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MULTILINGUAL COMMUNICATION AT ALBANY INTERNATIONAL

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Multilingual Communication at Albany International

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Unlike a work of literature, translation finds itself not in the center of the language forest but on the outside facing the wooded ridge; it calls into it without entering, aiming at the single spot where the echo is able to give, in its own language, the reverberation of the work in the alien alone.

(Benjamin, W., 1923)
Translated by Harry Zohn

RESUMO

Línguas estrangeiras e tradução estão presentes em Corporações Multinacionais (MNCs). Este estudo de caso investiga o tratamento dado às línguas e à tradução na subsidiária da Albany International no Brasil. Esta MNC iniciou suas operações em 1895 em Albany, Nova Iorque – EUA para fornecer feltros para máquinas de papel e expandiu-se mundialmente. A primeira parte do estudo visa descobrir como aconteceu/vem acontecendo a expansão global da empresa, datas de acontecimentos relevantes, o quanto ela é multilíngue e multicultural e qual o papel das línguas e da tradução neste processo. Estas questões iniciais levaram a detalhes de como a subsidiária brasileira trata o problema das línguas em seus atuais processos e interações. Foram consideradas as perspectivas e regras da empresa, as percepções dos funcionários, a análise professional das práticas de traduções e línguas, além de fatores históricos e o papel da internet na comunicação multilíngue. A pesquisa utilizou-se de materiais fornecidos pela empresa, entrevistas com líderes de Marketing, Recursos Humanos e Tecnologias da Informação e entrevistas com vinte funcionários (as) envolvidos com a comunicação internacional de todas as áreas funcionais. O estudo revelou uma equipe multilíngue em uma MNC que exige falantes de Inglês (*lingua franca*) e Espanhol em múltiplas áreas e encontros frequentes. A tradução é necessária com frequência e abrange vários documentos que impactam na qualidade do trabalho. Não há política de línguas documentada, mas há uma série de práticas como aulas de Inglês e tradutor na empresa, além de recursos externos para resolver o problema.

Palavras-chave: Diacronia da Corporação Multinacional - Multilinguismo - Política de Línguas - Inglês *Lingua Franca* - Práticas de Tradução.

ABSTRACT

Foreign languages and translation are present in Multinational Corporations (MNCs). This case study investigates how languages and translation are handled at Albany International´s subsidiary in Brazil. This MNC started its operations in 1895 in Albany, New York – USA to provide felts for paper machines and expanded globally. The first part of the study was intended to figure out how the company´s global expansion took/has taken place, when relevant events happened, the extent of its multilingual and multicultural status and the role of languages and translation in this process. These initial broad questions were narrowed down to how the Brazilian subsidiary has been dealing with the problem of languages in its contemporary processes and interactions. The latter considered the company´s perspectives and rules, the employees´ perceptions, and the professional analyses of translation and language practices, in addition to historical factors and the role of the internet in the multilingual communication. The research used company-provided materials, interviews with Marketing, Human Resources and Information Technologies leaders and interviews with twenty employees involved in cross-border communication in all functional areas. The study revealed a multilingual staff in a MNC that requires employees to speak English (*lingua franca*) and Spanish in multiple areas and frequent encounters. Translation is frequently needed and entails a wide range of documents that impacts on work quality. The company does not have a documented language policy, but a set of practices including in-company language classes and translation, in addition to external resources to respond to the problem.

Keywords: Multinational Corporation Diachrony - Multilingualism - Language Policy - English Lingua Franca - Translation Practices.

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LIST OF ABBREVIATIONS

AI: Albany International
AI-Book: Albany International: The First One Hundred Years
AI-I: Albany International – Indaial
AI-I-HR: Albany International Indaial – Human Resources Department
MNC: Multinational Corporation
HR: Human Resources Department
IndaBlu: AI Newsletter Indablu, Indaial and Blumenau
IT: Information Technologies Department
TS: Translation Studies
B2B: Business to Business
F2F: Face-to-face
FL: Foreign Language
EFL: English as a Foreign Language
CSR: Customer Service Representative
JD: Job Description
MKT: Marketing
R&D: Research and Development

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1 INTRODUCTION

It is for professional reasons that I was attracted to academic insights into language issues. Since this is my daily world. And even outside this company, I realize almost every day how language and languages are part of our daily problems. When entering university and – in my case – the translation area, which keeps telling us how young it is, I felt amazed by the confrontation between different worlds and also different words. The real surprise is that universities seem to have just started discovering multilingualism and translation issues. It did not surprise me much when within Albany International the first hesitation seemed to be what exactly to call our problems, the ones I try to solve in the dissertation: are they "language problems"? Or "translation matters"? When looking for partners within PGET, I may already have decided to call them part of "translation". But within our academic institute, where "language" is supposed to be in the hands and the brains of real experts, there is no doubt about the lack of research and hence the lack of experience in the area of business and language(s).

This is why PGET has recently organized a special session on languages and business; an indication that the problem has started to gain visibility in the academia.

And I have been told by representatives of the academic world, not by friends in business, that the new world of language(s) in Globalization still has to be discovered. Still one of the new academic disciplines where such statements have chances to be the start of new work and new insights.

But the consequence is that the road is not simple for someone who, like me, wants to learn about language(s) in everyday life.

Looking for good examples of such work, as most students can do in their particular area of interest is not really simple/efficient.

The difficulty is not that businesses have not made any efforts in this area. They actually have to find ways to respond to foreign language demands in their daily interactions and processes.

And universities may be criticized for not really investing efforts and/or money in such activities. Business schools may have done quite a bit, but there is still a lot to learn. And even the new discipline of Translation Studies is putting its priorities in very different kinds of communication and text production.

Hence I was glad to find a few scholarly paper exploring language policy and translation problems in MNCs in Europe, which served as basis to the initial questions. This is why I devoted quite some (too much?) work on the archives. How to jump from the past into the contemporary world of everyday discourse was a real challenge. And while even for the everyday situation one needs documents or data, having access to them within a given company is not simple task. One can notice that students coming from disciplines like economics or organization or administration departments would be in a more comfortable situation than a so-called philologist.

Well, I can say that trying and exploring takes some time. And we cannot be sure that we have selected the best way since we had no opportunity to try out many ways. But I hope the reader will feel and appreciate this new apprenticeship, which we still have to open our eyes for since there is not (yet) really a long expertise.

1.1 CONTEXT OF INVESTIGATION

This study is the result of questions and assumptions raised by the author on the approach to multilingualism and translation at Albany International, a Multinational Corporation (MNC). Initially called Albany felt Company, it was established in 1895 in Albany, New York – United States, an English-speaking country.

Figure 1: Albany Felt Company 1920´s

Source: AI-Book (1995).

Reflecting its presence in many countries around the globe, the company changed its name to Albany International in 1969 and reached Brazil in 1975. The Brazilian plant was built in Blumenau, Santa Catarina, but due to severe floods in the early 1980´s the company´s management decided to build new facilities in the neighboring town of Indaial; just a few miles west on the same highway, but in a flood-free area. The first plant was later sold and nowadays it is a local university campus, adapted into classrooms, libraries, etc. With such a background, the key questions raised were:

(i)   The extent of the organization´s international status;
(ii)   How this global expansion took/has taken place;
(iii)   How the company has dealt with the problem of languages and translation in its communication processes and evolution to the contemporary status.

One of the reasons for this to be an interesting issue is that this MNC happens to have a long history; it was and is established in a country and society that have always been linked with the so-called Globalization movement. Along its history, it has had many relationships with partners from cultures and countries that have a complex attitude towards English, the *lingua franca* that has always been the main (exclusive?) language of the company. Since English might be an issue in such circumstances, even within American companies, interesting symptoms of change are expected to be found - maybe even explicitly new strategies. In simple words, lingua franca can be understood herein as the language for cross-border communication. This definition can be extended to English as a Lingua Franca (EFL), which is used in this study and wisely defined in the following:

> In sum, EFL appears to be neither a restricted language for special purposes, nor a pidgin, nor an interlanguage, but one of a repertoire of different communicative instruments an individual has at his/her disposal, a useful and versatile tool, a language for communication (HOUSE, 2003, p. 4).

Academically, the role and importance of translation in many instances of society and cultures has been scientifically recognized and studied. In order to establish firm links between the different branches of translation studies, Lambert and Van Gorp (1985, p. 1) said "we shall

present a comprehensive methodological framework of our own, which will enable us to study various aspects of translation within the context of a general and flexible translation theory". That hypothetical scheme was based on the relations between author, text and reader within the source and target cultures/systems.

In response to the need to study language(s) translation phenomena in areas other than literature, Piekkari (2013) studied how language diversity was dealt with in a multinational Nordic bank.

> In a multilingual world, translation is an ever-present reality for those involved in international business and sport, foreign affairs, and inter-government agency cooperation. […] Surprisingly, while there has been a recent upsurge of research on the role of language issues in international business and management studies, translation has received limited specific focus (Piekkari 2013, p.1 & 2).

That is an indication of a rise in academic awareness of the problem of languages and translation in business settings, at least in Europe. It also leads into the search for a framework to enable comparisons between language diversity and translation practices in European MNCs and those of a North-American B2B[1] manufacturing MNC´s plant[2] and office in Brazil. The impact of such relations on the overall business activities was also taken into consideration in multiple communication levels.

One of the initial questions, if not the crucial one, is and will be how given MNCs plan their communication with internal and external partners on all levels within the various societies and countries involved: their environment cannot simply be monolingual, not even in our contemporary world. It would be naïve to assume that MNCs rely solely on translation for all their cross-border communications. That leads to the question of multilingualism in such environments. Multinational companies also have language problems that may not be dealt with by means of translation. The need for foreign languages (FL) is then defined herein as a problem since FL skills are usually not (sufficiently) taught as

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[1] B2B stands for Business-to-Business and refers to trading between companies, rather than to consumers or end users.

[2] Plant is used here to refer to a manufacturing facility, as the research found that term is widely used in this MNC.

part of business, engineering and/or technical curricular courses, even though these skills are require in MNC settings. The lack of FL competences cause MNCs and professionals to seek for ways to respond to that need.

As Fredriksson, Rasmussen and Piekkari (2006, p. 3) revealed in their research to problematize the notion of common corporate languages in manufacturing MNC units in Germany and Finland "the MNC provides a rich context for the study of language issues, being characterized by substantial heterogeneity and complexity. This may highlight aspects of common corporate language(s) that might pass unnoticed in the non-MNC context".

That fact has raised the question of how a Brazilian branch of a North-American MNC has dealt with the problem of languages in Brazil. The existence of a written or unwritten language policy was also an object of investigation. The diversity of languages in use in this MNC and the purpose they serve in the company, as well as in the local community or family settings were also questions that helped build a map of languages in use within the company´s premises, at home and other interactions.

In order to figure that out, the empirical research also entailed interviews with staff in multiple areas for a synchronic analysis of the approach to languages and translation. The author first asked the local Human Resources Manager for the total number of employees in the Brazilian plant and office, as well as the number of employees who were required to deliver some level of language competence. The company has 310 employees, all native speakers of Brazilian Portuguese, among whom 70 were required to communicate in English (corporate language), as per their job descriptions. This implies that whatever the official language policy may be, the MNC cannot be envisaged as a strictly monolingual community.

Based on those figures, 20 employees out of that group of 70 were invited to complete a survey (Appendix 1) on language and translation practices for the purpose of this study. The author defined 20 as a sample large enough to include people from areas such as Marketing, Human Resources, Customer Service, Accounting, Engineering, Process, Manufacturing, Planning, Laboratory, Information Technologies and Safety to avoid bias and ensure representativeness (WILLIAMS; CHESTERMANN, 2002, p. 97) The survey was meant to assess the importance, origin and use of English as a corporate language, as well as the employees´ awareness of the language policies and how they affected their performance and perspectives at work.

Figure 2: Survey sample
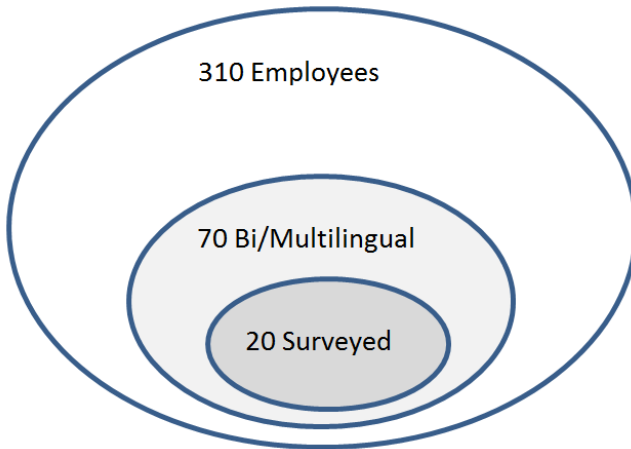
Source: Albany International - Indaial (2013).

The survey form asked for some demographic data, such as age, years in the company and job title followed by a set of questions on language practices and policies and a set of questions on translation.

Although the survey was presented in English, respondents could choose to answer in English or Portuguese, as they pleased. The vast majority of the respondents chose to complete it in the presence of the author, while very few chose to take it with them and return it later. Witnessing the completion of the survey allowed for observation of employees' behavior and their surprise at questions such as the one about language policy. The need for a definition of language policy was then made evident; would it be a written set of guidelines regarding (foreign) language use or a set of accepted (foreign) language practices?

The synchronic observation and study of translation and language practices in this MNC required an investigation of its history. A diachronic study was then conducted in an attempt to find the company´s origins, evolution over time and any evidence of how the question of languages and translation had been handled in different moments of its history. What kinds of changes have happened in the company´s language policy since it was first set up, when they happened and what drove them were the underlying questions. Another key question here was since when and how this MNC has actually been international.

The diachronic study of the MNC relied mostly on facts that the company itself made public in the book *Albany International: The First One Hundred Years* (1995), released to celebrate the corporation´s one hundredth anniversary. In contemporary research on language and communication, such tools would be called (theoretical) metatexts on behalf of the environment under observation. It would be symptomatic in case – and how - any attention would be devoted to language issues.

Newsletters from the 1990´s as well as translated training materials and memos, to name a few, provided some useful data for the analysis of internal communication in the Brazilian unit. Fliers and brochures with company and product information served as samples of communication with customers and the role of translation there. The findings were then analyzed using the framework of the European Group for Organizational Studies (EGOS). EGOS is a scholarly association which aims to further the theoretical and/or empirical advancement of knowledge about organizations, organizing and the contexts in which organizations operate[3].

The author´s participation in the employees´ corporate language training and translations was key to collecting in-the-field information, making observations and confrontations as well as going further than studies on other MNC´s translation and multilingual practices (i.e. Siemens in 2006 and Nordea in 2013). The problem of languages and translations has been experienced and analyzed by the author in the field as he has been working with this company for over twelve years. Although the research was enhanced by this long-term field experience as a language and translation professional inside AI-I (Albany International – Indaial), the author is aware of his participant-observer position and avoids being biased by using techniques such as considering translations made by others, interviewing employees and using materials produced prior to his arrival at the MNC, to name a few. When writing, specific techniques are used to keep findings and assumptions limited to this MNC and compared to those cited herein. This allows the study to serve as a reference for future investigations and prevents premature theorizing without a larger sample of organizations to embed such theories.

The study aims to present a clearer picture of the role of translations and the approach to multilingual communication in a MNC environment in Brazil. Multilingualism tends to be reduced to sets of

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[3] The European Group for Organizational Studies is accessible at http://www.egosnet.org/.

bilingual interactions and then to monolingualism where English, as the corporate lingua franca facilitates many business interactions, both

among the company´s employees in multiple countries and with external partners, such as customers and foreign technicians.

Individuals at certain hierarchical levels are required to master the corporate lingua franca in order to play active roles in cross-border interactions[4]. Not all individuals with knowledge of different languages are at high hierarchical levels. However, anyone willing to climb the corporate ladder has to demonstrate sufficient knowledge of the corporate language in order to communicate with their bosses and foreign colleagues.

Cross-border communications reach operational level employees by the means of translation. This is often the case of training materials and bulletins, for instance. The functions served by translation reach far beyond technical translation, which is just one among many different kinds of texts subject to this corporate translation corpus. This range of materials and genres is also within the scope of this study.

These initial assumptions show that knowledge of different languages is directly linked with power and money. As such, it can be found in the higher hierarchical levels of a MNC in a foreign country, as the case of AI-I. Medium hierarchical level employees tend to devote more efforts to develop or improve language competences, since they know that is their way to a promotion. Lower hierarchical levels are not required to know the corporate language, so employees in these levels do not demonstrate enough knowledge of a language other than their mother tongue. Some of them seek to learn English, to get prepared for possible career moves. Translation plays a key role in facilitating the transmission of foreign language messages to the latter.

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[4] Cross-border interactions are those involving communication between individuals of different countries. These interactions can be remote (via telephone or electronic means) or face to face.

Figure 3: Languages & Hierarchical Levels.

High: Bi/Multilingual

Mid: Developing Language Competences

Low: Mostly Monolingual
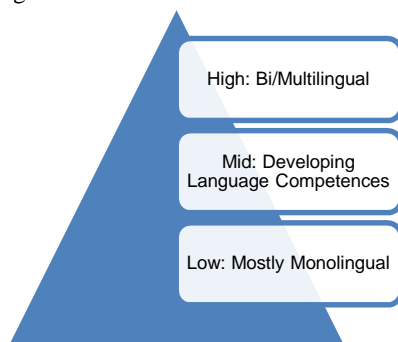
Source: Albany International - Indaial (2013).

EGOS framework and similar studies allowed for comparisons and confrontations between multilingual and translation practices at Albany International – Brazil with those at Siemens and Nordea in Europe. These two European MNCs were chosen given the apparent paucity of similar studies on the role of languages and translation in MNCs operating in Brazil. Thus, communication practices at a North-American manufacturing MNC with a plant in Brazil were compared to those of manufacturing and service providing MNCs in Europe. That´s quite an interesting setting and theoretical confrontations at this level also take different cultural backgrounds into account and introduce extra variables, which will be explored in later sections of this study. These contributions to Translation Studies were also meant to set the scene and raise questions for future larger studies and investigations in this branch of multilingualism and translation.

1.2 RESEARCH QUESTIONS

The problem of language(s) was noticeable to the author at Albany International. While teaching English to the company´s employees and involved with part of the company´s translations, questions started to emerge regarding the company´s approach to the problem of multilingualism and translation. During the course of his professional experience and multiple interactions within the subsidiary in Brazil and with foreign staff, it was evident that communicating in English was an undeniable and privileged necessity for the Brazilian employees.

In a country where Portuguese is the official language, the need to speak English implied a requirement for bilingual employees. In addition, a United States MNC with a plant in Brazil and customers in other countries in South America also required employees who could communicate in Spanish. That meant it took three languages for the company to operate, which led to the question whether the number of languages could be reduced to these three and how these languages functioned. Also, the power relations involving those languages and the role of translation in such an environment were objects of investigation herein.

The company was first set up in the United States back in 1895 and started operating in Brazil in the mid 1970´s. Thus, the scope of this part of the study was narrowed to its internationalization process into the Brazilian market and towards changes in the company´s language policy over all these years. Once the internet became massively used, the contemporary approach to cross-border communication was investigated. Among the crucial questions analyzed, the author had in mind to establish whether any explicit attention was devoted to language issues and, if so, why, how and by whom exactly within the company and possibly outside. Also, whether any changes in perception or in the activities might have become manifest during these decades.

Also, the paucity of research on multilingualism and translation in MNCs were the driving questions for this academic investigation. The case study was then set up to figure out the answers to these key questions and compare them with studies on language policy and translation in Siemens and Nordea in Europe.

2 THEORETICAL BACKGROUND

This exploratory study made use of academic articles published on behalf of organizational and translation studies, a book, newsletters, videos, a survey and a variety of translated business documents. Conversations and interviews with HR, IT and Marketing leaders and staff also facilitated access to key facts. Some of these conversations were summarized in questions sent out to them via e-mail so that their answers could be saved and kept in the author´s archive. Meeting reports or minutes could add up to historical findings, but were not made available for the purpose of this study. Some bulletins and other translated documents were used for analysis of their translation. This section will describe the guiding documentation in more details.

2.1 PUBLICATIONS, ARTICLES AND AUTHORS

The question of how international Albany International is was answered by studying its diachrony. Insights and the theoretical framework were borrowed from a study by Olivier Berthod for the 27th EGOS Colloquium in 2011 named 'Using Historical Methods in Processual Research on Organizations: Empirical Issues at Stake'. His study of the evolution and contextualization of processes was broadened herein to the historical description and analysis of the whole organization, as he proposed to review the grounds of such. In his article, he detailed the foundation of historical research and addressed three main empirical issues: the collision of different levels (i.e. organizations, stakeholders in fields or communities, and sub-units like actors or groups), the handling of historical narratives, and the abstraction out of narratives. In addition, he suggested an empirical strategy for each of them. Some of his theories helped in building the historical description of the MNC studied herein.

Being international is one of the components of this MNC´s identity. In a broader theoretical sense, the question of what identity was being built over all these years considered aspects of embodied cognition found in an article published by Celia V. Harquail and Adelaide Wilcox King in 2010. The documents found and studied herein brought some insights about how the organization was perceived or intended to be perceived in different moments of its history, as well as contemporary perceptions. Although this study focuses on its communication practices, one cannot take for granted what might have influenced the writing of documents left to trace its history and how the contemporary organization is viewed. What these communicators believed to be central, distinctive,

and enduring about their organizations also had its bearings on the history left to the present days.

Once the history was told and traces of corporate identity and communication practices were found, the study focused on the contemporary multilingual communication practices. Businesses collaborate in cross-border projects and compete for competence and inter-partner learning within international strategic alliances as Gary Hamel pointed out in his study of the exchange of expertise between European and Japanese partners in 1991. That study served as a reference point to one of the roles of multilingualism within the North-American MNC studied herein. Corporate-promoted collaboration and/or exchange of technical expertise have been a common practice in this MNC. Although partnerships have often ended up with the establishment of a foreign branch, language skills have played a crucial role in providing opportunities for strategic improvements and acquisition/transfer of technical skills. The questions were then expanded to what other purposes multilingualism has served and how multiple languages were and have been handled in these processes.

Although many scholars may argue that English as a lingua franca may threaten multilingualism, Juliane House (2003) published a study in defense of English by differentiating its use as a language for communication and identification. Her insights were useful to enlighten the finding of many instances within AI-I´s interactions where English was used to reach and exchange knowledge with foreign colleagues and business counterparts. These interactions were evidence of English fulfilling its role to make communication reach beyond the Brazilian subsidiary´s local/national circle and coexisted with Portuguese and a rather great language diversity.

A more recent study by Susanne Tietze (2007) provided expanded insights into the role of languages in organization and management studies. The linguistic turn, which is constituted and expressed through language-sensitive enquiry and a vibrant debate about the role and usage of language, discourse, metaphors and stories in organizational contexts mentioned in her study were further investigated in this study. The benefits from sharing their respective insights and approaches meant to create intellectual synergies and mutually advance knowledge were here extended to Translation Studies as well, given the fact that multilingualism is a reality in MNCs.

A very detailed study by Riikka Fredriksson, Wilhelm Barner-Rasmussen and Rebecca Piekkari (2006) provided useful insights on how

the problem of (multi) languages was dealt with at European branches of Siemens, a multinational manufacturing company. That study explored and challenged the notion of a common corporate language in that MNC and described it as a multilingual organization. That exploration of the use of common corporate languages in MNCs made it possible to compare with Albany International´s policies in Brazil. This study then used a similar approach to confirm that organizations are usually multilingual and characterized by high language diversity, even being located in a different continent and having originated in a different nation / culture. Parallel streams of their findings on international business communications were used to assess the notion of a common corporate language and the existence of a language policy. It is obvious, however, that their work originates in very contemporary situations: would any clash become visible during so many years, - and, if so: when, where and why?

José LAMBERT (CETRA -2010) published an article on the academic approach to language, multilingualism and translation in the age of globalization. The article goes beyond MNCs and explores models that can be applied to all kinds of multinational communities arguing that linguistic heterogeneity is key for their exchange of knowledge, although these communities tend to be officially unaware of it. He then cited: "Whoever is in command, is also paying; the one who pays, is also the one who is in command", meaning that language policies have budget implications. Since business is one of the kinds of communities mentioned in his article, this study borrows some of his theories to investigate the covert language strategies adopted by Albany International, both on the translator´s (in) visibility and on the value assigned to professionals who speak English.

Maddy Janssens, José Lambert and Chris Steyaert (2003) wrote in defense of developing different language strategies based on different theoretical perspectives within translation studies. They introduced translation studies in order to theorize about the ways in which multiple languages in international companies can be combined. They proposed three different perspectives on language strategies that can be summarized as follows:

- Mechanical: where one language (*lingua franca*) is chosen to facilitate cross-border interactions and translators tend to be viewed as walking dictionaries;
- Cultural: Translation is comparable to traveling across cultures, multiple languages are allowed and translators are viewed as mediators of culturally specific texts called new original texts;

- Political: translation is viewed as a border patrolling act that decides who can enter the circuit of power and influence the decision making (inclusion or exclusion) and language diversity reflects different status and power.

The selection of language(s), the role of translators and the validation method, and formulation of a proposition about the types of texts being produced provided useful theoretical insights to the analysis of Albany International´s language strategy and international communication process and the characterization of its textual production.

Although not always explicitly stated, translation is one of the solutions used by Albany International – Indaial (AI-I) to communicate with partners inside or outside of its community, - with customers or with its own workers on different levels. Thus one cannot assume that the mastery of English has been a requirement or an obvious quality on behalf of all members of the MNC, particularly at a later stage, e.g. when the Brazilian plant was started up, - and may also be at different moments and places in the history of Albany. On Describing Translations (LAMBERT & VAN GORP, 1985) showed the increasing legitimacy of translation as an object of scientific investigation and pointed out that more contributions had been made in the field of translation theory. By that time, they proposed a hypothetical scheme for describing translation and its role in a context where the author, the text and the reader were to be taken into account.

That did not only bring up the importance of descriptive studies but also provided useful tools to broaden translation studies to many different branches and fields where it plays a role. The scheme and considerations provided in that article were used to describe translation in MNCs, thus fulfilling the envisioned purpose of exploring areas other than literature and understanding its bearing on multinational business settings.

According to Even-Zohar (1990, p. 1), "as a rule, histories of literatures mention translations when there is no way to avoid them". Such a statement led to the question whether that was also the case in multinational business communication. Awareness of translated documents inherent to a given MNC staff member´s role or their influence in the business performance were also within the scope of this study. Once the presence of translation was distinguished, it was attempted to find out whether translated texts were viewed and criticized in the same way as local productions. Since more studies have been devoted to literary translations, links between literary and corporate translation were sought

through the adoption of a common framework (Even- Zohar 1978; Toury 1980; Lambert & Van Gorp, 1985).

The exploratory study of translation behavior carried out by Rebecca Piekkari, Denice Ellen Welch, Lawrence Stephenson Welch, Jukka-Pekka Peltonen and Tiina Vesa in a multinational service bank in Europe in 2013, served as a pragmatic case study for confrontation between translation practices in two different business segments, service and manufacturing. They refer to mundane translation as that not done by professional translators. Their study of a Nordic bank showed that emergent translation needs may be handled by the organization and the individual in various ways such as:

- Self-translation, when either the sender or the receiver undertakes the translation task on the spot;
- Technical translation tools, which are translation programs or software using translation memory systems;
- Social networks, involving consultation with people inside and outside the organization to facilitate translation tasks;
- Central translation department, consisting in a department specialized in translation of mostly official or legal documents.

The choice between these options was found to vary according to the circumstance and except for the use of social networks, much of what they found in the Nordic bank can equally be said about the North-American manufacturing MNC in Brazil. Time sensitiveness for translation seems to be a reality in businesses, even when internal staff are not dealing with the foreign communication partner or customer face to face. Translation a component of the corporate language absorptive capacity. Albany International shared, to some extent, the multilevel theoretical model of the translation process found in Nordea.

3 METHOD

The purpose of this study was to investigate how languages and translations were dealt with at Albany International´s subsidiary in Indaial, Santa Catarina – Brazil, given the importance and undeniable presence of foreign languages in multinational organizations. The paucity of academic studies on multilingualism and translation in MNCs in Brazil was one of the key reasons to start the research. This exploratory single-case study was designed to trace the MNC´s history in order to find out when and how the internationalization process happened, as well as how communication and languages were dealt with in different moments of its history. Then the study focused on describing contemporary languages and translation practices at Albany International Indaial (AI-I). Along its sections, the approach adopted was that of 'showing' and 'commenting'. This consisted in describing the findings and then making connections with Translation and Organization Studies literature to base preliminary hypothesis. As the study deals with languages and translation in a MNC from the United States, where English is the official language, this study was intended to present an inside perspective of the problems of languages and translation in the Brazilian subsidiary.

The data presented herein was gathered through interviews with Marketing, Information Technologies and HR leaders, as well as employees working with the company for over twenty-five years. These people provided answers for key questions and indicated documentation, when available, to support their insights.

That also helped mapping the population directly involved with the question of languages and translation, which then allowed selecting employees to conduct a survey. For that purpose, 20 employees from different functional areas at AI-I were asked key questions to show their perceptions on FLs and translation practices at AI-I. The survey form is in Appendix 1 herein.

The author´s involvement with part of the FL problem was key to get inside information on the whole set of practices and policies related to foreign languages and translation. It was also the underlying generator of the questions that led to the study. See more details on the methodological components in the following subsections.

3.1 COMPANY-PROVIDED MATERIAL

AI-I (Albany International Indaial) contributed to this research also by providing materials such as books, DVDs and newsletters from its

archives. The facility holds a library with key books telling its history and the main business philosophies and programs in place nowadays and also those set back in the 1980´s. Some of these books are in English others are in Portuguese.

In addition to books, this library holds DVDs with important training sessions that have happened in the company both in English and in Portuguese. Messages were recorded in English by foreign trainers to corporate-wide initiatives or implementations. The company´s main social events, such as the traditional Christmas party and the company´s twentieth and thirtieth anniversaries have also been recorded and kept there.

These video recordings show employees and their families enjoying themselves in very well organized events held at the employees´ social club. There were always moments when the company´s Brazilian and even North-American executives addressed all Brazilian employees and their families. Some of those speeches provided useful information on tracing the company´s history and on the question of English as the corporate language.

The AI-I library collection is held in a glass-door cabinet facing the time clock where nearly all hourly and salaried administrative staff have to walk by on a daily basis.

The HR portion of the plant´s archive, where older records are kept was also opened to serve the purpose of finding material references to this investigation. Old issues of the plant´s newsletter, as well as pictures of multiple plants were found there. They were useful for providing historical information and exemplifying language and translation practices at given moments of its history (i.e. translated text from the AI-Book in issues of the local newsletter in 1995).

Among many books, newsletter and video recordings analyzed by the author, the following were found useful to this research:

3.1.1 The Book – Albany International: The First One Hundred Years

The diachrony of Albany International was made possible, mostly by facts found in a book that the company published in 1995 to celebrate its first century of existence. The book was named *Albany International: The First One Hundred Years* – referred to here as AI-Book. This outstanding effort to tell its own history was funded by Albany International and coordinated by a team comprised of internal staff and had contributions from people who were inside and outside the company

at the time of its making. Most of its contributors are no longer with the company, but this 108-page book brings a collection of the main facts that marked the company´s history in text and images.

Figure 4: AI-Book
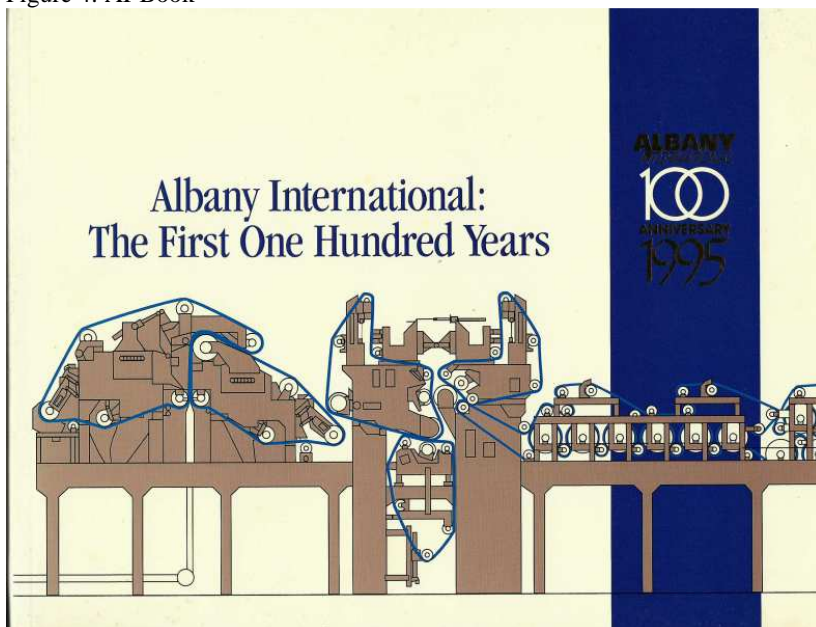
Source: AI-I´s Library (2013).

Made to highlight a successful business enterprise and the challenges overcome to get to its current contemporary status, the book provided facts and indications with historical events, such as the world wars and their bearings on the business. The descriptions served two key purposes:

(i)   Indications of communication practices at different moments of its history, mainly with regard to the problem of multiple languages as new partners or markets became part of the corporate dealings;

(ii)   A Basis to trace the corporate identity and its changes over time.

With regard to new markets, "their first target was Canada" (AI-Book, 1995; p. 36). And regarding partnership and corporate identity, it is said:

> When it entered the world in 1969, Albany International was a paradox: a new enterprise

> composed of three old companies. Albany Felt, Appleton Wire, and Nordiska had a combined total of 212 years in the field of paper machine clothing. Each had its own traditions, its own culture and, most important, its own people (Ibidem, p. 83).

The book was published and distributed by the corporation to its multiple locations across the globe so that every employee could learn about the company´s first steps. In Brazil and in other locations, copies of the book were only available in English. That means the centennial history of the company was restricted to those who mastered the corporate language. It was up to the management to decide what would be translated for those who lacked the necessary level of English. Some excerpts of the book were found translated into Portuguese in the local plant´s newsletter in 1995.

The reason for such a book to be published in English only may be cost or evidence that language was thought of as unproblematic by this North-American MNC. If cost is to be the reason for the monolingual publication, the payback in improved communication and strengthened corporate identity might not have been thoroughly assessed by management at the time. Non-English Speaking branches were then held accountable for getting the message through to local staff. Anyway it might be assumed that one of the paradoxes of the MNC's multilingual history is faced here. And one might expect similar potential hesitations or conflicts in modern years, e.g. from the moment the Internet enters into the picture. The way it is handled in the Brazilian plant nowadays will be detailed in a later chapter herewith.

3.1.2 Newsletters

In Brazil, communication efforts resulted in the making of an internal newsletter. No one within the company could say exactly when it was first published, but the oldest samples found in the plant´s archive dated back to 1993. Again, one wonders if there is any connection with the institutionalization of the Internet, - whether one comes first, or second. The monthly printed publications were named IndaBlu. The name might be attributed to the fact that the company operated in two plants located in the cities of Blumenau and Indaial for some time.

Figure 5: First issue of IndaBlu, Jan/1993

Source: AI-I´s Library (2013).

Since the company operated in two facilities (Blumenau and Indaial) until the 1990´s, the newsletter must have helped bridge the communication gap between the two plants. These issues used to bring

information of training, business and employees´ accomplishments and new developments, health and safety tips, community-related announcements, as well as news in general. An internal team cooperated with the local newspaper[5] to produce and print it. A MNC with an internal newsletter produced with the support of professional journalists and printed by the biggest newspaper in the region indicates that the company took communication seriously and had a good budget for it. That´s not surprising since company-sponsored celebrations used to appear in many issues of the newsletter, which is a sign of a wealthy company and a people-oriented management style. Some issues of IndaBlu in 1995 brought translated excerpts of the AI-Book, published by the corporation to celebrate its first centennial anniversary. The translations found were made by a process manager and a secretary, alternately. The fact that neither of them was a professional translator is in line with what Piekkari (2013, p. 2) saw as "mundane translations were undertaken by practicing managers and employees who are not trained as professional translators ". This leads to the following preliminary hypotheses:

(i)   Translation was handled internally;
(ii)   There was no internal translation department or person;
(iii)   The company didn´t allocate any specific budget for translation;
(iv)   Bilingual communication and translation were part of the requirements of professionals in higher hierarchical levels.

It must be an unavoidable question whether this approach to language, multilingual contacts and translation appeared to be or remained unproblematic. And whether it would have had any particular consequences. In the given circumstances, i.e. neither within the AI-Book nor in other written documents, are such questions formulated in an explicit way. But in that case, it may already be accepted that the language issue is not supposed to be an explicit problem in the Albany International community, at least not on behalf of its management.

These preliminary assumptions refer to translations for internal use. The company´s management was aware of the problem of languages, but relied on internal staff to deal with it. Since foreign language teachers are known to have played a role in the Brazilian plant since its earlier days (local HR), this indicates an overlap on the budget for languages and translation.

The newsletters were later published bimonthly, quarterly and were eventually discontinued by 2008. Nowadays, the newsletter is no

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[5] Jornal de Santa Catarina, the biggest newspaper in the region where both cities are located.

longer printed. Instead, internal Portuguese e-mail messages in a specific format are sent to all employees with a company-provided e-mail account. It is called *Fique Sabendo* (Get to Know This) and brings events related to training, company-promoted events and campaigns, recognition to employees´ or company´s accomplishments, to name a few. This new approach doesn´t have a preset time period, but is sent out as there are events within the scope determined by the Human Resources area. Since not every employee has a company-provided e-mail account, a copy of the message is printed and posted on the main hall bulletin board.

3.1.3 Videos and Photos

In addition to newsletters, the company keeps video recordings and photos of its main events. Training sessions, upper management announcements and even speeches at special events, such as when the company completed twenty years in Brazil contained management speeches confirming and even complementing what was found in printed sources, like the AI-Book and the newsletters. These videos were found in the Brazilian plant´s archives and provided answers or insights on where to find answers to some questions on its history.

In addition, they evidenced the company´s approach to multilingualism and translation in the 1980´s to 1990´s by the use of interpreters when foreign executives or trainers were addressing the audience. Training and institutional videos were also found to exemplify the approach to cross border communication by the use of bilingual and trilingual (English, Portuguese and Spanish) subtitling and dubbing. Voice-over in Portuguese of the MNC´s president message addressed at the twentieth anniversary of the company´s presence in Brazil. Since this study will focus on all possible aspects of multilingualism and translation, these videos provided useful and clear evidences that were used for confrontations with practices in other MNCs, as well as tracing the diachrony of such approaches.

Figure 6: AII Trilingual Institutional Video.

Source: AI-I´s Library (2013).

Pictures were found of many social and business gatherings. They became particularly useful to illustrate and confirm facts such as their global expansion. The expansion pictures, for instance, were kept in a separate album with some figures of every plant that was built or acquired until 1990. In addition to a photo of each plant, a short description was provided with the number of employees, the year the plant was built, leased or acquired, the size of the building and years when there were expansions, as well as the products manufactured there.

3.2 SURVEY

The paucity of research in the field of corporate languages and translation, particularly in MNCs operating in Brazil, along with the author´s presence in the business setting for over twelve years, has allowed this exploratory case study to aim at inductive theory building (Piekkari, 2013, p. 3; Eisenhardt, 1989). Thus, the collection of empirical

data was performed by means of a survey with 20 pre-selected individuals in positions where some level of English was required by job description. The first set of questions was meant to identify the individual, his/her name and age, years with the company and current position. The second set of questions was about the individuals´ awareness of the company´s approach to languages as well as their own foreign language(s) skills. The last set of questions was meant to assess translation practices and the role they play in the quality of their work. The survey form was in English and most respondents chose to complete it in the presence of the author. That fact allowed some cognitive perceptions of employees when completing the survey. Since they all could speak some level of English, they had no major difficulty understanding the wording in the multiple-choice questions. This type of question was chosen to allow more focus on the specific topic of interest and to make the data collection process faster, since it was during work hours and people would be rather reluctant to put aside, say thirty minutes to respond such a survey. Questions such as that of language policy caused a surprising reaction in nearly all interviewees. Language diversity and use even outside the work setting was reassuring, since the region is widely known as European Valley for many European settlers that moved there in the XIX and early XX centuries.

3.3 INTERACTIONS WITH KEY COMMUNICATION LEADERS

Human Resources, Information Technology and Marketing areas are directly linked with corporate communications in their various genres and interfaces. Thus, the author looked for people in these areas to contribute to the research.

Since HR is involved in employee communication and training processes, the local Training Coordinator, local HR Manager and Americas HR Director (based in the United States) were asked for direct contributions to this study. Their answers were provided in different ways:

(i)   By e-mail messages, which were electronically saved and also printed to be added to the research documentation;

(ii)   By access to the library and archive so specific documents and references could be found.

E-mail was also sent to the Americas Information Technologies Director in the United States, who promptly answered questions

regarding the internet website (www.albint.com) and the intranet portal (www.aiportal.com).

A face to face interview was also set with the Marketing Coordinator who answered a survey form and other specific questions on translation and maintenance of the website information. These notes are also kept in the author´s archive and led to further investigations.

4 STRUCTURE OF THE STUDY

The documentation described above has helped shaping and supporting this study on multilingualism and translation in a MNC environment. Additionally, scholarly research and theories in the field of Translation Studies have been used by the author to investigate multilingual communication, the role of corporate language and translation, as well as internationalization at Albany International.

Intellectuals, experts in business management and other stakeholders[6] are used to talking and discussing internationalization. The strange thing is that research on Internationalization/Globalization, which has been booming for many years in various fields (i.e. economics, management, organization studies, social psychology, sociology, translation studies, etc.), appears to be very one-sided. Full libraries have been devoted to "culture" (a prototypical work is Geert Hofstede's *Culture and Organization*, 2005). And while "the linguistic turn" has been one of the leitmotivs in all the disciplines listed above, the other strange thing is that Hofstede and his disciples hardly wonder about language(s) in their exploration of cultures.

Of course there are quite a few exceptions, but their one-sidedness is – again – very embarrassing: in the business schools and in their curricula, it is often stressed that languages are needed; but the language issue is rather systematically linked with the worldwide success of English (CETRA Papers 1; Hermans and Lambert in *Target* 1997). It is only since the 1990's that systematic (social and cultural) research has been devoted, little by little, to the question of language(s) – and translation – in international business: e.g. first within CETRA and Translation Studies (Hermans & Lambert; Janssens, Lambert & Steyaert 2003) and, in particular, in Susanne Tietze's Language and Organization (2007). Several trends developed in these publications will inspire the research group within EGOS.

A multilevel theoretical model (Piekkari, 2013) will be borrowed from such developments to help show how critical language competences and translation capabilities/services are for corporate-standard quality, product and service deliveries, as will become clear through the chapters that follow.

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[6] Stakeholder is a person, group or organization, such as creditors, directors, employees, government, owners/shareholders, suppliers, union and the community, that has interest or concern in an organization.

Most of the new case studies developed around the EGOS working group concentrate on very contemporary situations and enterprises. One of the very particular features of this investigation is that it concentrates on an American multinational which, by the way, has a long tradition. It was fascinating to analyze how an American company moves into the Globalization Age and through the new world of the Internet.

Since there are many aspects to be covered, the study will be divided into a diachronic study of a multinational/multilingual organization, corporate website, the contemporary approach to languages and translation, and internal daily communication practices, as follows:

a)   A diachronic study of a multinational/multilingual organization[7]:

Albany International, a North-American manufacturer of textiles for industrial purposes, mainly for the manufacturing of wood pulp and paper and a new business unit manufacturing aerospace composites – the latter is just in the United States and was not studied here. The first and main MNC object of study here was first set in the city of Albany, capital of the state of New York, back in 1895 and nowadays is made up of four thousand people working in eighteen plants located in eleven countries worldwide, which sold $ 760.9 million in 2012 (www.albint.com). This company was incorporated on the basis of a partnership with people from different families who joined efforts, capabilities, managerial skills and capital to make felts for the paper making industry.

This enterprise was set to serve one main segment, so most of its moves and expansions inside and outside the United States had to do with the expansion of their main market, so the study shows how this expansion took place, why it moved/expanded there, who played a major role in those moves and how new languages and cultures were added to form the multilingual corporation.

The description was meant to provide elements indicating how the problem of languages has been handled, the basis for the use of a corporate lingua franca and the cultures inherent in the formation of the organizational culture. The abundance of materials in different genres and the author´s involvement with language training and translation problems in this company since 2001 have allowed the study to dig deeper, reveal and theorize from an inside perspective. This fact, in the light of other organizational studies was the basis for the descriptions and analyses herewith.

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[7] Albany International Tecidos Técnicos LTDA. located at rua Colorado, 350 – Encano do Norte – Indaial – CEP 89.130-000 Santa Catarina, Brasil or www.albint.com.

This section was based on the information this MNC made available on its own websites and internal sources/literature collected to provide a descriptive map of their expansion into new markets and incorporation of multiple cultures and languages. It is to be expected that any company producing its own history reflects its own priorities (at a more recent moment, i.e. afterwards): the selection of the moments and the actors, as well as the orientation of the analysis, were obviously featured by business experience and by the perspectives of the company itself.

Whether the language issue has popped up at all was the first question, the more since the network of relations under observation has been located mainly in the USA. But there may be good arguments for expecting a few changes, maybe any moment when new partners tended to play a role, - or when the Internet was installed through the various brands and countries where Albany International has been active.

This study attempted to provide evidence/ indications of elements deemed helpful in tracing the diachrony of communication practices, as well as elements of their corporate identity. This MNC was set in the XIX century and has undergone changes and lived through wars, economic crises, management shifts, moves to different markets, mergers, expansions, declining markets, and so on. Also through different sets of regional circumstances, what really played a role in its growth, development and expansion? What setbacks did it have to overcome? And how have these events influence their communication practices?

b)   Corporate Website and its implications for the language issue:

Since 1990 AI has produced and distributed its own website, even more than just one website. Does the construction and dissemination of the website imply any (basic) changes (in terms of language policy etc.)? In terms of content, websites can be used by MNCs for many different purposes and to promote intended interactions with customers, their own staff and as a way to communicate with the general public. What does this MNC make available on its website? What visibility is it meant to promote? What kind of interactions is it meant to facilitate? What sort of content is available in English and in Portuguese? Can one say there is an original version of the website? What does the website say about the company´s identity? How does this virtual identity match its real identity? Given the very technical nature of Albany´s products, it is surprising that this MNC insists on maintaining such a website. How much do they care about their international virtual image? How does the company´s interface with the general public differ from its interface with internal stakeholders?

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Figure 7: AI Portal & Website.

Source: https://aiportal.albint.com and www.albint.com (2013).

The use of the website(s) represents a real turning point from the perspective of this analysis, - and it is not clear whether the

company itself is/has been aware of it. Simply because official written (and audiovisual) communication is now offered – at least at the Brazilian production center – in two languages, simultaneously. This parallelism was examined. And this shift – as the author will keep calling it, from his perspective – coincides with the introduction of the new electronic media. Is that a new age?

Internet and intranet tended to have different approaches, as they were found to serve different purposes and target audiences. How does Albany International´s approach to internet and intranet differ with regard to language? This part consisted of an analysis of their websites in English and in Portuguese, taking into consideration the kind and amount of information made available in the English version compared to the Portuguese version. Layout, textual and paratextual elements were considered in order to frame the comparisons, therefore raising and possibly answering questions regarding their interrelation and the role/influence of multilingualism; what aspects/criteria defined what was to be published in one language and not in the other; where the information came from and who was in charge of what was published on their websites. Did their websites provide or were meant to provide any indications of corporate identity?

c) The MNC´s contemporary approach to languages and translation:

The International communication process did not only imply the presence of multiple languages but also required a combination of these multiple languages, which happened under some chosen strategies (Janssens, Lambert & Steyaert; 2003) that has shaped communication practices. These strategies and/or policies were not always explicit to everyone within the organization. The rise of English as a *lingua franca* in international business and the evolution of translation technologies are likely to reinforce the marginalization of translation in the managers´ minds, even though the reality proves otherwise (Piekkari, R. et al, 2013).

It was only for the last few years that MNCs have been known provide a rich context for the study of language issues, being characterized by substantial heterogeneity and complexity (Fredriksson, Rasmussen, Piekkari, 2006), so the number of languages available at Albany International was a question raised here. It would be naïve to assume that the number of languages is reduced to Brazilian Portuguese and North American English (corporate *lingua franca*). That has led to the question of whether such a language base was learned in mainstream language classes or

courses. The usefulness of such languages was also investigated to figure whether they were all needed and actually used within the scope of communications in this plant, as well as how they met the organization´s official language requirement. One may also wonder if or how language(s) knowledge acquisition has been promoted internally and externally by this MNC.

This section brought up some key findings on the question of the multiple languages at AI-I (Albany International – Indaial). After contacting the HR (Human Resources) department, to get documentation on the MNC´s language policy, a survey was conducted to find out the real scenario. As previously mentioned, 20 pre-selected employees out of a group of 70 were invited to answer questions about their language competences, requirements, use, acquisition and level, to name a few.

The contemporary translation practices were also investigated in the second part of this section. A wide range of materials and documents were found to be subject to translation in many instances of Albany International´s daily communications. The author´s involvement with the translation of several kinds of documents granted him access to many documents and materials translated for many purposes in this MNC. Samples of these translations were authorized by AI-I HR to be used for the purpose of this study. The questions, findings and assumptions were written here and the documents were kept in the authors archive for further reference.

A preliminary analysis of these documents revealed that within the organizational hierarchical structures, decisions made by top executives have been communicated throughout the corporation via bulletins, training materials have been developed on a variety of topics for global implementation, reports have been exchanged between locations and the head office to update results of particular actions and from the head office to subsidiaries to keep everyone posted on corporate financial performance (i.e. quarterly business updates), collaborative projects (Hamel, 1991) are shared across the board, standard manufacturing and quality procedures and metrics, as well as machine operation and maintenance manuals have been created, etc. To all those documents, translation was found to play a vital role in the fulfilment of communication goals and spread of knowledge.

A variety of audiences, purposes, kinds and formats was also found through the analysis of such documents. The guiding questions here had to do with the relation between corporate translation and

technical translation and the heterogeneity of the audience for this kind of translation.

d) Processing of Corporate Translation:

It is known that organizations may set language practices, or perhaps adopt a (documented) language policy, which may not always be the case. More detailed confrontations and a synchronic analysis were made on sample translated materials/documents from English to Portuguese and a few other documents created in Portuguese and translated to English in Albany Internationals' plant located in Indaial. The key questions here were how corporate translations take shape and place within the variety of texts and interactions linked with the entire world of translations; how the polysystem hypothesis (Even- Zohar 1978; Toury 1980; Lambert & Van Gorp, 1985) applies to corporate translations; what translation resources are available (Piekkari, 2012), and what challenges may translators of corporate materials have to deal with in processing these types of documents.

This part of the study laid out the question/problem of translation in this MNC environment, as well as how it was dealt with so that organizational materials got to cross nations´ borders and serve their intended communication purposes, whether dealing with external customers or internal staff. The analysis contemplated textual and paratextual elements such as pictures and layout recurring in the selected source and target materials, as well as changes observed in recent years.

Other elements include texts of different formats, such as plain text documents in editable and non-editable formats, electronic slides for presentation in training sessions with text and pictures in them, etc. The analysis raised questions on the bearings of format on the translator´s work, mainly in processing time and the need for additional tools to ensure the final translation quality/effectiveness. The analysis also took into account the different target audiences within the organizational setting (shop floor employees, clerical workers, leadership team, etc.) as well as materials to communicate with technical and operational level customer staff. The documents under analysis here were materials translated by the author and by other translators/agencies and their use for this research was duly authorized by Albany International´s HR and will be kept in the author´s archive for further references.

e) Daily FL Communication Practices at AI-I

The undeniable role and need for languages and how the company has dealt with this problem in rather undocumented situations were tackled in this part of the study. It is only for the last few years that MNCs have been known to provide a rich context for the study of language issues, being characterized by substantial heterogeneity and complexity (Fredriksson, Rasmussen, Piekkari, 2006), so the question raised here was whether there were daily situations that would require FL outside the expected work interactions. It would be naïve to assume that FL use was restricted to office and work time encounters. The usefulness of the foreign languages found at AI-I, within the scope of communications could reach situations like mealtime conversations, which might find FL speakers unprepared to deal with them. The organization´s official foreign language requirement, found in the employees´ Job Descriptions, was English and Spanish. Preliminary observations indicate that a few low-level functions were taken for granted. For instance, a call from an English-speaking person may reach someone unprepared to answer it, such as a security guard or receptionist. It is also worth bearing in mind that foreign language knowledge acquisition has been promoted internally and externally by this MNC.

Being involved in English teaching and translation, the author could follow many moments when languages were at stake, such as internal training, policy compliance, call meetings and technical discussions in the corporate common language, to name a few. He also had the opportunity to interview employees working for over twenty years with the company to get information about how languages were handled in the past, both from a proactive standpoint - by promoting language(s) training - and as a momentary solution to respond to language needs by language/translation professional's mediation. These employees reported having had internal teachers of English since the 1980´s, just when the company moved to Indaial. How the problem of languages was dealt before is unknown, at least for the employees who remain with the company these days. Surprisingly, or not, HR holds no records of language professionals working for the company. What could be traced was what people could remember.

5 A DIACHRONIC STUDY OF A MNC

There is no international organization without multiple languages. Since language is a way to control international communication processes, fluency in the dominant language or in multiple languages becomes a way to enhance one's own interests and power (Janssens, Lambert & Steyaert; 2003). In order to learn how the problem of languages was dealt with in different moments of the company´s history, key facts were collected from the AI-Book (1995) and organized chronologically. This chronological sequence of events was then analyzed by the author to cross-reference with other world events in order to describe and contextualize the event, ask questions about the problem of languages and use as a reference to ground hypotheses later in the study.

The primary object of the research was explicit multinational communication practices within these preset contexts. The lack of those records led to   questions on languages and cultures and could serve as a basis for hypothesizing that multilingualism and multiculturalism exist in every MNC environment and with its many interfaces but is taken for granted in the company´s records and archives.

Initially called Albany Felt Company, it was set in 1895 in the city of Albany, New York state capital in the United States; a region known as the geographic heart of the paper industry (AI-Book, 1995; p 4).

Figure 8: Albany Felt Company Incorporation.

Source: AI-I´s Library (2013).

A company founded in a country where English was and is the official language might not have been aware of the problem of languages at first. However, the company sought to expand its market and supply customers in different countries. This globalization and/or business internationalization process brought up the problem of languages and the need for a language and translation policy.

Nowadays this MNC is called Albany International and is the global market leader of paper machine clothing, made up of about four thousand employees working in eighteen plants strategically located in eleven countries (www.albint.com). "International" was added to its name in 1969 to reflect its global presence and evidence that multiple languages and cultures became part of this MNC. This section of the study will point out the company´s moves through history and seek for evidence of how the problem of languages was dealt with in different moments of its evolution.

Albany Felt Company expanded globally by making felts and fabrics for the paper-making industry. The paper currently used for packaging, cleaning, printing books, newspapers, magazines and even money results from wood that has been chopped up into tiny pieces and

gone through a series of processes so that its fibers can form a pulp that is then used to make different kinds of paper.

A paper machine is basically made up of a huge set of cylinders dressed with felts and fabrics where a mixture of water and wood fibers (pulp) go in one side and get out in huge paper rolls on the other side. During the process, water has to be eliminated, heat, pressure and chemicals are added to the fibers so that fully dry, flat and usable paper sheet can come out of the process and be wound onto cylinders at the end of the process/machine.

There are three main sections on a paper machine and here is a description of what happens in each of them:

- Forming, the first section of a paper machine where a mixture of nearly 99% of water and 1% of wood fibers is inserted to form what will later become a sheet of paper. This mixture goes through a set of cylinders clothed by canvas-like fabrics with very specific technical properties that are made to transport this mixture throughout the section while draining most of the water and delivering the fibers to the next section at the highest speed possible.

- Pressing is the second section of the paper machine where the very wet and barely formed paper sheet goes through a set of cylinder clothed by thicker felts, which guide the sheet through the section while actually pressing the fibers and removing even more water so that the sheet is ready for the next section as fast as possible.

- Drying, the third section of a paper machine and the last step in the paper making process is also made up of cylinders clothed by what is called dryer fabrics, which are carefully designed to guide the sheet of paper through sections of hot air that flows through the fabric to fully dry the sheet that will come out of this section ready to be wound and shipped out to other companies that will use it for any possible purpose.

The fabrics that clothe the forming, pressing and dryer sections of the paper machine are part of the product portfolio of the MNC under study here. They are called forming fabrics, press felts/process belts and dryer fabrics, respectively. The picture below shows a graphic of a fully clothed and identified paper machine. In addition to paper making, the company´s products serve other industries as well, but the shape and making of the fabrics is basically the same: wide fabrics and felts to clothe cylinders.

Figure 9: Clothed Paper Machine.
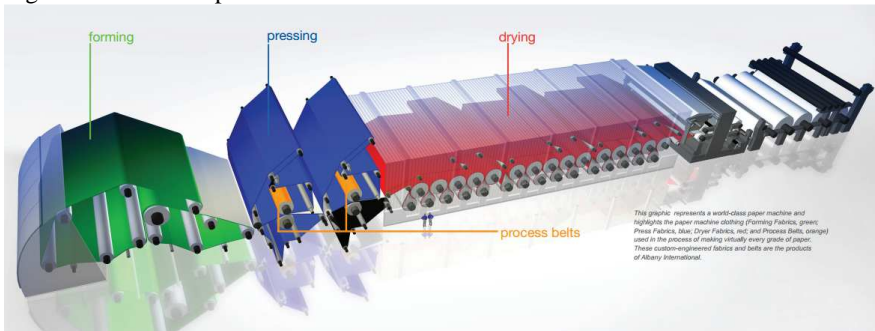
Source: www.albint.com (2013).

So, Albany International´s products are designed to fulfill very specific and technical roles in their customer´s industrial activities. Therefore, technical knowledge is exchanged within the various plants integrating this MNC and with their customers so that the products provided can meet their customer needs. These products have direct bearings on the customers´ machine and process performance as well as on paper quality. Thus, communication plays a key role on this ongoing process of collaborative exchange, capture and creation of value (Hamel, 1991) to understand those needs, research and develop the expected products.

This section of the study will search the MNC´s diachrony for facts and events regarding what changed in their communication practices with the various stakeholders and how the question of languages and translation was handled in different moments of its history, as well as what changed with the arrival of computers and the internet. According to Max Weber, in order to understand contemporary organizations, one needs to know how they developed in history (Kieser, 1994: 609). Although the main questions here concern communication, multilingualism, and translation, it is worth noting that Albany International´s history has links with the history of the paper industry and marked by some peculiar traces of people and business management ingrained to their organizational culture. Interactions with multiple cultures and languages along the years have played a role in shaping this MNC´s culture.

Also, the contemporary MNC resulted from the merger of three corporations[8] that used to serve the paper industry in distinct sections and markets. They merged into what nowadays is called Albany International in 1969, reflecting its multinational, multilingual and multicultural status. What traces remain from the pre-merger partners and how multiculturalism and multilingualism were dealt with, as well as the role its markets, globalization and the internet played so it would evolve to the present status were guiding questions in this part of the study.

Different languages and cultures were remarkably present on their market. The first hand-cranked paper machine was patented in 1799 by Nicholas-Louis Robert, a clerk in a French paper mill. A few years later, he sold his patent to the British brothers and inventors Henry and Sealy Fourdrinier, who later replaced it by a machine that they invented and patented in 1806. Their machine was capable of producing continuous paper rolls of any size very quickly. These may be some late effects of the industrial revolution, which got to paper making a while after transforming many other crafts. The first Fourdrinier machine went to New York in 1827. By the mid 1800´s, wood started to be beaten into pulp and used to make the paper as we have available nowadays (AI-Book, 1995; p 1). Further developed, paper machines got bigger with three distinct sections[9] (as described above and shown in figure 2) all clothed by wide fabrics and felts[10] to complete the process and make the various kinds of paper available these days.

This might provide some understanding on the different cultures and languages present on the market served by Albany Felt Company long before it was conceived. One may wonder how a French inventor traded his invention with British inventors who had a French surname. That might be another evidence of the early dominance of English in business dealings evolving to the present dominant lingua franca in

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[8]The three corporations that merged to form Albany International were: Albany Felt Company (New York - USA); Appleton Wire Works (Wisconsin - USA); Nordiskafilt (Sweden). More details will be provided in this section.

[9] Forming: the first part of the paper machine, where a mixture of about 99% of water and wood fibers called pulp runs over a fabric to form the paper sheet; Pressing: the second section of a paper machine with cylinders clothed by felts that press the paper pulp and remove almost all the water in it; Drying: located at the end of a paper machine to actually dry the paper sheet before it is wound into rolls.

[10] Fabrics here refer to machine clothing textiles dressing the forming section (forming fabrics) and the drying section (Dryers, also referred to as Dryer Fabrics); Felts are used to dress the press cylinder of a paper machine.

international business exchanges (Fredriksson, Rasmussen and Piekkari; 2006).

Albany Felt Company was set up as a manufacturing B2B MNC, so connecting it to the paper industry helps one see how its products relate to something of common use nowadays. The historical background of its expansion into multiple cultures reassures its multinational nature and plays a leading role in understanding its positions and communication interfaces in different regions of the globe. It also tells us how technical their communications with customers have always had to be, requiring engineering/technical knowledge in each of the languages spoken in countries it had/has operations and customers in. This sets the ground to study the diachrony of the pre-merger companies and the contemporary Albany International. So the next sections will introduce these three pre-merger partners/players, the contemporary MNC and its subsidiary in Brazil.

5.1 ALBANY FELT COMPANY – 1895 TO 1969

The centennial anniversary of this MNC was celebrated with the publication of the AI-Book; a corporate effort to tell its own history. This book is a collection of many important facts and the time when they happen, highlighting some names and milestones in the MNC´s development, crossing borders and entering countries to confirm its multinational status even at a time when multinational was not a common definition for organizations. This section of the work will analyze the findings in that book to figure out how the company dealt with the question of multilingualism and multiculturalism inherent to this internationalization process since its earliest days. Since when is this a multinational organization?

Figure 10: AI-Book, Table of Contents.

Source: AI-I´s Library (2013).

Albany is the capital of the state of New York – United States, and the name was chosen by the entrepreneurs to call their company. The region was the United States capital of paper manufacturing in the XIX century, so paper machine clothing manufacturers tended to establish facilities there, close to their customers. In 1879, a 23-year-old man named Dunkan Fuller joined his father, Andrew who worked in a German felt manufacturing plant set in the region. After eleven years of work, Dunkan was acknowledged master of the felt making trade and had secured a patent for a new method of weaving endless felts. Two years later, he succeeded his father as a mill superintendent but was fired after the plant under his supervision burned out in 1894. He was then replaced by a skilled felt maker from England, John K. Spencer – whose name will remain in Albany International´s history later (AI-Book, 1995; p 3). By then, the initial mix of national origins, languages and cultures (Hofstede, 2005) had been woven. The ways of managing the business were also different, since an incident resulted in the termination of Dunkan's employment, which ironically turned out to be the best thing for him.

Dunkan, with great ideas and limited funds, went on and got USD 40,000 to start a company – most of it from the Cornings, a wealthy family from the New York region with other businesses. The family wanted to

provide Parker Corning, who had graduated from Yale that year, with business management experience. Albany Felt Company was established on March 8, 1895 to make press felts for paper machines, with 23 full time and 13 part time employees. At that time, being at the heart of the felt making trade, there were nearly a dozen other felt makers in the United States; the oldest had more than 30 years of experience and Dunkan´s father had been one of the founders. Entrepreneurship might have been a family trait but from a market stand point, "Albany Felt was defined as a latecomer" (AI-Book, 1995; p 4). The company did advertise in two US national journals, Paper Trade Journal and Albany Times Union, and until then languages did not seem to be a problem. Although it was set in the United States and did business only with domestic customers at first, there have always been international components to this company/culture. It came out of experience acquired in a German Company; Dunkan, the founder of Albany Felt Company, was replaced by an English felt maker and certainly interacted with him. One may wonder what the employees´ national backgrounds might have been since New York was flooded with European immigrants/settlers. Were they all United States nationals? The company´s records didn´t say anything about it, but this indicates that different languages and cultures have always been present there and raises the question if American English was the only language spoken for business/work purposes then.

The company has been considered a good, clean, safe and high-paying place to work, complemented by good benefits and since the early days people have tended to start and finish their careers in the company. The record of sixty-one years of service was held by an employee who joined the company in 1902. In addition to work, many have found it to be the place to make friends and romance, which were helped by the company-promoted social events like games, picnics and Christmas parties (AI-Book, 1995; p 23). The underlying reasons for promoting these social events were not explicit, but might well be a way to bring people of different cultures together promoting integration, elevating employees´ morale; maybe it was a local tradition. The fact is that company-sponsored social activities lingers within the corporation to date.

Paperboard boomed due to railroad approval to use it for shipping and the demand for felts increased accordingly. Then, a recession hit the market so hard that the company could sometimes operate only two or four days a week. But recovered in the next few years. World War I caused wool shortages that required unified appeal from the entire industry to secure the necessary approvals from defense planners. Even

so, growth and expansion followed the paper industry and by the end of the war the company had 223 employees and a year later hired sales agents in England, Sweden, India and Japan (AI-Book, 1995; p 7).

This evidences actual foreign dealings, which leads to the question of how the company interacted with those agents to provide them training on their product and even set the work relation or sales and payment terms with the agents so they could pass on to their customers. Translation played a role along with knowledge of English by those agents. However, there are no specific records of a language or translation policy that guided such interactions. One hypothesis suggested is that of monolingual-bilingual sets of interactions to form the multilingual Organization. Supported by the dominant status of English in international communications, from the corporate standpoint, communication was basically monolingual for both US-based employees and foreign agents. The high level of technical vocabulary implicit in these communications suggests that those foreign agents had enough knowledge of English to take part in those interactions. This hypothesis leads to the following scheme of language hierarchy, which aggregates to form its multilingualism:

Figure 11: Hierarchy of Languages at Albany Felt Co. by 1920´s.
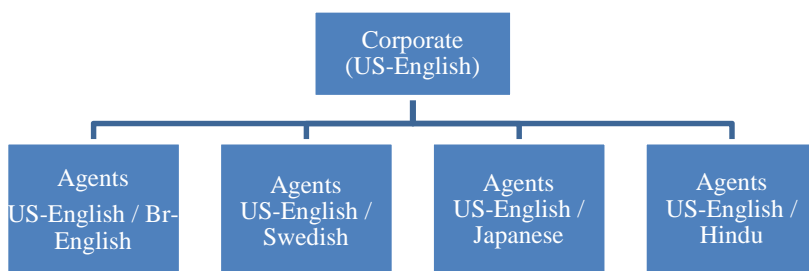
Source: AI-Book (1995).

Although the company was doing well in the post-war, attempts to sell products internationally had most American felt makers withdraw from the world market, claiming it was too far to compete. That was a roadblock to internationalization.
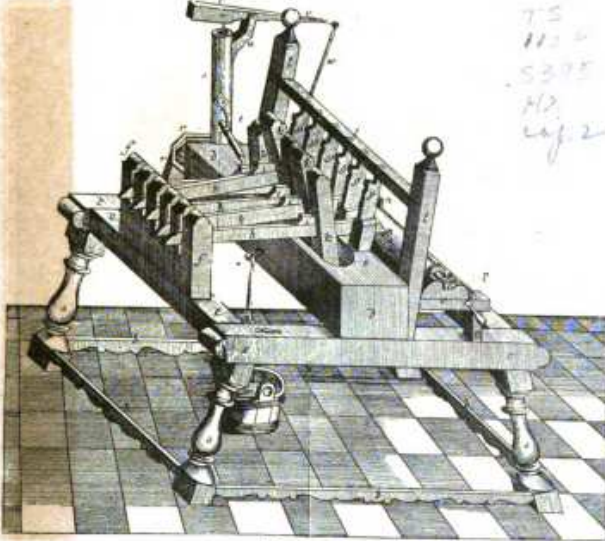
After almost thirty years on the market, the company received a new talent with direct bonds with a competitor; John Standish, the chemist and son-in-law of JK Spencer (the English felt maker who had been hired to replace Dunkan Fuller in his previous job) left that same competitor and accepted the position of plant superintendent. That might have been viewed as an attempt to informally exchange technical and managerial knowledge with the competition. In addition, research efforts were recognized as necessary and the company turned to the Massachusetts Institute of Technology for felt analyses and later hired an MIT expert to set up an on-site laboratory (AI-Book, 1995; p 16).

In addition to managerial and technological improvements, the company´s monolingual communication also got more attention with the publication of a newsletter. It was named Alfelco Facts and was published on a monthly basis in order to broaden the communication channels with customers, after the need was made evident in a meeting with the papermakers committee, where Albany Felt Company agreed to provide papermakers with precise data on its felts. The initiative was congratulated by the customers (AI-Book, 1995; p 17). This indicated an effort to set a two-way communication with its customers.

Figure 12: Alfelco Facts, 1923.

ALFELCO FACTS

VOL. II — ALBANY FELT COMPANY — NO. 7
NOV. — ALBANY, NEW YORK, U.S.A. — 1923

Doctor Schaffer's Pulp Stamper

CONTENTS

Source: www.google.com (2013).

Cross-border dealings became undeniable when the company established in the northeastern United States, started doing business in

European and Asian countries. Product labels, sales invoices, contracts, settlement terms, instruction manuals, for instance had to be provided to the foreign nations, as well as the recently created newsletter. Not to mention all the export documentation accompanying the product and considering that International Commercial Terms (INCOTERMS) would be first published only a decade later to facilitate foreign trade documentation. No record was found on how the company handled the matter; it might be assumed that language differences were taken for granted on behalf of the dominant status of English and translation was used when foreign countries´ rules required.

The fact is that since then, multilingualism was evident within the company´s dealings. The hire of foreign agents required interviews and training sessions to know the company, management style, commercial terms and people to contact inside the company to process the orders. Customers in those foreign countries received the products of these multilingual interactions; so the company´s performance and profitability abroad relied heavily on language competences. Such interactions confirm that international companies are multilingual organizations where multiple languages coexist side by side and in combination with each other (Janssens, Lambert & Steyaert; 2003). Considering the technology known to be available at that time, interactions were face to face, in writing or over the phone.

The company´s management has always played an important role in its growth and culture formation. This was made very clear in the late 1920´s, when in the middle of a rapid growth, the conservative management style led to the decision of lowering costs and focusing on manufacturing perfection, holding purchases only to the immediate needs and focus on plant perfection and lowering costs (AI-Book, 1995; p 14). That helped the company recover faster than its competitors after the depression caused by the stock market crash of 1929, when there were 387 employees in the United States.

Soon after recovery was felt, a service engineer was hired to solve problems in paper mills and communication with customers was boosted by the publication of a 65-page technical handbook on wool felt manufacturing, application and care, followed by an invitation for every customer to visit the company in operation so they could see how careful they were in making the felts. Albany Felt was hiring salesmen who could speak the language of its customers; that is, with experience in paper making (AI-Book, 1995; p 17). Was the handbook published in multiple languages? The records found did not make any reference to that fact, but based on more contemporary practices, corporate materials were only

published in English and the subsidiaries would find a way to spread them to their intended audience. Maybe local sales or service engineers read, highlighted some information and gave a sample to their customers. Or maybe local communications, technical or sales staff provided translations of excerpts of the handbook for key customers. Contemporary practices suggest that foreign subsidiaries recreated a similar handbook with some parts translated from the corporate. But these are initial hypotheses, since no record or sample of this technical handbook was found in Brazil, where operations just started in the 1970´s. Full translation of such materials were not common practices at the company.

Upper management shifts also cause significant changes in the way a company does business and plays a major role in its internal interactions. Under a very centralized management style, external communication strengthened the company´s image to its customers with an institutional film produced and narrated by a famous North-American broadcaster, Lowell Thomas[11], showcasing the company. Copies of the film were given to customers and prospects. By then, the paper and pulpwood industry had spread to the south of the United States and Albany Felt already had 500 employees, who got unionized. This meant another interface for the communication and in some regards, in the decision-making process.

When World War II broke out, Albany Felt showed its support for the war for freedom by giving a $40,000,000 cruiser (AI-Book, 1995; p 33) to the US navy. Was that typical for other corporations at that time? Whatever the reason, that indicated that the company was making good profits. Those figures attracted investors, like the Clark[12] family, for instance, who held 31% of Albany´s outstanding stocks by then and was so interested in the company that later, unsuccessfully attempted to get control of the business.

Internally, World War II affected more than one third of the company´s male employees. They went off to fight in the war, so the company had to hire women to work in some of the most affected operations. The shortage of male workforce for some operations led to the conversion of a gas station into a little plant to perform one step of the operation. That was set in an area beyond the reach of the defense

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[11] Lowell Jackson Thomas (April 6, 1892 – August 29, 1981) was a famous American writer, broadcaster and traveler.

[12] The Clark family was the owner of Singer, a company set up in the United States in 1851 to manufacture sewing machines.

department. The peace time demands allowed those extra hires to stay in the company after the end of the war (AI-Book, 1995; p 26).

The post-war also marked a shift in the management style. A less-than-40-year-old board member was appointed president, but was deemed too inexperienced to lead the company. Consequently, one of the bank´s president and board member became president while the young-to-be president would learn more to take the reins (AI-Book, 1995; p 28). This is another evidence of a conservative management style: was it a common practice among corporations at that time? With intents to explore new markets and become international, what was the company´s concern with their executives´ language management?

During the transition, the company built another manufacturing facility in the state of Maine, in the northwest of the United Stated bordering the Canadian province of Quebec. By then, there were nearly one thousand employees, which was a considerably large group to be deemed monolingual, however nothing was said so far about their lingual and cultural diversity or how the company dealt with that. Close to the neighbor´s country borders, the domestic enterprise was comprised of three manufacturing plants and $14 million in yearly sales (AI-Book, 1995; p 35).

Two years later, the company crossed the United States border; the critical level of sales for newsprint paper felts led to the building of a plant in Cowansville[13], in the French province of Quebec, Canada (a bilingual country). That was the first plant outside the northwest region and outside the United States, which meant that another culture and language (French) were officially added to the corporate diversity. No record was found on what changed in the company´s language policy or whether managers were required to speak French. Either translation or bilingual trainers could be employed to facilitate training and set the business in Canada, but these are just inferences based on contemporary practices.

Another leadership change made a milestone in the history of the company when a less-than-fifty-year-old president took office. That implied a relevant change in management style, from an individualistic to a team approach and a spread philosophy that the company´s success depended on the employee´s success. The college recruiting program (engineers and chemists) was then set to bring new blood to the company, and many of those new talents made their careers in the company and ended up as Senior Vice Presidents or other management positions.

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[13] Cowansville is a 12,489-citizen town in south-central Québec, 20 kilometers north of the United States border.

In that pace of change, Albany followed the paper makers' expansion and moved south, building a plant in Saint Stephen, South Carolina. The small town hall would welcome and even give incentives to the company, since it would provide jobs for its inhabitants. There were not many industries there, so most people made a living out of farming. A rigid racial segregation was also found there; African-Americans were only hired for custodial jobs (AI-Book, 1995; p 38). That was unquestionably a significant challenge to the company´s multiculturalism; even the employees who came from the New York area found it hard to cope with it. That plan represented an innovation from the manufacturing stand point: it was the first plant without windows. That allowed them to control humidity inside the plant to ensure the best fiber quality.

The 5-year-old Albany Cowansville had the second largest market share in Canada, among 5 players. The barely 50-year-old president choked to death while dining with his wife and friends. The simple Heimlich maneuver could have saved his life, though it was known only in 1974, so no one could revive him back then. (AI-Book, 1995; p 39).

Despite this fatality, the company´s upper management would pursue the envisioned goal of operating across the Atlantic Ocean. So they returned to Europe hoping to establish an alliance with the Swedish Maskinfilt Aktiebolaget - Nordiskafilt[14], global leader in the manufacturing of press felts and dryer fabrics. A year later, with collaboration under discussion, Albany began to explore the possibility of building a plant in Mexico, where the paper industry was growing 15% a year and the government would close borders for the import of products made by firms that built plants in Mexico. That would be the competitive edge Albany needed to increase its share in that market.

Building a plant in Mexico was a strategic business move that implied in the addition of Spanish to the company´s language portfolio, as well as the entrance of a new culture to the organization. Running a plant in a foreign country means considering its language strategy (Janssens, Lambert & Steyaert; 2003) so the new culture (Hofstede, 2005) can be effectively woven into the corporate culture and training can be provided, technical information can be exchanged and results can be

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[14] Nordiskafilt was set in 1905 in Sweden to produce paper machine press felts and dryer fabrics. It used to market its products mainly in Sweden, Finland, Norway and Russia. In 1969, Nordiskafilt merged to Albany Felt Company and Appleton Wire Works to form Albany International and so it remains to date (see more in the appendix).

reported. Staff interactions have direct bearings on the final product that goes to the customer and define the results of the business, which in that case was successful.

As a result of the North-American and Swedish companies' partnership, Albany Nordiskafilt de Mexico was opened in Cuatitlán, about 20 miles from Mexico City. That made the cooperation official with addition of languages and cultures to the corporate portfolio. And yet, no language policy or records of language training were found. What regulated international communications back then was not found in the records.

The gap between Albany Felt and Albany International was on the way to be closed. The company was then made up of 1,746 employees in 3 countries plus the colleagues in Sweden. That made for a great cultural diversity. How did cross-border communication take place among these people? Could one assume that English was the mediating language and foreign managers had to learn it in order to get the business going? What policy guided the language practices back then? It seemed to have been so unproblematic or obvious that no records mention it.

Somehow, communication flowed across the countries and even continental borders with this undercover or illusionistic language strategy (Lambert, 2010). Business goals were shared, at least among the management and the partnership yield synergies that led the partners to expand to France, Netherlands, Finland, Australia and England in less than a decade (AI-Book, 1995, p 44). The global coverage of their operations was evident; that was a truly multinational enterprise.

Such expansions brought up the need to enhance communication, at least with the market by the publication of a 200-page guide called Paper Machine Felts, which came as a complement to many roundtable discussions and in-the-field seminars sponsored by Albany to educate papermakers on the benefits provided by their new products (AI-Book, 1995, p 46). There are no references to the language in those publications, but the dominant status of English in business leads to the assumption that those were monolingual publications. So far the records have brought references to efforts, actions and improvements in external communication only. The way internal communications and language/cultural diversity were handled remains an open question. It is worth noting that neither computers nor the internet were available back then. That implies in the power position of the corporate lingua franca for managers in countries where English was not widely spoken. Foreign language knowledge has been more common among people in higher hierarchical levels than in operational levels. In fact, foreign language

knowledge is now a requirement for career advancement in multinational corporations in the contemporary business environment. Hence, it is reasonable to assume that this requirement traces back to the boom of globalization and/or internationalization.

Also in the 1960´s, Albany Felt Company started cooperating with Appleton Wire Works[15], initially in a research effort to outdo another competitor. Since this was also a United States company, there was no addition of a language or culture to the enterprise. Although there were other North-American partners in the same project, the shared background and goal made the inter-partnership learning (Hamel, 1991) run more smoothly.

Roger Milliken, head of a giant textile company in South Carolina made increasingly generous offers and bid to buy 51% of Albany´s stocks and get the control of the business. His attempt was seen as a threat to Albany´s organizational/business culture by its management and some employees who had worked for them, since it could imply in a major change in management style and business culture that was not welcomed by any of them. Considering that organizational culture is commonly characterized as a modern and efficient instrument for coordination (Kieser 1994, p 610), efforts were then made to preserve the company´s ownership and organizational culture to the extent that the company´s managers got together to buy shares from those willing to sell them for the same price that Milliken was offering and issued warning notes to the shareholders and employees about the risks that takeover would mean to the company´s strategic plans (AI-Book, 1995; p 48). That demonstrated a particular and strong interest in preserving the way the company handled its business, or perhaps an upper management game of interest; whatever the driving force, people felt comfortable with the status quo, so it worked. What was in question was a company with manufacturing facilities and offices in nine countries and $54 million a year in sales (AI-Book, 1995; p 44; 47).

In fact, the attempts to take over the control of the company at that time resulted in a single cohesive unit and produced a new company poised to meet the challenges of the 1970´s and beyond (AI-Book, 1995;

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[15] Appleton Wire Works was a manufacturer of paper machine forming fabrics set in 1895 in Appleton, Wisconsin – United States. The company had a culture of manufacturing and machinery innovation, which at times caused some trouble with the weaver´s union. In 1969, the company was merged with Albany Felt Company and Nordiskafilt to form Albany International, which remains to date (see more in the appendix).

p 50). The management was in the final stages of negotiating a merger that came true in 1969. Milliken unsuccessfully raised his offer one last time and later sued the company arguing that the merger was just set to frustrate his attempts to take control. Of course, the company´s lawyers managed to prove that he was wrong.

When choosing the company´s name, "the directors gave careful thought to a name for their new enterprise. In the end, they retained the widely known Albany name but added "International" to highlight the company´s global scope" (ibidem, p. 50).

5.2 THE INCORPORATION OF ALBANY INTERNATIONAL

The upper management envisioned the Global enterprise that was made possible by globalization, technical change and the unwelcome suitor (AI-Book, 1995; p 35). The merger of Albany Felt Company, Nordiskafilt and Appleton Wire Works, formed Albany International in March (once again), 1969 after the Internal Revenue Service[16] approval. That was not only the rise of a new business enterprise, but the rise of a new organizational identity construed with possible embodied cognition (Harquail and King, 2010, p. 1622) aspects that might have played a role in merging these different cultures, traditions, areas of expertise and people from various locations, who apparently shared the pursuit for excellence in customer service and products, into the dominant supplier of paper machine clothing end-to-end - Albany International. One might ask here which business culture or characteristic prevailed, whether a whole new culture rose, or how this transition period was. Which of those early-day traces still remain(ed) strong? Two United States based and a Swedish based corporations merged into a single United States based MNC with a huge language and cultural diversity.

Figure 13: The Incorporation of Albany International.
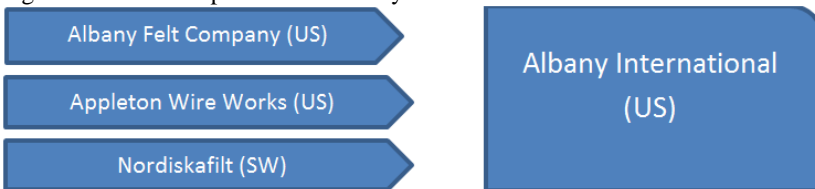
Source: AI-Book (1995).

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[16] Internal Revenue Service is the agency responsible for tax collection and tax law enforcement in the United States.

The International enterprise was then made up of 4 divisions (Felt, Wire, Europe and Canada – in charge of Mexico and Australia) with 6,242 employees under the People Policy, published in a brochure to knit all those people into a team where the personal success was the first condition to the company´s success. This policy was not found in the Brazilian plant´s archives, which raises the questions of how long it was in place. Also, since the definition of personal and/or professional success may vary among individuals, it may be worth noting an indication of how emotional experiences and expressions influence the interpretation of an organization (Harquail, 2010, p. 1627). This approach was adopted by this MNC and confirmed by the hire of promising graduates with intent to keep them until retirement by providing internal promotions and international assignments, which were mentioned as corporate standard practices (AI-Book, 1995; p 84). From the corporate standpoint language capabilities did not seem to be an issue, since no references were found regarding language requirements to these promising graduates.

Synergies must have been strengthened among the people in the International enterprise. The year Milliken sold his shares, which were reduced to 20% after the merger and Lloyd Briggs (treasurer and unofficial poet) recited the following at the annual management meeting:

> Roger the Raider rode out of the south,
> With a knife up his sleeves and a smile on his mouth.
> Roger the Raider on our door did knock
> And told us that he owned a third of our stock
> And then with his foot firmly wedged in the door
> He politely informed us that he would buy more.
> Give in or resist was the choice that we had.
> Said Roger: "Give in, or I´m going to get mad."
> Well, give in we wouldn´t and get mad he did.
> For more shares of stocks he then frantically bid.
> None were forthcoming and Roger turned blue!
> Said he, "You folks have had it! Now I´m going to sue."
> Backed by Rifkin and Newlon and a few other guys
> He battled with Hagoort and wily George Weisz.
> Books were examined depositions were taken,
> But Roger found no way to bring home the bacon.
> In court and out, not one bout did he win,
> And Roger the Raider rode back south again.
> (Ibidem, p. 50).

That brings up a very unusual fact: a treasurer reciting a poem like this to summarize such a story in a formal business meeting. However, no translation of this poem was found at AI-I. The reason why would Roger try so hard to gain control of the company is not explained in the records, but his frustrated attempts brought the company´s (management) team close together fighting against him. The Information Memo was launched as the single most important medium of communication about the Albany family´s deeds. The company was split in two major divisions:

i)   Papermaking Products with 24 plants, being 13 in the United States;

ii)   Industrial Products with 19 plants, 16 were in the North America.

The internationalization process moved on in the 1970´s and under the multicultural management team the corporation added Brazil, Japan and South Africa to its country, language, culture portfolio. Communication and language policy were not referred to in any records, which leaves the ground to the hypothesis that English was the language of cross-border communications. That is the practice nowadays. Therefore English was and has been the corporate lingua franca and knowing it grants non-native English-speaking personnel a position of power. Such a position of power has allowed foreign interactions with colleagues, customers, suppliers and authorities.

Another important aspect of the power position granted by knowing languages was not only limited to internal hierarchical position, but allowed participation in cross-cultural product development and co-operations (Hamel, 1991). For this purpose, technical knowledge in English was key for the foreigners involved. This was and has been a challenge for a nearly 6,000 staff MNC operating and co-operating in 12 countries. Languages also include those of foreign customers and agents. It was observed that at AI-I, when it came to communication with foreign customers, the power was held by those who could speak the customer´s language. Contemporary practices revealed that many among those people communicate in the corporate language as well, having the customer´s as a third language. Hence, it is suggested the following scheme of the power positions related to languages:

Figure 14: Internal vs. Customer language Power Position at AI-I.
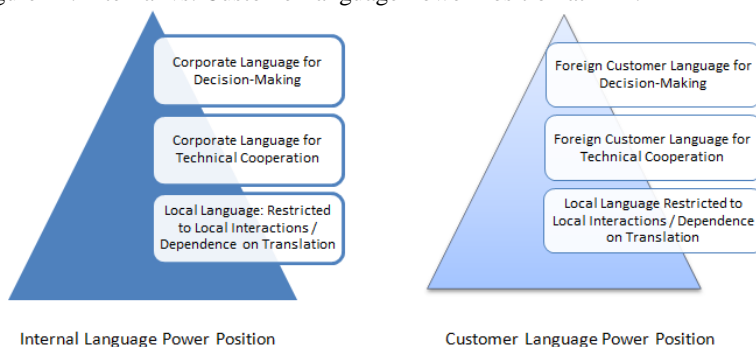
Source: Albany International – Indaial (2013).

In the early 1980´s The Appleton Wire Group decided to sell most of their 37% of outstanding shares. That threatened the company business culture and style once again (as in the pre-merger time), causing the management to make some extra efforts to keep the company´s ownership within the same hands and preserve their financial and operating plan. Although it was a challenging period, the company overcame the mostly financial obstacles again before the end of the decade. One may wonder if that same management style/business philosophy still rules the corporation these days.

In a financial move, Spencer Standish (mentioned earlier), took a calculated risk and got 68% of voting control of Albany International. The MNC became then a family-owned MNC. Since the family was already involved in the board, no major management changes were reported, but the change in the company ownership status.

In the mid-1980´s, Albany International took part in a major business management revolution with many philosophies borrowed from the Japanese and learned from the Toyota/Lexus organization that cost reduction and quality improvement could coexist. Dr. W. Edwards Deming[17] became the quality movement guru, involving people and process to eliminate flaws in the production process, therefore generating

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[17] Dr. William Edwards Deming (10/14/1900-12/20/1993) was a poor-born studious, diligent, hardworking and noted North American statistician and management consultant with a Yale PhD in physics, remarkable studies on the relationships between working conditions and productivity and whose techniques and methods are known to have caused the post-world war II Japanese goods to be synonym of quality worldwide and North-American industry to be renewed with productivity and quality at lower costs.

tremendous improvements in the manufacturing processes that translated into profits. Total Quality Assurance (TQA), Just-In-Time production and Process Improvement Teams were formed corporate-wide in an attempt to reduce costs (ibidem, p.100), efforts that were noticed since beginning of the decade.

That required global training and translation played a role in the deployment of such efforts. Training documents had to be translated and provided to employees worldwide and the results of such programs impacted product quality and performance, having direct bearings on the business results. In Brazil, according to AII-HR, the heads of quality and training areas had good knowledge of English and were also key to facilitating the implementation of these manufacturing programs. This confirms the power position of those communicating in the corporate language. Since they knew English, they were in higher hierarchical positions (i.e. managers, coordinators, supervisors, etc.) and had access to the training in English as the corporate provided. They could then train the manufacturing-level employees who would then do their job according to the mediated training received. Training was and has been a process in the manufacturing activities too. Product quality and plant efficiency are directly linked with the training provided, which in turn relies on technical and bilingual knowledge (Portuguese and English).

That also shows indications of an organizational culture that sought for an innovative way to keep productivity and profits even during crisis. The multinational status of this organization along with need to standardize their production methods are clear indications that translation and knowledge of a corporate language are vital for the achievement of major corporate goals, such as quality and production methods.

In the early 1990´s recession, the previously introduced Japanese philosophies affected the way many businesses were managed in the United States, including at Albany. This rethinking caused significant changes in the production methods and in the Marketing department, which was expanded and strengthened by specialists, databanks and laptop computers. The result was a new approach of selling value, rather than mere felts and fabrics to customer´s purchasing managers and clothing committees (AI-Book, 1995; p 99). That approach could be viewed as a new way to communicate with customers when selling the product. It showed the company´s determination to retain business with the papermakers who preferred a single supplier in all three paper machine sections (forming, pressing and drying). The same approach has been used by the Marketing and Sales team in all regions across the globe.

The new approach to sales was helpful, but market instability and foreseeable consolidations, represented new challenges to the traditional people policy. The good news was that growth was predicted in Asia by the UN Food and Agricultural Organization and China was expected to exceed the United States and Japan in the consumption of paper and paperboard within the next fifteen years (Ibidem, p. 102). By that time plans were made to build plants in Korea and China, continuing the philosophy of being in the main paper production centers.

With a history of overcoming obstacles such as wars, recession, shifts in management styles and technological turmoil, nowadays Albany International has two main business units:

- Machine Clothing (MC), which produces custom-designed fabrics, felts and belts for paper machines and many other industrial applications, as shown in figure 9; and

- Engineered Composites (AEC), which manufactures advanced composites to the aerospace industry. The latter has been the company´s new business unit since the last decade and may be viewed as the contemporary share of corporate diversification; a practice that may have been inherit by the MNC´s early management philosophies and beliefs and/or based on some other contemporary management philosophies to generate long term growth and cash.

Figure 15: Albany Engineered Composites

Source: www.albint.com.

Although the company serves its market with manufacturing plants in eleven countries, it has operations in the following fifteen countries: United States, Canada, Mexico, England, Italy, Australia, France, Sweden, Germany, Finland, Brazil, China, South Korea, Japan and Indonesia (www.albint.com).

Figure 16: AI Global Presence.

Source: www.albint.com (2013).

This confirms its multinational, multilingual and multicultural status and adds Mexican Spanish, Canadian French, Brazilian Portuguese. The next section of this study investigates machine clothing communication practices, more precisely the interactions between the corporate and sister plants and foreign customers with the Brazilian plant.

5.3 ALBANY INTERNATIONAL BRAZIL – 1975 TO DATE

The diachronic study made so far was meant to:
i)   show references of language practices over the internationalization process;
ii)   set the background for contemporary analyses; and
iii)   better situate the company whose language and translation practices will be explored here – internally known as Albany International - Indaial.

As stated before, Albany International´s history in Brazil really started in the 1970´s when a manufacturing plant was erected to make dryer fabrics, press felts and industrial fabrics for the growth of the South

American market. So far, the company tended to follow its main customers by establishing facilities as close as possible to their plants. Why was Blumenau, Santa Catarina chosen, since that is a mostly textile and clothing region and the bulk of the paper industry was and is established in other states? Some older employees say that the abundance qualified labor in the textile trade could be a reason. Others say that the fact that the first Director of the company´s operations in Brazil was from Blumenau might have played a major role in building arguments to convince his foreign bosses to move the operations to his hometown. These possible explanations were provided during conversations with employees working over twenty years with this MNC, since the decision-makers at the time are no longer in the organization and the only record found was a speech by the local director at the twentieth anniversary of the company in the region (AI-Brazil 20 Years, 1995). The plot of land chosen to build the facilities in the south of the country was too close to the region´s main river. So severe floods in the early 1980´s and 90´s hit their facility causing major losses, as previously mentioned herein.

That setback led to the construction of another plant in a flood-free parcel in the neighboring and smaller town of Indaial, just few miles westbound towards the countryside on the same highway. The latter was opened in 1986 and remains their only manufacturing facility in South America to date. For some years, the operations were split between the two plants, but after some expansion of the Indaial plant, all the operations in Brazil could be brought to that location and the former plant in Blumenau was sold to a local University. Mostly Business, Engineering, Accounting, Law courses, etc. are taught in the same physical space that once held a multinational enterprise.

Figure 17: Albany International Indaial – SC.

Source: AI-I´s Library (2013).

Since the previous sections provided an overview of the company´s history, its products, management style, expansions, challenges, etc. and the focus of this study is the communication practices and developments, mainly in the Brazilian facility, this section will highlight a few facts that may play a role in their multilingual communication practices and attempt to make confrontations between pre and post computer and internet systems. Also, the contemporary approach to languages will be investigated here.

According to AII-HR and some employees working more than twenty years for the company, since the mid-late 1980's the company has maintained a language professional in their office to provide employees with training to learn English (in the past, also in Spanish). Over the last twelve years, this function has been fulfilled by the author, who has also played a role as a translator of a wide range of corporate materials, as will be explored later in this study, and the in-house/ social network pivot translation provider (PIEKKARI et al. 2013; p. 8).

In addition to language(s) provider(s), the concern for language knowledge, especially technical terms referring to Albany´s products, machines and manufacturing processes led to the compilation of a typewritten glossary named "Felting Terminology". The glossary was

organized alphabetically with a 73-page English-Portuguese and a 64-page Portuguese-English section, plus a 42-page English-Portuguese "Addenda" section with further explanations of some terms, like roll and defect types. It also refers to volumes I, II and III, plus the fact that additions and corrections would be required. Many notes were found to be handwritten, but no starting date, which implies that:

(i)   it was created prior to the advent of computers;

(ii)   the project evolved over time with more specific definitions;

(iii)   the glossary was a collaborative project involving language and felt and paper making experts;

(iv)   it was compiled by W. G. Binns who used to teach English at AI-I;

(v)   the only date found in the glossary was 01/1989, in the "Addenda".

(vi)   the glossary holds about 4.000 definitions.

Figure 18: A Page of the Felting Terminology.

Source: AI-I´s Library (2013).

When the author showed the glossary to the employees, nearly all of them were surprised and unaware of its existence, even employees who had been working over 20 years at AI-I. This leads to the assumption that copies of the compilation were made available only to a few people, such as the heads of the technical and quality departments, since most of the terms refer to product features. This restricted access reinforces the power position of those knowledgeable of languages in MNC´s environment, even more when it came to area and product related lexicon. A hard

photocopy of the glossary was once given to the author by a former head of the engineering department and is kept with him for consultation. This compilation along with more contemporary words brought in mainly by the arrival of new technologies, served as basis to create a digital glossary accessible from every computer within the company´s premises.

Regarding information technologies, in 1988, the local management created an Information technology plan with preset goals to integrate communications and work procedures via computerized information systems during the following years. As part of that plan, an Information Systems manager was hired in 1989 to computerize the plant, initially by renting a computer for 2 years to connect the company's twenty-five terminals, thirty-five microcomputers and one mid-size computer. The project worked out and despite operating in two plants (Indaial & Blumenau) the information technologies efforts resulted in a computerized system that allowed a reduction in orders cycle time from 12 days in 1988 to 2 days in 1991 and finally to 1 day in 1992. This integrated communication system was a milestone to internal monolingual interactions as well as external FL communication with colleagues and customers at a much faster pace due to the use of the internet.

That was a remarkable improvement in the speed of communication given the huge amount of foreign trade operations; in the early 1990´s, for two consecutive years, Albany International Brazil got the Million Dollar Exporters´ Club Certificate (IndaBlu, v.1, n. 1, p. 1, Jan. 1993 – figure 5) given by some American Chamber of Commerce, which meant that:

(i)   The company was exporting a lot;
(ii)   Foreign languages were crucial for that figure;
(iii)   In addition to the leadership, foreign languages had to be known and used by Customer Service Representatives (CSR[18]), Export staff, Engineering/ Design, and application staff to operationalize those transactions.

An integrated computer system played a role there, but that figure actually indicates the important role of foreign languages and translation to the company´s financial results. It also means that not only English

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[18] Customer Service Representative (CSR) is the job title of the person who operationalize sales of products inside the company. Among other interfaces, this person interacts with customers, agents and salespeople in the field to process all the documentation and internal procedures to get the order ready to be delivered to the customer.

played a role as foreign language, but at least Spanish contributed to that since the plant was built to supply felts to all of South America. A glossary of Spanish technical terms was not found to facilitate Portuguese to Spanish communication.

It is known that by then the company had an internal teacher who used to help employees by teaching English and by compiling a glossary to facilitate the need for immediate translation of internal work-related terms by AI-I employees. This implied the provision of immediate translations through an internal advice network (PIEKKARI et al. 2013; p. 7). Although working inside the company´s premises, this language provider was not a company direct employee, which means the company outsourced this crucial service. That means, AI-I used an external service provider as the solution for its concern for speed and confidentiality while developing the desirable level of knowledge on its employees. The problem was also found in Nordea, as described below:

> Concern about confidentiality and speed of response may further hinder the ready adoption of outsourcing. In the end, though, outsourcing is only a partial solution and cannot substitute for language proficient staff providing immediate, on-the-spot, translation (PIEKKARI et al. 2013; p. 11).

The approach adopted by Al-I requires a high level of competence in training adults with specific need and limited time. In addition, such a language professional has to be acquainted with the terminology in use in that particular industry. Finding or developing such a professional can be challenging.

The company´s concern with the employees´ knowledge and qualification could not exclude computers and software, the new communication tools at that time. Actions to develop competences in this area extended beyond its office. Technology was also made available at the employee´s social club training room, which was then equipped with six computers and a printer.

Training efforts reached beyond product manufacturing, information technologies and languages, reaching employees´ schooling. Also in that year, seventy-three Albany Indaial and Blumenau employees resumed and finished high-school at the Center for Education of Adults (IndaBlu, v.1, n. 1, p. 1, Jan. 1993). That implies in an organizational culture that promoted knowledge, valued qualified individuals and provided ways to address deficiencies. That confirms that the people

policy reached beyond the United States borders with regards to the knowledge and competences required to perform their job and promote personal development.

The information technology plan soon kicked in and the operational area was fully computerized with 2 mid-size computers and 120 microcomputers integrating the two plants via telephone. That took an investment of USD 800.000 in 3 years that multiplied data processing capacity by six. The system redesign took 10 months and the internet was made available. By then salespeople already had laptops to connect to the web and check inventory levels, get quotations and enter orders, to name a few (Ibidem, p.3).

The company provided periodic training on basic Informatics, as well as the operational system and software available at that time, since the use of computers was not so widespread and many employees would have to work with that "new" tool.

Communication has always been seen as an important issue and also in that year, training on how to improve communication in work relations was provided by a Human Resources expert from the United States with the use of simultaneous translation (See Attachment 1 - IndaBlu, v.1, n. 2, p. 1 and 4, Fev. 1993). Nowadays, maybe as a result of the emphasis placed on the acquisition of English, this kind of training is held in the Corporate *lingua franca,* without the use/need of professional translation or interpretation services.

Not much more was found about the practices back then, but nowadays the heads of each area are required to have enough knowledge of English to attend training sessions in English. When needed, the course materials are translated so that the training can be passed on to a broader audience, mainly in operational areas where not everyone knows English. A local head of department or Human Resources person that attended the foreign training is then assigned to deliver the training to the other employees in Portuguese.

Another effort to communicate better and trace the history of this enterprise was the publication of the AI-Book in 1995 to bring up some important events and celebrate its first century; the book was published in English and parts of it were found translated to Portuguese by internal staff and published in monthly issues of the company´s local newsletter in 1995. These translations were made by internal staff and their characteristics will be object of analysis later in this study.

By June 1997, the Corporate deployed the Global MFG/PRO[19], a system that would connect all their plants worldwide. This global system implied in a more systematic use of the corporate language since most of the system base and menu were in English.

In the second semester of that same year video-conferencing equipment was installed in Indaial to improve interactions with foreign business colleagues and since then, the technology has been part of everyday business practices, shortening distances and reducing the time it takes for information to flow throughout the corporation for the various purposes it serves.

This study will explore how language competences and translation services are undeniable within a multinational/ multicultural organizational environment, by taking the practices in this company as the basis for analyses. Comparisons with similar studies conducted by scholars such as Piekkari, 2013 and Fredriksson, 2006 in other MNCs based on the European Group for Organizational Studies framework, as well raising questions for future contributions to Translation Studies.

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[19] MFG/PRO is enterprise resource planning (ERP) software designed to streamline the management of global manufacturing companies by integrating all the information inherent to their processes.

6 CORPORATE WEBSITE: A CHANGE IN COMMUNICATION

In the computer and internet era, a website is one of the means by which organizations make themselves virtually known to the general public. Given the worldwide coverage of the internet, almost anyone, anywhere around the world can access and/or retrieve the information available on a given organization´s website and get some clues about its identity, business, presence around the globe (since it is a MNC), corporate values, contact information, financial reports and leadership information, to name a few. Questions may be raised about how this virtually created identity reflects the actual organizational identity.

Since its early days, the company has always been very careful with its information in order to keep information from reaching competitors, for instance, and maintain its competitive edge. Over the pre-internet years the company developed a restrictive behavior towards information, which was mostly on paper. It might be interesting to figure what changes took place in the MNC´s communication practices and policy with the arrival of the internet; this was a guiding question in this section of the study. The multinational status of the internet also raises inevitable and inherent questions of languages and cultures.

The kinds and amount of information Albany International has made available to the average people accessing its website[20] was analyzed and assessed in this section of the study as part of this naturalistic empirical research[21] (Williams, J. & Chesterman, A., 2002; pg. 62) by raising questions and looking for answers on the MNC´s own website(s). The questions were raised and taken to Albany´s HR and Marketing staff in Indaial, Santa Catarina – Brazil, as well as the Human Resources and Information Technologies directors based in the United States. The guiding questions were intended to find out:

(i)   Why this company would build and maintain a website;
(ii)   What the website would tell about its maintaining organization;
(iii)   What business functions it was expected to serve to the organization and its main stakeholders;
(iv)   Who, within the organization, was in charge of its website;
(v)   Whether the MNC had only one website;

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[20] www.albint.com
[21] Naturalistic (or Observational) Empirical Research studies are those that investigate a phenomenon or a process as it takes place in real life in its natural setting.

(vi)   Whether it exchanged information with its internal staff and external people through the same website or virtual portal;

(vii)   How language diversity was handled;

(viii)   How static or dynamic the information on the organizational website or virtual portal was.

The various answers to all those questions could to lead into a better knowledge of the company. Another initial consideration was that the Internet communication was supposed to change and/or to partly reorient the enterprise, since options in communication are supposed to have an impact on the actual activities and even on the company´s identity.

Since the internet has been quite unexplored from the organizational and language standpoint, these key questions were raised and guided multiple accesses to Albany International´s website and intranet portal[22] made for the purpose of this research throughout 2013 and early 2014. In addition, the presence of the author with this MNC for over twelve years enabled some diachronic analysis to be made and confirmed by internal staff, mainly employees working in Human Resources and Information Technologies and Marketing.

The online productions in English (corporate version) and Portuguese (Brazilian version) were first shown and then analyzed in terms of author, text and reader (target audience) as proposed by the polysystemic hypothesis (Even- Zohar 1978; Toury 1980; Lambert & Van Gorp, 1985). In terms of content, the study analyzed what kind of content and programs were available in English and in Portuguese in order to find any guiding rules for content and languages/translation. To better understand and structure this study on this MNC´s website(s), it was divided into two main parts: internet home page and intranet portal, as follows.

6.1 INTERNET HOME PAGE

The first page of the website, widely known as the home page, showed the organization´s name (Albany International) along with changing pictures of its two divisions or businesses, Engineered Composites[23] and Machine Clothing, as shown in figures 19 and 20, respectively.

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[22] https://aiportal.albint.com/Pages/default.aspx

[23] Albany Engineered Composites designs, develops, and manufactures highly tailored advanced composite with complex composite components. The blend of

Figure 19: Corporate vs. Brazilian Websites - AEC

Source: www.albint.com (2013)

products – including 3D woven structures, traditional and non-traditional 2D composite structures, and discrete through thickness reinforcement technologies, to name a few. AEC is able to produce composite components and products which meet performance and cost specifications often beyond the reach of metallic or conventional laminated composites to serve the aerospace industry by making airplane engine fan blades, casing, brackets for landing gear, etc.

Figure 20: Corporate vs. Brazilian Websites - MC

Source: www.albint.com (2013)

      The name itself indicates the company´s presence and operations in multiple countries, since International is part of it. So, one may ask how international such an organization is and one of the website´s tabs clearly states that the organization has eighteen manufacturing facilities and offices scattered through eleven countries – as shown in Figure 16 herein. It is questionable how up-to-date that presence map representation is and

the answer is uncertain among the Brazilian staff. It also says that the company is headquartered in the United States, but it does not bring the other countries´ names in the same section.

A first indication of the approach to languages on the website was seen right when it opened: the Portuguese version prompted, maybe because it was being opened from Brazil. That is due to technologically built-in tools that locate the access so that the site prompts the content available or the website version in the local language, although parts of it were displayed only in English. This assumption was confirmed by the company´s IT personnel and the locally accessible websites displayed contents only in English and Portuguese. The layout and pictures were very similar to the corporate version and in order to access the latter, the user had to choose from a menu on the bottom of the page. That was also the location of the language bar, on a very small icon on the lower left side. There was no Spanish version of the website accessible from Brazil, which was surprising since the company had a plant in Mexico.

The technical status of both pictures and texts indicated that the target audience for this website was made up of other companies, since their products were made to serve industrial purposes rather than consumer goods that may be of interest to individuals/end-users. This identity component was confirmed by the textual style, which highlights business and technical aspects, even in promotional texts. No information regarding product price or promotion was found on the page. Stock price was displayed in a line in English, even for the Portuguese version, as shown in figures 19 and 20 herein. The display of the stock prices also indicated that the content was for a specific target audience, involved with the business. The line kept the date and reference only in English because its stocks can only be traded in the United States, which was indicated by the acronym NYSE (New York Stock Exchange) and confirmed by the local management.

The home page indicated that the original website was actually developed by the corporate in English. The local (Brazilian) version displayed translations of some contents found in the corporate version. Pictures and information of the aerospace composites business (figure 19) were also shown in the Brazilian version, which supported the global identity of the company rather than the specific reference to its local operations. It´s worth noting that aerospace composites were not manufactured in Brazil. Paratextual elements of the website were kept in both versions and texts were rather descriptive or legally required (such as financial figures for publically traded companies) with partial translations. These facts led to the following initial assumptions:

i)   Centralized website administration;
ii)   Concern for a standard layout for the MNC´s homepages, regardless of the country and language;
iii)   Little concern for up-to-date information, especially in the local version;
iv)   Little importance given to specific details, especially regarding its products and locations;
v)   The website and its versions were not a key component of the MNC´s communication policy;

These assumptions were then further tested by analyzing the website's contents in multiple accesses and inquiring the local Marketing Coordinator and Information Technologies Director, the latter based in the United States. The conversations were documented by e-mail and printed to be kept as part of the author´s archive. The multiple accesses were meant to detect any changes over 2013 and early 2014.

6.1.1 Websites Contents

From the home page, more specific information was sorted by tabs that would direct to more details on different topics. As mentioned earlier, the analysis was made on the Corporate (English) and Brazilian (Portuguese) versions, so that comparisons and confrontations could be made. Rules, technicalities and principles for website making are not in the scope of this study, but rules for languages and contents (if any) would be of great interest herein.

The first glimpse at the home page shows tabs with labels to specific topics (i.e. company, businesses, forum, investors, careers and news – refer to figures 19 and 20) apparently in the same position on the English and on the translated Portuguese version. An extra tab labeled 'contact' was found only in the English version and when clicking on the icon, contact information and a map referred to the headquarters in the United States. Contact on the Brazilian version was later found as a sub-item and showed contact information both for the Brazilian facility and to the headquarters' address in the United States.

By opening the tabs on both the English and the Portuguese versions, it was noticed that some contents were found to be mere translations and others presented different contents or even English contents.

For instance, the company´s history was quickly told both in English and in Portuguese. The text brings the founders' names, years and figures of the business global expansion and branding, as well as

acquisitions and public offering. The text highlights the company´s growth and provides a clue of its origins (more details on this MNC history were presented in the previous section herein). A confirmation of its international status is found in the last sentence, which says: "More than half of the company´s assets, profits and employment are outside the United States" (http://www.albint.com; last access on March 22, 2014).

Figure 21: Excerpt of the history in English and Portuguese.

The shareholders voted in 1987 to again make Albany International a public company. Class A stock was offered to the public in September 1987, and in 1988, the Company again listed on the New York Stock Exchange.

Today, the Company, headquartered in Rochester, New Hampshire, as of January 1, 2011, has been transformed into a global advanced textiles and materials processing company with two core businesses. Albany Door Systems and PrimaLoft Products were sold in 2012.

Albany's Machine Clothing business is the world's leading producer of custom-designed fabrics and belts essential to production in the paper, nonwovens, and other process industries. Albany Engineered Composites is a rapidly growing supplier of highly engineered composite parts for the aerospace industry.

More than half of the Company's sales, profits, assets, and employment are outside of the United States.

English ▾ | Corporate | Contact | Sitemap | Search | Privacy | © 2011 Albany International Corp. |

Em 1987, os votos dos acionistas determinaram que a Albany International voltasse a ser uma empresa de capital aberto. Ações Classe A foram oferecidas ao público em setembro de 1987 e, em 1988, as ações da empresa voltaram a ser negociadas na Bolsa de Valores de Nova York.

Com sede em Rochester, New Hampshire, desde primeiro de janeiro de 2011, a empresa hoje é líder mundial na fabricação de tecidos técnicos. Seu foco está na produção de vestimentas customizadas essenciais para a fabricação de celulose e papel. A crescente atuação da Albany International leva seus tecidos técnicos para diversos outros setores, dentre os quais merecem destaque os de produtos de tecnologia aplicada para a indústria aeroespacial, nãotecido e setor de construção. Mais da metade de suas vendas, lucros, bens e empregos, ocorre em suas operações fora dos Estados Unidos.

Português ▾ | Corporate | Contact | Sitemap | Search | Privacy | © 2011 Albany International Corp. |

Source: www.albint.com (2014).

The fact that the MNC was set up in the United States indicated that this short source text was created in English and then translated into Portuguese. A more complete text telling the history of the company was published in the AI-Book in 1995. This brief history text implies a change in the communication strategy. The printed book told the history in detail

but was distributed only to a few selected stakeholders. The internet text was short and available to anyone with sufficient knowledge of the languages the website is available in (for this analysis, English and Portuguese). A change from full texts to restricted readers to short texts massively available to virtually anyone. Does that apply other kinds of web contents too? In addition to demonstrating a change, this typified the approach to little concern for details and up-to-date information on the MNC´s website, which now extends to non-technical information.

In addition to the history, readers from both origins would also find the same information in short texts describing their global operations, viewing the world presence map and the company´s core values.

The website brought an extranet portion, which was created to allow interactions with external users (i.e. customers). This was found in the forum tab asked for login information showing the same text in English in both versions. This identification would direct to the content visible to this particular internet user; for instance, major customers might use it to track their orders. This extranet has been added to the website since the early 2000´s. Untranslated texts were also found in the investors, careers (job postings) and news tabs; the same information was displayed only in English for both versions.

Figure 22: English text on both versions of the website.

Source: www.albint.com (2014).

One may wonder why those portions, some with rather short instructive texts were not translated. The fact that jobs were posted in English could be explained by the fact that such positions could require applicants to know English and would be in line with the company´s cross-border communication practice.

Materials with questionable relations were found in other sections of the website, for instance, a drop-box icon to an annual report of the company´s performance in 2011 led to a downloadable document published only in English even though it was accessed from the Portuguese version of the site. In the same position on the Corporate version was the access to the CEO[24] letter with the previous year´s business figures (2012) and performance information to the shareholders in English and could only be viewed and accessed from the English version of the site.

Figure 23: 2012 Letter (En) vs. 2011 Annual Report (Pt).

Source: www.albint.com (2014).

[24]CEO stands for Chief Executive Officer and is the top executive/leader responsible for a firm's overall operations and performance.

Still talking about performance, a document with quarterly comments was referred to in the Brazilian version, but with information only in English referring to the second quarter of 2012. The English version showed a page with contact information in the same position. Why did it not show an up-to-date version of the same document?

The business tab displayed information in Portuguese only for the Machine Clothing division; this was due to the fact that it was the only division of the company operating in Brazil. The Corporate version brought the same information on Machine Clothing in English, with a reference to a recognition poster by one of the company´s main customers in 2012. Whereas the Portuguese version displayed the 2011 sales figures instead. Engineered Composites information was found only in English, regardless of the site version.

Figure 24: Business Tab in English vs. Portuguese.
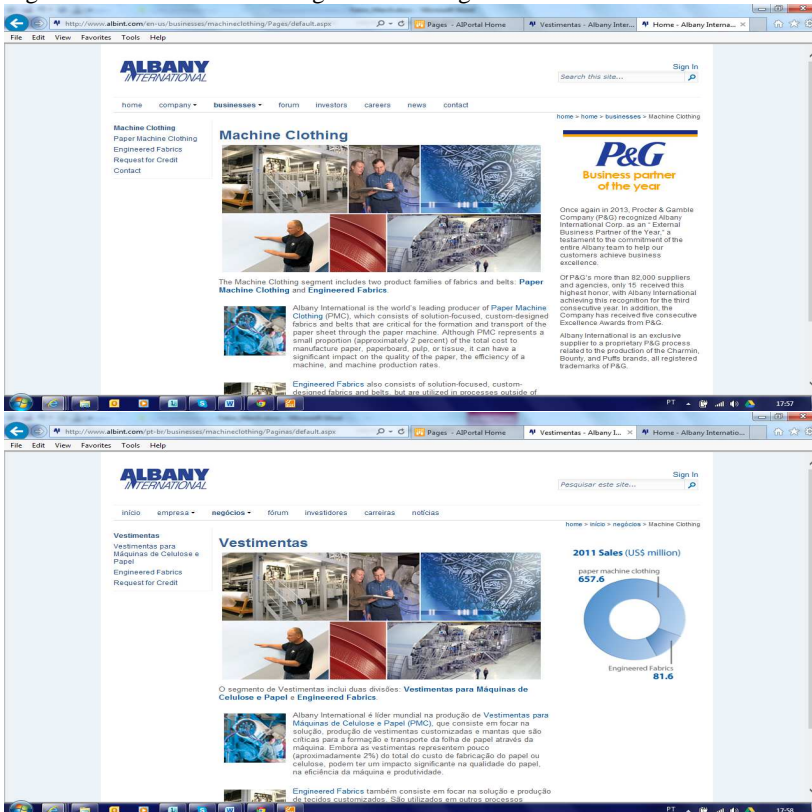
Source: www.albint.com (2014).

The corporate version was also the only one with a tab where the top leadership profiles and resumes were found. Professional background information and pictures were found for the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Machine Clothing President, Chief Technical Officer (CTO) & Senior Vice President, Vice President & Controller, Vice President & General Counsel, Vice President & Chief Information Officer (CIO), as well as the Associate General Counsel.

Figure 25: Leadership Tab
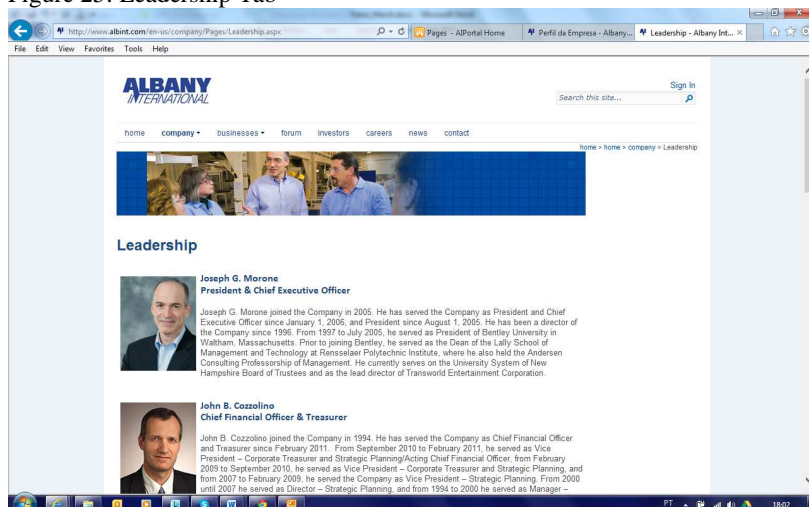
Source: www.albint.com (2014).

The analysis of both versions of the MNC´s website should also take legal or cultural rules into consideration; information available in the corporate version might either be regulated by law or typical in the source culture and not deemed relevant or required in the target culture. Such legal and/or cultural rules are not in the scope of this study, which was carried out to show how languages were dealt with in this MNC. Future studies might be conducted to investigate such rules. From the content stand point, the Brazilian version looked more superficial than the corporate version, therefore one may not say that it was a mere translation of the corporate version.

The findings in these two versions of this MNC´s website provided a clearer picture on how they fulfilled their intended purpose in both cultures, according to the polysystem hypothesis (Even- Zohar 1978;

Toury 1980; Lambert & Van Gorp, 1985). They also reinforced the initial assumption that decisions regarding website contents were centralized. Also, the concern for standard layout was limited to the home page and a few other sections, not the entire MNC´s website.

Translation actually played a role in the making of the Brazilian version, except for local contact information, but the criteria used to decide what was to be translated were not clear. According to the local Marketing and Information Technologies staff, the website is currently overseen by the corporate communications team and each business unit´s marketing staff was held responsible for maintaining the website, thus determining what would be translated for its local versions. The purpose of the website was to advertise the company without providing specific information on product, technology or innovations developed or under development by the company. This was one of the ways the MNC´s corporate staff found to protect information under their responsibility or keep a competitive edge or secrets away from competitors´ sight. These facts also supported the initial assumptions that the company showed little concern for up-to-date and detailed information on the web. Therefore, communication was segmented and directed. The website was not found to be a key component of the MNC´s communication or language strategy.

Comparisons between the Corporate and the Brazilian websites revealed traces of centralization and concern for secrecy, which were confirmed during the conversation with the Marketing and Information Technologies staff. The contents to be translated and published in Portuguese had to be subjected to the corporate team´s approval. Access to restricted areas were also granted only upon corporate approval. Employees had to request and justify the need for such an access; customers had to contact the local marketing staff to request access to the corporate marketing team and the access would be provided only to major and strategic customer.

Updates were made a couple of times a year or when some information was found outdated. This showed indications of a selective and restrictive business culture and strategy. The centralization reinforced the concern for secrecy, confirmed by the fact that the website barely said anything about product application, latest developments or even technical specifications that might be used by a competitor, for instance to copy any of their technologies or even work on improved technologies. That indicated that the company did not rely on the website to consistently advertise its products or generate new sales, but merely as a way to be present in the virtual worldwide web. The MNC managed to increase its

visibility on the internet while preserving its early traces of concern for secrecy even in the internet era. These findings were confirmed by the IT director.

The precise date and documentation regarding its launch could not be found; according to the IT Director (based in the United States) Albany international´s website (www.albint.com) was first launched in the late 1990´s and announced throughout the corporate via e-mail, which was created a few years before. Customers were also e-mailed with announcements of the website some time before they could see references to it in printed flyers and brochures. So, virtual announcements for the MNC´s presence in the virtual world; the same means used to announce what is new in that means rather than the use of another primary and already consolidated means, such as printed media or television, for instance to draw viewers to the web.

Since the company just wanted to be present on the worldwide web, those announcements must have fulfilled their intended purpose without the need for further efforts. And it seems like www.albint.com is not widely known by those who are not somehow involved with the business, which is justifiable by the fact that people browse the web in search for something of their own interest. This may be seen as some sort of segmentation; the average internet users may not want to know about felt making or even to buy felts. Paper makers and other industries that use such products may be interested in visiting the page and finding some information about it or at least some way to find out more about this organization. To some extent, bilingualism was observed and preserved throughout the website, although under unclear rules since getting information in a setting where everyone seems to be busy was challenging.

6.2 ALBANY INTERNATIONAL PORTAL– AIPORTAL

Communication has several interfaces or means by which interactions take place, both in the real and in the virtual world. It would be naïve to assume that the coexistence of face to face and virtual communication is unproblematic. It was found true that cross-border communication was made possible by a much lower cost due to advances in technologies. Travel costs are high, even so the need to communicate with peers and supervisors in other countries was seen as part of the daily work of people at Albany International´s subsidiary in Indaial, Santa Catarina – Brazil. This section investigated the role language(s) for the

internal virtual portal to fulfil its intended purpose guided by the following questions:

(i)   How intercompany interactions could be facilitated by technology without compromising their secrecy;
(ii)   What genres comprised the virtual communication entail;
(iii)   How virtual communication fulfilled its intended purpose within the multinational organizational scenario;
(iv)   Whether all the communication used the same internet web page to cover all communication partners.

With regard to virtual communication, as the previous section laid out, Albany International has the website www.albint.com. It was launched in the late 1990´s to follow the world trend and make the organization present in the virtual world. Information available there was just enough to make the company visible to the average person. The website also had a channel for restricted communication with key customers, for instance, and portions in English and Portuguese (as studied and highlighted for the purpose of this study). The question of whether this website covered all or even most of the interfaces of a MNC has not been answered yet. Could a single website cover all interfaces of an organization? It was known that the organization had a different internal web portal in addition to its website. This finding led to the investigation of how languages were approached in these interfaces. A web portal was found to bridge the gap between departments and colleagues in the same department in different geographical locations. How collaboration could be promoted and trade secrets preserved were detailed in the next sub-section.

6.2.1 AI Portal – Home page

These questions might also have been asked by the communications and/or marketing teams after the launch of the website. Their answer came in 2004 with the launch of the first version of an intranet or internal web portal named Aiportal (https://aiportal.albint.com).

Figure 26: Aiportal – Home Page.

Source: https://aiportal.albint.com (2014).

The Aiportal was built to promote more dynamic interactions among business functions, areas and departments and allow teams to collaborate and cooperate in projects in a quicker and more efficient way. The access was restricted to those within the organization; even being part of the organization, the employee´s name and job title would determine what content could be viewed or changed by each user/employee.

Over the course of this study in 2013, multiple accesses were made to the Aiportal in order to find the answers to the aforementioned questions. In addition, the Human Resources Director, Information Technologies Director, Marketing Coordinator and Training Coordinator provided some valuable information and/or indicated where the answers could be found. The author´s good interpersonal relationship skills have made these interactions and accesses to the portal possible both in person or via e-mail. Records of these interactions were kept in the author's archive.

The first page of the portal displayed a comprehensive, structured and even illustrated set of topics, as well as a menu with options ranging from Business functions to locations to bulletins. All the common content displayed there was in English; Portuguese was found when clicking on the Albany International – Indaial´s portion of the portal – see Figure 31. Since access was restricted, not much could be viewed on the other

locations´ portions of the portal, except for a first page with some information in their local language, as well as some content in English.

Figure 27: AI-Cowansville, Canada (French Content).

Source: https://aiportal.albint.com (2014).

Announcements on major developments, customers or employee's recognition, organizational changes, as well as bulletins were found on the first page with all content in English, regardless of the location they came from or referred to. That´s where the latest news were disclosed for corporate-wide information, use and/or action. For instance, quarterly performance and project update reports and webcasts were published on the portal and then translated into each subsidiary´s language for plant-wide disclosure, use, discussion or action. At the Brazilian subsidiary, these documents were translated by its internal translator (the author).

The portal also had a box with the company´s stock price variations, so every employee can see how the company´s shares were being traded on the stock market in the United States. Apparently, the first page brings news and information that everyone in the corporation could and/or should be made aware of, whereas the tabs lead to more specific, area-related or restricted information that not everyone was granted access to.

With a link on the first page, the policy section could also be viewed and accessed by anyone within the corporation. The policies covered many aspects of the business and acceptable behavior, including a very detailed record retention policy, stating retention periods per document type from months to years to permanent. By looking at the archive, the oldest file found was a quarterly earnings release dated 04/20/2006. Other policies included business ethics, information

technologies acceptable uses, confidentiality of technology, health & safety and procurement, to name a few. The existence of such written documents ruling various aspects of daily business dealings led to the question whether a written document detailing language practices could be found there or elsewhere in the web portal. After extensive searches, no document of this kind could be found there.

The various details of the company´s dealings covered by written policies, plus the inexistence of a document to lay out languages use imply two major assumptions:

(i)   The problem of multiple languages is taken for granted by the corporation;

(ii)   AI-I has found a cost and time-effective way to deal with the problem;

Topics such as business ethics, employee recognition and safety are given special visibility on the home page with photos and/or banners with links to their specific portions of the portal. Given its segmentations, there were several team collaboration projects (see Figure 28) to which area leaders and/or heads of departments were in charge of their own contents, so the portal has updates on a daily basis. Technical issues and/or details were handled by the internal information technologies team.

Figure 28: Team Collaboration on the AIPortal
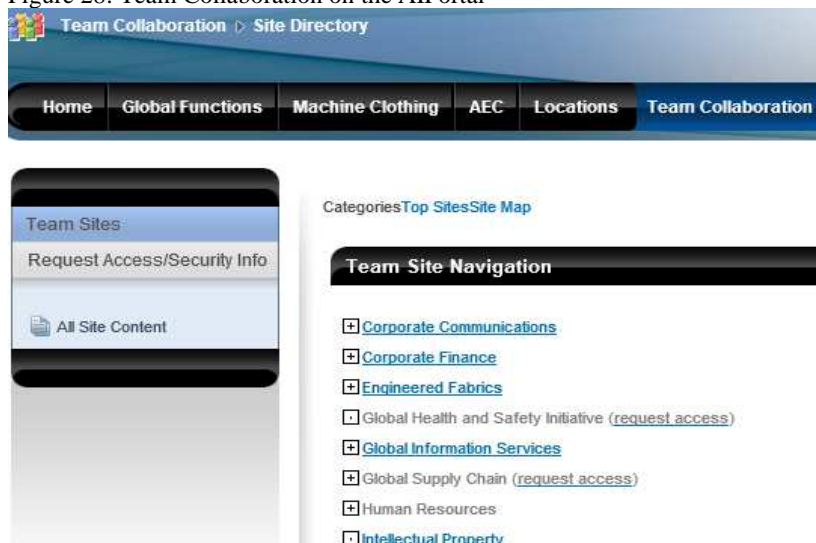
Source: https://aiportal.albint.com (2014).

Perhaps traces that the earlier mentioned people policy (5.2 THE INCORPORATION OF ALBANY INTERNATIONAL,) remains can be viewed in the photo of the week, displayed on the right side of the home page (see figure 26). This part highlights personal or professional accomplishments of anyone within the corporation and can be viewed corporate-wide as a form of recognition before all colleagues across the globe. It was noticed that the photo remained there for longer than a week, so the photo of the week was a mere section title. Was that meant to be so? Were people not doing anything outstanding or just not sending pictures anymore? Additionally, a whole section of the portal is devoted to recognition and appreciation of those who stand out in their daily activities. This corporate initiative also relies on translation to run in multiple locations since the practice involves e-card messages and nominations for prizes, such as gifts.

6.2.2 AI Portal – Indaial (Brazil)

The first content displayed on the Brazilian portion of the portal was in English; a left side menu displayed topics in Portuguese. This was not the case of all non-English locations portions. For instance, Mexico and Canada kept the left side menu with topics in their local languages (Spanish and French respectively) with headings and links in English and in their local languages. That implied there was no rule regarding first page content language. Additionally, the Brazilian portion of the portal displayed icons leading to area and location specific segments. A side menu showed the location's different functional areas – Human Resources, Manufacturing, Engineering and Maintenance, Marketing, Continuous Improvement, Safety and Health and SAP DMS. Each of them with links to specific functions, teams or area-related contents.

Figure 29: Aiportal – AI-I´s Home Page.

Source: https://aiportal.albint.com (2014).

The concern for privacy lingers inside the organization as well; area-related contents were restricted to employees with credentials from those particular areas or those collaborating in particular projects. Operationally, access was granted by the IT team when authorized by the area or project manager, which in some instances was a foreigner. When projects involved cross-border participation, this level of concern for privacy raised the following four research questions:

(i)   Timeliness of information to those who need it in multiple countries;

(ii)   Employees´ language capabilities to actively interact with their foreign colleagues;

(iii)   The average English skill level of the Brazilian staff;

(iv)   The need for translation within that process (if any).

Although this section of the portal was made for Brazilian employees, the first page presented some texts in English, as shown previously in theFigure 26. In this example there was one about Corporate Social Responsibility, for which no translation was found. It could be the page that other locations would visualize, as a way to advertise the local portals to other MNC´s subsidiaries.

However, this unclear document language rule was found in other portions of the portal. English and Portuguese documents and links to

documents were found interchangeably in the same portion of the portal, such as the one shown in figure 30 below.

Figure 30: Mix of English & Portuguese documents.

Source: https://aiportal.albint.com (2014).

This mix of document languages illustrated the centrality of English on the web portal, even in the Brazilian portion, showing that there was a bilingual mix of texts comprising internal communication (English and Portuguese). This mix led to the assumption that either Brazilian employees were required to master some level of English or translation would bridge the communication gap when language competences did not suffice it.

In order to find out how employees handled the language diversity of materials resulting from and exposed to foreign interactions, the author asked the local HR for employees' job titles who were exposed to that type of interactions and how they were expected to handle them. It was then found that 70 job titles (page 26 herein) had English as a requirement in their job description. A survey conducted with a sample of 20 employees, out those 70 from various functional areas, showed that the vast majority, 75% declared to deliver Intermediate level of English; 20% said to have an advanced level; and 5% declared to have a basic level of English. It is worth noting that English at AI-I is a Foreign Language for communication (HOUSE, 2003; p. 4).

Chart 1: English Skill Level at AI-I.

English Skill Level

Basic
5%

Advanced
20%

Intermediate
75%
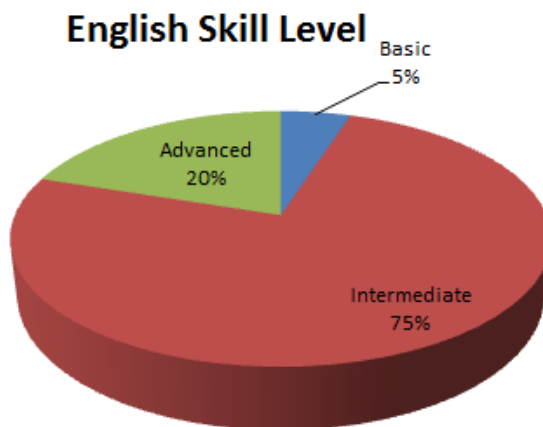
Source: Survey (2013).

The levels were empirically defined by the author based on what the company asked him to assess on applicants along his career there. This definition was supported by the Europass – European Language Levels Self-Assessment Grid[25]. Thus, the employees were told to consider the following:

(i)   Basic: with very little knowledge of the language, unable to handle cross-border communications without support (either in writing or in speaking);

(ii)   Intermediate: able to handle cross-border communications without support (either in writing or in speaking), limited to their area of expertise and a few common every day conversation topics, even if making a few grammar or pronunciation mistakes.

(iii)   Advanced: able to handle conversations in English in multiple areas in a very fluent level.

Based on these conventions, these employees´ levels were confirmed by the author´s interactions with those employees, either in

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[25] The European Language Levels Self-Assessment Grid was published by Europass, which is an organization that facilitates learning and working experience in Europe. The grid was based on The Common European Framework of Reference for Languages and found by the author at https://europass.cedefop.europa.eu. The definition of intermediate used in this study involves the levels described in B1 and B2 grids.

English classes and other professional encounters, such as call meetings with foreign counterparts, presentations and/or reports, to name a few.

Figure 31: AI-I HR Portal.

Source: https://aiportal.albint.com (2014).

The Human Resources portion, named HR Portal, was the most widely visible since most of its contents concern nearly all employees. Some of its multiple sections included job descriptions, an organizational chart, benefits, local and corporate programs, policies, among others. Translated corporate policies and local policies could be found organized into groups. A newsletter from 2009, which at that time was distributed to every employee in print, was also found digitized on the portal.

Figure 32: HR Portal – Newsletter 2009

Source: https://aiportal.albint.com (2014).

The problem of languages was acknowledged in the portal since an on-line glossary was also found there. It was meant to help spread knowledge of the most commonly used technical terms to all employees who might need immediate translation. The terms were compiled by the author and posted on the portal back in 2007. They came from:

(i)   Felting Terminology Brochure (figure 18);
(ii)   Senior technicians, area specialists and engineers;
(iii)   More contemporary translated documents.

The terms were available to everyone with access to the portal in Indaial, Santa Catarina – Brazil, without any functional area restrictions. The project also relied on Information Technology capabilities and had been used by employees, especially those who were new to the company or whose exposure to English was at its early stages.

Figure 33: On-line Technical Glossary.
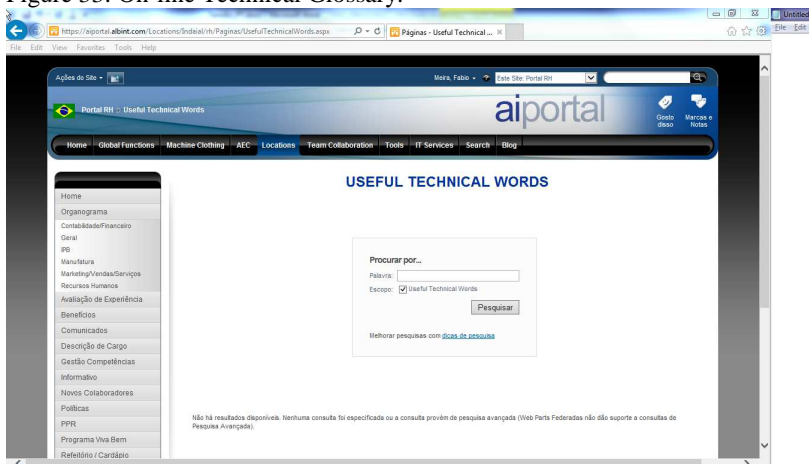
Source: https://aiportal.albint.com (2014).

The approval for that project showed management awareness of the problem of languages and support to attempts to facilitate cross-border communication. The fact that a pre-internet terminology brochure (figure 18) had already been produced means that the problem and awareness of it are not recent at AI-I. This initial indication of a mechanical perspective to translation where translators are viewed as walking dictionaries (Hermans & Lambert; Janssens, Lambert & Steyaert, 2003; p. 5) shows that the Brazilian subsidiary is making use of the resources and technology available at each moment in its history to provide bilingual knowledge of its technical terms to its employees. Since computer terminals are available all over the company, this contemporary approach makes the terms readily available to nearly all its employees, which was not the case of the printed brochure. Perhaps the technology has helped the dictionary walk farther.

The coexistence of English and Portuguese texts on the portal shows the corporate approach to languages and translations or local productions; English being used as the corporate language, the language for contents meant to be shared among multiple countries and cultures. Globally shared information included major product developments and policies, for instance, accessible to all location´s employees. Restricted shared information included globally shared projects and developments, accessible only to those involved in it. Location specific content, considering the findings on the Brazilian portal, were mostly published in Portuguese. These publications involved locally produced material as

well as translations serving various business-related purposes (see figure 30). These materials included policies, training modules, reports and requests for approval, which entailed translations into English as well. Further details on translations will be laid out in later sections of this study.

According to the Information Technologies Director, the portal was created to improve collaboration among employees and departments across the globe. Almost ten years later, it was found to fulfill that initial purpose and even add some more functions that facilitate communication. The portal can be considered as the balance between openness and secrecy; information there can quickly travel the world and reach those who are concerned and still keep secrecy through some type of access restriction policy/practice.

Compared to the website, most of its information was up-to-date, except for some obsolete material – as mentioned earlier. The department segmentation made it more dynamic, reflecting changes through more accurate publications and collaborations. Also, compared to the website, the only feature shared with the corporate version was the fact that the corporate material was deployed only in English. The local version with regards to languages and/or contents could be seen as independent portions or specific segments of the portal for self-productions and translations into and from the corporate *lingua franca*. The internet has made the company more open to language diversity and enabled the coexistence of subsidiaries languages with the corporate language (English) in several portions and at various levels and rates.

7 AI-I´s CONTRMPORARY APPROACH TO LANGUAGES & TRANSLATION

Globalization has been phenomenal at promoting interactions among companies seeking for opportunities to enhance their technological base, market products beyond their borders, exchange expertise, etc. through international relations / interactions. Although rather marginalized, such interactions rely heavily on language capabilities; "due to symbolic characteristics, language can be transported across contexts and translated within different meaning systems" (Tietze, 2007; page 12). Interactions involving English and Portuguese will be the case of the North American Corporation studied here.

Reasons for organizations to expand into other countries may be connected with those aforementioned, but the opportunities of strategic and/or financial growth tend to be the driving force. That leads to power; multinational enterprises market their products and compete in multiple countries. Since companies are made of people, power positions within multinational enterprises are tightly linked with languages so that technical and managerial knowledge can play their role across nation's borders and with foreign business peers and counterparts.

Brazil hosts a huge number of foreign companies in many different industries. For definition, among many other things, multinational organizations cannot exist without dealing with different languages or translation, either described as such or existing under the waterline. Language problems emerge in F2F and virtual interactions, reaching beyond the internet – as exposed in the previous section. In a multinational manufacturing company in Europe, Fredriksson, Rasmussen and Piekkari (2006, p. 4) have studied "language proficiency and its implications for social exclusion/inclusion, communication, and power and control in headquarters-subsidiary and inter-subsidiary relationships within the MNC". Another study on translation practices in a bank revealed "it would seem that hierarchical position and the way in which translation tasks are faced may mask the nature and importance of translation to effective service provision" (Piekkari, 2013; p.9). Both studies will provide insights for comparisons with language and translation practices at Albany International Indaial, Santa Catarina – Brazil.

The concept of multinational is also linked to multiculturalism and multilingualism when corporations are studied. This study found that multilingualism took place as multicultural sets of relations involving Portuguese and the dominant corporate *lingua franca* (English) playing a

role between the plant and office staff in Brazil and its headquarters or sister plants/offices abroad, regardless of the foreign country´s official language. Spanish was found to play a role when dealing with customers and/or sales and service agents in other Latin American countries. These were also the international interactions where foreign language proficiency or translation would be required (as shown in Figure 34) and included both oral and written communication. Exchange of e-mail messages for commercial purposes would make written communication more frequent. Oral communication with Spanish-speaking counterparts took place mostly via telephone to fill out commercial documents. F2F contact would sometimes happen, either when agents or customers came to visit the plant or when the Brazilian sales staff went to visit them.

Figure 34: Languages use at AI-I.
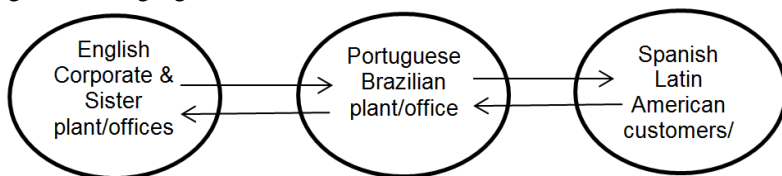
Source: Albany International - Indaial (2013).

It was noticed that Spanish was given less attention by the Brazilian subsidiary than English. Spanish was a requirement to international sales staff and could be extended to a few key people in product application and financial areas. As the survey revealed, only 20% of the interviewees were speakers of Spanish as a FL, along with English (see chart 2). Accordingly, incentives to learn Spanish were restricted to external language courses with a limited number of employees requesting it. There was no internal language teacher or translator of Spanish working in the company´s office. This secondary position of Spanish as a FL in this MNC shows that FL acquisition and use are linked to business requirement and usefulness in work settings. The MNC setting drives FL acquisition and use.

The purposes and specific examples of such interactions vary greatly and require a language strategy involving components such as "the decision which language(s) can be spoken, the role of translators in creating multilingual texts, the method used to validate the translation process and, consequently, the types of texts that are expected to be produced" (Janssens, Lambert & Steyaert 2003; p. 3). Additionally, the people involved also played a role in the language strategy.

Another underlying factor that explains all these cross-borders communication is the fact that corporations usually have their own identity or perceived value based on several aspects and conceived within their internal and external relations (Harquail, 2010). So, they tend to transfer/recreate such an identity/image in their foreign subsidiaries and markets by sharing resources and adopting global standards. At Albany International, discussions are held on improvements (continuous improvements), best practices, business plans, etc. intended to provide the MNC with its desired growth, market share, cash or any other competitive edge. Whatever the reason, plan or strategy, the success of the enterprise depends heavily on communication, either in the corporate *lingua franca* or conveyed by means of translation to all employees, so that knowledge can be traded in an ongoing process of collaborative exchange (Hamel, 1991), which in turn heavily impacts on the company´s projects, strategy deployments and performance.

The findings in this section resulted from a survey conducted in 2013, as mentioned previously, plus the author´s analysis of how foreign languages are dealt with at AI-I nowadays. Also, several types of materials translated on behalf of Albany International by translation agencies and the author between 2005 and 2014 will have their features, processing, contexts and key components analyzed here. This exploration of contemporary practices of Language Proficiency and the Role of Translation at Albany International will be presented in a descriptive way and analyzed at the light of other scholarly studies to set comparisons and contribute to larger scale studies, thus embedding future studies aiming at theory building.

7.1 FOREIGN LANGUAGE PROFILE

The cross-border interactions laid out in the figure above take place in the forms and involve the communication partners described below. From the subsidiary standpoint, as far as multinational communication is concerned, it was noticed that knowledge of at least one of the two foreign languages described above (English and Spanish) is always necessary where translation is not available/ applicable/ required; whereas knowledge of either one or both of those languages was not a requirement where translation was (made) available to bridge the communication gap. That means language knowledge grants positions of power, both from the information and financial standpoints. Those who know the language of the source text and/or speaker get information before it´s submitted to translation. Also, the higher the hierarchical position, the greater the need

to master one or two foreign languages and lower the need/availability/ applicability of translation. Needless to say that higher salaries are paid to those who manage to climb the corporate ladder and foreign language(s) were found to be a requirement in job descriptions of 22.5% of the Brazilian plant staff (figure 2). Those included management, administrative, marketing and technical positions, as shown in the following section.

7.1.1 Survey Demographics and Foreign Language(s) Levels

As previously described, this study entailed a field survey with preselected employees whose jobs required the use of foreign languages. Functional area heterogeneity was one of the criteria to choose the respondents. Employees from leadership and operational functions were chosen from areas such as Marketing, Production/Manufacturing, Accounting, Human Resources, Information Technologies, Engineering, Integrated Process Team, Logistics, Product Design and Safety. Also, both male and female employees were picked. This heterogeneity was meant to ensure the most accurate representation possible of the company´s foreign language (FL) communicators. In addition to working at AI-I, the only thing they all shared was the requirement of at least one FL in their Job Descriptions (JD).

As mentioned earlier, the original survey forms are in the author´s archives. The responses were tabulated in electronic data sheets and, to form a clearer picture of the issue, responses were tallied to generate the charts that were laid out and analyzed throughout this section.

The sample was made of individuals with an average age of 32 years. It also revealed that 80% of the respondents had been working at Albany International for over 5 years. With a minimum of 2 years and a maximum of 28 years working for the same company, the average time working in the company was found to be 9.75 years.

Figure 35: Survey Demographics.

Employee	Age	Title	Years
1	54	Logistics Supervisor	28
2	30	MKT Coordinator	10
3	33	Production Coordinator	10
4	27	Customer Service Representative	6
5	36	Production Leader	18
6	25	Production Planner	6
7	26	Accounting Analyst	2
8	33	IT Coordinator	7
9	40	CSR	10
10	38	Integrated Process Engineer	15
11	29	HR Manager	3.5
12	37	Integrated Process Engineer	15
13	31	Laboratory Technician	13
14	39	Product Designer	13
15	32	Production Planner	15
16	25	System Analyst	5
17	30	CSR Coordinator	10
18	24	Accounting Analyst	5
19	25	Safety Technician	4
20	27	Integrated Process Engineer	3

Source: Survey (2013).

All the surveyed employees reported to use English as the foreign language used to fulfill their job activities. In addition to English, some 20% said they also needed Spanish to complete their assignments. Spanish was required for those interacting with customers in other South American countries, where it was the official language.

Chart 2: Foreign Language Requirements at AI-I.
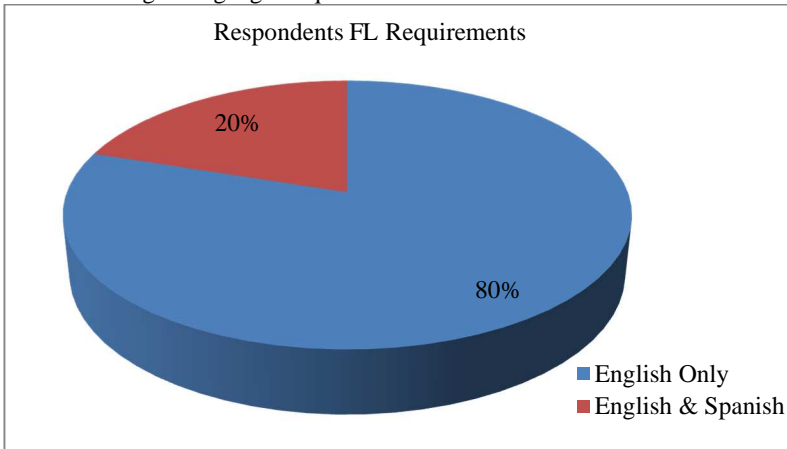
Source: Survey (2013).

The findings reinforce the dominant status of English as a language for communication; they also reveal that it is not the only one. This United States based MNC acknowledges the need to master foreign customers´ language, even if it´s not English. This increase in AI-I´s language diversity extends its ability to communicate beyond Corporate and Brazilian borders. Communication beyond these employees´ local circle involves value, since they use high communicative value languages (HOUSE, 2003; p. 5) to make such cross-border interactions possible.

True multilingualism was found to cover more than AI-I´s requirements. Maybe the regional background played a role in the employees' language base since the majority reported to speak not one, but two foreign languages. As mentioned earlier herein, the region where AI-I is located is widely known as European Valley because of immigrants, mostly from Germany and Italy, back in the XIX and early XX centuries. The existence of these additional languages raised the question of whether AI-I´s language requirement sufficed or reflected its reality in the local community. It also provided indication of a language scenario that differed from that of North America.

Chart 3: % of Interviewees and the Number of FLs Spoken.
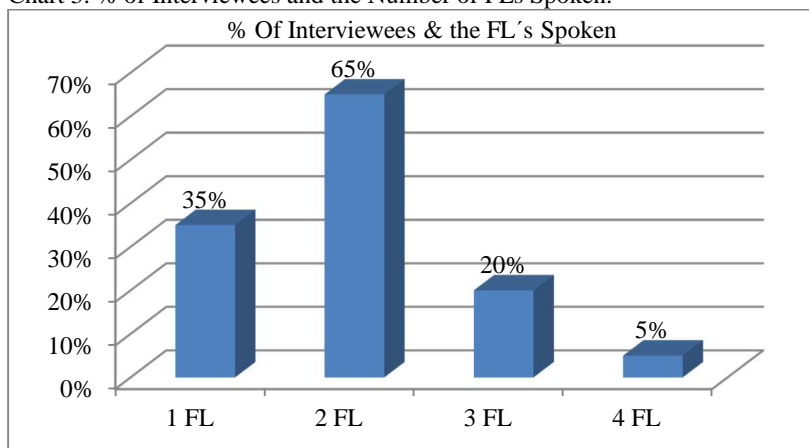
Source: Survey (2013).

Although Spanish was declared by most respondents, a great deal of them reported to speak German and Italian. It is worth noting that no JD required employees to speak German or Italian for the performance of their work. Most of the German and Italian speakers do not know proper grammar rules, but communicate orally with friends or family members. The levels varied from basic to intermediate and some even reported to speak German with technicians from that country when they came to Brazil to provide services at AI-I. This indicates that some form of these European Languages brought by immigrants in the last centuries lingers among the residents of the so called European Valley in Santa Catarina – Brazil. This study does not intend to investigate language origin and diversity in the region, but merely refer to the existence of such languages within the MNC studied, providing some empirical regionally known indications of their origins. A thorough investigation of the European Valley´s language diversity may be object of other studies.

Chart 4: % of 2nd FL Speakers by Language.

% of 2nd FL Speakers by Language

46% — Spanish as a 2nd FL

31% — German as a 2nd FL

23% — Italian as a 2nd FL
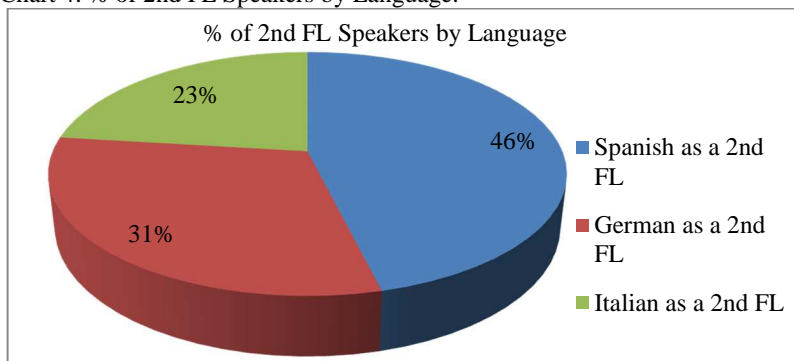
Source: Survey (2013).

Back to the first FL spoken by all respondents, the research also found that an intermediate language skill level was set in most job descriptions requiring language skills. Just upper management positions required an advanced or fluent foreign language level, which once again links languages to power positions in MNC settings. 75% of the interviewees (see chart 1) said they were able to communicate in English with their foreign counterparts at an intermediate level. This level was empirically defined for the purpose of this study and the use within the company as the ability to communicate with some limitations and occasional mistakes, though in a way that sufficed the job/company´s needs.

Lack of requirement or infrequent use of foreign languages may lead to communication problems. A foreign person may call the MNC through the number on its website and be answered by someone with insufficient or no corporate language knowledge. The author could witness a few events when gatekeepers got international calls and were unable to understand what the foreigner wanted or who he/she wanted to talk to. They then asked the author to talk to the foreigner and connect him/her to the right person. Since gatekeepers are at a lower hierarchical level and events like these are very rare, these employees are not required to speak any foreign languages. Such calls could have been directed to these employees when the secretary or receptionist was not available to pick up the call or when the caller was not a frequent one and did not know the direct number of the person he/she wanted to talk to. People with frequent FL interactions would not struggle to pick such calls.

Anyway, such difficulties among employees responsible for communication, show at least that:

(i)   Everyday language use in the company is not unproblematic;
(ii)   The official requirements on behalf of the company, deserve to be watched and examined by its communication leaders.

7.1.2 Foreign Counterparts and Frequency of Interactions

Once the target audience was defined and identified, the level of FL competence was stated by the employees and assessed by the author as coherent to the empirical definition, the question was then who these people interacted with in FLs and how often they did so. In order to make the data collection faster and more precise, the form prompted 4 preset FL counterparts and 1 blank alternatives for the employees to write a different foreign counterpart, if applicable. The preset foreign counterparts to choose from were:

(i)   Foreign Colleagues: involving employees at the same or higher hierarchical level within the MNC´s organizational chart for the purpose of reporting or handling daily work issues;
(ii)   Technicians: defined as employees from companies that provide services to machines and computer systems at AI-I;
(iii)   Foreign Authorities: mainly those involved in import and export processes;
(iv)   Foreign trainers: people from inside and outside Albany International´s organizational chart in charge of providing training on various aspects of the business.

Chart 5: Foreign Counterparts.
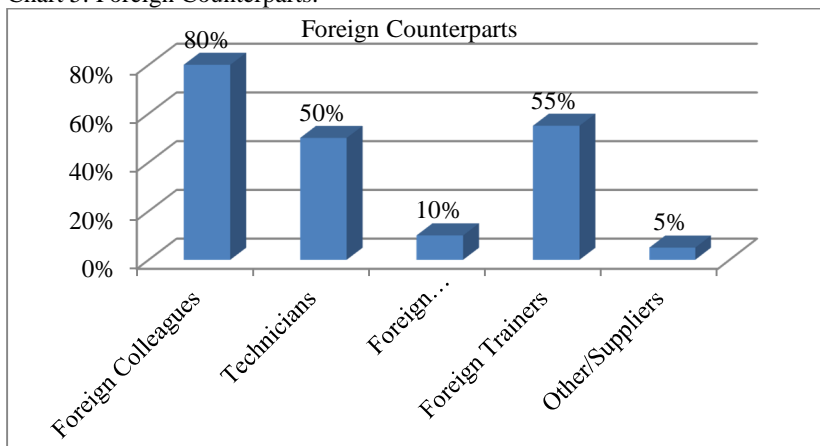
Source: Survey (2013).

These counterparts were indicated based on the authors experience and observation of employees´ exposure. Surprisingly, the blank space was just filled by the word 'Foreign Suppliers'. Considering the number of CSR´s responding the survey, it could be expected that the field would also be filled by 'Foreign Customers'. That might be viewed as another indication of the dominance of English in the MNC to such an extent that employees would forget to indicate the use of another FL if no clue were given. They might have remembered to indicate it if they had seen option among those preset. Or perhaps those interacting with foreign customers remembered to count just internal counterparts, since they were more frequent.

For every foreign counterpart, they were asked to indicate whether they were exposed to such encounters on a daily, weekly or monthly basis. Overall, disregarding specific foreign counterparts, 55% of the respondents reported to use FL on a daily basis. Given the variety of counterparts, employees indicated different frequencies, which resulted in an overlapping 65% reporting to use FLs at least monthly.

Figure 36: Foreign Language use Frequency at AI-I.

Employee	Language use Frequency:			
1	Daily			
2		Monthly		
3	Daily	Monthly		
4	Daily	Monthly		
5		Monthly		
6	Daily	Monthly		
7		Monthly	Weekly	
8	Daily	Monthly		
9	Daily			
10			Weekly	
11		Monthly	Weekly	
12	Daily			
13		Monthly		
14		Monthly		Yearly
15	Daily	Monthly	Weekly	
16	Daily	Monthly		
17	Daily			
18			Weekly	
19			Weekly	
20	Daily	Monthly		
Total	11	13	6	1
%	55%	65%	30%	5%

Source: Survey (2013).

The fact that foreign languages play a key role in the communication that is part of the daily work routine of many of this MNC´s employees is another confirmation of multilingualism. It shows how critical foreign language knowledge is in multinational business settings. A wide range of technical and commercial information relies on the knowledge of English and Spanish at AI-I to reach foreign counterparts and fulfill its intended purpose.

7.1.3 Foreign Languages Use

The bulk of the company´s cross-border communication was found to take place in English; only a few technical and commercial positions were required to speak Spanish, as reported by the interviewees and confirmed by job descriptions requirements. In both cases, Brazilian FL speakers were required to know enough of the language to play an active role in their interactions with foreign counterparts. Success in these interactions were found to have direct bearings on the company´s products and/or services, as well as on their financial results. Since it was most widely used, the Brazilian subsidiary gives more attention to English than to Spanish. Consequently, this study focuses more on problems involving English as a foreign language for international communication (HOUSE, 2003; p. 4).

So far the study has introduced and identified the target audience, the level of EFL competence, their counterparts and the frequency of such interactions with them. It was found that most respondents spoke more than one FL. Many even reported to speak languages other than those required by their JDs. So the investigation went further to figure out the use of FLs at AI-I and whether FLs were spoken outside the company´s premises.

Respondents were then asked where they used FLs, with 1 preset field indicating 'Home', another indicating 'Work' and a third blank line for employees to indicate a different place, if applicable. Besides each venue, they were asked to write the language(s) they spoke there. English and Spanish were reported to be used only for work purposes, whereas German and Italian were spoken at home. Overall the study set two groups of FL use, as shown in the chart below:

Chart 6: FL Use – Places.
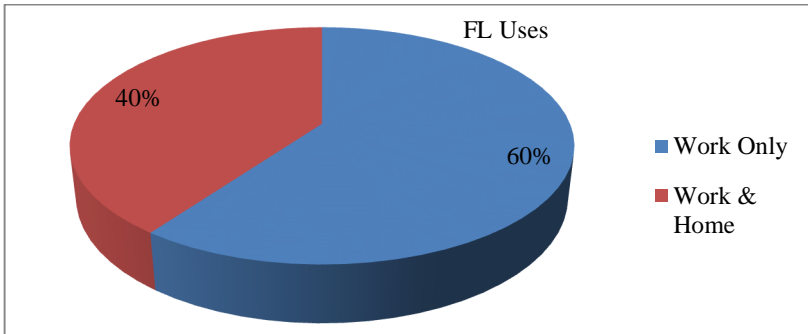
Source: Survey (2013).

Since home interactions were not in the scope of this study, which recognizes that internal relations, in language matters, may have an important impact on external relations, it was limited to making reference to its use outside the work settings. To keep the focus, further questions were asked regarding the use of FL(s) for the performance of the respondents´ work. As per the authors´ experience of the most frequent uses, the following alternatives were given for the employees to choose from:

(i)   Attend on-line meetings: meetings via computerized systems to discuss and/or report work-related status of programs, initiatives, problems, practices, etc. It could involve employees in all hierarchical levels.

(ii)   Attend face-to-face meetings: face-to-face encounters meant to discuss and/or report work-related status of programs, initiatives, problems, practices, etc. either at AI-I when a foreign comes in and/or abroad, when a Brazilian employee travels to meet his/her colleagues. It could involve employees in all hierarchical levels, but mostly technical and leadership positions.

(iii)   Write reports: fill out forms or written documents to report the status of work projects or teams under the employees´ supervision. This task was assigned to those in leadership positions.

(iv)   Write taxing documents: fill out forms and reports to corporate accountants, upper management and/or foreign auditors. This was an accounting/financial staff task.

(v)   Write commercial documents: fill out invoices, bill of lading, packing list, etc. accompanying imported and exported goods. It was mostly a job for CSRs, procurement and logistics staff.

(vi)   Exchange technical messages: exchange of written instant and e-mail messages and one-on-one phone calls to discuss specific work-related issues with any foreign counterpart. This task could be performed by employees in all hierarchical levels whose JD requires some level of FL.

(vii)   Attend on-line training: training on new or improved work procedure or tool, corporate initiative/program, computer system, etc. in all areas provided by a foreign company employee or a foreign contractor/trainer via electronic means. Employees in all hierarchical levels could be exposed to such encounters

(viii)   Attend face-to-face training: training on new or improved work procedure or tool, corporate initiative/program, computer system, etc. in all areas provided by a foreign company employee or a foreign contractor/trainer at AI-I or abroad, in case the Brazilian employee traveled. Employees in technical and leadership positions could be exposed to such encounters.

In addition to these, 2 lines were left blank for employees exposed to any other kind of encounter and wished to explicit it.

Since the same person could be exposed to various types of encounters and there would be an overlap of answers, they were to rate the relevance/importance of each task from 1 (not important) to 5 (very important). Respondents could rate 5 as many tasks as they deemed very important for the fulfillment of their key work assignments; these would be the tasks they would be unlikely to outsource, or assign to any colleague unless extremely necessary. For instance, an employee rated attend on-line meetings, attend face-to-face meetings, write reports, write commercial documents, attend on-line training and attend face-to-face training as very important tasks (5) because they were all deemed equally important for the performance of that person´s job.

The tasks rated 4 and 5 were added up and split into 3 key categories: writing documents, on-line interactions and face-to-face interactions. In more details, writing tasks involved the exchange of technical messages, filling out reports and commercial documents. Whereas on-line and face-to-face interactions comprised meetings and training session where technical and/or commercial discussions were held. These interactions could be face-to-face when foreign visitors came to the plant or when local staff traveled abroad, which could imply the addition of non-business subjects for the purpose of socializing. Therefore, the basis for such categorization was the set of skills involved and possible support available to perform each task in it. For instance, one may write an e-mail using short sentences and area-related vocabulary

found in glossaries readily available from his/her computer. This assistance might not be so immediate in a phone call or online training. Face-to-face interactions could also imply in a higher level of unpredictability of vocabulary and situations, especially when involving traveling and the resources available to cope with such unpredictability would rely more on the individual´s ability than on external resources.

Chart 7: Most Important FL Assignments.
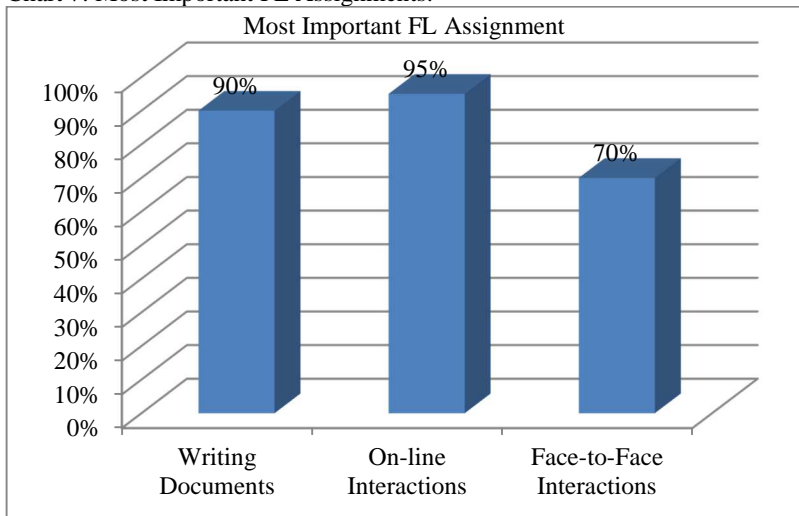
Source: Survey (2013).

7.1.4 Foreign Languages Acquisition

So far, the FL speakers were identified, their counterparts were pointed and the language diversity and uses were figured. It was time to investigate FL acquisition, that is, the means and processes by which employees learned or have been learning foreign languages. Specific teaching methods were not taken into consideration herein to keep the focus on FL communication in this MNC´s subsidiary. Questions were then raised regarding the means by which employees acquired the referred FL knowledge, whether the company provided any incentives and if so, how many of those employees were aware of such incentives.

It would be naïve to assume that languages were just acquired in mainstream school and/or college curricula. Thus, the survey prompted 4 preset alternatives for respondents to choose from and a blank field to indicate a means other than those presented. The following preset means

were based on the empirical knowledge of ways people learn FLs in the region where the study was conducted:

(i)   From family or friends: given the influence of previous centuries immigrants, it is known that languages such as German and Italian were taught from parents to children or from friends, usually just orally and based on the daily situations and needs, without any structured curricula or regard to grammar rules or literature;

(ii)   By taking language courses: structured classes provided by language professionals following specific methodologies, either privately or in groups at a place where only languages are taught;

(iii)   By attending school/college curricular classes: mainstream school/college curricula where languages were taught among other disciplines with such an emphasis that enabled students to communicate in the FL;

(iv)   By living abroad: regardless of time or the fact of taking classes, employees could indicate whether living abroad had been the way they learned to speak the FL.

The responses were tallied and revealed that language courses were the main means to learn a FL, but not always the only way. Since the majority of people surveyed spoke two FLs, most respondents also pointed two means to learn those languages. English and Spanish were acquired by attending language courses, sometimes coupled with foreign experience. Whereas German and Italian tended to be learned at home or by friends, with very few respondents mentioning classes as part of the learning process. These languages also tended to be spoken in informal settings, such as with family members or among friends with the same background.

Chart 8: Foreign Language Acquisition.
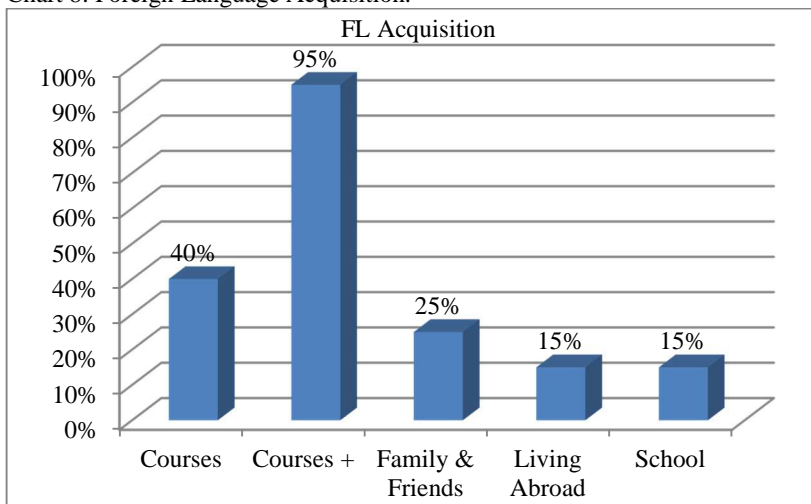
Source: Survey (2013).

It was also found that FLs competence levels were directly related to the means of acquisition. Languages learned at home or from friends provided a basic skill level. Languages learned from structured curricula and methodologies provided higher skill levels. It is worth noting that many respondents were still taking classes to improve their English, but none of them said they were studying any of the other FLs. During annual performance reviews, among other skills, employees and their supervisors would assess the employee´s FL level and/or need for improvement.

As a result, those who couldn´t deliver the expected level would look for English and in few cases Spanish classes or courses. It was also the case of employees who were preparing for a position where a (better) FL level was required.

The fact that English was a requirement and higher skill levels could enable employees to try possible career advancements justified the fact that it was the FL they wanted to be best at. That means foreign language requirements lead to higher competence levels, whereas the absence of such requirements may lead to a FL comfort zone where speakers do not put much effort into improving it since they tend to communicate mostly with the same people in their communication circle. Shortcomings would not be deemed embarrassing for languages spoken among friends and family members, usually at fluent speaking level.

Therefore, requirement was found to be inversely proportional to spontaneity or personal interest. The need to write, listen and speak English at the best level possible set connections with work and work-related socialization. No one reported to speak English at home. However, requirement was found to be a driving force to overcome language barriers, while spontaneity led to a comfort zone of immediate home use and friendly interactions. Since the scope of multilingualism in this study is AI-I´s multinational environment, these are just preliminary assumptions that might be further investigated in other studies.

7.1.5 Language Policy

Language use and rules are problematic in MNC environments. Misconceptions on a common corporate language were found in a study of three organizational units of Siemens in Europe (Fredriksson, Rasmussen, Piekkari, 2006) where perceptions varied between supporters of English and German as the corporate language, even though top-management had set English as the common corporate language. At Albany International, there was no doubt about the language given the fact that the company was headquartered in the United States. However, when asked about the company´s language policy, there was great surprise; no one had heard about such a policy before. It was made evident that there was a language policy, which was viewed as the set of accepted practices and guidelines for foreign language use, even though the term was not widely known given the absence of a written document.

The North-American MNC´s subsidiary in Brazil was found to be truly multilingual. Regional influences and job descriptions drove the question of languages beyond the country´s official language and the corporate *lingua franca*. At AI-I, one can expect to find speakers of Brazilian Portuguese, English, Spanish, German and Italian. Languages other than Brazilian Portuguese were found to be used beyond the company´s premises, which means the MNC was set in a multilingual region. That might well be one of the reasons for the corporation to set up a plant in this region and keep operating there even after the severe floods mentioned earlier in this study. The survey actually revealed that multilingual practices took place inside and outside the company for different reasons.

In this setting, employees working at all hierarchical levels were well aware that foreign visitors would often come to the company for various purposes. About 23% of the staff (figure 2) knew that some level of foreign language(s) would be required for the performance of their jobs

on a daily, weekly, monthly or yearly basis. The remaining 77% of the MNC staff in Brazil, who were mostly at lower hierarchical levels, knew that any career advancements they wished for would require foreign language(s) acquisition and would involve interactions with foreign counterparts. Such interactions were intensified by the internet, which made virtual communication more frequent and cost-effective. In line with the MNC´s hierarchical structure, local staff would frequently report to foreign managers or interact with foreign colleagues for a wide range of purposes. That means language(s) provided communication power and access to hierarchical power. Those already involved with multiple languages described these counterparts as foreign colleagues, technicians, authorities, trainers, customers and/or suppliers. They were also aware that such interactions would require listening, speaking and writing skills for on-line and/or face-to-face encounters.

In spite of all these well rooted language-related principles, the terms 'Language Policy' sounded rather new or unknown to the vast majority of the employees. They were all well aware of a number of written and widely known corporate policies such as those related to business ethics, computer usage, safety, company-provided car, clothing, etc. but said they had never heard of a language policy. As shown in the following chart, ¾ of those interviewed said they did not know or were not sure whether AI-I had a language policy.

Chart 9: Awareness of Language Policy.
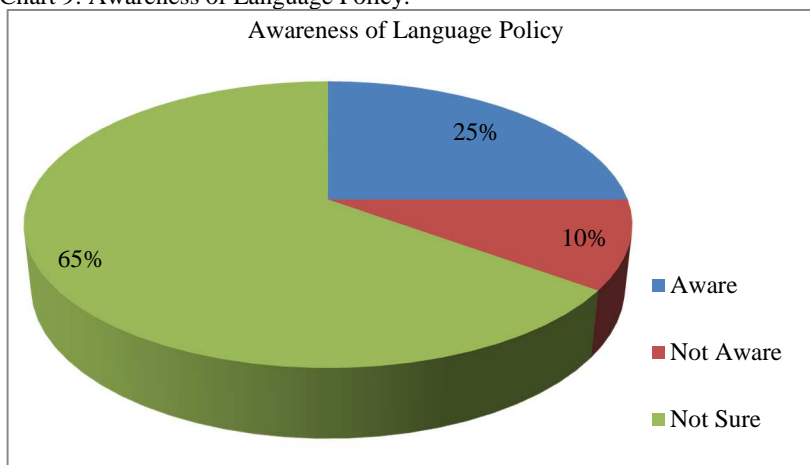
Source: Survey (2013).

This 'surprising' fact led the author to the company´s physical and electronic archives to search for a documented language policy. Without success in the search, the author asked the HR staff about such a policy and no one there had ever heard of that at AI-I. While talking to them to explain what that policy could be like and referring to other corporate policies, the author asked whether there were any documents saying that one had to speak English or Spanish in certain work-related settings or setting rules for FL use. He then asked: "what if someone refuses to speak English in a conference call arguing that he/she was in Brazil, so his/her counterparts should speak Portuguese?" This hypothetical situation was meant to get them to think of a document to set language use and practices, since no written policy was named 'Language Policy'. Then he was told that some job descriptions made reference to languages.

The research was then directed to the JDs and revealed that 70 positions would require one or two FLs (see figure 2). In the document, foreign language(s) were mentioned as required or desirable skills for the position, along with respective level. No detail was added regarding the specific tasks to be performed in the foreign language(s), as shown in an excerpt of a full-fledged technical salesperson´s JD in figure 37. This JD was chosen as an example just because it required both English and Spanish skills, the two FLs found in all JDs. Some JDs just required English, though.

Figure 37: Sample FL Requirement Text on a JD.

REQUIREMENTS		
Required Skills:	• Advanced English (required); • Intermediate Spanish (Desirable).	
Required Experience:	• From 3 years to 5 years.	
Education Requirements:	• Bachelor´s Degree • M.B.A.	Engineering: Mechanical or Chemical or Textile. related areas

Source: AI-I Job Descriptions Library (2014).

In the company´s job structure, positions like these would follow four development steps, starting as 'Junior' (the lowest-rank position) and going up to 'Manager' (highest-rank position). According to the JD, a 'Junior Technical Salesperson' was not required to speak any foreign languages. However, after two or three years of work experience this

employee could seek a promotion to the next hierarchical level, provided that he/she could prove an advanced skill level in English and an Intermediate skill level in Spanish. The latter was even deemed desirable, even though this person would have to deal with customers in Spanish-speaking countries like Mexico and Chile.

Foreign languages started to be required and/or desired for full-fledged salesperson (the second hierarchical level bottom-up) and remained the same all the way to the position´s highest hierarchical level (Manager). Higher hierarchical level means higher financial compensation/salary, which in turn confirms the bond between foreign language competences and positions of power in MNC environments from a financial standpoint. Once reaching the management level, the employee is also given more power to make decisions, for which FL knowledge allows access to key information as soon as it is available throughout the corporation or coming from foreign customers. This quick access to information allows quick response which may be critical to the MNC strategy in all levels. Therefore, language competences grant personal power and organizational power within its market.

The document states requirements including knowledge of the company´s product, market, application, etc. for some essential job functions, along with general safety procedures. It clearly defines the geographical region where this salesperson would be responsible for selling products and therefore representing the company, which is Latin America (Mexico to Chile). The text also refers to interactions with other Albany´s plants for the purpose of technical and commercial knowledge exchange. These two functions were the basis to assume that in addition to Brazilian Portuguese, these interactions might rely on the required and desired FLs; Spanish for the Latin American countries and English for other MNC´s plants. Although matching the requirement with the function to be fulfilled would imply the need for these two FLs (English and Spanish), there were no clear requirements that such interactions would have to be in these FLs. Again, one might argue that the foreign counterparts should speak Portuguese and the interaction would be successful.

The heads of the corporate communication must have it so clear that English as a FL is a useful instrument for making oneself understood in international encounters (HOUSE, 2003; p. 4) that they take the need for such a policy completely for granted. The same view is shared by the local management, which positions Spanish in a lower level of importance and use in the MNC´s language diversity. The full JD is attached to this study (Attachment 2) as an evidence of the analysis

herein. The same case was found in the other JDs where FL(s) were required, interactions with foreign counterparts were listed, but no clear evidence that such interactions should be held in a language other than Brazilian Portuguese. One may wonder if it was viewed as such an obvious and unproblematic question that the corporate didn´t bother to issue an explicit and detailed written language policy.

These findings led to the definition of language policy as a set of internally and implicitly accepted practices/actions and requirements related to languages and guiding every cross-border interaction. The surprised was caused because the company had written policies to guide nearly all aspects of its related trades, which caused the expectation that language practices would also be guided by such a document. At AI-I, language policy is not a document saved in a library among many other policies, but a set practices embedded in its employees daily interactions.

This policy entailed requirements and company´s support to employees´ efforts to acquire or improve FL competences. Such support traces back to the 1980´s, when AI-I first had an in-company English teacher, as some older employees could recall. From the late 1990´s to 2001 the company also provided an in-company Spanish teacher. The latter is no longer working inside the company's premises, but support to develop and/or improve skills in these two FLs remain in the company to date.

Employees were then asked whether they knew what kind of language training or incentives the company provided. That pretty straightforward question was followed by (these) four options, along with the additional oral explanation after the colons:

(i)   Financial support for language training outside the company: which implied the company would pay all or part of the employees´ tuitions to learn a FL at a school or course of his/her choice;

(ii)   Financial support for language training inside the company: which implied the company would pay all or part of the employees´ tuitions to learn a FL only if the classes were taken inside the company´s premises by the language professional working there (in this case, the author of this study);

(iii)   Don´t know: indicating the employee didn´t know whether the company would provide any support for FL acquisition or improvement;

(iv)   Other: followed by a dotted line where the respondents could indicate any other practices he/she was aware of.

Since the survey was responded only by individuals who had up to two FLs as a requirement in their JDs and they were all able to communicate in FLs at some level, all of them reported to be aware of the fact that the company provided financial support to those studying the FL(s) required in their JD. The majority even said they could choose where to study the FL, as shown in the following Chart 10.

Chart 10: Awareness of Incentives for FL Acquisition/Improvement.
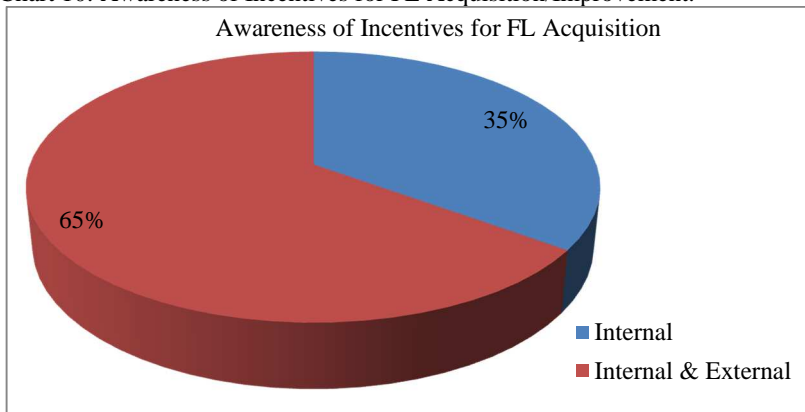
Source: Survey (2013).

The MNC required FL competences for work-related purposes because around 23% of its staff (figure 2) would need one of two FLs to complete a given set of tasks. However, the company provided financial support for FL acquisition or improvement and did not restrict such an incentive to those who needed it for the current position. That allowed anyone to seek or further develop FL skills, which could be deemed as a strategic proactive action since it addressed the immediate need for FL competences while allowing development for future demand. To the employees, this financial aid was offered as a benefit. Under a given set of market circumstances, one can actually call it a two-way benefit since the company is supporting its employees´ development and getting back the direct benefits of such development by keeping its personnel with sufficient FL knowledge to perform their jobs.

Requirement on the one hand and incentive offered as benefits on the other hand could be viewed as contemporary traces of the people policy issued in 1969 when the company merged into the Albany International. If so, it could be viewed as an incentive to promote employee development rather than provide for an 'immediate' company

need. Another reason for such a MNC to keep a budget for language training could be the scarcity of professionals with the required/desired FL competence level. Whatever the approach, it was in line with the premise of the 1969 people policy of personal and organizational success.

Specific eligibility criteria to such a financial support were found on the HR portion of the MNC´s intranet portal. It was indeed offered by the company as a benefit and listed among other AI-I´s benefits, in a subsection of financial aid for education. The page could be accessed by anyone within the company´s computer network, including lower hierarchical level employees, such as machine operators. As for any other educational attainment, employees would get 50% of the tuition paid by the company directly to the institute, school or teacher after formal request to the local HR (in charge of training functions), approval by the head of the employee´s functional area (i.e. production/manufacturing, financial, marketing, etc.) and area budget availability. Another requirement to be met was being a company formal employee for the last 12 months. The local HR manager explained that this latter was not applicable to FL training, just technical, college majors, specialization and post-graduation programs. When it came to FLs, employees would be eligible to the incentive either with the internal language provider or at an external language school or course right after hire.

The widespread use of the internet, intranet and integrated management systems has made the need for EFL more explicit, which had AI-I respond by setting clearer requirements, which covered more hierarchical positions. Another fact, which also relies on the use of the internet, is the corporate hierarchical structure requiring more frequent interactions with foreign area, department or project leaders. From this perspective, Spanish plays a peripheral role since it covers a more limited geographical area and fewer potential counterparts interacting with few commercial and technical people from AI-I.

Figure 38: FL Financial Aid Criteria.
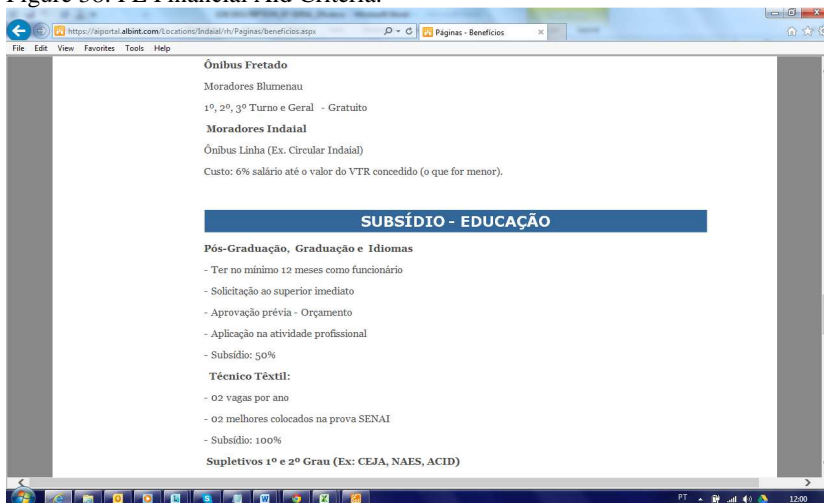
Source: https://aiportal.albint.com (2014).

The reason(s) why the company first chose to keep a self-employed language professional inside its premises were not found in any written documents. A way to engage employees in the pursuit for FL(s) by providing them with this convenience and enabling management to have a closer control of employees´ participation and development could well justify this practice. Also, the FL professional would have a closer interaction with the MNC staff needs and specific lexicon, thus being able to differentiate/customize the classes to provide for these particular needs. Whichever the reason, the demand for such a professional is undeniable and this position has been taken by the author for over twelve years. The function and the role of the language professional in the MNC´s environment has been the response to the problem of EFL since the 1980´s at AI-I.

7.2 THE ROLE OF TRANSLATION

Corporate communication can cross borders and fulfil its intended purposes in more direct interactions among employees who share a given level of language knowledge. Since language proficiency was not found at a high homogeneous level at the MNC´s subsidiary studied here and not all employees were required to speak a language other than their

mother tongue, the need for translation to bridge the cross-border communication gap was evident. It was then found that, by and large, the lower the hierarchical level, the lower the knowledge or requirement of at least one foreign language and therefore the greater the need for translation. At AI-I, this group represented at least 77% of its workforce, since they were in positions where no FL was required. The figure was supported by the fact that even if these employees had a little knowledge of say English, they would not take responsibility for messages that they were not fully aware of. The costs of misunderstandings, lost orders, failed negotiations, poor internal communication (Piekkari, R., et al, 2013; p. 9), as well as those of safety and quality escapes would duly justify the budget set apart for translation. It would be naïve to assume that the Portuguese style found in use at this MNC was homogeneous and used by a homogeneous audience. The local language style would have its bearings on the Portuguese used in the translated materials. As was observed, a mechanical language strategy seemed to play a role at Albany International Indaial; "translators have here a clarifying role, acting as transmitters of the original message" (Janssens, Lambert & Steyaert, 2003; p. 8).

The distribution of various kinds of materials via e-mail shows that translation is a common practice determined by the corporation for disclosure of materials to its staff at its multiple locations (see attachment 5). Although the need for translation was acknowledged and requested by the corporate level management, there was no evidence of standard procedures or how exactly each location was to deal with the translation process. Since this study is limited to a microscopic view of translation at the Brazilian subsidiary, this section of the study investigated the role of translation at AI-I as perceived by the employees who responded the survey on FLs and translation practices.

The survey was described in the previous section, which focused on FLs. To better structure the findings, the translation portion of the survey covered translation awareness and use. Other translation aspects and components were further examined in the next section. Specific instances are provided below.

## 7.2.1 Staff Awareness of Translated Documents

The presence of translation was made evident by the monolingual majority at AI-I, by the author´s awareness of material translated by agencies hired by the company and also by his participation in part of the translation process. The undeniable presence of translation in the MNC

environment led to questions on how it was perceived. From a macro to a micro perspective, the relation between translation and the employees´ work assignments was the next object of inquiry. So right at the start of the translation section, respondents were asked whether they knew which of their current work documents or materials had been translated. This straightforward question was followed by three choices and the following oral explanations:

(i)   Yes: if they could identify a work manual, procedure or company policy that had been created in a FL and then translated to be used at AI-I;

(ii)   No: to indicate they had no idea of what documents had been subject to translation;

(iii)   Not sure: indicating they knew part of their every-day set of documents had been translated but could not precise which ones.

Over half the interviewees said they knew exactly what documents and materials had been created in a FL and then translated to guide or entail their daily assignments. Some of these materials included policies, bulletins, job instructions, procedural, operating or maintenance manuals, etc., which were further detailed in the next section. 40% said they were not sure and could not differentiate translated materials from those created locally for the performance of their daily assignments, as show in the chart below:

Chart 11: Awareness of Translated Work Documents.

Knows What Documents Have Been Translated

40%

60%

■ Yes
■ Not Sure
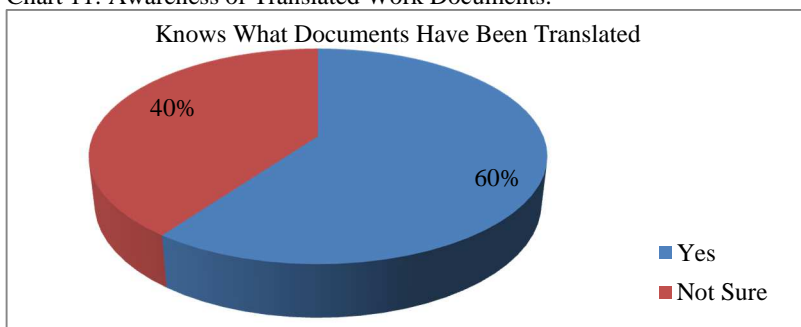
Source: Survey (2013).

Translation was unnoticed for 40% of people interviewed in this MNC work environment. It was a considerably high figure considering the fact that the interview sample comprised people speaking as many as 4 FLs.

This might mean that translated documents were so inherent to the MNC´s processes that not everyone noticed or could remember what differentiated locally created documents from those translated. Still the majority reported to be able to differentiate them.

Once translation inherence to work routines was identified, the research was aimed at the employees' perceived importance of translation to their work quality. They were asked whether the quality of their work depended directly on translation. A work procedure or step, for instance, that had been created by the corporate or by a foreign subsidiary and then translated to Portuguese to be followed at AI-I would have a direct impact on the quality of a given employee´s work, on the final product and consequently on the company´s profits. Some of these documents were even created by non-English speakers, translated into English and then spread throughout the corporation. That would be the case of a process development or improvement that happened in a location outside the United States, say in Cowansville – French part of Canada. In such a circumstance, documents could also be created in English by French-speaking employee, which would forge a link between the quality of the work and the creator´s FL skills, in addition to translation.

The question was followed by three choices:
(i)   Yes: when the respondents were aware of the important role translation played in their work quality;
(ii)   No: when they were unaware of such a relation;
(iii)   Don´t see direct connections: in case they were aware that translation played a role in the company´s documentation, but didn´t see direct connection with the quality of their work.

Chart 12: Importance of Translation to Work Quality.
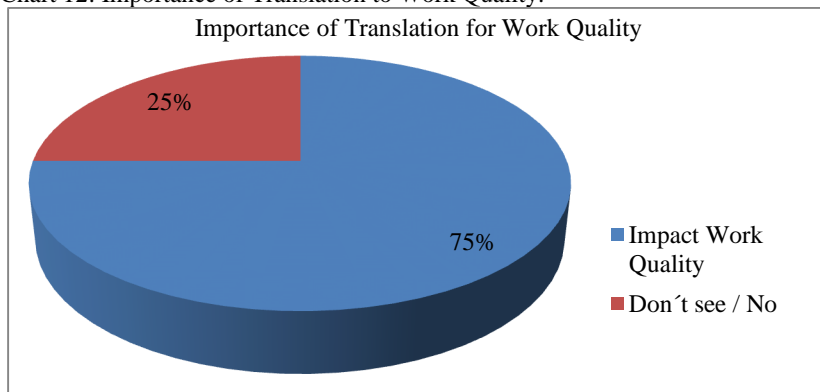
Source: Survey (2013).

The vast majority recognized that translation was directly related to their work quality in one way or another. A quarter of the respondents didn´t see direct connections between translation and the quality of their work assignments. The heterogeneity of functional areas comprising the survey sample indicates a high level of awareness of the ubiquity of translation and its bearings on work quality in the MNC environment. So far, just document translations were taken into account. Although the question was explained to everyone, one cannot exclude that circumstances such as focus on other rush tasks or even the familiarity with all those documents already Portuguese and in use for a long time, might have influenced the answers.

7.2.2 Immediate Translation

In addition to documents, translation was found to play a role in other daily activities or service encounters in environments with a high language diversity (Piekkari et al, 2013; p. 5), such as AI-I. FL interactions such as writing or responding electronic messages (e-mail and Instant Messaging), presentations, and reports, attending conference calls, writing or explaining the menu in the cafeteria and receiving foreign visitors were situations that exposed Brazilian employees to the need for immediate translation. These situations could happen both with lower and higher skill level FL speakers and could involve the lack of knowledge of a single word, sentence or part of the message. FL shortcomings at the moment of its use led to the need for immediate translation, which would close relatively small gaps in F2F and on-line FL interactions. The survey found that 75% of the interviewees reported immediate vocabulary needs to be addressed by immediate translation resources. The question asked in the survey was: "Do you ever run into situations that require immediate translation?" with either 'Yes' or 'No' to select as a response. In case of affirmative answer, respondents were asked to indicate the translation resource(s) used in such situations.

These immediate translations were found both in the making of messages and in understanding those made by foreigners. On-line resources were reported by 73% of the respondents, more than half of those reported to rely solely on Google® to address immediate needs for translation while others reported to use it along with one or two other resources, as shown in Chart 13.

Chart 13: Use of Immediate Translation Resources
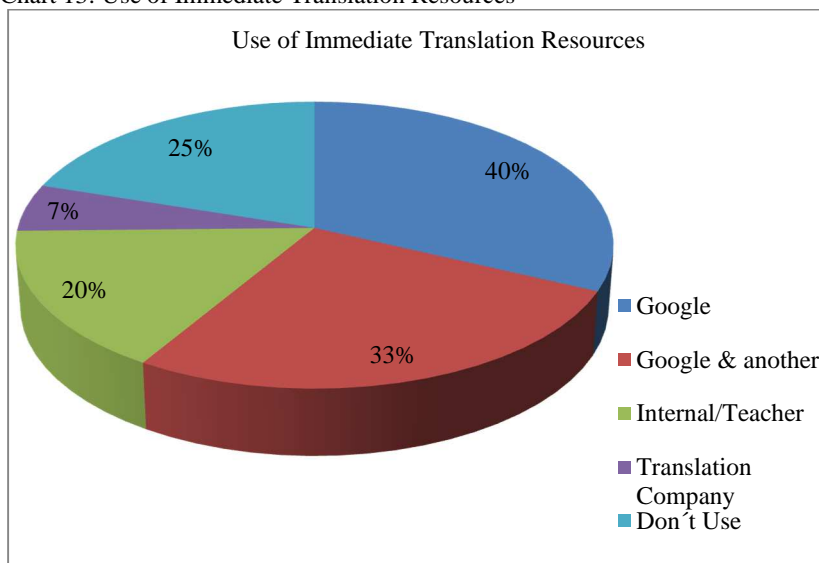
Source: Survey (2013).

Such a widespread use of the internet to offset FL communication shortcomings in a MNC setting shows is due to the speed of response. The words needed to close that immediate translation gap could be known by the FL speaker and just not remembered at the time they´re needed, so a quick search on the net would be enough to recall or disambiguate words or idioms. When new words or phrases come up, additional cross-checking may be needed through other sources, such as colleagues or translation and language resources. At AI-I, the adoption of an internal translation department (Piekkari et al., 2013, p. 11) was extended to an internal English and translation resource (person), whose job was to teach employees and facilitate part of the translation process. This resources was known by nearly all employees, who reported to use this resource to address immediate translation needs. When talking to the interviewees, it was found that immediate translation was needed both when the FL speaker was producing messages in the FL and responding to messages produced by foreigners.

7.2.3 Accountability for Translation

The ubiquity of translation was made evident in different ways in this MNC. The need for immediate translation in professional settings was found, as well as the bearings of translation on work quality. So more questions were asked to find how translations were provided to the company´s various functional needs, especially document translations. Since there is no local communication department and translation is not part of anyone´s job description and therefore outsourced by AI-I, questions were asked on the flow to get materials translated once the triggers were found. When receiving materials in English or reporting information generated in Portuguese to foreign locations, employees were asked what company functional area they should contact to get such materials translated so that they could complete their work-related tasks. The survey prompted the following options with the (oral) explanation to choose from:

(i)   Human Resources: regardless of the employee´s functional area, whenever materials had to be translated they should contact the local HR to request such translations;

(ii)   Marketing/Sales: employees should always ask the Marketing staff to provide their translations, no matter what area they were needed;

(iii)   Quality: in case the quality area would be the interface between the company´s various areas and translation resources/agencies;

(iv)   Manufacturing: indicating that translation should be submitted to the manufacturing management who would hire translators/agencies given the fact that procurement was one of its sub-departments;

(v)   Other: followed by dotted lines for interviewees to indicate other flows or settings to get translations done.

It is worth stressing that this question was intended to show the employees´ awareness of how translations were handled by AI-I. It is also worth reminding that the survey was conducted with a pre-selected sample of employees whose job descriptions required some level of foreign language(s), so the following perceptions reflect the views of this group. The choice of the sample was based on the fact that this was the population with the highest level of awareness of FL and translation problems, therefore more likely to be involved in translation processes.

As perceived by half the interviewees, the Human Resources area should be contacted whenever translation was found necessary in their functional area, as shown in

Chart 14. Some 20% of the interviewees said each department was in charge of hiring translation work at their own discretion and as needed. Minor groups believed translation could be requested either to HR or to Marketing departments, to the internal teacher of English and others just mentioned it was an outsourced service.

Chart 14: Areas Responsible to Provide Translation.
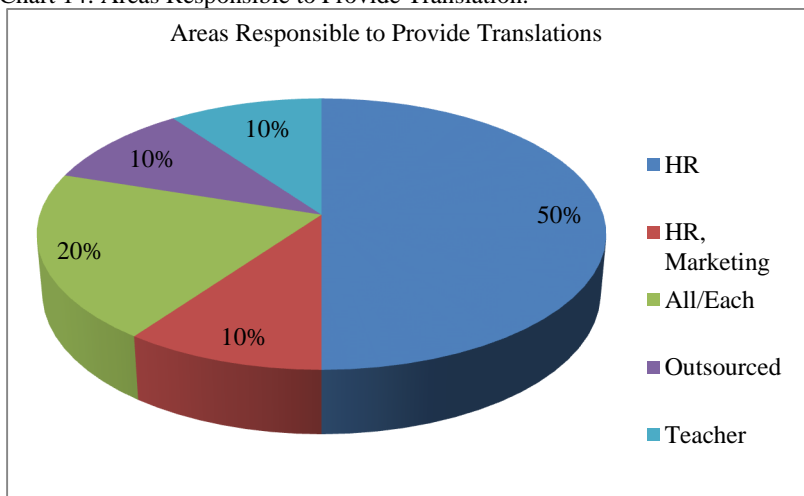
Source: Survey (2013).

The next step was to confront the employees´ perceptions with the company´s policy/practices in order to assess possible discrepancies between perceptions and practices. To some extent, HR and Manufacturing (Procurement) play key roles in requesting translations, depending on the translation provider chosen by the area. The internal translation resource can be requested by any departments via HR, whereas outside resources, such as translation agencies were requested by the departments via internal procurement procedures.

The multitude of purposes served by translation implies many departments requesting the service to carry out given tasks. These materials will be laid out in the next section, but the survey also asked how many of the interviewees actually requested translations. 45% of the respondents said they had already requested translations, as shown in Chart 15. These people were referred to herein as translation requesters,

since not everyone using translated materials has the hierarchical position/power to request such a service on behalf of the company.

Chart 15: Translation Requesters.
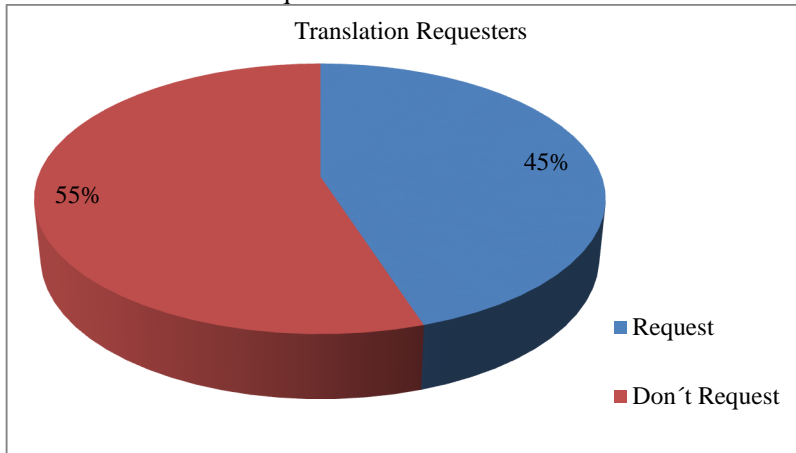
Source: Survey (2013).

Considering that different procedures apply different providers, it is understandable why different departments were indicated by the respondents. Discrepancies between translation request practices and perceptions may also be justified by the fact that more than half of the sample comprised employees who had never requested translations, therefore were not familiar with the steps to follow.

8 TRANSLATION DIVERSITY

The variety of materials distributed to the corporate subsidiaries (mostly via e-mail) almost on a daily basis shows that translation is a common practice. Many messages were found with explicit requests by the corporation to get materials translated for disclosure to its staff at its multiple locations (see attachment 5). Although the need for translation was acknowledged and requested by the corporate level management, there was no direct instruction, documented standard procedure for each location to get the translation of such materials.

Since this study is limited to a microscopic view of translation at the Brazilian subsidiary, this expository section of the study is intended to serve as an insider description of contemporary translation practices at AI-I. The questions asked here were meant to reveal the diversity of corporate functions served by translation and the different genres chosen to fulfill their communication purposes. Information to support this description was gathered from the local HR and through careful examination of translated materials made available for analysis and use in this study. Figures were posted to provide a clearer view of the points in the samples analyzed. Translators varied according to the purpose, moment or department requesting the translation. Overall, translation of materials for internal disclosure was provided by internal resources such as employees with sufficient knowledge of the FL in question (usually English) or the in-house translator. Materials for public disclosure, such as product brochures requested by the Marketing department, were usually translated by external agencies. Since specific features of these translations and/or inherent their processing will be detailed and further analyzed in the next section, here follows the key types of translation found and a brief description of their intended purposes.

8.1 BULLETINS AND POLICIES

Senior Management and/or the Board of Directors in multinational corporations are in charge of setting strategic business goals and making decisions on a variety of aspects of their business that sometimes affect the whole corporation in its multiple locations. These decisions may refer to administrative issues involving a specific business unit, location or personnel and then announce such decisions/changes through Bulletins, as in figure 39. They may also be written policies describing sets of acceptable and/or required practices on particular aspects of the business.

According to the corporate communications policy and/or practices, bulletins and policies are written in the corporate *lingua franca* and spread throughout its multiple locations. These documents were made available in the company´s intranet and also announced via e-mail to everyone with a company-provided e-mail account.

Figure 39: Bulletin in English

BULLETIN

ALBANY *INTERNATIONAL*

Global Machine Clothing
Research & Development – Dryer Fabrics
_____

In order to continue to strengthen our position in Dryer Fabrics, I am happy to report that XXXX XXXX, presently working on the Kaukauna R&D expansion, will assume responsibility for Global R&D Dryer Fabrics.

XXXX's many years in dryer fabric application, management, and development, both in the Americas and globally, will serve him well in this new role as R&D Director. XXXX will continue to report to me. XXXX's focus will remain on the new RDC in Kaukauna, but will transition into the Dryer Fabric role as we proceed through the opening of the new RDC.

XXXX XXXX, presently Application Engineer, will continue to support Dryer Fabric R&D by driving new dryer products into the market. XXXX will be responsible for selecting the right positions, rapidly demonstrating customer value, and moving new products to full commercialization. He will continue to report to XXXX XXXX, VP Product Management Dryer Fabrics.

The work XXXX has done in R&D, and the addition of XXXX to the dryer team, will build on the positive momentum the dryer business has enjoyed for the last few years.

Please join me in wishing XXXX every success in his new role.

XXXX XXXX
Senior Vice President R&D, Chief Technology Officer

2013/08/19

Source: AI-I Bulletin Library (2013).

Figure 40: Bulletin in English.

COMUNICADO

ALBANY *INTERNATIONAL*

Vestimentas para Máquinas - Global
Pesquisa & Desenvolvimento - Telas Secadoras

Para continuar fortalecendo a nossa posição em Telas Secadoras, eu tenho o prazer de anunciar que **XXXX XXXX**, atualmente trabalhando na expansão de P&D em Kaukauna, assumirá a responsabilidade por P&D Global - Telas Secadoras.

Vários anos de experiência do XXXX na aplicação, gerência e desenvolvimento de telas secadoras nas Américas e Global, serão de grande valor para ele como **Diretor de P&D**. XXXX continuará se reportando a mim. Seu foco permanecerá na nova RDC em Kaukauna, mas a transição para Telas Secadoras acontecerá com a inauguração da nova RDC.

XXXX XXXX, atual Engenheiro de Aplicação continuará apoiando P&D de Telas Secadoras lançando novos produtos de secadoras no mercado. XXXX será responsável por selecionar as posições certas, demonstrar rapidamente o valor para o cliente e promover a plena comercialização dos novos produtos. Ele continuará se reportando ao XXXX XXXX, VP de Gerenciamento de telas Secadoras.

O trabalho que o XXXX tem feito em P&D, e a chegada do XXXX a equipe de secadoras somarão forças ao momento positivo que o setor de secadoras vem passando nos últimos anos.

Por favor, juntem-se a mim para desejar ao XXXX todo sucesso em sua nova função.

XXXX XXXX
Vice-Presidente Sênior de P&D, Diretor Executivo de Tecnologia

19/08/2013

Source: AI-I Bulletin Library (2013).

Bulletins were found announcing organizational changes, such as promotions, updates/changes/deployment of strategies, marketing successes and accomplishments, news from research and development, outstanding improvements in product performance and/or manufacturing processes, mergers and acquisitions, expansion plans, investments, to name a few. When Albany International Corporation issued an internal

bulletin, its message was translated into the languages of its subsidiaries in each country, according to the corporate policy, relevance of the bulletin to the country´s subsidiary and/or local practice.

Policies were found to regulate a wide range of business-related practices, such as ethics, computer, internet, e-mail and social networking usage, travel, fleet vehicles, procurement and international assignments, to name a few. One may wonder if a written language policy was found in the contemporary business setting. The search through the AI-I´s physical and electronic archives and the interview with the local HR staff revealed that no language policy has ever been available for the Brazilian subsidiary. They were also unaware of any corporate policies ever issued to regulate languages or translations in the company. This fact reinforces the previous assumption that language policy at AI-I is the set of implicit and widely accepted language practices, rather than a written document with details on language and/or translation behavior.

The need for these documents to be translated is the fact that low hierarchical level employees are not required to speak the corporate language, but need to be aware of their messages and comply with them. So the translation of these bulletins and policies were outsourced or provided by someone within the company´s hierarchy who could communicate in both the source language and the target language at the organization´s discretion or communication policy. For the communication of these messages to be successful, translation was essentially needed and identified as such in order to constitute a representation, in the target language/culture, of its position in the source language/culture (Toury, 1995), especially when it came to policies. Additionally, the change(s) announced could involve employees in a particular division, department, and product line and/or be relevant to all manufacturing area employees in Brazil.

8.2 EARNINGS RELEASE

The law requires every corporation whose shares are publicly traded to make its earnings known to its investors and other stakeholders on a monthly, quarterly, yearly or *ad hoc* basis, depending on its segment and the legislation in the headquarter and subsidiary countries. For MNCs compliance would usually require organizations to make their earnings known by means of documents such as statements, accessible to their shareholders, Internal Revenue Service (IRS) in countries where they operate, employees and other stakeholders.

However Albany International Corporation felt it might be benefitting for the overall corporate strategy that their employees had a better knowledge on how the company was doing worldwide and put some extra effort into getting that message across via more effective means, such as videos recorded by the CEO explaining those figures in the current economic scenario against their strategy, thus ensuring employees have a clearer understanding of their company´s performance and position in the market, as well as improving communication across the board. This video was made available on the company´s intranet and could be accessed through a link called 'One-on-One webcasts' on the left-side column (see Figure 26). The speech recorded on the video was often transcribed so that its text and core message could be used to synchronize and post subtitles, as a script for dubbing, or just sent out via e-mail as translated and often edited transcripts of the earnings release. Regardless of the genre, this message was found to be an adequate translation [26] to have its due credibility and fulfill its intended purpose in the subsidiary´s local language.

This translation genre required knowledge of the financial and business jargons employed in both the source and the target languages. Through this message, AI-I expected every employee to be aware of its performance on a global level.

8.3 LEADERSHIP/PEER INTERACTION

As previously indicated herein, part of AI-I business communication process involves interactions between local leadership and in some cases technical personnel. These people were often required to master FLs (i.e. Figure 37) in order to interact with their foreign counterparts. These interactions could take place in face-to-face meetings involving people from multiple locations, however given the high costs involved in travelling, lodging and other related expenses, face-to-face meetings were not found to be as frequent anymore. On the other hand, the need for such interactions has become more and more frequent. This called up technology, which in turn, also enabled mobility in private discourse (Lambert, 1989) via on-line conferencing, for instance, (by conveying voice only or voice and image). Given its dominant status,

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[26] "An adequate translation is a translation which realizes in the target language the textual relationships of a source text with no breach of its own [basic] linguistic system" (Even-Zohar 1975: 43; my translation).

English was chosen by Albany International Corporation for conducting those discussions.

For that purpose, knowledge of English was more important than translation and the shift in practices and priorities was noticeable. Brazilian coordinators, managers, directors, etc. were well aware of the power related to knowing at least English, either to meet corporate or business requirements or to gain a competitive edge over their Brazilian colleagues. When the level of English did not suffice, immediate translation was needed to bridge small communication gaps.

At this level, translation was found to play a role under the waterline or as an internal tool. On the one hand, for FL communicators to assess/ensure their understanding of the message received from their foreign colleagues; on the other hand though, information reported from the local office or manufacturing facility had be translated into the corporate *lingua franca* (with or without the aid of an experienced translator, depending on the kind of communication and the company´s practice). When time and/or their FL level allowed, Brazilian authors of materials in English would also create them directly in the FL so they could deliver or present them. This form of translation was dealt with by some as problem rather than as a means for communication (Lambert, 1989).

This communication channel was normally used to report area-specific results on a given time period, update or follow up on the development of collaborative global projects, address technical issues, conduct training sessions on new technologies, tools, policy compliance, share best practices inherent to manufacturing or administrative processes, to name a few. It was found to be a form of intercompany partnership and where some inherent determinants such as perceived pay-off, attitude towards outsiders, social context, sense of confidence, institutional vs. individual learning, etc. (Hamel, 1991) could generate either positive or negative outcomes.

8.4 IMPORT AND EXPORT PROCESSES

Importing and exporting were part of AI-I´s usual activities, which required professionals who know about the laws regulating such dealings both in Brazil and in the country where the goods were being exported to or imported from. In addition to technical and business skills, these professionals had to master two foreign languages (as shown in Figure 34) in order to deal with their counterparts and foreign customs authorities. Since the company was strategically set up in Brazil to supply

the neighboring countries, import and/or export procedures required staff to know a second FL (Spanish) to interact with and ship goods to customers in a Spanish-speaking country (i.e. Chile).

They also had to deal with intercompany processes, which involved importing products from or exporting them to a sister plant in a given foreign country (i.e. Canada). As part of the company´s language policy, intercompany dealings were done in English.

Since most of the import/export processes had standard procedures and forms, the need for translation was often reduced to immediate translation, mostly for written communication. However, when importing goods or machines, a lot of information had be obtained in their country of origin and then translated into Portuguese. This information often came in operation and/or maintenance manuals with a great deal of technical details. Translation played a key role to make the process possible. Given the criticality of such requirements, it was found that without translation, import processes would not be completed.

8.5 TRAINING AND INSTRUCTION

Marketing products globally led Albany International Corporation to adopt global standards with regard to manufacturing, procurement, commercial, service and administrative processes, to name a few, in its multiple locations. At AI-I, certain procedures had to respect local regulations, but still keep up with global corporate standards so that the company could maintain its envisaged global identity and quality level. As previously mentioned, internal corporate communication was disclosed in English, even if it came out of a global collaborative project or developed in a country where English was not the official language. So, translation had to play a role for the standards to be kept or improved through corporate training materials provided to the Brazilian staff in its multiple functional areas (i.e. Safety Foundation Training on figure 43).

Training was found to be of critical importance within this MNC for its quality implications on different aspects of the business, serving functions such as:

(i)   Safety: A safe work environment has been stressed through series of short safety training materials called one-point lesson, as shown in Figure 41, or longer and more detailed training materials. These materials covered a wide range of safety-related issues, from everyday exposure to particular work-related tasks. As part of the company´s standardized communication, these

materials were compiled on behalf of the corporate safety staff (in English) and sent to AI-I for translation and distribution.

Figure 41: Translation for Safety Training

Source: AI-I Safety Library (2013).

(ii)   Leadership Training: the corporate training department developed a series of training modules to help its leaders develop competences to deal with daily situations when managing staff. One recent example was the Albany Management Institute (AMI), which was set up to compile and deploy such training materials. AI-I received the slide shows and handouts in English. The material was then translated into Portuguese and training was provided to the intended leadership levels. Since leadership also included individuals with a direct interface with operational level employees and not all were confident enough to attend such training sessions in English, the company decided to provide them with the translated material. These training sessions were also conducted in Portuguese by Brazilian trainers so that the intended purpose could be fulfilled and leaders could be held accountable for the expected outcomes. Translation at this level played an even more critical role since the effectiveness of this kind of training would cascade down to lower hierarchical level employees, reinforcing the bearings of translation on quality and power relations.

(iii)   Processes and Procedures: since new product research and development (R&D) took place at foreign locations, detailed steps on how to make these products were arranged in templates and sent out electronically to the Brazilian manufacturing facility and others across the globe. A considerable number of technical words and jargon was found in translations of Work Instructions and Job Instruction Breakdown Sheets (JIBS) used to train new employees on current manufacturing processes, as well as older employees on the making of new products in the manufacturing areas.

       The use of a global enterprise software caused several administrative and managerial functions to be standardized. Since most of the software user interface was in English, training to perform tasks in the system was also provided in English and translated into Portuguese to ensure employees´ full understanding and compliance. Some on-line training sessions involved immediate translation to facilitate understanding by employees with low English level. These mediations were normally provided by colleagues with a better level of English, such as the employee´s leader. Local work requirements were also found to be translated into English to complete the training

or report local needs to the corporate staff and form what would comprise the employees´ Job Descriptions (JD).

(iv)   Technical/Customer: The use of the company´s products involved a high level of technical details and specifications. Since the products were developed in foreign R&D facilities, their manuals and technical details were also written in English. Therefore, technical brochures and instruction manuals were also subject to translation to facilitate training to customer´s employees who would use or install Albany's felts and fabrics on the customers´ machines. These translations were very important for the company´s engineers and technicians to fully understand every detail and then train the end-users.

The training function served by translation could be viewed as a means to spread knowledge to the MNC´s employees. Given the fact that it was a B2B company, most of its processes, products and lexicon was unknown to the general public, which included new hires. The restrictive nature of the company´s knowledge base placed an even greater importance on translation to ensure training effectiveness, which would have a direct impact on process and product quality, as well as on the creation and maintenance of its global identity in many aspects inherent to the business. This quality would play an active role on the achievement of the company´s goals.

8.6 CORPORATE PROGRAMS AND INITIATIVES

In addition to training provided to ensure the company´s processes and product quality, translation played an active role in the deployment of corporate programs and initiatives on a range of personnel aspects. Part of this role overlapped with training, since a group of employees got properly trained in such initiatives in order to lead these initiatives and disseminate their intended purposes. In addition to translation from English into Portuguese, these programs also required translation from Portuguese into English when follow-up, feedback and outcomes were to be reported. They differ from training materials because they introduce new practices and are meant to shape the work environment and/or employees´ behavior, rather than training them to do specific work-related tasks. These initiatives were found to serve the following areas:

(i)   Human Resources: Corporate programs and initiatives were found to encourage and establish practices of employee recognition, engagement and healthy lifestyles. These initiatives

were meant to shape and promote employees´ behavioral changes toward their colleagues and themselves.

(ii)   Manufacturing: unlike task-specific training, corporate initiatives in the manufacturing area were meant to shape the way the work was handled and the areas were arranged. Examples included lean manufacturing practices, intended to increase productivity and reduce waste; six sigma, which was meant to reduce product defects; and 5S to improve organization and cleaning in the work area.

(iii)   Safety: heavy emphasis has been placed by this MNC to promote employee safety both in and out of the company facilities. Global awareness campaigns were launched to shape employees´ behavior toward safety and have them watch for environmental hazards in order to prevent accidents.

Translations for the aforementioned purposes were coupled with FL language competences. Employees involved in these global initiatives interacted with their foreign counterparts in English and requested promotional material to be translated into Portuguese to implement them in Brazil. The genres covered ranged from website menus to electronic slide show and handouts to print, as shown in

Figure 42. As the initiatives were rolled out, frequent online FL interactions were required for project updates, follow-up. Reports produced by the Brazilian team were also submitted to translation into English and then shared with their foreign colleagues.

Figure 42: Translation for Corporate Initiatives.
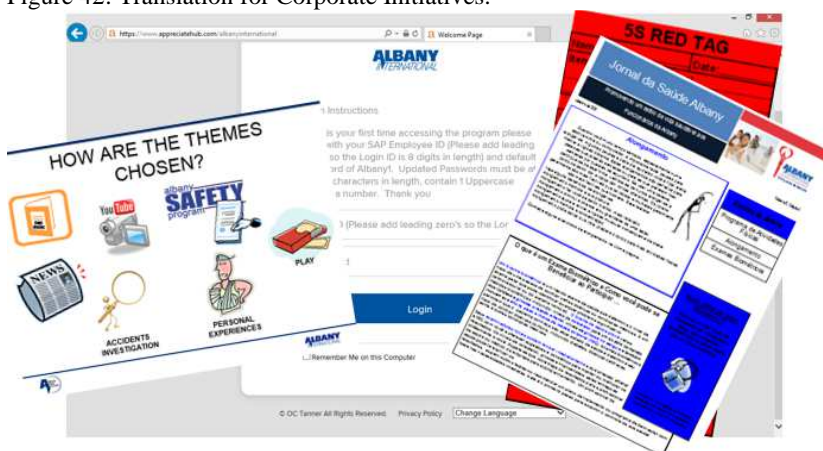
Source: AI-I Translations Library (2013).

This shows a two-way communication facilitated by the shared use of employees´ FL competences and the hire of translation services. The fact that MNC hired translation for project deployment reinforces its key role in the attainment of corporate goals in the Brazilian plant. It also played a role in complementing employees´ FL competence and/or work load when reporting status, accomplishments and roadblocks. These are strong indications that the dominant status of English as a *lingua franca* does not displace local languages, but is actually a means to communicate beyond one´s local circle (HOUSE, 2003, p. 5). Additionally, it favors translation to and from the local language, which coexists with English as a foreign language (EFL) competences in MNC settings.

8.7 COMMUNICATION WITH CUSTOMERS

Albany International´s globally developed products also have global communication standards with the market. Translation was found to play a role in materials used in marketing campaigns, such as fliers and brochures. The company´s early concern with the correct use, installation and maintenance of its products had AI-I publish manuals aimed at its customers´ operators and technicians, so the products performance features would be kept and/or maximized. A customer-oriented technical journal was also among AI-I communication practices in order to share new product developments aiming at improving the customers´ processes and productivity.

In addition to information on the company´s products, these materials contained lots of information on its customers´ machines and processes. This implied a wider range of technical information, which meant an extra lexicographic challenge for translation. This cross-border communication process was managed by the marketing department, which requested such translations. Once translated, the technical application staff would revise the material to check for lexical consistency and work out any arrangements or customizations applied to Brazil. Therefore, translators and company engineers collaborated to produce the material that would get to the customer and any final arrangements were then made by the marketing staff.

Figure 43: Spiral Top Brochure (Dryer).

Source: AI-I´s Marketing Department (2013).

9 PROCESSING OF AI-I´S TRANSLATIONS

Once the role of translation at AI-I was laid out, from a macroscopic to a microscopic view, this will be devoted to a description and analysis of a translation corpus made available for the purpose of this study. Initial assumptions indicated that the wide variety of purposes served by translation at AI-I required different genres to fulfil such purposes. These assumptions were supported by the diversity of material formats, including electronic editable and non-editable text documents, slide shows, spreadsheets and videos.

The coexistence of texts and images and/or charts was also observed and drew attention to both textual and paratextual elements of such translations, as shown in many figures herein.

Semiotic elements such as word choices, punctuation as well as the use of business-specific jargons and product/equipment/process-related technical words were found to have a direct impact on the perceived quality of the translation by customer (department or person requesting translation services).

This diversity of purposes, genres and elements in this corporate translation corpus lead to the question of how corporate translations can be placed in a descriptive framework. Hypothetical schemes and descriptive analysis of their components and relations (Lambert & Van Gorp, 1985) helped identify authors, material genres (texts) and readers (target audience) in the source system/culture, as well as their bearings on the target system/culture.

For instance, when the source text/material had been written/made to communicate with shop floor workers (low hierarchical level employees) in the source culture, it was translated in a way that shop floor workers could understand in the target culture. Therefore aspects such as length of sentences/words, the use of visual aids and the area/machine/process-related terms would normally match those they were familiar with. These stylistic features were also important in materials to provide training to operational area staff and leadership, especially when the material was structured in electronic slides shows. Corporate policies and internal bulletins were not so sensitive to sentence length and used a mix of general and business-specific lexicon (see figures 39 and 40). Factors like these influenced translators and/or reviewers choices since exceeding the amount of space used in the source material could lead to the need for rearrangements in the target language material to preserve all the meaningful signs and symbols in the source message.

Figure 44: Words and Symbols in a Technical Scheme
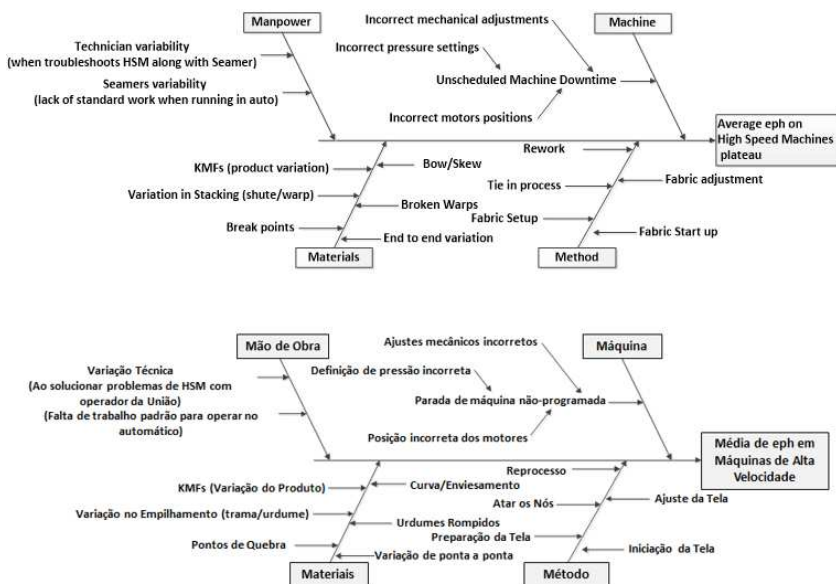
Source: AI-I Training Library (2014).

With regard to target audience, a variety of cultural and educational backgrounds was found within this organizational setting, which suggested a categorization of these so-called readers or target audience of translated materials. Considering that the materials were conceived within the same principles in the source culture reinforced the concern for keeping stylistic features such as area-specific lexicon, as well as the maintenance of all other semiotic elements. Details will be laid out in the following sub-sections.

9.1 AUTHOR(S)

A number of authors of corporate texts and materials submitted to translation was found at AI-I. The study has found that the definition of author has more to do with aspects such as his/her hierarchical position in the organizational chart and area of expertise, since they had closer ties with educational levels. The area of expertise would play a role in defining the set of words one could expect to read in their textual/material productions.

For instance, managers tended to produce texts in quite similar ways due to corporate standards or educational influences. They tended to be more aware of the heterogeneity of the target audience and use lexicon of moderate technical complexity, only if really needed. Technicians and/or trainers, on the other hand, tended to make use of more area-specific lexicon or so-called technical words. The latter might be due to the fact that their audience was usually more homogeneous and shared similar educational and professional backgrounds. In addition to these features, the country of origin would indicate whether it was a native speaker or another EFL speaker. The key factors to profile Albany International´s authors of materials for translation were hierarchical and functional positions, as follows:

a)   Upper-level managers and executives authored bulletins, press releases, bulletins announcing organizational changes (see figure 39), business performance reports (i.e. , to name a few. These authors tended to employ business-related jargons, grammatically correct sentences and words along with day-to-day idioms and even metaphors within their textual production. These elements seemed to be carefully balanced to highlight the message in the text, which had to be read and understood by people of various backgrounds inside and outside the organization. These translations were explicitly identified as such, since the impact of their messages required enough hierarchical power to respond for them. These authors/writers had similar writing styles and higher educational attainment. They also relied on someone like a secretary, communications or public relations staff, or even an expert from the legal department to review their messages prior to publication.

Figure 45: Quarterly update video by Albany CEO.

One-on-One with Joe Morone: Q2 2014

On August 20 in Kaukauna, Wisconsin, Joe met with the Machine Clothing R&D, Technical and management teams. After reviewing the second quarter results, Joe discussed the strategies and challenges to holding the MC business over the next five to ten years: market forecasts for the various growth grades and geographic regions, including the important roles of technology, product management and cost.

The update video runs 43 minutes.

Source: https://aiportal.albint.com (2014).

b)   Technicians, trainers and even experienced machine operators also produced materials submitted to translation, as shown in figure 46. These materials would often entail some rather unusual vocabulary and sentence constructions. This was found in profiling authors of training materials for technical, operational and safety purposes, for instance. It was observed the use of technical or area-specific language, which would be harder for non-technical audiences to understand. More examples will be mentioned later in this section. These writers were not always part of the company´s staff and included outside consultants, trainers or experts who produce materials for worldwide training (i.e. figure 41). These authors also used vocabulary and sentence construction applicable to many industries rather than just Albany International.

Figure 46: Job Instruction by a Foreign Operator.

Source: AI-I library (2014).

The authors´ profile provided useful insights to better understand the translation´s intended purpose in the target culture (AI-I). The authors´ background was also applicable in defining his/her profile since documents were created by mean of collaborative global projects and sent to translation in English even though they had been produced by someone whose first language was different (Portuguese, German, French, etc.) with or without undergoing revision by experienced translators. Some rather unusual constructions were found, which might have resulted from translation from the author´s first language or his/her limited knowledge of the corporate language. This particular feature was found in machine manuals, operating steps and e-mail messages exchanged by technicians and administrative staff. The fact that many of the machines used in the

company were manufactured in non-English speaking countries, like Germany and Sweden, could indicate that they were already translations.

9.2 TEXTS/MATERIALS

As shown in the previous section, corporate materials texts or materials, such as bulletins, training slide shows and handouts, etc. subjected to translation for the purposes mentioned earlier in this study came in different electronic document formats, which seemed to vary according to the intended purpose. It was observed that the format determined some lexical, syntactic or stylistic text variances where the text was just one of the signifiers present in the material. Overall, the research has revealed a predominance of concise textual messages with short sentences (i.e. figure 47) in order to make sure they would be understood and adhered to by their target audience. Ambiguity was avoided as much as possible, leaving little or no room for interpretation, thus avoiding misunderstanding. Reasons for text choices might have to do with paratextual elements, which were found to have bearings on the text for the reasons that will be laid out in this section.

Figure 47: Concise Text in Job Instruction (English and Portuguese).

Source: AI-I library (2014).

Corporate values and goals were also found to influence the discourse, either explicitly written in training materials, manuals, policies and job instructions, for instance, or implicitly influencing the choices made in the source text and preserved in the target text. It would not be surprising to find out that corporate mission, vision, values and goals were found to be the main theme of many materials subject to translation at AI-I. A synchronic description of the various digital formats of this type of translations followed by their stylistic features and pragmatic aspects inherent to their processing was then proposed.

9.2.1 Area-Specific Lexicon

Once the target audience for area-specific training was identified, the use of words for that particular area was common across the material. This reinforced their technical nature, since those words tended to mean something other than they ordinarily would. This ambiguity allowed very interesting parallelisms with rather peculiar meanings. Some examples included:

Figure 48: Excerpts from the Paper Glossary.

Source: Felting Terminology (2013).

a) <u>Kiss Roll</u>: (in Portuguese: *rolo de pré-compactação*) this roll was used to apply a chemical to the fabric during the textile process and compact its fibers; perhaps the way this chemical was applied resembled a kiss, but that would surely be quite an unusual analogy.

b) <u>Dressing</u>: (in Portuguese: *urdição*): the term refers to the process by which yarns are wounded onto warp rolls (donuts) to feed warps into the weaving loom. Ordinarily, the word refers to wearing clothes.

c) <u>Lick-up Roll</u>: (in Portuguese: *rolo pegador*): perhaps the means of collecting materials onto this roll resembles the act of licking.

Anyway, such a translation would be challenging without this specific glossary.

d) <u>Temple</u>: (in Portuguese: *tempereiro*) although it means a house of worship for the average people, or the flattened space on each side of a person´s forehead, it also refers to a spiky ring used for pulling fibers at a given step of the process.

e) <u>Head Roll</u>: (in Portuguese: *rolo principal*) is the main cylinder of a weaving loom; although roll translates literally, the same cannot be said about head to get to a translation that is familiar to those not involved with the trade. The definition to this term was not found in the paper glossary, which required further inquiry to area experts.

f) <u>Donut</u>: (in Portuguese: *rolo de urdume*) for most people it might mean a ring shaped fried cake/cookie, however weaving area operators used this term to describe aluminum rolls where warp[27] yarns were wound to dress the weaving loom and weave the fabric. Perhaps these rolls resembled the cookies many people enjoyed eating and so they borrowed the term, but that is just what some senior employees said, there were no official records to prove it and the Portuguese translation didn´t borrow such resemblance.

g) <u>Breast Beam</u>: (in Portuguese: *rolo guia*) a cylinder integrating the weaving loom, designed to provide support and guide to the warp yarns before they are woven with the shute yarns (usually cross-directional) to form the fabric. It is worth noting that the noun breast usually refers to mammary glands on a woman´s chest; beam, in addition to a cylinder, may also refer to a squared piece of timber used in construction, a ray or shaft of light, etc. The combination of both resulted in a rather challenging meaning for anyone unfamiliar with the textile trade.

These very few examples were just selected to point out the existence of peculiar meanings within the business setting. Maybe for cultural reasons, translation did not bring the relations the terms had with non-technical terms in the source context. On a technical level, the words fulfilled their intended purpose and their source culture heritage was unnoticed by technicians or operators without sufficient EFL knowledge. The opposite would happen to anyone with a good EFL knowledge, but unaware of the textile lexicon; it would say nothing like what it actually meant.

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[27] Warp: a series of yarns extended lengthwise (machine direction) in a weaving loom crossed by the shute (cross-direction) yarns to form a fabric.

9.2.2 Adequate or Acceptable Translations

Once authors and a description of lexical-related textual elements were made, questions led to an analysis of translated materials orientation borrowing the theoretical concept of adequate or acceptable within AI-I´s translations. "Traditionally, translation criticism has been viewed in a strictly binary and one-directional way, as a straightforward confrontation between T1 and T2" (Lambert & Van Gorp, 1985, p. 3). Observations of several translated materials have pointed that grammar structures tended to be more faithful to the source rules – source-oriented or 'adequate', even if sometimes they would "read" better with a few changes in the target language – therefore called target-oriented or 'acceptable' (Lambert & Van Gorp, 1985, p. 2). See the following examples from a brochure[28] translated from English into Portuguese by a translation agency and revised by the Marketing and Application staff in 2005 to promote and describe the characteristics of a given product to its target audience who were actually customers or prospects of materials manufactured by AI-I:

a) "A forming fabric is a monofilament structure used in the wet part of the paper machine. The fabric provides three performance functions."

The Portuguese translation was as follows:

"Uma tela formadora é uma estrutura tecida de monofilamento usada na parte úmida da máquina de papel. A tela atende a três funções de desempenho".

A quick syntactic analysis of the above example shows that the repetition of the article 'a' and the noun 'fabric' found in the source text were kept in the target text and no changes were made in an attempt to somewhat 'clean' the text and make it read more fluently and concisely. An alternative translation could be:

"Tela formadora é uma estrutura tecida de monofilamento usada na parte úmida da máquina de papel para atender a três funções de desempenho".

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[28] Facts About Fabrics

The suggested translation would preserve the original content of the message in a single sentence while fulfilling its function in the target system.

Another brochure, also translated into Portuguese by a translation agency and revised by the Marketing and Application staff in 2007 presented quite a few changes from the source text, and appeared to be more target-oriented (acceptable). The main idea seemed to take precedence over the word-by-word translation and sometimes further information/details were added in the target text, as can be seen in the following excerpt:

b)   "The flat yarn technology together with the optimum weaving pattern increases the fabrics contamination resistance and cleanability".

Translated into Portuguese as:

"*A tecnologia com fios 100% retangulares, combinada ao desenho otimizado da tela, aumenta a resistência ao acúmulo da contaminação e a facilidade de limpeza das telas*".

The translation here is not so 'faithful' to the source text, although it reads well and even brings more information (i.e. 100% - who said the yarns were 100% flat? Who would respond for that extra detail/additional figure? 'Weaving pattern' was internally known as 'desenho da tela' rather than 'desenho do tecido'). Translating involves making decisions all the time; since the materials under analysis here contained industry-specific technical information, it would be naïve to say that the translator was solely responsible for such decisions. Instead, it may well indicate that the translated text (with the translators chosen words) was later reviewed by experts such as engineers and/or marketing analysts in order to make the text communicate/appeal better to the Brazilian target audience. Also, for this particular audience the word 'tela' was more explicit than 'tecido', a simple word choice that could impact the perceptions of the target audience.

Other translated materials serving different functions analyzed for the purpose of this study have shown similar patterns although translated by different translators/agencies and for different target audiences. The next examples were found in a brochure distributed to the company´s employees in all different hierarchical levels and from various educational and cultural backgrounds. It was translated by the internal

translator (author of this study) in 2011 to spread information on healthy lifestyle choices, eating habits, etc., as shown in Figure 49:

Figure 49: Healthcare Brochure.

Source: AI-I´s Translation Library (2013).

c)   In English (Source): "Starches are Fattening".

In Portuguese (Target): "*Amido Engorda*".

d)   In English (Source): "Skipping Meals Makes you Lost Weight Fast"

In Portuguese (Target): "*Comer Menos Vezes Ajuda a Emagrecer Mais Rápido*".

e)   In English (Source): "Desserts are Forbidden".

In Portuguese (Target): "*A Sobremesa Está Proibida*".

It can be seen here that these titles were tailored to the target system and the main idea or core message was delivered in a reader-friendlier way. Words were not translated literally as they would mean in isolation, but rather as chunks. Features such as plurals in generalizations (i.e. starches, desserts) and gerunds as subjects of a sentence (i.e. skipping) are part of the source system, but might not read well or be effective as a rule in the target system. So, singular words (*amido, sobremesa*) and the bare infinitive form of the verb (*comer* – not *'pular'*, which would be a more literal translation of that verb) were used in Portuguese. The verb chosen in the latter indicated that the idea in the whole phrase took precedence over the isolated meaning of the verb. These were a few traces of target-oriented/acceptable translations and might also imply that there was a personal work on the text, which made it 'read' better than if merely translated by machines. The choices made by translators were revised by experts (i.e. nutritionist) in the area working in the company prior to publishing. It´s worth noting that with regard to the adequate versus acceptable dilemma, no translated text will ever be entirely coherent with one or the other (Lambert & Van Gorp, 1985, p. 2). These samples provided empirical indications only.

9.2.3 Layout & Text Length

The analysis of both source and target materials at AI-I revealed that the words in texts and other materials were not the only signifiers. Bilingual/bicultural communication effectiveness also relied on the paratext, which comprised the elements surrounding the text, such as formatting/layout, text length, illustrations, etc. These elements were not

always influenced or changed by the translators, but by experts in the related area.

The translated materials layouts analyzed for this study have born, in most cases, great resemblance with the source materials. This has been particularly noticeable in internal materials such as work instructions, policy manuals, training presentations (i.e. Figure 41, safety awareness presentations and reports, health awareness newsletters and brochures (i.e. Figure 49). Any changes in formatting and layout would impact on the fulfillment of target material in the target culture, and translation requesters did not expect such changes to be made by translators. It was found that communication took place through pictures, texts, sounds, etc. as well as by combined ways or channels such as pictures with text, text balloons on pictures and so on. Many instances of pictures and charts with texts were found among the translations analyzed and there was no doubt about the relevance of those pictures and their captions in that particular space and position to the success of the message, mainly because the visual effects were also important features of the communication process.

Preserving the layout was usually possible, provided that words fit into the same space in both the source and the target languages - i.e. Like This, translated as 'Assim Sim', found in Figure 41). However, the space available for the text in the source language may sometimes be pretty small, so finding the right words to fit into that space and still communicate as effectively as the source material would be an additional challenge for translators. It would be especially relevant on digital slides shows where the space could be too limited to fit larger words or phrases in case the translated text got longer at first. Texts or text fragments in the target system were sometimes found to use more space (i.e. Five Key Safety Questions, translated as 'Cinco Perguntas Fundamentais de Segurança', also found in Figure 41). In this last example, the font size was reduced in the target text to place the text in the same position as in the source material. Other alternatives could have been considered, but this indicated concern to make the source and the target materials look the same with regard to layout and other visual aspects, which will be further detailed in the next sub-section.

9.2.4 Unchanged Illustrations and Charts

A closer look at visual aids in translated materials compared to their sources has shown that the same pictures have usually been kept in the same position in both the source and target materials. It was viewed as an effort for the same message reach employees and/or customers in

the binary set of locations (source and target) and have the same impact on them. Source materials were created with widely accepted images and the formats and layouts chosen might have reasons that extend beyond the scope of this study.

Many translations have been found that lay out the same pictures and the same text boxes in the same positions, as is the case of many training materials, where machines procedures or warning/hazard signs were the same to the target audience in both the source and target locations/cultures. Product performance and market-related charts, as well as machine sections schemes were also deemed standard and therefore remain unchanged.

In addition to position and layout of figures and editable texts, many instances of figures containing non-editable texts were found. Any textual changes there required some more time and effort to 'rebuild' the figure containing source language text with the target language text (see more examples in Attachment 4). This preserved the intended level of resemblance and faithfulness to the source and gave the translated document an improved sense of identity with the target audience.

Figure 50: Text on Images
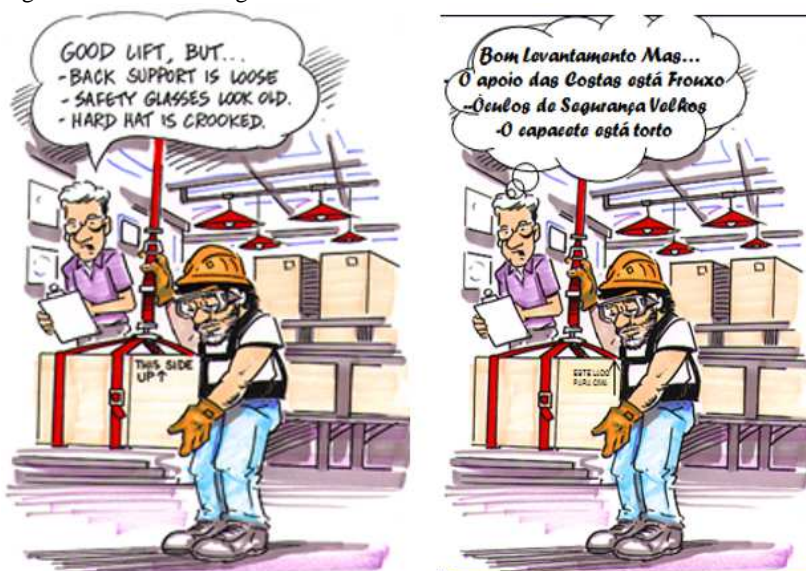
Source: AI-I´s Translation Library (2013).

Many 'pictures' were actually screenshots of other documents, charts or other non-editable materials inserted in the document to be 'translated' too. This was usually found in electronic slide shows, where for some reason, the source document brought an illustration of what was referred to as an activity, form, chart, table, etc. sometimes provided later as an appendix or attachment. The decision to be taken then was whether to rebuild the document and then post a new screenshot with the translated text or to keep the same unchanged 'picture' with the source-language text in the source document. In most cases, a new screenshot with the translated text was the choice, which reinforced the perceived concern for keeping source materials stylistic features in the target materials. Other reasons, such as time, technology/software availability, translator skills, availability of an editor, cost, etc. played a role in decisions like these.

9.2.5 Beyond Translation: Illustrations and Charts

Among several materials analyzed, some samples were found with different pictures and/or quite different layouts. Brochures containing product-specific information revealed differences from the first to the last pages. In Figure 43, for instance, the source-system material highlighted the product name on the top of its front page with a quality-related slogan in smaller font to the right, a centralized relatively small picture of a roller-coaster loop, accompanied by some smaller pictures of the fabric (product advertised) with a saying about the product under the picture and on the footer. The target-system material had the roller-coaster loop picture covering most of the front page with the same saying translated into Portuguese underneath the picture, and the product and brand names written on the footer. The following pages bring additional background pictures, technical information in a chart and a paper machine section profile picture only in the source-system material, the layout was changed quite a bit in the target-system material and apparently, less technical information was provided.

Another example (figure 51) presented different pictures in a given position. The source-language brochure highlighted the effects of the company´s highly technical B2B product on other products familiar to virtually anyone with no technical/industrial knowledge. The picture showed magazines, a newspaper, a book and the box of a drink, which could be viewed as a way to make connections between Albany´s paper machine fabrics and daily usage consumer goods. The translated version of the same brochure brought a picture of the fabric, which was known only by those working in the paper machine clothing or paper making

areas. It was highly unlikely that such changes were made by the translator, which suggested some limits to the translator´s role in such productions.

Figure 51: Aeroclean Brochure (Dryer)

Source: AI-I´s Marketing Department (2013).

Location-specific charts and figures were also replaced, depending on the bearings of the source-target relations. Some of these changes included the replacement of source system figures with target system ones (figures 43 and 51), which were considered by marketing experts as a better way to communicate with the target culture. Regional and/or cultural differences would well justify the replacement of such figures, images and texts with others that would provide the same intended outcome in the target culture. Other reasons included a shift in communication goals by the target system team or even changes on behalf of local symbols, beliefs, seasons, etc.

The changes found in these materials provide strong indications of the extent to which translation played a role in AI-I´s cross-border communication process. The changes between source and target materials mentioned and shown herein resulted from reviews by the area experts; for instance, the marketing and/or technical staff thought that a given image in the source material did not match the focus or scope of the campaign to be deployed in the target culture and therefore replaced it with a set of visual aids deemed more effective. It indicated the translator´s direct involvement with the source text, but not with the final product of his/her translation. The translated text would serve as basis for area experts to create of the final version, which would then be published. It also suggested two perspectives for the target text:

(i)   The Translated Target Text, which was the outcome of the translation process;

(ii)   The Published Target Text, which was modified (along with other semiotic elements) by the company´s experts to create the published target material.

This collaborative process scheme is shown in Figure 52:

Figure 52: Translation & Marketing/Technical Roles
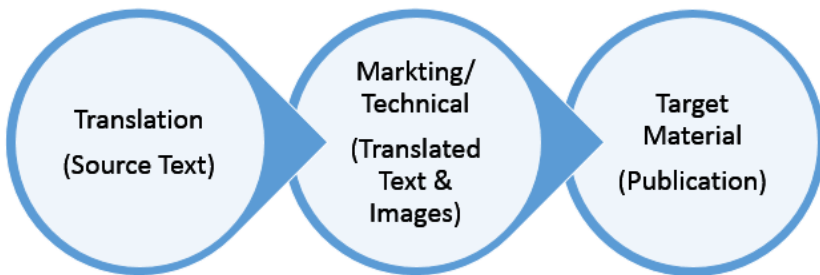
Source: Albany International - Indaial (2014).

9.2.6 Editorial Formats

One of the important components in the analysis of translated texts/materials considered the bearings of format in the processing of source texts. It was meant to provide a translator´s indication, or inside view of how challenging such processing could be. The digital era has made tools available to create virtually anything that one´s imagination may dare which has taken communication to a new level and brought up new genres. The translator has been given the job/duty/honor to bridge the gap between a given source and target languages with tools/software available or adaptable. This subsection considered some challenges that translators of the materials studied here had probably faced to process messages from the source to the target language. In addition to the collaboration exposed in Figure 52 to process texts for external publications, a different approach seemed to be adopted by other areas of the company when materials were targeted to internal audiences.

Comparisons between source and target texts/materials indicated that the translation process also involved recreating materials from the source to the target language/culture in the various formats available on the market. This processing would be way more time-consuming than just dealing with plain text, which could have been processed by a number of CAT[29] tools available to help translators respond faster to market demands.

The materials analyzed in this subsection were created in different software such as MS Excel ®, MS Word ®, MS Power Point ®, Adobe Acrobat ®, to name a few, (i.e. Figure 41, 44, Figure **49** and Figure 50) and many documents required the use of more than one tool/software to be translated for some of the reasons cited herein. The bulk of materials found in AI-I corpus was in MS Word ®, MS Power Point ® formats, in which the following features and challenges were observed:

a) Microsoft Word ®: found in memos, bulletins, training handouts, exercises and achievements tests, fliers or pamphlets used in internal campaigns or publications to external audiences such as customers, machine training and operation manuals, instruction sheets for the performance of routine and non-routine work, descriptive and procedural manuals, as well as in an assortment of written policies, contracts, e-mail messages, to name a few. Many of these files

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[29] CAT= Computer-Aided Translation refers to software that can help translators improve their process time and therefore be more competitive.

contained non-editable charts, figures or screenshots showing various semiotic components along with editable text sections, as shown in many examples along this study (i.e. figure 42).

The processing of these semiotic elements needed further assistance and/or different tools for the content to be translated and the target document layout maintained. As already shown herein, text and figure positioning coexisted in source and target materials in such a way that, except for the language, they looked mostly the same (i.e. figures 49 and 50). The reasons why signs were kept as they were conceived might have come from the translator cognizance of the bearings any changes would have on the translation´s acceptance or understanding in the target system or changes made by other company´s areas. The latter was viewed as being outside the scope of the translator´s role and might have been driven by experts in the subject matter.

b) Power Point ®: widely used within Albany International to prepare electronic slides shows due to pragmatic manipulation features, which allowed matching images, videos texts and even pasting other document formats into the slides (Attachment 4). They served a wide range of the previously mentioned purposes like reporting on an assortment of business-related project statuses, facilitating training on many different areas and even raising awareness on a wide range of company and world-related issues such as healthcare, safety, volunteering, ethical values, employee recognition, to name a few.

These productions were deemed effective to reach their intended purpose, but the challenges of processing their translation were probably taken for granted. Texts tended to be short and placed in different text boxes with few or even just one word or jargon to add meaning or explanation to pictures, charts or other signifiers on the slide (Figure 41). The lexicon employed tended to be simple with frequent insertions of area-specific or topic-related terms, as well as a few idioms.

From a syntactic standpoint, no major challenges would emerge; most of the combinations would be understood by the average person. This feature was found in both the source and target 'texts'. Thus, the following elements were deemed to have played a role in the translator´s choices/challenges:

(i)   Layout and Lexical choices: the diversity and variety of text boxes (at times explanatory) as well as their shapes inside or around pictures and charts could demand special concern about lexical and syntactical choices so that the target text would fit the

same space as the source text. Increasing that target text box could require (major) layout reviews, not only of the text boxes, but the other semiotic signs to keep the 'quality of the translation' under the customer´s analysis, requiring more time from the translator to review his/her choices. Sometimes target language terms were written in a smaller font size to fit the space available (i.e. Five Key Safety Questions - Figure 41).

Acronyms required special attention, since the message each letter stood for in the source text would not cause the same effect in the target text. At times, notes had to be added in the same or in an extra text box, which required more space and layout changes or it would be turned into simple translation with no regard for the initials, as seen in figure 53. The acronym was found in both source and target training slide shows, respectively, to provide employees with guidance to create action plans.

Figure 53: SMART Acronym.

Source: AI-I´s Translation Library (2014).

It is worth noting that nowadays, not many translation tools process materials that integrate text and images or charts, so the use of computer-assisted tools would not always be viable for processing this kind of translation. That leads to the next point in the analysis of these materials.

(ii)   Processing Time: for the aforementioned reasons, preservation of aesthetic care would take more time for the translator to process the material than he/she would to translate the same amount of words in plain editable text formats. Formatting experts could played a role in their processing and helped reduce the translator time. Bearings on the overall translation cost would be inevitable. Even when computer-assisted tool or formatting experts help are used, another review would be needed to ensure coherence of both text and layout before sending the final document to the requester.

9.3 READERS OR TARGET AUDIENCE

AI-I is an organization where there are manufacturing and administrative activities, which makes it a rather diverse environment in terms of audience with people from various social and educational levels, cultures with regional, national and even international influences. These people tended to view the organization, their career and current position in different ways, which provided some initial insights of these readers´ idiosyncrasies. Corporate translations was found to impact on their jobs and daily activities by communicating expected or unexpected news, reporting successful or unsuccessful actions, providing the training required to do or improve their performance at work, etc. Materials translated for this MNC were exposed to an audience that was heterogeneous by education and focus of attention, among other factors. Not every text was intended to be read by everyone in the organization and this fact would influence the choices made along the translation process. However, some similarities regarding their position or relation with the company suggested the formation of groups sharing a few common characteristics for defining the target audience for each type of translation work:

a)   Employees in General: this was the most diverse group, made up of people from all hierarchical levels in the organization and who had access to information on various initiatives and training programs deployed by the corporation, as well as bulletins communicating organizational changes, achievements, strategies and corporate

practices. They were also readers of policies and manuals, such as those regarding ethics and safety, for instance.

b) Operators and Technicians: this was a group that, in addition to diverse cultural and education backgrounds, was found to hold deeper technical knowledge of their area. So the technical lexical choices played a key role in the success of translations directed to this audience, especially because of rather peculiar meanings, such as the examples referred to earlier in this study. Translations to these readers included machine operation and maintenance manuals, training modules and even electronic messages to exchange information with foreign technicians. These messages were usually exchanged in English, even when the counterpart was not from a foreign country where English was the official language. This confirmed the dominant role of EFL for international communications, also as one type of non-native - non-native interaction (HOUSE, 2003, p. 3) at AI-I.

c) Experts and Front Line Leaders: this group of readers were found to share the characteristics of the previous groups, had good technical skills and usually held a technical or college degree. In addition, they were positioned between the management and the shop floor (operators) in the communication process. This intermediate position required good communication skills, since they interacted with people in virtually all hierarchical levels in the plant and office in Brazil and other countries. Many of them had an intermediate level of EFL, which also influenced their perception of the messages translated for training in technical and interpersonal areas, reports of activities in their area of expertise, and others mentioned earlier.

d) Managers: this group was made up of people from the highest educational and hierarchical levels in the organization. They had access to nearly all kinds of information within the organization. They tended to be the readers with the sharpest perception and the highest level of lexical and syntactical knowledge in their own language and usually a very good knowledge in the source language. They had frequent interactions with foreign colleagues, native and non-native speakers of the corporate language. In addition to bulletins, training materials and miscellaneous communications, these people may also request and/or have access to translations of contracts, financial and area-specific reports, electronic mail, etc. Since they knew a good level of the corporate language (English), they sometimes requested their own productions to be reviewed before sending them to upper management, normally in a foreign

country. These are the readers of translations with the highest level of secrecy.

e) AI-I´s Customers: these readers were the ones who knew or were particularly interested in the Albany´s products or services. They were the readers of newsletters, technical journals, products or services brochures and promotional materials. These materials contained a high level of technical information, since Albany supplied products and technical services to other manufacturing organizations, such as paper machine companies. Therefore, materials directed to their customers were aimed at people with a high level of technical knowledge on the product and process being communicated or advertised. These people tended to pay closer attention to detailed descriptions, so technical jargons and concise sentences would provide explanations of numeric descriptions in performance charts, for instance. This could be the reason why Marketing and Technical staff reviewed translations prior to their publication. The profile of these end-readers was not studied here, but material analyses suggested a heterogeneous group, especially regarding educational backgrounds – engineers, technicians or even experienced workers without formal education.

f) Taxing and Customs Authorities: global and country-specific regulations required AI-I to deal with public workers in charge of supervising inbound traffic of goods, supplies, machines, financial information, technical specification, etc. for import purposes. These people could be extremely insightful and knowledgeable of the legislation in place. However, they might not know much about the company´s business activities or products and specific lexicon to describe them. So the manuals, invoices, import licenses and other import/export documents accompanying them could undergo close analyses before the transaction was deemed compliant with the current legal requirements and thus approved. Lexical and numeric accuracy, along with short and concise sentences were observed in documents translated to these readers.

10 DAILY FL COMMUNICATION PRACTICES AT AI-I

In addition to the company´s diachrony for the purpose of tracing indications of its multilingual and multicultural status, the role of the internet and other contemporary practices regarding multilingualism and translation, this section of the study was devoted to a few current daily communication practices and problems involving FLs. More specifically, those involving the use of English as the corporate *lingua franca.* It was noticed that language problems could appear in many settings outside work encounters described herein. For instance, the reception of foreigners in the company, meals, telephone calls and interviews with applicants to positions requiring FL. What follows is a description of problems found in these situations and how they were handled by AI-I´s staff.

10.1 FL ASSESSMENT FOR JOB APPLICANTS

The need for FLs in this MNC was explicitly described herein. Required and delivered levels were also shown. So questions were raised on how AI-I assessed applicants´ FL levels to take given positions in the company. Since FL was just one among other skills the company needed, the first thing was advertising the job on newspapers or via external recruitment companies with the FL requirement. Once professionals applied for the position, the HR would define what was needed to assess the applicants´ FL level.

A set of selection dynamics and interviews were conducted in order to assess the applicant´s technical competences. Normally, FL was tested in the final stages, just among a few preselected applicants. The assessment would depend on the level required and the criticality of the FL for the performance of the job. For instance, a basic level would take a simple written test with a few questions to assess the knowledge of basic FL constructions. When a higher level was required, and oral interview or presentation was the approach adopted by the company. This assessment process could be made by a recruitment company and/or by the company´s internal language professional.

When the written test was applied, a grade followed by the reviewer´s comments was sent to the HR for final decision-making. When the oral test or interview was used, AI-I HR used the internal language professional to fill out a report, developed by the author to meet HR demands, as shown in the following figure:

Figure 54: Listening and Speaking Assessment Test.

Listening & Speaking Assessment Scoring Sheet

Name: Thomas
Date: January 30, 2012
Score: 2,7

	Poor	Fair	Good	Very Good	Excellent
Comprehension			2,5		
Fluency			3		
Grammar			2,5		
Vocabulary			2,5		
Pronunciation			3		
Listening					

General comments: Over the phone, Thomas delivered a lower intermediate English level. He couldn't understand questions like "Have you ever been abroad?, but when rephrased "Did you visit another country?" he could answer in simple gammar structures, stuttering simple words. So, mainly vocabulary, grammar and comprehension should be further developed to reach a desirable level. Although he has not used English at work is not familiar with the technical jargons, he said he could learn them soon. His score is 2.7 out of 5. His Assessment did not entail listening of audio recordings.

Suggestions for Improvement: He should take English classes and expose himself more to English in order to reach the desired level.

Comprehension = ability to understand questions and respond appropriately.
Fluency = ability to speak quickly, naturally and without many pauses.
Grammar = ability to use correct grammar and sentence structures.
Vocabulary = ability to understand and use vocabulary words and phrases.
Pronunciation = ability to use correct stress, rhythm, and intonation patterns.
Listening = ability to follow an audio conversation/article and interact or summarize it.

Source: AI-I´s HR (2014).

The report would detail particular features of the conversation, such as comprehension, fluency, etc. perceived by the reviewer along with comments on particular uses that would justify the grade, followed by suggestions for improvement. The rating would range from a minimum of 0 (zero) when the applicant did not demonstrate any knowledge of that particular aspect, to a maximum of 5 (five) when the desired/required knowledge was demonstrated.

Speed of response was a key feature of the process. This test or interview was expected to be completed and reported to the local HR in a

limited time frame. The test was expected to be completed in up to 30 minutes and the interview would take a maximum of 5 minutes. This rather empirical assessment process considered the levels (basic, intermediate and advanced/fluent) described earlier in the present study.

10.2 MISCELLANEOUS FL PROBLEMS

These problems were noticed by the author or brought to his attention while working for AI-I. Infrequent use of foreign languages may lead to communication problems. Also, people who were not required to speak a FL could be exposed to encounters where it was necessary.

a) Phone calls: a foreign person calling the MNC through the number on its website could be answered by someone with insufficient or no corporate language knowledge. This was the case of gate keepers who would take calls instead of a bilingual secretary or receptionist due to temporary absence. This occurrences were rare, since foreign colleagues or customers normally knew the direct number of their person of contact who was prepared for such interactions. When they could not understand, these people would transfer the call to someone who they felt could help, sometimes the author was asked to take such calls.

b) Menu: the company had its own cafeteria, where employees and visitors would have their meals. That included foreign visitors as well. Given the regional origin of many dishes, hosting employees would often struggle to translate, describe or explain the dishes to foreign visitors. At that moment, some would ask other colleagues or even the language professional. Given the frequency of foreign visitors, the company decided to tag the dishes in English and Portuguese when foreign visitors were around. These translations were provided by the internal language professional. The same approach was not adopted for Spanish-speaking visitors.

c) Conference calls: Although not usual, a few employees would feel unprepared to attend conference calls with foreign colleagues. In order to succeed in such encounters, some would ask a colleague or the internal language professional to attend it with them. This was a temporary solution, which was also adopted by those asked to replace an absent colleague for some reason.

d) Reviews: electronic messages produced by Brazilians EFL speakers were often sent to native or other non-native EFL speakers. Many asked these messages to be reviewed by the internal language professional to check for mistakes;

Even though not found, other problems might happen in a multilingual setting as that of Albany International, which provided strong indication of the ubiquity of foreign languages in this MNC.

11 CONCLUSION

In the contemporary globalized world, it would seem obvious, at least at first glance, that a company set in the United States and expanded globally would use or impose English as the official language for cross-border communication. The adoption of English as the corporate language could be supported by its dominant status in international business. However, it would be naïve to assume that language and culture relations would be unproblematic. So, this study was set to find out historical references to Albany International´s multinational and multicultural status. How the company´s global expansion took/has taken place; when any remarkable event happened; the extent of the organization´s multinational and multicultural status; and the role of languages and translation in this process. These initial broad questions were then narrowed down to how the MNC´s Brazilian branch has been dealing with the problem of languages in its processes and interactions. The latter shown from three perspectives: the company´s perspectives and rules, the employees´ perceptions and insights, and the professional analyses of translation and language practices. These perspectives took into consideration historical factors and the role of the internet in the multilingual communication.

Albany International, a US MNC with influences from other cultures since its early days (i.e. British) evolved locally, at first, unaware of language problems. Although many generations and management styles have passed along the organization´s 119 years, some effort was made by the corporation to preserve its history by publishing a book in 1995 to highlight changes and accomplishments over its centennial anniversary. The AI-Book was published when the internet use was starting to spread and little information could be found or posted on-line, which means great effort was made to collect information from key families involved with the business for generations. Considering all different geographical locations and the fact that most of those involved with the company´s first years were no longer working or even alive indicates traces of a family enterprise where the interest for felt making and for making the business grow was passed on to generations, at least of its key entrepreneurs. The effort made to publish the book also indicates that the upper management back in the 1990´s cared about their history and wanted to share the legacy that had fueled the company´s growth during a century where the challenges and opportunities included events of such magnitude as the crash of the stock market in 1929 and two world wars.

Nineteen years after the book came out, it was noticed that the local management has made little effort to make the company´s history known to the employees. However, as a result of this study, the local HR manager asked for excerpts of the company´s history to include in a training session (DNA Albany) intended to get new employees acquainted with the company´s identity, policies, business philosophies, core values, products, processes, etc. The excerpts are short references to the company´s milestones and provide some superficial information on its history. By attending these training sessions, employees can learn a bit about where and when the company was first set, the names of its founders, the 1969 merger, the countries where it has plants, the year it started operating in Brazil, pointing at the plant in Blumenau, the floods and the move to the current plant in Indaial. Although the course is given only to employees hired in the last two years, it should be given to all employees with more details and traces of the organizational culture, since there are confusing ideas among those working for more than, say two years in the company. Also, instead of the usual HR trainers, older employees would make these sessions more productive and could even enhance them with their own information and experiences they lived, as well as facts they´ve learned from even older employees in management positions and who participated in the decision-making processes at critical moments of the organization´s history.

Since employees in management positions in the 1970´s, 1980´s and 1990´s have already retired and are no longer in the company and the oldest active employees nowadays were not in management positions back then, many things have been lost. For instance, no one knows for a fact why the company built its plant in this region and not close to its main customers, as it did in the early days in many countries, including in the United States. Some say it was due to the first general manager, whose family was from Blumenau S/C. Others say it was due to the regions tradition and abundance of workers in the textile industry. Maybe that manager wanted to work close to his family and used the region´s textile tradition as part of his arguments to convince the corporate executive team to build operation facilities in Blumenau. However, from a local and insider´s perspective, the assumption of abundant workforce would not hold since the types of looms used to make fabrics for the customers served by Albany International (i.e. paper machine clothing) have nothing in common with those used to make fabrics for the clothes that people wear.

Another initiative that followed this study was the insertion of short notes on the corporate´s history in an electronic Americas

Newsletter published to the HR staff in Brazil, Mexico, United States and Canada. The monthly publication is intended to broaden communication, share best practices and keep the Americas team on the same page. All the news and events reported there are in English, which is another evidence of ELF and the implicit corporate language policy.

From the corporate level, the first actual evidence of multilingualism was recorded in the early 1920´s when the company hired agents in four different countries but did not see language as a barrier or a problem to its enterprise. After the 1950´s globalization took another step and pace with the building, acquisition and/or joint ventures of manufacturing facilities in multiple countries forming a larger multilingual, multicultural and multinational staff operating in the global market. The dominant status of English as a Language for international communication, supported by the expanding company (in a position of power) suggests that those agents and foreign leaders spoke English to bridge the communication gap between the US MNC and the foreign markets or plants back then. Based on contemporary practices, it can be said that translation played a role in the (re)production of technical, administrative and managerial manuals and reports to and from non-US locations. The absence of records on language issues/practices in a book where this MNC tells its own history is symptomatic of how English prevailed in cross-border communication, as well as how language differences were taken for granted.

When Albany Felt Company, Appleton Wire Works and Nordiskafilt merged into Albany International in 1969, the so-called people policy was created to unify different business and/or regional cultures in a way to promote personal and business growth, excluded language differences. From the corporate standpoint, language differences were not recognized until its website and web portal were created. It seems that what LAMBERT, 2010 said about the lack of research on multilingualism, linguistic diversity or the exclusion on the basis of language having direct links with the ideological status of research institutions, also defined how languages were ruled at Albany International. English, the official language spoken in the country where it is headquartered, has been the corporate *lingua franca* since it was founded. That is supported by the absence of references to different languages and/or translation throughout its records.

At a local level, English and Spanish are valued and learning these languages is encouraged and sponsored by the local subsidiary as a benefit to its employees. This benefit is actually a remedy to a failure in the graduate school or university curricula. Business, engineering and

technical courses that prepare professionals to fill the most needed positions in companies fail to prepare professionals with the language capabilities needed in MNC business settings. Extracurricular courses taken at the employees´ discretion tend to be an option just when unavoidable for immediate job needs or career advancements, at least in the region. Since this study is limited to Albany International – Indaial (Brazil), future studies may reveal the way sister plants deal with foreign language needs in other countries where English is not the official or one of the official languages.

Since language differences are unavoidable in the global market where MNCs operate, it can also be said that the corporate let its local subsidiaries deal with the problem. This initial assumption is strengthened by post-internet practices. After the internet (website) and intranet (web portal) came into the game, the corporation acknowledged linguistic differences but let every subsidiary handle local language and translation practices. Communication to and from the corporate remains monolingual, which imposes English language acquisition to foreign staff as means of communication and power. Since "language is a way to control the international communication process, language fluency of the dominant language or of multiple languages becomes a way to enhance one's own interests and power" (LAMBERT, 2003, p. 16) and given the dominant status of English in the business scenario and in the global market in general, it is a means to communicate beyond one´s local circle (HOUSE, 2003; p. 5), which is how employees can expect any career advancements.

The company built its first manufacturing facility in Brazil in 1975 and since then it had to deal with the language problems locally. In the pre-internet days, cross-border interactions were more restricted and expensive, which also narrowed FL communicators down to a few key Brazilian business leaders. Still, the company´s subsidiary in Brazil took internal actions to respond to FL demands and decided to keep an in-company language trainer/teacher and translator to develop and/or keep language competences. This practice, which traces back to the early 1980´s, has satisfied the company´s need and remains to date.

The approach to in-company language training was supported by market and cultural reasons, one linked to the other and influencing professional behavior. Professionals may find jobs in Brazilian companies so they don´t have to worry about learning a foreign language, which for many could be seen as a problem that would take a great deal of time, money and effort to acquire. Financial support was offered for employees to take English and/or Spanish classes as a form of benefit,

rather than a solution to develop the foreign language competences the company needed. English is the only FL offered in-company and found in all JDs requiring FLs, either alone or followed by Spanish. This fact suggested a FL hierarchy at AI-I, where English is the most important, as it represents power within the organization. Spanish comes in second, required in addition to English, for those who wish to climb the corporate ladder by fulfilling jobs that involve interactions with Latin American customers.

With regard to FL acquisition, the company sponsors employees´ courses and even brings an in-company teacher to make it more convenient for them to learn. It has been made too convenient, though. The fact that the course is provided as a 'benefit' and the presence of a teacher in the company´s premises, often generates conflict of priorities. The concept of a 'benefit' leads to a hierarchization of appointments where the work always takes precedence and the learning comes in second or even in third, when personal appointments are at stake. Employees would not feel comfortable leaving the boss waiting for a report or skip a meeting because they would take advantage of a 'benefit' provided by the company. Also, operators would not refuse to cover a colleague who did not show up for work and stop a machine or a repair to attend an English class.

The in-company classes are scheduled in advance and at times when the employees/students are usually free or available. The company allows some employees to take classes within their work hours and others either before or after the work hours. However, the class schedule is subordinated to any work-related responsibilities, even minor ones that could wait for a while or would not need the presence of that particular employee at that given moment. Interruptions to classes are also frequent by those who remain on duty, especially with the widespread use of mobile devices. Those who take their classes before or after the work hours, where interruptions on behalf of work do not happen, have to manage personal appointments or even overtime work duties as obstacles to be overcome. Even with these roadblocks the in-company teaching approach allows better control of class attendance and overall improvement since they´re seen attending classes and the attendance is reported back to the HR, which in turn reports it to the employees´ supervisors. Additionally, the customization of classes is easier since company-specific lexicon is more readily available and used within its premises.

Those who opt for classes outside the company tend to be free from work-related interruptions and get to interact with people from different

companies and industries, different perspectives and different ages. Some employees think classes outside the company are more effective since they can disconnect from the company´s assignments and focus only on learning. The company supports them financially as well, but has little control over attendance since no report is required from those schools.

The roadblocks observed to learning a FL are symptomatic of two diverging forces: a top-down pressure by the corporate to impose its language; and a bottom-up resistance to develop proficiency at it. ELF is a cost-effective approach that avoids misunderstandings (Fredriksson, Rasmussen, Piekkari, 2006, p. 4) adopted by MNCs to facilitate cross-border communication, which drives this top-down pressure. Learning English, on the other hand, was seen as a burdensome task by some because it required some effort and time from their already busy schedules. In addition to class time, they were usually required to spare some of their leisure time to do homework assignments. This was noticed as the main drive to this bottom-up resistance to ELF. This study did not analyze different teaching methods and MNC´s employees/students´ adaptability to them, which may be a subject for future investigations.

Notwithstanding the above mentioned roadblocks, Spanish was reported as way less problematic by those who spoke it. Reasons for that may be the rough similarity to Portuguese or the fact that those who spoke Spanish had already at least an intermediate level of English and had found ways to facilitate FL learning. However, any assumptions on that would require further investigation, since the problems herein referred to ELF.

The number of FLs spoken at AI-I exceeded the requirements, which confirmed regional influences in the employees´ language profile and the use of language(s) other than Portuguese even outside the work environment. This micro-level multilingualism and multiculturalism within the Brazilian staff confirms that the MNC is not only multilingual and multicultural by the sum of all its foreign subsidiaries, but also in the Brazilian subsidiary alone. In addition to the English and Spanish (required by the company), employees reported to speak German and Italian, mostly learned from their parents and/or other family members when they were children. Most of their interactions in these languages were restricted to family and friends, which formed an immediate social circle. This immediate circle seems to have influenced these employees´ FL knowledge level since it offered little challenge and the conversation topics would not vary, being limited to daily situations and reusing the same words. This assumption is based on the level of confidence in those languages, as reported by those employees in the survey. Most said they

could communicate in those languages at a basic level, which indicates a FL comfort zone.

This comfort zone can be defined as a low level of knowledge, which is enough to participate in short conversations on subjects like family, regional dishes and basic daily issues. It would be enough to impress non-speakers at table talks but insufficient to discuss any critical issues where decisions were to be made. Also, this language level was developed mostly orally; writing and reading skills were minimum and mistakes were acceptable, even if frequent. This attitude seems to influence most of those who reach this comfort zone and affects all their FL experience. For instance, many struggle to develop a higher English level regardless of the method and/or school they choose. When reaching the required intermediate level (empirically described herein), most employees start to feel comfortable with their ability to communicate with their foreign counterparts. Then they quit the classes or attend them to take advantage of the 'benefit' provided by the company and keep their level through conversation classes, without following the course book program and activities meant to teach new grammar structures, vocabulary and listening skills.

English is seen by most of the interviewees as a job requirement; just another skill, such as calculus or a 'discipline' to complement their school or college curricula. They learn it to perform their tasks and/or prepare for a promotion. As speakers of English for communication (HOUSE, 2003; p. 5), employees set tight links between its knowledge and use and their work duties. They hardly see it as valuable knowledge for personal growth and use outside the company´s premises. That justifies the fact that they seek to learn just enough to meet job requirement (usually intermediate level) and fall in a comfort zone where recurring mistakes and limited vocabulary are accepted even after years speaking it. The company could push this level further by offering more possibilities of international assignments, which are rare for the Brazilian staff. Such international experiences could be the motivation for some to take their English to an advanced level and the company could set it as a requirement. Vacations in English-speaking countries or review of personal and/or academic goals could also be motivating. The latter would be especially engaging since it would require a great deal attention to details so they could be prepared for internationally recognized proficiency tests.

Of course, one cannot range the language policy in this company within the "corporate language" options (Fredriksson, Rasmussen, Piekkari, 2006), simply because a large percentage of the company's

employees is excluded from the general language policy. This study focused on those who have FL as a job requirement and were exposed to FL encounters on a regular basis. A certain heterogeneity can be detected in the profile of the working group, as well as in the global language policy of the company. But the answer to our main initial question ("How does a centennial company from the USA, from its 19th century past and from its monolingualism move into the age of the Internet?") is slightly surprising: Albany International – Indaial is not a monolingual subsidiary of this US corporation.

Since FL classes are sponsored by Albany International – Indaial, employees at lower hierarchical levels (i.e. operators, mechanics, electricians, etc.) also take advantage of the 'benefit', even though it is not required in their current job descriptions. These employees usually start learning languages with more dedication and as a proactive move. They want to be prepared a possible promotion, so they make more effort to reach the desirable level (empirically defined as intermediate) in order to be eligible for a better position. This is another confirmation that the company´s language policy plays an active role in the employees attitude toward learning and consequently, in their overall FL skill attainment. The fact that the foreign languages excluded from the company´s policy were declared to be spoken mostly at basic levels also confirms the initial assumption that requirements have direct bearings on language attainment. It also confirms the link between FL and power and money, since higher hierarchical levels indicate more generous compensations.

This behavior or attitude toward FL was noticed outside the company´s premises; the desirable mix of business-related and language capabilities was also hard to find among many external applicants to positions at Albany International - Indaial. This indicates that the region is multilingual, but the language knowledge required by a MNC is not easily found in the market. There are many language schools scattered throughout the town and in neighbor towns, but the aforementioned FL comfort zone seems to have reached beyond the company premises into a regional level.

Translation was found to bridge cross-border communication gaps by offsetting foreign language illiteracy and/or meet legal requirements. Also, translation served as support to employees´ jobs, who would create materials for international disclosure in Portuguese and then get them translated into English, as well as getting translations from English to Portuguese to fulfill their tasks.

Whichever the case, the importance of translation to work quality was widely recognized by those interviewed. Although they delivered the

expected FL competence, they recognized that part of their work documents have been translated. Translation plays an active role in the establishment and maintenance of global business standards. Corporate policies, job descriptions, work manuals, reports and training materials rely on translation to be implemented and/or adhered to in its subsidiaries in different countries/locations (see attachment 5).

The company lacks a standard procedure or a department in charge of translation. This was observed both at a corporate and local levels. Upper management acknowledges the need for translation but let every subsidiary deal with it at their own discretion. At AI-I, materials are received for translation but there is no documented policy or procedure on how to get translation for their specific needs. It is also not clear who gets to decide whether translation was needed. However, it was clear that no job description required employees handle translation. The presence of an in-company translator helped facilitate and speed this process, but no specific instruction was given by the management on what was to be translated by this translator or any other external translation agency. Such a standardization certainly has cost and quality implications.

Since costs play a major role in a company´s decision, little attention is given to the question of translation. By question of translation one can consider its broad sense, including what, who, when, how, how much. The lack of clear guidelines/criteria as to what is to be translated cascades to who is to translate it, then to when it is due, then the approval process and finally the cost of such translation. It was evident that the demand for translation is constant, which means there are multiple departments requesting translation (i.e. Marketing, HR, Production, etc.). The lack of criteria and/or a specific account for languages and translation leads uncertainty regarding the budget allocated these services. It would not be surprising if no one in the company knew the actual cost of their translations and foreign languages at AI-I. Could an internal FL and translation department provide better quality language and translation services faster and at lower costs? And what could be said about the overall FL levels? Given the wide range of variables perceived to obtain accurate data, this study did not go into the question of budget. Financial information was not easily obtained in every department. The links between budget and decision-making (power) are certainly worth full investigation in future studies.

The variety of purposes served by translation at AI-I indicate that translation and FL knowledge are cross-functional and interrelated. MNC´s cross-border communication depends consistently and continually on both to fulfill its intended purpose. However, both are

taken for granted by the company and by universities. The MNC is well aware of the need for FL speakers, especially English speakers within its workforce. It is also aware of the frequent need for translation services. However, the way the problem is handled, without documented procedures, policies and criteria, suggests that it is a random event with minor implications to the business. Universities and the country/regional educational system also take foreign languages for granted. In the contemporary globalized world, the professionals needed in a company (especially in a MNC), graduate without sufficient knowledge of at least the dominant language (English) for international communication.

Flawed university curricula in areas like business and engineering, which are specific for companies, coupled with the company´s non-structured response to the problem generates foreign language shortcomings. For the foreseeable future, the problem of foreign languages will remain and translation will be needed to close the MNC´s cross-border communication gap. Future studies are suggested to answer remaining questions, such as that of budget, how the problem is handled in other Albany International subsidiaries and how other MNCs deal with the problem from different perspectives.

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APPENDIX

1.   Survey form

PGET- Pós-Graduação em Estudos da Tradução
Multilingualism and Translation in Multinational Organizations
Master´s Degree
Survey on Languages and Translation

1.   What is your name?... Age:…….
2.   What is your job title?..
3.   How long have you been working with this company?... years.

Languages
4.   What foreign languages can you speak and how proficient are you in it/them?

Language	Proficiency/confidence level
....	.............………………………
....	.............………………………
....	.............………………………
....	.............………………………

5.   How did you learn that/those language(s)?

( ) From family or friends
( ) By taking language courses
( ) By attending school/college curricular classes
( ) By living abroad
( ) Other:………........……………………………………………………….

6.   Where do you use this/these foreign language(s)? Please specify the foreign language in each venue.

( ) Home:………………………………………………………………………
( ) Work:.......……………………………………………………………
( ) Other: …………….……………………………………………...............…

7.   Does your job require the use of foreign languages? If so, please indicate the language(s):
( ) Yes:…......…………………………………………………………
( ) No.

8.   For the performance of your work assignments, what specific tasks rely on the use of foreign language(s) and how important are those tasks? Please, indicate the task(s) and rank the importance from 1 (not important) to 5 (very important):

Task	Importance (1 to 5)
( ) Attend online meetings	( )
( ) Attend face to face meetings	( )
( ) Write reports	( )
( ) Write taxing documents	( )
( ) Write commercial documents	( )
( ) Exchange technical messages	( )
( ) Attend online training	( )
( ) Attend face to face training	( )
( ) ……………………………………..	( )
( ) ……………………………………..	( )

9.   Who do you interact with in foreign language(s) and how often do you have such interactions (D - Daily, W - Weekly, M- Monthly)?

( ) Foreign colleagues   ( ) D   ( ) M   ( ) W
( ) Technicians   ( ) D   ( ) M   ( ) W
( ) Foreign authorities   ( ) D   ( ) M   ( ) W
( ) Foreign trainers   ( ) D   ( ) M   ( ) W
( ) ……………………………   ( ) D   ( ) M   ( ) W

10.   Does your company have a language policy?
( ) Yes   ( ) No   ( ) Not sure

11.   What kind of language training or incentive(s) does your company provide?

( ) Financial support for language training outside the company
( ) Financial support for language training inside the company
( ) Don´t know
( ) Other:..…………………………………………………………………..

Translation

12.   Do you know which of your current work documents or materials have been translated from a foreign language?
(   ) Yes   (   ) No   (   ) Not sure

13.   Do you ever request documents or materials to be translated?
(   ) Yes   (   ) No

14.   Does your company have an internal translation department or person?
(   ) Yes   (   ) No   (   ) Don´t know

15.   What area(s) is/are responsible for providing translations?
(   ) Human Resources
(   ) Marketing/Sales
(   ) Quality
(   ) Manufacturing
(   ) Other:…………………………………

16.   Do you ever run into situations that require immediate translation?

(   ) Yes, and I use……………………………………………………….
(Please, write the translation resource(s) you use in these situations)
(   ) No

17.   What translation alternatives or resources do you ordinarily use? Rank them from 1 (use the most) to 5 (use the least) or leave blank the ones you don´t use:
(   ) Colleagues
(   ) External online resources
(   ) Internal glossary (ies)
(   ) Social networking
(   ) Other: ……………………

18.   Does the quality of your work depend directly on translation?
(   ) Yes   (   ) No   (   ) Don´t see direct connections

ATTACHMENTS

Attachment 1: Newsletter highlighting simultaneous translation in 1993.

INDAIBLU

Bob Law, comunicação efetiva

Durante uma semana, mais de 100 funcionários da Albany participaram de seminários ministrados pelo experiente executivo de Recursos Humanos Bob Law, que tem liderado seminários de desenvolvimento de gerência, formação de grupos de trabalho, comunicação eficaz e desenvolvimento empresarial em mais de 30 países.

Natural de Brunswick, Canadá, Bob Law se formou em Organização e Comunicação, tendo durante 9 anos exercido a função de Diretor de Recursos Humanos na Albany International Corporation, na matriz em Albany, Nova Ior-

que. Também tem experiência como instrutor universitário, executivo de marketing e profissional internacional de recursos humanos. Bob é membro da Associação Nacional de Palestrantes dos EUA e da

Bob Law

Câmara de Comércio Regional de Albany.

Presidindo agora sua própria firma, Worl-Class Learning, Bob presta serviços para um grande número de clientes, em mais de 30 países, onde já conduziu mais de 2 mil seminários. A larga experiência de Bob, como consultor em liderança moderna e técnicas de vendas e sua eficiência como facilitador de aprendizado de adultos, faz com que seja muito solicitado para realizar seminários e palestras, sempre descritos pelos participantes como "desafiadores", "muito informativos", "muito práticos" e até "divertidos". Detalhes na última página.

Curso de Bob Law é sucesso

Desenvolvendo três temas — Melhorando a sua atuação pessoal, orientando para melhoria de performance e sistema de vendas com valor agregado, a Albany promoveu entre os dias 18 e 22 de janeiro, seminários para o seu pessoal administrativo e gerentes. Os cursos foram

realizados no auditório do Garden Hotel, reunindo mais de 100 colaboradores e foram ministrados pelo eficiente Bob Law.

Através destes seminários, a empresa atualiza o seu pessoal, ao mesmo tempo em que desenvolve novos conceitos e técnicas nas áreas de vendas e do

relacionamento pessoal entre seus funcionários da área administrativa.

Com tradução simultânea de inglês para o português, os cursos de Bob Law alcançaram amplo sucesso entre os participantes.

Attachment 2: Source and Target (Portuguese/English) Job Description

ALBANY
INTERNATIONAL

DESCRIÇÃO DE CARGO

IDENTIFICAÇÃO

Cargo:	Vendedor Técnico EF Jr	Data da Criação:	06/12/2007
Condição:	C.L.T. / Integral	Data da Revisão:	31/03/2014
Departamento:	Vendas EF	Reporta-se para:	Gerente de Vendas EF
Local:	Indaial	Subordinados:	Nenhum

SUMÁRIO DO CARGO

Responsável por coordenar e executar técnica e comercialmente as atividades estratégicas de marketing, desenvolvimento de mercados, produto e aplicação, visando atender os objetivos determinados pela empresa em toda América Latina.

PROCEDIMENTOS EM SEGURANÇA

- Respeitar e seguir todos os procedimentos/política de segurança e JIBS necessários e aplicáveis ao trabalho.
- Usar adequadamente os EPI's identificados na Análise de Risco para o seu Departamento/Cargo.
- Atender e participar de todos os treinamentos de segurança, reuniões sobre segurança, auditorias e BBS.
- Reportar TODOS os riscos, situações observadas. Se for habilitado, corrigir o risco/situação identificada.

PRINCIPAIS RESPONSABILIDADES

- Responsável pelas vendas, aplicação nas linhas de produtos EF/IPB (Têxtil, Curtume, Corrugadores, Nonwovens, Fibrocimento e Building products) na região que engloba o mercado latino americano (México até Chile);
- Executar os objetivos definidos no plano operacional da Albany, através da realização de um plano de ação e metas a ser executado nas respectivas áreas;
- Promover produtos e serviços que contribuam para o resultado operacional no cliente mediante foco no Valor de produtos e serviços;
- Assegurar que os produtos Albany sejam aplicados adequadamente no cliente, através de prestação de consultorias, treinamentos e serviços técnicos, garantindo deste modo a performance desejada e a satisfação do cliente;
- Elaborar propostas técnico-comerciais, visando manter a perenidade do negócio de acordo com as diretrizes do plano operacional, através de estudo de mercado, análise de custos interno e valores adicionados ao produto;
- Identificar novas oportunidades de negócios que sejam atrativos para a empresa, visando aumentar o marketshare e os resultados operacionais, através de estudos de mercado (associações, sites, empresas do setor, fabricantes de equipamentos);
- Identificar necessidades e oportunidades nos clientes, que contribuam para o resultado operacional e/ou financeiro, através de consultoria e serviços técnicos;
- Disseminar informações sobre o mercado de atuação, obtidas nos clientes, em meios de comunicação e em eventos e feiras, facilitando deste modo a definição de ações e a sinergia da equipe;
- Implementar as atividades dos representantes, assegurando que as informações e necessidades reportadas gerem resultados de acordo com a política da empresa e objetivos definidos;
- Promover e fortalecer alianças com clientes estratégicos como os principais fabricantes de equipamentos, através da participação conjunta em diversas atividades de interesses mútuos, visando ser a principal referência como fornecedor de vestimentas;
- Promover a imagem da Albany no mercado, mediante a realização seminários técnicos e atividades de marketing, fortalecendo deste modo o nome da empresa no mercado;
- Monitorar a ação de concorrentes no mercado, através de visitas e clientes, pesquisa de mercados por meios de comunicação e eventos, buscando o crescimento ou manutenção da participação da Albany;
- Aprimorar o know-how nas aplicações de nossos produtos e serviços através de intercâmbio técnico-comercial com outras unidades Albany, participação em cursos técnicos, eventos e seminários;
- Coordenar internamente e no cliente o desenvolvimento de produtos e serviços, através de interação de vendas com os departamentos internos na Albany e o cliente;

- Estimular troca de conhecimento e experiências de mercado e aplicação com empresas que tenham similaridade de negócio, através da participação conjunta em diversas atividades de interesses mútuos, visando divulgação de marca; busca de conhecimento.

ALBANY
INTERNATIONAL

JOB DESCRIPTION

IDENTIFICATION

Job Title:	Junior EF Technical Salesperson	Date Written:	2007/12/06
Status:	C.L.L. / Full time	Date Revised:	2014/03/31
Department:	EF Sales	Reports to:	EF Sales Manager
Location:	Indaial	Direct Reports:	None

JOB SUMMARY

Responsible for coordinating and executing technical and commercial marketing strategic activities, market, product and application developments in order to meet the goals set by the company in all of Latin America.

SAFETY AND PROCEDURES

- Respect and comply with all the safety policies/procedures and necessary JIBS applicable to the job.
- Use appropriate PPE as identified in the Hazard Analysis for his/her Department/Job.
- Attend and participate in all safety training, meetings, audits and BBS.
- Report ALL observed hazards and situations. If capable, correct the identified hazard/situation.

ESSENTIAL JOB FUNCTIONS

- Responsible for sales and application in EF/IPB product lines (Textile, Tannery, Corrugators, Nonwovens, Fiber Cement and Building products) in the Latin American region (Mexico to Chile);
- Reach the goals set in Albany´s operating plan by carrying out an action plan with goals to be executed in the respective areas;
- Promote products and services that contribute to the operating result at the customer through focus on product and service Value;
- Ensure Albany´s products are correctly applied at the customer by providing consultancy, training and technical services, in order to guarantee the desired performance and customer satisfaction;
- Make technical-commercial proposals aiming at keeping the perenity of the business according to the guidelines in the operating plan, through market study, internal cost analysis and value added to the product;
- Identify new business opportunities attractive to the company, aiming at increasing market share and operating results through market study (associations, sites, companies in the industry, equipment manufacturers);
- Identify needs and opportunities at the customers that contribute to the operating and/or financial results through consultancy and technical services;
- Disseminate market information obtained from customers, media and trade fairs and events in order to facilitate the setting of actions and team synergy;
- Implement representatives´ activities and make sure the reported information and needs provide results in accordance with the company´s policy and goals set;
- Promote and strengthen alliances with strategic customers, such as the main equipment manufacturers, through joint participation in several activities of mutual interests in order to be the main reference as clothing manufacturer;
- Promote Albany´s image on the market by running technical seminars and marketing activities that strengthen the company´s name on the market;
- Monitor competitors´ actions on the market through customers´ visits, market research media and events aiming at gaining or keeping Albany´s market share;
- Improve know-how of our products and services applications through technical-commercial exchange with other Albany´s plants, participation in technical courses, events and seminars;
- Coordinate product and service developments internally and at the customer through interactions between sales and other internal departments at Albany and the customer;
- Encourage market and application knowledge and expertise exchange with companies in similar industry through joint participation in several activities of mutual interest, aiming at promoting the brand and searching for knowledge.

REQUISITOS

Habilidades Requeridas:		Cursos Complementares: (desejável) Relacionamento Interpessoal Negociação; Administração do Tempo; Administração Conflitos
Experiência Requerida:	• de 2 anos a 3 anos.	
Formação Requerida:	• Superior Completo	Engenharias: Mecânica ou Química ou Textil.

ASSINATURAS

Funcionário: _____ Data: _31/03/2014_

Gestor: _____ Data: _31/03/2014_

ALBANY
INTERNATIONAL

REQUIREMENTS

Required Skills:		Supplementary Courses: (Desirable) Interpersonal Relationship Negotiation; Time Management; Conflict Management
Required Experience:	• From 2 years to 3 years	
Education Requirements:	• Bachelor´s Degree	Engineering: Mechanical or Chemical or Textile.

SIGNATURES

Employee: _____ Date: _2014/03/31_

Supervisor: _____ Date: _2014/03/31_

DESCRIÇÃO DE CARGO

IDENTIFICAÇÃO

Cargo:	Vendedor Técnico EF PI	Data da Criação:	06/12/2007
Condição:	C.L.T. / Integral	Data da Revisão:	31/03/2014
Departamento:	Vendas EF	Reporta-se para:	Gerente de Vendas EF
Local:	Indaial	Subordinados:	Nenhum

SUMÁRIO DO CARGO

Responsável por coordenar e executar técnica e comercialmente as atividades estratégicas de marketing, desenvolvimento de mercados, produto e aplicação, visando atender os objetivos determinados pela empresa em toda América Latina.

PROCEDIMENTOS EM SEGURANÇA

- Respeitar e seguir todos os procedimentos/política de segurança e JIBS necessários e aplicáveis ao trabalho.
- Usar adequadamente os EPI`s identificados na Análise de Risco para o seu Departamento/Cargo.
- Atender e participar de todos os treinamentos de segurança, reuniões sobre segurança, auditorias e BBS.
- Reportar TODOS os riscos, situações observadas. Se for habilitado, corrigir o risco/situação identificada.

PRINCIPAIS RESPONSABILIDADES

- Responsável pelas vendas, aplicação nas linhas de produtos EF/IPB (Têxtil, Curtume, Corrugadores, Nonwovens, Fibrocimento e Building products) na região que engloba o mercado latino americano (México até Chile);
- Executar os objetivos definidos no plano operacional da Albany, através da realização de um plano de ação e metas a ser executado nas respectivas áreas;
- Promover produtos e serviços que contribuam para o resultado operacional no cliente mediante foco no Valor de produtos e serviços;
- Assegurar que os produtos Albany sejam aplicados adequadamente no cliente, através de prestação de consultorias, treinamentos e serviços técnicos, garantindo deste modo a performance desejada e a satisfação do cliente;
- Elaborar propostas técnico-comerciais, visando manter a perenidade do negócio de acordo com as diretrizes do plano operacional, através de estudo de mercado, análise de custos interno e valores adicionados ao produto;
- Identificar novas oportunidades de negócios que sejam atrativos para a empresa, visando aumentar o marketshare e os resultados operacionais, através de estudos de mercado (associações, sites, empresas do setor, fabricantes de equipamentos);
- Identificar necessidades e oportunidades nos clientes, que contribuam para o resultado operacional e/ou financeiro, através de consultoria e serviços técnicos;
- Disseminar informações sobre o mercado de atuação, obtidas nos clientes, em meios de comunicação e em eventos e feiras, facilitando deste modo a definição de ações e a sinergia da equipe;
- Implementar as atividades dos representantes, assegurando que as informações e necessidades reportadas gerem resultados de acordo com a política da empresa e objetivos definidos;
- Promover e fortalecer alianças com clientes estratégicos como os principais fabricantes de equipamentos, através da participação conjunta em diversas atividades de interesses mútuos, visando ser a principal referência como fornecedor de vestimentas;
- Promover a imagem da Albany no mercado, mediante a realização seminários técnicos e atividades de marketing, fortalecendo deste modo o nome da empresa no mercado;
- Monitorar a ação de concorrentes no mercado, através de visitas e clientes, pesquisa de mercados por meios de comunicação e eventos, buscando o crescimento ou manutenção da participação da Albany;
- Aprimorar o know-how nas aplicações de nossos produtos e serviços através de intercâmbio técnico-comercial com outras unidades Albany, participação em cursos técnicos, eventos e seminários;
- Coordenar internamente e no cliente o desenvolvimento de produtos e serviços, através de interação de vendas com os departamentos internos na Albany e o cliente;
- Estimular troca de conhecimento e experiências de mercado e aplicação com empresas que tenham similaridade de negócio, através da participação conjunta em diversas atividades de interesses mútuos, visando divulgação de marca; busca de conhecimento.

JOB DESCRIPTION

IDENTIFICATION

Job Title:	Full EF Technical Salesperson	Date Written:	2007/12/06
Status:	C.L.L. / Full time	Date Revised:	2014/03/31
Department:	EF Sales	Reports to:	EF Sales Manager
Location:	Indaial	Direct Reports:	None

JOB SUMMARY

Responsible for coordinating and executing technical and commercial marketing strategic activities, market, product and application developments in order to meet the goals set by the company in all of Latin America.

SAFETY AND PROCEDURES

- Respect and comply with all the safety policies/procedures and necessary JIBS applicable to the job.
- Use appropriate PPE as identified in the Hazard Analysis for his/her Department/Job.
- Attend and participate in all safety training, meetings, audits and BBS.
- Report ALL observed hazards and situations. If capable, correct the identified hazard/situation.

ESSENTIAL JOB FUNCTIONS

- Responsible for sales and application in EF/IPB product lines (Textile, Tannery, Corrugators, Nonwovens, Fiber Cement and Building products) in the Latin American region (Mexico to Chile);
- Reach the goals set in Albany´s operating plan by carrying out an action plan with goals to be executed in the respective areas;
- Promote products and services that contribute to the operating result at the customer through focus on product and service Value;
- Ensure Albany´s products are correctly applied at the customer by providing consultancy, training and technical services, in order to guarantee the desired performance and customer satisfaction;
- Make technical-commercial proposals aiming at keeping the perenity of the business according to the guidelines in the operating plan, through market study, internal cost analysis and value added to the product;
- Identify new business opportunities attractive to the company, aiming at increasing market share and operating results through market study (associations, sites, companies in the industry, equipment manufacturers);
- Identify needs and opportunities at the customers that contribute to the operating and/or financial results through consultancy and technical services;
- Disseminate market information obtained from customers, media and trade fairs and events in order to facilitate the setting of actions and team synergy;
- Implement representatives´ activities and make sure the reported information and needs provide results in accordance with the company´s policy and goals set;
- Promote and strengthen alliances with strategic customers, such as the main equipment manufacturers, through joint participation in several activities of mutual interests in order to be the main reference as clothing manufacturer;
- Promote Albany´s image on the market by running technical seminars and marketing activities that strengthen the company´s name on the market;
- Monitor competitors´ actions on the market through customers´ visits, market research media and events aiming at gaining or keeping Albany´s market share;
- Improve know-how of our products and services applications through technical-commercial exchange with other Albany´s plants, participation in technical courses, events and seminars;
- Coordinate product and service developments internally and at the customer through interactions between sales and other internal departments at Albany and the customer;
- Encourage market and application knowledge and expertise exchange with companies in similar industry through joint participation in several activities of mutual interest, aiming at promoting the brand and searching for knowledge.

REQUISITOS

Habilidades Requeridas:	• Inglês avançado (obrigatório); • Espanhol intermediário (desejável).	
Experiência Requerida:	• 3 anos até 5 anos.	
Formação Requerida:	• Superior Completo • M.B.A.	Engenharias: Mecânica ou Química ou Textil. áreas afins.

ASSINATURAS

Funcionário: _____ Data: __31/03/2014__

Gestor: _____ Data: __31/03/2014__

ALBANY
INTERNATIONAL

REQUIREMENTS

Required Skills:	• Advanced English (required); • Intermediate Spanish (Desirable).	
Required Experience:	• From 3 years to 5 years.	
Education Requirements:	• Bachelor´s Degree • M.B.A.	Engineering: Mechanical or Chemical or Textile. related areas

SIGNATURES

Employee: _____ Date: __2014/03/31__

Supervisor: _____ Date: __2014/03/31__

DESCRIÇÃO DE CARGO

IDENTIFICAÇÃO

Cargo:	Vendedor Técnico EF Sr	Data da Criação:	06/12/2007
Condição:	C.L.T. / Integral	Data da Revisão:	31/03/2014
Departamento:	Vendas EF	Reporta-se para:	Gerente de Vendas EF
Local:	Indaial	Subordinados:	Nenhum

SUMÁRIO DO CARGO

Responsável por coordenar e executar técnica e comercialmente as atividades estratégicas de marketing, desenvolvimento de mercados, produto e aplicação, visando atender os objetivos determinados pela empresa em toda América Latina.

PROCEDIMENTOS EM SEGURANÇA

- Respeitar e seguir todos os procedimentos/política de segurança e JIBS necessários e aplicáveis ao trabalho.
- Usar adequadamente os EPI`s identificados na Análise de Risco para o seu Departamento/Cargo.
- Atender e participar de todos os treinamentos de segurança, reuniões sobre segurança, auditorias e BBS.
- Reportar TODOS os riscos, situações observadas. Se for habilitado, corrigir o risco/situação identificada.

PRINCIPAIS RESPONSABILIDADES

- Responsável pelas vendas, aplicação nas linhas de produtos EF/IPB (Têxtil, Curtume, Corrugadores, Nonwovens, Fibrociment e Building products) na região que engloba o mercado latino americano (México até Chile);
- Executar os objetivos definidos no plano operacional da Albany, através da realização de um plano de ação e metas a ser executado nas respectivas áreas;
- Promover produtos e serviços que contribuam para o resultado operacional no cliente mediante foco no Valor de produtos e serviços;
- Assegurar que os produtos Albany sejam aplicados adequadamente no cliente, através de prestação de consultorias, treinamentos e serviços técnicos, garantindo deste modo a performance desejada e a satisfação do cliente;
- Elaborar propostas técnico-comerciais, visando manter a perenidade do negócio de acordo com as diretrizes do plano operacional, através de estudo de mercado, análise de custos interno e valores adicionados ao produto;
- Identificar novas oportunidades de negócios que sejam atrativos para a empresa, visando aumentar o marketshare e os resultados operacionais, através de estudos de mercado (associações, sites, empresas do setor, fabricantes de equipamentos);
- Identificar necessidades e oportunidades nos clientes, que contribuam para o resultado operacional e/ou financeiro, através de consultoria e serviços técnicos;
- Disseminar informações sobre o mercado de atuação, obtidas nos clientes, em meios de comunicação e em eventos e feiras, facilitando deste modo a definição de ações e a sinergia da equipe;
- Implementar as atividades dos representantes, assegurando que as informações e necessidades reportadas gerem resultados de acordo com a política da empresa e objetivos definidos;
- Promover e fortalecer alianças com clientes estratégicos como os principais fabricantes de equipamentos, através da participação conjunta em diversas atividades de interesses mútuos, visando ser a principal referência como fornecedor de vestimentas;
- Promover a imagem da Albany no mercado, mediante a realização seminários técnicos e atividades de marketing, fortalecendo deste modo o nome da empresa no mercado;
- Monitorar a ação de concorrentes no mercado, através de visitas e clientes, pesquisa de mercados por meios de comunicação e eventos, buscando o crescimento ou manutenção da participação da Albany;
- Aprimorar o know-how nas aplicações de nossos produtos e serviços através de intercâmbio técnico-comercial com outras unidades Albany, participação em cursos técnicos, eventos e seminários;
- Coordenar internamente e no cliente o desenvolvimento de produtos e serviços, através de interação de vendas com os departamentos internos na Albany e o cliente;
- Estimular troca de conhecimento e experiências de mercado e aplicação com empresas que tenham similaridade de negócio, através da participação conjunta em diversas atividades de interesses mútuos, visando divulgação de marca; busca de conhecimento.

ALBANY
INTERNATIONAL

JOB DESCRIPTION

IDENTIFICATION

Job Title:	Senior Technical Salesperson	Date Written:	2007/12/06
Status:	C.L.L. / Full time	Date Revised:	2014/03/31
Department:	EF Sales	Reports to:	EF Sales Manager
Location:	Indaial	Direct Reports:	None

JOB SUMMARY

Responsible for coordinating and executing technical and commercial marketing strategic activities, market, product and application developments in order to meet the goals set by the company in all of Latin America.

SAFETY AND PROCEDURES

- Respect and comply with all the safety policies/procedures and necessary JIBS applicable to the job.
- Use appropriate PPE as identified in the Hazard Analysis for his/her Department/Job.
- Attend and participate in all safety training, meetings, audits and BBS.
- Report ALL observed hazards and situations. If capable, correct the identified hazard/situation.

ESSENTIAL JOB FUNCTIONS

- Responsible for sales and application in EF/IPB product lines (Textile, Tannery, Corrugators, Nonwovens, Fiber Cement and Building products) in the Latin American region (Mexico to Chile);
- Reach the goals set in Albany's operating plan by carrying out an action plan with goals to be executed in the respective areas;
- Promote products and services that contribute to the operating result at the customer through focus on product and service Value;
- Ensure Albany's products are correctly applied at the customer by providing consultancy, training and technical services, in order to guarantee the desired performance and customer satisfaction;
- Make technical-commercial proposals aiming at keeping the perenity of the business according to the guidelines in the operating plan, through market study, internal cost analysis and value added to the product;
- Identify new business opportunities attractive to the company, aiming at increasing market share and operating results through market study (associations, sites, companies in the industry, equipment manufacturers);
- Identify needs and opportunities at the customers that contribute to the operating and/or financial results through consultancy and technical services;
- Disseminate market information obtained from customers, media and trade fairs and events in order to facilitate the setting of actions and team synergy;
- Implement representatives' activities and make sure the reported information and needs provide results in accordance with the company's policy and goals set;
- Promote and strengthen alliances with strategic customers, such as the main equipment manufacturers, through joint participation in several activities of mutual interests in order to be the main reference as clothing manufacturer;
- Promote Albany's image on the market by running technical seminars and marketing activities that strengthen the company's name on the market;
- Monitor competitors' actions on the market through customers' visits, market research media and events aiming at gaining or keeping Albany's market share;
- Improve know-how of our products and services applications through technical-commercial exchange with other Albany's plants, participation in technical courses, events and seminars;
- Coordinate product and service developments internally and at the customer through interactions between sales and other internal departments at Albany and the customer;
- Encourage market and application knowledge and expertise exchange with companies in similar industry through joint participation in several activities of mutual interest, aiming at promoting the brand and searching for knowledge.

REQUISITOS

Habilidades Requeridas:	• Inglês avançado (obrigatório); • Espanhol avançado (obrigatório).	
Experiência Requerida:	• 5 anos a 8 anos.	
Formação Requerida:	• Superior Completo • M.B.A.	Engenharias: Mecânica ou Química ou Têxtil. áreas afins.

ASSINATURAS

Funcionário: _____ Data: 31/03/2014

Gestor: _____ Data: 31/03/2014

ALBANY INTERNATIONAL

REQUIREMENTS

Required Skills:	• Advanced English (required); • Advanced Spanish (required).	
Required Experience:	• From 5 years to 8 years.	
Education Requirements:	• Bachelor´s Degree • M.B.A.	Engineering: Mechanical or Chemical or Textile. related areas

SIGNATURES

Employee: _____ Date: 2014/03/31

Supervisor: _____ Date: 2014/03/31

Attachment 3: Translation in the Newsletter - Part I.

A história da Albany

ALBANY FELT COMPANY, de 1895 a 1920

ALICERÇADA EM FELTROS

Uma das três correntes que formaram a Albany International, a mais velha (por poucos meses) e a maior foi a Albany Felt Company (Companhia de Feltros Albany). Como muitas empresas americanas, esta firma foi iniciada por um jovem, cheio de idéias, mas com um capital muito limitado. Seu nome era *Duncan Fuller*.

Em 1879, quando tinha 23 anos, veio para a cidade de Albany, para se juntar a seu pai *Andrew*. Albany era a capital do Estado de Nova Iorque e a capital regional das indústrias de papel. Entre estas indústrias incluíam-se a Huyck e a Argensinger, uma das maiores fabricantes mundiais de feltros para máquina de papel na América.

Andrew Fuller veio para a companhia como Superintendente da nova fábrica de Kenwood, nos arredores de Albany, e guardou um lugar para o seu filho. *Duncan Fuller* tornou-se um mestre na fabricação de feltros. Em 1890, depois de 11 anos de estudo aplicado e trabalho árduo ele patenteou um novo método de tecer feltros sem fim. Dois anos depois subornou seu pai como Superintendente da fábrica de Kenwood. *Fuller* deveria ter terminado sua carreira na Huyck e Argensinger, mas o destino interferiu. A fábrica incendiou-se em 1894 e a companhia tornou-se um caos administrativo.

Argensinger se aposentou e F. Huyck em breve seguiu seus filhos na empresa. Eles imediatamente despediram *Duncan Fuller*, o substituindo por um habilidoso fabricante de feltros chamado da Inglaterra, John K. Spencer (que

é o avô de Spencer Standish, atual membro do Conselho da Albany International).

Spencer foi colocado como responsável pela nova fábrica da Huyck em Rensselaer, do outro lado do Rio Hudson, em Albany, onde uma bateria de novos teares ingleses rapidamente colocou a companhia de volta aos negócios.

Duncan Fuller saiu da Huyck, mas não queria fazer outra coisa senão trabalhar com feltros. Convencido de que poderia competir com os

Albany Felt Company
Incorporation – 1895

líderes nesta categoria, *Fuller* procurou sócios com suporte financeiro e com habilidade em negócios e abriu uma nova empresa. Juntou-se com *Corning*, que era de uma família tradicional de Albany. O sr. *Erastus Corning* tinha herdado muito dinheiro e terras e tinha um filho, *Parker*, que estava terminando a Universidade de Yale, sem planos definidos para o futuro.

Com o completo apoio do pai, moral e financeiro, *Parker Corning* decidiu apostar em seu

futuro com *Duncan Fuller*. Eles se juntaram a mais dois investidores, *James Cox* e *Selden Marvin*. Com o capital de 40.000 dólares, eles iniciaram a *Albany Felt Company* em 8 de março de 1895.

Com dificuldade alcançaram o sucesso. Na época existia uma dúzia de fabricantes de feltro no mercado americano, e o mais velho era Knox Woolen, que tinha mais de 30 anos de experiência. *Andrew Fuller* o pai de *Duncan Fuller*, foi um dos fundadores da Knox Woolen.

Albany Feltros veio depois. As vantagens entretanto eram óbvias: amplo suporte financeiro, geograficamente localizada-perto da maior área produtora de papel, contavam com a experiência de *Duncan Fuller* e os seus maiores investidores eram grandes negociadores. Estes investidores eram algo como sócios silenciosos.

James Cox foi o presidente e Tesoureiro da Albany Feltros até 1918. *Selden Marvin* era o Secretário; *Parker Corning* era o Vice-Presidente; e *Duncan Fuller* era o coração da organização, pois conhecia tudo sobre feltros. Ele tinha um contrato de cinco anos e uma salário anual de 2.000 dólares, mais uma porcentagem sobre os lucros. Como Superintendente da Albany Feltros, era ele quem

continua na próxima edição

Traduzido do Livro do Centenário da Albany, por *César Roberto Rebelo*.

Attachment 3: Translation in the Newsletter - Part II.

OS PRIMEIROS FELTROS DE LÃ

O primeiro prédio próprio construído pela Albany.

A primeira ordem foi montar a sala. **Fuller** alugou um prédio ao nº 1 ao 19 da Rua Thacher, em Albany e encheu com 20.000 dólares do melhor equipamento. Seis teares estavam operando no começo do verão de 1895 e mais cinco foram montados em 1898.

Conseguiram com 23 empregados e 13 temporários, conseguindo-se manter a fábrica ocupada. Também sempre contratavam algumas pessoas que vinham do campo, quando a sua época do plantio. Também faziam na mão-de-obra masculina para a terra... mulheres trabalhavam com maquinas e as agulhas. Os homens trabalhavam o dia todo o salário variava de 6 a 18 dólares por dia, dependendo da função.

Duncan Fuller era o homem para todas as obras. Ele montou as obras, trancou todos os empregados, inclusive o Sr. **Parker Corning** (vice-presidente), e até supervisores de produção e até mesmo selecionava as lãs que eram todas para se fazer feltros. Somente as melhores lãs eram escolhidas para a fabricação de feltros. Ali vinha da fazenda da fábrica... nha **Corning** do mercado internacional de lã, em Boston.

Os produtos padrões da Albany diferiam um pouco dos enormes. O negócio principal a Albany naquela época era a fabricação de feltros úmidos, que estavam na seção de prensagem, depois da seção de formação de an...

...tros eram oferecidos com uma variedade de tamanhos e gramaturas. As larguras variavam de 1,20 a 3,25 metros e o comprimento de 3,6 a 31 metros.

As classes dos feltros eram determinadas pela fineza da lã, da espessura do fio e pela densidade do desenho, o que funcionava bem em feltros para papel jornal poderia ser bom para papel de escrever. Um feltro de tamanho e classe média era vendido a aproximadamente 50 dólares.

Desde o começo da fabricação de feltros, eles se desgastavam em poucos dias, a repetição dos negócios estava virtualmente garantida. As fábricas de papel não pagavam fora os feltros usados e sim os vendiam como cobertor para o público em ge...

...boa qualidade, eles não se vendiam sozinhos. Propaganda era feita a nível nacional no jornal ' Paper Trade Journal ' e no jornal local ' Albany Times Union ' criando consciência da companhia.

Em 1899 a empresa prosperou o suficiente para contratar o seu primeiro vendedor viajante para trabalhar em tempo integral. Seu nome **William " Billy " Sheehan**, um veterano da industrial têxtil que trabalhava principalmente na região de Nova England, algumas partes de Nova Yorque, Pensylvania, Nova Jersey, Marliand e nas Virginias. Com seu contrato ele poderia viajar o fim de semana para casa a cada duas semanas.

Outros vendedores viajantes se juntaram à empresa à medida que a companhia crescia. **Billy Sheehan** permaneceu Chefe de Vendas até se aposentar em 1920.

Com o passar dos anos a empresa aumentou a variedade de produtos. Um dos mais lucrativos na época não estava na linha de papel. Uma grande fábrica de máquinas de lavar, sediada em Troy (cidade vizinha a Albany), comprava uma imensa quantidade de feltros enroláveis. Mas o verdadeiro pilar com mantenha da Albany era a fabricação de feltros para máquinas de papel e a empresa seguia esse processo passo-a-passo.

A produção de papelão para caixas explodiu a partir de 1906, quando as estradas de ferro avançaram o uso de caixa de papelão para o transporte ferroviário. A Albany também começou a fornecer feltros para papel cartão, papel kraft, que eram máquinas bem mais largas. Todas as indústrias estavam crescendo e o volume de vendas aumentava.

Na virada do século, as máquinas Fourdrinier melhoravam e isto foi feito pela Beloit que também aumentou a largura das máquinas para 4,30 m e a velocidade subia para 90, 120 e 150 metros por minutos. A Albany sofreu uma fonte pressão para manter a eficiência dos seus feltros.

Estava muito claro que a pequena fábrica na Rua Thacher estava inadequada para as necessidades do futuro. As vendas da empresa cres-

...ceram de 27.000 dólares em 1896 para 114.000 dólares depois de cinco anos, mas a Albany Felt não tinha ameaça como líder nesse segmento.

Impulsionada por este rápido sucesso, os diretores decidiram que teriam que aumentar a produção para ganhar qualquer tipo de apoio no mercado. Em 1901 a capitalização da empresa foi aumentada de 40.000 para 150.000 dólares. **Parker Corning** investiu dinheiro o suficiente para ser majoritário nas ações. A festa de investidores cresceu, incluindo **Edwin Corning, os irmãos Parker** e finalmente **Duncan Fuller** que pagou sua porcentagem do lucro em ações. Então a Albany Felt colocou seu dinheiro em uso produtivo.

A Albany Felt comprou cinco acres de terra na Rua Broadway, a 3 km do centro de Albany e do lado oeste do Rio Hudson. Um espaçoso prédio de tijolos à vista com três andares custando 75.000 dólares foi construído em 18 meses. **Duncan Fuller** o engenheiro com 40.000 dólares de novos equipamentos e dobrou a força de trabalho. Mais de noventa anos depois de um enorme crescimento de vendas e número de fábricas, o complexo da Broadway continua também abrigando o escritório mundial da Albany International.

Attachment 3: Translation in the Newsletter - Part III.

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Attachment 3: Translation in the Newsletter - Part IV.

PLANEJAMENTO FOI IMPORTANTE

ALBANY FELT COMPANY, de 1920 e 1950 - Parte IV

De certa forma, muita coisa não mudou entre 1920 e 1950. A Albany Felt continuou fazendo os mesmos produtos básicos, usando a mesma tecnologia e tudo na mesma fábrica. De outra forma, tudo mudou.

A Albany atingiu um novo nível de vendas, sofisticação e serviço, e ainda fez isto numa época muito volátil da história americana.

A Albany resistiu às turbulências dos anos 20, ao colapso dos anos 30 e a intensa pressão da II Guerra Mundial, manteve a liderança e o equilíbrio durante o tempo e o dramático crescimento das indústrias de papel nos Estados Unidos. Aproveitando a prosperidade industrial da I Guerra Mundial, a Albany Felt planejou o triplo da capacidade para os anos de 1920.

Aconteceu que depois da I Guerra houve uma forte recessão pós-guerra e a expansão foi apenas para o dobro da capacidade. A Companhia conseguiu que os equipamentos estivessem todos trabalhando a plena carga. As empresas acreditaram na economia e todas as linhas de papel tiveram um enorme desenvolvimento.

Houve um grande aumento em papéis descartáveis, papel toalha (iniciado pela Scott Paper), kotex, guardanapo feminino (iniciado pela Kimberly Clark em 1923), Kleenex, papel toalha facial foi outra inovação da Kimberly Clark, e os papéis para caixas de leite, que foi uma iniciativa da Champion Coates Paper.

Máquinas mais largas e mais rápidas foram desenvolvidas para manter a demanda do papel.

A largura média das máquinas Fourdrinier nos Estados Unidos aumentou de 4,25 para 4,55 metros de largura entre 1920 e 1930, e a velocidade média de produção pulou de 221 m/min para 377 m/min.

Já como líder na produção de feltros, a Albany cresceu com a indústria de papel. As vendas na empresa aumentaram vagarosamente, mas cresceram de 2 milhões de dólares em 1920 para 2,5 milhões de dólares em 1925. Como a partir de 1925 as coisas melhoraram, isto foi comemorado por todos como uma "nova era", e formou-se um pensamento de que a prosperidade nos Estados Unidos era permanente. Somente os habilidosos homens de negócios, incluindo Parker Corning, acreditaram que poderia ser diferente.

Em 1925, ele escreveu uma carta para seu irmão **Edwin Corning**, expressando sérias sobre o futuro: "Eu, pessoalmente, penso que o mercado gradualmente vai cair e

O presidente Parker Corning em sua sala de trabalho.

compraremos somente o que for para uso imediato. Isto é minha opinião, mas eu precisaria jogar seguro nos negócios futuros e somente cobrir os contratos já acertados. Há uma tendência neste crescente mercado que irá impedir um grande lucro, mas é a única maneira de jogar num mercado que agora está parecendo para mim que o gradativo declínio, e mais precisamente procuramos por bons negócios, mesmo com pequena margem de lucro e preços decrescendo gradativamente.

Parece que toda a energia agora deveria ser gasta numa "fábrica perfeita", com baixos custos, como eu acredito que na próxima recessão as empresas sobreviventes serão as que têm alta eficiência."

O presidente da Albany estava certo sobre a "próxima recessão". Quando houve a grande recessão de 1929, indicando um dos mais duros tempos deste século, E. Corning viu as vendas de sua empresa caindo mais de 1 milhão de dólares até 1930. Mas a posição conservadora pagou generosos dividendos. A Albany Felt nunca mostrou perdas e a empresa recuperou este tempo muito mais rápido do que os concorrentes. As vendas voltaram para o nível de 2 milhões em 1932 e cresceram para 3 milhões depois de 5 anos.

As plantas engavetadas em 1920 voltaram à tona novamente, e a fábrica da Broadway aumentou a capacidade em 50% em 1937.

O crescimento militar para a II Guerra Mundial de repente criou novos recordes de produção.

O preparação para a Guerra exigiu mais quantidades de papéis, como também balas, e a Albany Felt pulou de 3 milhões em 1937 para 6 milhões em 1943.

Com o término da guerra, o consumo subiu a níveis muito grandes e iniciou-se uma nova geração de descartáveis, que variou de copos de papel até embalagens para comida congelada, que trouxe dias mais felizes para a indústria de papel. As vendas da Albany pularam de 6 milhões para 14 milhões de dólares até 1950.

Mostrado em figuras de vendas, a história é simples.

Num ajuste rápido na troca de condições e mudança de necessidades, a Albany Felt sobrepujou alguns concorrentes e deixou outros muito distantes. Mas a figura de vendas era apenas o pico do "iceberg". A história real do período de 1920-1950 é a história dos produtos, processos e, sobretudo, suas pessoas.

Traduzido do Livro do Centenário, por **César Roberto Rebelo.**

Attachment 3: Translation in the Newsletter - Part V.

EM BOAS MÃOS

Charles P. Drumm e John Standish

Parker Corning não era de pegar no trabalho. Apesar de ter a responsabilidade pelas decisões normativas da Albany Felt, Corning levava uma vida de um nobre rural. Ele e sua esposa, Ann, dividiam seu tempo entre diversas casas, empregavam um séquito de servíçais e viajavam num Rolls-Royce com motorista.

Corning tinha numerosos outros interesses em negócios fora da Albany Felt, mas guardou muito do seu entusiasmo para uma velha tradição familiar: a política. Erastus Corning Sr. tinha estabelecido um precedente para seus descendentes. Antes de sua morte, em 1872, o Corning mais idoso tinha sido prefeito de Albany, senador pelo estado e congressista. Parker Corning seguiu seus passos. Demorata sua vida inteira, ganhou eleições para o equivalente à nossa Câmara dos Deputados em 1922 e serviu por um total de sete períodos.

Corning apresentou a proposição que criava o Porto de Albany e teve um papel-chave na legislação que estabeleceu duas pontes sobre o rio Hudson: a Parker-Dunn Memorial e a Menands.

Parker não foi o único Corning com aspirações políticas. Edwin, seu irmão mais moço (e vice-presidente da Albany Felt), serviu como vice-governador sob Al Smith. O filho de Edwin, Erastus II, foi eleito como deputado estadual alguns anos após sua graduação por Yale. Em 1940, iniciou mandato como prefeito de Albany que perdurou por 42 memoráveis anos.

Embora seu presidente estivesse ocupado com outros afazeres, a Albany Felt não sofreu com a ausência de seu di-rigente. Os assuntos do dia-a-dia estavam firmemente nas mãos de dois temíveis personagens: Charles P. Drumm e John Standish. Admitido como contador em 1918, Drumm tinha modernizado os sistemas e procedimentos contábeis da empresa. Em 1924, foi promovido a gerente geral, com total responsabilidade pelos negócios. Elogiado pelo Conselho Administrativo por sua "extraordinária habilidade analítica", Drumm era um executivo de eficiência incomum, porém sua habilidade não se estendia às relações com os funcionários. Os empregados da Albany o consideravam um chefe duro, uma figura algo autocrática que inspirava ambos, respeito e medo, nas pessoas ao seu redor.

John Standish era a duplicata de Drumm no piso da fábrica. Em 1913, tinha aceitado o cargo de assistente do superintendente na Huyck Company, o maior concorrente da Albany Felt. Standish foi o primeiro químico da indústria de feltros e foi o pioneiro em tratamentos químicos para prolongar a vida de feltros úmidos na Huyck. Seu chefe na fábrica da Huyck, em Rensselaer, localizada do outro lado do rio Hudson em Albany, era J.K. Spender, que também se tornou seu sogro. Standish sucedeu a Spender como superintendente da Huyck em 1917 e, logo após, casou-se com sua filha Florence. Embora tenha progredido sob a liderança de Spender, Standish não se deu bem com o novo gerente geral da Huyck. Em 1920, quando a Albany Felt lhe ofereceu o cargo de superintendente da sua fábrica recentemente aumentada, ele alegremente aceitou. John Standish apresentou-se ao trabalho em 1º de janeiro de 1921.

(Continua na próxima edição). Traduzido do Livro do Centenário, por Astrid Liane Schulz

Attachment 3: Translation in the Newsletter - Part VI.

MANTENDO A VISÃO

um Parker não viveu para ver sua visão de uma empresa realmente global se tornar realidade. Em 1957, enquanto janeiro com sua esposa e algumas na cidade de Nova Iorque, Parker morreu sufocado. Por ele, naquelas dias em que o desconheciam métodos de desalojar pessoas, poderiam revivê-lo. Tinha apenas 50 anos. Quando as notícias da trágica chegaram às fábricas de Albany, os colaboradores do dente ficaram chocados e entristecidos.

Albany Felt não ficou sem Tio "John" Standish pergou a administração como previsão e não perdeu tempo em perseguir com os sonhos de Lew Parker.

Standish tinha acompanhado Parker em suas missões de reconhecimento na Europa, no começo da década. A indústria de papel europeia era grande estava se tornando maior, sua produção crescia 70 porcento entre 1960 e 1970. No outono de 1957, John Standish e Chagg Chagnon voltaram à Europa na esperança de criar uma aliança estratégica com um grande fabricante de feltro.

Primeiro escolheram a Nordiska Maskinfilt Aktiebolaget (Nordiska), uma empresa que havia feito propostas um ano. Situada em Halmstad, na Suécia, a Nordiska era um dos produtores líderes em fel-

tros úmidos e telas secadoras para a indústria mundial de papel. O presidente da empresa, Gunnar O. Westenberg, aceitou a ideia de uma parceria. Em 1959, a Albany Felt adquiriu 25 porcento das ações da Nordiska e a Nordiska levou uma parcela de 25 porcento da associação mexicana que a Albany estava por realizar.

A aliança definitivamente trazia vantagens para os dois lados: esforços conjuntos de pesquisas, linha de produtos mais ampla e acesso a novos mercados. O poder financeiro da Albany ajudou a Nordiska a crescer o domínio da tecnologia de feltros úmidos da Nordiska possibilitaram à Albany a entrada em novo campo. Bill Dutt, um jovem engenheiro da Albany, passou um ano estudando o feltros úmidos em Halmstad.

(Agora é o vice-presidente de tecnologia da Albany International). Dutt voltou repleto de novos conhecimentos e a Albany lançou seu primeiro feltro úmido no mercado em 1961. A Nordiska, enquanto isto, intensificou seus esforços em pesquisas e desenvolvimento, com ênfase especial em telas formadoras sintéticas. Ambos os sócios estavam se direcionando à mestria em todas as três fases das vestimentas para máquinas de papel: formação, prensagem e secagem.

Em 1958, quando a Associação Albany-Nordiska ainda estava em fase de discussão, a Albany começou a pensar na possibilidade de ter uma fábrica no México. A indústria mexicana de papel estava crescendo numa proporção de 15 porcento a cada ano e Chagg Chagnon estava determinado a

fazer da Albany um líder de mercado ao sul da fronteira. Trabalhando com o representante de vendas, Enrique Garcia, encontrou muitos clientes, mas Chagnon defrontou-se com intensa competição com fabricantes de feltros europeus e outros produtores americanos de feltros. Ele sentiu que a Albany precisava de uma vantagem competitiva. Garcia encontrou esta vantagem quando viu que o governo mexicano iria, efetivamente, fechar suas fronteiras às importações se a empresa construísse uma fábrica no país. A Albany Felt, em associação com a Nordiska, imediatamente deu início à Albany Nordiska de México e começou a construir uma fábrica em Cuautitlán, a 20 milhas de distância da Cidade do México. Ralph Wood, o homem na frente da Albany para novas fábricas, supervisionou as fases de construção e início de operação Enrique Garcia encarregou-se das vendas e, consequentemente, recebeu uma promoção a presidente e gerente geral. A fábrica de Cuautitlán abriu em 1960 e muitos de seus primeiros funcionários eram membros da equipe de construção que simplesmente se mudaram para a construção terminada.

Ralph Wood aprendeu que o México funcionava algo diferente do resto da América do Norte. Tinha planejado admitir mulheres para o meticuloso trabalho de espionagem e união - até saber que o governo mexicano exigia a inclusão de creches em fábricas que em-

pregavam um grande número de mulheres. Ao invés, Wood empregou homens. Bertha Baker, uma veterana da fábrica de Hoosick Falls (e uma das sobrinhas do Vovô Moses), voou para o sul para ensinar os novos empregados na espionagem e união. Ela e Wood descobriram que os homens de Cuautitlán não eram somente aprendizes rápidos, mas também tinham a mesma agilidade nos dedos que as mulheres.

Chagg Chagnon, trabalhando em Cowansville, tinha a responsabilidade total pela associação mexicana. Spencer Standish tornou-se vice-presidente de produção da Albany, encarregado por ambos, Canadá e México. Quando a Albany estendeu suas asas, a fábrica do Canadá se tornou o centro de treinamento da companhia para atribuições internacionais a seus "graduados". A medida que seus supervisores habilitados e outros funcionários viajavam ao exterior para dar início a novas fábricas, os recursos humanos da Albany, por vezes, se tornaram escassos. Ao longo dos anos, porém, os gerentes locais aprenderam a administrar as fábricas internacionais da empresa como divididos elas realmente autônomas.

Traduzido do Livro do Centenário, por Astrid Liane Schütz.

Reunião de planejamento realizada na Albany de St. Stephen, com a presença de John Standish (à esquerda) e o presidente Lew Parker na ponta da mesa, em 1955.

Attachment 3: Translation in the Newsletter - Part VII (Final).

Após Um Século

A história da Albany — ALBANY FELT COMPANY, de 1950 a 1995 - Final

A Albany International igualmente é um empreendimento em desenvolvimento. " Um de nossos maiores desafios ", afirma Spencer Standish, " é levar a efeito as teorias de reengenharia e reestruturação para continuarmos competitivos num ambiente econômico adverso, de uma maneira que seja compatível com nossa política de pessoal ". A empresa enfrenta muitos outros desafios. Espera-se que as máquinas de papel atinjam velocidades de 10.000 pés por minuto dentro de uma década e vestimentas altamente sofisticadas terão de ser desenvolvidas para tornar isto possível.

As consolidações, tanto regionais quanto globais, modificarão radicalmente o mercado e menos, porém fabricantes de papéis exigirão mais de menos, porém maiores, fabricantes de vestimentas para máquinas de papel. O crescimento desenfreado da reciclagem aumentará a demanda por vestimentas mais fortes e versáteis do que os produtos até mesmo por

A diretoria da Albany International em 1995. Da esquerda para a direita, em pé, em pé: Allan Stenshamn, Thomas R. Beecher, Jr., Stanley I. Landgraf, Charles B. Buchanan, Paul Bancroft, III. Sentados: Barbara Purdy Wright, J. Spencer Standish, e Francis L. McKone.

mais recentes. E a pesquisa sem fim de novos e melhores materiais colocará em teste a habilidade das equipes científicas da Albany.

Prevê-se que a indústria de papel crescerá mais rapidamente no sudeste da Ásia, onde Barry McDonald e sua equipe da Austrália tem desenvolvido um sólido trabalho de exportação. A Organização das Nações Unidas para a Alimentação e Agricultura recentemente previu que a área asiática do Pacífico se tornará a maior consumidora de papel e papelão do mundo por

volta do ano 2010 e a China substituirá o Japão como o maior consumidor naquela área. O consumo na Ásia está previsto em 144 milhões de toneladas, comparadas com 129 milhões na América do Norte e 131 milhões na Europa. Calcula-se que somente a Coréia aumentará sua produção de 5,8 milhões de toneladas em 1993 para 10 milhões de toneladas em 1998. A Albany International tem planos de produzir tanto na China como na Coréia, continuando sua filosofia de estar presente em todas as principais áreas de produção de papel.

O futuro está repleto de desafios, mas assim, na realidade, esteve o passado. A Albany sempre foi uma empresa em desenvolvimento. Seu trio de ancestrais - Albany Felt, Appleton Wire e Nordiska - superaram guerras, depressões e venceram competidores para emergir como líderes em seus campos. Desde a fusão em 1969, a Albany International sobreviveu a choques econômicos, distúrbios tecnológicos e mudanças de diretoria para se tornar o líder mundial incontestável em

vestimentas para máquinas de papel, com a simples visão da excelência. O sonho de Lew Parker dos anos 40 se tornou realidade.

Fazendo uma pausa na marca dos cem anos, a Albany International olha para trás para uma herança admirável e privilegiada. É uma empresa rica em tradições, mas sua tradição mais importante pode ser expressa em uma única palavra: sucesso. Como a primeira companhia verdadeiramente global nesta atividade e como constante líder tecnológico, seu recorder de é insuperável. O que quer que o futuro traga, esta tradição perdurará. Os indivíduos podem mudar e o ritmo certamente se acelerará mas, à medida que a empresa entra em seu segundo século, há poucas dúvidas de que a Albany International continuará a liderar a parada.

Traduzido do Livro do Centenário, por Astrid Liane Schütz

Attachment 4: Pictures Showing Source and Target Texts on Illustrations or Charts.

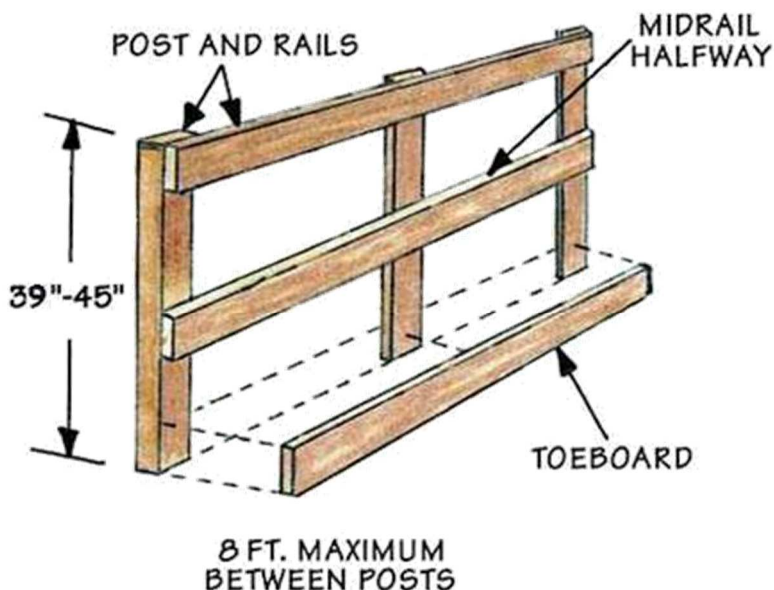Picture 1: Source Language Slide (English) - Maintenance Course:
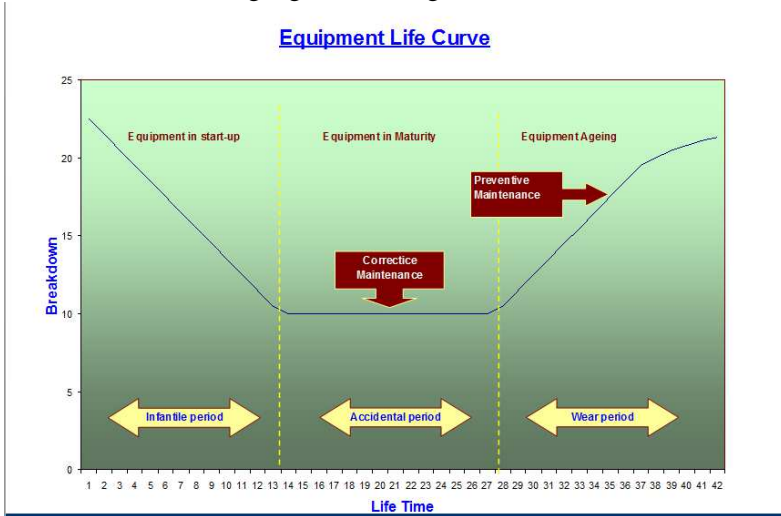
Picture 2: Target language slide (Portuguese) - Maintenance Course:

Picture 3: Source Picture and Text (English) - Safety Training Session.

POST AND RAILS

MIDRAIL
HALFWAY

39"-45"

TOEBOARD

8 FT. MAXIMUM
BETWEEN POSTS

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Picture 4: Target Picture and Text (Portuguese) - Safety Training Session:

SUPORTES E BARRAS

BARRA
DO MEIO

1M-1,15M

RODAPÉ

NO MÁXIMO 2,43M
ENTRE SUPORTES
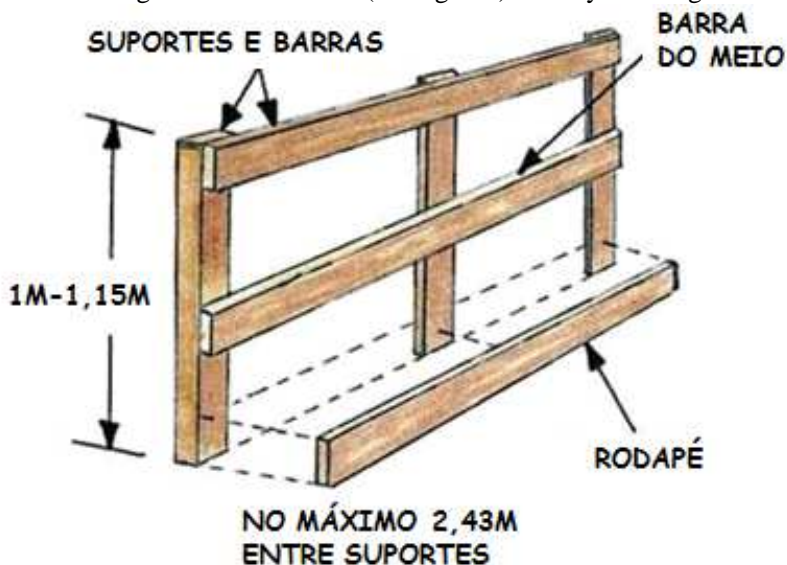
Picture 5: Source Language (English) Maintenance Chart:

468-A Integrated Maintenance Checklist

Maintenance	Last Date Completed		Next Date Scheduled
Annual Maintenance:			
18 months or 5000 hours or 500 hours			
Quarterly:			
1) Electrical 2) Mechanical			
Monthly:			
Weekly:			
Predictive Maintenance	Vibration Analysis under development Thermal Imaging under development Oil analysis in operation		

Picture 6: Target Language (Portuguese) Maintenance Chart:

tpm
Maintenance

Lista de Checagem de Manutenção Integrada 468-A

Manutenção	Última Data Completa		Próxima Data Marcada
Manutenção Annual			
18 Meses ou 5000 horas ou 500 horas			
Trimestral:			
1) Elétrica 2) Mecânica			
Mensal:			
Semanal:			
Manutenção Preditiva	Análise de vubração em desenvolvimento Imagem térmica em desenvolvimento Análise do óleo em operação		

Picture 7: Source Language (English) HR Training Session:
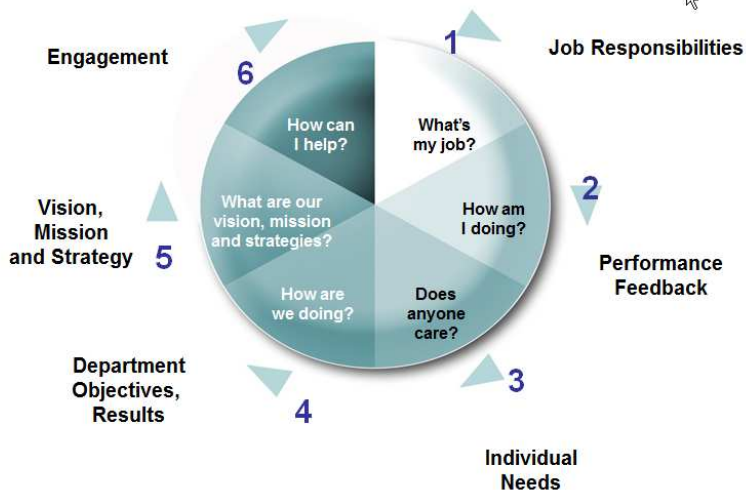
Picture 8: Target Language (Portuguese) HR Training Session:

Attachment 5: E-mail messages showing requests for materials to be translated for publication in multiple locations.

E-mail sample 1:

-----Mensagem original-----
De: Guaranha, Joao
Enviada em: terça-feira, 30 de setembro de 2014 12:41
Para: Pereira, Gregorio; Kannenberg, Darcio
Assunto: FW: Lost time accident in CVL

Gregorio, favor traduzir e colocar para DDS.
Darcio, cuidado no HDuct.
Tks

-----Original Message-----
From: Vigeant, Stephane
Sent: terça-feira, 30 de setembro de 2014 09:27
To: Harvey, Bill; Canon, Luc; Choi, Charles; Courcelles, Sebastien; Funk, Waldemar; Galan, Mario Alberto; Guaranha, Joao; Kaiser, Remy; Leboeuf, Jean-Philippe; Overstreet, Mark; Predignac, Yves; Stechmesser, Karl; Maye, Steve; Thomas, Derrick; Viale, Mauro; Vistrain, Ricardo; Weibel, Christophe; Zhou, Robin; Williams Jr, Russell
Subject: Lost time accident in CVL

Hello everyone,

Here is the JSA for a lost time accident we had in CVL.

Do not hesitate to contact me if you have any question.

Stéphane Vigeant
Directeur d'usine, Plant Manager
300, rue Westmount,
Cowansville, QC. J2K 1S6

E-mail sample 2:

qui 03/04/2014 13:13
Meira, Fabio
RE: Training Materials / Template

To ■ Reis Junior, Junior

■ Message   Exit Interview_PT.doc (96 KB)

Podes traduzir o anexo

abs

Junior

From: Whittle, Joanne
Sent: quinta-feira, 27 de março de 2014 17:56
To: Korb, Carlos; Schmitt, Kristin; Diaz, Katherine; Morin, Diane; Wrenn III, Jim; Reis Junior, Junior; Aguirre, Arturo Francisco; Barber, Bruce
Cc: Siebel, Ann
Subject: Training Materials / Template

Hi all

Here is the presentation and template form today.

Thanks for your attention and your participation. Hopefully, the template is effective, but there is always room for improvement, so I am open to suggestions!

Regards
Joanne

Joanne Whittle, | Manager, Human Resources Perth Plant
B.A., CHRP
Albany International Corp.
office: 613.264.3810

E-mail sample 3:

ter 12/08/2014 07:44

Reis Junior, Junior

FW: Message from the CFO regarding Company Security
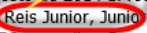
To   ■ Meira, Fabio

ⓘ You replied to this message on 12/08/2014 07:46.
This message was sent with High importance.

✉ Message   📄 2014.08.11 CFO Company Security.docx (62 KB)

I need your efforts to translate this bulletin.; Is urgent!

tks
Junior

Mexico   Brazil   Canada (Fr.)

From: Korb, Carlos
Sent: segunda-feira, 11 de agosto de 2014 17:01
To: Aguirre, Arturo Francisco; Reis Junior, Junior; Morin, Diane
Subject: Message from the CFO regarding Company Security
Importance: High

Hi.
The attached will be send out to all email users this afternoon and post to the portal.
We must to post it in all plants *(into local language)*.
Go ahead with the translation and let`s post IT TOMORROW MORNING ON THE LOCAL BOARDS.
Let me know if you have any questions,
Regards,
Carlos.

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