

Language is business! On the impact of linguistic applications in our society

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1. Introduction

Current society is strongly internationalized by modern means of transportation, globalization of markets and use of digital tools.¹ In such an internationally oriented society it is clear that those more or less proficient in just one language, their own mother tongue, are excluded from a considerable amount of information, from understanding other cultures and from a wider world view. “*Die Grenzen meiner Sprache bedeuten die Grenze meiner Welt,*”² we are told by Wittgenstein (1922, 5.62). In this article we will briefly discuss the added value of multilingualism, the economic factors in our modern globalized world and the business community’s attitude towards multilingualism. We will conclude with some figures regarding the language industry in the European Union that show that the market demands many motivated specialists in the field of applied linguistics. The overall aim of the paper is to demonstrate the importance of the language sector for today’s global market, and hence the relevance of language studies in an era that tends to favour STEM-oriented programming.

2. Language studies: past and present

Until recently, language studies were mostly associated with the learning of a language or the study of its literature. In most universities, the dominant philological approach to language had a highly traditional character. In recent

¹ This paper, pronounced as the keynote lecture at CAANS 2021, is based on a broader study that uses the European Union and its member states, particularly Belgium and the Netherlands, as its focus. The study was published as a monograph in 2016 under the title *Taal is business. Taal, de turbo naar economisch success* (‘Language is business. Language, a driver of economic success’) (see References). The paper summarizes the key points made in the monograph.

² The limits of my language are the limits of my world.

years, however, the emphasis has clearly shifted to communication in all its facets. The burgeoning and flourishing of courses that approach language more from an economic viewpoint also testifies to this. In this context, 'economic viewpoint' refers to the market. Firstly, the national market, but also, inextricably bound up with it, the European market, and finally other international markets as well. Examples of these courses are studies in communication management, translation and interpreting, multilingual communication, translation technology, computational linguistics, etc.

There are, moreover, quite a few social developments that have also contributed to a new perspective on language and language studies:

- The fast evolution of science and technology, leading to the emergence of countless new concepts, represented by terms that each need counterparts in various languages.
- The changes caused by fast technological growth in all areas of our society, that create a need for faster and reliable information.
- The international exchanges, including political, economic, and cultural cooperation, that lead to a significant increase in multilingual contacts.
- The mass production of consumer goods leading to an increasingly global economy, in which businesses need to take into consideration both the international rules of the game and local markets.

The new term 'language industry' refers to these recent developments and is a collective term for all kinds of lingual processes and services. 'Industry' here refers to the hard figures: the cost price of language and the price of correct information.

3. What does the language industry encompass?

In a study on the size of the language industry in the EU (Rinsche & Portera-Zanotti 2009), the following broad categories were distinguished: translation, interpreting, localization of software and websites, audiovisual translation (subtitling and dubbing of visual materials) and language acquisition through e-learning. We can add to these the development of language technology and the supporting of multilingual conferences.

Technological and non-technological solutions show different aspects of what the language industry encompasses. On the one hand, we have non-technological solutions, such as translation, interpreting, editing, localization, language acquisition. On the other hand, we have technological solutions, such as machine translation, computer-aided translation, video conferences with

interpreters, multilingual search machines, datamining (analysis of large amounts of data), multilingual terminology banks for specific businesses or disciplines, etc.

The language industry follows economic trends: we are living in a knowledge economy, which is closely connected to the concept of an 'information society'. Knowledge, data, and data processing are of increasing importance in business. The classic division of our society into different eras of economic development is well-known. Europe was an agricultural society until the middle of the eighteenth century. After 1750, a new economic model emerged as a result of the industrial revolution. At this moment, that development is brought to an even more advanced and complicated level. We are now living in an economy in which knowledge as a production factor is increasingly important compared to the three traditional production factors: labour, resources, and capital. The knowledge economy is spreading to all sectors and appealing to all possible parties. Anybody who wants to find a job and survive in this knowledge economy, must be able to understand complex processes and read fairly complicated instructions and texts.

4. A variety of markets and economic activity: applications in the linguistic field required!

In an interview (Steurs 2016), the Belgian translation expert, Dr. Abied Alsulaiman (KU Leuven, Campus Sint-Andries, Antwerp), explains how he ended up in the translation business after his university studies. At the start of his career, he was sometimes called upon to translate. After all, his language combination was quite rare: Dutch, Arab and Hebrew. Soon, he worked as a sworn translator for the courts in Antwerp and, in 1993, set up his own translation bureau. Since then, Dr. Alsulaiman has translated for many companies. In fact, his work is a direct reflection of the economic activity in a number of sectors in Belgium. What follows are a few examples.

To start, there is the port of Antwerp, the second busiest in the EU. Apart from import and export, shipping itself involves extensive translation work. Ships bound for the Arab world must have all shipping documents translated in Arabic. A second field is customs, again a critical aspect of international trade.

The same goes for the food industry. All Belgian food products exported to the Arab world must have a detailed list of ingredients in Arabic. For instance, translations are required for well-known chocolate brands, such as Côte d'Or and Leonidas.

And what about the textile industry? Levi Strauss & Co. is an American clothing company mostly known as the producer of Levi's jeans. It has a branch in Belgium, but its factories are in Sousse, Tunisia. Other examples include Zara, which is also producing in the Arab world, and Marks & Spencer, which has a

factory in Tangiers, Morocco. Everything related to their work processes, contracts, etc., needs to be translated into Arabic.

In the medical sector, Dr. Alsulaiman was approached by Janssen Pharmaceutica in Beerse (Belgium), a prominent and innovative pharmaceutical company. Apart from the information on the product leaflets, he also translated general health information into Arabic, and assisted with the subtitling of didactic films about health.

And what about the building industry? Besix is Belgium's largest building company. Its activities include the construction of buildings, infrastructure, environmental projects, and roads. In 2019, the company had a turnover of 3.3 billion euros and employed 14,000 people in 22 countries spread over 5 continents. Besix has built nearly all buildings in Dubai. To become better-known in the Arab world and penetrate its market, the company made a promotional film and had it subtitled in Arabic.

Finally, Microsoft made a video on how to use Windows. This was provided with Arabic subtitles by Dr. Alsulaiman's translation bureau.

In short, from this one example, we have demonstrated that language and economy are intrinsically linked. As soon as the economy in a certain sector improves, multilingual communication and the need for communication specialists automatically follow. But even when the economy is going through a crisis, it is necessary to make investments and to tap into new markets. And especially then, effective communication and multilingual communication are of vital importance.

5. Another growing industry: tourism, an important economic pillar for many countries

Strong touristic activity is good for the economy; that is the case in many countries. The revenue from tourism and business travel in Flanders increases every year, a development with a positive effect on the Flemish economy. In the Netherlands, the evolution of tourism is watched by the Netherlands Board of Tourism and Conventions. The latter's website notes that: "Tourism is not just fun, it is also important for the Netherlands: in 2018, 87.5 billion euros were spent on tourism and recreation in our country." It adds that "the hospitality industry provides paid employment to around 791,000 people: over 7.5 percent of the working population."

The importance of tourism is shown by the fact that governments use a specific measuring instrument to monitor its development. A Tourism Satellite Account (TSA) is an internationally recognized instrument to record the economic influence of tourism. The tourist industry is not a well-defined or clearly perceptible economic sector, but rather a diverse collection of (parts of) various

business sectors. Two indicators show the economic importance of tourism: on the one hand, the 'gross value added of the tourism industry', i.e., the value added generated by tourism services used by both tourists and non-tourists; on the other hand, the 'direct gross value added of tourism', i.e., the value added generated by tourism services and other business services used by tourists only.

In addition, the impact of international business collectively referred to as MICE (Meetings, Incentives, Conventions and Exhibitions) is also measured. In the Netherlands, for instance, over 2.3 million multi-day organized business trips are made per year, amounting to approximately 5.1 million nights spent in accommodation. The turnover of multi-day business meetings is estimated at around 2.3 billion euros per year. These business trips, through a multiplier effect, contribute substantially to employment in the Netherlands.

With respect to the topic of this paper, MICE activities also have a considerable impact on language and communication. That is why more and more professional agencies are employed to organize international congresses. They are often called Convention & Visitors Bureaus and provide all necessary information on a region, its destinations, hotels, and facilities. Not surprisingly, the European Commission recognizes the organization of multilingual international congresses as an important activity of the language industry. On the website of the Netherlands Board of Tourism and Conventions, however, we find a great amount of data and interesting information, but very little is said about the role and the importance of language in these tourist and business activities. How to put a country on the map of tourism? How to draw foreign visitors to the Netherlands or Flanders? The answer to these questions is as simple as it is obvious: by communicating in the target languages of the customers you are aiming for. Translating for the tourism industry is a specialized field. It calls for a communication strategy, copywriters and content writers, translators, and marketers. A wide variety of texts require translation: tourist brochures, flyers, websites, travel guides, mailings, newsletters, blogs, and other documents in various language combinations.

6. Impact of multilingualism on European business

Internationalization, caused by modern transportation, globalization of markets, and wide-scale access to the internet, has transformed current society. Moreover, in addition to the traditional drivers of migration, globalization has meant competition to attract skilled but also unskilled individuals from across the globe. On the one hand, highly skilled individuals are employed in the global economy, causing them to move to other countries, while on university campuses the student body is increasingly internationalized. On the other hand, unskilled

workers are also needed and hence seek their fortunes in other countries, trying to find a better life by emigrating.

The digital society and the globalization of the economy have thoroughly changed European economic activities. Employers and employees are working with and in various languages. Multilingualism should no longer be regarded as a trump card or a bonus point; it is of vital importance for businesses. Digital communication dissolves not only national and regional barriers, but also language barriers.

A study published in 2011 by the Directorate-General for Translation of the European Commission, *Mapping best multilingual business practices in the EU*, offers figures on multilingual business practices in the EU. Almost a third of the 500 largest companies have their headquarters in Europe. Furthermore, about 20 million small and medium-sized companies in Europe represent nearly 99 percent of the European business sector. The EU economy is characterized by the increasing importance of its services sector (banking, tourism, transport, insurance, etc.). The services sector represents over 60 percent of the Gross Domestic Product (GDP). Industry and agriculture are still important sectors, but their economic significance has been considerably reduced.

The impact of multilingualism on business can hardly be underestimated. Indeed, it has been shown that companies which lack multilingual employees lose markets. In her book *Linguanomics*, Gabrielle Hogan-Brunn (2017) describes this situation in clear terms. She observes that one in four UK and one in six US businesses lose out due to the lack of language skills and cultural awareness in their workforce.

7. The language industry: economic value and growth forecast

Common Sense Advisory is a research firm that conducts yearly reviews of the language industry market. Their 2018 report describes the language services market as fast-growing with a global turnover of 46.52 billion US dollars. The report refers, furthermore, to the enormous impact of the global digital transformation (GDX) and its effects on information production and adaptation to other languages and local markets.

How can a sector such as the language industry be so successful, even during a recession? Multilingualism is necessary to let businesses grow and capture new markets. Even in times of financial crisis and economic decline, businesses invest in language and communication. Partly as a result, large translation companies (the so-called Language Service Providers or LSPs) are growing at a rate of 20 percent annually, some even at 30 percent (Common Sense Advisory 2020).

8. Multilingualism in Europe: strengths and weaknesses

The 2011 study, *Mapping best multilingual business practices in the EU*, analyzed the strengths and weaknesses of European businesses in relation to international trade and multilingualism, as shown in the following SWOT (strengths, weaknesses, opportunities, and threats) diagram in Figure 1 (European Commission 2011, 12):

SWOT	Strong points	Weak points
Internal	<ul style="list-style-type: none"> - Many languages are used (European multilingual space). - International policy: many businesses want to serve the international markets (multilingual websites). - Cooperation with employees who speak foreign languages. Preference is given to multilingual candidates in selection procedures (language tests, ...). - Development and use of language technology software (for non-specialized translation, handled by the company itself). 	<ul style="list-style-type: none"> - Lack of linguistic knowledge in many countries. - Communication problems with customers (different cultures, intercultural problems). For Europe specifically with Asian and Indian customers. - Extra costs (translating and interpreting).

External	Opportunities	Threats
	<ul style="list-style-type: none"> - Growth in digital and multilingual information. - Increasing number of foreign customers. - New educational initiatives. - New opportunities (for specialized translation supported by computer-aided translation software and the language industry). 	<ul style="list-style-type: none"> - Growing need of linguistic knowledge. - Difficulties to find multilingual employees with the right profile. - Growing number of employees with low-level education. - Loss of markets. - Loss of control over the management of multilingual information and diversity.

Figure 1. Diagram showing strengths, weaknesses, opportunities, and threats concerning multilingual business practices in the EU. Source: European Commission.

According to the same European study, companies take concrete measures to better respond to the multilingual nature of the markets. These measures may involve the following steps:

- Companies recruit multilingual employees and offer language courses to advance multilingualism. They also encourage employees to work for the company abroad, to facilitate promotion through international mobility.
- Companies can make a difference on local markets by recruiting locally and signing contracts with local partners.
- The internal communication of a company may improve by organizing multilingual company meetings in several so-called ‘corporate languages.’
- They set up an adjusted, multilingual documentation system and a multilingual terminology list, in order to develop an internal company language. Steps are taken to improve digital communication. A company’s intranet can be made multilingual; its customer website should be written in clear language *and* of course in the language of the customer.

9. E-Commerce: the emerging factor in the economy calls for multilingual websites

E-commerce is booming and online sales numbers are going up, a trend that intensified during the recent Covid-19 pandemic. Belgian and Dutch consumers mostly buy services, but also goods, on the internet, such as plane tickets, holiday packages, hotel bookings, and insurance. Concerts are popular as well, as are web shops like Bol.com and Zalando. The economic success of e-commerce is the result of effective communication: in particular, the design of websites, that are user-friendly, and use multiple languages. Many e-shops give customers the option to select their language of choice. At the minimum, these websites are translated into the languages of the countries where orders can be placed. A wise decision, as a 2018 European study, *Behavioural study on consumers' engagement in the circular economy*, showed that nine out of ten consumers prefer to consult websites in their own language.

Dutch *Marktplaats.nl* and Belgian *tweedehands.be* are daughters of eBay, just like French *iBazar*. In 2018, eBay had a revenue of 2.2 billion US dollars, employing approximately 14,000 people globally. But what about the question of language choice as discussed above? Consumers prefer to buy and sell in their own language. Language dynamics, therefore, are of vital importance for eBay, but given the company's business model – it does not sell its own goods as its users are the buyers and sellers – a strict organization behind the scenes is required to guarantee a proper display of the multilingual information. To cite a prominent example from Europe: the greatest challenge for eBay was to operate in the Russian market. How to translate your supply into Russian, knowing that the supply is constantly changing? That is not a job for humans; it can only be done by a smart translation machine. Language technology is of great importance here and leads to big profits. eBay made a one-time investment in technology that cost around 20 million US dollars and now makes an annual profit of between 50 and 100 million US dollars on the Russian market. Language and economics go hand in hand!

10. Models of internal and external communication in business

10.1 Internal communication

Companies often use a specific language strategy to streamline their internal communication. They usually choose one of the following models:

- *Learning languages*: companies can follow the example of inter-governmental organizations, such as OECD and NATO, and choose to use

one or two official languages and make them obligatory. International companies usually opt for one or two of the dominant global languages, often English or French for example.

- *Multilateral translation*: the radical alternative to learning languages is to translate each language used into all other languages used. The best-known example of that, though not from the business world, is the language policy of the European Commission.
- *Translation of a central language into one or two other languages* that are also used within the company.

Complete multilateral translation is quite rare. Usually, a combination of learning one or more languages and translation is the preferred solution.

10.2 External communication

Of course, external communication is a different matter altogether. A company that takes its customers and local markets seriously has no choice: all target languages must be taken into account to enable optimal customer satisfaction. Companies are well aware of these challenges and obstacles and do everything they can to reach their customers in all languages and all parts of the world. Hanf et al. (2010, 44) point out the problem once more: “*La diversité linguistique [est] de nature à constituer un obstacle à la libre circulation des personnes, services et marchandises.*”³

Multilingual information has another communication target. “For many cultures it is a point of *national and cultural pride* to have service literature translated; translated material is therefore recognized as an important marketing tool”, write Kamprath & Adolphson (1998, 2), who studied the internal and external communication of the American company Caterpillar.

The main activity of Caterpillar Inc, often shortened to CAT, is the design and construction of heavy machinery for civil engineering and mining. CAT is an interesting and relevant example of a multinational company experimenting with different strategies to communicate with its multilingual customer base. In 1972, the company developed a special subset of language: *Caterpillar Fundamental English* (CFE). This language was a drastically simplified form of English. It was hoped that all technicians, also in other countries, would use this elementary English. This was a clear ‘English Only’ language strategy.

Caterpillar Fundamental English closely resembled *BASIC English* (Ogden 1932), the first attempt to present a controlled version of English. BASIC stood for British, American, Scientific, International & Commercial. The language was

³ Linguistic diversity may act as an obstacle to the free movement of persons, services, and goods.

limited to 850 words: 100 words denoting action, 600 words denoting things and 150 words denoting quality. Grammatical words are not taken into account.

However, this system was given up ten years later. Preference was given to a much richer language, *Caterpillar Technical English* (CTE), containing 70,000 words, but with a terminology that was mapped out clearly and unambiguously. This may seem like a great many words, but it was a deliberate selection from the more than one million terms and words used in Caterpillar communications at the time. CTE followed two basic principles: clear syntax and no polysemy, i.e., only one meaning per term. CTE made it possible to translate the source language, English, effortlessly into other target languages, and thus facilitated the change from a monolingual to a multilingual strategy for the company.

Multilingualism in external communications proved to be absolutely necessary, both for technicians and customers. Presently, Caterpillar's website is available in at least twelve languages: English, German, Spanish, French, Italian, Hungarian, Dutch, Polish, Portuguese, Russian, Japanese, and Mandarin. Especially in the case of safety instructions, for obvious reasons, the use of the customers' own language is crucial.

11. English only? My smartphone speaks Finnish or the secret of localization

However globalized the economy, markets are strategically won or lost by the flexibility with which companies adjust to their customers. This is called 'localization', whereas 'glocalization' is the term that denotes both processes. Globalization as an economic strategy is partly pursued by the internationalization of products, but it cannot do without a second pillar: localization, or adaptation to local markets. Schäler (2007, 157) defines localization as follows:

[Localization is] the linguistic and cultural adaptation of digital content to the requirements and locale of a foreign market, and the provision of services and technologies for the management of multilingualism across the digital global information flow.

Localization involves intercultural communication and translating and adapting content to local situations. For instance, it concerns factual data that need changing, such as local currencies, monetary units, units of measurement, dates, safety instructions, etc. To give an example: what does the date 11/12/13 mean? The British will interpret this as 11 December 2013, Americans as 12 November 2013, and the Japanese as 13 December 2011. In this context, also compare the following time indications: two o'clock in the afternoon becomes 2 PM in much of the English-speaking world and 14h in the French-speaking world.

Even within one and the same language, certain adjustments are required, depending on the market. Manuals for the French, Belgian, Swiss, and Quebec market may need differently phrased instructions, to give one example.

We may conclude that localizing products for foreign markets has two aspects: adjusting the product itself and adjusting its lingual and intercultural components. Both are extremely important when convincing customers to buy a product. This requires great skill from a localization team. Such a team is formed not only of translators and language specialists, who know the local markets, but also of intercultural communication specialists, local market experts, computer specialists, product developers, etc. Indeed, as mentioned earlier, it has been shown by Hogan-Brunn (2017, 99) that companies which lack multilingual employees lose markets and have more trouble standing up to competition.

11.1 Localization and its various forms

There are at least two kinds of localization: adaptation and translation of computer software, and adaptation and localization of products and related information.

The first, software localization, entails the translation of software. All software packages need adapting to local markets. When developing new software products, terminology is especially important, as it is an integral part of the operational components of the software (e.g., the commands a user needs to operate the software). This means that effective and careful terminology management is a crucial factor in the development of new software. The translation of software, also called 'software localization', is the fastest growing market in the language industry.

The second form of localization adapts products, and related information to local markets. 'One country, one language, one culture' used to be a fairly common attitude among companies trying to bring a product on the market. This slogan is no longer used, and many companies are pursuing a new one: 'The world speaks one language – yours.' This means that information needs to be adapted to the language and culture of the individual customer.

Indeed, in many cases, it is obligatory to translate technical documentation into the customer's language. For example, European resolution C411/1998 states that all technical documentation related to a product must be translated into the language or languages of the country where the product is to be sold. More importantly: a product is not complete until the full manual is available in the relevant language(s). There are countless European legal initiatives to protect customers and to make sure the necessary information is made available in the right language, such as the European Machine Directive (Directive 2006/42/EC).

11.2 Localization challenges to succeed in new markets

Adapting to local markets is advantageous for industry, customers and governments. Indeed, in an increasingly interconnected world, with a globalized workforce and highly diverse societies, it is important for companies to offer culturally adapted information in various languages, but great care needs to be taken in doing so.

For instance, website translations should not be servile and literal. In addition, specially adapted visual material may be needed. It is also important to realize that different markets may have different ways of dealing with certain products, to state the obvious. Moreover, in today's fast-evolving digital world, keyboards for computers, tablets, smartphones, and all kinds of other devices form a special challenge when it comes to adaptation to local markets. Not only the alphabets and characters of various languages are an issue, but there is often a need for technical and software solutions. Otherwise, how can it be possible to set up a Finnish or Arabic or Estonian keyboard on your smartphone?

11.3 Common errors in the localization of texts, products, and websites

Frequent errors in the localization of products and their related texts and websites include omitting to translate, careless and bad translations, and finally a lack of knowledge of and respect for the unique cultural characteristics of the new market.

The first, omitting to translate, often amounts to a company pursuing an English-only policy. Some companies make the cardinal error of believing they can enter a new, foreign market without translation. This used to happen very often, but fortunately today not so much anymore, at least when it comes to consumer goods. However, between businesses ('Business2Business'), English is often the only means of communication.

Beauty products, on the other hand, especially those produced by the French cosmetic industry, are often promoted in French, perhaps because French is seen as synonymous with beauty. Still, a proper description and a user manual in the language of the customer are indispensable.

People who like to drink tea may have heard of the delicious French brand, *Le Palais des Thés*. Excellent tea, but the Parisian company only uses French and English and as a result loses substantial markets. In Flanders and the Netherlands, they do not open shops or selling points, because they do not want to invest in translation into Dutch (Steurs 2016). It is indeed quite an investment, but one that could prove profitable. This way, markets are lost because of a lack of multilingualism.

Absence of translation to the target language of the market may also have legal consequences. SC Johnson, an American company producing, among other

things, insect repellents, was fined for exporting nine pesticides without having translated the instructions for use into the main languages of the market (New York State Office of the Attorney General 2001).

The second common error is wrong and careless translation, which could lead to incorrect information, or worse offensive language, or embarrassing errors which could negatively impact the company. A poignant example is the advertising campaign of pen manufacturer Parker in Mexico, which failed spectacularly because the English slogan “It won’t leak in your pocket and embarrass you” was carelessly translated into Spanish (Steurs 2016). ‘Embarrass’ was replaced by *‘embarazar’*, resulting in a slogan for the Mexican market that literally said: ‘It won’t leak in your pocket and make you pregnant’.

HSBC Bank experienced just how much a bad translation and a poor adaptation to the markets can cost. In several countries, the very popular ad campaign “Assume Nothing” ended up with a poorly translated tagline meaning ‘do nothing’. The result? The bank had to invest 10 million US dollars in a new campaign to restore the damage done to their image (Steurs 2016).

Finally, the third most common error is lack of respect for cultural characteristics. How important it is for a company to consider the cultural needs of local markets is shown by the success of new telecommunication businesses that regard ‘transcreation’ as their key activity. ‘Transcreation’ is a relatively new concept, used by marketing and advertising professionals. The term conveys that adapting a message to another culture is a complex matter. It concerns language, but the related culture even more so. When marketing a product, the campaign should be adapted to local market characteristics, in order for the product to stir the desired emotional response. From the colour choice of a campaign to the name of a product, or to the humour in a slogan: anything can be used to achieve this. In marketing, this is also called ‘creative translating’, ‘cross-market copy-writing’, or ‘international copy adaptation’.

Ignoring the aspect of transcreation in the process of launching a new product can be quite embarrassing, as Puma, the German sports brand, learned the hard way. In 2011, the United Arab Emirates celebrated its 40th National Day. In honour of the occasion, Puma released a special limited collection of sneakers in the colours of the Emirate flag. But the Emiratis thought it a disgrace that this product was put on the market. For them, it showed a gross lack of respect to project the image of their flag onto a shoe, because in Arab culture a shoe is something dirty, which touches the ground. Puma was forced to take the shoe off the market (Steurs 2016).

12. Conclusion

In conclusion, we can say that language diversity is increasingly important to businesses: the economic impact of language cannot be overstated. Complex processes of localization and transcreation are becoming increasingly necessary. Language is the ideal vehicle of economic expansion. The market needs new language jobs and profiles. Young people need to be able to discover these new challenges. And universities need to be up to the challenge.

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