

The influence of culture on the language of business companies' self-presentations on Spanish and Russian websites

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Abstract

This article deals with the problem of intercultural business communication between Spaniards and Russians and aims at identifying the possible points of misunderstanding between the representatives of the two countries at the moment of introducing their companies, and designing a set of strategies to avoid them. It compares the Spanish and the Russian cultures through the contrast of the linguistic patterns used by Spaniards and Russians to introduce business companies on their official websites. Geert Hofstede's (2001/1980) five value dimension model has been taken as a basis for the analysis, and the two cultures have been compared in five aspects: individualism index, power distance index, masculinity index, uncertainty avoidance index, and long-term orientation index. For the purposes of the study two corpora were created which consisted of 30 web presentations of Spanish and Russian companies respectively: 10 belonged to travel agencies, 10 to real estate agencies, and 10 to food companies. The analysis was done with the help of the concordance programme *AntConc* 3.2.4w and *SPSS Statistics Software Package* version 20.0.0.

Keywords: intercultural business communication, value dimensions, cultural orientations.

Resumen

Influencia de la cultura en el lenguaje de las auto-presentaciones de las compañías de negocio en las páginas web españolas y rusas

Este artículo trata del problema de la comunicación intercultural de los negocios entre los españoles y los rusos, intenta identificar posibles puntos de

malentendido entre los representantes de los dos países a la hora de presentar sus compañías, y diseñar un conjunto de estrategias para evitarlos. Las culturas española y rusa se comparan a través del contraste de los patrones lingüísticos utilizados por los españoles y los rusos para presentar las compañías en sus páginas web oficiales. El modelo de las cinco dimensiones de Geert Hofstede (2001/1980) ha sido la base del análisis, y las dos culturas han sido comparadas en cinco aspectos: índice de individualismo, índice de distancia del poder, índice de masculinidad, índice de evasión de la incertidumbre e índice de orientación a largo plazo. Para los propósitos del estudio se confeccionaron dos corpus que consistían en 30 presentaciones web de las compañías españolas y rusas respectivamente: 10 pertenecían a las agencias de viaje, 10 a las inmobiliarias, y 10 a las empresas de alimentación. El análisis ha sido realizado con la ayuda del programa de concordancias *AntConc* 3.2.4w y el software estadístico *SPSS Statistics Software Package* versión 20.0.0.

Palabras clave: comunicación intercultural de los negocios, dimensiones de valor, orientaciones culturales.

1. Introduction

The concept of international communication is not new. From the beginning of times, primeval tribes and nations from different cultural backgrounds met and had contact. However, their communicative encounters were rather limited, few and simple in comparison with nowadays. The selection of topics and signals was adapted to the immediate necessities of life: hunting, defence, attack, hiding, looking for food and shelter, reproduction. But the nature of intercultural encounters has changed significantly since that time. At present, people travel much more than before thanks to the development of the means of transport, and interact with people from all over the world thanks to the appearance of the Internet and electronic forms of communication that make possible instant messaging and even real time communication with the remotest areas of the planet. In the recent decades, changes in government legislation on civil rights promoted contact between people from different racial and ethnic background, making them co-workers, neighbours or even part of the same family. Multiculturalism has spread all over the world, thus creating the concept of “global village” in which we live at present. The best example of it can be the United States of America, the “melting pot”, where “African American, Hispanic and other ethnic groups are actively defending the validity of their identities while the Anglo population has begun to sense an urgency for understanding these perceptions” (Singer, 1998: 104).

People's goal in intercultural communication may be different: tourism, studies, business or relationship, and the time they spend interacting with other cultures can be measured distinctly: by minutes or by years, but one thing is common: they will have to face certain problems of misunderstanding. The question of having the correct intercultural communication competence has become a burning issue, as nowadays all the nations and cultures prove to be interdependent. The diversity of interests and expectations presents great opportunities for mutual cooperation, creating a global community where people from different cultures live in respect and understanding. However, it also presents the possibility of turning this dream into a nightmare in which there are "clusters of strangers living in ghettos and united only in their antipathies for others" (Barnlund, 1998: 36). People that come from distinct cultural backgrounds are aware of the differences that exist between them, and these differences tend to become very important, sometimes even exaggerated or distorted, which creates a negative stereotype. In this case, mutual respect and cooperation are difficult to obtain, however rivalry and tension are easily provoked, and that results in an intercultural conflict. To prevent this from happening, we have to be aware of the differences that separate nations and cultures, and be ready to accept them and reach compromise solutions. For this reason, research in the field of intercultural communication is of paramount importance nowadays and has to be conducted on a large scale.

The globalization process which has been taking place actively over the last decades, has promoted opportunities for international business and trading, which have been used by entrepreneurs all over the world. Big companies look for business partners in new locations. Due to the economic crises in Europe, the European countries have to search for solution and very often they find it in the countries with emerging economies, like China, Russia, Brazil and India.

In this paper we are going to look closely at the example of the negotiations between Spain and Russia. In the latest press it is easy to find evidence that Spain and Russia have been developing solid business connection. The most popular areas of interaction are:

1. Tourism:

According to the statistic data, the number of the Russian tourists that travel to Spain has almost doubled in the past two years and forecasts indicate that this tendency will be maintained in 2013¹.

2. Real estate sector:

Low house prices caused by the burst of the Spanish real estate bubble in addition to the possible adoption of the law which will grant the residence permit to those who buy a house for a price over 160,000 Euros, have triggered much interest in the potential buyers and investors from Russia.²

3. Export, expansion of trade and investment:

For Spain, Russia may be one of the key markets in the field of technology, food and agriculture, textiles, as well as in the automotive sector, transport infrastructure, renewable energy and environment.³

In general, the commercial interchange between Russia and Spain has grown in the past few years, and the future seems promising. A short summary for the year 2011 can be seen in Figure 1 taken from *Rusia HOY*, a digital newspaper about Russia⁴:

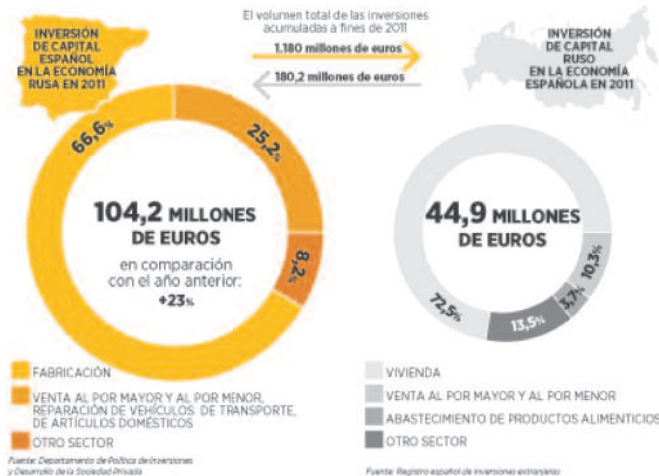


Figure 1. Pablo León. "España y Rusia potencian sus relaciones económicas". *Rusia HOY*, 28 de mayo de 2012.

In the area of international business, to be competent in intercultural communication is extremely significant for achieving success in negotiations and reaching mutual agreement. As the commerce between Spain and Russia

seems to be a topical issue today, in this paper we will analyse, through intercultural perspective, possible problems that may arise in business communication between the Spanish and the Russians, and give their respective solutions.

2. Statement of the problem

Since the second half of the 20th century the question of intercultural communication, and especially in the business context, has been dealt with much, and a lot of research has been carried out on this topic (Hall, 1959 & 1966; Hofstede, 1980; Gudykunst, 1988; Samovar & Porter, 1991; Bennett, 1998; Guillén-Nieto, Marimón-Llorca & Vargas-Sierra, 2009; Kecskes & Romero-Trillo, 2013).

However, in the process of looking for the material for the present paper (analysing the works of the authors mentioned before and searching on the Internet and in the library), we have noticed that research on intercultural business communication between native Spanish and Russian speakers is very scarce. Probably, it can be explained by the fact that the English language has become the main medium for business communication between people from different countries who speak different languages. For that reason the principal research is being conducted on English and its role in intercultural communication throughout the world (Guillén-Nieto, 2009; Mateo Martínez, 2010; Kecskes & Romero-Trillo, 2013).

Another reason may consist in rather recent beginning of active business relations between Spain and Russia. A few years ago, it was a very rare case to see a Spanish businessman making deal with a Russian one. This situation has changed. The necessity to carry out research on cross-cultural communication between these two nations becomes a burning issue. It will help us discover probable sources for future misunderstanding and problems, and develop some strategies to avoid them and make business relations successful.

3. Purpose of the study

Following the idea expressed in the previous section, our main objectives for this research paper can be formulated as follows:

1. To explore, describe and explain the possible influence of cultural dimensions on the way Spanish and Russian business companies introduce themselves on their official websites.
2. To compare the presentations of Spanish and Russian companies on their official websites in order to find cultural and linguistic similarities and differences.
3. To identify possible problems of misunderstanding between the representatives of the two countries at the moment of introducing their companies, and to design a set of strategies to avoid them.

The following chapters will explain in more detail the initial hypotheses of the research and the model of analysis that will be used.

4. Hypotheses

Culture, as well as language, is a social system acquired and shared by the individuals that belong to the same community. Cultural background is always present in the life of a person and has great influence on everything he or she does and says. No form of human communication can develop without cultural influence because communication is implemented through language, and language is connected to the mind of the people who use it. It develops together with people in certain social and cultural circumstances, so inevitably it will have their influence. Language describes and defines the world that people live in, so if there are differences in cultures and mentalities, there will be differences in languages. So languages, and thus communication, will be always influenced by culture, as the interlocutors' cultural background is impossible to forget or ignore (Mateo Martínez, 2010).

Identification of cultural norms and orientations makes it possible to explain the preference of community members for certain linguistic and non-linguistic behaviour. Hence, the general working hypothesis of this project is that culture influences the way Spanish and Russian business companies introduce themselves on their official websites, which has been selected as the object of study for this research. More specifically, different cultural values can be traced in Spanish and Russian linguistic patterns, and these differences will enable the language researcher to predict possible points of misunderstanding between the two cultures.

For the purpose of this research we will use Hofstede's (2001/1980) value dimensions model which is based on statistics and presents quantified scores, so the comparative analysis can be easily carried out. Hofstede offers five value dimensions: individualism index, power distance index, masculinity index, uncertainty avoidance index, and long-term orientation index (a recently added dimension of indulgence index has not been analysed as it appeared after the present work had been written).

- (i) *Individualism versus Collectivism (IDV)*: this dimension deals with the concept of identity and integration of the individuals within social groups or organizations. On the one extreme there is individualistic culture whose members are only expected to take care of themselves and their close family, and on the other extreme we find collectivist cultures whose members are expected to take care of their relatives or other members of a certain group.
- (ii) *Power Distance (PDI)*: this dimension refers to the degree of power that the individuals have in social groups or organizations, and the social distance that exists among them.
- (iii) *Masculinity versus Femininity (MAS)*: this value dimension deals with the characteristics traditionally assigned to the masculinity and femininity. A masculine culture is more competitive and its members will prefer assertiveness, heroism, achievement and material reward for success. On the contrary, a feminine culture is more consensus-oriented and its members will prefer cooperation, caring for the weak, modesty and quality of life.
- (iv) *Uncertainty Avoidance (UAI)*: this dimension deals with the degree of tolerance that a culture has towards the unknown. On the one extreme of the continuum there are cultures that tend to reject the changes of the status quo to avoid the uncertainty that they may provoke. On the other extreme there are cultures that are not so rigid in their attitude towards the changes and feel comfortable with the fact that the future can never be known.
- (v) *Long-term versus Short-term Orientation (LTO)*: this value dimension deals with the search for virtue in a society. On the one hand, there are short-term oriented cultures whose members are not likely to save for the future, as they focus on achieving quick

results. They are centred on the present. On the other hand, long-term oriented cultures are thrifty; they show tendency to save and invest, and perseverance in achieving results. They are oriented towards the future.

The scores on The Hofstede Centre website⁵ (provided in Chapter 8) suggest that there can be serious differences between Russia and Spain if we talk about power distance. However, there is no significant distinction as far as the rest of the value dimensions are concerned. As no information is available on Russia for the long-term orientation dimension, we will suppose that there may be a significant difference.

In this research we will concentrate both on possible differences and similarities between the two cultures, which are likely to manifest themselves through the language. So, the hypotheses of this paper are:

1. Hofstede's value dimensions of individualism index, power distance index, masculinity index, uncertainty avoidance index, and long-term orientation index can be detected in the linguistic traits used in the presentations of Spanish and Russian companies on the websites.
2. The dimensions of individualism index, masculinity index, and uncertainty avoidance index will be expressed through similar language patterns in Spanish and Russian web presentations, namely through: (a) the same quantitative use of the 1st person plural and the 1st person singular forms (for the individualism index), (b) the same use of expressive and instrumental languages (for the masculinity index), (c) the same degree of accessibility of information, length of texts and position of the purpose statement (for the uncertainty avoidance index).
3. The dimension of power distance will be expressed through distinct language patterns in Spanish and Russian web presentations, namely through the different quantitative and qualitative use of the personal pronouns that denote V/T forms of address.
4. The dimension of long-term orientation may be assumed to be expressed through distinct language patterns in Spanish and Russian web presentations, namely through the different use of references to the future and to the present.

5. Corpora

In order to implement the idea of our research and to analyse the influence of Hofstede's value dimensions on the way Spanish and Russian companies introduce themselves on their websites, it is necessary to have samples of texts used in web presentations. These samples allow us to create two corpora, the Spanish and the Russian, and later, to conduct a contrastive analysis.

First of all, a preliminary choice of companies was made. To be able to decide the presentations of which companies will be of our interest, we used the information about the current state of business affairs between Spain and Russia. As we have already mentioned in the introduction, the most popular areas of negotiations between these countries are tourism, real estate sector and export. So, for the purpose of our research, we selected Spanish and Russian companies from these business sectors.

To choose the most representative Spanish companies from the tourist sector, we used the list of the travel agencies with the biggest annual sales volume published in *Hosteltur.com* on the 5th June, 2012.⁶ The Russian travel agencies were chosen from the best travel agencies in Russia with the biggest turnover, according to the information provided by the Russian Travel Agency Association in March, 2012.⁷ The list of the companies can be found in the Appendix.

As there are so many real estate agencies in Spain today, and each of them performs almost the same functions, the real estate agencies for our analysis were chosen only from Madrid, because we suppose that the most representative agencies would be concentrated in the capital of a country. The selection was carried out through the search made on *Spanish Yellow Pages of Madrid*⁸ sorted by reviews. The first ten results of big real estate agencies were chosen. In Russia the best and the biggest real estate agencies are situated in Moscow, the capital of the country, so we used the same procedure as described before but with *Russian Yellow Pages of Moscow* region⁹, to find the top ten real estate agencies. All the companies are mentioned in the Appendix.

Finally, we decided to represent the export sector with the food industry companies, since, according to the last year report in *EL PAIS*¹⁰, the export of food and drinks has become one of the principal export sectors in Spain, leaving behind the automobile one. In Russia, the export of food does not

have such a relevant value in economy as it does in Spain. However, the Russian food industry companies have ambitious projects of expanding the exportation of food and beverages to the Western consumers, as *Rusia HOY* stated a year ago in its report¹¹. It may be thus presumed that Spain and Russia are likely to start fruitful negotiations in this sector in the nearest future.

The Spanish companies from the food and drink sector were selected from the ranking list of the food industry companies in Spain with the biggest annual sales volume, provided by *Marketing4food.com* on the 5th March, 2012.¹² The Russian companies of the food and drink sector were chosen from the similar ranking list, provided by the Russian economic newspaper *Коммерсантъ* on the 7th February, 2012.¹³ The names of the selected firms are given in the Appendix.

As a contrastive analysis of the cultural influence must be based on representative corpora, only the original texts written in Spanish and in Russian as the respective first language were chosen. In consequence, we obtained the first corpus formed by the web presentations of the companies created by and for Spanish people. The second corpus consists of the texts written by and for Russian people respectively.

The texts were taken from the official websites of the companies, from the sectors called “¿Quiénes somos?”, “Nuestro Grupo”, “Acerca de”, “Carta de Presentación”, “Qué es...?”, “Conócenos”, “Nosotros”, etc. and their counterparts on the Russian webpages, including the messages from the general managers, if there were any. We decided to leave out the sections dedicated to the history of the company and its economic data, as well as the detailed paragraphs about the ethical values, social responsibility, etc. because we considered that this information is not relevant for the purpose of our study. We chose the most visible sectors - the presentations of the companies - which constitute the first message that a person sees when he or she looks for the information about a company. As the first impression proves to be the strongest and, often, the decisive one, we considered this section of the webpage the most relevant.

The characteristics of the obtained corpora are summarized in Table 1:

Characteristics	Corpora
1. Topics of the texts	Travel agencies Real estate agencies Food and drink companies
2. Number of texts	10 for each topic, 30 in total
3. Length of texts	Spanish corpus: minimum length 66 words / maximum length 483 words Russian corpus: minimum length 76 words / maximum length 834 words
4. Total length of the corpus	Spanish corpus: 7248 words Russian corpus: 8342 words
5. Genre	Presentation of a company
6. Setting	Official webpage of the company, the introductory sector ("Quiénes somos" or the like)
7. Channel	Written
8. Mode	Written language
9. Language	Spanish corpus: Spanish (standard) Russian corpus: Russian (standard)
10. Authors	Representatives of the company
11. Readers	Potential consumers/clients or business partners
12. Objectivity	Partial: some data are objective, but the description of the company is subjective – it is always presented as the best in its category
13. Communicative purpose	To address potential clients/consumers or business partners, introduce the company and inform about its benefits, convince them to choose this company and its services, prompt purchases or collaboration. Often these communicative purposes take the form of providing enjoyment, help, taking care of health, etc.

Table 1. The characteristics of the corpora.

6. Model of analysis

The comparative analysis of the way Spanish and Russian companies introduce themselves on their websites means that the object of study has a double perspective - linguistic and intercultural. For this reason, a complex model of analysis is required.

The present work borrows its model of analysis from the previous studies in the field of intercultural communication. The source of inspiration was a cross-disciplinary model for the analysis of intercultural business communication between Spaniards and Britons, introduced by Victoria Guillén-Nieto (2009: 37). According to the author, it “consists of four levels, moving from the inner, invisible, face of a culture (Levels 1 and 2) to the outer, visible, face of a culture (Levels 3 and 4)”, and it is summarized in Table 2:

A cross-disciplinary model for the analysis of intercultural business communication between Spaniards and Britons

ion between Spaniards and Britons

A cross-disciplinary model for the analysis of intercultural business communication between Spaniards and Britons

Level 1	Selecting relevant value dimensions for the analysis of intercultural business communication between Spaniards and Britons.
Level 2	Defining culture-specific value orientations in Spanish and British cultures.
Level 3	Analysing how culture-specific value orientations have been negotiated into culture-specific ritualistic behaviour, namely protocol and social etiquette.
Level 4	Examining how culture-specific value orientations have been negotiated into culture-specific language use, namely rules of interaction, socio-pragmatic conventions, and pragmalinguistic behaviour.

Table 2. Levels of analysis (Guillén-Nieto, 2009: 37).

In the case of our research, the model of analysis presented above was applied to intercultural business communication between Spaniards and Russians.

7. Procedure

Our research was organised in four stages, according to the model of analysis.

At the first stage, we selected relevant value dimensions for the analysis of intercultural business communication between Spaniards and Russians. We used Hofstede's (2001/1980) value dimensions, which are based on exhaustive empirical research supported by sophisticated statistics, including the five cultural indexes previously mentioned in the article.

At the second stage, we defined culture-specific value orientations in Spanish and Russian cultures. The value dimensions taken from Hofstede's model were analysed and compared between the two countries, with the help of the statistic data provided on The Hofstede Centre website, and then, the relevant dimensions were kept for the purposes of analysis.

Hofstede's scores on value dimensions for Spain and Russia taken from The Hofstede Centre website, are shown in Figure 2.

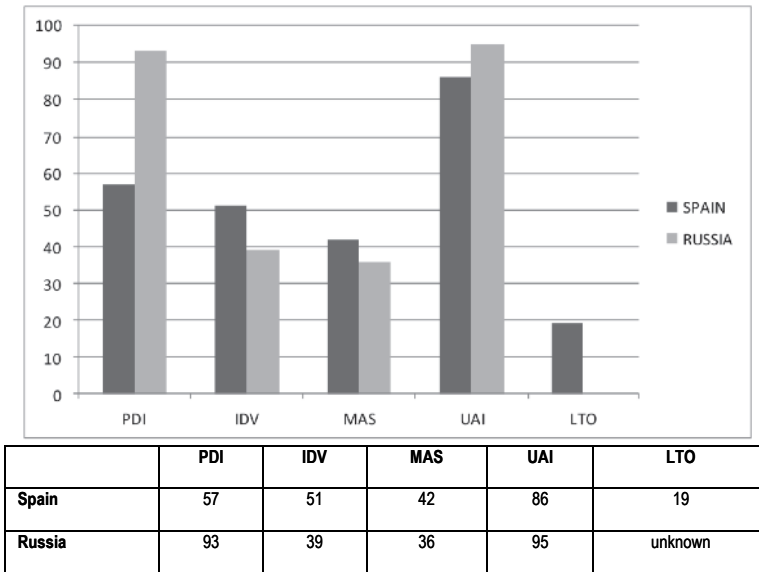


Figure 2. Hofstede's scores on value dimensions for Spain and Russia.

These data confirm that there are some strong cultural differences between Spain and Russia, namely when we speak about power distance. Whereas Spain's power distance index is medium, Russia's is particularly high. The value dimensions of individualism, masculinity and uncertainty avoidance show around 10-score difference between the two cultures, which does not represent a serious distinction. The last value dimension of long-term orientation has a lack of data for Russia, which means that this aspect must be further analysed.

The readers can observe that the value dimension that is most likely to cause problems of misunderstanding and friction between the Spanish and the Russians is power distance, and they can suppose the same about long-term orientation, as the data is not fully provided. In the rest of the dimensions the scores do not differ much, which means that the two cultures are likely to be similar in these aspects. For the purposes of our research we kept and analysed all five cultural dimensions in order to confirm or refute these suppositions.

The third stage related to the analysis of how culture-specific value orientations have been negotiated into culture-specific ritualistic behaviour, was omitted in this research, as the principal interest of this work consists in the linguistic analysis.

Finally, at the fourth stage, we examined how culture-specific value orientations have been negotiated into culture-specific language use, using created corpora as the basis for the study. On this stage two types of analyses were conducted: qualitative and quantitative. In the former we looked at different linguistic levels to compare the texts and find language variables that are worth analysing.

Guillén-Nieto (2009: 49-50) in her analysis of intercultural business communication between Spaniards and Britons summarized the hypothetical correlation between cultural dimensions and oral and written linguistic patterns in Table 3:

Value dimension	National culture	Culture-specific values	Language-specific behaviour
Time	Spanish	Polychronic	Multifocus High tolerance for interruptions High tolerance for simultaneous speech
	British	Monochronic	Single focus Low tolerance for interruptions Low tolerance for simultaneous speech
Personal space	British	Non-contact culture	Promotes the use of independence strategies (negative politeness)
	Spanish	Contact culture	Promotes the use of involvement strategies (positive politeness)
Context	Spanish	Fairly high context	Promotes implicitness Relies on contextual cues and non verbal codes
	British	Low context	Relies on symbolic language and the verbal code
Individualism index	British	Very high (89)	Form of reference to self as an individual Uses independence strategies (negative politeness)
	Spanish	Average (51)	Form of reference to self as a group Uses involvement strategies (positive politeness)
Power distance	Spanish	Average (57)	Honorifics, Terms of address V/T forms
	British	Moderately small (35)	Honorifics, Terms of address Ø V/T forms
Masculinity index	British	Moderately high (66)	Task-oriented Instrumental
	Spanish	Average (42)	People-oriented Expressive
Uncertainty avoidance index	Spanish	Strong (86)	Turn-taking system is asymmetrical Long turns Low tolerance of silence Shows preference for digressiveness, circumlocutions, long explanations, long texts, and long sentences Needs to provide background information and context Purpose statement is postponed Thesis/purpose statement is delayed Indirectness in purpose statement Requires confirmation
			British

Table 3. Hypothetical correlation of culture-specific values with language-specific behaviour (Guillén-Nieto, 2009: 49-50).

The above mentioned Table 3 was used as a source of inspiration for our own research. Having analysed the corpora, we selected the linguistic variables that were used for further investigation and that are summarized in Table 4:

Value dimension	National culture	Culture-specific values	Analysed linguistic variables
Individualism index	Spanish	Average (51)	Personal pronouns “we” and “I” Possessive pronouns “our” and “my”
	Russian	Average (39)	Verbs in the 1st person singular and the 1st person plural forms (present tense)
Power distance index	Russian	Very high (93)	Personal pronouns “ú/ты” and “Usted(es)/Вы (Вы)” that express V/T forms of address
Masculinity index	Spanish	Average (57)	Expressive language Instrumental language
	Russian	Moderately low (36)	
Uncertainty avoidance index	Russian	Very high (95)	Accessibility of the information Length of texts, paragraphs and sentences
	Spanish	Very high (86)	Position of the purpose statement
Long-term orientation	Spanish	Low (19)	Presence of the references to the future
	Russian	No data available	Presence of the references to the present

Table 4. Correlation of linguistic variables with Hofstede's five cultural dimensions in the Spanish and the Russian corpora.

When the linguistic variables were defined, we proceeded with the quantitative part of the analysis, which included:

- (i) Use of the concordance program *AntiConc* 3.2.4w to carry out the analysis of the selected linguistic variables;
- (ii) Chi square test or T-test of *SPSS Statistics Software Package* version 20.0.0 to determine whether or not the differences observed in the frequencies of the linguistic variables selected in both corpora are statistically significant.

The results obtained helped us compare the corpora of Spanish and Russian texts, and thus, compare the respective cultures through contrastive analysis.

8. Findings and discussion

8.1. Individualism index

The cultural dimension of individualism versus collectivism deals with the concept of identity that the individuals have in their society. There are cultures with collectivist mentality, where the self-image is defined in terms of “we”, and with individualistic mentality, where the self-image is presented as “I”.

After the previous qualitative analysis of the corpora we have selected linguistic variables which, in our opinion, reflect the cultural values described by Hofstede. We have noticed that the most popular way among all the companies is self-presentation from the first person plural: “we”, “our company”, “our agents”, etc. Logically, the most used verb form in this case is the first person plural (“somos”, “hemos logrado”, “trabajamos”, “esperamos”, “**ПОМОЖЕМ**” [we will help], etc.). Frequent use of personal and possessive pronouns of the first person plural is also common for these presentations (“nosotros”, “esa es nuestra esencia, nuestra misión y nuestro destino”, “nuestro nuevo cliente”, “**МЫ**” [we], “**НАШИ КЛИЕНТЫ**” [our clients], etc.). The use of “we”, referring to self as a group, speaks about individualism index. Both cultures have average score for this value dimension. However, Russia has a lower score and tends to present a more collectivist mentality than Spain.

So, we have decided to analyse the use of the personal pronoun “we”, possessive pronoun “our” and verbs in the first person plural form (present tense) in the Spanish language and the Russian language to see if there may be significant difference. We have also checked the opposite linguistic characteristic: the presence of the personal pronoun “I”, possessive pronoun “my” and verbs in the first person singular form (present tense) in both corpora, to see if there are any cases of them and if their presence can be meaningful. We present the results of the quantitative analysis of the corpora in the comparative Figure 3:

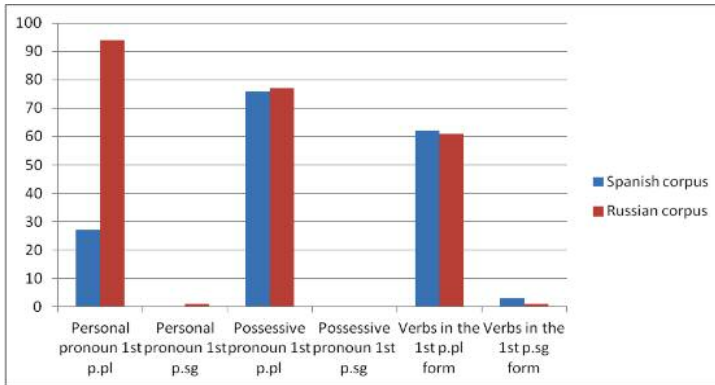


Figure 3. Results of the quantitative analysis of the corpora for the individualism index dimension.

We can notice that the results for the Spanish and the Russian corpora are very similar, however, the number of instances the 1st person plural personal pronoun appears is different: in the Russian texts it was found 94 times, while in the Spanish texts only 27, almost 3.5 times less.

According to Hofstede's scale, both Spanish and Russian cultures have average scores for this value dimension: Spain 51 and Russia 39. The Pearson chi-square test of *SPSS Statistics* proved that there is no significant difference between the Spanish and the Russian corpora (which proved our initial hypothesis), so the two cultures are similar in this aspect and are unlikely to have difficulties in communication based on this value dimension. But, the research with *AntConc* showed that in the Russian corpus the 1st person plural personal pronoun was used almost 3.5 times more than in the Spanish corpus, which proves the idea that Russia has a little more collectivist mentality than Spain.

8.2. Power distance index

Power distance index demonstrates the degree of power and social distance that exists among the individuals in a society. There are cultures that prefer a strict hierarchical order where each person occupies a certain place, and there are cultures whose members opt for equality in the distribution of power.

In the Spanish language and the Russian language there is a distinction between T/V forms. In Spanish, the T form is expressed by the 2nd person

singular personal pronoun “tú” and the V form - by the 3rd person singular or plural pronoun “Usted” and “Ustedes”. In Russian, the T form is presented by the 2nd person singular personal pronoun “Ты” and the V form - by the 2nd person plural pronoun “Вы” or “вЫ”, as in contemporary Russian these two forms of writing of the same pronoun, with a capital or with a small letter, are interchangeable. “Вы (вЫ)” can be used for both the singular and the plural V forms.

One of the significant moments that we have observed while performing qualitative analysis is the preference for the use of “tú”/“Ты” or “Usted”/“Вы/вЫ” when addressing the reader. The second person singular pronoun “tú”/“Ты” which creates the atmosphere of familiarity and equality, was more frequent in the Spanish texts. With the help of this form of address, the authors of the presentation have shortened the social distance between the company and the reader. In the Russian corpus the most common way of address was with the pronoun “Usted”/“Вы/вЫ”, which is rather formal and reserved, and creates the feeling of respect and aloofness.

Preference for a certain form of address reveals the difference in power distance index between Russia and Spain. Russian culture has a very high score (93) which is reflected in a more formal and distant form of address “Вы/вЫ”, while Spain has an average score (57) and opts for using a more informal form “tú”.

Later we have used the software package *SPSS Statistics* and its chi-squared test to see if the frequencies previously observed in the categorical variables vary significantly. In our case we analysed the frequencies of the appearance of T and V forms in both corpora. We made a hypothesis that the difference in the appearance of these characteristics is significant between the two corpora. If it is so, the value of the chi-squared should be less than 0.05 (according to the convention, if the value of the statistical significance is less than 0.05, then there is a significant difference between the groups; if it is less than 0.01 - the difference is very significant). If the value is more than 0.05, there is no significant difference between the corpora, so the cultures are alike in terms of this cultural value and should not experience problems in communication.

For the T-forms we obtained the following result (Table 5):

Crosstab Count		T-forms		Total
		does not appear	appears	
Corpus	Spanish corpus	23	7	30
	Russian corpus	30	0	30
Total		53	7	60

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.925 ^a	1	.005		
Continuity Correction ^b	5.822	1	.016		
Likelihood Ratio	10.631	1	.001		
Fisher's Exact Test				.011	.005
Linear-by-Linear Association	7.792	1	.005		
N of Valid Cases	60				

Table 5. The results of the Pearson chi-square test for the T-forms of address.

As the value of statistical significance is less than 0.01, the difference between the corpora has proved to be very significant, so our hypothesis is correct.

And the results for the V-forms can be seen in Table 6:

Crosstab Count		V-forms		Total
		does not appear	appears	
Corpus	Spanish corpus	25	5	30
	Russian corpus	17	13	30
Total		42	18	60

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.079 ^a	1	.024		
Continuity Correction ^b	3.889	1	.049		
Likelihood Ratio	5.216	1	.022		
Fisher's Exact Test				.047	.024
Linear-by-Linear Association	4.995	1	.025		
N of Valid Cases	60				

Table 6. The results of the Pearson chi-square test for the V-forms of address.

Again, our hypothesis is correct, as the value of statistical significance is less than 0.05, and the difference in the appearance of V-forms in the two corpora is significant.

As we can see from the results of the chi-squared test, the difference between the Spanish and the Russian corpora in terms of the use of T and V forms proved to be significant (even very significant in the case of T forms). It means that the cultural dimension of power distance is likely to present an obstacle in communication between these two cultures as they are very dissimilar in this aspect. Again these results prove our supposition based on Hofstede's score for this value dimension: Russia has a very high position on the scale (93), so it is a high power country, and Spain has an average score (57) and it is a medium power culture.

8.3. Masculinity index

Masculinity index shows if a culture has masculine values, like assertiveness, competitiveness and achievements, or feminine values, like caring, consensus and cooperation.

One of the characteristics that attracted our attention was a slight difference in lexis used in both corpora. While the choice of words is nearly the same, the Russian corpus seems to have a little more vocabulary of feelings, taking care of others. Almost every Russian company mentions taking care of the clients as its main objective: “забота о потребителях” [concern for the consumers], “Вимм-Билль-Данн» помогает людям, радуя их каждый день вкусными и полезными для здоровья всей семьи продуктами питания” [“Wimm-Bill-Dann” helps people, making them happy every day with tasty and health-giving foodstuffs for the whole family], “стремится к 100%-му удовлетворению запросов всех своих клиентов” [strives for 100% satisfaction of all its clients' demands], etc. This aspect may be explained by a lower score on masculinity index that Russia has in comparison with Spain. However, this difference is very small.

For the purpose of our research, we have decided to look at the presence of the lexis of feelings and taking care of others in the two corpora. Russia and Spain have very similar scores on this cultural value, still Russia has a lower index, so we wanted to check if there is a significant difference through the analysis of this specific vocabulary. We have also analysed the presence of the opposite lexis: vocabulary of achievements, action and results, typical of the cultures with higher masculinity index (words like “venta”, “líder”,

“negocio”, “продажа” [sale], “сделки” [deals], etc.) to see if there is any meaningful difference between the two corpora in this aspect as well.

With the help of the analysis with *AntConc* we can see that in the Spanish corpus the vocabulary of feelings and taking care of the others can be found:

Word	Frequency
necesidades	15
ofrecer	11
confianza	9
atención	6
relaciones	6
seguridad	6
bienestar	5
compromiso	5
salud	5
ayudan	3

Table 7. The frequency of the feminine lexis in the Spanish corpus.

The vocabulary of achievements and results is also present and can be demonstrated by the following examples:

Word	Frequency
venta	15
líder	14
consumidores	10
negocio	9
alcanzar	7
profesional	7
tecnología	7
crecimiento	6
liderazgo	6
misión	6

Table 8. The frequency of the masculine lexis in the Spanish corpus.

We have chosen only 10 words with the highest frequency ranking for each group, but even with this selection it is possible to notice a difference: 71 words of feelings versus 87 words of achievements.

If we take a look at the Russian corpus, we will see the following picture for the lexis of emotions and care:

Word	Frequency
Услуги (services)	17
Возможность (opportunity)	9
Качество (quality)	8
Сопровождение (accompaniment)	8
Отдых (rest)	7
Предлагает (offers)	7
Поможем (we will help)	6
Безопасность (security)	4
Обеспечивает (he/she/it provides)	4
Здоровье (health)	3

Table 9. The frequency of the feminine lexis in the Russian corpus.

And for the vocabulary of achievements and results:

Word	Frequency
Производство (production)	12
Продажа (sale)	11
Сделки (deals)	10
Деятельность (activity)	9
Коммерческий (commercial)	9
Бизнес (business)	7
Миссия (mission)	7
Развитие (development)	6
Лидер (leader)	5
Стратегия (strategy)	5

Table 10. The frequency of the masculine lexis in the Russian corpus.

In the case of the Russian corpus, 10 words with the highest frequency ranking in each group have been selected as well, and we have noticed 73 words of the lexis of feelings and 81 words - of achievements. The difference is as obvious as in the Spanish corpus: the “masculine” vocabulary predominates.

Hofstede’s scale shows that Spain has an average score of 42 and Russia a moderately lower score of 36 in this value dimension. Our initial hypothesis about the same quantitative use of expressive and instrumental languages in Russian and Spanish was proved by the results of the quantitative analysis. The difference between the corpora in the cultural dimension of masculinity versus femininity is not significant. The cultures are alike in this aspect, so the cultural value of masculinity should not give rise to problems of communication between the Spanish and the Russians. Interestingly enough, both corpora have presented more “masculine” lexis than “feminine” (the texts are more oriented towards informing the reader about the achievements, results and success of the company, rather than about the way they care about the customers), though both cultures are considered to be

feminine, according to Hofstede's scale. This fact can probably be explained by the genre of the texts that have been examined, which requires the extensive use of "masculine" vocabulary: when a business company introduces itself, it will most likely speak about its achievements rather than feelings and emotions.

8.4. Uncertainty avoidance index

The cultural dimension of uncertainty avoidance index defines the degree of tolerance that a culture has towards the unknown. There are societies whose members try to avoid changes as the uncertainty of the outcome inconveniences them, and there are countries that like to take risks and that feel comfortable with the uncertainty of the future.

Previous qualitative analysis demonstrated that both Spanish and Russian companies take the question of self-presentation to the public seriously and opt for formal format. The only slight difference between the two corpora may be the fact that the presentations of the Spanish firms were not always easy to find. While on the Russian webpages the information about the company was always present and visible, on some Spanish websites it was necessary to spend some time and look for this information on the whole webpage (Halcón Viajes, eDreams, Rumbo Agencias, Logitravel, Atrápalo, Corporación Peñasanta, Gallina Blanca, Martínez Lorient and Puleva). The question of the easy access to the information about a firm may reflect the uncertainty avoidance dimension. Russia has a slightly higher score on Hofstede's scale (95), which means that it is not tolerant of ambiguity and needs more background information and context. That is why the presentations of the Russian companies are complete, detailed and not difficult to find. For the same reason, the texts which compose the Russian corpus are a little longer than those of the Spanish one: they provide more information and detail.

Another difference that we have noticed is the position of the purpose statement (by purpose statements in the case of self-presentations we understand the phrases in which the company explains what it offers to the clients and what the purpose of its work is). In the Spanish texts there seem to be more anticipated purpose statements than in the Russian discourses. It can be explained by a difference that both cultures have in uncertainty avoidance index. Russia has a higher score (95), which means that the Russian companies are likely to provide more background information and

context before telling the reader the purpose of the writing. Sometimes the purpose statements are indirect. Spain also has a high score (86), however, in the Spanish corpus there are more instances of anticipated purpose statement. The Spanish companies can state from the beginning the reason for addressing the reader, and only then give more details.

So, in the analysis of this cultural dimension we have concentrated on three aspects. First of all, we have checked if it is easy to find the information about the company on its website. Later we have seen how long the texts, paragraphs and sentences within the texts are. And, finally, we have analysed if there are more anticipated or postponed purpose statements in the corpora. As Russia has a higher score in this dimension, we have expected the Russian corpus to show more proofs of high uncertainty avoidance index than the Spanish one.

After having done the quantitative analysis of the uncertainty avoidance cultural dimension in the Spanish and the Russian corpora, we can see that the results are inconclusive. On the one hand, two out of three analysed aspects (lengths of texts/paragraphs/sentences and position of the purpose statement) have not shown any significant difference between the corpora.

On the other hand, one aspect (accessibility of the information about the company) has demonstrated a very important difference. However, the point of accessibility of information on the websites may be also connected to the principles of web design used in both countries. The Russian web designers follow the rules established by the American specialists in this field. After a small research on the basic principles of web design in the USA and Russia, we have discovered that Russians always cite the translated versions of American articles on the topic or use the same idea and complete it with more information. For example, the Russian web pages <<http://www.w3school.ru/blog>> (a web journal for web masters and bloggers [19/05/2013]), <<http://www.trud.ts6.ru>> (a website about web design [19/05/2013]), <<http://www.webfocus.ru>> (a virtual school of web design [19/05/2013]) and many others (<<http://www.galleo.ru>>, <<http://www.diogenes.ru>>, <<http://www.designonstop.com>> [last access to all pages on 19/05/2013], etc.) use the term “usability” and its principles to explain how to create a good website¹⁴. The main rules of web usability are explained in the articles published on the National Education Association page (<http://www.nea.org/home/10-Principles-of-Basic-Web-Design.html> [19/05/2013]) and on the Eighteenth Century England website

at the University of Michigan (<http://www.umich.edu/~ece/resources/design.html> [19/05/2013]). The principles of web design described on both Russian and American websites are the same, and a special emphasis is made on accessibility of information: “Don’t hide important information. Users don’t like to click too many times to find the information they want — if information is particularly important, make it accessible up front”¹⁵. Although the Spanish web designers also cited the basic rules of the website creation in terms of usability, it is obvious that in practice they prefer to invest in the attractive visual layout more than in the accessibility of information.

It leads us to the conclusion that though in general, the cultural value of uncertainty avoidance should not present any serious problems of communication between the Spanish and the Russians, there is still a possibility of having certain obstacles as the cultures have proved to have some differences in this aspect. As Hofstede suggested, Russia has a higher score on uncertainty avoidance index (95) than Spain (86), so easy access to the detailed information about a company on its website may be a reflection of that fact.

8.5. Long-term orientation index

This cultural dimension has to do with the search for virtue in a society. On the one hand, there are short-term oriented cultures that are concentrated on the present and quick results. On the other hand, there are societies that are long-term oriented and that are interested in saving and investing for the future.

For the purposes of our research an interesting moment is the use of the future tense and other syntactic structures that make reference to the future, as “que siga(n)” + gerund or “esperar” + infinitive in Spanish or the like, as well as certain words related to the future, like “tomorrow”, “future”, etc. These are common for the Spanish corpus, which may mean a higher degree of long-term orientation for Spanish culture in comparison with Russian. So, we have decided to analyse and see if the texts from both corpora have references to the future.

To check the opposite idea, we have also looked at the references to the present and short-term results (the use of the present tenses, words and phrases related to the present, like “every day”, “today”, etc.).

With the help of *AntiConc* we have found out that the Spanish corpus has 5 instances of the word “futuro” versus 7 instances of “cada día”, and 6 of “hoy”, while the Russian corpus contains only 1 instance of the use of “будущее” (future) versus 1 instance of “каждый день” (every day), 1 of “сегодняшний день” (today), and 6 instances of “сегодня” (today). These results can be presented in the form of the comparative Figure 4:

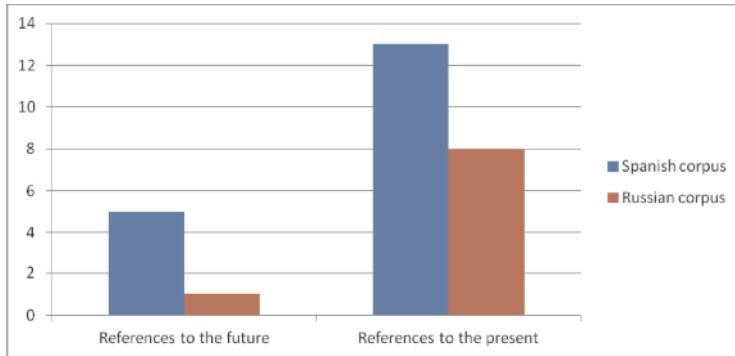


Figure 4. Results of the quantitative analysis of the corpora for the references to the future and the present.

We can see that the Russian corpus has fewer references to the future, which may mean that Russian culture is less long-term oriented than Spanish.

The verb tenses and syntactical structures that denote reference to the future or the present were taken into account at the moment of conducting analysis with *SPSS Statistics*. Their presence or absence in each text of both corpora was registered and considered at the time of carrying out the chi-squared test.

According to Hofstede’s scale, Spain has a low score for this cultural dimension (19) and no data is available for Russia. The quantitative analysis refuted our initial hypothesis that the dimension of long-term orientation may be assumed to be expressed through distinct language patterns in Spanish and Russian web presentations, namely through the different use of references to the future and to the present. The linguistic characteristics that express the value dimension of long-term orientation do not present any significant difference between the corpora, so it is unlikely to provoke any communication difficulties between the Spanish and the Russians, as the cultures proved to be similar in this aspect. It also leads us to the conclusion

that though there is no data available, Russia tends to demonstrate the traits of a short-term oriented society, like Spain.

9. Conclusion and practical application of the results

The analysis described above proved the majority of our initial hypotheses. However, some of them were refuted:

1. Hofstede's value dimensions of individualism index, power distance index, masculinity index, uncertainty avoidance index, and long-term orientation index were traced in the linguistic features used in the presentations of Spanish and Russian companies on their websites.
2. The dimensions of individualism index, masculinity index, and uncertainty avoidance index are expressed through similar language patterns in Spanish and Russian web presentations, namely through: (a) the same use of the 1st person plural and the 1st person singular forms (for the individualism index), (b) the same use of expressive and instrumental languages (for the masculinity index), and (c) the similar length of texts and position of the purpose statement (for the uncertainty avoidance index). However, the hypothesis about the same degree of accessibility of information (for the uncertainty avoidance index) was proved to be incorrect.
3. The dimension of power distance appears to be expressed through distinct language patterns in Spanish and Russian web presentations, namely through the different use of the personal pronouns that denote V/T forms of address.
4. The dimension of long-term orientation does not present any significant differences and appears to be expressed through similar language patterns in Spanish and Russian web presentations, namely through the same use of the references to the future and to the present.

We have analysed the Spanish and the Russian corpora which consisted of the self-presentations of the different companies on their official websites, and we have discovered the proofs of similarities and differences between

the two cultures. But how can these findings help to improve the negotiations between the Spanish and the Russians?

First of all, let us look at the similarities. We have found out that Hofstede's cultural dimension of individualism index does not present any significant difference between the corpora. According to the score on Hofstede's official website, both Spain and Russia belong to the countries with collectivist mentality (Spain has 51 points and Russia 39), thus the representatives of these cultures will tend to refer to themselves as a group, using a "we" concept. Russia has a little lower score, which means that it is a more collectivist country out of the two, that is why during the negotiations (both oral and written) it is important for the Spanish to reinforce the idea of "community" because the traits of individualism can be seen as negative in Russian culture. For this purpose the 1st person plural personal and possessive pronouns and the verbs in the 1st person plural forms should be given preference over the 1st person singular forms, which transmit the idea of individualism.

The cultural dimension of masculinity index does not present any significant difference between the two corpora either. Both countries are quite feminine according to Hofstede's score (42 for Spain and 36 for Russia), and that means that they are both interested in cooperation and caring for others. However, during the analysis we have also seen that both Spain and Russia have a masculine tendency which can be seen in concern in results and material reward for success. These data lead us to the conclusion that during the process of negotiation between the Spanish and the Russians it is important to mention the achievements of the company to gain more status in the eyes of the partners, use linguistically assertive language, and show interest in the financial outcome of the business activity they are going to carry out together. But at the same time it is necessary to express care both for the business partners and potential clients, because "femininity" constitutes a part of both cultures.

Long-term orientation cultural dimension has proved to be expressed in the same way in the Spanish and the Russian corpora, which indicates the similarity between the countries in this aspect (on Hofstede's scale Spain has 19 points and no data is available for Russia). We have come to the conclusion that both Spain and Russia present characteristics of short-term oriented cultures and that means that during the negotiations it is important to reinforce the idea of the interest in the current situation, use more references to the present than to the future.

As for uncertainty avoidance value dimension, after our analysis we have obtained such results that, on the one hand, indicate the similarity that Spanish and Russian cultures have in this aspect, but on the other hand, demonstrate that Russia has more tendency to avoid uncertainty (which seems to be quite logical, as Hofstede's score for Russia is 95, while for Spain it is 86). It means that in the process of negotiations between the Spanish and the Russians special attention should be paid to this point. As the representatives of the Russian culture may feel uncomfortable with uncertainty, it is necessary to make things as clear as possible by giving long and substantial introduction to the topic, providing detailed, easy-to-understand and easy-to-access information about the company and the project. It would be also useful to establish effective communication between the Russians and the Spanish, by responding letters, e-mails or phone calls in a fast and exhaustive manner, so that any question or doubt that may arise on the Russian part can be resolved quickly. In this way many possible problems provoked by the Russian strong tendency to avoid uncertainty may be prevented.

The last cultural dimension, that of power distance, has proved to be a source of great difference between the corpora, and thus between the cultures. In this aspect Spain and Russia seem to be extremely unlike, and this idea is supported by the data on Hofstede's webpage: Russia has 93 points on the score for power distance index, while Spain - 57. It means that during the negotiations, the Spanish should try to show more formality and keep the hierarchical order established in the Russian society, by addressing themselves to their Russian colleagues by honorific terms and using V-forms. It is especially important when dealing with the team leaders or other superiors, people with high social status, and elderly people, as these have particular respect in the Russian culture. On the other hand, in a certain period of time and after having created strong business bonds, the Russians should try to become more informal with their Spanish partners by using T-forms of address to minimize aloofness in business relations.

10. Contribution to the field of languages for specific purposes

With the present research we pretended to make a contribution to the field of languages for specific purposes, by making an initial approach to the

broad topic of business communication between the Spanish and the Russian cultures, which has not been studied much so far. Hopefully, it will be of some help to both Spanish and Russian businessmen and to the future scholars who will continue the research in this field.

This work can be seen as the first step in further study of the question, and the possible future lines of research may be the following:

- (i) Analysis of intercultural business communication between the Spanish and the Russians based on Hall's three value dimensions of time, space and context (Hall, 1959 & 1966);
- (ii) Analysis of other genres of written business communication between the Spanish and the Russians (contracts, business correspondence, emails, etc.);
- (iii) Analysis of oral business communication between the Spanish and the Russians (negotiations, self-presentations, argumentation, etc.);
- (iv) Selection of different linguistic variables for each value dimension for the analysis of intercultural business communication between the Spanish and the Russians (for example, as suggested in the Table 3, Guillén-Nieto, 2009: 49-50);
- (v) Analysis of the use of politeness strategies in business communication between the Spanish and the Russians.

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NOTES

¹ Hosteltur.com - Spanish leader webpage about tourism <http://www.hosteltur.com/125170_turismo-ruso-crecera-30-espana-2013.html> [last access on 14/04/2013].

² News report from PISOS.COM - Spanish real estate webpage <<http://noticias.pisos.com/reportajes/el-mercado-ruso-una-demanda-inmobiliaria-creciente/>> [last access on 14/04/2013].

³ IMEX Impulso Exterior 2012 - International Business Fair. Products and Services to improve the competitiveness of the SME <<http://imex.impulsoexterior.net/mesas-redondas-imex-2012/176-imex->

2012-mr-el-gran-mercado-ruso-en-2012.html> [last access on 14/04/2013].

⁴ Rusia HOY - source of political, business and cultural news and analysis about Russia <http://rusiahoy.com/articles/2012/05/28/espana_y_rusia_potencian_sus_relaciones_economicas_17286.html> [last access on 14/04/2013].

⁵The official website of The Hofstede Centre <<http://geert-hofstede.com/index.php>> [last access on 14/04/2013].

⁶ <http://www.hosteltur.com/188310_grandes-agencias-mercado-espanol-facturaron-8000-m.html> [last access on 14/04/2013].

⁷ <<http://ria.ru/society/20120313/593609854.html>> [last access on 14/04/2013].

⁸ <<http://www.paginasamarillas.es/search/agencias-inmobiliarias/all-ma/madrid/all-is/all-ci/all-ba/all-pu/all-nc/1?od=comentarios>> [last access on 17/03/2013].

⁹ <<http://www.yp.ru/msk/search/text/агентства+недвижимости>> [last access on 17/03/2013].

¹⁰<http://economia.elpais.com/economia/2012/05/27/actualidad/1338143695_863379.html> [last access on 14/04/2013].

¹¹<http://rusiahoy.com/articles/2012/03/27/los_alimentos_rusos_buscan_salidas_16654.html> [last access on 14/04/2013].

¹²<http://www.marketing4food.com/Ranking_empresas_Espana_alimentacion_alimentario> [last access on 14/04/2013].

¹³ <<http://www.kommersant.ru/doc/1867662>> [last access on 14/04/2013].

¹⁴ Usability is a quality attribute that assesses how easy user interfaces are to use. (Definition taken from Nielsen Norman Group website <<http://www.nngroup.com/articles/usability-101-introduction-to-usability/>> [last access on 19/05/2013].

¹⁵ “Basic Web Design Principles” published on Eighteenth Century England website at the University of Michigan <<http://www.umich.edu/~ece/resources/design.html>> [last access on 19/05/2013].

Appendix

1. Spanish websites used for the analysis

Travel agencies:

Viajes el Corte Inglés URL: <http://www.viajeselcorteingles.es> [17/03/2013]

Viajes Halcón-Ecuador URL: <http://www.halconviajes.com/> [17/03/2013]

eDreams URL: <http://www.edreams.es/> [17/03/2013]

Vibo Viajes URL: <http://www.orizonia.com/es/> [17/03/2013]

Carlson Wagonlit Travel URL: <http://www.carlsonwagonlit.es> [17/03/2013]

Rumbo URL: <http://agencias.rumbo.es/> [17/03/2013]

Barceló Viajes URL: <http://www.barceloviajes.com/> [17/03/2013]

Logitravel URL: <http://www.logitravel.com/> [17/03/2013]

Atrapalo URL: <http://www.atrapalo.com/> [17/03/2013]

Viajes Eroski URL: <http://www.viajeseroski.es/> [17/03/2013]

Real estate agencies:

Don Piso URL: <http://www.donpiso.com/> [24/03/2013]
 Navacasa, Servicios Inmobiliarios URL: <http://www.navacasa.es> [24/03/2013]
 Tecnocasa URL: <http://www.tecnocasa.es> [24/03/2013]
 Madrid Gestión URL: <http://www.madridgestion.es/> [24/03/2013]
 Fincas Villalón URL: <http://www.fincasvillalon.com/> [24/03/2013]
 Agencia Astorga URL: <http://agenciastorga.com> [24/03/2013]
 Prausa Consultores Inmobiliarios URL: <http://www.prausa.es> [24/03/2013]
 Consulting Inmobiliario Gilmar URL: <http://www.gilmar.es> [24/03/2013]
 Fincas Tonimar URL: <http://www.fincastonimar.com> [24/03/2013]
 Urbe 102 URL: <http://www.urbe102.com> [24/03/2013]

Food industry companies:

Nestlé España URL: <http://www.empresa.nestle.es> [17/03/2013]
 Campofrío URL: www.campofrio.es [17/03/2013]
 Corporación Peñasanta URL: www.centrallecheraasturiana.es [17/03/2013]
 Preparados Alimenticios URL: www.gallinablanca.com [17/03/2013]
 Panrico URL: www.panrico.com [17/03/2013]
 El Pozo Alimentación URL: www.elpozo.com [17/03/2013]
 Miguel Gallego URL: www.migasa.com [17/03/2013]
 Martínez Lorientе URL: www.martinezloriente.com [17/03/2013]
 Puleva Food URL: www.puleva.es [17/03/2013]
 Bimbo URL: www.bimbo.es [17/03/2013]

2. Russian websites used for the analysis

Travel agencies:

Coral Travel URL: <http://www.coral.ru/> [17/03/2013]
 Sunmar Tour URL: <http://www.sunmar.ru/> [17/03/2013]
 Библио Глобус URL: <http://www.bgoperator.ru/> [17/03/2013]
 TUI Russia & CIS URL: <http://www.tui.ru/> [17/03/2013]
 Всероссийская сеть "Билетур" URL: <http://www.airagency.ru/> [17/03/2013]
 Трансаэро тур URL: <http://www.transaerotour.com/> [17/03/2013]
 Южный крест URL: <http://www.ukrest.ru/> [17/03/2013]
 Академсервис URL: <http://www.acase.ru/> [17/03/2013]
 Pac Group URL: <http://www.pac.ru/> [17/03/2013]
 KMP Group URL: <http://www.kmp.ru/> [17/03/2013]

Real estate agencies:

Мир Недвижимости URL: www.mirmed.com [17/03/2013]
 Стозем URL: www.stozem.ru [17/03/2013]
 5-Авеню URL: <http://5avenues.ru> [17/03/2013]
 400 Плюс URL: www.400plus.ru [17/03/2013]
 911 Агентство Недвижимости URL: www.911rt.ru [17/03/2013]
 А7 URL: www.a7-invest.ru [17/03/2013]
 АБЕР Агентство Недвижимости URL: www.an-aber.ru [17/03/2013]
 Абсолют Недвижимость URL: www.absolut-realty.ru [17/03/2013]
 Аваллон URL: www.avallon-realty.ru [17/03/2013]
 Авангард Недвижимость URL: <http://www.avangardrent.ru> [17/03/2013]

Food industry companies:

Вимм-Бильд-Данн URL: <http://www.wbd.ru/> [19/03/2013]
 Юг Русч URL: <http://www.goldenseed.ru/> [17/03/2013]
 Объединенные кондитеры URL: <http://uniconf2.ru/> [17/03/2013]
 Объединенная сахарная компания (Продимекс) URL: <http://www.prodimex.ru> [17/03/2013]
 Группа "Черкизово" URL: <http://www.cherkizovo-group.ru> [17/03/2013]
 Компания "Danone-Юнимилк" URL: <http://www.danone.ru> [17/03/2013]
 АПХ "Мираторг" URL: <http://www.miratorg.ru> [17/03/2013]
 Продо-Менеджмент URL: <http://www.prodo.ru/> [17/03/2013]
 Группа компаний "Русагро" URL: <http://www.rusagrogroup.ru/> [17/03/2013]
 Группа компаний "Эфко" URL: <http://www.efko.ru/> [17/03/2013]

