The 11th European Conference of the Association of Business Communication

Nijmegen, the Netherlands
May 30 – June 2, 2012

Beyond boundaries: Multicultural, multilingual, and multimodal diversity in business communication

ASSOCIATION FOR BUSINESS COMMUNICATION

Logeion

Wednesday

17:00-19:00	registration (De Vereeniging)

Thursday

8:30-17:00	Registration (Reception)
9:00-9:30	coffee and tea
9:30-9:45	welcome speech (Academiezaal)
9:45-10:30	keynote Meierkord (Academiezaal)

Session 1	Effects of English	Legal Context	Persuasive Communication	Competence	Teaching: Business
room	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**	**1.43**
chair	Pamela Rogerson Revell	Priscilla Heynderickx	Bas Andeweg	Sylvain Dieltjens	Sana Reynolds
10:30-11:00	**Dieter Thoma and Nicola Gress** Effects of the use of English on attention, comprehension, memory and consumer attitudes in non-English advertising contexts: An eye-tracking approach	**Lettica Hustinx** Belief the vivid testimonies! The effect of vivid language in legal testimonies on judgments of guilt	**Frank Jansen and Daniel Janssen** The repeat purchase model and the reassuring function of commercial genres	**Judith Burnside-Lawry, Sandrine Rui and Carolyne Lee** The communicative competence of community engagement: A comparative study of French and Australian organisation-stakeholder consultation during environmental planning	**Sylvie de Cock** Intercultural communication in general business English textbooks
11:00-11:30	**Mariet Raedts, Natalie Dupré, Sophie Debrauwere and Jef Hendrickx** English in television commercials in Belgium, France, Italy, the Netherlands and Spain	**Carel van Wijk and Els van der Pool** Crossing boundaries in corporate discourse: effects of a change in writing style on the image of a court of justice	**Lisa Tromp and Luuk Lagerwerf** Press release types: differential effects on free publicity	**Leena Louhiala-Salminen and Anne Kankaanranta** Global communicative competence: conceptualizing business communication in the multicultural, multilingual and multimodal business context	**Catherine Nickerson and Valerie Goby** Language in the workplace: The development of a research-based course for undergra-duate business students
11:30-12:00	**Frank van Meurs, Nicole Slijpen and Rob le Pair** A more difficult job, more expected use of English and higher application intentions	**Glenn Alessi** The language of insurance claims adjustments: exposing blame, from interview to final report	**Hans Hoeken** Stories and persuasion: When and how does narrative evidence make a difference	**Reeta Rainaetal** Assessing the intercultural competence of European expatriates settled in India and how it is being perceived by their Indian counterparts	**Jean Bush-Bacelis and Marcos Bacelis** Teaching learners to apply cultural knowledge when communicating with a Latino audience
12:00-13:00	Lunch (Kasteel Heyendael)				

Session 2	Panel	Cross-Cultural Studies	Message Variables	Context Culture	Teaching: Foreign Languages
room	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**	**1.43**
chair		Dieter Thoma	Carel van Wijk	Marianne Starren	Catherine Nickerson
13:00-13:30	**Paola Catenaccio and Giuliana Garzone** Discursive practices and textual realizations in organizational communication: product and process, frontstage and backstage	**D.S. Giannoni** The pragmatics of customer complaint forms in British and Italian Settings	**Bas Andeweg, Jaap de Jong and Martijn Wackers** The discomfort of standing on shoulders. Evidence based advice for public speaking	**Pamela Rogerson Revell** High v low context communication: myth or reality?	**Sana Reynolds** Onomastics — The importance of names in global business communication
13:30-14:00		**Nadine Rentel** A contrastive analysis of French and German hotel presentations on the Internet:. Cultural, compositional and linguistic aspects	**Sylvain Dieltjens and Priscilla Heynderickx** Metaphors in obituaries in Belgian staff magazines	**Rob le Pair, Jos Hornikx and Ellen van Maaren** Individual context scores explain national differences in perceived comprehension of complex advertisements	**Janis Forman** "The entrepreneurial turn to narrative: Tell me a story about the future of the organization"
14:00-14:30		**Christopher Thesing** Cross-cultural and intercultural organizational communication – A comparison of Germany and the Netherlands	**Yvonne Mclaren-Hankin** Heritage, tradition and timelessness in the marketing communications of the Scottish cashmere Industry	**Jim Suchan** The impact of honor and shame on Arab communication practices: A case study	
14:30-15:00		**Tilman Schroeder** Culture-specific discourse features in multimodal marketing communication		**Maria Isaksson** Beyond the boundaries of politics and religion. The rhetoric of identification in Norwegian foreign affairs	
15:00-15:30	coffee and tea				

Session 3	Scary or Plain Language	Social Media	Identity and Groups	Language Choice	Panel
room	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**	**1.43**
chair	Frank Jansen	Daniel Janssen	Geert Jacobs	Leena Louhiala-Salminen	
15:30-16:00	**Carel Jansen** Fear appeal messages in health communication: Opportunities, risks and challenges	**Peter Cardon** The impact of social media and online communication tools on participation and trust in community groups: Implications for the workplace	**Erika Darics** “How to be a boss via instant messaging?” The linguistic construction of identity and the negotiation of hierarchy in a virtual team	**Mary Fischer** Is English enough? Language use in the UK financial sector	**Amy Newman, Maria Wolfe and David Lennox** How business leaders communicate in 2012: classroom strategies for teaching current practices
16:00-16:30	**Leon de Stadler, Ruth Baitsewe and Elizabeth de Stadler** Consumer protection and plain language: New challenges in a multicultural South African setting	**Sandra Barasa** To greet or not to greet? That is the question in SMS texting among Dutch and Kenyan university students	**Simone Burel** Constructing Values in the Discourse on Identity in German for-profit-making companies	**Marjolijn Zwanepol, Berna Hendriks and Margot van Mulken** Language choices: English as a Lingua Franca, Receptive Multilingualism or L1-L2. An experimental study into the effectiveness and efficiency of different modes of communication in Dutch-French interactions	
16:30-17:00			**Ashley Meehan, Owen Hargie and Mairead Mccoy** The role of communication in managing organisational uncertainty	**Andreu van Hooft and Kim Konsten** To trust or not to trust? The effect of spelling errors on employees perceptions, perceived trustworthiness and intentional behaviour	
17:30 – 18.30	reception (Kasteel Heyendael)				

Friday

9:00-17:00	registration (Reception)
9:00-9:30	coffee and tea
9:30-10:15	keynote Van Hasselt (Academiezaal)

Session 4	Employee Communication	Social Media	Management Communication	Business Communication	Teaching: Digital Context
room	**Academiezaal**	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**
chair	Rob le Pair	Lettica Hustinx	Marinel Gerritsen	Giuliana Garzone	Ulrike Nederstigt
10:15-10:45	**Lisa Pawlik, Priscilla Rogers and Barbara Shwom**	**Julio Gimenez**	**Geraldine Hynes, Deborah Roebuck, Jonathan Kelley and Anagha Srinath**	**Yong-Kang Wei**	**Asha Kaul and Varun Thappa**
	More than delivery: The role of deliverables in project work	“Follow us”: An exploration of the role of enterprise social networking (ESN) in corporate communication	The impact of workplace diversity on interpersonal communication	Ethos in Chinese business practices: From the "face" car to government endorsed "old" brands	Digital influence
10:45-11:15	**Pieter van Nuenen**	**Olga Kazaka**	**Assia Sand, Marinel Gerritsen and Liesbeth Hermans**	**Yvette Meinema, Winette Boomsma and Wietske Veltman**	**Geert Jacobs and Martina Temmerman**
	Organizational culture and leadership at NXP Semiconductors	The “language” of social media in corporate communication	The reflection of the value masculinity in the content of the written internal communication of a German and a Dutch police force	Professional development as an answer to the rising complexity of business communication	Simulating press conferences: towards an integrated learning experience on crisis communication for business communication and journalism students

11:15-12:15		Workshops		Posters
room	**Alfrinkkamer**	**Senaatszaal**	**Buytendijkkamer**	**Main hall**
	Marco Leeuwerink and Renate den Elzen The influence of social media on crisis communication	**Bert Rensen** Achmea: International business communications	**Johann Schustereder** “I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”	**David Lennox** Writing in three dimensions: teaching communications skills for the hyper-personalized world **Melinda Knight** Publishing in business communication journals **R.G. Vanderpool** European classroom experience

12:15-13:00	lunch (Main Hall)
13:00-14:00	panel (Academiezaal)

Session 5	Issues Management	Management Communication	Persuasion and Image	Social Media and Multimodality
room	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**
chair	Pieter van Nuenen	Yvette Meinema	Renske van Enschot	Brigitte Planken
14:00-14:30	**Andre Manning** Crisis Communications learnings from Philips	**Arthur van Buitenen** Leadership is in crisis, is communication going to help?	**Marije Zegwaard and Luuk Lagerwerf** Business tweet stylistics: what business tweets choose and what they prefer	**Alex Matthew Kunst** President Obama 'Selling' his Economic Plan
14:30-15:00	**Tim Smits and Natalie Van Hemelen** Image is everything: Personality and image of financial banks during times of adversity	**Rudi Palmieri** The fight for Endoxa: Managerial argumentation in hostile takeover bids	**Hubert Korzilius and Maria Margarita Arias** CSR and Facebook: a splashy combination?	**Jeanette Heidewald and Darryl Neher** Global expansion live case: The target corporation enters the Canadian retail marketplace
15:00-15:30		**Melanie Mergler** Culture as a key for communication of global management strategies	**Maria Christina Gatti** Anchoring the company's growth to the time line. A story of visual and written progress	**Tena Crews and Wanda Stitt-Gohdes** Integrative learning: Creating a multimodal communication plan in business communications
15:30-16:00	coffee and tea			

Session 6	Creative Messages	Marketing	BELF	CSR
room	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**
chair	Marianne Starren	Jaap de Jong	Anna Kankaanranta	Luuk Lagerwerf
16:00-16:30	**Kathryn M. Rybka and Robyn Walker** Putting business students in a creative frame of mind	**Jos Hornikx** A foreign language – product match in advertising matters if other arguments are weak	**Huib Kouwenhoven and Margot van Mulken** Does talking about the organization in a different language influence the perception of self?	**Magdalena Danilet and Olesia Mihai** CSR Narratives in CSR corporate communication of Romanian companies: Dealing with a diluted audience
16:30-17:00	**Carolyn Meyer** A genre analysis of the course description in Higher Education	**Joyce Koeman** Segmenting the multicultural youth market in Flanders: Ethnic-cultural differences in advertising beliefs and attitudes	**Marlene Miglbauer** Language choice and linguistic challenges in multilingual workplaces	**Ioana Agatha Filimon** Argumentative key-words and key-icons in CSR reporting
17:00-17:30	**Gonzalo Martínez-Camino and Manuel Pérez-Saiz** Interpersonal management in Spanish business messages	**Jane Johansen** Facilitating research and pedagogy using a three-dimensional business communication model		
19:00-22:00	dinner (De Lindenberg)			

Saturday

9:00-12:00 registration (Reception)
9:00-9:30 coffee and tea
9:30-10:15 keynote Kerkhof (Academiezaal)

Session 7	Rhetoric	Global Advertising	Media Choice	Foreign Languages	Teaching: Multimodality
room	**Academiezaal**	**Senaatszaal**	**Buytendijkkamer**	**Alfrinkkamer**	**Mohrmannkamer**
chair	Margot van Mulken	Andreu van Hooft	Berna Hendriks	Ulrike Nederstigt	Marianne Starren
10:15-10:45	**Martijn Wackers, Bas Andeweg and Jaap de Jong** Making your message memorable: a state of the art review of rhetorical advice on information retention	**Natalie Dupré and Jan van Coillie** Humour in magazine advertisements: a cross-linguistic investigation	**Marinel Gerritsen and Lotte Hoogma** Media choice in health communication	**Frank van Meurs, Brigitte Planken and Karin Maria** “The credibility of this text has just gone out the window”: Native and non-native English speakers’ attitudes towards non-native errors in persuasive texts	**Terri Grant** Developing sustainable professional communication practices through Scenario Pedagogy, a multimodal and collaborative approach to teaching and learning
10:45-11:15	**Fauziah Taib** Establishing relations in business markets: Verbal and visual realisations in Malaysian business brochures	**Mats Muckel and Elizabeth de Groot** The effect of sports celebrities in advertising in the Netherlands and Germany	**Daniel Janssen and Frank Jansen** The need to say "sorry". The effects of apologies in crisis communication.	**Astrid Vandendaele, Ellen van Praet and Bram Vertommen** ‘I have to resort to Google Translate – there’s no other way’ Investigating source and language diversity in foreign news coverage from an ethnographic perspective	**Alla Baksh. Mohd Ayub Khan and Ambigapathy Pandian** Perceptions pertaining to the viability of utilising mobile communication and information processing devices as pedagogical and learning tools within ESL classrooms in Malaysian tertiary institutions
11:15-11:45	**Renske van Enschot** A helping hand, please? The use and effects of anchoring of tropes in TV commercials	**Madalina Buga-Moraru** How young students studying communication do perceive the balance between the global and local in Romanian advertising campaigns?	**Ahmad Sofwan Nathan and Ambigapathy Pandian** Assaying the communication needs of engineers in diverse workplace environments within the Malaysian engineering sector	**Judith Ainsworth** Languages for specific business purposes curricula: What are the stakes?	**Debby Andrews** Exhibiting business communication

12:00-12:30 closing remarks (Academiezaal)
12:30-13:30 lunch (Main hall)
13:30-17:00 social programme

KEYNOTES

Keynote May 31

From market places to mergers and acquisitions – lingua franca communication and the business world now and then

Prof. Dr. Christiane Meierkord
chair of English Linguistics at Ruhr Universität Bochum

From early when peoples started to establish contacts with others this involved trade. Trade in turn implied communication, often across speakers of mutually unintelligible languages. Apart from resorting to non-verbal communication through gesturing, most speakers developed a jargon, which often yielded linguistic systems known as pidgins. In fact, it was a pidgin from which the term *lingua franca* originates. Lingua Franca was a trade pidgin spoken in the Mediterranean from roughly between the 11th and the 19th century. Pidgins are still the predominantly chosen means of interaction in many West African market places.

Today, business between individuals of different linguistic backgrounds is no longer restricted to trade. For example, mergers and acquisitions have resulted in multiethnic and multilingual companies operating 'beyond boundaries', often even maintaining multinationally-staffed offices. In many of these, English is used as a lingua franca.

My presentation will start from a description of the heterogeneity that has characterised lingua franca communcation for business purposes thoughout history, before I will focus on the use of English as a lingua franca in globalised business today. I will consider the diverse contexts in which English is used as such, the reasons for e.g. establishing English as a company language, and the experiences made by employees.

The main part of this talk will focus on what interactions in English as a lingua franca look like. I consider lingua franca communication as intercultural communication between speakers of varieties of English that vary as regards pronunciation, grammar, vocabulary, as well as discourse and politeness conventions. I will briefly describe these Englishes and then discuss a selection of authentic examples to explain in detail what seems to make these interactions successful.

Keynote June 1

Excellence in international communications

Drs Koenraad van Hasselt MBM
Managing Director *Reputation Matters*

The purpose of any corporate communications strategy should be to close the gaps between an organisation's existing reputation among stakeholders and its desired reputation. In the aftermath of serious corporate governance failures and other major catastrophes, strategic communications has become all the more important due to regulatory compliance requirements, the growing influence (and professionalism) of pressure groups, rising stakeholder expectations and – last but not least, communications technology. It is therefore that international organizations need to clearly position themselves in terms of its vision, its purpose and its culture, translate these into stakeholder value and communicate, across borders, in a consistent, interactive and efficient way.

A 'best in class' international communications function needs to be optimally linked to the organization´s objectives and ambitions; it needs to be fully in tune with the other communication 'owners' in the organization (such as HR, Finance, Strategy, the Businesses and regional/country organisations) and be able to claim the overall 'ownership' of the corporate brand and corporate reputation. In order to be fully accountable as a function, communications needs to develop clear key performance indicators for itself and set measurable objectives and targets. On top of all this, at a basic level, the communications function needs to secure the development and execution of high quality operations, with effective activities, events and communications tools to assist the company in increasing its communicative strength.

Many companies, mainly those with a strong manufacturing base, have embraced quality management models, such as EFQM, which defines business excellence and identifies opportunities for continuous improvement through self-assessments and quality audits. At a company like Philips, the global communications function is also assessed and audited according to the EFQM-criteria, whereby the leadership, strategy and people criteria tend to be most relevant.

What makes a good communications professional ? The Dutch Association for Communication Professionals has recently developed new functional profiles, based on the European Qualification Framework (EQF), the European guidelines with which professional organisations and trade organisations can validate their diploma and certification standards. The complexity of the organisation and its environment has been added as an additional dimension in the classification of functional profiles. Working on an international level clearly requires specific qualities such as lateral thinking, language skills, empathy and cultural awareness.

In addition to excellent communications people, the endorsement, visibility and involvement of top management are an absolute must for a successful corporate communications strategy. Research carried out by Koenraad van Hasselt among Dutch CEOs show that they recognize and accept their role and responsibility when it comes to brand and reputation, but do not seem to be aware of state of the art methodologies in corporate branding and reputation management. There are a few exceptions, among which KPN, where the Board of Management´s variable remuneration is partly dependent on the company´s reputation.

Corporate reputation is arguably the best way to measure the effectiveness of a communication system of an international organisation in an objective way. An organization enjoys a good reputation when it consistently delivers on its (brand) promise, in other words when it meets or exceeds the expectations of all its stakeholders, over time. This immediately shows that reputation management is not just a matter of good communications alone: reputation is the result of communications, performance and (industry) context. Structurally influencing a company's reputation, based on sound measurement and analysis, will enable corporate communications to show leadership, across functional and geographical borders.

Apart from corporate reputation, corporate brand, corporate social responsibility, quality management or even risk management can act as drivers for internal business alignment, across borders, since all these concepts involve a number of internal 'owners' focusing on different stakeholders. It is the challenge of the Communications function to drive, facilitate and support such a 'strategic coalition', no matter what the dominant logic is in the organization. Only then will Communications be able to demonstrate it´s added value on a strategic level.

Keynote June 2

Talking to customers: characteristics of effective social media conversations

Prof. Dr. Peter Kerkhof
Chair of Customer Media, University of Amsterdam

On their Facebook pages and through their Twitter accounts, many companies nowadays engage in conversations with their customers. One goal of these conversations is to create favorable brand impressions, not only among customers who are engaged in these conversations, but also among online audiences (e.g., visitors of a brand Facebook page) who do not participate. Little is known about whether these conversations do indeed add to brand impressions, whether they can change brand attitudes, and if so, which characteristics are responsible for creating positive brand impressions. In this talk several studies will be presented in which we varied the content and the tone of company messages in online conversations.

Ainsworth, Judith

Languages for specific business purposes curricula: What are the stakes?

Session 7

The new global economy has increased the need for purveyors of organisational information who are highly competent communicators (Charles, 2007). This is especially true of the Canadian bilingual and plurilingual business environment (Heller, 2003). Therefore, a major priority of undergraduate education is to prepare graduates who possess linguistic and intercultural communication competences that enable them to function in the modern workplace. By focusing on the pragmatic and strategic aspects of specialised communication, LSP courses enable students to acquire crucial intercultural communicative competences to function effectively in the workplace (Kankaanranta & Planken, 2010; Planken, et al., 2004; Poncini, 2003).

This study therefore sought answers to the following questions related to LSP education:

- Taking into account the nature and function of LSP programs and courses within higher education, what are the major issues?
- What are the most frequent recommendations found in the external reviewers' program assessments?

An extensive review of the literature concerning issues in teaching ESP and LSP (cf. Dudley-Evans & St. John, 1998; Louhiala-Salminen, et al., 2005; Swales, 2000) enabled us to design an analytical framework for LSP. The framework also takes into account programme review criteria (Stufflebeam, 2003).

We analysed university curriculum evaluation documents, including the departmental self-study, the internal reviewers' report, the external reviewers report, the departmental response to the review recommendations and, if available, any other supplementary materials in order to determine the quality of the programmes, the issues and recommendations for improvement.

The results revealed that the three main issues for LSP education are that it must be relevant for employment needs, must correspond to the needs of the students and must develop interdisciplinary collaborations and international partnerships. The major recommendation of the external reviewers is that departments must conduct thorough revisions, updating and modernisation of existing LSP programs and courses in order to meet the needs of the changing socioeconomic climate.

Alessi, Glenn

The language of insurance claims adjustments: exposing blame, from interview to final report

Session 1

Insurance adjusters in the United States act as independent third parties, interviewing accident victims to establish an accurate report of events and to judge whether the testimony is reliable. The resulting information plays a key role in determining who is at fault and who is liable for damages. Adjusters are most often hired by insurance companies to provide impartial expertise in accurately reporting the context, sequence, conditions and chronology of events involved in the accident. When impossible to conduct a face to face interview at the scene of the accident interview, the information is collected by the adjuster via telephone assessment interviews which are recorded with the consent of the interviewee. The interviews follow a predictable sequence of guided semi-scripted questions on the part of the adjuster and unscripted recall responses by the interviewee/victim. This testimony is later reformulated by the adjuster into a report which not only mediates the accurate reporting of the series of events by the interviewee, but also evaluates the reliability of the interviewee's testimony for the insurance company.

The linguistic examination of the communicative practices involved and their realisations, both as assessment interview and evaluative report, present a wealth of linguistic conduits for exploration. This work serves exclusively as an initial general investigation into areas of linguistic inquiry and makes no final conclusions. It is an initial attempt to contextualize the language of insurance claims adjustments, identifying firstly, areas of linguistic inquiry and secondly, to explore the relationship between assessment interview questioning as contrasted with interrogation interviews. A secondary interest is in determining whether unreliable witness testimony is mirrored in questioning techniques of the interview and in textual realisations of the final report.

Andeweg, Bas
De Jong, Jaap
Wackers, Martijn

The discomfort of standing on shoulders: Evidence-based advice for public speaking

Session 2

Analysis shows that most of our know-how and understanding of making public presentations is based on the classic texts of Aristotle, Cicero and Quintilian (Andeweg & De Jong 2004). Modern additions to this body of knowledge seem primarily focused on grabbing the attention of the listeners. Although the wide vista from the shoulders of those rhetorical giants is vast, their advice stems from a temporal distant culture in which the goals and circumstances of speaker and listeners were rather different from those of contemporary business presentations. Little is based on systematic observations in controlled environments. Since the last decades small snippets of knowledge are emerging from experimental research.

Modern textbooks are often vague about the grounding of their advice to student presenters. This sometimes creates uncertain and disputable situations in the classroom. Questions that arise are:

- is it practical to spend time on an introduction of a presentation or is it more efficient to get to the point directly by giving purpose and overview over the presentation?
- is announcing the conclusion of a presentation an effective presentational strategy? Or is such an announcement merely a signal that the coffee break is nearing?And what about referring in the conclusion to the introduction? Just a stylistic trick?
- are powerpoint text slides effective? Are pictures on slides as effective as they are in books?
- is poking fun at yourself a good strategy and does it enhance the credibility and trustworthiness of the speaker?
- should you learn to gesture, even if you think that it is 'not your thing'?

In this paper we would like to discuss recent (experimental) research on public speaking. Using the classical concept of the five tasks of the orator (Invention, Arrangement, Style, Memory and Delivery) we will argue for the development of a more evidence based advice in public speaking.

Andrews, Debby

Exhibiting business communication

Session 7

Such organizations as museums, historical societies, and archives collect, preserve, curate, and interpret objects. The interpretation of such objects, of what can be called material culture, has become increasingly significant as these organizations multiply in number and complexity and as they seek broader audiences. Often starting small, many become big businesses with hefty budgets and a large number of employees.

To prepare students to thrive in such organizations, we have developed courses and field experiences centered on curating and interpreting objects for public audiences. In a workshop at the ABC European Conference, I'll present a project in which undergraduates conduct research in a University archive and then create public exhibits based on that research. In presenting the project, I'll show how it encourages students to cross boundaries between object and text and to deploy a variety of media, and a variety of genres within those media, in this growing and enticing business setting. Workshop participants will also discuss strategies for developing their own object-based approaches to business communication instruction.

The exhibits prepared in the course are multimodal: physical, with real objects, and virtual, in websites based on the physical exhibit. Students work with their hands, selecting and arranging objects. For one exhibit concerning a graphic artist, they used a hand letterpress similar to that used by the artist to design and set the type for a poster about the exhibit. They also write labels, catalog entries, press releases, blog entries, and other genres of business communication that connect the objects to audiences, and they arrange events and performances around the exhibits. This project models at small scale the larger programs that are the central focus of these collecting organizations.

Barasa, Sandra

To greet or not to greet? That is the question in SMS texting among Dutch and Kenyan university students

Session 3

This study compares the presentation of salutations among Dutch and Kenyan university students in their use of Short Message Service (SMS) as a form of social media communication. These two groups have different social-cultural orientation and the question is whether these differences are also prominent in the presentation of messages using social media and especially the SMS.

Whereas studies have been carried out focusing on salutations in speech, not much has been done in relation to social media. It is important to research on the occurrences of salutations in social media as well and one of the approaches is to carry out a comparative study among different cultures. The SMS as a social medium is particularly interesting because of its technical inhibitions such as the relatively small keypad and the maximum character limitation.

The data for the study was in form of 30 SMS texts from 30 Dutch university students and another 30 from their Kenyan counterparts. The Computer Mediated Discourse Analysis (CMDA) approach (Herring 2001) was used to explain how and why (or why not) salutations were used in the SMS texts in relation to language and culture. The general finding is that indeed each of the two groups has adapted its language and culture of salutations to the SMS text messages. This study goes further and describes the different methods used to make this adaptation in SMS texting. It is deemed that the findings in this research contribute to the general understanding of social media communication in international contexts.

Buga-Moraru, Madalina

How young students studying communication do perceive the balance between the global and local in Romanian advertising campaigns

Session 7

The following research focuses on analyzing advertising campaigns broadcast on the Romanian market. We will use a comparison between local and global features identified by students involved in communication and sociological studies. The main purpose of this paper consists in finding similarities and distinctions between local and global brands promoted on the Romanian markets. In addition, this study intends to highlight the best way commercials suggest the Romanian specificity, regardless of product categories or brand origin. Although, Romania is a small country, it opened to the global influence in a significant way, considering its Communist history. Hybridization, diversity, education and multiculturalism are keywords in recovering the prohibition time that cut down the access to communication sciences and, especially, advertising, that started to be taught only 20 years ago.

The research method we are going to use is the survey applied to 700 people. The non-probability sample was the suitable method of selecting respondents, considering they were chosen based on didactical reasons. Moreover, our research uses quantitative methods to collect data, but the main approach is qualitative.

Therefore, we are concerned about watcher profiles: students at the Faculty of Communication and the Faculty of Sociology, specialized in advertising, ages between 20 and 25, interested in this topic. All of them are studying in Bucharest and analyze commercials for education and professional reasons. The survey was applied in-person between January and March 2011. The topic of the questions follows a couple of issues: the comparison between international and Romanian advertising campaigns, models in advertising, global versus local, the specificity and originality of Romanian commercials, the market identity. The survey was quantitatively coded to obtain an efficient output data that allows drawing some conclusions regarding the advertising message watched through the students' eyes as future specialists who learn about specificity and creative mimesis.

This work was supported by the strategic grant POSDRU/89/1.5/S/62259, Project „Applied social, human and political sciences. Postdoctoral training and postdoctoral fellowships in social, human and political sciences ” co-financed by the European Social Fund within the Sectorial Operational Program Human Resources Development 2007-2013.

Burel, Simone

Constructing Values in the Discourse on Identity in German for-profit-making companies

Session 3

In times of globalization and increasing competitive pressure (s. CRIJNS/THALHEIM 2008) communicative transparence is essential to profit-making enterprises. As a result they necessarily employ language as means of multimodal expression and presentation. Thus, the use of specific linguistic devices significantly contributes to the creation of an identity – the enterprise's *corporate identity.*

This presentation will analyze – from a linguistic perspective – how *identity* is constituted, transferred and sustained in the communication process to both internal and external recipients and is based on a text corpus consisting of selected programmatic texts (mission statements, visions etc.) issued by German profit-making enterprises. By using the method of Linguistic Discourse Analysis (LDA) characteristic linguistic patterns of the respective texts will be analyzed on different levels (lexical level, syntactical level, text level and text-image level). This multi-layered analysis allows for a more detailed description of the concept of *identity* and its various textual representations.

Currently, linguistic surveys are only represented rudimentarily in the field of business communication (s. HUNDT et al. 2011). This study consequently aims to underline the meaning and function of language for the general act of self-construction and, of course, the construction of *corporate identity*. Furthermore, it intensifies the professional dialogue between theoretical research and practical economy by acknowledging that the *corporate identity* model is a serious device of communication – not just a marketing tool (s. BUNGARTEN 1993, 113f.).

Burnside-Lawry, Judith
Rui, Sandrine
Lee, Carolyne

The communicative competence of community engagement: A comparative study of French and Australian organisation-stakeholder consultation during environmental planning

Session 1

Collaboration between business, governments and civil society has increased as local communities, countries and geographical regions seek sustainable solutions to social, environmental and economic problems (Bendell, Collins & Roper, 2010). As laws, government and cultural priorities vary greatly across nations, issues of diversity need to be considered in organisational-stakeholder consultation.

This paper presents conceptual development of a current study by a team of Australian and French researchers aiming to contribute to global best practice in stakeholder consultation. The study will increase cross-cultural knowledge and training for transnational organisations conducting business in more than one nation.

The study compares French and Australian regulatory frameworks and governance of organisation-stakeholder consultation during environmental project planning and their influence on citizen participation provided by organisations; The competence of communicative practices used by French and Australian organisations to facilitate open, symmetrical discourse with local communities during environmental consultation.

The multidisciplinary framework, proceeding from sociology, political sciences, philosophy and communication theories will be described. For analysis of communication processes and their systemic links with regulatory and institutional frameworks, the theoretical framework aligns with sociology of action (Touraine,1965) and strategical analysis (Crozier & Friedberg,1992). Regulatory frameworks are understood as strategic and democratic spaces, with formal and informal dimensions. Institutional theory guides the cross-cultural analysis, with emphasis on the role of social and cultural pressures that influence organisations, governments, stakeholder practices and structures (DiMaggio & Powell, 1983; Scott, 1992). Listening competency and participatory communication research frame analysis of the communicative practices used by actors during the consultation process. Jacobson's (2007) participatory communication model, derived from Habermas's (1984) theory of communicative action, provides a method of data analysis to examine whether genuine dialogue is practiced during organisation-stakeholder engagement and whether the organisation listens to its stakeholders.

Much research into listening assumes something to be listened to-speaking, or 'voice', an 'ongoing exchange of narratives with others' (Couldry 2011, p.8). Opportunities for free expression of voice during organisation-stakeholder dialogue are examined, considering processes and characteristics of those initiating and exercising voice, and the effectiveness of each process of exchange (Pyman et al, 2006). Preliminary results from the pilot study conducted in France in January, 2012, will be included.

Bush-Bacelis, Jean
Bacelis, Marcos

Teaching learners to apply cultural knowledge when communicating with a Latino audience

Session 1

Audience analysis is a traditional consideration for studying and improving business and managerial communication. Reputedly Plato (Kroll, 1978) and Aristotle (Bonk 1990) recognized the importance of audience awareness for successful discourse. Audience analysis research draws from various disciplines, including cognitive psychology, composition, speech communication, rhetoric and philosophy (Ede, 1984.) Rhetoricians asserted that writers must identify the needs and interests of the audience and must tailor the communication to demonstrate audience awareness (Kroll (1978.) Technical communication scholars suggest that more attention needs to be focused on the informational requirements of various audiences (Souther, 1985.)

However the role of culture is rarely mentioned in studying the process of audience analysis. Subbiah (1992) suggested "…the discussion (of culture in audience analysis) is often limited to ways to help non-native English speakers deal with the necessity of writing in English." Today's diverse and global workplace demands that a message must be shaped according the cultural needs and interests of the audience.

A successfully used classroom teaching case, "The Wreck" (Smart, 2000) requires students to specifically identify the important aspects of the audience analysis in the case. They then must apply those aspects to a presentation; each team has a different audience, allowing students to see variations. It is a sound assignment, yet learners still do not mention culture. Culture typically is not part of audience analysis assignments or even discussions.

This paper will discuss audience analysis, the influence of both sender's and receiver's culture and will demonstrate a means to guide learners to synthesize and apply the knowledge of both, using Latino culture as an example. Further it will stress the importance of understanding, not just being acquainted with cultures different from one's own.

Cardon, Peter

The impact of social media and online communication tools on participation and trust in community groups: Implications for the workplace

Session 3

The use of social media for internal workplace communication is a relatively new and emerging phenomenon. Many proponents of internal social media tout its potential for enhanced collaboration and productivity. Some corporate studies show that the productivity of work teams can be improved with these new technologies. Yet, little or no scholarly research is available to confirm or qualify these results.

One avenue for anticipating how communication norms and group formation may evolve as social media become more deeply engrained in organizations is to examine how volunteer community groups have used social media for many years. In this paper, the following types of voluntary community groups are examined: professional or trade associations, charitable or volunteer organizations, consumer groups, labor unions, and environmental groups. Using data originally collected among 2,303 American adults as part of the Pew Research Center's Internet & American Life Project, the paper addresses how the acts of joining, participating, and leaving voluntary groups is impacted by the use of social media and other online communication tools. This paper also examines the perceived impact of group efforts—in terms of meeting goals, coordinating efforts, and finding leaders—when taking into account the use of these communication tools.

The paper concludes with the following: (a) impact of social media on group dynamics; (b) impact of social media on group commitment and trust; and (c) impact of social media on group effectiveness. Finally, a discussion is provided about potential implications for the use of social media in work teams.

Catenaccio, Paola
Garzone, Giuliana

Discursive practices and textual realizations in organizational communication: product and process, frontstage and backstage

Session 2

This panel is organised within the framework of the second edition of a PhD mentorship programme organised by ABC Europe with the aim to encourage the exchange of ideas and perspectives among young researchers, their mentors, and the international academic community. The panel follows upon a PhD Colloquium held in Milan on November 3 and 4, 2011, where first drafts of the papers which are here presented were first discussed.

The underlying rationale for the panel lies in the recognition that organizations are discursive entities grounded in discursive practices. Thus discourse and text – whether oral or written, printed or digital – have been an important object of investigation for anyone conducting research on organizational communication, and have been explored in a number of different aspects, from vocabulary to text structure, from generic features to rhetorical strategies. In recent years a further development has been a gradual broadening of perspectives to include text production processes as not only a legitimate, but indeed a privileged field of inquiry. This entails an emphasis on the need to take a comprehensive view of discursive practices, and consideration for a wide range of contextual factors and professional procedures, thus producing a thick description of text and talk in interaction. Strictly connected to this new attitude is the need to include not only frontstage, but also backstage activities in the repertoire of objects investigated, with recourse frequently being made to ethnographic tools to verify insights gained through discourse analysis. The underlying assumption is that analyses of both product and process, frontstage and backstage are essential if we are to achieve ecologically valid descriptions of organizational texts and practices, and gain a satisfactory understanding of texts as artefacts embedded in – and constitutive of – social practices.

Crews, Tena
Stitt-Gohdes, Wanda

Integrative learning: Creating a multimodal communication plan in business communications

Session 5

Integrative learning exposes students to experiences beyond the classroom to help them connect academic knowledge with real-world contexts. Using integrative learning through service to non-profit organizations, business communication students developed a multimodal communication plan including traditional business documents and specific communication for social media (Facebook and Twitter).

Business communication students worked in collaboration with non-profit organizations to develop a new or updated communication blueprint to help them improve their communication with the public. This communication plan is based on the business communication service-learning project implemented by Crews and North (2008), but was expanded to include developing effective communication for social media, enabling students (1) to learn how social media can be used effectively for business purposes; (2) to learn how to write for a real world problem; and (3) to reflect upon and improve their writing skills.

This project, approved through the Institutional Review Board (IRB) as a research endeavor, provides an opportunity for the Scholarship of Teaching and Learning (SOTL) by bringing an educational method together with research. Data are being gathered about students' perspectives about the teaching methodology. Writing samples are also being collected to see if improved writing occurred. Students are also being asked what they believe was the result of improved writing, if any. The results of this project, both teaching experience and data obtained from students, will be discussed at this session.

In addition to this integrative learning project, we also will report on the ways pre-service teachers developed various social media tools as communication channels between them and their students. These experiences both help teachers be in touch with their students but also help students learn responsible use of social media tools.

Danilet, Magdalena
Olesia Mihai

CSR Narratives in CSR corporate communication of Romanian companies: Dealing with a diluted audience

Session 6

For more than a decade now, researchers have analysed CSR communication to get a better understanding of corporate communication and how CSR requirements impact both the external communication and behavior of businesses (e. g., Dawkins, 2004; Esrock & Leichty, 1998; Hooghiemstra, 2000). The recent studies suggest that CSR reporting, stemming from the genre of annual reports into a genre of its own, has to address a wider audience of multiple stakeholders. These stakeholders are interconnected and have a reciprocal relationship in a new social environment via World Wide Web. The study catalogues the CSR narratives of most profitable Romanian corporations and also redefines the notion of audience by investigating how CSR corporate communication is communicated to an audience, which is hard to describe in an open acess communication environment. The authors analyse corporate blogs and CSR reports of the most profitable Romanian companies

Darics, Erika

"How to be a boss via instant messaging?" The linguistic construction of identity and the negotiation of hierarchy in a virtual team

Session 3

Virtual teams are an extremely flexible construct: they can be created for long-term cooperation for the duration of one project, with permanent or temporary members, or with permanent or temporary roles. Due to this variableness and flexibility, virtual teams cannot always follow the traditional stages of (online) community formation (Herring, 2004), yet team members have to be able to communicate without breakdowns and co-operate effectively from the beginning of the existence of the team. To achieve effective cooperation, team members have to have a common understanding of work roles and hierarchy within the team and share the norms for communication - in particular if the communication mostly or exclusively takes place via text-based computer-mediated communication channels.

This paper builds on the theoretical framework of Communities of Practice to focus on the creation and establishment of team identity and hierarchy through the usage of discursive practices and linguistic devices in Instant Messaging. The close analysis of naturally occurring interactions focuses on the creative use of language in the written environment - in particular linguistic practices that enable team members to express paralinguistic cues in writing. The analysis proves that the virtual team's identity is fostered by the negotiation of communicative norms, in particular of norms including deviant language forms. The creative use of (written) non-verbal cues has also been found a crucial strategy to enact linguistic politeness, thus contributing both to the maintenance of the team and to the attenuation of hierarchical inequalities. The analysis discusses the role of punctuation, hesitation, emoticons, deviant spelling and chronemic (time-related) cues in particular.

De Cock, Sylvie

Intercultural communication in general business English textbooks

Session 1

In a world where international business is done in many parts of the world on a daily basis training in intercultural communication is key to students of business and business communication. A number of textbooks such as Carté and Fox (2008) and Reynolds and Valentine (2004) are specifically devoted to the teaching of intercultural communication. In addition, elements of intercultural communication have increasingly been making their way into some general textbooks that aim to help students develop their language skills (reading comprehension, listening comprehension, speaking, writing) in connection with the world of business. The aim of this paper is to investigate the intercultural communication content of a series of general business language textbooks. The focus is on textbooks of business English as English is still one of the most frequently used languages in international business communication today. The textbooks under scrutiny target intermediate to advanced learners of English and include, among others, Intelligent Business (Pearson Longman), The Business (Macmillan), In Company (Macmillan) and ProFile (Oxford University Press). The analysis is both quantitative and qualitative as it examines not only the amount of information included but also the type of information displayed (e.g. high vs low context cultures), where and the way in which it is presented and discussed (e.g. in a special section/unit devoted to intercultural communication) and any references to the literature in the field (e.g. Hofstede 1991). The paper also offers an evaluation of the relevance and usefulness of the intercultural content under study in the light of reference books in the field such as Beamer and Varner (2008) and Guidham (2005).

De Stadler, Leon
Baitsewe, Ruth
De Stadler, Elizabeth

Consumer protection and plain language: New challenges in a multicultural South African setting

Session 3

In May 2011 a new Consumer Protection Act was promulgated for South Africa. This advanced piece of legislation includes, among other relevant articles, an article 22 which states that all institutions and companies must comply regarding certain plain language (PL) requirements for their documentation to clients.

The CPA, with this particular article, gives a very special status to the notion of PL and the extensive redesign of a multitude of documents in a vast variety of institutional settings. In this paper I will present a critical view on the CPA and most specifically on the parts that refer to plain language. In reference to some of the cases that we are currently dealing with, I will indicate the problems that we are forced to deal with at present, including the definition of PL and the interaction of PL with other complex issues in South African society. In the process I will reflect on the role of multiculturalism and multilingualism, taking cases from three specific sectors, namely higher education, financial services and health services. The paper will also deal with aspects of testing for PL and the redesign of documentation in this multicultural setting.

Dieltjens, Sylvain
Heynderickx, Priscilla

Metaphors in obituaries in Belgian staff magazines

Session 2

Most staff magazines have a separate personal section in which births, marriages, retirements and deceased are announced. To some members of the organization, often those who enjoy a superior status in the company hierarchy, a more elaborate text is dedicated on the occasion of their death. Our paper will present the results of an analysis of the metaphors occurring in such obituaries in Belgian staff magazines. Our corpus material consists of about 200 obituaries dating from the 1960s until now. We collected them by visiting the archives of Belgian companies such as the Nationale Bank België, De Post and BNP Paribas-Fortis.

Our preliminary search for literature on the subject of obituaries in staff magazines produced disappointing results. We found some academic papers on obituaries (e.g. Rodler et al. 2001, Moses & Marelli 2003, Tight 2008, End et al. 2009), but they are based on a corpus of obituaries published in newspapers.

In an earlier paper (Rome 2011), we presented the diachronic evolution of the obituaries (structure, content etc.). During our analysis we noticed the frequent use of metaphors. In this presentation we focus on that aspect of the obituaries. The analysis will provide answers to questions such as the following:

- What types of metaphors are used?
- In which section of the obituary do they occur?
- Is there a diachronic evolution in the types of metaphors used?

Dupré, Natalie
Van Coillie, Jan

Humour in magazine advertisements: a cross-linguistic investigation

Session 7

Taking her cue from Buijzen & Valkenburg's (2004) humour typology for audio-visual media, Van Meijl (2008) developed a categorisation of humour techniques for advertisements in Dutch magazines. Our investigation scrutinises magazine advertisements from various language regions. More in particular our focus is on the differences in the shares of humorous advertisements, as well as on the specificity of the humour techniques found in the advertisements.

A precondition to such cross-linguistic research on humour is a typology that distinguishes clearly defined and delineated categories. The typology that we have developed differs from existing models (Catanescu & Tom, 2001, Buijzen & Valkenburg, 2004, Van Meijl, 2008, Den Ouden & Van Meijl, 2009) in that it solely includes techniques that are in themselves humorous. The definitions of the humour techniques incorporate the verbal, pictorial or verbo-pictorial nature of the humour that springs from these techniques. Finally, the humour techniques are also linked to the three processes that underlie the manifestation of humour: arousal-safety, incongruity-resolution and humorous disparagement (Speck, 1990). The differences in the use of humour between the language regions can afterwards be related to cultural differences in the use of humour, as described by Lewis (2005).

We compiled a corpus of magazine advertisements from Germany, France, Great Britain, Italy, The Netherlands, Spain and Flanders that were published between November 2010 and February 2011. On the basis of the newly forged analytical model the humour techniques identified in each advertisement were recorded and analysed. The relations between the humour techniques, product categories and magazines/language regions were statistically tested in SPSS.

Filimon, Ioana Agatha

Argumentative key-words and key-icons in CSR reporting

Session 6

By means of a relevant example, the paper investigates the persuasive use of key-words and key-icons in CSR reporting discourse, in line with the model of argumentative keyword developed by Rigotti and Rocci (2005) within the Argumentum Model of Topics (Rigotti & Greco Morasso, 2010). Already applied to the analysis of reporting discourse (Filimon, 2011, 2009), this model states that culturally loaded words can act as lexical pointers to implicit endoxa (i.e. values and beliefs shared within a community) that can be introduced as major premises in the argumentative enthymemes. Being presuppositional and culture dependent, endoxa can be a source of pragmatic misunderstanding (Rocci, 2006). Therefore, the persuasive power of argumentative keywords resides in their capacity to evoke from an assumed common ground, those endoxa that are shared by all parties involved in argumentation.

Considering the standard modes of visual meaning employed in visual argumentation (Birdsell & Groake, 2007), and the fact that images may "convey messages rhetorically by evoking 'pattern[s] of verbal and emotional associations'" (Shelley, 1996, in Smith, 2007), the aim of this paper is to observe to what extent these patterns, once verbalized, can be introduced in argumentation as domain-specific implicit premises, conferring on icons a persuasive-argumentative keyness similar to that of keywords.

To this purpose, the paper analyzes a sequence of multimodal argumentation extracted from a CSR report (a sequence of icons anchored by central concepts of sustainability (cf. GRI) and succinct text-based argumentation) connected through a multimodal leitmotif (an argumentatively constructed slogan backed up by a symbolic icon).

The methodological approach consists of a two-level argumentative reconstruction in line with the pragma-dialectical principles (van Eemeren & Grootendorst 1999) and the Argumentum Model of Topics (Rigotti 2009, 2006), preceded by an interpretative, image-decoding step according to elements of genre-specific semiotics (Davison, 2011; Watts, 2004), theory of metaphor (Yus, 2009) and visual argumentation (Birdsell & Groake, 2007). Finally, an evaluative phase will combine the theory of argumentation with elements of corporate communication (David 2001, Hui & Rudkin, 2010), dual coding theory (Sadoski & Paivio 2001) and persuasion research (Eagly & Chaiken, 1993).

Fischer, Mary

Is English enough? Language use in the UK financial sector

Session 3

Much of the research in this area focuses on the language strategies of companies located in non-English speaking countries who are attempting to manage language use, often with resort to English. My paper, however, focuses on English native language fund managers in the UK financial sector. Much of their remit entails market research in emerging markets in order to gain market knowledge for investors and hence competitive edge for their companies. Building on existing research, my project has sought to establish how this is carried out, participants' perceptions of its success and their awareness of any shortcomings. A follow up project, which is not yet complete, but will be outlined as part of the paper, will examine the perceptions of their respondents in the emerging markets of the success or otherwise of communication between the two groups. The research will contribute to our understanding of the success of native speakers of English within the context of the establishment of International English. The research uses qualitative methods, primarily semi-structured interviews with key players in the sector.

Forman, Janis

The entrepreneurial turn to narrative: Tell me a story about the future of the organization

Session 2

Entrepreneurs interested in acquiring funds for next-stage development of their organizations need to write business plans for funding and deliver pitches to potential investors. This presentation considers the usefulness of a storytelling approach to business plans and presentations in assisting students to create and deliver data-based persuasive cases on behalf of client companies with which the students are working. The presentation draws upon numerous examples of business plans and presentations from the Global Access Program (GAP) at UCLA's Anderson School of Management, a strategy program to assist foreign companies that want to enter the US market and the equivalent of a masters' thesis for the students.

The focus of the presentation is on teaching with particular emphasis on the following:

- Differences in story between the plan and pitch
- Common challenges in developing both genres
- Pedagogical approaches to working with students
- Students' development of Board-level credibility
- Benefits and challenges of working in interdisciplinary faculty teams
- Challenges of working with CEO's of small, entrepreneurial firms from outside of the United States

Gatti, Christina Maria

Anchoring the company's growth to the time line: A story of visual and written progress

Session 5

The purpose of this presentation is that of offering an analytical insight on the use of spatiotemporal metaphors in organizational discourse for the webpages. As a text-type, I will refer to the timeline in the form of both narrative tool and graphic device used for anchoring visual information to temporal landmarks. The analysis will be carried out from a cognitive-structural and a discursive-functional perspectives. Specifically, I will firstly flip through the mechanisms involved at cognitive level when metaphorical discursive structures such as the timeline are deployed. Secondly, I will illustrate the structuring of the company's identity and image within the (historical) framework provided by the timeline (TL). Against a communication background, the analysis of the TL as a cognitive artifact will shed light on the image of the company resulting from compressing spatial and temporal relations into the one-dimensional space of the corporate time line. Similarly, approaching the TL as an information visualization tool for communicating a sequence of related events, will bring to the surface the meanings entrenched in the integration of spatiotemporal notions and the mappings of events in verbal and non-verbal modalities. The final focus will be on those expressions which contribute to the descriptions of the company as an organism-in-progress. In short, the present chapter discusses how metaphors mediate the organization's development and achievements across time and space.

Gerritsen, Marinel
Hoogma, Lotte

Media choice in health communication

Session 7

If a serious epidemic disease, such as the Swine Flu in 2009, breaks out governments all over the world have to inform the target group about the disease and how to avoid infection. This paper deals with one aspect of such a campaign, e.g. the choice of communication media. The paper reports on two explorative studies. Firstly, we investigated by means of a corpus analysis the differences between the UK and the Netherlands in the types of communication media that governments used for communication about the Swine Flu (the sender's perspective). Secondly, we investigated by means of experiments in a between-subject design among 100 UK and 100 Dutch subjects whether they differed in the communication media they appreciated most for such a campaign (the receiver's perspective). Based on a combination of the Information Richness Theory of Daft and Lengel (1984), the Context Theory of Hall (1976), and the value, uncertainty avoidance, of Hofstede (2001), it is expected that the Dutch use and prefer media with lower information richness than the British do.
The cultural differences that we expected were neither found in the corpus analysis nor in the experiment. The corpus study showed that both the British and the Dutch government used in more than 90% of their communications about the Swine Flu information poor media, and the experiment showed that receivers in both countries appreciated and preferred information rich media the most. This indicates that regarding the communication media used for public health campaigns such as the Swine flu the same media can be used in Western countries. A striking extra result of our studies was that there was no match between the media the senders used and the receiver's preferences. Whereas the senders mainly used information poor media, de receivers preferred information rich media.

Giannoni, D.S.

The pragmatics of customer complaint forms in British and Italian Settings

Session 2

The pragmatic plane of English corporate and institutional discourse has been widely investigated over the last two decades by linguists, educationalists and ESP scholars interested in the description of typical communicative events in such settings. Politeness-related phenomena in particular have often often singled out for analysis, because of their interpersonal and sociocultural implications, especially in international contexts (cf. Brown & Levinson 1987; Bargiela-Chiappini & Gotti 2005; Bargiela-Chiappini & Harris 2006; Bousfield & Locher 2008). Among the many types of dialogic writing analysed in the literature, special attention has been given to business correspondence and, more recently, to email messages in their various instantiations (Maier 1992; Giannoni 2001; Gillaerts & Gotti 2005; Jansen, & Janssen 2010). Other kinds of document, however, await in-depth investigation.

The present paper extends existing work on politeness strategies in business writing to a relatively unresearched genre, the customer complaint form, which provides a template for submitting complaints offline or online (see Vásquez 2010) to corporate/institutional service providers. Following the taxonomy in Giannoni (2001), the linguistic strategies employed by such forms are analysed across an ad-hoc corpus representing a range of British and Italian organisations. The comparison of such texts provides insights into the preferred linguistic resources deployed in the two countries when dealing with conflict in similar situations. While some of these are prevalently language-driven, others may be interpreted as an expression of different national sensitivities (cf. Rees-Miller 2000; Leech 2002; Vergaro 2002) to the duties / expectations of parties involved in customer complaint cases.

Gimenez, Julio

"Follow us": An exploration of the role of enterprise social networking (ESN) in corporate communication

Session 4

YouTube, Twitter and Facebook have become common features on many business websites, giving rise to the business practice known as 'enterprise social networking' (ESN) (Richter et al., 2011). On the corporate end, social media marketing and increased on-line presence seem to be the most obvious reasons why corporations have embraced ESN so readily. But is this all there is to social networking for business purposes? On the customer side, apart from being kept informed about products, services and PR efforts, is there anything else that enthuses customers to follow a company's postings on Twitter or Facebook?

Based on textual analysis (websites and postings), interviews (with corporate communication officers and customers) and a number of artefacts (websites, podcasts and video clips), the study reported in this presentation explores the main reasons why three corporations and some of their customers turn to ESN to interact. It argues that beyond the most obvious purposes, ESN in corporate communication is used for:

- helping to put a human face on businesses;
- creating awareness;
- recruiting (instead of using business-oriented networking sites- DeKay, 2009; Richter et al., 2011; Thew, 2008);
- engaging followers for product development (e.g. prosuming);
- interacting with like-minded people in a particular industry (Agarwal & Mital, 2009); and
- asking for advice or referrals from other customers (Ermecke et al., 2009).

The presentation illustrates how the participating business and their customers use ESN for these purposes, and explores a number of theoretical and research implications that result from the analysis of its empirical base.

Grant, Terri

Developing sustainable professional communication practices through Scenario Pedagogy, a multimodal and collaborative approach to teaching and learning

Session 7

The coverage of corporate citizenship and sustainable business practices remains marginal in many business studies curricula both locally and internationally. Given the global financial meltdown and ongoing socio-economic crises, the urgency of adopting sustainability as a strategic tool to create value in an organization has been widely recognized. Scenario Pedagogy aims to be a holistic, multimodal and collaborative teaching and learning approach which seeks to facilitate this value creation by developing multimodal professional communication practices within a topical, real-world scenario. I have been using scenario learning and pedagogy in the sciences since the mid-90s but introduced it to the Commerce faculty in 2008. Investigating sustainable business practices at the University of Cape Town (UCT) has been the chosen scenario in which all classroom practice is embedded. Senior business students are fully immersed within the scenario context be this water, waste, building, transport and energy management. Integrating process and product across a range of discursive, generic and multimodal practices allows students within an emerging community of practice opportunities to explore interest, identity, modality and authorial stance as novice accountants and would-be marketers.

In this paper I wish to follow the trajectory of one student team as mapped against my framework of negotiated design. The team's 'off the page' draft and final 'on the page' products as exemplars of professional communication practice will be compared to highlight junctures and disjunctures in their developmental journey. These material artifacts and their verbal-visual (re)presentations allow participants to engage in situated practice and instruction, selection and design, critical framing and embodied reflection towards re-design and transformed practice.

Heidewald, Jeanette
Neher, Darryl

Global expansion live case: The target corporation enters the Canadian retail marketplace

Session 5

A significant challenge in developing meaningful learning opportunities for students leads many of us to the use of case-based learning in the classroom. While faculty-invented and historical cases provide students opportunities to think strategically and create persuasive messages, these approaches often lack the context and sense of urgency provided by live cases driven by interactions with real people in real companies.

In our undergraduate business communication course, our students use multiple modes of communication to address the needs of a new live case we conduct with a U.S. company each semester. Last fall, our students analyzed the impending entry of U.S. retail giant Target Corporation into its first international retail market. As Target develops its plan to open nearly 220 stores in Canada in 2013, our students utilized multiple modes of communication to respond to the client's case, such as:

- A team Work Plan table using Excel software
- Individual secondary and primary research, including direct contact with a Target executive, culminating in an extensive Works Cited in MLA format
- An individual memo/informal report written to the project supervisor clearly summarizing the student's initial research findings
- A 6-slide Slideument document using PowerPoint to communicate the student's idea proposal to its team
- A 20-25 page formal report using written and visual arguments to persuade the Target client to adapt its product, promotion, and in-store strategies to appeal to the Canadian customer using the students' unique strategy

From this live case model, our students learned to:

- Apply the complex communication process model to a specific communication context with a real company
- Write clear, concise, and audience-centered business documents in a variety of formats (memos, letters, emails, and reports)
- Design creative and persuasive visual arguments both as document and visual aid Speak effectively interpersonally and in teams
- Listen to instructions and critically analyze arguments
- Plan and collaborate effectively within team environments.

In our ABC Europe presentation, we will explain the entire live-case intercultural project with its many components and provide examples of our students' work from last fall. Additionally, we can address the logistics of creating relationships with corporations for live cases and the benefits for all involved stakeholders.

Hoeken, Hans

Stories and persuasion: When and how does narrative evidence make a difference

Session 1

A large number of empirical studies have compared the persuasiveness of narrative evidence to that of statistical evidence. Whereas overall there appears to be a slight persuasive advantage of statistical evidence over narrative evidence, there are also studies showing that narrative evidence is as persuasive as, or even more persuasive than statistical evidence. When comparing narrative evidence to statistical evidence, the focus is on the difference in the number of cases. In this contribution, I aim to show that whereas statistical evidence can be more persuasive than narrative evidence when supporting probability claims, the reverse effect can be expected when narrative evidence is used to support a claim about the desirability of a consequence. That effect is the result of a narrative's capacity to evoke emotions. To address the question of which emotions are evoked by which events, I turn to the literature on media enjoyment. It appears that these emotions are evoked by (1) empathizing with a character and (2) the extent to which the adventures of this character are in accordance with, or go against, the just world hypothesis. The insights gained from this discussion prove also relevant to the question of what makes information vivid and under which conditions vivid information is likely to be more persuasive compared to pallid information.

Hornikx, Jos

A foreign language – product match in advertising matters if other arguments are weak

Session 6

The success of foreign language display in advertising, such as French in English ads, partly depends on the match between the foreign language with the product displayed (e.g., Domzal, Hunt, & Kernan, 1995; Leclerc, Schmitt, & Dubé, 1994). For instance, French is more effective in ads for wine (a typical French product) than in an ad for beer (a non-typical French product) (Hornikx, Van Meurs, & Hof, submitted). Hornikx and Rucker (in preparation) also showed that foreign languages are more effective when a non-typical product has attributes that match rather than mismatch the language. A briefcase presented as stylish was more effective with a French than with a German slogan, and the reverse was found for a briefcase presented as reliable. The present study examined how effective such foreign language display is by comparing it to a classic persuasion factor: high or low quality arguments (e.g., Petty & Cacioppo, 1986). The research question addressed is whether the match between a foreign language and product attributes is equally important for effectiveness when the ad contains strong or weak arguments?

The experiment had a 2 (slogan: French, German) x 2 (attributes: stylish, reliable) x 2 (argument quality: strong, weak) between-subjects design. The material was borrowed from Hornikx and Rucker (in preparation); arguments, pretested to be strong or weak, were added in the text. In total, 163 participants (56% female; age: $M = 21.45$, $SD = 2.51$) filled in their attitude towards the product, the brand, and their purchase intention.

When the arguments were weak, the results of Hornikx and Rucker (in preparation) were replicated ($F(3, 72) = 3.18$, $p < .05$, $\eta^2 = .12$). However, when the arguments were strong, the match between foreign language and product characteristics did not affect persuasiveness ($F(3, 78) < 1$).

Hustinx, Lettica

Believe the vivid testimonies! The effect of vivid language in legal testimonies on judgments of guilt

Session 1

Some previous research has shown that vivid descriptions of a crime suspect or vivid testimonies of bystanders may cause an increase of judgments of guilt of the accused (Reyes, et al., 1980, Bensi et al., 2003). There is no unequivocal explanation for these findings. Hansen and Wänke (2010) suggest that concrete information (operationalized as concrete verbs) leads to perception of more subjective truth than abstract information. They argue that concrete information evokes mental imagery, and therefore is more credible than abstract information and that richness in detail increase reliability judgments.

In a broader sense, concreteness and richness in detail can be considered a substantial part of the concept of vividness (Nisbett et al., 1980). In order to test whether vivid testimonies can influence the credibility and subsequent judgments of guilt by a mock jury, an experiment was conducted.

An experimental text in the form of a series of testimonies was designed. The testimonies of a housekeeper, the suspect, the victim (before he died) and their daughter, were all formulated in abstract language. In one version, the testimony of the suspect, who claimed to be innocent, was changed into a vivid and concrete form, keeping the other testimonies abstract. In the other version the testimony of the victim, who claimed that his wife shot him on purpose, was changed into vivid language. Readers had to give judgments of the suspects' guilt on a 7-point scale, ranging from 'on purpose' to 'unintentional'.

The results showed that vividness of the testimonies influenced the judgments of guilt: if the suspect claimed to be innocent in a vivid testimony, she was considered to be less guilty, than when the testimony of the victim was vivid. These findings can be important in the context of a jury trial.

Hynes, Geraldine
Roebuck, Deborah
Kelley, Jonathan
Srinath, Anagha

The impact of workplace diversity on interpersonal communication

Session 4

Today's workplace is becoming increasingly diverse. Diversity may affect daily interpersonal interactions. The challenge for companies is to provide the training needed to maximize employees' cross-cultural interpersonal communication skills.

Effective interpersonal communication may cause positive relationships among employees, leading to productivity, profits and/or growth (Ahmed, et al., 2010; Mathews & Edwards, 2005). In culturally diverse workplaces, interpersonal effectiveness brings an increased understanding of the behavioral tendencies and value orientations that exist among other cultures, known as cultural empathy (Peltokorpi, 2008) and an ability to adapt (Lillis & Tian, 2009; Kraimer, Wayne & Jaworski, 2001; Ryan, McFarland, Baron & Page, 1999; Shaffer and Harrison, 2001).

A survey was conducted of 487 employees in U.S. companies of various sizes in a range of industries. Topics included daily interpersonal communication and workplace diversity. Preliminary findings are reported below. Statistical analysis of the results will be performed in order to determine significance of the findings.

One important finding is that cross-cultural communication is extensive in today's business environment. Over two-thirds (69%) of the employees surveyed said they work with people from different cultures. Almost 80% of the employees said they are familiar with other cultures. When asked whether they had difficulty in understanding people from cultures different from their own, a majority of the employees surveyed -- about 53% of the female respondents and 58% of the male respondents -- admitted difficulties. These results suggest that culture may play a role in effective communication within the workplace as well as in the global business environment.

These preliminary findings indicate the need for companies to invest more in interpersonal and cross-cultural communication training, in order to reap long-term benefits. Cross-cultural communication training aims to bridge the gap between diverse cultures (Edwards and Rees, 2006; Dewald and Self, 2008), and enhance the skills of those who have interaction with other cultures, whether domestically or while assigned abroad, so they can perform competently and effectively.

Isaksson, Maria

Beyond the boundaries of politics and religion: The rhetoric of identification in Norwegian foreign affairs

Session 2

This case study rests on the assumption that Nordic deliberative rhetoric increasingly needs to rely on expressions of epideicitic and non-political rhetoric in order to reach out to the growing number of diverse cultural, social and religious audiences. The gradual marginalization of immigrant- and minority communities in Norway has in a number of speeches and articles been addressed by the Norwegian Minister of Foreign Affairs (MFA). Due to the upsurge of religion during the last decade, many of the speeches have been targeted to Muslim audiences, with the main message captured in a recurring appeal for "a new Norwegian 'we'".

This paper examines the rhetoric of identification in the first speech on "a new Norwegian 'we' given by the Norwegian MFA in the World Islamic Missions Mosque in Oslo. The year is 2006 and the Minister's first visit to the Mosque. It is the key speech to a larger text corpus on the same topic. The present purpose is to see to what extent the Norwegian MFA is able to induce identification with his religious audience; to what extent he is "speaking in the voice of the other" – whether it is through association, dissociation or identification (Burke 1969).

Burke's three types of speaker-audience identification are operationalized by Cheney (1983) as common ground strategies, antithetical strategies, and the transcendent "we" strategy and further isolated into specific forms of appeals. The method used to examine identification strategies and appeals in the speech "a new Norwegian 'we'" is qualitative and combines Burke's rhetorical identification concept with theoretical perspectives from organizational communication (Koller 2009, Cheney 1983) and epideictic rhetoric (Sheard 1996, 1993, Sullivan 1993). Finally, a claim will be made for the public value of epideictic rhetoric and for the increasing need to address our common humanity in public discourse (Perelman & Olbrechts-Tyteca 1969).

Jacobs, Geert
Temmerman, Martina

Simulating press conferences: towards an integrated learning experience on crisis communication for business communication and journalism students

Session 4

In this paper we present an innovative collaboration in the practice and pedagogy of crisis communication and press relations involving postgraduate students of business communication at Ghent University and postgraduate students of journalism at Erasmus University College in Brussels (both in Belgium). Drawing on Bandura's concept of self-efficacy (defined as people's judgment of their capabilities to organize and execute courses of action required to attain designated types of performance, 1986: 391), our main research question is to assess to what extent this collaboration allowed the learners on both sides to develop realistic and more positive expectations of their own management and media communication competences.

The collaboration that we present is focused on a case of entrepreneurship, social media and high tech corporate spin-offs, where our students participate in a series of five simulated press conferences: the business communication students play the role of crisis communicators, the journalism students function as journalists. Our data include transcripts and video-recordings of the five press conferences as well as five focus group discussions involving selected press conference participants. In addition, we compared the results of self-efficacy surveys administered to the learners before and after the collaboration. Methodologically speaking, our auto-ethnographic approach is combined with a fine-grained analysis of some of the discursive features that characterize the multi-party oral interaction of the press conferences and of the focus group discussions. The results of this preliminary exploration demonstrate the added value as well as a number of complex challenges in bringing students of business communication and journalism together for an integrated learning experience in the field of crisis communication and press relations, in general, and of press conferences, in particular.

Jansen, Carel

Fear appeal messages in health communication: Opportunities, risks and challenges

Session 3

A much-debated issue in discussions about communication interventions in health promotion is the decision whether or not to make use of fear appeals. Some authors argue that these scary warnings only have disadvantages when compared to messages that are not meant to frighten the audience; other authors claim that as long as specific conditions in the processing of fear appeals are met, this kind of health messages can be quite effective. A prominent theoretical base for this positive view on the possible advantageous effects of fear appeals is the Extended Parallel Process Model (EPPM). One of its components refers to individual differences, related to, for instance, the receivers' cultural background, their involvement with the issue at stake, their so-called need for cognition, and their level of familiarity with the content or the form of the fear appeal message. As yet, not many studies are available that present empirical data about the influence of such individual differences on positive or negative reactions to fear appeals. After a short discussion of the EPPM, an overview of these studies (in some of which the speaker was involved as one of the researchers) will be presented; suggestions will be proposed for new studies into the effects of individual differences on fear appeal outcomes, and consequences will be discussed of the present state of affairs in the fear appeal literature for the practice of health communication.

Jansen, Frank
Janssen, Daniel

The repeat purchase model and the reassuring function of commercial genres

Session 1

A major goal of commercial communication is to persuade prospects to buy your products, not once but their entire life. Investigations of this process in communication studies are based on the Theory of Reasoned Action (Ajzen & Fishbein 1980) and of the so-called central route of the Elaboration Likelihood Model (Petty & Wegener 1999). Both capitalize on the assumption that the prospect weighs the pros and cons of his purchase. An alternative is the repeat purchase model that Ehrenberg & Goodhart (1980) originally developed for low involvement products. According to this simple model the prospect gets aware of the product, he tries it and buys it again and again. In our contribution we will ask ourselves whether this model has some value for understanding characteristics for business genres, the sales letter in particular.

We will demonstrate how sales letters are designed to let the reader/prospect stumble on the product and then contributing to his self-confidence by comforting him about the product. The presentation of the product in a recognizable genre is comforting in itself. And many of the genre's features of structure and style are best explained as means to comfort him.

Janssen, Daniel
Jansen, Frank

The need to say "sorry". The effects of apologies in crisis communication

Session 7

It is common practice organizations to offer an apology during a crisis when the organization is deeded responsible for the event. However, experimental research only half-heartedly supports the theoretical claim that apologies are indeed effective at repairing damaged corporate reputations after a crisis. In our presentation we will discuss some empirical research into the effects of apologies in business communication and try explain how apologies work and why they may work better unmediated communication.

Johansen, Jane

Facilitating research and pedagogy using a three-dimensional business communication model

Session 6

The three-dimensional international communication model presented at the 2011 European ABC conference is given extended discussion to define the elements of the taxonomy that develop in international business communication. The taxonomy is the product of the dynamic interplay of personal culture, national culture, and business (organizational) culture. The model serves as a practical tool to increase communication research and to encourage discussions about the nature of international business communication.

Kaul, Asha
Thappa, Varun

Digital influence

Session 4

The case, Digital Influence describes the strategies adopted by IBM India to gain market share, influence the groundswell, and develop technical evangelists. It further elaborates on the strategies adopted by the company to increase awareness, consideration and preference for its software brands, which were largely unknown before this social media initiative.

IBM had been experimenting with social media applications in the business and marketing context with the intent of extending the marketing mix using social media as the vehicle. After studying existing plans, Virginia Sharma, Director of Marketing and Communication, in July 2009, instructed her team to shut down all ad hoc sites created by different IBM teams for she felt - “I rather not be on Facebook than have five 5 people following me.”

After calling off a 7000 people seminar in August 2009, Virginia conceptualised a social media campaign with the help of Ogilvy & Mather (O&M) to increase the mindshare of IBM software among the customers. She envisioned the social media initiative of IBM with two key initiatives: one, to understand the brand perception for all the five software brands among the target audience and two, to ensure creation and visibility of chief technical evangelists in professional networks.

Within nine months of starting the campaign, IBM software share of voice in the digital social media space went up from 0 to 14%, without any advertising. Its membership increased from 0 to 10 across social media channels, which were India specific. IBM also moved up the ranking from three to two, with only Microsoft and Oracle ahead.

Virginia was hesitant about declaring victory at this point. She knew that though IBM had invested about 10 per cent to 12 per cent of the overall brand marketing budget for FY 2010 it still had to achieve desired results. Why had the volume of share of voice increased for only some of the brands and not all? Was this model sustainable? Would it help IBM gain software market space and create technical evangelists? As she pondered over these questions, she realised that a lot more time and energy was needed for this campaign.

Kazaka, Olga

The “language” of social media in corporate communication

Session 4

Such social media as blogs and micro-blogs, social networks, content communities, forums and wiki are gain more popularity among users. It also motivates companies to communicate in this environment. Brands are creating their profiles in social networks, blogging and communicating in forums and publishing video. However, crucial issue here is whether companies know how to communicate efficiently with social media users, what are their expectations, priorities, likes and dislikes. In other words, do companies and users speak one “language”?

The study consists of the several stages. Initially to identify the key trends related to the corporate communication in social media in Latvia and obtain the data necessary for the further survey, was carried out interviews of the 13 social media experts. To ensure the quality of the data processing was used the Grounded Theory of Glaser and Strauss that provides potential to offer original insight into the processes. To clarify the corporate communication patterns in social media survey of the representatives of 420 companies operating in Latvia was carried, as well as survey of 624 social media users.

By conducting surveys between companies and social media users, specific corporate communication tendencies prevalent in this environment have been disclosed. Comparing the results of these two surveys, the main elements of the social media “language” are defined, that are important for the deeper understanding of the social media phenomenon in the framework of the corporate communication. These research findings are significant, as they characterise that social media enters the small country, where communication area is comparatively new, as well as that fragmented communication environment: the society is divided into two language communities. Difficulties are enhanced by the problem to change their communication strategy from “creating message” to forming a dialogue, which leads to a “trial-and-error” method, when not all possibilities are employed.

Khan, Alla Baksh. Mohd Ayub
Pandian, Ambigapathy

Perceptions pertaining to the viability of utilising mobile communication and information processing devices as pedagogical and learning tools within ESL classrooms in Malaysian tertiary institutions

Session 7

Cellular telephony and mobile information storage and application tools are increasingly ubiquitous features of contemporary life as they serve to enhance connectivity and improve productivity whilst conflating the spatial and temporal dimensions of reality. As a consequence of technological advances, innovative designs and mass appeal, mobile telephone, laptop and tablet ownership has increased exponentially in learner environments globally as they become indispensible tools in teaching and learning situations. This scenario has materialized as the direct result of advances in hardware configurations being leveraged upon by innovative software applications that have seamlessly facilitated interactive and multi-modularity based pedagogical and learning initiatives. Such developments have become established in many digitalized societies and have facilitated optimized learning opportunities for a wide spectrum of learners. A similar trend is now sweeping through the portals of education in the developing world as accessibility to such portable tools become increasingly common in schools in developing countries like Malaysia. The present study seeks to assay the perceptions of ESL learners in a public university in Malaysia regarding the viability of utilising mobile communication devices as teaching and learning tools in the ESL classroom. The study employed both quantitative and qualitative research instruments i.e. questionnaires and interviews respectively to gauge and cross-validate ESL learners' perceptions pertaining to the application of these devices in the ESL teaching and learning environment. 100 respondents from a public university in the northern region of Malaysia are to be surveyed. The findings of this exploratory study are expected to provide valuable insights into perceptions regarding the usage potentialities of mobile communication and information processing devices as teaching and learning tools within ESL classrooms in tertiary institutions in Malaysia

Knight, Melinda

Publishing in business communication journals

Session 4

This session will feature the editor of an ABC-sponsored journal, Business Communication Quarterly. Audience members will have the opportunity to meet the editor and discuss how to navigate the manuscript review process, including strategies for successfully transforming research into articles suitable for publication and ways to avoid common pitfalls. Business Communication Quarterly is the only refereed journal devoted solely to the teaching of communication in the workplace. The journal aims to present the many interdisciplinary, international, and organizational perspectives that characterize the field and specifically to publish research that advances knowledge about business communication pedagogy in both academic and workplace settings, including program design and assessment, the impact of technology, global and multicultural issues, and best practices.

Koeman, Joyce

Segmenting the multicultural youth market in Flanders: Ethnic-cultural differences in advertising beliefs and attitudes

Session 6

With the increasing ethnic-cultural diversity in Flanders, this study examines the role of culture in advertising beliefs and attitudes among majority and minority youth in Flanders. Although youth marketing strategies, and more recently also ethnic marketing strategies, are becoming more common, research taking ethnic-cultural differences among young consumers into account is scarce. This study aims to fill this gap, by assessing to what extent culture influences advertising beliefs and attitudes among youngsters with various ethnic-cultural backgrounds. As part of the broader theoretical distinction between individualistic and collectivistic cultures (e.g., Gudkunst et al., 1996; Hofstede, 1980), the cultural values (Schwartz, 1992) and self-construals (Markus & Kitayama, 1991; Singelis, 1994) of 12 to19-year-olds with Flemish, Turkish, Moroccan, other western and other non-western origins are measured by means of a quantitative survey (N=1,140). Due to globalisation and acculturation processes ethnic origin alone does not seem a viable segmentation criterion anymore. Therefore a theoretically informed cluster analysis of cultural values and self-construals has been conducted, resulting in a cultural typology of youth consisting of three distinct groups: 'socially-oriented conservatives', 'dynamic self-developers' and 'cultural in-betweens'. This typology has been tested and complemented with 50 interviews with majority and minority youngsters. In line with Pollay and Mittal (1993) both quantitative and qualitative comparisons point out significant variances in positive advertising beliefs (i.e., product information, pleasure, and the social/image role of advertising) as well as negative advertising beliefs (i.e., materialism and advertising falsity) and consequently in general advertising attitudes between these clusters. Overall the results underscore the relevance of lifestyle research that takes ethnic-cultural differences into account and implications for advertising and media professionals operating in ethnic-culturally diverse markets are discussed. Furthermore, recommendations for future interdisciplinary research are made to complement existing cross-cultural theoretical frameworks and make them suitable for current multicultural realities.

Korzilius, Hubert
Arias, Maria Margarita

CSR and Facebook: a splashy combination?

Session 5

In the literature the themes Corporate Social Responsibility (CSR; Porter & Kramer, 2006), Online Social Networks (OSN; Cachia et al., 2007), consumer behavior (Barone et al., 2000) and cultural dimensions (Hofstede, 2001) have been widely studied individually. However, research addressed towards linking the relationships between these themes has been scarce. This study aims to cover this gap, by analyzing the use of OSN Facebook as communication channel for CSR information in Colombia and the Netherlands by means of a corpus analysis. In addition, in an experiment we assess the effect of receiving transparent CSR information through a firm's Facebook profile, on consumers' brand image and purchase intention. The experiment also incorporated the impact of the cultural dimensions Masculinity - Femininity and Collectivism - Individualism.

The corpus analysis on a sample of 30 large companies in Colombia and the Netherlands shows that Facebook is more often used as a communication channel in Dutch than in Colombian companies. The content of Facebook is characterized by news about and description of CSR programs larded with pictures. There is limited use of transparency elements like performance and targets.

A fictitious brand profile "Splash Citrus" was designed for an online experiment (Kohav et al., 2009) using a two-factorial between-subjects design (n = 20 to 22 per condition). Splash Citrus stands for CSR: it is a healthy lemon-flavored water and buyers are asked to sponsor the fight against gastric cancer. The two factors are communication channel, Facebook fan page versus video commercial, and country, Colombia versus the Netherlands, expressing differences on the cultural dimensions Masculinity - Femininity and Collectivism - Individualism. Purchase intention and brand image are dependent variables. The findings support the hypothesis that participants receiving CSR information through Facebook have a higher Brand image than participants receiving information through a non-personal communication channel, the commercial video. We find no interaction effects for the cultural dimensions.

Kouwenhoven, Huib
Van Mulken, Margot

Does talking about the organization in a different language influence the perception of self?

Session 6

In today's globalized world, more and more people come to use a second language in their organization. The decision to adopt a lingua franca within an organization might have an influence on employees' self concept and personality and consequently on their performance in an organization. This influence has rarely been investigated with compound bilinguals, who learn their second language in the same environment as their first language. The present paper reports on an experiment with 39 Dutch participants (all university students) that aimed at establishing whether the self-concept of compound bilinguals differs when they use their first or second language. Participants were required to write a short narrative in which they were asked to reflect upon their individual self and their membership in their university. Thus, language served as a priming instrument, because afterwards participants filled in a questionnaire on personality traits and organizational identification. After a two-week interval, the same participants were asked to take part in the same experiment, but now in a different language mode (either English or Dutch). Language effects are found for self-confidence and extraversion, a personality trait related to self-confidence. Results suggest that, in general, the self-concept of compound bilinguals is comparable in L1 and L2, but that L2 use could influence parts of the self-concept relevant to performance in an organization.

Kunst, Matthew Alex

President Obama 'Selling' his Economic Plan

Session 5

Ever since the emergence of radio as a means of communicating to the masses, American presidential speeches have been important for announcing presidential policies. The American Presidential Weekly Radio Address is one example of an 'institution' of American presidential radio speeches. The first American President to give a radio address on a regular basis was President Franklin D. Roosevelt.

Roosevelt first used the radio as President to announce the passage of the Emergency Banking Bill, a bill that addressed the immediate issue of the banking crisis in 1933. Coincidently, when President Obama began his Presidency the most urgent issue was the economic crisis, thus his first Presidential weekly radio address introduced the American Recovery and Reinvestment Act (ARRA), his financial recovery plan to help stimulate the U.S. economy. However, Obama used three radio addresses to persuade the importance of ARRA, before its passage was announced in the fourth address.

Thus, this study examines how Obama 'sells' ARRA to the American people. The analysis is three fold. First, the study will linguistically analyse the language of negotiating in ARRA by way of Systemic Functional Linguistics (Halliday and Matthiessen 2004). Second, the analysis will further take the idea of negotiation by investigating the structural cohesion of the four speeches. Finally, the idea of negotiations in the analysis will be enhanced by utilizing frameworks of business communication and marketing.

The findings will suggest that Obama's language seems to be very negotiable, and the fact that the four speeches are structurally cohesive further adds to this idea. Moreover, the idea of negotiating will demonstrate parallels between political and business communication. These parallels may be an advantageous and significant benefit for future analyses to both fields, since both greatly influence each other and especially during a period of economic crisis.

Le Pair, Rob
Hornikx, Jos
Van Maaren, Ellen

Individual context scores explain national differences in perceived comprehension of complex advertisements

Session 2

In accordance with Hall's (1976) context theory, which states that high-context cultures are more inclined to use indirect and ambiguous communication than low-context cultures, Le Pair and Van Mulken (2007) and Van Mulken, Le Pair and Forceville (2010) expected that high-context cultures (e.g. Spain) would be better at understanding complex metaphors than low-context cultures (e.g. the Netherlands). In both studies, empirical support was indeed found for the existence of differences in perceived complexity between nationalities, but this effect could not be ascribed to an individual preference for high / low context. The current experiment attempted to remedy this by measuring participants' individual preferences for high / low context. The research question addressed is: Can national differences in perceived complexity of advertisements containing metaphors be ascribed to cultural preferences for high / low context?

In an experiment with a 2 (Belgian/Dutch) x 2 (high/low context) x 4 (no metaphor/juxtaposition/fusion/replacement) between-subject (nationality, context) and within-subject (metaphor type), Belgian ($n = 174$) and Dutch participants ($n = 115$) – 56% women, age $M = 20.94$, $SD = 1.78$ – were presented with 16 existing advertisements. For each advertisement, perceived ad complexity ($\alpha = .87$) was measured. In addition, personal preference for high / low context was measured (Richardson & Smith, 2007; $\alpha = .73$).

The Dutch participants (low-context) scored higher on perceived complexity than the Belgian participants (high-context). A mediation analysis showed that this national difference was fully mediated by the individual preference for high / low context.

Just like previous studies, the current study shows that there are differences in perceived complexity of metaphors between different nationalities. However, it also demonstrates that these differences can actually be ascribed to cultural differences in preferences for high / low context.

Leeuwerink, Marco
Den Elzen, Renate

The influence of social media on crisis communication

Session 4

A crisis in 2012 is very different from a crisis ten years ago. During the shooting of 9 april in Alphen aan den Rijn, where six people got killed and sixteen were wounded, the influence of Twitter and other social media was enormous. In our presentation we would like to show how government organisation could deal with social media in crisis from the perspective of the Dutch police. How did they cope with the crisis in Alphen aan den Rijn?

Every organisation should already be connected with their public bef=F3re a crisis via social media. And they should monitor the sentiments of the public, before, during and after a crisis. The corporate website is less and less important because you have to 'fish where the fish are'. Communicate with people on the (social) media they are using!

Social media influences also the way communication professionals should act in crises. The distinction between press and public is no longer there. Every person is a journalist with social media such as facebook. Employees are all spokesperson through their Twitter-account.

Communication professionals must therefore act proactively, instead of being passive advisors. For example when Twitter is full of rumours, communication professionals must act immediately by giving the facts. Moreover, they are not longer the only ones who communicate; everyone in an organisation is a potential spokesperson.

Lennox, David

Writing in three dimensions: teaching communications skills for the hyper-personalized world

Session 4

Technology allows us to customize our experience with the world in new ways: our music playlists reflect our individual tastes, our internet favorites are close at hand on our customized display screens, and even our automobiles can bring us seat, temperature, music, transmission and suspension settings that adapt as a new driver takes the wheel. This global trend affects business communication, as well, as today's audiences will increasingly expect to "read" a text in ways that reflect individual interests and information needs. With e-texts and portable multimedia media devices, we have moved from a linear, narrative paradigm to a hyper-linked set of messages that will change as individual readers make unique navigation choices.

Given these new audience expectations--and the technology that will increasingly allow writers to compose messages multi-dimensionally--business communicators must think of messages in new ways. We must compose in three dimensions, with the third dimension being the interactivity that allows readers to follow individual paths, selecting deep or broad tangents as desired. Whereas traditional business writing courses teach message structure as a way to group a linear series of main points or assertions, future instruction must include the skills of connecting or stacking related points (whether words, graphics, pictures or videos) such that the links make sense to the reader, accomplish the writer's purposes, and yet allow a highly personalized experience.

This presentation a) displays a model of three-dimensional writing, b) considers the new skills business communication instructors must teach, and c) identifies a research agenda for establishing best practices in hyper-personalized communication.

Louhiala-Salminen, Leena
Kankaanranta, Anne

Global communicative competence: conceptualizing business communication in the multicultural, multilingual and multimodal business context

Session 1

In recent years, business communication has experienced a multitude of dramatic changes due to the increasingly complex operating environment of internationally operating business professionals. In particular, the multicultural, multilingual and multimodal diversity in business communication has highlighted the need for expanding our knowledge of the elements that constitute communicative competence in global encounters. Although competence has been investigated, the language perspective, particularly the language used for international communication, i.e. English as a Lingua Franca (ELF), has largely been ignored.

We will use the findings of an extensive survey study conducted among business professionals engaging in global communication to discuss the present-day concept of 'business communication' and the notion of communicative competence. Our findings show that global communicative competence consists of three layers: multicultural competence, competence in BELF (English as a Business Lingua Franca) and the communicator's business know-how. Based on our findings, we present a model for Global Communicative Competence (GCC), which includes language as a key component. We will also discuss implications for theory, practice and education including the need for a multidisciplinary approach and the acknowledgement of ELF/BELF as the language of global interaction. ELF/BELF assumes a shared "core" of the English language, but focuses on interactional skills, rapport building and the ability to ask for and provide clarifications.

Manning, Andre

Crisis Communications learnings from Philips

Session 5

The world of communications is more exciting than ever before. Only seven years ago, it took hours or days for news to travel from India to Indiana. Nowadays, it only takes seconds for news to travel across the globe. At the same time the boundaries between external and internal are disappearing fast. In his presentation Andre Manning from Philips will shine some light on how they pro-actively prepare for and deal with crisis.

Martínez-Camino, Gonzalo
Pérez-Saiz, Manuel

Interpersonal management in Spanish business messages

Session 6

Our paper will be a socio-pragmatic research in business cross/inter-cultural communication. We consider that interlocutors resort to several linguistic and rhetorical devices in order to define a face that can be characterized as a balance between affiliation and autonomy: feel accepted as differentiated individuals (Bravo 1999). What are these devices? Expressions of interpersonal procedural meanings (EIPM): elements of the language system that have lost all or most of their morphosyntactic and referential flexibility and which function as instructions to the addressee on how to manage the interdefinition of the interlocutors' faces (Watts 2003: 176-180); for example: please. Besides, following Henk Haverkate (1994: 69-71), We will differentiate between head acts that transfer the illocutionary force of the complaints or of the requests and supportive moves that mitigate it or intensify it. It is our objective to analyze what linguistic resources writers will use in order to formulate the head acts and how they modify their force with supportive moves.

In order to understand the above-mentioned communicative processes, we will study two corpora of real business correspondence in peninsular Spanish: one of complaints, another of requests. Then, we replicate the same study with the same type of messages but written by English-speaking students of Spanish as a second language (level B1). What we expect is that once we know how the communicators have linguistically and rhetorically formulated their complaints and requests, we can understand how these complaints and these requests affect the interdefinition of the interlocutors' faces. The comparison between real business messages and the ones written by students of Spanish could help us to improve our teaching methods and, therefore, intercultural communication.

Mclaren-Hankin, Yvonne

Heritage, tradition and timelessness in the marketing communications of the Scottish cashmere Industry

Session 2

The cashmere industry in Scotland is both historically and economically significant. In recent years, international developments have forced the industry to adapt and it has repositioned itself at the top end of the luxury fashion market. This paper is based on a research project which seeks to understand how Scottish cashmere companies market themselves in an increasingly competitive global marketplace; more specifically, it aims (1) to identify and describe the key messages Scottish cashmere companies put forward in their marketing communications and (2) to examine how these messages are expressed.

In this paper the focus will be on the companies' promotion of their heritage and the associated notions of tradition and timelessness, which have been identified by numerous scholars (e.g. Beverland 2004; Moore and Birtwistle 2005; Bruce and Kratz 2007; Fionda and Moore 2009) as key components of luxury goods, including luxury fashion. The data comprise a range of marketing materials collected from companies belonging to the Scottish Cashmere Club, the body which represents the Scottish cashmere industry. Theoretical models drawn from the luxury marketing literature were used to help uncover the main themes developed in the texts, while models from discourse analysis, text linguistics and pragmatics were used to investigate the pragma-linguistic features of the texts. As will be shown, heritage, tradition and timelessness are important themes in the data and are communicated by a variety of means. Examples from the data will be presented for the purpose of illustration.

Meehan, Ashley
Hargie, Owen
Mccoy, Mairead

The role of communication in managing organisational uncertainty

Session 3

Guided by Uncertainty Management Theory, the aim of the research described in this paper is to explore in-depth the nature, form and impact of organisational uncertainties and the role of internal communication in their management. A case-study approach will be undertaken within the Northern Ireland subsidiary of a large multi-national corporation.

The value of quality internal communication and its effect on organisational effectiveness have been widely recognised. Furthermore, theories of uncertainty and communication have been evolving for many years. However much of the research into uncertainty and its affiliation with communication has been based within an interpersonal or health context. There is a dearth of knowledge focusing on organisational uncertainty despite the fact that organisations and their members are highly susceptible to uncertainty; partly due to the global and dynamic marketplace within which many now operate, where change is an unavoidable by-product (Allen et al., 2007). As Clampitt et al. (2000:56) advised, "Uncertainty is a fact of corporate life. How executives choose to manage it has an important influence on their organization's effectiveness". This study aims to help redress this current paucity of research.

The paper will explain how a multi-strategy approach, incorporating quantitative and qualitative techniques, has been undertaken in order to investigate the relationship between uncertainty management and communication within the chosen organisation. Two pre-existing instruments were utilised to generate quantitative data: the ICA Communication Questionnaire and the Uncertainty Management Survey (Clampitt and DeKoch, 2001). Further data was obtained through triangulation involving the use of interviews and focus groups. A key goal of the research is to develop a set of best practice principles for effectively utilising organisational communication in the management of uncertainty. This synthesis of best practice can then be applied by other organisations within their own business contexts.

Meinema, Yvette
Boomsma, Winette
Veltman, Wietske

Professional development as an answer to the rising complexity of business communication

Session 4

The context in which communication professionals operate has changed. For instance, the rise of social media has redefined the position of press officers. Their function moved from gate keeping solely to proactively managing the organizations reputation. Besides the fact that contexts become more complex, (in the Netherlands) there has been a rise in the number of job titles referring to the field of business communication. Taking a closer look at the job descriptions behind the job titles, Yacht (a Randstad company, secondment agency) concluded that the differences are not always clear. What does that mean for professional development of employees? It can become diffuse. In order to create clarity Yacht formulated a professional development track to visualize possible careers within business communication. We reduced the number of job titles from over 200 to 50. And, we deduced five fields of expertise to categorize positions and job titles. Besides a more complex context and a vast variety in job titles, this new categorization was motivated by the fact that: (1) business communication professionals cross boundaries to other professions more often, and (2) professionals feel the need to make their contribution to corporate goals accountable.

In order to recategorize existing fields of expertise and job titles, an exploratory analysis of over 100 job vacancies was made. This contribution will answer the following questions:

- Does the development path correspond with the needs of organizations? Can it function as a tool for managers to make their team future proof?
- Does the development path correspond with professional development whishes by employees?
- Which elements are key in the introduction of the path to employees? (verbal versus nonverbal communication).
- Finally, is professional development an answer to the rising complexity of business communication?

Mergler, Melanie

Culture as a key for communication of global management strategies

Session 5

Against the background of a dynamic developing technological progress as well as the growing globalization process at the beginning of the 21st century, economic factors and indicators become more and more essential for operative business operations. In the context of international business it is at first temporary and monetary variables, which decides on the realisation of investments and capital expenditures. Locational policy has become global while evoking divergences between the unit of place and the unit of time. This has lead to a maximisation of diversity concerning the national and cultural background of individuals in their business environment. From the technical possibilities of communication and human communication competences a communication discrepancy arises.

Based on a qualitative analysis by semi-structured expert-interviews with communica-tion managers of one of the two the big global aircraft manufacturers the three fields of “language”, “culture” and “communication” are considered. The results prove that these three single discourses face an interdependent relationship and create a new form of cultural business communication. Based on selected definitions of communication (Krallmann & Ziemann 2001, Samovar & Porter 1991, Merten 1977 et al.), a dynamic model of cultural situations of interferences (Thomas 2005) as well as the results of a critical analysis of two established communication models (Bühler 1976, Jakobson 1960) a model of Intercultural Communication is designed which relies on an inverse exchange process of signs. Cultural communication as a part of economic actions is the basis for development, integration and change of global business processes. It becomes more and more relevant for international companies as an economic factor. Acting successfully is furthermore affected by encultured individuals. It will be held out in prospect that cultural communication will become a significant aspect of strategic management, because of “new pressure of global efficiency” (Keegan, Schlegelmilch & Stöttinger 2002, S. 636).

Meyer, Carolyn

A genre analysis of the course description in Higher Education

Session 6

This presentation undertakes an in-depth analysis of language use in course descriptions from Ryerson University. This analysis pays particular attention to the repertoire rhetorical moves and their sequencing and demonstrates the course description as an instance of a promotional genre with a role both in constructing an image of education and educational innovation at the institution and in what Askehave (2007) has called “the marketization of higher education” (p. 723). At issue is the way in which the effort to “sell” courses to students who are, in effect, clients has altered discursive practices and institutional discourse as a whole. The course description is a genre that has received little attention from discourse analysts; however, as both undergraduate and continuing education programs rely on enrolments that determine their funding in the form of transfer payments from government sources, the course description becomes a marketing tool of increasing importance, especially as rival programs compete for students to fill their elective courses and sustain their programs. The shared communicative purposes that classify communicative events as a genre (Swales, 1990) are evident in the case of the course description, which persuades fee-paying students to register for a course. This presentation aims to offer a generic description in integrating lexical analysis with rhetorical move analysis.

Miglbauer, Marlene

Language choice and linguistic challenges in multilingual workplaces

Session 6

Due to the internationalisation of companies and thus employees with different mother tongues working with each other, workplaces in such companies have become multilingual. In order to be able to successfully communicate with each other, a common foreign language is drawn upon and in most cases in Europe the language chosen (as lingua franca) is English (Phillipson 2003). However, working in a foreign language is challenging and even though a company language has been established, the question arises what role other languages play in multilingual workplaces.
This paper shows examples of the use of English as well as local languages in multilingual workplaces and which linguistic challenges employees face in such workplaces. Drawing upon interviews with local employees in international companies in South-Eastern Europe and a discursive analytical analysis, the findings show that English and other languages are used in very specific communicative situations and employees have different strategies of solving any communication problems. Using local languages and not English in various communicative situations in the workplace results in specific and not general competence in English. Next to a conclusion of the research findings, implications for teaching Business English to (future) employees in multilingual workplaces will be drawn from the analysis.

Muckel, Mats
De Groot, Elizabeth

The effect of sports celebrities in advertising in the Netherlands and Germany

Session 7

Steffi Graf for Rexona, Thierry Henry for Reebok, Roger Federer for Gillette – these are just a few examples of global brands using famous sports personalities as endorsers for their products. Many of the product advertisements showing these sports celebrities are used in multiple international markets. In general, celebrity endorsement aims at transferring a popular role model's image of credibility or likeability onto a brand and its products (Silvera & Austad, 2004). It has been suggested that athlete celebrity endorsement in particular may yield product or brand associations related to dynamism, status, physical attractiveness or achievement (Schaefer et al., 2010; Bush et al., 2004). With regard to the international use of celebrity endorsement, research to date has primarily focused on the cross-cultural use of rather than response to celebrities in product ads (Schaefer et al., 2010). Considering that celebrity endorsement is not successful per se (Silvera & Austad, 2004) and that culture may account for consumer responses to advertising (Schaefer et al., 2010), the effectiveness of celebrity endorsement may be conditional on cultural characteristics. This is underlined by McCracken, who argues that celebrities represent lifestyle and personality (i.e. cultural) meanings that can only yield effective endorsement when consumers "claim the meanings and then work with them" (1989: 317). The present study focuses on two markets that differ substantially on Hofstede's (2001) cultural dimension of masculinity: Germany (masculine) and the Netherlands (feminine). Given that masculinity relates to assertiveness, competition and success and femininity to modesty, equality and negotiation, it is hypothesized that the effects of ads including sports celebrities will be more positive in Germany than in the Netherlands. The hypotheses are tested based on a cross-cultural experiment with Dutch and German participants evaluating an energy drink ad showing an internationally successful male and female tennis player.

Nathan, Ahmad Sofwan
Pandian, Ambigapathy

Assaying the communication needs of engineers in diverse workplace environments within the Malaysian engineering sector

Session 7

In recent years, workplace communication skills have received attention as the impact of communication on productivity, corporate profitability and image become more evident as attested by contemporary research. This enhanced prominence has also been accelerated by the advent of globalisation and the pervasiveness of ICT technologies that have combined to transform hitherto dichotomised mono-cultural, isolated entities into poly-cultural, interlinked components As a trade-oriented emerging economy on the threshold of high income status, Malaysia has not remained immune to the effects of the ICT-fuelled globalisation process and its multi-variegated impact upon communication protocols. This paper delineates trans-cultural communication demands in the Malaysian engineering sector by outlining the findings of a study conducted to determine contemporary workplace communication needs of engineers. The paper commences by delineating the non-linear nature of communication which is essentially either bidirectional or multidirectional in orientation. It proceeds to elucidate prevailing workplace communication dynamics in the engineering workplace with the advent of less hierarchical management frameworks and ICT based communication modalities such as email, streaming video, podcasts, internet-based telephony and social networking tools like Facebook and Twitter. The study also focused on examining the different cultural dynamics that impact upon communication modalities given the eclectic cultural mix of the sector. The study adopted quasi-ethnographic, survey research and genre analysis methodologies in collating the requisite data from selected public and private sector engineering firms as well as from Multi-National Corporate (MNC) entities. Key findings are then detailed before a new curriculum design model for the generation of syllabuses that meet the dynamic demands of workplace communication is proposed. The paper concludes by outlining how the proposed curriculum model can maintain its dynamic flexibility through constant iteration of certain key parameters that enable purveyors of communication skills syllabuses to constantly modulate their course content to meet evolving communication needs in the engineering sector.

Newman, Amy
Wolfe, Maria
Lennox, David

How business leaders communicate in 2012: classroom strategies for teaching current practices

Session 3

To guide our curriculum development, Management Communication faculty from the School of Hotel Administration at Cornell University are investigating how our alumni are using communication in the workplace. We will be holding two face-to-face focus groups with business leaders, and following up with an electronic survey of university graduates in new-hire, mid-level, and senior leadership business positions. Key research questions include:

- How important is communication to your success in the organization?
  What methods/channels/technologies do you use to communicate with key stakeholders?
- What are the best practices for communication in your organization? How do you identify these?
- What specific communication skills and competencies are needed by graduates who aspire to become future business leaders?

Our faculty conducted similar research in 1998, allowing us to compare our current findings to earlier conclusions, and thus estimate the size, and direction, of changes in the last fourteen years.

We propose that the panel members briefly summarize our most recent findings on how business leaders communicate, and then individually discuss how they are using this information to guide pedagogy. Each panel member would present one assignment that both reflects current workplace practice and prepares our students to become successful business leaders.

Nickerson Catherine
Goby, Valerie

Language in the workplace: The development of a research-based course for undergraduate business students

Session 1

This presentation will be about a fifteen week undergraduate research course – Language in the Workplace - that has been developed over the past two years in the business school at regional university in the Middle East, with students based both in Abu Dhabi and Dubai. The students participating in the course are all Emirati women in their final year of a Bachelors of Science in Business degree, all of whom are bilingual in Arabic and English. The course is preceded by a series of courses focusing on the students' organizational and business communication skills, and it is followed by the completion of the Bachelors degree with a Capstone research project, similar in scope to a European Bachelors project. The primary aim in the course has therefore been to bridge the gap between skills-based content and a research-based approach.
Language in the Workplace consists of five short research projects completed in teams on a series of topics considered relevant to the contemporary workplace in the United Arab Emirates (e.g. Goby & Nickerson, in press; Nickerson & Goby, 2011. These have most recently included Intercultural Communication, the Use of International Business English, the Communication of Corporate Social Responsibility, Web-based Communication, and Women's Leadership Language. Students are provided with a set of background readings and other materials on each topic together with an assignment brief. Assignments in the past have included the use of a survey questionnaire, the reference to a case study, and the analysis of a speech. At the end of each project, each team of student-researchers is required to produce a short presentation together with a research report. During our presentation, our intention will be to demonstrate a number of the materials that we have incorporated into the course, together with the pedagogical approach that we have taken in each case.

Palmieri, Rudi

The fight for Endoxa: Managerial argumentation in hostile takeover bids

Session 5

This paper is related to a wider research that considers managerial argumentation in takeover battles (cf. von Werder & Talaulicar 2006; Palmieri 2008a&b) and focuses on the strategies devised by the bidding and the target directors when seeking to persuade target shareholders to accept/reject the bid. Among the themes suggested by the conference organization the paper is thus mainly related to investor relations. Multimodal corporate communication is also involved, since management's campaigns may feature both oral communications and written documents, which, moreover, often include visuals (cf. Brennan et al. 2011).

The form of business communication addressed here – argumentation during takeover bids – has so far been investigated from different perspectives, ranging from accounting (Brennan & Gray 2000, Brennan et al. 2011) to management and organizational studies (Green et al. 2008, Monin &Vaara 2005; von Werder 1999; von Werder & Talaulicar 2006;). These studies focus either on the rhetorical or the inferential-dialectical dimensions of argumentation. We rely more systematically on the analytical instruments developed within argumentation theory, exploiting in particular the framework offered by Extended Pragma-Dialectics (van Eemeren 2010), in which these two dimensions are reconciled.

More in general, the literature in managerial and organizational argumentation (cf. Sillince 2002) mainly refers to the traditional Toulmin model (1958) which has profoundly inspired contemporary argumentation studies, but has not been exempted from substantial criticisms (cf. van Eemeren & Grootendorst 2004). For this reason, the paper adopts the recently elaborated Argumentum Model of Topics – or AMT (Rigotti & Greco Morasso 2010), which represents a more consistent tool for analyzing and evaluating the inferential configuration of argument. Moving from real cases of hostile bids in the UK market, we apply the AMT to analyze the discussions about the attractiveness of the offer price, one of the crucial points concerning a bid. Here, we discover the centrality of Endoxa, i.e. general premises corresponding to principles, values and criteria, which make a piece of information relevant/irrelevant to the assessment of the offer and the corresponding eventual decision. Through various strategic maneuvers, corporate directors, far from limiting themselves to emphatically recalling known facts or disclosing new information, try to make the most expedient endoxa prevail.

The analysis sheds light on the role of information and communication in financial decision-making and provides insight to professionals in financial communication strategies.

Pawlik, Lisa
Rogers, Priscilla
Shwom, Barbara

More than delivery: The role of deliverables in project work

Session 4

Today, much business activity is structured as specific projects—for example determining how to launch a new product or improve a manufacturing procedure. Teams assigned to these projects follow a problem-solving process to deliver solutions. Throughout this process teams produce formal written and oral “deliverables,” such as scoping documents, status reports, and final presentations.

This research investigates the role these deliverables play in project work. Deliverables are known to document work and report results—e.g., “The work is done; now let’s write it up!” However two research streams suggest that producing deliverables may impact the work process itself and the quality of the solution: (1) Genre studies establish that formal genres (like project deliverables) contribute significantly to activities for work completion and coordination (Østerlund, 2007; Devitt, 1991); (2) Writing research shows that as individuals and groups write they learn about their topic, discover new ideas, and uncover gaps in their thinking that lead them to step back, refine, and sometimes radically change direction (Flower & Hayes, 1981; Cross, 2001). Meanwhile, management studies have uncovered impediments to the kind of knowledge creation and sharing needed for project teams to succeed and have acknowledged that workshop meetings and informal discussions help address these (e.g., Erhrardt, 2011). However, management research largely ignores the potential contribution of deliverables to team-based knowledge work.

To examine the role of deliverables, we surveyed 366 individual members of 81 student teams working on authentic, complex, and diverse projects for professional organizations; over half were international and most spanned 7-20 weeks. We also conducted 29 follow-up interviews and participant observations of 35 teams. Findings reveal that the process of producing deliverables sometimes slows progress but yields surprisingly high returns on specific activities tied to knowledge work, team coordination, and task completion.

Raedts, Mariet
Dupré, Natalie
Debrauwere, Sophie
Hendrickx, Jef

English in television commercials in Belgium, France, Italy, the Netherlands and Spain

Session 1

This study supplements previous research on the use of English in advertising in Europe (Gerritsen et al., 2000, 2007; Martin, 2002; Piller, 2001). As far as we know, this is the first cross-country analysis on code-mixing in television commercials.

Our primary research goal was to examine and compare the presence of English in television commercials in Dutch-speaking Belgium, French-speaking Belgium, France, Italy, the Netherlands and Spain. Our sample consisted of 1641 individual television commercials broadcasted before and after the evening news from October 2010 until January 2011. We developed a coding instrument in line with Gerritsen et al.'s (2007) coding scheme for print advertising, but added new variables (e.g. English used by voice-over) because both print and television advertising are inherently different.

The data were analyzed using two definitions of the term 'English word': a broad definition and a strict definition. According to the broad definition, any word recognizable as native English was considered English if it was included in the Oxford Dictionary of English (2010) or yielded more than 10 000 hits on Google for websites with UK and US domain names. Next, we checked whether the word had been assimilated into the local language (i.e. whether it was included in the most recent authoritative local dictionary). If this was the case, the word was not considered English according to the strict definition.

Results differ depending on which definition was applied. Using the strict definition 52,2% of the commercials contained English words or phrases. When we applied the broad definition, this percentage increased to 63,1%. The average number of English words in commercials broadcasted on Flemish television was substantially higher than findings.

Rainaetal, Reeta

Assessing the intercultural competence of European expatriates settled in India and how it is being perceived by their Indian counterparts

Session 1

Globalization has triggered the immigration rates to skyrocket for most of the developed and developing countries. People in search of employment settle down in such countries where they are constantly surrounded by a culture, which does not belong to them. Hence, the biggest challenge before the leaders in government, business and other professions is how to maximize the opportunities and minimize the challenges of cultural differences .It is well established that diversity can be a potent and a differentiating competitive edge. However, it is only recently that the Europeans or EU has begun to reflect critically on the specific conditions which Europe present to the intercultural communication. Earlier, mostly the literature on intercultural communication is dominated by the American experience.

The present study aims at assessing the intercultural experience of European expatriates settled in India highlighting the obstacles and the cultural differences they face while interacting with their Indian counterparts. Generally it is observed that expatriates at one point of time have to make choices in terms of which culture they should follow-- should they try to fit in and adapt to the culture surrounding them, or should they hold on to their own native culture and try to avoid interacting with the culture surrounding them? This issue is one faced by most people today. Therefore the present study will explore if the European expatriates feel anxious\frustrated in dealing with the challenges while interacting with the host country. Do they feel alienated or the pressure to conform? Or do they have the ability to establish good interpersonal relationships? The study will also explore how their Indian interactants perceive intercultural competence of these European expatriates.

Rensen, Bert

Achmea: International business communications

Session 4

Achmea is an unlisted leading insurance company that besides its home country The Netherlands, is also active in seven other European countries: Russia, Turkey, Greece, Rumania, Bulgaria, Slovakia and Ireland. Our core business is insurance – life, non-life and health – and services relating to pensions. Building on our cooperative roots, Achmea's mission is to achieve balanced value creation for all stakeholders: customers, business partners, shareholders and employees. Over 2010 Achmea realised gross written premiums of almost €20 billion with about 22,500 employees (fte) worldwide. The acquired operating companies outside the Netherlands all have their own core businesses with their own product lines and client base. In the Netherlands Achmea is specifically strong in Health and Non-Life, sold via direct customer contact or through banc assurance. Our ambition is to export our knowledge in this field to the operating companies. This of course brings along many challenges.

For example, in Greece insurance is traditionally sold via agents and brokers. Starting January this year our Greek company Interamerican, successfully launched a new brand (Anytime), which sells Non Life insurance products only direct via internet. This is a clear and tangible example of exporting our knowledge of direct sales to Greece, being aware of local traditions but also having the guts to go completely the other way. Interesting in this perspective of course is the current difficult economic situation that Greece is in. At the moment this doesn't affect us yet. However during the coming year this might well affect our business, which makes our presence in Greece a very interesting case study. Another example is the way we are selling products in Turkey. Our company over there is called Eureko Sigorta. Their insurances are sold via one of Turkeys largest banks: Garanti. They have 10 million clients throughout the country. Only 2 millions are insured by Eureko. Here lies a great potential. Our experiences with Interpolis and Rabobank in the Netherlands are now used to improve Eureko Sigorta's position. We expatriated some of our best financial and commercial experts to Turkey to 'inject' their expertise into Eureko Sigorta. Finally in Russia we see an immense market. But we also have to deal with an entirely different culture. There's a strong need to improve and basically re-invent our Russian company (Oranta) and find ways to build a stronger and bigger client base.

In all our operating countries outside The Netherlands we face different languages, different (business) cultures, and different (business) traditions. Furthermore we want to, slowly, implement some of our best Dutch practices in the countries we are in. This needs an open but also a determined view and great flexibility when it comes to communication and regulations. Both internally with the OpCo-colleagues, but also externally with customers and other important stakeholders like brokers, media, politics, who are completely different in each country. Not only our people cross boundaries but also our international communication crosses boundaries of culture, language and business traditions, which makes us experts by experience in the art of international business communications.

Rentel, Nadine

A contrastive analysis of French and German hotel presentations on the Internet: Cultural, compositional and linguistic aspects

Session 2

Cultural and linguistic differences manifest themselves in each domain of human communication, concerning to a high extent marketing communication. Companies who want to communicate efficiently in a globalised context have to take into account those culture-specific preferences. Despite the importance of these intercultural issues, we still lack a comprehensive analytical framework as well as empirical studies dedicated to business communication on the internet. This paper aims at describing culture-specific patterns of hotel presentations; we have selected this product category as travelling concerns intercultural exchange in a specific way.

Based on a corpus of 50 French and German hotel presentations on the internet, we want to point out, as a first step, relying on the method of discourse analysis, how the homepages are structured, e.g. which and how many categories they contain, if the analysed languages make use of similar patterns of composition and if they focus on the same contents.

We will then describe the linguistic form of one selected category occurring on most of the homepages in the two languages, in order to see how the appellative and commercial purpose of the hotel presentations is realised. This analysis is based on the principles of (contrastive) text linguistics. In this context, we will concentrate on the way in which the reader is addressed to and whether stylistic figures are used for convincing the public. Due to the multimodal character of websites, visual elements will also be taken into account as they might reflect culture-specific peculiarities.

The empirical analysis shows that, due to different mentalities, value-concepts and needs of cultures, we are still far away from a transcultural, standardised presentation of products and services on the internet. The results of the research should be concerned and applied in the context of intercultural communication, e.g. in translation practice.

Reynolds, Sana

Onomastics — The importance of names in global business communication

Session 2

In line with the "firm" handshake and direct eye contact, American business students and business practitioners are often encouraged to immediately use first names and nicknames in international business meetings. This practice is thought to create community and to force intimacy. My presentation will discuss why this practice should be abandoned in global business communication, namely that the cavalier treatment of names and the use of nicknames can interfere with forming mutually satisfying and respectful relationships. Pedagogical guidelines for teaching this concept in the business communication classroom were obtained via naturalistic inquiry using triangulated qualitative data obtained from interviewing international business people encountered in my consulting practice and my multi-cultural students (including U.S. Americans) in my business communication classes at Baruch.

Since ancient times, many cultures have believed that names shape destinies. "A good name is to be chosen rather than great riches" (Proverbs, 22:1). In many cultures, a child's name continues to be critical, something to be uncovered in time and with care, as the name and the person are one. The child already has an identity; her name is not dictated by fashion or relatives. In these cultures, the name is unique, precious and important; and the concept continues throughout life. Some examples: Asian cultures may choose names based on time and date of birth to align astrology with the cosmic fortune of the child. The Yoruba culture of Africa believes that the name influences behavior, profession, success, the very life cycle of the child. For many Ashkenazic Jews, the name represents the soul and thus can influence an entire life.

Onomastics or onomatology, the study of proper names and their origin, provides rich examples as well as ample support for a more thoughtful approach to using names in global business communication.

Rogerson Revell, Pamela

High v low context communication: myth or reality?

Session 2

Edward Hall's concept of high v low context cultures (1976, 1990) is well established in intercultural communication theory and business communication studies and the concept of contexting is one of the most common frameworks explaining differences in business communication styles across cultures (Gudykunst & Nishida, 1986; Limaye & Victor, 1991; Varner, 2000). Attempts have also been made to relate the concept of high v low context to Hofstede's value dimensions, especially individualism/ collectivism Gudykunst et al. (1996). However, despite the inherent linguistic nature of the concept, there has been little empirical linguistic research to support it, either within or across languages.

This paper explores the concept of high/low context communication in relation to the use of English in intercultural business contexts, drawing on data from authentic workplace interactions. Specifically, it investigates the concept of 'contexting' or 'contextualisation' as one of several interactive strategies which are use to signal solidarity and which form part of a set of recurring features which together signal either solidarity (interdependence) or distance (independence). This paper aims to contribute to the interactional sociolinguistics-based research on workplace communication, in particular exploring the relationship between communicative style and culture in international workplace contexts.

Rybka, Kathryn M.
Walker, Robyn

Putting business students in a creative frame of mind

Session 6

In today's challenging and global business environment, managers who aspire to higher levels of leadership need to demonstrate not only a firm understanding of their field's technical requirements but also the ability to nurture creativity in the workplace. The purpose of this study is to develop a theoretical framework that will serve as the foundation for illustrating the intrinsic relationship between creative problem-solving and strategic leadership.

Creativity has traditionally been associated with artistic expression and at times, had been slow to be embraced by the business community. As cross-cultural work teams and multidisciplinary approaches to problem-solving have gained prominence in the corporate world, the need for creative thinkers has grown. To remain competitive and relevant in a global context, business managers must find ways to confidently take risks, as well as examine problems in fresh and exciting ways. The ability to be a creative thinker and nurture imaginative approaches in others will offer students a distinct advantage as they move from the classroom into professional settings.

There are diverse and numerous ways to think about creativity and how to infuse it into every day business practice, but only three aspects will be examined here: idea generation, risk taking and roadblocks to innovative thinking. It is necessary to think about the broader concept and stereotypes associated with "creativity" before addressing these three specific constructs. An overview of the current literature linking creativity with leadership will be included to provide context for the research. Additionally, the feedback results of a pre-study test will be presented during this session.

Sand, Assia
Gerritsen, Marinel
Hermans, Liesbeth

The reflection of the value masculinity in the content of the written internal communication of a German and a Dutch police force

Session 4

The value in which Germany differs most from the Netherlands is masculinity (Germany 66, the Netherlands 14). Based on this difference we expect that these countries differ in the content of the information conveyed in internal written communication. We address internal communication in two ways: the primary approach and the secondary approach. In the primary approach content consists of work-related and motivational information to reach the primer objectives of the organization. In the secondary approach content consists of personalized and human-interest information to create relationships between organization members. Due to the higher masculinity in Germany we expect that internal written communication in German organizations will be concentrated more on accomplishment of work-related tasks by publishing work-related and motivational information (in line with the primary approach), whereas in Dutch organizations, next to work-related information, the internal written communication will also be used to create a relationship between members of the organization by publishing personalized and human-interest information (in line with the secondary approach)

We will present the results of an explorative study that analyzed the written internal communication of a German and a Dutch police force. Our corpus consists of the intranet, notice boards, a printed information package and company magazines. In total 361 articles (104.518 words) of the German police force and 913 articles (207.598 words) of the Dutch police force were analyzed by means of a content analysis.

In both police forces the major part of the content (97.7% in Germany, 94.2% in the Netherlands) concerns work-related issues and consequently belongs to the primary approach. T-tests showed that in line with the expectations the amount of work-related information and motivational information is significantly higher in Germany than in the Netherlands, and that the amount of personalized and human-interest information is significantly higher in the Netherlands than in Germany.

Schroeder, Tilman

Culture-specific discourse features in multimodal marketing communication

Session 2

The research presented in this abstract analyzes marketing discourse on passenger air-travel websites from different cultural backgrounds. The primary objective of this study is to determine how the usage of modes and communicative strategies varies across countries when promoting an identical product.

The study is based on a multilingual corpus of 40 airline websites from France, Germany, Spain, the United Kingdom and the United States. Within the corpus, each of the five countries is represented with eight national websites. A contrastive analysis is conducted on the marketing discourse.

Air travel has been chosen as the object of analysis for being a culture-free product, which means the product transcends geographic and national boundaries. In contrast, a culture-bound product, e.g. candy bars, would be a poor choice, since country-specific product features bias the respective marketing communication, and complicate the discourse comparison.

The marketing discourse analysis focuses on the parts of the websites whose communicative task is to address business and first class customers. The parameters of analysis are drawn from text genre analysis, discourse analysis, semiotics, semantics and pragmatics. Altogether, the search for culture-specific features is extended to the following levels of discourse:

- macro-levels features (e.g. size, composition, positioning and linkage),
- micro-levels features (e.g. text structure, lexis, syntax and pragmatics),
- multimodal argumentation (e.g. which sales points are emphasized, and which modes are used to do so).

By aggregating the culture-specific discourse features, a survey of the communication methods and styles in the respective countries is presented. The study fills a two-fold gap in linguistic research by addressing website-based marketing communication with a multidisciplinary approach and establishing the particularities of cultural communication styles through an overlay methodology.

Schustereder, Johann

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Session 4

This abstract is related to the conference themes “Intercultural communication and management” and “Issues management and crisis communication.” The abstract refers to teaching and describes educational methods aimed at preparing staff members for success in a multicultural and/or multilingual workplace. The minimum time required for the workshop is 90 minutes. The workshop focuses on the challenges and opportunities resulting from communication situations that involve interlocutors from different linguistic and/or cultural backgrounds. The workshop offers a balance between theory and practice. The approach highlights the key roles of a positive attitude and the power of listening as decisive factors for success in communication and negotiation.

The workshop includes the following activities:

- An introduction to the role of emotional intelligence in communication.
- Participants analyze their emotions in a past communication situation.
- Short presentation on the different roles that we assume in different situations and how these roles are influenced by our cultural background.
- The participants consider which roles they assume in various communication situations, how awareness of these roles can improve communication, whether or not they are aware of the roles that their interlocutors assume in a given situation and to what extent interlocutors’ roles are shaped by their cultural background.
- The participants consider the opportunities and challenges resulting from the above.
- Case study that exemplifies the importance of understanding interlocutors’ attitudes, expectations and apprehensions with a special focus on those shaped by their cultural background.
- Role play: Participants work in pairs and – using handouts with instructions - prepare themselves for a communication situation in an intercultural/multicultural setting. Selected pairs enact the situation before the other participants, who analyze the communication using criteria provided by the trainer.
- Brief wrap-up.

Smits, Tim
Van Hemelen, Natalie

Image is everything: Personality and image of financial banks during times of adversity

Session 5

Companies actively engaging in corporate communication constantly deal with the recurring tension between corporate identity and corporate image. From a strategic perspective, corporations want to build a strong and distinctive personality. They do so using explicit marketing communications and interpersonal communications (internal as well as external). The monitoring of the match between identity and image therefore constitutes an important task. The present study explores this topic applying it to the case of financial banks where the volatile economic context has put a strong stress on corporate communications in recent years. Additionally, the present paper investigates the specific role of regional positioning as a way to create distinctive personality.
Key informants in 10 Belgian banks were interviewed about corporate identity, regional-origin focus and the brand attitudes they expected young Flemish adults would have regarding their corporation. Moreover, the recently suggested renewed brand personality measure of Geuens et al. (2008) was administered. These results were compared to a sample of student participants that filled in the same questionnaire from a perception perspective. They reported their general attitudes towards the banks, how regional they perceived the banks and how they perceived the banks to score on the renewed brand personality big five (a modification intended to measure image rather than personality).

Results show too positive brand attitude expectations by almost all banks: student participants were significantly more negative than the key informants expected their banks to be in this particular target group. These brand attitudes were most strongly predicted by the responsibility image component that was constructed from the perceived personality big five. This is to be expected in times of financial mayhem. Banks also aspire high scores on this identity component, but again overestimate how positively they are perceived. Brand positioning and perception as a regionally based bank did not change attitudes.

Suchan, Jim

The impact of honor and shame on Arab communication practices: A case study

Session 2

Although Arabic culture is comprised of a diverse group of customs and practices representing a tapestry of cultures, the traits or values of honor and shame influence significantly communication thinking and action across the region. This paper examines the impact of Arabic perceptions of honor and shame on Arabic oral communication practice. The context for these practices involve negotiations between two public sector organizations—one from the United States and the other from Jordan-- attempting to form a service partnership.

The data, for this research was gathered through participant observation during several face-to-face and computer mediated negotiation sessions. In addition, interviews were conducted to better understand the communication interactions during the negotiation sessions, particularly when disagreements occurred. Rhetorical analysis was conducted on the data. This analysis and the field data collected are presented using a case approach.

Patri-lineal kinship systems and patron-client relationship expectations provide the context for understanding the role that honor and shame play in communication interaction. These systems and the patron relationships that Arabic senior organizational members both cultivate and are obligated to maintain resulted in two common responses when faced with conflict during negotiations: strong emotion (aggrandizement and self assertion) and highly metaphoric speech. These responses, which came from the two senior members of the negotiating team, were designed to signal authority, domination, and urbanity, thus preserving the honor that comes with age (Arab societies are gerontocracies) and the network of relationships these men had developed. Furthermore, their status and honor made them the spokesmen for the team; during the negotiation sessions they were the only people who spoke. Demonstrating this toughness and strength through emotion and compelling metaphors also enabled these Arab senior leaders to save face when directly challenged and ultimately avoid potential individual and collective shame if negotiations failed.

Taib, Fauziah

Establishing relations in business markets: Verbal and visual realisations in Malaysian business brochures

Session 7

Business brochures have been ascertained as a type of business promotional discourse whose communicative purpose is that of 'promoting something' (Bhatia, 1993). In addition, Kotler et al. (2002) states that companies must do more than to offer good products or services in order to succeed. They must inform consumers about the benefits of the product and to position these in the consumers' minds. Nevertheless, the informative function must not be underestimated as "providing the market with information about products and services is one of the oldest, most obvious and most important functions of advertising" (Cook, 2001: 153). However, in order to move beyond the official purposes of 'promoting something' and 'informing about something' as discussed in the literature, there is a need to turn to the business market specifically to the participants of the market in trying to determine the goals and intentions they are trying to achieve through the texts they produce (Askehave, 1997). Through interviews with the Malaysian discourse community, establishing relations has also been identified as one of the main functions of the business brochures. This paper will discuss the verbal as well as the visual realisations of the function as evident from the transitivity analysis (Halliday, 2004) of the verbal texts and from the interaction analysis (Kress and van Leeuwen, 2006) of the images in sixty-three Malaysian Human Resource training brochures. It is hope the information would provide a guide to local and foreign professionals in producing business texts as a means to establish relations in the Malaysian business markets.

Thesing, Christopher

Cross-cultural and intercultural organizational communication – A comparison of Germany and the Netherlands

Session 2

Germany and the Netherlands have established close economic relations, a great number of German and Dutch companies and organizations maintain cross-border business contacts and cooperations, tens of thousands of Germans work in the Netherlands and vice versa. But despite the close geographic proximity there are cultural differences between the two countries that can – if not noticed or considered – lead to disturbances in cross-border cooperations. Consequently, a consulting industry has developed, that shows in workshops and practical guides how to deal with the Germans or the Dutch in business. However, comprehensive scientific research on this topic has been done only rudimentary.

In the context of the first part of my dissertation on the topic of cross- and intercultural business culture and communication an inventory of the current standard of knowledge about characteristics, differences and commonalities of the German and Dutch (organizational) culture will be drawn up. For this purpose German and Dutch popular science books and practical guides will be analyzed. The cultural differences stated in these books as well as their categorization will be determined and there will also be an analysis of the reasons the authors provide for them. Based on this an own categorization of the cultural standards and the reasons for them will take place. Subsequently, the cultural core values of Germans and the Dutch will be compared, using culture models of well-established anthropologists, psychologists and management theorists. It will be analyzed if the cultural differences mentioned in the popular science books can be explained by means of those models.

It will then be investigated if there are discrepancies between theory and practice i.e. if the theories can explain the stated cultural differences. Also it will be determined if there can be found any scientific gaps in the popular science books, either stated by the authors themselves or based on the culture models.

In addition, it will be inquired if the cultural differences and advice mentioned by the authors can actually be generalized or if they are only based on personal experiences the authors have made in certain branches or companies.

Thoma, Dieter
Gress, Nicola

Effects of the use of English on attention, comprehension, memory and consumer attitudes in non-English advertising contexts: An eye-tracking approach

Session 1

Advertisements in many non-native English-speaking countries make frequent use of English-language elements although research has shown that this practice deteriorates message and product comprehension (Gerritsen & Nickerson, 2010; Gerritsen, et al., 2007; Piller, 2001). Research into the effects on consumer attitudes is inconclusive reporting both appreciation and annoyance (Hornikx, van Meurs, & de Boer, 2010; Micu & Taylor, 1994). One theoretical justification for advertising professionals' persistent use of English in these contexts may be the intention to raise attention. Attention is the most fundamental variable in most models of consumer behavior (Kroeber-Riel, Weinberg, & Gröppel-Klein, 2009). So far, ad originality and novelty have been identified as direct attention drivers (Pieters, Warlop, & Wedel, 2002). Possible effects of foreign language elements on attention have been tested only indirectly via memory variables (Ahn & La Ferle, 2008).

The present study directly measured consumers' attention for English elements in non-English advertising contexts in an eye-tracking experiment. Thirty-three adult native German consumers' viewed print advertisements for twelve low-involvement products with German or English text and otherwise equivalent pictorial elements. Each ad was presented for a given time and we tracked how long participants' looked at text or picture elements, respectively, to measure attention differences. In this within participants design we controlled for text comprehension and language proficiency, tested recognition performance and surveyed attitudes.

Results showed significantly more attention to English as compared to German text, while recognition as well as attitudes towards the ads and brands did not differ across languages. Comprehension, by contrast, was better for German ad texts. The data suggest that a comparatively stronger interaction between comprehension and recognition performance in the foreign language offsets the initial attention advantage of English in low involvement contexts. Based on these findings, we discuss possible implications for multilingual marketing communications.

Tromp, Lisa
Lagerwerf, Luuk

Press release types: differential effects on free publicity

Session 1

In most empirical press release research, press releases are limited to certain domains such as business (Jacobs, 1999), air travel (Pander Maat, 2007) or medical science (Woloshin & Schwartz, 2002). It is not clear whether established press release characteristics are general or specific to the chosen domains. Therefore, our main question is whether types of press releases have differential effects on free publicity. A content analysis was performed on 60 press releases and their corresponding free publicity (with a total of 247 news items, electronic or on paper). These data were collected at a public relations bureau working for a wide range of companies. Four types of press releases were determined: product/service introductions, company information, event announcements, and report release announcements. Press releases were analyzed in terms of framing and style characteristics (promotional style; source's self reference). For each press release, corresponding free publicity was analyzed: the news item's size, number of printed copies/averaged visits of the news site, and estimated reader potential. Furthermore, content measures were employed: how the news item covered the press release's key message, and how it portrayed the company.

In general, results showed that event press releases generated the greatest amount of free publicity. Report releases resulted in the most negative free publicity. Product announcements framed in terms of a product release event led to more key message coverage. No effects for objective style or use of quotes were found, although there were differences between press release types.

This research is the first to compare types of press release in terms of free publicity measures. Detailed analyses show differential effects of frame and style between types. The results indicate that PR professionals should be aware of preferred styles and framing within press release types.

Van Buitenen, Arthur

Leadership is in crisis, is communication going to help?

Session 5

The ongoing global economic crisis is being matched by a clear crisis of confidence in our leaders and how they communicate. Can leaders communicate themselves out of this crisis? Even the best leadership in the world is impotent unless effectively communicated. Ketchum explored the views of over 3,700 people in 12 countries and across five continents of effective leadership, effective communication and the link between the two. And we found an unambiguous crisis of confidence in leaders and how they are communicating. In presenting the Ketchum Leadership Communication Monitor, the gap will be clear between the staggering mistrust people have in their leaders and, at the same time, the believe we have that our leaders will guide us through the current crisis. A gap between expectation and delivery. Besides exploring the problem, we explored practical ways out of this squeeze as well. And we discovered a blueprint that leaders and their advisors can follow in rebuilding confidence.

Van Enschot, Renske

A helping hand, please? The use and effects of anchoring of tropes in TV commercials

Session 7

Tropes are complex rhetorical figures that communicate implicitly. The use of tropes in print advertising has increased over time and consumers are more and more left alone in interpreting tropes (Phillips and McQuarrie 2002; Ketelaar and Van Gisbergen 2006). Question is whether the more dynamic TV commercials offer as little help as print ads and how the (lack of) help in TV commercials affects consumer responses on commercial comprehensibility and likeability.

Through a content analysis of 200 real-life TV commercials, Study 1 addresses the offered help in terms of a) verbal anchoring of the meaning of the trope (cf. Phillips 2000) and b) visual anchoring of the main elements of the commercial's claim (e.g., the product and/or features of the product). Whether the offered help is appreciated by consumers, is addressed in Study 2 by mapping the content analysis data to consumer response data on commercial comprehensibility and likeability gathered by a market research agency. This approach enables to look at the effects of many real-life commercials instead of just some carefully constructed examples.

The results of Study 1 show that consumers are offered considerably more help in interpreting tropes than in print advertising. Study 2 reveals that consumers seem to appreciate this help, but mostly when there is something left to fill in.

Van Hooft, Andreu
Konsten, Kim

To trust or not to trust? The effect of spelling errors on employees perceptions, perceived trustworthiness and intentional behavior

Session 3

Research in written communication suggests that spelling errors have a negative impact in the way people perceive the writing ability (Kreiner, et al. 2002), the image, commercial competences and the writing skills of the sender (Jansen, 2011). Furthermore and according to the findings of Pedraz-Delhaes et al (2010) language quality affects documents, product and manufacturer evaluations done by consumers. However there is a lack of empirical evidence on the effects of spelling errors in written internal professional communication.

We will report the results of a quasi-experimental research conducted in a Dutch multinational company in which English is used as lingua franca. We have studied how the employees (n = 187) evaluated the message and the manager and its effect on their perceived trustworthiness of the manager and their intentional behaviour. A between-subject design was set up within the multinational. The experiment consisted of the evaluation of an English e-mail; either with errors (n=117) or without (n = 70), written by a hypothetical new manager. In an on-line questionnaire native and non-native English employees were asked to read one of the versions of this e-mail and evaluate the text, the author, the trustworthiness of the author (in terms of competence, benevolence and integrity) and indicate how predisposed they were to trust others. Results showed that spelling errors negatively influenced the employee's evaluation of the text and the author. The mother tongue of the employee did not cause a difference in evaluation. Subsequently, a relationship was found between the employee's evaluation of the text and the manager and the manager's perceived trustworthiness. Employee's propensity to trust had only a very weak influence on the way they perceived the manager's trustworthiness.

Finally, employee's intentional behaviour can indeed be partly predicted by the managers perceived trustworthiness. All in all, the results of this study suggest that a manager should carefully check his English e-mails for errors because they could have a negative effect on his image and his perceived trustworthiness.

Van Meurs, Frank
Planken, Brigitte
Maria, Karin

"The credibility of this text has just gone out the window": Native and non-native English speakers' attitudes towards non-native errors in persuasive texts

Session 7

Although many researchers have investigated errors in oral and written communication, the effect of non-native errors in persuasive texts has to date received scant attention. This study investigated the effect of the presence or absence of non-native errors in English persuasive texts and of perceived error on native and non-native English speakers' attitude towards the text, author evaluation and behavioural intention.

In a pre-test, Dutch participants wrote a petition in English. The most frequently made errors were included in the stimulus text for the experiment. Two versions of the stimulus text were presented to participants in a 2 (errors vs. no errors) by 2 (native vs. non-native judges) between-subject design. The participants were native English speakers (n = 62) and native German speakers (n = 71). In an online questionnaire, attitude towards the text (comprehensibility and attractiveness), author evaluation (trustworthiness, friendliness and competence) and behavioural intention (intention to sign the petition) were measured, using seven-point semantic differentials. Participants were also asked to indicate if the text they had read contained errors (perceived error).

It was found that text version (with or without errors) and the participants' mother tongue (English or German) had no effect on attitude towards the text, author evaluation or behavioural intention. However, perceived error (i.e. if the text was thought to contain errors) was found to have a significantly negative effect on the attractiveness of the text and the trustworthiness, friendliness and competence of the author. No significant interaction effects were found between perceived error, participants' mother tongue (English or German) and text version (with or without errors).

Interestingly, the findings suggest that perceived error (rather than absence or presence of actual errors) is crucial in the effect of non-native errors on persuasiveness in terms of text attractiveness and the author's trustworthiness, friendliness and competence.

Van Meurs, Frank
Slijpen, Nicole
Le Pair, Rob

A more difficult job, more expected use of English and higher application intentions: The effects of all-English job advertisements on Dutch potential applicants

Session 1

Makers of all-English job ads placed in Dutch newspapers claim that such ads signal that the organization with the vacancy is international, that English is the organization's language of communication, and that the applicant needs to have a good command of English (Van Meurs, 2010). Similar claims, based on incidental observations, have been made in the literature about all-English ads in other countries in which English is a foreign language (EFL countries) (e.g. Hilgendorf and Martin, 2001; Watts, 2002). It has also been suggested the use of English terms in partly English job ads in EFL countries results in a job being perceived as more challenging (Larson, 1990). These claims have not been tested experimentally. The aim of the current study was to determine differences in the effects of all-English and all-Dutch job ads on Dutch potential applicants. In an experiment with a between-subjects design, 61 Dutch master students evaluated an all-English job ad for a traineeship and 61 other Dutch master students evaluated its all-Dutch counterpart. Aspects evaluated included attitude towards the ad, job, organization, and intention to apply. Results showed that there was no effect of ad language on attitude towards the ad and on attractiveness of the job. However, compared to the all-Dutch job ad, the all-English ad resulted in the job being evaluated as more difficult, in a greater expected use of English in the job and the organization, in the organization being evaluated as more international, and in a higher application intention. It can be concluded that the findings of this study provide empirical support for previously untested claims regarding the effects of all-English ads on non-native speakers of English in EFL countries.

Van Nuenen, Pieter

Organizational culture and leadership at NXP Semiconductors

Session 4

In a relatively short period of time, NXP Semiconductors experienced some major changes related to company ownership and strategic direction. In September 2006 Philips announced the spin-off of its semiconductor division. Philips Semiconductors was carved out and sold to a private equity consortium led by KKR. Facing an unprecedented economical downturn at the end of 2008, the company undertook severe measures, launching a multiyear Redesign program that included major M&A deals and transformational moves. On January 1st 2009, a new CEO was appointed. This was followed by the announcement of the company's new strategy in the spring of 2009. In August 2010 NXP became listed at the NASDAQ stock exchange in New York.

What are the influences of changing ownership and ongoing transformational moves, as seen against the background of a highly volatile semiconductor industry, on the strategically aligned behavior of employees of NXP Semiconductors? What can a multinational organization like NXP, do to improve engagement and change the company's culture? And, what is the role of the Communications department?
In my presentation I'll discuss the high-level employee communications strategy that we designed in close collaboration with the Board of Management of NXP. And, give an overview of the programs that we implemented to directly strengthen the company's strategy; consisting of 2 tracks;

- Build a winning culture at NXP from measurement, to creating a burning platform, to companywide deployment
- Revitalizing the employee communications channels: building a fundament for an interactive employee communications platform, embracing social media in internally

Van Wijk, Carel
Van der Pool, Els

Crossing boundaries in corporate discourse: effects of a change in writing style on the image of a court of justice

Session 1

In the Netherlands public authorities recognize increasingly the need to change their style of external communication. Even courts of justice admit that they have to cross the boundary of formal judicial language, and that they should try to align their communication more so to the language practiced by litigants, especially those with little legal knowledge. Recently the court of justice in Arnhem has implemented an extensive, organization-wide revision of their written communication (Van der Pool, Schaap & Nijland, 2008). The goals set for this operation were to increase accessibility and reader-directedness without affecting the legal intent of the documents involved. Although the project was finished successfully, the court kept feeling concerns about the effects on image of the stylistic change. To settle this discussion a field experiment was run with 805 respondents. They were evenly distributed with respect to gender and their familiarity with court procedures. Their age ranged from 25 to 82 and was on average 46.2. All participants went through the same pretest-posttest procedure: they rated corporate image, read two letters either in their original form or the modernized one, and then rated image again. Image was defined in terms of the core values laid down by the national Raad voor de Rechtspraak. Results will be discussed in two ways. First, the correspondence between the core values and the factor analytic structure of the ratings. Special attention will be given to goodwill, the "lost dimension of ethos" (McCroskey & Teven, 1999). Second, the changes in the ratings after having read the letters. It appeared that the text revision led to gains in goodwill, but did hardly affect the impressions of competence or reliability. The effect aimed at was realized with no damage to other aspects of corporate image.

Vandendaele, Astrid
Van Praet, Ellen
Vertommen, Bram

'I have to resort to Google Translate – there's no other way' Investigating source and language diversity in foreign news coverage from an ethnographic perspective

Session 7

Due to the ever-growing internationalization, the context in which media businesses are forced to operate has become increasingly multimodal, multicultural and multilingual.

Investigating the impact of this observation has been the initial driving force of the project Belgium in the news: a discursive analysis of the news production process. The project analyses the written coverage of Belgium in the foreign press , drawing on Appraisal Theory (Martin & White 2005) and cross-textual study (Verschueren, forthcoming), coupling it to observations from interviews with key correspondents about their routine journalistic practices.

This paper focuses on an analysis of segments of interviews with 17 foreign correspondents from four neighbouring countries (UK, FR, GE, NL) residing in Brussels conducted between January and April 2011. The central research questions are: Is there a (language-driven) preference for a certain story frame? How does this preference affect the final news report? Could this lead to an unbalanced view on affairs? (Vertommen, B., Vandendaele A., & Van Praet, E., forthcoming)

Our interviews demonstrate that (i) language skills, (ii) views on language and identity, (iii) sourcing practices and (iv) embeddedness influence the correspondents' journalistic practices (Vandendaele A., Vertommen, B. & Van Praet E. , forthcoming). In particular, the paper will zoom in on a case illustrating how contextual factors of multilingualism force correspondents to resort to the controversial practice of using Google's free online language translation service.

From a methodological angle, the paper shows the added value of integrating text analysis and ethnographic interviews. Moreover, it illustrates how sensitive issues related to language contact, language policy and multilingualism are reflected (or not) in foreign media.

Vanderpool R.G.

European classroom experience

Session 4

This poster will demonstrate the development of a program called "European Classroom Experience" to help students fulfill an institutional graduation requirement. It will reveal the learning objectives of a required upper-division intercultural business communication course, and how students were supported in their cultural experience through intrapersonal self-discovery using the Clifton StrengthsFinder assessment. The inquiry for this project will synthesize classic and recent publications on student cross-cultural travel and business education, and reflect on the planning, execution and evaluation of two "European Classroom Experiences" in 2011 and 2012.

Wackers, Martijn
Andeweg, Bas
De Jong, Jaap

Making your message memorable: a state of the art review of rhetorical advice on information retention

Session 7

Most public speakers have one goal in common: they want their audience to remember their speech's main message. In a business context or an educational context, a presenter wants the audience to retain important information. The question is: how can this important goal be achieved?

Public speaking textbooks provide a range of answers to this question. For one, a speaker should focus on a clear structure and outline, according to Sprague and Stuart (2002: 123): "A clear outline will help you keep track of the points you want to cover; using one will also increase the chances that your audience will retain the gist of your message." Other authors believe it is about style: "Speeches with style have a certain "ring" that makes them easy to remember" (Detz, 2002: 62). Other advice includes use of visual aids or enabling the audience to make mental pictures (Khan-Panni, 2009).
The purpose of this paper is to provide an overview of the advice on achieving information retention in influential English-language textbooks on public speaking, to get a grasp of the most important rhetorical functions and techniques public speaking advisors relate to this concept.

To achieve this purpose, a representative corpus of 40 influential English-language textbooks from the period of 1980 tot 2010 has been constructed, which will be analyzed on rhetorical functions and techniques that are linked to 'information retention'. The corpus has been composed based on relatively objective factors like the distribution and number of reprints of the textbooks.

The corpus analysis will result in a better insight into state of the art on rhetorical advice on information retention. Depending on the outcome, the results could be discussed in the light of prevailing theories on memory and information retention as described in - for example - Miller (2011).

Wei, Yong-Kang

Ethos in Chinese business practices: From the "face" car to government endorsed "old" brands

Session 4

In Western rhetoric, ethos can be defined as an appeal to one's personal character so as to gain trust from one's audience. Chinese rhetoric does not have a term conceptually equivalent to Western ethos. However, similar concepts do exist in classical Chinese rhetoric: for example, Confucius' "rhetoric oriented towards trust" and Mencius' "sincere speech." In modern Chinese rhetoric, the term "face" is perhaps the closest in meaning to ethos, as it prescribes an image of trust, among others, to be projected through commonly accepted social attributes.

The so-called "face" car (i.e., car of luxury) would be a good example to illustrate how ethos matters in business practices in China as it showcases the car owner's economic and social status, visibly adding an element of credibility to the owner's business. The sign of "China's Old Brand," which is issued by local governments and posted by many businesses outside their buildings, would illustrate how Chinese face (or ethos) is essentially a function of social construction, rather than a rhetorical maneuver of personal appeal, as commonly seen in the Western style of ethos projection.

Based on the author's years of research on the subject, the proposed presentation will examine uses of ethos in Chinese business practices and, further, take a look at its similarity to and differentiation from the Western counterpart.

Zegwaard, Marije
Lagerwerf, Luuk

Business tweet stylistics: what business tweets choose and what they prefer

Session 5

Business tweets are posted to make announcements, attract attention, and maintain brand recognition. Regular tweets have other purposes. They are made to inform, deliver opinion, or arouse affect. Although politicians and companies use twitter for their businesses, twitter is not a commercial channel. At the same time, people tend to carefully craft their tweets into attractive short messages. This raises the question how business tweets can be written more effectively: should tweeps make use of rhetorical guidelines? Advertising language is effective in changing consumers' attitudes by using rhetorical figures like schemes (language deviating in form, such as rhyme), or tropes (deviating in meaning, like metaphor, McQuarrie & Mick, 1992; Van Mulken, Van Enschot, & Hoeken, 2005).

An online experiment was carried out in which 60 business professionals (MAge = 33.8 years) chose from sets of tweets, and then made judgments about a subset. Beforehand, their motives to use twitter were assessed. Each saw four lists of nine tweets, and then judged one of the four lists separately (n=15 per list). Each list consisted of three purely informative tweets, three with a schema, and three with a trope. Besides formulation, the use of hashtags was studied in a 3 (formulation) x 3 (no/product/brand hashtag) within-subjects design. All tweets were from companies with fictitious names. The materials were pretested.

Results show that tweets formulated as schemes or tropes are chosen more than other tweets. Product hashtags were chosen more than brand hashtags, especially in combination with informative and schema formulations. There was another pattern for appreciation, however: informative tweets were liked more, with respect to the organization and the tweet.

Brand hashtags and tropes do attract attention for business tweets, but these types of overtly persuasive tweets result in less appreciation in business tweeps.

Zwanepol, Marjolijn
Hendriks, Berna
Van Mulken, Margot

Language choices: English as a Lingua Franca, Receptive Multilingualism or L1-L2. An experimental study into the effectiveness and efficiency of different modes of communication in Dutch-French interactions

Session 3

In an age of increasing globalisation, organisations face the challenge of communicating with increasingly diverse and multilingual audiences. Although many organisations have adopted English as a corporate lingua franca, concerns about possible barriers presented by English as a lingua franca (ELF) has prompted researchers to consider alternatives modes of communication for their organisational communication. Previous studies (e.g. van Mulken & Hendriks, submitted; Ribbert & Ten Thije, 2007; Zeevaert, 2007) have suggested that other modes of communication, such as, for example, receptive multilingualism may be viable alternatives to ELF, especially when interactions involve speakers of typologically related languages (e.g. Dutch and German; Swedish and Norwegian). The purpose of the present study was to examine alternatives to ELF for speakers of non-typologically related languages, i.e. Dutch and French.

This study used an experimental within-subject design to investigate the effectiveness and efficiency of Dutch-French dyads using three different modes of communication: ELF, L1-L2, and a modified form of receptive multilingualism (RM) where the Dutch participants communicated in English and the French participants communicated in their mother tongue. Nine Dutch-French dyads (9 Dutch and 9 French (near)native speakers) carried out three spot-the-differences tasks using CMC chats. Effectiveness was measured as number of differences found and participants' perceptions of the chats. Efficiency was measured as number of words and communication strategies used in the chats.

Findings suggest that participants were equally effective in the three modes of communication but that they preferred to communicate in receptive multilingualism. The most efficient mode of communication was L1-L2 where the non-native speaker can rely on the mother tongue proficiency of the native speaker.

MAPS

Map 1
Concert Hall De Vereeniging
Arts Centre De Lindenberg

Map 2
University Auditorium ('Aula')
Huize Heyendael

Map I

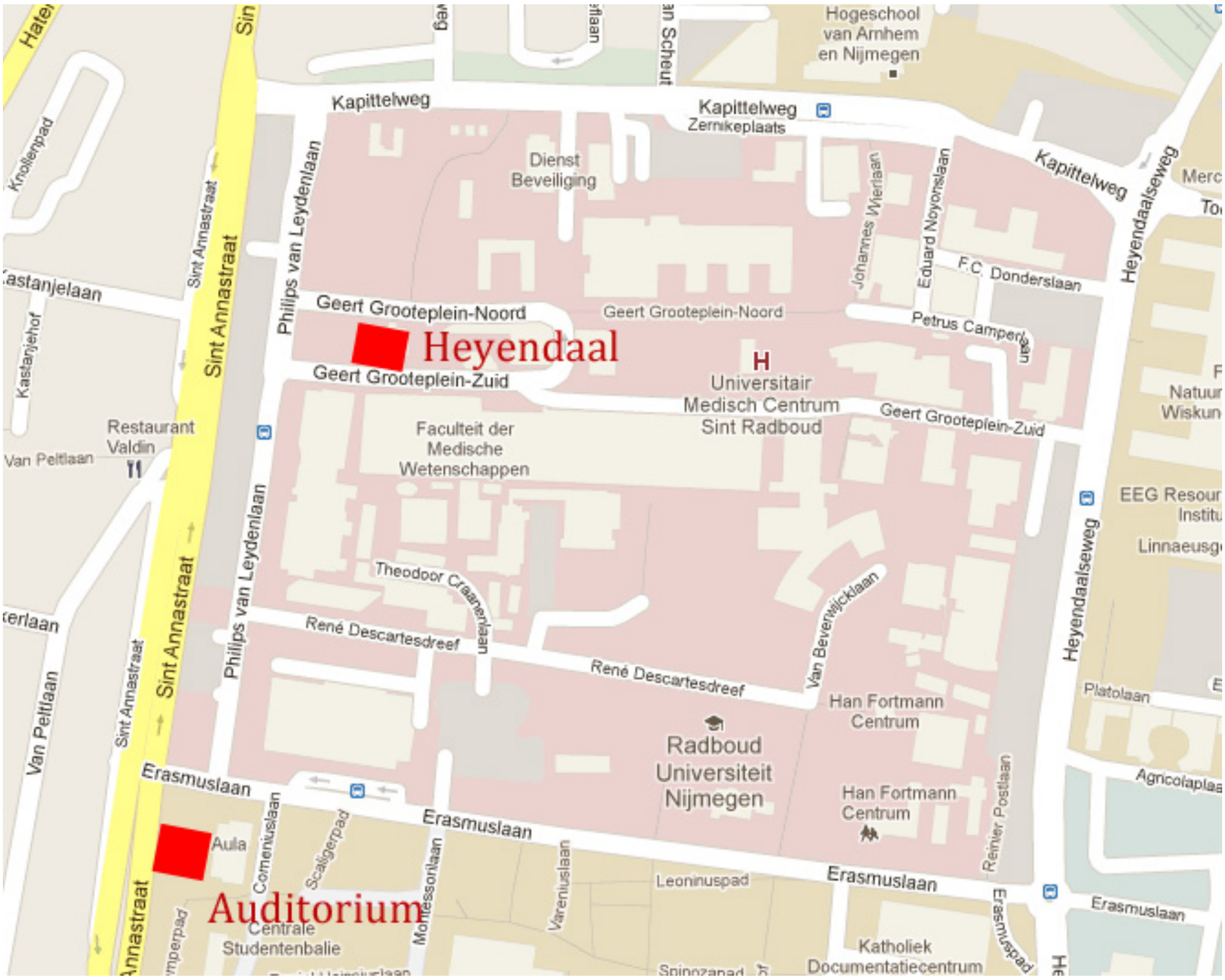
Arts Centre De Lindenberg

date	Friday, 1 June, 19:00-22:00
location	Ridderstraat 23, Nijmegen
activity	conference dinner (dress code: casual)

Concert Hall De Vereeniging

date	Wednesday, 30 May, 17:00-19:00
location	Keizer Karelplein 2, Nijmegen
activity	welcome / registration

Map 2



Huize Heyendael

date	Thursday, 31 May, 12:00-13:00 (lunch), 17:30-18:30 (reception)
location	Geert Grooteplein-Noord, Nijmegen
activity	lunch, reception

University Auditorium ('Aula')

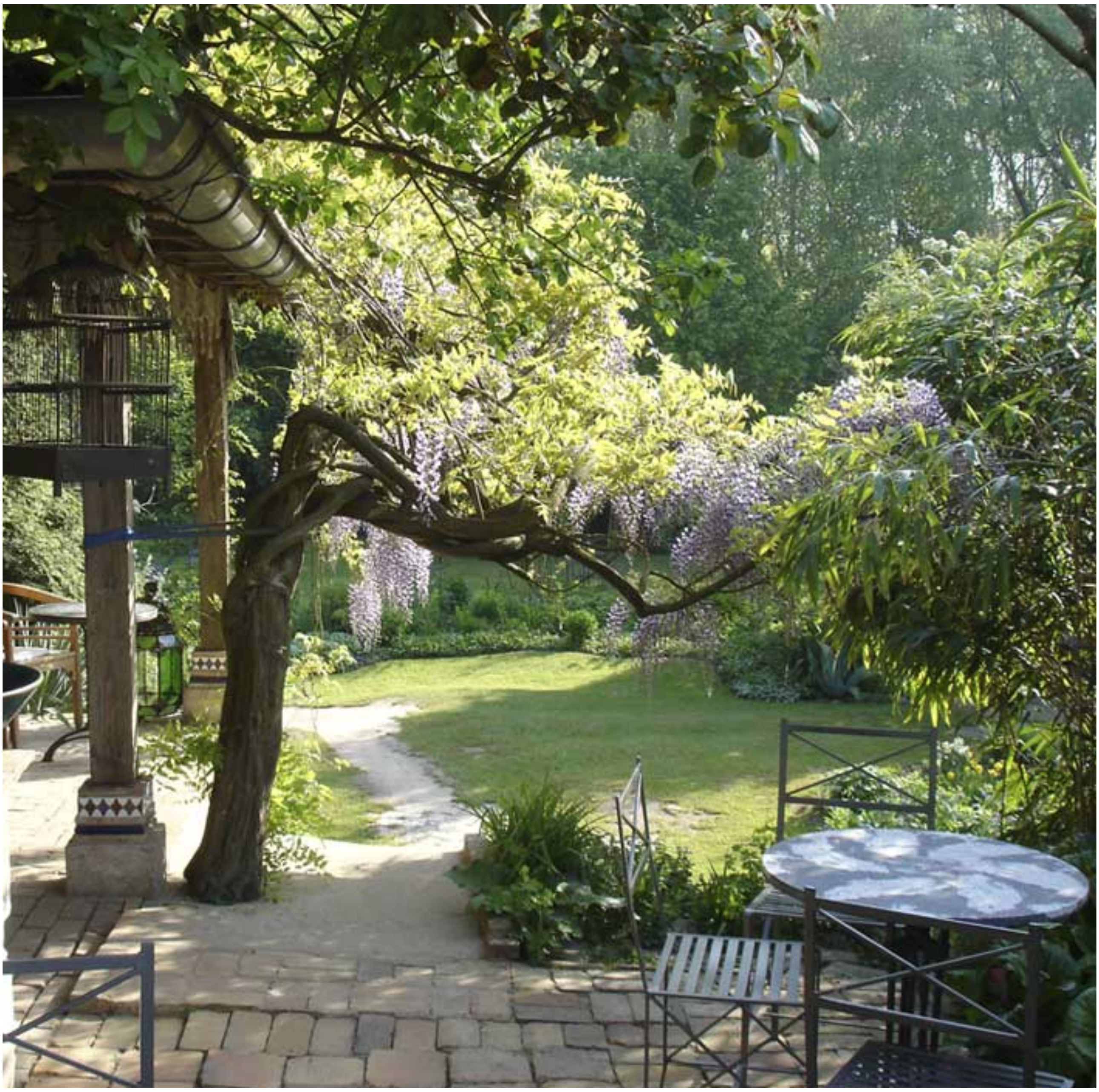
date	everyday
location	Comeniuslaan 2, Nijmegen
activity	conference venue, lunch Main hall

SOCIAL PROGRAMME

date	Saturday, 2 June, 13:30-17:00
location	nature reserve 'Millingerwaard'
activity	high tea

More information at the reception in the Main Hall.

www.millingertheetuin.nl



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