Globalizing capitalism requires the development of technocrat castes able to move marketing information from central to peripheral cultures. Since the central discourses and technologies are mainly North American (with west-European extensions), capitalism's linguistic foot-soldiers tend to be inculcated with North American values, occasionally portrayed as universal professional standards. English is the preferred language of this process (we are about to review an English-language book). Yet those technocrat castes then help sell products and ideologies to middling-class consumers in fragmented strata across a wide periphery (the book deals almost exclusively with movements from English). This sets up two sliding plates: on the one hand, we global manipulators of information can operate in English; on the other, the end-consumers of this information are supposed to prefer non-English. That might be why, even in the age of an international tongue, there is a growing demand for translations, mainly from English to the larger languages of consumption. Translation then takes place to keep producers separate from readers, agents from end-points, centre from periphery, internationalization from translation, sometimes in the name of protecting cultures, always in the name of identifying and expanding markets. And if this chimerical separation is to work, any translations should not look like translations; global capitalism must speak the language of the consumer ("I didn't know God could speak my language!" once exclaimed Nida's ideal customer upon hearing a translated Bible. Nida's God didn't. But Microsoft might.)

Translating into Success will not tell you any of the above. Indeed, described by Benjamins as "readable and nonacademic", it avoids virtually every social and cultural problem except how to organize (not necessarily carry out) the efficient replacement of language with language. The book is a series of case studies of the way localization has worked in various company settings; it is about how language managers can adapt huge blocks of information to local markets, on-time, on-budget, and without any reader guessing that translators had ever passed their way.

"Localization" here is understood as "taking a product [...] and tailoring it to an individual local market", where the "tailoring" involves both "translation" ("converting text from one language to another") and "adaptation" (apparently everything else that has to be done) (all these definitions are on p. x). Clearly, this is not a book about the linguistic processes that some still want to associate with translation. Its focus throughout is on demonstrating that the real costs are in things such as preparing products for localization, extracting the strings that have to be translated, structuring hierarchies of target languages in terms of market priorities, organizing complex language-service teams, drawing up schedules, testing localized products, evaluating translations, creating cooperative working relations between specialized service companies, using or

developing appropriate software for localization, and working with controlled writing, machine translation or translation memories. In short, the replacement of natural-language strings ("translation") is shown to be a minor part of localization. The real work, and the big bucks, are in software engineering and service management. Many of this book's readers will thus want to move from a narrow conception of translation to the managerial glory of localization. And this might indeed be the metaphorical "translating" of the book's title: if you think like this, if you say these words and do these things, it will surely "translate into success".

So, welcome to the world of business and sneaky puns. What is there to learn? And what is the "success" of the other half of the book's title?

The case studies are generally clear, to the point, occasionally revealing, yet sometimes uneven in interest and approach. We are told about Microsoft's *Encarta* encyclopedia being localized in German and Spanish (requiring new writing and significant editing as well as translation); articles from *Time* are being rendered into Brazilian Portuguese (texts are received Saturday midnight, translations posted out on Monday morning... forget your weekends); a website selling golf-clubs is localized from English to Japanese (the currency-conversion rates change automatically... wow!); we are given the inside history of localization strategies at Microsoft (a star piece, but why does no one say who invented the term "localization"?); information is apparently being managed at Schneider Automation (with so many meta terms that the authors would do better to start a religion); we have an interview report on translation practices in the OECD (where we learn that until 1988 translators did not use PCs but instead dictated to transcribers, and that this medieval division of labour is still sometimes practised); localization is also happening at Hewlett-Packard (interesting notes on cooperative relationships with outside partners); the translation cycle was shortened at Eastman Kodak so that English and foreign-language digital cameras could be marketed simultaneously (part of the solution was to make translation completely separate from the rest of the localization process); rather different arrangements are made at a smaller software company (where we find some of the few examples of localization errors); we hear praise for the LISA translation-evaluation model and a virtual sampling method to be used with it (since the authors of the article are also the developers of the model and method, both pass with flying colours); terminology is being managed at Ericsson (engaging the question of who should then own terminological resources); quality-assurance measures are key factors when translating for medical-device companies (providing insight into insurance-related quality-control problems); controlled authoring and interlingua MT are being used at Caterpillar (where the two measures apparently oblige translators to do things other than translation); translation-memory tools are being used at Baan (successfully, as one might predict); similar things are also happening in the European Commission, but the article on that is a disappointing piece of external and outdated journalism (the misunderstanding of "subsidiarity" on p. 221 does not inspire confidence).

Those are a lot of studies. To get through them with free-market zest, you must learn to accept phrases like *cutting-edge, global business imperative, revolutionary, quality-critical industry, real-world solutions*, *to face a steep learning curve, to make progress* (many synonyms)*, to improve* (more synonyms)*, to leverage, time-to-market, timeliness, efficient*, *efficient*, *efficient*, all while savouring the faint maritime flavour of

groundswell of trade, the tide is turning, *the emerging profession*, and so on. We are apparently setting out on a voyage to change the world; history is on our side. The ageing newspeak of this ideology can then be used to conceptualize ultimate aims. Why are these writers doing all these things? Here is a selection of success criteria: "to continuously improve process, increase value, cut costs, and decrease time-to market" (109); to achieve "major cost and time savings" (42), to "help project throughput and quality" (157), to gain "a significant competitive advantage" (202). There are also the odd altruistic tones of wanting to "play a role in educating people around the world" (11) or "helping to bring news and insight to an engaged audience around the world" (27). But to swallow that you first have to believe that Microsoft's *Encarta* ("educating people") and *Time* ("news and insight") really give the world the knowledge it needs. As if the "around the world" bit in both citations meant that all cultures and all social groups were equally and symmetrically involved. In all, this is a sea of slick words for simplifications. Note that the editor of this volume is also the editor of the Benjamins magazine *Language International*, and many of the contributors belong to that same small network of journalizing enthusiasts. A few fare poorly in the transition to book form, where unreadable academics occasionally get a chance to show distance. Others fulfil their brief very well, explaining what has been done, pointing a way forward, and leaving the big questions unasked.

Benjamins' publicity sells this book as being based on the Harvard Business School case-study method. Like much of the book itself, this claim has more to do with marketing than with practice. The main problem here, from a teaching perspective, is that almost all the authors claim to have got everything more or less right; these are all success stories, mostly told by the people responsible for the success, who are also the ones defining "success". It is usually more instructive, at Harvard as elsewhere, to include a few whopping great failures, or consistently to stress the need to choose between alternative strategies at key points. Yet the names for the alternatives are not yet in place; many of the authors are rather too keen to show that right choices were made on the basis of experience alone; there is thus little pedagogical suspense. As a teaching academic, I would have appreciated a few less cases and a little more attention to general concepts and rationalized common terms, which might have made the problem of choosing between strategies a little sharper. For instance, to start at the basics, "translation" is generally described as a subset of "localization", but then, according to the editor of the volume, "'translation business' and 'language industry' encompass the entire range of services" dealt with (xi). The terms are messy; the lack of theory keeps them that way. The process called "internationalization" in one place (defined as "designing a product [...] so that it supports usages around the world", p. x) looks suspiciously like the "globalization" referred to in another (45ff), although another kind of "globalization" appears to mean just being multilingual (29ff) and both kinds get mixed up with the economic process of the same name. Or again, texts become "Information Objects" in one article (as in "Successfully operating a MIM means allowing IOs to travel the InfoCycle efficiently"— nonacademic and readable, remember?--, p. 63) and Information Elements in another (in a clear and stimulating piece). There are also shortcomings that could have been solved by thinking of a few readers. One regrets the absence of abstracts, of an index, of a glossary to help the novice

track the many acronyms. Such things would be more helpful than the often gratuitous screenshots and the pretty but sometimes rather obvious flow-charts and diagrams.

Despite the gripes, this is an undoubtedly a much-needed window on a key part of the labour market for translators. Its focus, even without theory, raises serious questions about the future of translation and the translators. As we have mentioned, these articles repeatedly find that the main problems of localization can be solved by better organization of the non-translational parts of the process. Thus, **David Brooks** at Microsoft looks forward to the day when the prior "internationalization" ("globalization"?) of software products will be so good that translation is reduced to "just a linguistic process", as it was once thought to be. Indeed, Brooks playfully raises the prospect that localization itself will then become obsolete (just when the rest of us are finding out what it is). A similar message comes from **Rose Lockwood**'s account of interlingua machine translation, SGML databases and controlled authoring at Caterpillar, where translating is effectively done by machines and translators thus become post-editors or source-text technical writers. Meanwhile, the message from **Suzanne Topping**'s look at Eastman Kodak is that localization-sensitive software engineering ("internationalization"?) reduces linguistic problems to the extent that translation is best completely outsourced. The general message seems to be that if translators do not jump aboard some kind of managerial ship, they will eventually be left without work, without translations, or without much hope of grasping the entire process they are engaged in.

Personally, I am in no great hurry to climb aboard. I suspect these authors are creating such a cloud of terms that they themselves do not grasp the entirety of where they are going; they are certainly not aware of the extent to which their universalist solutions are American. Rather like the marxish discourse with which we began above, their tribal language can only lead towards self-defined success, just as Marx once promised quite a different revolution. What really frightens me is that the critical analysis might indeed say something about language here, perhaps more than it ever did (class language was always a slippery idea). In the moment of globalization, the consequences of technology have become so strongly marked that a few masks have been dropped: the idealist metalanguage of "translation" has quickly been outflanked by business practices whose goals are grossly economic; the discourse of economic determinism thus at last makes just a little explanatory sense.

In the middle of this, somewhere, there are people. Beyond the miserable continents of the excluded, there are those who will receive globalized information in a home language, adopt the discourse, believe they are still in their language, and never care about the difference. They may be happy enough with their restricted mobility. And then there is our caste of technocrats. Are we happy with Mammon? One of the authors in this book (it does not matter which) once did volunteer work in Senegal and Algeria, holds a degree in linguistics from Berkeley, has a postgrad in social anthropology from Cambridge and worked for eight years as a cowboy (girl?). Her quest for fulfilment now seems to have reached some kind of goal in localization. Indeed, the humanist training invested in many of these linguistic workers might suggest there is real satisfaction to be found in "translating into success". Yes, there is a certain excitement in quantity (all those statistics on how fast information is growing); yes, group pride happily reappears in the frequent claims to quality (meritocratic to a tee); and yes, there is money if you are hard-working and have no family to play with on weekends (many dollars are mentioned,

albeit not in the vulgar terms of personal salaries). In localization might linguistic intellectuals yet find fulfilment. Then again, no, we are just giving in.