NEC TM Commercialisation Plan

Version 1.0

The Plan including a strategy and concrete actions to the dissemination and exploitation of the project results.

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Executive Summary

The NEC TM Action (National and European Central Translation Memory) provides a scalable and highly secure platform for the provision of a central translation memory, capable of integrating with, using and extending the EU's current Automated Translation platform (MT@EC, now eTranslation) and centralising national bilingual assets with live access from several CAT tools (computer-assisted translation).

NEC TM helps national authorities to become more efficient by organising their otherwise scattered translation assets (bilingual data) which otherwise is lost and not retrieved from public translation contracts. EU bodies themselves are also potential beneficiaries of the platform not only as a repository but as a live tool connecting several services and daily work, in a positive data creation loop.

Finally, NEC TM fosters the adoption of Automated Translation CEF Building Block by easing the integration of automated translation into cross-border European digital services and serves as a successful use case for future implementations at local, regional and national levels and for diversity of administrations.

In order to achieve a successful reuse of the NEC TM's project results, commercialisation and dissemination activities have been put in place. This document presents the consortium's produced strategy and concrete actions related to the commercialisation [exploitation] of the project results. This document includes the NEC TM value proposition, components, market analysis, beneficiaries' identification, SWOT analysis, strategy for awareness raising and dissemination activities, and the plan for exploitation and dissemination activities, which have been undertaken and planned in the future.

Contributors

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Introduction

NEC TM (National and European Central Translation Memory) is intended to deliver a scalable and highly secure platform for the provision of bilingual data management (tmx files for central translation memories) capable, of integrating, using and extending the EU's current Automated Translation platform (MT@EC, now eTranslation) as a backup when no matching results from the memory are available.

It aims at fostering the adoption of the Automated Translation CEF Building Block by organising national translation assets and data exchange between Member States and the EC, thus promoting cross-border European digital services, and serves as a successful use case for future implementations at local, regional and national levels and for any kind of administrations.

The action has incorporated a series of improvements and customisation on state-of-the-art database software (Elastic Search) and open-sourcing Pangeanic's commercial tool ActivaTM, with an API connection to eTranslation that Public Administrations can use after requesting access for a hybrid translation environment (TM + MT) and thus speed the translation process and work, saving time and cost and running translation requests more efficienty. Early adopters have tested the results in Spain, and Latvia. These Public Administrations have been validating the platform and its services.

The NEC TM platform provides commercial features not short of any other Translation Memory software, which include;

- Dashboard style Control Panel, displaying full statistics and by domain and user

- TMX Import /Export

- API access

- Compatibility with major CAT tools (plugin)

- Tag and format handling

- Fast access (milliseconds)

This can extend the capabilities of the existing [MT@EC translation service](#).

The NEC TM platform is a secure service, [conformant to eDelivery Services](#). It utilizes https and other secure components in order to guarantee a standardised message exchange protocol for interoperable, secure and reliable data exchange between DSIs and users (translation houses as an external service or internal staff and a remote central TM). This ensures that the NEC TM platform can be deployed across other digital services, by any Public Administration or bodies, with free CAT tools or commercial CAT tools, minimising software license costs whilst leveraging data accress administrations after the successful implementation of this Action. The tool is also available from GitHub for commercial, open-source deployment.

On top of this, all partners of the NEC TM project have been actively involved in the activities for creating this commercialisation plan and dissemination activities. It to make sure that the public, and especially the possible beneficiaries of the platform, are properly informed and aware about the existence of the NEC TM exploitable results. This plan presented in the document aims at fostering greater awareness of technological and economically sustainable benefits of the NEC TM project.

The two sides of this activity are briefly presented below.

- **Dissemination of results achieved by the action**: these dissemination activities include the attending technical workshops and conferences (WebSummit, EAMT, TAUS, LocWorld, Tekom), publishing technical articles about NEC TM's in industry journals, using social network platforms to disseminate project results and benefits, and participating in related industry events and conferences, which target potential public and private institutions that require multi-lingual DSI capabilities.

- **Reuse, commercialisation and long-term sustainability**: Through this activity, business opportunities are offered to any company that wants to exploit the results, especially the software development. All software will be licensed by Creative Commons BY, which allows the generation of derivative works for any purpose, even commercially, whenever the authorship is recognized. Any company, institution or person working in the field of web accessibility evaluation can commercially exploit the developed software, which is open source.

These two main goals of this NEC TM project deliverable are translated in several objectives:

- To understand, how NEC TM should be scoped out to be a solution to solve the existing problems, and what the most important results are, generated by the project, and to be exploitable and disseminated.

- To analyse, what are the user needs to which NEC TM should respond and what its components should be.

- To explore existing market solutions and why and where the NEC TM solution would be better than the existing ones.

- To identify the main users and beneficiaries of the NEC TM project results.

- To examine what are the strengths, weaknesses, opportunities and threats of the NEC TM provided solution, in brief, to proceed with a SWOT analysis.

- To inspect, how the NEC TM project results should be delivered to the existing market, and which benefits should be of interests for identified users and beneficiaries. In short, to create the business model for NEC TM.

- To discuss and inspect how the results of the NEC TM project should be shared with the wider audience and public entities, in order to have a successful awareness raising campaign and necessary dissemination benefits.

- To define the plan for the future and compile individual project partners' exploitation and dissemination plans.

Consequently, this document covers all the most important aspects of the NEC TM long term sustainability and dissemination activities' plan. The main elements of the document correspond to the earlier indicated objectives and incorporate all important aspects from existing industry offerings for central translation memory solutions, the landscape of the central TM market, and the key trends there to consumers and users of the results, business model and the potential of NEC TM's system development and exploitation. The business model here mostly concentrates on the potential of the NEC TM platform's reusability, how identified clients – public and private – could benefit from the project results and the same time contribute to the platform's scale up and its further development. The synergies with the CEF Automated Translation are going to be explored too, and the best practices of reaching the public administrators are also at the core of this deliverable.

To conclude, the document is structured as follows. The next section presents the methodology, which has been followed in order to proceed with NEC TM exploitation and sustainability plan. In principal, it briefly presents how each objective of this document has been achieved. Then, NEC TM solution is presented, identifying the key aspects of the platform, which basically form its value proposition. The components analysis dwells on the specific components and their (re)usability within and outside the platform. The following section explores the market potential and the existing competition. The beneficiaries' analysis contributes with an overview of the users of central translation memory services in connection or not to machine translation engines and MT providers, who could benefit from NEC TM project results. The following section shows the results of SWOT analysis, identifying the strengths, weaknesses, opportunities and threats for successful NEC TM commercialisation. Business model presents the exploitation strategy and the awareness and dissemination section highlights the important aspects of the marketing strategy for the NEC TM. The final section concludes with all the actions to be undertaken for successful implementation of NEC TM exploitation and dissemination plan.

Methodology

The NEC TM approach

This activity covers the consortium's efforts to define the suitable business model in order to exploit the outcomes of this action. The exploitation and dissemination activities have been created for ensuring long-term sustainability of the platform, by exploring the best practices to adopt a central translation memory management system at Public Administrations and available commercialisation strategies for the purpose of the NEC TM.
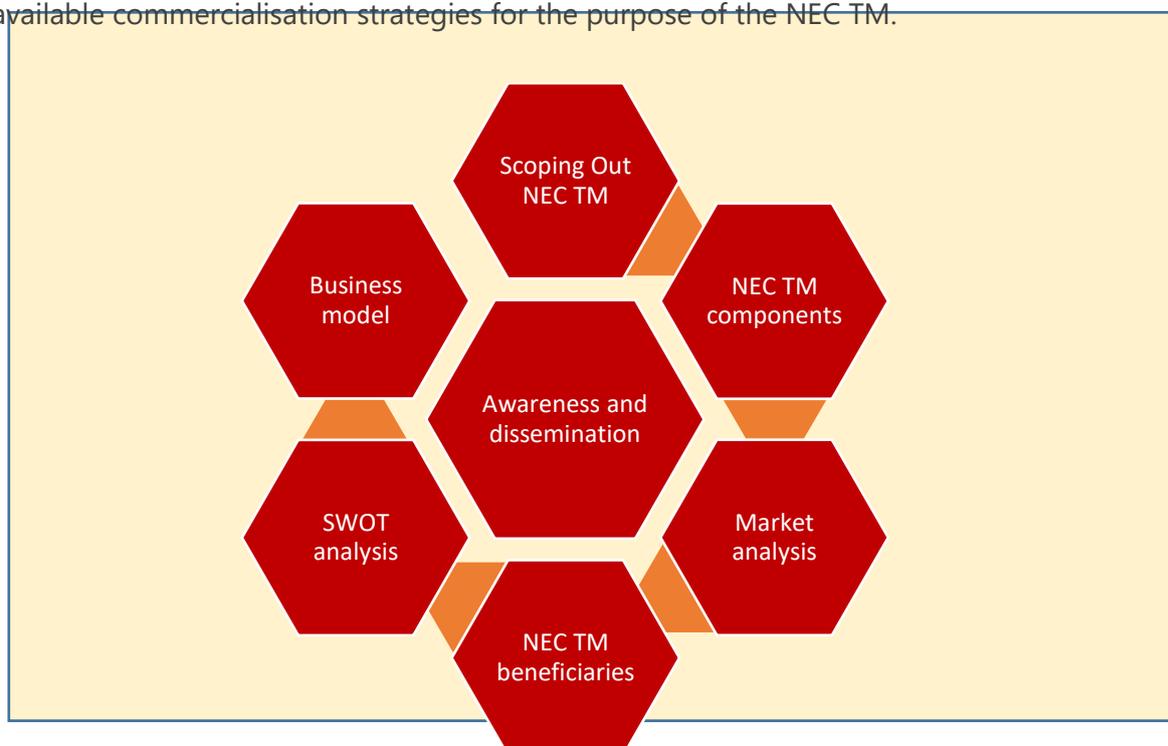
Figure 1 The creation of Exploitation and Dissemination Plan

The Overview of the Activities

In order to achieve the results, the methodology behind its each element of the Exploitation and Dissemination Plan is briefly presented below.

- The scoping out of the NEC TM has concentrated on the concept creation and the added value identification. This activity has been based on the existing technologies in the market and missing combinations in place.

- Components identification played a crucial role in the construction of the NEC TM platform. Since a modular approach has been followed, some elements of the platform were understood as artefacts and assets that can be used independently, and only their combination makes NEC TM.

- Ease of installation (dockerised system **that does not interfere with existing infrastructures**).

- Market analysis here explicitly refers to the competitors' analysis, where each existing translation management solution has been described, analysed and compared with the NEC TM created solution. There are 4 areas of analysis and comparison: components, performance, financials and miscellaneous business aspects. The components' analysis is based on the identified key features, such as: automation and process management, translation, spelling correction, security and control, reporting/dashboard, translation memory, terminology management, connectors, domain identification and multi-supplier integration, which are the NEC TM main value proposition.

- Beneficiaries' identification presents a very basic customer analysis and understanding of their problems, needs and potential. Beneficiaries are also matched with the different exploitation options of the NEC TM platform and its components.

- SWOT analysis, as an analytical method to identify and categorise significant internal (strengths and weaknesses) and external factors (opportunities and threats), provides a significant contribution to strategic planning and business development process. Additionally, the available resources and capabilities of NEC TM are juxtaposed with competitive environment in which the platform is going to operate. The probability of occurrence is not measured here, but the fulfilment of the matrix is based on answering typical questions of each section.

- The methodology behind the business model is adapted to the open source nature of the NEC TM platform. In this way, the business model covers the plans of manufacturing and marketing, making sure that the results of the project are going to be exploitable in the future.

- Awareness and dissemination dwells on the suitable and relevant activities, and the possible actions to be taken by the consortium as a whole.

- Exploitation and Dissemination Plan definition is based on several key elements, namely, action, action description, type of activity, component involved, responsible personnel, timing, target beneficiary, necessary investment and expected revenue, if relevant. Please, see the table below for the further details of the plan definition.

Action ID	Unique identifier of the action. Format: XXX.YYY where XXX corresponds to the three first letters of the organisation, and YYY is a sequential per organisation.
Action Description	Description of the action
Type of activity	Possible options: - Dissemination and raise awareness - Commercial activity - Operational activity
Component involved	List of components involved. Use All when you refer to the whole NEC TM platform
Who	Options: - A given partner - The Consortium - Other
When	Estimated started date, or date when it is planned to perform the action
Target Beneficiary	Name of the potential beneficiary/ies.

Investment in €	Budget to invest in order to perform the action
Expected revenue in €	Revenue expected to generate from the action.

Table 1 The methodology to create the Exploitation and Sustainability Plan

Scoping the NEC TM

Value Proposition

The activity to scope the NEC TM has been taken very seriously, ensuring that the solution proposed is clear and its functionalities and usage could be easily understood by potential users. Two core values have been identified at the beginning, highlighting that NEC TM is a valuable central translation memory (TM) platform with execution monitoring. It is not a translation nor a revenue-driven platform, as can be seen below.

NEC TM is not a translation memory, but a central platform
- it centralises national bilingual assets, creates Big Data and adds efficiency to the translation process.

NEC TM is not a revenue-driven platform
- but it comes with a dashboard to monitor its execution

Figure 2 NEC TM core values

The main result of the project is the released software, i.e. the platform available as NEC TM from the GitHub repository (and the European Language Grid or ELG as soon as possible). The important elements are further described and detailed in the figure below.

Open-source	The product will be made available as an open-source in order to facilitate its reusability. This will facilitate the implementation and/or features in the future, and the deployment (hosting) in different environments.
Secured	Translation Memory matches may be requested through a secured channel implemented with eDelivery. Non-secured translations are also supported.
Multi-sourcing	Through a single entry point, NEC TM integrates translation memory match, fast multi-domain match, access to MT engines provided by different suppliers. The only requirement is to comply with a common interface.

Figure 3 NEC TM core values explanation

The Capabilities of the NEC TM

The added value of the NEC TM is in its open-source secured and multi-sourcing TM match, as it has been described in the value proposition section beforehand. The figure below shows how this platform is going to work, depicting mediating value of NEC TM between TM and MT engines when no match is obtained from the database on one side, and connectors/consumers and users on the other side.

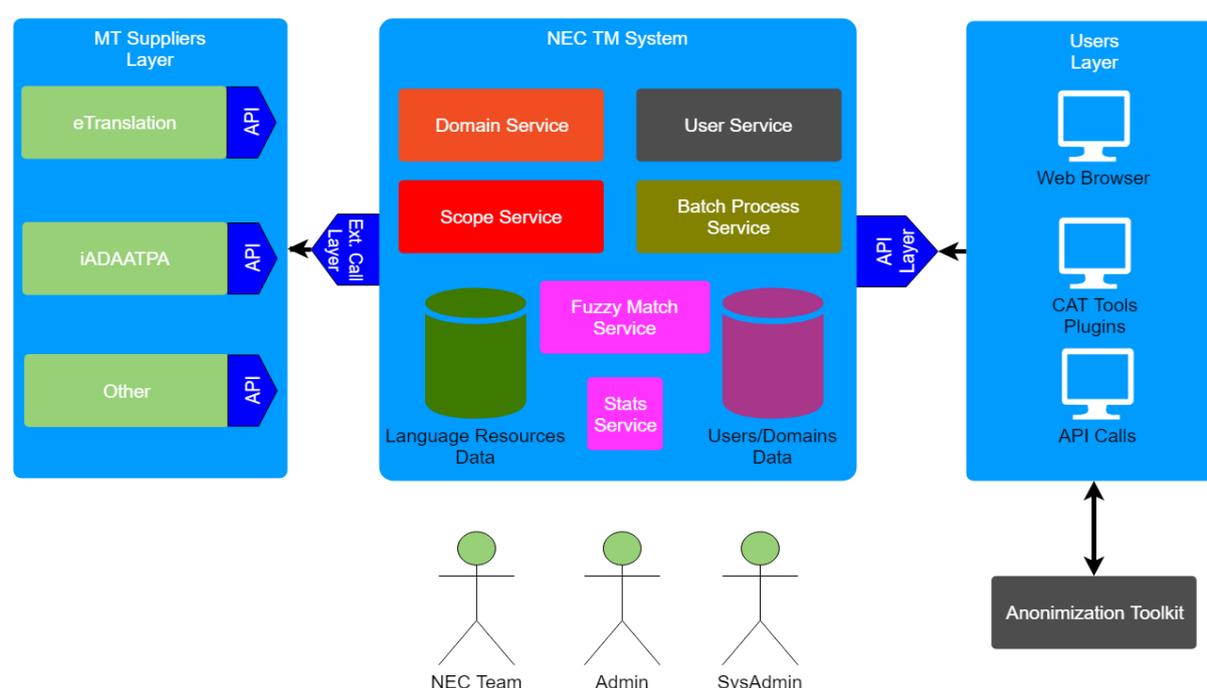*Figure 4 Visualisation of the functioning of the NEC TM – System OVerview*

The most characteristic capabilities of the NEC TM are detailed below:

- Multi-domain selection by users (a user can select that an imported segment or TMX file belong to 1 or several domains).

- Tag management. Simple tags add information at segment level.

- The platform can be scalable through an open architecture.

- Full docker ready.

- Single point of authentication grants the access to Admin-managed profiles (fully secured access levels to keep access to information compartmentalised).

- Compliancy with European laws on data privacy rules through the hosting of data on certified EU data centres.

In order to provide the indicated capabilities, the NEC TM solution offers a single point of access to working translators, translation companies and data bodies. It accepts connection from several popular CAT tools to minimise deployment and interface issues.

NEC TM is an open-source, secured multi-sourcing central translation memory management tool that helps organisations with the management of complex translation environments. Through a single entry point NEC TM integrates different CAT tools and data entry methods. It has been agreed to commercialise the project result under the "NEC TM" name.

Coupled with access to machine translation engines (free online with no feedback) or private engines and eTranslation services, NEC TM streamlines and fosters the quality of the translation process, creating value at the supplier and the buyer side. It creates and structures data where there was none. Additionally, NEC TM supports security, providing a possibility for a secured translation channel and translation memory management rather than having translation memories distributed or stored at subcontractors, translators or vendors' offices. Translations may be requested through a secured channel. Non-secured translations are also supported.

Identifying the NEC TM's Components

For the construction of the NEC TM platform, a modular approach has been followed, with the core as Elastic Search. This means that all the elements, conforming the platform, should be understood as artefacts and assets that could be used independently. The combination of all of them makes the NEC TM platform.

Component	Type	Description	License	Strategy*
Core platform	Artefact	It includes the website and the database that supports the management of translation memories and query routing in NEC TM. It is the main artefact through which users add and retrieve matches or are routed to MT engines.	OS	Deploy Extend
Connectors	Artefact	It helps routing the requests from external platforms to NEC TM. All the project developed connectors are detailed in the Annex 1.	OS	Reconfigure
Domain	Technique	Based on tags, it is user-selectable. Each tag blocks or grants access to information sets. A separate ddbb automatically identifies the requests. This results in better terminology management.	OS	Coding
Language selection	Technique	Users can select language combinations.	OS	Coding

Table 2 NEC TM Components (OS refers to Open Source)

Market analysis

This sections provides an overview of the characteristics of the NEC TM's objective market - the existing machine translation market. This overview presents the current landscape of existing solutions in the market and their functionalities, which contributed to the NEC TM's value proposition, its capabilities and strongly affects its business model.

Other solutions

Translation Memory management systems have evolved over the years due to ease of communication, linguistic diversity, hyper-globalization, and democratization of knowledge. More data has meant a greater need to classify, store and retrieve information and with it, previous language versions. This, in turn, creates bilingual data.

Technology has also been enhanced with modern Artificial Intelligence (AI) techniques that enable a more efficient machine learning. There are several solutions developed by global IT players like SDL Trados, MemoQ, Memsource, Smartling, SmartCat, Pairaphrase, OmegaT etc. are currently available on the market. An exhaustive market landscape analysis in this case helps identifying the strengths and weaknesses of the already existing solutions, providing a consistent starting point for the development of an effective market strategy.

The most relevant solutions in the current translation memory system landscape have been analysed for the purpose of the market understanding. The analysis performed was focused on the different functionalities provided by each of those solutions. This has allowed the identification of the gaps in term of functionality that NEC TM could cover, and, therefore, where its source of competitive advantage comes from.

Features	NECTM	SDL Trados	MemoQ	Memsource	Smartling	SmartCat	Pairaphrase	Zanata	WordFast Pro
Automation and Process Management		✔	✔			✔			
Reporting /Dashboard	✔	✔	✔				✔		
User metrics	✔	✔	✔			✔	✔		
Security and Control	✔	✔	✔	✔	✔	✔	✔	✔	
TMX Import/Export	✔	✔	✔	✔	✔	✔	✔	✔	✔
Terminology Management	✔	✔	✔	✔	✔	✔	✔	✔	✔
Connectors / Plugins	✔								
Domain / Tag management	✔	✔	✔			✔	✔		
Multi-access	✔			✔	✔			✔	✔

Figure 5: Market Analysis (small version)

As the table shows the different functionalities that the NEC TM can provide to its users are the ability to accept calls from several CAT tools (connectors), tag management of domains, connection to eTranslation particularly attractive for Public Administrations) and several MT providers. Therefore, these functionalities shall conform the edge of the NEC TM's business model and these elements will ensure its long-term sustainability.

Market size

The growing number of the Internet users worldwide has widened the demand for cross-cultural interaction and understanding of content over the web. The necessity for such social interaction has spurred demand for modernisation of the translation services. Moreover, most Public Administrations across Europe lack a central tool that can help them organise their national translation assets and connect translation services vendors to a national repository. Globalization and integration of communication technology has created opportunities for provision of translation memory servers as a service or on-premises deployments.

In the case of Europe, the EU has currently more than 500 million citizens, 28 Member States, 24 official languages and 3 alphabets. In terms of languages spoken in a geographical area, this is the most complex context that has ever existed.

In addition, the lack of borders in Europe has also created an unprecedented amount of interactions between speakers of different languages, both in the social and business contexts. This has caused the European machine translation market to grow until becoming the second largest in the world, being valued in $122.3 million in 2016, with a forecast to witness a compound annual growth rate (CAGR) of 6.7% during the period 2017–2023.

Additionally to its size, another differential aspect of the European machine-translation market is its heterogeneity. Opposite to traditional machine translation markets, composed mainly by institutions and large corporations, the European machine translation market has democratised this type of services, causing companies and entities of every size and structure to consume them.

Main opportunities

TAUS, the language data network, is an independent and neutral industry organisation focused on the sharing of knowledge in order to foster the language translation industry. In a report elaborated by TAUS under the title ''The Translation Industry in 2022''[1], they point at working in the cloud and the convergence of technologies as two main opportunities for the companies and technologies in the language industry in the near future.

Strenghts	Weaknesses
Increases in efficiency	Sharing of data
Opportunities	**Threats**
Getting intelligence from the data Working in the cloud Convergence of technologies	Changes in jobs

Figure 6: The Translation Industry in 2022

In comparison, the NEC TM fosters interoperability, which is one of the main requirements for working in the cloud, as it is an open platform that is designed for the integration of multiple

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[1] https://www.taus.net/think-tank/reports/event-reports/the-translation-industry-in-2022

technologies. Nevertheless, the platform is conceived for private use but secure external access or team work.

NEC TM also fosters the convergence of technologies through its multi-sourcing functionality, allowing different translation teams and machine translation connectors to work together through the same platform. In short, the NEC TM seems to cover two of the needs that are indicated as the most potential in language industry market in the following years. If correctly exploited, this provides the NEC TM an excellent opportunity to become a strategic player for the development of language technology services in Europe.

Beneficiaries' identification

This section presents two categories of users, which have been identified by now.
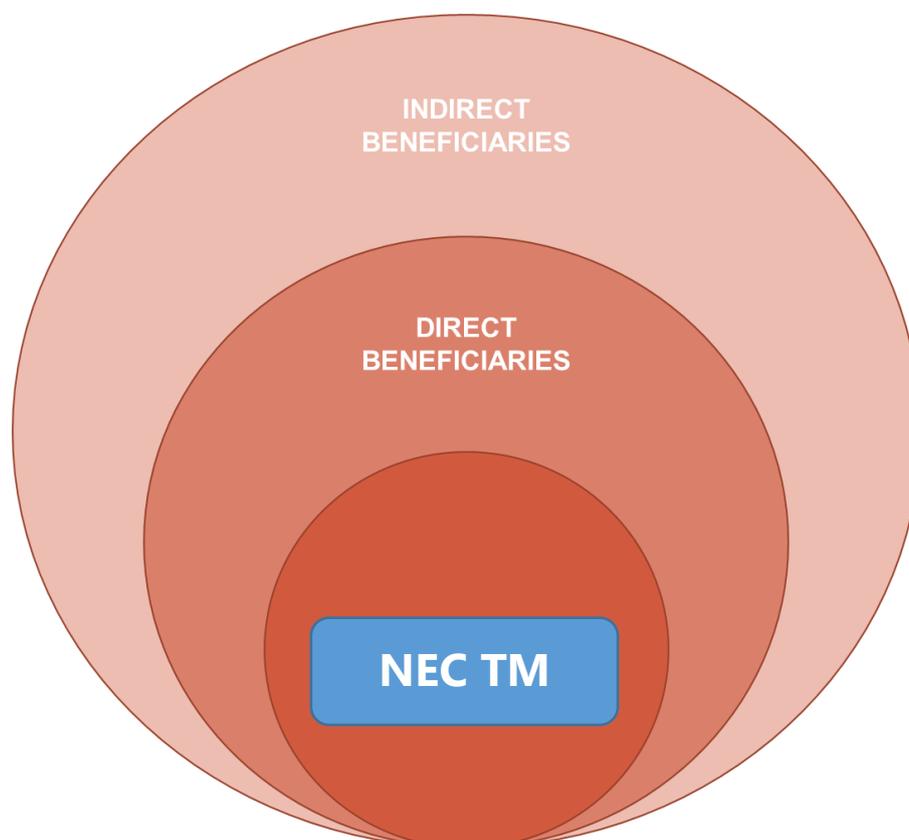

Figure 7 The NEC TM's beneficiaries

Direct beneficiaries

All private or public entities that are engaged in the procurement process of translation services, plus shall be considered as direct beneficiaries of the NEC TM and that are able to incorporate to any extent any of the functionalities provided by the platform. In this respect, an online tool (Translate5) has been included in release and an agreement for being the TM server of choice is being negotiated. The entities or initiatives, which have synergies with the NEC TM, are also considered to fall in this group. Here, the Connecting Europe Facility (CEF) is the most relevant initiative due to the possible integration of the CEF eTranslation and eDelivery building blocks with the platform. eTranslation is a (CEF) building block that provides machine-translation capabilities and that aims at enabling all Digital Service Infrastructures

(DSI) to be multilingual. Currently, this solution provides translations in 24 EU languages, Icelandic and Norwegian.

eDelivery is a network of nodes for digital communications based on a distributed model where every participant becomes a node using standard transport protocols and security policies. Its purpose is to help public administrations to exchange electronic data and documents with other public administrations, businesses and citizens, in an interoperable, secure, reliable and trusted way. As previously mentioned, eDelivery allows the users of the NEC TM to request its services through a secured channel. Among other direct beneficiaries of the NEC TM, the European Commission is the most relevant due to the possible uptake of the solution by the authority.

Indirect beneficiaries

Potential partners that could benefit from the platform for the development of other solutions or analysis are considered in this category. Among some of the examples, the European Language Resource Coordination (ELRC) Network, which manages, maintains and coordinates the relevant language resources in all official languages of the EU and CEF associated countries. However, it can be any organisation or entity interested in the reuse of any of the NEC TM project exploitable results.

SWOT analysis

This table below presents the NEC TM's SWOT analysis, which has been undertaken during the project, following the basic methodology without measuring the probability of occurence

Strengths	Weaknesses
- Open source platform - Easy to integrate with most CAT tools - Extensibility - Privacy - Dashboard - Translation method (CAT-tool) agnostic - Secure environment	- NEC TM requires certain high-end hardware to work - Lack of performance translating through the secure channel - No revenue platform
Opportunities	**Threats**
- Works with any language and language code (UTF8) - Services can be provided to extend the platform - Cloud/scalable hosting environments or private environment	- Fuzzy definition of the concept of domain - Tag classification may not be enough in some cases - Lack of an existing testing environment

- Extensibility to offer new routing criteria (speed, cost, batch, etc.)	- Several proprietary solutions include CAT tool and other features

Table 3 The NEC TM's SWOT analysis

To conclude, the internal factors of the NEC TM project results are quite positive and there is a huge potential for reusability and exploitation of the project results. The external factors show that there are opportunities, but at the same time there are warning conditions, which should be taken into account for the NEC TM's future and the sustainability of its results. All these aspects are also taken into account for the creation of the business and exploitation plans.

NEC TM business model

The main objective of this section is to define the business model that will allow the long-term sustainability of the NEC TM. In order to achieve this, already identified beneficiaries of the platform and the results of the SWOT analysis are taken into account. The aim is to identify the opportunities that the adoption of the NEC TM platform generates for public bodies, companies and organisations, as well as for any other entities that want to continue developing it. The final objective for this activity is ensuring the use of NEC TM in the long-run.

The Added Value of the NEC TM

The first step in the elaboration of the NEC TM business model is the identification of the added value that the solution can create for its potential users. This added value consists of the enabling or improvement of certain capabilities related to machine translation, and expands the description of the capabilities already identified in the scoping of the NEC TM (see here). The most relevant for business model are defined below.

- The creation of a central translation management service where there is none, thus providing access to knowledge, sharing it, benefiting from discount matches and creating parallel data.

- Increasing production and translation volumes whilst maintaining terminology. When not working in isolation or relying on vendors' Translation Memories, more content can be translated at a cheaper cost.

- Machine Translation integration when no match is obtained from the translation memory.

- Online access / Remote access.

- The minimisation of the impact of the change of translation services provider due to a procurement process: the entities working in the public sector domain are subject to public procurement. This means that they often cannot choose their providers in terms of technology, as these are chosen through a public tendering process. This implies

that a non-requested change of translation services provider can happen, and it can have a serious impact on the translation strategy already obtained in the organisation. In this sense, NEC TM minimizes the impact of these changes because it keeps a history of translation jobs and human-approved translation memories.

- Fostering the use eTranslation through the provision of a connector specifically designed for it: the NEC TM incorporates a connector allowing the use of eTranslation through the platform. This means that eTranslation can benefit from the NEC TM's sourcing and routing functionalities to enrich the landscape of machine translation solutions in Europe.

The Adoption Model of NEC TM

Once the main sources of added value of the NEC TM have been exposed, the focus of the business plan concerns the adoption model of the solution. One of the key factors for the sustainability of the NEC TM is to define a model for the implementation of the solution taking into account the needs and characteristics of its users. One of the main characteristics, which is taken into account, here is the creation of a central translation memory and national Big Data plus the maturity of the use of machine-translation services complementing TM match.
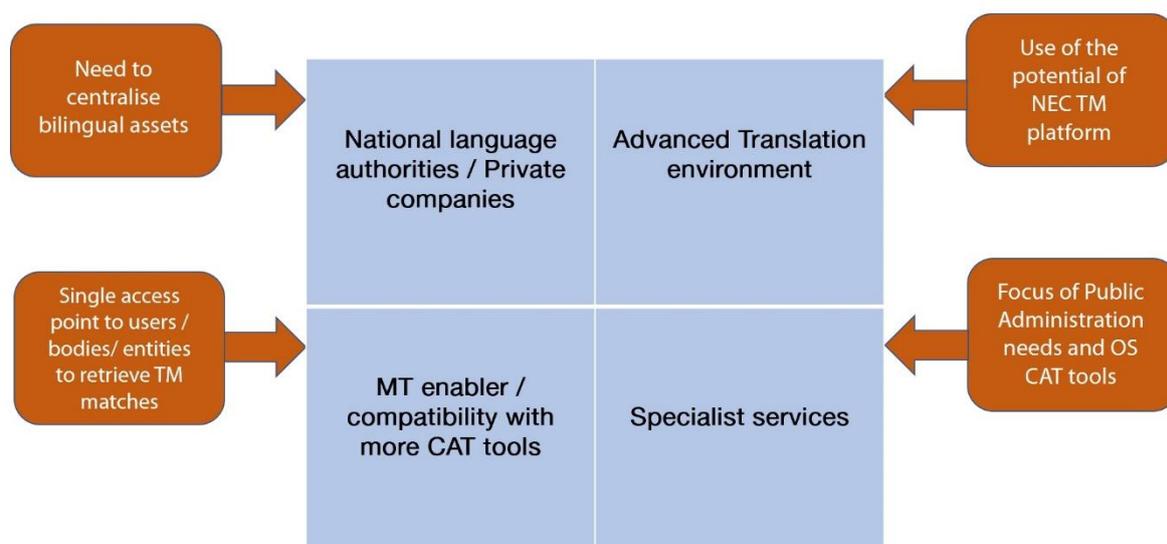

Figure 8: The NEC TM business model

As figure above shows, there are four different scenarios of the NEC TM's adoption and how each scenario depends on the maturity level of an organisation in terms of translation memory management. Consequently, the capabilities each organisation has to focus in vary significantly.

The four NEC TM adoption models are defined below.

- **Need to centralise bilingual assets**: this adoption model is optimal for Public Authorities and organisations with a low degree of maturity in the implementation of translation memory servers or with no organised national repository.

- **Single access point**: this adoption model is the optimal for organisations with a moderated degree of maturity in the implementation of translation memory servers. This case typically takes place in a more generic environment, in which a single organisation uses several vendors and would like to centralise assets.

- **Advanced translation systems:** integration with other Cat tool systems in existing environments.

- **Specialist services**: this adoption model is the optimal for organisations with a high degree of maturity in the implementation of language technologies.

Raising Awareness and Dissemination

This section presents the three key areas for raising awareness and dissemination, the activities, their descriptions and general actions foreseen in each area.

Activity	Description	Actions
Dissemination and raise awareness	Dissemination of the outcomes and benefits	• Technical Workshops and Conferences • Publication of NEC TM technical articles in industry journals • Communication of results and benefits through social networks • Related industry events and conferences that target potential public and private institutions that require multi-lingual DSI • Liaise with ELRC, ELG and other on-going project in the field of Language Model
Building operational activities	Collaborative development to make NEC TM evolves	• Establishment of an open-source community – included in NEC TM-2 proposal • Definition of a governance model to manage the development of new features/enhancements
Commercial activities	Direct exploitation of outcomes by public/private clients	• Software licensed by Creative Commons BY • Liaise with the Sharing and reuse ISA action in order to ensure that the software will be made available to the member states and to the open source community

Table 4 Dissemination and awareness raising activities, descriptions and actions

Defining the Exploitation and Dissemination Plan

After all necessary activities within the project have been carried out, the exploitation and dissemination plan concludes the future and sustainability of the NEC TM results. The exploitation and dissemination activities, defined by the consortium action, ensure that the CEF Automated Translation branding is maintained for the services offered by the NEC TM platform. The implementation of the commercialisation plan is going to secure the long-term sustainability of the platform, facilitating its usage in the long-run. Finally, commercial synergies with the CEF Automated Translation, and eventually the take-over of the platform by the Commission, has been explored at the conclusion of the project. In this respect, awareness and promotion via existing efforts such as ELRC and ELG will provide a hosting directory for the tool.

It is important to keep in mind that the NEC TM proposed solution is not a revenue-driven platform. This is partly due to the fact that the development of the platform has been co-financed by the Connecting Europe Facility (CEF)[2]. CEF is an EU funding instrument that promotes growth through investments on infrastructure at European level. It supports the development of high performing, sustainable and efficiently interconnected trans-European networks in the fields of transport, energy and digital services. For this reason, its exploitation and commercialisation are strongly linked to translation procurement departments within Public Administrations.

Consequently, the NEC TM is expected to become an essential component of the European digital infrastructure, which would be fostering the centralisation of bilingual translation assets all over Europe. As such, the NEC TM has been created as compatible with both CEF solutions already developed: eDelivery and eTranslation. eDelivery is a CEF building block for the secured translation channel and eTranslation is another CEF building block, which constitutes a machine translation engine that is able to provide translations in Norwegian, Icelandic and 24 European languages. Thus, e Translation could benefit for the future integration together, as

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[2] https://ec.europa.eu/inea/en/connecting-europe-facility

NEC TM sourcing and routing functionalities enrich the language technology landscape solutions in Europe.

The plan below is a living document and is going to be constantly updated with new possibilities and opportunities identified by the project partners in the near future.

Action ID	Action description	Type of activity	Component	Who	When	Target Beneficiary
CON.001	NEC TM-2 proposal	Operational activities	All	Consortium	Ready in Feb 2020	All
VIS.001	NEC TM deployment	Deployment & use	All	Translate5	From March 2020 onwards	Translate5 clients and community
INT.001	NEC TM deployment	Cloud deployment & use	All	Transiflex	From December 2019 onwards	Transiflex
CON.003	NEC TM adoption by Spanish authorities	Deployment & use	All	Consortium	2019 onwards	Spanish public authorities
CON.004	NEC TM uptake by the CEF.AT or eTranslation	Operational activities	All	Consortium and CEF/EC	By 2021	CEF.AT or eTranslation/EC
CON.005	NEC TM licensed by the Creative Commons BY	Commercial	All	Consortium	By end of 2021	All

CON.003	NEC TM adoption by Latvian authorities	Deployment & use	All	Tilde / Pangeanic	2019 onwards	Latvian public authorities

Table 5 NEC TM exploitation and dissemination plan

ANNEX 1 NEC TM Connectors

All NEC TM platform connectors use the platform's API to connect to various translation environments (CAT tools)

MemoQ

A NEC TM connector for translating content within the MemoQ CAT tool.

Contributors:

- Pangeanic – Alex Helle- Software Developer.

GitHub Repository: /NEC TM/memoq

SDL - Trados Studio

An NEC TM connector for translating content within the Trados Studio CAT tool.

Contributors:

- Pangeanic – Alex Helle – Software developer.
- Pangeanic – Laurent Bié - Software developer.
- Pangeanic – Alexander Raginsky – Senior Software developer.

GitHub Repository: /NEC TM/tradosstudio