

Major Research Project

on

Operations

AT

EZ Labs PVT. LTD.

Submitted By:

Abhishek Rawat

2K17/MBA/05

Under the Guidance of:

Prof. P.K. Suri

DSM-DTU



DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

CERTIFICATE FROM THE INSTITUTE

This is to certify that the Project Report titled “**Operations at EZ Labs Pvt. Ltd.**” is a bona fide work carried out by **Mr. Abhishek Rawat** of MBA 2017-19 and submitted to **Delhi School of Management, DTU, Bawana Road Delhi – 110042**, in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide

(Prof. P.K. Suri)

Place:

Date:

Seal of HOD (DSM)

DECLARATION

I, Abhishek Rawat, a student of Delhi School of Management, Delhi Technological University, hereby declare that I have worked on a project titled "Operations at EZ Labs PVT. LTD.", in partial fulfilment of the requirement for the Masters in Business Administration Program.

I guarantee/underwrite my research work to be authentic and original to the best of my knowledge in all respects of the process carried out during the project tenure.

My learning experience at EZ Labs PVT. LTD., under the guidance of Mr. Abhishek Kumar, Head of Operations, and Prof. P.K. Suri, has been truly enriching.

Date:

(Abhishek Rawat)

ACKNOWLEDGMENT

I would like to gratefully acknowledge the contribution of all the people who actively took part and provided valuable support to me during the course of this project. To begin with, I would like to offer my sincere thanks to **Mr. Abhishek Kumar (Head of Operations)** for giving me the opportunity to work at '**EZ Labs PVT. LTD.**'. Without his guidance, support, and valuable suggestions during the research, the project would not have been accomplished.

My heartfelt gratitude also goes to the entire **Operations Department** at '**EZ Labs PVT. LTD.**' for their co-operation and willingness to answer all my queries, and provide valuable assistance.

I also sincerely thank '**Prof. P.K. Suri**', my faculty mentor at DSM, DTU, who provided valuable suggestions, shared his rich corporate experience, and helped me script the exact requisites.

EXECUTIVE SUMMARY

The Global Translation Service Market is driven by huge technological advancement and arrival of machines and software which can translate any foreign language in less time. Another driver for translation services is the growing geographical outreach of enterprises, thereby increasing the foreign client base and thus develops a need for translation. Translation services are how the interaction between technology and human communication is increased more efficiently. Google translate is one of the big examples of free translation service. It has been going through many advancements and now can easily detect any language, slangs, regional keywords, by written means or even by voice.

But even when the technological advancements are at an all-time high even in the field of translation, the human aspect and impact on it are still overwhelming and critical. The majority of the translations market is still dominated by the translation done by the translator and it is not visible shortly that machines would take over this field very much. A very major reason for this is the "Grey Area" i.e. Emotions of the writer/speaker, Flow of Language, Context of the situation in which statement was made, profession/industry related to the said statement. E.g. A statement made by a professional in the medical industry and legal profession could mean different even if the words used are the same. Organizations or even Governments use machine translation such as google translate for gist but they never use it for publication, official statements, tenders, contracts, etc.

Government bodies and organizations must communicate and publish frequently in several languages with employees, customers, business partners, investors, with other departments, etc. This constant demand has provided a shield for the translation industry even in bad economic downturns. Despite the economic recessions, demand has grown steadily.

Even though translations or language service providers have existed for a while, Globalization has boosted their demand and opened new routes for them and provided new customers. Translations are a mode for conveying a message from one language to another. As the organizations are expanding their outreach the demand for translation in the languages that customers prefer is increasing. Organizations are opting for translation services to make their customers comfortable.

TABLE OF CONTENTS

S. NO.	PARTICULARS	PAGE NO.
1.	Certificate	2
2.	Declaration	3
3.	Acknowledgement	4
4.	Executive Summary	5
5.	Introduction	7
6.	Top Trends	9
7.	Prospects in India	14
8.	Organization Profile	20
9.	Business Model	24
10.	Products and Services	27
11.	Operations Workflow	30
12.	Problems	36
13.	Solutions	39
14.	References	42

INTRODUCTION

Industry Profile

Language Services have been present for a very long time, and LSP (Language Service Providers) are companies that provide a wide array of services. These services include Translation, Translation, and Interpretation, Proofreading, Dubbing, Voice Overs, Language Assessment, Language Training, etc.

The estimated growth for the global translation market is very promising for the upcoming years. The geographical spread of the translation service markets is spanned across Europe, North and South America, Asia Pacific, and the Middle East. The majority of services are delivered to the government and security agencies due to a steep rise in crime and terrorism. Translation services are used across the world by the security agencies for the identification and interpretation of the messages in various forms be it written, spoken, or gestured. The US contributes the most to this growth, particularly in government translation services.

Using the internet more and more companies are providing their services in this field. Demand for the translation of the web content and the whole website is also grown. There seems to be a growing number of industries that require translation and interpretation services. Also, voice-based content has growing demand and is an important driver for these services.

Segmentation

Based on the application, the market is segmented into legal, medical, IT, government, and others. The legal segment is expected to grow most of all. Demand for legal translator and interpreter increasing due to increased communication of organizations with each other and other entities like government or foreign customers. A professional translator knows the law, culture, language, of the target segment. The entertainment industry is also using these services due to global outreach of the movies, songs, and plays.

Based on the region, the market is segmented into the Middle East, Europe, North America, Asia Pacific, and others. In Europe, stringent laws and regulation coupled with vast awareness are creating a larger demand for the translation industry.

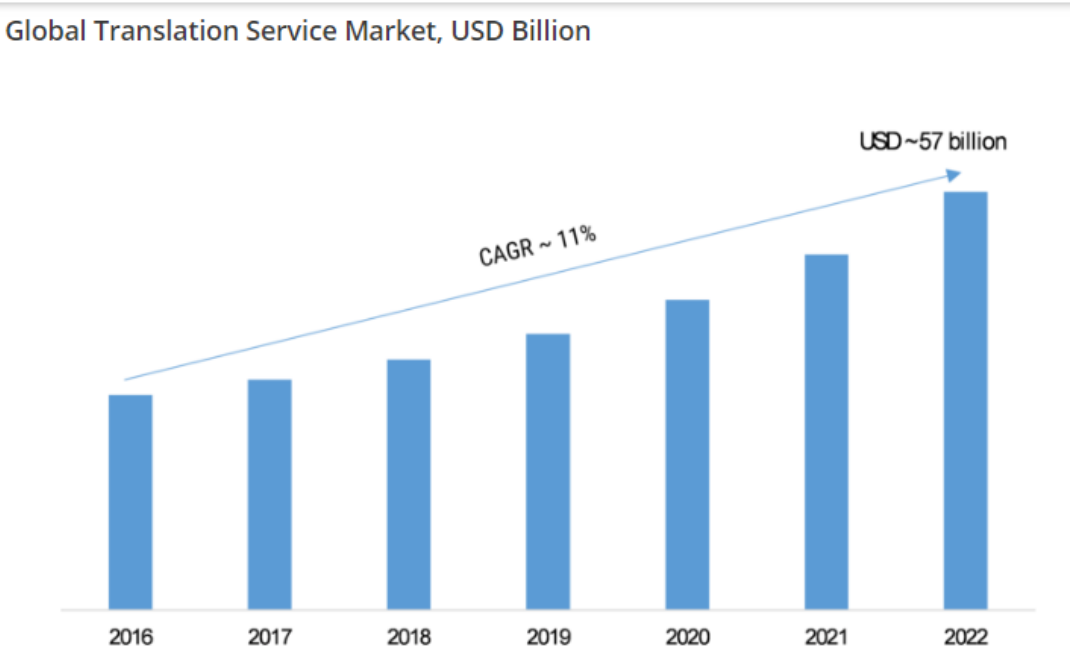
Based on operations type, the market is segmented into technical translation and machine translation.

Based on service type, the market is segmented into written translations, verbal translations, videography, proofreading, etc.

Key Players

The major players in the translation market are TransPerfect, Lionbridge, LanguageLine Solutions which are all based in the US. SDL, RWS Holdings, Keyword Studios which are based in Europe. Pactera and Appen based in Asia-Pacific.

The prominent players keep innovating and investing in research and development to present cost-effective solutions to their clients. The Global Translation Services Market is highly fragmented with the presence of many players globally.



Source: MRFR Analysis

Global Translation Services Market was valued at USD 40 Billion approx. in 2019 and is projected to reach USD 57 Billion approx. by 2022.

Top Trends in Translation Industry

- Post Editing of Machine Translation (PEMT): Human translation may be the accurate one but it is being replaced by machine translation. Post Editing Machine Translations has become the top trend in 2020, as it has moved to a new level of quality due to being easier, faster, time-saving, and profitable for businesses. They are time-saving due to the reason the translator only has to make some changes after the machine has already translated major portions.
- Transcreation: It is a growing part of the translations industry because more and more businesses are approaching their international clients, employees, and customers the right way by making everything as comfortable as possible for them that includes communication. The concept of transcreation involves both localization and creative writing. As a language service provider, you are expected by clients and customers to adapt according to text or whole marketing and other campaigns so much so that they feel as if they were conceived in the target language.
- Voice Translation: It is slowly becoming popular nowadays as it is the new means by which a voice translator directly translates the user's words, transmitting them to the receiver in his native language. According to some surveys, the majority of industrial-based research will be carried out through voice search. Voice Translations has opened the door for voice recognition, a security feature in which access is granted based on the voice of a said person.
- Video Translation: Even though print media is still being consumed but watching videos to gain information and for entertainment is getting preference amongst people. The majority of content is shown through videos globally and is more appealing. Video advertisements also provide much better interaction with the potential audience and existing customers. Almost all content providers now offer videos in major languages that are dubbed or subtitles are provided so that companies can reach far and deep to their target audience.
- CMS Integration: Integrating a content management system with an existing website or an app allows a company or organization to expand and reach beyond its current

market. Further and wide the business wants to expand greater is the need for translation. Businesses used to manually cut-copy-paste of translated content before CMS was integrated into the translation process. Due to advance CMS Integration through plugins and APIs, the process of translation and localization has become easy. This trend of CMS Integration with APIs to provide the translations service will continue in the future.

- E-Learning: E-Learning market is increasing constantly in size organically and now the COVID pandemic has accelerated its rise. At the same time, most e-learning material available on the internet is in English only. As more and more people from different backgrounds are seeking to be educated about different subjects the need for translation in the specific area is also increasing. It is worth noting that most e-learning courses include not only the content but the technology to deliver it too.
- Artificial Intelligence: AI is used in assisting the translation of text and data by many companies worldwide and in machine translation to translate complex sentences from one language to another. According to surveys, the use of AI and its augmentation will create multi-billion business value. Considering the rise in the use of AI to automate workflows, there is little doubt that AI will continue to improve business performance and automate processes in the enterprises in the future as well.
- Automated Translation: Automated translation involves automated means by which translation can be done along with auto-correcting with the help of translation memory. Companies and organizations which are aiming to target and capture markets in other countries must put their content in various languages used in the target country.

Google Translate gave a big shake to the translation industry and everyone noticed. This online tool might be used only for casual translations between friends and to get a general idea about the written content but it provides an invaluable breakthrough for many people. But this success of the automatic translation tool faded out of the professional sector because they realize that automatic translation tools do not take into account context, localization, the flow of text, etc. into account while translating the text.

Experts predict that this won't be the case for long, as in recent years artificial intelligence (AI) has enabled machines to learn from experience and give improved output every time if not the best output. Even Google Translate is getting better and becoming more accurate.

In 2016, Google launched a neural machine translation tool that uses an artificial neural network that can take multilingual translations by decoding semantic text. At the same time, deep learning technology is getting versatile very quickly. The technology and software companies are using their current and acquired resources to develop machines and software capable of translating monolingual and bi-lingual texts, audio and video, and even lip-reading.

Technological advancements in the translation and language-related industry are helping not only the said industry but also many other industries. An operator working on a Japanese machine in India can communicate with manufacturers in Japan. Logistics personnel from one country can communicate with concerned personnel from other countries to track shipping. In the next few years, travelers will benefit from digital multi-lingual translation technologies.

Japanese companies are leading the race in this field. 'Longbar', has developed a wearable device that can translate English into Japanese and Chinese. This will prompt more companies to develop and deliver more products with similar and new features. Panasonic's multilingual megaphone 'Megahonyaku' can automatically translate Japanese into English, Chinese, and Korean. By just speaking into the microphone, the machine listens and analyzes the sentence structure, and transcribes the words. After pressing the respective dialect button gives output in one of three languages. There are prerecorded frequently used sentences to make it easy for the operator. This product is aimed at customers like Railways, Airports, crowded locations, and during disasters.

Google and Microsoft are also very much involved in this field. Microsoft has already added a translator to Skype and Google's Gboard app could have many benefits for international business and the general population due to its ability to provide regional languages for texting.

Even though the technology in the translation field is rapidly emerging and evolving, it simply can't take over the field completely. One of the many advantages humans have over machines is emotions and creativity. While creativity helps in the writing and developing

content, emotions help in understanding the context of the words used. Machines can only give the output based on the information and data they have. The technology may be evolving but at the same time, humans are also adapting. Unique conditions occur and machines cannot learn and adapt from them unless they have data from those situations.

Linguists can survive by adapting to new technologies and terminologies and becoming highly skilled and specialized in an area. Linguists are providing data for business and their machines to save in translations memory that can be reused across multiple platforms and also for client-specific projects. That again establishes the point that without linguists and translators' machines would not be able to do much. But now this is having a snowball effect and markets and companies are becoming expansionists demand for multilingual data and information is also increasing. Companies who already have a global presence or aim towards it are also developing their language and translations software to have easy and quick translations and to experiment and develop associated technology.

The role of linguists is also changing. Modern marketers are not only advertisers and sales staff but also writes promoters, and content creators with a creative imagination that would captivate the audience and target segment. No matter how much machines advance they will not have the creativity of a marketer to produce the available information in a creative and capturing way.

Demand form marketers to drive constant engagement with masses and potential audience is ever-present. Expert marketers and writers speak to their audience in the easy and natural language that they understand. As more and more businesses are expanding into more than one country, consumer demand for business and their brand to publish content in a native or regional language is increasing rapidly be it in written or audio-visual format. Marketers have to trigger an emotional response from the audience but machines do not have the capability or predicting and engaging the imagination of end-users. Moreover, the content in today's globalized world needs to be constantly updated and recreated. High-quality content not only attracts more traffic but also generates a chain reaction and helps in more marketing. Editing older content and trying to make it new would eventually drive away from the traffic and which in turn would be harmful for the organization in the long run.

Marketers who are fluent in more than one language would always be a catch for the multinational companies as they can judge the use of text and phrases and ultimately the

whole meaning of the said content in the target country or a geographical area. Hence, they are an essential asset for international companies.

Next 5 – 10 years will be critical for language translations industry. There would less and less need for human intervention, that said the critical aspect would be finding the balance between man and machine. Translations software and machines would decrease the translation time and increase productivity. Business processes, workflows, and staffing requirement all will be impacted. But there would always be the necessity of human intervention whenever the translations need to be improved or have to have a perfect impact on the target audience.

Humans are very important for the business because we have the capability and capacity to adapt to changes in today's emerging markets and also invent and innovate technologies due to our changing and evolving needs. Machines can only help if we provide data and information to them.

The translation market would inevitably get less and less congested and more and more organizations would employ in house linguists. But not every company expanding in the foreign market would be able to afford the specialists in marketing those have second language fluency. Therefore, outsourcing translation work would be the most cost-effective and viable solution.

The new generation of neural machine translation and AI offers new and exciting prospects for the translation companies. The ability to provide better services and faster turnaround time would certainly be appreciated by global organizations. Translation companies would certainly have to manage the working staff and need to have required staff would have to be monitored closely to get better profit margins. So, overall, the career as a linguist and a translator are not doomed either.

Prospects of Translation in India

The translation industry in India is experiencing rapid growth and already has considerable market size. Several factors have contributed towards the emergence and rise of this industry and indicate positive growth and expansion ahead. As the world is getting more and more globalized and the exchange of ideas, products, and services are increasing the need for translation has increased many folds. To many, it may come as a surprise that in 2013-14 the translation industry in India was more than a billion dollars. It is one of the fastest-growing industries in the country. Feeding the industry is the growing demand for language content generation and its consumption in a wide range of areas, from Information Technology to Manufacturing, Medicine to Advertising, etc. Generation of digital content using translation and ensuring their availability across platforms is central in accelerating the growth of this sector.

Even though technology is entering very fast into the lives of common people, computer, mobile, and the internet is still a reach for the majority of the population in our country. Moreover, the majority of content available on the internet is in English, and not even 20% of the country's population knows the English language. Hence, it is very important to translate content, to localize the product into various Indian languages to reach a wider audience.

Even though the majority of content made by even Indian creators is in Hindi and English, companies have started to shell out content in a handful of local languages too. Reaching a wider audience is the target for all companies, but they can't wait for the whole 1.3 Billion people to get knowledge of one particular language. So, they are trying to release content in as many languages as possible. This is a challenging task for the creators as the spread of the Internet is happening at a very rapid rate not only because of the push of the government but the price wars in the telecom industry. Price wars in the telecom industry and governments public friendly policies have helped not only in reducing the cost of affording an Internet connection but also the rapid and widespread Internet access across the country.

As the government of India has an aim to bridge the digital divide between its urban and rural population, they have taken various initiatives. One such step was setting up Technology Development for Indian Languages (TDIL) in 1991. TDIL's mandated task is to bridge the digital divide by developing the tools in local and regional languages using the technology. As a result, it has been collaborating with many organizations and institutes like C-DAC's, IITs,

and IIT's for developing software applications, processing systems, translation support systems, and technological resources for Indian Languages. On the recommendation of the National Knowledge Commission (NKC) government of India launched the National Translation Mission (NTM) intending to establish the translation as an industry in India. NTM has been collaborating with various institutes, private publishers, universities, etc. by assisting in bringing out translations of pedagogic materials that are used in undergraduate and postgraduate levels. They are trying to get that material published in most of the Indian languages so that the students who have limited knowledge of English can also do further studies after high school and language should not become a barrier in the advancement of their knowledge as well as career.

The visibility of the translation industry in India is not that good. Only the professionals associated with it have some idea about it. Data available on various platforms is also very less, and it would not be wrong to claim that it does not have that much appeal in Indian IT and management professionals. But this industry in India could become the most sought-after destination for various professionals as texts and content from various industries are being translated into one language or another. Many companies are providing translation services in India. The portfolio of services provide by these companies is also very diverse e.g. Document translation, Content writing, Localization, Subtitling, Voiceover, Dubbing, Script writhing, Desktop publishing, etc. to name a few.

Major part of any localization process is translation. Localization is the adaption of a product to a specific local market. It consists of not only translation but also adaption of currencies, dates, addresses, graphics, advertisements of all kinds and many other factors and areas. The emergence of software industry, was a great boon for the translation industry.

The major part of any localization process is translation. Localization is the adaption of a product to a specific local market. It consists of not only translation but also the adaption of currencies, dates, addresses, graphics, advertisements of all kinds, and many other factors and areas. The emergence of the software industry was a great boon for the translation industry.

In the beginning, most of the software companies started the in-house translation department or outsourced the translation to individual translators. Soon, the increasing size and complexity of the multilingual localization made them realize that they don't have the

expertise or resources to manage these projects and eventually forced them to look outside. This search for outsourcing these types of projects facilitated the creation of a Multi-Lingual Vendor (MLV). In a very short amount of time industry for the outsourcing of these type of projects was developed, now MLVs were not only doing the translation but also started indulging in engineering, testing, desktop publishing, visual graphics, dubbing, subtitling, and other support services.

The portfolio of the translation industry in India involves Translation, Publication, DTP, Content creation, IT localization, etc. Among these, localization and translation are the most active fields as more and more MNC's are involved in one way or another either client or vendor. Some of the vendors that are operating in India are Lionbridge Technologies Pvt. Ltd., SDL India, WebDunia, Coral Knowledge Services, etc. Lionbridge is the biggest company that specializes in the translation of technical documents and software and its management. It is also the biggest company in the world in terms of revenue. According to their website, their portfolio includes content services which include, technical writing, Financial Reports, Scientific Articles, Multicultural Marketing, Translation, software localization, AI Services like voice and speech recognition, etc. They also serve various industries like, Banking and Finance, Retail, Travel and Hospitality, Life Sciences, IT, Manufacturing, Automotive, etc. to name a few.

One of the major reasons for the localization of products and services by MNC's is legal. E.g. In some countries importing or using products which are not in the country's native languages is not permitted. According to various surveys, many people prefer to buy products that have information in their native language or the language they can understand. Hence localization plays a big role in these conditions and scenarios.

One of the biggest reasons for the rise and flourishing of the translation and localization industry in Europe first was because, the many MNC's started to localize their products in major European languages i.e. French, German, Spanish, Italian, etc. In Asia, Japanese and Chinese were the first languages that products and services offered by MNCs were localized in. Then came the localization of Hindi as MNC's understood the importance of localization and not to mention that India was and still is a huge market. But now the globalization and competition within the segments and products have driven most of the companies to localize

their products and services in most of the 22 major languages listed in the Constitution, if not in all of them. With the emphasis on 10 – 12 major Indian languages with majority speakers.

India's Information Technology sector is growing at a fast pace and many companies whether indigenous or foreign are adopting various methods to maintain and expand their presence, localization being one of them. Microsoft which has products like Windows and Office is offering both these and other products localized in the majority of Indian languages.

Downloading and installing these Language Interface Packs will let users work on these products in the language of their choosing. Not only that, but the mobile market is also not untouched by the localization majority of the players in this market offer multiple language options for the user interface of their operating system in their mobiles. Tech giants like Google, Adobe, LG, Sony, etc. all are localizing their products for the Indian market. Every day a new company is getting their one, more or all products localized and this is helping in the expansion of the translation market in India. Even publishing houses are not away for the localization, houses like Pearson Education, Oxford University Press, etc. have been publishing their content in more than one Indian language.

Even though the translation industry has shown great results in India unless it is boosted by the government policies it's prospects would not flourish as much as the surveys and expanding localization market might show.

The adoption of technology in the field of translation differs in individual and MLVs. Due to the availability of resources and the ability to spend money the MLVs or organizations are quick to adapt and onboard the technology and use its assistance in the translation and localization process. Whereas the individual translators cannot adopt the translation tools so easily because of the cost and efforts required to purchase or build one.

Other than traditional tools such as dictionaries, glossaries, etc. the use of Computer Assisted Translation (CAT) tools are on the rise. One of the main features of a CAT tool is to save and store the translation units in a database, called translation memory (TM). The benefit of the Translation Memory is that it can be used by the translator in the same document again and again, also CAT tools can create something called term-bases which helps in storing translated terms and they can be used in future documents. This not only increases productivity but also brings consistency across the document. This feature is particularly helpful when there are multiple documents related to the same project and they need the

same terminologies to be used multiple times throughout. Some of the popular CAT tools are MemeoQ, SDL – Trados, SDL – Passalo, OmegaT, etc. All these tools are most of the time used offline. But as the usage and availability of the internet are on the rise, online tools and platforms are gaining momentum and becoming popular amongst translators as well as MLVs. Crowdin is one such 'Localization Management Platform'. This platform originated from Ukraine, is focused on localization of mobile apps, desktop and web software, and related structure. Tech giants like Microsoft developed their tools to assist in localization such as Loc Studio, Dr. Know, Leaf Professionals, which is an online tool whereas others are offline.

There are advantages and disadvantages to both online and offline tools. Offline tools can be installed and need users to get a license, which is generally expensive. But after getting the license the user can store their files on their system and create their memory or termbases for their use in the future. On the other hand, to use online tools, most of the time translators don't have to pay anything.

On platforms such as Crowdin, the company that hosts and manages the project would pay for the workspaces, and translators can simply log in. The disadvantage in this type of online platform is that use of workspace, translation memory, and term-bases is completely at the discretion of the host company. They can anytime revoke the access, or may or may not allow the translator to keep the translation memory and term-bases. Leaf Professionals from Microsoft differ slightly in this regard, even though it is also an online platform but the translators have to install a file through which they can connect with the server. Translation industry leader Lionbridge has created a cloud-based translation platform, where translation memory, term-bases is on a real-time basis and can be reviewed online too. That resulted in increased efficiencies and quicker turnaround time while maintaining a high quality of translation.

The main issues that are negatively affecting the growth of translation industry in India are fragmented nature of the industry, somewhat moderate penetration of internet and computers, lack to standards for the fonts and input methods, limited availability for the CAT tools, less availability for the local language content, lack of formal training in terms for languages integration with IT, accreditation for translators and companies from the government based body, etc. The access of the computer needs to be increased at a mass level, availability of internet and mobiles is increased by some of the recent government

initiatives like BharatNet, Digital India, Make In India and Startup India to expedite the growth of the web-based platforms and companies. Currently, India is the second-largest online market after China. There are around 600 million people who have access to the internet, and the country's internet penetration currently is around 50%. There is a constant increase in internet accessibility in the country. There is an increasing demand for quality translators and language professionals. In a country as diverse and multilingual as India, there is a huge potential for the translation industry to grow and provide employment. What remains to be done is to focus and assist of government in this sector, which could give it wings and give many people livelihoods and the country boost in the economy.

1.2 Organization Profile



EZ Labs Pvt. Ltd. commonly known as **ArabEasy**. Mainly it was started as a translation agency but now has grown and expanded in other domains and has become a Multi-Lingual Vendor (MLV). It was founded in 2017 by Joy Sharma.

The company started with serving the translation aspects of the clients in the middle east and Arabic only. ArabEasy has earned its name in providing high-quality translation, with fast turnaround time, 365 days a year.

Current Team Members

Joy Sharma – Founder and CEO

Vishal – Partner, Head of Sales

Divya Anand – Head of HR

Abhishek Kumar – Head of Operation

Devendra – Chief Technical Officer

Mahmood Ghanem – Quality Head

Jayant Jha – Lead, Machine Learning

Journey

In Feb 2017, Joy Sharma was working in the Middle East as a Management Consultant, he recognized the need for the better quality of Arabic translation and service as the translation industry over there was working on traditional methods. There was an urgent and high demand for quality translation and service. Working there he realized that there is a gap that can be an opportunity.

Keeping all the points in mind he came up with a solution to try to break the monotony in the translation industry in the middle east. In September 2017 after through research and studying the trends in the industry, he decided that he would resign from the current management consultant job and started working on building a company that would revolutionize the translation industry. He first focused on the possibility of the business and delivering great quality which was the central idea for the whole business.

To achieve this, an innovation hub was set up in India with name EZ Labs Private Limited, from operations can be run, new practices could be applied and established, which was not heard of in this field before and new venues could be explored. Whereas, the company was established in the United Arab Emirates, from where the Quality Team could manage and control the translations. Quality Team consisted of professionals from the field and with the experience of working in the middle east. As the idea did not come to fruition completely yet, the company came to be known as WiP – Work in Progress.

In November 2017, the very first two employees joined the company, after Joy had a thorough search through candidates. He picked up two candidates, who would work 16 - 18 hours a day so that business could be built that aimed to disrupt the traditional working of the translation industry.

In April 2018, after 6 months of endeavor, determination, and persistence, and not to mention Joy's work experience in the middle east, WiP achieved what most translation companies dream of, their first big account with one of the top consulting firms, after finishing their first quarter. They achieved 99% positive feedback in the first three months after setting up a small quality and operations team.

In June 2018, the business started gaining momentum, and Joy and the employees started to think that WiP did not truly depict the vision he was seeing the company in. Then one day,

while having a conversation with a friend from the middle east, he came across the word Arabizi which essentially means Arabic words written using the English alphabet and numbers. Because of the play of the word it became Arabeasy as it rhymed with Arabizi and also, what they wanted to project the image of their company as someone making Arabic translations easy.

Positive word of mouth started spreading about their work, quality, and service. In October 2018, a scale-up of the operations of the company was required as they started gaining momentum and multiple clients started sending work. As one of the company's claim was 24/7 service, a 6 people team was established who would manage operations throughout the day for the whole week.

The inflow of the assignments increased manifolds, once operations team was setup. This required more people working in the quality team as well which could manage the quality and capacity of translation, as it was one of the selling points of the company. As the company was vetting and examining translators since they were established, crème de la crème was picked to set up an internal Quality Team which would make sure that the Quality of the output was exceptional.

Once decent operations and the quality team was established, it became very much apparent that even this capacity was not sufficient enough, as the assignment inflow would bring the whole team on its knees with people working not only overtime but also twice the amount they should have. The whole purpose was to maintain 99% positive feedback. To reduce the workload on the team, a lot of time-consuming and repetitive tasks were digitized and automated so that they would require minimal efforts and efficiency of the critical tasks could be increased.

During May 2019, a sales team was set up in the house to cater to the growing demand for the quality of work the company provided. The establishment of the sales team caused the inflow of work pouring in while the operations and quality team held it together and muddled through.

As the management got more and more clarity regarding the actual conditions and challenges related to the company, they started to get a better understanding of what was required to be done. So, restructuring began, with roles and responsibilities becoming clear,

and hiring more people began with clear job descriptions. Arab easy became the team of around 20 people with everyone playing their part in moving the business forward.

In October 2019, Arabeasy came up with a unique solution of dispute resolution as well as professional development for the onboarded translators called the EZ Buddy. It was essentially a combination of two parts, one part was feedback and another was dispute resolution. The EZ Buddy program was designed so that the onboarded translator would develop professionally as well as excel in their fields.

The company hit its first big milestone, by translating a million words in little less than a month. Operations and Quality team worked hard to achieve that by giving the best output and received praise and positive feedback from the client.

Arabeasy launched its first product from its innovation hub call EZ Flip in December 2019. It was developed to reduce the effort in formatting and flipping (mirroring) the translated PowerPoint presentations manually. As Arabic and English are written from opposite directions, the formatting of the translated output required a lot of effort not to mention time-consuming. Hence, EZ Flip was made available for the public as a beta version for mirroring and inverting the design. The tech team kept working on the improvement of the product and EZ Flip now could almost instantly mirror the translated output and was an instant hit amongst the clients and other customers.

By January 2020, the Arabeasy Team had 30 people working and with QA Team comprising of team members being residents of 5 different Arabic speaking nations having experience in various fields. The company had served 3 out of Big 4 top management consulting firms and more than 30 clients from across the field.

Fast forward to today, Arabeasy has central contracts with 3 out of Big 4, with working towards getting the central contracts with KPMG. To diversity its portfolio company has now translating Chinese, French, Turkish, etc. and is expanding towards including more languages in the portfolio. Now the company has more than 60 employees working in various departments i.e. Operations, Quality, Sales, Tech, Strategy, Online Marketing, Content Development, Visual Graphics. Etc. The company is truly on its way to becoming a Multi-Lingual Vendor.

Business Model

Taking after its founder and CEO, Joy Sharma. Arabeasy was born to address three core issues in the current translation market:

Consistent High Quality

The target was to provide high-quality translation to the clients not only by chance, or a couple of time but every time and by design.

Least possible Turn Around Time

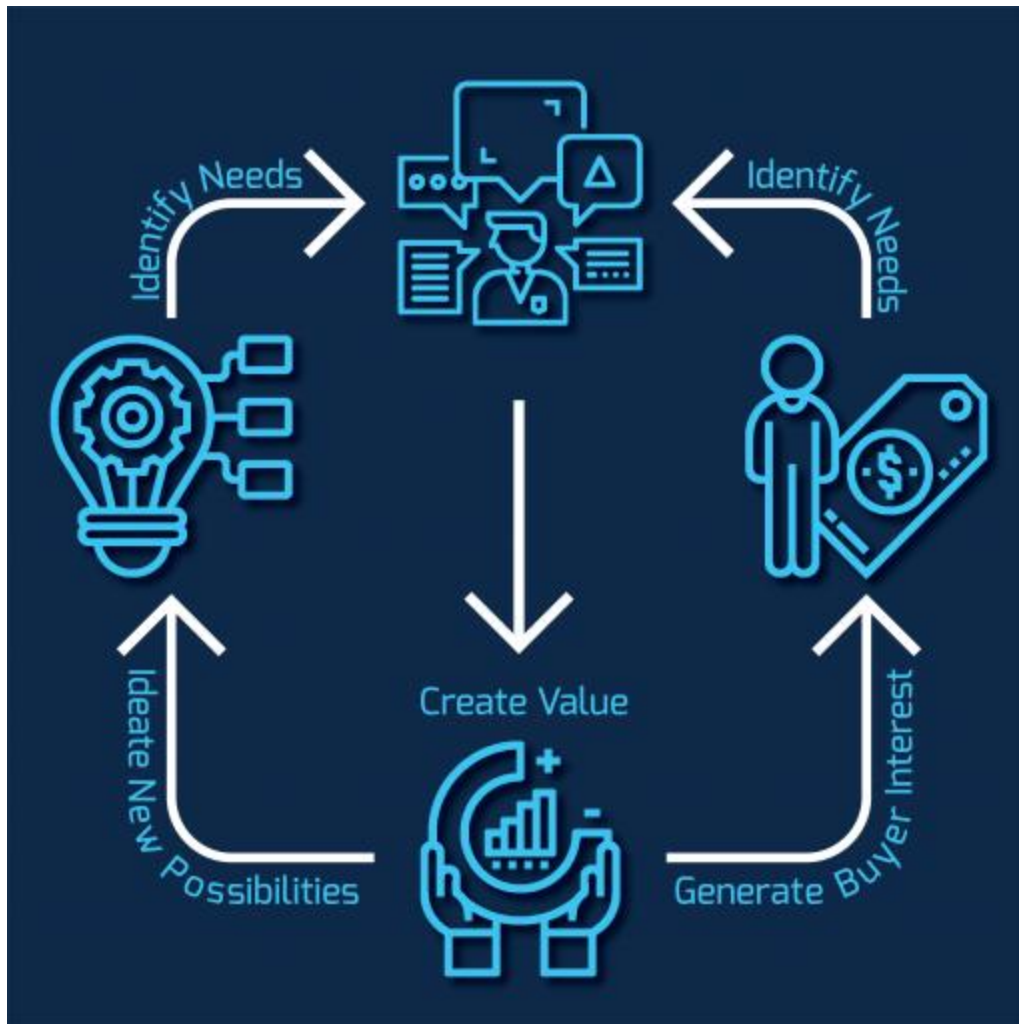
The challenge was to provide the fastest possible turnaround time without compromising the quality of every assignment. By providing high-quality output in a few hours, the capacity could increase manifolds.

24*7*365 Support

To build an expansive network, for that client service is paramount and more accessible your company is more customers would be drawn to it. Not only that that would give more opportunity to spread the company's reach.

Upon careful and thorough inspection, he realized that the implementation of this plan did not need heavy investment. Also, just by focusing on these three issues this business could succeed and be profitable. A local office in UAE was established which is the registered office of the company and an operations unit was set up, which later became the innovation hub EZ Lab Pvt. Ltd.

That was the day after that the Arabeasy has not looked back. The growth of the company has been exponential. The company made a profit since day one and had a break-even within a few months of starting. The company has kept pace with the information and data security and has tried to keep data of clients secure. They have worked in such a manner and made policies to make data secure and have achieved the ISO 27001:2013 certification. ISO 27001:2013 specifies the requirements for establishing, implementing, maintaining, and continually improving an information security management system within the context of the organization. It also includes requirements for the assessment and treatment of information security risks tailored to the needs of the organization. The requirements set out in ISO/IEC 27001:2013 are generic and are intended to apply to all organizations, regardless of type, size, or nature.



Instead of indulging in the increasing the valuation of the company like other startups, Arabeasy focused on conventional philosophies of business, quality in less time. That earned them profits and instead of justifying the investments in infrastructure like most startups, they started channeling it towards innovation for reducing the time and effort of everyone evolved, employees, and clients alike.

The company invested in technology by introducing technological products like EZ Flip, which increased the working efficiency by 20% by automating features like flipping and formatting. The more value to the business was created by providing new services to the clients, like EZ flip and another being EZ Slides that would fulfill all the needs of the client regarding the demands related to the presentation design.

The company is always available to provide the best and fastest service to the clients by having quality translators across the globe and working on different timelines so that they are

available 24/7, the company worked on working from the rectifying the whole process and removing bottlenecks throughout the process. The availability of translators 24/7 reduces the downtime for the client and reduces the turnaround time by 30%. The aim is to reduce the processing time of the document during the working hours of the client, that also increases the client efficiency. As the operations team is always online day or night, even in holidays, clients can just drop the document they want to get translated and leave everything to the team.

Moreover, other than the large network of translators, using the man-machine combination also contributes to the delivery of high-quality output with less turnaround. Usage of CAT Tools allows multiple translators to work on the same document while the highly experienced in-house Quality team keep an eye on the process and progress and provide inputs where ever required.

Experience and the intelligence of the translators provided with the support of the technology and tools in addition to domain related glossaries and reference documents give high-quality output. Now that the translation aspect is taken care of the presentation of the document is aided with in house developed tools like EZ Flip which further reduces the time and the effort while also enhancing the visual aspect of the document with accuracy.

As the company transitions from a startup to an established organization, the delivery duration has been reduced. Company has been able to provide the consistent high-quality translation.

EZ Works (Product and Services)

In the desire to provide all solutions in one place for the modern management professional. The company provides various solutions other than translation to take care of all the adjoining

needs of the clients. By utilizing advanced technology, the company has been able to innovate and extend the scope of the services.



Translation

With the capacity of many Native Arabic translators, the company has expertise in Arabic Translations but they are expanding and including other UN-recognized languages as well. Translation services include interpretation and voice over services for any documents or audio/video files.



Presentation Design

Corporate presentations and Documentations often require infographics and subtle designing for the information to be an easily understandable and large amount of information to look visually appealing. By leveraging an enormous network of presentation designers and dedicated team of designers who assure quality have a combined capacity of creating, templating, and enhancing over 50,000 pages/slides every month, be it PowerPoint presentations, PDFs, or Word Documents.



Graphic Design

With the increased number of internet and social media users, the need to generate newer better content increases. The company has a team of very skilled and passionate graphic designers who can cater to all visual communication needs. The team is experienced in all major desktop publishing and graphic design tools and can make any normal project come out alive and communicate the desired message.



Videos

As more and more content is being consumed by the masses, the demand for video content creators is high. To stay engaged with the audience variety of video content is offered as a service by the company. Ranging from cultural videos, interviews, webinars, corporate or educational videos company offers a wide variety of video creation.



Market Research

Market research and surveys are a critical part of any organization, they create a basis for any innovation or launch of a new product not to mention the related business decisions which affect the company's overall growth and image. Company's management comprising of Ex- Consultants, a fleet of expert analysts experienced in both primary and secondary research, and a team of over 1500 Subject Matter Experts across various domains offers experience and expertise that makes the decision-making process highly effective, improving the business strategy.



Data Processing

This aspect is very integral but requires intense efforts. The company provides an all in one solution of the data processing related needs, collection, cleaning, harmonization, reporting, analysis and ultimately creating dashboards.

Current Clients

The company serves many clients but some of the major ones are, McKinsey & Company, Ernst and Young, KPMG, PWC, Strategy &, Bain & Company, Arthur D Little, Saudi Entertainment Ventures (SEVEN), MOZN, Gulf News, Badwa Capital, Elixir, etc. The clientele of the company is increasing day by day due to marketing but positive word of mouth plays a large role in it.

Future Plans

As a growing organization, the many aspects of the organization are still getting defined. Many products and services are under development using technology. One such development is an online cloud-based platform. Like many other key players in this field who are leading it, the organization is focused and committed to building an online workspace, for translators, in-house Quality Team and Operations Team. The workspace would let translators, proofreaders, and Quality Team working on a platform where the document will move to the next step in the process as soon as the previous step is complete. All the translation memory, term-bases, and the document itself would be saved in the online space. That would not only make moving the document from one step to another easier but also keep the document and related files safe in a protected space, which will also add to data security.

Operations Workflow

Operations is a very important part of any business. Especially with an organization that prides itself on the fastest turnaround time and top-notch quality. From receiving the client's mail of various types be it Quotation requirements, receiving of document for translations, visual graphics, etc., till the delivery of the processed document, the operations team plays a critical role. The most important factor for the operations team is time and multitasking. Decisions made by the operations team at every step of the process impacts the output and quality of the file and not to mention the turnaround time.

- The basic workflow of the operations team is as follow:
- After receiving the mail, the team has to acknowledge the receipt within 15 minutes.
- If the mail is a quotation request with a document attached, then after analyzing the file a wordcount is arrived at.
- The language pair is mentioned by the client i.e. the language in which the document is currently is in (source) and the language in which the client wants it (target).
- Pricing related to that word count (XXX/word) or visual graphic is quoted to the client and their approval is asked. Pricing for different clients is different and changes based on the factors like discount offered or total word count.
- If the client does not ask for a quotation or is already aware of the pricing, then a confirmation mail with the delivery details is sent within 20 – 30 minutes. An operations team member handling the mail has only 20 – 30 minutes to analyze the scope of work to be done and send the necessary and delivery details to the client.
- Standard delivery details include No. of documents, Name of the documents, Language Pair, Word Count, Quality, Delivery Time, and Date.
- The document is assigned to the translator depending on the availability, language pair (source-target), and their quality of translation.
- After translators are done with the document, the document is assigned to the in-house Quality Team for proofreading.

- The next step is formatting the document and making sure that it is the mirror image of the source document.
- The document goes through a thorough quality check. Adjustments are made both in translation and formatting if required.
- The file is delivered to the client.

The basic principle behind giving an accurate deadline to the client is to save the client's time and to maintain quality at the same time. The deadline given to the client depends on the no. of words to be translated in the document.

For 800 – 1000 words, turnaround time in the highest quality is 4 – 6 hours. Turn around time depends on the calculation as follows: divide the number of words with 200/250/300, which gives the number of hours the translator would need. After that add the half or two-third the time assigned to the translator, that time would be for proofreading. Finally, depending on the word count, add some time for formatting and Quality Assurance of the document. This process is for the normal path to be taken when the client does not mention and deadline form their side.

Mathematically the arrival of delivery date and time would look something like this:

No. of Words / (200 or 250 or 300) = Translator's Time (TT)

Translator's Time * ((1/2) or (2/3)) = Proofreader's Time (PT)

Time for QA and formatting has to be estimated by the operations team. (X)

Final Delivery Time = TT + PT + X

Delivery Time can change upon the intervention of various factors like updates from the client, delay from translator or proofreader, technical delays, etc.

Source Language Document

Send acknowledgement email upon receipt of assignment

Gather all relevant information & estimate delivery time

- Type of file
- Language pair
- Word count
- Client urgency/ deadline (if specified)

Send confirmation email & request approval only when required

NO

- Leave mail in inbox for follow-up
- Record in hand-over

Record in hand-over

Update Ops master

- Proofreader on-time column
- QA information (if relevant)
- VG information (if relevant)
- Actual Delivery time
- Record delivery in hand-over

Final Target Language Document

Deliver to client

- Client specific process - e.g. Box in case of McKinsey
- For ppt/doc, also share PDF

Update Ops master

- Proofreader on-time column
- QA information (if relevant)
- VG information (if relevant)
- Actual Delivery time
- Record delivery in hand-over

Assign Work to best fit translator, and

- Create ticket in Ops Master
 - File name
 - Client code & Requestor
 - Word Count & SL_TL
 - Translator name(s) and Word count(s)
 - Committed Delivery time

Identify available Translators

Follow up with Translator

- 50% of delivery time
- Close to delivery time
- End of shift
- Record in hand-over
- Record other information like mail verification etc.

Record in hand-over

- Update Ops master
 - Translator on-time column
 - Flip and format document
- Record in hand-over

Assign work to Proofreader and follow up regularly

- 50% of delivery time
- Close to delivery time
- End of shift
- Record in hand-over

Allocate in-house Proofreaders and inform them Tr delivery time

OR from In-house QA - inform both of delivery timelines

- Update in Ops master
 - Proofreader name(s)
 - Proofreader Word Count(s)

Action for Google Sheet - Delivery Ops: Master

Inputs for Handover WhatsApp message

Get quick turnaround from pre-decided in-house team member

Is QA required?

YES

NO

Get quick turnaround from pre-decided in-house team member

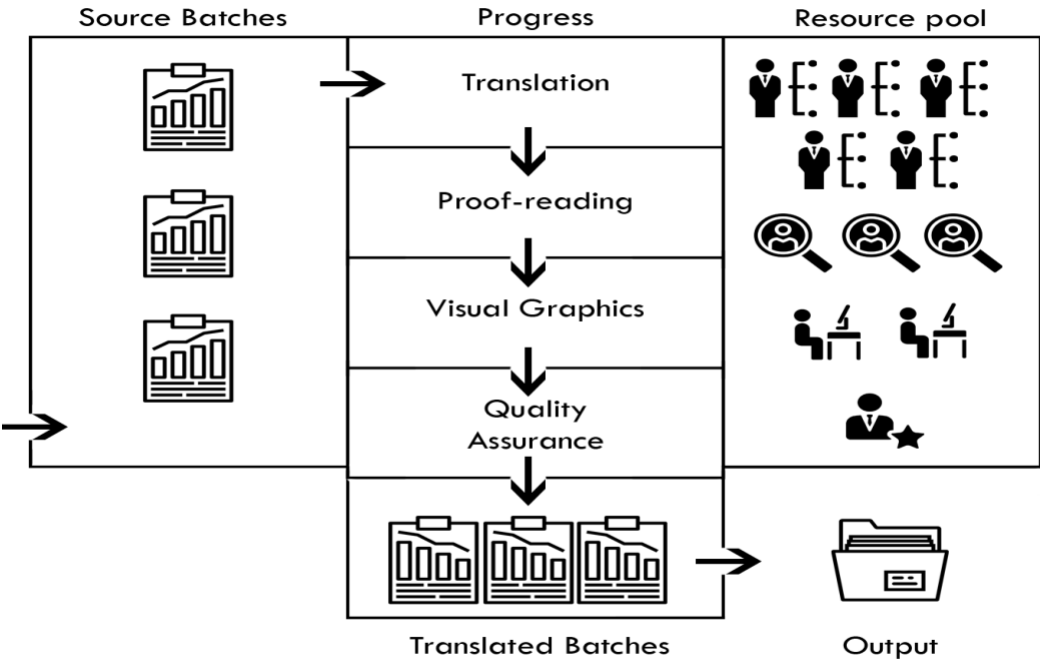
Is QA required?

YES

NO

Assigning the file to a translator depends on the following factors, quality of the translator, Language Pair, delivery time, availability of translator, current occupancy of the translator, etc. Whereas after translation the document is assigned most preferable to the in-house proofreader but sometimes the team reaches out to freelancers too.

Documents with larger wordcount which are needed in less time by the client, require to be split among multiple translators otherwise it would not be possible to deliver it in a short amount of time. Multiple translators and proofreaders need to work in parallel on that assignment.



Analyzing the proper split of the document is necessary, it could be based on the complexity of the content, the number of pages to be translated into every batch.

Proper research in the domain about which the document has the content is very necessary. Terminology and technical jargon of that domain should be used during translation to arrive at the high quality of translation.

For example, legal terminologies are not known by the general population, so knowledge of legal jargon would come in handy while translating the documents related to the legal domain.

Proofreaders make sure that every word used in the process of translation is accurate and related to the domain with which the document belongs and also that no word is left untranslated.

Proofreaders give constant inputs to the translators about any word, sentence, or abbreviations that translators are not sure of and provide the constant overwatch to ensure that the process is moving in the right direction.

Proofreaders correct any grammatical and spelling mistakes and make sure that proper terminology is used and sentence structure is correct.

Operations teamwork in shifts of 8 hours with 1 hour of overlap. At the end of every shift the people working in the previous shift give something call the Handover, in which there are the details of the currently undergoing documents regardless of the type of request from the client be it translations or visual graphics. The Handover is given in written over WhatsApp and in verbal over a conference call on Google Meets. Handover includes details like client name

- number of files from the same client or other clients,
- who is working on the document currently, and what are there deadlines?
- client deadline
- capacity booking (when a client informs the team in advance regarding the upcoming request.
- any other specific tasks or details. i.e. sheet and mail verification and status.

Running Operations during the COVID pandemic has been a real challenge, as working from home is a real challenge for the organization like Arabeasy, as it is not small enough to manage people ad-hoc and not large enough to have well established remote working systems in place yet. The organization does it with a lot of check-ins, which are every week and maintaining online work presence using Zoom, Google Meets, WhatsApp, etc.

Operations Sheet

It is an online google sheet that contains the document related details and must be filled with each receiving document from the client. It is a very important step in the process as the data filled in this sheet is directly responsible for sending invoices to the client and payment to vendors and translators. It includes details like arriving date of assignment, name of the assignment, client's name, type of work to be done, assigned person (translator, proofreader or designer), committed delivery time and date, the actual delivery of the assignment, etc.

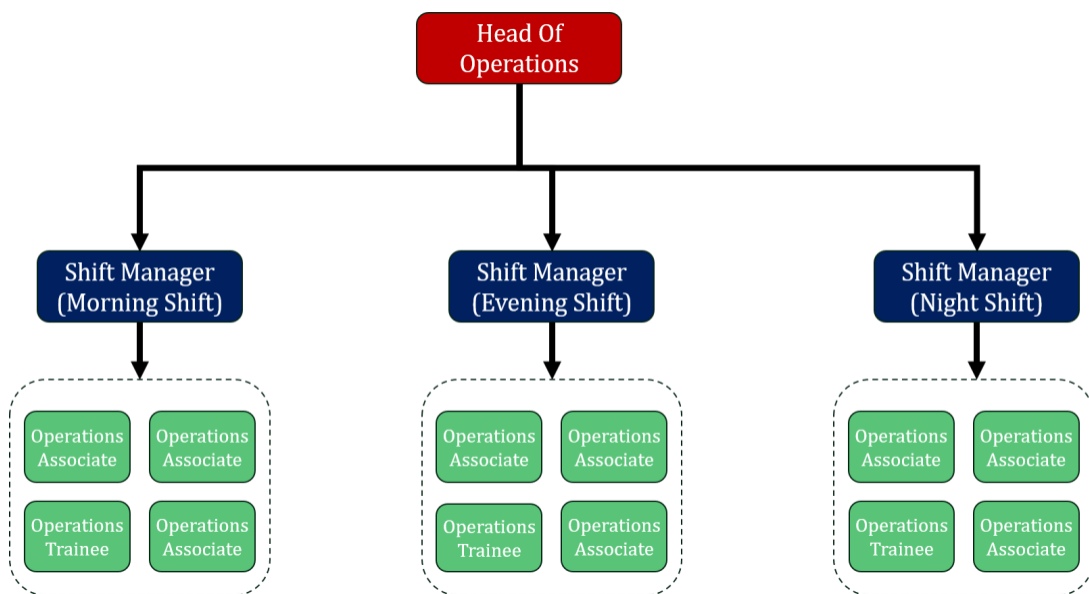
The sheet also has a link for feedback form for every document, which is sent to the proofreader so they can evaluate the performance of the translator and the rating generated by the various aspects of the feedback from affecting the rating of the translator. Not only that but it also affects their payment. Which encourages them to improve their quality. Every week the sheet is verified against the mails received so that it can be assured that every detail entered in the sheet is accurate.

Huddle

Every Friday there is a team meeting of the members of the operations called Huddle. In that various aspects of the operations are discussed i.e. how to proceed with particular assignments, capacity bookings, how to deal with problematic situations, shifts of operations team members, if something specific needs to be done related to operations, etc.

Problems In Operations

Since its inception in the Arabesay with just one person working, Operations have come a long way. From one person working 16 – 18 hours a day to a team of 10 – 12 people working 24 hours a day, with more people joining in, Operations Team has achieved a lot with their hard work and dedication while working 24*7*365 to maintain that 99% positive feedback streak and walk the talk on being always available for the clients.



Hierarchy of Operations

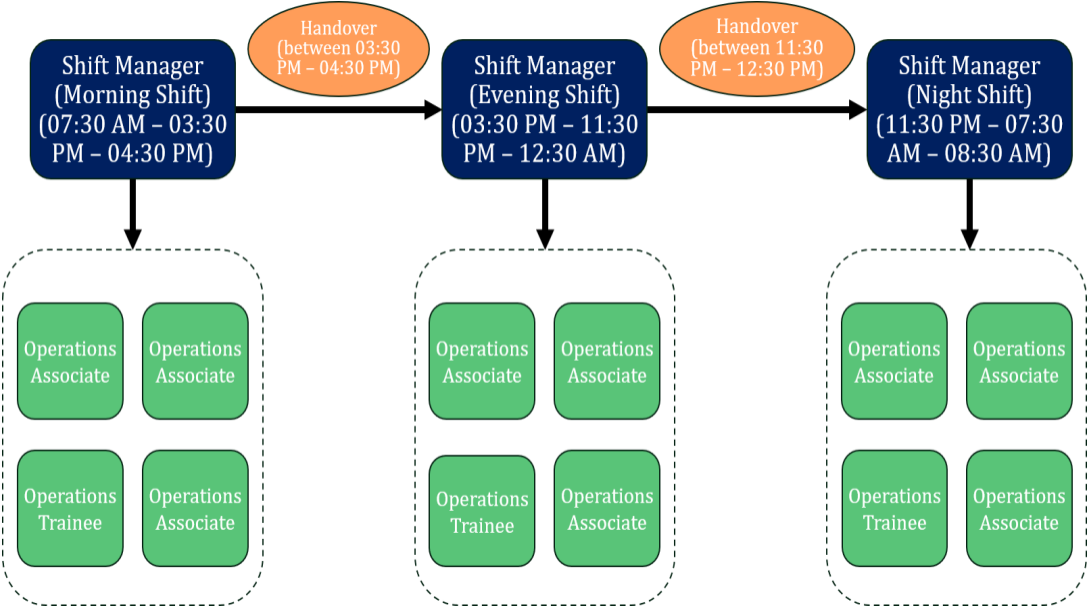
Teams get shuffled after every few months, so that every individual gets the experience of working in different conditions, like different durations of the day i.e. morning, evening, and night. Also, face new challenges according to different shifts, for example, in the morning shift there are a lot of deliveries of the assignments, many of those assignments are in their last phase of the process i.e. getting them Formatted and Quality Assured and delivering them. During evening shift a lot of requests come pouring in and they have to be assigned, so finding available translators and analyzing the document getting it assigned to one or multiple translators is the challenge. For night shifts moving assignments to the next phase and finding translators for a new request is a challenge as most of the documents have already

been assigned to translators in the evening shift, also finding proofreaders is a challenge. The real challenge in the night shift is finding the graphics vendors, as most of them don't operate during nights not to mention fighting the desire to sleep.

As already mentioned, the team works in the shift, with some overlap time so that the situation of current ongoing assignments can be explained to team members working in the next shift.

So, under the current work process of the Operations, a team is responsible for their shift, which includes and new assignments coming in, and quotations requests also seeing through the process of assigning the document for translation, proofreading, and formatting the document and getting it Quality Assured. Also delivering the finished assignment to the client.

As the team has grown, the capacity to take more work has grown with it too, this has helped the company maintain the 24*7 availability possibly even in such high demand, and that ultimately impacts the whole process of the translation as every other process if directly or indirectly linked with operations.

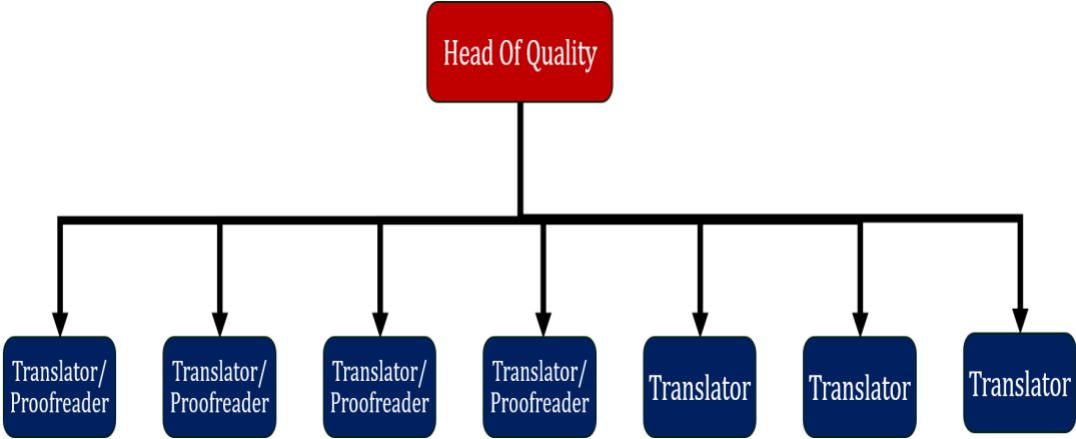


Current Structure of Operations Team and Handover between Shifts

In recent months, problems have started to creep in the operations process as the team has grown and also the inflow of work. As the team working in the particular shift is responsible for work going on that shift, team members have started to shift the responsibility by procrastinating work for the next shift, intentionally delaying the mails so that next shift takes over the processing of that new request from the client, not doing the complete formatting of the document and leaving it for the next shift are some of the examples. Multiple warnings during weekly Huddles have made some effect but the problem has persisted. That has caused the shifts to get extra work which should have been done in the previous shift and that ultimately has a snowball effect.

Problems in Quality Team

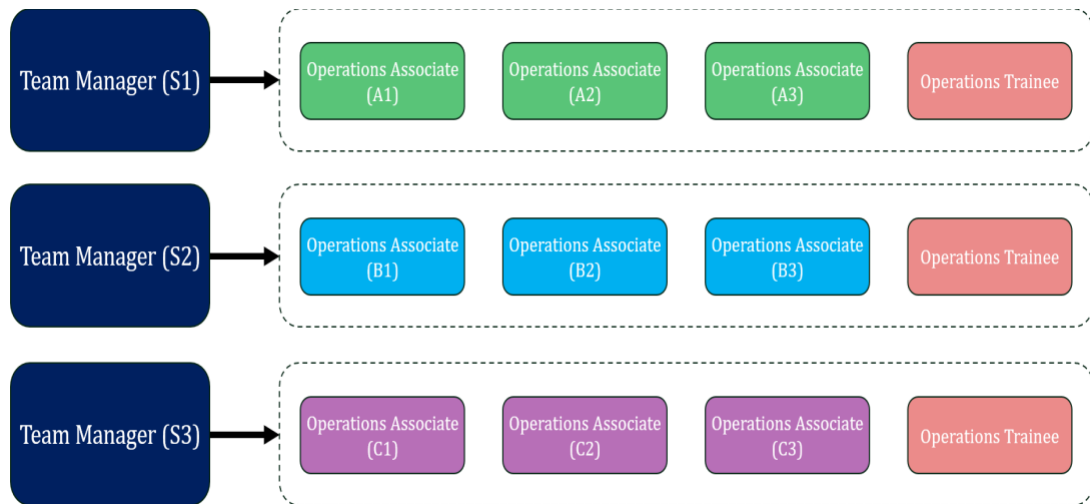
Operations and Quality Teamwork together and they are very much inter-dependent on each other. Recently as the workflow has increased manifolds the problems have started to creep in the Quality team too. Quality Team operates on document-based responsibility, one document at a time. In this type of process, as more and more work starts to pour in, document with a large number of words, have made in-house quality team refuse to work on documents with fewer word counts. With some of the team members giving excuses for being assigned on a big document, procrastinating working on the big document for a few hours or even a day, being not available during their uptime, etc.



Current Hierarchy of Quality Team

Potential Solution

For Operations Team

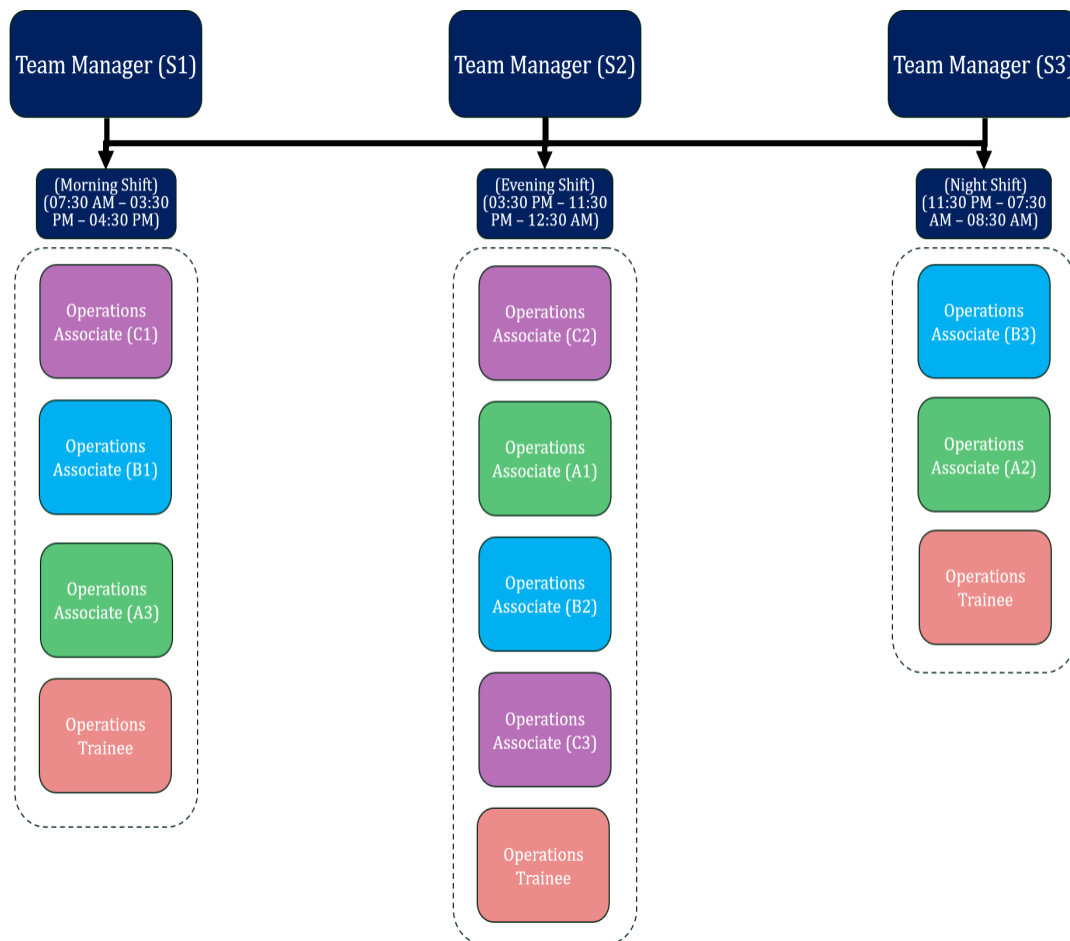


Team Formation

One of the potential solutions for the problem troubling the operations team could be making the whole Operations Department responsible for the shift as well as document. That can be achieved by the formation of teams as depicted in the above image.

Now the Team Manager is responsible for seeing the document go through the entire process through translation, proofreading, VGA, Quality Assurance, and final delivery. He can allocate his team members as per the requirements of his team members or using his judgment, but he is solely responsible for the document that arrives during his shift and seeing them through the whole process.

For example, if a document arrives during the morning shift, then Team Manager has to get it processed and delivered to the client. If the workload during one shift is more, then the team leader can call in the second team member during the same day or next day to distribute the workload. Not only this but Team Manager would also be responsible for managing the workload during the whole day, all three shifts not just one shift, and use Associates wherever he seems it fit.

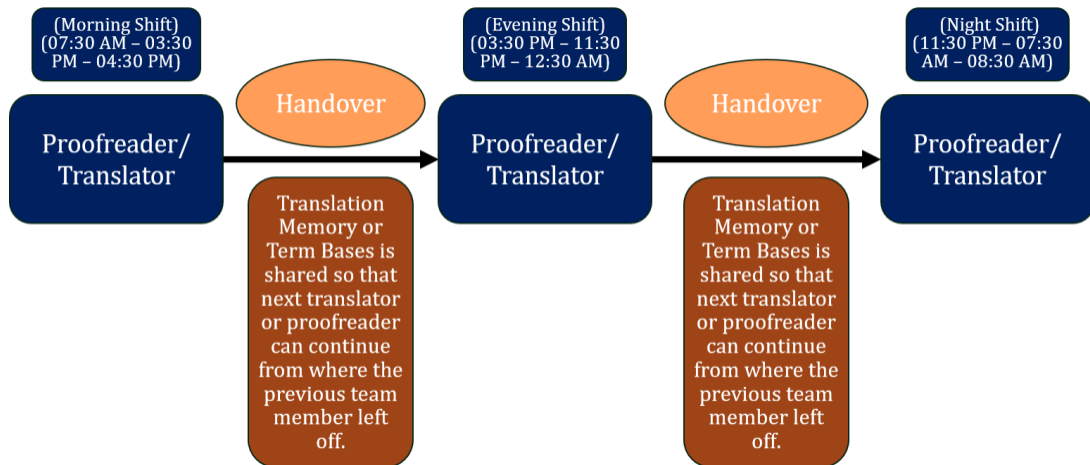


Proposed New Structure for Operations Team

This type of workflow will make everyone responsible for them each document not only this but Team Managers and other Associates will learn how to manage resources effectively. The Team Manager would be answerable to the Head of Operations in case of any mishandling of any document or if there is any delay in the delivery of the processed documents to the clients.

For Quality Team

Fix the shift timings instead of uptime or downtime calendars, so that the next team member can pick up from the last team member has left off. The next translator or proofreader working on the document can use the translation memory or termbases of the previous team member. The usage of CAT Tools can ensure that.



Proposed New Structure for Quality Team

This new structure will ensure that the in-house team is available when required not only that they will be available for the small documents too even if they are working on a big project.

Learning from the Project

I am working as an Operations Associate on probation to be Shift In-charge, so far it has been a great learning experience. I got exposure to the translation industry and the working of the operations team. It is a work environment where multitasking and swift decision making is paramount and even slight delay can lead to negative feedback and loss of goodwill from the client. I learned new terminologies and most of all I know more about Word, PowerPoint, and Excel now, than I knew ever before. I learned about how to communicate better with the client, and delivering the high quality in less time and being available for the clients and customers always are the principles that can be applied to any business. Multi-tasking has taught me how to manage time and resources better.

REFERENCES

<https://www.marketresearchfuture.com/reports/translation-service-market-1400>

<https://www.verifiedmarketresearch.com/product/global-translation-services-market-size-and-forecast-to-2025>

https://www.pangeanic.com/knowledge_center/size-of-the-translation-industry

<https://www.digitalistmag.com/future-of-work/2018/05/17/future-of-translation-worldwide-06168565/>

<https://todayznews.com/top-trends-of-the-translation-industry-for-2020.html>

<https://www.smartcat.ai/blog/top-7-language-industry-trends-to-look-out-for-in-2019/>

<https://www.hindustantimes.com/brand-post/an-indian-entrepreneur-s-venture-arabeasy-is-giving-the-middle-east-translation-industry-a-new-age-spin/story-n1LBc1XjpUfl5Fj8RbVh8K.html>

<https://arabeasy.com/>