in Translation Projects

For outsiders to the profession, the translation activity is often considered a simple activity involving a lonely translator behind his stack of dictionaries. Those who are closer to the profession understand that there is more to a translation project than the translation task. Nonetheless, this idea of translation as a single-task activity still prevails. For this reason, when developing a product (book, manual, website, etc.), the customer usually postpones the translation tasks to the last phases of the product development (RICO PÉREZ, 2002).

It is true that translators have been in charge of the whole translation process by themselves for centuries, however, this activity has witnessed considerable changes over the last few decades (BALLARD, 2013: 209). The translation profession has shifted from service to industry, that is to say, an economic activity concerned with the output of a specified product through the accomplishment of complex processes based on team work, leverage of existing material and information technology (RICO PÉREZ, 2002). As a result, translators were forced to develop a new set of skills in order to cope in the context of larger translation volumes, shorter deadlines, stricter requirements and so on. In other words, in addition to their translation skills, the translator has had to develop the skills of a project manager, a computer scientist, a desktop publisher, and a technical writer (RICO PÉREZ, 2002).

In this competitive environment, with so many factors at play in the translation process, project management emerged as a key element for carrying out a successful translation project. The following sections illustrate how the

translation industry is currently taking advantage of project management tools and processes.

2.3.1 What is a Translation Project?

The translation project corresponds to the PMI's definition of a project (see section 2.2.2) in the sense that the key elements of the definition, temporariness and uniqueness, are essential aspects in any translation project. Indeed, a translation product has to be completed within a certain deadline and on basis of unique material (the source text). The outcome, or the deliverable, of the project is the translated product, which is unique in its own sense since it has to respect the customer requirements.

Rico Pérez (2002) adds another critical feature to the definition of the translation project: leveraging. While every translation project is unique and has a definite end, it is always associated, to a lesser or greater extent, to other previous or future projects. For example, a translator specialized in a particular field is going to deal with relatively similar content from one assignment to another. Similarly, when working on updates from the same client, the translation assignments will be comparable. In this sense, "previously translated material provides an invaluable source of knowledge and expertise from where suitable translations can be retrieved thus contributing to the project's efficiency in terms of speed and quality" (RICO PÉREZ, 2002). Consequently, the leverage of translation data is of key importance to project management as all the information and experience has to be conveyed through the appropriate medium or go through a specific life cycle.

The following sections illustrate how the translation profession is taking advantage of project management techniques demonstrated in the *PMBOK® Guide* of project management processes.

2.3.2 Life Cycle of a Translation Project

As discussed in chapter 1, the available literature covering project management in translation is still scarce. However, the few articles and blogs tackling this topic are similar in the sense that the production processes described correspond, more or less, to the standard project management processes described in the *PMBOK® Guide* (see figure 2.3). Moreover, the authors of these articles seem to agree that the application of project management techniques to the field of translation needs to be studied in depth.

The following sections describe the processes involved in a translation project based on the *PMBOK® Guide* definition of each process. In her book, *How to Manage your Translation Projects*, Matis identifies different management processes at stake in a translation project. These processes are integrated with the *PMBOK® Guide* processes, and the descriptions are exemplified with the researcher's personal experience.

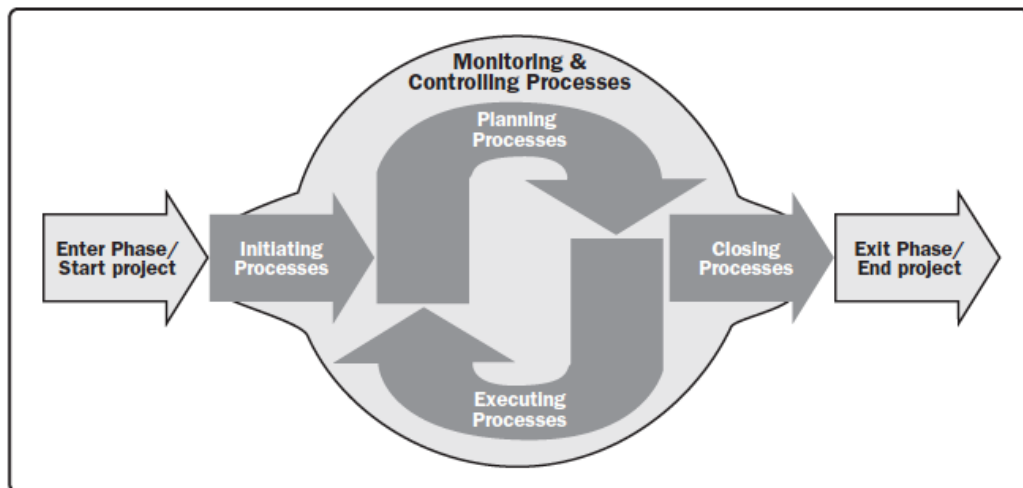


Figure 2.3 Project Life Cycle

2.3.2.1 Initiating Process Group

The *PMBOK® Guide* defines the Initiating Process Group as “those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase” (PMI, 2013: 54).

A translation project starts with a customer contacting a Language Service Provider (LSP) with a particular text to translate and a quote request. In a translation agency, the task of the assigned translation project manager¹⁷ is usually to define the customer’s needs, to analyze the project and to evaluate if the project is feasible (if there is enough time/budget/resources to complete the project)¹⁸. They gather information on all parties interested in the project in order to have a clear idea of the environment where the project will evolve.

As discussed in section 2.2.3, a project manager should always be considering the triple constraint of a project. This also applies to translation projects. Therefore, it is important to find common ground with the client regarding cost, quality and time. It is also crucial to enquire about the client’s

¹⁷ Its acronym – TPM – will be used throughout this MA thesis.

¹⁸ In some cases the sales and marketing department carries out this task.

expectations regarding the output, such as its functionality, the target audience, the quality of the output, the production phases involved, etc. (STOELLER, 2003).

The secret of a successful project lies in the art of balancing these constraints to reach a positive conclusion (NASR, 2011: 5). If one constraint changes during the project, the TPM may have to change the others in order to keep the balance and reduce the negative impact on a project. For example, if a client moves forward the delivery date of a translation project, the TPM will either have to increase the cost of the project and/or reduce the scope and the quality of the output.

Finally, the information required to make the quote encompasses the nature of the content (technical, marketing, etc.), the project type (documentation, software, multimedia, web, etc.) and their respective components (pages, words, illustrations, wizards, online help, video files, animations, HTML files, etc.), in addition to the different production stages involved and the material/human resources required. The degree of complexity of each project depends on the nature and combination of these factors (MATIS, 2014: 14-35). Usually, once the client approves the quote, the project can officially be launched.

2.3.2.2 Planning Process Group

The *PMBOK® Guide* defines the Planning Process Group as “those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve” (PMI, 2013: 55).

Devising a schedule is sometimes a delicate task in translation project management, because the customer – sometimes unaware of the complexity of a translation project – wants a product to be delivered on a very tight schedule. The project manager must thus find the perfect time-window for the efficient realization of a project. Naturally, if the turnaround time is too short, the project may be doomed from the beginning. On the other hand, if it is too long, the customer may look for competitive offers (MATIS, 2014: 82).

Since a translation project is made up of several interrelated phases, the TPM should devise a plan where all the tasks of a project are coordinated (translation, revision, desktop publishing¹⁹, DTP quality assurance²⁰, etc.) while taking into consideration the time required for each step based on specific features (metrics, page, word, hour...). Then resources are allocated to each activity (translator, reviser, desktop publisher, etc.) as the TPM assigns lines of responsibility, levels of authority and lines of communication inside and outside the company. The schedule is most of the time expressed in terms of working days. Therefore, weekends and holidays should be taken into account in order to be excluded from the calculation (MATIS, 2014: 82).

The key purpose of this process is to allow the efficient completion of the project and to facilitate the TPM's job if the triple constraint (time, schedule and budget) needs any readjustments.

2.3.2.3 Executing Process Group

The *PMBOK® Guide* defines the Executing Process Group as “those processes performed to complete the work defined in the project management plan to satisfy

¹⁹ Its acronym – DTP – will be used throughout this MA thesis.

²⁰ Its acronym – QA – will be used throughout this MA thesis.

the project specifications” (PMI, 2013: 56). This process involves coordinating people and resources as well as performing the activities of the project in accordance with the project plan devised in the previous process. During these production phases some results or events may require planning updates (PMI, 2013: 56).

Once the project requirements have been defined and accepted by the client, the execution phase of the translation project can finally start. The first action is to check if the resources necessary to carry out the project are available (sometimes this is done during the planning phase). “If this is not the case, the PM will have to contact other resources or assign this task to the agency’s vendor management, if any” (MATIS, 2014: 106). Depending on the complexity of the project, some training may be organized, for instance regarding specialized translation or the use of specific software.

Sometimes, for long-term projects, it might be necessary to arrange for back-up resources to step in, in case some unforeseen problems arise. Indeed “the larger the team, the greater the risk of one of its members dropping out or encountering a problem that prevents them from delivering their work on time” (MATIS, 2014: 107).

If not already completed during project analysis, the TPM – or a specific team – prepares the files to translate, converting them to a format readable in CAT tools, if necessary. The files are then sent to the translators with the previously updated glossaries and translation memories, as well as the client instructions, if any. Then a reviser examines the translation by comparing the source and the target texts.

The output of each step becomes the input of the following step until the completion of the final output. For some projects the translated and revised files are sent to the DTP team. This DTP team formats the files with the appropriate program (Adobe FrameMaker, Adobe InDesign, Microsoft Word, etc.) and delivers the files with the proper layout. Depending on the complexity of the project, the files are then sent to review (linguistic and/or technical) as the translation in context sometimes highlights errors unseen in the initial translation. The reported errors are corrected by the DTP team. These steps can be repeated until all the errors have been ironed out, leading to the completion of the finished product.

2.3.2.4 Monitoring and Control Process Group

The *PMBOK® Guide* defines the Monitoring and Control Process Group as “those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes” (PMI, 2013: 57).

This process is particularly important for large-scale and long-term projects because of the project complexity and the large teams working on them (MATIS, 2014: 169). The TPM should compare the project status to the actual plan, as resources perform their scheduled tasks. The planning may need to be adjusted in order to keep the project on track. The TPM is thus permanently trying to keep in balance the triple constraint.

The TPM can be compared to a hub as they are the centre of information. All of the outputs and inputs resulting from the different production stages usually go through this hub. Communication is of the utmost importance in a translation

project and there are several tools that can be used to facilitate this Monitoring and Control process, such as, a to-do list, the creation of a folder structure and tracking files, asking the human resources for status report, and so on (MATIS, 2014: 169-184). Every LSP uses its own unique set of management tools (see chapter 4).

In addition to coordinating all these production phases, the TPM must also coordinate linguistic and technical questions, often communicating them to the client and distributing required information to the affected teams.

2.3.2.5 Closing Process Group

The *PMBOK® Guide* defines the *Closing Process Group* as “those processes performed to finalize all activities across all Process Groups to formally close the project or phase” (PMI, 2013: 57).

When a product has been delivered to the client, and the later has no additional feedback to insert, it is time to close the project. During this closing phase, depending on the workflow of the LSP, the following may occur:

- deliver of final files,
- proceed to customer billing,
- conduct a post-mortem²¹,
- archive and document lessons learned,
- update material (translation memories, glossaries, style guides, etc.) and
- complete assessments of team members’ and release project resources.

²¹ In the translation field, a post-mortem is “a report which serves as a retrospective assessment of one or more completed projects” (MATIS, 2014: 206).

2.3.3 Translation Project Manager Skills

The previous sections show how translation agencies benefit from project management techniques. However, the success of a project or a company does not only depend on the processes involved and the tools used. Indeed, the human factor coordinating these processes is also essential to translation project success. As Spethman puts it, the TPM “acts as a ‘smoke detector’ that senses early warning signs of deviation that can affect project budget or delivery date” (SPETHMAN, “Five tips for translator project manager”).

In her article “Project Managers and Translators share many skills”, Matis (2015) affirms that a project manager needs to acquire, among others, the following set of skills in order to become a good TPM:

- Languages – A TPM should have a translation or a linguistic background in order to fully understand the specificities of a translation project, the cultures involved, the importance of a style guide, and so on.
- Organization – Since a lot of material and information goes through the “hands” of a TPM daily, it is essential to have proper organizational skills and to master the tools that facilitate this multitasking profession.
- Responsibility – A TPM must do everything in its power to fulfill the client’s requirement. This sense of responsibility is important to all professionals.
- Independence – It is important for a TPM to gain experience and deal with problems on their own as it is not always possible to count on others in this fast-paced and stressful field.

- IT – In addition to the standard computer programs and CAT tools, the TPM should be able to troubleshoot minor IT problems in order to avoid any delay.
- Scheduling – In a glimpse, a TPM should identify the different production stages required for the completion of a translation project as well as the necessary resources to allocate.
- Communication – The TPM is the hub between the client, the resources and the translation company. In order to avoid data loss or misunderstandings of any kind, communication skills are essential.
- Flexibility – The TPM often has to cope with changes and therefore has to be flexible enough to handle them (adapting budgets, changing schedules, etc.)
- Leadership – Since the TPM is responsible for the completion of the translation output; they are fully in charge of the project and should not hesitate to make this clear to other team members and resources.
- Stress management – Stress is caused by the large workload a TPM has to face, and the problems that may arise; it can be reduced by prioritizing some tasks and analyzing a project in depth before it starts.
- Finances – A TPM should acquire the basic financial skills necessary to define rates, prepare a quote, create an invoice or a credit note, and calculate a gross margin of a project.

All in all, a TPM's tasks typically involve coordination, scheduling, monitoring, client contact, budget control and resource management. In addition, a TPM, like any other project manager, is responsible for anticipating problems,

integrating stakeholders' expectations and needs, understanding the operational environment and coping with change (BURKE, 1999: 9).

2.4 Reasons for the Success or Failure of Translation Projects

The success of a project is an elusive concept, and practitioners do not seem to agree on what constitutes project success. In general, a translation project is considered a failure when the project is not delivered on time, within budget, within scope or does not respond to the quality requirements of the client. In addition, the survey results show that multiple translation projects have run awry due to a lack of communication and organization.

However, even when everything goes according to plan, respecting the budget, the schedule and the scope, the project may still be considered a failure. Indeed, whether a project is a success or a failure depends on the satisfaction of the customer regarding the deliverable (STEJSKAL, 2007: 18). Since quality is a subjective concept it can be difficult to argue about it, with both the client and its in-house reviewers.

2.5 Summary and Conclusion of Chapter 2

For some years now, globalization has pushed the translation field towards project management. Decades ago, the idea of multiple translation teams scattered around the world would have seemed like science fiction and companies (customer and LSP) launching their products simultaneously in all corners of the world would have seemed impossible. The advent of new business strategies, such as project management, revolutionized the language industry and adapted it to modern technology and expectations.

This chapter demonstrates how LSPs incorporate standard project

management techniques by comparing actual translation management processes to those of the *PMBOK® Guide*. Examining the life cycle of a translation project reveals that a lot can go wrong within a translation project. Nevertheless, while most of the knowledge areas of the *PMBOK® Guide* are considered in translation projects (cost, time, resource, scope, quality, etc.), the risk management area is missing from the translation management plan. Therefore, LSPs should consider including risk management in their project plans.

CHAPTER 3 – RISK MANAGEMENT

Since risk management is one of the central concepts of this MA thesis, it is essential to grasp its principles in order to analyze and evaluate its use in translation projects. Therefore, this chapter provides a detailed overview of standard risk management definitions and processes, as suggested by the *PMBOK® Guide*²². The purpose of such a detailed description is to gather practical guidance in order to evaluate how risk management can be implemented in translation projects. Indeed, understanding the processes of risk management provides organizations with the ability to design a suitable framework adapted to their needs. Consequently, the outlined definitions and processes are illustrated with techniques that could be tailored to the field of translation.

3.1 Why Risk Management?

The *PMBOK® Guide* considers risk management one of the ten areas of knowledge in project management. While all the other areas have been incorporated into translation project management plans (cost, scope, resources, schedule, etc.), risk management is not present in the planning of a translation project. The survey results in chapter 4 confirm the lack of risk awareness within translation companies, as most of them do not resort to any risk management techniques.

Yet, every type of business is exposed to risk, and the translation industry is no exception. Like any other project manager, a translation project manager is constantly confronted with decision-making situations. They have to consider the

²² Chapter 11 of the *PMBOK® Guide* deals with the knowledge area of risk management.

project's objectives, the organization's requirement, the client's wishes, the current market's fluctuations and multiple other factors that are potential sources of risk. As explained in the previous chapter, handling all of these situations can be quite laborious, and justifies the use of project management techniques in localization projects. Nowadays, the translation industry is flourishing and has imposed itself on the market with all the associated risks. Therefore, in addition to project management, the translation industry could benefit from risk management, not only at the macro-level (the organization) but also at the micro-level (the translation project itself) as well.

Indeed, translation companies, especially large-scale companies, that have imposed themselves on the market have resorted to risk management techniques at a macro-level, to some extent. Such risk management frameworks usually encompass *force majeure* risks (such as wars, strikes, riots, floods, etc.), market-specific risks (currency fluctuations, change in stock prices, competition, etc.) and financial risks (profitability), etc. These kinds of risks are usually covered by means of insurance. However, a translation company's reputation and notoriety mainly depends on the quality of the services it provides: the translation services. Therefore, it is important to dedicate some time to the application of risk management tools at the micro-level of the translation company, i.e. the processes involved in the making of the deliverable.

Finally, the survey results revealed that a considerable number of project managers often face serious problems. This is quite alarming as it is the project manager's responsibility to make sure that everything goes smoothly on the project in order to deliver a quality product to the client. A project manager

should not lose time and energy dealing with problems; instead they should focus on preventing them. In this respect, performing risk management could help prevent many problems, limit other problems from occurring and find solutions for problems that do arise. If a problem should occur, risk management techniques will eliminate stressful on the spot decision-making for the project manager, as the problem will already have been anticipated and the corresponding response plan simply has to be put into action to resolve it. Last, but not least, designing a risk management framework that prevents risks from appearing and provides a response plan when issues occur is usually less expensive than dealing with the problems once they arise.

3.2 What is Risk?

3.2.1 Definition

The concept of risk, sometimes referred to as uncertainty, has been widely discussed in domains such as insurance, finance and economics, health and safety, engineering and, more recently, project management. However, defining risk is not an easy task, because its perception varies from one person to another, one discipline to another and even within a field.

The online *Webster's Dictionary* gives a general definition of "risk": (1) "possibility of loss or injury"; (2) "someone or something that creates or suggests a hazard". The same dictionary also provides a more insurance-oriented definition of "risk": (3 a.) "the chance of loss or the perils to the subject matter of an insurance contract (also: the degree of probability of such loss)"; (3 b.) "a person or thing that is a specified hazard to an insurer"; (3 c.) "an insurance hazard from a specified cause or source". Finally *Webster's dictionary* gives

a financial definition of “risk”: (4) “the chance that an investment (as a stock or commodity) will lose value”. These definitions, all coming from the same dictionary, show that the concept of “risk” is widely variable. However, the one similarity between these definitions is the connotation that risk is something negative.

Historically, in the domain of project management, risk has been defined in terms of its negative impacts on project objectives. In recent decades, with the advent of management-oriented organizations, such as the Project Management Institute (PMI), a project-oriented definition has seen the light of day, which includes a positive aspect.

Project risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost and quality (PMI, 2013: 310).

This standard definition of risk is also pertinent to translation projects. As discussed in chapter 2, a translation project is considered a failure when the project is not delivered on time, on budget and does not respect the quality requirements of the client. However, the positive effects of risks were not considered in the previous chapter, this will be addressed in the following sections.

3.2.2 Negative and Positive Risks

The word ‘risk’ has a pejorative connotation, and is often associated with something negative. However, this idea is false; risk has both an upside and a downside. Indeed, risks are taken “with the intention of achieving benefits” and “correct strategic decisions deliver benefits that result in achievement of the upside risk” (AIMRIC, Alarm, IRM: 2010).

For instance, the use of a computer-assisted translation (CAT) tool in a localization project represents both an upside risk and a downside risk. It can be considered a positive risk because such a tool empowers the translator to work faster and cheaper, while producing a better quality product. However, such a tool also brings its own set of negative risks: the project team may not be familiar with such tools or a computer problem can slow down the activity. As a result, such risks can delay the whole translation project, or even reduce quality if, for instance, the translator does not use the translation memory properly.

3.2.3 Risk Culture

Determining if a risk is negative or positive, a threat or an opportunity, is subjective and depends on one's point of view. Indeed, a particular risk could be positive for someone and negative for someone else. The manner in which these two different people are going to handle the same risk may also vary considerably. Additionally, risk perception and risk attitude are culturally bound. Since project managers, especially those in translation companies, work within cross-cultural environments, it is important to take into account the culture-bound nature of risk (EDWARDS and BOWEN, 2012: 12). For instance, any translation project manager²³ understands that the availability of resources, for some projects, decreases around the national holidays of their respective countries (Chinese New Year, Brazilian Carnival, etc.). In such a case, the TPM may either prevent the risks arising from these holidays by setting up a back-up team, or they can negotiate the project deadline with the customer.

²³ Its abbreviation – TPM – will be used throughout this MA thesis.

All in all, when addressing a risk, one should keep in mind that the impact of risk on the project objectives may be “negative (hazard risks), positive (opportunity risks) or may result in greater uncertainty” (AIMRIC, Alarm, IRM: 2010).

3.3 What is Project Risk Management?

3.3.1 Definition

The *PMBOK® Guide* defines project risk management in terms of the processes involved and the possible benefits of implementing them.

Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. The objectives of project risk management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project (PMI, 2013: 310).

Risk management is a key tool in project management that is used by organizations to make decisions regarding the risks associated with their particular business. The level of risk varies from one organization to another, and the implemented risk management techniques must be adjusted to the needs of each project.

For instance, a “simple” translation project involving a small volume to be translated into one or two target languages, without much, or any, additional production processes (revision, DTP, LSO, testing, etc.), does not require the same level of attention as “complex” projects²⁴ involving large volumes to be translated into several target languages with multiple post-translation processes.

²⁴ Note that the complexity of a project does not exclusively depend on the volume to translate or the production processes involved. Sometimes, the complexity of a project lies in the content or the domain of translation (marketing, medical, etc.) and can also be source of risk.

Indeed, when working on a large-scale, long-term project requiring many different resources, there is a greater likelihood of something going wrong, because of the amount of material and information that circulates among team members.

3.3.2 Principles of Risk Management

Figure 3.1 depicts the dilemma faced by a project manager when negotiating risk. The probability of a risk occurring is higher at the initiation and the elaboration phase while the impact of the risk's cost is lower in the earliest stages of a project. Therefore, it is possible to minimize the impact of a potential risk or even eliminate it completely during the early stages of a project. However, once the project is halfway through, the risk's cost increases rapidly (PMI, 2013: 40).

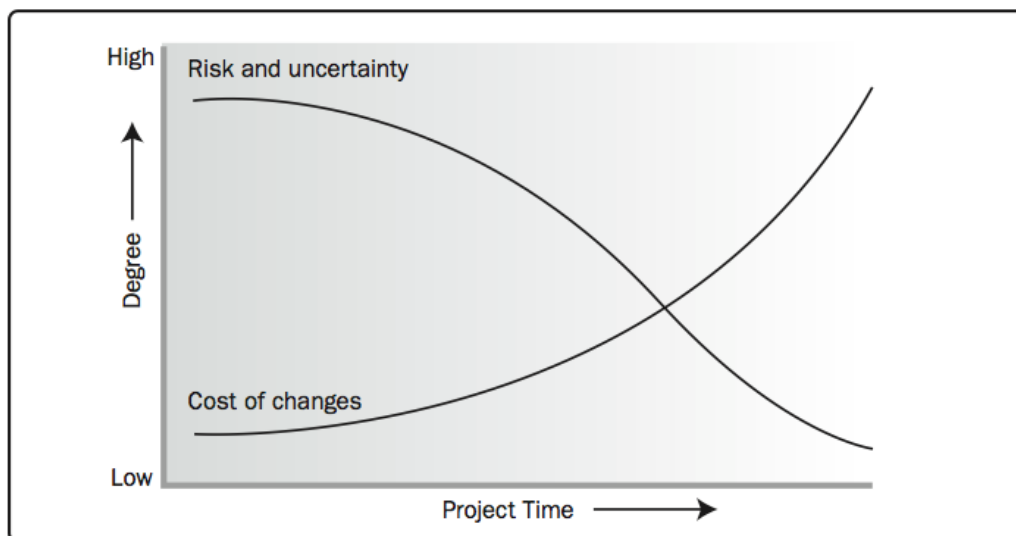


Figure 3.1 Impact of Variable Based on Project Time (from *PMBOK® Guide*, p.40)

Risk management is a proactive initiative rather than a reactive one. This precautionary process reduces the occurrence of surprises and adverse consequences to a minimum. It also helps the project manager's decision-making regarding delay, the budget and the quality of the project (PMI, 2013: 40).

In a project, the causes of risk are infinite. There are external causes such as inflation, product's acceptability on the market, the exchange rate, natural disasters and so forth. Generally, these causes are called 'hazards', and are not to be mistaken with the internal risks that depend largely on the project manager's skills and choices (PMI, 2013: 40).

3.4 The PMI Project Risk Management Framework

Chapter 11 of the *PMBOK® Guide* identifies six project risk management processes: Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Response and Control Risks²⁵. All these processes should take place during the Planning Process Group, except for the Control Risk, which should take place during the Monitor and Control Process Group. The following sections provide an overview of existing tools and techniques (see figure 3.2) that can be used for the development of a translation-specific risk management program.

²⁵ For consistency's sake, the names of the processes will have their first letters capitalized throughout this MA thesis, as in the *PMBOK® Guide*.

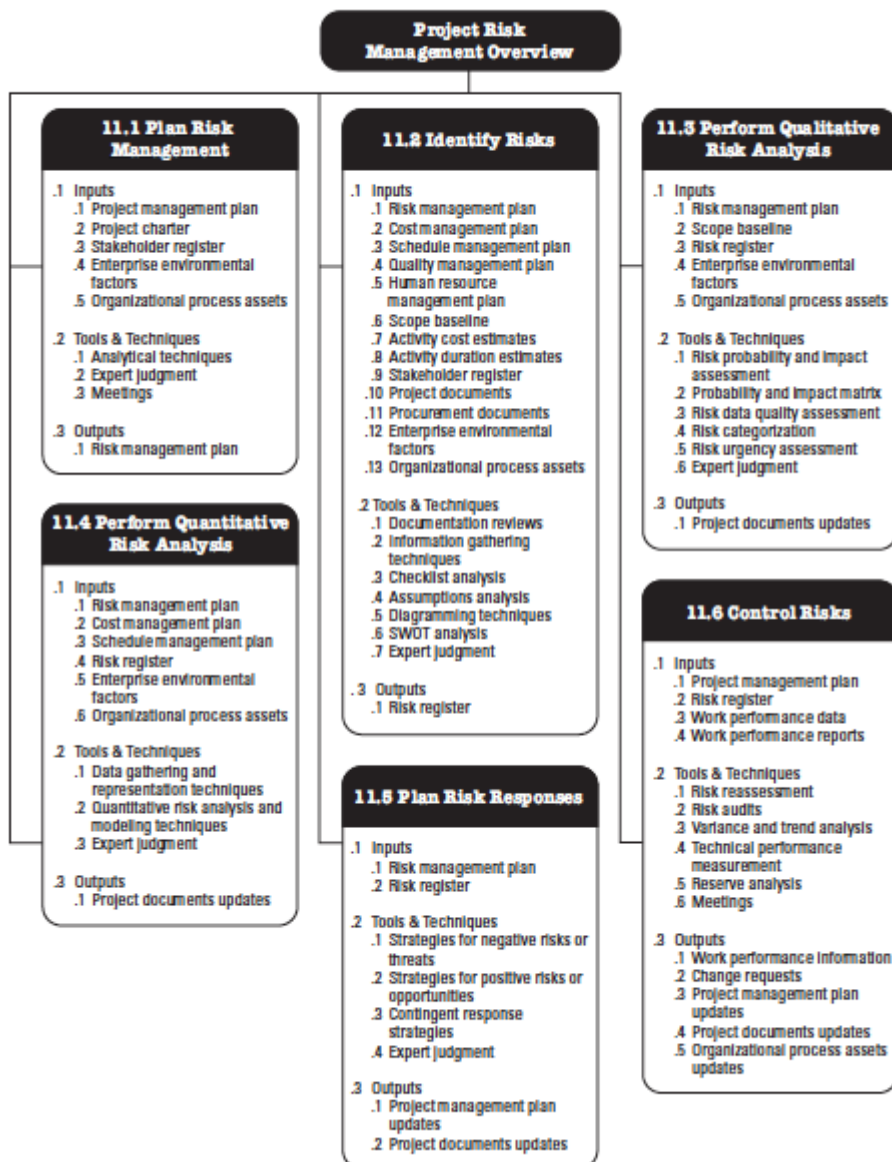


Figure 3.2 Project Risk Management Overview (from *PMBOK® Guide*, p.312)

3.4.1 Plan Risk Management

Plan Risk Management is “the process of defining how to conduct risk management activities for a project” (PMI, 2013: 313). This process ensures that the risk management techniques implemented correspond to both the risk and the importance of the project.

All team members should contribute to this plan, either by organizing meetings, making phone calls or writing and distributing reports. During these meetings concepts and terms are defined, roles and responsibilities are assigned and previous projects are analyzed. In some cases external expert judgment should be considered to ensure a comprehensive plan is established (PMI, 2013: 316).

The tools and techniques helpful in understanding the overall exposure to risk of a given project include the Risk Breakdown Structure²⁶ (RBS) and the Probability and Impact Matrix. The RBS is a tool used to categorize risks according to the source from which they arise, while the Probability and Impact Matrix is a grid where risks are ranked according to their probability of occurrence and impact – usually low, medium or high – on project objectives. Before designing such a matrix, the different levels of risk probability and impact need to be defined according to the specific project context. Figure 3.3 provides an example of the definition of impact for four project objectives (PMI, 2013: 318).

²⁶ Its acronym – RBS – will be used throughout this MA thesis.

Table 11-1. Definition of Impact Scales for Four Project Objectives

Defined Conditions for Impact Scales of a Risk on Major Project Objectives (Examples are shown for negative impacts only)					
Project Objective	Relative or numerical scales are shown				
	Very low /0.05	Low /0.10	Moderate /0.20	High /0.40	Very high /0.80
Cost	Insignificant cost increase	< 10% cost increase	10 – 20% cost increase	20 – 40% cost increase	> 40% cost increase
Time	Insignificant time increase	< 5% time increase	5 – 10% time increase	10 – 20% time increase	> 20% time increase
Scope	Scope decrease barely noticeable	Minor areas of scope affected	Major areas of scope affected	Scope reduction unacceptable to sponsor	Project end item is effectively useless
Quality	Quality degradation barely noticeable	Only very demanding applications are affected	Quality reduction requires sponsor approval	Quality reduction unacceptable to sponsor	Project end item is effectively useless

This table presents examples of risk impact definitions for four different project objectives. They should be tailored in the Risk Management Planning process to the individual project and to the organization's risk thresholds. Impact definitions can be developed for opportunities in a similar way.

Figure 3.3 Definition of Impact Scales for Four Project Objectives
(from *PMBOK® Guide*, p. 318)

Finally, the output of this process is the risk management plan. The risk management plan explains how the activities will be structured and performed. Additionally, it defines the methodology, clarifies the roles and responsibilities, estimates the funds needed and defines “when and how often the risk management processes will be performed throughout the project life cycle” (PMI, 2013: 316).

In translation projects it is not always possible to gather all of the team members, because of the fast-paced environment and the outsourcing trend (see chapter 1). However, the TPM should, at least, take the time to map out the plan and assign risk owners to the team. Regarding the suggested tools and techniques, a translation-specific RBS (see chapter 5) and Probability and Impact Matrix (see appendix B) should be designed. Since most of the translation projects share similarities, these tools only have to be created once in a company and can be used as a template for other similar projects.

3.4.2 Identify Risks

Identifying Risks is “the process of determining which risks may affect the project and documenting their characteristics” (PMI, 2013: 319). At this stage, potential risks are documented by means of a risk register; this allows the project team to anticipate the threats to, or opportunities for, a project. Since risks may evolve or appear during the project’s lifecycle, the Identify Risks process must be iterative.

During this identification step, the project is analyzed in depth and all the risks threatening the project are listed. Generally, a project manager sets up a risk management team assigned to a project; this team is responsible for identifying the potential problems. The team has to look, not only for the consequences of the risk, but also for the potential causes that could trigger these risks, as it “facilitates an understanding of the potential risks both at the micro and macro levels” (PMI, 2013: 324).

According to the *PMBOK® Guide*, the most frequent techniques used to gather all the needed information include brainstorming, Delphi technique, interviewing and developing a checklist or a root cause analysis. Other techniques include risk-diagramming techniques, such as cause and effects diagrams, system or process flow charts and influence diagrams.

The final output of this process is the risk register; this document is meant to record the results of the risk analysis and the risk response planning. The register is completed as the following risk processes are conducted. It may include a list of identified risks – preferably described in detail – and a list of potential responses that may already be identified during the Identify Risk Process (PMI, 2013: 327).

Again, in the context of a translation company, it is not always possible to set up a risk management team because of the fast-paced environment. However, the TPM could identify the risks based on previous experience and checklists and/or by taking advice from a risk consultant. In any case, a risk register listing all the possible risks related to a translation project would be useful, as it would help prevent risks from occurring or at least reduce their negative impact on project objectives. Moreover, this risk register can be used as a checklist for similar projects in the future.

3.4.3 Perform Qualitative Risk Analysis

Qualitative Risk Analysis is the process of “prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact” (PMI, 2013: 328). This process helps the project manager focus on high-priority risk by ranking the identified risks according to their relative probability, their impact on project objectives and the risk tolerance of the organization.

The risks are prioritized by means of the risk probability and impact assessment as well as the resulting Probability and Impact Matrix created in the Plan Risk Management. Each risk can be rated separately for each objective (e.g., cost, time, and scope). Moreover, to determine which areas of the project are most exposed to uncertainty, risks to the project may also be categorized by sources of risk (by means of the RBS), area of the project affected or other useful categories (PMI, 2013: 331).

The output of the Qualitative Risk Analysis includes updates to the risk register that allows for more effective risk responses as more information becomes available.

When developing a translation-specific risk management framework, the TPM must focus on high-priority risks. Rating each risk according to its impact on each objective could, also, be valuable for the translation team. While, by definition, a project has to respect all the objectives in order to be successful, survey respondents mentioned that sometimes some objectives have priority over others, depending on the project and the client requirements. Therefore, rating each risk per impact on project objectives is an ideal technique for identifying the risks that threaten the most important objective(s) of the translation project.

3.4.4 Perform Quantitative Risk Analysis

Quantitative Risk Analysis is “the process of numerically analyzing the effect of identified risks on overall project objectives” (PMI, 2013: 332). At this stage, the effects of the identified risks on project objectives are analyzed in depth. Sometimes it is not possible to execute this process due to the lack of information necessary to develop the appropriate models.

The most commonly used techniques are data gathering and representation techniques, such as interviewing and probability distribution, but also quantitative risk analysis and modeling techniques, including sensitivity analysis and expected monetary value analysis.

The information and techniques resulting from this quantitative analysis leads to the updating of project documents such as the risk register (probabilistic analysis of the project, probability of achieving cost and time objectives, prioritized list of quantified risks and trends in the quantitative risk analysis results) (PMI, 2013: 341).

In the context of translation project management, the Quantitative Risk Analysis may be too costly and time-consuming to perform, and the previous steps may already suffice to develop an effective risk response plan.

3.4.5 Plan Risk Response

Risk Response, sometimes called risk treatment, is “the process of developing options and actions to enhance opportunities and to reduce threats to project objectives” (PMI, 2013: 342). This process begins at the Identify Risk process and continues through the risk analysis, management and control.

According to the *PMBOK® Guide*, it is one of the most crucial processes. It is one thing to identify and analyze the risks, but addressing these risks is another challenge altogether. Therefore, the project manager should identify and assign risk owners to take charge of their own risk responses.

Several response strategies are available, and each risk should be addressed with the most effective strategy, starting with the highest priority risks. A fallback plan is needed in case the selected strategy is not as effective as expected, or if a risk materializes. The following sections list and describe the different strategies used to address negative risks and positive risks.

3.4.5.1 Strategies for Negative Risks or Threats

The *PMBOK® Guide* identifies four strategies to deal with negative risks. Each strategy influences the risk condition in a varied way. When dealing with critical risks, with high impact, avoidance and mitigation are usually good response strategies. For less critical risks, the transference and acceptance strategies are preferred.

- Risk avoidance – Is the risk strategy whereby the risk is permanently removed from the project by changing the project management plan (PMI, 2013: 344).

For example, if a TPM considers that a translator poses risk to a localization project because they previously failed to deliver a good quality translation, the TPM may choose not to work with this translator. The risk is thus avoided by changing the risky resource.

- Risk mitigation – Is the risk strategy that seeks to reduce the probability of occurrence or impact of a risk to an acceptable threshold. Mitigation strategies include: adopting less complex processes, conducting more tests, or using more qualified resources (PMI, 2013: 345).

For example, when working with a new translator, the TPM may either test this new resource before hiring or ask the translator to complete the work in stages, in order to check if the quality corresponds with the requirements.

- Risk transference – Is the risk response strategy whereby the responsibility of the risk consequence is shifted to a third party. The organization pays the party taking on the risk. This strategy is most effective when dealing with “financial risk exposure”. The most effective transference tools are outsourcing and subcontracting, along with the use of insurance, warranties and guarantees (PMI, 2013: 344).

Survey results revealed that it is not unusual for translation companies to purchase error and omissions insurance. More generally, this strategy is used to address weather and other hazardous risks (earthquake, fire, floods, etc.) by means of insurance.

- Risk acceptance – Is a risk strategy whereby the negative risk is acknowledged but is not dealt with immediately. This strategy can either be active (a contingency plan is developed should the risk occur) or passive (the risks are dealt with as they occur) (PMI, 2013: 344).

3.4.5.2 Strategies for Positive Risks or Opportunities

The *PMBOK® Guide* identifies four strategies for responding to positive risks:

- Exploit risk – Is the strategy used to ensure that the opportunity definitely happens, by eliminating the uncertainty associated with the positive risk (PMI, 2013: 345).

For example, if a particular translation project requires the use of software that the company does not possess, the company may choose to purchase the software as some future project may require the same tool. Additionally, the use of new technologies reduces the cost and duration necessary to reach project objectives.

- Enhance risk – Is the strategy whereby the probability and/or the positive impacts of an opportunity are increased (PMI, 2013: 346).

For example, a TPM could add more resources to the production stage of a project in order to finish it before the delivery date.

- Share risk – This strategy involves “allocating some or all of the ownership of the opportunity to a third party who is best able to capture the opportunity for the benefit of the project” (PMI, 2013: 346). Examples of sharing strategies include forming risk-sharing partnerships, teams or joint ventures. The purpose of this strategy is to share the gain between all parties.

For instance, if a TPM faces a wave of translation demands and cannot deal with it alone, they may choose to share these opportunities by allocating some projects to other TPMs.

- Accept risk – The acceptance strategy acknowledges the positive risk but does not deal with it immediately. This strategy can either be active (a contingency plan is developed should the risk occur) or passive (the risks are dealt with as they occur) (PMI, 2013: 346).

3.4.6 Control Risks

The *PMBOK® Guide* defines Controlling Risks as the process of “implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project” (PMI, 2013: 349). This process should be integrated within the larger management framework (the Monitor and Control Process). The aim of this process is to monitor the risks and record all relevant risk management information: risk sources, effectiveness of risk responses, unexpected risks, etc.

3.5 Risk Management in Translation Projects

Stoeller (2003) believes that no sophisticated tools are needed to address risks. In addition to the risk management processes, Stoeller advises LSPs to take care of the following steps:

- Purchase an error and omission insurance.
- Review the Terms and Conditions for each client, with an eye on the LSPs liability.
- Conduct at least one meeting with the client to ensure that expectations are fully understood. This “will reduce the risks of unclear/incomplete

requirements and will allow for early flagging of unrealistic expectations” (STOELLER, 2003).

- Review constraints on a regular basis.

Once the aforementioned steps have become standard practice, LSPs should proactively address risks in accordance with the *PMBOK® Guide* risk management processes. According to Stoeller, it is important to involve customers in the risk planning as it will “increase their trust and train them to become better customers” (STOELLER, 2003).

The different risk management processes can be summarized in four steps²⁷:

- Identify Risk: analyzes the project to identify sources of risk.
- Qualitative Analysis: assesses risks in terms of severity of impact and likelihood of occurrence.
- Risk Response Plan: develops a strategy to address the negative and positive risks.
- Risk Control: implements risk strategy, monitors the plan in case new risks arise and changes the management plan if needed.

A simple template in the form of a spreadsheet is enough to document all risks and risk response planning. In appendix A, B and C, examples of risk management tools applied to translation projects are available (definitions of impact and probability, probability and impact matrix, and risk register).

²⁷ The Quantitative Analysis is not present in this summary, as it is believed this step would be too costly and time-consuming for LSPs.

PART TWO: RISK MANAGEMENT IN ACTION

CHAPTER 4 – SURVEY

4.1 Methodology

One of the main goals of this MA thesis is to understand how translation companies approach risk and how standard risk management tools can be implemented in the management of translation projects. Given the nature of the research questions, it is impossible to study the phenomenon outside of its context. Therefore, in addition to the theoretical research provided in previous chapters, real evidence and accounts from professional translation project managers are required. Since there are a large number of variables, the most appropriate methodological approach is a survey.

The survey has been created with three main goals: (1) to evaluate risk awareness among TPMs, (2) to assess how TPMs approach risk and what they understand by risk and (3) to find out if TPMs use some kind of risk management tool. The aim of collecting all this information is to find out the best way to deal with risk and to develop a proper risk management framework tailored to translation projects (see chapter 5).

4.2 Material and Content

The survey was first created with Microsoft Word using the developer editor to apply a survey-like layout with text boxes, check boxes and combo boxes. The initial plan was to send this Microsoft Word document to the email addresses collected. The respondents would then fill in the survey and send it back. However, this system of diffusion was abandoned after it became evident that it posed two main problems: (1) not everyone has Word as a text editor and (2) sending the survey back to an email address can be quite discouraging as it

requires the initiative of sending it back. These two obstacles could have reduced the sample of participants.

Therefore a broader diffusion channel was used in order to reach as many project managers as possible: an online survey website²⁸. This means of diffusion presents several advantages as the survey link can be sent by email and it can also be posted on multiple social networks. Moreover, the respondent simply has to complete the survey and does not have to bother saving and sending it back to the researcher. Finally, this type of online website automatically analyses the data and provides statistical output.

The survey is divided into three different sections. The first section called *General Information* contains some basic information questions about the respondent and the company they work for; the answers to these questions are confidential and only serve the purpose of feeding into the researcher's personal knowledge. However, in the same section there are questions about location, number of TPMs in the office and years in function. The purpose of these questions is to find out if the sampled answers are representative of the translation industry. The second part called *Project management* (Questions 1 to 6) tackles some general project management questions regarding the tools, the types of projects and the prioritization issues. The last part called *Risk Management* (Questions 7 to 14) is meant to investigate the existence of risk management tools in translation projects, find out what 'risk' means to TPMs and turn to their experience to identify the most common sources of risk. The format of the questions varies throughout the survey in order to present a dynamic questionnaire

²⁸ www.sondagesonline.com

that would be entertaining and at the same time not too time-consuming for the respondent. The types of questions include open/closed format questions, importance questions (respondents have to rate the importance of a particular issue), dichotomous questions (yes or no answer) and rating scale questions. The complete version of the survey as seen by the respondent when clicking on the link is available in Appendix D. As has been stated at the beginning of the survey, the answers are compiled together and analyzed as a group in order to preserve the TPMs' and their companies' anonymity.

4.3 Respondents

In order to achieve valuable results, the selection of respondents for this survey should be representative of the language industry. A vast search on websites (such as Translators Café²⁹, Translation Directory³⁰ and ProZ³¹ to cite but three) made it possible to gather 759 email addresses of many types of translation companies from around the world: small, medium and large in size. These companies were instructed to forward the survey to their project managers. Other channels of diffusion of the survey included its publication on social networks (Twitter, LinkedIn, etc.) and on translator blogs and websites. At the closing of the survey, 107 project managers had participated.

²⁹ www.translatorscafe.com

³⁰ www.translationdirectory.com

³¹ www.proz.com

4.4 Survey Timeline

Once the content and the structure of the survey were set, it could finally be activated on December 18, 2014. Since the collection of contact addresses was fastidious, the survey was sent in several batches as shown in table 4.1 below.

Action	Time
Test launch	December 8, 2014
Survey activated	December 18, 2014
First batch launched	December 18, 2014
Last batch launched	January 29, 2015
Last participation	May 1, 2015
Survey closed	May 5, 2015

Table 4.1 Survey timeline

4.5 Results

This section presents the raw results of the survey in a neutral fashion. In section 4.6 the results are analyzed and discussed at length.

4.5.1 General Information

The first part of the survey collects some general information such as company name, location, name and function of the TPM, previous training, years of TPM experience and number of TPMs in the office. The names and the companies are confidential and are not divulged in this MA thesis. Gathering all this basic information is meant to evaluate if the sample of participants is representative of the translation industry.

There were 107 respondents to the survey located in 32 countries around the world and coming from all types of companies (small, medium and large in size). As can be observed in table 4.2, the United States counts most participants, followed by the United Kingdom, Belgium and Germany.

Countries	Number of participants
Dominican Republic	1
Australia	1
Bangladesh	1
Canada	1
Chile	1
China	1
Croatia	1
Egypt	1
Iraq	1
Kosovo	1
Lebanon	1
Morocco	1
The Netherlands	1
Romania	1
Sweden	1
Switzerland	1
Uruguay	1
Bulgaria	2
Greece	2
Japan	2
Poland	2
Slovakia	2
India	3
Norway	3
Italy	4
France	5
Ireland	5
Spain	6
Germany	8
Belgium	14
United Kingdom	15
USA	17

Table 4.2 Number of participants in each country

The participants are mainly project managers but there are also operational managers, vendor managers and one translator; their responses were also taken into account. Globally, the time in function of the sampled TPMs ranges from a few months to 35 years and the number of TPMs in their respective offices ranges from one to several hundred.

4.5.2 Project Management in Translation Projects

Question 1: What types of projects are assigned to you?

To answer this question the respondents could chose multiple answers from among documentation, web, software and/or multimedia; and they could insert another element or comment in the *Other* box. Figure 1 reveals that TPMs most frequently deal with document-type projects. In the *Other* box, the respondents added some details about the type of localization projects they handle such as marketing, videogames, voice-over, books but also SEO activities (search engine optimization) and terminology creation. All in all, the results reveal that there is clearly significant demand for documentation-type translations.

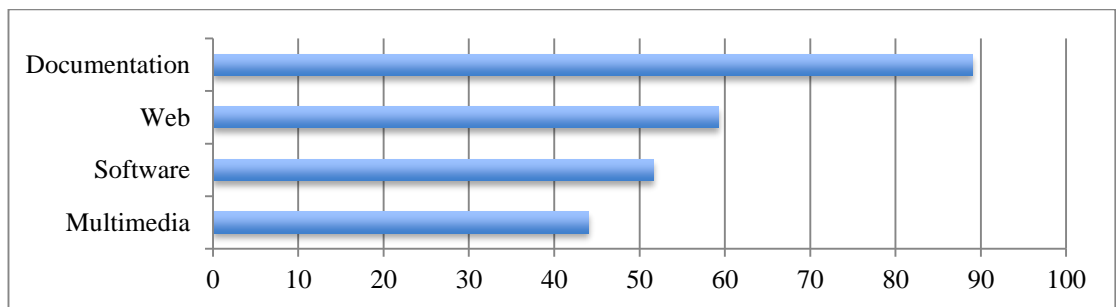


Figure 4.1 Average percentage of demands per type of project

Question2: What type of management tool(s) do you use?

This is an open question and the answers are numerous and varied; the type of answers vary depending on the type of translation company. Small-scale companies most often resort to basic management tools such as templates created internally, Microsoft Outlook and Microsoft Excel; or even simply pen and paper. Medium and large companies also resort to the same basic management tools, but in addition they use management software (purchased or developed internally). Table 4.3 summarizes the management tools in three different categories:

translation management systems, standard management software and other communication and management tools.

Global management systems for translation agencies	Standard management software	Other tools
<ul style="list-style-type: none"> • XTRF • QuaHill • Plunet • Across • Translation Projetex • SDLX • Wordbee • SDL Passolo • SDL Trados Studio • Star transit 	<ul style="list-style-type: none"> • Symfonie • Lucas ERP systems • FileMaker • Shamrock • Project Open • LTC Worx • CRM system • Trello 	<ul style="list-style-type: none"> • Skype • Microsoft Outlook • Microsoft Excel • OCR tools • BTS- bug tracking system • Internally developed tools • Microsoft Project • Smartsheets • FTP • CMS – World Server • CMS – Globalsight • Google Drive • PERT method • Critical Path Method • Gantt charts

Table 4.3 Management tools used by translation agencies

Question 3: Ideally, a project has to meet the quality requirement and has to be delivered to the client on time and on budget. If you could respect only one of these conditions, whatever the reason, which one would it be?

Participants had the choice between quality, deadline, and budget; they could also add another element or comment. As depicted in figure 4.2, most of the participants consider quality to be the most important condition to respect, followed by deadline and budget. In the *Other* box, participants added: good communication with the client, confidentiality (security) and regulatory compliance. The other answers in this box are additional comments regarding their choice.

The purpose of this question is to set out the most important objective(s) of a project's success. Indeed, knowing which objective is the most important to reach – and which one can eventually be sacrificed – facilitates the risk prioritization during the plan risk response phase. However, some respondents insist on the inseparable nature of these three conditions and that it makes no sense picking just one.

Moreover, some respondents give priority to the deadline because they believe it is vital for the client. Others defend that quality is a priority if deadline can be negotiated. Finally, most of them seem to agree that it depends on the nature of the project.

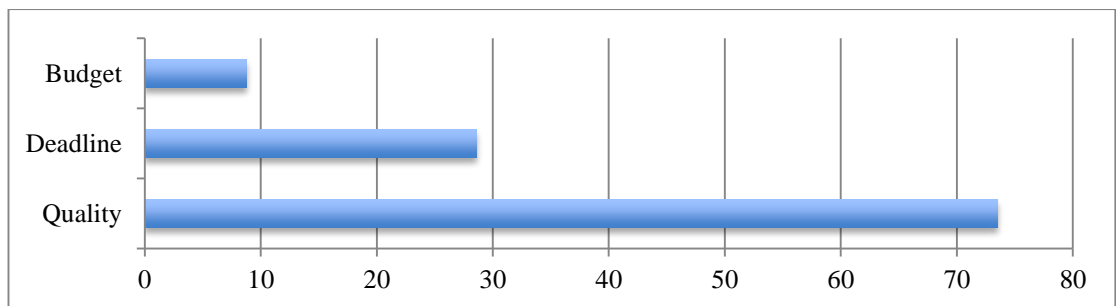


Figure 4.2 Average percentage of prioritization per project objective

Question 4: Which one of the following conditions do you most often fail to respect?

In the same vein as the previous question, the respondents could choose between quality, deadline and/or budget or could add another element or comment in the *Other* box. The results shown in figure 4.3 reveal that TPMs most often fail to respect the budget condition, followed by deadline and quality.

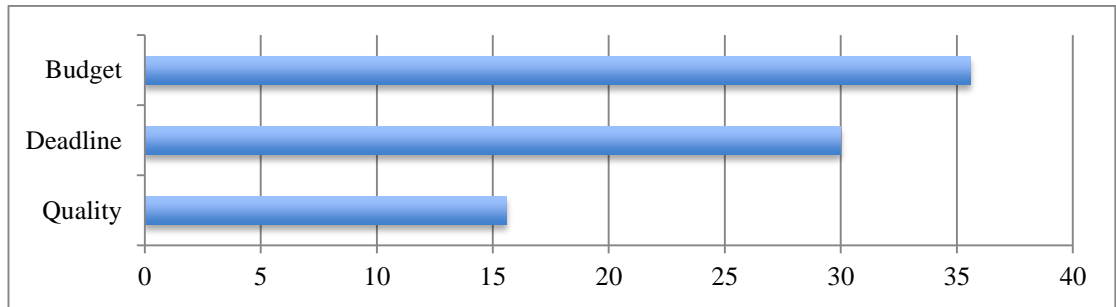


Figure 4.3 Average percentage of failure per project objective

A great number of participants added their comments, shared their opinion or justified their choice in the *Other* box. As depicted in figure 4.3, the area of failure is quite different from one respondent to another. In one quarter of the comments, the respondents add that all the conditions have to be respected and failing only one of them could have a serious impact on the project. Conversely, a majority of the respondents commented that they never fail one of these conditions or insist that it is very occasional; allegedly they always deliver the highest quality, respect deadlines and stick to the budget. Some of them explain that this absence of failure is due to the fact that the objectives are clearly stated with the client and the team at the start of the project; if the client requirements cannot be met, they do not take the job. Some admit that they sometimes have to sacrifice or renegotiate the deadline with the client because the project scope has changed, issues have arisen, or there are a lot of queries; consequently a deadline extension allows better quality to be achieved. This corresponds to the results of the previous question where most TPMs gave priority to quality to the detriment of budget and deadline. Moreover, as respondents defend, deadlines are always flexible while budget and quality are usually not. On the other hand, other TPMs admit they sometimes sacrifice quality because it is a subjective condition and

they know they will have the occasion to correct it after the client’s feedback. Regarding the budget, some say that if a quote changes after the kickoff it will pose a great risk to the project. However, others say that budget sometimes has to suffer in order to meet customer satisfaction.

Question 5: What is the approximate percentage of ‘failure’ of your translation projects? (Failure stands here for a project that was not delivered on time, on budget or that did not meet quality requirements)

The results depicted in figure 4.4 reveal that about 15% of the TPMs have a minimum failure rate (0%). The smallest failure rate ranges from 1 to 9% and concerns 61% of the TPMs. This is followed by a failure rate situated between 10 and 20% and concerns 21% of the TPMs. Finally, 2% of the TPMs admit that 30% of the project objectives are not met and 1% of the TPMs admit that they experience about 95% of failure on their projects.

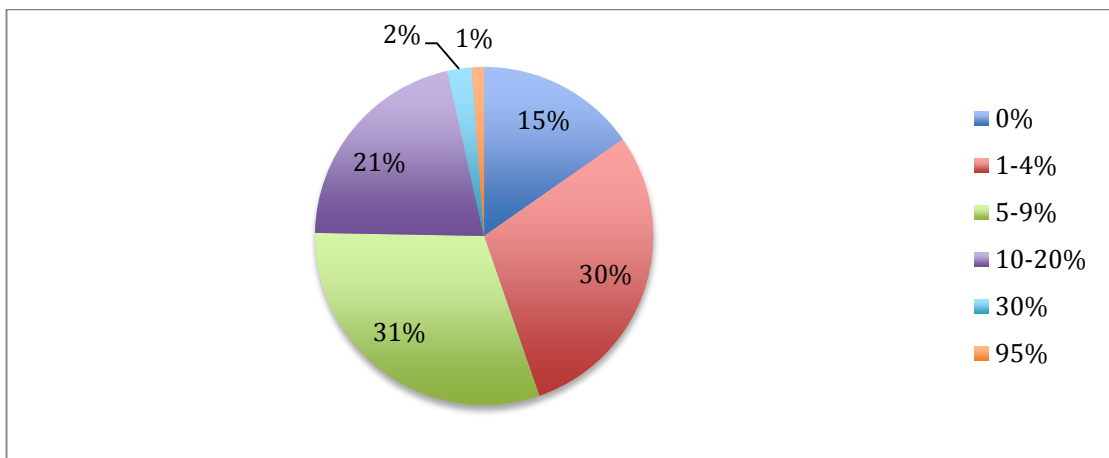


Figure 4.4 Average percentage of failure rates on projects

Question 6(a): The following elements make up a good project. Classify them from 1 to 4 according to their importance. (1-most important; 4-least important)

The number of answers for each element has been converted into a percentage in table 4.4 in order to calculate the arithmetical average of the classification. On each line, the largest percentage has been highlighted for a better overview at a

glance. Based on the average, respondents classify the elements as follows: (1) skilled human resources, (2) good communication, (3) proper material and (4) risk awareness.

	1	2	3	4	Arithmetical average
Good communication	35.16%	35.16%	24.18%	5.49%	2.00
Skilled human resources	49.45%	29.67%	10.99%	9.89%	1.81
Proper material	8.79%	25.27%	42.86%	23.08%	2.80
Risk awareness	6.59%	9.89%	21.98%	61.54%	3.38

Table 4.4 Distribution of elements by respondents according to their importance


Question 6(b): Would you add another element? If so, which one?

In the comments, respondents generally point out that the elements taken separately seem easy to handle but that the secret of a successful project really lies in the art of juggling all of them simultaneously. Regarding good communication, many of them seem to agree that clearly defined roles, responsibilities and deadlines are vital. Additionally, some respondents suggest adding another element: client management; they consider it an art rather than a science. Indeed, it is important to enquire about the client's expectations and relevant project information. Concerning the human resources (translator, reviser, etc.), one respondent believes that they indeed have to be skilled but more importantly, they have to be available at the right time. As for the proper material, some respondents seem to agree that the quality of the source text is of utmost importance. Last, but not least, one respondent explains that although it is indeed important to be aware of the possible risks a project may encounter, it is even more important for a TPM to possess problem-solving skills.

4.5.3 Risk Management in Translation Projects

Question 7: What is the first thing that comes to your mind when talking about 'risk' in a translation project?

The answers to this question are numerous and varied; respondents not only cite many risks, they also list sources of risk. Since there are many repetitions, all the responses are summarized in table 4.5.

Changes in the budget	Human factor (vacation, illness)	Bad client/PM communication
Non-payment; theft of services	Medical translation	Lack of client responsiveness
Not enough context for translation	Wrong use of reference or no references	Stubborn clients
Poor quality of translator's output	Lack of risk awareness	Planning ahead to avoid problems
IT problems; technical failure	Unrealistic deadlines; missing deadlines	Lack of commitment of the team
Losing a client	Missing hardware/software	Financial risk
Web projects	Natural disasters	Data loss or leakage
Bad source material (format, content, factual errors, discrepancies between reference material and style guide, terminology database etc.)		Customer not satisfied with the services; complaints from the client
Not enough resources for a project		Bad management
Missing source material (style guide, TM, etc.)	Additional cost	Unqualified, incompetent or new translators
Unclear requirements	Translator not asking questions	Unrealistic expectations
Quote mistakes (incorrect word count, calculation errors, etc.)	Economic downturns; inflation; exchange rate	Unqualified PMs (both on LSP or client side)

Misunderstanding client instructions	Changes in legislation or tax regulations	Client "correcting" translation
Improper technology in technical projects	Changes in technology	Security breach
Bankrupt client, failed freelancer, etc.	Increasing globalization	Introducing errors in the translation; mistranslations
	Someone not delivering on time (client, translator, DTP team, reviser, developer, etc.)	

Table 4.5 Risk according to project managers

Question 8(a): Do you have an assigned risk manager on your projects?

The answers to this dichotomous question revealed that only one person among the 107 respondents has an assigned risk manager in their office. A separate survey has been designed for this person and sent to the email address provided. Unfortunately, this request remained unanswered.

Question 8(b): If not, then who considers and analyzes risks on a project?

For this question the respondents could also choose multiple answers. As depicted in figure 4.5, according to 80% of the respondents, it is mainly the project manager who is responsible for risks on a project.

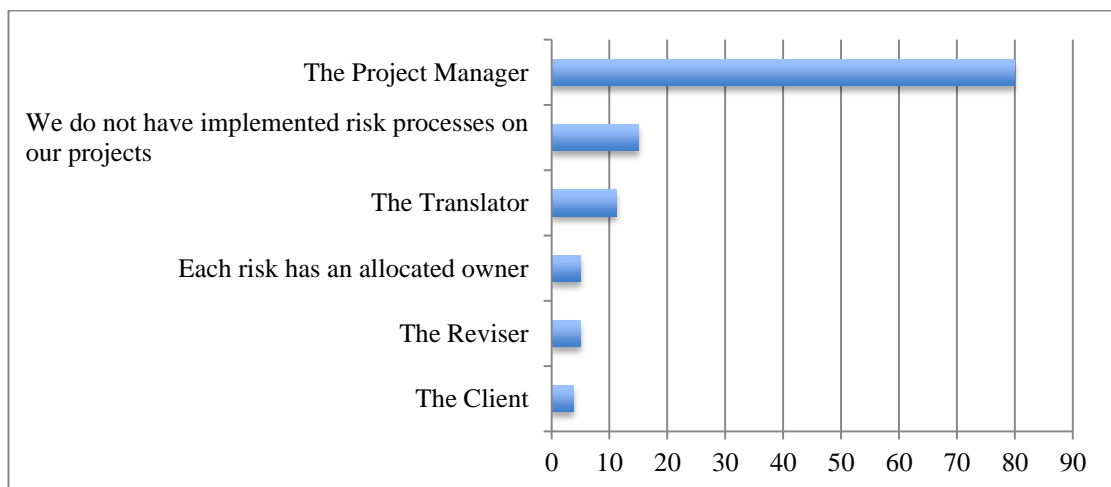


Figure 4.5 Average percentage of the level of risk responsibility in translation projects

According to the comments in the *Other* box, in some translation agencies it is the business unit manager or the sales department that takes care of risks in a localization project. Some respondents added that if it is indeed the project manager who deals with risks on a project, each stakeholder on the project deals with risks related to their activities. Moreover, one respondent pointed out that “risks are assessed collectively for more complex projects or projects for new clients”.

Question 9: Where is risk more likely to occur on the following stages of a project?

As depicted in figure 4.6, most of the respondents strongly believe that the execution stage is the most subject to risk(s). Closure and monitoring are ranked at the bottom meaning that these project stages are the least subject to risk, according to the respondents.

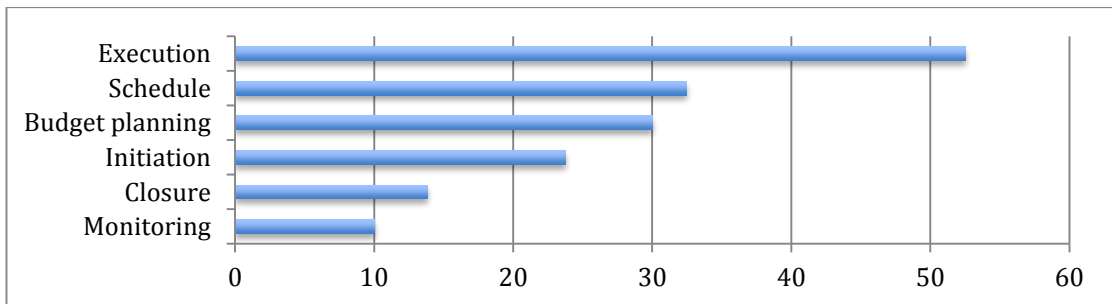


Figure 4.6 Average percentage of risks per project stage

Question 10: Which external factors are more likely to give rise to risk? Classify them from 1 to 5. (1-most influential; 5-least influential)

Similar to Question 6(a), the quantity of answers for each element has been converted into a percentage in table 4.6 in order to calculate the arithmetical average of the classification. On each line, the largest percentage has been highlighted for a better overview at a glance. Based on the average, respondents ranked the external risks from most to least influential as follows: (1) project

risks, (2) financial risks, (3) market place risks, (4) reputational risks and (5) infrastructure risks.

	1	2	3	4	5	Arithmetical average
Financial	13.75%	31.25%	20.00%	21.25%	13.75%	2.00
Infrastructure	2.50%	10.00%	25.00%	15.00%	47.50%	1.81
Market	5.00%	27.50%	37.50%	26.25%	3.75%	2.80
Reputational	7.50%	13.75%	13.75%	32.50%	32.50%	3.38
Project	71.25%	17.50%	3.75%	5.00%	2.50%	1.50

Table 4.6 Classification of external factors in terms of influence

Question 11: Project risks include two internal factors, which one is most likely to give rise to risk?

As depicted in figure 4.7, respondents consider that the production process, i.e. the process of translation itself, is the most likely to give rise to risk.

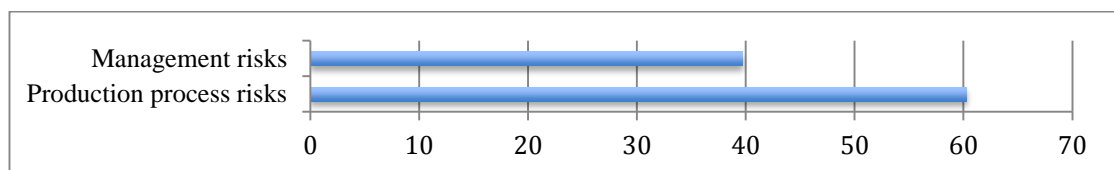


Figure 4.7 Average percentage of risk probability per internal factor

Question 12(a): The following table lists some risks that may occur during a translation project. Indicate what the impact of those risks on the project would be: high, medium or low. In the last column indicate whether you experienced those risks at least once.

As can be observed in table 4.7, many suggested risks are considered as low impact risks. Three similar risks seem to be of high impact according to respondents: translation errors, translators using the wrong terminology and client instructions not being respected.

The right column gives a global overview of the average occurrence of each risk. The most frequent risks that appear are: translator falls ill, computer problems, translation errors, translators used the wrong terminology, lack of

translators for a particular language, client withdraws in the middle of the project and client instructions are not respected.

	Low	Medium	High	Happened at least once to you
Computer problems	33.75%	40.00%	26.25%	62.50%
Translator falls ill	35.00%	38.75%	26.25%	63.75%
Lack of translators for a particular language	33.75%	36.25%	28.75%	48.75%
Client withdraws in the middle of the project	55.00%	27.50%	12.50%	48.75%
Lost file/translation	45.00%	25.00%	27.50%	32.50%
Problem in budget	30.00%	52.50%	16.25%	41.25%
Problem in planning	33.75%	43.75%	22.50%	36.25%
Problem in quotation	36.25%	48.75%	15.00%	42.50%
Translation errors	17.50%	32.50%	48.75%	61.25%
Client doesn't agree with the prices beforehand	47.50%	41.25%	8.75%	36.25%
Client doesn't agree with the prices afterwards	55.00%	16.25%	26.25%	21.25%
Scam offers	72.50%	12.50%	8.75%	11.25%
Inexperienced project managers	41.25%	33.75%	22.50%	26.25%
Strikes	77.50%	12.50%	5.00%	6.25%
Exchange rate fluctuation	67.50%	26.25%	6.25%	20.00%
Competitor behavior	50.00%	38.75%	11.25%	21.25%
Natural disaster	72.50%	16.25%	10.00%	16.25%

New technology	53.75%	38.75%	6.25%	20.00%
Translators used the wrong terminology	20.00%	31.25%	46.25%	55.00%
Project not delivered to the right persons	65.00%	27.50%	6.25%	18.75%
Client's instructions not respected	25.00%	31.25%	42.50%	46.25%
Recession	56.25%	27.50%	10.00%	16.25%

Table 4.7 Risk classification as per impact severity on translation projects

Question 12(b): Do you have other risks that come to your mind?

Since this question is very similar to question 7, the same is true for the answers.

Here are some risks that had not yet been listed:

- corrupted files,
- change of scope after translation started (example: extra target languages are added),
- client complaint,
- translator suddenly withdraws from the project,
- internal system fails,
- accepting too tight deadlines from client,
- misunderstandings,
- misalignment of client expectations and project deliverables in terms of style, terminology, etc.,
- missed deliveries by translators,
- resource changed in the middle of the project,
- translator good on paper but quality delivered is questionable,
- languages that are hard to quality-control (like in alphabets that are not known to the TPM),
- competition and
- accepting too much work.

Question 13: To what extent did the recession affect demand for translation at your company?

To answer this question, respondents could only select one of the suggestions and could add a comment in the *Other* box. In general, translation demands slightly

decreased with the recession as illustrated in figure 4.8. However, for a minority of translation companies the translation demands increased significantly.

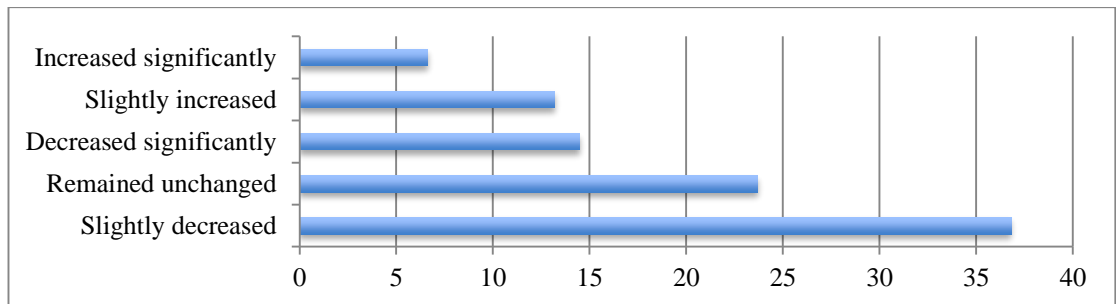


Figure 4.8 Status of translation demand after/during the recession

Among the comments, respondents explain that some client companies they worked for had to shut down because of the recession and that this had a significant impact on their organization. Another respondent admits that demand from a regular client decreased due to budget restrictions and restructuring in the client’s company. As a consequence, their translation company tried to support the client by agreeing lower rates for fixed periods. However, business from other clients increased or remained stable and the translation company was thus able to find a balance.

Finally, some respondents admit that they experienced wild fluctuations regarding the demand and that this makes planning very difficult. As a consequence, several workers were laid off because of the recession.

Question 14(Optional): Could you give an example of a project that has gone wrong because risks were not considered from the beginning?

Since this question was optional, only 30 respondents participated in the question. Most of the answers refer to risks that are already summarized in the above result tables and figures. In addition, some respondents provided examples of failed projects. Table 4.8 summarizes these testimonies by describing the issue, its

source, the impact on the project objectives and the eventual strategies used to address the problem.

Issue	Source	Impact Area	Response
Unreliable linguists	Resources	Quality	Solid management process
Schedule too tight, but even when all risks were explained to the client, they complained about the quality of the output	Customer	Quality	Raise client risk awareness
Translation of a document in several languages, but afterwards the client realized that 2 languages had already been translated internally → the client does not want to pay for these 2 languages	Customer/ Communication	Budget	/
Translation review done properly but corrections were not inserted properly by the DTP team → the company had to take on part of the costs	Technical/ Resources	Budget	/
Change of scope of the developers team when translating a piece of software into 28 languages	Technical/ Resources	Schedule	Mitigation → Negotiation with the client to extend deadline
Project involving online CAT tool and bilingual RTFs extracted from MemoQ. Translation into Arabic but when importing back, the structure of the sentences and the tags were messed up	Technical	Schedule	/
Files received in an unusual format → layout messed up when printing the PDF	Technical/ Input	Schedule	IT and DTP team were mobilized
Agency that went into liquidation before payment	Customer	Budget	/
Time and cost pressure from the client → bad quality of the output	Customer	Quality	/
The company agreed to invoice the client in dollars, but suppliers in Europe were invoiced in euros → The value of the dollar decreased sharply	Market fluctuation	Budget	/

Resources of ‘rare languages’ (Tagalog, Indian dialects, Mongolian, etc.) are high risk because resources are hard to find, they might be unreliable or they might not be experienced	Resources	Quality/ Schedule	- Resources hired based on word of mouth and quality - Resource audit using a second resource for that language
Lead translator fell ill → inexperienced translator stepped in	Resources/ Health	Quality and Cost	/
Errors in the quote because based on word count of a Word document without realizing that it included a large number of tables in image format	Human error	Budget/ Schedule	/
A file from a client turned out to be much more technical than first evaluated	Communi- cation	Schedule	/
Hurricane in the Philippines, where the translators were based → delay in the delivery	Weather	Schedule	/
Translation into 12 languages of an older version of the file instead of the updated one → project delayed by a whole day	Human error	Schedule	/

Table 4.8 Translation Project Issues

4.6 Discussion of the Survey Results

This survey was designed with three main goals: (1) to evaluate risk awareness among TPMs, (2) to assess how TPMs approach risk and what they understand by risk, (3) to find out if TPMs use some kind of risk management tools. This section explains the purpose of the survey questions and describes the usefulness of the results gathered.

The general information gathered at the start of the survey indicates that the variety goal is achieved and that the sample is quite representative of the

translation industry. The results of the survey are thus diversified and accurate and can therefore be used later on to develop a risk management framework.

The purpose of question 1 is to find out what type of projects TPMs most frequently work on. The results indicate that TPMs are mostly in charge of document-type projects. Therefore, in order to remain within the scope of this MA thesis, the risk management tool designed for translation projects in chapter 5 is mainly intended for document-type translation projects.

Asking about the type of management tools TPMs usually work with (question 2) is meant to find out which tool best reduces risks occurring. The results are numerous and varied but also indicate that many translation companies resort to translation management systems (whether public or created internally). This information will be taken into account when designing a risk management framework.

Questions 3, 4 and 5 concern the project objectives (quality, deadline and budget) also known as the “triple constraint”. It goes without saying that a project has to meet all three of the requirements. However, the purpose of these questions is to observe TPMs behavior regarding risk response, i.e. if something goes wrong, what is the top priority or which requirements are they willing to sacrifice. For this reason, respondents could only choose one of the answers and/or leave a comment. A correlation can be observed between the results of question 3 and 4 as most TPMs believe quality is the most important objective; as a result, it is the objective that they succeed in respecting the most. Similarly to the budget requirement, it appears last in the prioritization list and is thus the objective that TPMs most often fail to respect. According to the project failure percentage

(question 5), some companies seem to have full control over their projects, as their minimum rate of failure is 0%. However, a majority of TPMs experience little or great failure on their projects. For this reason, translation companies should consider implementing a standard risk management framework at the TPM level.

Forcing the respondents to rank the elements in question 6 allows the researcher to observe the general sense of priorities of translation project managers. Results show that, according to the respondents, working with skilled human resources is the most important element for a project and that risk awareness is the least important. This indicates that in general, risks are not really considered when starting a project and this may explain the more or less important failure rate discussed in the previous question.

Question 7 is an open question and is meant to observe how project managers view risk and how they define it. As seen in chapter 3, defining risk is at the core of the Project Management Institute's plan risk management process. Indeed, defining risk and other concepts gives a better idea of the possible issues that have to be addressed in translation projects. The answers to this question were numerous and varied and helped to list the most frequent risks encountered in a translation project. This list is useful for the PMI's identifying risks process.

Question 8 is thus meant to find out whether there is an assigned project risk manager and the results revealed that only one person among the respondents has an assigned risk manager in their office. A separate survey had been designed for this person but unfortunately this individual survey remained unanswered. For all the other respondents, the second part of the question enquired about the

person in charge of risks on a translation project. As expected, TPMs carry out this responsibility, as by definition they are in charge of the whole project. It is the TPM's role to convey good instructions to the team and to make sure these instructions are properly followed.

Most of the project managers believe that the execution stage is the most subject to risk(s) and rightly so. Indeed, it is during the execution stage that the important phases that will eventually lead to the deliverable take place (translation, revision, desktop publishing, etc.). However, according to the *PMBOK® Guide*, it is at the initiation phase that risks should be addressed in order to avoid, transfer or mitigate them throughout the project i.e. at all stages of the project. Indeed, as seen in section 3.3.2, the impact of the cost of a risk is lower in the earliest stages of a project; therefore risks have to be considered from the beginning as the cost of a risk increases rapidly once the project is halfway through.

The elaboration of question 10 and 11 were based on Akbari's classification of external and internal sources of risk. The respondents consider project-driven issues to be the most risky in a translation project. Project sources of risk include customer reliability, project difficulty, suppliers, and so forth (AKBARI, 2009). Regarding internal risks, the production process, that is to say, the process of translation itself, is the most subject to risk. The collection of this data is meant to identify the most common sources of risk and to develop a translation-specific Risk Breakdown Structure as suggested by the *PMBOK® Guide* (see chapter 5).

The purpose of question 12 was to evaluate which common risks are most likely to happen and which ones are considered serious threats for translation projects. This shadows the idea of chapter 3 of developing a probability and impact matrix that could be used as a reference in a standard risk management template for translation projects.

Companies with strongly implemented risk management techniques survived the recession while this is not always the case for companies who did not (KNIGHT, 2011). Additionally, results of the survey regarding the effect of the recession on translation demands indicate that they slightly decreased for a majority of companies. This highlights the necessity of translation companies to implement risk management techniques at a macro level but also at a micro level in order to address both external and internal sources of risk.

Finally, testimonies of failed projects were gathered with the optional question 14. The purpose was to identify the most common problems that TPMs face, their sources and the way they deal with such issues. The number of projects that failed because risks were not considered from the start further emphasizes the need to design a risk management framework tailored to translation projects.

4.7 Survey Issues

While the survey results have been incredibly precious and helpful, the survey nevertheless faced some real challenges in terms of design, diffusion and respondents' cooperation.

As explained in section 4.2, the survey was first designed in Microsoft Word using the developer editor to apply a survey-like layout before switching to a broader diffusion method: an online survey website. Although this method

proved to be helpful, one of the respondents reported shortly after the launch that the survey link provided could only be used once per email address. This means that even if the link was forwarded, it could not be used anymore since a message indicated that the survey was already completed. Fortunately, adjusting the website's parameters solved the problem.

The second main challenge was to create a survey without previous TPM experience. Indeed, it is a difficult task to formulate questions without knowing the necessary or useful answers. As a result, some questions were not formulated properly or were considered inadequate by some respondents. Moreover, given the nature of the research questions and the great amount of variables, it was necessary to design close format questions. The benefit of forcing the respondent to choose only one answer is to obtain representative answers but the drawback, as some respondents explained, is that this type of format is quite frustrating when several answers are possible for the same question but only one answer can be selected.

Thirdly, collecting email addresses was a very fastidious task for several reasons. Global project manager contact or LSP information is available on several websites, such lists are sold for around \$2,000 and were thus not affordable by the researcher. Therefore, she had to search for email addresses on LSP websites, which was very time-consuming. Indeed, if on some websites the addresses were visible, other websites ask for a form to be filled out in order to get in contact with the translation company. For this reason, the survey was sent in several batches as the addresses were collected.

Last but not least, the fourth challenge regards respondents' cooperation. Some respondents started the survey without finishing it or only answered the questions randomly. Moreover, some respondents failed to read the whole question and thus did not answer it properly. The researcher resolved this issue by deleting the participation of the respondents who were not compliant.

Despite the challenges that the survey faced, the results collected were really valuable for this MA thesis as they helped to answer the main research questions and were useful for the elaboration of a standard translation risk management tool (see chapter 5).

CHAPTER 5 – RISK MANAGEMENT IN TRANSLATION PROJECTS

This chapter compiles all the theoretical and practical data of the previous chapters into a Risk Breakdown Structure (RBS), listing and describing in detail the main sources of risk faced by translation companies.

5.1 Why a Risk Breakdown Structure?

As discussed in preceding chapters, this MA thesis is based on the theoretical concepts provided by the *PMBOK® Guide*. Since the framework provided by the *PMBOK® Guide* is generic, its main risk management processes can be implemented in projects within any domain, including the translation industry. However, one must not forget that each organization works differently; thus, the specific tools used by project managers to implement risk management must be tailored to the organization or industry in function of its objectives. Tools that facilitate risk identification, such as the Risk Breakdown Structure (RBS), are of great interest, in this respect.

In translation and localization the project objectives vary widely depending on the context, the level of complexity and the type of project (localization, web, documentation, software...). Indeed, the methods and objectives of a documentation project differ from the methods and objectives of a software project, as the human and material resources used are different. There are even notable differences among projects of the same type. For example, health and safety documents require much more attentiveness than any other type of documentation (FIELD, 2014: 36). Additionally, the risks encountered will differ according to the type of translation project. Consequently, the risk management approaches will also vary.

According to the survey, project managers most frequently deal with documentation-type projects. Therefore, the Risk Breakdown Structure developed in the following sections focuses mainly on the objectives and particularities of such projects.

The *PMBOK® Guide* defines a Risk Breakdown Structure (RBS) as “a hierarchical representation of risks according to their risk categories” (PMI, 2013: 559). The RBS is thus a key tool for managing risks in a project, as it is useful in identifying risks, analyzing risks and developing an effective risk response plan. The RBS provides the project manager with a clear overview of the risks and their sources, thus allowing the PM to classify risks in categories. Several RBS models are available in the project management literature; usually specific to the type of the profession. However, some components of the RBS are common for most companies: *force majeure* risks (such as wars, strikes, riots, floods, etc.), market-specific risks (currency fluctuations, change in stock prices, competition, etc.), financial risks (profitability) and so on.

The RBS developed in this MA thesis is based on the generic RBS offered by the PMI and Dunne’s translation-specific RBS, suggested in her dissertation (DUNNE, 2013: 83). The resulting RBS has been completed with the survey results discussed in chapter 4. The purpose of this approach is to inform students in the translation industry, and remind participants in risk identification, that the sources of risk are countless and, sometimes, completely unexpected. Moreover, it allows the TPMs to identify the different risk categories, the concentration of risks in each category and the dependencies among risks.

Figure 1 depicts the general structure of the RBS proposed in this MA thesis. The higher level (level 0) includes all the risks faced by translation companies. This level can be subdivided into two categories: external and internal risks (level 1). Finally, level 1 (external and internal risks) is split into finer levels of risk (level 2) that are described in the following sections.

RBS Level 0	RBS Level 1		RBS Level 2		
PROJECT RISK	External		Weather		
			Regulatory		
			Market		
			Culture		
			Customer		
			Subcontractors and suppliers		
	Internal	Technical		Requirements	
				Technology	
				Complexity and Interfaces	
				Quality	
		Organizational			Project Dependencies
					Resources
					Funding
					Prioritization
		Project Management			Estimating
					Planning
					Communication
					PM Experience
		Translation			Input
Translation Process					
Output					

Figure 5.1 Risk Breakdown Structure for Translation Projects

5.2 Results of the Risk Breakdown Structure

5.2.1 External

External risks, sometimes referred to as uncontrollable risks, are risks that arise from events outside the organization, and are beyond its control (KAPLAN, 2012). The sources of these risks include natural and political disasters,

competition issues, market forces and so forth. The external sources of risk are briefly described in the following sections.

5.2.1.1 Weather and Force Majeure

These risks are highly unpredictable and are usually the less likely to occur, but, at the same time, present the greatest impact should they materialize. Weather events, such as earthquakes or floods, could in the best-case scenario delay a project, or in the worst case scenario put an end to the project – or even the translation company – permanently (building damage, deaths, etc.). Depending on the country where it happens, war, strikes or plagues can have severe impacts on a company. The translation industry is particularly exposed to these kinds of risks, due to its current outsourcing trend. These risks increase with the amount of different locations involved in the outsourcing activities.

5.2.1.2 Regulatory

Like any other organization, translation companies have to navigate through a legal and regulatory minefield. Some language service providers (LSP)³² have a standard service agreement that is meant to protect the organization. However, any change to the conditions of that agreement (such as the price list or deadlines) in a specific project (or projects on behalf of a specific client) can be a source of risk.

In order to protect themselves against claims made by clients for inadequate work or negligent actions, LSPs sometimes acquire error and omission insurance. However, not all LSPs can afford to purchase such an insurance, which

³² Its acronym – LSP – will be used throughout this MA thesis.

makes them vulnerable to potential lawsuits, “unless they formally disclaim or limit the scope of their liability for errors in their contracts” (DUNNE, 2013: 111).

Moreover, globalization has provided LSPs with the opportunity to offer their services throughout the world, and sometimes in unfamiliar legal environments. Therefore, even if some agreements have been sealed with contracts, a translation company may have no means to enforce the terms of the agreement, or legal recourse should something go wrong in another country.

5.2.1.3 Market

Every type of business is subject to market risks, and translation companies are no exception. Market risks include economic environment sources of risks such as fluctuations in inflation rates, interest rates, exchange rates and taxation; competition-related risks; innovation-related risks; and so on. These factors may directly impact the overall situation of a translation company and thus indirectly impact the on-going translation project. The outsourcing trend in the translation industry makes companies more vulnerable to market risks as the odds of encountering such risks increases proportionally with the amount of outsourcing activities and the additional countries involved.

5.2.1.4 Culture

Globalization has pushed translation companies into working around the world and thus across languages, traditions, cultures and time zones. These cultural differences can be a source of risk for some translation projects. For example, any TPM working with Chinese translators knows that there is a major decrease in the

availability of translators and editors working in China³³ during the Chinese New Year. While some customers are willing to extend the deadline in such cases, others may be rushed for time and the TPM may have to find additional human resources.

5.2.1.5 Customer

The customers themselves can be a source of risk. Their ability to, or not to, respect contract commitments is a possible source of risk. For example, the customer may suddenly be the victim of bankruptcy and thus not be able to pay for the service. Customers also present other sources of risk such as the understanding (or lack thereof) of the project's scope, schedule or quality requirements but also the speed of response.

According to the survey results, one of the most common sources of risk experienced by translation companies is the customer's inability to understand the processes of a translation project. Customers sometimes misunderstand or fail to accurately communicate critical information about the project scope, schedule or quality requirements. For instance, some customers do not realize that there is more involved in the making of the deliverable than just the translation phase. Customers often forget the revision and/or the desktop publishing phase of a translation project. As a result, they sometimes have unrealistic expectations regarding the timeframe and want to rush the translation, especially when they have a deadline to respect on their side.

A translation project's life cycle is a succession of sometimes fast-paced activities, and thus problems have to be resolved rapidly in order to keep a project

³³ Note that Chinese New Year celebrations are not limited to China.

on track. Therefore, when there are doubts regarding a certain part of the translation process, the prompt responsiveness of the customer is crucial. For instance, if a translator has questions during the project (i.e. regarding terminology or source meaning), but the customer takes a long time to answer, the project timeline may suffer and more work may be required later.

5.2.1.6 Subcontractors and Suppliers

As discussed in previous chapters, globalization has pushed translation companies to broaden their range of target languages. In order to keep up with this trend, translation companies have been forced to outsource some language-related activities, such as translation, but also the edition-related activities, such as desktop publishing, to lower cost markets. This outsourcing of translation tasks represents the greatest source of risks for several reasons.

Firstly, it is already difficult for a translation company to assess the skills of translators for one target language; this becomes even more challenging when different languages are involved. Other than a certified diploma or resume, the project manager does not truly know if a translator has the requisite skills for a specific project until after the project is completed. The TPM does not have enough time to master all the languages involved in all of their projects, and sometimes has no means of verifying the quality of a translation before delivering. Additionally, some survey respondents mentioned that they had to deal with scam offers, that is to say, people that offer their services on the basis of false diplomas, LinkedIn profiles, resumes and alike. While some of them may have the requisite skills, this is not always the case, and thus employing an outsourced translator is risky from the start.

At first glance the number of human resources available to translation companies appears to be immense, however, this multitude of resources is deceiving. Sometimes the skills required for a specific project can be particularly demanding (language pair, specific subject, knowledge of tools, etc.), and thus the large pool of resources shrinks considerably. Also, even if a resource matches the profile, their availability is not always assured throughout the project due to illness, injury or family emergency.

Finally, translation companies sometimes resort to services of other organizations and/or freelancers, whether for linguistic or technical tasks. In doing so, translation companies are exposed to risks that are beyond their control such as lead times, service quality and payment issues. For example, freelancers usually work for several clients, and thus may not be available when needed.

5.2.2 Internal

At the same level as the external sources of risk lie the internal sources of risk that include all the project-related risks, i.e. the risks linked to the activities of the translation project itself (AKBARI, 2009). Internal risks come from within the organization itself, and can have a direct impact on the objectives of a translation project. This level can be further subdivided into project management sources of risk, organizational sources of risk, technical sources of risk, and translation-related sources of risk.

5.2.2.1 Project Management Sources of Risk

Translation project management incorporates multiple activities and processes that each present some level of uncertainty and are therefore sources of risk.

5.2.2.1.1 Estimation

A project starts when the existing or potential client contacts the LSP with the intention of having something localized or translated. This first step is crucial, as the LSP should address the potential pitfalls even before the translation phase is launched. Indeed, the first source of risk in a translation project is the potential misunderstanding concerning the needs and objectives of the final product. Therefore, in order to avoid all misunderstanding, the assigned TPM should be able to ask the right questions to ensure that the product will align with the needs of the client. Not asking the right questions is a major source of risk, for instance concerning the type of public the client wants to reach. If this simple question “What is the target audience of the product?” is not clear at the initiation phase, there could be several impacts on the project:

- From simple schedule delay if noticed on time (the translation has to be readapted)
- To client complaint if the localized product has been launched but failed because consumers did not feel concerned by the product.

Another source of risk lies in the perception of quality. It is usually known at the end of the project if the quality requirements have been met; but what is quality in a translation project? From the point of view of the LSP, quality is attained when it meets the stated need and is fit for the intended use. However, quality is a conceptual and subjective attribute, and thus a translation product can only be considered successful if it fulfills the client’s expectations. For this reason, the scope objective should be clearly defined by the buyer and the seller of the translation when starting a new project. The requirements need to be

documented (terminology, stylistic requirements, target audience, etc.) by the project manager who has to check before the delivery if these documented requirements have been met, by means of a checklist, for example. Another source of risk regarding quality is the review of the product by an in-house team of the client, or a third-party reviewer paid by the latter. If the documented requirements are not used as basis of the review, it is possible that the review correction will be subjective and preferential rather than motivated by quality instructions. These unnecessary changes have an additional cost and could jeopardize the project timeline (DUNNE, 2013: 116).

It is also at the initiation phase that the TPM should find the right balance between quality and time. A customer who wants to rush the translation of a project is a great source of risk since the delivery date they suggest is often difficult to reach. It is the responsibility of the TPM to identify the smallest window in which a quality product can be created and to discuss it with the customer in order to find common ground.

The budget estimate is also a source of risk. A simple error in the quote could have a serious impact on the overall budget of the LSP. For example, if the TPM forgets to insert a component in the quote then, at the end of the project, if the TPM wants to charge the client more than what was agreed upon with the quote, the client might not be pleased. At best they might just show their discontent, at worst they might not pay the extra amount. They might even consider this a great lack of professionalism and not work with you in the future.

All in all, the estimation of scope, time, and budget is “always a source of risk, since the PM can never be fully confident with the accuracy of such estimates until after the project has been completed” (DUNNE, 2013: 101).

5.2.2.1.2 Planning

The project plan lays the foundation on how the project will be executed. This is meant to reduce uncertainty regarding the management of scope, cost and schedule, as well as the management of resources, risks and communication. Since project management – as well as risk management – is iterative, the planning phase is performed several times during the life cycle of a project as new information becomes available. This allows for the refinement of initial estimates, and thus reduces uncertainty in a project.

Generally speaking, during the planning phase, a schedule specifying the order, the allotted time and the affected resources for each task is designed. If something goes wrong with the schedule, the project timeline could be jeopardized. For example: forgetting a task, not planning enough time for a step, not taking into account national holidays, etc.

5.2.2.1.3 Communication

The TPM has a central role as they are the primary link between the client and the resources; they make sure everything goes smoothly. If you take this link away, the translation project might not be accomplished properly. A lot of information and material circulates through this link, which makes proper communication a crucial element in project management. Survey results reveal that communication failure in a project life cycle is one of the root causes of many problems and risks that arise in a project. Risk in a translation project increases with the number of

steps involved, as at each step information can be lost or misunderstood or some material or files are lost.

5.2.2.1.4 PM Experience

There is no specific training for a translation project manager; they must learn the skills on the job. The more projects a TPM deals with, the more efficient they become in terms of skills, tools and speed, as well as in risk and problem identification. Therefore, new translation project managers can be a source of risk themselves, if they lack project management knowledge, skills, tools, techniques or experience.

Moreover, even if a TPM possesses sufficient knowledge, skills and techniques, they might still pose a risk when dealing with a type of project they are unfamiliar with. For example, if a TPM is used to working on documentation-type projects, they might not have enough experience to work on a web-type project.

5.2.2.2 Organizational Sources of Risk

A translation project should go through five key processes in order to be successful: (1) initiating, (2) planning, (3) executing, (4) monitoring and control, and (5) closing (see chapter 2). Each of these phases is divided into multiple activities and tasks requiring specific resources. According to the *PMBOK® Guide*, the project manager is responsible for achieving the project objectives by coordinating the phases and leading the team members. However, within the organization of a project, there are still some risks that are beyond their control.

For example, even when planned on time, there is always the risk that there are not enough resources available for a project, or that the skills or training

of project team members is not sufficient. In this kind of situation, a back-up team can save the day, but this is not always possible since the back-up team can only stay on stand-by for a certain amount of time.

Moreover, coordinating human resources within an organization can be difficult, especially if the company's management gives priority to some projects over others. For instance, if a translator is scheduled to work on project A, but the operation manager makes a strategic decision to prioritize work on project B, which requires the involvement of that same translator, project A will be at risk of being delayed (DUNNE, 2013: 104).

The organizational structure of a company can also be a source of risk. For instance, if the TPMs are not trained properly, or if the procedures and guidelines provided by the company are not clear enough, or non-existent, then the project quality might differ from one TPM to another.

Finally, as Dunne points out, the knowledge that employees gain on the job, or, rather the loss of that knowledge when employees leave or are unavailable for some reason, is also a source of risk for a translation company.

Enterprise knowledge management is a challenge in any large organization, but it is an especially risky area in small companies, where the knowledge often resides with a specific employee. If there is no formal way of documenting and managing employee knowledge, it can be easily lost if a staff member leaves the company or becomes unavailable. If the knowledge of a given employee constitutes the company's competitive advantage and that employee leaves, then the competitive advantage is lost as well. (DUNNE, 2013: 105)

5.2.2.3 Technical Sources of Risk

Technical risk, sometimes called product risk, arises from the capability, or rather the incapability of the product to fulfill the requirements of the customer. The technical sources of risk thus include the risks regarding project requirements, the

use of technology (and the challenges it brings), project complexity and interfaces, as well as the technical aspects of quality requirements.

5.2.2.3.1 Requirements

Generally speaking, if the requirements of a project are not clearly stated from the beginning, the consequences could be fatal. When localizing a product, the expectations of the customer and the users, as well as the general requirements of scope, quality and schedule, should be considered.

5.2.2.3.2 Technology

In order to remain on the competitive fast-paced marketplace, translation companies have to keep up with the newest technologies available. Technology has proven to be quite effective regarding time and money-savings for certain projects, but it also brings all kinds of risks. Technology is a double-edged sword regarding performance and reliability. Problems can arise from the technology itself, but also from the individual who uses it. Computers and software can crash and Internet connections can break down, but the person operating the technology can also make mistakes due to several factors (type of project, fatigue, personal circumstances, lack of training, etc.).

In addition, there are all the risks associated with the following types of technology:

- Computer-assisted translation tools: SDL Trados Studio and MultiTerm, MemoQ, Across Language Server, Alchemy CATALYST, any translation memories, etc.
- Project management tools: Microsoft Project, Projetex, Microsoft Excel sheets and any translation management software.

- General productivity software and platforms: Microsoft Windows and Office, FTP, telephonic communication, etc.
- Software used by LSP to manage the layout of their documents: Adobe FrameMaker, Adobe InDesign, QuarkXPress, etc.

Firstly, not all LSPs can afford these tools, and are thus penalized from the start; as they cannot compete with others, and might miss the opportunity to work on projects using such tools. The lack of these tools is compensated by cheaper tools requiring more human assistance, and this increases the risk of human error. Secondly, the training and maintenance of these tools can add up significantly, especially considering the frequent updates required for some programs and software. Finally, some customers utilize certain tools that are rarely used or not available on the market, and the extra effort to obtain or use them can be source of risk. For instance, if a client developed a product with a certain tool, the company will either have to buy and learn how to use the tool, or decline the project. These actions are both risky. If the company buys the tool, the risk is that the tool will never be used again, and its purchase will, thus, not have been profitable. On the other hand, if the LSP turns down the project offer, there is a risk that the client will never ask for its services again.

5.2.2.3.3 Complexity and Interfaces

The degree of complexity of a project depends of several factors: the type of project (web, software, document, video game, etc.), the type of content (medical, marketing, etc.), the languages involved, the quality of the source, and so forth. Each type of project involves different components, human resources, production phases, and tools. Working on several types of projects at the same time can be

risky as the TPM may mix up, or get confused, by all this diversity they are managing. Similarly, each type of project uses different forms of communication channels or interfaces (email, translation management system, FTP, Skype, phone, platforms, etc.); an increase in the number of channels increases the risk of the TPM making a mistake, divulging something confidential to the wrong recipient, forgetting to inform some resources that a particular production phase has started and so on.

5.2.2.3.4 Quality

As discussed throughout this MA thesis, a project is usually not considered successful if the customer does not believe that the deliverable has the desired level of quality. Since quality is a rather elusive concept varying from one person to another, the general quality requirements of a project are a source of risk. As Dunne points out, “the subjective nature of quality, and the characteristics that shape the perception of adequacy, is probably the biggest source of risk in translation and localization projects” (DUNNE, 2013: 121). In order to reduce the degree of quality-related risks, a TPM should first have a detailed dialog with its customer regarding the quality of the project(s), convey the information to all the team members, develop a quality plan framework and finally monitor and control if the defined quality requirements have been met by means of checklists or partial reviews, for example.

5.2.2.4 Translation-level Sources of Risk

Last, but not least, the risk sources that lie within the production process itself. Localization projects, nowadays, include numerous and varied tasks, such as translation, revision, interpreting, review, desktop publishing and much more.

Even the translation task itself applies to different sectors: documentation, software, web, and so forth. The survey results revealed that PMs most often work on documentation-type projects. Therefore, this RBS will only address the risks linked to the translation tasks of document-type projects.

This part of the RBS is based on Dunne's RBS level "Activity-related sources of risk" (see figure 5.2). She organized this RBS level based on the dominant paradigm in cognitive psychology, which states that the human mind works according to an information processing model that can be generalized as: input → processing → output. Indeed, cognitive psychology sees the individual as a processor of information, and can be compared to how a computer processes information in order to produce an output. Therefore, Dunne believes that since both risk identification and translation are forms of information processing, this model can be used to create a structured approach for describing the sources of risk that originate in translation (DUNE 2012: 85-86).

In the context of translation projects, this model can be structured as follows:

1. Input i.e. the source material received for translation
2. Processing i.e. the translation process itself
3. Output i.e. the translation project deliverables

Figure 5.2 depicts Dunne's proposed model.

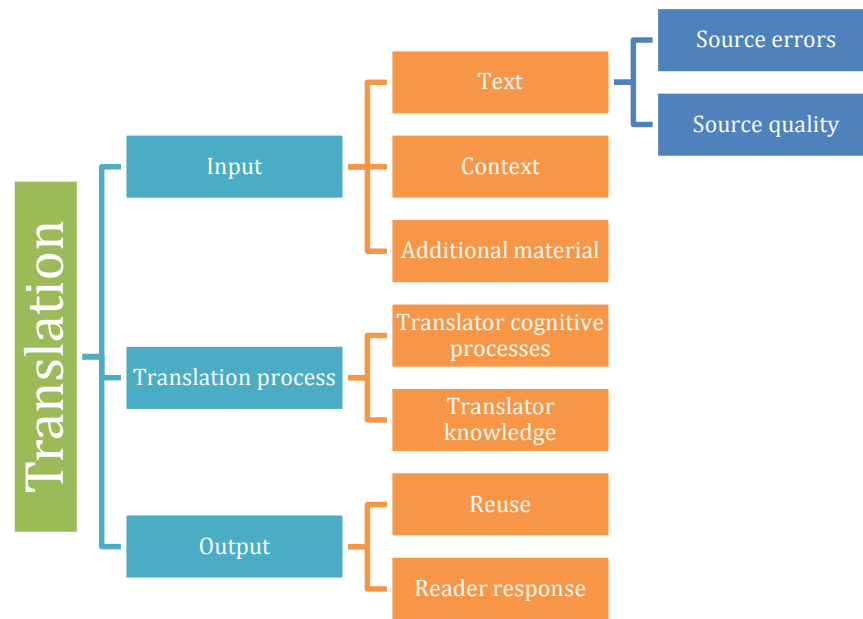


Figure 5.2 Areas of risk sources in translation and localization projects (based on Dunne's RBS, p.87)

5.2.2.4.1 Input

The input refers to the source material provided by the client. It usually includes: the source text to be translated, the layout data, style guides, translation memory information and reference material, if any. The input can be a source of potential risk depending on several variables: the general quality of the source text, context availability and other material required to complete the project.

5.2.2.4.1.1 Text

a. Source errors

Sometimes, the source text contains errors that could, accidentally, be replicated by the translation team in the target language, if they are not detected and resolved in time (DUNNE, 2013: 88). On one hand, there are minor errors that – detected in time, or not – have no consequences on the product (typos, misspelling, etc.). On the other hand, it is possible that the source text contains more serious errors

that could pose a more serious risk to the project if they are not detected in time. For example, a mistranslation in a medical manual could trigger severe clinical consequences, including health or life threatening consequences. This kind of factual error can considerably damage the customer's reputation, and could result in lawsuits or financial claims filed against the client.

If an error is detected in time, that is to say before delivering the final translation to the client, it may still have several impacts on the project. For instance, if the errors have been replicated in the target text, correcting it might delay the whole project (and add more costs). However, a positive outcome is also possible, as the vendor-customer relationship may be improved if the customer is impressed by the level of focus and expertise that the translation team brought to the project (DUNNE, 2013: 89).

Finally, the presence of linguistic errors in the source text may present an opportunity for a translation company to provide proofreading services to the client.

b. Source quality

The quality of the source text depends on the writing skills of the author. Even if the skills of the author are reliable (good training, knowledge of the subject, etc.), a text may still contain ambiguities that could be a source of risk. Sometimes the translation team (or the TPM) can contact the author regarding the content, allowing the author to clarify any issues and avert a mistranslation. Although if the author is no longer available the translator "might be reluctant to ask questions due to time pressure or lack of motivation and instead proceed to make their best guess about the meaning" (DUNNE, 2013: 90).

A new trend in technical writing is the outsourcing of English content to lower cost markets, where the authors are not native English speakers. Consequently, while they might master the technical field, and are fluent in English, the quality of this outsourced writing may be unsatisfactory, which poses a risk to the project. The text might still contain linguistic errors (i.e. interferences from their native language) that could slow down the comprehension stage of translation (DUNNE, 2013: 90).

Finally, a source text might also contain cultural references that could require extensive adaptation. This represents another source of risk. On one hand, the translation team may not be willing to take the risk of adapting these cultural references, and instead, provide a more literal translation. On the other hand, the translation team might over-adapt the text and not retain enough of the source culture (DUNNE, 2013: 91).

5.2.2.4.1.2 Context

The advent of computer-assisted translation tools is another area of risk that, in some cases, has an impact on the quality of the text. Such tools usually separate form and content, thus allowing the translator to focus on the content without having to worry about the form. However, the absence of form can make it more difficult to grasp the visual context of the text. The textual context might not even exist until the visual output has been created. All in all, the lack of context (visual or textual) may pose a risk to the project, as it jeopardizes the quality of the target text.

5.2.2.4.1.3 Additional Material

Sometimes the client provides additional material with the intention of aiding the translation team, improving the quality of the output and reducing the production costs (by means of a translation memory for example). However, survey results indicate that such material can be counterproductive. Even if glossaries, translation memories or style guides are meant to be helpful, they sometimes lack the quality necessary for the translation. For example, some terms may differ between the glossary and the translation memory, or there may be discrepancies in the instructions of the style guide. These tools are usually reviewed and corrected in order to avoid the replication of any mistake. However, they are not always updated in time, or properly, and this negligence could have a negative impact on the quality of the translation.

5.2.2.4.2 Translation Process

The quality of a deliverable largely depends on the translation itself, which the translator is responsible for. During the translation, there is plenty of room for uncertainty, and thus risk. The translator's cognitive processes are still poorly understood. Therefore, it is still a mystery how the decision-making process works, or how human memory works (BALLARD, 2013: 210).

Each translator has different work habits, on which the TPM has no, or little, control. The TPM can never be sure how well the translator will work; they cannot predict the translator's performance with any certainty. For example, the same text can be translated differently by the same translator.

Moreover, by definition, each project is unique, and can have specific requirements. "Translation is carried out in order to meet specific goals and

objectives (ideally, identified during the project planning stage); any deviation from these goals and objectives, whether real or perceived, present risks, making the translation process an inherently risky activity” (DUNNE, 2013: 94-95).

Dunne subdivides the risk areas associated with the translation activity into the following groups:

a. Translator’s cognitive processes

When translating long texts, a translator uses their memory skills in order to be consistent throughout the text. These memory skills vary from one translator to another, and thus create uncertainty in a project, especially when several translators work on the same project. Nowadays, translation memories and terminology management tools usually help to reduce the risks that stem from this area. However, sometimes, such tools are not carefully maintained. For example, a TM might not be properly updated, and will thus propagate inconsistencies or mistakes.

Moreover, since each translator works differently, the approach to the project and the learning ability may vary considerably from one translator to the next. The learning ability of a translator may make the difference between the failure or success of a project. Additionally, “a translator’s learning must go beyond the text and even pragmatic variables of that text; s/he must learn about the product, service and/or technology described in the text; about project requirement; about project stakeholders, specifically, target and reviewers, and their needs and expectations” (DUNNE, 2013: 96).

b. Translator’s knowledge

As mentioned in section 5.2.1.6, a TPM (or a customer) does not truly know beforehand if a translator has the requisite skills to work on a project. Each LSP has its own set of techniques to assess a translator's skills. However, there is currently no standard or agreed-upon way of assessing translation quality or translation knowledge.

Dunne categorizes the different types of knowledge that are sources of risk: technical tools knowledge, business knowledge, general knowledge, language knowledge, cultural knowledge, translator's experience and subject-matter expertise (see DUNNE, 2013: 96- 98).

5.2.2.4.3 Output

After all the phases of a translation project are completed, the output i.e. the translated materials, are delivered to the client. The project manager's responsibility regarding the production process ends with the delivery of the product to the client. However, even if everything has gone according to plan, and the client is satisfied with the deliverable, this last phase still represents a source of risk. The objectives and the outcomes of a project can be modified depending on how the client is going to use the deliverable. Usually, before launching a translation project, the TPMs enquire about the target audience, the intended use of the translation and the medium through which the translation will be distributed. However, this required information is not always correctly communicated by the client, and even so, there is no guarantee that these requirements will not change between project launch and completion. The client may even decide to use the translation for a totally different purpose, in another format or for another audience by copying and pasting different segments in a

new context. This reuse – sometimes inappropriate without review – can result in many issues; as it is usually the translation company who is blamed for the consequences of this. For instance, the client may only have the text translated by a translation company and then use an internal team to do the layout, in order to save money. This internal team could produce a number of errors, making the localized product inappropriate if no final check is performed on the text in its visual context. “Even if the LSP has disclaimed liability for such situations in the contract, the company’s reputation and its relationship with the client may still suffer” (DUNNE, 2013: 100). However, these risks can be turned into opportunities for the translation company to provide desktop publishing services (in the case of the previous example), additional service support, consulting or education for the client.

CHAPTER 6 – DISCUSSION OF FINDINGS AND CONCLUSION

This MA thesis set out to explore the concept of risk management in translation projects. To this extent, this thesis sought to answer the following questions: (a) Are translation projects different from other types of projects? (b) What are the main challenges and risks in translation projects? (c) Is it necessary to implement risk management techniques to translation projects? (d) If so, what kind of risk management techniques could be used in translation projects?

The researcher also sought to raise awareness of issues in translation projects for students in the language industry and the different stakeholders involved in translation projects (TPMs, customers, translators, proofreaders, sales department, operations manager, etc.) highlighting the impact that their decisions have on translation schedules, budgets and the quality of the final product.

Before exploring the heart of the matter, the introduction provided an overview of the situation of the linguistic service providers (LSPs) on the global market, the existing literature tackling risk management in translation projects and the methodology applied to this field of study. This MA thesis was then divided into two parts: setting the scene and risk management in action.

a. Part One: Setting the Scene

In part one, the main empirical findings are chapter specific and were summarized within the respective empirical chapters: Project Management in Translation (chapter 2) and Risk Management (chapter 3). The main purpose of these empirical findings was to grasp the central concepts at stake in this MA thesis. To

this extent, the researcher chose the *PMBOK® Guide* as reference manual among the available project management literature.

Chapter 2 first provided a historical background of project management. Then, it defined and outlined the processes involved in standard project management, and demonstrated that translations projects are no different than any other projects. Indeed, the definitions and processes involved in standard projects – as suggested by the *PMBOK® Guide* – correspond to the definitions and processes of translation projects. This comparison also revealed that most of the knowledge areas (cost, scope, time, resource, etc.), as suggested by the *PMBOK® Guide*, were considered in translation projects, except for the risk management area of knowledge. Moreover, outlining the processes involved in translation projects showed that there are numerous risky areas that could lead a project to failure. As a result, it seemed important to explore in depth the concept of risk management.

In addition, authors of the available literature on risk management in translation projects (see chapter 1) agree that LSPs have to consider implementing risk management techniques. For this reason, chapter 3 summarizes the risk management definitions and processes, as suggested by the *PMBOK® Guide*, in order to analyze and evaluate the use of risk management techniques in translation projects. At the end of each standard project process there was a small discussion of how translation projects could benefit from the suggested risk management tools and techniques. Finally, some translation-specific templates were developed and could serve as reference for identifying, ranking and designing responses for risks in translation projects.

b. Part Two: Risk Management in Action

Since it is impossible to study the phenomenon outside of its context, the empirical findings needed to be compared with real evidence and accounts from professional translation project managers. Therefore, a survey was conducted in chapter 4 with three main goals: (1) to evaluate risk awareness among TPMs, (2) to assess how TPMs approach risk and what they understand by risk and (3) to find out if TPMs use some kind of risk management tools. The survey results were valuable as they clarified these three objectives:

(1) In general, TPMs were aware of the challenges and issues that could occur during a translation project. However, they did not seem to understand the meaning of risk.

(2) In open questions, it appeared that some TPMs deal with issues as they occur, instead of preventing them; others managed to prevent some issues they had experienced in previous projects. However, when asked to define risk in translation projects, TPMs gave numerous and varied responses including common problems, sources of issues and general advice. This means that the concept of risk and thus risk management is unclear.

(3) Results revealed that there are no assigned risk managers, and that it is usually the TPM that addresses risks in translation projects. There was no record of TPMs using specific risk management techniques on their projects.

This survey offered evidence that TPMs often face more or less serious issues during translation projects, which could lead to serious impacts on project objectives. These results highlighted the need for LSPs to consider implementing

risk management techniques at the project level, and to be more proactive when dealing with risks.

Finally, chapter 5 collected all the empirical and practical data from the previous chapters and set up a translation-specific Risk Breakdown Structure (RBS). Evidence from several studies, including Dunne (2013) and this thesis points to the fact that TPMs only deal with problems as they occur instead of adopting a more proactive approach. The aim of this RBS was thus to list all the possible sources of risk, as such a list could help the TPMs to identify the potential risks in a specific project, and to design a proper response for each risk. This RBS template can be used as a simple checklist or reference material to look at risks within the context of a specific project.

The overall results of this MA thesis confirm that LSPs should consider implementing risk management techniques at the project-level. To this extent, a standard project risk management framework, such as that of the *PMBOK® Guide*, could be carried out in translation companies. Translation projects fit the standard project definition in the sense that they are temporary, they are unique, they are undertaken to create a defined product or result and they are executed under conditions of uncertainty.

Survey results and the RBS revealed that there are numerous risky areas in translation projects. The main challenges are in great part due to the outsourcing of the activities, the sometimes long subcontracting chain and the elusive concept of quality. Therefore, risk management techniques and tools should be tailored to accommodate the specificities of translation projects.

The detailed description of the risk management processes in chapter 3 showed how translation projects could take advantage of risk management tools and techniques. In addition to the risk management plan that should be created during the initiating process of the translation project, it would also be ideal for LSPs to organize trainings. For example, training for TPMs that prepares them to carry out systematic risk management in translation projects, as well as training for the different stakeholders involved in a translation project in order to give them risk information would be beneficial to the industry. Using risk reports, the TPM could communicate risk information to stakeholders. It could also be interesting for LSPs to organize regular meetings where TPMs can share their experience in managing project risks.

Regarding the risk management processes, they should be closely integrated in the project management planning and executions (T for TRANSLATION, 2011: “Risky Business”). Even if the development of translation-specific management tools such as the risk registers, the risk breakdown structure and the risk management plan can be quite time-consuming; the advantage is that they only have to be developed once within a translation company as translation projects are really similar. Moreover, as the risk management experience grows, “more risks events will be predicted and managed effectively, and the number of unexpected events will decrease, although there will always be some unexpected events” (DUNNE, 2013: 223).

The study has offered an overview of translation project management, the related challenges and some general risk management tools and techniques to

prevent project failure. In addition, a survey was conducted to highlight the necessity of implementing risk management techniques. As a direct consequence of this methodology, this thesis encountered a number of limitations that need to be considered. The scope of this MA thesis limited the research to document-type projects and from the point of view of translation project managers. To generate achievable translation risk management strategies, there is a need for more research, surveys and case studies in translation companies. Exploring the following for future research can facilitate the achievement of this goal:

- The risk management techniques could be broadened to other project typologies. Indeed the RBS was designed for documentation-type projects but the tool could also be tailored to other types of projects (web, multimedia, software, SEO, etc.)
- A comprehensive Risk Management Plan could be designed and tested in different types of translation companies (large/medium/small) to verify the usefulness of risk management techniques.
- A study of different Translation Management Systems could be conducted in order to evaluate the benefits of such tools in terms of risk management.
- This MA thesis studied the usefulness of risks management techniques for translation project managers. However, the same kind of study could be conducted from the point of view of freelance translators who are usually their own TPM.

All in all, research conducted within the scope of this MA thesis revealed that translation projects are similar to any other standard project, outlined the main challenges and risks that could lead a project to failure, highlighted the need for

LSPs to consider implementing risk management techniques at a project-level and demonstrated that standard risk management techniques, such as that of the Project Management Institute, could be tailored to translation projects. A translation project can be compared to a chess game where calculating every possible outcome increases the chances of success.

APPENDIX A. DEFINITIONS OF PROBABILITY AND IMPACT

Impact Definition		Probability Definition	
Risk Impact	Description	Risk Probability	Description
5	Severe	5	Very Likely (> 90%)
4	Significant	4	Likely (61-90%)
3	Moderate	3	Moderate (31-60%)
2	Minor	2	Unlikely (11-30%)
1	Minimal	1	Rare (<10%)

APPENDIX B. PROBABILITY AND IMPACT MATRIX

Probability	Threats					Opportunities				
5	5	10	15	20	25	25	20	15	10	5
4	4	8	12	16	20	20	16	12	8	4
3	3	6	9	12	15	15	12	9	6	3
2	2	4	6	8	10	10	8	6	4	2
1	1	2	3	4	5	5	4	3	2	1
	1	2	3	4	5	5	4	3	2	1

APPENDIX C. RISK REGISTER EXAMPLE

Identify Risks		Qualitative Risk Analysis								Plan Risk Response			
Risk ID	Description	Category	Probability	Impact			Score			Risk Owner	Risk Strategy	Response plan	Date risk closed
				Quality	Schedule	Budget	Quality	Schedule	Budget				
1	Late deliveries due to the unproven reliability of new translators	Internal> Organizational>Resources	4	2	4	3	8	16	12	PM	Avoid	This risk has been eliminated by assigning 2 translators per language. This adds some buffer time and reduces the risk of delivering late.	April 30, 2015
2	Two translators per language can lead to inconsistencies in target text (because no TM or Style Guide available)	Internal > Translation > Input	4	5	2	3	20	8	12		Mitigate	Platform and TM where translators can agree on terminology	
3	The client supplies an incorrect version of the source files for translation	External> Customer	1	4	4	3	4	4	3		Accept		
4	The client uses multiple reviewers, who disagree with each other	External> Customer	1	3	3	3	3	3	3		Accept		

5	The author of the source is not a native English speaker >translators may mistranslate due to lack of understandment	Internal > Translation > Input	5	5	3	2	25	15	10		Mitigate	Share concern with client and ask author to stay available in case translators have questions. Communicate to translators that they don't have to hesitate to ask questions in case of doubt
6	Resources for some languages not found	Internal> Organizational>Resources	4	2	4	1	8	16	4		Transfer	Vendor Manager in charge of finding resource
7	Client updates the files after translation has started	External> Customer	1	5	5	2	5	5	2		Accept	
8	Errors in the source content > errors in target text	Internal > Translation > Input	4	4	1	1	16	4	4			

**APPENDIX D. SURVEY: RISK MANAGEMENT IN TRANSLATION
PROJECTS**

SURVEY: Risk Management in Translation Projects

Page 1

INSTITUT SUPERIEUR DE TRADUCTEURS ET INTERPRETES



Dear Translation Project Managers,

As part of my final year Masters studies on the translation and language industry at ISTI, I am writing an MA thesis about Risk Management in Translation Projects. In addition to my theoretical research, I would like to sample some real evidence and accounts of professional translation project managers in order for my thesis to be accurate.

I would thus appreciate if you took the time to complete the following survey. It should take about ten minutes of your time.

Your responses are voluntary and will be confidential. Responses will not be identified individually. All responses will be compiled together and analysed as a group. No company names will be mentioned in my thesis.

If you have any questions or concerns, please contact me at the following email address: 38800@heb.be

Thank you!

Best Regards,

Katalina Sere
38800@heb.be
ISTI (English-Spanish) Traduction et industries de la langue

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B 1180 Bruxelles
<http://www.isti.eu/>

GENERAL INFORMATION (Remember, this part is confidential, it will never be mentioned or communicated)

Company Name	<input type="text"/>
Location (country, city)	<input type="text"/>
Your name and function	<input type="text"/>
Your previous training/job (translator, reviser, manager,...)	<input type="text"/>
How long you have been a translation PM	<input type="text"/>
Number of Project Managers in your office	<input type="text"/>

Page 2

PROJECT MANAGEMENT

1. What types of projects are assigned to you?

Documentation

Software

Multimedia

Web

Other

2. What type of management tool(s) do you use?

3. Ideally, a project has to meet the quality requirements and has to be delivered to the client on time and on budget. If you could respect only one of these conditions, whatever the reason, which one would it be?

Quality

Deadline

Budget

Would you add another one? If so, which one?

4. Which one of the following conditions do you most often fail to respect?

Quality

Deadline

Budget

Comments?

5. What is the approximate percentage of 'failure' of your translation projects? (Failure stands here for a project that wasn't delivered on time, on budget or that didn't meet the quality requirements)

 %

6 (a) The following elements make up a good project. Classify them from 1 to 4 according to their importance.

1- most important 4- least important

▾ Good communication

▾ Skilled human resources

▾ Proper material (style guides, terminology, software,...)

▾ Risk awareness

6 (b) Would you add another element? If so, which one?

7. What is the first thing that comes to your mind when talking about 'risk' in a translation project?

(Feel free to use key words, sentences or both)

8 (a) Do you have an assigned Risk Manager on your projects?

No

Yes (Do you have an email address where I can contact him/her?)

8 (b) If not, then who considers and analyses risks on a project?

The Project Manager

The Translator

The Reviser

The Client

Each risk has an allocated owner

We do not have implemented risk processes on our project

Comments

9. Where is risk more likely to occur on the following stages of a project?

Only 2 choices possible

Initiation

Budget planning (quotation + external and internal costs)

Schedule

Execution

Monitoring

Closure

10. Which external factors are most likely to give rise to risk? Classify them from 1 to 5.

1- most influential, 5- least influential

▾ Financial risks i.e. the risks that affect the profitability of the translation activity. (E.g.: fluctuating exchange rates, funds and credits,...)

▾ Infrastructure risks (E.g.: terrorism, natural disaster, communication problems,...)

▾ Market place risks (E.g.: economic environment, technology developments, competition, customer demand,...)

▾ Reputational risks (E.g.: public reception, competitor behavior,...)

▾ Project risks i.e. risks that can affect the profitability of the translation activity or company, the production process and the final product of translation activity in a positive or negative way. (E.g.: client's reliability, project difficulty, software needed, deadline, human resources,...)

11. Project risks include two internal factors, which one is most likely to give rise to risk?

Production process risks i.e. risks faced during the process of translation itself.

Management risks i.e. risks that may occur on the rest of a translation project's lifecycle.

12 (a). The following table lists some risks that may occur during a translation project. Indicate what the impact of those risks on the project would be: high, medium or low. In the last column indicate whether you experienced those risks at least once.

	Low	Medium	High	Happened at least once to you
Computer problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Translator falls ill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of translators for a particular language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client withdraws in the middle of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lost file/translation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem in budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem in planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem in quotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Translation errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client doesn't agree with the prices beforehand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client doesn't agree with the prices afterwards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scam offers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inexperienced project manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strikes (of any kind)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exchange rate fluctuations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competitor behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Natural disaster	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Translators used the wrong terminology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project not delivered to the right persons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client's instructions not respected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12 (b). Do you have other risks that come to your mind?

13. To what extent did the recession affect demand for translation at your company?

The translation demand:

slightly increased

increased significantly

slightly decreased

decreased significantly

remained unchanged

Comments

14. Optional: Could you give an example of a project that has gone wrong because risks were not considered from the beginning?

Or do you have comments about this survey?

Page vide

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GLOSSARY

1. COMMON ACRONYMS

CAT	computer-assisted translation
DTP	desktop publishing
FTP	file transfer protocol
ISO	International Organization for Standardization
LSO	linguistic sign-off
LSP	linguistic service provider
PM	project manager
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
QA	quality assurance
RBS	risk breakdown structure
SEO	search engine optimization
SWOT	strengths, weaknesses, opportunities, and threats
TPM	translation project manager
WBS	work breakdown structure
CSA	common sense advisory
TM	translation memory

2. DEFINITIONS

Agreements. “Any document or communication that defines the initial intentions of a project. This can take the form of a contract, memorandum of understanding (MOU), letters of agreement, verbal agreements, email, etc.”(PMI, 2013: 528).

Brainstorming. “A general data gathering and creativity technique that can be used to identify risks, ideas, or solutions to issues by using a group of team members or subject matter experts” (PMI, 2013: 530).

Budget. “The approved estimate for the project or any work breakdown structure component or any schedule activity” (PMI, 2013: 530).

Checklist Analysis. “A technique for systematically reviewing materials using a list for accuracy and completeness” (PMI, 2013: 531).

Common Sense Advisory. “Common Sense Advisory is an independent market research firm. It helps companies profitably grow their international businesses and gain access to new markets and new customers. Their focus is on assisting their clients benchmark, optimize, and innovate industry best practices in translation, localization, interpreting, globalization, and internationalization” (commonsenseadvisory.com).

Computer-assisted tool. Form of translation in which a human translator uses computer software to support and facilitate the translation process.

Constraint. “A limiting factor that affects the execution of a project, program, portfolio, or process” (PMI, 2013: 531).

Contingency. “An event or occurrence that could affect the execution of the project that may be accounted for with a reserve” (PMI, 2013: 531).

Contingent Response Strategies. “Responses provided which may be used in the event that a specific trigger occurs” (PMI, 2013: 531).

Critical Path Method. “A method used to estimate the minimum project duration and determine the amount of scheduling flexibility on the logical network paths within the schedule model” (PMI, 2013: 536).

Customer. “Customer is the person(s) or organization(s) that will pay for the project’s product, service, or result. Customers can be internal or external to the performing organization” (PMI, 2013: 536).

Delphi Technique. “An information gathering technique used as a way to reach a consensus of experts on a subject. Experts on the subject participate in this technique anonymously. A facilitator uses a questionnaire to solicit ideas about the important project points related to the subject. The responses are summarized and are then recirculated to the experts for further comment. Consensus may be

reached in a few rounds of this process. The Delphi technique helps reduce bias in the data and keeps any one person from having undue influence on the outcome” (PMI, 2013: 537).

Desktop Publishing. It is “the process of using the computer and specific types of software to combine text and artwork to produce documents properly formatted for print, Web, or mobile devices such as newsletters, brochures, books, business cards, Web pages, greeting cards, letterhead, packaging, signage, etc.” [http://desktoppub.about.com/cs/basic/g/desktoppublish.htm]

Error and omission insurance. “A professional liability insurance that protects companies and individuals against claims made by clients for inadequate work or negligent actions. Error and omission insurance often covers both court costs and any settlements up to the amount specified on the insurance contract.” [http://www.investopedia.com]

Fallback Plan. “Fallback plans include an alternative set of actions and tasks available in the event that the primary plan needs to be abandoned because of issues, risks, or other causes” (PMI, 2013: 540).

File transfer protocol. “A protocol that allows users to copy files between their local system and any system they can reach on the network.” [http://www.thefreedictionary.com]

Flowchart. “The depiction in a diagram format of the inputs, process actions, and outputs of one or more processes within a system” (PMI, 2013: 541).

Gantt Chart. “A bar chart of schedule information where activities are listed on the vertical axis, dates are shown on the horizontal axis, and activity durations are shown as horizontal bars placed according to start and finish dates” (PMI, 2013: 542).

Input. “Any item, whether internal or external to the project that is required by a process before that process proceeds. May be an output from a predecessor process” (PMI, 2013: 544).

International Organization for Standardization “is an independent, non-governmental membership organization and the world's largest developer of voluntary International Standards.” [www.iso.org]

Iterative Life Cycle. “A project life cycle where the project scope is generally determined early in the project life cycle, but time and cost estimates are routinely modified as the project team’s understanding of the product increases. Iterations develop the product through a series of repeated cycles, while increments successively add to the functionality of the product” (PMI, 2013: 544).

Linguistic Service Provider. Person or organization supplying linguistic services.

Linguistic Sign-Off. Is the stage that “involves checking the final version of a document once it’s been laid out and finalized by desktop publishing. This includes checking overall layout and formatting, fonts, headings, page numbers, list, figures, etc.” [www.proz.com]

Objective. “Something toward which work is to be directed, a strategic position to be attained, a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed” (PMI, 2013: 548).

Opportunity. “A risk that would have a positive effect on one or more project objectives” (PMI, 2013: 548).

Output. “A product, result, or service generated by a process. May be an input to a successor process” (PMI, 2013: 548).

Probability and Impact Matrix. “A grid for mapping the probability of each risk occurrence and its impact on project objectives if that risk occurs” (PMI, 2013: 551).

Process. “A systematic series of activities directed towards causing an end result such that one or more inputs will be acted upon to create one or more outputs” (PMI, 2013: 551).

Product. “An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item” (PMI, 2013: 552).

Project. “A temporary endeavor undertaken to create a unique product, service, or result” (PMI, 2013: 551).

Project Communications Management. “Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information” (PMI, 2013: 553).

Project Cost Management. “Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget” (PMI, 2013: 553).

Project Human Resource Management. “Project Human Resource Management includes the processes that organize, manage, and lead the project team” (PMI, 2013: 554).

Project Integration Management. “Project Integration Management includes the processes and activities needed to identify, define, combine, unify, and coordinate

the various processes and project management activities within the Project Management Process Groups” (PMI, 2013: 554).

Project Life Cycle. “The series of phases that a project passes through from its initiation to its closure” (PMI, 2013: 554).

Project Management. “The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (PMI, 2013: 554).

Project Management Body of Knowledge. “An inclusive term that describes the sum of knowledge within the profession of project management. As with other professions, such as law, medicine, and accounting, the body of knowledge rests with the practitioners and academics that apply and advance it. The complete project management body of knowledge includes proven traditional practices that are widely applied and innovative practices that are emerging in the profession. The body of knowledge includes both published and unpublished materials. This body of knowledge is constantly evolving. PMI’s PMBOK® Guide identifies a subset of the project management body of knowledge that is generally recognized as good practice.” (PMI, 2013: 554).

Project Management Institute. “The Project Management Institute (PMI) is a leader in credentialing project management professionals and advancing the field of project management. The PMI has a global footprint in nearly 200 countries around the world. From its global headquarters in Newton Square outside of Philadelphia, the Project Management Institute provides certifications for project management professionals, as well as career training and educational resources. The group also maintains research programs to advance scientific and practical abilities within the industry.”

[<http://www.techopedia.com/definition/28582/project-management-institute-pmi>]

Project Management Knowledge Area. “An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques” (PMI, 2013: 554).

Project Manager. “The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives” (PMI, 2013: 554).

Project Phase. “A collection of logically related project activities that culminates in the completion of one or more deliverables” (PMI, 2013: 555).

Project Procurement Management. “Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team” (PMI, 2013: 555).

Project Quality Management. “Project Quality Management includes the processes and activities of the performing organization that determine quality

policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken” (PMI, 2013: 555).

Project Risk Management. “Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project” (PMI, 2013: 555).

Project Scope Management. “Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully” (PMI, 2013: 554).

Project Time Management. “Project Time Management includes the processes required to manage the timely completion of the project” (PMI, 2013: 556).

Proofreading. Proofreading involves “checking of proofs before publishing” (BS EN 15038).

Quality. “The degree to which a set of inherent characteristics fulfills requirements” (PMI, 2013: 556).

Questionnaires and Surveys. “Written sets of questions designed to quickly accumulate information from a large number of respondents” (PMI, 2013: 557).

Requirement. “A condition or capability that is required to be present in a product, service, or result to satisfy a contract or other formally imposed specification” (PMI, 2013: 558).

Resource. “Skilled human resources (specific disciplines either individually or in crews or teams), equipment, services, supplies, commodities, material, budgets, or funds” (PMI, 2013: 558).

Responsibility. “An assignment that can be delegated within a project management plan such that the assigned resource incurs a duty to perform the requirements of the assignment” (PMI, 2013: 559).

Review. It is the activity that involves examining “a target text for its suitability for the agreed purpose” and respecting “the conventions of the domain to which it belongs” and recommending “corrective measures” (BS EN 15038)

Revision. It is the activity that consists in examining a translation “for its suitability for the agreed purpose”, comparing “the source and target text” and recommending “corrective measures” (BS EN 15038)

Risk. “An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives” (PMI, 2013: 559).

Risk Acceptance. “A risk response strategy whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs” (PMI, 2013:

559).

Risk Appetite. “The degree of uncertainty an entity is willing to take on, in anticipation of a reward” (PMI, 2013: 559).

Risk Avoidance. “A risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact” (PMI, 2013: 559).

Risk Breakdown Structure (RBS). “A hierarchical representation of risks according to their risk categories” (PMI, 2013: 560).

Risk Categorization. “Organization by sources of risk (e.g., using the RBS), the area of the project affected (e.g., using the WBS), or other useful category (e.g., project phase) to determine the areas of the project most exposed to the effects of uncertainty” (PMI, 2013: 560).

Risk Register. “A document in which the results of risk analysis and risk response planning are recorded” (PMI, 2013: 560).

Search Engine Optimization. “Search engine optimization is a methodology of strategies, techniques and tactics used to increase the amount of visitors to a website by obtaining a high-ranking placement in the search results page of a search engine (SERP) -- including Google, Bing, Yahoo and other search engines.” [www.webopedia.com]

Scope. “The sum of the products, services, and results to be provided as a project” (PMI, 2013: 562).

Stakeholder. “An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project” (PMI, 2013: 563).

SWOT Analysis. “Analysis of strengths, weaknesses, opportunities, and threats of an organization, project, or option” (PMI, 2013: 564).

Technique. “A defined systematic procedure employed by a human resource to perform an activity to produce a product or result or deliver a service, and that may employ one or more tools” (PMI, 2013: 564).

Threat. “A risk that would have a negative effect on one or more project objectives” (PMI, 2013: 564).

Threshold. “A cost, time, quality, technical, or resource value used as a parameter, and which may be included in product specifications. Crossing the threshold should trigger some action, such as generating an exception report” (PMI, 2013: 565).

Tool. “Something tangible, such as a template or software program, used in

performing an activity to produce a product or result” (PMI, 2013: 565).

Work Breakdown Structure. “A hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables” (PMI, 2013: 567).

Workaround. “A response to a threat that has occurred, for which a prior response had not been planned or was not effective” (PMI, 2013: 564).

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