



Designing and managing multilingual websites

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What I'd like to cover in the next 45–60 minutes

- Introduction
- Designing multilingual websites
 - Multiple languages, multiple locales
 - Regulatory, linguistic and cultural adaptability
 - Testing, prototyping and rollout
- Reconciling local initiative with global consistency
- Integrating content management and translation management
- Improving translation processes
- Choosing a globalization vendor
- Questions & answers

Internationalization + localization = globalization

- Internationalization
 - Designing a system (e.g. a website) so that it can be adapted to various languages and locales
 - Strictly speaking, you can't use an internationalized system anywhere in the world until it's been localized
- Localization
 - Adapting a system to meet the unique requirements of a specific locale
 - Typically involves translation but covers a good deal more
- Globalization
 - Combining internationalization and localization into design methodologies, business processes and services

Websites are simple – they consist of content and functionality

- Websites are quite simple – they consist of only two things:
 - Functionality
 - Content
- Content and functionality complement each other
 - Functionality is what the site does
 - Content is what the site says or shows
 - Without content you'd never know about the functionality
- Both content and functionality rely on technology, which tends to complicate things
 - The best cars are those where you never have to lift the bonnet
 - The best sites are those where you never see the technology

Search

 VIEW BASKET

Websites – in whatever language – work best when they're designed for specific audiences with specific needs

Profiles

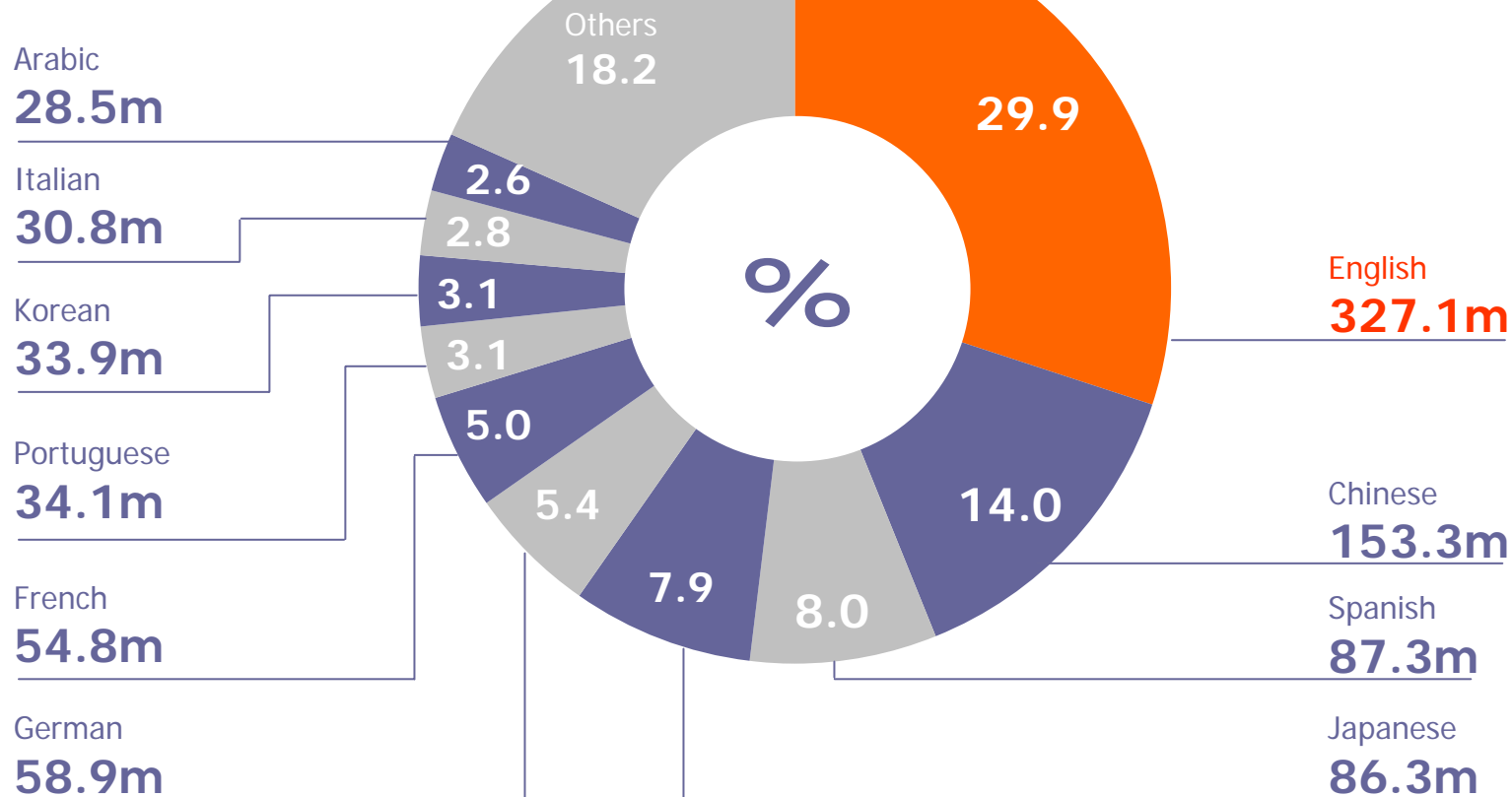
- Combine demographic and psychographic data with user research information to “invent” media users
- Tried and tested method of representing target audience in both traditional and new media
- Encourage communication teams to think about their audience
 - As real people rather than “segments” or “users”
- Promote fast development and testing of audience hypotheses
- Efficient as one only needs 4–6 profiles; if you meet their needs and expectations you'll meet 80% of those of others
- Provide a working hypothesis that can be tested through user research

Scenarios

- Tell the story of a profile coming to our site to perform a task or achieve a goal
 - Stories are an excellent way of communicating audience needs inside the organization
- Allow holistic view of audience, in their own environment and seen from their point of view
- Ask: what are the specific needs of our specific audience when they come to our site?

Less than a third of the people online today are native speakers of English

Internet users by language
January 2007



Sources: internetworldstats.com, Guardian, January 2007

Technology isn't your only or even most difficult challenge when designing multilingual websites

Ownership

Organizational tensions over branding, site and technology ownership, vendor management, content...

Process management

Choice of pilot locale, top management sponsorship, integration of localization workflows with content management, training, ongoing maintenance...

Content management

Local/global content model, workflows to support content management across multiple sites, adaptable date, address and currency formats...

User experience

Globally consistent branding vs. local initiative, templates that allow for varying character counts, localized imagery, translation of non-HTML elements...

Technology

Single, flexible architecture and code base, Unicode support, translation memory, separation of code from content and formatting...

Design a single, centrally managed architecture that will support multiple languages and locales

- Define a single, centrally managed architecture
 - Technology reuse produces economies of scale and speeds up rollouts
- Ensure all technical components support Unicode (UTF-8)
 - Essential for Asian languages, with alphabets of up to 6,000 characters
- Choose a search engine that can handle all target languages
- Develop a single source code and keep it separate from both content and formatting
 - Facilitates content translation and ongoing updates
 - Avoids cost associated with multiple, redundant or diverging code bases
 - Can be used across all locales without engineering changes
- Design for backward compatibility and keep your pages light (< 100Kb)

Design for regulatory, linguistic and cultural adaptability

- Allow for changing regulatory environments
 - Advertising and marketing restrictions (e.g. pharmaceuticals)
 - Labelling requirements (e.g. consumer electronics, toys)
 - Payment options and consumer protection (e.g. invoicing, returns)
- Enable entry and display of various name, address, date, currency formats
 - Number of fields, field lengths, formats and labels, and their placement
 - Decimal point or comma, thousands separator
 - Follow global standards for front and back-end validation
- Ensure the design can expand to accommodate all target languages
 - On average, English text translated into French, German or Spanish will expand by about 30%
 - Individual words may expand by up to 400%

Avoid text-based images (e.g. buttons, header graphics) and consider replacing labels with international icons

Cart



China, France, Germany



Winkelwagentje



UK



Can't you just say "cart"?

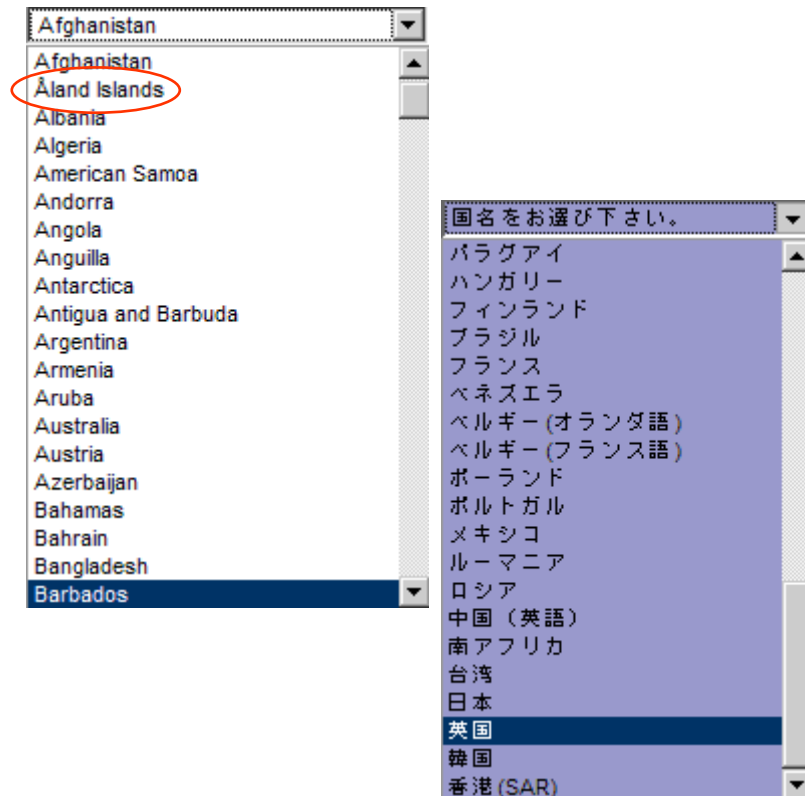


Japan



Design for regulatory, linguistic and cultural adaptability, pt 2

- Allow for local sort orders
 - Swedish: z, å, ä, ö
 - Japanese: phonetic
- Choose fonts that support multiple scripts (Latin, Cyrillic, Greek, Thai...)
- Minimize the use of non-HTML elements
 - Header graphics, video files and Flash are more difficult to localize
 - Provide text transcripts for rich media



Be wary of claims about “culture dimensions” and the cultural connotations of colour

- Hofstede’s “dimensions of culture”
 - Power distance, individualism vs. collectivism, femininity vs. masculinity, uncertainty avoidance, long term vs. short term orientation
 - Assumes congruence of political and cultural boundaries as well as cultural homogeneity within those boundaries
- Organizational and professional cultures often outweigh national traditions
- Define a global set of building blocks as well as rules for their combination
 - Thoroughly test claims that colour X means Y
 - Make sure your design works in black and white, and use colour only to reinforce a message that works without it
 - Provide colour palettes that are acceptable in all target locales
 - Allow for image localization in both visual and technical design

Be wary of claims about “culture dimensions” and the cultural connotations of colour

Color	China	Japan	Egypt	France	United States
Red	Happiness	Anger, Danger	Death	Aristocracy	Danger, Stop
Blue	Heavens, Clouds	Villainy	Virtue, Faith, Truth	Freedom, Peace	Masculine, Corporate
Green	Ming Dynasty, Heavens	Future, Youth, Energy	Fertility, Strength	Criminality	Safety, Go
Yellow	Birth, Wealth, Power	Grace, Nobility	Happiness, Prosperity	Temporary	Cowardice, Temporary
White	Death, Purity	Death	Joy	Neutrality	Purity

By contrast, low UA cultures tend to have higher caffeine consumption, lower calorie intake, higher heart-disease death rates, and more chronic psychosis per capita. Businesses may be more informal and focus more on long-range strategic matters than day-to-day operations. These cultures tend to be less expressive and less openly anxious; people behave quietly without showing aggression or strong emotions (though their caffeine consumption may be intended to combat depression from their inability to express their feelings.) People seem easy-going, even relaxed. Teachers may not know all the answers (or there may be more than one correct answer), run more open-ended classes, and are expected to speak in plain language. In these cultures, what is different may be viewed as simply curious, or perhaps ridiculous.

Sources: Lionbridge, Best practices in web globalization, 2005;
Aaron Marcus and Associates, Inc. Cultural dimensions and global web design, 2001

Test throughout – with sample content in your target languages, with native speakers and in the target locales

- Test all elements repeatedly throughout the development process
 - Information architecture, navigation, naming schemes, colour palettes...
 - Start testing early, using mockups, interactive wireframes, screenshots
 - Test with native speakers and users in target locales
- Translate sample content into all target languages
 - Do visual and technical design support double-byte characters?
 - Can the user interface accommodate varying character counts?
 - Will it expand horizontally without requiring horizontal scrolling?
 - Will it expand vertically without requiring excessive wrapping or hyphenation?
- Test for usability in your target locales
 - Does your local audience find the design intuitive?

End-to-end project and process management are critical

- Follow prototyping approach to reduce the need for large-scale modifications
 - If you need a pilot choose a European locale, where dealing with multiple languages and cultures is part of everyday business
- Assemble a multilingual project team
- Manage translation of global content centrally to generate economies of scale and ensure consistency
- Stagger the rollout process to manage risk
- Define processes for ongoing maintenance and technical support
- Roll out consistent communications and user training
 - Ensure documentation meets local needs

Clarify ownership early on to head off governance issues

- Local control (Tribalism)
 - **Pros:** Offers flexibility, agility, proximity to local trends and ensures close match of online presentation with local needs and conventions
 - **Cons:** Risks inconsistency, duplication of effort, poor reusability and high operational cost
- Central control (Absolutism)
 - **Pros:** Ensures consistent branding, offers cost savings through consolidation (e.g. infrastructure) and sharing of best practices
 - **Cons:** May not realize cost-saving potential due to bureaucracy; stifles local initiative and creativity; can be slow to respond to local needs
- Distributed control (Federalism)
 - **Pros:** Combines advantages of global model with local responsiveness; driven by customer needs rather than internal organization
 - **Cons:** Requires a high degree of coordination across the whole company

Defining who owns what can help avoid friction later on

Brand	Standards controlling the presentation of the corporate brand
Information architecture	Common approach to structuring content and user navigation
Look & feel	Standards (e.g. presentation of links) that determine look and feel
Taxonomy & metadata	Content organization for efficient search, reuse and tailored delivery
Process definitions	Publishing rules that determine who does what how and when
Funding	Budgeting and resource allocation for ongoing activities
Reporting & measurement	Metrics to optimize quality and performance
Template development	Development of data entry and presentation templates
Data types, programming & protocols	Standard file types, formats and development practice
Authoring tools	Use and integration of 3rd-party content tools
Language & localization	Localization and translation standards
Authorization & access	Permissions to access, edit and publish content
Migration of legacy content	Best practices for migrating content to the web
Storage & systems architecture	Technical infrastructure supporting content management

Pages on our local sites use mandatory global content (and consistent rules) to support local flexibility



The screenshot displays the Japanese version of the Philip Morris International website. The top navigation bar includes a language selector (set to Japanese), a search bar, and links for Home, Search, Frequently Asked Questions, Contact Us, and Site Map. The main menu features categories such as 'Our business', 'Smoking and health', 'Our business environment', 'Youth smoking prevention', 'Social contribution activities', and 'Press center'. The 'Press center' is currently selected.

The main content area is titled '最新ニュース' (Latest News). It contains a paragraph explaining that the links provided are for the most recent news relevant to the company and industry. A disclaimer states that linking to a story does not imply approval or endorsement. Below this, several news items are listed with their titles and dates:

- [たばこ値上げ、1日から...禁煙外来が盛況](#)
読売新聞, 2006年06月30日
- [禁煙する値段は1箱500円 意識調査で過半数が回答](#)
共同通信, 2006年6月23日
- [喫煙率引き下げへ数値目標提案—厚労省が6年ぶり](#)
日本経済新聞, 2006年6月17日
- [東北・上越新幹線の喫煙車廃止へ、在来特急も](#)
朝日新聞, 2006年06月06日
- [J.Tなど3社のたばこ値上げ認可・1箱10—30円](#)
日本経済新聞, 2006年5月27日
- [<ニコチンパッチ>公的医療保険の給付対象を了承 中医協](#)
毎日新聞, 2006年5月24日

On the right side of the page, there are sections for '詳細はこちらへ' (Details here), 'サイト内のリンク' (Links within the site), and 'ご利用規約' (Terms of use). A sidebar on the left lists navigation options like 'プレスリリース' (Press releases), 'スピーチ' (Speeches), '役員の時歴' (Executive biographies), '最新ニュース' (Latest news), 'たばこ訴訟' (Cigarette litigation), '当社の活動・プログラム一覧' (List of company activities and programs), '情報リソース' (Information resources), and 'ご登録' (Registration).

At the bottom right, there is a section titled 'In the news' which lists recent news stories from various international media outlets, such as 'Tough new rules to defeat under-age smoking epidemic' from The Independent and 'Smokers of "lights" less likely to give up' from Calcutta Telegraph.

You can build shared ownership (incl. rules, such as maximum word counts) into your content management system

OB_Where_to_find_us.dcr Preview | Generate

- Local Internal links** - 1
 - Link description *** フィリップ モリス ジャパン採用情報
 - Link URL *** /pages/jpn/ourbus/Local_jobs.asp
- Local Internal links** - 2
 - Link description *** お問い合わせ
 - Link URL *** /pages/jpn/utilities/Contact_us.asp
- Local external links** - 0 items
 - Currently there are no entries -
- Local body text** - 3 items
 - Local body text** - 1
 - Paragraphs** - 1 item
 - Paragraphs** - 1
 - Paragraph**

フィリップ モリス ジャパン株式会社の本社所在地は下記の通りです。人事採用については「フィリップ モリス ジャパン採用情報」、製品に関するお問い合わせや報道関係者の方は「お問い合わせ」のページを右のリンクからご覧ください。
 - Style *** Normal

Corporate guidelines – style guides, glossaries, specifications – and training also help maintain consistency

Country site toolkit

Philip Morris International
Guidelines for writing for the web
Version 2
10 January 2005

6. Adding and deleting press releases

6.1 Adding press releases

Adding a new press release involves three broad steps: first you create a new page, i.e. the press release itself; then you add the new page to the list on the "Press releases" page; and then you update the "Press centre" page, so that your new release appears among the five most recent releases. This section walks you through those three tasks.

1. First you need to create a new page for your press release. To do so, navigate to B2B/PROM/INTL/Workarea/content and choose "New form entry" from "Templates". "File" menu in the top left-hand corner; this will open a dialogue box showing a choice of forms.
2. Select the "Release" form under the "press" heading; this will open a new form for your press release.
3. Fill in the "Metadata" section first; the table below lists the metadata fields and what you need to enter.

Field name	What to enter and (where relevant) why
Meta page title	The standard title for press releases is "Press release" followed by the item ID. "Press release" is never used. This is what web users see at the top of their browser when they open the page.
Meta page description	A summary of the page content in no more than 150 characters. A good press release will usually say what it's about in the first sentence, so you can copy and paste the first couple of sentences from the release into the field. This is the brief description that search engines such as Google show in their list of results.
Meta page keywords	You can leave the field blank.
Meta page section	Choose "press centre" from the pull-down menu. Determines the secondary navigation that will appear on the left-hand side of the page.
Meta language	Choose "English" from the pull-down menu.
Meta page ID	The naming convention for press releases is "YYMMDD" for "date in YYYYMMDD format". For instance, the ID for a press release dated 22 February 2004 is "02200422". If no more than one release a day, you should suffice the date with "a", "b", etc. The ID is what identifies the page; you'll use it to name the OCR and the ASP. It absolutely must be unique; otherwise you risk losing your page or getting one that doesn't work.
Meta site type	The should always read "dot com site".
Title	The standard title for press releases is "Press release". This is what appears in the colour bar at the head of the page.
Heading	Enter the main heading of the press release.
Title image	You can leave the blank; press releases don't usually have title images.
Title image ALT text	You can leave the blank as well.

© 2005 Philip Morris International

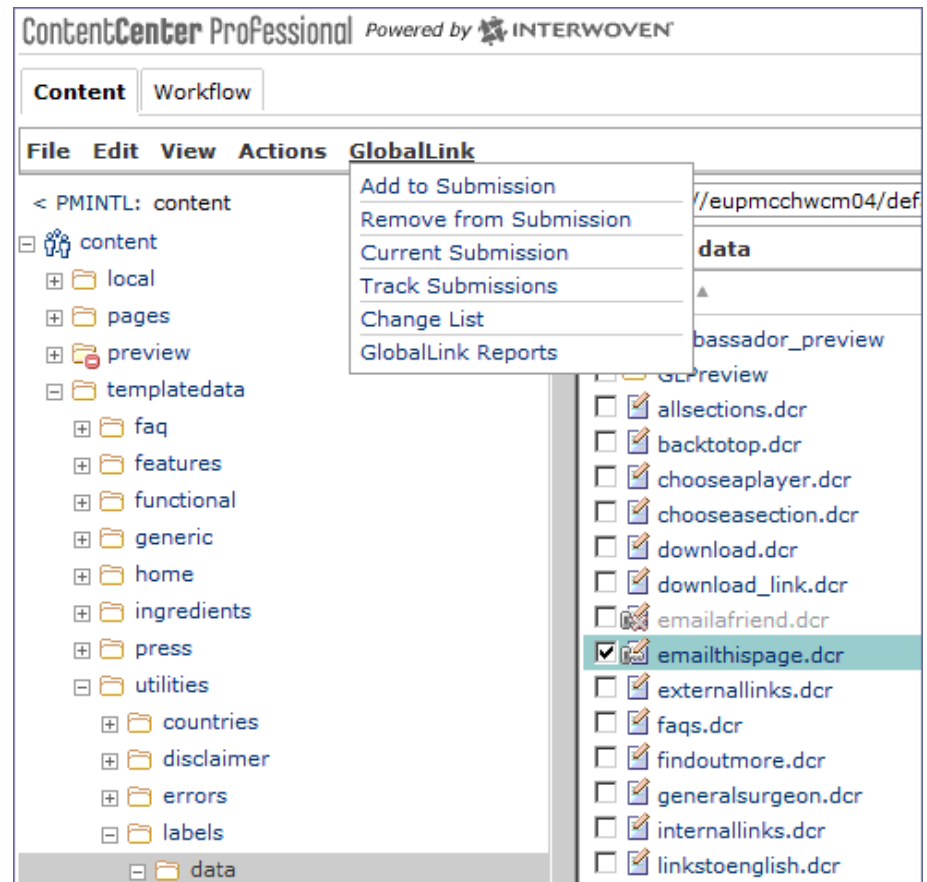
- HQ provides country site toolkit
 - Tools for competitor analysis, content inventory, editorial planning
 - Tone of voice, style guides, guidelines for writing for the web
 - Detailed user manuals
 - Ongoing support
- Affiliates provide local expertise
 - Adaptation to local audience needs and preferences
 - Review of translated corporate content
 - Creation of local content (images, text, links)
 - Local project management
 - Resource planning beyond launch

Even if you follow the tools, rules and schools approach, there probably will be some global/local friction nonetheless

- There's always a trade-off between global consistency and local flexibility
 - Central technology management is a must
 - Content ownership is negotiable
- Agree on content ownership
 - 80:20 in centralized organizations, 30:70 in decentralized ones
 - Define and document: business objectives, branding, processes, business rules, criteria for success
 - Establish core content
 - Agree content approval and publishing processes
- Assign local ownership to native speakers

Your globalization system should integrate with your CMS and import from/export to a variety of content repositories

- Change detection or manual export
- Tasks
 - Export file(s)
 - Assign business rules
 - Assign target locales and languages
 - Synchronize locales
 - Reimport file(s)
 - Publish



Your globalization system should allow you to assign business rules, target languages and locales to translation projects

ContentCenter Professional Powered by INTERWOVEN Logout | About | Help

Content | Workflow

File Edit View Actions GlobalLink Search | Compare | Get Latest | Import | Edit | Preview | Submit

< PMINTL: content //eupmccchwcm04/default/main/PMI/B2P/PIP/PMINTL/WORKAREA/content/templatedata/utilities/ Go

- content
 - local
 - pages
 - preview
 - templatedata
 - faq
 - features
 - functional
 - generic
 - home
 - ingredients
 - press
 - utilities
 - countries
 - disclaimer
 - errors
 - labels
 - data

All Target Languages: Chinese (Traditional) (Taiwan) [zh-TW], Czech (Czech Republic) [cs-CZ], Danish (Denmark) [da-DK], Dutch (Belgium) [nl-BE], Dutch (Netherlands) [nl-NL], Finnish (Finland) [fi-FI], French (France) [fr-FR], German (Germany) [de-DE], Greek (Greece) [el-GR], Hungarian (Hungary) [hu-HU], Italian (Italy) [it-IT], Japanese (Japan) [ja-JP], Korean (South Korea) [ko-KR], Norwegian Bokmål (Norway) [nb-NO], Polish (Poland) [pl-PL], Portuguese (Brazil) [pt-BR], Portuguese (Portugal) [pt-PT], Romanian (Romania) [ro-RO], Russian (Russia) [ru-RU], Slovak (Slovakia) [sk-SK], Spanish (Mexico) [es-MX], Spanish (Spain) [es-ES], Swedish (Sweden) [sv-SE], Thai (Thailand) [th-TH], Turkish (Turkey) [tr-TR], Ukrainian (Ukraine) [uk-UA]

▶ Add all target languages to all content
▶ Remove all target languages from all content

Submission Name: **Submission Instructions**

Submission Type:

Date Created: 3/22/07 10:43 PM

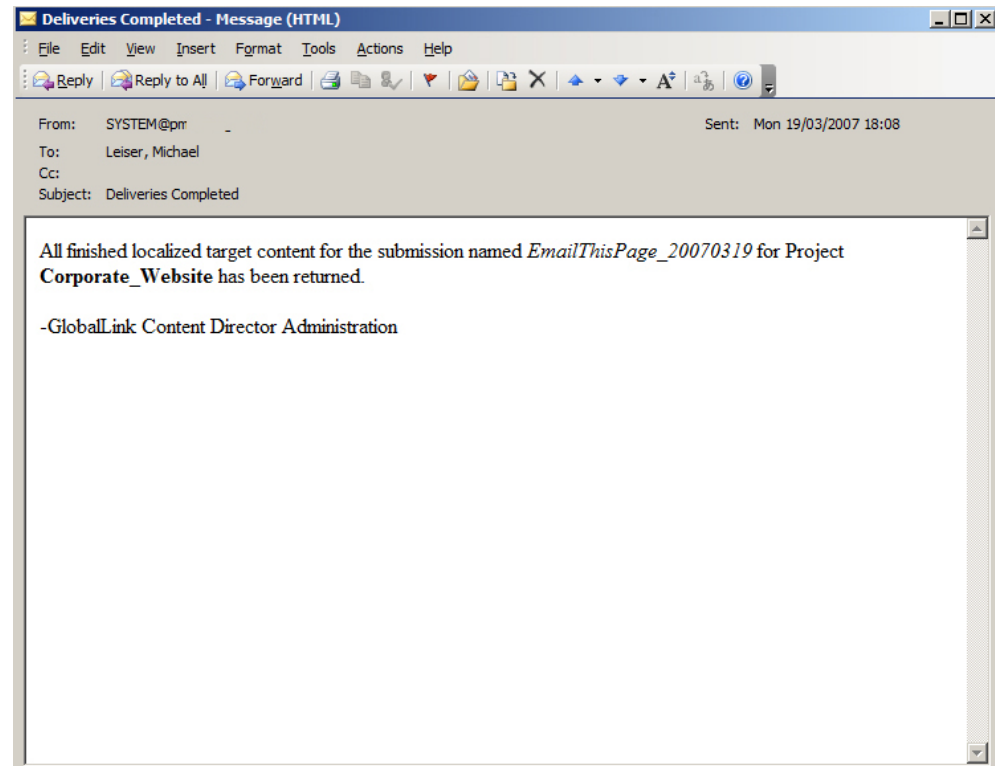
Status key: In translation In current change list In current submission

[select all/deselect all \(on page\)](#)

Select	Content	Target Language	Status	Properties
<input type="checkbox"/>	PMINTL:/WORKAREA/content/templatedata/utilities/labels/data/emailthispage.dcr	[zh-TW],..., [uk-UA]	<input checked="" type="checkbox"/>	view...

Your globalization system should track the status of your translation projects and keep you up to date about them

- Change detection or manual export
- Tasks
 - Export file(s)
 - Assign business rules
 - Assign target locales and languages
 - Synchronize locales
 - Reimport file(s)
 - Publish



Most major globalization vendors can integrate their systems with various content management systems

Rank	Company	HQ	Revenue (\$US, million)	Employees	Offices
1	Lionbridge Technologies	US	400.0	4000	50
2	L-3	US	372.3	n/a	n/a
3	SDL International	UK	142.9	1500	50
4	Translations.com	US	74.0	385	30
5	RWS Group	UK	66.4	332	8
6	SDI Media Group	US	65.0	200	23
7	Xerox Global Services	UK	60.0	200	4
8	Euroscript SARL	LU	59.2	580	10
9	STAR AG	CH	52.0	790	35
10	CLS Communication	CH	38.6	280	14

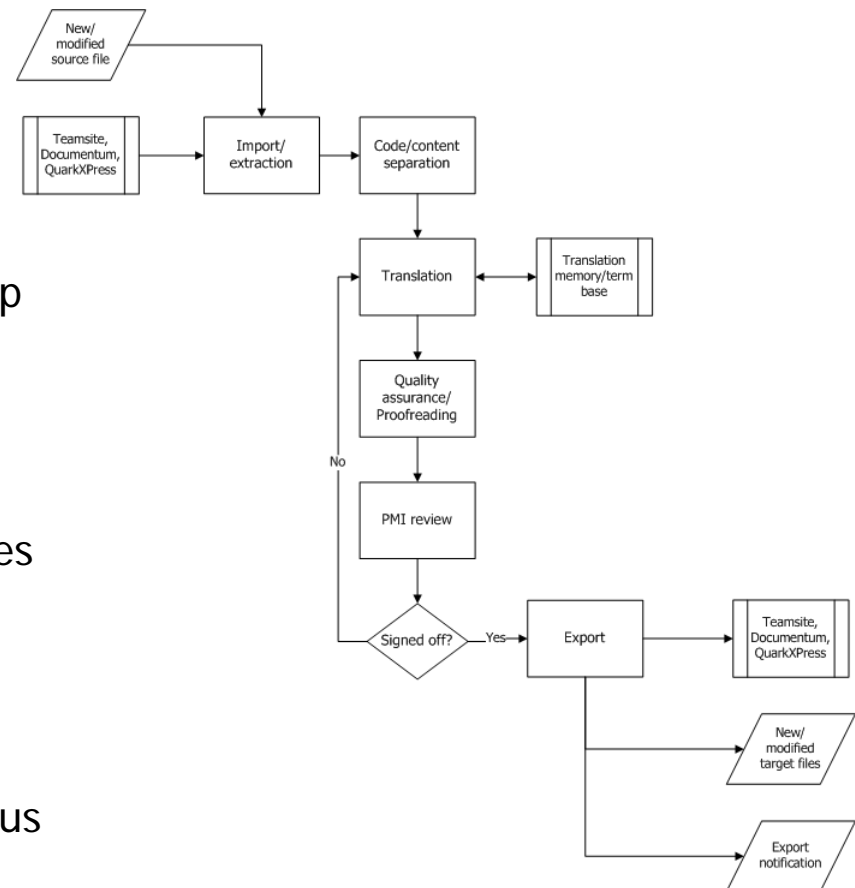
Top 10 globalization companies in 2005
Source: Common Sense Advisory, Inc., March 2006

Globalization processes are complex and so lend themselves to step-by-step optimization

A sample process might include:

1. Import
2. Code/content separation
3. Translation
4. Translation memory/term base lookup
5. Contextual review
6. Quality assurance
7. Export
8. Synchronization across multiple locales (e.g. fra, spa_MX)
9. Publishing
10. Workflow management

× updates × languages × reviewers × job status



Once your processes have stabilized, you can start automating or eliminating handoffs and individual steps

- Start with rudimentary workflow management
- Build workflows from basic rules, e.g.
 - Batch n updates into a single job
 - Synchronize content in language x across sites a, b, c
 - Disregard content elements x, y and z
- Progressively automate or eliminate individual steps or interfaces, e.g.
 - By replacing decision points (Y/N) with business rules
 - By implementing business rules in the GMS tool
 - By defining escalation paths (e.g. if review is x days overdue, then consider job signed off)
- Classic criteria (cycle times, error rate, cost, customer satisfaction) work fine

Globalization processes can be complex, and it's unlikely you'll want to do everything inhouse

- Globalization is not a commodity: don't try to save a penny a word
 - Project and process management
 - Translation (by native speakers resident in the target locales)
 - Review and quality assurance
 - Ability to handle non-text content (e.g. audio dubbing)
 - Technology (e.g. translation memory)
- Make sure you can take your translation memory with you when you change vendors
- Manage translation of global/corporate content centrally
 - Economies of scale
 - Consistency

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Thank you.



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