CHAPTER 5
ENGLISH FOR MARKETING: DEVELOPING GLOBAL PRESENTATION AND NEGOTIATION SKILLS

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The globalisation of commercial activity has fundamentally altered the linguistic landscape of international marketing. Today, English is no longer viewed exclusively as a foreign language to be mastered by imitating native speakers; it has evolved into Business English as a Lingua Franca (BELF). This phenomenon serves as a shared corporate medium used by professionals from diverse linguistic backgrounds to achieve business objectives. In multinational corporations (MNCs) and during cross-border marketing initiatives, BELF acts as the operational standard. However, the implementation of BELF creates complex power dynamics and psychological variables that extend far beyond grammar and vocabulary [4].

The traditional reliance on native-speaker norms — an ideology often termed "native-speakerism" — has historically placed non-native English users at a structural disadvantage. This ideological system constructs the native speaker as the ultimate linguistic authority, leading to a phenomenon among highly qualified foreign specialists known as "schizoglossia." This condition manifests as a constant psychological tension between communicative effectiveness and an internalised sense of linguistic inferiority. In a corporate environment, language differences frequently intersect with other sources of power, creating "shadow structures" in

which communication networks operate independently of the official organisational hierarchy, based on employees' shared native language. In multinational teams, employees who possess a high level of proficiency in the corporate language or are native speakers often gain elevated status, whereas those lacking fluency may experience a corresponding loss of status and influence over decision-making [5].

To navigate these power asymmetries, professionals employ strategies best explained by Communication Accommodation Theory (CAT), developed by Howard Giles. CAT posits that during social interactions, individuals adjust their communicative behaviour to manage personal and social identities. In the context of international marketing and negotiations, these adjustments fall into two primary categories: convergence and divergence [8].

Convergence involves changing verbal and non-verbal behaviour to become more similar to the interlocutor. Driven by the similarity-attraction principle and the social exchange process, convergence is used to gain social approval, build trust, and enhance communicative efficiency. For example, a marketing director pitching a product to a foreign client might simplify their syntax, synchronise their speech rate, or adopt shared corporate jargon to bridge cultural barriers and foster empathy. Conversely, divergence involves emphasising linguistic differences to maintain intergroup distinctiveness or to signal a specific social identity. During high-stakes negotiations, a participant might consciously or subconsciously use divergence to assert authority, remind the opponent of their relative status, or maintain professional distance [8].

The successful implementation of BELF in marketing teams relies heavily on a psychologically safe environment. Psychological safety is the shared belief among team members that they can take interpersonal risks in communication without fear of negative consequences or punishment. In linguistically diverse marketing departments, the fear of making a grammatical error or misunderstanding a cultural

nuance can severely inhibit participation in discussions and reduce overall productivity [4].

High levels of psychological safety positively affect Organization-Based Self-Esteem (OBSE) and employees' overall self-efficacy. Workers who believe their contributions are valued regardless of linguistic perfection are more likely to engage in the deep cognitive processing required for analysing complex markets and developing creative campaigns. Environments that penalise linguistic shortcomings erode self-confidence, leading to reduced bargaining power, limited innovative potential, and a diminished global reach for the organization [12].

Fluency in BELF is merely the baseline for success in global markets; true effectiveness requires deep cross-cultural competence. Geert Hofstede's Cultural Dimensions Theory and Erin Meyer's "Culture Map" provide essential conceptual frameworks for understanding how cultural backgrounds influence perception, thought, and action in business [14]. While critics rightly warn against the "ecological fallacy"—the assumption that cultural averages dictate every individual's behaviour—these models remain invaluable tools for predicting and interpreting systemic behavioural patterns during international campaigns [4].

A critical metric in cross-cultural marketing is the communication context spectrum. In low-context cultures (e.g., the US, Germany, the Netherlands), communication is explicit, simple, and clear. The responsibility for message comprehension rests with the speaker: the guiding principle is "if you don't understand, it's my fault" [7]. Marketing campaigns in these regions rely on direct value propositions, clear instructions, and literal messaging.

In contrast, high-context cultures (e.g., Japan, China, Saudi Arabia) rely on nuanced, layered, and implicit communication. The listener is expected to "read the air" and decipher meaning from contextual clues, body language, status hierarchy, and even silence. When marketers from a low-context background operate in a high-context environment, their direct communication may be perceived as

condescending, aggressive, or inappropriately stating the obvious. Conversely, representatives of high-context cultures may appear secretive, indecisive, or lack transparency to their low-context counterparts [7].

The manifestation of cultural context is highly visible in the linguistic mechanisms used to express disagreement, provide negative feedback, and negotiate contract terms. Linguists categorise these mechanisms into "upgraders" and "downgraders."

Upgraders are words that intensify or strengthen the force of a message (e.g., *absolutely, completely, totally, certainly*) [6]. Direct cultures, such as Ukrainian, Israeli, German, and French, frequently use upgraders when expressing disagreement, leading to blunt, frank exchanges that they view as intellectually honest and constructive acts.

Downgraders are lexical or syntactic devices used to soften or mitigate the harshness of a message (e.g., *partially, a little bit, maybe, I think*) [6]. Indirect cultures, such as Mexican, Japanese, British, and Peruvian cultures, rely heavily on downgraders to preserve harmony and protect the interlocutor's "face" (reputation).

Misinterpreting these linguistic markers routinely causes cross-cultural friction. If a negotiator from Peru states that they "disagree a little," a low-context counterpart might assume the issue is minor, when in reality the Peruvian is signalling a major deal-breaking problem but wrapping it in cultural politeness [7].

Beyond vocabulary and syntax, paraverbal language—pitch, pace, and vocal energy—carries immense meaning. Albert Mehrabian's widely cited (though often oversimplified) research indicates that in specific contexts regarding the expression of feelings, tone of voice accounts for 38% of communicative impact, nonverbal cues (body language, facial expressions) for 55%, and the words themselves for only 7% [7].

Table 1

Linguistic Modifier	**Function**	**English Examples**	**Cultural Preference**	**Potential Misinterpre-tation**
Upgraders	Strengthens / Intensifies meaning	*Absolutely, completely, totally, certainly*	Germany, Ukraine, Israel, France	Perceived as aggressive, hostile, or arrogant by indirect cultures.
Lexical Downgraders	Softens / Reduces harshness	*A little bit, maybe, sort of, kind of*	Japan, Mexico, UK, Peru	Perceived as indecisive, weak, or lacking confidence by direct cultures.
Syntactic Downgraders	Distances the speaker, expresses hypotheticals	*Would, could, might, I was hoping*	UK, high-context Asian cultures	Perceived as overly formal, vague, or evasive.

For non-native English speakers, mastering English paraverbal cues is exceptionally challenging. If a marketer's native language utilises less pitch variation than English, their delivery may sound monotone, leading an English-speaking audience to interpret this as a lack of enthusiasm, conviction, or interest. Pacing regulation is equally crucial: speaking too rapidly can signal excitement, anxiety, or insecurity, whereas a slower pace can convey authority or facilitate international audiences' comprehension of complex information.

Delivering marketing presentations to global audiences requires strategically managing listeners' mental processing capacities. Richard E. Mayer's Cognitive Theory of Multimedia Learning (CTML) provides an empirical framework for designing presentations that maximise attention retention and persuasion. CTML is

based on three core assumptions: the dual-channel assumption (humans process visual and auditory information through separate channels), the limited capacity assumption (each channel can only process a finite amount of information simultaneously), and the active processing assumption (learning requires purposeful selection, organisation, and integration of information) [13].

Mayer identifies three types of cognitive load: *intrinsic* (the inherent complexity of the material itself), *germane* (the effort required to integrate new information into existing cognitive schemas), and *extraneous* (unnecessary processing caused by poor instructional design). In high-stakes marketing pitches, extraneous load must be ruthlessly eliminated.

Coherence Principle – irrelevant words, images, and sounds should be entirely excluded. Background music, decorative stock photos, and tangential stories drain working memory capacity without contributing to the persuasive goal.

Redundancy Principle – simultaneously presenting the same information through spoken narration and on-screen text causes cognitive overload, as the visual channel struggles to process text while the auditory channel processes speech in parallel. Slides should contain memorable graphics, reserving text for the speaker's vocal delivery.

Signaling Principle – visual cues (arrows, highlights, bold text) should be used to direct the audience's attention to critical data points, reducing the mental effort required to scan complex charts or tables.

Spatial Contiguity Principle – text and related visual elements should be placed close to each other on the screen to maximise comprehension of their relationship, eliminating the need to visually scan back and forth across the screen.

It is worth noting that some critics, such as Reda Sadki, argue that Mayer's principles largely serve as "damage control" for the inherent inefficiencies of multimedia, suggesting that text-based peer learning often yields superior cognitive

outcomes [13]. Nevertheless, for live marketing presentations, adhering to CTML principles prevents audience fatigue and enhances message clarity.

For non-native speakers presenting in a BELF format, cognitive load is bidirectional: they must manage the audience's information processing while concurrently managing their own linguistic retrieval. Strategic rehearsal is paramount here. Rather than attempting to memorise an entire script—which results in stiff, unnatural delivery—speakers are advised to memorise only the first 30 seconds and their closing statement verbatim. This ensures a confident opening that establishes authority and a compelling conclusion that reinforces the core marketing message [4].

Additionally, scripting specific transition phrases between slides reduces the mental friction of spontaneous speech generation. Utilising strategic pauses—two to three seconds after a key point and four to five seconds between major sections—serves a dual purpose: it allows the audience to mentally file the preceding information (managing germane load) and provides the speaker with a vital moment to retrieve the necessary vocabulary for the next section. Breathing techniques, such as the 4-7-8 method (inhale for 4 seconds, hold for 7, exhale for 8), help manage physiological anxiety before the pitch begins.

The Q&A segment often triggers the highest anxiety for global marketers, as it demands spontaneous linguistic generation under pressure. When faced with aggressive, critical, or culturally abrasive questions, professionals employ the "Acknowledge-Bridge-Control" (ABC) technique.

Acknowledge – the speaker genuinely validates the questioner's concern without being defensive or dismissive (e.g., "You're right to raise that," or "I understand why that data is concerning"). This immediately disarms hostility by breaking the opponent's expectation of resistance.

Bridge – the speaker establishes common ground, pivoting the dynamic from confrontational to collaborative (e.g., "We both want this campaign to deliver maximum ROI," or "Like you, I am focused on reducing supply chain risks").

Control – the speaker steers the conversation toward their key strategic message or supporting data (e.g., "...which is why our revised strategy includes three specific safeguards," or "...let me share the localised market research that directly addresses this").

Furthermore, using clarifying questions (e.g., "Just to make sure I fully understand: are you asking about Q3 projections or the overall annual budget?") serves as a highly professional stalling tactic that buys the speaker five to ten seconds of cognitive time to formulate a solid, measured response.

Marketing professionals regularly negotiate contracts, agency partnerships, and media buys. The dominant paradigm for these interactions is the Harvard Method of Principled Negotiation, which emphasises separating the people from the problem, focusing on interests rather than positions, inventing options for mutual gain, and insisting on objective criteria38. This methodology, taught through asymmetric Harvard Business School (HBS) case studies, trains professionals to identify psychological traps, cognitive biases, and opportunities to expand the "pie" of value [17].

Central to this methodology are two critical pre-negotiation assessments: BATNA and ZOPA.

BATNA (Best Alternative to a Negotiated Agreement) – this is the specific course of action a negotiator will take if current talks reach an impasse. Establishing a strong BATNA provides leverage and psychological freedom, preventing the "agreement trap", in which a party accepts a suboptimal deal merely to avoid failure. Calculating a BATNA requires rigorous analysis: listing all alternatives, evaluating their expected value (excluding sunk costs), and selecting the highest-value

alternative. The BATNA directly informs the "reservation value" or "walk-away point"—the least favourable deal a party is willing to accept [11].

ZOPA (Zone of Possible Agreement) – the ZOPA represents the overlapping area between the buyer's maximum price and the seller's minimum price. For example, if a marketing agency will not accept a fee below $150,000 (their reservation value), and the corporate client has a maximum budget of $200,000, the ZOPA is the positive bargaining range from $150,000 to $200,000. Identifying the opponent's boundaries requires strategic probing, as both parties naturally conceal their true walk-away points. The negotiation process largely consists of shaping the interlocutor's perception of the ZOPA through high anchoring and persuasion [11].

While BATNA and ZOPA are mathematically universal concepts, the behavioural execution of the Harvard Method is highly culture-dependent. Research shows that the Harvard Method aligns perfectly with High-Individualism (High-IND) cultures that value explicit communication, objective data, and rapid transactional efficiency. However, in collectivist (Low-IND) and high-context cultures, the core tenets of the Harvard Method often fail.

In Low-IND environments, the Harvard directive to "separate the people from the problem" is often infeasible, as business relationships and problems are viewed as inextricably linked. Attempting to separate them may be perceived as deeply dismissive or disrespectful. Moreover, the direct questioning recommended by the Harvard framework to uncover underlying interests can be perceived as highly intrusive rather than clarifying in cultures that prefer implicit messaging and face-saving. In such cases, concessions are made slowly and incrementally to build trust, rather than in large steps to expedite an agreement.

Table 2

Negotiation Element	High-IND Cultures (e.g., US, UK, Germany)	Low-IND Cultures (e.g., China, Brazil, Japan)
Attitude Toward Problem	Separation expected; business is transactional.	People and problems are intertwined; separation is perceived as rude.
Information Gathering	Direct, clear questioning.	Implicit clues, reading context, reliance on intermediaries.
Concession Strategy	Larger, faster concessions for an efficient deal.	Small, gradual concessions used to build trust.
Focus of Interests	Priority on individual or immediate corporate ROI.	Priority on group harmony, long-term relational benefits, and stability.

Effective cross-cultural negotiation requires mastery of specific pragmatic English markers to protect relationships while advancing commercial interests. A fundamental tactic is the use of conditional concessions. Instead of granting requests unilaterally, negotiators are trained to use "If/Then" syntactic structures (e.g., "If you commit to a two-year contract, we'd be able to offer a 10% discount"). This ensures that every concession extracts mutual value and prevents the erosion of the negotiator's position.

Furthermore, face-saving discourse markers are critical. Direct refusals (a flat "No") are highly face-threatening in almost all business contexts. Expert negotiators utilise euphemisms and syntactic downgraders to soften the blow of rejection50. Phrases such as "I have some reservations about that," "That might be challenging," or "We will need to review this carefully" serve as polite yet firm indicators of disagreement. The strategic use of modal verbs (*would, could, might*) transforms

demands into requests, accommodating the audience's interests while preserving agreement.

When marketing strategies cross borders, the mechanism of language transfer dictates the success or failure of the entire campaign. Standard translation prioritises semantic accuracy, ensuring grammatical correctness and preserving the source text's literal meaning. While this approach is vital for legal contracts (where mistranslating "solemnidades" in the Occidental Petroleum case cost hundreds of millions) and medical instructions (e.g., the tragic $71M "intoxicado" error), literal translation is catastrophic for marketing copy. Marketing copywriting relies on idiomatic nuances, cultural references, humour, and emotional resonance that are lost in direct translation [6].

This challenge necessitates *transcreation*—a hybrid of translation and creative copywriting. Transcreation focuses on the emotional impact and intent of the message rather than the exact phrasing. A transcreation specialist is not bound by the source text; instead, they operate from a creative brief, deconstructing the underlying concept and entirely reconstructing it using culturally relevant idioms and symbols [7].

The history of international marketing is littered with disastrous, multimillion-dollar failures resulting from a reliance on literal translation rather than strategic transcreation.

All these failures share a common root cause: treating language as a mechanical word-replacement exercise. In marketing, the ultimate question is whether the message retains its resonance, not merely its vocabulary. For instance, Dove's "Real Beauty" campaign, while having no text translation issues, failed disastrously due to a lack of cultural adaptation in its visuals, where a Black woman "morphed" into a white woman, triggering accusations of racism [7].

Table 3

Brand	**Original Message/Name**	**Literal Translation / Region**	**Consequence & Cultural Mistake**
HSBC	*"Assume Nothing"*	*"Do Nothing"* / Global	For a bank, the directive to "do nothing" became a symbol of apathy. Rebranding cost $10M.
Coca-Cola	*Coca-Cola*	*"Bite the wax tadpole"* / China	Initial phonetic transliteration yielded an absurd meaning. Later changed to "ko-kou-ko-le" ("happiness in the mouth").
KFC	*"Finger-Lickin' Good"*	*"Eat your fingers off"* / China	A literal translation of a Western idiom turned an appetising message into a horror movie plot.
Pepsi	*"Come Alive with the Pepsi Generation"*	*"Pepsi will bring your ancestors back from the dead"* / China	The "come alive" metaphor was taken literally in a culture that deeply reveres ancestors.
Puffs	Brand *Puffs* (Tissues)	*Puff* (Whorehouse) / Germany	The brand failed to check the local slang meanings of its name in the German market.
Clairol	*"Mist Stick"* (Curling Iron)	*Mist* (Manure) / Germany	A literal translation of "mist" into German means "animal waste".

Because transcreation deviates significantly from the source text, traditional translation quality metrics (such as BLEU scores for machine translation) are inadequate. Instead, marketing departments use back-translation—translating the localised text back into the original language — to evaluate the intent and conceptual accuracy of the new message [9].

Furthermore, advanced metrics such as Time to Edit (TTE) are used to measure the cognitive effort required of linguists to elevate a baseline machine translation into an emotionally resonant brand manifesto. High TTE scores indicate the necessity for deep creative localisation. On a macro level, transcreation success is measured by market penetration velocity, comparing the speed at which a brand enters a new demographic with that of competitors relying on standard translation. Translation platforms employ AI-powered technologies like T-Rank to match copywriting specialists best suited to a brand's transcreation needs.

The advent of Generative AI is currently reconstructing the architecture of global marketing and transcreation. Large Language Models (LLMs), such as GPT-4, are not merely translation tools; they represent a fundamental shift in how brand meaning is generated, negotiated, and consumed.

Generative AI offers unprecedented speed in generating multiple creative iterations of marketing copy. However, research points to a nuanced reality regarding AI's current transcreation capabilities. An empirical study in Iran evaluating the transcreation of Persian brand slogans into English using GPT-3 demonstrated that, initially, professional human translators significantly outperformed students relying on standard AI outputs, as AI failed to capture brand-specific emotional resonance [9].

Yet, the study revealed that following targeted training in advanced prompt engineering, students were able to leverage GPT-3 to surpass the baseline performance of professional translators. This highlights a critical paradigm: GenAI does not replace the transcreator; rather, the transcreator's role evolves into that of an orchestrator. Value shifts from generating the initial text to applying expert human judgment, crafting complex prompts, and selecting the optimal output from an array of AI-generated variations [2].

At a strategic level, GenAI is altering the fundamental nature of consumer targeting. Marketing is no longer merely about persuading the individual consumer;

it increasingly involves influencing the algorithmic systems that mediate between the consumer and the brand. As consumers increasingly rely on GenAI assistants to filter information, summarise product features, and suggest purchases, consumers become a "human-AI pairing".

Consequently, global marketing teams must optimise their content not only for human cultural resonance but also for "model localisation"—ensuring that the brand's value proposition is easily parsed and favourably weighted by the specific LLMs dominating target markets. This requires navigating issues of AI sovereignty and mitigating biases inherent in models trained predominantly on Western, Anglo-centric datasets [9].

To equip marketing professionals with this complex blend of linguistic, cultural, and technological skills, corporate training providers have developed highly specialised curricula. Global platforms offer intensive solutions: for example, a specialised course on Preply involves 13 hours of study over 7 weeks with certified tutors, focusing on terminology, persuasive writing, and presentation skills [2]. Coursera offers a "Business English: Marketing and Sales" specialisation featuring 6 modules (product, promotion, pitching) with interactive feedback from an international community [3]. EC English provides an intensive 8-week "Principles of Marketing" course that combines English study (B1-C1 levels) with 10 ECTS credits and a CMBS professional certificate. EF English Live delivers 96 general, 28 business, and 17 industry-specific modules for comprehensive corporate training [1]. Modern AI-powered platforms like Kylian AI provide hyper-personalised learning, explaining business concepts in the user's native language and simulating real-world role-plays without the fear of judgment. Podcasts such as Business English Pod offer detailed transcripts for analysing market research (episodes 423-425) and procurement negotiations (episodes 348, 358), equipping marketers with authentic audio content [2].

Curricula also heavily rely on structured academic resources such as *Cambridge English for Marketing* (by Nick Robinson), which immerses students in authentic tasks, including preparing design briefs and conducting SWOT, PESTEL, and Porter's Five Forces analyses [16]. The *Oxford Express Series: English for Marketing and Advertising* (by Sylee Gore) is also widely utilised, focusing on the AIDA model, agency relations, branding, trade show socialisation, and relationship management [14].

The intersection of English linguistics, cultural psychology, and marketing strategy constitutes one of the most complex domains in modern international commerce. As evidenced by the catastrophic financial consequences of literal translation in campaigns by HSBC, Pepsi, and Coca-Cola, linguistic precision is far less important than cultural resonance and emotional intelligence when operating in global markets.

The evolution of English into a Business Lingua Franca (BELF) necessitates a fundamental shift in how professionals are trained and how organisations communicate. The pursuit of native-speaker perfection must be discarded in favour of strategic competence—the ability to leverage Communication Accommodation Theory (CAT) to converge with clients, manage cognitive load via Mayer's principles during high-stakes pitches, and deploy syntactic downgraders for sophisticated, face-saving hardball negotiations. Furthermore, as Generative AI fundamentally restructures both the production of marketing copy through transcreation and the consumption patterns of human-AI pairings, professionals must evolve into orchestrators of both cultural and algorithmic meaning. Ultimately, global marketing success hinges on mastering these interconnected disciplines, transforming English from a mere medium of exchange into an active, strategic instrument for generating international brand equity.

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Vydavatel:
Publishing house Education and Science s.r.o. IČO : 271 56 877.
Frýdlanská 15/1314 , Praha 8. MS v Praze , oddíl C,vložka 100614

Cross-Disciplinary Studies in Science, Innovation and Social Development

Volume XXIV

Signed for printing on November 10, 2026.
Format 60x90/8. Headset Times New Roman.
Mental printing. arc. 6,91. Edition online.