The importance of the translation commission (Nord 1997: 59–62): The translator needs to compare ST and TT profiles defined in the commission to see where the two texts may diverge. The translation commission should give the following information for both texts:

- the intended text functions;
- the addressees (sender and recipient);
- the time and place of text reception;
- the medium (speech and writing);
- the motive (why the ST was written and why it is being translated).

This information enables the translator to prioritize what information to include in the TT. In the example given by Nord, a brochure for Heidelberg University, the motive is the celebration of the 600th anniversary of its founding and so clearly events surrounding the anniversary are most important.
The role of ST analysis (pp. 62–7): Once the above ST–TT profiles have been compared, the ST can be analyzed to decide on functional priorities of the translation strategy. Nord’s list of intratextual factors (1991: 79–129) is one possible model for the ST analysis. These factors are:

- subject matter;
- content: including connotation and cohesion;
- presuppositions: real-world factors of the communicative situation presumed to be known to the participants;
- composition: including microstructure and macrostructure;
- non-verbal elements: illustrations, italics, etc.;
- lexic: including dialect, register and specific terminology;
- sentence structure;
- suprasegmental features: including stress, rhythm and ‘stylistic punctuation’.

However, Nord stresses that it does not matter which text-linguistic model is used:

> What is important, though, is that [it] include[s] a pragmatic analysis of the communicative situations involved and that the same model be used for both source text and translation brief, thus making the results comparable.  
> (Nord 1997: 62)

This provides some flexibility, although clearly the form of the analysis is crucial in determining which features are prioritized in the translation.

The functional hierarchy of translation problems: Nord establishes a functional hierarchy when undertaking a translation:

(a) The intended function of the translation should be decided (documentary or instrumental).

(b) Those functional elements that will need to be adapted to the TT addressees’ situation have to be determined (after analysis of the translation commission as in 1 above).

(c) The translation type decides the translation style (source-culture or target-culture oriented).

(d) The problems of the text can then be tackled at a lower linguistic level (as in the ST analysis in 2 above).