

Business Development Opportunities for Professional Translators

Linda Jayne Turner¹

Abstract

This paper deals with business development opportunities for translators during the various stages of their career. This could be anything from doing agency work or starting up a small business to the acquisition and expansion of a direct client base. It might even ultimately lead to the foundation of a translation company or agency. The article also looks at business plans, networking and marketing for translators, and how to gain a competitive edge. Other topics covered will be some of the additional services that may be provided by a translator as the business grows.

Introduction

Contributing to the American business magazine *Forbes*, Scott Pollack defines business development as “the creation of long-term value for an organization from customers, markets, and relationships”.² These three key concepts are of relevance to the translation industry. They play an integral part in customer acquisition, global markets, customer/translator relations and relations within teams of translators.

This paper discusses the different stages of business development for professional translators: starting up, agency work, customer acquisition, business expansion and setting up a translation company, all linked with networking. It also looks at other services that a translator might provide.

Start-Up

In her article “How to Build Your Translation Company”, eHow contributor Gail Cohen lists the “Things You’ll Need” before starting up a translation company as a “business plan, financial analysis, expert translators, office space, accreditations and certifications”.³ Yet, to start up as a freelancer, all that is needed as far as equipment is concerned is a computer, Internet connection, telephone, and some dictionaries. Paper dictionaries have become much less important in recent years, having been replaced by electronic and online dictionaries, which are now translators’ main resources – and Internet search engines such as Google, of course.

Since translation is not a protected profession, in principle, anyone with a computer and access to the Internet can set up as a translator. In some countries, no business licence is required. This is the case in Germany, for example. In the Czech Republic, translators do have to obtain a licence but do not need to provide any qualifications with their application. It is just a matter of dealing with the bureaucracy.

¹ Translator and editor working for mainly German customers, including universities, research institutes and corporate clients.

² Pollack, S., 2012: What, Exactly, Is Business Development?

³ Cohen, G., 2013: How to Build Your Translation Company.

However, anyone serious about working as a professional translator does need qualifications and experience. Ideally, he or she should obtain a degree in translation (for instance, a Masters course in the UK) and work as an in-house translator to gain experience before starting up a business. Another alternative is to work for agencies first, acquiring experience of translating different text types and subjects before specialising. Good agencies will also check a translator's work and provide feedback. It is also important to choose areas of specialisation, such as environmental texts or contracts, and gather expert knowledge of these fields.

Another option for translators new to the business is to have their work checked by more experienced colleagues to begin with. Some translator associations such as the Institute of Translation and Interpreting (ITI)⁴ and Mediterranean Editors & Translators (MET) also have mentoring schemes.⁵

In his very useful practical guide *Build Your Business as a Translator*,⁶ Luke Spear divides the set-up requirements into two categories: basic and optional. Under basic requirements he lists language skills, translator training, permission to do business, phone number(s), rates knowledge, and hardware and software.

Spear comments on the importance of having both mobile and landline numbers: "It's just more convenient than email in a lot of cases, boosting productivity, improving relationships and building trust on both sides."⁷ This also depends on the clients' preferred means of communication, which, as noted by the legal, financial and video games translator Konstantin Kisin in one of his webinars,⁸ is normally evident from the way they contact the translator. It also varies from one country to another: from a personal perspective, some of my German customers and colleagues still use landlines from time to time, while the Czech ones tend to use only mobiles.

With regard to hardware and software, Spear comments that a translator will need, if possible, a large hard drive (250GB +), a fast processor (dual core +), plenty of RAM (4GB +), a good monitor (or two), an external HD backup solution and a printer/scanner. He also mentions other software required: word processing and spreadsheets (MS Office or Open Office) and PDF scanning/OCR tools (ABBYY Finereader). Spear is right to point out that, although not essential, two monitors can be extremely useful, for instance, for displaying the two language versions of a text clearly at the same time, or so that one screen can be reserved for email or online research.

As optional extras for a freelance translator starting up, Spear lists Skype, a good chair (ideally, ergonomic), voice recognition software such as Dragon Naturally Speaking, a website and your own domain email, professional association memberships, a translation-relevant CV, samples and references. The use of Skype as a communication tool for translators is gaining ground but it can also be one more distraction, so many translators prefer not to be online on Skype all the time they are working.

⁴ <http://www.iti.org.uk/>

⁵ <http://www.metmeetings.org/>

⁶ Spear, L., 2010: *Build Your Business as a Translator*.

⁷ Spear, 7.

⁸ Kisin, K., 18 June 2013: *Making More Money: Negotiation & Communication Skills*. Webinar available for purchase from the translation industry website www.ProZ.com.

Agency Work

As mentioned above, it can be very useful for translators starting out to first acquire experience through agency work before moving on to direct clients. In his business-building tips, Spear accepts that mass-mailing is not without its own potential:

There are two approaches, scatter-gun and precise: mass-mailing a long list (up to and above 500) of agencies with your details and all addresses in BCC (blind carbon copy, i.e. recipients cannot see other recipients) will yield a 5-10% response rate on average.

Alternatively, you can research the company to find the right person to email and one-by-one email or call 20-30 translation agencies to see if they need your language pair at the rate you're offering.⁹

Spear advises translators wishing to market themselves to agencies to create a list of translation agencies, both local and international, that they would like to work with, then find out the name of a relevant person (HR manager, etc.) and address him or her personally in a brief email with a CV attached. This process should be repeated as often as necessary. He stresses: "Mass mails with addresses in BCC have mixed success, it's better to go personal."¹⁰

Customer Acquisition

In the chapter headed "Business Development" in their extremely informative book *The Entrepreneurial Linguist: The Business School Approach to Freelance Translation*, Judy and Dagmar Jenner of Twin Translators set out a series of benefits and challenges for translators who decide to work with direct clients as opposed to agencies:

Our translation and interpretation work focuses entirely on direct clients. Working with direct clients instead of translation agencies is traditionally more lucrative and allows for more flexibility. In addition, it typically increases linguists' quality of life because there is generally less time pressure for turnaround, which hence gives us more control over our time and businesses. Being an integral part of direct clients' international marketing strategy makes translation work more rewarding, both financially and professionally. Challenges of working with direct clients include a potentially long and time-consuming customer acquisition process and finding the time, motivation, and strategy to pursue this type of customer for the first time. However, any linguist can shift from working mainly for agencies to working with direct clients if they approach the process in an organized and targeted fashion and are willing to put hard work into it.¹¹

Jenner and Jenner go on to say that some of their colleagues would prefer to have more work from direct clients rather than agencies, while others find it easier to work with agencies and avoid having to do their own marketing or business development. They add that both

⁹ Spear, 16.

¹⁰ Spear, 11.

¹¹ Jenner, J. A. and D. V., 2010: *The Entrepreneurial Linguist: The Business School Approach to Freelance Translation*, 107.

approaches and a mixture of the two may work well for different people. The choice between translation agencies and direct clients depends on the translator's own perception of the "revenue versus effort equation".¹² Working for direct clients means being able to charge a higher rate, but it takes time and effort to find them.

In my own experience, agency work is fine for beginners but it is better to work for direct customers after the first few years. As well as the advantages listed by Jenner and Jenner, it can be very rewarding to cooperate with the same customers in the long term, also meeting them in person, and thus build up a solid and lasting working relationship. That said, I also have colleagues who have been in business for many years and still work for agencies. Of course, agencies vary greatly in terms of pay and quality.

When I started my small business, I was told that it takes two to four years to build up a client base. This proves to have been quite a realistic estimate. Customer acquisition takes time. What has worked best for me has been word-of-mouth recommendation but, as in many industries, translators first need to get a foot in the door by networking.

Networking

The first of the Golden Rules of Business Networking compiled by Avon Cosmetics with top businesswoman Karren Brady is:

LIVE BY THE 'THREE FEET' RULE

Talk to anyone that comes within three feet of you – whether you're at the school gates, the bank or out shopping. There are thousands of potential customers or recruits out there who don't know what they are missing.¹³

The same rule can be applied to the translation industry. This is confirmed, for instance, by Jenner and Jenner's claim to have met new clients at a huge variety of locations including baby showers, happy hours and the tennis court.¹⁴ It is certainly worthwhile to carry business cards at all times. I have also met new clients socially and at events such as general business conferences as opposed to ones specifically for translators.

Another of Brady's Golden Rules is:

EMBRACE NEW IDEAS

Lots of people are afraid of the internet and new technology because they have little or no knowledge of it, but the best thing to do is jump in, get online and start learning. Be ready to give your ideas to anyone who is willing to listen – from uploading and downloading of videos to blogging, creating newsletters, websites and other innovative ideas that reflect you as a businesswoman.

Again, there are numerous ways in which these tips can be applied to the translation industry. For instance, a colleague of mine who is a very successful literary translator in Berlin, Katy Derbyshire, writes a popular blog called "Love German Books".¹⁵ And Mandarin translator and interpreter Joy Mo publishes a free monthly ezine called "Translate Your Way to Success" to help freelance translators attract higher-paying clients and create a steadier

¹² Jenner and Jenner, 107.

¹³ Business News: The Golden Rules of Business Networking.

¹⁴ Jenner and Jenner, 115.

¹⁵ lovegermanbooks.blogspot.com

income flow.¹⁶ In *Say Goodbye to Feast or Famine: Secrets to Attract Higher-paying Clients and Create Consistent Income*, Mo comments:

I've been publishing my monthly ezine for over 3 years now and it has been a great boost for my business. It provides me with ongoing business leads and builds trust among my target audience over time.¹⁷

Mo lists some of the benefits of an ezine for translators as being a cost-effective way to reach their target market *en masse*, to build up a constant online presence and to establish expert status in a particular language combination. She also makes the very important point that the two-way communication channel – since potential clients can contribute to the ezine – also helps translators tailor their services and products to meet demand.

Another way for translators to make themselves known is to join translation forums. This is essentially networking online. It gives them an opportunity to showcase their expertise in their particular field(s) and language combinations. Such forums may either be larger global ones such as ProZ.com¹⁸ or smaller ones limited to translators working in the same language combination and perhaps even the same city, often also involving networking in person.

It can also be useful, particularly for translators just starting out, to join one of the established translator associations. It makes sense to start with local associations. An important one in Poland is the Polish Society of Sworn and Specialised Translators (Polskie Towarzystwo Tłumaczy Prziśiętych i Specjalistycznych, TEPIS).¹⁹

The main association in the UK is the Institute of Translation and Interpreting (ITI)²⁰ and in the US the American Translators Association (ATA). For German translators, there is the German Association of Freelance Translators and Interpreters (Deutscher Verband der freien Übersetzer und Dolmetscher e.V., DVÜD)²¹ and the German Federal Association of Interpreters and Translators (Bundesverband der Dolmetscher und Übersetzer e.V., BDÜ),²² along with regionally specific groups such as the Associated Interpreters and Translators in Northern Germany (Assoziierte Dolmetscher und Übersetzer in Norddeutschland e.V., ADÜ Nord).²³ There are also some international associations that cover different language combinations, such as Mediterranean Editors & Translators (MET),²⁴ based in Spain but not limited to translators of Spanish.

Most of these associations organise networking events, for instance Mediterranean Editors & Translators Meetings (METM) or BDÜ conferences and workshops or ProZ.com Powwows,²⁵ informal get-togethers of groups of ProZ.com users.

While accepting that these associations can be useful, Joy Mo makes the following observation:

¹⁶ www.translators-biz-secret.com

¹⁷ Mo, J., 2012: *Say Goodbye to Feast or Famine: Secrets to Attract Higher-paying Clients and Create Consistent Income*, 67.

¹⁸ www.proz.com

¹⁹ <http://www.tepis.org.pl/>

²⁰ <http://www.iti.org.uk/>

²¹ <http://dvud.de/>

²² <http://www.bdue.de/>

²³ <http://www.adue-nord.de/>

²⁴ <http://www.metmeetings.org/>

²⁵ www.proz.com

I find participating in interest-based groups as being more beneficial than a translators association. While becoming a member of a local or regional translators association can be helpful, I have yet to see any produce quality projects for its members.²⁶

This depends on the association, however; many translators have been offered work through their membership of such organisations, myself included. But Mo goes on to make the valid point that translators would be well advised to extend their networking beyond events intended primarily for translators, interpreters and/or editors. Networking can also help translators find the other business partners they might need, such as a good tax advisor, accountant or lawyer. It is also important for translators to sign up to organisations listing clients with a track record of poor payment policies. Examples of such registers are the Krajowy Rejestr Długów (National Debt Register, KRD)²⁷ in Poland or Zahlungspraxis²⁸ in Germany.

Business Expansion

Once initial direct clients have been acquired, the next stage of business development is expansion, finding more and, ideally, better clients. Here, cooperation is key. In her ProZ.com webinar “Grow Your Business and Income Faster”,²⁹ Mo lists possible partners that translators can work with: writers, web designers, consultants, marketers, lawyers, accountants and more. Clients often require the services of these people along with those of translators, so teaming up with them can be beneficial to all parties. In *Say Goodbye to Feast or Famine*, Mo includes tips on how to find these partners, such as becoming involved with the local community in order to gain visibility.³⁰

English–Spanish translator Martin Alianelli also emphasises the importance of visibility underpinned by professional competence. He describes the “route map” of his career as follows:

When it comes to marketing my practice, I place great value on attending professional gatherings, being invited as a speaker, being asked to write articles for trade or mass media, or being interviewed for newspapers, radio, or television. But these are all after-the-fact results of having attained credibility through my peers and my industry.

Since I started working as a translator, I have seen translators copying formulas from books on how to market and sell, and I have always thought that these strategies must work well for them. I have read some of the same books, but in my personal case, I don’t want to do what everybody else does. I want to be doing what few translators do; I want to take the road less traveled and try my own material. And I don’t want to know how much other translators charge. I don’t really care about competition. I believe too much emphasis is placed on knowing what the competition does, when in reality, it is more important to be persistent in

²⁶ Mo: *Say Goodbye to Feast or Famine*, 30.

²⁷ <http://www2.krd.pl/KRD/O-KRD.aspx>, <http://www.en.krd.pl/?lang=en-gb>

²⁸ www.zahlungspraxis.info

²⁹ Mo, J.: 31 May 2013: *Grow Your Business and Income Faster*. Webinar available for purchase from the translation industry website www.ProZ.com.

³⁰ Mo: *Say Goodbye to Feast or Famine*, 28.

our ability to provide accurate translations and in our determination to offer a superior customer service experience to our clients.³¹

Alianelli's last point is a very fair one, yet it is still useful for translators to know what the competition charges or what the market rate is – and then aim at the high end of the market.

Although, ideally, a business plan should be written at the start-up stage, in practice this is something many translators only do when they begin to expand their business, if at all. In her article “Business plans for translators”, Nadejda Vega Cespedes lists what should be included: services, target market, competitive edge, marketing, prices and a financial plan.³²

Among the pertinent questions regarding target market is not only whether to work with direct clients, translation agencies or both, but also whether to do business with corporations only or with private individuals, too. Another consideration might be whether to work with public sector organisations such as universities or research institutes, which means financial security in terms of reliable payment of invoices but frequently entails large numbers of non-billable hours to deal with the institution's administrative processes.

Other questions related to target market are whether to work with local clients only or also with global ones – because besides adding new subject areas or services offered, one way of growing a translation business is to expand to other markets or countries. The prime advantage of working for local customers is being able to meet them easily in person, but otherwise it is now unproblematic to work from virtually anywhere using email, Skype, and so on. In fact, being in a different time zone can actually be an advantage if it means a translator in Europe is able to do a translation ‘overnight’ for a client in the US, for instance. Teams of translators and editors can also work together across borders or time zones, again frequently using the time difference to their own and the customer's advantage. In times of global financial crisis, it might also be wise to have customers in different countries in order to spread the risk of the business being affected by currency fluctuations or market instability.

Prices and financial planning are obviously interrelated, and pricing is something which can be adjusted upwards as a translator becomes more experienced (and, of course, in line with inflation). A key question as the client base expands is whether to charge a standard rate or a range of rates for different customers and projects, which is more usual. Other considerations are whether to charge extra for certain services such as rush jobs (again, standard practice), whether to offer discounts for anything, and whether to charge a minimum fee. Bearing all this in mind, translators can then estimate their expected earnings over a particular period of time, for instance, a year, and set these against assets and costs when drawing up a financial plan.

Keeping up to date is another key component of every business plan. In the translation and editing professions, there is always plenty of scope for learning about new subjects, new technology and new developments in the industry. This is vital in order to maintain a competitive edge. The translator associations recognise the importance of continued professional development; for example, the ITI encourages members to keep a CPD log, and CPD is at the core of the CIOl's ‘chartered linguist’ accreditation.³³ In addition to attending

³¹ Alianelli, M., 2006: *The Entrepreneurial Translator*.

³² Vega Cespedes, N., 2010: *Business Plans for Translators*.

³³ <http://www.iol.org.uk/clregister/cls.asp>

conferences, workshops and webinars, translators and editors can also subscribe to trade journals such as the ITI's *Bulletin*.

Other Services

Besides increasing the size of the company and learning new subjects or skills, translation providers can also develop their business by offering other services. In her article on business plans for translators, Vega Cespedes poses the following questions:

What services will you offer? Will translation be the only one? How about proofreading and editing? Localization and transcreation?³⁴ Some translators choose to further diversify what they offer and provide DTP [desktop publishing], copywriting, SEO [search engine optimization], or other related services.³⁵

It is beneficial for translators to edit and proofread each other's work as part of the translation process, but all texts written in the target language, by both native and non-native speakers, also need to be edited and proofread. Further services offered by translators might include interpreting, teaching, translator training, project management or subject-related services (such as checking of legal texts by those with a background in law). Another service, related to SEO, is website design; one linked to copywriting is marketing design.

Workflow Management

Initially, most translators will find themselves relying on agencies or colleagues to pass work on to them, but if they are successful, in time they will have more direct customers. They may then have too much work to handle. Options for dealing with this issue include outsourcing and working with colleagues as a team, which makes it possible to take on bigger jobs.³⁶

Translator and interpreter Michael Benis summarises the strategies for dealing with an increased workload as "Hog, share or grow".³⁷ He describes the 'hog' strategy as follows: do the work yourself and risk burnout, poor quality and missed deadlines.

Benis advises translators who want to 'share' work to provide referrals so as not to lose the potential customer, but only to recommend colleagues who can definitely be relied on to do a good job. If this is not possible, he suggests they give the client the translator's details with the caveat that they are not familiar with his or her work.

Benis defines the third option, 'grow', as developing the business into a fully fledged translation company.

Setting Up a Translation Company

If the workload becomes extremely high or a freelance translator would like to offer more languages and potentially increase income, it may be the moment to go further than outsourcing work to colleagues informally and instead, as suggested by Benis, set up a translation company or agency. Translators should think carefully about whether this path is

³⁴ "Transcreation takes content which has been translated and checks or adapts the translated content to ensure it is culturally relevant as well." Knight, K., 2010: Translation Part II: The Case for Transcreation.

³⁵ Vega Cespedes.

³⁶ For more on project management for translators, see my article on this subject: Turner, L. J., 2012: Project Management in the Translation Industry, *Efficiency in Business*.

³⁷ Benis, M., 2007: Hog, Share or Grow, *ITI Bulletin* March-April 2007.

for them and whether they are happy to deal with all the extra responsibility and administration involved. They will have to consider a wide range of specific practical matters.

In *Managing Translation Services*, Swedish–English translator Geoffrey Samuelsson-Brown lists the decisions involved as recruiting additional staff (including possibly a secretary or personal assistant), deciding whether to remain autonomous or delegate control, introducing formal management systems, and long-range forecasting. With regard to the first issue, he writes:

Once you have moved away from the idea of staying as a ‘one-man-band’ you are faced with [the] decision of whether to cut down your own production as a translator or recruit additional staff. My own decision was to recruit an administrator who also had marketing and selling skills as the first step (nearly always the biggest one!). This was followed by recruiting an additional staff translator/quality controller and so the company grew.³⁸

Samuelsson-Brown also notes that the time will come when the founder has to give up overall control and delegate, for instance, project management and business development. At some point, formal systems such as job descriptions, quality management and staff regulations will become necessary. He stresses the importance of long-range forecasting, including contingency planning for the event of a key member of staff leaving or a major customer no longer needing the company’s services. This planning should also include an exit strategy. Samuelsson-Brown devotes a chapter to this subject, covering planned retirement, pensions and selling the business. His earlier book *A Practical Guide for Translators* also includes a section on selling a business, advising translation company owners on how to prepare documentation for the sale.³⁹

The pros and cons of setting up a translation company in the first place are usefully set out by Benis:

One of the biggest incentives to building up a translation company of your own is the hope that it will be an investment, and that when the time comes it can be sold as a going concern, whereas all your contacts and knowledge as a freelance are likely to be of no financial value upon retirement.

In addition, there is the personal satisfaction of building a successful business and working as part of your local or national business community, and seeing your business grow into an entity and team with a life of its own, although the responsibility for others can lead to increased stress. There are pros and cons all round – and of course there’s nothing to say you have to keep on growing.⁴⁰

Benis is right to note that there are also advantages to staying small. The extremely successful entrepreneur Richard Branson runs many smaller companies (56 at the last count). He sees the benefits of a small company as being the personal touch, less bureaucracy and knowing what everyone is doing. Branson advises: “When a critic says, ‘That’s not the way a big company would do it’, take it as a huge compliment.”⁴¹

³⁸ Samuelsson-Brown, G., 2006: *Managing Translation Services*, 12.

³⁹ Samuelsson-Brown, G., 2010: *A Practical Guide for Translators*, 172-174.

⁴⁰ Benis, 16.

⁴¹ Branson, R., 2012: *Like a Virgin – Secrets They Won’t Teach You at Business School*, 156.

He also refers to a “small is beautiful business plan”⁴² and a “boutique” operation.⁴³ In the translation industry, a “boutique operation” can also mean a more exclusive service than that provided by a large translation company. A small team allows the customer to become acquainted with the translators and know who they are dealing with, whereas a big agency cannot guarantee the personal touch or any continuity of translators over the years.

Conclusion

Translators can develop their business through the various stages outlined in this paper: start-up, agency work, customer acquisition, business expansion, and possibly eventually establishing a translation company. But, perhaps more importantly, business development continues to be a daily part of translators’ lives, regardless of what stage in their career they are at. Mary Carroll, Managing Director of Titelbild Subtitling and Translation GmbH and an Australian in Berlin, sums it up:

Lifelong learning has special relevance in our profession. Not only do we need to keep abreast of changes and evolving terminology in the subject matter we translate, we also need further training if we wish to move into new fields and keep up to date with trends and tools which may increase our proficiency and productivity or simply broaden our perspective of ourselves or the world we live in.⁴⁴

Translation really is a classic profession of lifelong learning. Regardless of whether a translator is a freelancer operating alone, works with a small team of colleagues, or runs a large translation company, there are always interesting and challenging opportunities for business development in the translation industry, and this will no doubt remain the case for a long time to come.

Bibliography

Alianelli, Martin: The Entrepreneurial Translator, 19 February 2006, <http://www.alianelli.net/atachroniclearticle.html>, accessed 15 April 2013.

Benis, Michael: Hog, Share or Grow, *ITI Bulletin*, March-April 2007, 15-17.

Branson, Richard: Like a Virgin – Secrets They Won’t Teach You at Business School, Virgin Books, London 2012.

Carroll, Mary: Translation – A Changing Profession, *Translating Today* 2013, <http://www.translatingtoday.com/translation-a-changing-profession/>, accessed 6 May 2013.

Cohen, Gail: How to Build Your Translation Company, 25 March 2013, http://www.ehow.com/how_5811117_build-translation-company.html, accessed 15 April 2013.

The Golden Rules of Business Networking, 25 July 2011, <http://www.makingmoney.co.uk/business-news/news/the-golden-rules-of-business-networking/>, accessed 15 April 2013.

⁴² Branson, 189.

⁴³ Branson, 190.

⁴⁴ Carroll, M., 2013: Translation – A Changing Profession, *Translating Today* 2013.

Jenner, Judy A. and Dagmar V. Jenner: *The Entrepreneurial Linguist: The Business School Approach to Freelance Translation*, EL Press, Marston Gate 2010.

Kisin, Konstantin: *Making More Money: Negotiation & Communication Skills*, webinar at www.ProZ.com, 18 June 2013.

Knight, Kristina: *Translation Part II: The Case for Transcreation*, 4 March 2010, http://www.bizreport.com/2010/03/translation_part_ii_the_case_for_transcreation.html, accessed 6 May 2013.

Mo, Joy: *Grow Your Business and Income Faster*, webinar at www.ProZ.com, 31 May 2013.

Mo, Joy: *Say Goodbye to Feast or Famine: Secrets to Attract Higher-paying Clients and Create Consistent Income*, 2012, www.translators-biz-secret.com.

Pollack, Scott: *What, Exactly, Is Business Development?*, *Forbes*, 21 March 2012, <http://www.forbes.com/sites/scottpollack/2012/03/21/what-exactly-is-business-development/>, accessed 15 April 2013.

Samuelsson-Brown, Geoffrey: *Managing Translation Services*, Multilingual Matters, Clevedon 2006.

Samuelsson-Brown, Geoffrey: *A Practical Guide for Translators*, 5th ed., Multilingual Matters, Bristol 2010.

Spear, Luke: *Build Your Business as a Translator*, 2010, <http://lukespear.co.uk/the-translator-guide/>, accessed 15 April 2013.

Turner, Linda Jayne: *Project Management in the Translation Industry*, *Efficiency in Business*, 103-119, Siedlce 2012.

Vega Cespedes, Nadejda: *Business Plans for Translators*, 17 January 2010, <http://www.proz.com/doc/2857>, accessed 15 April 2013.