



## COMTEC: What Next?

### 1. Introduction

COMTEC has over 30 years' experience in the provision of language services to companies wishing to expand into new international markets. This includes technical and marketing translation, website localisation, multi-lingual artworking and interpreting and transcription services. The languages required most frequently are German, French, Spanish and Italian. There is, however, increased demand for Brazilian Portuguese, Chinese, and, until recently, Russian. This case study will address the challenge currently facing the company as to options available for growth.

Languages services providers operate in a mature, crowded market, comprising several large companies and hundreds of small to medium sized companies offering translation and interpreting services. Customers are price-conscious and often do not understand the complexities of language translation. Organic growth is difficult to achieve because of problems of differentiation between companies in the sector. Yet the market is lucrative with demand for language services growing annually. In 2012 Common Sense Advisory<sup>1</sup>, a translation industry think tank, estimated the size of the industry to be \$33.5 billion. According to a report by IbisWorld<sup>2</sup>, translation services are expected to continue to grow and reach \$37 billion in 2018. The United States represents the largest single market for translation services with Europe as a close second. Asia is the largest growth area. As a result of increased globalization, the translation industry is expected to grow by 42% between 2010 and 2020. Improvements in machine translation and other computer assisted translation software are forecast to produce efficiencies in the sector, as more content will be able to be published at the same or lower cost.

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<sup>1</sup> Common Sense Advisory Inc. The Top language Service Providers 2012,  
[http://www.commonsenseadvisory.com/Portals/0/downloads/120531\\_QT\\_Top\\_100\\_LSPs.pdf](http://www.commonsenseadvisory.com/Portals/0/downloads/120531_QT_Top_100_LSPs.pdf)

<sup>2</sup> <http://www.ibisworld.com/industry/default.aspx?indid=1446>



Figure 1: Global Language Services Market Share by Region  
Source: Common Sense Advisory, Inc.

The Top 100 Language Service Providers

Region	Market Share 2010	Market Share 2011	Market Share 2012
Africa	0.13%	0.26%	0.27%
Asia	8.59%	7.43%	12.88%
Europe	42.26%	42.07%	49.38%
Europe - Eastern	4.49%	2.84%	4.39%
Europe - Northern	11.10%	12.71%	18.86%
Europe - Southern	7.67%	5.39%	3.44%
Europe - Western	19.00%	21.13%	22.69%
North America	48.50%	49.25%	34.85%
Oceania	0.35%	0.66%	2.00%
Latin America	0.18%	0.32%	0.63%
Totals	100.00%	100.00%	100.00%

Table 3: Historical Change in Market Share by Region  
Source: Common Sense Advisory, Inc.

The company is on track to achieve, in this financial year, a turnover of approximately £1.4 million and has recently invested in a web-based sales order processing system, Dovetail, which has the capacity to absorb a larger volume of work. The Company has to date offered a generalist service. There is therefore potential to add specialisms to the service product offering. Quality and project management systems within the Company are well developed. Staff are trained and work effectively together as a team. High levels of profitability during the last few years mean that expansion can be partially funded from cash flow (see Appendix 1).

COMTEC has retained a loyal customer base, with some customers using COMTEC's services for over 20 years. The company, because of its location in the Midlands, has a strong tradition in supplying language services to the manufacturing and automotive industries and more recently has developed a strong client base in the emerging creative industries. Big brands using COMTEC's services include Land Rover Jaguar, Aston Martin, National Grid, Amtico and La Redoute. New business is generated from incoming enquiries, proactive selling and networking.

**2. History of COMTEC, Growth and Development**

COMTEC was founded in 1984. Until 1996 the founding partner, Isabella, managed both operations

and sales and marketing within the business. In 1996 her husband, David, a business systems manager at a local tractor manufacturing company, joined the company after taking early retirement, to head operations. As a qualified engineer and computer systems specialist he brought to the company business systems experience as well as technical expertise.

As the business developed, a formal quality assurance system was adopted to run operations more effectively. As early as 1993, COMTEC was approved to ISO9000, one of the first UK translation companies to achieve this quality accreditation. A manual Sales Order Processing (SOP) System, based on ISO9000 requirements was computerised and linked to supplier and customer databases, resulting in substantial improvements in the processing speed of jobs. Recognising that COMTEC's employees were a key resource, the company was awarded Investor in People status in 1997 and soon after adopted the Business Excellence Model as a framework for managing the business, achieving an award in 2000. Turnover of the business reached £1,000,000, which positioned COMTEC as a medium-sized company in the industry sector. Further organic growth, however, proved difficult to achieve for the reasons outlined above.

Sources of new business comprised incoming enquiries from companies looking to translate technical and marketing materials in the languages of their target markets. On average, enquiries were converted into actual orders at a ratio of 1:2.5 enquiries. Difficulties arose with proactive sales activities because here a much greater investment of time and effort was required to generate sales. On average five proposals needed to be developed to generate one order, which often was of a much lower value than orders generated from incoming enquiries and existing customers. New business sales represented only between 10-15% of total turnover (remaining at this level to the present day). In addition, the experience of Isabella's husband, David, as a middle manager in a multi-national company, was proving difficult to translate to a small business environment. A decision was made therefore to sell the business in 2002 to an American-owned IT company who were looking to internationalise their activities.

At the time of the sale, Isabella had considered offering a role in the business to her daughter, Sophie, who had gained experience working in the company during school and university holidays. However, although mother and daughter had always talked about working together, it was felt that Sophie should first pursue her own career as a management consultant, after graduating in languages, history and then management at postgraduate level.

Isabella and Sophie decided to fulfill their ambition, when an opportunity arose in 2007 to buy back COMTEC, whose turnover by then had dropped to under £400,000. In addition, soon after taking over, a major translation contract with the European Commission was not renewed. Despite these initial setbacks, COMTEC grew steadily, achieving a turnover of £1.3 million in 2013-14 and an average net profit of between 15-18%. The Company now has 10 employees and manages a network of approx. 600 suppliers.

COMTEC, when appropriate, has benefited from business support initiatives. One of the first step changes in COMTEC's development happened as a result of involvement in the first Growth Programme to be delivered in the West Midlands in the early 1990s. Latterly, an instrumental factor in COMTEC's most recent growth spurt has been participation by Sophie in the Goldman Sachs Growth Programme, during which COMTEC's Business Growth Plan was developed.

### **3. Family Roles, Dynamics and Tensions**

One of the first sources of tension, leading ultimately to the sale of the business, had been the assumption that experience in managing the design and development of IT systems, which Isabella's

husband, David, brought to the business, could be transferred easily into a small business environment. Used to managing a team of developers within a large company structure, his authoritarian management style clashed with the prevailing culture of the business. Isabella, now responsible for sales and marketing, also found it difficult to relinquish operational control to her husband. Disagreements arose on how the business should be run and on future growth options, which included securing funds for expansion from a private Angel investor.

When the business was bought back in 2007, share-holding was split between Isabella (51%), Sophie (48%) and Hazel, the finance manager (2%), who had worked in the business for many years prior to and after the sale. The purchase was financed through a loan guaranteed by Isabella and through private funds. Because of the Isabella's acquisition of a second unrelated business, which subsequently failed, her initial lead role at COMTEC was soon relinquished to Sophie, who took over the day-to-day management of the company.

Very soon after the purchase, during a three-day intensive workshop, Isabella and Sophie developed a detailed business strategy for COMTEC, which, subsequently, has been regularly updated. Isabella remained closely involved in strategic decisions. Sophie's husband, Dan, was made Technical Director, but without a shareholding in the company. His role has been to provide essential IT support, resolve complex IT requirements from customers and to ensure that new technologies are used at COMTEC to create competitive advantage. He was also tasked with the development of a new web based sales order processing system, Dovetail, which was completed in September 2014. Tensions revolved around the length of time and the costs involved in the development of the new system and the lack of skills within the company for running a complex IT development project. This was eventually resolved by hiring an experienced IT consultant to supervise the project.

Other tensions emerged around the lack of clarity about the respective roles of mother and daughter; work-life balance after the birth of Sophie's first child; pressures relating to project delivery, quality control and business development; Isabella's more flexible part-time working, to allow involvement in the care of her granddaughter and pursue other interests; and the financial arrangements between the two directors (Isabella needed to draw a regular salary to supplement her pension).

These issues have been partially resolved. Isabella now manages the quarterly management review process and quality assurance, while her daughter is responsible for operations and sales and marketing. The strength of the mother/daughter relationship has withstood these tensions, although financial issues have still to be resolved in the longer term. Isabella currently retains a 25% shareholding in the company (see Appendix 2). During Sophie's maternity leave, following the birth of a second child, Isabella took overall control of the company. Sophie has now returned to work 3/4 days per week. The acquisition of a small, specialist company with a turnover of approx. £450,000 located in London is being considered, financed through COMTEC's cashflow.

#### **4. COMTEC Customer Focus**

In COMTEC's early years, the focus was very much on operational activities. The source text for translation was passed through several operational stages, resulting in the target language translation. Customer requirements were not always clearly logged, resulting in frequent re-works and subsequent additional correction costs. Staff preferred to concentrate on liaising with the network of suppliers to whom the work was sub-contracted to ensure that jobs were delivered on time. Contact with customers was limited to communication about ongoing jobs.

Having analysed the costs related to generating new business (including the employment of a part-time telemarketing operative, travel to meet new customers, advertising etc.), a decision was made to place more emphasis on relationship building and maximising business from existing customers.

Each member of staff was allocated a portfolio of customers, each of whom now had one point of contact. This shift to a more customer-oriented operation, initiated prior to the sale of COMTEC and subsequently further developed and improved, has become the guiding paradigm of the business, permeating its every aspect. Each project manager is responsible for his/her portfolio of customers to ensure that existing accounts with potential to grow are identified. Project managers log details of customer requirements into the Dovetail system, produce quotations/ proposals (see Appendix 3), and request feedback from customers on delivered jobs.

Each member of staff, depending on experience, works to a set of agreed objectives (see Appendix 4 and 5). Call targets are set for project managers and are reported on at monthly team meetings. The amount of personal attention and interaction with COMTEC that a customer receives when reaching a buying decision has been crucial to the success of the business. Several guides, as well as regular newsletters and blogs, are produced to help customers to understand how best to source their language communication requirements.

The following are examples of how the Company has supported customers into new markets:

**Jaguar Land Rover** commissioned the localisation of the company website into 11 languages, which involved the use of new computer-assisted translation technology for the translation of over 1 million words in a two month period and the development of a bespoke tool to handle complex website files, guaranteeing early delivery of translations and substantial savings for the customer.

**La Redoute**, a leading fashion retailer, chose COMTEC for on-going translation of their product catalogue from French into English. COMTEC was able to develop a bespoke tool to extract and re-insert catalogue content from original design files, reducing turnaround time and formatting costs for the customer.

## 5. Marketing

Sophie's background in marketing has brought a new impetus to marketing activities, including a recent re-branding and new website. (Links to Company video and website at <http://www.comttranslations.co.uk/>;

<https://www.youtube.com/watch?v=KRkJkyhKrQE&feature=youtube>). When the business was bought back, a key issue for COMTEC was an overdependence on one sector, i.e. manufacturing/engineering, revealing the need to diversity activities into other sectors.

A segmentation strategy was developed, where several business sectors were identified for targeting and the service offering was adapted accordingly.

Each sector was scored 1-5 (5 being the most attractive) against each factor to provide an overall attractiveness score. A social media strategy was also implemented and regular blogs and e-zines published. (Examples of blogs and e-zines can be found at;

<http://www.comttranslations.co.uk/resources/>; <http://www.comttranslations.co.uk/blog/>). With public sector procurement accounting for 11.5% of the European Union GDP, COMTEC had successfully targeted the European Union institutions. However, because of low profit margins, a decision was taken not to continue to tender for public sector contracts.

## 6. Control Systems

Work-flows within COMTEC are defined for many of the main processes. They include the quotation preparation process, order processing, project management, resource planning, supplier recruitment and internal operations with internal procedures for allocation of work with suppliers, proofreading, and glossary creation. As an example, methods for selecting suppliers are documented in the ISO9001:2008 and EN15038 accredited quality management system (see Appendix 6). All translators

are assessed and work only into their native language. They must have a specialist understanding of particular industry sectors and the associated terminology, as well as in-depth cultural knowledge of the target countries.

The PRINCE2 project management process model (see Appendix 7) has been tailored to the needs of the Company. The model comprises management processes, covering activities from setting a project up, through controlling and managing a project's progress, to its completion. The aim is to apply a level of project management appropriate to the scale of each project. Six variables are controlled in each project: costs, timescales, quality, scope, risk and benefits. Delivered projects are always reviewed to see if lessons can be learnt.

## **7. Performance Management**

The performance management system used at COMTEC is based on the Balanced Scorecard. The aim has been to broaden measurement of the health of the business beyond profit alone by evaluating performance in five key areas of activity: Financial Performance, Customer Care, Internal Business Processes, Learning and Growth and Community Engagement (see Appendix 8). Leading and lagging indicators are reported on at quarterly Progress Review meetings together with a review of the Company's Risk Management Plan (see Appendix 9).

Leading indicators, which enable COMTEC to take pre-emptive action to ensure goals are achieved, include in the area of Customer Care complaints received, in the area of Internal Operations, error rates and on-time delivery and in the area of Learning and Growth, training days per employee. Lag indicators, which enable COMTEC to monitor planned outcomes, include net profit and customer satisfaction. Performance reports (see Appendix 10) are produced monthly and recommendations for improvements are discussed at the quarterly Progress Review meetings.

In summary, private customers will continue to be price-, service- and quality- conscious. Globalization will continue to boost demand for translation services over the next years. Although the market is highly fragmented, there is much business to be won. What therefore are the growth options for COMTEC in this crowded market? Is it through acquisition, and if so, what type of acquisition? Or is it through organic growth, with further investment in business development and marketing activities? Finally, what specific challenge does a family owned business face?

Appendix 1

# Talking the right language

**Sophie Howe, Mid-Warwickshire branch chair of the Coventry and Warwickshire Chamber of Commerce.**

Firstly, I would like to wish businesses across the area a very happy and prosperous 2014.

As individuals, we tend to make New Year's resolutions – usually less chocolate and alcohol and more time in the gym!

But, as companies, I think the vast majority come back after the Christmas break and get straight back to work without really considering what they might do differently in the year ahead that could see them generate business in new ways and new areas.

International trade is going to be key for the whole economy to grow and, in my opinion, it should be the New Year's resolution of every business to look at how they might start to export their goods and services overseas.

I know we have talked about this at length previously and I do believe that there has been a shift in mentality and that exporting is no longer seen as being too difficult or daunting for many.

Of course, for some, they will still look upon international trade as out of their reach but I do think more companies are starting to believe they can do it but aren't getting round to

My advice would be to get in touch

with the Chamber's UKTI team because they can offer all sorts of support to businesses who want to start exporting.

Further to that, and this is a real passion of mine, the UK must start to embrace other languages in order to ensure our future economic success.

The British Council published a report recently that listed ten languages we must learn in order for our economy to have a bright future.

They are: Spanish, Arabic, French, Mandarin Chinese, German, Portuguese, Italian, Russian, Turkish and Japanese.

The chosen ten were selected based on a number of economic factors, including current UK export trade, the language needs of UK businesses, future government trade priorities and emerging high growth markets.

Additional criteria such as languages favoured by the general public, foreign destinations adored by British tourists and the prevalence of languages used on the internet were also considered during the selection process.

With the complete list and report now public, the findings suggest that it's high time we encouraged our young people to learn some of these languages and perhaps, as businessmen and women, we considered picking up a new language ourselves; the report startlingly reveals that 75% of the British public are unable to speak any of these languages well enough to hold a conversation.



The report concludes that Britain needs to start building on its existing language learning profile; this means a wider range of languages taught and greater numbers of people encouraged to learn them.

Otherwise, a continuing lack of language skills could threaten the UK's position and influence on the international stage, and hinder our ability to compete in the global economy.

Starting today, UK businesses can start preparing themselves for working internationally by supporting their staff in developing language skills.

So while it might seem a world away to businesses across Warwickshire, they will have a very real impact on the economic well-being of all of us if we don't take heed.

# Don't get lost in translation

Avoid the common pitfalls when translating your sales materials and enjoy greater international success, says SOPHIE HOWE



Sales materials must make an immediate impact. Sales literature, sales presentations or online sales copy must draw the prospect in, not create a barrier to the sale. This is why accurate translation is crucial for export sales success.

Research by Forrester has shown that prospects are three times more likely to buy online if the web copy is in their native language and the same is true in other sales environments. Well-translated sales copy makes your company more accessible to prospects, convinces them that you are serious about their custom and gives them confidence that a commercial relationship with you can be sustained. However, it is important that the translation is of good quality and is sensitive to local idioms. The quality of your translated copy will make a statement about your company and if the mastery of language is poor it will adversely affect your reputation.

Take a classic sporting example. When David Beckham was playing for Real Madrid, a section of the English translation giving his squad profile via the Real Madrid website read: 'His speciality are the central shots from the wing, called bananas, and free kicks, two types of plays where he displays a shooting technique which is unique in the world of football.' We may know what they mean, but some might need to be convinced that the writer knew anything about football, let alone that the website concerned belonged to a football club that aspires to be the greatest in the world.

Understanding local idioms is enormously important and mistakes in this area have become the stuff of marketing legend. When Pepsi announced, 'Come alive with the Pepsi generation' the Chinese translation apparently promised, 'Pepsi brings your ancestors back from the grave'.

Even within the English-speaking world there is a vast array of local idioms. For example, when Electrolux took its enormously successful UK vacuum cleaner advertising campaign to the US it failed to appreciate that in America the slogan, 'Nothing sucks like an Electrolux' has an entirely different meaning.

Here is the potential trap. If you don't approach prospects in their own language, your chances of success are much lower than if you do. However, if your translation is shoddy, your reputation both as a business and as an expert in your area of specialism could well be compromised.

The opportunities for getting it wrong are numerous. Chevrolet had to think carefully when it wanted to launch the Nova model in Latin America as in Spanish 'no va' means 'it doesn't go'. Ford apparently had a similar issue with Portuguese translation for its Pinto model in Brazil, where 'pinto' is a term for a poorly endowed man — not a great selling point in Brazil's very macho society.



*The quality of your translated copy will make a statement about you*

To avoid these kinds of disastrous mistakes, the answer is to:

- Buy your translation services very carefully, not in a last minute rush
- Check the qualifications of the translators used by your prospective translation company and also that they are native speakers of the language into which they are translating
- Make sure the company has translation experience in the industry in which you specialise, so that they are familiar with the terminology you are using
- Ensure the original English text is finalised before the translation process starts
- Provide a clear brief to your supplier in terms of your objectives, your target market, the nature of the copy and your deadlines.

Finally, like any business partnership, you need to build a relationship with your translation partner so that you understand their needs and they fully understand yours.

*Contributor Sophie Howe* is director of Comtec Translations. You can register for Comtec's free *Guide to Using Languages in International Business* at [www.comtectranslations.com](http://www.comtectranslations.com)

**working practices**



**A baby due – but Isabella carried on working**

Isabella Moore and Sophie Howe (main image) have co-owned Comtec for five years. Isabella founded the company in the 1980s, and was featured in the press after working during her pregnancy (inset, above)

**‘Working together brings another perspective to our relationship. I probably see more of my daughter than the average mother’**

and marketing has also helped to position the business effectively to clients and win new business.

**Isabella:** As a translator/interpreter I understand our industry and the supplier perspective. I have experience of setting up a business from scratch. This includes negotiating several strategic alliances in the UK, China and Eastern Europe. As a seasoned networker I also have many contacts outside of our industry.

**Do you often find yourselves talking about work when you are together?**

**Isabella:** Yes, we tend to talk business at any opportunity, which annoys other family members.

**Sophie:** We spend a lot of time talking about business, but this is also now shared with the new highlight of our lives, my daughter!

**What are the advantages of working with a close family member?**

**Isabella:** The pleasure of being able to pass on my knowledge and experience to my daughter and being her mentor. Complete trust in each other and the commitment we both feel to the business. The support we provide to each other as only a mother and daughter can do, plus complete openness and honesty in our dealings with each other. Working together brings another perspective to our relationship. I probably see more of my daughter than the average mother.

**Sophie:** We can be very open in our discussions about the business. We understand each other’s strengths and weaknesses, and we are both equally passionate about what we do.

**Are there any disadvantages?**

**Sophie:** Sometimes emotions can run a bit high!

**Isabella:** We need to remember to

Sometimes our roles overlap, which can be confusing for staff. I have to remind myself sometimes that my daughter is my business partner with very independent views, which I have to recognise and listen to!

**Is it your similarities or your differences that make you a good team?**

**Sophie:** I think it is probably both. We have a lot of similarities – we are both very enthusiastic and conscientious. We both believe in the importance of delivering the best service to our customers, continually investing in technology and working closely with our translators to deliver the highest-quality work. We also both like to laugh a lot – it can be hard work running the business, but somehow we always find something to laugh about!

We also have our differences. Mum likes the detail – she will spend hours poring over a spreadsheet – but I like the big picture. Somehow, we always make it work though.

**Isabella:** I also think it is both. Sophie has brought a new perspective to the business. Her experience working as a management consultant benefits the business greatly. I see in her the same drive, enthusiasm and commitment that I had when I started in business. She is more of a worrier than I am and a much harder negotiator! We both share a passion for languages and a desire to raise awareness about the importance of languages to our UK economy. Our skills complement each other.

**Would you recommend going into business with family members to others?**

**Sophie:** I think it is very important to be clear about roles and divide up responsibilities. We took time from the start to look at our strengths and weaknesses and also our personal objectives, to ensure that roles were effectively allocated in the business.

**Isabella:** The relationship already has to be strong before such a step is taken. If a relationship has been strained in the past, then the pressures of running a business could result in its further deterioration. All in all, it can be a wonderful experience but needs to be carefully planned

## Appendix 2

### PROFIT AND LOSS ACCOUNT

*FOR THE YEAR ENDED 30 SEPTEMBER 2009*

	Notes	2009 £	2008 £
<b>Turnover</b>		698,366	585,020
Cost of sales		(390,090)	(297,192)
<b>Gross profit</b>		308,276	287,828
Administrative expenses		(304,422)	(283,839)
<b>Operating profit</b>	<b>2</b>	3,854	3,989
Other interest receivable and similar income	<b>3</b>	-	231
Interest payable and similar charges		(3,162)	(5,219)
<b>Profit/(loss) on ordinary activities before taxation</b>		692	(999)
Tax on profit/(loss) on ordinary activities	<b>4</b>	-	-
<b>Profit/(loss) for the year</b>	<b>12</b>	692	(999)

## BALANCE SHEET

AS AT 30 SEPTEMBER 2009

	Notes	2009		2008	
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	5		93,860		105,593
Tangible assets	6		28,086		36,424
			<u>121,946</u>		<u>142,017</u>
<b>Current assets</b>					
Stocks		15,584		42,993	
Debtors	7	163,442		79,085	
Cash at bank and in hand		228		357	
			<u>179,254</u>		<u>122,435</u>
<b>Creditors: amounts falling due within one year</b>	8	<u>(265,973)</u>		<u>(215,124)</u>	
<b>Net current liabilities</b>			<u>(86,719)</u>		<u>(92,689)</u>
<b>Total assets less current liabilities</b>			35,227		49,328
<b>Creditors: amounts falling due after more than one year</b>	9		<u>(22,424)</u>		<u>(37,217)</u>
			<u>12,803</u>		<u>12,111</u>
<b>Capital and reserves</b>					
Called up share capital	11		100		100
Profit and loss account	12		12,703		12,011
<b>Shareholders' funds</b>			<u>12,803</u>		<u>12,111</u>

**COMTEC TRANSLATIONS LIMITED (REGISTERED NUMBER: 04534240)**

**PROFIT AND LOSS ACCOUNT  
for the year ended 30 September 2014**

	Notes	2014		2013	
		£	£	£	£
<b>TURNOVER</b>			1,340,546		1,166,824
Cost of sales			652,412		598,009
<b>GROSS PROFIT</b>			688,134		568,815
Distribution costs		1,000		990	
Administrative expenses		459,402		409,931	
			460,402		410,921
			227,732		157,894
Other operating income			312		-
<b>OPERATING PROFIT</b>	2		228,044		157,894
Interest receivable and similar income			367		536
			228,411		158,430
Interest payable and similar charges			999		-
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>			227,412		158,430
Tax on profit on ordinary activities	3		45,972		32,964
<b>PROFIT FOR THE FINANCIAL YEAR</b>			181,440		125,466

**BALANCE SHEET**  
**30 September 2014**

	Notes	2014		2013	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible assets	5		35,197		46,929
Tangible assets	6		39,566		23,609
			<u>74,763</u>		<u>70,538</u>
<b>CURRENT ASSETS</b>					
Stocks		60,645		15,901	
Debtors	7	261,184		152,599	
Cash at bank and in hand		254,900		233,413	
		<u>576,729</u>		<u>401,913</u>	
<b>CREDITORS</b>					
Amounts falling due within one year	8	206,146		172,074	
			<u>370,583</u>		<u>229,839</u>
<b>NET CURRENT ASSETS</b>					
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
			<u>445,346</u>		<u>300,377</u>
<b>CREDITORS</b>					
Amounts falling due after more than one year	9		(18,377)		-
<b>PROVISIONS FOR LIABILITIES</b>					
	11		(3,408)		(3,891)
<b>NET ASSETS</b>					
			<u>423,561</u>		<u>296,486</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	12		100		100
Profit and loss account	13		423,461		296,386
<b>SHAREHOLDERS' FUNDS</b>					
			<u>423,561</u>		<u>296,486</u>

## Appendix 3 Key Performance Indicators

FOCUS AREA	GOAL/OBJ/TARGET	ACTUAL 12/13 @ 12 MONTHS (Oct 12 to Sep 13)	ACTUAL 13/14 @ 12 MONTHS (Oct 13 to Sep 14)
<b>FINANCIAL FOCUS</b>	<b>Secure at least 48% gross profit and 10% net profit</b>		
LEAD KPIs	Cost per new customer acquisition	£638	£986
	Overheads as % of sales (turnover)	13%	11%
	Salaries as % of sales (turnover)	23%	22%
	Average order value	£1,126	£1,251
	Creditor days	54	56
	Debtor days	45	45
LAG KPIs	Annual revenue	£1,196,085	£1,296,475
	Value of orders taken	£1,164,584	£1,343,445
	Revenue from overseas customers (actual)	£118,051	£93,271
	% Revenue from overseas customers	10%	7%
	Pre-tax Profit % (excluding bank loan repayments)	12%	13%
	Gross profit % (Variable Costs)	49%	49%
	Return on Capital Employed %	Wait until audited accounts	
	Return on Sales %	Wait until audited accounts	
	Turnover on Capital Employed Ratio	Wait until audited accounts	
	Profit per employee (excl Directors' salaries)	£16,182	£15,741

FOCUS AREA		GOAL/OBJ/TARGET	ACTUAL 12/13 @ 12 MONTHS (Oct 12 to Sep 13)	ACTUAL 13/14 @ 12 MONTHS (Oct 13 to Sep 14)
<b>CUSTOMER FOCUS</b>	<b>Delight customers to develop profitable, high-value and long term relationships</b>			
LEAD KPIs	Quotations/orders conversion for existing business		20% of quoted value converted into orders/ 52% of quotes converted into orders	18% of quoted value converted into orders/ 48% of quotes converted into orders
	Quotations/orders conversion for new business		15% of quoted value converted into orders/35% of quotes converted into orders	15% of quoted value converted into orders/39% of quotes converted into orders
LAG KPIs	Number of jobs invoiced		989	1029
	% of turnover from new business		20%	15%
	Number of customers (business only - NOT members of the public (MOPs))		207	211
	Number of new customers		102	76
	% of new customers		49%	36%
	Number of orders		1034	1074
	Average number of orders per customer		5	5
	Average annual spend of all customers (excluding MOPs)		£5,754	£6,098
	Number of new customers spending £1000+		37	23
	Number of customers >£10,000 spend per year as % of total number of customers		11%	12%
	% of customers providing feedback		13%	9%
	% of customers retained		51%	64%
<b>CUSTOMER FOCUS</b>	<b>Improve marketing communications to strengthen relationship with existing customers and effectively target new customers</b>			
LEAD KPIs	Number of e-communications to customer base		10	

FOCUS AREA	GOAL/OBJ/TARGET	ACTUAL 12/13 @ 12 MONTHS (Oct 12 to Sep 13)	ACTUAL 13/14 @ 12 MONTHS (Oct 13 to Sep 14)
	New business won through telemarketing (actual and % of total sales)	£61,680	£67,452
	New business won through telemarketing % of total sales	5%	5%
LAG KPIS	Number of Twitter followers	649	837
	Number of LinkedIn followers		276
	Number of customers won through the website		7
	Value of sales won through website		£3,200
	Number of 'Likes' on Facebook	127	168
	Number of links on LinkedIn	200	278
	Number of website visits	14,000	Approx 800 per month
	Number of downloads	N/A due to new website	No longer able to calculate this data since website move
	Number of blogs		138

FOCUS AREA	GOAL/OBJ/TARGET	ACTUAL 12/13 @ 12 MONTHS (Oct 12 to Sep 13)	ACTUAL 13/14 @ 12 MONTHS (Oct 13 to Sep 14)
<b>INTERNAL BUSINESS FOCUS</b>	Improve service delivery by increasing operational effectiveness		
KPIs	% of sustained/partially sustained complaints/invoiced jobs	1.62%	1.26%
	% of value of sustained complaints to total sales	4.6%	4.70%
	Continued ISO9000 approval	Yes	Yes
	% of on time delivery of jobs / total jobs delivered	79%	78.30%
	% of jobs delivered early	2%	10.20%
	% of jobs with identified errors	8%	6.70%
	% of utilised suppliers on database	28%	By service 28.57% By supplier 28.65%
	Number of A1 translators - from 2011 to 2012 now A translators	60	70 A Translators
	Number of translators assessed	257	98
	Number of new translators added to database	179	New translators = 96 New translation services = 136
	% of new translators added to database and used more than once	24%	37.5% new translators and used more than once 27.2% new translation services and used more than once
	Number of new interpreters added	24	9 (Interpreters) 10 (Interpreting Services)

FOCUS AREA	GOAL/OBJ/TARGET	ACTUAL 12/13 @ 12 MONTHS (Oct 12 to Sep 13)	ACTUAL 13/14 @ 12 MONTHS (Oct 13 to Sep 14)
<b>LEARNING &amp; GROWTH FOCUS</b>	Maintain an environment that attracts, retains and develops committed employees and increases knowledge and information sharing across the organisation		
LEAD KPIs	Staff satisfaction		
	Average number of staff development days per member of staff	2.17	3.6
LAG KPIs	Staff turnover	31%	22%
	Investors in Excellence recognition		
<b>COMMUNITY FOCUS</b> Develop a powerful voice for languages in the community			
LEAD KPIs	Sponsored award for high achieving language pupil	0	1
	Number of presentations/speeches made	2	
	Number of work experience placements provided	20	12
LAG KPI	Raise uptake of languages at 5 schools in the West Midlands	6 (Liz, Shannon, Joshua, Hannah, Marta, Christopher) + 3 long term placements - Yvonne Kraemer, Aurore Brazon and	

**Appendix 4  
Risk Management Plan**

RISK MANAGEMENT PLAN 2013-2014								
Ref	Risk	Consequences	Controls in Place/Mitigation	Probability	Financial Impact	Reputation Risk	Total Risk Score	
<b>Strategy Implementation Risks</b>								
S1	SH	Failure to meet sales targets as outlined in Management Accounts	Cashflow problems/Loss of credibility with Bank. Company trades unprofitably/Late payments to suppliers	Financial Management/Regular cashflow monitoring/Strict Credit Control/ Regular reviews/Regular meetings with Bank Manager. Regular reviews/ increase sales activity	6	8	8	384
S2	SH/IM	Large contracts not renewed	Minimum of 25% reduction in sales	Sales drive to gain other A1 customers/ maximise business from existing customers/cost reductions implemented	4	5	6	120
S3	SH	SH taken ill or on maternity leave	Operational Management and marketing activities deteriorate	SL appointed Head of Business Development/additional PMS have been recruited. HD fully conversant with ISO9001:2008 QM system /Additional training for staff/ IM and SL can step in as GM if necessary.	6	8	4	192
S4		IM taken ill	ISO9001:2008 Internal audits not completed/ quality issues not addressed/ preparatory work for Management Review and Progress Review meetings not undertaken	HD trained as Internal Auditor and now undertakes internal audit with IM and could take over IM quality work. External trained consultant (GO) undertakes several audits of management procedures and could also undertake full audit. CF fully trained to prepare data for MR and PR meetings	6	2	2	
S5	DH	DH taken ill	Technical capability reduced and service delivery is effected	Extensive individual/ additional IT training for in-house team. Lifeboat black box held off-site. AG (external IT consultant) holds necessary passwords off-site	5	8	4	160
<b>Operational Risks</b>								
O1	SH	Failure to deliver contractual commitments	Failure to secure new business from existing customers/loss of credibility	Introduction of formal project management system based on PRINCE2 PM framework system. Project boards established for certain projects. Staff fully trained. External Audit, Internal Audit, Professional advisors. Professional Indemnity Insurance in place	4	7	10	280
O2	DH	Failure of IT network and communications + Dovetail (new sales order processing system)	Loss of operational capacity and failure to deliver project outputs	Business Recovery Plan part of ISO QMS/Sage back-up taken off site weekly/customer/supplier lists off site. External consultant AG to provide temporary fill-in	3	6	7	126
O3	SH	Weaknesses in supplier network. Failure to recruit good translators	Reduced capacity/overdependence on small group of translators	Supplier Management Strategy in place. Regular reviews of supplier database and need for additional resource identified.	5	6	7	210
O4	DH	IT does not meet complex requirements of clients	Inability to gain maximum financial and other benefit from information - eg marketing data from CRM, quality financial reporting from accounting system,	Developing CRM and accounting systems. Phase One of new SOP system (Dovetail) completed. Draft IT strategy agreed between SH/DH and AG. Technology reviews undertaken by SH/AG. Development of plug-in and customer portal (SH and AG)	5	6	7	210
O5	SH	HR policies do not meet COMTEC's needs	High staff turnover, low morale, failure to recruit, low performance, risk of legal action	Revised staff handbook and T&C. Performance appraisal introduced. Training and development in place	4	4	5	80
O6	CF	Health and Safety standards not met	Accident and injury, legal consequences	Health and Safety Policies in place, 2 trained first aiders, insurance cover	3	4	4	48
O7	DH	Failure to transfer technical knowledge to Operational staff	Unable to meet project requirements unless DH is present	Meetings to share knowledge and guidance documents developed as part of ISO QMS.	5	8	8	320
O8	CF	Failure to document accounting and financial procedures	If Carole is unwell, supplier payments and invoicing cannot be correctly undertaken.	WIs for financial accounting procedures. 100% complete.	4	9	9	324
O9	SH	Failure to plan succession in the event of staff taking maternity leave	Temporary gap in knowledge and expertise and reduction of capacity	Training of replacement staff to ensure smooth transition to more senior role to cover maternity leave.	10	7	6	420
O10	DH	Introduction of new sales order processing system (Dovetail) and stability of platform	Loss of operational capacity and failure to deliver project outputs	New system successfully implemented. DH is supported by external experienced consultant. All issues regarding Dovetail are being logged on Mantis and dealt with by DH/AG on a daily basis. Regular meetings are being held with staff to provide updates on system improvements.	7	9	5	315
<b>Financial Risks</b>								
F1	CF	Financial management	Cashflow problems/late payments/reduced credibility with suppliers	Robust credit control/ on time payment to suppliers	2	10	8	160
F2	SH	Failure of internal controls	Increase in operating costs	Internal and external audit, improved financial monitoring, credit control and systems	3	7	6	126
F3	SH	Dependent on small number of clients	Vulnerable to customer's changes in circumstances	New customer groups identified. Marketing strategy developed. Monthly monitoring of new clients. Growth Plan in place	6	7	5	210

## Appendix 5 Project management methodology

Your translation partner

### Management of Major Projects WI01

#### Introduction

For a number of reasons such as size, complexity and the specialist skills required, it may be necessary to provide extra coordination to ensure the timely completion of the work commissioned by a client. In such cases the work is treated as a Major Project and a project management methodology is applied.

The aim will always be to:

- Apply a level of project management appropriate to scale of the project that does not overburden the project but provides an appropriate level of control given external and project factors;
- Staff members are encouraged to select suitable steps outlined below that are appropriate to each specific project. It may not be necessary to apply all steps listed below.
- Maintain on-going business operations i.e. profitability, service quality, client relationships and loyalty.

Major Projects are more risky than business as usual, as they require a greater involvement of COMTEC staff with different skills, working together on a temporary basis. It is the role of the Project Manager (PM) to keep control over the specialist work required to create the project's outputs i.e. planning, delegating, monitoring and control of all aspects (timescales, cost, quality, scope and risks) of the project.

#### Explanatory Notes

<b>I Aspects of Project Management</b>	<p><b>I. Aspects of Project Management</b> The following aspects of project management should be dealt with when setting up a major project.</p> <p><b>II. Definition of a Major Project</b> A major project could comprise: projects of high value, high volume, large number of languages, complex projects (e.g. website localisation, transcreation, voiceover or subtitling), new clients and open orders. This list is not exhaustive.</p>
<b>II Definition of a Major Project</b>	<p>1. <b>The Business Case and Project Brief</b> comprising COMTEC project profitability calculations and a quotation/proposal to the Client. (See also QAP 16).</p> <p>2. <b>Allocation of work</b>, which will define responsibilities for directing, managing and delivering the project and define accountability (CT36)</p> <p>3. <b>Project Board</b>, which will:</p> <ul style="list-style-type: none"> <li>• Provide direction and support to the PM</li> <li>• Facilitate project integration</li> <li>• Provide resources for successful project completion</li> <li>• Ensure effective decision making</li> <li>• Ensure effective communication</li> <li>• Monitor all aspects of project performance and products independently of the PM</li> <li>• Authorise potential change falling outside of the limits of PM authority</li> <li>• Authorise, if necessary, premature closure of a project.</li> </ul>
<b>Business Case and Project Brief</b> 1	
<b>Allocation of Work</b> 2 <span style="color: blue;">CT36</span>	<p>The Project Board will comprise a member of staff representing the interests of the Client, a Director and/or General Manager, representing the business interests of COMTEC (business project assurance), the Senior Account Manager and Quality Assurance Specialist, who will monitor supplier selection for the project (supplier project assurance) and any other member of staff deemed necessary for the successful delivery of the project.</p>
<b>Project Board</b> 3	<p>The Project Manager has authority to run the project on behalf of the Project Board and has authority to approve changes that cost less than a pre-arranged limit and that impact on project timescales less than 1 day and which do not affect the delivery date. The PM is not authorised to make changes to the quotation/proposal without prior discussion with the project board.</p>
<b>Quality of Outputs</b> 4 <span style="color: blue;">CT53</span>	<p>4. <b>Quality of outputs</b> to be delivered, which will include the project acceptance criteria (must and should have) and the implementation of continuous improvement during the life of a project. When all acceptance criteria are fulfilled the project obligations have been met and the project can be closed. Acceptance criteria are subject to change control and can only be changed by the Project Board. An <b>Issue/Quality Log</b> (CT53) is set up at the start of a project to log any issues, including quality issues arising during the progress. Quality Review Meetings can be convened and chaired either by the GM or by the team member responsible for quality of products delivered by suppliers.</p>

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**Management of Major Projects  
WI01**

<p><b>Approved Project Plan</b></p> <p>CT12 CT36 CT37 CT55 CT38... 5                      Dovetail</p>
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5. **Approved Project Plan** which will have the purpose of facilitating communication and control by defining the means of delivering the what, where and how, by whom, and estimating the when and how much of a project. It provides a baseline against which progress can be measured. Poorly planned projects cause frustration, waste and re-work. It is therefore essential to allocate sufficient time for the planning stage of a project.

- The **Project Plan** (CT12 or CT37) lists the activities and actions needed as they are completed and defines their sequence. Where the actions needed are sufficiently complex, a separate plan is drawn up to allow for amendment as the project progresses. A plan can be presented in any of a number of formats, depending on the complexity of a project; as a Gantt chart, spreadsheet (CT12, CT37) or as a simple service product checklist (CT55). The plan indicates both the scheduled start and completion dates of the actions needed, the order that they are to be carried out, states who is to carry out each activity and the resources required to complete the project (CT36, CT37 or CT12). A further template assists in calculating project margins (CT38). The activities in the Project Plan will include not only the prime work of translation but also support activities such as quality checks that are planned i.e. proofreading, sampling etc., production of glossaries and samples, obtaining client agreement. Where there are doubts as to COMTEC's ability to carry out any of these activities, the Project Board is informed as quickly as possible so that the risks can be assessed and appropriate measures put in place to reduce these risks
- Prior to finalising the Project Plan, **Activities and Dependencies** should be considered. Activities should include management and quality-checking activities needed to develop the specialist products and any activities that are required to interact with external parties e.g. obtaining source files from an outside source or converting these files into something that the plan requires. Any dependencies between activities and products should be identified, both external (e.g. provision of a purchase order by a client) and internal dependencies (e.g. DTP cannot begin until translation checked). The amount of time an activity can be delayed without affecting completion time should also be considered.
- Activities that have zero slack define the **Critical Path** and should be indicated on the Project Plan.
- Availability of resources should be assessed (number of people required to deliver project, percentage of their time available and dates required (CT36)).
- Resources should then be assigned to activities, allocating resource to zero slack activities first. Each task owner should be notified of his/her responsibilities to ensure full understanding of what it means to complete the task.
- Control points are agreed and project **Milestones** defined, which will allow early indication of any issues.
- Special instructions to the suppliers (translators and/or Non-Translation Services Suppliers) assigned to the project should also be drafted at this time. It is useful to indicate on the schedule of activities at what point in the project the special instructions are to be used. If the client has ordered similar work, checks are made to find any previously created glossary of terms and if it is still current. If there is no glossary, the previous job may be made available to help the translators. If this is a first order, a glossary can be created, for which, if possible, the client is charged. If practicable, an early sample translation is sent to the client for approval.

## Management of Major Projects WI01

If feedback is not received in a timely manner, the client should be advised that work will proceed on the assumption that the client is satisfied with the sample. Where samples have been submitted to the client and approved, these may also prove useful information to other translators working on the project. In certain circumstances, where the client has not opted for proofreading to be carried out as part of the project, it may be decided, with the Senior Account Manager and Quality Assurance Specialist (SAM), to organise proofreading of a sample (usually 10%). An alternative is to undertake spot checks at regular intervals throughout the project.

- On completion, the Project Plan is kept with the Job in **Dovetail**. Notes of events and discussions are retained with the date and time as well as the person with whom the discussion was held.

**Approved Exception Plan**

6      CT12 CT36 CT37 CT38  
Dovetail

6. **Approved Exception Plan**, which is prepared to show actions required to recover from the effect of a deviation from the Project Plan. When approved, it will replace the plan that is in exception and it will become the new baselined Project Plan. The Project Plan is then saved as a new version.

On completion, the Exception Plan is kept with the Job in **Dovetail**. Notes of events and discussions are retained with the date and time as well as the person with whom the discussion was held.

**Management of Risk**

7      CT53

7. **The Management of Risk**, which proactively identifies, assesses and controls uncertain events, threats and/or opportunities that, should they occur, might affect the delivery of the project's objectives. Management of risk is a continual activity performed throughout the life of a project. All identified risks should be entered in a **Risk Log** (CT53), which provides a record of identified risks relating to the project, including their status and history. It is used to capture and maintain information on all of the identified threats and opportunities relating to the project. Risk Tolerances define the amount of risk considered acceptable before an Exception Report is triggered to bring a situation to the attention of the Project Board. The number of risks should decrease as a project progresses and the level of certainty increases.

**Change Control**

8      CT53

8. **Change Control**, which systematically identifies, assesses and controls unanticipated general problems or quality failures (issues) that may result in change. This is a continual activity. It is always important to ensure that every change is agreed before it takes place. Change can only be considered in relation to an established status quo. An issue can be raised at any time during a project by anyone with an interest in the project and should be recorded in the **Issue Log** (CT53). All approved changes to the project should be listed in the **Change Log** (CT53). Depending on the number and complexity of the changes agreed, an **Exception Plan** (see 6 above) may need to be produced.

**Progress**

9      CT53, CT54  
Daily Log  
Check-list

9. **Progress**, which measures achievement of the objectives of a project and is monitored at various levels. The measuring of the progress of a project is guided by three principles:
- a. A project is managed by defined **stages**, whose delivery is managed as a subset of the project. The Project Board should authorise one Stage at a time and should only authorise the next stage if there is sufficient business justification to continue. Number of stages is flexible and depends on scale and risk of project. There are always at least two Stages: the Project Start-up/Initiation Stage + one other Stage. Stages should be shorter when there is greater risk, uncertainty or complexity e.g. at the beginning or end of a project.

**Management of Major Projects  
WI01**

- b. There should always be a **continued business justification**
- c. Projects are managed **by exception**, by establishing limits of delegated authority without the need to refer up to next management level of approval

Progress of a project should be monitored **weekly** by the Project Board, although any critical information affecting either or both cost and timescales is reported at the earliest moment. Where necessary, actions to overcome problems are agreed with the Project Board.

Problems are not normally discussed with the client unless they affect delivery dates. However, subject to agreement with the Project Board, problems arising from the late provision by the client of information or on feedback on samples are taken up with the client. If these are likely to affect cost and/or delivery, the Project Board is made aware of this.

The **Daily Log** (CT53) is a useful tool for recording actions arising from many sources. It is used by the Project Manager to review and report progress and comprises the following elements:

- **Issue/Quality Log**, which details all issues arising during the project, including issues impacting on the quality of the projects outputs
- **Risk Log**, which records all identified risks
- **Lessons Log**, which records any lessons learnt and actioned during a project
- **Change Control Log**, records any approved changes to the project.

The **Check-list** (CT54) is used at various points of the project to assess that all the key aspects of a project have been addressed. The checklist is not exhaustive but should provide reasonable confidence whether a project is being managed in accordance with these instructions.

**II. Project Processes**

Throughout the project life cycle a number of processes, which describe progression through the project, are applied. Each process is a set of activities designed to accomplish the specific objective of completing the project successfully.

For COMTEC's purposes there are **five** key processes:

1. Starting up a Project
2. Directing a project
3. Initiating a Project
4. Controlling a Stage
5. Closing a Project

**Process 1 Starting up a Project**

The purpose of this process is to ensure that the preparatory work for Initiating a Project has been undertaken. Is there a viable and worthwhile project? This is about preventing a poorly conceived project and approving the initiation of a viable project. The aim is to do the minimum necessary in order to decide whether it is worthwhile even to initiate the project.

The objectives for this process are to ensure that:

- There is business justification
- Authority exists for initiating the project
- Sufficient information is available to define and confirm the scope of project
- Potential methods of delivery are evaluated and the project approach is selected based on reviewing Lessons Learnt Logs from previous projects
- Individuals are potentially identified for the work required in Project Initiation and any additional roles or skills required for the project have been established

**II Project Processes**

**Starting up a Project**  
1

**Directing a Project**  
2

**Initiating a Project**  
3

**Controlling a Stage**  
4

**Closing a Project**  
5

## Management of Major Projects WI01

- No time is wasted initiating a project based on unsound assumptions (scope, timescales, acceptance criteria and constraints)

### Process 2 Directing a Project

The purpose of this process is to enable the Project Board (PB) to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the Project Manager (PM). The process starts on completion of the Starting up a Project process. The PB manages by exception, notified to the PB by the PM. The PB acts as a communication channel with the COMTEC Board. The PB is responsible for assuring that there is continuous business justification for the project. The PB also provides informal advice and guidance.

The objectives for this process are to ensure that:

- There is authority to initiate the project and to deliver its service products
- There is authority to request an Exception Plan when exceptions occur
- Direction and control are provided throughout the project's life
- The COMTEC Board has an interface to the project
- There is authority to close the project
- Lessons learnt are managed and reviewed.

### Process 3 Initiating a Project

The purpose of this process is to lay down the foundations for a project in order to achieve its success. During this process the PM will be creating a suite of management products required for the level of control specified by the Project Board.

The objectives for this stage are to ensure a common understanding of:

- Benefits expected and associated risks
- Final scope of what is to be done and products to be delivered
- How and when the project's products will be delivered and at what cost
- Who is involved in project decision making
- How quality requirements will be achieved
- How baselines and progress will be established and controlled
- How risks, issues and changes will be identified, assessed and controlled
- Who needs information, in what format and at what time
- Individuals, who will be appointed for the work required.

Some of the Initiating Project process will be pre-contract as both the client and supplier will need to assess the viability and desirability of the project and the associated prices and supplier rates being proposed. This process is not completed until contract negotiation has concluded and the client authorises the project.

### Process 4 Controlling a Stage

The purpose of this process is to assign work to be done, monitor such work, deal with issues, report progress to the Project Board and take corrective actions to ensure the stage remains within tolerance. It is the process used for the handling of the day-to-day management and delivery of each stage of the project.

The objectives for this process are to ensure:

- Stage products are delivered to stated quality standards, within cost, effort and time agreed
- Risks and issues are kept under control
- Business Case is kept under review
- Project team is focused on delivery within tolerances laid down

## **Management of Major Projects WI01**

### **Process 5 Closing a Project**

The purpose of this process is to provide a fixed point at which acceptance for the project products is confirmed and to recognise that project objectives have been achieved. It provides an opportunity to ensure that all unachieved goals and objectives have been identified and that ownership of the service products is transferred to the client and the responsibility of the project management team is terminated.

The objectives for this process are to:

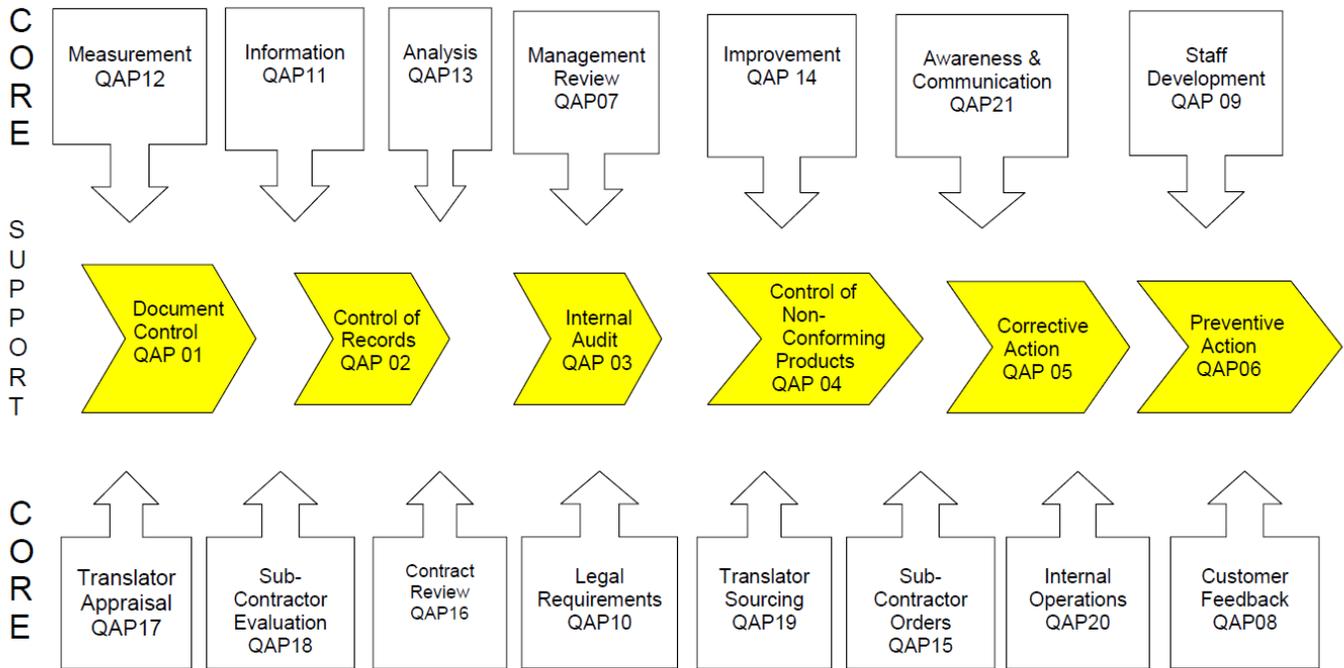
- Verify user acceptance of the project's service products
- Performance of the project is reviewed against baselines
- Benefits, realised and unrealised are assessed
- All open issues and risks have been addressed e.g. with follow-on action recommendations.



**Appendix 9 Quality Management**

Your translation partner

**PROCEDURES**



**Appendix 10**  
**Proposal Template – Sample Pages**



**Supporting Information to Translation Tender**

**FAO: Jean-Edouard Billioud**  
**Purchasing**  
**Henkel AG & Co. KGaA**



7<sup>th</sup> October 2014



## Comtec: A brief introduction



- Over 30 years' experience in the translation industry
- Loyal client base of international brands
- Dedicated team of linguists
- Network of individually assessed linguists, hand-picked for each project
- Flexible and reliable approach to working with our clients
- Continued investment in the latest translation technology



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## How we work to ensure quality



### Quality standards you can trust

We put quality at the heart of everything we do. Not only are we ISO 9001:2008 accredited, we're also recognised by EN15038 – the translation industry's quality standard.

### Cutting edge technology for a seamless service

Our use of translation technology is highly sophisticated but the outcomes are simple – we make the most of translation memory software to improve quality, reduce costs and increase turnaround times for our clients



### Supported by a network of the most experienced language professionals

Working with the very best translators in the industry, we personally hand-pick the right translator for your project based on the field of expertise required for the task.

### Our dedicated approach delivers the best results for our clients

We focus on what's important to you and our approach means we're able to be flexible, integrate with your existing processes and add value at every stage.



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## How we work to ensure quality

### Translation Technology



We don't believe in technology for its own sake, nor in baffling you with jargon - but we do believe in adding real value for our clients. Our translation technology allows us to handle large-scale projects effectively, to manage specialist terminology and ensure quality consistency with a high volume of content.

#### Delivering perfect results

By using sophisticated translation memory software, we can offer real benefits to our clients including, faster turnaround times, development of an agreed terminology and style to maintain consistency across projects in different media and reduced translation costs.

#### How does it work?

Using the latest translation technology, we are able to develop an extensive memory which continues to grow as the project is completed. This memory is then further developed through subsequent projects.

We are therefore able to ensure consistency in terminology and style both within and across multiple projects. Most importantly, we are able to offer significant reductions over the medium to long term as the memory is increasingly accessed in translation projects.



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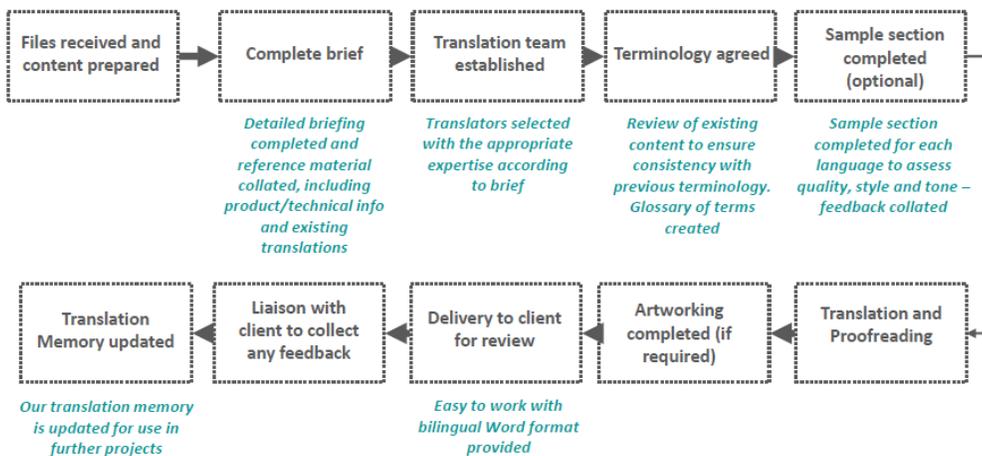
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## How we work to ensure quality

### The Translation Process



Your Project Manager provides a single point of contact and reports progress against an agreed project plan to ensure the assignment is delivered on time and within budget.



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## Our Services

### Marketing Translation



Accurate localised marketing content is essential in today's competitive global marketplace. 72% of consumers say they would be more likely to buy a product with information in their own language.

Effective translation and localisation of marketing material can be the key to winning new business overseas. To attract customers globally, marketing communications need to be fully localised to the target market.

By helping you to successfully communicate with new customers through a range of media from websites and marketing brochures to video demonstrations and podcasts, we can ensure that your key messages are delivered with the impact intended.

*"Comtec provide us with a great translation service and having the one point of contact ensures a smooth and responsive relationship. We are confident that they understand the creative nature of our industry and deliver a great transcreation service as well as standard translations. We will happily work with Comtec again in the future." LOVE*



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## Our Services

### Website Localisation Services



We're on hand to help you every step of the way - from advising on the most appropriate CMS for your multi-lingual website and taking care of the translation and localisation of the content, right through to support with international SEO.

Our services include:

**Preparation of the website for translation (or Internationalisation)**, including support with visual layout to accommodate different text lengths and handle varying data standards, such as date, numbering and address formats

**Translation and localisation of content**, including preparation of glossaries and style guides, managing updates, coordinating local market reviews and translation of graphics and multimedia elements

**Testing** of the site on various browser and system configurations to ensure proper functionality and linguistic accuracy

**International SEO**, including recommendations for effective foreign language keywords and translation of titles, descriptions and PPC campaign ads



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## Case Study: Marketing



Amtico is the global leader in flooring design and manufacture with offices throughout Europe, and manufacturing plants worldwide. The company has a successful export strategy in place, and sells its innovative and diverse product range in over 36 markets.

### Client Requirements

Translation and localisation of product brochures, website content and promotional videos, including voiceover and subtitles.

### Our Approach:

- Hand-picked translation team to ensure the right message is delivered every time
- Effective use of translation memory software to reduce project costs across all website and print content
- An online review tool to provide input from the local teams in the translation process and capture market specific expertise



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## Case Study: Combining Technical and Marketing Translation



With extensive experience of working for the automotive sector, we were delighted to be invited to work on the iconic Jaguar brand with digital agency, Cogent Elliott.

### Client Requirements

- Translation and localisation of website content
- Translation and localisation of marketing materials

All materials were translated into: German, Italian, Spanish, French for the French, Belgian and Canadian markets, Flemish, Swedish, Dutch, Portuguese, Japanese, Chinese, Russian, Arabic and Korean.

### Dave Jones, Group Account Director at Cogent Elliott explains:

*“We knew that Comtec had the right experience and skill set and were confident that they would rise to the challenge. They didn’t disappoint. A number of key strengths were fundamental to the success of the project: their skill in translating both technical and marketing materials, their excellent project management systems and their use of translation memory software. Also, we particularly appreciated their advice on securing the involvement of the local market in the translation process.”*



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## Our clients are our world. Here's what they have to say about us.

"Our international offices have given positive feedback on the quality of translations which is testament to Comtec's technical expertise. We look forward to working with your friendly and professional team again." [Jaguar](#)

"I am really impressed with the level of service provided by Comtec. They understand the needs of the business and can turn projects around quickly and to a high standard." [Amtico](#)

"Comtec understand that translated advertising or marketing materials need to convey the same style and personality as the original. We trust the accuracy of their work and also enjoy working with them." [Access Advertising](#)

I was delighted with the service from Comtec. The best options were explained and the quote was sent within hours. This was exactly what I needed - a fast and speedy service. The translation arrived early so I was even more impressed." [National Grid](#)



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## Appendix 11

### Performance Appraisal and Discretionary Bonus Policy

your transition partner

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#### 1. Introduction to performance appraisal

- 1.1 The Company considers that each person who works within it should have performance regularly assessed. This is done through the Performance Appraisal Process.
- 1.2 The purpose of the appraisal is a two-way process that involves both the employee and the line manager. Both are expected to fully engage and participate in the process.
- 1.3 It is important that both parties have adequate opportunity to prepare for discussion(s). At the end of each discussion the employee should have a clear understanding of what is expected of him/her both from their individual performance and targets that need to be achieved.
- 1.4 The benefits of appraisal in terms of improved communication and enhanced performance, both for the individuals involved and for the Company, will be achieved only by the continuous commitment of all those involved in the scheme.
- 1.5 The company recognises its duties under equality legislation and seeks to conduct appraisals in a fair and equitable manner without any bias or less favourable treatment to employees.

**Appendix 12**

**Examples of Monthly Reports**

