

# Managing Business Risk



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(& Dr. Giuliana Buscaglione)**



# Managing Business Risk

- **Recognising and quantifying risks**
  - Typical types of risk
  - How to read 'tell-tale' signs
  - Trying to quantify risks
- **Managing risks**
  - Obtaining and verifying information
  - Minimum details
  - Precautions / risk-mitigation techniques
- **When risks turn into problems...**
  - Staying in touch
  - Collection procedures
  - Dealing with cash-flow problems

# Recognising and quantifying risks

- **Typical types of risk**
  - **Non-payment**
  - **Cash flow**
  - **Reputational risk**
  - **Other business risks**

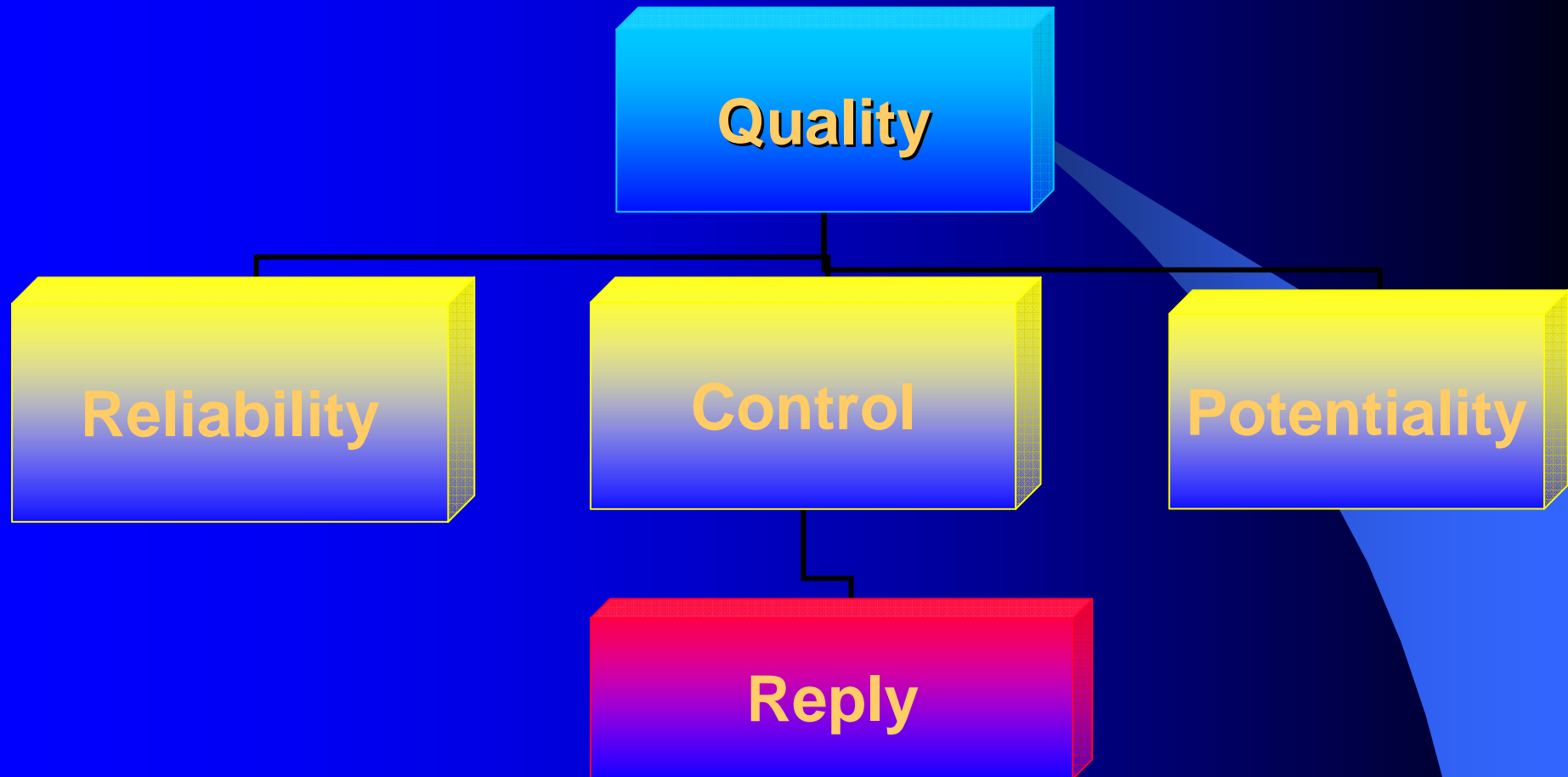


# How to read 'tell-tale' signs

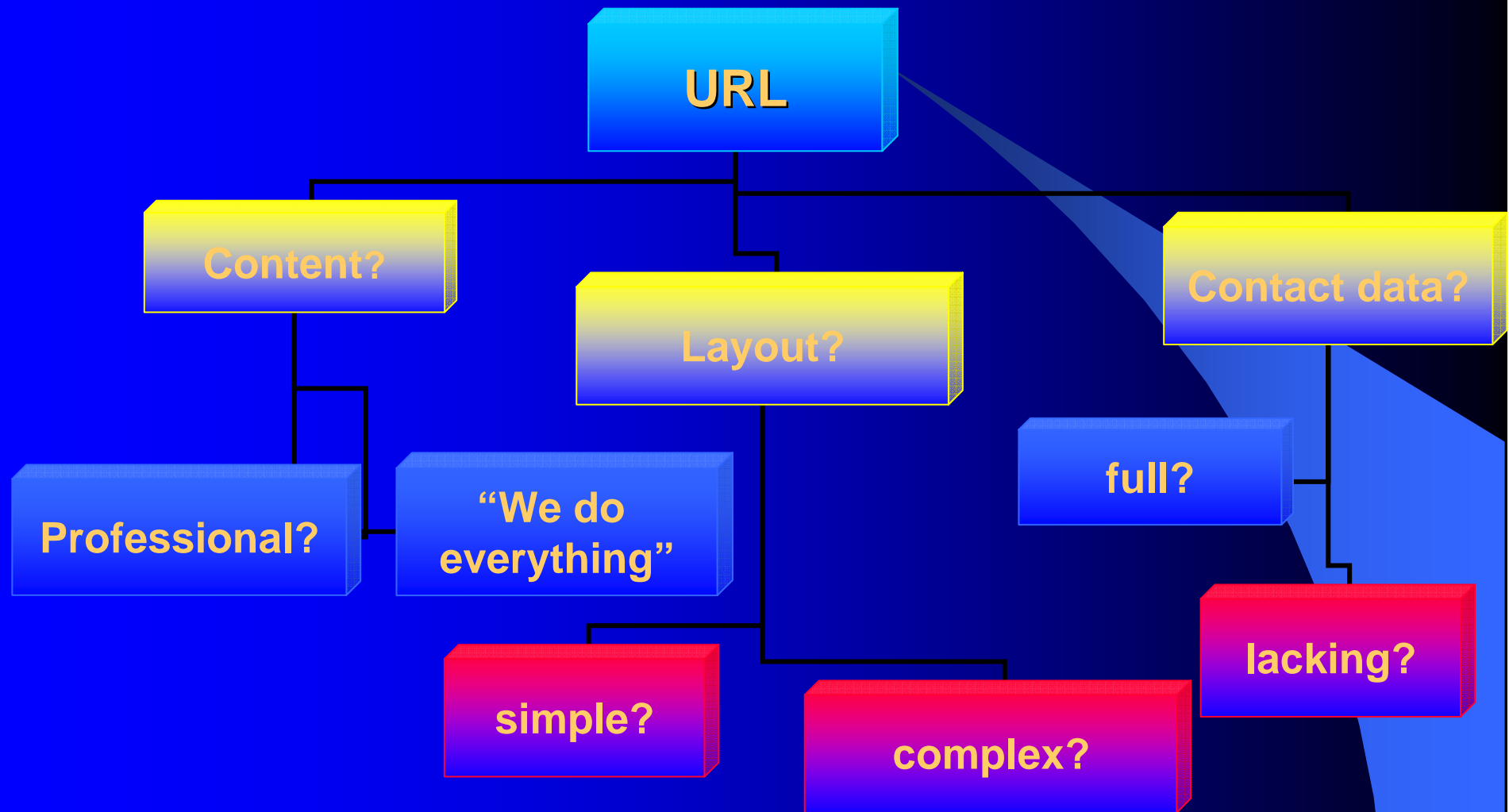
- **Anonymous e-mail accounts**
- **Lack of details**
- **Inconsistent details**
- **'Top urgent' jobs**



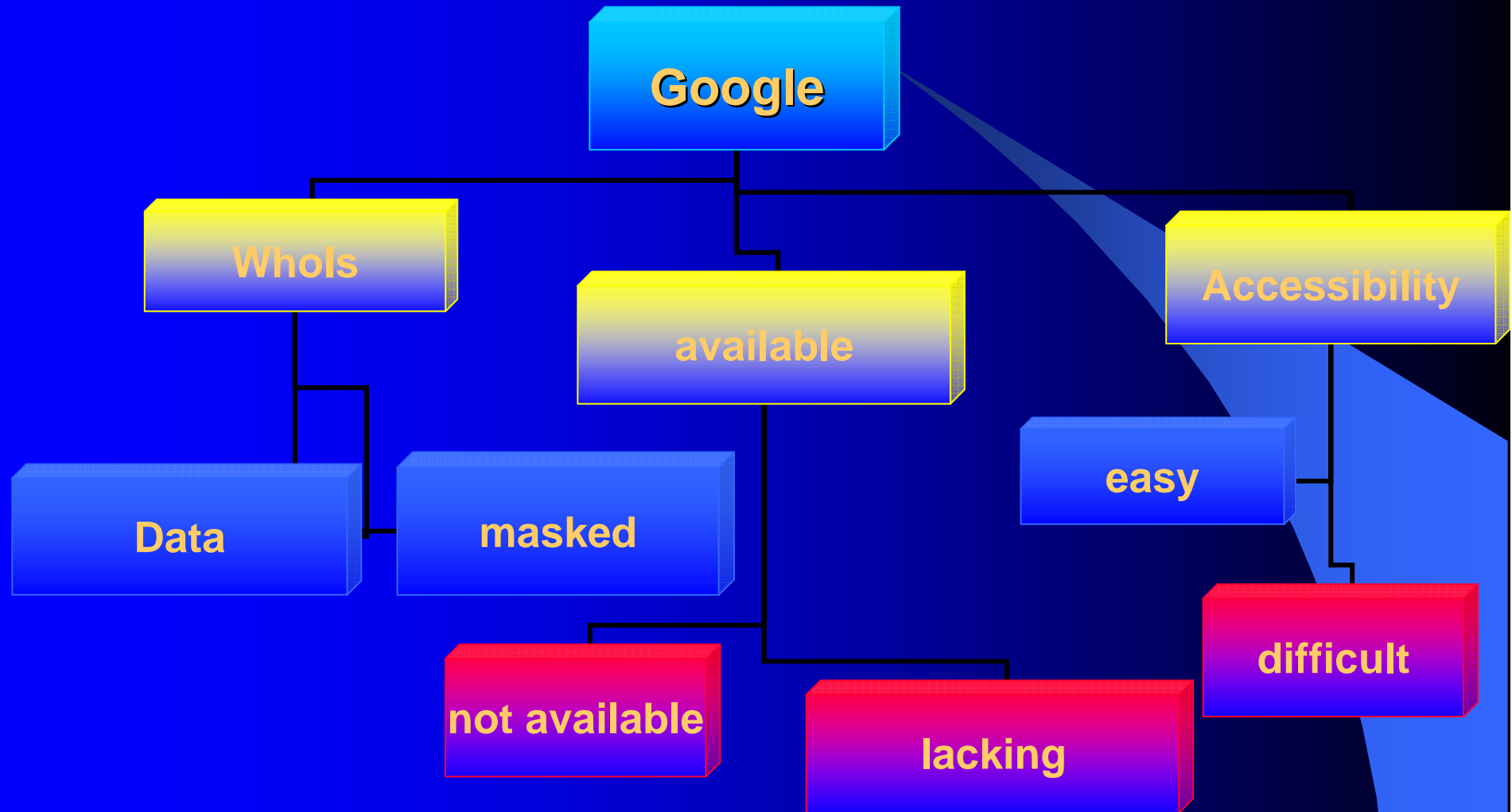
# What should I check?



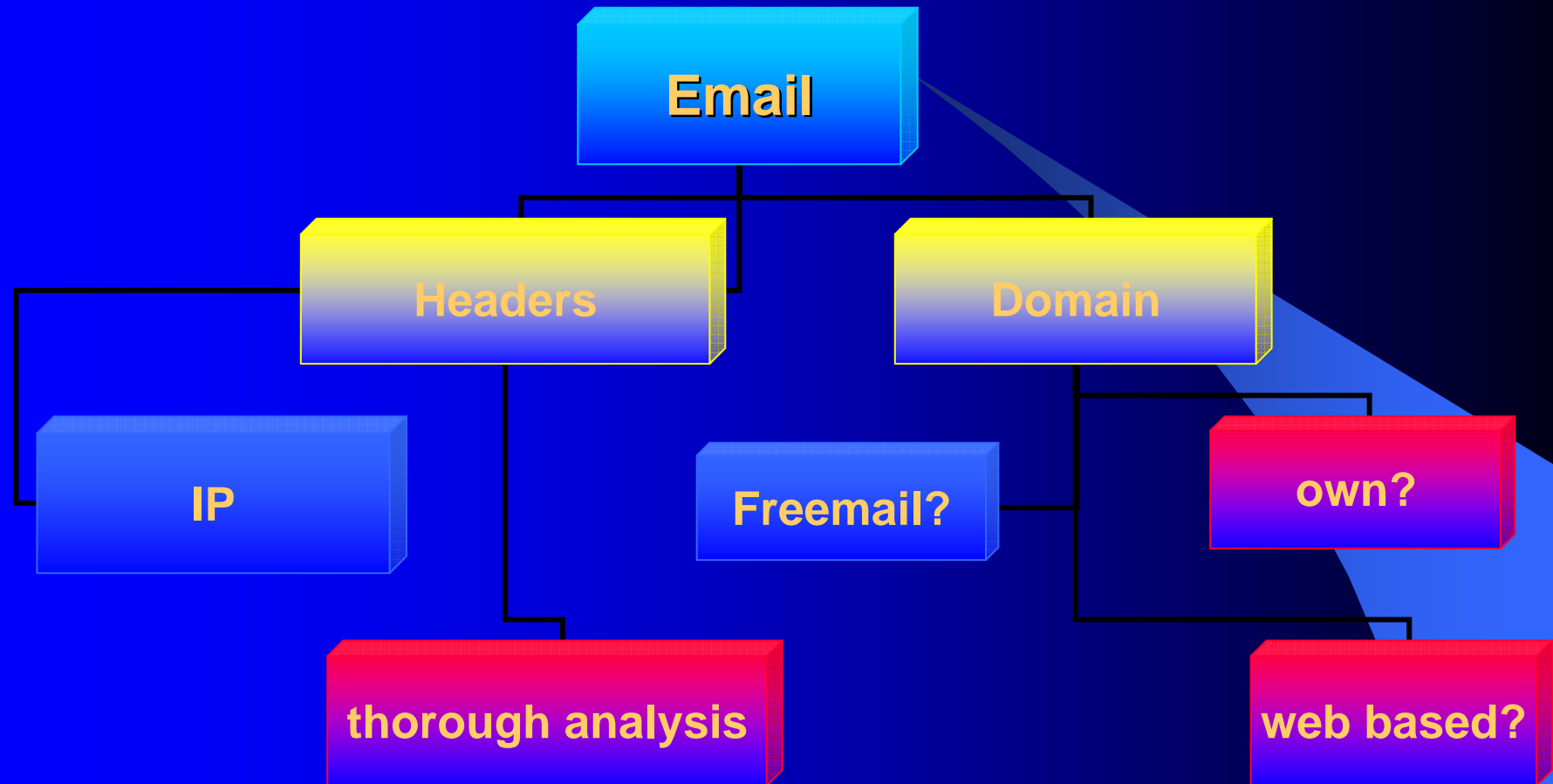
# What should I check??



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Return-Path: <sender@domain>

Received: from receiver.domain ([IP.IP.IP.IP])

by server name

(number, data) with ESMTP

id <message no.>

for <email receiver>; Date time +time difference

Received: (receiving server); date time -0000

Delivered-To: receiver address

Received: (receiving server); date time -0000

Received: from email sender by receiving server name by uid 0 with  
scanner type

(extra server data (IP.IP.IP.IP)).

Processed in time secs); date time -0000

Received: from unknown (HELO name of sending PC) (IP.IP.IP.IP)

by receiving end server with SMTP; date time -0000

Message-ID: <ID message>

Received: from [IP.IP.IP.IP] by TYPE of MAIL via HTTP; day, date time time  
zone

Date: day, date time time difference (time zone)

From: = email address sender

...

Encoding: XXX

# Minimum data

- Job data

- Job description & data
- Deadline(s) - date & time (incl. time zone)
- Rate and rate definition (source / target word, chars/line/word count)
- Payment terms



# First Contact Examples

Dear xxxxx,

Could you please let me know about your rate quotes. Also please send me your detailed resume.

Kind Regards,

First name  
Project Manager

Agency name,  
City,  
Country.



Dear xxxxx

We are a large translation corp in “city-name”. We are actively looking for a professional business partner to take care of our Italian languages. Please send us your profile, your unit rate per source word in USD, please specify your native language(s) and your language combination (if more than 1 language pair you can provide) and your daily capacity.

Your prompt reply would be highly appreciated!

Thanks & Regards

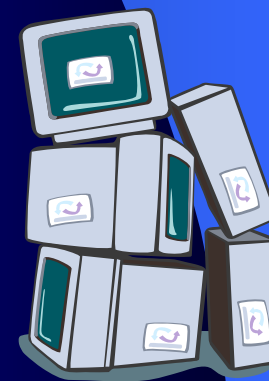
Name

Position

Agency name

Tel : +xx-xxxxxxx      Fax : + xx-xxxxxxx

email : xxxxx@xxxxx.xxx



Sehr geehrte xxxxxxxx,

wir suchen gerade einen Deutsch/Italienisch Übersetzer/Übersetzerin, die uns eine schnelle Arbeit mit TRADOS machen könnte.

No match: 87

Fuzzy: 13

Rep.: 64

Der Preis dafür: xxxxxxxx EUR

Wenn Sie im Job interessiert sind, bitte e-mail an [xxxxxxx@xxxx.xxx](mailto:xxxxxxx@xxxx.xxx) schicken.

Voraussichtlich werden wir noch viele Arbeiten in dieser Sprachrichtung haben.

Mit vielen Grüßen

Name

**Guten morgen/Good morning**

**ich brauche dringend eine Übersetzung  
von ENGLISCH nach Italienisch./we need  
a.s.a.p. 4 pages from english into italian.  
Preis 0,XX/Zeile a 55 Anschläge /Price  
0,XX/standardline a 55 strokes.**



**Könnten Sie/kannst Du das übernehmen  
oder- wenn nicht- kannst du mir jemand  
empfehlen? /Can you translate this or, if  
not, can you recommend somebody?**

**Viele Grüße/Best regards**

## Be a Part Of Our Team

At XXXX, we pride ourselves in providing translators with a steady flow of assignments at competitive rates, which is why translators enjoy being part of our team.

XXXX requires experienced, reliable, quality professional translators in all languages but mainly Spanish, Brazilian Portuguese, French-Canadian, French, German, Italian and Chinese with expertise in the Medical, Automotive, Financial, Agriculture, and Petroleum fields.

If you meet the requirements, please include a copy of your CV (In English)

We look forward to you joining our team!

XXX XXXX

Vendor Manager

XXXXXXXXXX, Corp

Address, no

City, Country

Tel: XXX-XX-XXXXXXXXXX

Fax: XXX-XX-XXXXXXXXXX



**Si richiede disponibilità per traduzione in team.**

**Combinazione linguistica: EN-IT**

**Tipo di testo: macchine agricole – manuale tecnico di uso e manutenzione, moltissimo materiale in TM di riferimento n. di parole: ca XXXX-XXX parole giorno per ca. una decina di giorni (anche di più), da definire in base alle eventuali disponibilità prezzo a parola no match: da indicare in eventuale reply consegna prevista: ca 10-15 gg lavorativi documento da elaborare nel seguente formato: tag editor – trados – versione 5.5 o superiore.**

- **email: XXXX@XXXX.XX**
- **This message was sent to a group. Recipients: 100**



**Dear XXXX**

**We are a large translation corp in XXXX XXXX. We are actively looking for a professional business partner to take care of our Italian languages. From time to time, we have a lot of instruction manuals of home appliances and machine tools that needs translation : from English / German to Italian.**

**Please send us your profile, your unit rate per source word in USD, please specify your native language(s) and your language combination (if more than 1 language pair you can provide) and your daily capacity.**

**Your prompt reply would be highly appreciated!**

**Thanks & Regards**

**XXXXXXXXXX**

**Assistant Manager - Translation Services**

**XXXX XXXXXXXX XXXXX Company**

**Tel : +XX-XXX-XXXXXXX Fax : + XX-XXX-XXXXXXX**

**email : XXXXXXXX@XXXXX.XXXX**

# How to read 'tell-tale' signs

- Details of a job posted on ProZ.com:

*URGENT DE>EN*

*I need help translating 3 .doc files (1532, 690 and 264 words) by 20.00 German time this evening. Two translators could perhaps share the workload? ONLY NATIVE SPEAKERS PLEASE!!!*

*Please contact the outsourcer by email:*

*[Katharina.Gloeckler@lycos.de](mailto:Katharina.Gloeckler@lycos.de)*

*Contact person: Katharina Gloeckler*

*Address: Hans-Baumann-Straße 35, Berlin, 01199*

*Phone: +49 30 569822*

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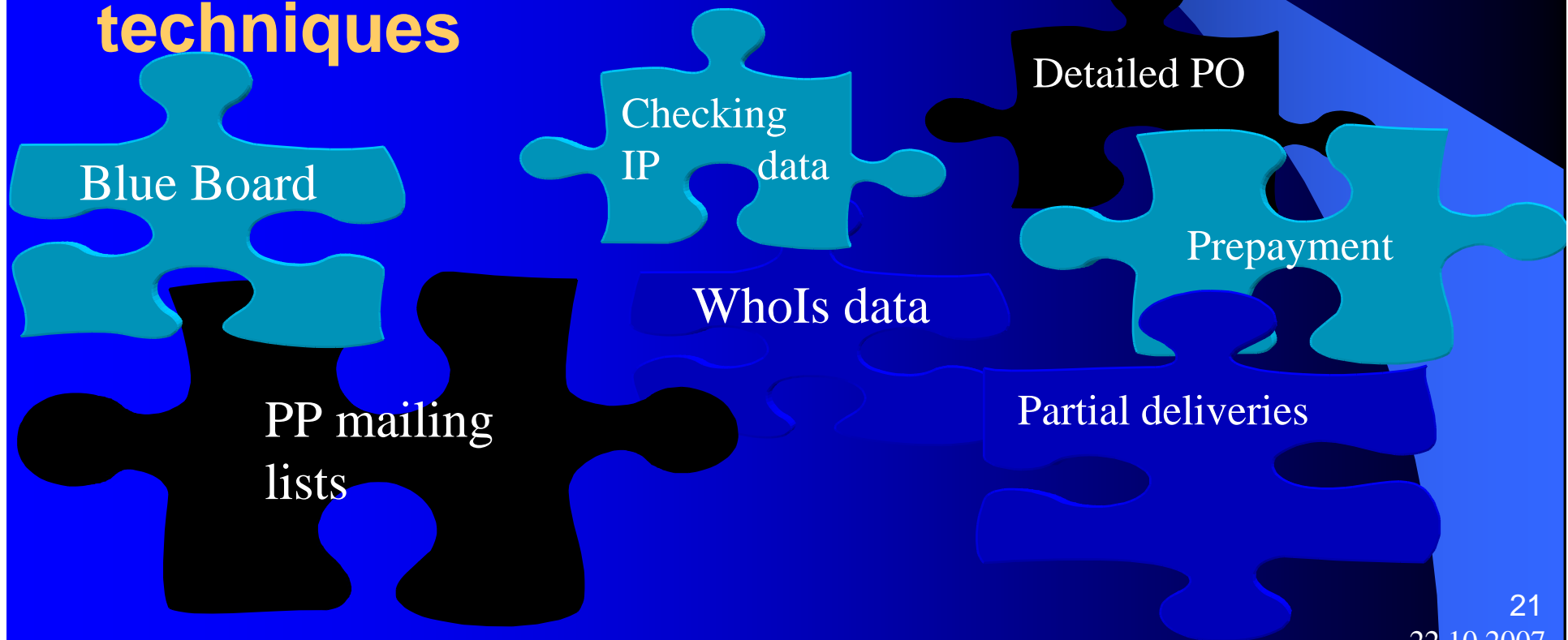
*(The IP details revealed that the job was posted from the UK.)*

# Trying to quantify risks

- **Estimated/expected job volume**
- **Probability of default**  
*Risk = Job volume \* PofD*
- **Own work vs. outsourced work**  
*Financial exposure when outsourcing*
- **Do you really want to accept doubtful jobs?**

# Managing risks

- Obtaining and verifying information
- Minimum details required
- Precautions to be taken / risk-mitigation techniques



# Obtaining/verifying information

- Checking IP header data

Return-Path: [ sender email address ]  
X-Flags: 0000  
Delivered-To: [ your provider ] to [ your address ]  
Received: ( [ provider XXXX ] invoked by uid XXXXX); [ date ] [ time ] -0000  
Received: from server (EHLO name server) (IP address)  
by [ server ] (XX) with SMTP; ); [ date ] [ time ] +0100  
Received: from XXX by [ server ] with local (data of server))  
id XXXXXXXXXXXXX  
for <your email address>; ); [ date ] [ time ] +0000  
To: your email address  
Subject: [ subject ]  
From: sender email address  
Reply-To: sender email address  
Message-Id: <XXXXXXXXXXXXXXXXXX>  
Date: ); [ date ] [ time ] +0000

# Minimum details

- **Contact details**

- **Company name, contact name, department**
- **Phone number (preferably landline)**
- **Fax number**
- **E-mail address**
- **URL**

# Minimum details

- **Job details**

- **Job description and details**
- **Delivery deadline(s) – date and time (including time zone)**
- **Price and price definition (source vs. target, word/line/character count, including convention)**
- **Payment terms**



# Mitigating risks

- **Prepayment**
  - 20-40% down payment upon job placement
  - Competitive pressures vs. risk exposure
- **Partial deliveries**
  - Invoicing for each project stage

# Dealing with risks which have materialised

- **Staying in touch, setting deadlines**
- **Collection procedures**
- **Dealing with cash flow problems resulting from non-payment**



# Resources – IP/URL check

## **'Whois' checks:**

<http://www.geektools.com/whois.php>

<http://www.whois.net/>

<http://www.swhois.net>

<http://www.internic.com/whois.html>

## **IP to location:**

<http://www.geobytes.com/IpLocator.htm?GetLocation>

<http://www.ip2location.com/free.asp>

<http://www.location.com.my/free.asp>

# Resources – Company data

## **International company details:**

<http://www.sireh.com/>

## **UK company details:**

<http://www.companieshouse.gov.uk>

## **Validation of EU VAT IDs:**

[http://ec.europa.eu/taxation\\_customs/vies/lang.do?fromWhichPage=vieshome&selectedLanguage=EN](http://ec.europa.eu/taxation_customs/vies/lang.do?fromWhichPage=vieshome&selectedLanguage=EN)

# Resources – Phone directories

## Telephone directories:

<http://www.infobel.com>

<http://www.whitespace.com>

<http://www.infospace.com>

<http://www.pronto.it/elence/query.php>

<http://www.teleauskunft.de>

<http://www.herold.at/servlet/at.herold.sp.servlet.SPHomeServlet>

# Resources – Street directories

## UK

<http://www.streetmap.co.uk/>

## Germany

<http://www.stadtplandienst.de/home.asp>

...any questions?

