

| Case Study

Supporting Digital Transformation Strategy in Shipping & Logistics: A Localization Success Story



| Client

Our client is a world-leading global shipping and logistics operator and one of the world's largest vehicle and passenger ferry companies.



| Critical Challenges

Our client was going through a massive digital transformation with the aim of revolutionizing their transport and passenger business. As a mission-critical strategy, the company appointed a senior executive to take charge of this initiative, empowered to drive this transformation throughout the organization.

Our client wanted to solve three primary issues against this backdrop:

- 1. Improve localization process and quality.** The client's existing localization process was decentralized and ad-hoc. There was no single person responsible for the localization of content; instead, group and branch offices in the various ports of call were left to translate their own content. This resulted in varying degrees of quality, consistency, and adherence to brand messaging.
- 2. Deploy a 21st century digital strategy.** Automation was a cornerstone of this new strategy, both from a technological and an operational standpoint. Focusing on technology, our client was interested in how their existing content management system (CMS) could be connected with a translation management system (TMS). The goal was to establish best practices and streamline processes while ensuring quality output.

Implementing this connectivity and framing it with customized workflows would also improve their internal processes. The relevant stakeholders would all be integrated in the new workflows, ensuring feedback was shared in a timely manner as agreed. Accountability for content assets could also be tracked all the way from creation to localization, and then on to marketing. Once successfully implemented, automation and connectivity would yield a range of benefits for the content creation, localization, and digital marketing processes.

- 3. Address a lack of visibility.** Finally, our global shipping and freight transport client also hoped that the standardization and centralization of processes would answer another of their requirements: how to improve visibility and measurability across their organization in these areas. Relevant KPIs, accurate metrics, and transparency

around spend and utilization would lead to better-informed decisions about future resource allocation.

Over the course of several months, our client voiced these concerns to Vistatec. Because we were able to provide them with some practical suggestions and insights they found valuable— and because of our known commitment to quality – the client decided that Vistatec was the right partner to guide them through their transformation process and help them scale their localization strategy.



| Required Capabilities

To successfully execute their strategy of transformation, our client brought three main requirements to the table. They needed:

- 1. A supplier who could take over the localization tasks, addressing both the immediate needs as well as future requirements.** Analog to servicing ongoing work, our client prioritized a partner who could develop a plan to establish a comprehensive localization program. This would mean consolidating localization tasks within a framework that emphasizes accountability and quality standards, and is designed to serve internal stakeholders.
- 2. A partner with the technical expertise to support the digital transformation strategy.** This required a detailed technical understanding of CMS and TMS interfacing, as well as the ability to perform informed analyses and submit useful recommendations. From a linguistic standpoint, the potential partner should also demonstrate expertise in multilingual SEO and content transcreation. Additionally, in terms of workflow, our client needed help defining the workstream, assigning the correct owner for each step, testing the newly automated workflow, and documenting the entire process once completed.
- 3. A framework for gathering data and reporting meaningful metrics.** This would entail developing and reporting on KPIs to help our client make informed business decisions concerning localization, digital strategy, and budget optimization.



| Solution

Since the client had a range of requirements they needed to be met, Vistatec's customized solution featured multiple aspects and we set out to do the following:

- 1. Provide our shipping and freight client with a centralized localization portal.** Using a combination of off-the-shelf software combined with Vistatec customizations, we provided our client with a portal to submit translation requests. This launched with just one stakeholder from the shipping and logistics division entering projects of varying sizes. Eighteen months later, there are over twenty stakeholders across different departments all using the same easy process to submit requests. This consolidated solution gives requestors the ability to view their project submissions, track progress, and see both quotes and invoices.
- 2. Deploy an onsite localization consultant.** Vistatec fulfilled a consulting engagement for a few months, both onsite and offsite. Our mission was to find out how the client's employees were performing everyday content and translation tasks, design and document best-practice processes, and support the roll-out of revised processes. Formally speaking, this consulting engagement was defined by an SLA that specified the following key points:
 - Perform discovery and high-level documentation of current localization practices as a baseline reference;
 - Define a localization workflow and create/maintain process documentation;
 - Assess the localization expertise within the client's own global content team;
 - Act as a key contributor to content development planning sessions (contributing a global perspective);
 - Act as the main point-of-contact between the client and Vistatec, and any other contributors to the localization process;
 - Perform stakeholder education and enablement (web developers, editorial, marketing campaign, tools, product teams, in-country validators);
 - Provide account management to internal customers/budget owners and engage in relationship building;
 - Demonstrate stewardship of translation assets (TMs, glossaries, style guides, SEO keywords, etc.) and safeguard consistency in quality.

The consulting service was a milestone-based engagement that provided checkpoints for progress, regular updates for management, and concluded with actual tangible deliverables.

The final report included a framework for global content documentation, in-country review, multilingual SEO, and other relevant services. Reflective of the client's goals, the framework definition also leveraged existing processes and investments.

3. Define connectivity for content creation, translation, and marketing workflows.

Our client's technical requirements for TMS and CMS connectivity were ascertained in an extensive review process. Vistatec's consultant cataloged these requirements, examined the existing CMS connection points, and collaborated with Vistatec's Applied Technology Group to identify the best possible options for the systems to seamlessly communicate.

4. Create a localization center of excellence within the organization. While the previous steps would satisfy existing localization needs and provide a blueprint for the future, the ultimate goal was to enable our client to be self-supporting in its localization management.

To that end, Vistatec helped the client create a localization entity within their company that would allow them to run their localization operations with minimal effort, based on the localization framework Vistatec put in place. The three workflows – localization, content creation, and digital transformation – would converge here.



Vistatec's development and implementation of a digital strategy to consolidate the localization operations of a distinguished global shipping and freight transport client was a success. The client's expectations were met, and significant improvements were made across their digitally transformed workflows. Key outcomes included:

- **Total transparency** around localization activity from productivity, spend and performance vantage points. This aligned with the client's digital transformation goals, including process optimization, speed to market, and intradepartmental connectivity, thanks to the centralization of a localization hub and proper documentation of all processes.
- Implementation of translation memory technology and an attractive loyalty bonus scheme yielded a **19% savings** in costs in the first full year of operation.
- The translation request portal provided a **scalable solution** for multiple, geo-independent requestors. It was self-managing and low maintenance for the primary internal localization stakeholder so that they could focus on other core aspects of their day-to-day.
- By consulting with Vistatec on the workflow process, CMS and TM interface, and file formats, the client was able to achieve a **90% savings in time** when it came to building new localized website versions.