***Welcome to Stillman Translations preliminary onboarding assessment!***

*This assessment has 5 sections. Make sure to follow the instructions and complete all the information needed.*

*The goal of this request is to analyze your performance and your potential.*

*Breath in and out, and do your best. Hope we can count on you soon!*

**SECTION 1. INSTRUCTIONS**

Below you will find a special instruction for section 3:

\*Please make sure target text mirrors source format.

\*Normalize spaces.

**SECTION 2. GLOSSARY**

*In this section, you are required to complete this task:*

*\*Extract four terms (cells 1 to 4) from the text in Section 3 that you consider are worth being in the glossary.*

|  |  |  |
| --- | --- | --- |
|  | **Source** | **Target** |
| 1 | Cadena de Valor | Value chain |
| 2 | Propuesta de valor | Value proposition |
| 3 | Ventajas competitivas | Competitive advantages |
| 4 | Empresas de servicios | Service companies |

**SECTION 3. TRANSLATION**

Please, add your sample translation below (between 300-500 words). Bear in mind this should be the best sample of your work!

|  |  |
| --- | --- |
| **Source** | **Target** |
| **Marketing de Servicios: Reinterpretando la Cadena de Valor**  La Cadena de Valor, así como tantas de las otras herramientas de análisis estratégico propuestas en el marco de la era industrial, ha sufrido y seguirá sufriendo los embates de quienes intentan proponer algo nuevo sin proponer nada. Así funciona.  No es intención de este trabajo, pero si prestáramos la debida atención a algunos de los últimos best sellers del mundo del management y marketing que se nos revelan como lo “nuevo” en gestión de negocios, seguramente seremos capaces de encontrar algunos de los conceptos de Michael Porter en lo que respecta a la necesidad de ofrecer una propuesta de valor diferencial soportada por la constante y evolutiva construcción de ventajas competitivas. Sea cual sea el color de la estrategia, en el fondo hablamos de lo mismo.  De todas formas, como tantas de aquellas herramientas tuvieron su aparición en el seno de una economía netamente industrial, es lógico pensar que los conceptos que las respaldan sean susceptibles de ser observados con mayor facilidad en organizaciones con características y procesos similares a las de otrora.  Sin ir más lejos, en distintas ocasiones que he tenido la oportunidad de presentar la Cadena de Valor propuesta por Porter para la identificación de ventajas competitivas, más de una vez me pregunté cómo debería explicarse la herramienta en el caso de las empresas de servicios… Intenté encontrar material en bibliografía y en la web acerca de esta aplicación en particular, pero no tuve el éxito deseado, así que me parece un saludable atrevimiento intentar una reinterpretación de algunos de sus conceptos de modo tal de facilitar su aplicación en organizaciones no industriales.  Si usted estimado lector desea acompañarme, aquí vamos… | ***Services Marketing: Reinterpreting the Value Chain***  As many of the other strategic analysis tools that were proposed within the framework of the Industrial Age, the Value Chain has suffered and will continue to suffer the attacks of those who try to propose something new, without proposing anything at all. That is how it works.  If we pay enough attention to some of the latest management and marketing bestsellers, which are presented to us as the “brand new” when it comes to business management, surely we will be able to find some of Michael Porter’s concepts as regards the necessity of providing a differentiated value proposition, supported by the constant and evolutionary building of competitive advantages. However, that is not the purpose of the present work. Regardless the strategy colour*,* we are talking about the same thing.  In any case, since many of those tools have emerged in a purely industrial economy, it is logical to believe that the concepts that support them are prone to be observed very easily in previous organizations with similar features and processes.  In fact, in different occasions where I had the opportunity to present Porter’s Value Chain proposal concerning the identification of the competitive advantages, more than once I have asked myself how the tool should be explained in the case of the service companies… I tried to find in the bibliography and in the web as well, material about this application in particular but I failed. Therefore, I think it is worth the risk trying to reinterpret some of Porter’s concepts, in such a way to facilitate their implementation in non-industrial organizations.  Dearest reader, if you wish to come with me, let’s begin… |

**SECTION 4. QUESTIONS AND COMMENTS**

We also need to check your capacity to spot potential issues beforehand.

In the table below, please list your questions and comments in relation with this test:

1. Challenging sections from the source text or sections you are unsure of should be copied or inserted into the **Source Text** column.

2. Write your translation in the **Target Text** column.

3. Doubts and comments should be written in English.

|  |  |  |
| --- | --- | --- |
| Source Text | Target Text | Question / Comment  (in English) |
| No es intención de este trabajo, pero si prestáramos la debida atención (…) Sea cual sea el color de la estrategia, en el fondo hablamos de lo mismo. | If we pay enough attention to (…) However, that is not the purpose of the present work. Regardless the strategy colour, we are talking about the same thing. | The sentence in the source text is very long, this length is more common to find in Spanish texts than in English ones hence I decided to use an anaphoric reference (that) in a different and shorter sentence. |

**SECTION 5. REFERENCES**

In the table below, please list the reference material you have consulted to carry out this test.

1. Please introduce the **Reference source** (including publisher and full title as appropriate) in the first column.
2. Specify if your reference source is general or specific. If specific, clarify which term or section the reference covers.

|  |  |
| --- | --- |
| Reference Source | General / Specific (Term) |
| Porter, Michael E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. New York.: Simon and Schuster. | Terms |

Thanks!