Brands & Localization
Drive Global Brand Engagement

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Building a Well-Localized Web Experience

Increasingly, localization has become a significant element of long-term, global branding strategies. For Fortune 500 companies, the driving motivators for translating content are to meet local customer expectations, improve customer service, maintain or increase brand value, reach more customers in markets where they already have a presence, and address local market regulations. Localization requires companies to strike a balance between the preferences of a specific locale, brand identity, and enough return on investment to ensure a sustainable branding effort. Brand managers must understand what true localization is, know the resources available, and leverage those resources to streamline and manage the whole process. These steps will help ensure the company is reaching the target demographic and receiving ample response and return.

Top Reasons Fortune 500 Companies Translate Content

- 79.49% say they do it to meet local customer expectations.
- 71.43% say they do it to reach more customers in markets where they already compete.
- 71.43% say they do it to maintain or increase the value of the brand.
- 69.39% say they do it to meet local regulatory or legal requirements.

From a strategic perspective, there is incredible potential for growth into new markets. On the other side of the coin, there is also considerable risk. Forays into global markets must be strategic, well planned, and executed with the local user in mind. Whether a user is in the United States, Asia, or Europe (and even countries or sub-regions within these areas) will influence the way they perceive and interact with the brand. Localization is now seen as a significant, integral part of a global brand strategy.

Global Markets, Local Brands

Of the top 20 countries on the Internet, many have significant differentials between the number of Internet users and actual population size. China, India, and
Brazil, for example, are all ranked within the top five populations (as of 2010), but the number of users is less than 40% of each of their respective populations (as opposed to the United States’ 78%)\(^1\). Each of these markets has huge potential for growth! Localization allows a company greater access to international markets while protecting brand image and preserving brand equity.

By offering consumers an experience in their preferred language that is both sensitive and relevant to the local culture, localization accomplishes several key e-branding strategies in the global market. Localizing a brand:

- Builds a community of users (or potential users) within a region or who share language and culture
- Expands accessibility and connectivity for global consumers
- Customizes the brand for the target market
- Offers a better consumer experience and more convenience
- Furthers communication between the brand and international consumers\(^2\)

In addition to increasing market share, localization preserves brand integrity. Companies can use brand assets — loyalty, name awareness, perceived quality, strong brand associations — to access or maintain their position in global markets. Doing so both protects and leverages brand equity. Localization is an especially important strategy for brands that also embody a lifestyle or an experience. For a brand that defines its consumer demographic as having forward-thinking and progressive values, these same values may be perceived in another country as established, traditional, and steadfast. HSBC’s “Different Values” campaign clearly illustrates that “people value things in very different ways.”\(^3\) One of the advertisements from the campaign includes two different images of tattoos: two pairs of hands and feet tattooed with henna, captioned “traditional;” and a man’s tattooed shoulder, captioned “trendy.”

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\(^1\) Pingdom, “The top 20 countries on the Internet and what the future might bring” (http://royal.pingdom.com/2010/07/27/top-20-countries-on-the-internet/)


Understanding Cultural Differences

It is absolutely essential to do research in a specific market before localizing a brand to it. Some questions to address when starting your research may include:

- What are the defining characteristics of the culture?
- Which languages are spoken in the target locale?
- How is the brand perceived?
- What makes the brand relevant to local consumers?

It will also be helpful to find out which products, services, applications, or even features in particular have already been more widely adopted by the target market. Keep in mind that some applications, products, or features may also have less appeal in the target market. Knowing where a product or application is already being used can help to determine what markets to localize to first, and also possibly identify a potential dedicated community of users to consult across the different stages of the localization process.

Sociologists, cultural and behavioral experts, and localization professionals have identified numerous dimensions for characterizing or measure culture and cultural values.

The most important of these dimensions include:

- The amount of context used to communicate information
- Comfort with risk or uncertainty
- Perception of authority
- Take on traditional gender roles
- Time orientation
- Technological development

*High context and low context* refer to the level of information included implicitly or explicitly in brand messages. A low-context culture will prefer a message that is specific, to the point, and uses enough adequate language to “ensure that the listener receives the message...”
### Table 1: Dimensions of Culture in U.S., Germany, Sweden, China, and Japan

<table>
<thead>
<tr>
<th></th>
<th>High context vs. Low context</th>
<th>Uncertainty Avoidance</th>
<th>Perception of Authority</th>
<th>Masculinity vs. Femininity</th>
<th>Long-term orientation vs. short-term orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>United States</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low context</td>
<td>Low context</td>
<td>Medium level of uncertainty avoidance</td>
<td>Highly individualistic</td>
<td>Tendency toward masculine</td>
<td>Short-term orientation</td>
</tr>
<tr>
<td><strong>Germany</strong></td>
<td></td>
<td>High uncertainty avoidance; strong aversion to risk</td>
<td>Individual</td>
<td>Masculine: performance is highly emphasized from childhood</td>
<td>Short-term orientation</td>
</tr>
<tr>
<td>Low context</td>
<td></td>
<td>Low uncertainty avoidance</td>
<td>Low power distance: society values equal rights and independence; Highly individualistic</td>
<td>Feminine: value maintaining balance; emphasize compromise and cooperation</td>
<td>Short-term orientation</td>
</tr>
<tr>
<td><strong>Sweden</strong></td>
<td></td>
<td></td>
<td>Low power distance; society values equal rights and independence; Highly individualistic</td>
<td>Masculine: success oriented and driven</td>
<td>Short-term orientation</td>
</tr>
<tr>
<td>Low context</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>China</strong></td>
<td>High context</td>
<td>Low uncertainty avoidance</td>
<td>High power distance; highly collectivist</td>
<td>Masculine: success oriented and driven</td>
<td>Long-term orientation</td>
</tr>
<tr>
<td>High context</td>
<td></td>
<td>Very high uncertainty avoidance</td>
<td>Hierarchical, but meritocratic society</td>
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<td><strong>Japan</strong></td>
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<td>Long-term orientation</td>
</tr>
</tbody>
</table>

1 Geert Hofstede (http://geert-hofstede.com)
exactly as it was sent.”¹ A high-context culture will appreciate a shorter message that conveys information implicitly, through metaphor or symbols.

**Uncertainty avoidance** refers to the way a society accepts that the future cannot be known. Cultures with a high level of uncertainty avoidance appreciate knowing the details and trust systematic processes whereas cultures with lower levels of uncertainty avoidance accept that they cannot control the future and are comfortable with just letting it happen.

A culture’s perception of time includes both their orientation towards the past, present, or future and their orientation towards the long-term or the short-term. Short-term oriented cultures tend to have a conventional, historical point of view, a deep respect for tradition, and a propensity for “keeping up with the Joneses”; long-term oriented cultures are characterized by persistence, perseverance, and tend to maintain a perspective of occupying a relatively small portion of space and time in the long history of mankind.²

**Power distance** refers to the way members of a society view the unequal distribution of power in that society. Members of a society with low power distance see themselves as having agency and able to make decisions for themselves and others. Meritocratic societies, like Japan or the United States, have a lower power distance because they see success as attainable for anyone who works hard enough.³ High power distance cultures are hierarchical and tend to be socially stratified. Individualism and collectivism is another aspect of a culture’s perception of authority. Individualistic societies place the emphasis on the nuclear family, an individual’s ability to make his/her own decisions and exercise control over choices made. Individualistic cultures also tend to be low-context cultures as well. Collectivist cultures tend to place the emphasis on family, community, and authority and tend also to be high-context cultures.⁴

Cultures that tend toward the feminine side of the gender spectrum blur the lines between traditional gender roles, whereas cultures that have strong tendencies toward masculinity display traditional values of age, gender, and family. Masculine cultures place a higher value on competition, material goods, and an assertive nature, whereas feminine cultures emphasize exchange, support, and collaboration. Cultures that emphasize traditional gender roles tend to prefer web applications with more emphatic use of graphics and multimedia.⁵

It is also important to understand the cultural relationship to technology: Do people tend to be early adopters? What role does technology play in day-to-day life? What technologies, software, programs, and search engines are do people have access to or tend to use most?

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², ³ Geert Hofstede, (http://geert-hofstede.com)
With localization, everything from web sites, home pages, landing pages, customer service, user manuals, even simple catalog copy, privacy policy, and user agreement statements can be translated into users’ native languages.

Communicating a brand’s message depends on effective, clear language. At the most basic level, localizing text begins with good translation. As the Internet diversifies linguistically, translation is becoming more and more valuable. This year, a company will be able to speak to 80% of the online community (that’s 80% of all potential users) by translating content to 11 languages.¹

There are three methods of translation that can be used to convert sites and applications to the native languages of the international markets to which a company is localizing: professional translation, crowdsourced translation, and machine translation. Each can be used as stand-alone methods or they can be used in combination to address a company’s individual needs and the demands of various markets.

When localizing, everything from web sites, home pages, landing pages, customer service, user manuals, to simple catalog copy, privacy policies, and user agreement statements can be translated into users’ native languages. Companies will benefit from integrating content development with the localization process from the beginning. Not only does this make for a more seamless final product, it also assimilates the development of a brand with the local market.

Cultural preferences can also dictate what kind of language is used in the translation. Is the translation literal and explicit or symbolic and implied? This preference not only indicates that a brand’s message is better communicated through words, rather than images or symbols, but also that even the way it’s displayed (for example, in paragraph format rather than bullet-point form) will matter in the design of web applications.

Localizing into new languages can offer additional technical challenges. Most of these considerations are relatively straightforward, and simply require that brand managers and developers of applications are aware of them. Localization often requires adaptations to the software writing system, keyboard layout, fonts, dates and calendars, time, monetary formats, names, addresses, and general layout. In-country developers, localization experts, even professional translators with localization experience can provide insight as to what changes need to be made to localize a web application into another region or language system.

Most languages also have inherent linguistic features that do not exist in English. For example, Arabic and

¹ Chief Marketer, “5 Tips to keep your global website strategy on track” (http://chiefmarketer.com/web-marketing/5-tips-keep-your-global-website-strategy-track)

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Hebrew are two languages in which verbs change based on the gender of the person described and the plurality of the subject. When Facebook localized to each of these languages, developers built a feature, called “dynamic explosion,” to detect the user’s gender and identify the corresponding translation. Translators should be able to identify these linguistic differences and offer recommendations.

Languages that are read right-to-left (like Hebrew and Arabic) use some of the same characters symbols (namely, punctuation marks and numbers) as languages that are read left-to-write. When there is a mix of characters from languages written in different directions, web applications have a difficult time detecting which direction to display the content. This right-to-left orientation should influence not only the design of the web application, but also the design of logos and other brand images.

Search Engine Optimization (SEO) and Access to Markets
Appropriate language and translation will also ensure search engine optimization, a key factor in ensuring that users in target markets will be able to locate a web site. A web site may require additional keywords to encompass the various ways in which people search on a specific topic in a local market. Original phrases must also be translated carefully to match local search patterns. Language service providers, professional translators (especially those with subject matter expertise), crowdsourced translators, or in-country staff are recommended because they will know which key phrases will direct internet users to the website.

International SEO also requires marketers to know which search engines are commonly used in other locales, in order to determine whether to optimize a web site to be search engine specific as well.

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1 Ghassan Haddad, “Facebook now available in Arabic and Hebrew” (https://blog.facebook.com/blog.php?post=59043607130)
2 Chief Marketer, “5 Tips to keep your global website strategy on track” (http://chiefmarketer.com/web-marketing/5-tips-keep-your-global-website-strategy-track)
WITH WEB SITES AND APPLICATIONS, CULTURE IS MOST OFTEN EMBEDDED IN THE DESIGN AND HEAVILY INFLUENCES USER EXPERIENCE.

Localizing User Experience

Cultures with a lower tolerance for ambiguity or higher aversion to risk, will not only prefer explicitly communicated messages, but also logical paths of navigation within the application. Applications developed for high-context cultures tend to use more visuals, images, and symbols. Brand messaging to these cultures can place more emphasis on metaphor, where identity is implied and a part of the contextual understanding, rather than on literal text. Cultural preferences towards masculinity or femininity also heavily influence the visual display of an application.

That being said, UI/UX can be very expensive, especially to maintain, once it’s in place. It takes increased time and resources to build and maintain complete, individual sites for each target locale. Even partially localized applications can require a lot in maintenance, as one change to the English can mean many changes rippled throughout translations, strings of code, and applications.\(^1\) When thinking about localizing user interfaces, ROI must be the driving factor. Many times, completely localized web applications require an entire in-market team to build and maintain, which is realistic only for companies with large marketing budgets. Even then, a company may still have difficulty supporting another whole team of staff.

\(^1\) GALA, “Why Localize?” (http://www.gala-global.org/why-localize)
Internet users tend to prefer an application that is easy to use, but entertaining and visually appealing.

Visually-appealing websites that speak directly to gender roles.

Users respond well to applications that place the emphasis on the individual and the user’s scope of influence.

Web applications are organized along axial lines of symmetry; Heavy use of symbols and seal to communicate authority; images denote collective identity and family.

Users prefer applications that are clean, functional, and easily navigated with a clear message.

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2 Aaron Marcus, “Cross-cultural User-Experience Design” (http://wam.sachsmedia.tv/programm/keynote-a-marcus/)

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**Next:** Balancing Localization with Existing Branding Concepts
For one major British travel and entertainment company, localization is a part of a larger, global branding strategy that is not just about penetrating local markets worldwide: “... it is important that the content of each site has local significance... [but] consistent branding across the sites is vital for [the] company to build brand recognition on a truly international scale.”\(^1\)

Brands carry with them not just the logo or tagline, but also certain product attributes, consumer values or personality, and an overall user experience.\(^2\) It is, then, essential to understand what the brand represents to the target market, what attracts international consumers, and how the local market’s perception of the brand may imitate or differ from the original market in which it was developed. Brand perception and penetration in local markets worldwide can help inform global branding strategies, and can help a company determine which of their international growth strategies are sustainable, or how they should be modified to make them sustainable.

The level of localization can range significantly from keeping a web site in English and barely acknowledging international traffic to staffing internal, locale-specific marketing and web teams for each target locale. Locale-specific teams are unparalleled resources for localization. Not only are they expensive, they also require a company’s organizational structure to support another team specifically dedicated to one market. Barely localizing carries risk with it as well: conversion rates for English-only sites are significantly lower than native-language sites, and failing to offer global markets even some level of customization may also reduce brand loyalty. Most consumers prefer to purchase in their own language; and of consumers who do visit English-language web sites, only 25% regularly make purchases, largely due to incompatibility with currency or purchasing options, but also because of users’ limited English ability and preference for native language applications. Most companies will fall somewhere in between these two poles on the localization spectrum.

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**Balancing Localization with Existing Branding Concepts**

Companies must strike a balance between customizing their brand and products to the local market while ensuring the localized brand is consistent with the parent, and that the global brand is recognizable in every market.

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There are a number of tools and resources available that simplify or streamline the process from start to finish.

How to Accomplish Localization: What Resources Are Available?

Research from Limelight Networks reveals that resources are the biggest constraint for localizing companies, even those already managing multiple regional web sites.

For marketers, localization can be a daunting undertaking, requiring companies to commit a lot of time, staff, and organizational resources. According to U.S. marketing executives, the biggest challenges for website globalization are:

- Using multiple platforms to manage sites and content
- Staffing or budget for creating regional content in local languages
- Technical resources for building, maintaining, and enhancing regional sites
- Staffing and budget for translating existing content to local languages

There are a number of tools and resources available that simplify or streamline the process from start to finish, and across the different teams employed to design, translate, and test a localized web experience.

Professional Translation

The most common and traditional method of translation is to use professional translators for each language. Given the right resources, translators will have the ability to understand business goals and brand identity in order to deliver accurately localized content. Additionally, professional translation allows the manager of the localization process best control and oversight. Ideally, a professional translator should be a content area specialist with native language fluency.

Traditionally, brands have used language service providers (LSP) or translation agencies to manage the translators and oversee the process. Similar to any other type of relationship with an external agency, the LSP manages the workflow and sends the final product

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back to the client for approval and deployment. LSPs typically bundle editing and review with translation to ensure the highest-quality results.

Alternatively, brands can look to networks of freelance translators to find the right people for their project, which reduces project management fees and marked-up translation costs. In fact, most LSPs use networks of freelance translators to achieve scale during busier periods. Using freelance translators, however, adds a layer of project management and review to ensure high-quality results and timely delivery of the final product. Companies who use freelance translators also need to source editors and reviewers.

During localization, it is best to stick with the same team of professional translators for each language, or to make sure that the LSP is using the same team of translators, throughout the process. It will help ensure that the brand message remains consistent, especially as dynamic content needs to be maintained or updated for applications to remain current and relevant to the market.

Crowdsourced Translation

Crowdsourcing translation harnesses the power of online communities to translate content. It requires a company to identify an engaged community of users large enough to sustain interest and work fast enough and long enough to translate the needed content. Often, companies choose to localize to markets where their products are already being used, and it’s in these markets that finding enough volunteer translators to sustain a large translation project is viable.

Crowdsourcing can offer companies an opportunity to preserve unique or niche brand identities as well. Twitter finds their community of translators a significant asset because of their prior experience with the domain as users. When translating the application into German, they tapped an existing community of bilingual users to translate some domain-specific terms, like “unfollow,” which is neither a word in English nor has a direct translation in German. The community of translators helped develop the word “Entfolgen” (also not a word in German) to mean “unfollow,” which allowed Twitter to preserve the informal, playful tone from English to German. Crowdsourcing translation can be a particularly effective way to increase brand engagement, as it brings loyal consumers and users into the localization process and allows them to have a say in developing the brand.

Brand managers must also be aware of the unique challenges that arise with crowdsourcing translation projects. Crowdsourcing involves managing a complex workflow with strings of content farmed out to discrete volunteer translators. Natural inconsistencies across the group can produce uneven voice and tone, potentially requiring review and correction by a senior curator or professional translator. Consistency in the representation of brand assets—names, descriptions, and general styles—is critical.

Your crowd, no matter its size, includes both users and superusers—superusers are the most loyal and passionate brand enthusiasts. In crowdsourced translation, these users and superusers play different roles, from translation to editing to reviewing the localized content. Despite the complex workflow involved in crowdsourcing translation, volunteers can be utilized across all levels of the translation process, and technology can also ease some of the workflow challenges.

A Blended Solution: Professional Translation Paired with Crowdsourced Translation

It is possible to use professional, crowd and internal employees, or a combination of those three in the localization process. Blending translation methods allows a company to leverage the best attributes of

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each method and combine them on top of each other. The most common ways companies combine the three methods depending on their needs and capabilities of recruiting a crowd of volunteers or internal employees include:

<table>
<thead>
<tr>
<th>TRANSLATORS</th>
<th>EDITORS</th>
<th>REVIEWERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crowd</td>
<td>Pro</td>
<td>Internal</td>
</tr>
<tr>
<td>Crowd</td>
<td>Pro</td>
<td>Super users</td>
</tr>
<tr>
<td>Pro</td>
<td>Pro</td>
<td>Super users &amp; Internal</td>
</tr>
<tr>
<td>Crowd</td>
<td></td>
<td>Internal</td>
</tr>
</tbody>
</table>

**Machine Translation**

Compared to other approaches, machine translation is fast, less expensive, and extensible, making it easy for companies to translate large volumes of content. While machine translation offers many benefits in terms of its low cost and speed-to-market, it is not recommended for translating brand assets and important, consumer-facing applications. It is possible for translation programs to identify key words or phrases (think brand names and taglines, for example). Machine translation is not sensitive to style, tone of voice, and other ways that marketers embed the brand message into applications, however. It is better reserved as a last case scenario for large amounts of content that would be expensive to translate professionally, would take a long time, and would likely not be seen by a consumer.
Over the past few years, translation management systems (TMS) and platforms have revolutionized the way companies manage the localization process by:

- Externalizing content from web application code
- Managing translation workflows
- Enabling translator communication
- Providing tools to translators
- Returning content in a way that it is ready to deploy

Working with preferred partners, companies can automate workflow, as well as the actual processes of translation and development. A properly utilized TMS will not only decrease costs, but also increase time-to-market for international customers and improve the quality of the localized product.

**Content Extraction, Delivery & Synchronization**

A good TMS will have built-in functionality to extract content out of the code or CMS in its staging or development environment. This can happen in two ways:

1. The TMS extracts text by reading the HTML, JSON, Javascript and other web languages on the staging servers.
2. The development team sets up automated sending and receiving of localization files to the TMS. This is usually done with application programming interface (API) integration.

Each of these methods allows content to be pushed easily into a translation workflow and ensures continuous synchronization, even if content is updated on a daily — or even hourly — basis.

After content has been translated, it then needs to be delivered to the development team through a downloadable, localized file. The development team can then set up servers and infrastructure to deploy the localized site. The servers should be set up in close proximity to the target market for faster delivery of content. A TMS may have delivery capability, which bypasses the need to create a separate infrastructure for development. In this case, the TMS sits between the
user’s browser and the website’s original servers. When the localized site is called, the TMS replaces the original text with the translated text and serves it to the user’s browser.

A TMS with delivery should have international server locations, be able to integrate into a Content Delivery Network — which accelerates delivery for heavy assets like images and video —, and pass internal safety tests. A more advanced system will be able to change UI/UX and design features to provide a more localized experience for the user.

**Translator Tools**

A good translator will go a long way, but a good translator with great tools will go much further. Translation management platforms include a collection of translation tools for translators working within the platform. Some translators still prefer to work on traditional translation programs (also referred to as computer-assisted translation), so the TMS should be able to export files, such as XLIFF or PO/POT, as well. The most common translation tools include: style guides, glossary, translation memory and fuzzy matching.

A more advanced TMS will be able to offer tools like contextual translation and pattern matching. Contextual translation seemingly adds a layer over the website or application and allows translators to see where the content is being used and how the translated version affects web layout. This helps the translator know if “home” means “house” or “home page,” for example. Pattern matching looks at phrases that seem exactly the same, but may contain a variable. For example, a tag on an e-commerce site reads: “Add to Cart $9.99.” The phrase “Add to Cart” may be used countless times in the website, but the “$9.99” may be used only a few times and refer to a particular product on the site. Pattern matching would identify the phrase “Add to Cart $9.99” as “Add to Cart {0}” so that the “Add to Cart” phrase would only have to be translated once, instead of for each time it occurs in the site or code.

**Managing The Process**

Traditionally, language service providers (LSPs) receive content, translate it independently, and then deliver it for approval. Now, LSPs are adapting to more transparent workflows where clients can have oversight in the process. A TMS should offer companies:

- The ability to choose what type of translation happens at each stage in the workflow — translation, editing, or review
- Direct communication with translators working with their content
- Management dashboards to provide high-level overview of projects
- The capability to export in-progress work to internal teams for review
- Access to content for in-market teams to edit before deploying to a web application

Each of these features allows marketers to maintain control of voice and tone, achieve deadlines, and ensure the localized content remains consistent with the brand.

**Testing**

Once a brand has been localized, the last big step is to test it before launching. No matter where your company lies on the localization spectrum, this is an important last step in the localization process. Not only does it help to assess functionality of any web sites or applications, it also assures correct language and can protect a brand from committing significant cultural faux pas before entering a new market. Beta groups may even include in-house developers who are native to the target locale or super-users — a group of the most dedicated and passionate volunteers who are already users. As with crowdsourcing translations, users testing a localized brand should be bilingual, brand-loyal, and large enough to provide accurate, market-specific feedback.
**Going Forth**

No matter the scale of your localization project, there are many resources to help translate content, develop user experiences, decrease time-to-market, preserve brand integrity, leverage assets, and engage a community around your brand. Taking into account local culture, languages, and utilizing available localization, translation, and technological resources allows a company to strike the balance between brand integrity and adapting to the local market. The strategies and protocols used for localizing to one market, although they may not have the exact same implementation or end product, can be scaled to multiple languages, cultures, and regions – making localization a more realistic and extensible global marketing strategy than ever.

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**ABOUT SMARTLING**

Smartling, Inc. modernizes and simplifies the translation and localization process for global businesses and Web 2.0 companies. Winner of Dow Jones / Wall Street Journal's "FASTech 50" for most innovative startup, Smartling is disrupting the aging translation and localization industry by offering the first purpose-built platform for translation management and delivery. Smartling's cloud-based approach is helping some of the biggest names in web and mobile to launch and manage localized multilingual applications, including SurveyMonkey, foursquare, Path, Vimeo, Nokia, Kodak, Pratt & Whitney and more. The Smartling platform currently serves more than one billion page views per month.

Headquartered in New York City, Smartling is privately held and backed by leading venture capital firms, including First Round Capital, IDG Ventures, U.S. Venture Partners, Venrock and several prominent angel investors.