



Globalization: Multi-Dimensional Realities

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UNDERSTANDING “GLOBALIZATION”

Globalization is not an altogether novel concept. For generations, merchants have understood that they need to tailor their stock of supplies to particular customers, and adapt their sales techniques to specific regions outside their domestic purview. However, today’s technology has precipitated expansion to new markets on a global scale, beyond traditional brick and mortar commerce to electronic commerce on the Internet.

More compressed and generating their own challenges, the processes associated with market expansion have assumed definite dimensions. Today’s **eBusiness globalization** requires an infrastructure that can manage the rapid change of content across many languages, build or adapt business solutions, and scale dynamic sales and marketing across diverse target markets.

A successful globalization strategy should ultimately enable worldwide customers to have high quality experiences regardless of their language, cultural background or geographical location. In simple terms, **globalization** has come to mean *the process of making goods and services relevant to a customer’s language and culture regardless of origination.*

The key components of globalization are:

- Translation of content
- Localization and cultural adaptation of business content
- Web site and eBusiness architecture that supports multiple linguistic options
- Regulatory, Currency and Tax issues
- Global fulfillment processes

GLOBALIZATION & THE MARKETPLACE

English and the Global Economy

Analysts of the worldwide web could have sworn, a couple of decades ago, that the microchip technology had ushered in an economic revolution that would transform English into the world’s major medium of marketing communication. Such a perspective was not without foundation. After all, well before it matured into the platform of eBusiness, the Internet had first appeared on the global market as an English-based, North American invention for academic research. In addition, the English language appears everywhere. From billboards that advertise coca-cola in remote parts of the globe, to top entertainment hits in the largest metropolitan hubs, English dominates international business and the new technology. Finally, to the extent that an estimated 80% of Internet information is still in English, such a perception was not totally erroneous.

The foregoing opinion about English has since yielded to the stark reality: Only 5.1% (or better yet, 1 out of 20) of the world’s population uses English as a first language. The vast majority of these native-born English speakers live in the British Isles or in North America. While an additional 7% of the global population uses English as an official or a second language, only 12% has a mastery of the rudiments of English grammar and oral usage.

The market has been quick to realize that the potential of English as *the language* of the global market has declined at a faster pace than the available information on the Internet has been made accessible to customers who do not speak English. Yet many companies still maintain an English-centric Web presence because of their continued assumption that *international customers can “manage” in English*. The fact is that it is as important to reach clients and customers in their respective native languages, as it is to sell them products. If a business wants to expand its market reach, it must seriously consider that:

- The Internet has become the most cost-effective means of reaching new markets
- Communication of value proposition and enterprise content to the target market is indispensable
- Translation of consciously edited messages into other languages is critical

At issue is not merely corporate name advertisement or product brand recognition. Content that is disseminated strictly in the mother tongue of its producers limits the range of marketing prospects. If a company's marketing information is disseminated or uploaded in English, a percentage of people across the world (12%, at the most) would be able to grasp the basic meaning of the message. Yet for obvious reasons, the company -- and the very products and services it might be trying to market-- would always be perceived as “foreign”. If the web content were relatively complex, the company would also have inadvertently opened its message up to potential misunderstanding.

Beyond Translation for the World Market

Every translated text or content has limits that are set by an audience's culture, level of education, geographical milieu, religious orientation, world outlook, morals and ethics. Not surprisingly, astute marketing strategists are aware of these determinants as they reach out to new customers and attempt to retain old ones.

This state of affairs does not always communicate itself equally to all managers and executives. To some sales and marketing analysts, barriers to cross-cultural communication are negligible variables. As a result, it is even harder to gauge the overall impact of language on corporate marketing success. The fact that some executives are oblivious to the scope of such intercultural factors underscores the magnitude of this dilemma.

A company that does not appreciate the cultural dimensions of translating its market collateral and enterprise content is bound to miss the pulse of its customers. In other words, while translation is the rational, first step toward globalization it should neither be considered an end in itself nor entrusted to non-professionals. To dare to think globally in the age of the new technology is to be prepared to fully understand the culture of customers. A globalization project will be ineffective without the appropriate “*culturalization*” dimension.

Other major challenges to globalization may stem from factors over which companies have no direct control. Of course, all companies that are entering a foreign market have to make decisions that are directly associated with their translation needs. Furthermore, they will confront, to varying degrees, antagonisms and stereotypes about their home countries. Some market and consumer segments are openly hostile to the presence of foreign competition and the influx of expatriate personnel. Whether such host country behavior stems from the educational system or from certain cultural presuppositions, it is absolutely necessary to identify and understand it in order to adequately adjust corporate global strategy to pragmatic realities.

Translation and its Challenges

Companies have to demonstrate sensitivity to the values inherent in the semantic content of each word they select and disseminate to their audience. Words and concepts are not as easy to translate as they might appear. In many instances, linguistic subtleties make it extremely difficult to effect a simple translation from one language to the next. Take the Spanish '*embarazado*', a truly false friend that very closely resembles the English '*embarrassed*'. While someone who is *embarazado* may indeed feel uncomfortable, the word is often used in the Spanish to mean *pregnant* not *embarrassed*. The Parker Pen Company, marketing a ballpoint pen in Mexico, wanted its catchy advertisement to say, "It won't leak in your pocket and *embarrass* you." However, the company used the Spanish word "*embarazar*" to translate the English "*to embarrass*". The result was a disconcerting advertisement that read: "It won't leak in your pocket and *make you pregnant*." Globalization is not a playing field for the amateur.

Translation—the first phase in the globalization process—is a minefield for all but the highly skilled specialist. To substantiate, the words '*realize*' and '*realisieren*' have basically the same meaning in German but are used in different contexts. While it is currently widely acceptable in Germany to use the word '*realize*' in its Anglo-US context (i.e. to find out, to understand), that usage is incorrect. In the German, the word means 'to make real'. Nowadays, both words may be used interchangeably; however, an experienced translator will be aware of the nuances and will use each in its proper context. Consider another example: Translated into the German, the English word '*audience*' has a range of related yet distinct meanings. Notwithstanding the obvious resemblance and the identical Latin origin of the word, the German '*audienz*', in its accurate usage refers to an *audience* with the pope or with royalty.

Additionally, the lexical register of some languages neither accommodates the neologisms of the new technology nor offers reliable equivalences for certain English terms or concepts. Asian languages, for instance, do not always have official, commonly recognized translations for some high-tech, computer science terminology. Occasionally, a corresponding word may exist but it is hardly an alternative because of its obviously artificial appearance and usage. Depending very much on the context and on the target market, a message can be absolutely correct in every way and still not feel 'natural' to its intended audience—a missed marketing opportunity.

THE INTERNET: ROAD TO GLOBALIZATION SUCCESS

Internet Translation as the Opportunity

The new technology has profoundly transformed the marketplace. Consider the following bits of information:

- Between 1970 and 1997, the number of countries that eliminated international commercial, financial and service controls jumped from 35 to 137
- A 1998 British Airways' employee PC is more powerful than the airline's 1973 mainframe that held the records of the entire airline
- A greeting card that sings "Happy Birthday" in 2001 contains more computer power than existed on the earth before 1950

With the available market only languages away, the Internet will remain the single most important highway to reach those whose buying power will rival that of the entire English-speaking market in less than five years. If a business wishes to establish an Internet presence it *must* leverage the new technology to its advantage by offering different language versions of its enterprise content. LeAnn Barber of Scient, an eCommerce consultancy, calls the impact of this multilingual marketing opportunity "an accelerating boot-strap effect." In other words, as more content becomes available in other languages, more people will use the Internet; and as more people use the Internet, content providers will be encouraged to use the Internet as a multilingual, multicultural marketing medium.

Exactly *what* can be done to reach the non-English speaking market *now*? To answer this question, a closer look at the United States, the cradle of Internet technology, is in order. Chase H&Q, the capital management firm, estimates that as many as 7.5 million Spanish-speaking consumers will be on line in the U.S. by the end of 2003. Add to this the 47.5 million who are expected to be on line throughout Latin America and you have potentially a \$3.1 billion eMarket waiting to be served. In real terms, as much as \$1.4 billion could be earned by companies that position themselves quickly and strategically enough with multilingual websites to attract, retain and grow this Spanish and even Portuguese-speaking segment of the global market.

The consensus that English cannot and should not remain *the language* of the Internet extends beyond the Americas. According to Steve McClure of IDC, Asia and Europe (including the emerging markets of the former Eastern bloc countries) will experience a growth in Internet use and eCommerce that will dwarf that of the United States by as much as 500% in less than three years. The reason for this projection is clear: the vast majority of folks who are buying personal computers and getting on line are more likely to purchase goods and services on websites that are in their own languages. GlobalSight, a consulting firm for globalization business lends an even greater sense of urgency to the opportunity: by 2003 only 33% of the anticipated 603 million Internet users will be English-speaking.

Reconsidering Globalization Options

Given the challenge posed by the maintenance of a multilingual website, some companies may have simply opted for "affordable" applications that promise an early return on modest investments. Such options might even have included the use of automated translations that are available to individual surfers. But the road to globalization success is far from that simple. According to a Merrill Lynch research, only 10% of companies that trade across geographical, linguistic or cultural boundaries have any immediate plans to either coordinate or maintain multilingual websites. The following is a summary of options available to businesses:

Globalization Options: An Overview

LEVEL	FEATURES
English-centered Globalization	<ul style="list-style-type: none"> ▪ Main corporate site is in English ▪ Foreign visitors are expected to manage in English ▪ Home page is also universal website ▪ Company believes that English will remain the world's <i>lingua franca</i> ▪ Among 90% of companies without globalization strategy
Superficial Globalization	<ul style="list-style-type: none"> ▪ General content and operational information are in English ▪ Bilingual static content features English and one other language ▪ Dynamic content is in English only ▪ Bilingual pages/sites are copies of each other ▪ Some use of machine translation
Average Globalization	<ul style="list-style-type: none"> ▪ Corporate headquarters manages site ▪ Dynamic and static content are in English and two or more other languages ▪ Local sites tailored to each market ▪ Some website autonomy for foreign branch offices ▪ HTML reprogramming involved ▪ Reliance on freelancers and machine translations
Full-Scale Globalization	<ul style="list-style-type: none"> ▪ Multilingual websites ▪ Adaptable platform and templates ▪ Decreased programming costs ▪ General criteria for local sites; but localization is expected of each local site ▪ Local sites reflect knowledge of specific markets/customers ▪ Coherent globalization strategy ▪ Dynamic content updated, translated and uploaded ASAP ▪ Cost-effective standardization ▪ Service provided by experienced, reputable globalization partner

To become a genuine eBusiness, a company must utilize the full power of the new technology to make operations efficient, affordable, reliable, secure, flexible and accessible to many markets. In the Asian market, for instance, businesses need to find translation partners who understand and can accommodate the double-byte characters in corresponding target languages such as Japanese, Korean and Chinese. Skilled technical staff, experienced translators, project managers and post-production customer service are all important in the equation.

ANALYZING THE TRANSLATION & GLOBALIZATION PROJECT

Are all translation companies and services equal?

What really happens when important business documents or web pages need to be translated into another language? What if the task involves special handling or skills – HTML or XML website files or rich media?

The marketplace is not without entities that offer translation services. Most of them are no more than clearing houses that entrust projects to a database of freelancers, who are selected simply because they fit the budget and convenience of these subcontracting service providers. It is extremely improbable that the same translator will be assigned work from the same client all the time. It is equally unlikely that the translator will also be handling technical aspects of the project. Each globalization need— multilingual translation of documents, software programs and web pages; proofreading and editing of finished content and website HTML; and light computer-aided publication or turnkey presentations— may be entrusted to a different translator in a different part of the world.

Outsourcing translation and globalization companies stress the merits of their large database of experts. Be that as it may, their major challenge is the coordination of the different and even disparate technologies used by these freelance subcontractors. Freelancers use a complex array of data formats, versions, platform considerations, fonts and feature sets. If a company creates an original English-language brochure using a desktop publishing application, for example, it may be informed by the outsourcing company that a different platform, version and/or publishing environment is required for effective localization into an Asian language. The fact is that proprietary publishing formats such as MS Word, Pagemaker, Quark and Framemaker are occasionally incompatible even with *themselves* in different languages. The solution may be a time-consuming and expensive conversion process, by different subcontractors in different parts of the world, to resolve the incompatible data formats.

The customer's language combinations may also be incompatible with the particular translation tool at the disposal of the freelance subcontractor. Translation tools tend to use their own proprietary formats, and most of them may not function well with *all* major languages. This means that a translation database developed for localizing English PageMaker files into French and Spanish, for instance, may be unsuitable for the translation of Quark documents.

If the freelancer's translation tool does not support a specific target language, or if it relies mostly on particular formatting codes, the customer might be compelled, perhaps in the interest of time, to consider legacy publishing and translation alternatives. Essentially, a significant number of translation-localization agencies offer a fragmented, inconsistent and expensive service.

Machine Translation: Background and Prospects

Machine translation technology has made inroads into the range of choices available to companies with translation needs. The result of Cold War preoccupation with the instantaneous and perfect translation of set enemy phraseology and vocabulary, machine translations began to gain wide applicability about a decade ago. Major on-line translation software companies in North America, Europe and Asia share a global market that is estimated at \$1.7 billion. With the current exponential increase in processing power and the affordability of disc storage space, computerized translations account for over a dozen language combinations of several million pages each day.

Artificial intelligence specialists still hope to develop the ultimate machine that can permute information theory, recognize statistical patterns, and effect human-quality translations in different language pairings. Until then, however, machine translations can satisfy different market needs with different degrees of efficiency and accuracy in:

- Accessing or retrieving information from a database;
- Exchanging information in one-on-one communication (phone or correspondence)
- Obtaining a “gist” translation of a particular document, even if the style is not too refined
- Providing a high quality translation that can be disseminated with very little post-editing.

Admittedly, when an eBusiness opted for a machine translation, only a few years ago, it ended up with, at best, an adequate draft that still required tedious, expert, human editing. For a while the accuracy rate of machine translations ranged between 50% and 75%. Let’s look at following illustrations:

- The English “*He swam across the river*” is translated into the French by a machine as “*Il a nagé à travers le fleuve*”. Even though the French version is idiomatically wrong (and should read “*Il a traversé le fleuve à la nage*”), it is still marginally comprehensible.
- The English “*The long arm of the law will eventually catch up with him*” is translated into French as: “*Le long bras de la loi se rattrapera par la suite par rapport à lui*”. In Spanish, that same sentence reads: “*El brazo largo de la ley cogerá eventual para arriba con él*”

The metaphor “the long arm of **the law**” exists in both French and Spanish as “the long arm of **justice**”. Depending on the degree of literalness sought, there are, therefore, two possibilities for each of the target languages. Here is a human-aided rendition of the above example:

- English: “*The long arm of the law will eventually catch up with him*”
- French: “*Le bras de la justice le rattrapera finalement, or
“Au bout du compte, il n’échappera pas à la justice”*”
- Spanish: “*No podrá escapar de la justicia*”, or
“*El largo brazo de la justicia lo alcanzará tarde o temprano*”

Human post-editing can greatly enhance the accuracy of a machine-translated document to 95%, if the translation process can combine:

- Multilingual word processing
- Terminology management software
- A translation memory
- A well-defined set of lexicon
- Skilled human expertise

Meanwhile, linguists and engineers are exploring the possibilities of developing software that can process as many lexical, morphological and syntactic tasks in as wide a range of languages as possible.

In Internet time, executives can derive optimal benefit from the best of breed in artificial intelligence technology and the industry expertise of human translators. Such a conjunction of productive forces can accelerate web initiatives and increase the pace of globalization.

TOWARD AN INTEGRATED GLOBALIZATION MODEL

The iLanguage Option

iLanguage offers a different model for translating and disseminating information on the Internet. Combining a staff of experienced professional translators with the latest technology in the industry, the company provides top quality, worldwide, one-stop translation and globalization services to eBusiness worldwide. iLanguage draws from many features:

- Professional and industry experience of its translators
- Integration of the most up-to-date applications to manage content and memory data
- Use of a wide-range of appropriate technological tools
- Centralization of services within a single core company
- Production locations that span different time zones
- Proven success in providing multiple language services
- Translations into and from: English, French, Spanish, German, Italian, Dutch, Portuguese, Swedish, Danish, Russian, Hungarian, Chinese, Japanese and Korean.

iLanguage's integrated model aims at allowing eBusiness of any size to communicate with customers, vendors and suppliers in different areas of the globe. The company offers a globalization package that includes the following services:

- Professional assessment of customer Web site
- Adaptation and modification of texts, forms, graphics, bandwidth, banner ads and other components for a broader, international market
- Domain name registration
- International press releases in various languages to enhance exposure
- Determining the most cost-effective options to maximize the success of an overseas presence

Translation of content readies eBusiness prospects for the global marketplace; but localization is equally indispensable. *Localization* entails the linguistic and cultural adaptation of content, product description and online customer assistance to a particular overseas audience. To guarantee a high level of stickiness, the catchiest of slogans, the most attractive color combination and the most awesome images may have to be adapted or even discarded. Metaphors, euphemisms, puns and humor-- all have to be reconsidered for each market niche. An apparently identical message could lead to different reactions in different consumer niches.

Luck and Limits in the Marketplace

General Motors had never expected a marketing problem when it launched the Chevrolet Nova in the Spanish-speaking market. To most people in the US “nova” conjured the image of that which is *new, radiant, cosmic and full of promise*. Nevertheless, corporate executives had an instant localization battle on their hands when they discovered that “nova” means “no go” in Spanish. Eventually, the company changed the vehicle’s name to Chevy Caribe and marketed it with moderate success in other parts of the non-Spanish speaking Americas. No matter the effectiveness of the damage control, General Motors did lose precious marketing time and irrecoverable sales revenue. Nearly three decades later, its marketing reputation carries the indelible blemish of that Chevy Nova miscue.

In rare instances, some marketing specialists have succeeded with the mere modification of a literal, word-for-word translation. The last name of Japanese tire maker Shojiro Ishibashi was translated from “*ishibashi*” into the English as “*stone bridge*”, from whence the brand name of the tires for the English-speaking markets, *Bridgestone*. Founded in 1931, three decades after Ohio-based Firestone had first gone into business, upstart Bridgestone so cleverly rode the coattails of Ishibashi’s translated name that it became the most easily recognizable name next to Firestone. In 1967 it gave Firestone a run for its money by opening its first production plant in the US. In 1988 Bridgestone flexed its way into acquiring Firestone and created the new Bridgestone/Firestone, Inc. As resounding a success story as the Bridgestone experience might be, it is definitely an exception to the rule.

Corporate executives cannot count on good fortune to propel them into globalization success or on extenuating circumstances to salvage them from blunders. An effective marketing strategy should be necessarily methodical, calculated. The most innocuous of marketing decisions can presage a downturn even in a very promising market. When Gerber first marketed baby food in Africa, the company used the same packaging label it had used in the US - the charming baby. Later, as it investigated plummeting sales figures, the company discovered that it is common practice in Africa to put pictures of the contents on food package labels. Obviously, any globalization venture must be grounded in a deliberate localization strategy.

iLanguage has been able to anticipate the needs of the market, by matching different levels of price performance with its levels of service. In addition, the company offers rich media services that include text to audio-visual transfer, plus simulcast and translation of audio, as well as video material.

Maximizing ROI in a Globalization Venture

iLanguage offers a partnership opportunity that can have a significant impact on the bottom line of its customers, across the global marketing chain:

- Full spectrum of global marketing preparations with the new technology
- Services that reflect an understanding of international business
- A partnership that attracts, serves, retains and ensures a truly global web presence
- Assistance with enterprise-wide content translation and dissemination
- Effective leverage of translation and localization know-how to integrate business initiatives
- A sharper competitive edge: Reach new audiences, establish new partnerships, win new customers, increase sales, reduce costs, lower inventories and maximize customer satisfaction.

CASE STUDIES

iLanguage has managed to combine the contextual linguistic capabilities of the human mind with the automated functions and speed of technology, all under a workflow system that provides quality, speedy results. The following case studies are testimony to the company's success:

Case Study 1: Internet-based Auctioneer

This involved an eBusiness that specializes in providing an online, Internet-based auction platform for consumers and other businesses. The company uses specific software to handle the bidding, transaction and overall management processes. At any point in time, the company's managers and customers need to know the purchase/sale status of a particular item, and the progression of the bidding process.

The eBusiness customer needed a translation partner who could meet its very tight deadlines and also translate its content into the major marketing languages. Just as one would expect at a real-life auction fair, several unique goods are placed on the company's online market. Since some of the goods are not "standard" and may appear on the market only at irregular intervals, the prices cannot be determined until the bidding is set in motion by an offer from a buyer. An online customer's bid will be based on an accurate description and the potential market value of the items. But time is of the essence! A few seconds can make the difference between the acceptance and the rejection of a bid.

The most important needs were: accuracy in disseminating information to consumers, speedy translation, and dependability in updating the corporate content. iLanguage's partner had already used a translator to work on some of its web content but wanted a partner who could translate user-specific technical manuals as well. Well before negotiations were completed, iLanguage was given the urgent task of completing a work-in-progress that had already been started by the other translation outfit, and also to finish a major project in a very short span of time.

Experienced in dealing with very tight deadlines, iLanguage was put to the test: to complete the translation from English into French of a document of 114,000 words, between a Thursday afternoon and a Monday afternoon. Some of the files to be translated were ordinary word-documents; others were HTML documents that needed to be handled carefully. iLanguage met the extremely tight deadline to the satisfaction of its partner. The quality of the finished product was second to none, according to very satisfied executives of this iLanguage partner. In the very near future, this eBusiness's auction gavel will be heard in the Portuguese and Spanish-speaking markets. iLanguage will remain the high-quality partner in this globalization process.

Case Study 2: Mechanical Computer-Aided Design (MCAD)

This partnership took iLanguage to an eBusiness that manufactures mechanical computer-aided design (MCAD) software that is used throughout the product development process, from the design phase through the engineering and manufacturing levels. The finished products are used in a broad spectrum of industries: home accessories, sports footwear, sports bikes and automotive. The company's operations are spread over three continents: North America, South Asia and Europe.

The challenge was clear: iLanguage's partner provides after-sales service from a password-protected customer care center that has a large knowledgebase of the products. Customers can easily navigate the information from anywhere in the world. To truly reach the global audience, this eBusiness wanted to extend access to its knowledgebase to its numerous non-English speaking customers. Since the information is consistently changing and might quickly become outdated, the company could not justify the cost of a full translation service; it therefore sought out an innovative solution. The company initially tried a number of leading machine translation (MT) software packages whose accuracy was not acceptable. Providing excellent customer care for complex products, and finding a feasible solution were critical to delivering on the company's promise of quality support.

iLanguage proposed its "dynamic level" of service which combined computer-aided translation (CAT) with human post-editing services, remarkably improving accuracy and greatly reducing the translation cost. An initial project of 50,000 words was completed in German, French, Italian, and Japanese. iLanguage's in-house teams of translators ensured consistency across the different languages. As the knowledgebase of the company increases, so will the expertise of the post-editing teams. The use of computer-aided translation processes includes machine translation optimization of custom-built lexicon and linguistic rules; the combination results in top quality and high efficiency. A win-win situation for both businesses!

Case Study 3: Internet licensing business for financial information

This project involved a Germany-based public company that operates a financial information portal by providing high quality, up-to-the-minute financial data and analysis tools via the Internet. Equally important, the company ranks among the largest providers of Internet licensing business for financial news and information.

Licensing business accounts for more than 50% of the company's total sales and has proven to be more stable and predictable than advertisement sales because the former is based on contracts of at least one year's duration. In late 2000, after just nine months of operation, the company broke even and cornered nearly 30% of the market share in content syndication in Germany. Clearly, the company was poised to venture onto the larger European market. Beginning in April 2001, it aggressively launched sites in the UK, France, Italy, Spain, Austria and Switzerland. The company's singular translation-globalization need was to leverage its content by reprogramming its database, integrating its online information accessibility through flexible interfaces in several languages.

iLanguage participated in the first stage of the localization process by creating glossaries of financial terminology in UK English and French. These glossaries will be used by the translation, design, and programming teams to implement foreign language versions of the Web site. iLanguage will also provide additional localization services as the country- and language-specific Web sites are launched. This project will involve the conversion of all text and graphics appearing on the customer's Web site, as well as ongoing multilingual maintenance, support and consulting.

The company's operating model calls for the establishment of local subsidiaries that will operate in each country, largely autonomous from the main center of operations in Germany. The management views this as crucial to optimizing the opportunities of each target market, and to allowing the company to react quickly to specific customer needs. Each subsidiary can then focus on marketing and sales activities within its national boundaries, at minimal expenditure projections.

This iLanguage partner is set to maintain the pace of dynamic growth in 2001. As a result of the IPO, the company has access to financial resources to meet the challenges of the coming years. It is also positioned to record substantial sales volumes throughout Europe. Its management team recognizes that Web globalization is not simply an option but a necessity, as it moves to become the most popular financial portal in Europe.

ABOUT iLANGUAGE, INC.

iLanguage provides a wide range of end-to-end dynamic localization services and multilingual eBusiness solutions to Fortune 2000 and Global 1000 companies to enable their global requirements in multi-language marketing, CRM, content management and syndication. eBusiness customers include Accenture, WebEx, Motorola, Remedy Interactive, Pinnacle Systems, Hewlett-Packard, Uniscape, Commerce One, Tricom Telecommunications, Reef, think3, L90 and GMX. Media and content companies include Warner Brothers Online TV properties, TWIinteractive, Terra Lycos, World Wildlife Fund (WWF), Schwarzenegger.com, OnVista AG.

The company is based in Los Angeles, CA and Brussels, Belgium with offices in Silicon Valley, Atlanta, GA, Miami, FL, Brussels, Belgium and Latin America.

FOR FURTHER INFORMATION

To learn more about iLanguage's translation and globalization services, please visit us at <http://www.ilanguage.com/>. You may also contact us directly at our corporate headquarters:

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