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THE INTEGRATION OF ARTIFICIAL INTELLIGENCE IN TRANSLATION PROJECT MANAGEMENT: A SURVEY-BASED STUDY OF CURRENT PRACTICES

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Abstract

This study examines the integration of Artificial Intelligence (AI), particularly Generative AI (GenAI), into Translation Project Management (TPM) workflows. Through a survey of 47 active project managers (PMs) in the Translation and Interpreting (TI) industry, it explores the specific applications of AI-based tools in TPM daily practices. Building on findings from a previous exploratory study, this research triangulates data to provide a comprehensive understanding of AI's impact on TPM, offering insights into the practical dimensions of technology adoption in the field.

Keywords: Artificial intelligence. Generative artificial intelligence. Translation project management. AI-based tools. Survey-based study.

Resumen

El presente estudio explora la integración de la inteligencia artificial (IA), en concreto de la IA generativa, en los flujos de trabajo de la gestión de proyectos de traducción. A través de una encuesta a 47 gestores de proyectos de traducción en activo en nuestro sector, este trabajo analiza las aplicaciones específicas de las herramientas de/con IA en las prácticas diarias de gestión de proyectos de traducción. Partiendo de los resultados de un estudio exploratorio previo, esta investigación triangula los datos obtenidos para ofrecer una visión integral del impacto de la IA en la gestión de proyectos de traducción y proporciona información sobre los aspectos prácticos de la adopción tecnológica en la industria.

Palabras clave: Inteligencia artificial. Inteligencia artificial generativa. Gestión de proyectos de traducción. Herramientas de/con inteligencia artificial. Estudio basado en encuesta.

1. Introduction

The technological developments brought about by the Fourth Industrial Revolution (Schwab 2016) during the second decade of the 21st century have, as in many other fields, revolutionised the Translation and Interpreting (TI) industry. While Artificial Intelligence (AI) and Machine Learning (ML) have long been associated with Neural Machine Translation (NMT) within our discipline (Bernardini *et al.* 2020: 299; do Carmo, Trigo & Maia 2016: 149; Moorkens & Guerberof 2024: 72, to mention just some authors), recent technological breakthroughs in Generative AI (GenAI) have transformed how machines process data to create new content, significantly expanding the potential applications of AI in our field. These advancements are reshaping not only the work of translators, but also the roles of other language industry professionals involved in the various stages of the translation workflow. As Moorkens & Guerberof (2024: 73) observe:

> Of course, technology not only affects translators. It is also relevant to wonder how the application of AI to the entire translation workflow (e.g., project management, translation and interpreting, vendor selection) will shape the organization of the language industry and the impact this might have on the professionals currently involved in it.

This perspective is particularly relevant for understanding current developments in Translation Project Management (TPM). In TPM, automation tools, such as Translation Management Systems (TMSs) or Translation Business Management Systems (TBMSs),[1] allow Project Managers (PMs) to handle repetitive tasks that include, among others, job allocation, file preparation, scheduling, budgeting and invoicing. Although these systems initially relied on a set of rules set up by humans (Pielmeier 2019), AI is enabling them to learn from data stemming from previous projects in order to propose to PMs a feasible workflow that responds to the project needs (Krüger & Hackenbuchner 2022: 377; Vargas-Sierra 2020: 175). Building on this idea, Lommel & DePalma (2021: 15) refer to "lights-out project management," i.e. automatic workflow without human intervention.

Despite the fact that research firms, such as Gartner (Costello 2019), predict a future in which lights-out project management is anticipated to be feasible, the data obtained from a survey carried out by CSA Research in the TI industry, just before the boom of GenAI, suggested that full automation of project management tasks remains a distant reality: only 28% of the sample reported to be involved in this "lights-out" model and just 9% claimed to use AI solutions based on ML (Pielmeier 2019). A subsequent survey-based report on AI and automation published by GALA (Several authors 2024a) brings to light that 42% of the respondents never automate workflow processes without any human intervention and only 15% acknowledged to fully automate project management from project creation to delivery to the client. According to these figures, the integration of GenAI thus far appears to fall short of the hype that surrounded its introduction to the wider public (Jiménez-Crespo 2024), and "time is needed to see the real impact of this technology in the industry" (Moorkens & Guerberof 2024: 78-79).

Given this context, the present study aims to examine how AI, and more especially GenAI, is being applied in TPM delving into practical

1. According to the *Nimdzi Language Technology Radar* (Akhulkova 2024), TMSs feature translation and editing environments as well as project management modules, while TBMSs lack a bilingual translation environment and instead focus on management features to facilitate translation projects. In this paper, the acronym TMS is used as an umbrella term encompassing both TMSs and TBMSs.

dimensions, i.e. how translation project professionals are adopting this technology in their day-to-day tasks. With the objective of gaining a comprehensive overview of the applications of AI in TPM processes, a survey has been conducted among 47 active PMs in the TI industry. As will be explained in the theoretical framework of this paper, this survey-based research is preceded by an exploratory study involving semi-structured interviews, with the primary objective of exploring how AI and GenAI are impacting the competences of translation PMs. The research here presented complements the findings from the exploratory study by triangulating data and methods, in order to provide a more comprehensive understanding of the research topic and identify possible trends.

Before proceeding, a brief conceptual and terminological clarification is offered in order to avoid potential ambiguity. This study examines several interconnected technological systems whose boundaries may overlap in practice. TMSs are platforms that feature translation environments, project management modules, and integrations with other language technologies (Akhulkova 2025). While TMSs have traditionally relied on rule-based automation, many now integrate AI-powered functionalities, including GenAI features. GenAI refers to AI technologies that generate new content based on learned patterns from training data. Within this broader category, Large Language Models (LLMs) represent a specific subset of GenAI technologies—pre-trained transformer-based models with billions of parameters, designed to understand and generate human language by predicting subsequent tokens in a sequence (Varga & Akhulkova 2024). Examples include ChatGPT (OpenAI), Claude (Anthropic), and Gemini (Google), to name a few. LLMs can be used as standalone tools for specific tasks or integrated as features within TMSs or other translation tools.

2. Theoretical framework

2.1. Exploratory study

The present study emerges from foundational research conducted by Fuentes-Pérez & Plaza-Lara (2026), who examined how AI, and particularly GenAI, is impacting the competences required by translation PMs, based on the competence model for TPM proposed by Plaza-Lara (2022). Through

semi-structured interviews with five experienced PMs from different countries, the authors gathered valuable insights into how AI technologies are transforming PMs' daily practices and, consequently, their competences.

The mentioned exploratory study revealed a significant dual trajectory in AI adoption within TPM: on the one hand, the established presence of traditional AI through TMSs and, on the other hand, the emerging adoption of GenAI tools. The study found that TMSs have become foundational and reliable tools in the sector. In this regard, all the participants confirmed using TMSs in their day-to-day tasks and emphasised how application programming interface (API) integration with tools like XTRF and Trados Studio has streamlined translation tasks and project workflows. These integrations are particularly valued for automating routine tasks, such as budgeting, invoicing, and report generation, though some participants noted that manual processing is still required to meet company expectations.

Regarding GenAI adoption, the study uncovered varying levels of implementation across different organisational contexts. While some participants reported frequent use of LLMs for TPM tasks (drafting meeting summaries, note-taking, query management, and time, risk, and human resources management) with different degrees of success, others demonstrated a more exploratory approach by using GenAI for specific communication tasks, such as generating marketing posts or correcting emails. This suggests a cautious attitude toward these recent technologies and reflects that many companies have not yet fully integrated them into professional workflows.

The research also identified several challenges in AI implementation, emphasising data dependency and confidentiality issues. Additionally, the study found that although GenAI tools showed promise for tasks like terminology management, file preparation, and DTP, the final output did not always meet expectations, especially due to the critical role of effective prompt formulation skills. Therefore, while AI has become an integral part of TPM through task automation, the integration of GenAI represents a more complex challenge, with most participants viewing GenAI as an assistant tool rather than a central driver of project processes.

Given the recent emergence of many GenAI tools, this background research represented an early snapshot with a limited sample of their

implementation in TPM. In this sense, the current survey-based study significantly elaborates on Fuentes-Pérez & Plaza-Lara's (2026) foundational research by substantially expanding the sample size and applying another methodological approach. By triangulating data from a broader range of translation PMs across different organisational contexts and geographical regions, the current research provides a more comprehensive landscape of AI and GenAI integration in PMs' daily practices and offers a more definitive scenario of technological transformation in the TPM industry.

2.2. Literature review

Over the years, research in translation and project management, the two disciplines converging in this paper, has explored the potential applications of AI in their respective fields of study. However, the launch of ChatGPT by OpenAI marked a turning point and, as a consequence, a new wave of studies that delve into the intersection of AI with these two domains has developed.

In order to understand how translation PMs are integrating and applying AI, and more particularly GenAI, in their daily tasks or workflows in TPM, the main section of the distributed survey for this study aims to identify which AI tools, or tools with AI-based features, are used by participants in their daily work and to which tasks they are applied. To obtain a general picture of which tasks are likely to be carried out with AI, this survey-based study builds on the conclusions drawn from the exploratory study previously presented and on a range of publications addressing the implementation of AI in both translation and project management. The aim of this section is thus to offer an overview of the main publications taken as reference for the identification of tasks, processes and tools mentioned in the survey.

In Translation Studies, AI has conventionally been equated with Machine Translation (MT) (Moorkens & Guerberof 2024: 72). To avoid restricting our research to MT, our survey is informed by recent publications to account for the paradigm shift introduced by GenAI in the TI industry. Since the introduction of LLMs to the general public, renowned journals in our field have published cutting-edge studies and even special

issues in which AI becomes a focal point. For example, issue 41 of *The Journal of Specialised Translation*, devoted to translation automation and sustainability, contains interesting papers that bring to light that automation in translation workflows goes beyond NMT, particularly as more data are being gathered from translation projects:

> Other options for automation include error identification and correction, quality evaluation, terminology consistency checks, project management, job allocation (e.g. Herbert *et al.* 2023), and billing/invoicing functions. The availability of generative tools powered by artificial intelligence (AI) and using large language models (LLMs) broadens these options further. (Moorkens *et al.* 2024: 3)

Issue 22 of *Tradumàtica* includes a dossier, which explores potential applications of AI in the translation ecosystem: terminology extraction, language improvement, quality estimation, and project management areas such as supply chain, value proposition, customer service, administrative tasks, and human resources, to mention a few (Jiménez-Crespo 2024: 278). *Babel*, *The Interpreter and Translator Trainer* and the Spanish *La Linterna del Traductor* are other examples of journals with issues dedicated to AI. All these publications provided the basis for identifying AI-related tools and workflows and guided the formulation of survey items. Individual studies are not discussed in detail due to space constraints; however, the selected references highlight the main contributions relevant to the research objectives.

Conferences also provide a snapshot of the current state of research. The proceedings of the annual conferences of the European Association for Machine Translation (EAMT) held in 2023 (Nurminen *et al.* 2023) and 2024 (see two separate publications by Scarton *et al.* 2024a; 2024b), and those from the *International Conference on Human-Informed Translation and Interpreting Technology* (HiT-IT) (Orăsan *et al.* 2023), further illustrate how AI is being applied to different tasks and processes in our field. With regard to TPM, a special mention deserves the contribution of Sánchez-Gijón & Palenzuela-Badiola (2023), presented in HiT-IT, who examine ChatGPT's performance in carrying out each task of the translation process (analysis, preparation, production and post-production processes). Their findings

show that ChatGPT handles all translation steps with varying success, producing responses that are not consistently adequate.

Finally, reports published by international organisations and consultancies have also become an important source of information for our survey. On the one hand, the *Nimdzi Language Technology Radar Reports* (Akhulkova 2024; 2025) pay special attention to AI and LLMs, and include a specific section for TMSs and AI, apart from the many other tools used in a translation workflow that has been boosted with the irruption of LLMs. On the other hand, the *GALA AI & Automation Barometer Report* (GALA – Several authors 2024a) provides insights into how language industry organisations are integrating AI in their workflows. Key trends include the prioritisation of automation for improving efficiency. All this data provides a clear basis for survey design and the processes and tools it addresses.

In the field of project management, some researchers have carried out extensive literature reviews that provide a comprehensive overview of the state of the art in AI and project management (see, for example, Bento *et al*. 2022; Borges *et al*. 2021; Hashfi & Raharjo 2023; Nenni *et al*. 2024; Prasetyo *et al*. 2025; Taboada *et al*. 2023).

However, the surge brought about by GenAI has led to the proliferation of speculative, forecast, atheoretical publications (Müller *et al*. 2024) and research exclusively based on theoretical assumptions or potential use cases overlooking practical aspects (PMI – Several authors 2024d: 4). To address this gap, the Project Management Institute (PMI) has conducted several surveys among a sample of almost 3,000 PMs from various industries worldwide (PMI – Several authors 2022a; 2024b; 2024d; 2024e). These surveys shed light on the current state of GenAI technology application in the project management field and, along with the previously cited studies on AI in Translation Studies, have served as a primary reference for our survey-based study, aimed at identifying which tasks and processes are being (or may be) modified by AI technology.

3. Methodology

Bearing in mind the aim of the present study—to analyse how AI, and more especially GenAI, is being applied by translation PMs in their daily

tasks—a self-administered online survey was carried out among 47 active PMs in the TI industry. The survey design was chosen because it enables to collect input from professional translation PMs in a structured and large-scale manner (Saldanha & O'Brien 2014: 152).

Following Grotjahn's classification (1987), this research falls within the exploratory-quantitative-interpretative paradigm. The non-experimental nature of the survey arises from the absence of a defined independent variable, and it aims to collect information exclusively on the dependent variables, which are operationalised in questionnaire items (Kuznik, Hurtado Albir & Espinal Berenguer 2010: 318). While these dependent variables are qualitative in nature, questionnaires enable to quantify answers and provide an interpretative analysis of data to address the research objective. The goal is not to present statistical or generalisable results, but rather to identify possible trends. The conclusions drawn from this study will enable a comparison with the information presented in the literature review and the previous interview-based study, thereby contributing to a more comprehensive understanding of the research topic and offering valuable insights for future practical applications.

3.1. The survey as data collection instrument

As follow-up research on AI and TPM, the survey conducted for this study builds on the interview in the exploratory study (Fuentes-Pérez & Plaza-Lara 2026). To narrow the answers of respondents, most items in the questionnaire were closed-ended, providing a fixed set of specific response options informed by the interviews and the literature review. In most cases, an "Other" field was included to allow respondents to provide additional answers uncovered in the predefined list.

To validate the use of the questionnaire, several experts (a PM and two professors specialised in research methodology and translation technologies) reviewed the instrument in order to assess content, construct and criterion validity (Gregorio Cano 2014: 139-140, based on Colás Bravo & Buendía Eisman 1998, and Sierra Bravo 1998). Various amendments were made to enhance the comprehensibility of the original questionnaire.

In contrast to the interview, which was conducted in Spanish, the survey, titled "Artificial Intelligence in Translation Project Management,"[2] was written in English, since no geographical limitation was applied to reach the widest possible audience. It was created using Microsoft Forms and consisted of 25 items, preceded by an introduction outlining the study's aims, the researchers' background, survey duration, data usage and anonymisation, as well as the informed consent.

The survey was divided in three main sections: *Section 1. Demographics and background*; *Section 2. AI tools and processes*; and *Section 3. Impact and future implications*.

1. Demographics and background (Q2-Q8): Although surveys tend to include demographic questions like gender or age, the focus was placed on the professional background of the respondents. Participants were asked about their years of experience in TPM, whether they worked independently as freelancers, as PMs for a Language Service Provider (LSP), or as PMs on the client side, the approximate size of the company they work for and its location. They were also asked to assess their individual AI knowledge, and the AI implementation levels at the companies they worked for. Finally, they were also asked about their training in AI.
2. AI tools and processes (Q9-Q21): In this section participants were asked about which tools with AI-based features they used in their daily tasks. Tools were divided in four different groups: TMSs, LLMs, translation tools, and other AI tools or features uncovered in the rest of items. Besides the tool, respondents had to indicate for which tasks they used them, whether choosing an option from a closed list—which included administrative, technical, or linguistic tasks (Vargas-Sierra 2020)[3]—or adding a brief description in an

2. The survey instrument can be found at https://hdl.handle.net/10630/38741
3. The categorisation of tasks into administrative, technical, and linguistic is based on the model of Vargas-Sierra (2020) and the list is available in the link to the survey previously provided. However, the classification of certain tasks into one category or another was determined by the researchers based on the nature of the responsibilities of PMs. It is important to note that the boundaries between categories are not always strict, and some tasks could fall into multiple categories. For example, while

open response field. The last two questions in this section aimed to obtain information on their experience with these tools in terms of effectiveness and limitations.

3. Impact and future implications (Q22-Q25): In this last section, participants answered four questions designed to assess from a more personal perspective the impact of AI on TPM and the competences of PMs, as well as their concerns about AI implementation in this field. The last open-ended question provided participants with the opportunity to share any additional comments on the impact of AI in TPM. Even though the insights provided in Section 3 represent valuable personal perceptions from the respondents, the primary objective of this study prioritises the examination of processes and tools in PMs' daily tasks. The subjective nature of the responses in this section requires a different analytical approach that extends beyond the focus adopted here. Therefore, given the scope of the research, a detailed discussion of these qualitative responses has been excluded. However, these data could serve as a foundation for future research exploring the subjective and prospective dimensions of AI adoption in the industry.

3.2. Sampling, survey distribution and data analysis

This study relies on a non-probabilistic sample, since there is no registry of translation PMs to determine the probability of each subject being selected. Therefore, convenience sampling was carried out by recruiting voluntary participants who were most easily accessible. A snowball sampling approach was also employed, encouraging potential respondents to forward the information to their personal contacts. The only requirement for participation was to be an active translation PM or a freelancer managing projects.

Between the end of November 2024 and the end of January 2025, the survey was promoted online through social media posts on LinkedIn, X, and Facebook, as well as via translator mailing lists and platforms such

note-taking may be considered an administrative task for PMs, it could also have a linguistic dimension when LLMs are used to process or refine the content.

as ProZ. While 60 PMs initially accessed the survey, the final sample was reduced to 47 PMs, as two participants did not provide informed consent and eleven lacked experience in TPM.

Regarding data analysis, as indicated in the survey introduction, responses were anonymous and the main objective of the study was to identify and describe trends based on the experience of those directly involved in TPM with AI. All analyses were performed using descriptive statistics, with Excel serving as our main tool for data analysis. As the sample cannot be considered representative, inferential statistical methods have not been applied.

4. Results

The participants' responses are analysed using an exploratory approach and findings are presented across the two main sections that are the focus of this study.

4.1. Demographics and background

The first question of the survey inquired about participants' years of experience in the TPM industry, whether employed by a company or LSP or working independently as freelancers. Since one of the requirements to participate in the survey was having prior experience in TPM, respondents who selected the option "I have no experience in project management within the Translation and Interpreting industry" were unable to proceed with the questionnaire. As a result, our final sample consists of 47 participants with diverse levels of experience in TPM (Table 1).

Years of experience as a PM	Answers	Percentage (%)
Less than 1 year	5	10.6%
1-3 years	5	10.6%
4-7 years	9	19.2%
8-12 years	13	27.7%
More than 12 years	15	31.9%

Table 1. Participants' years of experience as PMs

As shown in Table 1, a significant majority reported extensive experience in TPM, with nearly 60% of respondents having worked as a PM for more than 8 years. The remaining respondents were distributed across different experience brackets. This distribution ensures a diversity of experience within the sample, incorporating insights from both experienced professionals, which reinforces the reliability of the data, and those at earlier stages of their careers, contributing with novel insights.

Although the survey achieved international reach and had no geographic limitations, there was a notable concentration of PMs from Spain, representing 34% of the sample. This can be attributed to the survey's distribution method, primarily through the researchers' social media networks. Italy and the United Kingdom followed with 8.5% and 6.4% of respondents respectively, while the remaining participants were spread across various countries including Belgium, Canada, Egypt, France, Germany, and Portugal, each representing 4.3% of the sample, with several other nations across the globe represented by individual PMs (Table 2).

Country	Answers	Percentage (%)
Belgium	2	4.3%
Brazil	1	2.1%
Canada	2	4.3%
Egypt	2	4.3%
France	2	4.3%
Germany	2	4.3%
India	1	2.1%
Ireland	1	2.1%
Italy	4	8.5%
Latvia	1	2.1%
New Zealand	1	2.1%
Poland	1	2.1%
Portugal	2	4.3%
Russia	1	2.1%
South Korea	1	2.1%
Spain	16	34%
Switzerland	1	2.1%
United Kingdom	3	6.4%
United States of America	1	2.1%
Uruguay	1	2.1%
Other ("Several headquarters")	1	2.1%

Table 2. List of countries where participants carry out their duties as PMs

Regarding the next two questions (professional role and company size), the survey results reveal that the majority of respondents work as PMs for LSPs, representing 63% of the sample. This is followed by freelance professionals who manage their own projects, accounting for 21% of the sample. A smaller proportion of respondents work as PMs on the client side (5%), while 11% indicated other types of professional arrangements, such as "I work under my own Agency, whenever needed"; "Freelance PM and Translator"; "Director of a translation agency training the TPMs + Teacher of TPM"; and "As a PM for an audit team translating for clients."

When it comes to company size, PMs working for LSPs reported the following: the majority are employed by LSPs with 11-50 employees (37.93%), followed by those at LSPs with 1-10 employees (31.03%). A smaller share work at LSPs with over 250 employees (20.69%), while the smallest group consists of PMs at LSPs with 51-250 employees (10.34%). In contrast, all PMs working on the client side (100%) reported working for companies with more than 250 employees. It should be noted that this question was not applicable to freelance participants.

This diverse sample distribution enhances the breadth of perspectives represented in the data, ensuring that the results reflect a wide range of countries, varied company sizes, and project management roles.

Next, based on the four-tier classification framework on GenAI adoption patterns, created by the PMI (2024b, 2024c) (see Figure 1), participants were asked about both their individual AI literacy and the AI implementation levels at the companies they worked for.

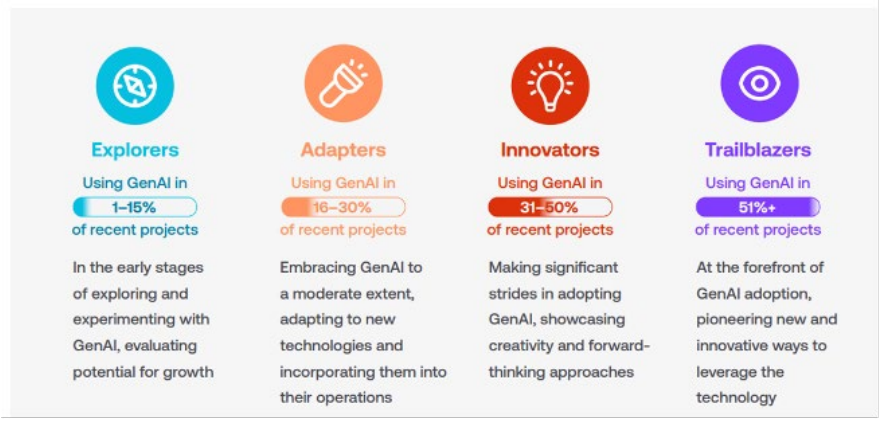
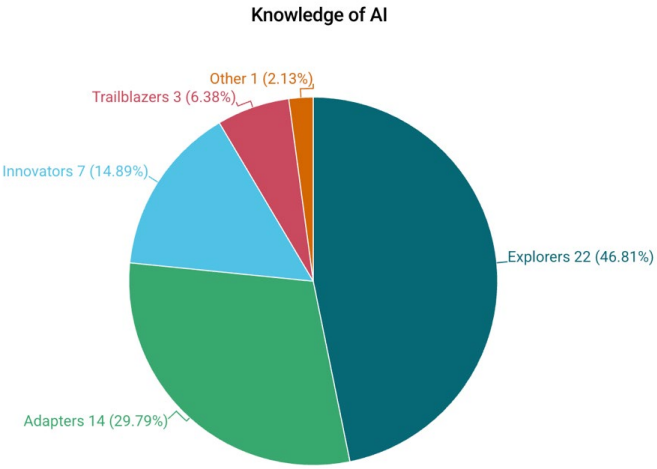


Figure 1. Project professional GenAI adoption levels (source: PMI 2024b: 7)

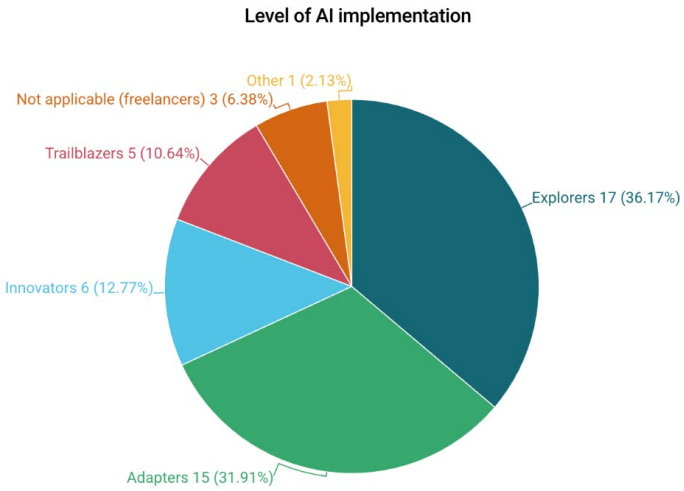
For the question, *Where would you place yourself in terms of 'knowledge of AI'?*, participants' responses were distributed as shown in Graphic 1.



Graphic 1. Individual AI literacy according to surveyed PMs

Although one of the participants (2.13%) expressed having no interest in AI technologies, Graphic 1 reveals that the majority of PMs position themselves as either *Explorers* or *Adapters*. These findings suggest that the majority of surveyed PMs are in the early stages of understanding and working with AI technologies, or they feel they have moved beyond initial exploration to a more practical application. However, only a minority of participants position themselves at the forefront of AI adoption and innovation.

Regarding the second question on this topic, *Where would you place the LSP/company you work for in terms of 'level of AI implementation'?*, the results are very much in line with the previous question, as can be inferred from Graphic 2.



Graphic 2. Organisational AI implementation level according to surveyed PMs

Although the largest group remains at the *Explorers* or *Adapters* levels, the proportion of *Innovators* and *Trailblazers* is relatively balanced this time. Furthermore, 6.38% of responses were rated as *Not applicable* due to being freelance professionals, and, once again, one of the respondents indicated no interest in AI implementation. This distribution suggests that while both individual PMs and their organisations are engaging with AI technologies, there is still significant room for growth in terms of advanced implementation and innovation.

Regarding the last question of this section, participants were asked about their training in AI. As this was a multiple-choice question, a total of 53 answers out of the 47 participants were gathered (Table 3).

Training in AI	Answers	Percentage (%)
Self-taught	21	40%
No training at all	15	28%
Company-provided training	8	15%
External courses/certifications	8	15%
Formal academic education in AI	0	0%
Other ("Not interested")	1	2%

Table 3. Participants' training in AI

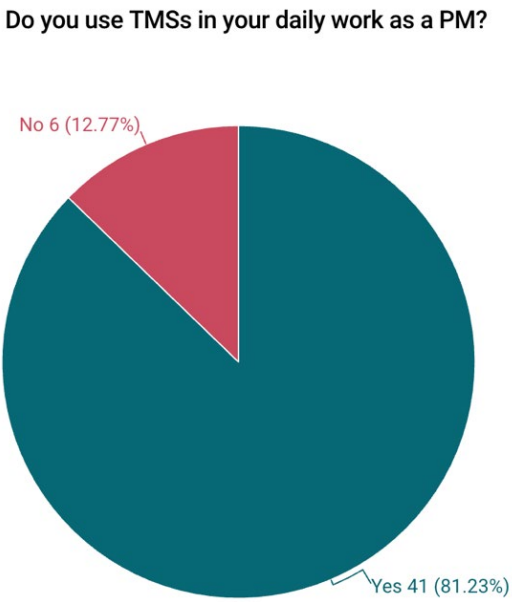
As can be inferred from the previous table, the results reveal an interesting picture of self-directed learning in the TPM industry. Even if specific training, provided by the company itself or by external courses, seems to be increasingly common, the ratio of responses for "No training at all" in contrast highlights a lack of training that may result in a significant gap in the knowledge and skills required to fully leverage AI tools in project management, potentially impacting the efficiency and competitiveness of PMs in the TPM industry.

The data obtained from the last three questions of this section suggest that survey results may be influenced by limited AI knowledge and early-stage implementation within organisations.

4.2. AI tools and processes

This section explores the specific AI tools that are reshaping the TPM landscape and their application to project processes.

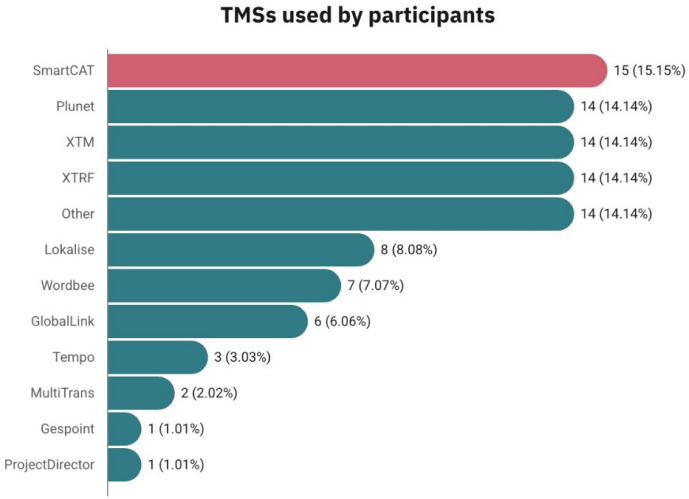
The first question in this section was devoted to the use of TMSs in their daily work as PMs, specifically whether these systems are a part of their daily duties (Graphic 3).



Graphic 3. Do participants use TMSs in their daily duties?

The results highlight the prevalence and importance of TMSs in modern translation workflows within the TPM industry, as stated by Shuttleworth (2014), Esselink (2019), and Alsubhi (2024), to name a few scholars.

According to the European Language Industry Survey (ELIS) report published in 2022, the most popular TMSs used by LSPs were Plunet (50 results), XTRF (35 results), and company/proprietary systems (32 results), in this order (ELIS – Several authors 2022b: 27). When comparing these data with those obtained from our sample (a total of 99 responses were gathered from the 41 participants using TMSs in their daily work), it can be stated that our results (Graphic 4) broadly align with those presented by the ELIS report (*ibidem*).

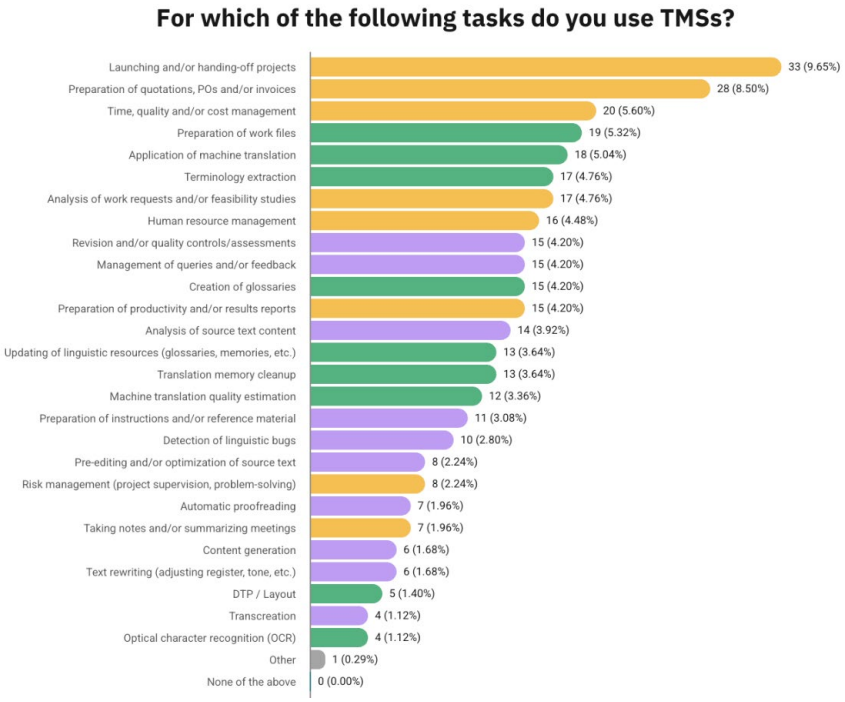


Graphic 4. TMSs used by survey participants

The answers for "Other" include company-owned system/private system (3 responses); LSP.expert (2 responses); Across (1 response); Sfera (1 response); FlowFit TMS (1 response); Front (1 response); Skrapling (1 response); Trados (1 response); OmegaT (1 response); Slack (1 response); and Protemos (1 response).

These results reveal that most PMs use more than one TMS, often combining different platforms in their daily workflows. This may be due to the complementary features of various systems or the need to use various tools for different clients or processes. This highlights the importance of TMSs in TPM, where flexibility and adaptability are key for process optimisation.

Next, participants were asked about the tasks for which they used the above-mentioned TMSs. To this end, they were presented with a multiple-choice question with a predefined list of tasks. In Graphics 5, 8 and 10, these tasks have been colour-coded for clarity: yellow for administrative, green for technical, purple for linguistic, and grey for "Other" tasks.



Graphic 5. Tasks for which survey participants use TMSs

A total of 357 responses were gathered in this question. As can be derived from Graphic 5, this analysis in particular reveals a diverse range of applications.

Among the most frequently reported tasks, "Launching and handing off projects" emerged as the leading use case, closely followed by "Preparation of quotations, purchase orders (POs), and invoices." This highlights the role of TMSs in automation of administrative tasks, which also includes other categories such as "Time, quality, and cost management" or "Preparation of productivity and/or results report." Albeit to a lesser extent, technical (preparation of work files, application of MT, creation of glossaries...) and linguistic tasks (revision and quality controls/assessments, management of

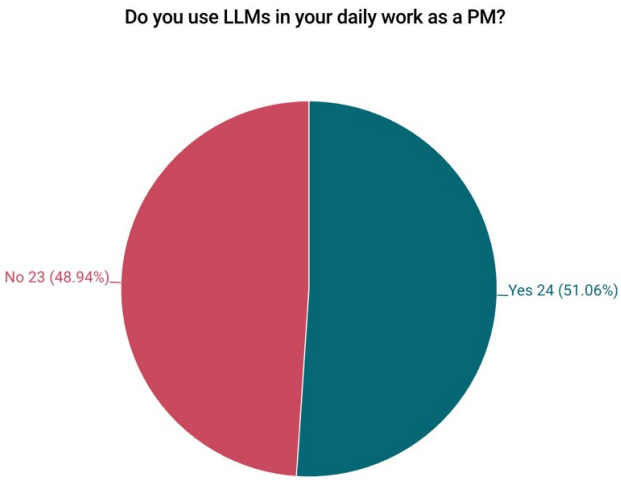
queries and/or feedback...) also appear to benefit from automation through TMSs.

However, emerging GenAI applications begin to show their presence in TMSs in areas such as "Automatic proofreading" (1.96%), "Content generation" (1.68%) and "Text rewriting" (1.68%) with 7 and 6 responses respectively. This aligns with the way TMS providers are starting to implement AI and LLM-based features in their systems, as reported by Akhulkova (2024), who notes that pure translation technology providers are increasingly introducing AI copywriting tools—strong evidence of leveraging LLMs for multilingual content creation:

> With the AI boom, TMS providers have been trying to reinvent themselves and change the perception of what this software can actually do for global companies. The focus has already shifted from just facilitating translation work to providing comprehensive content platforms. Some also went for the Language Operations (LangOps) concept to highlight the idea of an all-in-one solution for global content. (Akhulkova 2024: para. 4.3.)

Overall, in terms of TMSs, while traditional AI tools still dominate the automation of tasks related to project management, there is an evolving landscape where GenAI processes are beginning to complement these traditional approaches, even if it is at a slower pace.

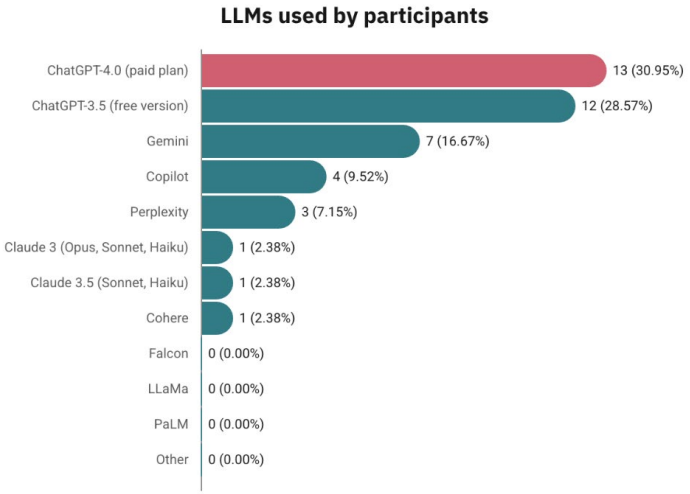
Next, participants were asked if they used LLMs in their daily work as PMs. Their responses are illustrated in Graphic 6.



Graphic 6. Do participants use LLMs in their daily duties?

The responses to this question are more evenly distributed than those related to TMSs. Although by a small margin, the majority of participants answered that they do use LLMs in their day-to-day work as PMs. This near-even distribution implies that while LLMs are becoming integrated into TPM, their usage is not yet widespread.

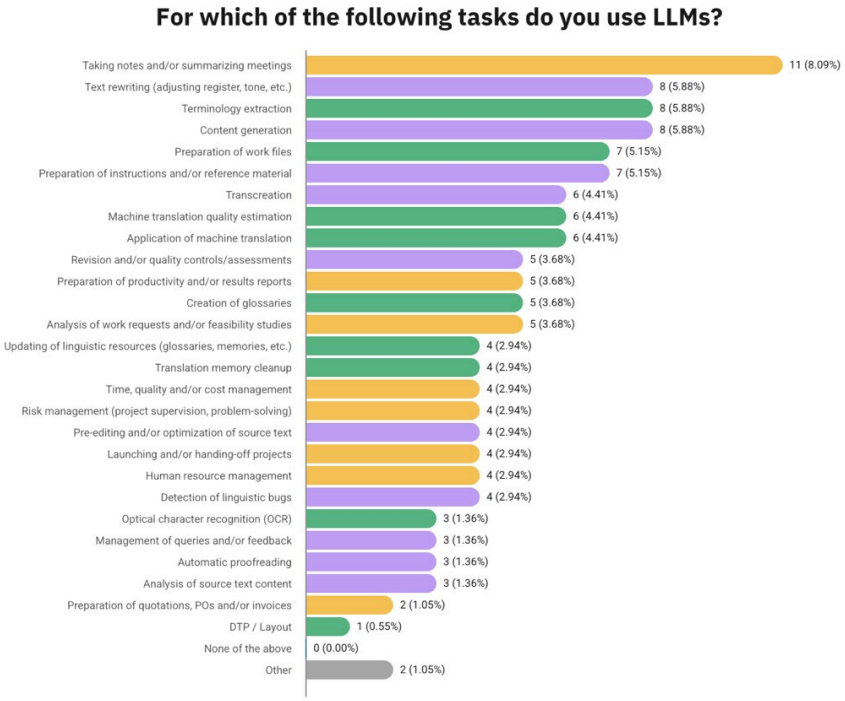
As per the more commonly used LLMs among PMs, those participants who had confirmed using LLMs in their daily duties provided the responses shown in Graphic 7.



Graphic 7. LLMs used by survey participants

Again, as this was a multiple-choice question, a total of 42 answers out of all 24 participants were gathered. As can be observed in Graphic 7, there is a strong preference for OpenAI's language models among users, which is not unexpected, since ChatGPT is currently the most widely used LLM in the industry (ELIS – Several authors 2023). However, it is important to note that this trend may change in the future with the emergence of other models. In this regard, other LLMs, such as DeepSeek and Claude, have started gaining traction as a viable alternative, offering a wide range of features that could challenge ChatGPT's dominant position in the market (Gao *et al.* 2025; Krause 2025; Smiju & Adinath 2025).

Following the questionnaire, PMs were asked about the tasks for which they used LLMs. Again, they were presented with the same multiple-choice question with a predefined list of tasks. The responses gathered are shown in Graphic 8.



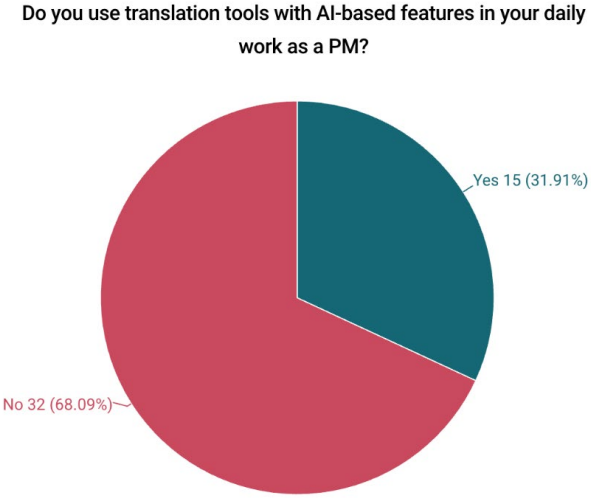
Graphic 8. Tasks for which survey participants use LLMs

A total of 136 responses were obtained for this question. When comparing these results with those in Graphic 5, it can be noted that while with TMSs the most prevalent tasks were administrative in nature, LLMs seem to be of great help with linguistic and technical tasks. With respect to the former, the ELIS report, published in 2024 (ELIS – Several authors 2024c), already stated that with tools like ChatGPT, it is not surprising that content creation plays a key role among the most notable AI use cases. While the present survey did not ask participants to specify what "content creation" entailed in their practice, previous qualitative research in TPM contexts (Fuentes-Pérez & Plaza-Lara 2026) indicates that this typically includes drafting and refining multilingual client communications, generating

project-related documentation, and creating materials. Apart from content creation, our survey highlights other tasks such as taking notes and summarising meetings, text rewriting, transcreation, preparation of reference material, etc., or even tasks related to quality assurance and evaluation, when MT comes into play.

A more granular look reveals the use of LLMs also in technical tasks, such as terminology extraction, preparation of work files, updating of linguistic resources, or translation memory cleanup, to mention just a few. Although to a lesser degree, the translation PMs surveyed seem to be experimenting with the implementation of LLMs for administrative tasks (preparation of productivity reports, analysis of work requests, time, quality and cost management…).

Following the questionnaire, the third tool addressed in the survey was translation tools, including CAT tools, localisation tools, corpora, and other tools with AI-based features, i.e. APIs, plugins, virtual assistants, and chatbots. The results are illustrated in Graphic 9.



Graphic 9. Translation tools with AI-based features (APIs, plugins, virtual assistants and/or chatbots, etc.) used by survey participants

Out of the total responses collected, 15 participants reported using these AI-based tools in their daily duties, while a larger group of 32 participants indicated they do not incorporate them into their daily workflows. This significant gap implies that the adoption of AI-based translation tools is still relatively limited among the surveyed PMs.

At this point, it should be noted that survey respondents were explicitly asked about their use of "translation tools with AI-based features" in their daily project management tasks. While the survey introduction clearly stated that the research examines "the integration of Artificial Intelligence (AI) in translation project management," and question 15 provided concrete examples of AI functionalities (such as chatbots and APIs), the phrasing "tools with AI-based features" could allow for two interpretations: respondents may have reported using AI functionalities within these tools, or they may have simply reported using tools that have AI capabilities available, without necessarily activating those features for all tasks. However, the survey's explicit focus on AI integration, combined with the triangulation provided by question 17—which asked respondents to identify concrete tasks and contexts where they employed these AI functionalities—suggests that participants were reporting on actual AI feature usage rather than mere tool adoption. This interpretation is further supported by previous empirical studies (see Fuentes-Pérez 2025; Plaza-Lara 2018; 2020), which show higher usage of translation tools among PMs than the levels reported in this survey. The lower figures observed in the present study therefore suggest that respondents restricted their answers to the use of AI-enabled functionalities embedded within translation tools, rather than reporting general tool usage.

Therefore, despite the growing availability and advancement of such technologies, a majority of respondents in this survey appear to make limited use of AI-based features in their routine tasks. Another reading of these results could be that PMs may prioritise other tools over the ones here analysed, either because AI-enabled features are not yet fully embedded in their workflows or because their professional responsibilities differ from those of other language industry roles.

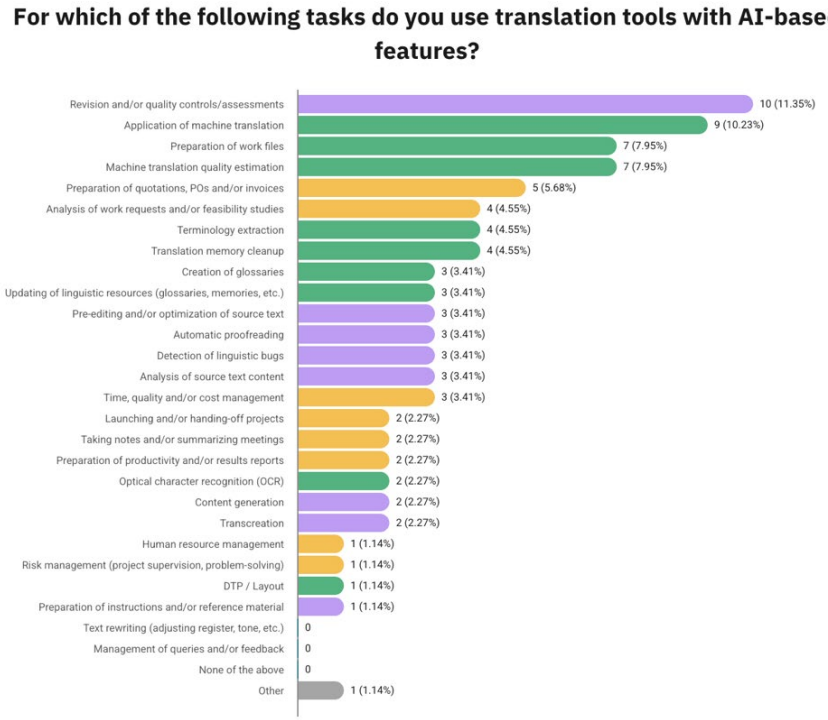
Those who stated to use translation tools with AI-based features were asked to provide the name of such tools (Table 4).

Translation tool with AI-based features	Answers	Percentage (%)
Trados Studio	5	22.77%
Phrase	4	18.10%
CAT (SmartCAT)	3	13.64%
ChatGPT	2	9.09%
CTM	1	4.55%
Lokalise	1	4.55%
Matecat	1	4.55%
MemoQ	1	4.55%
OmegaT	1	4.55%
Wordfast	1	4.55%
XTM	1	4.55%
Company-owned tool	1	4.55%

Table 4. Translation tools with AI-based features used by PMs

In analysing the responses regarding the use of translation tools with AI-based features, the data presented in Table 4 reveal a clear preference among PMs for certain tools. These results align with the data presented by the *Nimdzi Language Technology Radar Report* (Akhulkova 2024), in which the integration of AI-driven features within other tools in the TI industry seems to be attracting growing interest. It is worth noting that ChatGPT is mentioned by 2 respondents, even if it is not a tool exclusively conceived for translation purposes.

When asked about the tasks in TPM with these translation tools with AI-based features, participants provided the responses in Graphic 10.



Graphic 10. Tasks for which survey participants use translation tools with AI-based features

This question received a total of 88 responses. The data indicate that quality assurance appears to be a primary area where translation tools with AI-based features are applied, as it is the task with the highest percentage. Technical tasks also ranked highly, with the application of MT, preparation of work files, and MT quality estimation being frequently cited uses. To a lesser extent, these tools are also being employed in administrative tasks, such as preparation of quotations, POs and invoices, analysis of work requests and/or feasibility studies, launching and handing-off projects, and time and cost management, to cite a few examples.

While the first option for participants when using translation tools with AI-based features was indeed a linguistic task, PMs revealed less enthusiasm for these tools across the broader spectrum of linguistic duties. Several tasks, including the detection of linguistic bugs (i.e., errors, inconsistencies or quality issues), transcreation, preparation of instructions and reference material, and the management of queries or feedback, received fewer responses, which suggests a more limited adoption in this area.

The strong presence of technical applications, particularly in MT-related tasks, indicates that AI features are well-established in the technical infrastructure of TPM. However, the data show a more conservative adoption in purely linguistic tasks, with the exception of quality assurance. This pattern might suggest that PMs are currently more confident in applying translation tools with AI-based features for technical and quality-related tasks rather than core linguistic operations.

Alternatively, it could also reflect the nature of their roles, as PMs may not be as frequently involved in linguistic tasks compared to other language professionals.

Additionally, participants were asked if they used other AI tools or features not mentioned in the previous questions. Only 2 participants (4%) reported using other AI tools: "Some word processors embed AI tools, such as Pages" and "Copilot, to create small Excel macros." This low response rate could be attributed to factors such as the previous questions covering the most commonly used tools, the limited use or awareness of other AI features among PMs, or the perceived irrelevance of these tools in their daily tasks.

Finally, the last two questions of this section were related to the effectiveness and limitations of AI tools in project management tasks. In this context, "effectiveness" was intentionally left open and refers to respondents' overall perceived usefulness of these tools in supporting the TPM tasks they are personally involved in. Participants provided the responses shown in Table 5.

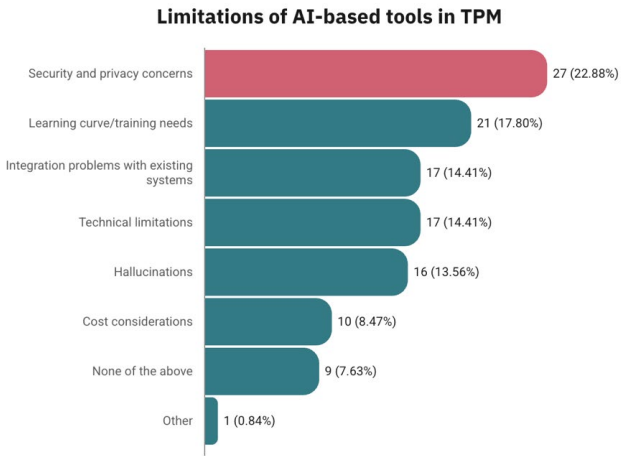
	Not effective at all	Somewhat effective	Moderately effective	Very effective	Extremely effective	Do not know/ Do not answer
Effectiveness of TMSs in TPM	8.5%	12.8%	19.2%	25.5%	10.6%	23.4%
Effectiveness of LLMs in TPM	8.5%	14.9%	17%	19.2%	8.5%	31.9%
Effectiveness of translation tools with AI-based features	6.4%	8.5%	19.1%	21.3%	6.4%	38.3%

Table 5. Effectiveness of AI tools in TPM according to surveyed PMs

Across all three items, the responses show a consistent pattern: the percentage of "Not effective at all" remains low, not exceeding 10% in any category; "Somewhat effective" and "Moderately effective" together account for approximately 30% of responses; and "Very effective" or "Extremely effective" range between 30% and 40%. Notably, the "Do not know/Do not answer" category shows high percentages across all tools, reflecting significant uncertainty or lack of familiarity among respondents.

Interestingly, the consistent proportion of respondents rating AI tools as "Not effective at all," combined with the relatively high "Do not know" responses, underscores the transitional nature of AI adoption in the field, where familiarity and integration into workflows remain a challenge. These findings highlight the need for further exploration of how AI tools can be optimised to meet diverse user expectations and enhance productivity in TPM tasks.

In terms of limitations when using AI tools in TPM, participants were provided with a fixed list of options (based on the initial bibliographic review and previous interviews) in a multiple-choice question. The results, a total of 118 responses, are shown in Graphic 11.



Graphic 11. Limitations of AI-based tools in TPM according to surveyed PMs

As can be inferred from Graphic 11, the predominant limitation identified by participants was "Security and privacy concerns." It is noteworthy that, despite this awareness, the free version of ChatGPT-3.5 remains highly prevalent amongst respondents (see Graphic 7), which may suggest a possible disconnect between recognised privacy risks and actual tool practices. This might reflect either insufficient awareness of the confidentiality implications inherent to free AI systems or pragmatic considerations that lead users to prioritise accessibility over data protection. Following closely, "Learning curve/training needs" was identified as a significant limitation, which implies the need for adequate training to enable PMs to effectively utilise AI tools in their duties. This is also consistent with data obtained in the last item in the demographic section.

Related challenges, such as "Integration problems with existing systems," "Technical limitations," and "Hallucinations," point to broader issues surrounding the compatibility of AI tools with existing workflows and their reliability in delivering accurate outputs. These findings suggest that the seamless integration of AI tools with current workflows and operational barriers still poses a considerable challenge in TPM. In this sense, the term *orchestration* (defined as "end-to-end integrations of the different

applications in the localization tech stack" by Akhulkova 2024) plays a key role.

"Cost considerations" were mentioned less frequently, but it highlights the financial constraints that can impact adoption. Interestingly, a small percentage of the respondents (7.63%) indicated that none of the above limitations applied to their experience, which might reflect a positive perception of AI tools among a subset of PMs. Finally, one respondent selected "Other," representing 0.85% of the responses, and specified the "Limited register" of AI-based tools in TPM.

5. Final remarks

This study aimed to examine the integration of AI, particularly GenAI, into TPM workflows, mainly exploring the tools used and tasks performed using those tools by project professionals. The findings present a detailed view of a landscape where AI has been a component of TPM through automation, with GenAI now catalysing significant changes across the industry. This shift reflects not only a technological evolution but also a transformation in the competencies, workflows, and expectations of translation project managers in an increasingly digital environment.

Aligned with the research objective, our survey results corroborate the insights from the preliminary interview-based study, indicating a dual trajectory in AI adoption within TPM: the established presence of traditional AI through TMSs and the emerging adoption of GenAI tools. While TMSs are foundational and reliable for automating PMs' routine tasks, GenAI is gradually being incorporated into various project management tasks, although its full integration into the workflow remains a work in progress. This ongoing integration points to a future where AI may support PMs beyond task execution, shaping decision-making, communication, and client interaction.

The study also sheds some light on the connection between demographic factors and the use of different tools. Findings suggest that experience influences not only the types of tools used by PMs, but also how emerging technologies are incorporated into established workflows. For example, more experienced PMs tend to favour traditional TMSs for administrative

tasks, while those newer to the field are more inclined to experiment with GenAI tools for technical and linguistic tasks. In fact, 50% of respondents with less than 3 years of experience reported using these tools for activities such as text rewriting, preparation of working files, and terminology extraction, among others. This aligns with insights from interviews. At the same time, regarding the use of LLMs, our data also suggest a trend in which larger companies are more likely to integrate LLMs into their TPM workflows. While 75% of respondents working in large organisations reported using LLMs, this figure drops to 35% among PMs working in small companies, potentially due to financial constraints. This finding echoes interview results, where most PMs reported that although they or their companies were actively testing LLMs, the full implementation into professional workflows remained in early stages. These patterns hint at a potential digital divide within the industry, where access to and familiarity with GenAI may become differentiating factors in competitiveness and innovation capacity.

On the other hand, the differentiation between administrative, technical, and linguistic tasks also shows interesting patterns. AI tools, specifically TMSs, are predominantly used for administrative tasks such as job time management, scheduling, budgeting, and invoicing, aligning with the need for automation in these repetitive processes. Technical tasks, including terminology management, file preparation, and DTP, see a more varied adoption of GenAI tools. In this regard, LLMs demonstrate significant utility in technical tasks such as terminology extraction and linguistic resource updates, while also excelling in linguistic tasks like content creation and text rewriting. Translation tools with AI-based features show a distinct focus on quality assurance and technical operations, particularly in MT-related processes, while maintaining a moderate presence in administrative tasks like quotation preparation and project analysis. This segmentation suggests that future tool development should prioritise task-specific functionalities to better serve PM needs.

Although a significant number of PMs recognised the effectiveness of AI-based solutions, a considerable portion remained uncertain, which indicates that these technologies may be in a transitional phase of adoption. This uncertainty mirrors the identified limitations, where security and

privacy concerns emerged as the primary challenges, followed closely by the need for training and integration difficulties. Additionally, technical constraints, reliability issues, and financial considerations further highlight the complexities of AI adoption in TPM. Notably, the reliance of AI tools on large datasets was also flagged as a challenge by all interviewees in our previous study, reinforcing concerns about confidentiality, particularly when open AI systems are used. These findings suggest that while AI holds promise for TPM, addressing security risks and ensuring proper implementation will be key to its broader acceptance. This transitional stage calls for clearer guidelines, transparent data practices, and collaborative initiatives between technology providers and industry stakeholders to build trust and facilitate informed adoption.

Although the study provides valuable insights into the adoption of AI in TPM, it is essential to acknowledge its limitations. The sample size of 47 active PMs, although significant, may not fully represent the diversity of the TPM industry across different geographical regions and organisational contexts. Additionally, the survey-based methodology relies on self-reported data, which may be subject to biases or inaccuracies. Further research, incorporating qualitative methods such as case studies, could provide a more nuanced understanding of the complexities of AI integration in TPM. Finally, given the recent emergence of many AI tools, particularly GenAI, this study represents an early snapshot of their implementation in TPM; future studies could better track their evolution and impact in coming years. Longitudinal studies could offer deeper insights into how AI adoption matures over time, reshaping not only workflows but also job profiles, client expectations, and industry standards.

The findings of this study reveal that AI integration in TPM is at a pivotal stage, where traditional automation through TMSs coexists with emerging GenAI applications. While TMSs continue to dominate administrative processes, the growing adoption of LLMs and AI-enhanced translation tools signals an industry in transition. As these developments continue, future research could explore how AI technologies are reshaping PM roles, investigate best practices for AI integration that address current limitations, and examine the long-term impact on project efficiency and quality. Such research will be critical not only for optimising current workflows but also

for anticipating the skills and knowledge that future PMs will require in an AI-enhanced translation landscape. Understanding these dynamics will be crucial for PMs, LSPs, and educational institutions as they prepare for an increasingly AI-enhanced translation industry.

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