Studies on translation and multilingualism

Mapping Best Multilingual Business Practices in the EU

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CONTENTS

The digital age and globalisation have together changed the European business environment for good. As companies and their employees deal with different languages and cultures on a daily basis, multilingualism **can no longer be considered just as an asset** or a competitive advantage, but rather as a fact of life. Thus, multilingualism has become a global issue as well as a transversal issue within organisations, since digital communication is erasing national and linguistic boundaries.

Faced with this multilingual reality, companies have adopted **a number of innovative business practices** described in the case studies carried out in European companies. These include intercomprehension (the parallel use of different languages which have similar structures and vocabularies), collaborative interpretation and use of language technology tools, such as machine translation. However, social networks and collaborative methods have led to increasingly complex and technical content. Human resources will always be needed to validate translations, both the machine-generated and the human variety.

As well as **case studies** and **analysis**, this study on multilingual business practices contains a **set of recommendations** to enhance multilingualism in business. These include the development of multilingual business strategies, the establishment of a **European Observatory of Multilingual Business Practices**, a **quality label for multilingual European company websites** translated into more than four languages, and support for the **European Company Statute**.

Background and scope

Doing business in Europe is a day-to-day reality, not only for global companies but also for those with cross-border activities, including small and medium-sized enterprises (SMEs). The European business environment of today is part of a large European market involving 27 countries. Multilingualism provides new opportunities for developing pan-European business and boosting companies' competitiveness.

In 2009 approximately one third of the top 500 global companies had their headquarters in Europe. There are over 20 million SMEs in Europe representing 99 % of the total number of companies.

The single market is one of the European Union's greatest achievements. It has helped to dismantle economic barriers throughout Europe and to increase competition, leading to better quality goods and services and lower prices. These price reductions have been particularly perceptible in the fields of air travel and communications. While the EU

represents only 7% of the world population, its trade with the rest of the world accounts for about one-fifth of global imports and exports.

Main conclusions

Multilingualism is a vast issue with transversal effects on business. A multilingual company has a competitive advantage when selling its products and services. Language skills and socio-cultural aptitudes must be taken into consideration at each operating level of a company.

Measures and recommendations in favour of multilingualism in business must be promoted both at the European level and locally, as the repercussions of multilingualism in the business area are local and strategic, involving various operational levels in the company. Thus, multilingualism is a global as well as a transversal issue in the organisation, mainly as a result of borderless digital communication.

Multilingualism is a sensitive issue in the business environment. Often it can be considered to be a strategic issue and may even be confidential. It can bring about a change in strategy and in company management targeted towards the best competitive advantage for optimising sales and developing business.

INTRODUCTION

This is the final report of the 'Study on best multilingual business practices in the EU', conducted by *Bureau van Dijk Information Management* for the Directorate-General for Translation in the European Commission.

The study maps best multilingual business practices in European undertakings and presents a set of recommendations based on the identification of case studies in individual companies and an overview of multilingual business strategies in the European Union.

The objectives of the study are to:

- **analyse best practices for multilingualism in European companies** taking into account the need to target new customers and new markets and also to build lasting strategic relationships;
- **identify the benefits of those best practices for European companies and European institutions** for future reference with a view to improving economic activity.

The expected results of the study are twofold: the **identification of best practices** in multilingual business in European countries; and the **definition of recommendations** based on case studies in individual companies.

1. THE EUROPEAN BUSINESS ENVIRONMENT

In the European Union, multilingualism concerns a population of 500 million European citizens, spread over 27 states, involving 23 official languages: Bulgarian, Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hungarian, Irish, Italian, Latvian, Lithuanian, Maltese, Polish, Portuguese, Romanian, Slovak, Slovenian, Spanish, and Swedish. By way of comparison, there are 105 official languages in the world.

In all EU countries, the service sector (banking, tourism, transport, insurance etc.) generates over 60% of gross domestic product (GDP). Although industry and agriculture are still important sectors, their economic importance has declined in recent years.

The single market is one of the European Union's greatest achievements. It has helped to dismantle economic barriers in Europe and to increase competition, leading to better quality goods and services and lower prices. These price reductions have been particularly perceptible in the fields of air travel and communications. The single market has greatly facilitated trade between Member States. Goods, services, capital and people now move freely beyond national borders. On average, trade between EU Member States represents two-thirds of total EU trade, although the levels vary between Member States.

Figure 1: Shares of intra-EU and extra-EU trade in total trade, 2007
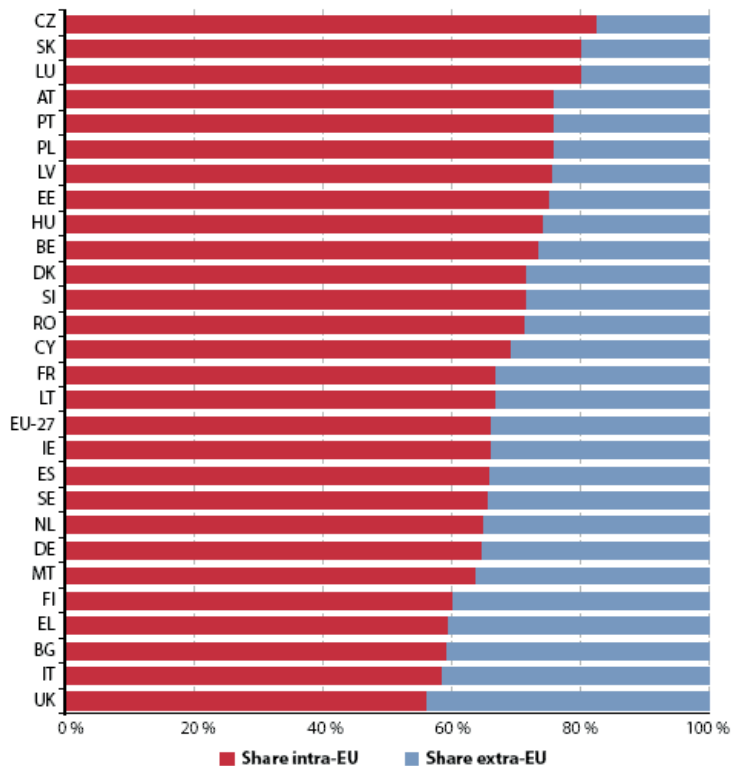
The volume of trade between EU countries in 2007 in terms of percentage of their total exports varies from 55 to 85 percent.

The Czech Republic ranks first followed by Slovakia and Luxembourg.

(source: Shares of intra-EU and extra-EU trade in total trade, *Eurostat*, 2007).

In 2009 approximately one third of the top 500 global companies' headquarters were located in Europe. There were over 20 million SMEs in Europe (99 % of the total number of companies).

Although the EU accounts for only 7 % of the world population, its trade with the rest of the world accounts for about one fifth of global imports and exports. In 2007, the European Union was the world's largest trader, accounting for 18 % of total world trade. The USA was the second biggest trader with a 16 % share, followed by China (11 %), Japan (7 %) and Canada (4 %). The EU is the biggest exporter and the second biggest importer in the world. Since the accession of new Member States in 2004 and in 2007, the Union's GDP is now higher than that of the United States.

Gross domestic product (GDP) in 2007

Countries	GDP (€ billion)
EU-27	12 276.2
US	10 094.5
Japan	3 197.6
China*	1 787.3
Russia*	610.6

*2005 — Sources: IMF, Eurostat.

→ The impact of multilingualism on the European economy

The ELAN study conducted in 2006 highlighted the effects on the European economy of shortages of foreign language skills in enterprises :

- A sample of nearly 2 000 exporting SMEs from 29 European countries showed that 11 % of respondents (195 SMEs) had lost a contract because of a lack of language skills.
- 46 % of respondents intended to enter new export markets in the following 3 years, (with very high percentages of business in Greece, Turkey and Bulgaria), and planned to begin trading with new countries.
- In one out of two countries surveyed at least 50 % of respondents believed they would need additional language skills in the following 3 years.
- In one out of two countries surveyed at least 50 % of respondents claimed to have a language strategy (defined as 'the planned adoption of a range of techniques to facilitate effective communication with clients and suppliers abroad').
- In the service sector the contribution of multilingualism to added value was close to 35 %. Average losses in terms of turnover per company have been estimated at 100 000 euros per year.
- The commonly targeted languages were English, German, French, Russian, Italian, Spanish and Chinese.

→ Language industry

The language industry proposes human services and technological solutions for business needs (translation, language learning, interpretation, subtitling and dubbing, localisation, multilingual conference organisation and language technology tools development):

- human solutions and services: translation, interpretation, editing, localisation, language learning;
- ICT solutions with human language technologies: machine translation, spell checkers, multilingual search engines or collaborative tools.

→ Managing multilingualism in European private companies

In Europe, private companies with the following three profiles have multilingual needs:

- SMEs specialising in exports (export of business services, trade, e-commerce, distribution, technology development);
- pan-European companies (production, R & D, innovation);
- multinational companies with multichannel and subsidiaries distributed in Europe and in the rest of the world.

Managing multilingualism in private companies involves the following internal and external needs and solutions:

- Needs:
    - internal needs: corporate needs, production, raw materials, purchase and sales, marketing;

- external needs: competitiveness, clients and suppliers, customers, communication.
- Solutions:
    - corporate resources and tools;
    - partnerships and outsourcing.

Such needs must be linked to the SWOT (Strengths, Weaknesses, Opportunities and Threats) elements of each company: human resources, countries and languages involved, staff mobility, multilingualism versus management in English, constraints versus profits.

3. OVERVIEW OF MULTILINGUAL BUSINESS PRACTICES IN EUROPE

The following overview of multilingual business practices in Europe is based on an analysis of the relevant information which has been gleaned from existing studies and surveys related to multilingualism and multilingual business practices. A bibliographic search was carried out in order to:
- highlight the most representative reports, studies, monographs, articles and conference proceedings linked to multilingualism in the European business area (business translation practices, language skills, needs and requirements for integrating language skills, cost management and ICT solutions);
- identify key factors and business drivers of multilingualism in the European business area.

A spread sheet with the main studies and surveys on multilingualism in the business area is attached as an annex to this report.

3.1. Identification of existing studies and surveys

In all, 17 relevant studies were carried out between 2003 and 2010 on multilingualism in the business area. They can be summarised as follows:
- the main topics covered are: multilingualism, multilingual business practices, internationalisation of European companies, language management, language skills and language technologies;
- the studies originated mainly in Belgium, France, Norway, Portugal, Switzerland, the Netherlands, the European Union and the United States;
- various methodologies were used in conducting these studies: phone and e-mail surveys, questionnaires, interviews, case studies, round tables, online market surveys, analysis of previous surveys and primary research;
- 5 of the 17 studies were conducted on the behalf of the European Commission. The countries targeted by these studies are mainly countries from the European Union, but some of the studies also focused on Brazil, Switzerland, and the USA.

The 17 relevant studies are presented in the following table:

Reference of the study / survey	Author (s) of the study	Location of editing / completion	Date of publication/
Références Le soir	Références	Belgium	2003
Les pratiques linguistiques dans les entreprises du Valenciennois et de Sambre-Avesnois	INTERREG III	Belgium	2004
Les pratiques linguistiques dans les PMEs du Hainaut Belge	INTERREG III	Belgium	2004
LISA Best Practice Guides	LISA	Switzerland	2004
When to ally and when to acquire	Harvard Business Publishing	USA	2004
Dynamisme Wallon	AWEX	Belgium (Wallonia)	2005
Entreprises bruxelloises et langues étrangères	TIBEM	Belgium	2006
Améliorer les compétences en langues étrangères des travailleurs et futurs travailleurs de la province de Liège	Espace Qualité Formation	Belgium (Province of Liège)	2006
Incidences du manque de compétences linguistiques des entreprises sur l'économie européenne (ELAN)	InterAct International (United-Kingdom) for the European Commission	European Union	2006
Linking professional practice with translation training in a business-oriented setting: The Portuguese Association of Translation Companies	Fernando Ferreira-Alves Universidade do Minho	Portugal	2006
Le plurilinguisme dans les entreprises suisses	CH Stiftung	Switzerland	2008
Study on the Contribution of Multilingualism to Creativity	Europublic for the European Commission	European Union	2009
The size of the language industry in the EU	The Language Technology Centre LTD (United Kingdom) for the European Commission	European Union	2009
Le multilinguisme en entreprise	Ifop for SYSTRAN	France	2009
The innovation and interoperability roadmap for the translation industry	TAUS Translation Automation User Society	Netherlands	2009
Language management in multinational companies	SNF, Institute for Research in Economics and Business Administration	Norway	2009
Internationalisation of European SMEs	EIM Business & Policy Research for the European Commission	Netherlands	2010

→ **Most of the existing studies aim at identifying the multilingual needs of companies.**
They focus on identifying the needs of companies in the following fields:
- mobility of staff speaking foreign languages;
- improving the profit rate from languages;
- use of languages in the business area (employees' skills, background, profession);
- use of language skills and their effects on commercial results;
- use of foreign languages in pan-European corporations;
- solutions to the lack of language skills in companies;
- the link between multilingualism and creativity;
- assisting companies and local institutions with their language strategies;
- implementing machine translation in companies;
- evaluating the current state of executives' multilingual skills.

→ **Human resources and communication/marketing are business drivers for multilingualism.**
The following business drivers for good practices in multilingualism were also identified:
- Human resources:
  o measures to improve employees' language skills: stimulating the use of languages, taking steps to complete formal teaching of languages (international internships, exchanges), offering language training and/or improving training;
  o optimising hiring of multilingual staff by including a language test in the recruitment process (multilingualism considered an asset in a job seeker);
  o keeping a file on staff's language skills;
  o encouraging visits and/or stays in foreign countries;
  o special vouchers to pay for language training (in Belgium and France for example).

- Communication and marketing:
  o boosting global communication: multilingual websites, creation and use of language technology tools, development of translation tools;
  o localised websites for foreign markets and cultures;
  o hiring and/or contacting foreign partners;
  o preparing glossaries to provide a better, more customised, service ;
  o working with external partners on specific multilingual activities inside or outside the company.

→ **Social and economic impact on European companies**

The social and economic impact is mainly reflected in transaction losses (impaired information, sales, marketing impact…); loss of contracts and income (according to one

study this affects 11% of companies (from €50 000 to €500 000); and extra costs for translation or language training (on average €80 000).

Companies find it difficult to find multilingual candidates. Older monolingual employees have to learn foreign languages by themselves. There are various problems associated with language training and oral expression can be difficult. In the business area, problems linked to multilingualism commonly concern:
- contacts with foreign trading partners. Some employees cannot carry out a conversation in a foreign language and some suspect that they have offended a customer, made wrong deliveries or lost contracts due to poor language skills)
- cultural differences (differences in business procedures, ethical values or ways of negotiating).

Companies consider that cultural barriers are a disadvantage and face a growing demand for multilingual communication and cultural openness in order to promote contract opportunities with foreign countries, as well as better information sharing. Multilingual candidates are more likely to be taken on because human resources departments realise that thanks to their multilingualism these people are better at learning languages, solving complex problems and objective thinking. They are also thought to be more creative.

When companies lack qualified staff, outsourcing is often used as a strategy. There are opportunities for outsourcing translation services (specialised translation tasks, enhancing translation capacity and sharing translation memories…) the ultimate goal being to match linguistic needs. It is an approach to bear in mind when assessing translation needs in the company, and the costs involved, based on several factors such as the content to be translated, the final user, and the time required for the translation. Outsourcing can be a more profitable and effective solution, especially when a company has numerous vacancies for administrative executives, sales representatives and top-level technicians. Even if extra costs may be incurred in the management of multilingualism in the company, some of the studies pinpointed the potential loss of contracts for those companies unable to improve their employees' language skills through translation assistance and language training.

→ A SWOT analysis of multilingualism in European businesses

A SWOT analysis shows the positive and negative effects of multilingualism on European companies:

SWOT Analysis	Helpful	Harmful
Internal	**Strengths** Many languages used (especially English, French, German and Spanish) International practices : many companies take measures to penetrate the market (websites) Cooperation with foreign workers Multilingual candidates are preferred when hiring (language test, English is required in many companies in France and Belgium) Development and use of language technology tools (for non-specialised translation which can be managed by companies)	**Weaknesses** Lack of language skills (quoted from a study carried out in France) Communication problems with some customers (cultural differences, especially with Chinese and Indian customers) Extra costs (translation, interpretation)
External	**Opportunities** Increase in digital and multilingual information Growing number of foreign customers Growing number of contracts and business opportunities Setting up of training aids ("chèque langue" in Belgium and France) New opportunities (for specialised translation which implies the assistance of the language industry)	**Threats** Growing needs in language skills (quoted from a study carried out in France) Trouble finding multilingual candidates (quoted from studies carried out in France and Belgium) Growing number of unskilled workers Loss of contracts Loss of control of the management of multilingual information and diversity

4. CASE STUDIES

Multilingualism in the business environment is a vast, cross-cutting issue. To tackle it, the initial approach was to focus on a full list of homogeneous themes and questions in order to collect a maximum amount of comparable answers from people with different profiles and companies dealing in different types of business.

From a selection of European companies identified during the first phase of the study, the European Commission chose 5 companies to be interviewed on the strength of their relevance to the study. For organisational reasons, a number of other companies from the initial selection were also contacted.

The selected companies were contacted directly in order to arrange interviews with the most suitable people in each company. The targeted profiles provide a general overview of multilingual business practices in web and communication, information management and translation, human resources and multilingual strategies, customer relations management, and marketing and sales activities. Such profiles are frequently to be found in the following corporate departments: General Directorate, Directorate of Communication/Information, Directorate of Marketing and Sales, Directorate of Human Resources, and R&D.

Multilingualism is a sensitive issue in the business environment. It can be considered to be a strategic issue, and may even be confidential. Some companies did not want to make official statements about their multilingual business practices. This applies to all type of companies (global companies, pan-European companies and SMEs). There may be a number of reasons for this:

- Disclosing multilingual business practices can be seen to be a negative action to the extent that it can lead, indirectly, to leaking confidential information about the organisation of a company and its competitive advantages. Multilingualism is too strategic an issue for some of the selected companies, who did not want to answer without the approval of their General Directorate.
- Multilingualism and related business practices can also be insufficiently disseminated in the company. At company level, they can also be less well known or even less well supervised, with the result that their executives prefer not to make official communications about them.
- Moreover, it was difficult to find somebody in the right place, and at the right time, who would also be able to answer questions related to multilingualism issues.

4.1. CASE STUDY #1 — Global company / Pan-European company (France)

BASIC DATA	
Name of the company	GDF SUEZ
Country	France
Profile	GDF SUEZ develops its businesses around a model based on responsible growth to take up today's major energy and environmental challenges: meeting energy needs; ensuring the security of supply; combating climate change; and maximising the use of resources. The Group provides highly efficient and innovative solutions to individuals, cities and businesses through its reliance on diversified gas-supply sources, flexible and low-emission power generation as well as unique expertise in four key sectors: liquefied natural gas, energy efficiency services, independent power production and environmental services.
Date of creation	2008
Type of business	Energy Supply and Services
Turnover	€79.9 billion (2009)
Staff	200 000 (2009) — 214 000 employees worldwide in 2010
Headquarters	France
Subsidiaries	Based in over 60 countries
Languages used in the company	At least French, English, German, Spanish, Dutch, and Portuguese

DESCRIPTION	
MULTILINGUAL BUSINESS PRACTICES	1.1. Recruiting multilingual staff 1.2. Management of expatriates and promotion of international mobility 1.3. Hiring local staff and local partnerships 1.4. Multilingual business meetings and corporate languages 1.5. Multilingual document management 2.1. Use of language resources and multilingual terminologies 2.3. Corporate language training and learning 2.4. Corporate / in-house language services department 2.5. Outsourced translation and interpretation services 3.1. Multilingual Internet website 3.2. Multilingual Intranet website 3.3. Semi-automatic translation tools for language assistance 3.4. Multilingual or English Web TV / Video communication 3.5. Integration of multilingual online devices and tools

PROCESSES	
1.1. Recruiting multilingual staff	Recruiting multilingual staff by means of language tests.
1.2. Management of expatriates and promotion of international mobility	A few hundred French, Belgian and German expatriates work in several GDF SUEZ entities around the world. Creation of the « SynerExpat » department (Synergy Expatriates) based in Brussels that supports and assists expatriates with their mobility. The management of expatriates is related to the promotion of vocational training, mobility and cultural diversity in the company.
1.3. Hiring local staff and local partnerships	With the merge of GDF SUEZ in 2008, the business strategy of the group is now worldwide. Today, GDF SUEZ is active in more than 60 countries and develops its activities in a cultural framework more oriented towards countries speaking Latin languages than English ones.
1.4. Multilingual business meetings and corporate languages	Meetings are mostly multilingual with international working groups in English, French, Dutch, or German. Each employee can communicate in his/her own language. This practice encourages participants to speak in several languages with other colleagues in the group.
1.5. Multilingual document management	In GDF SUEZ, all official documents that are published at a global level are translated into 7 languages, including the language of the country where the document has been written. The languages are French, English, German, Spanish, Dutch, Portuguese, and the language of the country of origin. If documents are related to worldwide agreements, they are translated into all the languages of the countries involved. In other cases, the document is written in the language of the targeted countries only.

2.1. Use of language resources and multilingual terminologies	The SynerTranslation department manages a database containing information in 5/6 languages on energy and water. This database is regularly updated and available online for employees through the GDF SUEZ Intranet portal. Moreover, technical glossaries integrating machine translations in 6 languages are also available on its intranet.
2.3. Corporate language training and learning	GDF SUEZ aims to support language training and learning and linguistic diversity through corporate or external language training. About 30 % of employees (all profiles included) take regular language classes in GDF SUEZ. Genuine importance is attached to being able to communicate in several languages inside the group. There have been positive experiences based on the concept of "intercomprehension" (studied by academics at the University of Grenoble), a method that involves understanding a text written in structurally and grammatically close languages, such as Romance languages (Italian, Spanish, Romanian, French, Swiss Romansh, Quebec French) on the basis of common aspects and vocabulary. This approach is also linked to performance indicators and to return of investment in traditional classes. It allows employees to reap the benefits of a more rapid, multilingual approach, by boosting their autonomy and by reducing the need for in-house or outsourced translation services.
2.4. Corporate / in-house language services department	Based in Brussels, the SynerTranslation department (Synergy Translation) manages translation and interpretation needs with 15 full-time employees. This corporate department deals with all requests made by GDF SUEZ employees for document translation and interpretation. Every year, this department handles more than 100 000 pages on average (representing 40 % of the global production of the pages translated in the group GDF SUEZ). The average budget is estimated at a minimum of 8 figures (some millions of Euros). The SynerTranslation department also provides interpretation services with in-house interpreters or is assisted by external interpreters by means of outsourcing.
2.5. Outsourced translation and interpretation services	The SynerTranslation department manages the outsourcing of translation services (60 % of the pages to be translated in the group). Outsourcing is mainly used for translation, website localisation and interpretation. These services are requested by GDF SUEZ entities. Demands for such services are managed by the SynerTranslation department.
3.1. Multilingual Internet website	Global Web communication with a bilingual Internet website in English and in French.
3.2. Multilingual Intranet website	The GDF SUEZ Intranet website is multilingual with information localisation in the language of the visitor as well as automatic geographical localisation. The user can also select his language. A social network project called « Solidaritybook » is also in progress and will include 7 languages (English, German, Dutch, Flemish, Romanian, Spanish and French).
3.3. Semi-automatic translation tools for language assistance	The intranet provides machine translation tools which can be downloaded from the company's portal. Machine translation can be useful for short sentences or well determined corpora, but it is risky to use it on long texts or complex content / corpus.
3.4. Multilingual or English Web TV / Video communication	GDF SUEZ Web TV in French and English
3.5. Integration of multilingual online devices and tools	The « Cellule Watch » department is responsible for monitoring and delivering strategic multilingual information to GDF SUEZ managers. This department carries out a daily generic watch for the whole group in French and English, and provides on-demand watch services which are managed in the language of the client. The Cellule Watch is located in Paris and Brussels. Every day the SynerTranslation department receives all relevant information from the Watch department. This collaboration leads to optimum management of translation needs for the articles coming from the watch service.

RESULTS

For GDF SUEZ, multilingualism is directly linked to mobility and business opportunities. Moreover, it takes into consideration such failure factors as stress or cultural barriers. For GDF SUEZ employees reality is about mixing 4 or 5 different languages throughout the working day without totally mastering any of these languages. In GDF SUEZ multilingualism is part of the framework for diversity and social solidarity. Multilingualism can be found at all levels and within all functions of the company, to different degrees Today, there are no more gaps in job profiles. In GDF SUEZ, the issue of multilingualism has become global as well as transversal in the organisation because of cross-border digital communication (e-mail, intranet, global exchanges…). Each entity in the GDF SUEZ group agrees that inaccurate translations can affect business (loss of activity, decrease in profitability, legal issues…).

FURTHER INFORMATION AND CONTACTS

Website	www.gdfsuez.com
Contact	SIÈGE SOCIAL GDF SUEZ 22, rue du Docteur Lancereaux — 75392 Paris Cedex 08 — France

4.2. CASE STUDY #2 — Global company / Pan-European company (The Netherlands)

BASIC DATA	
Name of the company	EADS
Country	The Netherlands
Profile	The European Aeronautic Defence and Space Company N.V. (EADS) is a large pan-European aerospace and defence corporation and a leading defence and military contractor worldwide. EADS was formed on 10 July 2000 by the merger of Aérospatiale-Matra of France, DaimlerChrysler Aerospace AG (DASA) of Germany, and Construcciones Aeronáuticas SA (CASA) of Spain. Overall, the company develops and markets civil and military aircraft, as well as communications systems, missiles, space rockets, satellites, and related systems. The company is headquartered in Leiden in the Netherlands and operates under Dutch law.
Date of creation	2000
Type of business	Industry (aerospace, defence and related services: military transport and fighter aircraft, defence electronics and security systems, and space systems.)
Turnover	€42.8 billion (2009)
Staff	119 506 (2009)
Headquarters	The Netherlands
Subsidiaries	The European Aeronautic Defence and Space Company N.V. (EADS) is a large pan-European aerospace and defence corporation, and a leading defence and military contractor worldwide. EADS has its General Headquarters (European Aeronautic Defence and Space Company EADS N.V.) in the Netherlands (Leiden) and Office Headquarters in France (Paris), Germany (Munich), Spain (Madrid), the UK (London) and the USA (Arlington).
Languages used in the company	Over 40 nationalities work at EADS.
DESCRIPTION	
MULTILINGUAL BUSINESS PRACTICES	1.1. Recruiting multilingual staff 1.2. Management of expatriates and promotion of international mobility 1.3. Hiring local staff and local partnerships 1.4. Multilingual business meetings and corporate languages 1.5. Multilingual document management 2.1. Use of language resources and multilingual terminologies 2.3. Corporate language training and learning 2.4. Corporate / in-house language services department 2.5. Outsourced translation and interpretation services 3.1. Multilingual Internet website 3.2. Multilingual Intranet website 3.3. Semi automatic translation tools for language assistance 3.4. Multilingual or English Web TV / Video communication 3.5. Integration of multilingual online devices and tools
PROCESSES	
1.1. Recruiting multilingual staff	Regarding multilingual staff, oral tests in English are conducted systematically during recruiting interviews as knowledge of English is mandatory within the group. This applies to all administrative staff, even those in lower positions (quoted from the Directorate General for Communication based in France). Fluency in English is considered as important as on-the-job technical skills.
1.2. Management of expatriates and promotion of international mobility	EADS aims at improving communication and knowledge-sharing, especially between sites based in the UK, France, Spain, Italy and Germany with multilingual teams.
1.3. Hiring local staff and local partnerships	Strong sourcing relationships have been built up over the years, particularly in EADS' home countries, and cover all areas and materials.
1.4. Multilingual business meetings and corporate languages	Business meetings can be organised in a collaborative mode with a mixture of languages, depending on the nationalities of the employees involved and their ability to speak a foreign language. English, German and French are the main languages used during working meetings or interviews. This is growing with the recruitment of multilingual resources. However, considering the global position of EADS, English remains the language most used by all the employees of the group. The *linguae francae* in EADS are French, English, German, and Spanish.

1.5. Multilingual document management	Press releases are written in 4 languages (English, German, French, and Spanish). English is obligatory, particularly for all market-related information.
2.1. Use of language resources and multilingual terminologies	EADS also relies on alternate translation capabilities from corporate partners such as MDBA. Thanks to its Translation Department, MDBA provides multilingual lexicons and technical vocabularies and can offer support, especially with specialised dictionaries linked to technical processes.
2.3. Corporate language training and learning	One department in the group organises language courses in English, German, French and Spanish. Weekly training can last for one and a half hours or more. Around 10 % of the staff attend regular training. On each EADS site, English training is managed by the Directorate of Human Resources. At EADS, linguistic quality control is carried out by a community of local native employees who oversee the production of a document written in their language as a first approach to translation. At EADS, the approach to multilingualism is that 'everyone aims at speaking global'. It is more important to be understood by the person with whom you are speaking rather than it is to master perfect English.
2.4. Corporate / in-house language services department	Each Directorate in the group has its own approach to translation needs. In fact, language practices in the organisation are handled on a day-to-day, customised basis.
2.5. Outsourced translation and interpretation services	Both the Directorate-General for Communication in Paris and the Munich HQ use external translation services.
3.1. Multilingual Internet website	Web devices and tools are hosted in Munich by a multilingual team. Each webmaster deals with input for Internet and intranet websites according to his/her native language. The website of the Headquarters is managed in 4 languages (French, English, German, and Spanish): the Global Internet website of EADS is available in English, Spanish, German and French. There is also a reduced Chinese version ('EADS in China').
3.2. Multilingual Intranet website	Each country manages its own intranet website, which can be released in several languages (Spanish, English, French, and German).
3.3. Semi-automatic translation tools for language assistance	The EADS intranet portal provides a machine translation tool that enables staff to understand the gist of a text. However, it cannot replace traditional translation solutions, such as human translation (or an automatic translation tool used as an aid to the translation process).
3.4. Multilingual or English Web TV / Video communication	EADS Web TV is in English.
3.5. Integration of multilingual online devices and tools	The EADS information portal (for over 110 000 potential users) was set up in 2002 with a core team composed of representatives of the Business Unit, IT services and the purchasing department. In 2010, this multilingual information portal covered 7 languages with specific tools: semantic analysis engine (integrated in 2006), various search tools (with key-word, concept, paragraph, and terminology extraction), cross-lingual searching, dictionaries and a thesaurus. This device also reduces IT investment costs thanks to transnational governance (annual budget for the multilingual information portal of EUR1.1 M, with a 4 % increase since 2002, including 80 % of expenditures for content). Work is currently in progress on optimising the device: new function searches, RSS tools, personalisation of the interface and a text mining tool

RESULTS
Competitive advantages with EADS multilingual devices: - Improved communication and knowledge sharing between sites based in the UK, France, Spain, Italy and Germany. Covers all the languages spoken in the Group, including English, French and German initially, followed by Italian and Spanish. - Fewer requests for translations in order to reduce expenses. - Improved communication in a multilingual environment, especially when organisational changes are required. The use of machine translation tools is tailored to the end user to guarantee good practice for multilingual machine translation usage. The tool can be used for a general understanding of a document written in a foreign language, but not for a translation into a foreign language. Raw translations can never be used without human validation or without informing the reader of the origin of the translation (for example 'text generated by a machine translation device') The maximum volume of data that can be translated is linked to the server's capacity and the rate of demand).

FURTHER INFORMATION AND CONTACTS	
Website	http://www.eads.com/
Contact	EADS SIEGE 37 Boulevard Montmorency 75016 Paris

4.3. CASE STUDY #3 — Global company / Pan-European company (Switzerland)

BASIC DATA	
Name of the company	Nestlé
Country	Switzerland
Profile	The Company was founded in 1866 by Henri Nestlé in Vevey, Switzerland, where the headquarters are still located today. Nestlé employs around 280 000 people and has factories or operations in almost every country in the world. Nestlé sales for 2009 were CHF 108 bn. The Nestlé Group is managed by geographical area (Zones: Europe, Americas and Asia/Oceania/Africa) for most of the food and beverage business. The exceptions are Nestlé Waters, Nestlé Nutrition, Nestlé Purina Petcare, Nespresso, Nestlé Professional and Nestlé Health Science, which are managed on a global basis. Nestlé also has joint ventures such as Cereal Partners Worldwide and Beverage Partners Worldwide.
Date of creation	1866
Type of business	Food and beverage business
Turnover	CHF 107.6 billion (2009)
Staff	278 000 (2009)
Headquarters	Switzerland
Subsidiaries	Based in over 140 countries
Languages used in the company	Over 100 nationalities working in Nestlé, more than 40 nationalities at the Headquarters
DESCRIPTION	
MULTILINGUAL BUSINESS PRACTICES	1.1. Recruiting multilingual staff 1.2. Management of expatriates and promotion of international mobility 1.3. Hiring local staff and local partnerships 1.4. Multilingual business meetings and corporate languages 1.5. Multilingual document management 2.1. Use of language resources and multilingual terminologies 2.3. Corporate language training and learning 2.4. Corporate / in-house language services department 2.5. Outsourced translation and interpretation services 3.1. Multilingual Internet website 3.2. Multilingual Intranet website 3.5. Integration of multilingual online devices and tools
PROCESSES	
1.1. Recruiting multilingual staff	Recruitment of managers with multinational experience, speaking at least 2-3 languages (including English and local market languages).
1.2. Management of expatriates and promotion of international mobility	3 different types of expatriates (Centre expatriates, Home Based expatriates, Mission expatriates).
1.3. Hiring local staff and local partnerships	Local staff hired by local entities. Synergies between Headquarters and the local entities for building corporate community management.
1.4. Multilingual business meetings and corporate languages	English is the most commonly spoken business language. International meetings are almost exclusively in English, including the production of reports and minutes. E-mails exchanged worldwide are mainly in English, which is considered to be the language which is understood by most employees. However, English is not the official language of Nestlé and local languages are used to promote the right product to the targeted local consumers. Business meetings can also be held in the local language, even if there is only one local employee present.

1.5. Multilingual document management	Documents from Headquarters are published in 4 languages (English, French, German and Italian for Nestlé Switzerland). Nestlé's annual report is published in 3 languages (English, French, and German). Worldwide documents are translated and distributed locally in various languages. The languages are chosen according to local interests. Content localisation for national markets is managed locally. Quality control is carried out by officials at Headquarters or by other employees who, as experts in the related business areas, are able to validate the translated content. Numerous documents are published in English only for native English-speaking audiences and for some international organisations.
2.1. Use of language resources and multilingual terminologies	Use of a specialised glossary produced by the company.
2.3. Corporate language training and learning	On-demand language courses are provided for business needs (when a manager requires language skills to enter a new local market). The aim is to improve language skills rather than attain perfect fluency.
2.4. Corporate / in-house language services department	Because of the diversity of information at Nestlé and the multilingual content, the group has translation requirements, implying an increasing number of translators, especially for technical and corporate documents.
2.5. Outsourced translation and interpretation services	Headquarters works with a translation service company that does most of its translation work. The company's specialised glossary is prepared jointly with the external translation company.
3.1. Multilingual Internet website	Internet websites with a global website in English and national websites localised by each country.
3.2. Multilingual Intranet website	Several intranet websites with multilingual interfaces (mixture of languages depending on the country).
3.5. Integration of multilingual online devices and tools	Multilingual devices: e-learning, cross-lingual searching, multilingual dubbing for DVDs, and multilingual interactive CD-ROMs for sales and marketing support.

RESULTS

'Think global, act local', 'Good Food, Good Life', 'Creating Shared Value'.
Linguistic and cultural diversity are the keys to doing business with different countries and asserting a marketing strategy by offering customised products to local clients.
Even if procedures are more sophisticated, with slightly higher expenditure on day-to-day translation, the cost of this policy, is well worth the investment.

A range of brands and products (90 % of the products sold hold the first or second place in their market, and 28 brands account for over CHF 1 billion in sales and organic growth of 5.8 %),
A geographical presence in over 140 countries, with 449 factories throughout the world, including 222 factories in developing countries, and a delegation of responsibilities (in developing countries, 42 % of the members of the local steering committee are from that country), reinforced by strong cohesion within a corporate culture based on shared values.
Employees, values, cultures, attitudes: over 100 nationalities working at Nestlé and a strong cohesion for the corporate culture based on shared values
This is a group composed of companies with different organisational structures situated in countries with their own language(s) and culture that it is crucial to know in detail to ensure a successful local business.

FURTHER INFORMATION AND CONTACTS

Website	http://www.nestle.com
Contact	Nestlé S.A., 1800 Vevey, Switzerland

4.4. CASE STUDY #4 — SME / Pan-European company (Spain)

BASIC DATA	
Name of the company	Cafès Novell
Country	Spain
Profile	Cafès Novell is a family firm which has been dedicated to the selection, import, roasting and sale of coffee since 1958. The central headquarters is situated in Vilafranca del Penedès and Cafès Novell has branches throughout Spain.
Date of creation	1958
Type of business	Food production and distribution (coffee)
Turnover	# € 15 million
Staff	130 employees in 2010
Headquarters	Spain (Catalonia)
Subsidiaries	no
Languages used in the company	Mainly Catalan, Spanish, English and Italian
DESCRIPTION	
MULTILINGUAL BUSINESS PRACTICES	1.1. Recruiting multilingual staff 1.3. Hiring local staff and local partnerships 1.4. Multilingual business meetings and corporate languages 1.5. Multilingual document management 2.1. Use of language resources and multilingual terminologies 2.2. Use of free online resources and tools for translation assistance and understanding 3.1. Multilingual Internet website 3.5. Integration of multilingual online devices and tools
PROCESSES	
1.1. Recruiting multilingual staff	Recruitment of employees with vocational skills (management, sales), who are at ease in foreign languages such as English or Italian. Fluency in a foreign language such as English is a 'plus' for an applicant. Multilingual skills requirements apply to employees with management and sales profiles, in other words staff doing business inside and outside of Spain. Few of the executives speak Italian and/or English.
1.3. Hiring local staff and local partnerships	An office in Milan (Italy) with 5 sales managers and intermediaries among Spanish and Italian staff.
1.4. Multilingual business meetings and corporate languages	Cafès Novell's corporate business languages are Catalan and Spanish. Its staff is comprised of 70 % Catalans and 30 % Castilians. Corporate communication (official e-mails, internet communication) mainly takes place in Spanish. Management takes place in Spanish and in Catalan (corporate communication can be in Spanish or in Catalan, depending on staff profiles). The languages of business are mainly Spanish, Catalan, English, Italian and Portuguese. For most of the staff English is the most required and practised language. It is the business language for most of Cafès Novell's clients in Europe. Example of 'Latin Business' with Portugal: written business communication in English (e-mails, documentation, information letters…), working groups in Spanish and Portuguese. Example of 'Latin Business' with Italy: written business communication in English (e-mails, documentation, information letters…). Oral expression in working groups is a mixture of Italian or English.

1.5. Multilingual document management	Corporate documents are only translated for local contacts, which implies integrating specialised vocabularies and customised communication (English, Portuguese, Italian, and French). E-mails, Internet, and communication documents are in Spanish. Others are produced in Catalan and Spanish. Multilingual information and document management (input/output): reception of information in a foreign language (e-mails, documents, telephone calls..), sorting out and sending to the central department, which identifies the most appropriate corporate contact to translate the document and support the people responsible for managing the business in hand.
2.1. Use of language resources and multilingual terminologies	Dictionaries are used for filtering the information and providing an initial understanding.
2.2. Use of free online tools for translation assistance and understanding	Free online dictionaries and free machine translation tools are also used, but only as an initial attempt to understand the document as a whole. It is useful for obtaining a first overall draft of the document and for preparing the final answer to be validated by human resources. Machine translation tools are only used as dictionaries and are not suitable for a final output. Office software is also used to correct spelling.
3.1. Multilingual Internet website	Creation of a 4-language website (English, Spanish, Catalan, and French), which has been up and running for 2-3 years with outsourced assistance.
3.5. Integration of multilingual online devices and tools	Presence on social networks and multimedia channels such as Twitter, Facebook (in Spanish) and YouTube (advertising, communication videos) for B2C support and communication. A blog is also available in Spanish and Catalan.

RESULTS

Cafès Novell has offices in Spain (Catalonia, Madrid, Valencia, Malaga and Saragossa) and also in Italy (Milano). The company has 130 employees with five based in Italy (sales managers and intermediaries). The corporate languages are Spanish (Castilian) and Catalan: 30 % of employees are Castilian, 70 % are Catalan (speaking Catalan and Castilian). The main clients are located in Spain, Andorra, Portugal and Italy. English is the business language required and used by all the Cafès Novell's biggest foreign clients. Even in Italy or Portugal, it can be a mixture of English and Italian or Portugal, as some clients use them as business languages.

The objectives are to promote the international development of the company and to increase export sales. Willingness to improve multilingualism, especially in the export sales department, depends on local partnerships and local business opportunities. International sales at Cafès Novell account for around 10 % of global turnover.

FURTHER INFORMATION AND CONTACTS

Website	http://www.cafesnovell.com
Contact	Cafès Novell, sa. — Pol.Ind. Estació de Mercaderies. C/ Font de l'Avellaner, s/n. CP. 08720 Vilafranca del Penedès (Barcelona)

BASIC DATA	
Name of the company	AMNI Maschinenbau GmbH
Country	Germany
Profile	Company history: 1979: Foundation of Bergers Maschinenbau GmbH, Menden, West-Germany as an engineering office for special machinery. 1997: Bergers takes over subareas of the company Amni and starts their own construction of special machines and installations (A. Mengeringhausen GmbH & Co.KG, Iserlohn) July 2007: Entity changes to AMNI Maschinenbau GmbH. The company has constantly focused on the construction of special machinery, first for the flock industry, then for the abrasive industry. Today, AMNI is still active in these fields; however, the main focus is on the recycling industry. Both managers had gained experience in this sector before they joined AMNI and contributed to a significant improvement of AMNI's market position in the recycling industry. At the end of 2007, AMNI expanded the company premises and moved to Menden. Offices and production are now based on an area of 1.700 square metres.
Date of creation	1979
Type of business	Machinery / plant construction and distribution (recycling technology, grinding material industry, foil cutting technology, electronic waste, refuse derived fuels, tyre recycling).
Turnover	# € 10 million
Staff	67 people in 2010
Headquarters	Germany (the company's head office is located in Menden, with a further production site in Iserlohn).
Subsidiaries	No
Languages used in the company	Mainly German, English, and French
DESCRIPTION	
MULTILINGUAL BUSINESS PRACTICES	1.1. Recruiting multilingual staff 1.3. Hiring local staff and local partnerships 1.4. Multilingual business meetings and corporate languages 2.1. Use of language resources and multilingual terminologies 2.2. Use of free online resources and tools for translation assistance and understanding 2.4. Corporate / in-house language services department 2.5. Outsourced translation and interpretation services 3.1. Multilingual Internet website 3.5. Integration of multilingual online devices and tools
PROCESSES	
1.1. Recruiting multilingual staff	Recruiting of multilingual staff (technical and manager profiles) speaking at least the language of the client (German, English, French or Russian). The commercial team includes 2 people with Russian, 4 people with French and 16 people with English. German technicians are able to speak English or French.
1.3. Hiring local staff and local partnerships	Since 2007 there has been a partnership with a French company for organising and promoting AMNI's activities and export sales, including translation and interpretation assistance. AMNI set up partnerships for organising and promoting its activities and export sales (including translation and interpretation assistance) in Europe and in the USA.
1.4. Multilingual business meetings and corporate languages	Business sales are managed in several business languages: English, German, French, and Russian.
2.1. Use of language resources and multilingual terminologies	Use of dictionaries for validation of multilingual content

2.2. Use of free online tools for translation assistance and understanding	Use of Internet tools for validation of multilingual content.
2.4. Corporate / in-house language services department	One person solely responsible for document translation in the company in English, French and German.
2.5. Outsourced translation and interpretation services	Several translations are outsourced to a translation company, when the need arises.
3.1. Multilingual Internet website	Multilingual Internet website (in German, English, and French) run by AMNI's internal resources.
3.5. Integration of multilingual online devices and tools	Multilingual telephone answering machine in 3 languages (German, English and French) for call reception.

RESULTS

Turnover: 70 % export sales (EU countries, USA and Russia), 30 % sales in Germany. Business representation in 4 countries as follows: AMNI representations abroad in France, the United Kingdom, the USA and Russia.

FURTHER INFORMATION AND CONTACTS

Website	http://www.amni.de
Contact	AMNI Maschinenbau GmbH Adlerstr. 4-8 D-58708 Menden

Best multilingual practices

Country	Name of companies	SME	Global Company	Pan-European company	Sectoral approach	1.1. Recruiting multilingual staff	1.2. Management of expatriates and promotion of international mobility	1.3. Hiring local staff and local partnerships	1.4. Multilingual business meetings and corporate languages	1.5. Multilingual document management	2.1. Use of language resources and multilingual terminologies	2.2. Use of free online resources and tools for translation assistance and first understanding	2.3. Corporate language training and learning	2.4. Corporate / in-house language services department	2.5. Outsourced translation and interpretation services	3.1. Multilingual Internet website	3.2. Multilingual Intranet website	3.3. Semi-automatic translation tools for language assistance	3.4. Multilingual or English Web TV / Video communication	Integration of multilingual online devices and tools
		SME	Global Company	Pan-European company		STAFF / STRATEGIC ISSUES					LANGUAGE MANAGEMENT & LEARNING					ICT & MULTILINGUAL COMMUNICATION				
France	GDF SUEZ		×	×	Energy supply and services	■	■	■	■	■	■		■	■	■	■	■	■	■	■
The Netherlands	EADS		×	×	Space Industry & related services	■	■	■	■	■	■		■	■	■	■	■	■	■	■
Switzerland	Nestlé		×		Food and beverage business	■	■	■	■	■	■		■	■	■	■	■			■
Spain	Cafès Novell	×		×	Food production and distribution	■		■	■	■	■	■				■				■
Germany	AMNI	×			Industry & mechanics	■		■	■		■	■		■	■	■				■

5. BEST PRACTICES

→ **Mapping multilingual best practices for three types of business: SMEs, global companies and pan-European companies (cross-border business).**

The identification of best practices in successful multilingual business strategies depends not only on the final results of the case studies from Work Package 2, but also on the existing practices identified in other European companies, giving an initial preview of best multilingual business practices in European companies.

Best practices in multilingualism take into account a number of factors which have an impact on strategic, management and executive choices (type of company, type of business, date of creation, number of employees, turnover, international positioning and export countries, language used, competitive positioning, etc.).

There is no such thing as best multilingual business practice in absolute terms. However, there are management and executive choices that take into account the type of business, the profile of people involved, and the company's culture.

Best multilingual business practices have been sorted according to colour in the following 3 categories:

1. STAFF AND STRATEGIC ISSUES
1.1. Recruiting multilingual staff
1.2. Management of expatriates and promotion of international mobility
1.3. Hiring local staff and local partnerships
1.4. Multilingual business meetings and corporate languages
1.5. Multilingual document management

2. LANGUAGE MANAGEMENT AND LEARNING
2.1. Use of language resources and multilingual terminologies
2.2. Use of free online resources and tools for translation assistance and first understanding
2.3. Corporate language training and learning
2.4. Corporate / in-house language services department
2.5. Assistance from external companies with translation and interpretation

3. ICT AND MULTILINGUAL COMMUNICATION
3.1. Multilingual Internet website
3.2. Multilingual Intranet website
3.3. Semi automatic translation tools for language assistance
3.4. Multilingual or English Web TV / Video communication
3.5. Integration of multilingual online devices and tools

5.1. Best practices sorted according to use

Best multilingual business practices have been sorted according to use as follows:
- o Staff and Strategic Issues
- o Translation and Multilingual Language Resources
- o ICT and Multilingual Communication

5.1.1. Staff and Strategic Issues

The most frequent multilingual business practices linked to staff and strategic issues in the company concern the following:
→ International mobility of managers
→ Multilingual staff recruiting
→ Translation of documents
→ Outsourcing of interpretation and translation

Such practices imply specific choices for the company:

- o **Strategic choices**

1- Recruit local managers or promote expatriates' mobility. This implies validating the turnover objectives expected from export sales, depending on the cost of multilingual management, language learning and training in the company's culture. This choice depends on the SWOT analysis of the company and its organisation. Companies can also strike a balance by mixing local recruitment with expatriate management for the efficient establishment of new offices in foreign countries. This support for export sales can be managed by a team or department specifically responsible for expatriates and international mobility.

2- Integrate a multilingual strategy into the global strategy of the company ('Think global, act local') in order to back up the export sales department, make best use of feedback from local markets and target a return on investment confirmed by the multilingual approach.

3- English is the preferred language for written documents. Other languages are used in business meetings.

4- Multilingual information in the company is managed with a selection of corpora containing the company's vocabulary in the languages concerned.

o **Operational choices**

1- Business communication is carried out in English (meetings, showroom, exhibitions, sales, customer relations management…).

2- Target the practices of other foreign languages used in the company's business (English, Spanish, German, Chinese…).

3- Set up a multilingual corporate website in a minimum of 3-4 languages, localising the information for the final user.

4- Localise B2B or B2C websites which take into account the company's cultural diversity and marketing profiles. Propose a localised link to the profile of the client according to his language, his geographic location, and his Internet Protocol address.

5- Draw up official documents in several languages on a regular basis, using both human resources and ICT devices (sworn translator, machine translation assistant tool, outsourcing, etc.).

6- Anticipate the translation of on-demand business documents via outsourcing or an in-house translation department. This approach can also be used for multilingual business representation via outsourcing or an in-house interpretation department.

7- e-CRM (electronic customer relations management) for achieving a high level of client satisfaction, marketing actions and sales promotion:
   - multilingual e-commerce requires multilingual access to information with possible cross-lingual requests on the integrated search engine of the website, interactive multilingual taxonomies, thesauri or ontologies, with natural language processing options ;
   - personalise the website through identifying the uses, needs and habits of the Web client (home page personalisation, member's area, etc.);
   - link the client to alternative channels such as a local social network.

5.1.2. Language Management and Learning

The most frequent practices in this category are linked to:

→ **Language training and learning: supporting linguistic diversity with corporate or external partners**
→ **Innovative solutions for mastering language skills**
→ **Corporate / in-house language resources and multilingual terminologies**
→ **Language resources and outsourcing**

Such practices imply specific choices by the company:

o   **Strategic choices**

1- Define a professional training policy for the company, including mobility and cultural diversity as well as the management of human resources.

2- Promote the company's human capital with the support of local or mother-tongue employees able to increase cultural exchanges by validating translation documents or assisting in the understanding of a local situation.

3- Assist and improve staff's language learning by setting up a specific department to coordinate training.

4- Define the level of practice expected for understanding a foreign language in relation to the company's business.

o   **Operational choices**

1- Recruit multilingual staff with at least one foreign language including English and other languages spoken in the local markets where the company is active (export, partnerships, local offices, subsidiaries).

2- Introduce language testing on recruitment to evaluate knowledge of written and spoken languages.

3- Draw up a document specifying the language skills of the company's staff: languages, skill levels, categories of practice according to use (written, spoken and read).

4- Autonomous training to improve personal communication in various languages and different channels (written and spoken language) with a view to taking on translation tasks.

5- Set up training programmes to help employees learn the foreign languages used in the company's business: individual and collective classes, management and evaluation of progress, definition of language levels with teachers.

6- Training in employees' free time can be proposed for language courses abroad.

7- Possibility of using special language vouchers for family members.

8- Integrate e-learning solutions in order to promote autonomous learning for employees without constraints of time or distance.

9- Promote the learning of common languages such as the Romance languages (Italian, French, Spanish, Romanian…).

10- Validate the company's business languages with the promotion of *linguae francae* (mainly the 4-5 languages in the company's business).

11- Set up multilingual lexicons and/or dictionaries in order to validate the terms and concepts used by the company's staff at the international level or for collaborative and international projects.

5.1.3. ICT and Multilingual Communication

The following are the most frequent multilingual communication and collaborative practices based on ICT business practices:

→ **Intranet/Internet managed in various languages (French, English, German, Spanish and Chinese for example).**
→ **Web devices and tools managed by a multilingual team (each webmaster manages the content corresponding to his native language).**
→ **Each country represented in the company can manage its own Intranet website which can be released in several languages: Spanish, English, French, and German.**
→ **Web TV in English.**
→ **Watching services and multilingual information support (cross-lingual device).**
→ **Collaborative work force management and corporate social networking.**
→ **Integration of multilingual devices in the company's information system: machine translation tools, online dictionaries, online glossaries and multilingual search engine on the Intranet.**

Such practices imply specific choices on the part of the company:

o **Strategic choices**

1- Outsource or manage the translation of documents and websites.

2- Use machine translation as an initial aid before the final translation of documents with semi-automatic translation tools.

3- Set up a corporate Intranet website integrating multilingual resources to help employees cope with multilingual communication or provide a link to the related in-house department responsible for multilingual information management.

4- Set up a social network in the company to encourage the sharing of multilingual information and exchanges of experience on international or collaborative projects.

o **Operational choices**

1- Use machine translation tools to draft multilingual documents in order to improve the volume and speed of translation.

2- Organise multilingual multimedia communication via new interactive channels such as Web TV taking into account the localisation of the information and the cultural diversity of the target audience.

3- Make multilingual corporate lexicons available on the Intranet.

4- Retrieve cross-lingual information by integrating search engines into the company's portals to reduce the time taken to search for information in several languages and to improve the results of the system for final users.

5- Introduce multilingual dubbing for audiovisual content targeted at the final audience (distribution network, clients, etc.).

6-Restrict the use of free translation tools to checking syntax or the meaning of words prior to translating. Machine translation can be used for translating short texts to enable an employee to get the gist of a text drafted in a foreign language which he does not master.

7- Set up a multilingual website which automatically identifies the localisation of the user and proposes a customised profile area.

8- Set up collaborative tools (for example, an online social network or applications shared among experts) to validate information from multinational project teams. The devices should include linguistic resources for identifying technical terms and concepts from different languages (taxonomies, thesauri, ontologies, etc.).

→ **Staff and Strategic Issues**

Multilingual Management
Recruit employees with vocational skills (management, sales) who are at ease in foreign languages such as English. Multilingual skills are mainly required from employees with management and sales profiles.

Multilingual Communication/ Export Sales
Multilingual business is mainly conducted in English as it is the language most commonly known and used by most staff.
Corporate business communication is carried out in the local language of the company with the management of export sales departments distributed by geographic areas. Written business communication is mostly carried out in English (e-mail, documentation, information letters, etc.). Multilingual working groups are conducted in other European languages depending on the geographic business area of the company.

Multilingual Document Management
The translation of corporate documents is managed for local contacts on demand.

→ **Language Management and Learning**

Set up a multilingual information and document management process with a central service/department coordinating the tasks in order to enhance the multilingual company's communication and customer relations management (input and output): identification of the best corporate contact to translate the document and support the people responsible for managing the business transaction.

Dictionaries are used for filtering information and understanding the gist of a text. Free online dictionaries and free machine translation tools are also used for an initial understanding of a document and for preparing the final version of the response, which will then be validated by human intervention. Machine translation tools are only used as dictionaries and not as automatic translation devices for a final output. Office software is also used to correct spelling.

→ **ICT and Multilingual Communication**

Creation of a multilingual website with at least 3-4 foreign language versions, mainly with outsourced assistance.

Presence on global social networks and multimedia channels (Facebook, You Tube…) for international advertising and B2C/B2B communication.

10 best multilingual business practices in SMEs

1- Ability to speak English.
Establish a multilingual strategy, at least for the Department of international sales and exports, in order to ensure a return on investment.

2- Set up a website in a minimum of two languages (including English).
Design a website in several languages with the location information and advertisements on the site taking multilingualism into account in the keywords of the page.

3- Provide multilingual communication material and documents (including English).
Compile a basic set of multilingual documents for presenting and positioning the company on foreign markets (meetings, showrooms, posters, press releases, presentations, negotiations, sales, customer care, on-demand activities).

4- Recruit multilingual staff.
Hire multilingual staff on the basis of an oral recruitment test in order to form a team with an international dimension (able to speak several languages, and at least English, leading to cultural synergies among members).

5- Develop a database of staff language skills using standard indicators based on the qualitative criteria of the model CV.

6- Develop business glossaries with peer translations in order to provide initial guidance to staff involved in cross-border activities.

7- Outsource translation work to translation companies (documents and websites).

8- Use the machine translation tools available on the Internet (such as Google Translate) to facilitate the initial understanding of a text written in a foreign language, to compare translation systems, to refine results, but not to produce official translations of documents. Information retrieval through search engines in several languages is useful for cross-checking data and verifying sources.

9- Use e-learning software for language learning.
Target the main languages used in trade and international relations (English, Spanish, German and Chinese).

10- Promote language classes (tutoring, training and language learning with a teacher, in individual or collective classes).

5.3. Best practices in global companies by category

→ Staff and Strategic Issues

Multilingual management, expatriates' mobility
Recruit managers with multinational experiences, speaking at least 2 to 3 languages (including English and local market languages).
Increase the synergy between headquarters and local entities with a view to building up corporate community management involved in multilingual business with global and local management, supported by expatriates.

Multilingual document management
Annual reports are published in various languages (mainly English, French, and German). Worldwide documents are translated and distributed locally in different languages. The choice of languages depends on local interests. Content localisation for national markets is managed locally. Quality control is carried out by officials at headquarters or by other employees who are experts in the field and can therefore validate the translated content. Monolingual English documents: numerous documents are published in English only for a native-English-speaking audience and for some international organisations.

Multilingual Communication
English is the business language which is spoken the most. International meetings are held almost exclusively in English. This also applies to the production of reports and minutes. Business meetings can also be managed in the local language, even if there is only one local employee represented.

→ Language Management and Learning

Language learning and training
On-demand language courses are provided for a specific business activity (e.g. when language skills are required by a manager about to enter a new local market). The aim is to improve language skills rather than achieve perfect fluency.

Language resources and outsourcing
Because of the diversity of the content to be translated (technical and corporate documents), the group needs more translators. Headquarters uses a translation service company for most of its translations: the specialised glossary of the company has been produced in cooperation with the external company.

10 best multilingual business practices in global companies

1- Recruit multilingual staff (able to speak English, at least).
Test on recruitment to assess oral foreign language skills (oral test in English, at least, and several tests on different languages spoken and written for specific positions).

2- Assist, train and encourage staff to learn languages (through coordination and training unit).

3- Set up a website in several languages.

4- Draft documents in several languages with or without translation tools (translator, translation unit, and outsourcing).

5- Organise workshops in English or in several languages.

6- Integrate a multilingual strategy into the global business strategy 'Think global, act local' to optimise the level of feedback from local markets.

7- Manage multilingual communication in English at least (meetings, showrooms, interviews, presentations, negotiations, sales, management of customer relations).

8- Manage multimedia communication in several languages taking account of global and local communication (Web localisation, Web TV, local video advertising).

9- Enhance the company's human capital as well as cultural and language exchange among employees.

10- Support language training, mobility and cultural diversity in business.

5.4. Best practices in pan-European companies by category

→ Staff and Strategic Issues

International mobility of managers
Vocational training, mobility and cultural diversity are strengths for the company.
Promoting the international mobility of managers implies supporting language training and learning (with either corporate or external language training solutions) and encouraging linguistic diversity in the company.

Multilingual staff recruiting
The results of recruiting multilingual staff, language evaluation tests, and language training management must be monitored by annual employee assessment. In this way the results of language learning in the company, through in-house or outsourced classes, are taken into consideration.
Project management by cross-border teams implies setting up international working groups in English, French, Dutch, or German, even if each employee can communicate in his own language.

Translation of documents
All official documents are produced in seven languages, including the original language (source: the country where the document was written). The languages are French, English, German, Spanish, Dutch and Portuguese, as well as the language of the country of origin.
If documents concern worldwide agreements, they are translated into all the languages of the countries involved in the agreement. In other cases, the document is only produced in the language of the targeted countries.
A specific department with full-time staff manages translation and interpretation activities.

→ Language Management and Learning

Innovative solutions for mastering language skills (inter-comprehension method)
In-house classes (individual or collective) are preferred because the employees' progress can be evaluated.
Language learning can be supported by the positive experiences of the inter-comprehension approach (studied by academics at the University of Grenoble in France, for example). This method facilitates the understanding of a text written in languages which are structurally and grammatically close, such as the Romance languages (Italian, Spanish, Romanian, French, Swiss French, Quebec French) on the basis of their common structure and vocabulary.
Inter-comprehension uses existing similarities in languages that have a certain resemblance between them, e.g. Romance languages. It facilitates autonomous language learning and provides a first step towards achieving a certain level of proficiency in one of the other Latin languages. Moreover, this method makes it possible to bypass the translation of a written communication (internet, documents, reports etc.) between employees of different nationalities. Employees can capitalise on a faster, multilingual approach. Their increased autonomy reduces the need for in-house or outsourced translation services.

Language resources & multilingual terminologies
Avoiding deceptive cognates leading to misunderstandings (especially in the field of energy).
Managing a database of corporate vocabularies and technical glossaries in 5-6 languages.

Outsourcing of interpretation and translation
Translation services with in-house coordination of multilingual services to assist staff and outsourcing for additional translation services.
Translation tools for visually impaired people in the company (machine translation with speech processing).

→ ICT and Multilingual Communication

Multilingual internet website
Multilingual Internet website is released at least in English and in the local language of the company's headquarters. WebTV (at least in English) can be an appropriate and innovative communication tool for the company's website.

Multilingual Intranet device with translation tools for several European languages
Multilingual version with information localisation targeted to the language of the visitor and automatic geographical localisation. The user can also select his language.
Intranet platform with machine translation tools to help employees understand a document written in a foreign language. Employees can also use machine translation tools (such as Google Translate) without Information System control (even if there is no tracking or recording of cloud computing uses, with a risk of incorrect translation practices). The solution is based on the assistance of an in-house department which can point to best practices and support users who require translation services.

Monitoring services and multilingual information support
Monitoring services are also linked to multilingualism, involving the sourcing, structuring and publication of multilingual information, and its distribution to managers in all countries in 2 languages, including English.

Collaborative workforce management and corporate social networking
Collaborative work impacts on multilingual practices in the company by changing the uses and practices of its employees. Setting up a corporate social network improves collaborative multilingual work within the company.
The objective is to transform an intranet website into a collaborative network within the company by integrating web2.0 social functionalities and by guiding the semantic approach of the users in order to reduce the gap between terms and words used by the employees, as well as concepts, from one language to another.

10 best multilingual business practices in pan-European companies

1- Recruit multilingual staff (build a multilingual community of managers able to speak the languages of the countries where the company's offices and subsidiaries are based): recruit multilingual staff with a variety of language skills (writing, speaking and reading).

2- Foster managers' ability to communicate in several languages (oral and written).

3- Set up a website in several languages: Internet and Intranet.

4- Organise workshops in English at least, or integrate several languages by means of specific team projects.

5- Adopt a multilingual approach to integrate information gathering from local markets into the company's strategy.

6- Set up a coordination unit for the management **of translation** or outsourcing.

7- Monitor multilingual communication, in English at least (meetings, showrooms, interviews, presentations, negotiations, sales, customer relations management, etc.).

8- Manage multimedia communication in several languages, by means of website localisation and identification of a website visitor's geographical location with a multicultural approach for proposing targeted content to local customers and clients (local advertising, sales promotion ...).

9- Enhance the company's human capital as well as cultural and language exchange by involving local native employees in multinational projects.

10- Promote language training, mobility and cultural diversity in business.

6. ANALYSIS AND RECOMMENDATIONS

The analysis of the best practices identified points to a number of strong trends which have to be taken into consideration when defining recommendations for promoting good practices related to multilingualism within the company and best way of sharing information.

6.1. Analysis of the best practices identified

> → **Multilingualism is an element of corporate policy which promotes linguistic diversity and mobility for its employees with the aim of expanding its business activities at an international level.**

Multilingualism in the company occurs at all levels and within all functions, to varying degrees. Nowadays, some employees may encounter different languages in the course of a working day without being able to master all of these languages. The issue of multilingualism is global as well as transversal within the organisation, as digital communication erases business frontiers (e-mail, Intranet, global exchanges, etc. There is no doubt that inaccurate translations can lead to problems in terms of business (loss of activity, decrease in profitability, legal issues…).

Even if procedures and processes are complex and expensive, they can still be highly beneficial to a company. Linguistic and cultural diversity both open the door to doing multilingual business with different countries and asserting a marketing strategy by offering customised products to local clients. At the same time, innovative ICT projects can support the company in federating employees and even clients, thanks to professional / business social networks.

Multilingual practices take place at different levels in an organisation, involving various functions and profiles. They can be set up in one country or, more collectively, in various countries at the same time. Machine translation cannot be 100 % efficient as information becomes increasingly complex. Human resources will always be needed to validate translations.

The multilingual business practices of a company are related to general and specific activities in each corporate department:

Administration and finance
- Multilingual organisation leads to convergence of the company's strategy and corporate development strategy.
- Outsourcing interpreting needs for business appointments abroad.
- Employment of local staff; expatriate management; anticipation of change management and possible purchase; merger of foreign companies; and outsourcing opportunities.

Human Resources
- Recruitment of multilingual staff.
- Foreign language learning.
- Support, training and international mobility of employees, coaching, training and mobility (coordination of international mobility and expatriates).
- Mapping the language skills of staff in the company.
- Coordination and expatriates' mobility.
- Testing in English and other languages, if required for the position (spoken and written language test).

Internal / external communication
- Translation of official documents into several languages (annual reports, press releases): translation of the company's official documents, at least into English (annual reports, press releases, documents and external) and translation of the company's business documents into several languages if required (reports, studies, briefing notes, internal information feedback).
- Procedures for information feedback and transverse field.
- Coordination Unit for the translation of documents (in-house translation for small documents) and/or outsourcing needs for translation (legal documents, technical and long documents) and interpretation.

Marketing / sales / export
- Customising the web interface of consultation by recognition of the web user.
- Translation and localisation of website content and merchants showcase.
- Integration of socio-cultural differences with the location of advertising on various websites.
- Translation of documents according to the web content (graphics, editorial style, iconographic content) by internal staff or outsourcing.

Monitoring services, information and document management
- Multilingual monitoring (circulation of raw information in several languages) and translation of information on demand.
- Multilingual monitoring processes with cross-lingual applications, opportunities to capitalise on intelligent tools (automatic summaries, keyword categorisation and similarity of concepts in various languages).

Collaborative tools and Information and Communication Technology
- Multilingual trade glossaries, multilingual thesauri and ontologies.
- International meetings conducted in English or by video conferencing.
- Multilingual Internet websites (headquarters, subsidiaries, products, etc.).
- Intranet tools (headquarters, management, extranet for clients).
- Integration of multilingual speech technologies for specific employees and clients.

→ **Multilingual business practices vary from one company to another**.

Needs and practices are not centralised. Multilingual business practices are not fixed. The people involved are not dedicated to multilingualism in the company; rather they are in charge of one function in the company which has links with multilingual issues. Although there are no official multilingual strategies in companies, they 'act multilingual' in their management choices to integrate cultural and linguistic diversity into their business development.

Best practices are linked to shared experiences, collaborative uses, common references, corporate processes and smart devices in order to help people read, understand, write and communicate both inside and outside the company. Best practices can be encountered at different levels in a company (strategic level, operational level) and for different functions (General Management, Human Resources, Communication, Marketing and Sales, Information and Document Management, and Internet websites and applications). Often, the people who take charge of multilingual issues in a company hold positions in the following Departments :
- General Management
- Human Resources
- Communication
- Information/Documentation
- Marketing and Sales.

Not all departments will be able to present an exhaustive view of all possible business practices related to multilingualism, but they should aim to give a general outline of the tools which support employees dealing with multilingual information in a multilingual environment. As for the results of the case studies and the overview of multilingualism in Europe, the main conclusions are:
- The links between multilingualism and best practices may not be that obvious.
- Multilingualism is spread throughout the company. It is not managed by one dedicated department but is present at all levels.
- The use of several languages in European companies should be a strength. However, English is still the main language used and understood in the business area.
- IT tools are used for specific needs only: translation, localisation, cross-lingual searching, dictionary tools, etc.
- The outsourcing of language services is a good solution for both SMEs and global companies which cannot provide on-demand language skills (mainly for multilingual websites and communication).

In most European companies, multilingual business practices are geared towards 'speaking globally'. For the staff, mastering English implies making themselves understood rather than expressing themselves in perfect English. Moreover, the choice of languages in 'collaborative mode' is generally a mixture of languages which will depend on the specific collaborators involved. English, German, Spanish and French are the main languages used during meetings or interviews, as they are the *linguae francae* within many pan-European and global companies.

6.2. Trends and recommendations

- **The results of this study show some strong trends**:

The European Union is the largest exporter in the world and the second largest importer. A significant number of top companies have their headquarters in Europe. At least 50 % of European companies claim to have a language strategy (according to surveys identified in the overview of existing studies).

However, there is still much to be done to guarantee a homogeneous situation at the European level for all types of companies (SMEs, global companies and pan-European companies).

Activities and recommendations must be promoted at both the European and the local level, as the stakes for multilingualism in the business area are both local and strategic, involving different operational levels in a company. The issue of multilingualism is global as well as transversal, mainly thanks to borderless digital communication.

Moreover, multilingualism is a sensitive issue in the company environment. It can be considered to be strategic, and even confidential. It can lead to a change in strategy and in company management with a view to obtaining the best competitive advantage for boosting sales and developing business — at least in the European Union.

Even if there are a number of *linguae francae* in pan-European companies, English will remain the language of reference. Content is becoming increasingly complex because of greater involvement of experts.

The technology of machine translation and semi-automatic translation tools will keep improving, but human resources will always be needed to validate translation. Multilingualism implies the management of human relations in the business area and is directly linked to mobility and business opportunities.

- **Recommendations**:

In the light of all these elements, recommendations have been identified with a view to promoting good practices in multilingualism within the company and the best ways of sharing information.

These recommendations are in line with the European Commission's multilingualism policy, where linguistic and cultural diversity both play an important role in European identity. In addition to being a shared value and a commitment, multilingualism constitutes an asset for Europe, fostering further economic and cultural relations between the European Union and the rest of the world.

The Council Resolution on a European strategy for multilingualism invited Member States and the Commission to step up the promotion of multilingualism as a factor in the competitiveness of the European economy and in people's mobility and employability. The Resolution also underpinned the need to identify best practices in multilingual business operations. Furthermore, the recommendations of the Business Forum on Multilingualism call for a permanent exchange of company best practices and further data collection on languages and their usage in the business community.

The following recommendations are based on the case studies of individual companies and on the overview of multilingual business strategies in the European Union.

1- **Encourage companies to develop strategies to enhance multilingual business opportunities, turning them to competitive advantage for sales of products and services.** Language skills and socio-cultural aptitudes must be considered at each level and function of the company as follows:

- support multilingual B2B & B2C practices to improve the management of staff and strategic issues within the company;
- promote language management and language learning in order to facilitate the translation of documentation and emphasise the added value of multilingual language resources;
- integrate multilingual communication devices into the company's information systems with solutions based on ICT (multilingual websites, multilingual tools and devices, multimedia solutions and machine translation tools);
- increase outsourcing to specialised language service providers, such as translation or interpretation companies.

This approach raises the level of consumer satisfaction, as well as the level of collaborative work with multicultural and multilingual business teams, including transnational partners.

2- As a number of Directorates-General in the European Commission are concerned by multilingualism (Directorate-General for Translation, Directorate-General for Enterprise, Directorate-General for Education and Culture, Directorate-General for Communication...), there is an opportunity to set up a **European Observatory of Multilingual Business Practices** whose objectives would be to:
- provide a continuously updated map of best multilingual business practices for all types of European companies with a multilingual dimension;
- follow up the multilingual needs of European companies (SMEs, pan-European companies, global companies) and anticipate trends in the European business area;
- promote the participation of all European countries, including public and private entities involved with multilingualism, in cooperation with the Directorates-General of the European Commission, and provide information on multilingual best practices for policy-makers, researchers, economists and European companies;
- identify the linguistic needs of European companies and the solutions provided by the language industry (services and software) in order to promote marketing measures aimed at striking the right balance between supply and demand;

- encourage companies to develop strategies to develop multilingual business opportunities.

The setting-up of such an observatory should be linked to:

- the development of a common methodology for identifying and analysing best multilingual practices in the European business area for the following:

    o validation of the classification of best multilingual business practices;

    o identification of evaluation criteria;

    o definition of work processes for collecting and structuring the selected data;

- an interactive website with collaborative tools and online questionnaire(s) to be filled in directly by volunteer companies who agree to be part of a European professional panel set up for that purpose;

- pan-European collaboration between public and private European entities, supported by a virtual collaborative Internet network including:

    o social networking or a multilingual forum for exchanging best practices according to category, country and type of enterprise;

    o a multilingual search device to find best business practices linked to a multilingual issue.

This observatory should contribute to the updating and monitoring of existing information on best multilingual business practices in Europe. Moreover, it would stimulate communication and exchange of experiences among all the members involved, and with other European networks and observatories linked to the initiatives of the European Commission in the field of multilingualism.

3- **Promote a strategy for recruiting multilingual staff with a view to investing in human capital by mapping language skills in the company**. This approach can be backed up by a linguistic audit and consultancy work proposed by specialised companies such as external translation companies.

4- **Promote the EUROPASS CV, which** specifies the level of language skills (written, spoken, and reading) and generalise this approach to all categories of job profiles and seekers.

5- **Improve skills in Asian languages, which** are becoming increasingly important in professional relationships. Even if intra-EU trade accounts for 60-80 % of European companies' exports and imports, the dynamics of growth come from emerging markets such as Asia. China has become a major global trader in recent years and has overtaken Japan as the third biggest trader in the world.

6- **Support the European Company Statute** in order to promote pan-European business and multilingual practices in SMEs and large corporations.

7- **Encourage language learning in the company through multimedia** (subtitling corporate films and TV programmes and e-Learning software).

8- **Foster autonomous language learning by employees and the** mobility of executives and sales managers, as well as cultural diversity, by expanding investment in human capital in the company and in sophisticated information and communication technologies, such as collaborative tools and innovative web solutions.

9- **Define a consistent level of language proficiency and training plans**, in order to guarantee employees' professional qualifications and mobility in the EU area.

10- **Encourage multilingual communication through innovative interactive aids** such as multilingual corporate DVDs or CD-ROMs (to promote the company's products and services worldwide and to support its international distribution network).

11- **Propose a European quality label for European companies' Internet websites** translated into more than 4 languages (possibly linked to **.eu** domain names).

12- **Encourage the implementation of multilingual information systems, such as those** that integrate cross-lingual functionalities into search engines, covering the *linguae francae* most represented in European companies.

13- **Encourage the setting-up of in-house collaborative tools based on multilingual social networks** with high added-value functionalities and services such as semi-automatic translation tools, language resources that can be enriched by users (specialised dictionaries, corporate glossaries, multilingual taxonomies, thesauri, ontologies), and related human services (assistance with the specification of users' needs, community management, on-demand translation services, B2B and B2C services, etc.).

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7.2. Structured file of the main studies and surveys related to multilingualism in the business area

Reference of the study / survey	Author(s) of the study	Location of editing / completion	Date of publication	Source	Methodology of the study	Targeted countries	Survey sample	Segmentation of targets (SMEs, global companies, pan-European companies)	Response Rate	Objectives of the study	Significant results (social and economic impacts)	Significant results (best business practices taking into account multilingualism and language learning)
Références Le soir	Références	Belgium	2003	http://www.referenc es.be/	Online questionnaires / Questionnaires published in the newspaper "Le Soir"	French-speaking Belgium	Unknown	7530 working people: 38% of employees, 40% of executives, 22% of freelancers and teachers	Unknown	The use of languages in the business area (what are the employees' skills, backgrounds, profession)	Problems with languages training (several employees think that they have not been well-trained) / Difficulties with oral expression	Language test during recruitment
Les pratiques linguistiques dans les entreprises du Valenciennois et de Sambre-Avesnois	INTERREG III	Belgium	2004	http://www.poclha.or g/download/Enquete France.pdf	Phone survey	France (Valenciennois, Sambre-Avesnois)	350 companies	Unknown	Unknown	Studying the market to create a pole helping companies and local institutions with their strategies using languages	Need in linguistic skills / English is required for hiring	Training
Les pratiques linguistiques dans les PMEs du Hainaut Belge	INTERREG III	Belgium	2004	http://www.poclha.or g/download/Enquete Wallonie.pdf	Phone and mail survey	Belgium (Hainaut)	64 entreprises	Unknown	Unknown	Studying the market to create a pole helping companies and local institutions with their strategies using languages	English or Dutch is required for hiring / Loss of contracts / Loss of income / Difficulties in communication	Training / International website
LISA Best Practice Guides	LISA	Switzerland	2004	http://www.translati onoptimization.com/ papers/DillingerLomm el MT BPG.pdf	Analysis of previous surveys / Case studies	Brazil, Switzerland, Sweden, USA	4 companies	4 companies	N.A	How various organizations have implemented machine translation to meet their needs	Loss of contracts / Cultural difficulties	Use of automatic translation software
When to ally and when to acquire	Harvard Business Publishing	USA	2004	http://hbr.org/2004/ 07/when-to-ally-and-when-to-acquire/ar/1	Case studies	Worldwide	1592 alliances by 200 US companies	1592 alliances by 200 US companies	N.A	Pointing out the practices and giving companies some advice for acquisitions and alliances	48 % of alliances and acquisitions failed prematurely	N.A
Dynamisme Wallon	AWEX	Belgium (Wallonia)	2005	www.uwe.be/publica tions/dynamisme-wallon//derniers.../D W_1005.pdf	Questionnaires sent by post	Belgium (Wallonia)	7000 companies	632 companies	9%	Analyzing the use and needs of foreign languages and extract the staff's skills in Wallonian companies	Companies have trouble finding multilingual candidates / Older monolingual employees have to train themselves in foreign languages	Offering language training / Improve training
Améliorer les compétences en langues étrangères des travailleurs et futurs travailleurs de la province de Liège	Espace Qualité Formation	Belgium (Province of Liège)	2006	http://www.maisond eslangues.be/files/m dl/plan_actions-langues.pdf	Analysis of previous studies	Belgium (Province of Liège)	Unknown	Unknown	Unknown	Resolving the lack of linguistic skills in companies from the Province of Liège	Multilingual candidates have better chance to get a job	Reinforcing training / Encouraging stays in foreign countries / Special cheque used to pay language training

Reference of the study / survey	Author(s) of the study	Location of editing / completion	Date of publication	Source	Methodology of the study	Targeted countries	Survey sample	Segmentation of targets (SMEs, global companies, pan-European companies)	Response Rate	Objectives of the study	Significant results (social and economic impacts)	Significant results (best business practices taking into account multilingualism and language learning)
Entreprises bruxelloises et langues étrangères	TIBEM	Belgium	2006	http://ec.europa.eu/education/languages/Focus/docs/tibem-full_fr.pdf	Analysis of previous studies Online questionnaires Face to face interviews	Belgium (Brussels-Capital Region)	Questionnaires sent to 5000 companies Interviews with 44 companies	Questionnaires: 357 companies (44% of small offices, 31% of SMEs with less than 50 employees, 25% of SMEs with more than 50 employees) Interviews: 44 companies (7 small enterprises, 11 medium enterprises, 26 interim and recruitment companies)	7%	Extract companies' needs concerning foreign languages and staff's skills (do they need foreign languages, and do they have multilingual employees) Finding solutions allowing a better rate of profit of languages	Numerous vacant posts (especially concerning administrative executives, workers, computer technicians, sales representatives and top-level technicians) Applications of monolingual people rejected Loss of contracts (40,9% of companies) Extra costs: on average €80,000 (translation, training)	Proposal of companies to improve employees' linguistic skills: -stimulating the use of languages -taking steps to complete formal teaching of languages (international internships, exchanges)
Incidences du manque de compétences linguistiques des entreprises sur l'économie européenne (ELAN)	InterAct International (United-Kingdom) for the European Commission	European Union	2006	http://ec.europa.eu/education/languages/Focus/docs/elan_fr.pdf	Analysis of previous studies Questionnaires and interviews (only for corporations)	29 European countries	Unknown	2019 companies: 1989 SMEs, 30 global companies	Unknown	Targeting the needs of European SMEs Collecting information and data of their use of linguistic skills and its effects on commercial results	Loss of contracts (11% of companies, from €50,000 to €500,000 of loss) Cultural barriers	Gathering all the staff's linguistic skills in a file Translating the company's website Language training (49% of SME's, 86% of global companies) Creating and using automatic translation tools
Linking professional practice with translation training in a business-oriented setting : The Portuguese Association of Translation Companies	Fernando Ferreira-Alves Universidade do Minho	Portugal	2006	http://repositorium.sdum.uminho.pt/bitstream/1822/7174/3/New%2Oversion%20Final%20Paper%20Bath%202006%2O-%20Fernando%20Ferreira%20Alves.pdf	Analysis of previous surveys Online questionnaires	Portugal	28 translation companies	12 global companies	43%	Surveying the Portuguese translation market and characterizing the sector and its background	Outsourcing is commonly used when companies are faced with the absence of qualified staff	Companies create glossaries to provide a more customed service that is better in quality Companies analyse the CVs of translators looking for a job, to find the best employees They often carry out a practical test
Le plurilinguisme dans les entreprises suisses	CH Stiftung	Switzerland	2008	http://werkzeugkasten.chstiftung.ch/fr/Bo%C3%AEte%C3%A0Outils/R%C3%A9sultatsdelenqu%C3%AAte/tabid/110/Default.aspx	Online questionnaires	Switzerland	260 companies	46 corporations	17%	Obtaining information concerning the use of foreign languages in corporations whose headquarters are located in Switzerland	Better results for companies thanks to plurilingualism (companies are more versatile, relation of trust with customers) Cultural opening Contract opportunities with foreign countries Costs and volume of work are more important	Training, linguistic exchanges within the company, hiring foreign partners

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Language management in multinational companies	SNF, Institute for Research in Economics and Business Administration	Norway	2009	http://www.snf.no/Admin/Public/DWSDownload.aspx?File=%2fFiles%2fFiler%2fPublications%2fR21_09.pdf	Questionnaires	Belgium	29 Norwegian global companies	7 global companies	25%	Assessing the awareness, preparedness and responsiveness among Norwegian multinational companies located in Belgium	More foreign customers / Better information flow / Problems experienced in the contact with foreign acquaintances (some employees cannot lead a conversation using foreign languages, some think they have offended a customer due to poor languages skills, wrong deliveries, lost contracts) / Problems due to cultural differences (differences in business processes, ethical values, ways of negociating)	Adapting websites to foreign markets
Le multilinguisme en entreprise	Ifop for SYSTRAN	France	2009	http://www.i-expo.net/documents/actes2009/a2_total-diff.pdf	Online questionnaire	France	Unknown	802 executives in companies with more than 50 employees	Unknown	Evaluating the current state of executives' multilingual skills in companies	Poor level of language / Employees are uncomfortable when confronted with foreign languages	Use of translation tools / Training
Study on the Contribution of Multilingualism to Creativity	Europublic (for the European Commission)	European Union	2009	http://ec.europa.eu/education/languages/news3653/report_en.pdf	Analysis of primary research / Online questionnaires and telephone interviews / Case studies	European Union	61 companies by questionnaire / 100 companies by interview	31 PAN European / International companies (questionnaires) / 30 PAN European/International companies (interviews)	51% for questionnaires / 30% for interviews	Analyzing the link between multilingualism and creativity in international European companies	People are more able to learn other languages, to solve complex problems and to stand back to think thanks to multilingualism / They are more creative / They are not better in multitasking	Multilingualism is considered as an asset when searching for a job
The innovation and interoperability roadmap for the translation industry	TAUS Translation Automation User Society	Netherlands	2009	http://www.promt.ru/press/pdf/taus-innovation-roadmap-may-2009.pdf	Round table meetings / Online market survey	Worldwide	Up to 170 people for round table meetings / 211 business owners and decisions makers for market survey	For market surveys : buyers (31%), suppliers (61%), consultants (8%)	N.A	Outlining the translation industry development in the coming years / Predicting the evolution of the market	New opportunities (specialized translation, enhancing translator's production, sharing translation memory)	Use of automatic translation software / Crowdsourcing translation to create better products / Development of machine translation tools
The size of the language industry in the EU	The Language Technology Centre LTD United Kingdom for the European commission	European Union	2009	http://ec.europa.eu/dgs/translation/publications/studies/size_of_language_industry_en.pdf	Analysis of previous studies / Questionnaires sent by post to language service providers / Contacting associations to endorse the survey / Publicising the study in conferences	European Union	2037 language service providers / 137 language service departments	1103 language service providers (SME's and global companies) / 49 language service departments (institutional, corporate, governmental)	50,7%	Analyzing the importance of the language industry in the European Union / Defining the state of the market and its evolution	Increased exigency for multilingual communication / More and more people entering the language industry / There is a growing number of unskilled professionals due to low entry barriers in the recruiting process	Language teaching strategies from childhood stage / Development of translation tools

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Internationalisation of European SME's	EIM Business & Policy Research for the European Commission	Netherlands	2010	http://ec.europa.eu/enterprise/policies/sme/files/support_measures/internationalisation/internationalisation_sme_final_en.pdf	Interviews	33 European countries	137 631 SME's	9480 SME's	7%	To contribute to a better understanding of the level and structure of internationalisation of European SME's	Lack of linguistic skills Cultural differences Languages are an internal barrier to internationalisation	Creation of the Enterprise Europe Network (600 companies), providing support and technology transfer services, and a place for companies to share research results.

The following questions were used as a general framework for conducting interviews with companies involved in multilingual business practices:

Interview guide:

1. The multilingual strategy in the company
1.1.   The practice of languages
1.2.   Staff recruitment and language skills

2. Multilingual Business Practices
2.1.   Training and language-learning management
2.2.   Multilingual communication in/outside the company
2.3.   Multilingual content management and information workflow in/outside the company
2.4.   B2B and B2C E-business
2.5.   Specific multilingual best practices integrating language technology tools
2.6.   ROI, costs and expenditures, results and experiences

3. What is your vision of ideal multilingualism?

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