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Balancing Local Identity and Global Audiences: Localized and Globalized Instances of EIL in Corporate Websites

ABSTRACT:

The English language is nowadays the primary means of world-wide communication to the extent that non-native speakers outnumber native speakers by many times. In the business arena, for instance, more and more companies choose English as the lingua franca for external communications, in order to address the widest possible number of international stakeholders.

It is however important to bear in mind that the English language is 'international' in two different ways and has given origin to instances of both localized and globalized EIL (cf. Seidlhofer, 2011: 4). On the one hand, English has developed into many localized instances of EIL or World Englishes (primarily through colonization), with variations in usage which have naturally evolved endonormatively and have been analyzed by a variety of scholars (Schmied, 2004; Kirkpatrick, 2010; Schneider, 2011). On the other hand, English has been adopted by people all over the world who use it as a means of mutual understanding or lingua franca.

The present analysis focuses on a small-scale case study, centering on the website of the Agency for International Business Promotion of the Modena Chamber of Commerce. In the case of websites, since the audience is completely unpredictable, the webmaster does not know who exactly will access a particular website and cannot therefore adjust it to the readers' specific expectations. In addition, the abundance of information available while surfing the Net could provoke a feeling of disorientation or anxiety in the users. This is why companies should devote particular care to the consistent and neat organization of their websites, with the ambitious goal of making their users 'feel at home' so that they «surely will pay with their attention and maybe even with their loyalty» (Nielsen/Loranger, 2006: XXII). Relying on both a quantitative and a qualitative approach, the present study will compare different versions of the homepage of the Agency's website with a view to showing how, by modifying its linguistic and structural organization it is possible to guide the global stakeholders to better apprehend the agency's local identity.

The evidence provided will confirm that international communication can be enhanced by strategies of accommodation, which may take the form of code glosses, explanations, explications, piling up of information (cf. also Poppi, 2012). Moreover, thanks to globalized EIL (or ELF), it is possible to exploit the language not only for communication, but also for identification purposes, in computer-mediated interactions.

Introduction

As the world becomes more and more globalized and connected, transnational encounters have exponentially risen at a very rapid pace and in a multiplicity of domains: tourism, diplomacy, science, technology, politics and business. These new dynamics are posing significant challenges to global corporations and companies willing to extend their activities beyond their national borders, and have made them aware of the need for a shared language that facilitates exchanges (Louhiala-Salminen and Rogerson-Revell, 2010: 92). Although business interactions are rarely monolingual events and most companies often mix their strategies of language choice according to the situation (Vandermeeren, 1999: 276), in the past few decades English has been widely accepted as the principal means of communication in international business settings. This is confirmed by a poll conducted by Reuter/Ipsos in 26 countries in 2012, the results of which show that over two thirds (67 percent) of workers who deal with people beyond their national borders said that English is the language they used most often.

However, it is not enough to claim that English is the most extensively used language in the globalized business world. In fact, it is necessary to determine *what kind of English* is going to be adopted as the chosen means for addressing international stakeholders and establishing new forms of work and collaboration on a large scale, bearing in mind that the way information is phrased is extremely important, as after all: «language matters» (Louhiala-Salminen and Rogerson-Revell, 2010: 91).

Nowadays, thanks to the Internet and its unique tools, organizations are able to reach an unpredictably wide audience without being subject to time restrictions as in the case of traditional mass media (Insch 2008). Therefore web-mediated documents have come to play a fundamental role for companies. In particular, corporate websites perform the two-fold function of projecting the company's image and promoting the company's products. Hence, when it comes to drafting the English version of their websites, rather than insisting on a 'monochrome' native-speaker standard companies should remember that, in view of the present globalisation through English and of English, they will have above all to be intelligible to other non-native speakers, rather than to native speakers only. Accordingly, they should devote particular care and attention to the features of the language employed, if they want their message to be conveyed in a clear and consistent way, so as to create an easily recognizable identity and reinforce the corporation's vision and values.

Relying mostly on a qualitative approach, the present study analyses a series of texts which should have been posted¹ on the website of the Agency for International Business Promotion of the Modena Chamber of Commerce with a view to showing that it is possible to guide the global stakeholders to better apprehend the agency's local identity by modifying their linguistic and structural organization.

1. Corporate identity

Over the years companies have become increasingly aware of the importance of developing and managing a distinct and recognizable corporate identity which, in turn, has become an essential strategic instrument and the primary source for achieving competitive advantage.

Despite the vast array of studies carried out in this field, there is a lack of consensus on which elements to include in the definition of corporate identity. However, it is now widely accepted that a multidisciplinary approach to corporate identity is necessary (Melewar and Karaosmanoglu, 2006: 846-848). This perception is the result of many years of studies on the topic, which have given rise to three major approaches:

- the first one is based on the idea that corporate identity is rooted in design, i.e. in visual elements such as the logo, the corporate graphics, the colours, the name, the slogan and the typography;
- the second one suggests that corporate identity is an expression of corporate culture which is the set of shared values, beliefs, principles and goals of a company;
- the third one considers corporate identity as a concept resulting from corporate communication. Consequently, if we want to understand corporate identity, we have to study the company's way of communicating and behaving both internally and externally (adapted from Van Riel, 2008: 63).

The present study will investigate corporate identity by focusing on corporate communication in order to gain an insight into how the company under scrutiny conveys its local identity to a global audience.

2. Corporate communication

Corporate communication has become the most valued and tactical tool for big corporations and small and medium-sized companies to

generate credibility and visibility in the eyes of their audiences (Connolly-Ahern and Broadway, 2007).

In the first place it is necessary to distinguish between controllable and uncontrollable corporate communication. The former refers to communication that is consciously provided by the management to reach predefined objectives. In contrast, the latter indicates the diffusion of information that is unintentionally determined by the daily behaviour of the corporation's personnel or that is influenced by the stakeholders' perceptions. Together they stand for *total corporate communication*, namely all the ways in which a company communicates with its various stakeholders. The most important type of communication for achieving success is controllable communication, which encompasses three main forms of communication, each addressed to a different target audience, but with the same common goal of creating corporate identity: management, marketing and organizational communication².

The introduction of new technologies together with a considerable change in market conditions has had a great impact on corporate communication. As a consequence, computer-mediated communication has acquired an increasing importance, as it enables companies to convey an unlimited amount of multimodal information to a vast array of users anywhere in the world, without losing too much time and money. Today, the most visible sign of this technological evolution is the appearance of the *corporate website*, one of the most powerful and essential communicative tools for corporations. It is a sort of captivating shopping window for promoting products, increasing the public's awareness of the company and catching the attention of potential customers with the final goal of building a favourable corporate image and reputation.

3. *Corporate websites*

The importance of corporate websites as a privileged medium of corporate communication has long been recognized by many scholars. They often focus on the functions and communicative potential of these sites in their research (e.g. Esrock and Leichty, 2000; Perry and Bodkin, 2000; Hwang, McMillan and Lee, 2003; Planken *et al.*, 2007; Pollach, 2005, 2006, 2008, 2011). Websites are the visual online external representation of a company and potential customers rely on them in order to find out more information about a company and its business. They may consist of many sections: they can be compared to complex buildings with offices,

conference suites, corridors, lifts and other areas, each containing bits of information about the company. These parts are all linked to each other and together portray a composite picture of the company and of its activities (Boardman, 2005: 22).

A website's audience is completely unpredictable (Roussinov and Chen, 2001). On the one hand, since the author of the web text does not know who exactly will read the website, he or she cannot adjust to the readers' specific expectations. On the other hand, the reader of a website does not know who is responsible for the text of the website (apart from some personal blogs, etc.) and he or she cannot directly address the provider of the information to ask for further clarification while reading the text. As a consequence, the neat organization of the text, the use of tables or charts, a functional and clear layout, as well as the choice of the language employed are of vital importance to facilitate the comprehension of the website message.

4. Objectives, materials and methods

Nowadays English is the international language par excellence. However, it is important to bear in mind that the English language has achieved this status in two different ways. On the one hand, it has developed into many localized instances of EIL (English as an International Language) (Poppi, 2012: 32-33) or World Englishes (primarily through colonization), with variations in usage which have naturally developed endonormatively and have been analyzed by a variety of scholars (Schneider, 2011; Schmied, 2004; Kirkpatrick, 2010a, 2010b, 2010c). On the other hand, English has also been adopted by people all over the world who have decided to add it to their first languages and use it for the purpose of international communication, as a means to achieve mutual understanding or as a lingua franca. The latter is a globalized EIL (cf. Seidlhofer, 2011: 4), and non-native speakers are currently contributing to its development and its global uses as «agents of language change» (Brutt-Griffler, 1998: 387). When referring to instances of globalized EIL, the acronym ELF (English as a Lingua Franca) can also be adopted.

Since by adopting English, people inevitably also adapt it, it is possible to state that in international interactions there is no such thing as a single monolithic standard of English, as advocated by Quirk (1985). Accordingly, in international communication, a fifth language skill is nowadays needed, which involves understanding how to use language, to

accept differences, to be flexible and to be tolerant of ways of doing things which might be different from one's own (Tomalin, 2008).

One of the tenets underpinning the present study is that the different ways in which people use English can be said to unfold along a continuum which goes from localized to globalized EIL, depending on the features of the language employed. Localized EIL is characterized by local traits which can take the form of words and expressions that only enjoy local currency, culture-bound terms, instances of code-mixing and code-switching. Globalized EIL is more easily accessible to an unpredictable audience (Poppi, 2012: 32-33).

This contribution claims that since modern organizations have become widely aware of the importance of strategic communication, they should make sure that they employ globalized EIL when communicating with their stakeholders. To support this claim, reference will be made to the texts which were meant to become part of the website of the Agency for International Business Promotion of the Modena Chamber of Commerce. As already mentioned, these texts were handed over by the person who was the Director of the Agency for International Business Promotion of the Modena Chamber of Commerce in 2012. Even though he had already had the texts translated from Italian into English, he felt that they were not effective enough to express the kind of message he wanted to convey to international stakeholders. Therefore, he contacted the author's department at the University of Modena and Reggio Emilia and asked for suggestions. Section 5 retraces the steps of the analysis that were undertaken following the Agency's Director request.

The analysis will refer to all the texts which were handed over, but for the sake of economy only a sample of these texts will be reproduced. They have been selected with the aim of providing an overall presentation of the Agency and its activities. Since they deal with the institutional presentation of the company, they can be considered as part and parcel of the so-called About Us or Company section, where corporate values and principles are usually set out.

WHO WE ARE

We are an **empowering agency** that supports the enterprises of our region - Emilia-Romagna - in the **economical development and internationalization**.

We are committed to furthering the well-being and wealth of our district through the sale and promotion of our many top-quality products.

We work to help our entrepreneurs to expand their activities abroad and to attract new business in our territory.

Fig. 1 – The Agency's presentation

OUR PURPOSES

- Promotion of our land and **business growth**
- Enhancement of our **excellences** in the world
- Development of **business networks** to deal with the challenge of global markets
- Implementation of strategies for the **promotion of international business**
- Improvement of **territorial marketing**

Fig. 2 – The Agency's Aims



Fig. 3 – The Agency's Activities

WHERE WE ARE



Modena is at the heart of Emilia-Romagna, the land with the most friendly people

Fig. 4 – The Agency's geographical location

THE INDUSTRY

The Modenese economy is characterized by a solid industry based on a district-type organization



www.modenaemiliaromagna.it

Fig. 5 – The range of local enterprises

Modena and Emilia-Romagna

Some features

Modena: 32.000 € per capita GDP

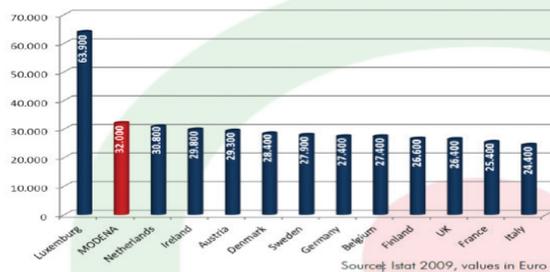


Fig. 6 – Per capita GDP

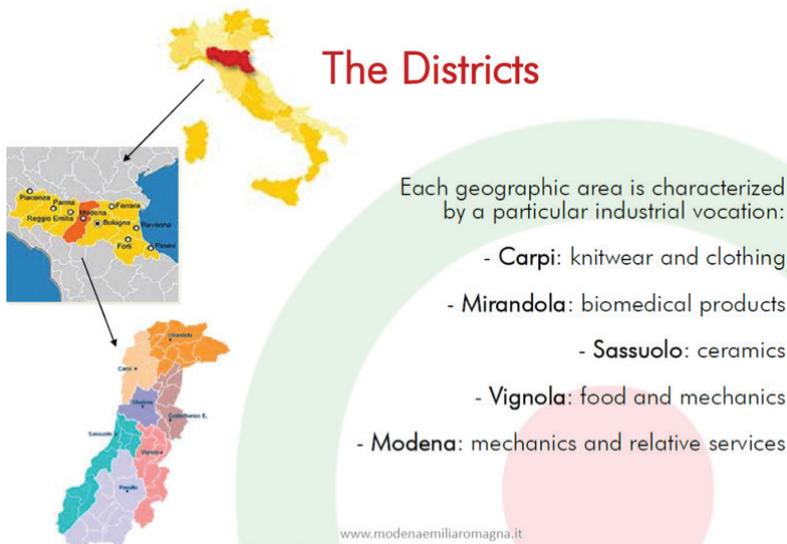


Fig. 7 – Business clusters

MODENA: AN EXCELLENT PLACE

Modena is one of Italy's most highly developed provinces. The population's GDP pro capita is 31,999 Euros, one of the highest in the country, placing it well above the average for EU countries. The Modenese economy is characterised by a solid industry based on a district-type organisation and with diffuse relations with international markets.

- 🕒 8° exporting province of Italy
- 🏢 1 company every 10 inhabitants (67,876 totally)
- 🌐 Sales abroad represent 40% of the turnover of the entire manufacturing sector (approximately 9.3 billion Euros in 2010)
- 📊 Emilia Romagna region system alone accounts for **7%** of Italian imports and **12,5%** of its exports.
- 👥 Employment rate at 66,3% of the population between 15 and 64 years.



The industrial structure is characterized by a prevalence of **SME** (small and medium-sized enterprise), which accounts for 99% of the business base. The competitive force of the province's economy does not exist only inside companies, but also in a complex of resources closely rooted to the territory to form a system.

Fig. 8 – More information about Modena

The analysis was meant to explore the way information is provided to international stakeholders, both in terms of lexical choices and of the linguistic strategies deployed, with a view to ascertaining where the language originally employed, positioned itself along the globalized-localized EIL continuum.

To do so, the chosen texts were investigated in the first place by making reference to a taxonomy geared to assess the degree of localization/globalization of the language employed in the agency's website³. The model can help identify the presence of lexical choices typical of localized EIL, as its six categories are arranged in such a way that proceeding from top to bottom, it is possible to find more and more localized instances of language choice:

1. technical words with international currency;
2. technical words with national currency;
3. common words used with new shades of meaning;
4. names of people and places;
5. culture-induced expressions;
6. code-mixing.

(Poppi, 2012: 154)

5. The analysis

Looking at the selected texts it is immediately evident that the influence of the Italian language and culture gives rise to localized forms.

5.1 Technical words with international currency

In the first place, there are words which can be considered instances of technical words with international currency:

1. CE marking⁴ (Figure 4 – Specialised courses and seminars);
2. ISO 9000⁵ (Figure 4 – Specialised courses and seminars);
3. CENELECT⁶ (Figure 4 – Counselling and training about UNI);
4. ETSI⁷ (Figure 4 – Counselling and training about UNI);
5. B2B⁸ (Figure 4 – Expo.MO.com).

All the above words can be said to enjoy international currency, in the sense that international stakeholders active in business contexts are bound to be familiar with them.

5.2 *Technical words with national currency*

The following terms, however, only enjoy local currency:

6. UNI (Figure 4 – Counselling and training about UNI);
7. ISTAT (Figure 7);
8. In order to promote and protect the typical products of Modena's agro food system that are not yet covered by EU acknowledgements, the Chamber of Commerce has established a joint brand '*Tradizioni e sapori di Modena*' – Traditions and flavours of Modena <www.traditionalfood.it> (last access 10.02.2016) – which is granted to those manufacturers who undertake to observe the production regulations containing rules on the production area, organoleptic characteristics, farming, production or harvesting methods, storage, packaging and labelling. The initiative has been operative since 2003 and relates to a number of products including: *Patata di Montese*, *Tortellini di Modena*, *Crescentina (Tigella) di Modena*, *Nocino di Modena* and *Sassolino di Modena* liqueurs, *Amaretti di Modena*, *Mirtillo nero dell'Appennino modenese*, *Tartufo Valli Dolo e Dragone*, *Marrone di Zocca* and *Marrone del Frignano*, *Croccante artigianale del Frignano*, *Croccante friabile di Modena*, *Miele di castagno dell'Appennino modenese*, *Miele millefiori dell'Appennino modenese*, *Miele millefiori della pianura modenese* and *Salame di San Felice* (Modena Agro food industry).

UNI refers to *Ente Nazionale Italiano di Unificazione*, the Italian Organization for Standardization, which publishes standards for the industrial, commercial and tertiary sectors, with the exception of electrical and electro-technical products. ISTAT is the National Institute for Statistics, a public research organisation which has been present in Italy since 1926, and is the main producer of official statistics in the service of citizens and policy-makers. It operates in complete independence and continuous interaction with the academic and scientific communities.

Unfortunately, since the Italian acronyms are provided without any further explanation, it is not certain that foreign stakeholders will be able to understand what they refer to. The same is true for the long list of typical products of the area around Modena, which is provided in example no. 8. It is true that it may prove important to mention them, in order to underline the wide range of choices available, but the lack of any kind of explanation or code-glosses runs the risk of merely making them a confusing and incomprehensible list. A much better solution would be the provision of an explanation or a code-gloss in English, so as to safeguard

both the local and the global appeal of the website.

This is for instance what can be seen in the first lines of the above text (example n. 8): *‘Tradizioni e sapori di Modena’* – Traditions and flavours of Modena”, where the name of the new brand established by the Chamber of Commerce is accompanied by its translation into English, to make its meaning understandable to a foreign audience. The same strategy has been adopted in the following example, where the terms *zampone*, *cotechino*, *coppa* and *mortadella* are accompanied by a brief explanation in English, which is meant to make a foreigner better understand what they refer to.

9. The typical products of local industry are: Traditional Balsamic Vinegar from Modena, Balsamic Vinegar from Modena, Lambrusco, Parmigiano Reggiano, Modena Ham and more generally all cold meats (especially *zampone* – stuffed pig’s trotter – and *cotechino* – a pork sausage – as well as salami, *coppa*, *mortadella*, etc.) and canned food (Modena Agro food industry).

Accordingly, a new version of example no. 8 drafted in globalized EIL could read as follows:

10. The Chamber of Commerce has established a new brand, *‘Tradizioni e sapori di Modena’* – Traditions and flavours of Modena <www.traditionalfood.it> (last access 10.02.2016) – to promote and protect the typical products of Modena’s agrofood sector which have not received the EU institutions’ stamp of approval. The *‘Tradizioni e sapori di Modena’* brand is awarded to those manufacturers who comply with strict requirements concerning: the exact production area, organoleptic characteristics, farming, production or harvesting methods, storage, packaging and labelling. The brand was established in 2003 and has been granted to a number of products including: *‘Patata di Montese’* (potatoes from Montese), *‘Tortellini⁹ di Modena’*, *‘Crescentina (Tigella) di Modena’* (savoury flat bread from Modena), *‘Nocino di Modena’* (walnut liqueur from Modena) and *‘Sassolino di Modena’* (aniseed-flavoured alcoholic drink from Sassuolo and Modena), *‘Amaretti di Modena’* (almond macaroons from Modena), *‘Mirtillo nero dell’Appennino modenese’* (black blueberry from the Modena Apennine mountains), *‘Tartufo Valli Dolo e Dragone’* (truffle from the Dolo and Dragone valleys), *‘Marrone di Zocca’* (sweet chestnut from Zocca) and *‘Marrone del Frignano’* (sweet chestnut from Frignano), *‘Croccante artigianale del Frignano’* (artisan almond toffee), *‘Croccante friabile di Modena’* (almond toffee crunchies), *‘Miele di castagno dell’Appennino modenese’* (chestnut honey from the Modena Apennine mountains),

'Miele millefiori dell'Appennino modenese', (multiflower honey from the Modena Apennine mountains), *'Miele millefiori della pianura modenese'* (multiflower honey from the Modena area) and *'Salame di San Felice'* (sausage from San Felice).

5.3 Names of people and places

The influence of the local culture is also to be seen in the following examples:

11. As is well-known, the Parmigiano Reggiano area includes the provinces of Modena, Reggio Emilia, Parma and parts of the provinces of Bologna and Mantova to the left of the Reno river and the right of the river Po (Modena Agro food industry);

12. Carpi, Sassuolo, Mirandola, Vignola (Figure 8 – The Districts);

The above names referring to local places might prove a bit confusing to a reader who is not well-versed in the local geographical setup of the area. However, in example 12) considerable help is provided by the maps which make readers clearly visualize what these toponyms actually refer to and where they are positioned in terms of geographical location.

5.4 Culture-induced expressions

In Figure 1 we can find the word 'region', which is used to refer to a *regione*, an autonomous entity with powers defined in the Constitution. In Italy a *regione* is the first-level administrative division of the country¹⁰. This word is not used here with its most general meaning of: «an area, especially part of a country or the world having definable characteristics but not always fixed boundaries»¹¹.

In Figures 5 and 7 we come across the word 'district', employed to describe an agglomeration of small- and medium-sized companies, located in a circumscribed and historically determined area, specialized in one or more phases of a production process and integrated by a complex web of interrelationships of an economic and social nature. Once again this term is used in one of its different available meanings, without any further explanation being provided¹². Finally, in Figure 8 the word 'province' is mentioned. In Italy a *provincia* is an administrative division of intermediate level between a municipality (*comune*) and a *regione*. By looking up the meaning of this word in a dictionary, one is often confronted with the following definition «One of the principal administrative divisions of a country or empire»¹³.

It is therefore possible to conclude that the three terms ‘region’, ‘district’ and ‘province’ are employed here with the meaning that is typically attributed to them in the Italian language. In these cases the people who prepared the texts privileged literal translation over equivalence of meaning. In doing so they inadvertently fell into the trap of using a local term charged with the cultural meaning typical of a specific culture, which the other participant may not be able to understand.

However, an initial effort is made to clarify the concepts of ‘region’ and ‘province’, as Figures 4 and 7 provide a graphic representation of these two terms by means of maps.

5.5 Code mixing

In Figure 5 we read: «The Modenese economy is characterized...». The term ‘Modenese’ can be considered an instance of code-mixing: *Modenese*, where the English suffix *-ese* has been added to the word stem *Moden* – (deriving from *Modena*). Instances of code-mixing had already been found in the articles of *The Hindustan Times* and *The Baltic Times* (Poppi, 2012: 82) and can be said to attest to the creativity of the English language, as it is adopted, but especially adapted by users for whom it is not the native language, in order to express localised meaning.

5.6 Communication strategies

In the analysed texts, an effort is at times made to reach out to the readers and enable them to apprehend the message which is being conveyed. In example 8 the translation into English is provided, while in example 9 the meaning of some terms typical of the local culinary tradition are explained e.g. ‘*Crescentina (Tigella) di Modena*’ (savoury flat bread from Modena). In fact, at times it is not enough to simply provide the translation into English. This is for instance the case for the following example:

13. In 2005 the *Consorzio del Gran Suino Padano* (Padania Great Pig Consortium), was established, as breeders and slaughterhouses wanted to promote, supervise and protect the world-famous PDO¹⁴ deli meats.

In fact the term ‘Padania’ could prove obscure to an international audience, unless its link with the geographical area called *Pianura Padana* is made explicit.

Moreover, visual support is provided to possible stakeholders in the form of maps, colours and even shapes. The colours refer to the agency’s

nationality (white, red and green) and combine the elements of the composition into a congruent whole by referring to the Agency's Italianness. Its mission, sense of drive and determination are evoked by the shape, which is reminiscent of a shooting target.

Another typical strategy adopted is the piling up of information. Obviously, the provision of detailed descriptions serves the purpose of avoiding possible misunderstanding. However, excessive informational density may prove confusing, especially when it concerns computer-mediated communication. In fact, it should not be forgotten that the abundance of information available on the net could provoke disorientation or anxiety, so particular care should be devoted to the consistent and neat organization of websites to make users 'feel at home' so that they «surely will pay with their attention and maybe even with their loyalty» (Nielsen and Loranger, 2006: XXII).

In conclusion, it can be argued that the kind of globalized EIL which should be adopted by companies willing to address international stakeholders does not only involve the use of a particular kind of lexis, i.e. words with international rather than local currency. In fact, it actually entails an attitudinal change that is expressed through the deployment of communicative strategies meant to facilitate the external readers' reading process.

These strategies might include:

- accommodating, by rephrasing and explaining (never taking anything for granted, as there are differences amongst possible stakeholders, due to their culture, nationality, etc. which will inevitably result in differences in background knowledge);
- adopting a wider cultural perspective;
- building rapport (reaching out to one's interlocutors by making the reading process as easy as possible);
- using local terms or concepts, rather than looking for a generic translation in English, but providing an explanation of the meaning of the culturally-bound term¹⁵.

The present small-scale case study has focused on some of the possible applications of the above-mentioned communicative strategies. However, these very same strategies can then manifest themselves in different ways according to the different contexts of use.

6. Conclusions

Companies often avail themselves of an English version of their websites so as to widen their participation framework as much as possible. These

websites may present features at times of a hybrid language which may not be intelligible to all its addressees given the incidence of instances of extreme informational density, convoluted syntax and uncommon collocations.

Moreover, English is also affected by the companies' L1 when idiomatic forms are created which are not codified in English, but which can be retrieved from the language spoken in the country in which the company is based. These forms might not be transparent enough to the multicultural audiences addressed by companies' websites.

Given that English is employed all around the world as a common code, it is inevitable for it to get in contact with a large number of languages and cultures. It is therefore almost inevitable for each speech community to create their own variety, thus establishing a common lingua-cultural scenario which enables its members to highlight their distinct identities. However, in international contexts, it is better to opt for a globalized kind of EIL, which provides reliable parameters to guarantee the understanding of each participating culture's perspective rather than of a single culture alone. This does not necessarily imply the need to strip the language bare of all the references to local culture. On the contrary, the evidence provided by the present small-scale case study has shown that international communication can be enhanced by strategies of accommodation, which may take the form of code glosses, explanations, explications, piling up of information (cf. also Poppi, 2012). Moreover, by relying on globalized EIL (or ELF), it is possible to exploit the language not only for communication, but also for identification purposes, in computer-mediated interactions, as the participants skilfully draw upon their plurilinguistic pragmatic repertoires.

¹ The choice of the tense is deliberate. In fact, the Director of the Agency for International Business Promotion of the Modena Chamber of commerce has left his position, and the new version of the Agency's website that he had been working on, was never implemented.

² Management communication, which takes place between the 'management level' of the organization and its internal and external audiences, serves the purpose of developing a shared vision and mission of the company within the organization. Marketing communication addresses end- or intermediate-users but also commercial distributors and is associated with all those forms of communication that aim to support the sales of an organization's products, services and brands (Melewar and Karaosmanoglu, 2006: 850). Organizational communication, whose general objective is the self-presentation of the company, can be defined as the communication that takes place between the organization and all interdependent stakeholders (internal and external) for the day-to-day running of the company

(Melewar, Karasmanoglu and Paterson, 2005: 63). As a result, it includes different forms of communication such as public relations, public affairs, investor relations, corporate advertising, environmental communication and internal communication.

³ This taxonomy has been used to assess the level of globalization/localization of the language employed in some parts of the Tetrapak's website (Poppi, 2012: 154).

⁴ The CE mark, or formerly EC mark, is a mandatory conformity marking for certain products sold within the European Economic Area (EEA) since 1985.

⁵ The ISO 9000 family of quality management system standards is designed to help organizations ensure that they meet the needs of customers and other stakeholders, as well as comply with statutory and regulatory requirements related to a product.

⁶ European Committee for electro-technical standardization.

⁷ The European Telecommunications Standards Institute (ETSI) is an independent, not-for-profit, standardization organization in the telecommunications industry (equipment makers and network operators) in Europe, with worldwide outreach.

⁸ Business-to-business, commerce transactions between businesses, such as between a manufacturer and a wholesaler, or between a wholesaler and a retailer.

⁹ The word 'tortellini' is quite well-known also in international contexts (of use).

¹⁰ In Italy there are 20 *regioni*, of which five are constitutionally given a broader amount of autonomy granted by special statutes.

¹¹ <<http://www.oxforddictionaries.com/definition/english/region>> (last access 10.02.2016).

¹² According to the online Oxford dictionary <<http://www.oxforddictionaries.com/definition/english/district>> (last access 10.02.2016), the three most common meanings of 'district' are: 1) area of a country or city, especially one characterized by a particular feature or activity; 2) region defined for an administrative purpose; 3) division of a county or region that elects its own councillors.

¹³ <<http://www.oxforddictionaries.com/definition/english/province>> (last access 10.02.2016).

¹⁴ There are three European Union schemes of geographical indications and traditional specialities, known as Protected Designation of Origin (PDO); Protected Geographical Indication (PGI); and Traditional Specialities Guaranteed (TSG), which promote and protect names of quality agricultural products and foodstuffs.

¹⁵ Even though we are here dealing with written communication, these strategies are applicable to the context given its CMC character and international readership.

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