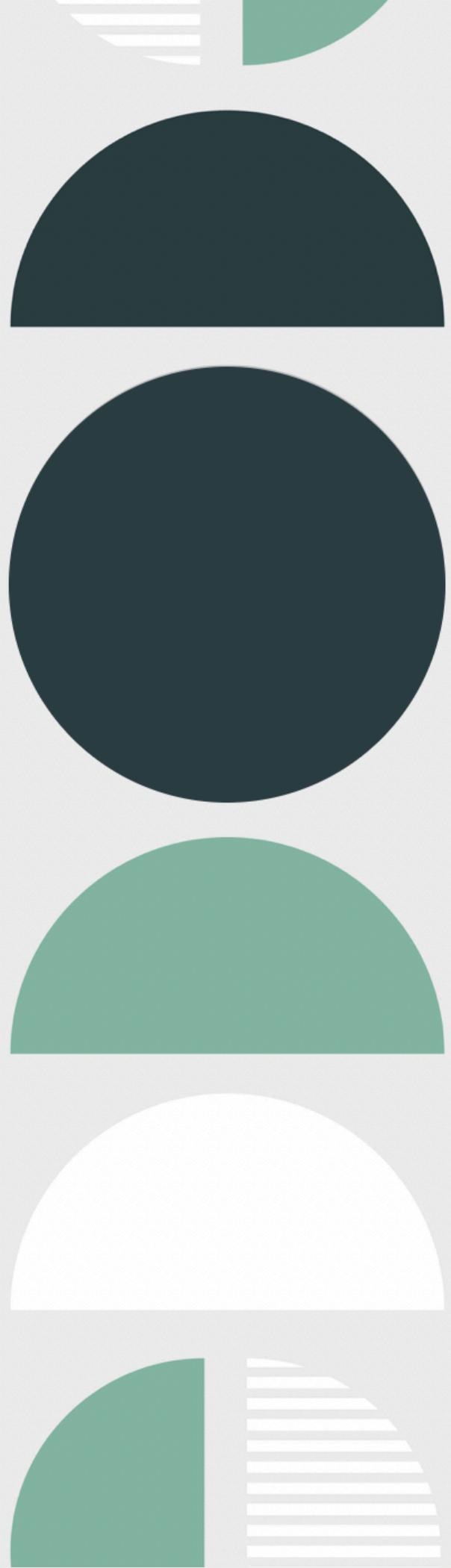


Support your globalization with well-planned localization

Developed by the ServiceNow Best Practice Center of Excellence

March 2021



What is globalization?

Globalization (often abbreviated as gl11n) is a broad term that represents all the tasks and activities associated with delivering an end-user experience in languages other than English. There are three key elements to globalization:

- **Internationalization** (often abbreviated as i18n) ensures that a process or application works without any language or locale dependency. For example, an application to buy a laptop from IT will follow a work process that is agnostic to the location of the purchaser.
- **Localization** (often abbreviated as l10n) includes adding elements to a process or application specifically for its region without impacting its intended functionality. Using the same laptop example, localization means offering this functionality in the purchaser's language of choice, local currency, local date format, and local language knowledge base articles.
- **Translation** (often abbreviated as t9n) is rendering text into another language either by machine or human.

Why should I invest in localization?

One of the key principles of digital transformation is using technology to facilitate frictionless communication and interactions across boundaries.

If you currently—or will—have users whose preferred language isn't English, localization is an important part of your ServiceNow globalization strategy. Localization makes sure that your implementation will:

- **Offer a frictionless interaction for your users** – There are over 6,500 languages around the world today. When users can interact in their language of choice, they have a better experience because they'll understand and complete what they need to do faster.
- **Improve your outcomes by reducing the impact of miscommunication** – Miscommunication can create roadblocks that will slow efficiency. Users take longer to complete tasks and may need to escalate them for clarification. When you offer users the opportunity to communicate in their language of choice, you'll reduce miscommunication and its impact.
- **Comply with regulation** – Some countries or regions have language regulations. This is particularly likely with HR and CSM implementations. Many companies require HR content to be offered in the local language for employees. Others require externally facing content to be in the local language. For example, Articles 5 and 52 of the Charter of the French Language in Quebec requires that users have the option of interacting in French).



How do I know if I should implement a localization strategy?

You should be thinking about a localization strategy if you can answer “yes” to any of the following questions, even if you operate in an English-speaking country:

Question	Yes/No
Do we (or will we) have internal users whose experience and engagement would be improved if they could interact in a language other than English?	
Do we (or will we) outsource or offshore business to any locale with a user base that prefers a language other than English?	
Do we have (or might we have) mergers in our future with users who prefer a language other than English?	
Do we (or will we) operate within a regulatory environment with language regulations?	
Do we (or will we) service external customers across multiple regions that include a language other than English?	

What will this workbook help me do?

Planning is critical to your localization success. This workbook will help you to identify how to structure your platform team to implement localization, what your accountability and decision-making structure should look like, how to approach translation, and how to develop, build, and test so your localization approach provides a consistent user experience that's easy to scale.

What will this workbook help me do?

This Success Workbook will guide you through the steps to include multiple languages in your ServiceNow® implementation.

Start by reading through the [Workbook Checklist](#) and review the steps and tasks you need to complete to get started.

From the checklist, you can either proceed through the workbook page by page or navigate only to the sections you need.

Each section includes “check your progress” questions that you can answer to test whether you need to complete the tasks listed on that page or if you have already done so and should move forward. Hyperlinks are included throughout the workbook so you can navigate back and forth between the checklist page and different sections.



Workbook Checklist: Support your globalization strategy with well-planned localization

Step 1: Develop ownership and accountability for decision-making

- Identify your localization goals
- Create a single platform team that supports localization

Step 2: Establish your language and translation strategy

- Identify your localization offering's scope
- Determine your translation strategy

Step 3: Implement and measure your localization strategies

- Establish development requirements to ensure localization consistency and scalability
- Create a localization testing strategy
- Create a maintenance plan
- Measure localization value against your goals



Step 1a: Identify your localization goals

Offering a localized ServiceNow experience is an ongoing endeavor. In fact, depending on how much you already have operationalized, localization will most likely occur in a phased roadmap that includes iterative improvements over time. Clearly identified localization goals will ensure the many strategic and tactical business decisions you will have to make will drive your efforts forward.

Check your progress:

- Do you have articulated goals for your localization efforts?
- Do you have a single platform team that includes local language leads to guide our localization efforts?

If you answered “yes” to both questions above, proceed to the [next step](#). If not, complete these action steps to complete this step:

Identify your localization business goals

Localization can support several business goals and you will need to be clear on these goals to guide your decisions about priorities and scope. What regions will you globalize first? Will you translate portals only or also include knowledge bases and email notifications? Will you roll out if you haven't translated the entire offering?

Identify your localization business goals and, if there are several, consider stack ranking them. Here are some examples:

Goal	Business rationale	Sample measurement
Engagement	To target specific regions, locales, or user bases or to give users the option for their language of choice regardless of their location	Increased adoption/user numbers
Usability	To provide solutions or operations in a particular language	Improved SLAs
Efficiency	To save time in fulfillment activities, simplify operations, or improve effectiveness to simplify operations	Operational metrics including % of users served, time to resolution
Outcomes	To serve end users or customers in a manner that will influence the outcomes you're trying to achieve	Metrics aligned to desired outcomes
User Experience	To improve user/customer satisfaction, fulfillment metrics, and customer retention	CSAT, NPS

[Return to workbook checklist](#)



Step 1b: Create a single platform team that supports implementing localization

Localization will impact several stages of the development cycle. You'll gain consistency and scale if you have a single ServiceNow platform team that considers language. That team will also understand what you need to do to offer a solution in various languages, how long translation is likely to take, and how to build a solution that is consistent with your language quality and standards. Once your solution is built and suitably tested in English, you can translate it into the target languages and perform UX testing.

Check your progress:

- Have you identified owners for your localization strategy?
- Do you understand the types of questions these owners should be prepared to address?

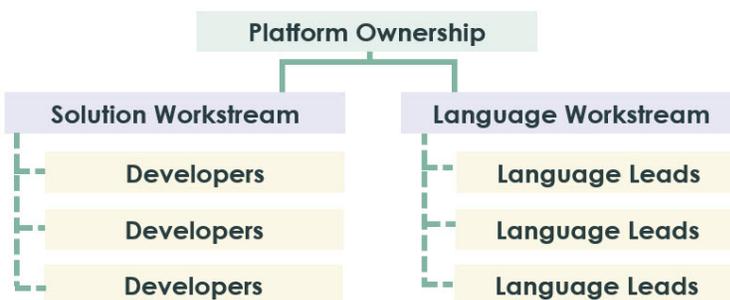
If you answered "yes" to both questions above, proceed to the [next step](#). If not, complete these action steps to complete this step:

1. Create a global platform team that partners language and development

A [Center of Excellence and Innovation](#) (CoEI) can make sure you have consolidated strategy, business engagement, architecture, and support across your organization.

If you don't have a CoEI in your organization, ideally, you'll create a single team that owns the platform. This platform team should be agnostic to the business unit—IT, HR, CSM—and manage the instance for the entirety of the business to make sure requirements are met consistently.

Within this global platform team, create a solutions workstream (platform management, upgrades, etc.) and a language workstream. The solutions workstream will confirm that the technology meets the business objectives and requirements. The languages workstream will own the quality and experience of each language within scope. Your language workstream should include process owners who have influence on what should be localized and language leads who will own the language experience. Run globalization deployment as a project with clearly defined team and individual roles, interlock points, a decision process, etc. If you're working with a partner, consider involving them early. Develop a common vision, clarity on outcomes, and execution roles so you have a strong foundation for success.



2. Identify language leads to own the language concept within each in-scope translation.

Language leads will be an essential part of your ongoing localization efforts, owning language concept, including locale intent and content quality. Start by selecting the right candidates for language leads:

- **Local language leads must be completely fluent** – The ideal language leads are completely fluent in the local language and understand local nuance and idioms. Remember that there are regional and national variations of the same language—for example, there are variations between French spoken in France and in Quebec—so align your language leads to locale rather than language.
- **Select language leads for business experience** – Your language leads need to have business experience, preferably in the area being localized (for example, in the HR space if you're localizing HR processes) to make sure they understand the meaning and context. If you're globalizing HR, CSM, and ITSM workflows, consider having more than one language lead for each language locale so you're sure to capture the business context that will support each area. Language leads need to be aware of your brand requirements and the way those requirements are applied to their local culture and language.
- **Seek language leads who understand the regulatory environment** – Your localization approach may be required to comply with local regulations, such as laws requiring HR content to be made available in the local language. These laws may change over time. Your language leads will need to interface with a local legal team or globalization strategy to understand the regulatory environment and, if necessary, secure review from regulatory experts to make sure you're in compliance.

3. Align the platform team with your common goals early.

All stakeholders need to have the same understanding of the goals set out by the business. Do this early on and involve your executive sponsor. Aligning with your stakeholders is critical because your team needs to consider all relevant technical and cross-functional business decisions. For example, it is not uncommon for IT to function globally in English while HR will want (or require) different languages. There will be business decisions that are impacted by variations between countries or regions as well, especially if they've grown through acquisitions across different regions and have different processes for tasks—like password reset locally versus centrally.

Step 2a: Identify your localization offering's scope

One of the early business issues you'll need to address is the scope of your localization efforts. Your localization effort's scope will impact your approach to translation, design, and testing.

Check your progress:

- Have we conducted a content review and identified all the content and user interfaces that will require translation?
- Have we identified the training and process changes required for our localization?

If you answered "yes" to both questions above, proceed to the [next step](#). If not, complete these action steps to complete this step:

1. Identify for the scope for what you want to offer multiple languages.

In step 1a, you identified your localization goals. Now it's time to identify what you'll include in your localization strategy.

Tie your scope to your business goals. For example, if you're considering localization for HR, will that include raising some or all cases? Policies? Knowledge base articles? Everything? Your business goals will have identified a combination of user and experience. In this example, your goal of complying with regulation will heavily influence your scope decisions.

2. Conduct a content review for your scope that's based on user criteria.

Now that you've identified the scope for what needs localization, your next step is to audit your content to determine what is needed to support your users' preferred language experience.

- **Start with the user-facing interaction** – Start by thinking about your end portal. Audit all of the communication points that end users interact with. Map all of the organizational elements (titles, menus, and options), service and catalog item descriptions, defaults, free text, widgets, any open tickets, portal announcements, surveys, and any custom content.
- **Think about the content supporting all the user interactions** – Audit the supporting content to identify what content is necessary for specific audiences. For example, users will need HR policies and procedures to be locally relevant. You'll need to answer:
 - What content is globally relevant (for example, company-wide HR policies)?
 - What content is regionally relevant (for example, what do you need in North America only)?
 - Is there content that is country specific (for example, country-specific HR policies and procedures)?
 - Is content translatable (for example, HTML articles rather than articles with PDF attachments)?
 - Does any locale-specific content need to be created?



- **Think about the fulfiller back-end experience** – Speed and access to necessary content is critical for your fulfillers. Their interface, support materials, and SOPs may need to be translated and aligned with the above in a global, regional, and local framework.
- **Consider how your users interact with the platform** – Are they using desktops or cell phones? Are they filling out forms themselves or someone is doing it for them? When would they be using the platform—on a break or as a part of their everyday duties? How often would they need to log in? What notifications will they get and do those need to be translated as well? Does the international user experience differ from an English one? Map your users' journeys to identify the key interactions to include in your localization plans.
- **Don't just think about languages—identify your same-language localization needs** – Communicating seamlessly with your end users requires factoring in language localization. For example, the nuance and meaning of a phrase in English can vary widely among English-language speakers across different regions.

Interpretation	Example in English
Same sound and meaning, different spelling	A "paycheck" in the US is a "pay cheque" in Canada and the UK.
Same meaning, different word	A "sidewalk" in the US is a "pavement" in the UK.
Same word, different meaning	"Momentarily" in North America means it will occur very soon; "momentarily" in the UK means it will occur only for a very short time.
Same word, same meaning, different pronunciation	"Router" in the USA is pronounced "rowter" and in the UK is pronounced "rooter."
Date format (DD/MM/YY versus MM/DD/YY)	01/02/2020 means the first of February internationally and the second of January in the US.



Practitioner insight: Make sure you have a data relationship between the user and the location, so you won't need to write any code or scripts to globalize by language. This approach is scalable and user friendly. Users only need to search by location. For example, the German language would be a default or option in Germany.

3. Complete a content audit to be certain all required materials are available for each local need.

Ask your content experts to review the content and identify if you have everything you need based on your localization plans. Will regional/country needs require new or rewritten content?

If you determine that materials need to be written to accommodate the processes for any local need, factor writing and review into your project timeline. Assign these materials to process owners along with local language leads. Put a process in place to approve and collate content before solutions building.

4. Identify any process training needs that you need to localize.

Ask your business process leaders to review any proposed process changes so you can provide scheduling and budget for any process training that you need to localize, including translating training materials, if necessary. While you're at it, think about whether you'll need translation for any needed guided tours for in-platform training.



Practitioner insight: Process improvements are paramount for business transformation projects. If you're transferring from another tool to ServiceNow, take advantage of this opportunity to make your process more efficient before you begin translation and training.

5. Engage your local language leads in your solution design phase.

Having your native language leads involved in the design phase will help you design the UI in the right context for non-English solutions by finding the best way to represent intention. Your language lead should:

- **Ensure the UI can accommodate local greetings** – In some areas, a greeting saying “Hi” and addressing the user by their first name is expected. In other areas, a greeting is expected to offer a more formal welcome and address by prefix and surname, which requires more space in your UI.
- **Identify any potential navigation and UI issues related to specific word use** – The meaning of translated words will impact how you design the portal, emails, surveys, reports, or other visual interactions.
 - Not all navigational structures will translate easily. For example, many portals include navigation in English that is designed for “problems” and “issues”—in French, both are referred to as “problème,” which may impact your navigation.
 - A direct translation of some words may not communicate the right intention. For example, the English word “case” translates in Polish to “walizka” which is a “suitcase,” significantly altering the meaning.
- **Identify any regulations associated with language that could impact your design** – You’ll have to make decisions on what not to translate. This could have an impact on local regulations. For example, in some regions it’s acceptable not to translate the entire knowledge base from English but in other areas, this translation may be required.

Step 2b: Determine your translation strategy

Identify your language scope early. In this step, you'll identify what languages to include in your localization strategy, how you want to sequence them, and how you'll approach translation.

Check your progress:

- Have we identified the languages that we need to offer and how we'll sequence their rollout?
- Have we identified our approach to translation?
- Have we established style guides for translation?

If you answered "yes" to the questions above, proceed to the [next step](#). If not, complete these action steps to complete this step:

1. Identify language priority and sequencing.

The first question you'll need to address is how to prioritize and sequence your language rollout. This decision will be heavily influenced by your offering/s:

- If it's an internal offering (such as IT, HR, etc.), prioritize the largest population centers within your organization.
- If it's an external offering (like CSM), prioritize your largest customer bases.
- If it's both of the above, identify the criteria that will realize your best return based on the goals you identified in the first step and roadmap accordingly.



Practitioner insight

Start small—maybe three or four languages, selecting those that will the biggest return. Adding additional languages becomes easier over time—almost templated—because your processes are established.



Practitioner insight

Should you hold the release until translation is completed? Practitioners say it depends on business priority. For example, COVID apps went out first in English and then were translated as soon as possible.



2. Determine if your language scope is included in the ServiceNow plugins.

The Now Platform has building blocks that are consistent across all workflows and, with these building blocks, can provide languages for all of the out-of-the-box (OOTB) aspects of the platform.

ServiceNow supports localization by offering OOTB international and [localization capabilities](#) in [22 languages](#) for desktop and 21 languages for mobile environments. This provides string translations that the company has created. If your identified languages aren't included in these language packs, you can raise a ticket in HI. You'll also need to have your baseline English translated—this could impact your timelines and costs.

You'll need to translate other content—fields, messages, or other textual UI content—manually along with any support content pulled from your knowledge base.

3. Consider whether you'll use machine translation.

Machine translation (MT) is the task of automatically converting one language into another. ServiceNow offers a functionality called [Dynamic Translation](#) that will translate a string field (that is, a short description of a case, comments, or a chat) via Google Translate, Azure, or Watson.

Technology is always improving the capabilities of MT but it takes time to train for your industry and specific application. Without context, a literal translation may be awkward or nonsensical. For example, the question "Hello, when will my case be updated?" is machine translated into Japanese in Microsoft and Google to ask, "Do you updated When will my case" and "Hello when will it be updated in my case."

If you use machine translation, you need to build out a lexicon or trained memory to make sure a word or phrase that holds a specific meaning in your business gets correctly translated. This trained memory is typically built using statistical translation and requires a substantial amount of data, which can take a lot of time.

The best use cases for machine translation are high-quantity/low-volume content. These are typically short sentences and context isn't critical. Engage your language leads to do MT testing to review that the outputs have the correct phrasing and meaning.

4. Create style guides to identify what needs to be translated and what doesn't.

Establish a style guide that contains standards for writing and translation. This will help to maintain consistency across all the translated content. Your style guide should include guidance on:

- **What should be translated and what should not** – This includes product names or trademarks that won't be translated. For example, the style guide will explain how to translate a sentence like "I need to order a new Apple Mac Book Pro."
- **Translation style** – There are nuances for different languages between masculine and feminine, singular and plural, and formal and conversational. Your style guide should establish the guidelines for these nuances to ensure you have consistent tone across your documentation.
- **Guidelines for salutation** – Provide guidelines for how you'll address users based on the norms in their selected locales.
- **Brand guidelines** – Include directions on how to comply with your brand guidelines, especially if you'll translate consumer-facing content.

Step 3a: Establish development requirements to ensure localization consistency and scalability

Your build needs to be maintained and extended in the future. Building in a non-localized fashion can inadvertently create technical challenges that can become localization obstacles. Your goal is to build the solution in a localized fashion in English. This way, you can scale and ensure your translation plugins are efficient.

Check your progress:

- Does our design phase include a process review? Does it help us reduce unnecessary complexity?
- Are we complying with localization development best practices?

If you answered “yes” to the questions above, proceed to the [next step](#). If not, complete these action steps to complete this step:

1. Identify unnecessary complexity in your processes during your solutions design phase.

Make sure you identify when a process is so significantly different per country that you need to create a different workflow or if you can simply address it with different questions and/or assign it to a different fulfillment team.

Conduct a workshop to identify your current processes and find opportunities to refine them. Include business process owners. This is particularly relevant in companies that have been grown by acquisition where processes were created independently.

It's very important to do this during the solution design phase so you don't have an overly complex design that will impact your timelines.

2. Use the five tables for localization to comply with development best practices.

The Now Platform includes five tables specifically for localization needs. To use them, first make sure you have coding standards and best practices already in place. Not having these standards will cause pain later. For example, you may want to create an abort message for a particular error and translate it. If it you didn't comply with the best practices, the error message may be hard coded which requires a developer to change the script, put the right message in, then translate it—rather than having the translation done automatically via plugin.

After you enable the [i18n plugin](#) to activate a language, you can access the five tables. They cover a wide gamut of the platform functionality. This means that certain areas of the platform—like a catalog item—will potentially require values in each table for use in different languages.

Table	Purpose
sys_ui_message	Scripted messages
sys_choice	Multiple choices
sys_documentation	Field labels
sys_translated	Translatable fields
sys_translated_text	Translatable HTML



**Practitioner insight**

Each language pack can take two to three hours to install. Because they're plugins, you can only install one at a time. Get it done early so it doesn't impact other build activities.

**Practitioner insight**

Don't upgrade in the middle of your baseline localization deployment because it will impact your translation needs. Upgrade after you've gone live in baseline and other languages using ServiceNow's [upgrade checklist](#).

3. Establish processes to support standardized documentation.

Most localization deployments occur in a phased roadmap that includes iterative improvements over time. Here's how to do that:

- **Maintain a consistent build concept to reduce translation costs** – Use the same building blocks other languages as you do for English. This way, you don't need to translate items twice, which reduces both your costs and complexity.
- **Document everything well to make localization easier** – At a minimum, establish review policies, maintenance guidelines and practices, naming conventions and documentation, UX/UI standards, testing protocols, and security requirements. Support these with strict adherence policies and be sure you share them with your team.

Visit our [globalization webinar](#) on Now Community for additional insight into how to roadmap and test your localization implementation.

Step 3b: Create a localization testing strategy

Testing is a critical part of any development plan. Make sure to complete functional UAT for English and then UX UAT for each language. Doing this gives you the assurance that your solution is accurate and usable for your end users.

Check your progress:

- We have a process in place for functional testing?
- We have a process in place for UX UAT for each language?

If you answered "yes" to the questions above, proceed to the [next step](#). If not, complete these action steps to complete this step:

1. Start your functional testing in English first and then extend to other languages.

Do your functional testing in English first and record the amount of time for each task. This will establish your baseline and allow for one variable fewer when you're testing the UX in other languages. Have your user testers complete a task—raising a case, for example. Can they complete the task? Does it take the same amount of time to complete in English as in other languages? If it took longer, you may need to revisit the translation.

2. Conduct per-language UX UAT.

Functional UAT should be different from your per-language UX UAT, especially if you rely solely or heavily on an MT provider with no human review. Allocate time to complete UX testing for each language. You'll need a test plan for this that your language lead will manage. Completing UX testing for each language makes your in-context translations as accurate as possible, so your solution is as usable as possible.

Have your QA start immediately so you can remediate issues as soon as they're flagged and validated by the language lead.



Practitioner insight

Allow 20% of your build time per each language UX UAT.



Practitioner insight

Be sure you discover and remove any browser language plugins such as Google Translate because they may cause issues with your testing.



Step 3c: Create a maintenance plan

You need a plan to refine your process continually and so you can extend your localization offerings as needed.

Check your progress:

- Do we have processes in place to collect and analyze feedback so we can continuously iterate and improve our localization offerings?

If you answered “yes” to the question above, proceed to the [next step](#). If not, complete these action steps to complete this step:

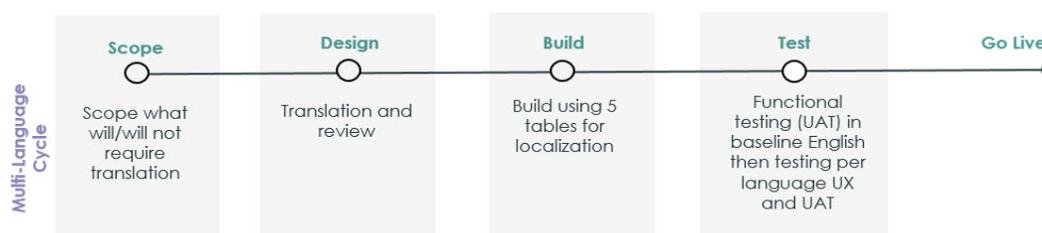
1. Localization offerings will require ongoing maintenance.

Take the following steps to ensure you have the right maintenance in place:

- **Establish a process to collect and analyze feedback** – Put a process in place to collect feedback using online forms. Your usage analytics will give you an indication of potential issues (for example, if people aren't completing tasks).
- **Explore what your satisfaction scores indicate** – Satisfaction scores usually don't reflect just the language but the whole experience. When you analyze satisfaction scores, look at what the user is trying to do and explore it only to discover whether language is an obstacle. For example, is the low satisfaction score for a specific task occurring only in a specific language or is it a companywide issue?
- **Compare usability between languages** – Look at which tasks users are completing in your English baseline and compare them with each language deployment. Is it taking longer to complete a task in one language than in another?

2. Embed language iterations in your release cycle.

Localization adds an additional layer to your release cycle. Every addition you add to the system—for example, a service catalog item—needs to go through the localization steps, including scoping, translation, and per-language UX and UAT. Continue including your local language leads and process owners to ensure consistency and accuracy.



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Step 3d: Measure localization value against your goals

To get insight into how you're tracking against your localization goals, you need to measure your value.

Check your progress:

- Have we identified and begun tracking the KPIs that will reflect our progress?
- Are we communicating our results to relevant stakeholders?

1. Identify the KPIs that align with your localization goals.

In Step 1, you identified the goals associated with offering multiple languages. Collect the indicators that will inform the extent that you're achieving these goals. Have you improved your SLAs? Can you track improved completion times to calculate time or dollars saved? Do your usage metrics show increased adoption? Consider if there are additional metrics you're using as a company that can show the impact of your localization deployment.

- **Decide who will be accountable for ongoing metrics management** – Partner with your local process owners to assign accountability for metrics management. This includes how each will find and maintain data sources and make sure the data is comprehensive and high quality.
- **Create dashboards across different audiences** – Limit your reporting to a small number of KPIs that best reflect the progress you're making toward the business objectives you identified in Step 1.
- **Use data to inform your next phase planning** – Your localization team should have an established cadence to evaluate your deployment and next phases. Look to usage data and KPIs to determine your next roadmap phase. Give your project manager responsibility for collecting feedback and reporting on it to main decision-makers.

2. Communicate effectively about value to all key stakeholders.

Create your transformation story to communicate the value you've realized with your localization efforts. Visit the ServiceNow Customer Success Center to get a toolkit that will help you champion your success.



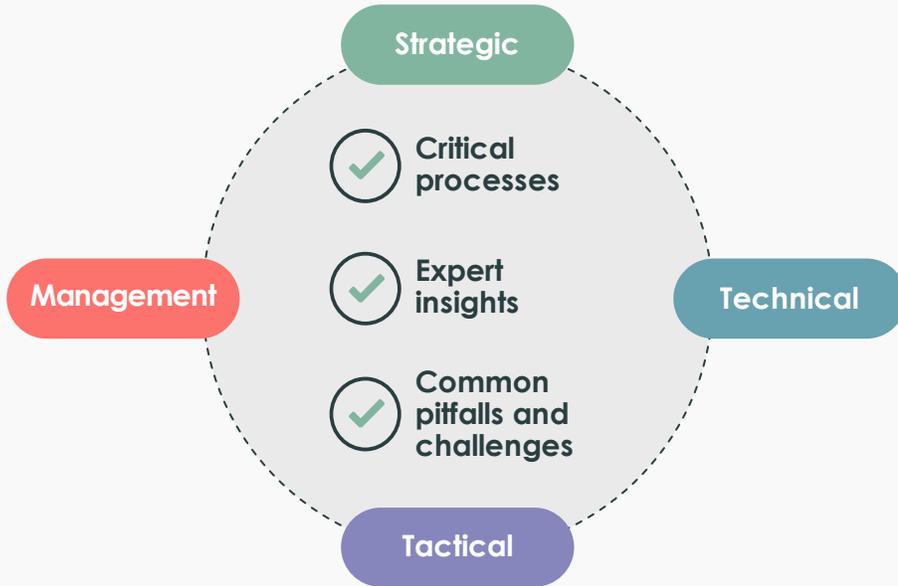
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