



Pillar 2:

# PROCESS & WORKFLOW DIAGNOSTIC

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**MANAGED**

PROCESS & WORKFLOW MATURITY LEVEL



## SUMMARY INSIGHT

Localization operations are structurally organized and generally reliable, but workflow governance weakens significantly once processes deviate from the standard path. The localization teams are able to execute their activities consistently in “work as usual” cases, but higher volumes, compressed timelines, and non-standard workflows are handled less systematically and rely more heavily on manual coordination and individual experience. Visibility into those deviations, as well as quality feedback and improvement patterns, are limited, reducing operational predictability and constraining scalable growth.

As a result, localization delivery functions as a structured operational process under very clearly defined conditions, but workflow governance and continuous improvement mechanisms are not yet mature enough to support reliable scaling under operational pressure.

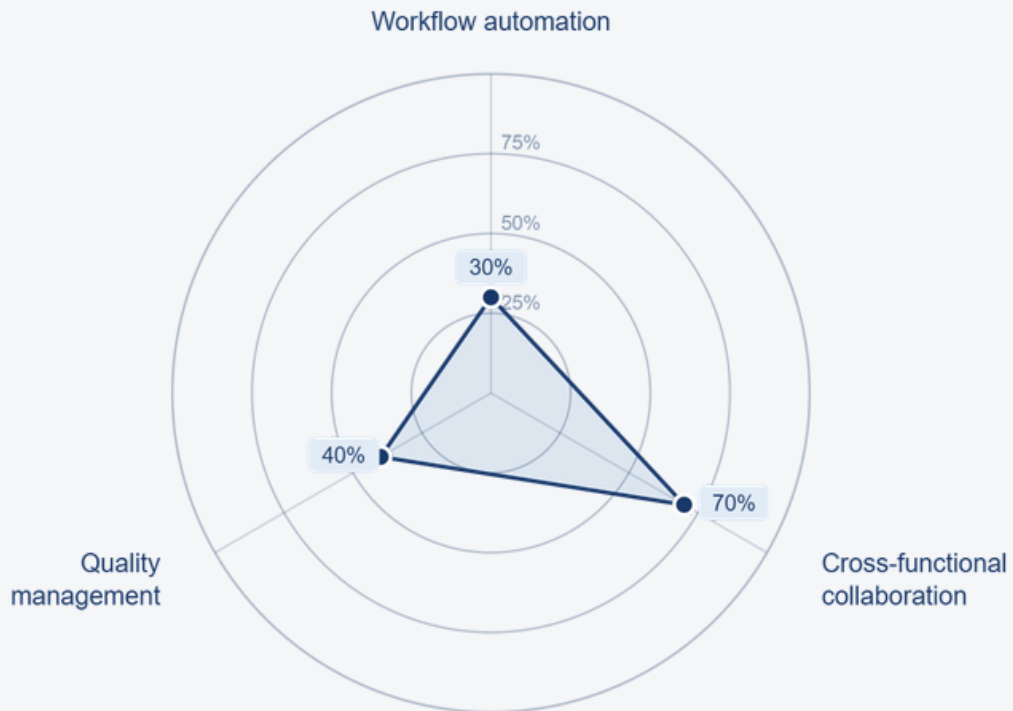
# PILLAR MATURITY LEVELS

SCORE RANGE	MATURITY LEVEL	INTERPRETATION	KEY CHARACTERISTICS
0 - 5	 <b>REACTIVE</b>	Activities are inconsistent, dependent on individual preferences or experience, and lack stable operational governance.	<ul style="list-style-type: none"> <li>Processes are ad-hoc and unpredictable</li> <li>High reliance on manual work and individual knowledge</li> <li>Little to no visibility or governance of workflow execution</li> <li>Quality control patchy or absent</li> </ul>
6 - 11	 <b>EMERGING</b>	Core processes and responsibilities exist, but execution remains partially dependent on manual coordination, inconsistent governance, and limited operational visibility.	<ul style="list-style-type: none"> <li>Basic process definitions and roles are in place</li> <li>Manual workarounds are common</li> <li>Governance is inconsistent and not systematically applied</li> <li>Quality feedback and improvement are informal</li> </ul>
12 - 18	 <b>MANAGED</b>	Localization operations are structurally organized and generally reliable under normal operating conditions, with defined processes, governance mechanisms, and measurable operational control.	<ul style="list-style-type: none"> <li>Standard processes are defined and communicated</li> <li>Workflow execution is generally consistent and measurable</li> <li>Governance mechanisms exist and are applied with gaps</li> <li>Quality control is systematic but not yet continuously improved</li> </ul>
19 - 22	 <b>OPTIMIZED</b>	Processes are systematically governed, scalable, continuously improved, and supported by strong operational visibility and cross-functional integration.	<ul style="list-style-type: none"> <li>Workflow governance is proactive and consistently applied</li> <li>High visibility into execution, deviations, and performance</li> <li>Quality improvement is data-driven and continuous</li> <li>Automation and tools enable scalability and efficiency</li> </ul>
23 - 25	 <b>STRATEGIC</b>	Localization operates as a highly integrated business capability with predictive governance, resilient scaling mechanisms, and strong strategic influence.	<ul style="list-style-type: none"> <li>End-to-end process integration across the organization</li> <li>Predictive governance with strong risk management</li> <li>Continuous optimization with measurable business impact</li> <li>Localization strategy influences business decisions</li> </ul>

# PILLAR SCORING STRUCTURE

The pillar is composed of three sections with different weightings reflecting their impact on overall workflow maturity.

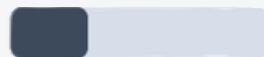
 <p><b>2A. WORKFLOW AUTOMATION</b></p> <p>Assesses the level of process definition, standardization, and automation support.</p> <p><b>10 POINTS MAX</b></p>	 <p><b>2B. OPERATIONAL GOVERNANCE</b></p> <p>Evaluates governance mechanism, workflow control, and operational visibility.</p> <p><b>10 POINTS MAX</b></p>	 <p><b>2C. QUALITY MANAGEMENT</b></p> <p>Assesses the level of process definition, standardization, and automation support.</p> <p><b>5 POINTS MAX</b></p>
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Workflow automation 30% · Cross-functional collaboration 70% · Quality management 40%

## SUB-PILLAR FINDINGS

### WORKFLOW AUTOMATION



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The organization has established a defined localization workflow that is generally consistently applied across the majority of projects. Core workflow steps, roles, and handoffs are defined, and execution relies primarily on systems rather than manual coordination. This allows for generally stable execution under standard operating conditions. The workflow is designed to adapt to new languages, scopes, and content types with minimal structural change, but the reliability of the solutions is yet to be seen.

However, operational workflow governance remains significantly underdeveloped. Manual workflow interventions are not consistently documented, workflow exceptions are not systematically reviewed, and deviations from the standard process often lack visibility and formal escalation paths. As a result, operational transparency into how workflows deviate from the standard process is limited and execution becomes increasingly dependent on manual coordination and individual experience rather than controlled system behavior.

#### **Main area of concern:**

The workflow itself is structurally sound, but governance visibility weakens significantly once processes deviate from standard operating conditions or they need to be scaled. Strengthening exception management, workflow monitoring, and escalation governance would substantially improve operational predictability and automation reliability, resulting in visible readiness to be scaled sustainably.

## SUB-PILLAR FINDINGS

### CROSS-FUNCTIONAL COLLABORATION



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Cross-functional collaboration with localization is generally well structured and predictable. Localization requirements are clearly incorporated within project scope, timing, and quality expectations, and cross-functional planning processes typically account for localization dependencies early enough to avoid major execution disruption. Shared goals are communicated through commonly understood KPIs, enabling alignment between localization and other teams.

In practice, localization is usually involved early enough to influence project planning, and collaboration patterns are described consistently across teams. This indicates that localization participation is not dependent on informal relationships but is embedded in standard operating procedures.

However, collaboration governance is not yet fully mature under operational pressure. Conflict resolution paths involving localization are not always fully predictable, and collaboration effectiveness is rarely reviewed systematically after delivery issues or process breakdowns occur.

#### **Main area of concern:**

Cross-functional collaboration is generally reliable and operationally integrated, allowing localization to participate effectively in project planning and execution. Further strengthening conflict resolution mechanisms and continuous collaboration improvement processes would increase organizational resilience.

## SUB-PILLAR FINDINGS

### QUALITY MANAGEMENT



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The organization has defined localization quality expectations using explicit metrics, and a formal quality management process is applied across the majority of localization projects. Quality evaluation results are reviewed and used to inform operational decisions, demonstrating that quality measurement exists beyond informal or purely subjective review practices.

Several operational mechanisms supporting quality management are already in place. Review responsibilities and expectations are defined, recurring quality issues are identified as systemic rather than isolated events, and rework causes are analyzed to identify underlying process problems. Additionally, quality processes can adapt intentionally under operational pressure while maintaining appropriate quality safeguards.

However, quality management practices are not yet consistently applied as part of a structured learning system. Feedback loops between reviewers and vendors are not always systematic, and reviewer consistency mechanisms are not fully institutionalized.

#### **Main area of concern:**

The organization demonstrates a defined and functioning quality management process, but the system does not yet operate as a fully embedded continuous improvement mechanism. Strengthening reviewer calibration, vendor feedback integration, and systematic quality trend analysis would substantially improve consistency and long-term operational learning.

## OVERALL INTERPRETATION

The organization has established **structured localization processes and collaboration frameworks**, enabling localization work to be executed reliably under stable operating conditions. Cross-functional collaboration is relatively mature and supports predictable project execution.

However, two structural limitations constrain overall process maturity:

1. **Workflow governance lacks visibility and systematic control once processes deviate from standard execution paths.**
2. **Quality management practices are not yet consistently embedded into scalable operational feedback and improvement mechanisms.**

These limitations indicate that localization operations are **structurally organized but not yet fully optimized for resilient scaling**.



# PRIORITY IMPROVEMENT AREAS

1. **Strengthening workflow governance and operational visibility** through introduction of systematic monitoring of workflow deviations, formalization of exception management processes, and establishing clear documentation for manual workflow interventions.

2. **Increasing quality consistency and feedback integration** through expansion of feedback loops between reviewers and vendors, introduction of reviewer calibration practices, and implementation of systematic analysis of recurring quality issues.

3. **Institutionalizing continuous process improvement** through expansion of the use of workflow analytics and operational performance indicators to support earlier issue detection, more predictable escalation handling, and continuous process refinement under changing delivery conditions.