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List of Abbreviations

CAT	Computer Aided Translation
ESCO	European Skills, Competences and Occupations
EU	European Union
IATE	InterActive Terminology for Europe
M & A	Mergers & acquisitions

Executive Summary

Terminological harmonisation between the EU and member states is a solution to many of the hurdles for integration of cross border operations. Existing terminology tools are lacking a comprehensive feature set to automate the terminology processing together with a highly inter-institutional collaborative approach.

While the market size of terminology tools is unknown, we see clear indications for a need: Two or more organisations that have to cooperate with each other, organisations with high inter-departmental communication needs, or organisations that see a re-structuring for instance in a pre-/post-merger situation.

LISE is unique. There is no other technology that can provide the services proposed. No technology is targeted enough to enhance through quality control software and improve coverage in other languages as well as harmonising terminology databases.

The LISE Business Model Canvas captures and concretises the parameters of the business plan: Customer segments, Customer relationship management, Channels, the Value Proposition, Key Activities and Resources, Key Partners, as well as the Revenue Stream and the Cost Structure.

The concrete revenue estimation is not yet part of this business plan. This depends from the final, Updated Exploitation Plan. The inter-institutional value as well as the individual value for business and citizens is hard to estimate; in this document we focus on the business part without taking consequences such as these into consideration.

Needs and Offering

Terminological harmonisation between the EU and member states is a solution to many of the hurdles for integration of cross border operations. However, this is a task that is close to impossible to achieve since the problem is mostly addressed top down focussing on changing rules and regulations. The first step in harmonisation is to understand the terms that constitute the skeleton of the regulations. Then to agree on similar or equivalent terms is a huge progress that adaptation of regulations can be built on.

Software and software services exist for terminology as simple terminology databases mostly used to support translation processes. Maintenance and enhancement of the terminology resources is normally carried out manually using normal search to view and edit the contents of the termbase, entry by entry.
These software applications mainly focus on prescriptive terminology needs, namely to "establish a clean and unique corporate language" driven by departmental or organisational-wide "One Voice" initiatives. Naturally, features rather focus on the consumption i.e. usage of terminology in the form of terminology verifiers, language checking applications etc. But they offer little feature support for developing and maintaining the terminology or for comparing it with reference resources. **Existing terminology tools store terms entry by entry, but fail to maintain and process termbases as a whole.**

Inter-company or inter-institutional terminology work is also not visibly supported by existing software tools. In a 1-to-many situation, an organisation may publish its terminology resources via an online portal / extranet to its audience. However, in a highly collaborative scenario where many different stakeholders from different departments or organisations contribute equally to the development of the terminology resource, the software must support a many-to-many multidirectional information exchange and discussion platform. **While collaboration tools do exist, none of them is focused on and tuned for terminology work.**

The ESTeam Tools are successfully in use for all official EU languages. The new LISE offering is unique on the market, since it supports maintaining large volume terminology resources together with a collaboration platform. The goal is to achieve interoperability across terminology in the same domain and in one or more languages.

LISE's collaboration with IATE initiates this process using the ESTeam Tools Suite that comprises the tools that made the cross border harmonisation of the Intellectual Property field of trademarks possible.

Market

Exploitation Plan Research

The needs identified above are confirmed by the research executed as part of the LISE Exploitation Plan (Delivery 6.1.1). To quote some of the potential customers:

- Large corporation: We have a “high need for a meta-engine that helps comparing and harmonizing terminologies from very different sources and technologies”
- International Organisation: We have a “need for improved terminology workflow modeling”
- Large corporation: Identified the “need for improved terminology workflow modeling in non-source languages and in some departments”. The interviewed person had talked to the current terminology software supplier and said: “I told them that I first need to get the source terminology right – before we go into production and translation. – They did not understand what I want.”

These initial interviews are leading to a clear understanding about the lack of terminology process/workflow modeling and support technologies making terminological resources inefficient to be applied consistently in different applications and most importantly for harmonisation.

Market Segments

Which markets and businesses are first priority candidates that may well appreciate the availability of software and services as developed within LISE? While market research is still ongoing – as part of the exploitation plan – ESTeam has identified the following segments:

- **Inter-institutional / European harmonisations**: Driven by the political mandate to harmonise and streamline languages across borders to simplify governance and the life of European citizens. Samples:
  - Legal and administration: OHIM harmonisation effort for the IPR area of trademarks (supported by ESTeam), The LISE project, the herewith piloted domain
  - Exchange of job postings and CVs – ESCO: ESCO – the European Skills, Competences and Occupations taxonomy – is a multilingual classification of occupations, skills, competences and qualifications.
  - Emergency management: Global emergency and disaster management
  - Contract law: In the EU still different national contract laws constitute a major obstacle to cross-border transaction. Harmonising them means particularly harmonising the terminology; for more details see http://ec.europa.eu/justice/contract/index_en.htm .
- **Inter-Company Understandings**: The communication efficiency between a supplier company and the company embedding the supplier’s modules highly depends from

terminological agreements. The supplier may call one and the same product part differently depending to whom the device is being delivered. This is an explicit terminological agreement which requires bi-lateral collaboration.

- **Mergers and Acquisitions**: Upon unifying two organisations there is a clear need to identify language, i.e. terminological, inconsistencies and redundancies on all levels – replaced and modified products and services; modified contracts with suppliers, customers, and partners; administration and human resource procedures, departmental and structural re-organisation and renaming etc.
  Cleaning terminology is a promising method to identify overlapping and complementary knowledge and resources.
- **Intra-departmental Cooperations**: Terminology, reflecting an organisation's knowledge, is not the outcome of a terminologist's creativity but the joined effort of several stakeholders coming from different departments, contributing and signing off on words and phrases. While a terminologist may drive and coordinate the work, the quality of the term data increases with the involvement of subject matter experts that are able to contribute their views and knowledge through an effective collaborative method. .

Besides these three top priority cases, LISE software may long term well be positioned to anyone with needs for clean terminology resources and / or with the needs to collaborate on terminology.
Superior terminology software to identify redundancies and inconsistencies will make any terminology expert, technical writer or translator more efficient in his daily work, thus increasing its productivity and work quality.
Already today, globalisation and localisation processes are characterised by an extremely high level of outsourcing. By consequence also terminology development and terminology translation is highly outsourced – the collaboration functionality of LISE will highly improve such terminology workflows.

Market Size

The business potential depends from the market size. Unfortunately, there are no concrete figures available that measure the deployment and use of "terminology tools".

Most terminology technologies are today deployed as part of a CAT-Tools initiative, i.e. projects that aim to improve the efficiency and quality of a translation process ("Guarantee the right term when translating"). Recently, we see a trend to move terminology work upfront, i.e. deploy term-verifier technologies as part of an Authoring/CMS introduction initiative ("Don't use that term, but this term"). As part of mono-or multilingual intranet search engine tuning initiative, some vendors started developing ontology and thesaurus technologies, to allow, for instance, synonym expansion ("Search for *monitor*, but also find articles with *screen*"). In all these cases, the terminology technology is only a helper to achieve a larger goal.

Only few vendors like SDL MultiTerm or InterverbumTech TermWeb position terminology technologies as an offering of its own. But also SDL MultiTerm is again usually sold as part of a translation or authoring solution. Nevertheless, these two examples prove that there is potential for dedicated, sophisticated terminology solutions.

The concrete market size for terminology technologies remains to be researched but goes beyond the LISE project.

Competition

Market Landscape

The market can be separated into four types of software suppliers that develop more or less dedicated terminology technologies:

	Value Proposition	Strengths and / or Opportunities	Weaknesses and / or Threats	Main Players
Computer Aided Translation tools	"Translate efficiently"	Big user base, proven off-the-shelf software	Focus on terminology consumption not maintenance	• SDL Language Technologies • Across • Kilgray • STAR
Authoring tools	"Write consistently"	Confirmed market trend to move terminology work from the translator to the author	Focus on terminology consumption but not maintenance	• SDL Structured Content • Acrolinx • Congree
Ontology / Taxonomy / Thesaurus tools	"Find smarter"	Enterprise search is a big market	Usually monolingual Besides Autonomy, all of them rather still "garage" companies	• Semantic Web Company • Hewlett Packard (Autonomy) • SmartLogic • Basis Technologies
Terminology tools	"Capture your language"	Clear focus on terminology needs	Little integration into CAT or authoring tools Focus on term storage, not maintenance Termbases managed as silos, not for inter-departmental collaboration	• InterverbumTech

From these four software types only the last one, namely the dedicated terminology tools, may one day see a functionality that covers what LISE delivers: not only storing isolated entries, but a collaborative development and maintenance of one or more termbases plus software assisted identification and processing of language inconsistencies and redundancies.

How Is the Problem Addressed Today?

Since there are no generally available solutions, some organisations such as the EU with IATE went the "hard way": Terminology management systems and supporting tools had been highly customised and enhanced or even had been completely developed from scratch. Obviously, this usually comes with very long development and learning cycles.

If at all – this is only a solution for very large organisations and corporations. It is not an option for a wider market.

Harmonising and maintaining termbases manually fails. It is confirmed that if the amount of entries only reaches a number of ~2,000, then it is already no longer possible to maintain and supervise it via a manual, human activity by scrolling through the terms or by searching and filtering. Only software with sophisticated linguistic algorithms can do this.

LISE is Unique

There is no other technology that can provide the services proposed. No technology is targeted enough to enhance through quality control software and improve coverage in other languages as well as harmonising terminology databases. All competitive players can be more seen as potential collaborators and data providers, i.e. terminology resources, than anything else. No other company has a comprehensive offering.

Business Model

LISE Business Model Canvas

A business model can well be described through nine major building blocks; they cover the four main areas of a business: customers, offer, infrastructure, financial viability. One can visualise this using the so-called *business model canvas*[1].

<table>
<tr>
<td rowspan="2">Key Partners

Language experts</td>
<td>Key Activities

Server maintenance
Effort estimations
Data processing
Marketing & Sales</td>
<td rowspan="2">Value Proposition

Automated harmonisation and collaborative development of border-crossing terminology and master data resources</td>
<td>Customer Relationship Management

Dedicated direct,
Self-service
Training</td>
<td rowspan="2">Customer Segment

Institutions
Corporations, pre-/post-merger
Corporations with significant intra-departmental communication needs</td>
</tr>
<tr>
<td>Key Resources

LISE Server infrastructure
Technical staff
Linguists</td>
<td>Channels

EU initiatives
M&A consultants</td>
</tr>
<tr>
<td colspan="3">Cost Structure

Server infrastructure
Marketing & Sales
Data conversions and processing
Terminology work</td>
<td colspan="2">Revenue Stream

Service subscription
Usage of staff</td>
</tr>
</table>

Revenue Stream

The model for pricing the services is based on a combination of person days and success rate. The software processing as well as the client interaction is logged and the customer is only charged for what is actually useful. The software customization, training and terminology expert support is charged on the basis of person days (“usage of staff”).

The benefits and value proposition hover around *terminology quality control*, *terminology translation expansion*, and *terminology harmonisation*.

[1] The Business Model Canvas is described in the book „Business Model Generation“, by Alexander Osterwalder and Yves Pigneur. 2010, Wiley, Hoboken, New Jersey.

Revenue Parameters

The revenue volume here depends on the size of the resources, the type of the software service selected and the actual software performance. From this, the following revenue parameters can be derived:

- **Software Customisation** (a "key activity"): adapt to customer metadata.
  This is charged on person days spent for each client depending on the status of their metadata. To propagate the standard, it can be said that the closer to TBX the less work is required.
- **Terminology Expert Services** (a "key activity"): analyse and process terminology databases, support term creation and translation into multiple languages
- **Support Services**: give user hands-on help if self-service is not sufficient
- **Training Services**: give users initial training on workflow and technologies
- **Continuity** (a "key resource"): guarantee that users have latest software and resources available

Revenue Projections and Estimations

Upon writing this LISE Business Plan the estimated revenues are not yet fixable upon M12 (now). As foreseen in the DoW[2], the final price parameters depend from the Updated Exploitation Plan, which is only to be delivered by M30. So a detailed cost-revenue table and projection will only be available around M30, when all exploitation research will have been finished.

[2] B2.2 Long term viability, DoW, page 17: „Revenue model will be worked out in discussions with users and specified in the final exploitation plan."

Conclusion

The LISE offering is unique in the market and has already proven successful in one area. No alternative technology plus service offering can deliver what LISE delivers. The combination of insights into terminology workflow best practices plus an inter-departmental or even inter-organisational collaborative approach to enhance and clean terminology resources is without any competitor.

It remains to be assessed how large the potential market is – particularly outside of the inter-institutional world. The need is identified and confirmed; a profitable business can then be developed combining all experiences and technology that LISE deploys.