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A comparative study of the linguistic manifestations of intertextuality in corporate leaders' messages of global corporations in the US and PRC

Abstract

Corporate leader messages posted by senior management play a pivotal role in building relationships with stakeholders in the professional corporate communication context and such messages often explicitly or implicitly draw on prior texts to establish credibility. This mixed methods study seeks to analyse how intertextuality is manifested linguistically through the types of intertextual links, sources of reference and move structure in leaders' messages of Fortune Global 500 corporations in the United States and People's Republic of China. The findings indicate that intertextuality is a prevalent feature of all leader messages. However, striking cross-cultural observations are noted in that the types of intertextuality vary since corporations in the PRC often draw on direct quotes in messages whereas indirect quotes are preferred by corporations from the US. In addition, intertextuality in leaders' messages reveals ideological variations in that leaders from corporations in the PRC make explicit intertextual references to texts on government policies while corporations from the US have a tendency to refer to social responsibility issues. Discussion of how intertextuality as manifested in the messages and move structure is thereby driven by the goals of corporations from different cultures concludes this study alongside wider implications for learning and teaching ESP.

Keywords

Referential intertextuality; linguistics manifestation; corporate leaders' messages; move structure; global corporations in the US and PRC

1. Introduction

Communication between corporate leaders and stakeholders is crucial in the globalised world because stakeholders' support is vital for corporate success (Kitchen & Schultz, 2001), while the Internet has promoted the use of corporate public relations discourse, under which corporate leader messages are subsumed (AUTHOR, 2017; Segars & Kohut, 2001). Horton (1995) defines corporate leader messages as "instruments" (p.180) concerned with communicating business objectives and achieving corporate success. Specifically, they are defined as communication from top management (i.e. CEOs, chairmen, managing directors, presidents, etc.) and include information about corporate values, strategy, vision, mission and pertinent information about the corporation with an aim of enhancing the image of the corporation and building relationships with stakeholders (AUTHOR, 2014; Bhatia, 2008; Hamm, 2006; Kitchen & Schultz, 2001; Kong, 2001). These messages comprise a genre in itself (AUTHOR, 2017) and its audience include capital market stakeholders (i.e. shareholders), product market stakeholders (i.e. suppliers and customers), and corporate stakeholders (i.e. managers and employees) (Hitt, Ireland, & Hoskisson, 2005). Research has shown that corporate leader messages play an important role in image-building and relationship-building with various stakeholder groups (Bhatia, 2010; AUTHOR, 2015; 2017) while also serving as a strategic communication tool (Zorn, 2001).

Corporate leader messages have attracted some attention in business communication studies (e.g. AUTHOR, 2014; 2015; Hyland, 1998), focusing on aspects such as the textual

characteristics, communication styles and use of metadiscourse. Such messages, however, are relatively underexplored in the applied linguistics, especially (ESP) literature. Among the few studies documented is Bhatia's (2008) analysis of the Chairman's letter/message to shareholders in the annual report, noting that this PR discourse served the purposes of building confidence in stakeholders about the prospects of the corporation and promoting the image of the corporation. He also identified seven moves in these letters. In more recent studies, AUTHOR (2017) examined the move structure of leader messages employed to build relationships with stakeholders in Fortune Global 500 US and PRC corporations, with the findings indicating that these messages demonstrated cross-cultural variations in that corporations from the US used only 5 moves whereas those from the PRC used 6 moves.

Despite the work done, one phenomenon which is widely known to be characteristic of corporation communication is that of intertextuality (Kong, 2001; Koskela, 2013) since these messages are written with a consideration of past and present messages, which leaders might have used earlier. Therefore, the linguistic manifestations of intertextuality are worth examining given that leader messages often refer to prior texts. The term 'intertextuality' was first coined by Kristeva (1969) who noted that "every text is from the outset under the jurisdiction of other discourses which impose a universe on it" (p.1). Intertextuality posits that texts are closely linked with other texts, and is often exhibited in corporate documents through references that are made to specific texts including regulations and emails (Bremner & Costley, 2018), while according to Devitt (1991, p.336), all texts interact because "no text is single, as texts refer to one another, draw from one another, create the purpose for one another".

This interaction of text, as a matter of fact, depends on cultural and social contexts as highlighted in Scollon's (2004) study. In other words, intertextuality varies across genres and

different discourse communities use it for different purposes. Therefore, this study will adopt a cross-cultural comparative perspective by examining the similarities and differences between corporate leader messages created by North American corporations and those produced by PRC corporations.

The study is pedagogically motivated with an ultimate goal of identifying the ways that writers draw on prior texts in constructing the corporate leader message, which has implications for teaching novice writers of corporate communication and public relations (Bremner, 2014), and in particular, raising their awareness of how prior texts are drawn on in such messages and the possible cultural differences in the realisations of intertextuality. In fact, a very important feature of professional literacy in ESP is competence in intertextuality (Bremner & Costley, 2018; O'Connor, 2002; Warren, 2016). A writer's ability to draw on other texts for the intended audience can improve communication in the corporate context and is therefore, an essential feature of communicative competence in professional contexts (Cheng, 2009). To date, ESP literature has examined how particular texts are formally linked with other texts in the workplace (e.g. Flowerdew & Wan, 2006; Gimenez, 2006) extending to real world business communication practices in media, education, health and social care industries (Barron, Brunce, & Nunan, 2002; Cheng & Mok, 2008; Pan, Scollon, & Scollon, 2002; van Dijk, 1997; Ventola, 1999). Bremner (2014, p.273) focused on public relations in general, showing how an intern acquired three genres (press release, media coverage and pitch), and noting that the intern learnt from using explicit and implicit references. However, we found that research on the linguistic manifestations of intertextuality exhibited in Global 500 corporate leader messages and in which specific moves the intertextual references are exhibited in such messages in different cultures has, thus far, been limited. We also wanted to examine the sources that corporate leaders would draw on for the ideas they incorporate into their messages.

The foregoing discussion has shown the importance of corporate leader messages and the dearth of pedagogically oriented research into corporate leader messages in ESP. Researchers (e.g. Evans, 2012; Williams, 1988) have expressed concerns that the lack of such practical investigation leads to a mismatch between business/corporate communication textbooks/classroom practices and the real world of corporate communication in the workplace. As Bremner (2008) highlighted, business communication textbooks or, in the context of this study, corporate communication textbooks, very often do not take into account intertextuality in the tasks for analysis, and therefore do not clearly inform students: "the key point that writing is an ongoing, dialogic process, and that this dialogue will have an impact on the way they construct texts" (p.310). This paper therefore aims to narrow the gap between the real corporate communication world and the classroom by offering suggestions on the design of corporate communication tasks incorporating intertextuality into leader messages. In particular, we investigate the linguistic manifestations of intertextuality in the form of the use of either direct quotes or indirect quotes, the sources of texts referred to (i.e. with a focus on corporate information, government policies, societal, economic or technological issues, etc.), and the intertextual references employed in particular moves in messages to reveal the key features of communication in corporations through the use of quantitative and qualitative analyses. In particular, quantitative analysis is introduced to reveal the statistical patterns regarding how intertextuality is manifested in corporate leader messages in different cultures.

In terms of the value of this study, we believe that students taking ESP business, public relations and communication courses at universities would benefit from receiving training in cross-cultural corporate communication with tasks that simulate the real world with regards to the types of intertextuality used, the sources of information that are often preferred and how

intertextuality is manifested in the move structure of leaders' messages in different cultures. Corporate communication and public relations practitioners would gain insights on how they should structure the messages for corporate leaders so as to project a certain image that is aligned with their communicative purposes. Our study also contributes to a novel and informed understanding of how texts are constructed with intertextual references in the professional corporate communication context.

This study focuses on global corporations in the United States and the PRC since these countries are the two world leading economic superpowers and due to increased trade between these countries and other countries worldwide, it is worth examining how the linguistic manifestations of intertextuality are revealed in leaders' messages of these global corporations. We focus on Fortune Global 500 corporations in the US and PRC because leaders in these corporations are expected to regularly communicate with their stakeholders who include not only shareholders but also the general public.

This paper is structured as follows. We review the key studies on intertextuality including the types, sources of reference and the move structure where intertextuality is exhibited. The mixed method research approach is then presented previous to the findings, an interpretation of the findings and the implications of the study.

2. Conceptual framework

This section delineates the conceptual framework that has informed the current study. It first briefly describes the different types of intertextuality and in particular, the types that are analysed in this study. This will be followed by a discussion of how the source of intertextuality

may be manifested linguistically as well as the intertextual references employed in specific moves in corporate leader messages.

2.1 The notion and types of intertextuality

Intertextuality is an umbrella term used to refer to the links that a text has with a prior one. Since its introduction by Kristeva (1969), there has been a plethora of studies conducted to explore intertextual phenomena in a wide variety of genres, and various types of intertextual links have been identified. Among the more influential work was that by Devitt (1991) whose ethnographic account of how tax accountants produced texts led her to posit three types of intertextuality: functional, generic, and referential. To Devitt (1991), a text is functionally linked to another text(s) if it has been prompted by other texts or interacts with other texts in the specific community. For example, an accountant could draw on a particular accounting text as being part of the specific community. Generic intertextuality exists when texts belonging to different genres co-occur for various purposes in a situated activity. For example, Devitt (1991) found thirteen tax accounting genres that matched with the situations of "repeated, structured activities and relationships of the profession" (pp.339-40). The type of intertextuality can also mean the links writers/speakers make to prior experience of texts of the same genre for mental resources when producing or reading a text.

Referential intertextuality occurs in a text that derives its ideas from another text. In her corpus of accounting genres, Devitt (1991) found different types of ideas being referred to by the writers. Among them were the subject matter (often linked to prior communication), taxation guidelines and regulations often with their sources included as authorities to justify the various decisions made. Tax accountants also used many explicit references including citations and

quotations to general tax publications and IRS documents in a bid to enhance the persuasiveness of the text. Our study is concerned with this last type of intertextuality and it examines the types of ideas referred to by corporate leaders in their messages to stakeholders, and how this referential intertextuality is manifested through linguistic devices in the corporate communication arena.

2.2 Manifestations of referential intertextuality

There have been different attempts to identify the methods or strategies that writers adopt to incorporate ideas from other sources into their own. Fairclough (1992a; 1992b; 1992c), in his discussions of how to perform critical discourse analyses, pointed out that intertextuality (presumably referential) refers to "parts of specific other texts [that] are incorporated into a text" (1992c, p. 273). The boundaries between the representing discourse and the represented discourse can be marked or unmarked. Direct representation (i.e. boundary-marked) denotes an explicit boundary between the voice of the person being reported and the voice of the reporter, whereas indirect representation (i.e. boundary-unmarked) does not clearly express whether something is a represented discourse (Fairclough, 1992c, p.282). Fairclough, however, did not particularly discuss what boundary markers are nor did he offer a systematic analytical framework for identifying and examining intertextuality.

Scollon (2004) argues that intertextuality varies across genres and different discourse communities use it for different purposes by highlighting the varying techniques to make use of information and language in journalistic writing as distinct from academic genres. Journalists regularly embrace both direct and indirect quotations while academic writers seldom opt for direct quotations. This contrast has been evident in a wide range of studies. For

example, Schokkenbroek's (1999) work on news reporting shows that quotations from witnesses' accounts are often used to construct events reported while quotations from commentators are co-opted to indirectly evaluate the events. Meanwhile, citation studies show that in academic writing, ideas tend to be summarised or generalised more frequently than directly quoted (see, e.g. Hyland 2004). The intertextuality in academic genres also displays a variety of purposes and sophisticated conventions (e.g., integral vs non-integral citation and formalized citation styles). Hyland (2004) in particular argues that the propositional content of citations in academic writing is mostly drawn on to construct knowledge while the names cited are indicated as a way not to attribute the knowledge to the sources but reflect some form of social interaction with other scholars in the field. In addition, Harwood (2009) has highlighted the differences in citation functions of academic writing in the computer science and sociology disciplines.

More variations in intertextual manifestations can be evidenced by studies of workplace communication. For example, Koskela (2013) has found intertextual manifestation in information policy, communication policy and communication strategy texts with commonalities among the three being no direct quotations used nor comments or evaluations of a text, while some indirect quotations with attribution and mentioning company documents or statements were evident. Devitt (1991) also identified four methods that tax accountants employed to cite tax regulations, namely, explicit quotations, unmarked quotations, paraphrases, or interpretations. While the first three types are quite commonly known in various types of writing, 'interpretation' is rather ambiguously described by Devitt. In short, there is ample evidence that lends support to Scollon's (2004) postulation about community-specific intertextual practices. As such, it is contended in this paper that specific manifestations of intertextuality could also be found in leader messages, which are distinct from other types of

business communication in workplace settings.

Yet, an absence of a systematic analytical framework for examining intertextuality renders the identification of the linguistic manifestations of intertextuality somewhat difficult. Due to this, scholars have developed various typological configurations using linguistics features (Fairclough, 1992b) to help "identify the traces of other texts" (Bazerman, 2004, p.91) for intertextual analysis. These configurations are necessary for clarifying the interdependent relationship between meaning and form in various discourse types. One of the key typological constructs was developed by Bazerman (2004) who argued that "intertextuality is not just a matter of which other texts you refer to, but how you use them, what you use them for, and ultimately how you position yourself as a writer to them to make your own statement" (p.94). As such, he developed the following typology of intertextual manifestations to guide his analysis:

1. Direct quotation or a citation/citing another text with its source indicated

2. Direct quotation without giving references/scarce quotes

3. Indirect speech or a quotation/referring to another text without a direct quotation/ mentioning a person, a company/ organisation/ foundation

4. Comments or evaluation of a statement or text

5. Using recognisable phrasing, and terminology associated with particular documents/events/people (e.g. professional jargon)

6. Using language and phrases that seem to echo certain ways of communicating and discussions among other types of documents (e.g. metaphors, stock phrases, idioms, proverbs).

Bazerman's (2004) typology of intertextuality offered a systematic and comprehensive framework for identifying intertextual manifestations in various domains and was adopted in multiple intertextuality studies (e.g. Koskela, 2013). One drawback of his typology appears with the inconsistency in the use of linguistic devices as descriptors to distinguish the different categories of manifestations. For example, Type 4 did not clearly specify the linguistic form or how comments or evaluations are presented. Therefore, a certain level of adaptation is needed if his framework is to be applied for intertextual analysis, which was what we did in the current study further elaborated in the Methodology section. The framework was modified for the analysis of intertextuality in corporate leaders' messages.

Furthermore, we argue that the specific manifestation of intertextuality in leader messages may vary across cultures. Kristeva (1980; 1986) suggested that a text does not only refer to other texts but to the cultural or social system in which the texts are embedded (see also Fairclough, 1992b; 1992c). Therefore, we argue that corporate leaders' messages from two distinct cultural contexts will also display cross-cultural differences in their manifested intertextuality. This leads us to investigate the types of intertextuality manifested in leaders' messages from the US and PRC. The following research questions were derived accordingly:

RQ1a: What types of intertextuality were employed in the messages of corporate leaders from Global 500 corporations in the US and PRC?

RQ1b: What were the differences between the types of intertextuality employed in the messages of corporate leaders from Global 500 corporations in the US and PRC?

2.3 Sources of propositional content of appropriated materials

Prior studies have found evidence on how different genres drew on various resources to create meaning. Such resources could be related to propositional content or subject matters in other domains. For example, in Finnish business communication strategy texts, Koskela (2013) observed that writers tended to make "references (type of source) to company strategy, values, vision, mission, reputation, profile, culture and business goals" which presumably were derived from the strategic management function of the corporation and highlighted the importance of this referential system (p.397). Fairclough, in his analysis of Hacker et al.'s (1991) paper, argued that news often drew on other domains of life including work, politics, entertainment, religion, etc. (Fairclough, 1992b, pp. 202-204). In view of this, our study examined the sources of reference employed in the manifestation of intertextuality in leader messages and whether there were variations in the messages created by leaders from global corporations in the US and PRC. Our study therefore addressed the following research question:

RQ2:   What were the sources the writers of the messages drew on? What were the differences between the use of intertextual references in the messages of leaders from Global 500 corporations in the US and PRC?

2.4 Intertextuality and move structure of leader messages

The manifestation of intertextuality is closely associated with the move structure in rhetorical strategies in writing (Nickerson, 2000). Nickerson who found referential intertextuality in the three-move structure of business faxes suggested that intertextual references "situate the genre-text by (re) constructing the activities carried out to achieve institutional goals and the social relations that have evolved to facilitate these" (2000, p.115). In her study, the move-specific

intertextuality was identified in business faxes. For example, intertextual references to communicative events or actions were found in Move I while references to future events or texts were exhibited in Move III (p.116).

In our study (AUTHOR, 2017) on move structure analysis in corporate leader messages, we also noticed traces of intertextuality in the moves. Although the previous research did not focus on move-specific intertextuality analysis, we postulate that referential intertextuality would be manifested through certain moves in leaders' messages because of the similar rhetorical and strategic nature of intertextuality and the move structure.

To investigate and reveal move-specific intertextuality in leader messages, we intend to draw on our previous study of move structure analysis of leader messages (AUTHOR, 2017), which was adapted from Bhatia's (2008) study on chairmen's letters:

Move 1: Overview of past performance/looking back;

Move 2: Major values/mission and vision;

Move 3: Expression of gratitude to stakeholders;

Move 4: Major achievements and performance;

Move 5: Future plans, actions and promises;

Move 6: Looking ahead/concluding remarks.

Based on the above, the third research question regarding the use of intertextuality in the move structure of leaders' messages from the US and PRC was as follows:

RQ3: What were the differences between the types of intertextuality manifested in the moves of corporate leader messages in Global 500 corporations in the US and PRC?

3. Methodology

3.1 Data Sourcing

The data used for the contrastive analysis was retrieved from the websites of Chinese and US 2017 Global 500 companies. Chinese and US companies were selected because the US remains dominant in many aspects, whereas the PRC is rapidly becoming increasingly influential in world affairs due to its booming economy (Ikenberry, 2008). According to 2017 Fortune Global 500 List, the US and PRC are the two countries accounting for the largest number of companies making it to the List. Patton (2016) proposed that the contribution of the PRC to global GDP would surpass that of the US by 2018. Therefore, understanding the professional behaviours of the two largest powers enhances knowledge of cross-cultural communication between them and other countries while a different use of intertextuality might be observed based on cultural differences between the two countries.

This study selected corporate websites, which are the most typical type of owned media (Hanna, Rohm, & Crittenden, 2011), as the data source. Corporate websites provide corporations with unique functions and features to realise their communicative purposes (AUTHOR, 2014; 2017) and offer an official platform for corporate leaders to make their voices widely heard.

3.2 Data Sampling

In order to sample comparable data, we selected corporate leader messages from the Chinese and US companies listed on 2017 Fortune Global 500. The initial selection included 108 Chinese and 133 US companies. Of the 108 Chinese companies, 55 (51%) included leader communication such as leader messages, chairman letters, and messages from CEOs on their corporate websites, whereas 77 (58%) out of 133 US companies adopted similar practices. In sum, 132 out of 241 companies from the PRC and the US employed leader communication on their corporate websites. From the initial selection, we sampled the companies with leaders' messages in the "About us", "Company Profile" and "Who we are", the easily accessible pages on their websites that focused on communicating with company stakeholders in general, resulting in 34(62%) companies from the PRC and 41 (53%) from the US. The abundant presence of leaders' messages on the easily accessible page (i.e. more than half of the US companies and nearly two-thirds that of PRC) indicated the popularity of this discursive practice in corporate communication, thereby confirming the importance of our investigation.

A list of 75 (58%) out of 132 Fortune Global 500 companies that employed leaders' messages as their communication tool with 34 companies from the PRC and 41 from the US was compiled, creating a corpus of 114,100 words (see Table 1 for the names and corresponding ranks of the selected companies from the US and PRC).

Table 1. Names and corresponding ranks of the selected 2017 Global 500 companies in the US and PRC

Code	Companies from China	Rank	Code	Companies from the US	Rank
CN01	Sinopec Group	3	US01	Berkshire Hathaway	8
CN02	Agricultural Bank of China	38	US02	Exxon Mobil	10
CN03	Bank of China	42	US03	UnitedHealth Group	13
CN04	China Mobile Communications	47	US04	General Motors	18
CN05	China Railway Engineering	55	US05	AmerisourceBergen	23
CN06	Dongfeng Motor	68	US06	Cardinal Health	35
CN07	Pacific Construction Group	89	US07	Express Scripts Holding	53
CN08	China South Industries Group	101	US08	Wells Fargo	61
CN09	China Communications Construction	103	US09	Bank of America Corp.	62
CN10	People's Insurance Co. of China	114	US10	Microsoft	69
CN11	China Minmetals	120	US11	Citigroup	74
CN12	China Telecommunications	133	US12	Comcast	79
CN13	Beijing Automotive Group	137	US13	IBM	81
CN14	Sinochem Group	143	US14	Johnson & Johnson	97
CN15	Aviation Industry Corp. of China	162	US15	Procter & Gamble	98
CN16	CITIC Group	172	US16	Lowe's	122
CN17	PowerChina	190	US17	Aetna	130
CN18	Sinopharm	199	US18	Pfizer	173
CN19	China Baowu Steel Group	204	US19	AIG	175
CN20	Noble Group	205	US20	Cisco Systems	187
CN21	ChemChina	211	US21	New York Life Insurance	243
CN22	China Merchants Bank	216	US22	American Airlines Group	253
CN23	HBIS Group	221	US23	Merck	255
CN24	Aluminum Corp. of China	248	US24	Delta Air Lines	257
CN25	Hengli Group	268	US25	Liberty Mutual Insurance Group	265
CN26	China Huaneng Group	274	US26	Morgan Stanley	267
CN27	Greenland Holding Group	277	US27	Massachusetts Mutual Life Insurance	270
CN28	Jardine Matheson	279	US28	Allstate	288
CN29	China Energy Engineering Group	312	US29	3M	361
CN30	Sinomach	334	US30	AIA Group	383
CN31	China Evergrande Group	338	US31	Capital One Financial	395
CN32	Jiangsu Shagang Group	365	US32	USAA	401
CN33	Shandong Energy Group	372	US33	Deere	407
CN34	Xiamen C&D	488	US34	Kraft Heinz	410
			US35	Tech Data	412
			US36	Avnet	414
			US37	Northrop Grumman	440
			US38	Raytheon	449
			US39	Qualcomm	460
			US40	Duke Energy	465
			US41	U.S. Bancorp	481

3.3 Data Mining

Our research questions required a combination of quantitative and qualitative analyses. We coded 75 messages on a sentence basis for content analysis and statistical examination. A total of 1902 sentences were coded.

Concerning the first set of research questions (RQ1), we reconstructed the coding scheme of the five types of intertextuality identified from the literature review. Drawing on Fairclough's (1992c) conceptualization of boundary-marked and boundary-unmarked as two guidelines for detecting intertextual traces and Bazerman's (2004) typology of intertextuality as a method to examine intertextuality, we reconstructed the typology based on Bazerman's (2004) types of intertextuality but excluded type 4: comments or evaluation of a statement or text, because our focus was on the linguistic manifestations of intertextuality in leaders' messages rather than an interpretation or evaluation of the content. We therefore reconstructed a system of five intertextual types based on the degree of explicitness whenever reference was made to an earlier text in our investigation of the intertextual practices in leaders' messages in Global 500 corporations in the US and PRC. This approach to schematize intertextuality or view the intertextual resources on a spectrum rather than as an unstructured list of items provided a systematic framework for conducting intertextual analysis. Table 2 illustrates the five types of intertextuality adapted for coding the sentences of each leader's message and the related examples from the messages sampled. Each sentence was coded based on the coding scheme developed. Double coding was allowed in the coding of RQ 1 and 2 because more than one type of intertextuality or source of reference could appear in a sentence.

Table 2. Description and exemplification on the adapted five types of intertextuality

Degree of explicitness	Type	Description	Examples from our data pool
High	T1	Direct quotation and citation/ citing another text and giving the reference	US05 At AmerisourceBergen, corporate citizenship comes naturally to us because the mindsets and behaviors that comprise an effective strategy are aligned with our Company's Purpose: "We are united in our responsibility to create healthier futures." CN05 For more than 60 years, CREC staff has adhered to the enterprise spirit of "daring to leap over and striving for excellence", carried forward the fine traditions of "trailbreaker" and participated in construction of many fields, such as domestic and overseas capital construction, survey and design service, equipment manufacturing, real estate development and exploitation of mineral resources.
	T2	Direct quotation without giving references/scarce quotes	US13 You see it in our current "moonshots," as we apply the power of cognitive technology and the thinking and dedication of the world's most brilliant workforce to problems like cancer and education. CN06 The period of "the 12th Five-year Plan" is an extraordinary period for DFM's development.
	T3	Indirect speech and quotation/ referring to another text without direct quotation/ mentioning a person, a company/ organization/ foundation	US05 Now in its third year of operation, the AmerisourceBergen Foundation provided significant funding for programs and organizations that focus on expanding access to quality healthcare and educational opportunities to strengthen communities around the world. CN01 In the face of the complex and severe operating environment in 2016 and guided by the decision and deployment of the Leading Party Group and Board of Directors of the company, we achieved stable progress while ensuring stability.
	T4	Using recognizable phrasing, terminology associated with particular documents/events (e.g. professional jargon)	US17 The CEI is a nationally recognized annual benchmark that provides an in-depth analysis of lesbian, gay, bisexual and transgender (LGBT) workplace policies, benefits, and practices in America's top corporations. CN01 We set out the management methods and approaches for R&D project execution, capex arrangement, commercialization and motivation measures, exploring the incentives such as equity investment and bonuses sharing, and encouraging scientific and technological innovation activities.
Low	T5	Using language and phrases that seem to echo certain ways of communicating, and discussions among other types of documents (e.g. metaphors, idioms, stock phrases, proverbs)	US05 In the fiscal year 2016, we took significant strides as we stepped up our efforts to increase Company participation in the communities we serve. CN07 CPCG has achieved five critical transformations - from volume-driven to quality-focus, from rapid growth to sustainable stability, from brand-awareness to corporate reputation, from people-oriented management to process-driven management system, from reliance upon individual leadership to truly team accountability.

For the second research question (RQ2), we coded the reference type of each intertextual use. In line with findings from previous studies (e.g. Bremner & Costley, 2018; Koskela, 2013), the intertextual meaning was mostly inferred from the published company information (R1), government policies (R2), societal (R3) and economic (R4) issues, technological trends and developments (R5), cultural specific idioms (R6) and others (R7). Table 3 exemplifies the seven types of reference employed in our coding scheme.

Table 3. Exemplifications on sources of reference in intertextuality

Type	Examples
R1 – Corporate Information	US02 Diversity and inclusion of thought, skill, knowledge and culture make ExxonMobil more competitive, more resilient and better able to navigate the complex and constantly changing global energy business. CN11 Guided by the strategy of "meeting China's demands for metal and mineral resources", we must bear in mind the business position of China Minmetals as "a main force for safeguarding resources security, a national team of metallurgical construction and a comprehensive industrial service provider", actively practice the corporate philosophy of "Cherishing Limited Resources and Pursue Sustainable Development", shoulder the lofty missions bestowed on us by the Party and country in the new era, and drive China Minmetals to attain world-class level with high efficiency and high quality.
R2 – Policies	US09 Our sales and trading business was profitable on all but three days last year, despite the volatility caused by macroeconomic events, including the United Kingdom vote to leave the European Union and the US elections. CN06 The period of "the 12th Five-year Plan" is an extraordinary period for DFM's development.
R3 – Societal Issue	US06 This website is an important step towards more deeply engaging with our employees, shareholders, customers and communities on critical sustainability issues. CN03 Moreover, the State Council and relevant ministries and commissions launched several policies in relation to the promotion of financial inclusion, the development of a green finance system and the implementation of social responsibility in state-owned enterprises, in order to provide more detailed guidelines for the further development of CSR in the finance industry.
R4 – Economic Issue	US01 However, I have two thoughts regarding your personal expenditures that can save you real money. CN01 In oil products marketing business, we fully leveraged the retail network advantages to expanded retail sales volume, with the total sales volume reaching 173 million tons in domestic market.
R5 - Technology	US39 Since then, I have worked alongside talented colleagues to help our Company revolutionize the mobile industry, pioneer the launch of 3G and 4G and connect billions of people around the globe. CN01 In terms of chemical business, we adjusted product mix to meet the market demand and expanded marketing volume, thus turning out 11.0586 million tons of ethylene and sold 69.96 million tons of chemical products.
R6 – Idioms /Poems	US05 In the fiscal year 2016, we took significant strides as we stepped up our efforts to increase Company participation in the communities we serve. CN07 It is Greenland's consistent development wisdom to forge ahead actively and follow the tide.
R7 - Others	US01 We do a huge amount of business in this low-key way, which allows the shopper to conveniently see the exceptional values that we offer. CN05 It fulfils the holy mission of creating high-quality works and improving people's livelihood.

To address the third research question (RQ3), we coded the intertextuality manifested in different moves in the following six moves (e.g. Author, 2017; Bhatia, 2008) in leader messages:

Move 1: Overview of past performance/looking back;

Move 2: Major values/mission and vision;

Move 3: Expression of gratitude to stakeholders;

Move 4: Major achievements and performance;

Move 5: Future plans, actions and promises;

Move 6: Looking ahead/concluding remarks.

The use of intertextuality in each move of the leader messages sampled was recorded for statistical analysis to facilitate the interpretation of the different uses of intertextuality in Global 500 corporations in the US and PRC.

3.4 Inter-rater reliability

Two coders were trained to code the leader messages from the selected companies. In an attempt to ensure high inter-coder consistency, both coders underwent 20 hours of coding training and were required to co-code 177 sentences (10%) extracted from the database. The inter-rater checking achieved the Cohen Kappa value of 0.8 or above for all the coded items. When judging whether one expression qualified as an intertextual practice or not, both coders traced possible references through different means (e.g. surfing on corporate websites, government reports/policies, dictionaries and Internet sources) to ensure that the earlier text that it referred to did exist. Upon the completion of the co-coding exercise, the authors discussed all disagreement cases with both coders to ascertain the consistency in the interpretation of the coding scheme before the comprehensive implementation of the coding exercise. Table 4 shows the inter-rater reliability results.

Table 4. The inter-rater reliability results of all coding items

3.5 Statistical analyses

Coding items	% of agreement	Scott's Pi	Cohen's Kappa	Krippendorff's Alpha	N of Agreements	N of Disagreements
Intertextual types and its related reference type and strategy						
T1	100%	1	1	1	177	0
T1 Reference	100%	1	1	1	177	0
T2	99.4%	0.886	0.886	0.886	176	1
T2 Reference	99.4%	0.886	0.886	0.886	176	1
T3	95.5%	0.896	0.896	0.896	169	8
T3 Reference	91.9%	0.833	0.833	0.833	170	15
T4	93.8%	0.814	0.814	0.814	166	11
T4 Reference	92.3%	0.804	0.804	0.805	168	14
T5	97.2%	0.8	0.8	0.8	172	5
T5 Reference	97.2%	0.811	0.811	0.811	172	5
Moves						
M1	96.6%	0.823	0.823	0.824	171	6
M2	91.5%	0.805	0.805	0.806	162	15
M3	100%	1	1	1	177	0
M4	98.9%	0.851	0.851	0.852	175	2
M5	98.3%	0.833	0.833	0.834	174	3
M6	99.4%	0.886	0.886	0.886	176	1

With regards to the examination of differences between the types of intertextuality (RQ1a-b), sources of reference (RQ2), and intertextuality manifested in different moves (RQ3), a two-tailed t-test and one-way ANOVA were conducted to determine whether any significant differences were found between leader messages from the US and PRC, and if so, what variations were evident. In investigating whether there was an interaction between country and intertextual types on sources of reference (RQ2), a two-way ANOVA was performed.

4. Findings

4.1 The types of intertextuality

The first set of research questions inquired into the types of intertextuality evident in leaders' messages from global corporations in the US and PRC. The results showed that T3 (M=9.9706) was the most frequently used type of intertextuality followed by T4 (M=6.8529), T2 (M=2.3235), T5 (M=1.6471), and T1 (M=0.5294) in messages from the PRC. Similarly, T3 (M=9.5366) was the most commonly used type of intertextuality followed by T4 (M=5.4878), T5 (M=1.4634), T2 (M=0.2439) and T1 (M=0.1951) in messages from the US.

Notably, Chinese leaders' messages (RQ1a) revealed a significant difference in intertextuality types (F(4,165)= 10.899, p<0.0001). The Tukey post hoc test showed that the occurrence of T3 was statistically significantly higher than T1 (p<0.0001), T2 (p<0.0001), and T5 (p<0.0001). Also, the occurrence of T4 was statistically significantly higher than T1 (p<0.002) and T5 (p<0.019). (See Figure 1a) Similar results were seen in the intertextual types identified in the US leaders' messages (RQ1a). A significant difference was found in the use of different types of intertextuality (F(4,200)= 17.358, p<0.0001). The Tukey post hoc test revealed that T3 was statistically significantly higher than T1 (p<0.0001), T2 (p<0.0001), T4 (p<0.03) and T5 (p<0.0001). Also, the use of T4 was statistically significantly higher than T1 (p<0.002), T2 (p<0.002), T3 (p<0.03) and T5 (p<0.032). (See Figure 1b) The findings show that leader messages from Global 500 corporations in the US and PRC are highly intertextual and fairly uniform, manifesting different types of intertextuality consistent with Bazerman (2004), making most use of the types of intertextuality which refer to another text without direct quotation or mentioning a person/company (T3), and using recognisable phrasing associated with particular documents (T4).

In examining the differences between the types of intertextuality found in the messages of leaders from corporations in the PRC and US (RQ1b), the use of T1 ($M_{CN}=0.5294$, $M_{US}=0.1951$, $p=0.05$) and T2 ($M_{CN} =2.3235$, $M_{US} =0.2439$, $p=0.0003$) was statistically significantly higher in messages from corporations in the PRC as opposed to their US counterparts.

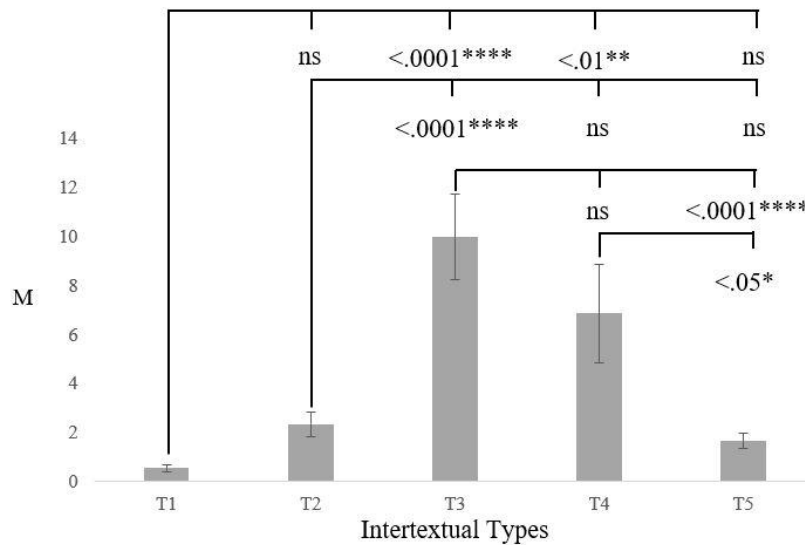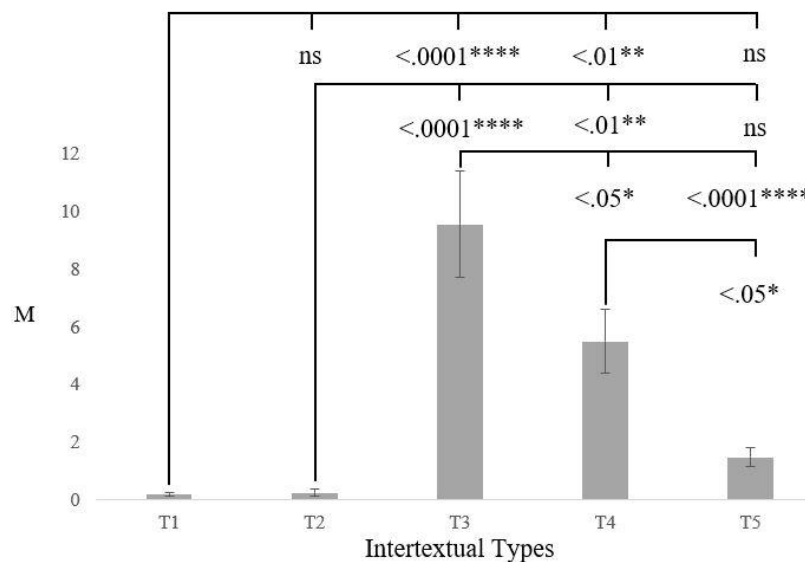**Figure 1a. Intertextuality types in PRC leader messages**

Figure 1b. Intertextuality types in US leader messages

4.2 Sources of intertextual reference

The second research question investigated the sources of intertextuality in leaders' messages from corporations in the US and PRC. Our findings indicated that R1 was the most frequently used source of reference (M=10.4412) followed by R4 (M=2.8235), R5 (M=2.7059), R2 (M=2.5294), R3 (M=1.8824), R7 (M=1.4118) and R6 (0.2647) in the intertextuality employed in Chinese leaders' messages. Likewise, R1 was found to be the most commonly used source of reference (M=9.3902) followed by R3 (M=3.0732), R4 (M=2.1951), R5 (M=1.5122), R2 (M=0.0244), R7 (M=1.2195) and R6 (M=0.2927) in US leaders' messages. Figure 2 displays the descriptive data on the sources of reference by intertextual types, and illustrates that R1 was often manifested in T3 while the widest range of sources was exhibited in T5.

Figure 2. Descriptive data on the sources of reference by intertextual types
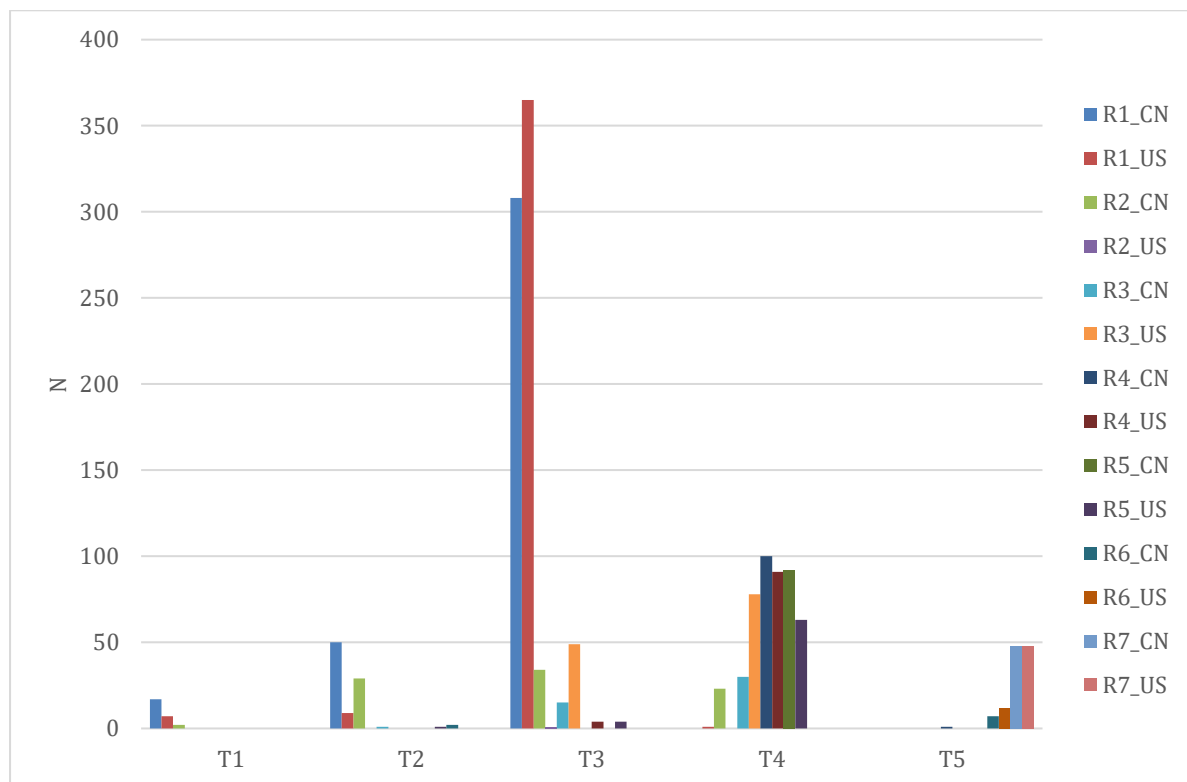
Significant differences were noted in terms of the sources of intertextuality employed in both Chinese ($F_{(6,231)}$=12.286, $p<0.0001$) and US ($F_{(2,280)}$=17.027, $p<0.0001$) leaders' messages (RQ2). The Tukey post hoc test indicated that R1 was statistically significantly higher than the

remaining Rs (CN: $p<0.0001$; US: $p<0.0001$) in leaders' messages from both countries. Corporate information is often exhibited in indirect speech (T3) to maintain an objective and factual tone and the largest range of sources is manifested through recognisable phrasing and terminology associated with particular documents (T4).

The t-test results showed that there was a statistically significant difference in the presence of R2 in Chinese leaders' messages in comparison with that of the US messages ($M_{CN}=2.5882$, $M_{US}=0.0244$, $p<0.0001$). Furthermore, a significant difference was noted with respect to the presence of R3 ($M_{CN}=1.3529$, $M_{US}=3.0976$, $p<0.009$) in US leader messages compared with those of their Chinese counterparts (RQ2). Two-way ANOVA also confirmed an interaction between country and intertextual types on R2 ($F_{(4,365)}=6.165$, $p<0.0001$) and R3 ($F_{(4,365)}=3.732$, $p<0.005$) (RQ2). The use of government policies reference in T2-direct quote with reference, T3-indirect quote and T4-recognisable phrasing in messages from corporations in the PRC was significantly higher when compared with the US messages. However, the use of societal reference in T3-indirect quote and T4-recognisable phrasing of the US leaders' messages was significantly higher than that of their Chinese counterparts.

4.3 Manifestation of intertextuality in the move structure

Concerning the third research question investigating the use of intertextuality in the move structure of leaders' messages from corporations in the US and PRC, our findings indicated that the use of intertextuality in M1 (M=8.2647) was the most frequent followed by M5 (M=2.9706), M4 (M=1.9412), M2 (M=1.9706), M3 (M=0.6176) and M6 (M=0.5) in messages from corporations in the PRC. Similarly, the use of intertextuality in M1 (M=6.4146) was most

commonly seen followed by M2 (M=4.0976), M5 (M=1.3171), M4 (M=1.1951), M3 (M=0.4878) and M6 (M=0.3171) in messages from corporations in the US.

Significant differences in the use of intertextuality in M1 in both Chinese ($F(5,198)=7.857$, $p<0.0001$) and the US ($F(5,240)=10.521$, $p<0.0001$) leaders' messages were noted. The Tukey post hoc test revealed that M1 was statistically significantly higher than M2 ($p<0.0001$), M3 ($p<0.0001$), M4 ($p<0.0001$), M5 ($p<0.004$) and M6 ($p<0.0001$) in Chinese leaders' messages (see Figure 3a). While for US leaders' messages, M1 was statistically significantly higher than M3 ($p<0.0001$), M4 ($p<0.0001$), M5 ($p<0.0001$) and M6 ($p<0.0001$). In addition, M2 was statistically significantly higher than M3 (p=0.01) and M6 (p=0.006) (see Figure 3b).

The t-test results showed that there was a statistically significantly higher use of intertextuality in M2, which is concerned with major values/mission and vision, in US leaders' messages as opposed to messages from corporations in the PRC ($M_{CN}=1.9706$, $M_{US}=4.0976$, $p=0.0004$).

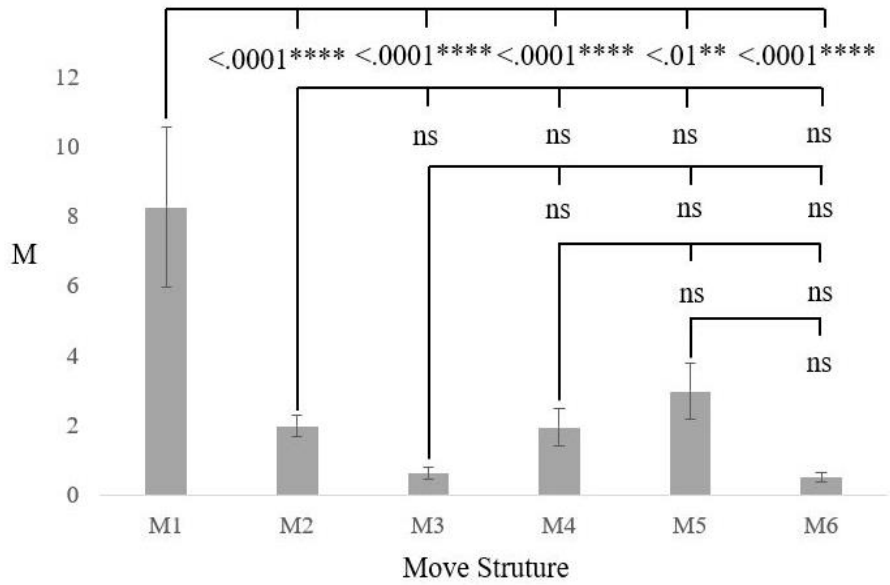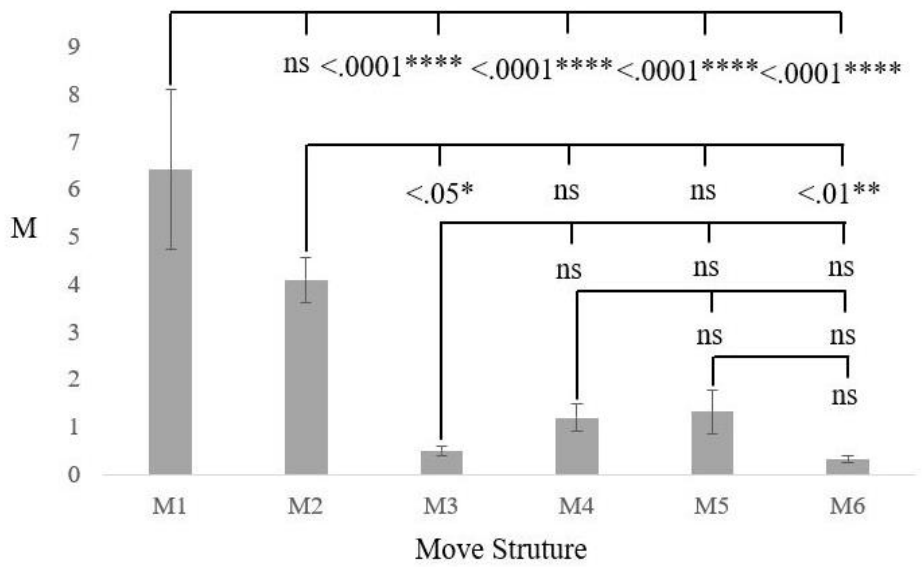**Figure 3a Manifestation of intertextuality in the move structure of PRC leader messages**

Figure 3b Manifestation of intertextuality in the move structure of US leader messages

5. Discussion

5.1 Standardised linguistic manifestations of intertextuality in leader messages

Our study examined corporate leader messages based on two comparable data sets: one collected from Global 500 corporations in the PRC and the other one from corporations in the US. Despite noticeable differences in their linguistic and cultural backgrounds, some similar patterns of manifestations of intertextuality were evident in the two countries. As "genres tend to have their own intertextual patterns that reflect the type of social action that the genre participate in" (Koskela, 2013), the striking similarities across the leader messages from different cultural backgrounds indicate the existence of a corporate leader message genre and the importance of leaders' roles in realising the communicative goals of the corporation. The use of T3 or indirect speech shows the common use of attribution, an interpersonal metadiscourse that "draw on external sources to underline the authority of their assertion" so as to enable leaders to enhance their credibility in communication (Hyland, 1998, p. 235). The high occurrence of T3 and T4 in leader messages from both the US and PRC suggests that professional corporate communication as a genre in itself tends to employ such types of intertextuality across cultures. Stakeholders expect factual messages using indirect speech and recognisable phrasing that are indicative of accountability, transparency and responsibility while corporations adhere to these requirements in the globalised era (Yeo, Goh, & Tso, 2011).

In addition, the significant use of R1 (i.e. corporate information) in leader messages from both the PRC and US corporations is consistent with Koskela's study (2013) that "[R]eferences to company strategy, values, vision, mission, reputation, profile, culture and business goals reinforce the place of the communication strategy texts in the hierarchical structure of the

strategic management function of the organization and reveal the importance of the genre system for the social action the documents are participating in" (p.397).

Another noteworthy finding is that the use of intertextuality was most commonly observed in M1 (i.e. overview of past performance/ looking back) in leader messages from both the PRC and US. This is aligned with the literature that the use of familiar references such as mentioning performance serves a pragmatic purpose to convince readers and establish rapport with them (Ho, 2011), while legitimisation, focusing on convincing readers with factual evidence of the performance and development of the company, is commonly seen in the structure of business texts (Kong, 2001).

5.2 Localised linguistic manifestations of intertextuality in leader messages

Notably, the use of direct quotes (i.e. T1 and T2) was significantly higher in messages from corporations in the PRC as opposed to their US counterparts. A greater use of direct quotes through making reference to authoritative sources is done to add credibility and legitimacy to leader messages (Li, 2009). The leader's voice as an authoritative spokesperson is reinforced by the use of direct speech simultaneously rendering the boundaries between the leader's voice and the quoted voice unnoticeable to readers, thereby making it possible for the leader to identify himself with the quoted voice when reporting on company information and persuading stakeholders (Fairclough, 1992c; Li, 2009). Explicit types of intertextuality are indicative of open communication which is of crucial importance for corporations in the PRC (Lines, 2003; Yeo et al., 2011). However, messages in corporations from the US often have a tendency to refer readers to additional information in the form of reports for their further reading and, as such, often rely on implicit types of intertextuality.

Significant use of R2 was noted in leader messages from the PRC while R3 was often employed in leader messages from the US. Leaders emphasise important issues of the corporation to realise their communicative goals and intents, and these issues are intricately related to and influenced by social, political, economic and ideological considerations rather than cultural factors (AUTHOR, 2017). Leaders from corporations in the PRC seem to intricately tie their corporate communicative goals and intent with national identity since they focus on government policies by emphasising corporations' expansion plans with the support of such policies, while corporations in the US frame their corporate communication as socially responsible by highlighting issues such as gender equality, diversity, workplace benefits and sustainability. These findings add weight to the notion that in the professional corporate context, intertextuality is often manifested ideologically in political and social issues. Direct speech alongside government policies that accentuate the rising importance of the PRC as a nation and corporations' ambitious plans to expand their operations globally (Krauss & Bradsher, 2015) add more authority to the leader's voice in the PRC. By contrast, US corporations draw on sources of intertextual references comprising a focus on social issues such as diversity and staff inclusivity, and links with positive outcomes including financial performance and increased productivity (AUTHOR, 2017; Salomon & Schork, 2003).

Apart from this, there was a higher use of intertextuality in move two in US leaders' messages because in these corporations, company core values, principles, mission, and vision are often derived from other documents that emphasise ideals, rights and compliance to guide their business and strengthen the corporate culture.

5.3 Variations in the use of metadiscourse in the linguistic manifestations of intertextuality

Even though there was a high frequency of indirect speech (T3) and recognisable phrasing (T4) in leader messages from both the PRC and US, a variation in the use of metadiscourse, particularly the use of relational and person markers was evident. Metadiscourse refers to the use of linguistic elements that help "realize the rational, credible and affective appeals that contribute to the persuasiveness of a text" (Hyland, 1998, p.226), and can be viewed as an important means of revealing a corporate leader's voice as well as building leader-stakeholder relationships. Metadiscourse shows how writing reflects a sensitivity to intertextual relationships (Hyland, 2000). As suggested by Hyland (1998), relational markers such as the use of second-person and third-person pronouns explicitly refer to the relationship between the writer and reader, and similarly, the leader-stakeholder relationship, in our study. Person markers refer to the explicit presence of the author in the text and is indicated by the frequency of the use of first-person pronouns (Hyland, 2000). After scrutinising the sentences that exhibited T3 and T4, we discovered a significant difference in the use of person and relational markers: *I, you* and *our* in leader messages from the US and PRC. Table 4 shows the use of relational markers in sentences exhibiting T3 and T4.

Table 4. The use of relational markers in sentences exhibiting T3 and T4

Relational marker	PRC (n of words: 17945)			US (n of words: 14175)			*P* value
	n (T3&T4)	Per 100 words (T3&T4)	Mean	n (T3&T4)	Per 100 words (T3&T4)	mean	
I	11	6.13	1.75	40	28.23	2.1	0.0085
You	10	5.57	1.61	29	20.46	1.94	0.0481
Our	122	67.99	19.68	424	299.12	57.58	0.0005

Leader messages from the US exhibited a significantly higher use of *I, you* and *our* than those from the PRC. Messages from US corporations place emphasis on the leader-stakeholder relationship by highlighting the shared interests explicitly or inviting stakeholders into the message by drawing on shared general knowledge through the use of inclusive third-person pronouns: *our* (see Example [1]) (Hyland, 1998). Employing second-person pronouns in the form of *you* can persuade stakeholders explicitly via involving them more closely since it explicitly acknowledges their presence (see Examples 2 and 3) (Hyland, 1998). In addition, messages from US corporations emphasise the importance of the leader's role, responsibility and authority and build credibility by employing more first-person pronouns (see Example [1]) (Hyland, 1998). Hyland (1998) further added that the overall persuasive effect of a text could be increased if all types of pronouns mentioned are employed.

Examples:

(1) *I* am very proud of the work that AIA is doing together with *our* customers, *our* staff, *our* agents and *our* partners. (US30)

(2) The Board oversees *our* responsible growth strategy to deliver long-term value for *you*, *our* shareholders. (US09)

(3) Whether *you*'re an employee, a customer, a business partner or a shareholder, all Delta stakeholders benefit from the decisions *we* make to drive the virtuous circle. (US24)

5.4 Differences in identity shaped through the variations in the use of intertextuality

As pointed out by Fairclough (1995, p.55), "text makes its own small contribution to shaping social identities, social relations, and systems of knowledge and belief", so corporate leader

messages with different types of intertextuality can be employed as a strategic means to construct corporate identity (Alessandri, 2001; Balmer, 1998; Goodman & Hirsch, 2015). The similar ways in which corporate identity is revealed through intertextual practices in corporations in the US and PRC are that the types of intertextuality are mainly referential (Devitt, 1991), and the source of reference is corporate information, both being indicative of a professional and business-oriented corporate identity.

Striking variations are, nonetheless, observed in terms of the way corporate identity is framed in corporations in the PRC compared to those in the US. Corporations in the PRC shape their collective identity in line with Porter (1986) - frequent use of explicit, authoritative direct quotes to establish legitimacy and persuade stakeholders that corporations are complying with standards that expect them to be transparent and accountable (Lines, 2003; Yeo et al., 2011). Quotations from an authority in terms of direct speech suggest a high degree of identification between the reported voice and the author's or leader's voice, and could be used to justify policies (Li, 2009). Also, an emphasis on government policies highlights the rising power of the country and national identity of corporations while articulating a vision for the future is indicative of strong ambition. On the other hand, corporations from the US construct a different type of identity based on their communicative goals and uses of intertextuality to disseminate succinct professional corporate information. Core values and social responsibility are supported through implicit intertextual types such as indirect quotes and referring readers to additional documents. A greater use of first-person, second-person and third-person pronouns in leader messages in the US suggest that these relational markers are used to build credibility in stakeholders through showing the importance of the leader and more importantly, the shared interests and knowledge between the leader and stakeholders.

6. Conclusion and Implications for Teaching and Research

This study analysed how intertextuality is realised linguistically in the move structure of corporate leader messages through the use of types of intertextuality and sources of reference. The study is novel since it is the first to examine the above and the findings are relevant and informative in helping us understand how texts are constructed with intertextual references in the professional corporate communication context. This research provides evidence that corporate leaders or corporate communication practitioners are knowledgeable of the history and types of intertextuality in a message and by extension the various links and interconnections that appear in a text.

Adapting and illustrating Bazerman's (2004) intertextuality typology to the professional communication context constitutes applied research while using quantitative and qualitative methods to conduct intertextual analyses confirm integrative testing and development in the field. From a pragmatic perspective, we have offered a better understanding of the possible construction of corporate identities through a comparison of the PRC corporations' leader messages and their US counterparts. Extended value is henceforth given to academics and corporate communication practitioners.

This study would benefit students studying intercultural or business communication in that students' awareness could be raised with regards to how corporate leader messages draw on prior text implicitly or explicitly in different cultures within the corporate communication context in the real-world. Bremner (2008) supports this point by noting that the goal of

intertextuality is for students to "see the texts they read and produce as part of a wider, ongoing system of intertextually related practice, grounded in a professional context" (p.319).

In ESP, instructional materials often lack tasks that focus on intertextuality, so the findings from this study may enable learners to have a more realistic context in relation to corporate workplace communication (Bremner, 2008). Using corporate leader messages to examine intertextuality could act as a model for authentic instructional materials and activities in ESP courses. It is true that the use of multiple texts and their intertextual relations may create difficulties for students (Bremner & Costley, 2018). While it is true that certain aspects of the corporate communication context cannot be easily replicated in classroom tasks, this should not hinder lecturers from designing these tasks since they raise awareness of the complexity involved in intertextuality. For example, in a corporate communication course on writing skills, the importance of intertextuality and how it contributes to the effectiveness of corporate communication should be emphasised and our findings here can illuminate this aspect of intertextuality. In particular, the use of direct quotes and indirect ones can be used to signal intertextuality as well as the types of information used (e.g. emphasis on social or governmental policies, etc.). The communicative goals and intents of corporations which shape their identity could also be explained so that students can see that intertextuality does not only involve text manipulation but rather requires an understanding of the goals of corporate communication and what different corporations view as important. Students will need to be given opportunities to identify what readers/stakeholders know and will need to know further, and what kind of information to incorporate from other texts to signal intertextuality, and how explicitly or implicitly they should highlight the ideology/content to achieve the corporate communicative goals. While awareness of the audience is necessary for constructing leader messages, Hyland (2000) points out that an understanding of the appropriate metadiscourse knowledge such as

relational and person markers is crucial in producing messages that are contextualised, coherent and reader-oriented, and the ways in which intertextuality is realised linguistically through these markers is worth exploring further. More extensive research on the various ways in which intertextuality is realised linguistically and the difficulties it poses for students is warranted.

As for corporate communication practitioners, they would be more cognizant of how intertextuality is generally manifested in corporate messages from the US and PRC and this in turn would help them to create more effective messages for leaders that conform to these corporate communication practices to achieve their intended communicative purposes. Our study paves the way to scrutinise intertextuality as exhibited in different industries and professional communication contexts. Further research could also be undertaken on a cross-comparison of a larger number of global corporations from a variety of countries.

To conclude, our study provides support for the finding that intertextuality is a prevalent feature of all leader messages, particularly in terms of drawing on information related to corporate information in move one: overview and looking back, and in exhibiting this information using indirect speech and recognisable phrasing. However, cross-cultural variations are noted in that the use of direct quotes is more frequent with more explicit intertextual references to government policies in messages from corporations in the PRC, whereas the use of indirect quotes in conjunction with an emphasis on intertextual social responsibility issues, and the use of more first-person, second-person and third-person pronouns is more commonly observed in messages from corporations in the US. This in turn suggests that corporate communicative goals and identity feature prominently in intertextual linguistic choices and play a role in engaging stakeholders.

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