

# LOCALIZATION PM PRIMER

The Nine Disciplines of Localization Project Management

● LINGUISTIC ARTS

● TECHNICAL PROCESS




● MANAGEMENT & DELIVERY

## ● LINGUISTIC ARTS

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| <p>I<br/><i>The Magician</i></p>        | <h3>THE MEMORY KEEPER</h3> <p>Translation Memory &amp; TM Leverage</p> <p>“The PM who does not build memory builds debt.”</p> <p>TM stores every approved segment. 100% matches cost nothing; 75–99% fuzzy matches are discounted; new words pay full rate. Run word count analysis before every quote — never estimate. TM leverage reduces costs 30–60% on versioned content.</p> | <h4>TOOLS</h4> <ul style="list-style-type: none"><li>memoQ</li><li>Smartcat</li><li>SDL Trados</li><li>Phrase TMS</li></ul>                    |
| <p>II<br/><i>The High Priestess</i></p> | <h3>THE QUALITY SENTINEL</h3> <p>Linguistic Quality Assurance</p> <p>“Quality is not the absence of errors. It is the presence of judgment.”</p> <p>LQA applies MQM or LISA scoring before release. Error categories: accuracy, fluency, terminology, style, locale conventions — each weighted by severity. Scored, reported, and remediated. Not skipped.</p>                     | <h4>FRAMEWORKS</h4> <ul style="list-style-type: none"><li>MQM</li><li>LISA QA</li><li>xBench</li><li>Error typology</li></ul>                  |
| <p>III<br/><i>The Fool</i></p>          | <h3>THE SHADOW TEST</h3> <p>Pseudotranslation &amp; i18n Testing</p> <p>“Test the shadow before you commit to the shape.”</p> <p>Pseudotranslation replaces strings with placeholder characters — exposing text expansion (German +30%), truncation, encoding errors, and RTL issues before real translation begins. Runs in the engineering sprint, not after it.</p>              | <h4>METHODS</h4> <ul style="list-style-type: none"><li>CAT pseudotrans.</li><li>i18n lint</li><li>Encoding check</li><li>RTL testing</li></ul> |

## ● TECHNICAL PROCESS

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| <p>IV<br/><i>The Chariot</i></p> | <h3>THE IRON SCRIBE</h3> <p>Machine Translation Post-Editing</p> <p>“The machine is fast. The judgment is yours.”</p> <p>MTPE-F (full) for publication quality; MTPE-L (light) for gist and internal use only. Content tiering decides the level before briefing — legal and medical content is never MTPE-L. MT quality estimation informs engine selection.</p>           | <h4>ENGINES</h4> <ul style="list-style-type: none"><li>DeepL</li><li>ModernMT</li><li>Lara Translate</li><li>MTQE</li></ul>                      |
| <p>V<br/><i>The Hermit</i></p>   | <h3>THE FOG OF SIMILARITY</h3> <p>Fuzzy Match Thresholds &amp; WC Analysis</p> <p>“The fog is not the enemy. The PM who cannot read it is.”</p> <p>Fuzzy bands: 100% = no cost · 95–99% = 5–15% · 85–94% = 25–40% · 75–84% = 50–60% · new words = 100%. Always run the actual CAT analysis. A quote built on estimated leverage is a liability, not a budget.</p>           | <h4>METHODS</h4> <ul style="list-style-type: none"><li>CAT WC reports</li><li>Band modelling</li><li>PO management</li><li>Forecasting</li></ul> |
| <p>VI<br/><i>The Empress</i></p> | <h3>THE KEEPER OF TERMS</h3> <p>Linguistic Asset Management</p> <p>“A termbase ignored is a termbase that does not exist.”</p> <p>Linguistic assets — TMs, termbases, style guides, brand voice docs — are built centrally, enforced via CAT QA rules, and handed over at every vendor briefing. Ownership stays with the programme. Updated after every project cycle.</p> | <h4>TOOLS</h4> <ul style="list-style-type: none"><li>MultiTerm</li><li>Smartcat TB</li><li>Style guide</li><li>TM versioning</li></ul>           |

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|  <p>The Hierophant</p> | <p><b>THE GUILD MASTER</b><br/>Vendor Management &amp; LSP Briefing</p> <p>”The brief is not a formality. It is the contract before the contract.”</p> <p>A complete brief covers: scope, tone, audience, domain, key terms, prohibited terms, references, SLA, QA expectations, and escalation path. Two sentences is not a brief. Preferred vendor lists and KPI tracking operate at programme level — not project level.</p>               | <p><b>METHODS</b></p> <ul style="list-style-type: none"> <li>RFP / RFQ</li> <li>SLA design</li> <li>KPI tracking</li> <li>PVL</li> </ul>                             |
|  <p>Justice</p>        | <p><b>THE TRIAL OF LANGUAGES</b><br/>Localization Testing (In-Context Review)</p> <p>”Testing is not the last step. It is the proof of every step before it.”</p> <p>In-context review tests strings in the live UI — not a spreadsheet. Bug severity: critical (breaks function), major (wrong meaning), minor (style). RTL and linguistic testing are separate tracks. Must integrate into sprint cycles, not appended as a final gate.</p> | <p><b>TOOLS</b></p> <ul style="list-style-type: none"> <li>Bug severity matrix</li> <li>Jira</li> <li>RTL testing</li> <li>ICR protocols</li> </ul>                  |
|  <p>The World</p>      | <p><b>THE CROSSING OF WORLDS</b><br/>Cultural Adaptation &amp; Transcreation</p> <p>”Translation moves words. Transcreation moves people.”</p> <p>Transcreation brief defines: source intent, target emotion, cultural constraints, back-translation requirement, approval path. Used for slogans, campaign copy, and brand voice. Not interchangeable with standard translation. hreflang decisions live here too.</p>                       | <p><b>METHODS</b></p> <ul style="list-style-type: none"> <li>Transcreation brief</li> <li>Back-translation</li> <li>Cultural consulting</li> <li>hreflang</li> </ul> |

THE PM'S FIELD RULES

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| <p><b>Never quote without running a TM analysis first.</b></p> <p><i>A budget built on assumptions is not a budget. The real match rate is rarely what you expect — run the numbers every time.</i></p> | <p><b>The LSP brief is the most important document you produce.</b></p> <p><i>Two sentences is not a brief. Scope, tone, terms, SLA, and escalation path are the minimum. Everything downstream depends on it.</i></p> |
| <p><b>Content tiering determines MT quality — not word count.</b></p> <p><i>Legal and medical content is never MTPE-L. Internal comms can be. Decide the tier before you brief the engine.</i></p>      | <p><b>Pseudotranslation runs before linguistic translation.</b></p> <p><i>Find the layout bugs before the translators find them. Fix them in the source — not in the translated strings.</i></p>                       |
| <p><b>Linguistic assets are handed over at every briefing.</b></p> <p><i>A termbase that is not shared does not exist. Asset governance is the programme's institutional memory.</i></p>                | <p><b>In-context review is a separate track from LQA.</b></p> <p><i>String correctness and UI correctness are different problems. Both tracks must run — one does not replace the other.</i></p>                       |

THE ORACLE SPEAKS

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| <p>”The PM who does not build memory builds debt.”</p> <p>ARCANA I · THE MEMORY KEEPER</p>                          | <p>”Quality is not the absence of errors. It is the presence of judgment.”</p> <p>ARCANA II · THE QUALITY SENTINEL</p> |
| <p>”The brief is not a formality. It is the contract before the contract.”</p> <p>ARCANA VII · THE GUILD MASTER</p> | <p>”Translation moves words. Transcreation moves people.”</p> <p>ARCANA IX · THE CROSSING OF WORLDS</p>                |

The complete interactive oracle — real-life examples, scenario modals, the full summoning, and a hidden chamber — lives at

[THEORACLEOFLOCALIZATION.ONLINE](http://theoracleoflocalization.online)