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GENRE ANALYSIS OF CORPORATE HOME PAGES

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ANOTĀCIJA

Sākumlapai ir nozīmīga loma pievilcīgā veidā prezentēt mājaslapas satura izvilcumu. Šī pētījuma mērķis bija veikt struktūras analīzi multinacionālo uzņēmumu korporatīvām sākumlapām. Balstoties uz Korporatīvas Mājaslapas Modeļa pamatu (Askehave un Nielsen, 2005), tika veikta kvalitatīvā un kvantitatīvā izpēte trīsdesmit nejauši izvēlētām uzņēmumu korporatīvām sākumlapām. Teorētiskais pētījums atklāja, ka uzņēmumu sākumlapas satur noteiktus retoriskos soļus un hipersaites ar noteiktu tipu, kuras var analizēt piemērojot žanra analīzi. Secinājumi empīriskajā pētījumā atklāja, ka gandrīz visas izvēlētās sākumlapas lieto CHP modeli. Var secināt, ka šī modeļa piemērošana palīdz uzņēmumiem sasniegt komunikatīvos mērķus, tai skaitā, veidot pozitīvu zīmola uztveri un reklamēt uzņēmuma produktus un pakalpojumus. Ir nepieciešams veikt papildus izpēti, lai saprastu vai piemērotu lielāku specifisko hipersaišu skaitu.

Atslēgvārdi: digitālais žanrs, žanra analīze, kvalitatīvā analīze, kvantitatīvā analīze, korporatīvās mājaslapas.

ABSTRACT

The home page plays an essential role in introducing the content of the website in the most attractive manner. The purpose of the research was to explore the rhetorical structure of the corporate home pages of multinational corporations. The corpus of thirty randomly collected corporate home pages was subjected to the qualitative and quantitative studies using the Corporate Home Page Model proposed by Askehave and Nielsen (2005). The findings of the literature review indicated that the corporate home pages comprise a certain number of rhetorical Moves and types of Links which could be investigated with the use of genre analysis. The results of the empirical study revealed that almost all corporate home pages followed the CHP Model. It may be concluded that the application of the model helps corporations to fulfil their communicative purposes, that is, to create a positive image of the company and to promote the company's products and services. Further research is needed to investigate the necessity of applying a larger number of specific links.

Key words: digital genre, genre analysis, qualitative analysis, quantitative analysis, corporate home page.

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INTRODUCTION

The digital media plays a prominent role in people's lives, as it provides a unique opportunity to communicate worldwide by using digital technologies. Thus, there has been an increasing interest among scholars (e.g. Herring, 2001; Luzon, Ruiz-Madrid and Villanueva, 2010) in researching the phenomena, variability and development of digital genres due to their novelty in the new communication medium.

It is generally agreed (e.g. Furuta and Marshall, 1996; Dillon and Gushrowski, 2000) and statistically acknowledged that the importance of websites is expanding due to the growing influence of online advertising (Online 1). For the last decades, there has been a significant increase in the use of websites worldwide (Online 2).

Websites are aimed to fulfil a set of specific purposes, depending on the sphere in which they operate. In particular, multinational corporations use websites as a means to promote their products and services in different countries. The aim of corporate websites is to establish close relationships between their users by presenting a positive image of the company's products and services. Likewise, corporate websites use the English language so as to simplify the process of communication on the international market.

The corporate home pages as initial pages of websites serve as effective tools in providing key information about the companies by indicating their brand identity. Thus, it is important that corporate home pages meet the genre requirements and are constructed in an informative and persuasive way. In this regard, the application of approaches to genre analysis provided by Swales (1990), and Bhatia (1993), as well as Askehave and Nielsen's Corporate Home Page (CHP) model (2005), may be useful in the attainment of the communicative goal of corporate home pages.

Askehave and Nielsen's previous research of corporate home pages has concentrated on their organizational and functional patterns within the web medium. However, as the digital genre of these pages is constantly developing, the present research attempts to test Askehave and Nielsen's studies so as to distinguish possible variations that may have occurred over time.

Thus, the **aim** of this paper is to apply CHP model to the study of the corpus of the corporate home pages in order to identify any variability in their structure and functionality.

The research questions of the paper are as follows:

1. What are the Moves involved in the corporate home pages that help to fulfil their communicative purpose?

2. Which types of Links are used more often and how do they differ in terms of their function in the text?
3. Which Moves and Links are mostly used in the selected corporate home pages of multinational corporations?

As a means to examine the topic, the following **enabling objectives** have been set:

1. to research the relevant theories and literature on genre, genre analysis, websites and the corporate home pages;
2. to select the corpus of the corporate home pages and to carry out a genre analysis of Moves and Links;
3. to draw relevant conclusions.

The present research employs a comparative analysis of the pertinent theoretical studies of Swales (1990), Bhatia (1993), and Askehave and Nielsen (2005), as well as the genre analysis of a corpus of thirty corporate home pages of multinational corporations from the quantitative and qualitative perspectives.

This research paper consists of two chapters. Chapter 1 reports on genre theory and the genre analysis, approaches to the genre analysis, as well as webpages and the corporate home pages, based on the theoretical contribution of Swales (1990), Bhatia (1993), Askehave and Nielsen (2005), and others. Chapter 2 discusses the empirical results of the qualitative and quantitative perspectives of the corporate home pages of multinational corporations.

CHAPTER 1 THE NOTION OF GENRE AND THE CORPORATE HOME PAGE

Chapter 1 introduces three approaches to the genre analysis, that is, the New Rhetoric approach, Systemic-Functional Linguistics, and English for Specific Purposes, and explains how these approaches define a genre. The chapter has a prominent role in answering the posed research questions, as it indicates the development and influence of the genre within actual computer networked environments. With the help of the categorization provided by the genre theory, these environments could be systematically identified.

2.1. Approaches to the genre analysis

The development of genre theory has become necessary, as nowadays, the concept genre has acquired multiple uses. Etymologically, it originated from the French word derived from Latin, *genre*, and was used as a tool to distinguish ‘kind, or a class of things’ (Bawarshi and Reiff, 2010:4). Initially, the genre was aimed to provide a classification of different types of literature, such as poetry, prose and drama (Online 3). Nowadays, this definition and classification of the genre could be considered as obsolete, as the meaning of the concept genre has changed. The growing interest in the evolution of the genre could be explained not only because of the technological progress, but also due to the variability of the communities using different genres.

Since genre is constantly evolving, the necessity to analyse the stages of its evolution within certain communicative events occurred. Thus, nowadays, there are three most significant approaches in applied linguistics that are developed as a means to examine the different ways in which the genre and genre analysis can be defined and applied: the New Rhetoric approach, the Systemic-Functional approach, and the English for Specific Purposes approach.

The New Rhetoric approach is represented by such scholars as Miller (1984), Berkenkotter and Huckin (1995), Bazerman (2013), and Devitt (2013). The genre in the New Rhetoric is viewed as ‘a conventional category of discourse based in large scale typification of rhetorical action’ (Miller, 1984:37). Therefore, this approach puts emphasis not so much on the form of the genre, but on the action it wants to perform. Bazerman (2013:62) develops further Miller’s view of the genre by stating that as its typification takes place, the genre itself provides ways how to use it:

A genre provides a writer with a way of formulating responses in certain circumstances and a reader a way of recognizing the kinds of message being transmitted. A genre is a social construct that regularizes communication, interactions, and relations. Thus the formal features that are shared by the corpus of texts in a genre and by which we usually recognize a text's inclusion in a genre are the linguistic/symbolic solution to a problem in social interaction (2013:62).

This approach emphasizes 'genre as a means of social action, one situated in a wider sociorhetorical context' (Swales, 1990:44). In other words, the genre in the New Rhetoric approach is primarily focused on the investigation of the relationship between the situational context, social purposes as well as actions that emerged from social aims rather than linguistic forms. Therefore, it could be stated that this approach provides a complex study, as the New Rhetoric approach analyses the genre theory in terms of 'reciprocal relationship between relevant communication and specific discourse community' (Online 4).

The Systemic-Functional approach or SFL is primarily based on the studies of such functional linguists as Halliday and Hasan (1976), Rothery (1979), Martin (1984), and Matthiessen (2004). According to Martin, the genre is viewed as 'a staged goal-oriented, purposeful activity in which speakers engage as members of their culture' (1984:25). This approach does not aim at studying the genre primarily in business contexts, whereas it 'operates from the premise that language structure is integrally related to social function and contexts' (Bawarshi and Reiff, 2010:29).

The study of the particular approach has gained criticism on the grounds of the use of mixed genres (e.g. Paltridge, 2001). Mixed genres are considered to be hybrid as they can include features of several other genres (Bhatia, 1993:13). These genres appear when 'mixing private intentions with socially recognized communicative purposes occurs' (ibid.). Subsequently, this limitation could lead to a difficulty when 'assigning texts into specific genre categories' (Paltridge, 2001:122). On the other hand, Johns asserts that 'if we find the notion of texts drawing on more than one genre useful, then we have to acknowledge the distinctive recurrent configurations of meaning that are being drawn upon – the distinctive genres' (2002:278). Therefore, it is questionable whether mixing leads to deterioration in the development of genres.

SFL 'views language as a system of choices that link texts to particular contexts' (Dudley-Evans, 2000:4). Thus, the main focus of this approach is put on studying texts within the specific context, communicative purpose and staging as core elements of the genre (Online 5). It could be also stated that this approach emphasizes the study of pre-genres (Swales, 1990; Johns, 2002) within social context of genre. In SFL, language is analysed in the way it is performed within English-speaking culture. Furthermore, language plays a crucial role in 'systematic description of its patterns in texts in various studies' both in written

and spoken form (ibid.). Additionally, Halliday emphasizes the importance of language functions in the SFL context, stating that it is a form of socialization that ‘plays a role in how individuals become socialized and perform meaningful actions within contexts of situations’ (1989:100). The discussed features of the SFL approach indicate that its main advantages are connected with a broader view of the genre with regard to its rhetorical pattern in all forms of language interaction.

The English for Specific Purposes approach or ESP is represented by such scholars as Swales (1981), Bhatia (1993), Connor, Nagelhout and Roxycky (2008), and others. The ESP approach could be defined as language-centred, as it views genre in terms of specific communicative events (Online 4). The main emphasis in ESP, the same as in SFL, is put on communicative purposes and staging within the genre. As Swales states, ‘a genre comprises a class of communicative events, the members of which share some set of communicative purposes’ (1990:120). This definition provided by Swales is of the fundamental importance in the present research, as it puts emphasis on the communicative events in which interaction is held with the help of external and internal communication. The definition of the genre, elaborated by Bhatia (1993), mostly correlates with the one provided by Swales and stresses the functionality of the genre in terms of its communicative aims. Bhatia defines the genre as follows:

Genre is a recognizable communicative event characterized by a set of communicative purpose(s) identified and mutually understood by the members of the professional or academic community in which it regularly occurs. Most often it is highly structured and conventionalized with constraints on allowable contributions in terms of their intent, positioning, form and functional value. (1993:13)

This definition illustrates that the fulfilment of the communicative aim in the particular communicative event could be viewed as the main function of the genre. It can be also deduced from the definition that it is obligatory to follow the definite genre structure because non-observance of it may result in a transition to another genre. Thus, it is necessary to mention that genre is viewed as an interaction between the members of the communicative events that tend to fulfil external and internal aims through the text and its context (Online 5). Because of this emphasis, the writers who apply this approach are able to ‘manipulate the options available to them for creative and rhetorical purposes of their own’ (Johns 2002:238). Therefore, generic form could be characterized by such aspects as ‘generic integrity and innovation’ (Bhatia, 2004:123). Despite the fact that integrity and innovation may be viewed as contradictory aspects of generic form, they may complement each other in order to help the members of specific discourse communities to achieve their communicative aims. As Dubrow states, ‘a concern for generic traditions, far from precluding originality, often helps to produce

it' (1982:39). Thus, it can be stated that simultaneous application of generic creativity and generic integrity helps to develop genre in the most effective manner.

As a means to show the interrelationship between the constituents of genre, Swales has developed a three-level genre model which is illustrated in Figure 1.1

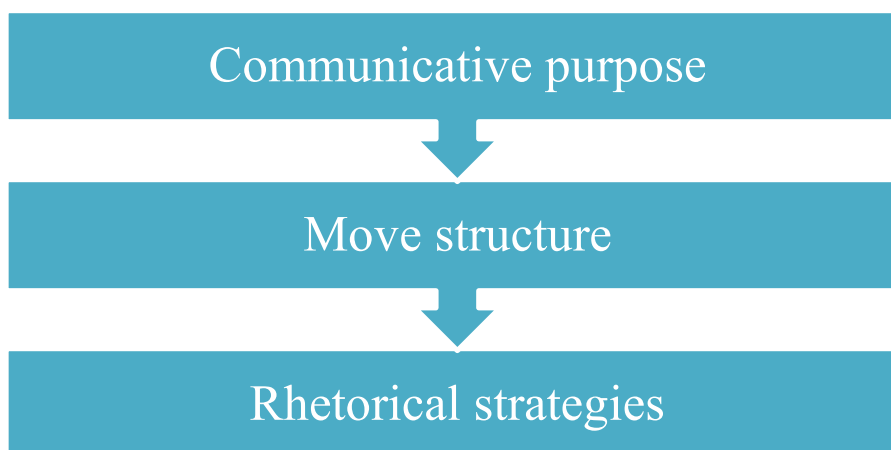


Figure 1.1 The Traditional Genre Model (Swales, 1990:40)

In order to study the various perspectives of the genre, such a multi-disciplinary activity as the genre analysis needs to be applied. According to Bhatia, genre analysis is ‘the study of situated linguistic behaviour in institutionalized academic or professional settings’ (2004:22). Furthermore, the concept of genre analysis is ‘defined in terms of consistency of communicative purposes’ within the ESP approach (ibid.). This definition indicates that the main emphasis of genre analysis needs to be put on the communicative event, if the variation of the genre takes place.

As the genre analysis is essential for distinguishing the peculiarities of the overall structure, the communicative purpose and the language choice of the particular genre, it is vital to understand how each aspect is fulfilled. Connor, Nagelhout and Roxycky stated that the overall structure is the most important part of the genre analysis in terms of ‘generic superstructures, and rhetorical function analyses, such as moves, stages, and generic structure’ (2008:172). Bhatia provides a complex definition of the genre analysis, which is as follows:

Genre analysis is analytical framework which reveals not only the utilizable form-function correlations but also contributes significantly to our understanding of the cognitive structuring of information in specific areas of language use, which may help the ESP practitioners to devise appropriate activities potentially significant for the achievement of desired communicative outcomes in specialised academic or occupation areas (1991: 153).

This statement indicates that the main focus of the genre analysis needs to be put not only on rhetorical, but also on linguistic and communicative aspects of the text. Following the

above mentioned definitions provided by Bhatia (1991), and Connor, Nagelhout and Roxycky (2008), it can be concluded that the genre analysis is a complex study that comprises both text construction and interpretation in the specific discourse community. It is essential to apply the genre analysis in particular texts, as it promotes the understanding of how definite groups interact within the discourse community. The importance of identifying and knowing this community could be explained in its facilitation of the fulfilment of the communicative aim by applying the ‘conventionalized knowledge of linguistic and discoursal recourses’ (Deng, Chen, and Zhang, 2014:7). This knowledge would help to fulfil the multiple aim of the genre analysis in a more efficient manner.

The communicative aims that are expressed in stages could be achieved with the application of specific Moves and Steps. According to Swales, the concept Move is ‘a functional unit in a text used for some identifiable purpose’ (1990:58). Subsequently, Swales (1990:141) developed a model for the organizational pattern of introductions in research articles, which he included in CARS or Create-a-Research-Space model. This model of generic staging consists of three Moves and obligatory or optional Steps. The goal of the particular Moves and Steps is to create an effective introduction.

The Moves and Steps are as follows:

Move 1. Establishing a research territory

- Step 1 Claiming centrality and/or
- Step 2 Making topic generalization(s) and/or
- Step 3 Reviewing items of previous research

Move 2. Establishing a niche

- Step 1A Counter-claiming or
- Step 1B Indicating a gap or
- Step 1C Question-raising or
- Step 1D Continuing a tradition

Move 3. Occupying the niche

- Step 1A Outlining purposes or
- Step 1B Announcing present research
- Step 2 Announcing principal findings
- Step 3 Indicating Research Article structure

Figure 1.2 The CARS model (Swales, 1990:141)

Despite the fact that the model can be viewed as an effective way of organizing texts, namely, introductions, it has also received criticism. In particular, Johns criticized Swales’

view of the application of Moves, stating that it could be considered as ‘overprescriptive’ because of the constant evolution of the genre (2002:4). Johns considered that it is impossible to put a genre in certain boundaries (ibid.). It can be concluded that a text may be a typical genre or it may vary; nevertheless, it is regarded as a typical or a less typical representation of a particular genre.

The present research has applied the ESP and SFL approaches for the genre analysis of the macro-structure of corporate home pages. It is relevant to use the ESP approach in the particular investigation because of its communicative aims in the specific discourse community, which is represented by the users of corporate home pages websites. Moreover, the SFL approach that investigates pre-genres within this certain discourse community would help to attain the rhetorical purpose of the research. Subsequently, the qualitative analysis of the corpus of corporate home pages could be conducted in a more accurate manner if the combination of both approaches to the genre analysis is applied.

2.2. Home pages as a genre

Ever since the Internet as the new medium has been introduced, the necessity to develop a global communication network occurred. Thus, the opportunities, provided by the Internet, have led to the appearance of unexplored spheres connected with the interpersonal interactions of digital discourse community (Online 6). Because of the development of modern technologies, a new type of communication called computer-mediated discourse (CMD) has appeared, which is defined by Herring as ‘the communication produced when human beings interact with one another by transmitting messages via networked computers’ (2001:612).

In order to communicate in the new medium, techno-linguistic environment was created. Herring states that this domain spawned a phenomenon called a hypertext, which developed a new aspect in language use within CMC (2001:1). This emerging innovation required a certain systemization, which resulted in the introduction of new genres, namely, ‘digital or cyber genres’ (Luzon, Ruiz-Madrid and Villanueva, 2010:10). Furthermore, Luzon, Ruiz-Madrid and Villanueva indicate that the main points that are emphasized in investigating the newly occurred digital genres are as follows:

Research has focused on issues such as the transformation of genres from one medium to another, the emergence and evolution of genres in digital documents, the identification and classification of digital genres or the role of genre in the development and design of information systems, among others (ibid.).

Askehave and Nielsen claim that the appearance of digital genres has led to a number of new challenges faced by the emerging discourse community (2005:2). Thus, the traditional genre model needed to be modified so as to fulfil new rhetorical needs. It became vital to employ the genre analysis not only in the text, but also in the Internet medium. Subsequently, this dual method which takes into accounts both the text and the medium would provide information on web pages in the most effective manner (ibid.).

There are a number of digital genres, such as ‘blogs, eshops, FAQs, front pages, listings, personal home pages, search pages ‘and corporate home pages, which have similar communicative aims and form (Santini, 2006: 5). However, there is no universal classification of digital genres. In contrast to the traditional paper and electronic documents, ‘web pages tend to be more complex and more mixed’ (Santini, 2006: 67). This tendency appeared because web pages could perform several functions and dual communicative aims due to the appearance of the new medium. Crowston (1997:209) explains how the function of the genre changes because of the interaction of specific community:

In some cases, a genre may act as a type of boundary object, providing a common point of contact between different groups. In others, this mixing may lead to genre confusion, meaning that there is a practical need to understand the way genres enable communication (ibid.).

Despite the fact that there is no universal classification of cyber genres, a significant number of researchers (e.g. Furuta and Marshall, 1996; Dillon and Gushrowski, 2000) identify the home page as the first type which appeared within the digital genre. According to Merriam –Webster dictionary, the home page is ‘the page typically encountered first on a website that usually contains links to the other pages of the site’ (Online 7). According to Askehave and Nielsen, the home page is ‘the introductory page on the website’ which is shown to the visitor (2005:1). The home page developed gradually due to the rapidly increasing number of websites. In order to create the conventions of writing home pages, such methods as ‘copying’ the form of and content of existing home pages and the application of information gained from the handbooks on web design and web writing applied (Askehave and Nielsen, 2005:8).

The home page serves a dual function on the website. Firstly, it introduces ‘the site’s contents in an appealing way so that readers wish to stay at the site’ (Posteguillo, Esteve and Gea-Valor, 2007:108). Secondly, it ‘enables the reader to access and navigate the site by providing navigational tools or links that branch off into the website as a whole’ (Askehave and Nielsen, 2005:9). The home page may be presented in the form of the personal home page (PHP) and the corporate home page (CHP) (Marco, 2002:41). The mentioned types of home pages are structured according to a specific principle which pursues a dual aim of the home

page. However, CHPs and PHPs have substantial differences within genre: ‘PHPs are narratives, whereas CHPs are not. CHPs are mostly advertisements regarding a company’s products or services’ (Roberts, 1998:20). In other words, PHPs are aimed to demonstrate personal content, whereas CHPs are aimed to show content relating to a company’s products and services. Therefore, CHPs and PHPs cannot be allocated to one genre.

2.3. Corporate home pages of multinational corporations

Since the beginning of the development of industrialization and technologies for building logistic chains, companies were able to enter the international market (Dahlman, 2007:46). Particularly, industries gained an opportunity to transport their goods over long distances as well as to produce a variety of goods of mass consumption (Online 8). The companies that managed to enter the international market and compete with the others were recognized as multinational corporations. By definition, multinational corporations have ‘facilities and other assets in at least one country other than its home country’ (Online 9). Corporations have a set of common features, such as possessing offices or factories in different countries, having a centralized head office, producing technologically advanced goods, and mostly belonging to American, Japanese, or Western European countries (Online 8).

The development of the Internet and an increasing number of consumers have challenged multinational corporations to create a ‘new type of the Internet page which was called the corporate home page’ (Marco, 2002:41). This type of home page appeared because multinational companies wanted to provide initial information and promote their products and services worldwide (ibid.). The corporate home page (henceforth CHP) usually consists of an initial or home page, product or services, about page section, meet the staff page, privacy policy, FAQs page, contact page, sitemap, and social media links (ibid.).

The CHP is a form of initial page that performs ‘a multi-purpose used to construct the company’s identity and image, by giving selected information related to the company, and persuade potential consumer to use the company products or services’ (Marco, 2002:41). In other words, the CHP is viewed as a face of the company which desires to create its positive image. The communicative aim of the CHP is achieved by providing a successful link between the specific purposes of an individual within corporate environments, that is, the CHP stresses the necessity of ‘promoting the organization’s products, services, and image’ in the most effective way (ibid.).

The next vital aspect is of the CHP is its functionality, which is achieved by ‘taking into account the purpose of the genre, since the functional features of the page are designed with

the end-user and the purpose of the genre in mind' (Shepherd and Watters, 1999:3). According to Marco (2002:43), there are a number of elements that construct the CHP depending on their function. Four elements of the CHPs with examples as well as the summary of their main functions are demonstrated in Table 1.1.

Table 1.1 Elements of the Corporate Home Pages (Marco, 2002:43)

| Type of element | Examples | Function |
|--|--|---|
| Creating a positive image of the company | Product slogans, brief introduction to the company, positive announcements and new headings, internal links, information or graphics | <i>Interactional</i> : to address the individual and imply that the company offers the best services and products |
| Introducing and offering products | Showcase, adverts, offers and incentives, link to the virtual store | <i>Transactional</i> : to inform potential customers about the company's products and services |
| Strengthening the relation with the potential consumer | Thank you notes or welcome message, personalising and offering information or services, different languages, contact, links to free products and services, feedback, links, graphics | <i>Interactional</i> : to persuade customers that the company will do its best to meet customers' needs |
| Asking and giving information about the page itself | Date and update, counter, feedback, proposals, copyright information, links | <i>Transactional</i> : to provide statistics and data concerning the improvement of the service |

Since the web genre of the CHP could no longer be allocated to the 'traditional' genre model proposed by Swales (1990) on the grounds of the introduction of the new medium, the necessity of an updated genre model appeared. Specifically, Askehave and Nielsen proposed a new genre model which is largely based on the CARS model, adding the 'navigational mode to the reading mode' (2005:8). Figure 1.3 illustrates this two-dimensional web genre model systematized by Askehave and Nielsen (ibid.).

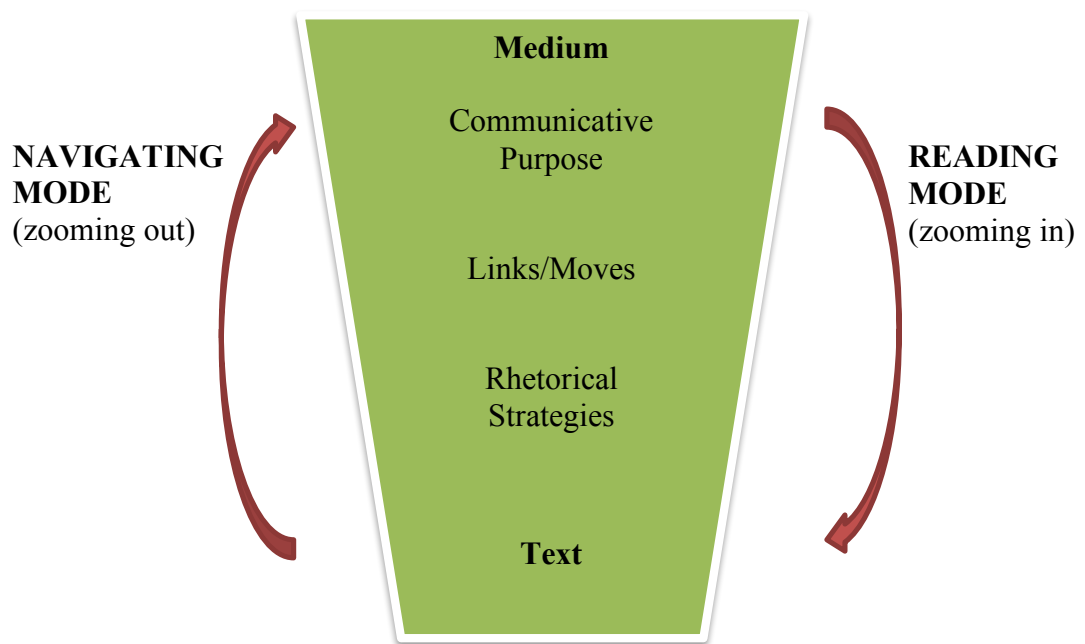


Figure 1.3 The Two-Dimensional Genre Model

Home pages comprise two modes: the reading mode and the navigating mode (Askehave and Nielsen, 2005:15). According to Omar, Bahrom and de Mello, in the reading mode, ‘the user zooms in and analyses the hypertext as he or she would on a printed text’ (2014:387), whereas ‘the navigator zooms out of the text and uses the web document as a medium’ in the navigating mode (ibid.).

The reading and navigating modes have definite communicative purposes that are fulfilled with the help of specific functional units, such as Moves and Links, and rhetorical strategies. The main communicative aim of the reading mode is ‘to introduce the site’ (Askehave and Nielsen, 2005:20). Furthermore, the reading mode comprises two sub-purposes, namely: ‘to consolidate or create an image’, and ‘to present news’ (Askehave and Nielsen, 2005:21). These secondary purposes emerged because the CHP intends to inform the user and create a positive image of the company so that the user would have a desire to stay on the particular webpage and explore additional information. The introduction of the site could be considered as the primary aim in the reading mode since the CHP is intended to promote its products and services in the most effective manner (Marco, 2001:42). Therefore, as the user aims to skim the text so as to identify the most relevant information, it is important to structure the CHPs in an easy and understandable manner. The mentioned purpose and sub-purposes within the reading and the navigating modes could be fulfilled applying the specific Moves of the CHP Model (see Figure 1.4).

The genre model consists of nine Moves, in which Move is ‘a discursual or rhetorical unit that performs a coherent communicative function in a written or spoken discourse’

(Swales, 2004:28). Moves are intended to describe the content of the CHP in a structured way. However, it is not obligatory to apply the Moves in sequential order, as each user decides by himself what to read first when a number of the CHP sections and options appear on the screen.

This model contains nine Moves that can be viewed in Figure 1.4:



Figure 1.4 The CHP Model (Askehave and Nielsen, 2005:8)

The particular model can be applied to the genre analysis of Moves in CHPs as it is intended to realise their communicative purposes, taking into account ‘the rhetorical creativity’ of the home page genre (Askehave and Nielsen, 2005:24).

The Swalesean traditional model proposed that in order to carry out the genre analysis of the text, certain Moves need to be applied. However, as the CHP consists not only of the text, but also of the Internet as a medium, the Swales’ Move model needed to be upgraded with a functional mode. Thus, the second mode of the home page is the navigating mode, which is aimed ‘to provide access to the website’ (Askehave and Nielsen, 2005:21). This aim is fulfilled by connecting ‘the text chunks into a web structure’ and ‘establishing a relationship between two chunks of information’ (ibid.). As a means to access to the rest of the websites, such functional units as Links were introduced. By definition, Link is ‘an object, as text or graphics, linked through hypertext to a document, another object, and others’

(Online 10). This means that within the digital media, Link serves as a tool to activate a chain of specific programs or documents of the website.

The Link aims to make ‘intertextual connections among blogs and between blogs and other kinds of online media technologically explicit’ within web pages’ (Herring, 2010:8). Intertextuality ‘concerns the factors which make the utilization of one text dependent upon knowledge of one or more previously encountered texts’ (de Beaugrande and Dressler, 1981:9). In other words, intertextuality demonstrates that the knowledge of one text depends on the previous knowledge of other texts.

The function of intertextuality is to determine ‘the relations between texts and genres and provided means to explain genre modification and transformation, evolving into interdiscursivity’ (Kuzmina, 2014:78). This function is realised by different types of Links in CHPs. In particular, there are two categories of Links, namely: generic links and specific links. Generic links originated ‘from an object at any position in any document’ (Reich, Tzagarakis, and De Bra, 2001: 241). In other words, a generic link usually appears in the form of the title of the text, which is disclosed if the user navigates by reference.

Specific links ‘originate from an object at a specific point in the source document’ (ibid.). Askehave and Nielsen complement this description of the function of specific links, stating that they are aimed to invoke the interest of the user to explore further information of the website by ‘not only introducing the topic itself, but providing the information about the topic and showing the relevance of the link’ (2005: 33). Specific links consist of two objects, namely, the lead and the clickable object, where the lead ‘indicates the topic’ and the clickable object ‘transfers from text A to text B’ so as to explore the desired information (ibid.).

The hyperlinks could fulfil their communicative aims with the help of different text types that differ in terms of their functions. The model is developed by Adam (1992: 120) and includes the following text types: descriptive, narrative, argumentative, explicative, and dialogical (ibid.). These text types are seen as ‘general semantic-functional concepts’ (Online 11) which help to achieve the usual mediation within intertextuality. For example, a descriptive text could be divided into the explorative and expository functions, in which each function has a different communicative aim. The six functions and their meaning, which are aimed to perform a number of communicative aims within Links, are summarised in Table 1.2. (Askehave and Nielsen, 2005:27)

Table 1.2 Functional Link Typology (Askehave and Nielsen, 2005:27)

| Function | Meaning |
|----------|---------|
|----------|---------|

| | |
|--------------------------|---|
| Descriptive /explorative | Text A and Text B contribute to the description of a particular topic |
| Descriptive /expository | Transfers the navigator to a text which describes the procedures (steps) |
| Narrative | Are characterised by the sequencing of events (orientation, complication, action, resolution, moral) |
| Argumentative | Represents <i>datum</i> as an argument, a <i>claim</i> as a conclusion and a <i>warrant</i> as the inferential link between the two |
| Explicative | Represents a <i>cause</i> and <i>effect</i> relation in a successive semantic scheme |
| Dialogical | Covers phatic components of conversation, and represents the core element of the conversation |

As it can be seen from Table 1.2, there are two types of descriptive functional links, namely, the *descriptive/explorative* and the *descriptive/expository* link. According to Askehave and Nielsen (2005:27), the aim of the *descriptive/explorative* type is to describe ‘a state of being’ with the help of such macro-propositions as topic-anchoring and actualisation. The former proposition is aimed to set the scene of the topic, whereas the latter is intended to show where the actual description occurs (ibid.).

By contrast, the *descriptive/expository* type describes acts by applying such macro-propositions as ‘introduction and procedural steps’ (ibid.). These propositions demonstrate the topic in the form of introduction, henceforth presenting steps that are aimed to successfully complete the procedure. The descriptive functional links are considered to be the most significant text type as the element of description is a fundamental part of all other text types.

The third functional link, namely, the *narrative* link, is aimed to ‘entertain the reader with the story’ (Online 12) with the help of such generic structures as orientation, complication, action, resolution, and moral (Askehave and Nielsen, 2005:28). In this functional type, orientation sets the scene in which the beginning of the problem or complication takes place, then the problem is resolved leading to the implications of a story (ibid.). The presented methods are important in terms of developing a process of narration in a clear manner.

Furthermore, the *argumentative* functional link is aimed to ‘persuade and convince the audience in terms of communicative functions’ (Online 13). The aim of this function is fulfilled with such macro-propositions as datum, claim, and warrant, which help to introduce statements in a persuasive way (Askehave and Nielsen, 2005:29).

The *explicative* functional link is intended to represent the why-because relation without making any judgement (ibid.). This relation is achieved by the application of such macro-propositions as ‘cause and effect’, which help to build a successive schematic scheme (ibid.)

Finally, the *dialogical* functional link is fulfilled by the interaction between the participants of the dialogue, which is divided into the ‘opening and closing scenes of conversation.’ (Askehave and Nielsen, 2005:30). These parts of conversation are connected by phatic elements that are aimed to ‘establish a contact without transmitting a precise content, where the container is more important than the content’ (Casalegno and McWilliam, 2004:20). The *dialogical* functional link is commonly represented in the ‘question-answer’ form, which is characterized as the ‘core elements of the conversation’ (ibid.).

The particular model could be applied to the functional analysis of the generic and specific links as it is intended to describe functional meaning within linguistic structural patterns. On home pages, specific links are viewed as ‘multifunctional structural units’ that could perform each of the listed above functions on the website, because they indicate the importance of the particular link as well as determine the way in which a user perceives the received information (Askehave and Nielsen, 2005:31). In contrast, generic links are only traced in the *descriptive/explorative* function (ibid.), as they do not include additional information of the topic subject, so there is a lack of understanding as to what will be discussed in the specific topic.

The third part of the CHP Model that helps to attain a communicative purpose of CHPs is called rhetorical strategies. These strategies show how Moves and Links are realised in the home page (Askehave and Nielsen, 2005:6). The aim of rhetorical strategies is to ‘look for lexico-grammatical choices in the actual formulations of genres’ (ibid.) Furthermore, these strategies are available in both reading and navigating modes, and are realised by ‘a combination of verbal, visual, and/or audiovisual elements’ (Askehave and Nielsen, 2005:41).

It is vital to apply rhetoric analysis in the CHP Model, as it takes into consideration not only organizational and functional patterns, but also interprets how such functional units as Moves and Links are performed in CHPs.

To summarize the first chapter, the genre could be viewed as a multi-valued definition which is aimed to achieve the communicative purposes within particular communicative events. In order to analyse the genre in various discourse communities, genre analysis needs to be implemented.

This research applies the English for Specific Purposes approach because of its emphasis on achieving communicative purposes within the particular communicative event at a macro-level. The Systemic-Functional approach is also used due to its focus on rhetorical

purposes which are accomplished by investigating smaller units of texts, such as description, narration, argumentation, exploration, and dialogue.

The overall level of the CHP comprises a scope of Moves and Links that are aimed to indicate the reading and navigating mode of the home page, and, subsequently, fulfil its communicative aims within these modes. Move is a rhetorical unit which is applied so as to achieve a communicative aim within a specific discourse community, whereas the communicative aim of Link is to provide access to the website. Functional link typology will be used in the empirical part of the research, as it serves as a tool to achieve the usual mediation within intertextuality.

The next chapter presents the results of the empirical investigation of 30 CHPs of multinational corporations. In particular, the analysis will indicate the efficiency of Moves and functional Links applied to the CHPs, and, consequently, provide answers to the proposed research questions.

CHAPTER 2 FINDINGS OF THE GENRE ANALYSIS OF THE CORPORATE HOME PAGES

Chapter 2 is devoted to the empirical study of the genre analysis of the CHPs. Firstly, it interprets the results of the quantitative research by investigating the macro-structure of the CHPs. Secondly, it provides the quantitative analysis with some elements of the qualitative analysis by investigating the use of Links and the functions they perform within the particular context. Finally, it focuses on the analysis and interpretation of the obtained data.

2.1. Research methods, procedures and materials

The **research questions** set in the present paper were as follows:

1. What are the Moves involved in the corporate home pages that help to fulfil their communicative purpose?
2. Which types of Links are used more often and how do they differ in terms of their function in the text?
3. Which Moves and Links are mostly used in the selected corporate home pages of multinational corporations?

The present study used the genre analysis as ‘the study of situated linguistic behaviour in institutionalized academic or professional settings’ (Bhatia, 2004:22).

Having provided the theoretical framework of this research, a corpus of 30 randomly selected CHPs of multinational corporations was analysed. As a means to achieve the aim of the paper, both the quantitative and qualitative perspectives were employed. The quantitative perspective entails ‘the collection of numerical data and exhibiting the view of relationship between theory and research as deductive’ (Bryman and Bell, 2005:154), whereas the qualitative perspective is a study ‘of the specific features of language that are predominantly used in the variety to which the text belongs’ (Bhatia, 1993:66). The combination of two perspectives was applied in the particular research for the reason that the investigation from the mixed perspective could be more volumetric due to its emphasis on both the ‘rhetorical communicative purpose and social functioning of genre under study’ (Gea-Valor, 2000:30). The explicit number of CHPs was selected, as the provided samples represent large multinational corporations, such as BP, Siemens, GSK, Shell, Auger, Starbucks, SAP, Bayer, BASF, Maersk, BAT, Nordea, IBM, Barclays, Goldman Sachs, BIC, UPM, Carlyle, AVL, ARM, Yara, Hanwa Q-Cells, Ricardo, SLR, Yamaha, The Walt Disney Company, Hillenbrand, Arthur D Little, Allegis Group, and Capital Group. As all corporations listed

have common communicative aims ‘to promote their products and services’ in different countries as well as ‘to represent their positive image’ (Marco, 2002:43), the analysis could be performed more precisely. Specifically, each CHP was presented in the English language; however, the corporations are located in various countries. The CHPs are published on the internet websites (see Appendix 1). For the study purposes, each of them was given a code: from A1 to A30. The CHP Model developed by Askehave and Nielsen (2005) was used in order to study the application of Moves and Links at the macro-level of the CHP. Furthermore, the selective analysis of rhetorical strategies and linguistic features was made so as to distinguish their variety within the particular social setting.

The study was conducted according to the following procedure: firstly, the corpus of the CHPs was placed in a ‘situational context within the genre’ (Bhatia, 1993:16). Secondly, the relevant literature regarding the genre analysis of the CHPs was studied (ibid.). After that, the methods concerning the situational analysis were refined so as to inform the corpus design (ibid.). Then, the corpus of the CHPs was selected according to their communicative aims (ibid.). After this stage, the functional context of the CHPs was analysed (ibid.). After studying the functional context, the analysis of Moves in the overall structure of the CHPs along with the investigation of the frequency and distribution of Links was carried out. Subsequently, the investigation of the use of these Moves and Links was conducted. Finally, the variation within the application of Moves and Links was studied.

2.2. Genre analysis of Moves in the corporate home pages

This part of the paper accounts for the results of the analysis of Moves in the CHPs. The CHP Model proposed by Askehave and Nielsen (2005) was chosen in order to provide the analysis of the overall structure of the CHP (see Chapter 1). Furthermore, the selective analysis of rhetorical strategies and linguistic features within Moves was carried out as a means to indicate the reasons how these features and strategies contributed to the achievement of communicative aims.

In order to study the application of rhetorical structures in the particular corpus of CHPs, a comparative table with the percentage of Moves was designed.

The generic analysis of the corpus of the CHPs with the application of Askehave and Nielsen’s framework revealed that the majority of the CHPs were written in accordance with the CHP Model (see Figure 2.1).

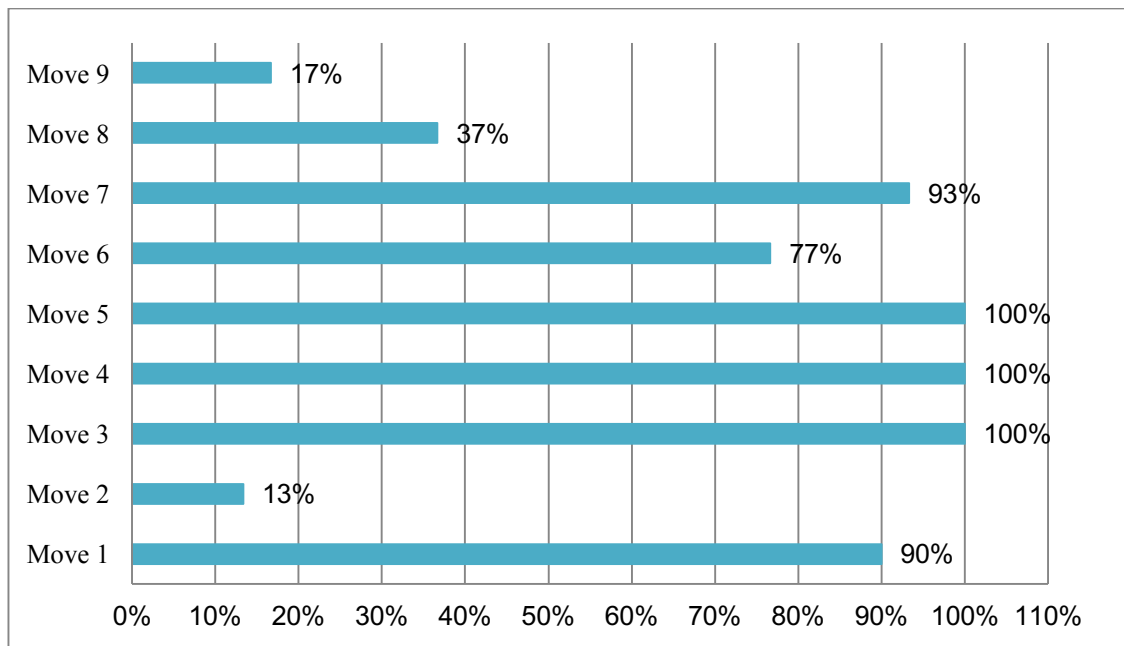


Figure 2.1 Percentages of Moves in the CHPs

As it can be seen from Figure 2.1, 90 per cent of the CHPs contains Move 1 (**Attracting attention**), which is realised at the top of the CHP, whereas 10 per cent do not use the particular Move. The functional constituent of the first Move is realised with the help of not only visual or audio effects, but also slogans and specific vocabulary. For instance, A14 does not demonstrate any of the effects, as it does not use vibrant colours, catchy slogans or animation. In contrast, A13 applies an effective slogan: ‘Kick-start your career’, which is short, well-worded, memorable, and simple. It is also written in larger type size than the other text on the home page, attracting the user’s attention. Some of the CHPs use the flash technique so as to attract the attention of the user. For example, A22 uses both a slogan written in caps: ‘WE STAND BY OUR UNCOMPROMISING Q CELLS HIGH QUALITY STANDARDS’, and flash sequences in order to maximize the attention-grabbing effect. The particular sequence starts with the introduction of the image and advantages of their product with the following title: ‘Q.Antum technology. High performance, redefined.’ This slide is also accompanied by the opportunity to play a video demonstrating the company’s product. The second slide encourages the visitors to establish a partnership by using the phrase that calls to action: ‘Come over to the sunny side’, accompanied by a vibrant image of the man standing in front of the sunny field and a house. Finally, the third flash sequence introduces the picture of scientists with the following title: ‘uncompromising quality that outperforms the highest standards’, suggesting that this company could perform as the best warranty for the returns of the investment. The present CHP introduces the most effective way of fulfilling the

communicative aim of this Move, as it employs multiple techniques to attract the attention of the user successfully.

Move 2 (**Greeting**) is the least used among the analysed home pages, revealing 13 per cent of application. This Move is intended to make the user feel welcomed, and this function is commonly realised with the help of a transitive verb *welcome*. For example, A9 uses greeting with this transitive verb: ‘welcome to BASF.’ In contrast, A20 applies the description of the company as a greeting: ‘ARM DinamIQ technology redefines the multi-core experience from edge to cloud across a secure, common Total Computing platform.’ This greeting gives a welcoming feeling by identifying the company and its functions. The tendency of omitting Move 2 could be explained by the fact that, since the analysed CHPs belong to multinational companies, it is considered that they are universally known, so there is no need to introduce themselves.

Move 3 (**Identifying sender**) is found in all CHPs, indicating a 100 per cent application, that is, the web-owner is recognized in all 30 examples. It could be said that all CHPs use the particular Move because of the original purpose of each CHP: to create a positive image of the company. This Move is realised with the help of a logo (sometimes accompanied with a picture of the company and typographical effects), which is placed at the beginning of the web page. In the majority of cases, the logos apply only the name of the company as an identification sign; however, A2 has a slogan as well: ‘Siemens: ingenuity for life.’ The analysis also revealed that this Move plays a vital role in structuring the CHP, as it serves as a tool to orientate customers on the website.

Move 4 (**Indicating content structure**) or the main menu has a full score of application in the CHP – 100 per cent use it. The function of Move 4 is to present the content of the website in an understandable and clear manner. This Move is realised by the number of links that indicate the main topics of the website. Despite the fact that all of the samples apply the particular Move, a variation within the number and function of the link is observed. For instance, A5 uses a limited number of links: ‘Home, services, blog, contact.’ This main menu could be improved if it were not be too generic, as it is not clear what kind of products and services are provided on the website. Contrastively, A1 could be considered as an acceptable example of indicating the content structure. The main menu represents the following links: ‘About BP, Customers, Investors, Press, Sustainability, Energy Economics, Technology, and Magazine.’ In this example, it is clear what kind of services the company provides in the field of sustainability, energy economics, and technology; the menu is not too long; the links in the menu do not comprise a long text either. Moreover, the menu is located at the top so that it is not difficult to find it, and its components are allocated in a logical order, presenting the

company and its functions first, and then indicating fields where it operates and providing the opportunity to find the company's topicalities in its international magazine.

Move 5 (**Detailing (selected) content**) is identified in all samples of the CHPs as well. This Move is used as a means to reveal the information listed in the previous Move (**Indicating structure**). This function is fulfilled by representing the detailed information from the menu in the form of sections of the website. For instance, A20 describes a detailed information about the company, careers, innovation hub and ARM developer, which is placed in the middle of the website. It is also achieved by presenting different kind of news, such as international news, national news, and self-promotional news. For example, A17 performs the present function in the form of press releases: 'UPM to strengthen its improved newsprint offering: production of UPM brite family expands into Austria', whereas A21, the headquarters of which are located in Norway, announces the national news: 'Norwegian prime minister presents new industry 'green paper' at Yara Porsgunn.' Finally, A27 introduces self-promotional news in the form of annual report: 'Hillenbrand annual report 2016 as their financial results'. When providing a detailed content of the website, it is necessary to apply the compilation of the news so that the user would have a desire to explore the website further. Within the particular context, A27 demonstrates a successful application of three types of news, which is presented in the middle of the home page:

- 'Hillenbrand Annual report 2016' - this news represents a promotional kind of news by indicating the company's financial performance during the year
- 'A story of growth' – the news represents an international type of news by stating that the company operates in more than 40 countries worldwide
- 'One campaign' – this news represents the latest event in the company, stating that they 'recently launched the One Campaign.'

It was found out that 77 per cent of the samples use Move 6 (**Establishing credentials**), which seems to be the most important Move in the particular model, as its function is to construct a positive and trustworthy image of the company. However, seven CHPs avoid using this step. For example, A12 indicates Move 1 (**Attracting attention**): 'Acting like a fintech – seeking new partners, new ideas', omitting the description of the experience, subject and skills of the company. Thus, it is not clear from the first sight which field specialists are required. The absence of this Move could be explained by the fact that the international brand name could already serve the function of establishing credentials, without any additional description.

Move 7 (**Establishing contact**) indicated 93 per cent of application. The location and form of this view vary in a number of CHPs. Explicit use of the imperatives helps to identify

the function of this Move. Such imperatives as *contact*, *contact us*, *join us*, *connect with us* are used in the analysed samples as a call to action for the users to contact the sender. For instance, A4 introduces two ways how to perform this function: it uses the imperative ‘contact us’ at the top of the website, as well as invites the user to contact the company via social sites, which are presented in the form of icons and are located at the bottom of the website. A 17 splits this function into several sub-functions:

Contacts:

Media contacts,

Investors contacts,

Contacts for businesses. (A17)

The subdivision of the particular Move could be explained by the necessity to make it easier for the user to identify the required contact. Moreover, the particular Move indicated such a variation as the repetition of Moves. In A5, the appeal to contact the reader is made at the top and the bottom of the website. In particular, it uses the imperative ‘contact us’ that is located in the main menu at the top of the page, whereas it applies the idiom ‘get in touch’ at the bottom, which seems to be unclear and confusing. Thus, incorrect choice of verbal tools could complicate the fulfilment of the communicative aim of this Move.

Move 8 (**Establishing a (discourse) community**) was found in 37 per cent of the CHP. This showed that this Move is not typical. The purpose of this Move is to provide the user with an opportunity to create a specific ‘community within the website’ (Askehave and Nielsen, 2005:24). This Move uses such phrases as ‘client login’ (A5), ‘sign in’ (A6, A10, and A15), log on (A7, A12, A15, A18, A19, and A23). Similarly to the previous move, Move 7 (**Establishing contact**) is repeatedly applied for a number of websites. For example, A6 demonstrates ‘sign in’ link at the top of the page, then invites the users to join a specific community: ‘join Starbucks Rewards™ to earn Gold level benefits such as free drinks and food, get free refills, pay and order with your phone, and more’ located in the middle of the home page.

Finally, Move 9 (**Promoting external organisation**) was used in 17 per cent of the CHPs, so only 5 samples have applied the particular Move. The function of this Move is to advertise products, services or another company on the website, and it could be realised with the help of advertisements, banners, or promotional news. The analysed examples mention external companies only in the form of promotional news. For instance, A13 proposes ‘featured products and offers’ and their listing, whereas A10 suggests visiting their external companies (‘visit our companies’) for featured information. The lack of Move 9 could be explained by the fact that the home pages belong to the multinational corporations that are

interested in promoting their own products and services rather than advertising other products and services.

The results of the study showed that out of 30 CHPs, fifteen CHP missed one Move, ten samples missed two Moves, four samples missed four Moves, and one sample omitted one Move. This reveals that, generally, the selected corpus complied with the CHP model. CHP A10 is an acceptable example of the CHP model:

Table 2.1 Analysis of Moves in the CHP (A10)

| | |
|--|--|
| Move 1. Attracting attention | We live safety |
| Move 3. Identifying sender | Logo: Maersk |
| Move 4. Indicating content structure | Markets, people, hardware, industries, investor relations, the Maersk group |
| Move 5. Detailing (selected) content | Charting a new direction: year in review 2016/2017, with financial highlights and exciting stories about our markets and people |
| Move 6. Establishing credentials | A.P. Moller - Maersk is an integrated transport and logistics company with multiple brands and is a global leader in container shipping and ports. Including a stand-alone Energy division |
| Move 7. Establishing contact | Contact us |
| Move 8. Establishing a (discourse) community | Sign in with Facebook, sign in with Linked in |
| Move 9. Promoting an external organisation | Visit our companies |

In the above extract from the CHP, the communicative aim has been fulfilled by attracting consumers' attention with the help of an effective slogan (Move 1).

The third sentence identifies the web-owner (Move 3) by using a logo, as well as employing the fonts and colours of the particular logo to the website.

Sentence 4 provides the information about the structure (Move 4) which is categorized with the help of specific links.

The fifth sentence introduces the expanded information about the topics listed in the previous Move, allocating the review of the previous year in terms of financial performance, market and people to the 'the Maersk group' section.

The next sentence creates a trustworthy image of the company by using such descriptive adjectives as *multiple* and *global*, as well as a noun *leader*. This sentence also provides the description of the field in which the company operates.

Sentence 7 fulfils the purpose of establishing contact by providing the option ‘contact us’ at the bottom of the website. However, it can be said that the following function could have been made more visible and attractive by using appropriate font size and type and location.

The eighth sentence persuades the user to join the particular discourse community by signing in via profiles on social media (such as Facebook and LinkedIn).

The last sentence demonstrates the promotion of the companies that are located in other countries or are partner companies (such as MCC, APM terminals, and Damoo).

From the analysis of the Moves, it can be concluded that the sample CHP has achieved its communicative purpose by adhering to the structure of the CHP Model.

There are several variations concerning the Moves in other examples of the CHPs, for example, missing Moves, inconsistency of several Moves, as well as embedding the Moves applied.

The following sample, A20, indicates the inconsistency of Moves as well as missing Moves:

ARM DinamIQ technology redefines the multi-core experience from edge to cloud across a secure, common Total Computing platform (1)

A connected world of opportunity (2)

The CHP starts with sentence (1), which represents Move 2 (Greeting), and which is indicated at the top of the home page: there is a representation of the company which invites the user to explore the site further. In addition, the web producer applies an effective slogan so as to attract the attention of the user (Move 1). In the second sentence (2), this application of Moves could worsen the perception of the CHP, as the placement of the slogan under the welcoming phrase could decrease the interest of the user. Furthermore, such Moves as Move 7 (Conclusions), Move 8 (Establishing a (discourse) community), and Move 9 (Promoting external organisation) are not identified in this example – the icons representing social media (such as Facebook, Instagram, Google+ and others) without a call to action are provided. Despite the fact that the telephone number of the company is indicated, there is no inviting phrase that enables the user to contact the sender. Omitting the Moves connected with establishing contacts and community could indicate the impersonal attitude towards the website’s user – this fact might complicate the fulfilment of the communicative aim of the CHP, namely, strengthening the relation with the potential consumer.

A30 illustrates cases when Moves were embedded with others: 'For more than 80 years, we've put investors first.' The text is located at the beginning of the site and written in large type size so as to attract the attention. Thus, it corresponds to the function of Move 1 (Attracting attention). Moreover, this text indicates the 80-year experience of the company, creating a reliable image; therefore, the presence of Move 6 (Establishing credentials) is revealed. It could be stated that simultaneous application of several Moves in one sentence may worsen the recognition of the text; therefore, the division of Moves in specific subsections could make the text clearer and more understandable.

To summarize and compare the obtained results of the first part of the study, it could be stated that the variation within the CHPs was revealed in the form of structure, the application of verbal, audio and visual effects, and the use of Moves. In the overall structure, some Moves were missing, embedded, or inconsistent. However, the fact whether the inconsistency of Moves could lead to the failure of the communicative aim is a contentious issue. The inconsistency of Moves can be explained by the fact that a number of topics are appropriately distributed through the CHPs so that the user decides himself what to reach first in the process of scanning. Furthermore, the analysis revealed that due to the fact that some Moves were muddled and unclear, the communicative purpose of particular Moves was uncertain. The inaccuracy of the use of Moves as well as incoherence in a number of samples leads to the complication of the perception of the texts allocated in the CHPs.

It was revealed that all CHPs used Move 3, Move 4, and Move 5, and the majority (93 per cent) applied Move 7. However, such Moves as Move 2 (**Greeting**) and Move 9 (**Promoting an external organisation**) were least used in the CHPs. It can be concluded that most of the CHPs have applied the majority of Moves, although the structure of the analysed home pages varied in the patterns of application of Moves.

The qualitative analysis of rhetorical strategies revealed that the analysed corpus of CHPs applied a combination of verbal elements such as effective slogans, and visual elements such as pictures, typographical elements, and flash sequences. The analysis of linguistic features indicated that such features as transitive verbs, imperative mood, idioms, and descriptive adjectives were applied as a means to help to achieve specific communicative aims of the analysed Moves.

Despite the fact that the analysis revealed variations within the order, application, and consistency of Moves applied, the CHPs have still achieved their communicative aims, that is, to attract the users and create a positive image of the website within a certain discourse community.

2.3. Genre analysis of Links in the corporate home pages

The identification of intertextual relations of hyperlinks can help to perform the communicative aim of home pages in the navigating mode. In particular, this part of the paper aims at showing in which way generic and specific links realise the access to the website and what kind of functions do they perform within the specific context. According to Askehave and Nielsen (2005:27), text types could be categorized according to their function: descriptive /explorative, descriptive /expository, narrative, argumentative, explicative, and dialogical (ibid.) (also see Chapter 1).

The first part of this investigation is connected with the frequency counts of functional units. The data concerning the use of two types of links is indicated below. Figure 2.2 indicates the comparative use of generic and specific links of the CHPs in the corpus of multinational companies. The total number of links applied is 1335.

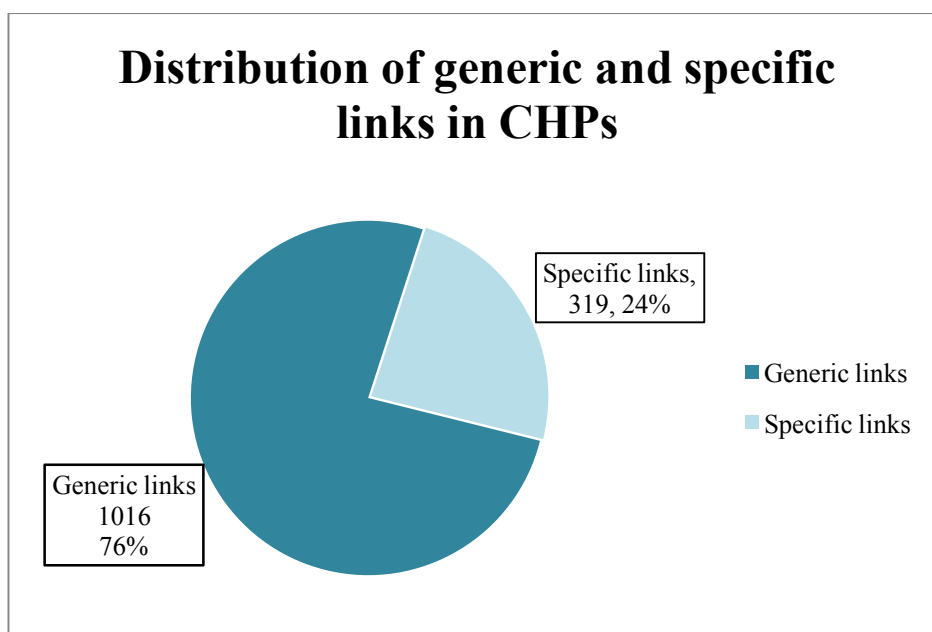


Figure 2.2 Distribution of Generic and Specific Links in the CHPs

The results of the quantitative analysis indicated that a considerable number of home pages were formed using the generic links; that is, 76 per cent of the CHPs applied generic links, whereas specific links were used by 24 per cent of the CHPs. This distribution of links could be explained by the fact that generic links perform one function, namely, descriptive – explorative, which forms the communicative aim of the CHP by indicating the content structure. There were some variations indicated in the application of linguistic strategies by generic links. For instance, A1 illustrates the variety within the description of topics:

TEXT A

[About](#) [Customers](#) [Investors](#) [Press](#) [Sustainability](#) [Energy](#) [Technology](#) [Magazine](#)
[BP](#) [economics](#)

Figure 2.3 Example of descriptive/explorative generic links in main menu

When clicking on a particular link, for instance, ‘Press’, the descriptive enumeration of press types appears on the next page:

TEXT B

[Press Releases](#)
[Speeches](#)
[Social media](#)
[Press contacts](#)

Figure 2.4 Example of descriptive/explorative generic link enumeration in Text B

Text B illustrates the types that form the topic ‘press’. Specifically, the relation between text A and text B is realised through the topic anchoring (‘press’) and aspectualisation, such as ‘press releases, speeches, social media, press contacts.’

Another peculiarity within the linguistic framework was identified in sample A3, where the description of the topic appears. Namely, if the user clicks on the link ‘Responsibility’ in text A, he/she will be transferred to reading the explanation of the following concept in text B. The example is shown below:

Table 2.2 Example of descriptive/explorative generic link

| Text A | Text B |
|--------------------------------|--|
| Responsibility | Responsible business is how we do business. Our mission is to improve the quality of human life by enabling people to do more, feel better, live longer. |

During the analysis of the links, a strong generic distribution pattern was revealed, specifically, most of the generic links were situated in the footer. The analysis revealed that the full website sitemap was often located in the footer of the CHP. The total count of generic links in the footer was 579, which comprises 57% of total general link count. The possible

reason for applying a large number of generic links in the sitemap is to ease the navigation for the web user. For instance, such common generic links as ‘contacts’ and ‘about company’ are often found in the footer of the homepage. Despite the fact that the sitemap often has similar structure with the main menu, more detailed generic links under each category could be revealed, which may help to find ‘deep’ pages of the website.

Although some linguistic varieties appeared within the investigation of generic links, they still perform their sole descriptive /explorative function, in which text A ties to text B in the form of contribution to the description of the particular topic.

Contrastively to generic links, specific links could perform a number of functions in the CHPs, depending on their relation of macro-proposition of text A to text B. Therefore, the next part of the investigation is connected with the analysis of the use of different types of functions within a specific links, which are indicated in Figure 2.5. The total number of specific links is 319.

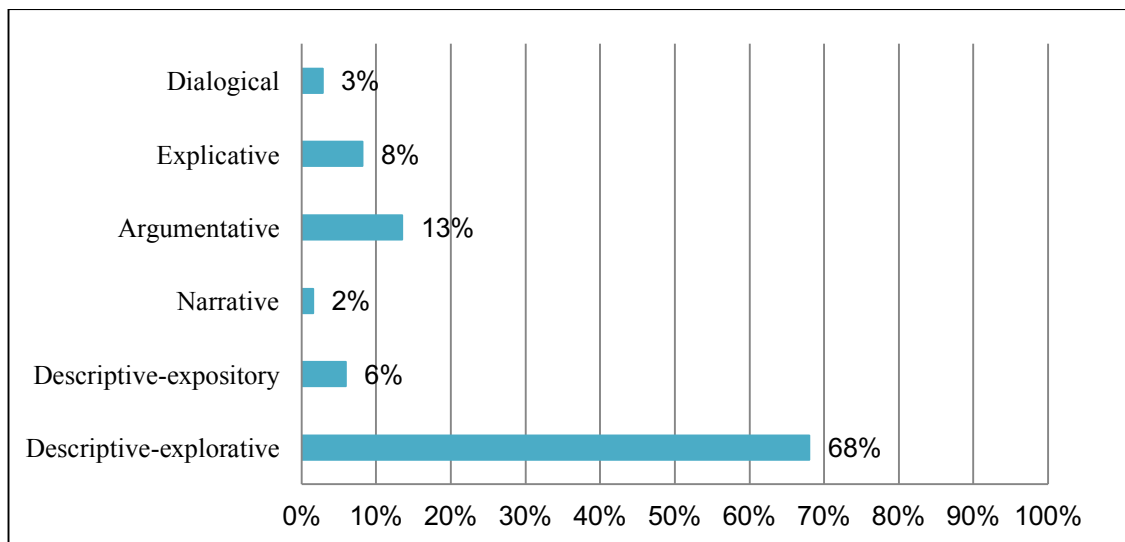


Figure 2.5 Percentages of Functional Types of Links in the Corporate Home Pages

The findings of the functional analysis determine the preferences of the CHP when composing specific links in the CHPs. It was revealed that the *descriptive/explorative* functional type was mostly used, as 68 per cent of the CHP applied it. It could be stated that the particular functional type is most frequently used, as it is aimed to provide further information of a particular topic. Subsequently, this type could be considered as the most preferred way how to provide detailed information to the user in an easy and understandable manner. Because of the fact that generic and specific links could correspond to the same functional type (*descriptive/explorative*), the embedding of Links in some home pages was indicated. A30 demonstrates this variation:

Table 2.3 Example of specific descriptive/explorative link

| Text A | Text B (aspectualisation: of property 1) |
|--|--|
| <p>(Topic) Our Company</p> <p>(Aspectualisation: property 1)</p> <p>As a private firm with an independent charter, we are focused on doing what’s right for investors over the long term.</p> <p>(Aspectualisation: of property 1)</p> <p>In offices throughout Asia (generic link 1), Australia (generic link 2), Europe (generic link 3) and North America (generic link 4), 7,500 associates make the needs of our investors their top priority every day.</p> | <p>The small company he founded in 1931 has grown into one of the world’s most respected financial institutions. [...]</p> <p>Our governance structure is built on the premise that a group of individuals with diverse perspectives can reach better decisions through discussion and debate.</p> |

A30 demonstrates the *specific descriptive/explorative* link, which comprises generic links as well. This functional type within a specific link is realised by connecting text A and text B in terms of describing the detailed information of both texts (Askehave and Nielsen, 2005:37). Particularly, generic links appear inside the specific link in the form of general topics (‘Asia, Australia, Europe and North America). These generic links serve as a clickable object so as to provide further description of the topics (countries). It can be said that embedding of two types of links could lead to the complication of the perception of the text. Contrastively, the user could orientate oneself faster through the website, if the generic links occur separately from the specific links.

Another variation in the *descriptive/explorative* type is revealed within the number of links in the particular type. Table 2.4 illustrates this variation:

Table 2.4 Example of specific descriptive/explorative link

| Text A |
|---|
| <p>(Topic) Solutions</p> <p>(Aspectualisation: of property 1, of property 2, of property 3, of property 4)</p> <p>AVL, a competent partner to the powertrain and automotive industry, develops all kinds of powertrain systems and simulation methods and tools for development. AVL products include instruments and systems for powertrain and vehicle testing.</p> |

| |
|---|
| <p>Specific links (properties)</p> <p>Property 1 – Engineering Property 2 – Testing Solutions Property 3 – Simulation Technologies Property 4 – Manufacturing</p> |
|---|

Usually, text A is unique for one *descriptive/explorative* specific link, but in A19, text A is identical and used for many properties and links.

The second functional type, *descriptive/expository*, was applied 19 times in the CHPs, so this corresponds to 6 per cent of specific links. A13 demonstrates the application of this type:

Table 2.5 Example of specific descriptive/expository link

| Text A (Introduction) | Text B (Steps) |
|--|---|
| <p>(Topic) Developers, get started with blockchain</p> <p>(Aspecutalisation: property 1) Learn how to set up a blockchain network and start coding</p> <p><u>Go to the quick-start guide</u></p> | <ol style="list-style-type: none"> 1. Setting up your network 2. Writing chaincode 3. Writing client apps 4. Monitoring your network 5. Contributing code 6. Getting help and support |

This functional type is accomplished by transferring the navigator to a text which, in its turn, describes the procedures that are realised by steps. A13 demonstrates this realisation of the function by stating the topic that persuades the developers to start working with a technology called ‘blockchain’. Subsequently, text B indicates the number of steps, such as setting up a network, writing chaincode and others, which are aimed to realise the message stated in text A.

The third type, *narrative*, is the least used among the CHPs and equals to 2 per cent of the total number of the home pages. This type is characterised by a sequencing of events such as orientation, complication, action, and resolution, moral (Askehave and Nielsen, 2005:38). The omitting of this functional type could be explained by the fact that it is not common for global companies to fulfil a communicative purpose by sequencing such events as orientation, complication, action, resolution, and moral on the home pages. The narrative functional type can be used to describe the history of the company, which can be found on other website

pages aside from the home page. The example taken from A28 shows the particular functional type.

Table 2.6 Example of specific narrative link

| Text A (Orientation) | Text B (Actions) |
|---|---|
| <p>For 125 years, the Arthur D. Little name has been synonymous with technological ingenuity and innovative thinking. Arthur D. Little’s management consulting services were not only sought after by corporations but also by state and federal agencies and governments worldwide. Ever since our work focused on a host of services to help our clients.</p> | <p>[...]Arthur D. Little, founded in 1886, is the world’s first management consultancy. It was founded by Arthur Dehon Little and Roger Griffin, who together were pioneers in the area of “management consulting”. Imagine companies in the early 1900s seeking knowledge from an external party to support their R&D strategies or to provide assistance with their technological endeavors, not knowing that this knowledge would one day contribute to societal breakthroughs such as synthetic penicillin and the Nasdaq stock exchange. These breakthroughs did occur, and it was a reality that the two scientists never expected! [...]</p> |

The *argumentative* functional type was found in 13 per cent of the samples; that is, 43 cases of the following type were indicated. This type is aimed to confirm the data towards the specific claim. A2 home page demonstrates the example of this functional type:

Table 2.7 Example №1 of specific argumentative link

| Text A (claim) | Text B (data) |
|---|---|
| <p>The vision of BioNTech is to revolutionize the tumor treatment with medicine tailored specifically for each patient.</p> | <p>An emerging biotech company believes it is close to a solution – with an approach that considers the genetic profile of each and every patient as well as their condition. The vision of personalised tumor vaccines, however, is blurred by an extremely complex research and production process. Our software helps to bring this vision a little closer to reality.</p> |

Within the argumentative functional type, a variation connected with the embedded functional type was revealed. A11 demonstrates this dissimilarity:

Table 2.8 Example №2 of specific argumentative link

| Text A (claim) | Text B (data) |
|---|--|
| <p>(Main menu item - Topic) Our products</p> <p>(Below menu item - Claim) Putting consumers first</p> | <p>We offer adult consumers a range of products to choose from, including traditional cigarettes and Next Generation Products, such as e-cigarettes.</p> |

As it has been seen in Table 2.8, the main menu of most examples of the CHPs (from A1 to A10 and from A12 to A30) consists only of generic links. However, in A11, the main menu consists not only of the *descriptive/explorative* links, but also of the argumentative specific links. It could be stated that this shift happens because of the additional context, which is specified right below the links.

The next type, *explicative*, was used 26 times in the CHPs indicating an 8 per cent application. The aim of the particular type is achieved by representing a ‘cause and effect relation in a successive semantic scheme’ (ibid.). A17 illustrates the fulfilment of the communicative aim by questioning why compliance is viewed as smart business in text A (effect), and explaining this statement by enumerating the causes, such as responsible operating, the benefits from personnel, business partners and investors.

Table 2.9 Example of specific explicative link

| Text A (Problem/why) | Text B (Solution/because) |
|---|--|
| <p>Why compliance is smart business</p> | <p>Operating responsibly brings a competitive edge in several ways. Personnel, business partners and investors all benefit mutually when companies follow regulations and apply responsible practices.</p> |

The last functional type, namely, *dialogical*, was applied in 3 per cent of home pages. The aim of this function is to provide the required information and develop a dialogue between the web producer and the web user (Askehave and Nielsen, 2005:41). This function is realised through covering phatic components that have a social purpose to start a conversation, as well as through representing the core elements that show transactional sequences of the conversation (ibid.). Specifically, A13 illustrates this functional type with an example, where it is possible to contact the web user through the phatic expression in a form

of the question ‘how can we help you?’, and when clicking a link receiving the answer in text B, as well as suggesting a continuing dialogue with the “Search” link:

Table 2.10 Example of specific dialogical link

| Text A (question) | Text B (question/answer) |
|--|---|
| How can we help? Find answers quickly in official IBM product documentation | The central location for finding and organizing information about IBM products <u>Search</u> |

The results of the investigation revealed that five CHPs have applied one function, twelve samples applied two functions, seven CHPs used three functions, five samples applied four functions, and one home page used five functions simultaneously. There was no example where all functional types of links were present. However, A10 is an acceptable example of the application of the majority of functional links and is presented in the form of Table 2.11.

Table 2.11 Examples of specific links with different functional types in sample A10

| 1 | Text A | Text B (Aspectualisation: of property 1) |
|----------|---|--|
| | (Topic) A small piece of Denmark in Mexico | It’s nearly 10,000 kilometres from home, but for Prime Minister Lars Løkke Rasmussen, the new APM Terminals port at Lázaro Cárdenas is still ”a small piece of Denmark”. [...] Improved and enlarged transportation infrastructure capacity like Lázaro Cárdenas is needed to accommodate the import demand of the expanding Mexican middle class, as well as products destined for manufacturing centres where they are finished and subsequently re-exported from here to other countries. |
| | (Aspectualisation: property 1) Mexico’s President and Denmark’s Prime Minister joined Group CEO Søren Skou at the inauguration of Lázaro Cárdenas port April 4, 2017. | |
| | (Aspectualisation: of property 1) It is Latin America’s first semi-automated port and a sign of A.P. Moller - Maersk’s commitment to Mexico. | |
| 2 | Text A (introduction) | Text B (Steps) |

| | | |
|----------|--|---|
| | <p>Career</p> <p>How to apply</p> <p>Finding the right job can be tough. We try to make the application process simple.</p> | <ol style="list-style-type: none"> 1. The first step in your application is very straightforward. 2. [...]Find a vacancy that suits your interests and qualifications. [...] 3. check out the stories of our people 4. [...]Apply online for the vacancy [...] 5. [...]Submit your application [...] |
| 3 | <p>Text A (Orientation)</p> <p>Maersk and IBM target one of trade's biggest barriers</p> <p>(Complication)</p> <p>The paperwork and processes vital to global trade are also one of its biggest burdens. Maersk is building the infrastructure needed to digitise this costly paper trail and a new partnership with IBM is an important step.</p> | <p>Text B (Actions)</p> <p>(Resolution)</p> <p>Maersk is building the infrastructure needed to digitise this costly paper trail and a new partnership with IBM is an important step.</p> <p>(Actions)</p> <p>In 2014, a team of Maersk IT specialists began following containers of avocados and roses from Kenya to the Netherlands. [...]</p> <p>Three years later and this work is the basis for the ongoing creation of what's initially being called a global trade digitisation solution that will move all administrative processes and transactions associated with one container shipment [...]</p> |
| 4 | <p>Text A (claim)</p> <p>We live safety</p> <p><u>Learn more about how we live safety</u></p> | <p>Text B (data)</p> <p>We want our employees and contractors to be out of harm's way at work, and their families to trust that we'll bring them home. And we want our customers and partners to be confident that we strive to keep lives and assets out of risk, no matter where they are. Every day we learn more, towards safer ways to operate.</p> |

In the above extract from the CHP, the web producer has fulfilled the communicative purpose of Links. In particular, the writer introduced a number of functional types of Links by providing the access to the website in a multifunctional manner. This approach helped to organize the components of the website in an understandable way.

The Table 2.11 indicates the specific *descriptive/explorative* link (1), which reveals the topic and the description of this topic. Specifically, the user was introduced with the topic called 'a small piece of Denmark in Mexico'. Furthermore, the description of the topic

continued in text A, which is explored further in text B. This type of link seems to be chosen because the topic could not be immediately understood; therefore, the web producer decided to provide the description at the first onset.

There is an example of the specific *descriptive/expository* link (2) that illustrates the transferring of the navigator to a text which describes the procedures that are realised by a number of steps (Askehave and Nielsen, 2005:37). Contrastively to the *descriptive/explorative* type, this functional type applies steps that transfer from text A to text B. This example of transfer illustrates how to apply for a job in series.

The next functional type, called the specific *narrative* text type, (3) was revealed with the application of such macro-propositions as complication and resolution. Specifically, text A is characterised by an initial situation, which is called orientation (ibid.). The event representing conflict takes place (complication) inside of the orientation which is followed by the resolution inside text B and following new series of acts.

The fourth type of function is represented by the *argumentative* type, which is indicated in terms of claim and data. Specifically, the slogan 'we live safety' could be considered as a *claim* proposition that is reformulated when transferring to text B. The particular *data* from text B represents the argument by stating in which way the safety is acquired:

1. We want our employees and contractors to be out of harm's way at work, and their families to trust that we'll bring them home.
2. And we want our customers and partners to be confident that we strive to keep lives and assets out of risk, no matter where they are. Every day we learn more, towards safer ways to operate.

These statements indicate that this is a trustful company that provides safety conditions at work because the company 'learns more towards safer ways to operate' every day. Subsequently, this argument of professional competence is viewed as a *warrant*, which serves as a component of the argumentative functional type.

To summarise and distinguish differences and similarities in the last part of the findings, it can be stated that the generic and specific links were present in all CHPs; however, the generic links were applied three times more than the specific links. This could be explained by the fact that generic links are aimed to indicate content structure of the website, and this may be viewed as one of the most vital features of the website. Phatic functions of generic and specific links are applied in CHPs in order to maintain contact with the user. The largest quantity of specific links is indicated within the *descriptive/explorative* functional type, reaching its communicative purpose in terms of providing information in a detailed and understandable way. Both generic and specific links could have been allocated to the

descriptive-explorative type because of their multifunctional meaning within particular contexts. The *narrative* and *dialogical* functional types are least applied in the CHPs. The negligence of the application of the following functional types may be caused by their non-trivial usage by the web writer. In order to fulfil the communicative purpose of the narrative or dialogical functional type, complex macro-sequences should be applied. It could be also stated that the particular results arose because there may be an opportunity to rephrase information for the use with other functional types.

After accomplishing the analysis of Moves and Links within reading and navigating mode of the CHPs, it could be stated that:

- The majority of the CHPs applied Move 7 (Establishing contact).
- The least used Move in the CHPs was Move 2 (Conclusions).
- All CHPs used Move 3, Move 4, and Move 5.
- The largest application of Links was indicated within generic links.
- The *descriptive/explorative* and *argumentative* functional types were the most frequently applied types of specific links.
- The *narrative* and *ideological* functional types were least applied in the CHPs.
- The communicative aim of the CHPs was achieved by applying the largest number of *descriptive/exploratory* links on the websites.
- Rhetorical strategies were realised with the combination of verbal and visual effects.
- Transitive verbs, imperative mood, idioms, and descriptive adjectives were explicitly used in CHPs.

It might be concluded that the communicative purpose of each corporate home page was successfully achieved. Overall, the web producers have followed the general structure of the CHPs. Furthermore, the generic links and at least one type of the specific links were present. The application of functional links in the CHPs contributed to the achievement of usual mediation within intertextuality. In particular, the following Links, such as the *descriptive/explorative*, *descriptive/expository*, *narrative*, *argumentative*, *explicative*, and *dialogical* functional links, helped web producers of the CHPs to provide successful overview of both the main menu and the preview of the contents of website. However, a larger number of applications of various specific links could have provided the user with a more volumetric view on the components of the website. It can be stated that the CHP that applies a maximum number of functional types would be probably selected by the user on the grounds of availability and interest.

Despite the fact that there were some cases of non-use of particular Moves and the limited quantity of functional types of Links applied, the CHPs have reached their communicative aims.

The final section of the research represents the main conclusions based on the provided analysis.

CONCLUSIONS

The goal of this research was to evaluate and compare the overall structure of the CHPs of multinational corporations available on the Internet by applying the Corporate Home Page Model proposed by Askehave and Nielsen (2005). The particular aim was achieved with the help of a theoretical study of the published literature as well as an empirical study using the genre analysis of the CHPs.

As a result of the literature review, it has been concluded that the genre can be defined as a multi-faceted concept that aims to achieve the communicative purposes which particular communicative events attempt to achieve.

The theoretical findings emphasize the importance of newly occurred digital genres by revealing the increasing significance of information technologies in modern society. It has been concluded that simultaneous application of generic creativity and integrity helps to develop the genre in the most effective manner. It has been also revealed that the genre of home page comprises a dual communicative function of presenting the initial information of the website in the most convenient way as well as attracting members of the target audience. The findings of the literature review also suggest that the CHPs have a common structure, as pointed out by Askehave and Nielsen (2005) in their CHP Model.

In order to conduct the genre analysis of the CHPs, and, subsequently, answer the research questions, a corpus of 30 randomly selected websites were selected.

Three research questions were set at the beginning of the empirical research. The first one concerned the Moves involved in the CHPs that helped to achieve their communicative aims. It can be concluded that all CHPs used Move 3, Move 4, and Move 5, and the majority of the CHPs applied Move 7. However, there was a lack of the application of Move 2 (**Greeting**) and Move 9 (**Promoting an external organisation**). The variation of Moves in the home pages was indicated in the following patterns: missing Moves, inconsistency of several Moves, as well as embedding the Moves applied. Thus, the inaccuracy and incoherence of Moves might lead to the complication of the perception of the texts allocated in the CHPs.

The second research question posed focused on the frequency of the use of types of Links in the CHPs, and the variation within their functional use. It can be summarised that the *descriptive-explorative* and *argumentative* types of specific links were most frequently applied. The *descriptive-explorative links* were aimed to provide further information of a particular topic, and the *argumentative* functional links were intended to confirm the data towards the specific claim.

The third research question dealt with the number of Moves and Links that were mostly applied in the CHPs. It was revealed that the Moves connected with **identifying the sender** (Move 3), **indicating content structure** (Move 4), and **detailing (selected) content** (Move 5) were applied mostly in the CHPs, whereas the largest number of Links was present within the *descriptive/exploratory* links.

Thus, the study has revealed that despite the fact that the CHPs varied in the form of structure, the application of verbal and visual effects, and the use of Moves and Links, they have still achieved their communicative aims.

It can be concluded that the web genre may be viewed as a challenge to the traditional genre. These challenges appear because of the introduction of the new media, in which a specific discourse community was created. Therefore, some modifications to the novel genre need to be applied.

Further research is required in investigating the reasons why the general structure of the CHPs was not applied in all samples, as well as to analyse whether it is necessary to apply a larger number of types of specific links. In particular, further investigation needs to be carried out in order to determine whether it is obligatory to use the function of greeting and promoting external organisations in worldwide known companies, as well as in explaining reasons for avoiding such functional types as the narrative and ideological links in the CHPs.

Moreover, it can be suggested that the web genre model is upgraded with a Move in the reading mode since, in the major part of the analysed CHPs, the sitemap section was identified. The sitemap was located in the footer and performed a function of providing the user with a clear overview of the sections of the site in a structural manner. Thus, the CHP Model developed by Askehave and Nielsen (2005) can be upgraded with Move 10 Identifying a sitemap.

Subsequently, with the application of Move 10 Identifying a sitemap, a more thorough genre analysis can be performed.

THESES

1. Genre can be defined as a multi-faceted concept that aims to achieve the communicative purposes which particular communicative events attempt to achieve.
2. Genre analysis based on the English for the Specific Purposes and Systemic-Functional Linguistics approaches is relevant for the investigation of corporate home pages, as focus of these approaches is put on achieving communicative aims within the particular communicative event at a macro-level, as well as on rhetorical purposes by investigating smaller units at a micro-level.
3. The corporate home page is a type of the web genre which has several purposes, in particular, to create a positive image of the company, to introduce and offer products and services, to strengthen the relation with the potential consumer, and to ask and give information about the page itself.
4. Combining the reading and navigating modes of the Corporate Home Page Model proposed by Askehave and Nielsen (2005) is a successful way how to analyse corporate home pages.
5. The Corporate Home Page Model (Askehave and Nielsen, 2005) consists of Moves, Links, and Rhetorical Strategies. Moves are applied to achieve a communicative aim within a specific discourse community; Links are used in order to provide access to the website, and Rhetorical Strategies are aimed to investigate the lexico-grammatical choices of genres.
6. In structuring corporate home pages, there is a tendency to avoid the welcoming function because of the recognisability of the corporations as well as the promotion function of external organisations because of the lack of company's desire to promote other services and products.
7. Generic links are frequently applied in corporate home pages because of their function, namely, the descriptive-explorative function, which forms the communicative purpose of corporate home pages by indicating the content structure.
8. The corporate home page that applies a maximum number of functional Links would be probably selected by the user due to its availability and interest.
9. Upgrading the Corporate Home Page Model (Askehave and Nielsen, 2005) with Move
10 Identifying a sitemap can provide a more thorough genre analysis of corporate home pages.
10. Phatic functions realised by generic and specific links are used so as to establish contact with the user of the corporate home page.

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APPENDIX 1. THE CORPORATE HOME PAGES OF MULTINATIONAL CORPORATIONS


A1. <http://bp.com>

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Our commitment to building a stronger, more sustainable energy future is matched by our commitment to the people who will make it a reality

46

production. Our Downstream segment is focused on the refining and marketing of fuels, lubricants and petrochemicals

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Bob Dudley, group chief executive

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[> Our strategy](#)

We are evolving our strategy – allowing us to be competitive in a time when prices, policy, technology and customer preferences are changing.



[> BP Energy Outlook - 2017 edition](#)

The global energy landscape is changing and the energy mix is shifting. More than ever, our industry needs to adapt to meet those changing energy needs

Press releases

6 April 2017

[▶ BP publishes Annual Report for 2016](#)

6 April 2017

[▶ BP files Annual Report on Form 20-F for 2016](#)

3 April 2017

[▶ BP and DuPont joint venture, Butamax®, announces next step in commercialization of bio-isobutanol with acquisition of ethanol facility in Kansas](#)

[Full press release listing >](#)

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| ▶ Statistical Review 2016 (pdf 6.7 MB) | ▶ United States | ▶ Careers at BP |
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| ▶ Annual Report and 20-F 2016 (pdf 9.8 MB) | ▶ India | ▶ Contact information |
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"We have verifiable successes"

Artificial intelligence is currently one of those topics generating a lot of hype. In our interview, Michael May of Corporate Technology makes it clear why Siemens certainly hold its own with Google.

Apr 05, 2017

Siemens propulsion system sets new records

Two new speed records were set by the 330LE aerobatic plane. The electric aircraft reached a top speed of...

Apr 04, 2017

Spider Workers

Large spiders have been spotted in labs at Siemens Corporate Technology's Princeton campus. So far no one has sounded an alarm; and for good reason ...

Mar 30, 2017

The fine art of tailoring materials

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UK Biobank, GSK and Regeneron announce largest gene sequencing initiative

29 March 2017

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We want to help people do more, feel better, live longer.

Today there are still millions of people without access to basic healthcare, thousands of diseases without adequate treatments and millions more people who suffer from everyday ailments. At GSK we want to change this.

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3D remodelled DNA helix structure

Press releases

- 11 April 2017

GSK makes change to financial reporting framework [>](#)
- 31 March 2017

GSK starts phase III study with mepolizumab in patients with severe hypereosinophilic syndrome [>](#)
- 29 March 2017

GSK announces new scholarships to recognise retiring CEO Sir Andrew Witty's contribution to global health [>](#)

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How can we prepare for future diseases? Our chief vaccines scientist shares his thoughts: [gsk.to/2evxnKX...](#)

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Shell launches first LNG Outlook

China and India are two of the world's fastest growing buyers of liquefied natural gas (LNG) with the total number of importing countries now at 35, according to Shell's first LNG Outlook.



Where technology meets humanity

The South by Southwest festival in the USA brings together musicians, artists and entrepreneurs. Why is Shell there?

LATEST NEWS

Advance notice of 1st quarter 2017 results and 1st quarter 2017 interim dividend announcement

Apr 5, 2017

Shell announces the conditional sale of its LPG business in Hong Kong and Macau to DCC Energy

Apr 5, 2017

Shell opens new technology centre in Bangalore

Mar 31, 2017

Shell divests Gabon onshore interests

March 24, 2017

Inspiring the next generation of female engineers

Katie Clasen is an Operations Support Engineer in California, USA. A commitment to community and innovation were among the values that inspired her to join Shell. "My voice is now part of the global conversation about how to address future energy needs in a sustainable way".

[Read Katie's story](#)



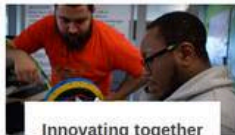
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A5. <http://auger.co.uk>





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A bit about us



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Drainage



Subsidence



Water Mains





What people are saying



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A7. http://sap.com

The image shows a screenshot of the SAP.com United States homepage. At the top, there is a navigation bar with the SAP logo and menu items: Solutions, Support, Training, Community, Developer, Partner, and About. A search icon, a user profile icon, and a flag icon are also present. Below the navigation bar is a large hero section with a background image of a woman in a white shirt looking at a tablet in a retail store. The text in this section reads: "SAP Hybris a leader in B2B and B2C commerce". There are two links: "Download Forrester B2B report" and "Download Forrester B2C report". A "Contact Us" button is in the top right corner. Below this is a dark grey section with the headline "Make every minute count" in yellow. The text below says: "Customize your own agenda – and get the most out of SAPPHERE NOW + ASUG Annual Conference, May 16–18." and a button "Here's the Session Catalog". The bottom section features a blue background with a close-up of an NHL puck. The headline is "It's the fastest game on earth" and the text says: "Now fans can keep up. NHL® and SAP turn 100 years of stats into interactive data that brings the game to life." with a button "Read this NHL success story" and a "© NHL" copyright notice. At the very bottom, a laptop screen shows a data visualization with a map of Europe and a bar chart, with the text "Let us refresh" overlaid.

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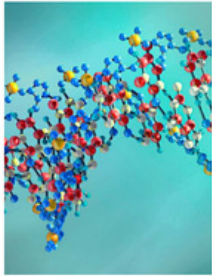
A8. <http://bayer.com>

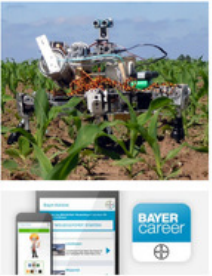
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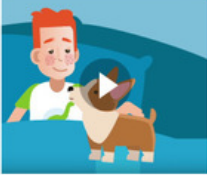
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Study with more than 3,000 patients investigated rivaroxaban 10 mg and 20 mg once daily versus aspirin 100 mg once daily / Both rivaroxaban treatment arms were superior in preventing recurrent venous thromboembolism while showing comparable and very low rates of major bleeding versus aspirin / Risk of recurrent thrombosis is up to 10% in the first year if anticoagulation therapy is stopped / Data were presented in a late-breaking clinical trial session at ACC.17 and published simultaneously in The New England Journal of Medicine [more](#) >

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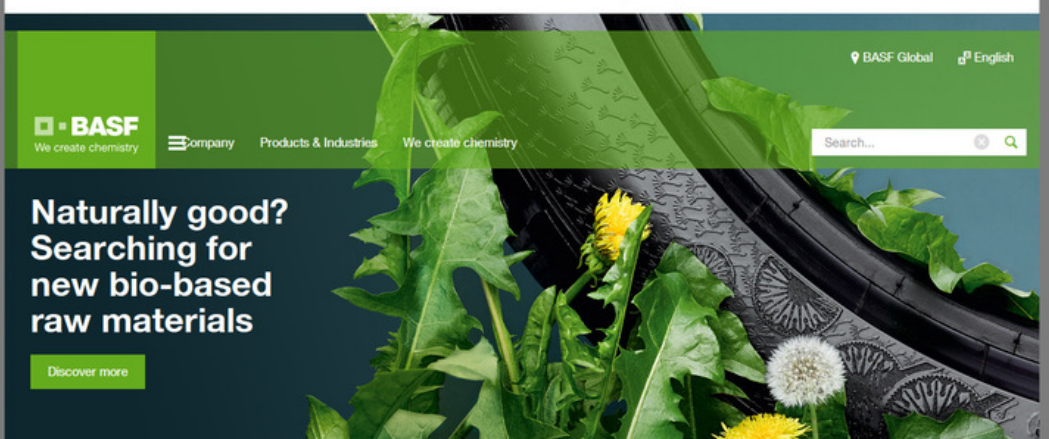
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EBIT before special items 2016:
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▶ Investor Relations



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Our Annual Report 2016 is available to download or view online.

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Our 2017 Annual General Meeting will be held in London on 26 April at 11.30am (BST).

Reynolds American Inc.

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British American Tobacco has announced an agreement to acquire Reynolds American Inc.

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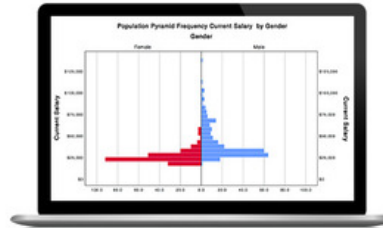
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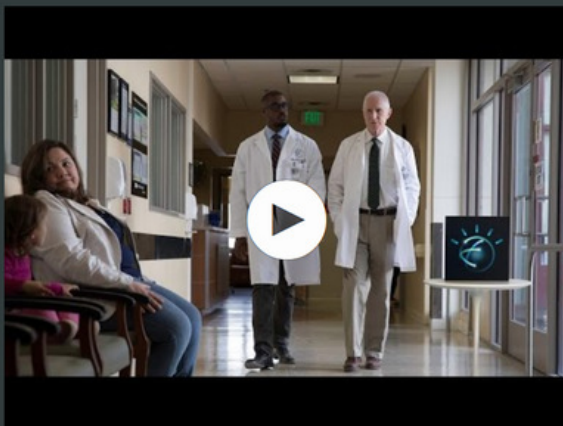
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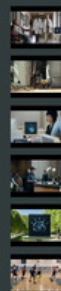
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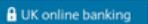
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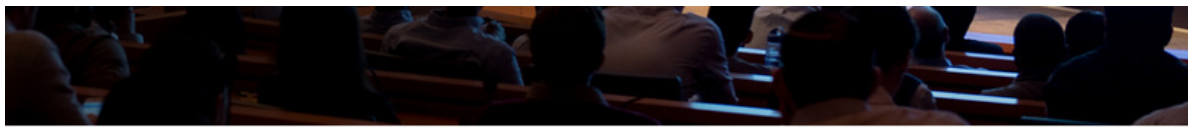
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NBA Hall of Famer and two-time Olympic champion David Robinson shares how his time in the US Naval Academy and career with the San Antonio Spurs shaped his views on leadership and being part of a team.

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The Goldman Sachs Group, Inc. plans to announce its first quarter 2017 financial results on April 18th, 2017.

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Tim Moe of Goldman Sachs Research explains why he sees Chinese equities as poised to outperform on the latest episode of our podcast, *Exchanges at Goldman Sachs*. [Listen Now](#)



Article 50 and the Next Phase of Brexit

Huw Pill of Goldman Sachs Research explains why the two-year Brexit negotiations between the UK and the EU will likely mean continued uncertainty for market participants. [Watch Video](#)



Chinese Corporations: Navigating Economic Headwinds

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Good Leadership in a World of Technological Change

We asked some of the attendees at the 2017 Goldman Sachs Technology & Internet Conference held in San Francisco about the secret to good leadership in a world of rapid technological change. [Watch Video](#)



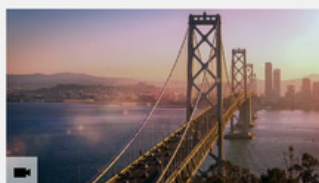
The Drivers of Europe's Technology Scene

Europe's technology sector has made "a lot of progress" in the last five years, says Cliff Marriott of the Technology, Media and Telecom group in Goldman Sachs' Investment Banking Division, evidenced by the increasing number of unicorns – private companies valued at over one billion dollars – in the European tech scene, the homecoming of the continent's top talent and the high number of successful IPOs of European companies. [Watch Video](#)



Dr. Ellen Chesler: Toward Work-Life Balance - Feminism's Next Wave?

Dr. Ellen Chesler, a senior fellow at the Roosevelt Institute, discusses the historical struggle for gender equality and argues for the next wave of feminism to focus on enabling work and family balance during this *Talks at GS* session. [Watch Video](#)



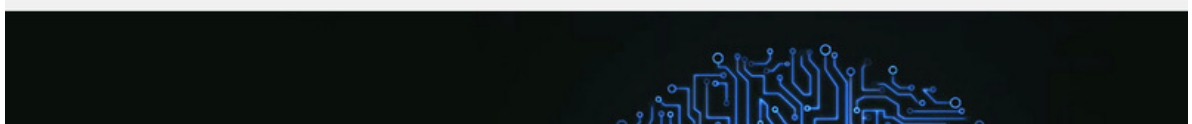
Tech IPOs Pick Up The Pace

David Ludwig of Goldman Sachs' Investment Banking Division explains that increasing investor confidence and investor willingness to pay more for growth companies have been key drivers behind an attractive tech IPO pipeline for 2017. [Watch Video](#)



Narrowing the Jobs Gap

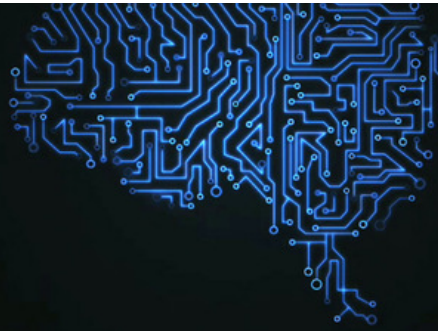
A report from the Goldman Sachs Global Markets Institute explores public policies that could help workers displaced by technology move into industries with better long-term economic prospects. And on our podcast, lead authors Steve Strongin and Sandra Lawson offer commentary and analysis. [Learn More](#)



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


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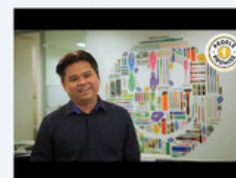
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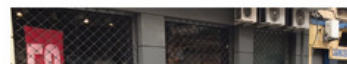
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UPM to strengthen its improved newsprint offering: Production of UPM Brite family expands into Austria

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UPM Raflatac partners wine industry leaders on sustainability at Vinitaly 2017

UPM Raflatac is partnering with leading Italian wine producer Cielo e Terra and the world's largest natural cork supplier, Amorim Cork, to promote sustainability in the wine industry at the 'Freschello for Forests' event at Vinitaly 2017. Vinitaly 1...

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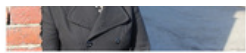



UPM story describes our strategy and transformation process, how we at UPM ensure growth and sustainable value creation.

The story outlines our short and medium term strategic actions and the value our businesses create throughout the value chain. Responsibility is an integral part of our daily work at UPM and we see it also as good business. UPM story rounds-off with financial targets and UPM's value proposition to investors

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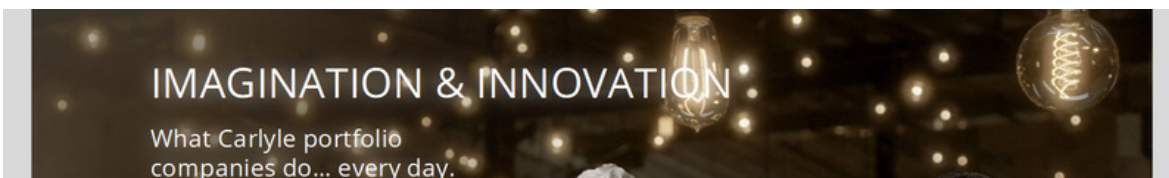
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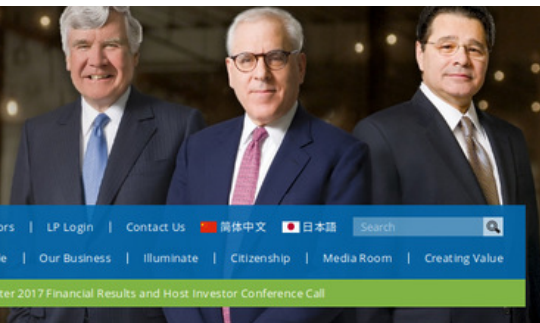
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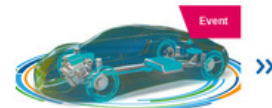
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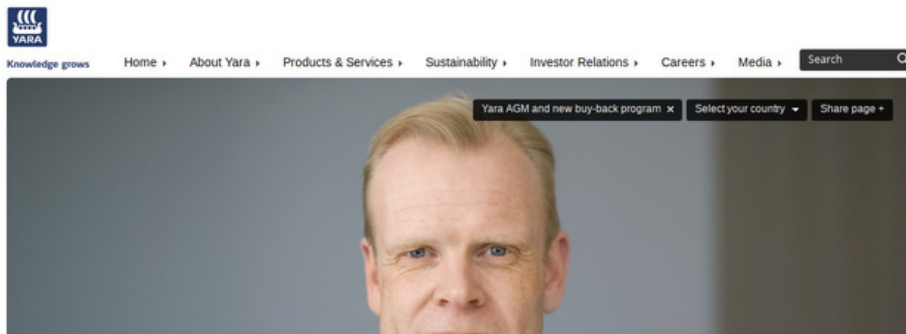
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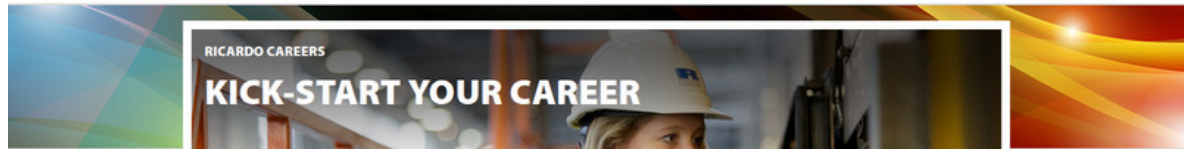
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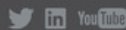
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Yamaha to Establish a Subsidiary and a New Plant in Indonesia and Build a New Plant in India

February 3, 2017
Outline of the Consolidated Financial Results through the Third Quarter (Nine Months) of the Fiscal Year Ending March 31, 2017 (FY2017.3) and Outlook for Consolidated Performance for the Full Fiscal Year



January 23, 2017
Yamaha Named among the Top 100 Global Innovators for 2016

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DIS as of 04:03PM EDT PRICING DELAYED BY 15MIN \$113.20 ↑ 0.16 (0.14%) [VIEW STOCK DETAILS](#)

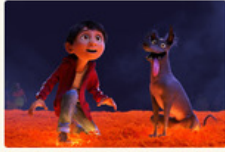
RECENT NEWS

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APRIL 6, 2017

Nine Disney Legends to be Honored During D23 Expo 2017



MARCH 29, 2017

Disney•Pixar's 'Coco' presents 'Dante's Lunch—A Sh...



APRIL 10, 2017

Marvel Studios' 'Thor: Ragnarok'—New Teaser Released



MARCH 27, 2017

Disney Celebrates Five Years of 'Heroes Work Here'



MARCH 23, 2017

The Walt Disney Company Board of Directors Extends Robert A. Iger's Contra...



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The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world.

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PURSuing GROWTH, BUILDING VALUE

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HILLENBRAND

A global diversified industrial company

2016 ANNUAL REPORT

HILLENBRAND



HILLENBRAND ANNUAL REPORT 2016

In just eight years, Hillenbrand has transformed from a North American death care business to a global diversified industrial company, and we are not done yet. Our vision is to become world class.

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A STORY OF GROWTH

Hillenbrand became a publicly traded company in 2008. At the time, Hillenbrand owned one company. Today, we own six companies and have a presence in more than 40 countries.

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ONE CAMPAIGN

Hillenbrand recently launched the One Campaign, a community engagement initiative involving associate volunteerism, an educational awareness campaign and a significant corporate gift.

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RECENT NEWS



Hillenbrand Announces Partnerships for 2017 Community Engagement Initiative

BATESVILLE, Ind., April 12, 2017 /PRNewswire/ -- Hillenbrand, Inc., along with one of its operating companies, Batesville Casket Company, announced plans for their second annual One Campaign.



Business visionary: Joe Raver

Talk about a growth spurt: Between 2008, when Hillenbrand Inc., headquartered in Batesville, became a publicly-traded company, and 2016, its businesses have grown from one to six and from \$650 million to \$1.6 billion.



Batesville Casket Company to open health center in Manchester

At a ground breaking ceremony held Friday, March 3, Batesville Casket Company in Manchester announced it, along with its parent company, Hillenbrand Inc., would soon be opening a new health and wellness center.

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HILLENBRAND HEADQUARTERS

1 Batesville Blvd
Batesville, IN 47006





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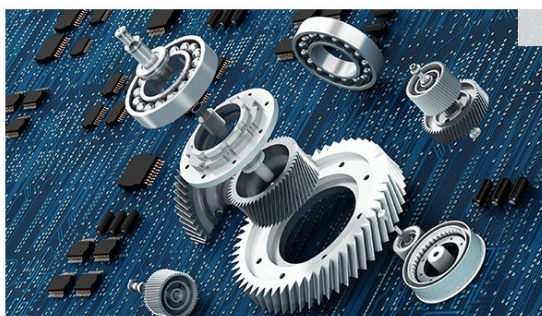
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OPERATIONS MANAGEMENT EXECUTIVE EVENT

Executive Roundtable: Future of Operations

Exploiting the potential of new technology and Industry 4.0

The nature of operations was in the past decades due to a constant change and is gaining currently more speed than ever. The involvement of Industry 4.0 and the high scale availability of new technologies such as augmented reality devices and blockchain payments is triggering the accelerated change in industrial value chains. [...]



PRISM ISSUE 2/2016

Brand Purpose – The new strategic imperative

No one can be in any doubt that the role of the customer has changed significantly with the advent of digitalization. In the next few years something like 65% of the global population are expected to be connected to the internet through mobile. In this issue of Arthur D. Little Prism we focus especially on the role of the customer [...]



ENERGY & UTILITIES JANUARY 2017

Digital future of electrical networks

Digital transformation is one of the most important changes the utilities industry faces these days. This transformation is not limited to changing how companies interact with their clients, but also impacts the way they operate internally, as well as where and how value is created. [...]



TIME JANUARY 2017

Telecom retail & consumer protection

Telecom players dedicate significant resources to complying with retail & consumer protection (RCP) regulation, having created complex horizontal processes and tools spanning several departments. Despite this, the complexity of the subject and the continuous flow of new rules often translate into unwise actions (eventually punished by regulatory institutions). [...]



TIME JANUARY 2017

Future Telco Production Model

NFV and SDN technologies are emerging as enablers of new flexible production architectures that will drive major innovation and operational efficiencies for carriers. [...]



TIME JANUARY 2017

Race to Gigabit Fiber

Fiber investments have become more common now than at any point in the past. The number of countries with more than 95% fiber coverage has increased from just one (in 2012) to seven (in 2016). [...]

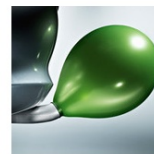
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- [VIEWPOINTS OM - Future of procurement - File replacement](#)
- [VIEWPOINTS TIME - Power to low-power](#)
- [VIEWPOINTS ENUT - Upload - What is next for petroleum downstream?](#)

FEATURED CASE STUDIES



AUTOMOTIVE Development of a CO2 strategy for worldwide leading automotive OEM



ENERGY & UTILITIES The energy industry – under pressure to change



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STRATEGY & ORGANIZATION Setting up a global growth strategy



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We are a global management consultancy specializing in strategy and operations management, serving major corporations and organizations worldwide. We are recognized as leaders in linking strategy, technology and innovation to deliver sustainable solutions that address our clients' most complex business challenges. [...]

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Arthur D. Little - redefining innovation

Discover the firm's brilliant history

For 125 years, the Arthur D. Little name has been synonymous with technological ingenuity and innovative thinking. Arthur D. Little's management consulting services were not only sought after by corporations but also by state and federal agencies and governments worldwide. Ever since our work focused on a host of services to help our clients. [...]

TIM SERVICES



Why innovation matters more than ever

Releasing the power of innovation

Harnessing the power of innovation to protect and create business value is critical for companies as the global competitive landscape evolves into a new order - especially in the current environment. Arthur D. Little helps companies get a grip on the most pressing issues and redefine the way they do business through innovation. [...]

CAREER



Extraordinary opportunities

Working with Arthur D. Little

In today's rapidly changing global economy, individual organizations and whole industries have to re-evaluate, reorganize and reinvent themselves. For those that are smart enough to not just keep up but lead the way, the opportunities are extraordinary. Find out what opportunities Arthur D. Little offers talented people and join our network of excellence. [...]

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125 years of thought leadership

Find out what's hot in publications

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ALUMNI

The alumni club - A network of excellence

Arthur D. Little's alumni

People who work for Arthur D. Little are exceptional. Even when they have left, a strong bond with company and colleagues remains. The Alumni Club is one of the enduring benefits of a career with Arthur D. Little. It currently connects over 3,000 alumni, working in virtually every business sector in more than 50 countries. [...]

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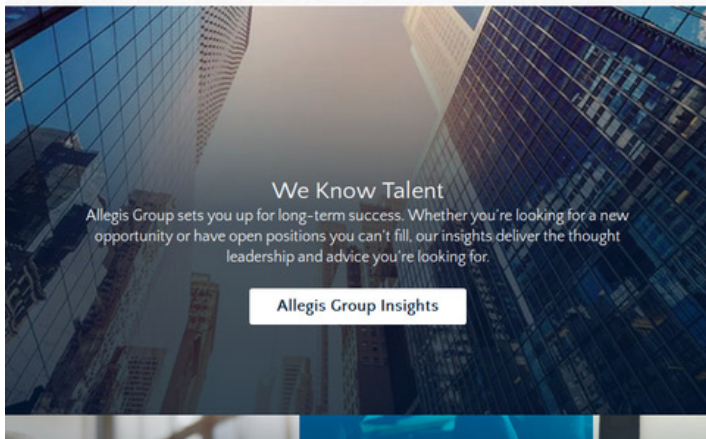
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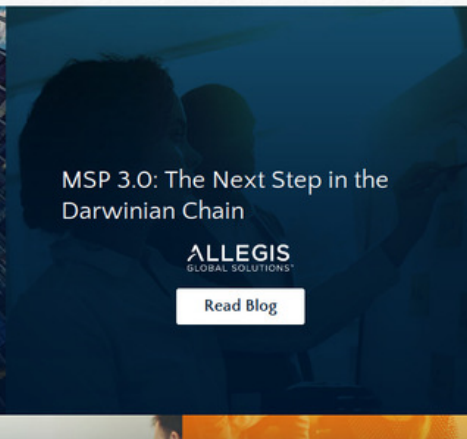
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8,000

OPEN JOB OPPORTUNITIES

11,000

CONTRACT EMPLOYEES PLACED WEEKLY

500

LOCATIONS WORLDWIDE

8,000,000

PAYCHEQUES PROCESSED ANNUALLY

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Singapore

Singapore

United States

United States

Multiple Perspectives. One Approach.*

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| | Name | Generic links total | Specific links total | Total links |
|--------------|--------------------------|------------------------|-------------------------|----------------|
| A1 | bp.com | 35 | 10 | 45 |
| A2 | siemens.com | 38 | 8 | 46 |
| A3 | gsk.com | 24 | 12 | 36 |
| A4 | shell.com | 35 | 10 | 45 |
| A5 | auger.co.uk | 18 | 2 | 20 |
| A6 | starbucks.com | 41 | 7 | 48 |
| A7 | sap.com | 15 | 9 | 24 |
| A8 | bayer.com | 104 | 4 | 108 |
| A9 | basf.com | 21 | 13 | 34 |
| A10 | maersk.com | 25 | 9 | 34 |
| A11 | bat.com | 15 | 11 | 26 |
| A12 | nordea.com | 33 | 5 | 38 |
| A13 | ibm.com | 28 | 30 | 58 |
| A14 | home.barclays | 38 | 13 | 51 |
| A15 | goldmansach.com | 49 | 20 | 69 |
| A16 | bicworld.com | 51 | 3 | 54 |
| A17 | upm.com | 45 | 14 | 59 |
| A18 | carlyle.com | 59 | 10 | 69 |
| A19 | avl.com | 16 | 26 | 42 |
| A20 | arm.com | 18 | 7 | 25 |
| A21 | yara.com | 76 | 7 | 83 |
| A22 | q-cells.com | 11 | 9 | 20 |
| A23 | ricardo.com | 47 | 2 | 49 |
| A24 | slrconsulting.com | 23 | 9 | 32 |
| A25 | yamaha.com | 33 | 10 | 43 |
| A26 | thewaltdisneycompany.com | 13 | 10 | 23 |
| A27 | hillenbrand.com | 8 | 6 | 14 |
| A28 | adlittle.com | 49 | 19 | 68 |
| A29 | allegisgroup.com | 13 | 18 | 31 |
| A30 | thecapitalgroup.com | 35 | 6 | 41 |
| Total | | 1016 | 319 | 1335 |

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