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Business of Localization

From The American Closet...

A Natural Path Exists Which Leads Products Overseas

- Recognize it
- Evaluate it
- Utilize it

Theory is Fine, but in Actual Practice...

- Some decisions are imposed upon us
- Circumstances can be compelling
- Success will change your needs and requirements

The "American Closet"–Source of Some of the Best Software

- What makes it great can create a "provincial" product
- Our "standard" excludes their diversity
- Product may be difficult to translate

A Real-Life Story–AKA the Symantec Story...

- The company has various product lines
  - On various platforms
  - Translated into various languages
  - Marketed through diverse channels
- How did it get there?

The Pattern Emerges Almost Automatically

- Some of the best developers make a program
- A company is formed (or found) to publish it
- Successful marketing creates product visibility
- The successful product attracts foreign interest

The Foreign Market Opportunities are Seductive

- Any sales you make are "extra" revenue

- Somebody else will do all the legwork

- A certain prestige accompanies being "International"

- There are almost no "out-of-pocket" expenses

But then, the Lessons Begin

- Distributor convinces you to enter the market
- The "closet door" sticks
  – Heavy support
  – Communication is not free
  – Must test overseas
- May need to send source code
- May need to send people

Paying the Piper...

- Who owns the translated version
  - Does your original contract say
- Where/how do you produce
  - Who pays
  - Packaging, art, collateral
- Distributor gets bigger discount
- Retail price rises 20%–100%+

So, the Foreign Product is a Success...

- Other countries now want it
  - Can't turn down business, can we
- Support load multiplies
  - Personnel issues become significant
- Need to take proactive position
  - Must form International Department

Your Product is in Several Foreign Languages and Markets...

- You release a new version
  - Who pays for re-translation
  - Who eats the leftover stock
  - How do you update the foreign userbases
- You will get complaints if you don't revise your product
- You will get complaints if you do...

Success Makes You Look at Alternatives

- Doing the translations yourself
- Opening your own office
- Buying your partner out

Looking Back...

- Simple choice at first, large long-run impact
- Big potential returns mean big potential problems
- The decisions may impact your company structure

Looking Ahead...

- Try to envision the whole process, not just the first step
- Accept the need to adjust the way you plan, develop, and work
- Make business arrangements that complement the long run
- Examine the multinational legal implications

The power to be your best