

### Successfully Leveraging Global Search Engines to Penetrate Global Markets

The concept of keyword search is growing at a phenomenal pace. With the internet providing the capability to reach more potential customers, organizations need to create specific targeted campaigns to reach these new untapped markets.

In this SDL White Paper, we examine how optimizing multilingual search engines can increase revenue significantly by aligning people searching for specific goods and services with your company in local markets. But there's a catch: To be truly effective within local markets, culturally-appropriate equivalent terminology for keywords must be applied. It is not a simple case of translating native language keywords into local language, as these may not resonate with a foreign audience. Instead, multilingual keywords must be properly managed as corporate terminology to ensure multilingual search engine optimization success.

## 1.0 Introduction

The late, great German Chancellor Willy Brandt was once quoted as saying, “If I am selling to you, I speak your language. If I am buying from you, dann müssen Sie in meiner Sprache sprechen.” (Then you must speak my language). He was quoted well before the advent of the Internet, but the message is as relevant today as it was then: in order to market and sell in non-English speaking markets, businesses need to speak to their target audience in their own language. And in the digital age, a website is one of the first points of interaction.

But introducing localized content is just one step to going global. If your organization has invested in building great content, you must also actively promote it to maximize its visibility. Making it a best-kept secret doesn't exactly do your content justice. After all, launching a website is a bit like building a store at the North Pole. Nobody knows you're there without active promotion<sup>1</sup>.

Studies have shown that visibility on search engines is one of the best ways to promote online content. Yet most companies miss potential customers by not effectively promoting their local-language website via search engines. Many sites which are localized well are not visited as frequently as they could be by international customers because the sites do not appear in searches for that country/region or language.

Moreover, businesses fail to realize that a direct translation of their search engine keywords into another language will not be effective; instead, it is the discovery and implementation of the keyword's equivalent within that language that is imperative. This is due to the importance of cultural relevancy—the messages must have the same impact in global markets as they do in their local ones, which is dependent on incorporating local nuance. The benefits are implicit and twofold: increased local site traffic results in increased revenues for the organization—and enhanced global brand consistency.

This SDL White Paper examines the challenges of maximizing visibility for multilingual web content. Localization is based on terminology and to be effective, interactive search requires that culturally and locally relevant terminology be used. By adopting the recommendations and best practices included in this White Paper, your organization can increase the number of potential customers who can locate your multilingual websites through global search engines.

## 2.0 Get in Tune with Search Engine Optimization

Although there are countless global organizations with a localized website, the objectives they all want to derive from the website can be counted on the fingers of one hand. They commonly want to:

1. Generate a steady stream of qualified visitors
2. Convert those visitors into buyers of their products and services
3. Generate significantly more revenue for their business from the Internet

In an era where if you're not online you're out of line, organizations are turning to the Web for advertorial purposes. Indeed, the online advertising sector is projected to outpace the growth of any other medium this year<sup>2</sup>, growing by 24%, as against 19% growth in broadcast/TV, 17% in direct mail—and 0% in telemarketing. And the singularly most popular form of online advertising is Search Engine Marketing (SEM). PriceWaterhouseCoopers reported several years ago that keyword search is the runaway leader in internet advertising spend, touching more than \$4 billion (€2.7 billion) annually—and is growing by approximately 90% each year<sup>3</sup>.

### 2.1 Defining SEM vs. SEO

So what exactly does the term ‘Search Engine Marketing’ mean? SEM is a form of Internet marketing that seeks to promote websites by increasing their visibility in the search engine result pages (SERPs). Other sources, such as [The New York Times](#), define SEM as ‘the practice of buying paid search listings with the goal of obtaining better free search listings<sup>4</sup>.’ According to the Search Engine Marketing Professionals Organization (SEMPO), the principal method of approaching SEM is Search Engine Optimization (or SEO).

<sup>1</sup> Source: Gerry McGovern, author of Critical Content

<sup>2</sup> Source: AdAudit Services, Borrell Associates, Inc.

<sup>3</sup> Source: Internet Advertising Spend by Category, PriceWaterhouseCoopers LLP/IAB

<sup>4</sup> Source: Wikipedia 2007

SEO is the process of improving the volume and quality of traffic to a website from search engines via ‘natural’ search results. Usually, the earlier a site is presented in the search results—or the higher it ranks—the more searchers will visit that site. Therefore, the goal of SEO is to increase the ranking of the website as associated with a particular keyword. SEO can also target different kinds of search, including image search, local search, customer self-support search and industry-specific vertical search engines. Additionally, there are search engines which specialize in certain types of searches unrelated to industry, such as <http://www.wine-searcher.com>, which specializes in searching for fine wine, for example.

As a marketing strategy for increasing a site’s relevance, SEO considers how search algorithms work and the theme for which people are searching. SEO efforts may involve a site’s coding, presentation or structure. Other, more noticeable efforts may include adding unique content to a site, ensuring that content is easily indexed by search engine robots, and making the site more appealing to users.

Is SEO relevant to every product category though? Some commentators would argue that demand for certain everyday purchases is not impacted by whether or not the product or service ranked high, low, or not at all on a search engine. To put this to the test, search industry expert Gord Hotchkiss, writing in MediaPost’s *SearchInsider*, explored the search activity involved in consumer packaged goods (CPGs)<sup>5</sup>. These are typically replenishment purchases (so we keep buying the same brand over and over), or a non-considered purchase, (in which case we’re not really concerned with doing much research). Do consumers really make the effort to search via Google or other engines for such everyday repeat purchases? Apparently so, because they’re comparing alternatives. This means they’re not locked into a brand. The study found that 36% of searchers had recently switched their brand, compared to 29% of non-searchers. And, interestingly, searchers are less motivated by price. Only 27% of searchers switched because of price, compared to 38% of non-searchers. So even everyday products and services we take for granted are purchased based on rigorous Internet searches.

Another common misconception is that the U.S. is spearheading the growth in the search engine market. In fact, the European search market is currently about 20-25% that of the United States, but it has a higher rate of growth, and is projected to reach almost 40% of the total search market by 2010<sup>6</sup>. That’s equivalent to £3.7 billion (€2.5 billion) and it’s easy to see why. The cost of generating an individual sales lead using SEM is the lowest of all direct marketing methods—\$0.45 (€0.30), compared with \$0.55 (€0.37) for its nearest rival email, \$1.18 (€0.80) for Yellow Pages and an astounding \$9.94 (€6.80) per lead for direct mail.

We mustn’t become blinded to Google’s saturation of the search engine market either. Fulvio Marfoni, responsible for EMEA Localization Consumer Support at Hewlett-Packard, highlights the emergence of powerful new semantic search engines, such as True Knowledge, based in the UK. “True Knowledge is previewing a new search engine that delivers answers rather than a list of statistically relevant links as in most search engines,” says Marfoni. “Type in ‘Is Jennifer Lopez single?’ and the engine disambiguates the term ‘single’ and produces a correct, structured response. In addition, it presents the facts on which the answer is based, which users can correct if erroneous. An unambiguous version of what the engine thinks you asked is also shown, as well as standard Web search results. The system infers answers from knowledge in its database, which comes from external databases and users who add knowledge. The engine back end does semantic analysis and builds structure and concepts around the data.”

## 2.2 SEO completes the marketing mix

To understand where SEO fits into the marketing mix, you first need to consider the behavior of the online consumer. When searching for a product, the consumer’s first step is typically very generic, such as ‘used BMW cars’ or ‘hotels in Paris.’ As searchers become more familiar with their options, they conduct more specific product searches. The evolution of a consumer’s search for a digital camera might look something like this:

1. Digital cameras
2. Digital camera reviews
3. 5 megapixel cameras
4. Inexpensive 5 megapixel cameras
5. Canon PowerShot A460

It is apparent that as consumers refine their search, they identify more specific product needs and, therefore, move further down the ‘Long Tail’ of search. By typing in a more generic search term, the consumer is identifying himself as an information seeker. As a search becomes more specific, the consumer is far more likely to become a purchaser.

<sup>5</sup> Source: Search and the Digital CPG Shelf, Gord Hotchkiss, *SearchInsider*, October 2007

<sup>6</sup> Source: Forrester Research, Europe’s Search Engine Market Forecast

One of the leading luminaries on SEO is Massimo Burgio, who co-Chairs the Global Committee at SEMPO and is a founding member of SEMPO Europe—a global non-profit organization serving the search engine marketing industry and the marketing professionals engaged in it. According to Burgio, content needs to be optimized to be truly effective. “Historically, Internet content has been pushed out to consumers: individuals have referred to content provided to them by organizations,” he says. “The proliferation of social networking sites and other media mean that consumers are pulling their own content from the web. They’re setting their own criteria for what they browse and what they see. This makes it more important than ever for organizations to get keyword searches right. An optimized search strategy gets consumers to your site in the right language all based on the right keywords—ensuring they see the right message. Moreover, good content ranks well on its own and other consumers link to it. Whether you’re marketing an apartment or a business to business software application, if the page is relevant, others will link to it.”

Of course, multilingual keyword search needs to be as finely tuned as the source language search. “I’ve seen U.S. companies using Mexican speakers to translate content for targeting consumers in Spain; it simply doesn’t work! It is imperative for organizations to adopt a disciplined terminology management strategy when it comes to localized keyword searches. Unless you do, your site will be bypassed; it’s as simple as that,” he says.

### 2.2.1 The roles of SEO and paid search

In the paid search arena, more generic terms like ‘digital cameras’ are in higher demand and, as a result, are more expensive than more specific ones. Many online retailers can't afford to compete with online giants like Amazon in paid search for exactly this reason. This is where building the right SEO strategy will complement a paid search campaign. Identifying challenges in a paid search campaign will help focus efforts in SEO.

Of course, the mid-size retailer may not be able to procure a Page One organic search result on a generic term like ‘digital cameras.’ In a popular category like this, the first page (or two) is often populated with reviews and articles. Moving slightly down the refinement spectrum to ‘5 Megapixel cameras’ offers great opportunity for the smaller retailer to secure visibility in organic results.

### 2.2.2 Tracking and measurement

To better understand how SEO and paid search work together, advertisers need to stop looking at them as separate entities. In traditional media, we don't seek a separate brand impact from print and broadcast channels, but rather their collective effect on overall brand goals, despite differences in their delivery and consumer mindset. The same holds true here. Once you begin to measure the results of paid and organic search together, you can capture the full spectrum of consumer behavior. This information is invaluable to the marketer, as he now understands more about how his consumer is behaving, and can modify his search engine keywords accordingly to reach that particular type of consumer faster.

The divide between SEO and paid search is narrowing, particularly in the Google arena. As Google continues to evolve in an effort to enhance the experience of its users, paid search results will mirror organic results more closely. One example from this year alone is the increased weight the Google algorithm places on landing page relevance in paid search campaigns.

## 3.0 Breaking Down the Language Barriers to Deliver Maximum Reach

As we have seen, SEO can significantly increase an organization’s revenues by aligning people who are searching for specific products and services to the organization. It can provide higher conversion rates, as the results are more targeted. And it is cost-effective: the cost of generating an individual sales lead using SEO is the lowest of all direct marketing methods—45¢. But leaving the comparative safety of the native language introduces a new dimension to SEO.

International, local-language sites face added barriers to searches because of language, cultural, and learning style differences—as well as search methodologies. To achieve global visibility, your site must appear in the results for searches conducted in languages other than your own, and for searches that are restricted based on country or region.

So how can you ensure that your website, press releases and all other communications are automatically optimized for multilingual SEO?

### 3.1 Keywords are....key

To be effective, SEO requires the correct keywords—or terminology—to be used. Ideally, the keywords used would exactly match the queries that consumers use when they try to find sites. Unfortunately, it’s extremely unlikely that customers will base their searches on the word you have used in your site, unless you have optimized your site to support this term. So, the ideal strategy is to start with your customers, and to include on your site the words people use in their searches—even if those words are not as technically precise as the terminology used in the product documentation. Taking the classic search example of consumer car hire, Curt Porritt, VP of MasterControl and a Google search guru, did a small test himself by examining comparative searches for Budget Rent-a-Car. These were the results:

Keyword	Number of searches per month
Budget car rental	450,000 (company)
Cheap car rental	430,000
Discount car rental	240,000 (company)
Economy car rental	16,000
Car rental bargain	11,500
Lowest price car rental	10,300
Cheapest car rental	6,200

The point of the above example is that the most successful search keyword (after the physical name ‘Budget car rental’) is the terminology which most closely reflects the company’s business.

### 3.2 Steps for compiling multilingual keywords

Gerry McGovern—widely regarded as the number one worldwide authority on managing web content as a business asset—says that 5% of a website delivers 25% of its value, something he refers to as ‘the Long Neck<sup>7</sup>.’ The shortest route to capitalizing on this ‘Long Neck’ is through the intelligent use of ‘customer carewords’—or keywords. Microsoft, for example, changed one word in a particular heading and saw a 300% increase in the number of people who clicked on the heading. According to McGovern, there is a three-step process to generating a list of relevant keywords people use when searching, and these need to be identified for each target language.

#### Step 1

Assemble a comprehensive list of potential carewords. These can be derived from analyzing the goals and objectives of the website (which words stand out?), asking customers, brainstorming with internal teams and examining competitor marketing materials and websites for important words.

#### Step 2

Get people to choose their favorite carewords, aiming for a sample of about 100 contributors.

#### Step 3

Analyze the results, so as to quickly identify the most important carewords and careword groupings.

<sup>7</sup> Source: [www.gerrymcgovern.com/](http://www.gerrymcgovern.com/)

Consider the following to understand the importance of identifying the equivalent of a careword for another language. A search phrase in English may include up to three terms in English; while in German, one or two will suffice to express the same phrase. Alternatively, those speaking English may utilize one particular main search phrase but in German utilize several synonyms. What makes multilingual keyword research even trickier is the search samples are much smaller than in English. In the absence of more precise data, a page often has to be optimized for multiple variants of a word.

After the keyword research is complete, translators are provided with a 'glossary' of key terms to incorporate into the copy. Only after the website content is translated can search engine optimization begin.

## 4.0 The Importance of Managing Terminology for Multilingual SEO

Securing branding terminology in one language is all well and good—but as we have seen, it is imperative that local language websites reflect the consistent use of global terminology for keyword search optimization. Terminology management is the single most important factor in achieving the maximum results from SEO in any language.

This is underlined by Alison Toon, Hewlett-Packard's Global Translation and Localization Manager for Worldwide eBusiness Content Management Services. She says, "Good terminology management can improve search results on the website when customers are looking for correct information, reducing the number of calls to a support call center with their associated costs."

Once the keywords have been identified, many organizations have frequently made the mistake of relying on spreadsheets and word lists to track and manage terminology. These flat files are not linguistically powerful, and cannot handle the breadth and depth of corporate terminology. A solution which is scalable, embeddable and powerful is required to truly manage a large glossary for multiple authors and translators in a distributed environment. Successful global organizations need to focus on providing real-time, centralized access to their terminology—a shared environment where terminology is available to all content creators, wherever they are located. A consistent, centralized corporate terminology strategy results in effective SEO, by:

- Improving publication quality and customer experience—ensuring that every communication uses the same terminology, increasing the ranking on search engines, and also customer satisfaction
- Managing keyword popularity trends—enabling the search engine marketer to stay on top of rapid changes in keyword use by consumers
- Encouraging faster local market adoption—providing consumers with targeted messages utilizing culturally and locally relevant keywords for search and website content
- Securing the corporate global brand—maintaining consistent global brand identity in any market, encouraging faster local market adoption
- Increasing time-to-market and business agility—enabling rapid content creation across multiple languages and delivery channels for faster new market entry
- Delivering effective translation management—providing accurate and approved terminology with real-time verification during the translation process

### 4.1 Best practice for managing multilingual SEO

Best practice demands that terminology from all languages is combined into a limitless dictionary with powerful searching capabilities. Additionally, the use of standard formats and the importance of term equivalents must all be considered.

According to Simon Lande, CEO of Magus, the leading provider of innovative web content engineering solutions, any large organization that is serious about the web as a communication channel needs to set standards for search optimization. However, ensuring that standards are consistently implemented is a significant task for any global web team. Magus' brand standards compliance technology ActiveStandards is a fully hosted and managed enterprise service which provides a cutting-edge approach to web management. It represents the difference between a laboriously managed global web presence—riddled with potential reputation and brand-damaging errors—and a modern, lightweight web management process, delivering a global web presence of consistent on-brand messaging and experience.

Lande says, “In addition to guidelines which specify how the website should appear and behave, there are several other drivers for central control and standardization. Search engine optimization is a very important one. In order to continue to hit the moving target of search engine optimization, and maintain or improve the brand’s search results ranking, each web page needs to be structured and tagged appropriately. A large organization may invest seven figure sums annually in defining SEO policies for its websites, and in marketing for search engines. But if these policies are not implemented correctly and consistently group-wide, then return on investment will be limited. And because the page optimization performed is invisible to the normal user, correct implementation is extremely difficult to monitor, making it impossible to measure the relative effectiveness of a campaign.”

Rebecca Ray, Managing Editor for the Localization Industry Standards Association (LISA), the leading international forum for organizations doing business globally, says that standards are at the heart of successful SEO. “Standards are paramount,” she says. “You can’t do very much unless you’re able to trade terms back and forth. TBX (TermBase eXchange), which has been submitted to the ISO for possible adoption as an ISO standard, allows organizations to share terminology between termbases. This interoperable, open XML-based content greatly facilitates the flow of terminological information as part of an SEO strategy, both inside an organization and with outside service providers. In addition, terminology that is made available to the general public will become much more accessible to humans and more easily integrated into existing terminological resources.”

Fulvio Marfoni, responsible for EMEA Localization Consumer Support at Hewlett-Packard, believes it is important to use local terms in SEO, not translated terms. “The search word has to be in the local language: an American word, for example, can have quite a different meaning in the U.K. or Australia—and in other languages the issue becomes of a significantly greater magnitude. Search for ‘replace a cartridge in a deskjet printer’ works in English, but can have a completely different connotation in Italian or Swiss, where they use different terms. You have to use content which is appropriate for search engine marketing—otherwise you fail.”

Terminology management systems are an indispensable method of delivering consistent and high-quality keywords for search engines. Without using a linguistically powerful, centralized repository to manage multilingual SEO keywords, the agility of the business begins to suffer.

#### 4.1.1 Spreadsheets hinder local content creators

A word list contained within a spreadsheet or document can hinder keyword identification and translation. With uncoordinated results, the availability of multiple existing document versions, and lack of ownership of local language keywords, productivity is impaired. Instead, a distributed terminology management solution enables all web content creators worldwide to work together on one centralized keyword data pool. The result is that everyone works with current data, and that all interested parties—from engineers, linguists and translators, to writers, search engine optimizers and marketing—share the same language data knowledge.

To support consistent, high-quality and consistently changing keywords for search engines, content creators need to search for terms in any direction, with any language being used as the source. It needs to cater for alternatives and word changes, such as synonyms, abbreviations or regional variations, as well as indicate preferred vs. forbidden terms.

#### 4.1.2 Word lists prevent optimized SEO workflow

By managing keywords in all relevant languages, organizations can standardize on one workflow/technology for SEO. A singular centralized multilingual keyword database eliminates the need to maintain a separate database for each language combination (English|Spanish, English|French, and French|Spanish, for example). Additionally, it removes the need to duplicate translations, which can skew SEO results if utilized indiscriminately.

#### 4.1.3 Spreadsheets impede global content contribution

The development of a localized keyword search solution involves input from many users. By connecting multiple users to the same data repository in real-time, organizations can reduce data replication costs and eliminate the erroneous use of outdated data.

## 4.2 Integrating Multilingual Keywords into the Content Creation Process

For even more effective multilingual SEO, the terminology management system should be seamlessly integrated within the content creation process:

- Within the web content management system, providing real-time term verification of multilingual SEO keywords
- Within global authoring tools to perform automated checks against existing translation assets, such as previously-translated content and terminology glossaries, as well as against corporate writing guidelines

Further, the terminology management system can be integrated into a digital web standards management system, such as Magus ActiveStandards. This technology will ensure compliance for the corporate brand and web standards, delivering consistency across a global web infrastructure.

A note of caution is needed here. Although terminology management and authoring tools can help deliver a blueprint for optimized search, it is important to put this in the context of an over-arching web content management strategy. Organizations need web content management capabilities which allow them to respond to changing business requirements for online communication, including targeted marketing, globalized web sites and brand management: ultimately enabling the delivery of consistently branded multi-site web sites. Otto de Graaf is the Director of Product Solutions for SDL Tridion, the leading provider of enterprise class web content management systems, and he urges organizations to adapt to the changing environment for Web development—and the means by which search engines are optimized.

“There needs to be a balance between what the web masters are developing and what the non-technical community are delivering. It’s a classic IT vs. the business issue,” he says. “Search engine optimization has traditionally been undertaken by the Web masters, based on analytics of keywords. Now though, the business community is contributing to the web, and users need to be educated to this change. The other challenge is centralized vs. de-centralized web development. SEO has traditionally been undertaken at a corporate level, but now we are seeing more local marketers become involved with the SEO strategy. This is a crucial change, as local experts introduce their local knowledge and expertise on keywords, culture and other issues for optimizing searching.”

De Graaf cites the example of Brussels Airlines, which is using the Internet—and specifically search engine optimization—to explore new markets and reach out to new groups of customers. The airline is expanding from its traditional European target to other geographic niches, including flying Russian Jewish communities to Israel for vacations and religious festivals. Brussels Airlines has translated dedicated websites in Russian, Hebrew, and English—together with carefully nurtured terms—to effectively target customers for these services through the Internet. By introducing the appropriate keywords, the airline is broadening the awareness and interest in these services. Moreover, it is now following this up with dedicated African language websites (and associated keyword search) to reach out into this developing hemisphere.

## 5.0 Conclusions

The global search marketing opportunity is growing. [www.InternetWorldStats.com](http://www.InternetWorldStats.com) reports that 69% of Hong Kong's population has Internet access, compared to 68.1% in the U.S. Asian Internet growth has increased over 200% in the last five years. And Brazil is the 10th largest market for [www.Amazon.com](http://www.Amazon.com)—although they do not advertise there. If that wasn’t enough, international prospects are going to use search engines to find either your website, or your competitor’s. The total European SEM market was valued at \$1.74 billion (€1.21 billion) in 2004, and this is set to rise to \$3.73 billion (€2.60 billion) by 2008<sup>8</sup>. The growth is moving forward at an incredible pace, which makes it imperative to have a robust and effective multilingual SEO strategy in place. Incorporating multilingual SEO practices into your normal localization processes will yield significant rewards over the coming years.

In order to maximize a global reach, companies must manage their multilingual SEO keywords. It isn’t enough to spend significant time, effort, resource and money to create keywords within the native language. The point of having a global web presence is to maximize your Targeted Customer Acquisition. These local language sites are just as critical to your bottom line as your main .com site.

Localization is based on terminology, and to be successful, multilingual search engine optimization also requires that exact terminology be used and applied consistently.

<sup>8</sup> Source: Forrester Research

## 6.0 Top 10 Tips for Successful Multilingual SEO

Delivering multilingual SEO is not always easy though. Many successful SEO practitioners don't enjoy the same degrees of success for localized websites. For example, some of the common pitfalls which occur when an English site is translated into other languages include the following:

- 1 Do not simply translate current native language SEO keywords into another language. It is critical for cultural and local appropriateness and relevance to research the equivalent of that term for the local market. Special care of language idioms should be taken.
- 2 Research the local market to understand how your product, company or website needs to be messaged via SEO to ensure local audience comprehension and response.
- 3 Search engines don't like duplicated content. If text has been translated on one web page that is basically the same as the text on another page, only one of them—if any—will be ranked. Additionally, this applies to pages within your own site as well as pages from another site, which means your content being used on websites of your partners, distributors, resellers, among others can mortally wound search engine results.
- 4 Do not use obscure (albeit technically accurate) keywords, as it will greatly reduce the chances of your website being found.
- 5 Automated translation kills keywords—it's as simple as that. It's easy for organizations to choose machine translation as a way to speed up the process. Unfortunately, the results are typically inaccurate and ineffective—and the text fails with the search engines and the local market.
- 6 Ensure you place keywords within all the strategic places, such as title tags and meta description data, to avoid severely damaging your SEO results.
- 7 Ensure proper use of language tags and encodings to avoid text not displaying properly.
- 8 Translate meta tags and alt tags to strengthen your SEO results.
- 9 Ensure your translators do not only compose for flow and tone – they must take search engines into consideration.
- 10 Include highly original content. It may cost more to develop and require more time and effort, but it will pay dividends in terms of the number of Google and other search engine hit rates.

**SDL is the leader in Global Information Management (GIM) solutions that empower organizations to accelerate the delivery of high-quality multilingual content to global markets. Its enterprise software and services integrate with existing business systems to manage the delivery of global information from authoring to publication and throughout the distributed translation supply chain.**

**Global industry leaders rely on SDL to provide enterprise software or hosted services for their GIM processes, including ABN-Amro, Best Western, Bosch, Canon, Chrysler, CNH, Hewlett-Packard, Microsoft, Philips, SAP, Sony, SUN Microsystems and Virgin Atlantic.**

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