

Discourse,
Communication
and the Enterprise

Discourse, Communication and the Enterprise:

Where Business Meets Discourse

Edited by

Giuliana Elena Garzone
and Walter Giordano

Cambridge
Scholars
Publishing



Discourse, Communication and the Enterprise:
Where Business Meets Discourse

Edited by Giuliana Elena Garzone and Walter Giordano

This book first published 2018

Cambridge Scholars Publishing

Lady Stephenson Library, Newcastle upon Tyne, NE6 2PA, UK

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

Copyright © 2018 by Giuliana Elena Garzone, Walter Giordano
and contributors

All rights for this book reserved. No part of this book may be reproduced,
stored in a retrieval system, or transmitted, in any form or by any means,
electronic, mechanical, photocopying, recording or otherwise, without
the prior permission of the copyright owner.

ISBN (10): 1-5275-0897-8

ISBN (13): 978-1-5275-0897-2

TABLE OF CONTENTS

List of Figures.....	viii
List of Tables.....	x
Contributors.....	xii
Chapter One.....	1
Discourse, Communication and the Enterprise: Developments and Issues. An Introduction Giuliana Elena Garzone and Walter Giordano	
Part I. Business Communication on the Web	
Chapter Two.....	16
Evaluative Lexis and Employer Branding in Job Advertisements on LinkedIn Giuliana Elena Garzone	
Chapter Three.....	49
Luxury Fashion Brands Online: When Language Matters. Facebook Posts and Brand Identity Esterina Nervino	
Chapter Four.....	68
New Club Manager Press Conferences: The Generic Anatomy of a Professional, web-mediated Genre Dermot Heaney	
Chapter Five.....	88
Work on the Go: Linguistic and Discursive Dynamicity in Online Workshifting Communities Roxanne Barbara Doerr	

Chapter Six.....	110
Separating the Wheat from the Chaff: Misrepresentation on Consumer Review Websites	
William Bromwich	
Chapter Seven.....	130
The Homepage of Corporate Websites: Balancing Standardization and Dynamism in Online Corporate Communication	
Emanuela Tenca	
Part II. Corporate Reports and CSR	
Chapter Eight.....	152
Genre Hybridization in Annual Reports: The Case of Walmart	
Walter Giordano, Sergio Pizziconi and Laura Di Ferrante	
Chapter Nine.....	176
The Generic Structure of CSR Reports: Dynamicity, Multimodality, Complexity and Recursivity	
Marina Bondi and Danni Yu	
Chapter Ten	206
The “Economicization” of CSR: A Linguistic Perspective	
Paola Catenaccio	
Chapter Eleven	230
Multimodal Strategies of Knowledge Communication in Corporate Social Responsibility Reports and Sustainability Webpages: A Comparative Analysis	
Donatella Malavasi	
Chapter Twelve	249
CSR Reports in our Globalized Era: Balancing National Culture and Global Trends	
Franca Poppi	
Chapter Thirteen.....	279
Exploring the Impact of CSR and the Discursive Construction of Corporate Identity: The Case of Moncler and Patagonia	
Elisa Turra	

Part III. Representation and Discursive Construction in Corporate Communication

Chapter Fourteen	298
Compliance to IFRS 7: Evidence from the Italian Banking Sector Alessandra Allini, Luca Ferri, Marco Maffei and Annamaria Zampella	
Chapter Fifteen	320
Building Employer Brands through Employee Testimonials: The Linguistic Expression of Values Jolanta Łacka-Badura	
Chapter Sixteen	343
Directives in Business (Sales) Discourse: Beschleunigung (Acceleration) as an Instrument for Creation of Time Anna Danielewicz-Betz	
Chapter Seventeen	362
The Discursive Construal of Trust through Narration: The Case of a Semiconductor Industry in Avezzano, Abruzzo, Italy Janet Bowker	
Chapter Eighteen	388
Shell's Image of Climate Change and Its Representations in the British Financial Press Oleksandr Kapranov	
Chapter Nineteen	407
Local and Global Voices in the Discourse of the Vesuvian International Institute for Archaeology and the Humanities: Tactical Manipulation and Critical Misalignments Emilia Di Martino	
Chapter Twenty	428
National Traits or Individual Traits? Turn-Taking Patterns in a Business Focus Group in Japan Misa Fujio	
Chapter Twenty-One	447
The Construction of a Country's Image for the Expo 2015 Event: The Case of English and German Websites Daniela Cesiri and Laura A. Colaci	

LIST OF FIGURES

- Figure 2.1** Structure of the LinkedIn job advertisement (the solid lines represent the demarcation between separate tabs, and the dashed lines delimit a separate area within the same tab)
- Figure 3.1** Key domain cloud
- Figure 9.1** “Contents” in Heineken 2007 and 2011
- Figure 9.2** The macro generic structure of CSR reports
- Figure 9.3** Part-genres in CSR-Ita-T, CSR-Chn-T, and CSR-Eng-T
- Figure 9.4** Tokens of the SP section and the PR section
- Figure 9.5** Examples of lay-out formats in Shell 2013
- Figure 9.6** Lay-out formats in Main Report (CSR-Ita-T/ CSR-Chn-T/ CSR-Eng-T)
- Figure 9.7** Moves in the SP section and PR section of CSR-ICE-T
- Figure 11.1** BASF Report 2014
- Figure 11.2** BASF website
- Figure 11.3** “Impact Investment and Microfinance” Credit Suisse Website
- Figure 11.4** Credit Suisse Report 2014
- Figure 11.5** Unilever Report 2014
- Figure 11.6** Unilever Website
- Figure 11.7** Eni Report 2014
- Figure 11.8** Unilever website
- Figure 12.1** Overlapping circles of sustainability
- Figure 12.2** Delta’s key word cloud
- Figure 12-3** Delta’s key domain cloud
- Figure 12.4** Etihad’s key word cloud
- Figure 12.5** Etihad’s key domain cloud
- Figure 12-6** JAL’s key word cloud
- Figure 12.7** JAL’s key domain cloud
- Figure 16.1** Tool-related meta-discourse: basic structure of emails
- Figure 16.2** Directive codes: frequency of occurrence
- Figure 16.3** Most frequent urgency code categories
- Figure 17.1** Slide 1, Talk Outline
- Figure 17.2** Slide 2, Summarized Value Proposition
- Figure 17.3** Slide 3, Supply Chain Pyramid
- Figure 17.4** Slide 4, The March on Rome
- Figure 17.5** Slide 5, “A Mass for Hope”

- Figure 17.6** Slide 6, How can Management become the New Hero?
- Figure 17.7** Slide 7, Direct questions about conflict
- Figure 17.8** Slide 8, Activation Strategy in Crisis
- Figure 17.9** Slide 9, Learning and Strategy
- Figure 17.10** Slide 10, Organizational Systemic Complexity and Corporate Mindset
- Figure 17.11** Slide 11, Andy Grove's ideas on Strategic Inflection Points
- Figure 17.12** Slide 12, Learning lessons
- Figure 17.13** Slide 13, Who makes up the Group? Is the final Network The Group?
- Figure 17.14** Slide 14, Maximum common divisor or minimum common multiple?
- Figure 17.15** Slide 15, Mathematical complexity versus social complexity
- Figure 19.1** Picture from the brochure *Italy Pleasure and Culture*
- Figure 19.2** Picture from the brochure *Italy Pleasure and Culture*
- Figure 20.1** Floor-holding time and number of turns
- Figure 21.1** Homepage of the German website
- Figure 21.2** Homepage of Austria's website.
- Figure 21.3** The 'Towers' on the Swiss website.
- Figure 21.4** Pollen and Plants on the British website.
- Figure 21.5** Homepage of the Irish website.
- Figure 21.6** Homepage of the USA website.

LIST OF TABLES

- Table 2.1** List of the 20 most frequent evaluative / evaluatively used adjectives/premodifiers.
- Table 2.2** Distribution of the 20 most frequent evaluative / evaluatively used adjectives/premodifiers.
- Table 2.3** Evaluative adjectives /attributive premodifiers up to frequency 5
- Table 3.1** Page insights. Facebook pages of the brands
- Table 3.2** Semantic fields and communication purposes
- Table 3.3** Self-mentions and engagement markers
- Table 4.1** Repertoire of obligatory and optional moves in the NCMPC
- Table 5.1** Division of neologisms regarding workshifting from the citrix.com glossary.
- Table 5.2** Names and numbers of posts.
- Table 8.1** Textual Architecture Dimensions
- Table 8.2** Classification of Images
- Table 8.3** Lexical Set A: Financial Terminology.
- Table 8.4** Social Responsibility Terminology.
- Table 8.5** Frequency of the Words in Lexical Set A
- Table 8.6** Frequency of the Words in Lexical Set B
- Table 8.7** Hypotaxis
- Table 8.8** Types of Main Clauses
- Table 9.1** CSR-Ita-T, CSR-Chn-T, and CSR-Eng-T .
- Table 9.2** The move scheme of CSR reports
- Table 9.3** Move pattern in a text of Shell 2013.
- Table 9.4** “Presenting corporate profile” in SP section (CSR-Ita-T/ CSR-Chn-T CSR-Eng-T)
- Table 9.5** “Presenting corporate governance” in SP (CSR-Ita-T/ CSR-Chn-T/ CSR-Eng-T)
- Table 9.6** “Stating values and beliefs” in SP (CSR-Ita-T/ CSR-Chn-T/ CSR-Eng-T)
- Table 9.7** “Establishing credentials” in SP (CSR-Ita-T/ CSR-Chn-T/ CSR-Eng-T)
- Table 10.1** Details of corpora
- Table 10.2** Most frequent items in the three corpora
- Table 11.1** Companies’ CSR reports vs. webpages: approximated numbers of running words

- Table 11.2** CSR webpages vs. reports: Keywords with related ordinal rank and frequency of occurrence
- Table 12.1** The ratings of the three countries on the basis of Hofstede's bipolar dimensions
- Table 12.2** The main distinguishing features of each of the three countries
- Table 14.1** Final sample composition
- Table 14.2** Mean statistics of FDI for financial risk
- Table 14.3** Mean statistic for each item of credit risk
- Table 14.4** Mean statistic for each item of market risk
- Table 14.5** Mean statistic for each item of liquidity risk
- Table 14.6** Relevance of disclosed information requested by IFRS 7
- Table 15.1** Corporate websites from which the testimonials have been extracted.
- Table 15.2** Rational/functional and emotional/ psychological values
- Table 15.3** Rational/functional benefits expressed explicitly
- Table 15.4** Emotional/psychological benefits expressed explicitly
- Table 15.5** Values/benefits – HR perspective and corpus of ETs (comparison)
- Table 16.1** [Directive+ please]: examples
- Table 16.2** Most frequent [VP + please] sequences
- Table 17.1** Story types, narrative modes, speech functions and language in visual texts
- Table 18.1** Conceptual Metaphors Associated with Climate Change in Shell's 2015-2016 ARs and Conceptual Metaphors Associated with Shell's Climate Change-Related Activities by The FT

CONTRIBUTORS

Alessandra Allini is associate professor of Accounting at the Department of Economics, Management, Institutions of the University of Naples Federico II, where she teaches public accounting, and financial analysis. Alessandra has trained and consulted with the National Accounting Standard Setter and local accounting standard bodies on financial accounting, international financial accounting standards, management accounting. Her main area of research and publications regards sustainability reporting, risk disclosure, performance measurement in cultural organizations, value relevance and IAS/IFRS.

Anna Danielewicz-Betz is business English lecturer at Ludwig-Maximilian University of Munich, Germany. She has worked internationally throughout her career for institutions such as Prince Sultan University, Riyadh, Saudi Arabia, Ludwig-Maximilian University of Munich, Germany, and lately as associate professor at the Centre for Language Research, University of Aizu, Japan. Her research interests include business/corporate communication, socio-pragmatics, interdisciplinary studies (e.g. forensic linguistics) and internationalisation of higher education. She also is an experienced business consultant and trainer offering customised in-house business English courses and coaching services for multinational companies. She has recently published a monograph entitled *Communicating in Digital Age Corporations* (Palgrave Macmillan, 2016).

Marina Bondi is a professor at the University of Modena and Reggio Emilia, and Director of the CLAVIER centre (Corpus and LAnguage Variation In English Research). She has published extensively in the field of genre analysis, EAP and corpus linguistics, with a focus on argumentative dialogue and language variation across genres, disciplines and cultures.

Janet Bowker is Associate Professor in English Linguistics in the Faculty of Economics, Sapienza University of Rome. Her research interests lie mainly in academic, institutional and professional discourse analysis, corpus linguistics, socio-cognitive pragmatics, ESP teaching and testing.

She has been compiling a specialised corpus of business discourse for a number of years consisting of a wide range of organizational data. This has been used to explore a variety of topics such as description, evaluation and persuasion in internal and external company discourse, multimodal organizational communication, and intercultural business interactions. She has published extensively on these themes, including a book *“Internal Organizational Discourse in English: Telling Corporate Stories”*, 2014. Together with Rita Salvi, she is co-editor of *“The Dissemination of Contemporary Knowledge in English”*, 2015, and *“Space, Place and Identity: Discursive Indexicality in Cultural, Institutional and Professional Fields”*, 2013. She has recently contributed to a book *“The Discursive Construal of Trust in the Dynamics of Knowledge Diffusion”*, co-edited by Rita Salvi and Judith Turnbull, 2017: “Organizational trust creation in peer coaching events: multimodal means and representations”. She serves as peer reviewer for national commissions appointed to evaluate research quality.

William Bromwich is Associate Professor in English Linguistics at the Marco Biagi Department of Economics at the University of Modena and Reggio Emilia, Italy, and at the Doctoral Research School at the Marco Biagi Foundation in Modena. His research interests include legal English, labour law terminology, courtroom discourse, genre theory, the linguistic construction of social reality, language and disability, and metaphor in economic and financial discourse. Recent publications include Bromwich (2013) *Worlds of Professional Discourse*, Mantua, Universitas Studiorum; Bromwich (2014) “Every Writer is Checked for Plagiarism”: Occluded Authorship in Academic Writing, in Ilie, Cornelia / Garzone, Giuliana (eds), *Genres and Genre Theory in Transition: Specialized Discourses across Media and Modes*, Boca Raton, Brown Walker; and Bromwich, (2016) Reputation Management and the Fraudulent Manipulation of Consumer Review Websites, in Tessuto, Jerome / Bhatia, Vijay / Garzone, Giuliana / Salvi, Rita / Williams, Christopher (eds) *Constructing Legal Discourses and Social Practices: Issues and Perspectives*, Newcastle: Cambridge Scholars Press.

Paola Catenaccio is Full Professor of English Linguistics and Translation at Università degli Studi di Milano. Her research interests lie primarily in the field of discourse analysis, which she applies to a variety of domains (legal discourse, business communication, the discourse of news production, the discourse of science and popularization) in combination with other methodological perspectives, adopting a multi-method approach to linguistic research, especially in an intercultural perspective. Her most

recent contributions focus on linguistic aspects of corporate communication, especially corporate social responsibility. She has authored numerous articles which have appeared in international journals and edited collections. Some of her publications are: *Understanding CSR Discourse: Insights from Linguistics and Discourse Analysis* (2012); “Social and environmental reports. A diachronic perspective on an emerging genre” (2011). She is also co-editor of *Identities Across Media and Modes: Discursive Perspectives* (2009) (with G. Garzone) and *Genre Change in the Contemporary World* (2012, with G. Garzone and C. Degano). She is also co-editor of a special issue of the journal *Languages/Cultures/Mediation* devoted to “Professional Practice across Domains: Linguistic and Discursive Perspectives” (2017, with G. Garzone and S. Sarangi).

Daniela Cesiri holds a PhD in English Language and Linguistics. She is currently Assistant Professor of English Language and Translation in the Department of Linguistics and Comparative Cultural Studies at “Ca’ Foscari” University of Venice. Her main research interests focus on applied linguistics, pragmatics, the use of corpora for discourse analysis, computer-mediated communication, metaphors in specialised discourse, and the study of ESP/EAP in different settings, domains and genres. She has published several articles on these topics, a monograph entitled “*Nineteenth-century Irish English: a corpus-based linguistic and discursive analysis*” published in 2012 by Mellen Press (Lampeter, Wales/NY), and a second volume published by Carocci (Rome) in 2015 entitled “*Variation in English across time, space and discourse. An introductory textbook*”. This textbook unites the author’s research and a state-of-the-art literature to introduce Italian undergraduate students to the several aspects of language change and variation in English.

Laura Colaci holds a PhD in German Literature and a PhD in German Language and Linguistics. Currently, she is Post-Doc Fellow and Untenured Lecturer in German Language and Translation at the University of Salento. Dr. Colaci’s research interests include Corpus Linguistics, Conceptual Metaphor Theory, Contrastive Linguistics, Specialized Discourse in the domains of Economics and Tourism, as well as the study of audiovisual texts. On these topics, she has published articles in national and international journals and volumes, such as “Metaphors on the global crisis in economic discourse: a corpus-based comparison of *The Economist*, *Der Spiegel* and *Il Sole 24 ORE*” and “The ‘Euro Crisis’ in *The Economist*, *Der Spiegel* and *Il Sole 24 Ore*: A contrastive and corpus-based study”, both published in the journal *Rassegna Italiana di Linguistica Applicata*, and co-authored with Dr Daniela Cesiri (“Ca’

Foscari” University of Venice), as well as the chapter “Diversità culturale e umorismo nel film *Maria, ihm schmeckt’s nicht!*” included in the volume *Translating Humor in Audiovisual Texts* (Peter Lang) edited by Gian Luigi De Rosa, *et al.*

Laura Di Ferrante is a linguist and an expert in teaching Italian and English as foreign languages. Co-editor in chief of E-journALL, EuroAmerican Journal of Applied Linguistics and Languages. She holds two Ph.D.s in *Linguistics and Teaching Italian as a Foreign Language* and in *English* respectively from the University for Foreigners of Siena, Italy and from Texas A&M University-Commerce, USA. Currently she is Adjunct Professor of English at the Sapienza University of Rome, at the Language Center of Roma Tre University and at the Federico II University of Naples. Her research interests focus on Small Talk, Workplace Discourse, Cross-cultural Marketing, Second/Foreign Language Teaching and Learning, and L1/L2 Pragmatics. Her most recent publications focus on brand identity’s communicative strategies in TV commercials. Her current research delves into discursive strategies in the workplace as they contribute to social identity construction.

Emilia Di Martino (PhD in English for Special Purposes, Università di Napoli Federico II) is Associate Professor of English Language and Translation at Università di Napoli Suor Orsola Benincasa. She is the author of numerous articles and volume publications, and has presented at many local and international conferences on a variety of topics, mostly focusing, in terms of linguistic issues, on the nexus between language, identity and power. She is currently editing a Special Issue of Journal of Pragmatics on Scientific communication with David Banks.

Roxanne Barbara Doerr is an adjunct professor at the Universities of Milano (English language, English for communication in management), Padova (English in psychology) and Verona (medical-scientific English). She holds a PhD in English Studies from the University of Verona, the title of Dr. Phil. from the University of Köln, and the title of Doctor Europaeus for an international co-tutored interdisciplinary doctoral thesis. Her current areas of research and publication include language of and in new and social media, knowledge dissemination and popularization, critical discourse analysis, online discourse communities, military discourse, workplace communication, distance learning, English for specific purposes, English for psychology.

Luca Ferri is an Assistant Professor of Accounting at the Department of Economics, Management, Institutions of the University of Naples Federico II where he teaches analysis of financial flows and supports some teaching activities, like accounting, auditing, and management accounting. His main area of research and publication regards cloud computing, IT, financial and strategic risks, and performance measurement in football firms.

Misa Fujio, PhD, is Professor in the Faculty of Business Administration at Toyo University, Japan. She obtained her PhD from the University of Tokyo in Applied Linguistics, after an earlier professional career in American-based global companies. Her research interests include intercultural communicative competence, business discourse analysis (especially of discourse involving Japanese business people) and intercultural business communication. Recently, she has led several projects funded by MEXT (the Ministry of Education, Culture, Sports, Science and Technology in Japan), including projects to investigate the abilities needed for globally-minded leaders and to examine mandatory English policy in Japanese organizations both in university and corporate sectors. Her recent publications include *Communication Strategies in Action (Tokyo: Seibido)*; "Harmonious Disagreement in Japanese Business Discourse" (Chapter 4 of *Discourse Perspectives on Organizational Communication*), a publication which received the Distinguished Publication Award of the ABC (Association for Business Communication); and "The Role of Linguistic Ability and Business Expertise for Turn-taking in Intercultural Business Communication" in *The GABC Journal*, Vol. 3 (available on the internet). She is a former director of Japan Business Communication Association (JBCA) and editor-in-chief of its journal, as well as a member of the editorial review board of the GABC Journal.

Giuliana Garzone is Full Professor of English, Linguistics and Translation at IULM International University of Languages and Communication, Milan (Italy), where she co-ordinates the Masters Programme in Specialized Translation and Conference Interpreting, and she is the Rector's Delegate for Foreign Languages. Her research interests are mainly in ESP, which she has explored in a discourse analytical perspective, integrating it with corpus linguistics. She has co-ordinated several research projects and published extensively on legal, scientific and business discourse as well as on translation and interpreting. Her latest publications include the volume *Le traduzioni come 'fuzzy set'. Percorsi teorici e applicativi (Translations as a 'fuzzy set'. Theory and applications)* (LED Edizioni, 2015), and the book chapters "Polyphony and Dialogism in Legal Discourse: Focus on Syntactic Negation" (2016) and "Evolution in Societal Values and

Discursive Practices: Their Impact on Genre Change” (2014). She is editor-in-chief of the journal *Languages Cultures Mediation*, and is co-editor of the series “Lingua, traduzione, didattica” (“Language, translation, language teaching”) for the publisher FrancoAngeli. She sits on the advisory board of the international journals *Text & Talk* and *Journal of Multicultural Discourses*.

Walter Giordano is a lecturer in English Language at the Università degli Studi di Napoli “Federico II”, where he has held the chair of Business English since 2007. His main research interests are LSP, with a particular concentration on business communication, discourse analysis and genre variation. His most recent publications focus on the discourse of financial reporting, of annual reports and on the analysis of car ads: American Car Ads in the 1950s: Discursive Features, Multimodality and Gender Issues (2014), Translation issues from Italian to English: a pilot study of three companies’ financial statements (2016) with Laura Di Ferrante and Sergio Pizziconi, “Dissociative identities: a multi-modal discourse analysis of TV commercials of Italian products in Italy and in the USA”, Palgrave Macmillan (2016). He organized the DICOEN VIII (Discourse, Communication and the Enterprise) International Conference in 2015. He is also a business consultant and he is specialized in training business professionals and corporate personnel. His textbook *English for Business Communication* is a best seller in the market of academic textbooks.

Dermot Heaney is originally from Birmingham UK. He holds a doctorate from U.C.C. of the National University of Ireland. He is currently a tenured researcher in Translation and English Language and Linguistics at the Università degli Studi in Milan. He is on the editorial boards of the journals *Altre Modernità* and *Current Trends in Translation Teaching and Learning E*. His recent research interests lie mainly in the field of sports discourse, and his publications in this area include “Don Fabio and the taming of the three lions: the discursive construction of a foreign England manager’s identity on the sports online written media” (2013); “NNS Proficiency and Identity construction in Sports Media Discourse and Interactions” (2013); “Bowling Them Over and Over with Wit: Forms and Functions of Humour in Live Text Cricket Coverage” (2016). He is also co-editor of two recent volumes on LSP genres and translation and on the teaching of specialised discourse (2016).

Oleksandr Kapranov (PhD, associate professor in English Linguistics) is currently employed at Western Norway University of Applied Sciences, Norway. Having received his PhD from The University of Western

Australia in Perth (WA), Oleksandr was a post-doctoral research fellow at The University of Bergen (Norway), where his research focus was on corporate discourse and climate change. Currently, he teaches English at Western Norway University of Applied Sciences. Oleksandr's interests involve academic writing in EFL, discourse, cognitive linguistics, and psycholinguistics.

Jolanta Łacka-Badura holds a PhD in linguistics from the University of Silesia in Katowice, Poland. She has also completed two postgraduate qualifications in 1) Business Management and 2) European Integration at the University of Silesia. She works as a senior lecturer of Business English, head of the Foreign Language Center at University of Economics in Katowice. Her research interests include business communication, discourse analysis, the language of persuasion and evaluation, teaching English for Business Purposes

Marco Maffei is Associate Professor of Accounting at the Department of Economics, Management, Institutions of the University of Naples Federico II, where he teaches advanced accounting and auditing. His main area of research and publications regards risk disclosure, performance measurement, financial instruments, IAS/IFRS and going concern. Moreover, he is Professor of accounting for financial instruments at Toulouse Business School. He is also coordinator of the project #empl-oi funded by the European Union with the aim to create structured, favourable and mutually beneficial ecosystem for transnational University-Business cooperation and study models that require students to act across traditional boundaries.

Donatella Malavasi holds a Ph.D. in Comparative Languages and Cultures from the University of Modena and Reggio Emilia, where she is now a Tenured Researcher in English Linguistics and Translation. Her research interests include the analysis of financial communication and Corporate Social Responsibility Reports (“The Multifaceted Nature of Banks’ Annual Reports as Informative, Promotional and Corporate Communication Practices”, 2010; “ ‘The Necessary Balance between Sustainability and Economic Success’: an Analysis of Fiat’s and Toyota’s Corporate Social Responsibility Reports”, 2012), and the construction of identity in business discourse (“ ‘Made in Italy’: Local and Global Distinctive Traits”, 2013; “Selling How Good We Are: An Analysis Of Web-Based CSR Communication In 'Made In Italy' Companies”, 2014).

Esterina Nervino is a PhD candidate at the Department of English of The Hong Kong Polytechnic University. She graduated from Università degli

Studi della Calabria, Italy (B.A. in Language Mediation) and Università degli Studi di Modena e Reggio Emilia, Italy (M.A. in Languages for Communication in Businesses and International Organizations) where she is also *Cultore della Materia* in Intercultural Communication and Language Variation, before being awarded with the *Hong Kong PhD Fellowship Scheme* (2014-2017). Esterina is currently working on her PhD project on the semiotic construction branding discourse of luxury fashion firms in the social media. She has shared her preliminary findings at several conferences and is currently working on publications in the area of applied linguistics and social semiotics. A book chapter entitled “Branding Burberry through Facebook Posts: A Multimodal Analysis of Site-specific Discursive Practices” will appear in the edited volume *Analyzing the Media - A Systemic Functional Approach* (Kaltenbacher & Stöckl, 2018) which will be published by Equinox. Besides her thesis, Esterina has been conducting research on the relationship between luxury and art, corporate social responsibility, country of origin effect and language use, retail experience, intercultural communication, media communication.

Sergio Pizziconi, with an Italian doctorate in Linguistics and Italian Applied Linguistics, and an American Ph.D. in English with emphasis in Applied Linguistics, taught courses in the linguistic and composition areas both in Italian and American universities. His research interests are in cognitive linguistics, languages for specific purposes, and first/second language acquisition and teaching. Recent publications: with Marzo Zanasi and Daniele Silvi, “Dream Coding: Re-writing dream reports as an object of textual analysis” University of Gdańsk Press (2015) and with Laura Di Ferrante and Walter Giordano, “*Dissociative identities: a multimodal discourse analysis of TV commercials of Italian products in Italy and in the USA*”, Palgrave Macmillan (2016).

Franca Poppi is Associate Professor of English Linguistics and Translation at the University of Modena and Reggio Emilia. She has published on various aspects of teacher-learner interaction, learner autonomy and advising in self-instruction. She has also focused on the interactional features of discourse, with particular reference to academic settings (economics and marketing textbooks) and the language of the law. Her current research interests center on English as an international lingua franca, as it is used in intercultural business communication, written corporate communication and corporate web-site communication.

She is a reviewer for the *Asian ESP Journal*, the *Profile Journal*, *Issues in Teachers' Professional Development* and the *Journal of Linguistics and Literature Studies*

Her publications include: *Global Interactions in English as a Lingua Franca* (2012); Enriching the University ELT curriculum with Insights from ELF, in G. Garzone, D. Heaney and G. Riboni (2016); Conveying Trust in a Globalized Era, in R. Salvi and J. Turnbull (2017).

Emanuela Tenca received her PhD at the University of Modena and Reggio Emilia (Italy), where she wrote her dissertation on the global version in English of companies' websites. Her research interests include International and Intercultural Business Communication, Corporate Communication, English as a Business Lingua Franca, English for Specific Purposes, and Multimodal Discourse Analysis. Currently, she is adjunct professor of English at the University of Padova (Italy).

Elisa Turra holds a PhD in Applied Linguistics from the University of Lancaster. She teaches Languages for specific purposes at Università Bocconi, English for Communication studies at Università di Pavia and holds company courses on Business Communication, Meetings and Negotiation. She has also taught courses at the University of Edinburgh, Università degli Studi di Milano and Università degli Studi di Modena. Her research and publications focus on business meetings, corporate and intercultural communication and classroom interaction. Among her latest publications are the volume *Investigating Interactional Strategies in New Economy Business Meetings* (2012) and the article "Pragmatic and Rhetorical Strategies in ELF Courses of Business Negotiation: An Interdisciplinary Approach" (2016).

Danni Yu is a lecturer at the Beijing Foreign Studies University. Her research focuses on corporate social responsibility reports and cross-cultural studies. She has published several papers in the field of CSR reporting and discourse analysis.

Annamaria Zampella is a post-doc in Accounting at the Department of Economics, Management, Institutions of the University of Naples Federico II where she supports the teaching activity related to accounting, public accounting, management accounting and auditing. Her main area of research and publication regards value relevance, financial instruments, risk disclosure, IAS/IFRS and innovation in biotech firms.

CHAPTER ONE

DISCOURSE, COMMUNICATION
AND THE ENTERPRISE:
DEVELOPMENTS AND ISSUES.
AN INTRODUCTION

GIULIANA ELENA GARZONE
AND WALTER GIORDANO

Introductory remarks

This volume collects research studies that investigate various aspects of corporate communication from the viewpoint of language and discourse, giving special attention to emerging issues and recent developments in times of rapid sociotechnical evolution. Its chapters are loosely based on a selection of the papers presented at the DICOEN VIII Conference, held in Naples in June 2015¹, on the theme of “Language, discourse and action in professional practice”.

“DICOEN” stands for “Discourse, Communication and the Enterprise”. This is the name of a global informal research network, comprising scholars from all continents working in a variety of disciplines – linguistics, discourse analysis, communication studies, organisation and management studies, economics, marketing, accounting, etc. – who are

¹ The DICOEN VIII Conference was held at Università di Napoli Federico II, Department of Economics and Statistics, on June 11th – 12th 2015. The previous DICOEN encounters took place in 2001 in Lisbon, Portugal (DICOEN I), in 2003 in Vigo, Spain (DICOEN II), in 2005 in Rio de Janeiro, Brazil (DICOEN III), in 2007 in Nottingham, U.K. (DICOEN IV), in 2009 in Milan, Italy (DICOEN V), in 2011 in Hong Kong (DICOEN VI), in 2013 in Beijing (DICOEN VII). A further edition of the conference was subsequently held in Birmingham in June 2017 (DICOEN IX). Cf. also Garzone and Gotti 2011.

interested in the relevance of discourse and communication to the world of business and organizations. Researchers belonging to this informal network meet every two years to discuss the results of their investigations, exchange views on research methods and analytical tools in light of the latest developments, pinpoint topical issues and research themes to which the attention of the discipline is currently addressed and debate them collaboratively.

The choice of the aspects to be dealt with in the various chapters was made with a view to covering a range of issues and topics that is as wide and representative as possible, providing a broad outline of ongoing research in the area of business and corporate communication.

The resulting collection includes studies that are diverse in their outlook, analytical procedures and objects of enquiry, spanning various areas of corporate communication, both external and internal: corporate image and reputation management, various forms of corporate behaviour, branding at different levels including employer branding, recruiting, consumer reviews, etc. Similarly diversified are the settings, genres and media analysed (from face-to-face interaction to communication through the press, from traditional websites to social networking sites). But, in broad terms, all the studies presented in this volume are set in a discourse-analytical framework and share the ultimate purpose of providing new insights into the latest evolutions of communication and discourse practices in the corporate environment, taking account of the most important issues that have attracted researchers' interest and are still open to debate.

The volume is organized as follows: the chapters in Part I focus on business communication on the Web, an area that has received intense scholarly attention on account of the dramatic impact that the spread of Internet usage has had on the overall constitution of corporate communication leading to the migration and adjustment of traditional genres and the rise of new web-native genres. The focus in Part II shifts to corporate reporting, and in particular to Corporate Social Responsibility (CSR) reports, an area of research on corporate communication that has seen a surge of interest in the last three decades. Finally, the studies featured in Part III look at a variety of different discourse practices deployed both in internal and external communication, giving special attention to strategies enacted by companies for purposes of branding and corporate-image construction.

Contents of the book

The book opens with a section entitled “Business Communication on the Web”, that focuses on different Internet genres, at a time when web-mediated communication has seen its relative importance grow exponentially, favoured by technological advances and their increasing pervasiveness (cf. e.g. Georgakopoulou and Spilioti 2016).

In this context an especially prominent role has been recently played by Social Networking Sites (SNSs), that is, web-based services that allow individuals to construct a public or semi-public profile within that system, and form relationships with other users of the same Web site (cf. e.g. boyd and Ellison 2007). Social media networks are a major resource for businesses that want to promote their brands on the Internet, enhance their reputation and connect with customers. Among them, LinkedIn distinguishes itself for being tailored to the workplace environment. In particular, it is specialized in the offering of career content, and has recruitment as one of its most important functions (cf. Garzone forth).

In the first chapter in this section, **Giuliana Elena Garzone** focuses on job ads published on LinkedIn, which in spite of their apparent similarity to announcements posted on other recruitment platforms or in newspapers have been shown to be communicatively more complex and take full advantage of the options made available by the SNS where they are posted, displaying various additional features that contribute to setting job advertisements within the context of the SNS, i.e. of a virtual community of practice (cf. Garzone forth). Garzone’s study has its starting point in the analysis of a corpus of job ads posted on LinkedIn and discusses the use of evaluative language, a feature that is especially prominent today. At a time when promotional messages play a crucial role in corporate communication, the migration of this genre to the web has freed it from constraints in terms of text length (number of words and characters) that traditionally applied to ads published in newspapers and has given ample scope for the components that go beyond the basic recruiting message and largely consist of evaluative language. In particular, the study focuses on positively charged lexis, identifying recurrent patterns in its use, and maps its quantitative distribution with regard to the main actors involved. The analysis demonstrates that recurrent recourse to positively charged language is not only a way to realise employer branding strategies (as some scholars have argued), but it is also used – and more prominently – to refer to the ideal candidate and to the position being offered, sometimes contributing to setting very high, even seemingly unrealistic requirements

for the potential candidate. At the same time the study contributes to the conceptualization of recourse to evaluation on business oriented SNSs.

In the next chapter, authored by **Esterina Nervino**, the focus is still on social media, but shifts from LinkedIn to Facebook, a SNS which has a more specifically personal/individual character, but is nevertheless used quite extensively in corporate communication for branding and advertising purposes. Nervino's study provides an overview on the use of discourse on Facebook by companies in the luxury industry for branding purposes. In this respect she identifies three main aspects: engagement, as the fundamental pillar of social media activity; entertainment, which is recreated through the deployment of storytelling; and integration, realized through the use of hyperlinks redirecting the users from Facebook to other online outlets. Another important notion exploited by luxury brands is that of brand heritage. According to Nervino, this approach is geared to catering to the tastes of consumers in the luxury industry who have become ever more educated and sophisticated, and informed about the characteristics of products. In this respect, she concludes, research on relevant multimodal corpora can potentially lead to a more systematic and global understanding of the process of construction of the concept of luxury in the digital environment.

In the following chapter, the focus is on YouTube, a video sharing site where users can watch, like, share, comment on and upload their own videos. Considered as being part of Web 2.0, YouTube is often classified among social media sites although *strictu sensu* it is not (cf. Benson 2017). **Dermot Heaney** focuses on videos of inaugural press conferences by native speaker football managers posted on YouTube and available on football club websites. After identifying the characteristic communicative purpose and move structure of the genre, the study, which is essentially qualitative in approach, examines the main discursive strategies implemented by football managers in order to establish their credentials and suitability for the job, and their unswerving commitment to the team, to the club, and its traditions. The chapter also discusses how these media events posted on YouTube are exploited to interact with various other members of the participation framework, like journalists, but also other legitimated overhearing audiences, for example, fans, players, and sponsors. The results of the analysis indicate that in this Web-mediated media genre the language and moves associated with the notions of permanence and identification with the club brand are central to this professional role, even though the unpredictable nature of the game and a ruthless corporate logic have combined to create a dynamic of pervading job insecurity and impermanence.

Further discursive investigations of new web-mediated discursive activities are presented in Chapter Five where **Roxanne Barbara Doerr** explores the organizational practices associated with the innovative work organization of “workshifting”, also referred to as “remote working”, or “telecommuting”, resulting from advances in communication and collaboration technology, and characterised by increased mobility and hybridity of the workplace, and looks at the linguistic and discursive practices characterizing the relevant online communities. Doerr’s attention focuses on the multimodal and linguistic choices that are adopted by these workers and their online communities of practice in order to present, promote and distinguish their professional and/or corporate identity and strategies. Qualitative critical discourse analysis is carried out on three interlinked but very different blogs (Citrix.com, Workshifting.com, and Misfits-inc.com), looking in particular at definitions, neologisms and discursive strategies. The findings indicate that the practice of workshifting has consolidated itself within all organizational levels, created new professional profiles and taken on different registers and agendas within the professional community. Doerr concludes that, on all of these linguistic and discursive levels, the language that is emerging to satisfy the communicative and empowerment needs related to workshifting and workshiffters reflects the dynamicity that this trending work practice presents and advocates.

In the next chapter, authored by **William Bromwich**, the centre of attention is the growing importance of consumer reviews on online platforms, such as TripAdvisor and Yelp, but also consumers’ and vendors’ ratings of web-mediated and app-mediated transactions, e.g. on eBay, Uber, BlaBlaCar and Amazon. While consumer reviews contribute to creating added value for businesses, Bromwich points out that such value is totally intangible and dependent on the credibility of reviews, which is inherently problematic as most of the content is user-generated by means of crowd-sourcing. So, in spite of deception detection methods, some of which are explained and discussed in the chapter, it is difficult for companies to fend off misrepresentation practices. Bromwich discusses some interesting cases of fake reviews and other forms of malpractice that ended up in court both in Europe and in the US, and points out that both consumers and companies should always be on the guard and very careful.

In the last study of this section, by **Emanuela Tenca**, attention shifts to one of the earliest web-genres to emerge, i.e. the homepage of a company’ website. The examination of thirty European companies’ homepages is carried out by means of Multimodal Discourse Analysis. The findings partly confirm and partly question the principles and strategies identified

in 2005 by Askehave and Ellerup Nielsen (2005), indicating that in time companies have updated their online communication, while maintaining some fundamental elements. In particular, among the lines of change under way at the present time there are the desire to compete with social networking sites and the need to adapt website content to the small screens of mobile devices such as tablets and smartphones, which arguably pose constraints on the ways in which information is presented. As many authors have pointed out since the early days of research on Hypermedia computer-mediated communication (cf. e.g. Garzone, Catenaccio and Poncini 2007), the inherent fluidity of the medium demands that in discourse analytical research generic categorizations are revised from time to time, in order to account for the latest evolutions.

Part II of the volume focuses in particular on Corporate Reports and CSR, a theme that has attracted substantial scholarly attention in business communication studies in the last few years. Under a CSR perspective, the traditional view of the enterprise as a subject aimed exclusively (and sometimes ruthlessly) at profit regardless of its consequences in terms of labour relations, social impact, environmental effects, etc. is left behind. Rather, reference is made to a renewed view of the enterprise as a sociotechnical subject set within a social and political context, willing to take responsibility for the environmental and social impact of its activities well beyond what may be required by law or by environmental protection regulations (cf. among others Catenaccio 2012). A socially responsible business enterprise integrates ethical values and self-regulation into its business model and into its workplace culture. Today these issues are at the centre of a rich and interesting line of research in discourse analysis and in corporate communication studies.

The first chapter in this section looks at Annual Company Reports and aims at a greater understanding of their transformations throughout an eight-year time frame (2000-2008). The three authors, **Walter Giordano**, **Sergio Pizziconi** and **Laura Di Ferrante** examine the case of WalMart whose annual reports have been identified as an ideal corpus, having proved to be suitable for a study on the phenomenon of hybridization, i.e. communication involving both financial and promotional discourse. For this purpose, three levels of analysis (textual, lexical and syntactic) have been particularly useful to undertake a comparative study aiming to identify the most outstanding differences between WalMart's recent annual reports and the previous ones. Results indicate that annual reports included in the corpus seem to be more customer-oriented than before, notably thanks to the large use of images and of syntactic strategies such as hypotaxis, making the text usable for every kind of addressee. This

tendency to hybridization characterizing the genre of annual reports seems to be part of a more general evolution leading corporations to develop a closer relationship with their customers.

All the other chapters in this section explore various features of Corporate Social Responsibility reports.

Marina Bondi and **Danni Yu** investigate an annotated corpus of 18 CSR reports in Italian, Chinese and English, collected from the banking and energy sectors, in order to provide an account on the similarities and variations in the generic structure of the CSR report, with a focus on the self-presentation section. Combining corpus tools and theories developed in genre analysis, the study highlights four discourse features of the CSR report genre: dynamicity, complexity, multimodality, and recursivity. The comparative analysis reveals several cross-cultural variations in discourse features, e.g. in multimodal aspects, text length, preference for a part-genre or for specific moves. At the same time, the study highlights great cross-cultural convergence, with the clear possibility of establishing a common rhetorical structure and exploring common business approaches in the increasing global context of disclosure documents. The patterns highlighted can be understood in relation to a view of companies as social and economic actors engaged in corporate image construction, corporate culture creation and reputation enhancement.

Bondi and Yu's chapter is followed by a study by **Paola Catenaccio** who investigates the discursive construction of the concept of *value* and related notions in a set of documents published by the International Integrated Reporting Council, an organization whose aim is to promote integrated reporting (i.e. combining financial and social reporting) in accounting practice, and in a corpus of recently issued integrated reports where this form of reporting is implemented. Her study aims to verify if and to what extent the purported "social" turn in reporting is reflected in the language used in the literature on and in the practice of corporate reporting. More specifically, in the face of emphatic claims as to the "different" – novel and better – nature of integrated reporting, the paper highlights discursive nodes which appear to be conceptually fuzzy and liable to multiple operationalizations, and this testifies to their nature as "floating" or "empty" signifiers. The chapter highlights the implications of a discourse-based approach to corporate social responsibility for a better understanding of this phenomenon, advocating the importance of a multidisciplinary approach comprehensive of a linguistic perspective.

In the following chapter **Donatella Malavasi** reports on the results of a comparative study of two small corpora, including the CSR reports and webpages generated by a sample of European companies working in three

different sectors (Credit Suisse and BBVA for Banking; Nestlé and Unilever for Food and Beverages; BASF and Eni for Oil and Gas). In an attempt to analyse the process of the intralingual and intersemiotic translation of information from printed into digital materials, the two sets of documents are examined in a selection of multimodal configurations and language strategies used by firms to communicate their sustainability. The results suggest that highly informative portions of reports, mostly covering data, performance and achievements, are counterbalanced on the Web by more discursive and ‘diluted’ sections which focus on companies’ CSR goals, values, programs, and partnerships. Furthermore, in the migration of information from the written to the digital medium, the charts, tables, and diagrams that pervade the reports are replaced on the Web by photographs, drawings and other audio/video materials that are used by companies to showcase their CSR principles and initiatives.

A further perspective on CSR reports emerges in **Franca Poppi’s** chapter, which discusses the issue of tension between global trends and cultural markedness, examining case studies from the airline industry. The study is based on the analysis of the English version of CSR reports published between 2011 and 2013 on the corporate websites of Delta, Etihad and JAL, and aims at verifying how global carriers are currently engaging in global communication, while at the same time trying to balance their cultural identity and global appeal. Through the analysis of the main semantic areas and key words in the corpora and their collocations, similarities and differences in terms of the values underpinning the different airlines’ commitment to CSR are identified and the interplay between globalization and local culture in their communication is explored.

In Chapter Thirteen **Elisa Turra** compares the different CSR approaches found on the corporate websites of Moncler and Patagonia, two international apparel manufacturers using animal feathers in their products. The analysis of different forms of corporate communication (websites, ads, CEO letters in CSR and Financial Annual Reports) shows that CSR has become a powerful marketing tool, as well as a long-term corporate strategy. Corporate social responsibility is foregrounded in Patagonia’s corporate website, where among a range of different documents available, the CEO letter in the CSR report is noteworthy in that it aims at constructing the identity of a socially responsible company, while at the same time highlighting the company’s distinctive CSR approach. The other case study examined, Moncler, refers to an episode in which the company was accused of cruelty to animals (geese used for feathers) and its shares plummeted, but it managed to neutralize the

potential source of distrust by promptly denying all the allegations in a press-release. It also increased the space devoted to CSR on its website, published the first CSR report and incorporated responsibility, sustainability and respect into its values and mission statement.

Part Three of the volume, entitled “Representation and Discursive Construction in Corporate Communication”, collects studies that investigate a variety of aspects of corporate communication, both internal and external, focusing on a range of different activities, from accounting to human resources, from sales to promotion.

The section is opened by a study focusing on Italian banks. Being authored by four experts in accounting, **Alessandra Allini**, **Luca Ferri**, **Marco Maffei** and **Annamaria Zampella**, the chapter meaningfully reflects the basic concept underlying DICOEN’s philosophy, which advocates a synergy between scholars in linguistics and discourse analysis on the one hand, and professionals and experts in specific disciplines in the area of economics and business administration on the other. Allini et al.’s study aims to verify whether the Italian banking sector is compliant with the information required under the IFRS 7. The banking sector seems to be particularly concerned with this issue, especially after the financial crisis. Since banks have taken on increasingly prominent roles in international business, their financial reporting is likely to be more opaque than that of industrial companies. Furthermore, the regulatory framework of bank financial risks is complex since it is formulated by a range of different bodies. In the literature, however, various scholars pinpoint the incompleteness of such frameworks, which is one of the premises for IFRS 7. Overall, results show a medium level of compliance with financial risk disclosure requirements under IFRS 7 in the Italian banking sector over the period 2007-2013.

In Chapter Fifteen the focus shifts to corporate values as they are conveyed in texts aimed at employer branding. **Jolanta Łacka-Badura**’s study aims to identify the values constituting the Employee Value Proposition that are communicated by companies through their existing employees, and to explore how those values are expressed linguistically. The analysis, based on a corpus of employee testimonials extracted from the corporate websites of selected organisations, shows that the emotional/psychological benefits and employer brand values are mentioned by existing employees far more frequently than the functional/rational benefits. While the majority of values and benefits are expressed explicitly, with positively charged lexical items denoting (or easily associated with) particular values, there are some interesting instances of less explicit expression of values. Most of the findings are consistent with the observations made by organisational

scholars and HR practitioners about the salience of the highest ranking values, although significant differences have been found for two rational/functional values: remuneration and job security.

The communication dynamics explored in the next chapter by **Anna Danielewicz-Betz** pertain to internal communication, as the focus is on the managerial tool-related meta-discourse of top-down directives in the context of IT Sales and enterprise software, where employees are pressured to perform in an accurate and timely manner to drive corporate results. Danielewicz-Betz puts forth the findings of a research carried out on 240 anonymized emails originating from three global IT companies that is preliminary to a larger research project on internal business communication, with a corpus of over 4,000 emails. The results of the quantitative and qualitative analysis conducted suggest that imperative, declarative, conditional, and interrogative forms are frequently employed when anticipating and/or addressing issues connected with ‘tools’ and tool-mediated reporting, with requests being infrequent in such context. The prominent category of ‘urgency’, including priorities and deadlines, drew the author’s attention to yet another aspect of modern existence reflected in digital business discourse, i.e. ‘acceleration of time’, which further brought into focus technological and social forms of acceleration.

In the following chapter **Janet Bowker** uses the data provided by a semiconductor industry located in the Abruzzo region of Italy as recounted by one of its major figures and current CEO. It analyses the use of storytelling as a tool for trust repair between the company and stakeholders through the construction of a shared discourse. In particular, it examines the multi-modal visual texts which accompany the CEO’s workshop presentations to a part of the Business Studies academic community. The CEO, through his own “personal signature story”, recounts the troubled history of the company in a series of embedded and interlinked narratives. The discursive construal of trust is analysed linguistically through semantico-grammatical choices, speech functions, argumentation, word-image relationships and semiotic ensembles. At the same time, the study sheds light on the broader dimensions of rapid, often crisis-driven, transformation, revealing the embedding of “small stories” inside the “big stories” of contemporary business.

In Chapter Eighteen **Oleksandr Kapranov** presents a qualitative discourse analysis of Royal Dutch Shell’s corporate image building in the domain of climate change, which is investigated from the vantage point of cognitive linguistics and elucidated by means of a conceptual metaphor analysis of Shell’s 2014 Annual Report. The focus then shifts on how the image thus constructed is rendered in the *Financial Times* articles in