

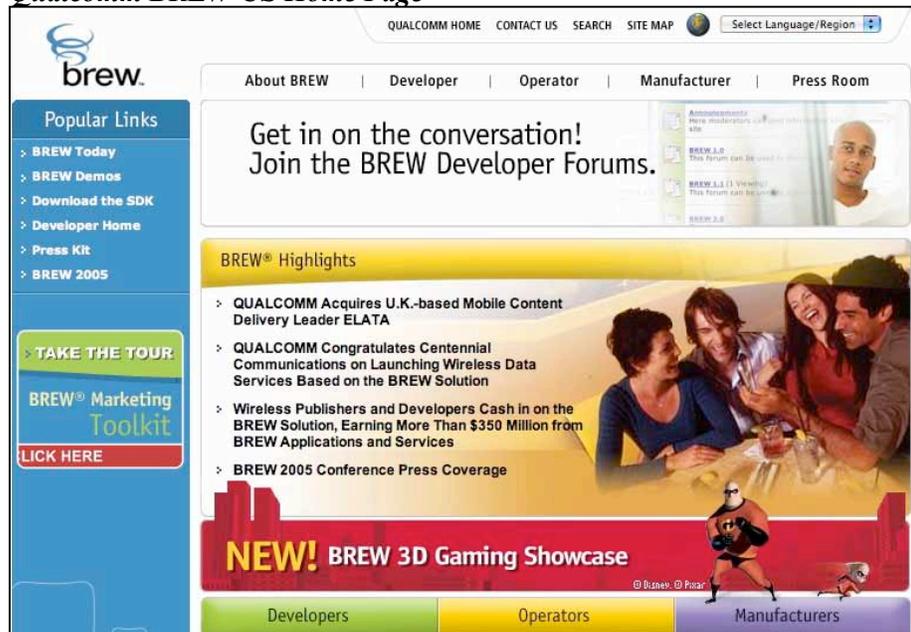
Qualcomm's Global BREW

Insights into serving multiple audiences across multiple languages with one Web site

San Diego-based Qualcomm builds the wireless technology used by more than 150 cellular operators in 68 countries, including Verizon Wireless and Sprint in the US.

Qualcomm also provides a platform for building mobile applications, known as BREW (www.qualcomm.com/brew). This article focuses on Qualcomm's BREW Web site and how it manages to communicate with different audiences across different languages. We recently interviewed Brian Fisher, Sr. Marketing Manager, and John White, Localization Consultant, QUALCOMM Internet Services, to better understand how Qualcomm manages the globalization of the BREW site. ***Their responses provide a number of valuable tips for any executive in charge of Web globalization.***

Qualcomm BREW US Home Page



Source: Qualcomm

One Web Site; Many Audiences

What makes the BREW site particularly interesting is that it must simultaneously educate and support a very wide mix of users, broken down into three groups:

- **Operators** look to the BREW site for information on what other BREW operators are doing, how they are advertising, and what markets are using BREW.
- **Handset manufacturers** want to market devices that will appeal to operators, so they look to the site for information on how BREW takes advantage of their phones' chipsets.
- **Developers** and application publishers rely on the Web site for

technical support and for information on how to publish their applications. The majority of development tools are available for download from the site.

In addition, the BREW site features a press room and a marketing toolkit to help all of these audiences use the BREW brand to their advantage.

Q: How did the global BREW site evolve? And how did you select target markets?

A: We launched the English (US) site almost as soon as the business unit started – in early 2001. BREW’s first triumphs were in Asia, so we added Korean in February 2002, Japanese in April 2002, and Simplified Chinese in July 2002. Latin American operators began to adopt BREW later that year, so we added Brazilian Portuguese in September 2002 and Latin American Spanish in summer 2003.

We had several criteria as we took the site global:

- **Existing resources and infrastructure** – Did local offices have the technical wherewithal to mount and maintain their own sites?
- **Local support** – Did local offices have dedicated Web marketing staff?
- **Branding** – How reliably could local offices keep up with and accurately convey the BREW brand?
- **Long term** – How likely was it a local office could keep this up for three months? six months? One year? Three years?

In the end, the answer to most questions was “no.” We decided it would be easier for us to build and manage the site from the US and change it to suit the regions than to police and control local efforts.

BREW China Home Page



Source: Qualcomm

Q: Who is involved in creating content and managing localization?

A: The content comes from different sources: public relations, marketing, product management, developer relations, etc. The Web marketing team filters all of this content and determines what needs to go where.

Q: Given the dynamic nature of BREW, what challenges have you overcome in keeping all the language Web sites in sync?

A: The logistics of weekly updates are not formidable now that there is a smooth process of version control in place between the site developer and the localization company. The tough part is at the launch of a new language site.

Back in 2002, there was no more than a six-week differential, such that if we began translation into a new language on June 1st, the site would be ready for launch by mid-July. Now the snowball has grown so large that a new language would take well over two months, and we would have to launch it in pieces. “Not that there’s anything wrong with that.” — but it requires more planning.

Q: What software tools do you use to manage Web content and translation workflow?

The site developer and the localization company have put in place an open source version control system called CVS. The developer checks in new pages. The localization company, ASET International (www.asetquality.com), checks them out for translation (some SDLX and a lot of TRADOS) and engineering, then checks them back in and tests them on a staging server. The developer reviews them and pushes them to production servers.

Q: What’s the most popular language Web site in terms of traffic?

A: Barring a trade show or major BREW event in another country, Japanese figures are often as high as Korean, Simplified Chinese, Brazilian Portuguese, and Latin American Spanish combined. Chinese is our stickiest site. Brazilian Portuguese has the greatest number of new visitors.

The statistics shadow pretty closely our in-country marketing efforts in addition to the marketing efforts of our customers in those countries; in Japan, for example, KDDI has extensive marketing initiatives. The BREW lifecycle also plays a role – in countries where BREW has been launched for a significant time, Web traffic is generally greater.

Q: How do you measure the success of the local Web sites?

A: The sites serve two main purposes: delivering technical resources and information to help build the developer community and providing general market information on BREW. We measure their success by how well they support our in-country marketing efforts, and, conversely, by how much our in-country marketing efforts use them.

It took awhile before the regional offices were comfortable enough to derive solid benefit from the sites, and until we had all developed smooth, reliable processes for placing regional content on the sites.

Our policy is to centralize the sites and localize directly from the English.

Regions with local content like press releases or market announcements forward the content to us and we post it. Naturally, most regions in most companies would rather manage their own sites, but they don't have the budget to both build it and maintain it. We're committed to keeping the US site moving fast, and to keeping the regional sites in synch with it, so we prefer to control the content. That doesn't work for every company everywhere, but it works for us.

We summarize our success factors this way:

- Have a champion in each local office and empower him/her to drive local traffic to the site
- Generate new local content on a consistent basis
- Dedicate US resources (budget, Web development) to the globalization effort
- Share visitor statistics with regional offices to get their attention
- Make access to regional sites as intuitive as possible

Q: How frequently do you update content across the Web sites?

A: Weekly. Some technical support pages change even more quickly, because the content belongs to Engineering, but we review and update the Marketing content weekly.

Our site developer does an excellent job of tracking all of the content changes in the US site. They forward a list of the changes to the localization house every Friday, and the translation cycle begins Monday afternoon. Depending on the amount of new text and creative, the new content may be posted to production by that Friday, sooner for rush announcements.

We could probably convert the entire process to some translation workflow e-contraption, but why fix what isn't broken?

Q: What "flavor" of Spanish did you use?

A: We chose the best flavor of all: the one the customer likes. It goes by the name of "Latin American Spanish," but the only thing that matters to us is that it's acceptable in country.

We were careful to create and circulate a glossary before we started translation. The localization house based it on current terms in Latin American Spanish, but our international salespeople made some changes to common terms. There's no point in arguing with them, since they're the ones who have to stand in front of developers and prospects at a trade show and talk about the product with a straight face, so we made changes to make these salespeople – our customers – happy.

Q: Approximately how "deep" is the English Web site? And do you fully replicate this content across the other languages?

A: The BREW Web site counts more than 1,000 pages of content. As a rule, we'll translate any content of general interest that would also be pertinent to the local region. Within certain parameters, if it's interesting enough for the US audience, it will be of interest to the regions as well, so we translate it.

We have no particular numbers for the number of levels or pages we localize from the home page, but it probably differs from one part of the site to another. Localized content for operators, for instance, only goes one or two

layers deep, whereas localized content for developers goes three or four layers deep.

Like most such sites, it's not only a matter of how deep to translate, but also how wide. We've made it easy for visitors to the BREW Web site to get to related extranet sites, but we don't localize those sites because they belong to Engineering. Whenever possible, though, we try to warn visitors that a given link will take them to English-only content.

Q: Do you translate in house or do you use outside vendors?

A: We have always used a localization company, the same one that started doing our software and documentation.

At first, the Web developer was new to localization, and we managed the meshing of the gears between the developer and the localization house. In time, they have come to work together without the need for us to manage the process.

Q: What has been the greatest technical challenge you've faced in maintaining localized sites?

A: At the edge of the marketing content, we take visitors to related extranet sites owned by Engineering. Only a small portion of those sites is localized (FAQs, knowledgebase items), so Engineering tends to lose sight of internationalization/localization issues when they make changes to their architecture.

A couple of years ago they moved their technical support documents from HTML to a mixture of JSPs, XML and HTML. It took us several months to move Japanese content into the new architecture and encoding, and to ensure that the search functionality was working properly. Fortunately, we have good relationships with the people in Engineering, and that accelerated the process somewhat, but it was frustrating to bump into one technical issue after another on the Japanese pages, while English was running fine.

BREW Developer Forum in English

| Forum | Last Post | Threads | Posts |
|--|--|---------|--------|
| BREW Technical Discussions | | | |
| Announcements (1 Viewing) Here moderators can post information about any new articles added to the Qualcomm developer site | New HTTPS Knowledge Base... by Jonathan 08-02-2005 11:43 AM | 33 | 36 |
| BREW 1.0 This forum has been closed as BREW 1.0 devices are no longer commercial. | Install a game on brew by Dragon 09-12-2004 10:10 AM | 296 | 935 |
| BREW 1.1 (2 Viewing) This forum can be used to discuss BREW 1.1 APIs | brew resources by bulach 09-02-2005 04:27 AM | 1,670 | 7,648 |
| BREW 2.0 (4 Viewing) This forum can be used to discuss BREW 2.0 APIs | Kyocera KX414 Device problems? by bulach Today 08:07 AM | 2,782 | 11,271 |

Source: Qualcomm

Q: Please explain the evolution of your language-specific developer forums.

A: Naturally, the forum started in English. Our Korean office asked for a forum for Korean developers, and, after much back-and-forth, we localized the UI of the English forum, which was a very poorly internationalized vBulletin 2 application. vBulletin 2 was made for people who translate their own forum UI themselves, string by string, until late in the night, but it was not made for people who want to hand off resources, put them through translation memory software, and test them like normal software. (vBulletin 3 is considerably better in this regard, and its strings are XML-based.) So it took us a long time to localize, and the Korean office hasn't publicized it, so it has not been used as much as we hoped. Fortunately, the operator in Korea that launched BREW also has a developer forum, so most developers go there for information.

Even though Japanese localization was equally painful – in fact, more so, because of encoding and text-search difficulties on which vBulletin was not set up to advise us – we had much better luck with acceptance of that forum. We also took the important step of seeding the forum with a few informational posts and replies, so that no visitor would need to be the absolute first to post in an empty forum. There are several new posts and replies every week in the Japanese forum, so the return on investment has been very high. In addition, the local office in Japan has done a good job of promoting it.

Q: What companies do you think have done the best job of Web globalization?

A: FedEx, European Community, Disney.