



# Transformation to the Cloud

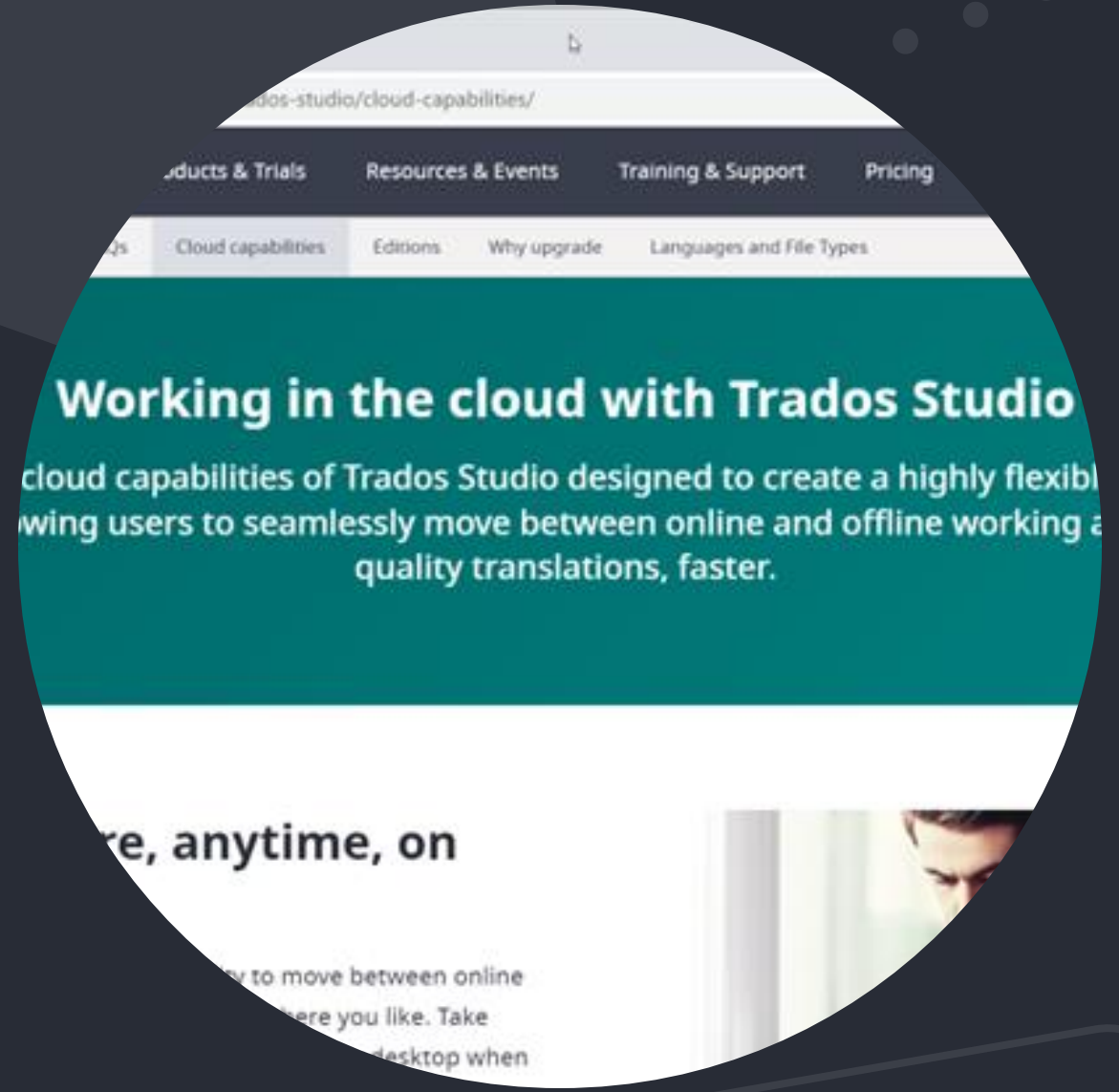
## Turning Trados into Software as a Service

### Lessons Learned

Matthias Heyn  
24 Nov 2022 - TC44



**About RWS**  
**Why Trados in the Cloud**  
**How it Started**  
**The Effects**  
**Lessons Learned**  
**Outlook**  
**Q&A**



# RWS at a glance

**1958**

Recently acquired  
SDL and hence the  
**Trados brand**

**FY2021 turnover  
£694.5m**

**1.7 billion  
words  
translated**

**330+  
languages and  
variants  
supported**

**40+ billion  
words  
translated  
with machine  
translation  
(cloud)**

**Global  
Footprint**

**Over 7,500  
experts**

**80  
locations,  
in 36  
countries**

**A client  
base in  
Europe,  
North &  
South  
America and  
Asia Pacific**

# Why Trados in the Cloud?



# Supporting remote work for a long time

- **Clients** deploying Trados software and allowing external access
- **We** are deploying Trados software on behalf of our clients
- Single-tenancy causing overheads for us and our clients:
  - Managing minor and major updates
  - Waiting times for resolving fixes through release carriers
  - Troubleshooting deployments
  - IT teams not always up to the deployment tasks
  - Remote and on-premise troubleshooting
  - Security audits per instance

# Then Covid Hits ...

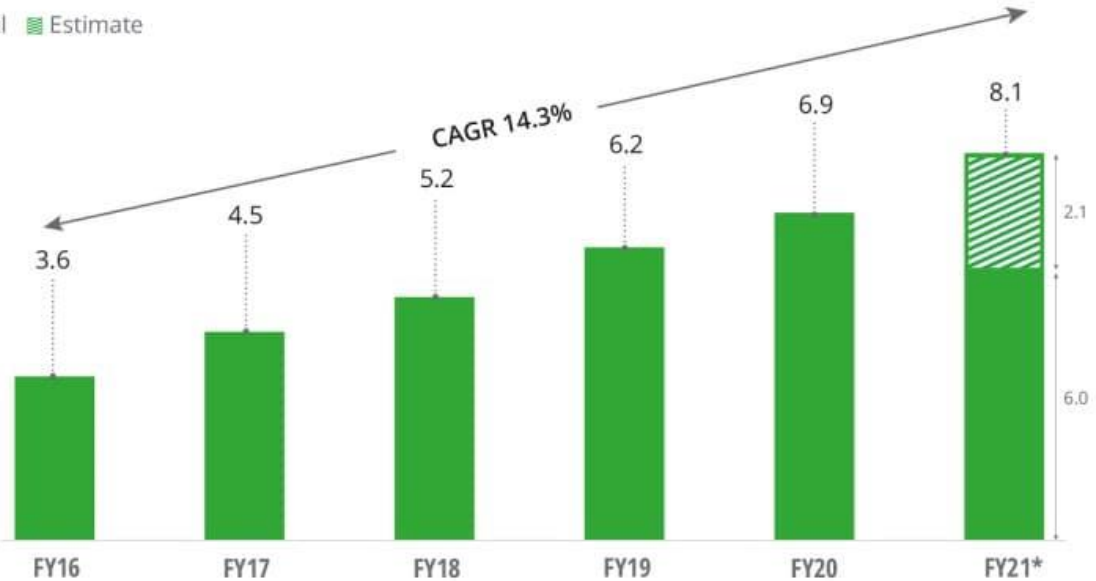
- Remote working becomes the norm
- Client types so far resisting Cloud + Remote Working reconsidered new ways of working

FIGURE 1

## Steady growth of cloud spending shows recognition of the value of cloud

Total federal cloud spending by FY (US\$ billion)

■ Actual ■ Estimate



Note: \*Data is available until August 30, 2021; defense and intelligence data is delayed by 3-6 months.

Sources: Bloomberg Government; Deloitte analysis.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)

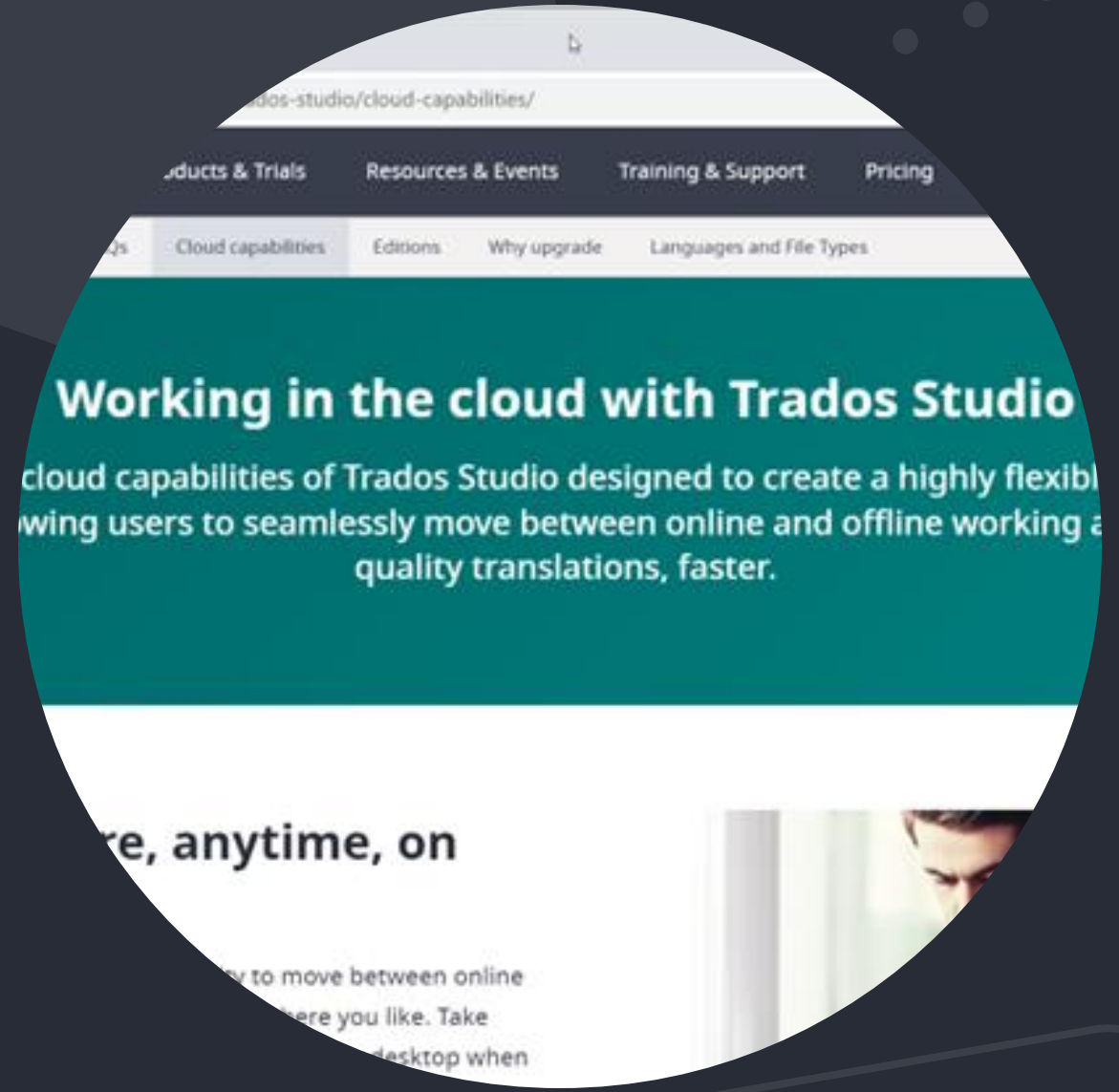
# Digital Transformation of Public Sector\*

- While many government organizations had adopted cloud in the past, the pandemic shifted priorities for those that were not yet cloud-first in their approach to infrastructure.
- Suddenly, cloud was not just one of many priorities for an IT organization within a government agency but was the key capability for both IT and business operations to keeping services running.

\*See: ... **How the pandemic accelerated the shift in public sector cloud adoption**

<https://www2.deloitte.com/us/en/insights/industry/public-sector/public-sector-cloud-adoption.html>

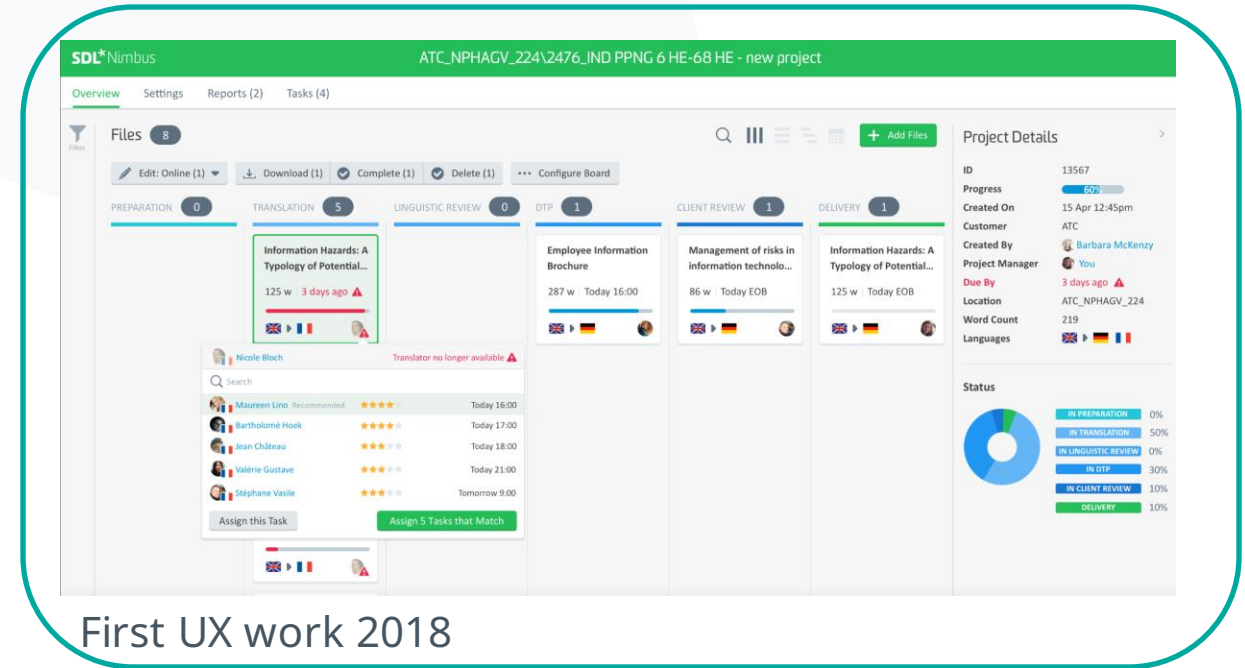
**At the same time ...**





# Trados Journey into the Cloud

- Plans settle in 2017
- CPO Presented Product Vision and Technology Convergence Strategy (Project Nimbus)



**Objective:** Reinvent ourself by building a native Cloud Platform for stepwise convergence consolidating on experiences from decades

# Considering File-based challenges



Translation memories not fully leveraged



Version control



Consistent use of correct terminology



Time-consuming communication issues



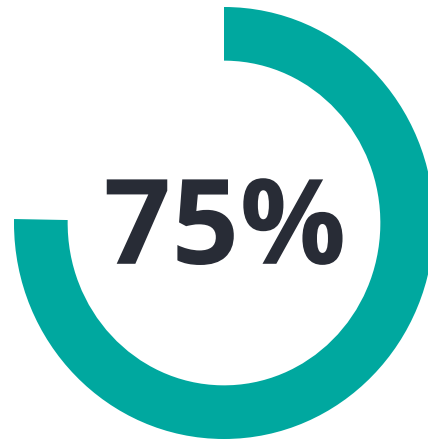
Visibility of project status



Post-project asset updates

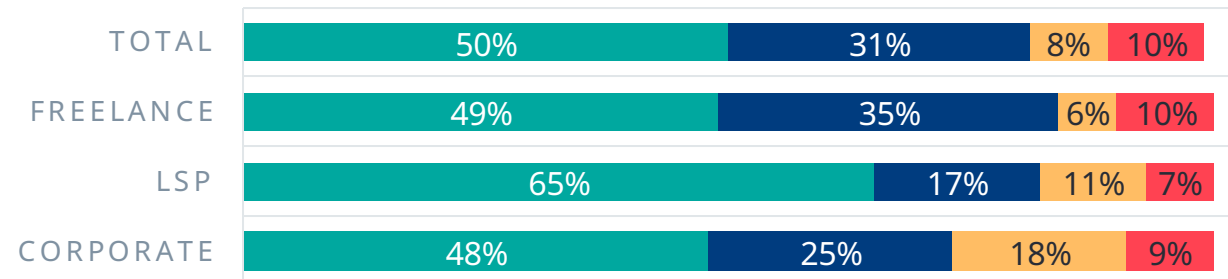
# Considering Market Feedback

What model would you invest in today?



agree that it would be useful if **cloud-based and desktop-based** translation solutions were **integrated in a 'hybrid' fashion**

- A combination of cloud-based and on-premises (hybrid)
- On-premises
- Cloud-based
- Don't know



# Considering overall Cloud Advantages

- No IT infrastructure to deploy and maintain
- No software to install
- No upgrades required
- Instant access to the latest features
- Limitless cloud processing power
- Tight integrations with Trados Studio
- Scalable subscription offerings

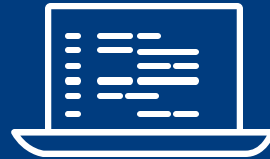
# Anticipating the Changing Ways of Working



## File-based

Saved on local machine  
Trados Studio

2009 → today



## Client/server-based

Server-based resources  
Trados GroupShare

2011 → today



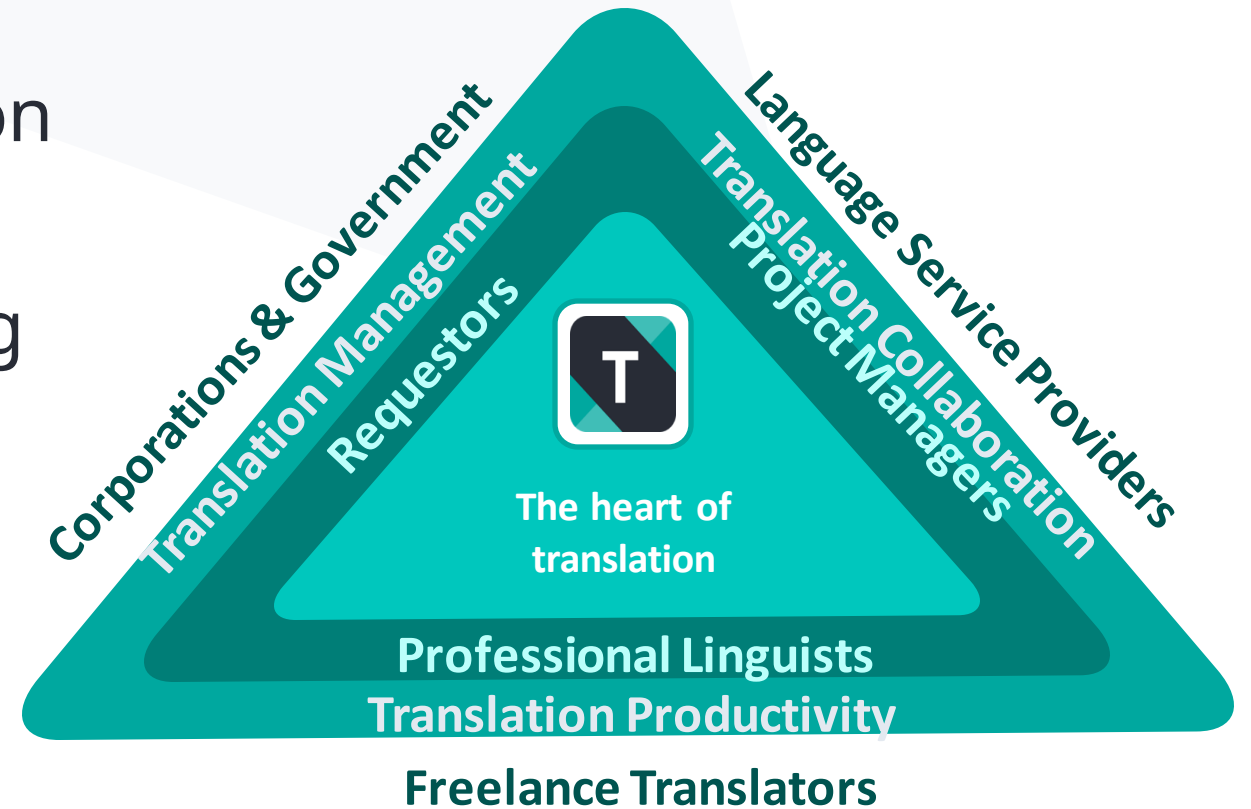
## Cloud-based

Saved securely  
in the Language  
Cloud platform

2019 → today

# Our Choices

- Cloud First but not Cloud Only
- Long-term multi-year transition plan
- Reinvent ourself on everything that we know works
- True Cloud from onset:
  - Multitenant, Continuous Delivery, Scale, Cloud-Tech Stack
- Limitless Scale
  - Built not just for enterprise scale, but industry scale



**What did we learn  
on this journey?**



**Cloud Ops**

**Engineering**  
**QA**  
**Product**  
**Management**

Training  
Documentation

**Management**

**Everyone is  
affected**

Commercial  
Operations +  
Marketing

IT

Support

**Sales**

Professional  
Services

Presales

**Security**

Language  
Services

Partner  
management



## Management

- Be ready to support the financial impact when moving from perpetual to subscriptions
- Need to agree on significant investment strategy
- Be ready to break down silos
- On the same token build a ***One Trados*** strategy
- Ensure that internal and external stakeholders are aligned
- Keep things on track on a multi-year plan

# Cloud Ops

- Huge transformation
- Significant increase of responsibility
- Shift focus from many single instances to one platform
- Building out monitoring capabilities at unprecedented levels
- New skill sets required
- New tooling required
- Significantly growing group in Trados
- Much tighter intertwined with engineering
- **New source of product requirements**

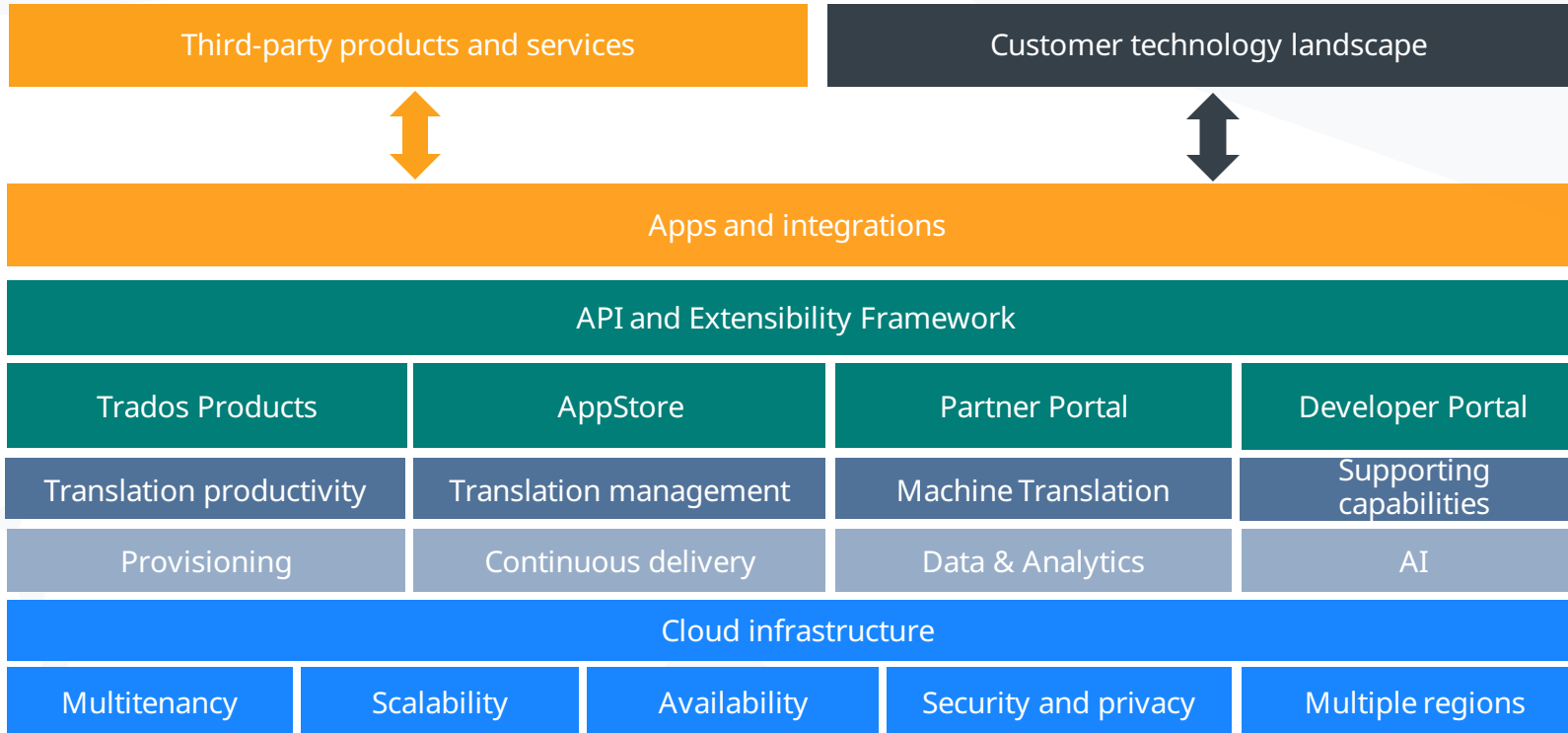
We learned that  
Cloud Ops and  
Engineering need  
to be much closer  
aligned

- Different Prioritization
- New Paradigm, new skills, new Tooling
- Focus on scalability, service monitoring, service tooling
- Security First
- Focus on Continuity , be prepared for everything
- Iron discipline in QA to allow for continuous release

**Engineering  
QA  
Product  
Management**

More internal stakeholders feeding requirements + Security is a very dynamic field that requires constant adaptation

# Architecture and Technology Impact



100+ microservices  
 900 CPUs  
 1.7 TB RAM

100M words/month  
 40K projects/month

10+ releases/day

- Understand how different buying centers are affected
  - Enterprise & Government - Mid-Market - LSP's - Freelancer
- „Products“ = Configurations
- Needed new tooling
- Need for new skills
- Fight historic perceptions
- Dependency on Security Team
- **New source of product requirements**



We underestimated the need and associated effort of automating the sales and fulfillment processes

A teal thought bubble with a tail pointing towards the bottom left. Inside the bubble, the text reads: 'We underestimated the need and associated effort of automating the sales and fulfillment processes'.

- Much faster Pilots and Evaluations 😊
- Winning time otherwise spent on deployment
- High investment in training and learning
- Lots of existing knowledge not needed anymore
- Different Cost of sales
- **New source for product requirements**

Presales and  
Technical  
Consultancy

We underestimated  
the time it takes for  
learning and  
absorbing new  
paradigm

- High investment in training and learning
- New processes to support a tenant
- Request permissions to access
- Audit trail on interventions
- Expiring knowledge
- **New source for product requirements**

**Support**

We underestimated  
the support related  
product  
requirements

# Professional Services

- In the past focus on per client deployment
- Now sharp decline in deployment related skills (fewer on-prem installs)
- Shift towards configuration and consultancy
- Shift towards customizations
- New skills required
- **New source of product requirements at the API level**

Significant change in terms of skill set required



- Like Cloud Ops, became a critical team
- Important element in cost of sales
- Constant learning
- Capacity needs for continuous security audits

### New source for product requirements

- MFA, Encryption at rest, Hosting Locations, Key Infrastructures, GDPR
- New US and EU regulations

**Security**

Underestimated  
the need for  
expert teams in  
place

- Role based platform = Different Users see different UI
- Needs to be reflected in training and in documentation
- Different users see different documentation
- Can quickly become complex
- **New source for product requirements**

## Training Documentation

We are increasingly componentizing training and documentation to address this

- Adoption of own Cloud Platform
- Everyone learning a new Platform
- Intensive feedback from practitioners
- Visible benefits from Hybrid Approach
- Change management
- **Very active source for product requirements**

## Translation Services

Cloud Partners  
require an own  
partner organization  
with specific skill sets



**Partner management**

Cloud Partners require an own partner organization with specific skill sets

Where do we stand now?

# Internal Feedback

- Much better collaboration
- Much less siloed Organization
- Everyone working towards a common goal unlocks energy and unblocks

# External Feedback

- Appreciation of Hybrid working with Flexibility
- Scalability without internal headache
- Independence from internal IT
- Internal translation groups are empowered
- TCO is win-win

# Organizational Learnings

- Underestimated the extent of stakeholder involvement that the shift to Cloud paradigm caused
- New Teams become front and center
  - Cloud Ops + Security Team
- Take it step-by-step and stick to long-term multi-year transition plans

# Key Takeaways

- Be prepared to make mistakes and learn from them
- Internal Synergies highly important:
  - We are the largest LSP with a large group of production experts in-house
  - Very important stakeholder for early feedback and for product ideas
- One code base and platform advantages are increasingly obvious
- Studio as Cloud-companion is a critical part of the Journey



# Is it worth it?

Year on year growth took us by surprise:

~90% increase in Words, YoY

~40% increase in Projects, YoY

~15% decrease in infrastructure cost

+/-223 billion words processed per year

300% Cloud adoption rate

Q&A



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Our vision is to help organizations interact effectively with people anywhere in the world by solving their language, content and market access challenges through our collective global intelligence, deep expertise and smart technology.

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