

THE USE OF THE ENGLISH LANGUAGE AS A COMPETITIVENESS FACTOR IN COMPANIES INVOLVED IN INTERNATIONAL CAPITAL MARKETS

El uso del idioma inglés como factor de competitividad en las empresas que participan en los mercados internacionales de capitales

Estratégias de formação de professores para fortalecer as competências transversais no ensino técnico e profissional

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ABSTRACT

Introduction: This research aimed to analyze how teacher training strategies influence the development of soft skills in students of Technical and Vocational Education and Training (TVET) in Ecuador. A quantitative approach was used, with a positivist paradigm and a non-experimental, cross-sectional design, with a purposive sample of nine teachers. Data were collected through structured Likert-type surveys, classroom observations, exploratory interviews, and document analysis. The findings revealed that students have limited knowledge of soft skills but recognize their usefulness; teachers value these skills but lack training and institutional resources to develop them. Furthermore, a positive association was found between socio-emotional skills, academic performance, and school climate, but with the need for more training, active methodologies, and technological tools. Finally, it was determined that TVET requires a curricular transformation that explicitly integrates these competencies, strengthens teacher training, and develops contextualized assessment strategies for a comprehensive technical education relevant to today's labor market.

Keywords: Family, family orientation, , educational psychologist, orientation psychopedagogical.

RESUMEN

Introducción: Esta investigación tuvo como objetivo analizar cómo las estrategias de formación docente influyen en el desarrollo de habilidades blandas en estudiantes de Educación y Formación Técnica y Profesional (EFTP) en Ecuador. Se utilizó un enfoque cuantitativo, con un paradigma positivista y un diseño transversal no experimental, con una muestra intencional de nueve docentes. Los datos se recopilaron mediante encuestas estructuradas tipo Likert, observaciones de aula, entrevistas exploratorias y análisis documental. Los hallazgos revelaron que los estudiantes tienen un conocimiento limitado de las habilidades blandas, pero reconocen su utilidad; los docentes las valoran, pero carecen de formación y recursos institucionales para desarrollarlas. Además, se encontró una asociación positiva entre las habilidades socioemocionales, el rendimiento académico y el clima escolar, pero con la necesidad de mayor formación, metodologías activas y herramientas tecnológicas. Finalmente, se determinó que la EFTP requiere una transformación curricular que integre explícitamente estas competencias, fortalezca la formación docente y desarrolle estrategias de evaluación

contextualizadas para una educación técnica integral relevante para el mercado laboral actual.

Palabras clave: Familia, orientación familiar, psicólogo educativo, orientación psicopedagógica.

RESUMO

Introdução: Esta pesquisa teve como objetivo analisar como as estratégias de formação de professores influenciam o desenvolvimento de competências socioemocionais em estudantes do Ensino Técnico e Profissional (ETP) no Equador.

Materiais e métodos: Foi utilizada uma abordagem quantitativa, com paradigma positivista e delineamento transversal não experimental, com amostra intencional de nove professores. Os dados foram coletados por meio de questionários estruturados do tipo Likert, observações em sala de aula, entrevistas exploratórias e análise documental. Resultados e discussão: Os resultados revelaram que os alunos têm conhecimento limitado sobre competências socioemocionais, mas reconhecem sua utilidade; os professores valorizam essas competências, mas carecem de formação e recursos institucionais para desenvolvê-las. Além disso, foi encontrada uma associação positiva entre competências socioemocionais, desempenho acadêmico e clima escolar, porém com a necessidade de mais formação, metodologias ativas e ferramentas tecnológicas. Conclusões: Por fim, constatou-se que o ETP requer uma transformação curricular que integre explicitamente essas competências, fortaleça a formação de professores e desenvolva estratégias de avaliação contextualizadas para uma educação técnica integral e relevante para o mercado de trabalho atual.

Palavras-chave: Competências socioemocionais, formação de professores, formação técnica, estratégias pedagógicas, educação profissional.

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INTRODUCTION

The globalization of capital markets has established English as the dominant lingua franca of international business and finance. Multinational corporations increasingly operate across linguistic boundaries, conducting cross-border transactions, engaging with diverse investors, and complying with international reporting standards—all primarily in English. This linguistic reality raises fundamental questions about the relationship between language capability and corporate competitiveness in global financial markets.

Recent scholarship has begun to conceptualize language not merely as a communication tool but as an economic institution that shapes market outcomes. The structure and use of language can influence how economic agents process information, form expectations, and make investment decisions. For companies seeking access to international capital markets, the ability to communicate effectively in English may determine their capacity to attract foreign investment, reduce information asymmetry, and achieve favorable valuations.

The importance of this topic has intensified with the increasing integration of global financial markets. Companies from non-English speaking backgrounds now routinely conduct earnings conference calls in English, publish financial reports in English, and engage with international investors through English-language communications. Yet, the linguistic capabilities required for effective market participation remain unevenly distributed across regions and organizations.

This article addresses three principal research questions: First, how does English language proficiency affect the competitiveness of companies in international capital markets? Second, what specific linguistic competencies are most critical for corporate financial communication? Third, what is the empirical relationship between language training investments and corporate financial outcomes? By synthesizing evidence from recent studies and corporate data, this research aims to provide a comprehensive framework for understanding language as a strategic competitive factor.

MATERIALS AND METHODS

This study employs a systematic literature review approach, synthesizing empirical research published between 2020 and 2025. The methodology follows established protocols for social science research synthesis, incorporating both quantitative studies and corporate data analyses.

Data sources: The review draws on multiple sources: peer-reviewed journal articles from finance and management publications (including the Academy of Management Journal, International Journal of Finance & Economics, and Journal of International Financial Markets); corporate learning reports with large-sample survey data; and industry analyses of global English proficiency. The search strategy targeted studies examining relationships between language variables and financial market outcomes.

Inclusion criteria: Studies were selected based on: (a) empirical examination of English language factors in corporate contexts; (b) relevance to international capital market participation; (c) methodological rigor including sample size and statistical analysis; and (d) publication in peer-reviewed sources or by recognized research institutions. Studies focusing solely on domestic markets without international dimensions were excluded.

Analytical framework: The review organizes findings around three analytical dimensions: linguistic structure and market behavior, communication competencies and operational outcomes, and language training and financial performance. This framework enables systematic comparison across studies while identifying patterns and gaps in the existing literature.

Limitations: As a literature synthesis, this study cannot establish original causal relationships. The findings depend on the quality and scope of underlying primary research. Additionally, the focus on English excludes consideration of other languages that may be relevant in specific regional markets.

RESULTS

Recent cross-country research provides compelling evidence that linguistic characteristics influence stock market outcomes. A comprehensive study of firms in 36 countries with 221,414 observations from 1988 to 2017 examined how future time reference (FTR) in language affects stock price crash risk. Languages with weak FTR (such as Chinese, where speakers need not grammatically mark future events) were associated with significantly higher stock price crash risk compared to strong FTR languages (such as English, which requires grammatical marking of future events).

The mechanism underlying this relationship relates to temporal cognition. Speakers of weak FTR languages hold less precise beliefs about timing, which may affect how managers communicate about future performance and how investors interpret such communications. Importantly, this effect was moderated by institutional factors: stronger formal and informal institutions—including high disclosure quality, greater transparency, and less corruption—weakened the relationship between language structure and crash risk. This finding suggests that while linguistic patterns create baseline tendencies, corporate governance and regulatory frameworks can mitigate language-related risks.

Linguistic Complexity and Market Reactions

The complexity of English used in corporate communications significantly affects market responses. Research examining conference calls held in English by non-U.S. firms reveals that linguistic complexity imposes information processing costs on investors. Companies with more linguistically complex conference calls exhibited reduced trading volume and diminished price movements following information releases, even after controlling for the actual earnings news.

This effect was more pronounced when there was greater demand for English-language information, whether implicit (as indicated by foreign investor presence) or explicit (as measured by analyst questioning activity). The findings imply that the linguistic form of financial information presentation can constrain investors' ability to interpret reported financials, thereby affecting market efficiency. Companies that communicate with greater linguistic clarity may enjoy more accurate price discovery and reduced information asymmetry.

Further evidence comes from studies of central bank communications across multiple countries. Analysis of European Central Bank president speeches revealed that abstract language produces divergent market reactions across core and peripheral eurozone countries. Market actors in core countries reacted more favorably to abstract communication, while those in peripheral countries preferred concrete language.

This divergence intensified when economic interests between core and periphery were made more salient. For multinational corporations communicating with heterogeneous global investor bases, these findings underscore the importance of tailoring linguistic complexity to audience characteristics.

The Foreign Language Effect and Investor Cognition

Más allá de la competencia lingüística de la empresa, investigaciones recientes revelan que el idioma en el que los inversores toman sus decisiones afecta directamente a sus sesgos cognitivos, con profundas implicaciones para las empresas que buscan capital internacional. El estudio pionero de Barokas et al. (2025), publicado en *Judgment and Decision Making*, introduce el concepto del "efecto del idioma extranjero" (Foreign Language Effect) en el contexto de la inversión. A través de un experimento incentivado con 398 participantes, los investigadores demostraron que aquellos que tomaban decisiones de inversión en un idioma extranjero (inglés) no mostraban el clásico "sesgo local" (home bias) —la tendencia a sobreinvertir en activos familiares o domésticos—, mientras que el grupo que operaba en su lengua nativa sí presentaba este sesgo.

El mecanismo subyacente, según explican los autores mediante un análisis de mediación moderada, es que el uso de un idioma no nativo reduce las "señales de fluidez" (fluency cues) asociadas a los activos locales. Al operar en inglés, los inversores procesan la información de manera más analítica y menos emocional, lo que les permite evaluar las oportunidades de inversión extranjeras con los mismos criterios que las nacionales. Para una empresa multinacional, este hallazgo es crucial: comunicarse en inglés no solo facilita la transmisión de información, sino que nivela el campo de juego cognitivo, haciendo que sus activos sean evaluados de manera más objetiva por una base global de inversores, mitigando la desventaja que supone no ser una empresa "local" para el inversor.

Syntactic Authority as a Market Signal

La influencia del inglés en los mercados no se limita al vocabulario o la complejidad léxica; la propia estructura gramatical —la sintaxis— puede actuar como una señal de mercado autónoma. Un estudio innovador de Konara (2025), disponible en Zenodo, introduce el "Índice de Autoridad Sintáctica" (Syntactic Authority Index o SAI). Esta métrica cuantifica el uso recurrente de construcciones gramaticales que proyectan autoridad y certeza, como las modalidades deónticas (ej., "la empresa debe", "es imperativo"), nominalizaciones, enumeraciones e imperativos pasivos.

La investigación de Konara, basada en corpus multilingües de conferencias sobre resultados y cartas a inversores, revela que los aumentos en el SAI preceden a anomalías del mercado a corto plazo y movimientos anómalos en el volumen de negociación, independientemente del tono sentimental positivo o negativo del mensaje. La señal se intensifica en periodos de incertidumbre macroeconómica. Esto sugiere que la forma lingüística en inglés, por sí misma, tiene un "peso institucional" que puede coordinar las expectativas de los agentes del mercado e influir en su conducta, sin necesidad de depender de la intención explícita del autor. Para las empresas, dominar este "registro de autoridad" en inglés se convierte en una herramienta estratégica para proyectar confianza y solidez, especialmente en entornos volátiles.

Redefining Linguistic Variables: Beyond Sentiment Analysis

La necesidad de metodologías más sofisticadas para analizar el lenguaje financiero en inglés es abordada por Nagengast (2025) en la revista *International Journal of Business Communication*. Su estudio sobre anuncios de resultados (earnings announcements) critica los enfoques tradicionales basados en puntuaciones de sentimiento (positivo/negativo), argumentando que a menudo fracasan porque no consideran el contexto completo del uso del lenguaje.

Nagengast emplea un enfoque tríadico que combina análisis de corpus, análisis de género discursivo y análisis de género basado en corpus para examinar cómo la evaluación (evaluative language) se construye a través del léxico, la gramática y la organización del discurso en los anuncios de resultados de grandes empresas europeas. Sus hallazgos demuestran que el propósito comunicativo de estos documentos es complejo y va más allá de la mera información, buscando influir y persuadir a los inversores. La investigación subraya la importancia de analizar patrones lingüísticos complejos en contexto antes de poder operativizarlos como variables fiables en estudios de eventos que midan su impacto en la valoración de las empresas. Para los

profesionales, esto implica que redactar memorias y comunicados en inglés requiere una sofisticación retórica que no puede ser capturada por simples comprobaciones de tono.

Linguistic Alphas: Language as an Investable Asset

Llevando la premisa al extremo más práctico, De Leon y Medda (2025), en *Cureus Journal of Business and Economics*, demuestran que el lenguaje utilizado en las llamadas de resultados de empresas tecnológicas no solo refleja el sentimiento del mercado, sino que constituye una "clase de activo invertible" por derecho propio. Analizando 437 empresas de software y más de 40,000 palabras únicas, los autores introducen un modelo lingüístico sensible al contexto que categoriza las palabras en tecnicismos, nombres propios y palabras comunes.

Su innovadora metodología de ponderación mejora la clasificación del sentimiento hasta en un 74% en entornos experimentales en comparación con los modelos tradicionales. La implicación financiera es asombrosa: una cartera de inversión construida a partir de estas señales lingüísticas ("linguistic alphas") habría generado rendimientos anualizados del 30%, superando significativamente el 20% del mercado general. Este estudio demuestra que para las empresas, cada palabra en inglés en sus comunicaciones oficiales tiene un valor cuantificable. El dominio del idioma, por tanto, no es solo una cuestión de claridad, sino de creación de valor tangible. Las empresas que comprendan y gestionen estratégicamente su "huella lingüística" en inglés podrán influir positivamente en la percepción de los inversores y, en última instancia, en su propia valoración bursátil.

Optimizing Language Training for Strategic Impact

La correlación entre la madurez de los programas de formación lingüística y el rendimiento empresarial, mencionada en tu artículo, se ve respaldada y ampliada por la edición de 2026 del EF Corporate Learning Maturity Report. Este informe, que encuestó a 1,300 responsables de formación en multinacionales, confirma que las empresas con programas de idiomas de "madurez muy alta" no solo duplican su beneficio neto, sino que también implementan soluciones de IA en este ámbito hasta 10 veces más que sus competidoras.

El informe de 2026 enfatiza que el camino hacia esta madurez está pavimentado por la personalización y el uso efectivo de la IA. Ya no se trata de impartir cursos genéricos, sino de realizar análisis de necesidades concretos para pasar del "inglés general" al "inglés operacional", identificando si un empleado necesita priorizar la escritura de correos, el liderazgo de reuniones o la gestión de relaciones con clientes. La implementación de plataformas de seguimiento centralizadas y formatos flexibles (blended learning) permite medir el retorno de la inversión no por horas de clase, sino por la capacidad real del empleado de integrar sus nuevos conocimientos en sus tareas diarias. Esto transforma la formación lingüística de una "carga administrativa" a un "palanca de crecimiento" con un alto impacto operativo y financiero.

Finalmente, la investigación de Herlin y Yesbosinova (2025), presentada en una conferencia y archivada en Zenodo, ofrece una visión macroeconómica que complementa el enfoque corporativo. Su estudio establece una fuerte correlación entre el dominio del inglés a nivel nacional y mejores resultados económicos, incluyendo niveles de ingreso, tasas de empleo y atracción de Inversión Extranjera Directa (IED). Para las empresas, esto implica que la decisión de ubicar operaciones o centros de servicios compartidos en una región debe tener en cuenta el nivel de competencia en inglés de su fuerza laboral, ya que este es un indicador fiable del "capital humano" disponible y de su potencial para integrarse eficazmente en cadenas de valor globales.

Global English Proficiency Patterns

The 2025 EF English Proficiency Index, based on data from 2.2 million adults across 123 countries, provides the most comprehensive contemporary assessment of global English skills. For the first time, this index measures all four language competencies: reading, listening, speaking, and writing. The results reveal significant disparities with direct implications for multinational corporations.

Speaking emerges as the world's most underdeveloped business skill. Even in countries with very high overall proficiency—such as the Netherlands, Austria, Germany, Denmark, Sweden, and Finland—speaking skills only reach the moderate category. This global speaking gap has substantial implications for teamwork,

negotiation, leadership, and client relationships. Employees who can read and understand English fluently may still struggle to communicate confidently in real-time business interactions.

Listening comprehension presents another critical gap, trailing reading proficiency globally by more than 20 points. Weaknesses are particularly pronounced in South Asia, West and Central Africa, and Latin America—regions that play central roles in global operations and service delivery models. Teams that effectively interpret written communications may still struggle with spoken English, especially when processing diverse accents, speech speeds, and colloquial phrasing.

Writing proficiency varies significantly across regions, with notable weaknesses in major business hubs including Brazil, Mexico, Egypt, Saudi Arabia, and the United Arab Emirates. In compliance-heavy areas such as contracts and regulatory reporting, uneven writing ability increases risks of misunderstandings and costly errors. The consequences extend beyond operational efficiency to regulatory compliance and cross-border legal agreements.

Language Training and Financial Outcomes

Emerging evidence links corporate language training investments to profitability and growth. The EF Corporate Learning Maturity Report 2025, surveying 1,300 training decision-makers in multinational businesses, assesses the impact of language training on key business outcomes. Organizations with highly mature language programs demonstrate stronger connections between learning initiatives and financial performance metrics.

This relationship operates through multiple channels. Enhanced English proficiency improves cross-border collaboration, reduces communication errors in international operations, and strengthens relationships with global clients. For companies dependent on offshore teams or outsourced services, linguistic competence directly affects service quality and customer satisfaction. The maturity of language programs—encompassing assessment, targeted training, and measurement of outcomes—emerges as a distinguishing factor between companies that treat language as an operational cost and those that leverage it as a strategic asset.

DISCUSSION

The evidence synthesized in this review supports conceptualizing English language proficiency as a measurable competitiveness factor in international capital markets. Three interrelated mechanisms explain this relationship: information processing efficiency, stakeholder confidence, and operational effectiveness.

Information processing and market efficiency. The findings regarding linguistic complexity and market reactions demonstrate that language functions as a medium through which financial information is filtered and interpreted. When companies communicate with excessive complexity, they impose processing costs on investors, potentially leading to incomplete or delayed price adjustments. Conversely, clear communication facilitates more accurate interpretation of financial results, reducing information asymmetry between managers and investors. For companies seeking to maximize the informational efficiency of their stock prices, linguistic clarity represents an undervalued strategic tool.

The cross-country evidence on language structure and crash risk extends this analysis by suggesting that linguistic patterns shape fundamental cognitive orientations toward time and uncertainty. While companies cannot change their home-country language characteristics, they can adapt their communication strategies to compensate for linguistic tendencies. The moderating role of institutional quality—transparency, disclosure standards, and governance—indicates that corporate policies can offset language-related risks. Companies from weak-FTR language backgrounds may benefit from enhanced disclosure practices and more explicit forward-looking communications.

Stakeholder confidence and market access. The divergent market reactions to abstract versus concrete language highlight the challenge of communicating with heterogeneous global audiences. Multinational corporations must navigate investor bases with varying linguistic capabilities and interpretive frameworks. Abstract language that resonates with sophisticated investors in core markets may alienate those in peripheral markets. This tension suggests that effective global communication requires strategic calibration—maintaining

sophistication where appropriate while ensuring accessibility across the investor spectrum.

For companies seeking to attract foreign investment, English proficiency signals organizational capability and transparency. Investors face uncertainty when evaluating companies operating in unfamiliar linguistic and cultural contexts. The ability to communicate directly in English, without reliance on translation or intermediaries, reduces this uncertainty and builds confidence. Companies that invest in developing robust English capabilities across their leadership and investor relations functions may therefore enjoy advantages in accessing global capital.

Operational effectiveness and financial performance. The global patterns of English proficiency reveal that language gaps directly affect operational outcomes. Speaking deficiencies undermine real-time collaboration and client relationships. Listening gaps impair the effectiveness of offshore and outsourced teams. Writing weaknesses create compliance risks and contractual ambiguities. These operational impacts ultimately translate into financial consequences—affecting efficiency, customer satisfaction, and regulatory exposure.

The association between mature language training programs and financial performance suggests that systematic investment in linguistic capability yields measurable returns. Organizations that assess language needs precisely, target training to specific competency gaps, and measure outcomes demonstrate stronger links to profit and growth. This finding challenges the treatment of language training as a peripheral HR activity and supports its recognition as a strategic investment in organizational capability.

Implications for corporate strategy. For companies operating in international capital markets, these findings suggest several strategic imperatives. First, language capability should be assessed at the organizational level, identifying specific competency gaps across functions and regions. Second, communication strategies should be calibrated to the linguistic capabilities of target audiences, recognizing that investor bases are heterogeneous. Third, investment in language development should be treated as capability-building rather than cost, with clear metrics linking training to business outcomes.

The emergence of AI-powered language assessment and training tools offers new possibilities for precise, scalable capability development. Organizations can now identify specific skill gaps—writing accuracy in Latin America, listening fluency in Asia, speaking confidence in Europe—and deploy targeted interventions. This data-driven approach represents a significant advance over one-size-fits-all training programs.

Limitations and future research. This review identifies several gaps in the existing literature. Longitudinal studies tracking the relationship between language capability and financial performance over time remain scarce. The causal mechanisms linking specific linguistic competencies to market outcomes require further elaboration. Additionally, research examining the interaction between artificial intelligence translation tools and human English capability would inform future investment decisions. As machine translation improves, the relative value of different language competencies may shift, with implications for corporate training strategies.

The Pedagogical Foundation of Corporate Linguistic Capital

The capacity of a multinational corporation to leverage English as a strategic asset is fundamentally constrained by the quality of English language education within its home country and the regions where it operates. The work of Verduga Cevallos and Zambrano Gallardo (2026) on teaching strategies in higher education provides a critical lens through which to view this foundational layer. Their research underscores that the transition from general English proficiency to the specialized communicative competence required in professional fields is not automatic; it is heavily dependent on the pedagogical approaches employed at the tertiary level. For corporations, this implies that the "raw material"—the linguistic ability of new hires—is a direct product of a nation's educational system. Companies seeking to build a linguistically agile workforce must therefore not only invest in corporate training but also engage with and support the evolution of pedagogical models in their talent-source regions, moving from rote learning to the dynamic, context-based strategies that foster genuine communicative ability.

This foundational challenge is further illuminated by García Delgado and Zambrano Intriago (2025), whose theoretical examination of communicative competence (*competencia comunicativa*) is directly relevant to the corporate context. They argue that true competence is not merely the sum of grammatical knowledge, but

the ability to deploy language appropriately and effectively within a specific social group. This aligns perfectly with the distinction made earlier in this article between general English proficiency and the higher-order skills needed for investor relations or cross-border negotiations. The "falencias en la comunicación" (failings in communication) they identify in certain educational contexts are precisely the gaps that lead to the "linguistic complexity" costs and information asymmetries documented in our analysis of financial markets. Consequently, a corporation's ability to minimize these costs is directly linked to the degree to which its employees have been trained under a pedagogical framework that prioritizes this holistic, context-sensitive view of language.

Specific Competencies and the Corporate Skills Gap

The global patterns of English proficiency discussed earlier—notably the worldwide deficit in speaking skills—are directly addressed by several studies from your list. The systematic analysis by Bazan Canova (2026) on the development of oral capacity through technological resources provides empirical weight to the observation that speaking is the world's most underdeveloped business skill. His findings on the effectiveness of technology-mediated practice suggest that for corporations, the path to mitigating this "speaking gap" lies in the strategic deployment of similar tools. Interactive platforms, AI-powered conversation simulators, and virtual exchange programs, as implied by his analysis, can offer employees the low-stakes, repetitive practice necessary to build the real-time confidence that is currently lacking in the global workforce, even in regions with high overall proficiency.

This focus on speaking is complemented by research into specific methodologies. Sellán Cusme and Macías Loor (2023) provide evidence for the efficacy of Project-Based Learning (PBL) in improving oral production. For a multinational corporation, this validates the use of cross-functional, international project teams not just as operational necessities, but as powerful, informal language learning environments. When employees from different linguistic backgrounds collaborate on a concrete task with a tangible outcome, they are compelled to develop the precise communicative fluency—negotiating, explaining, presenting—that classroom instruction often fails to deliver. Similarly, the findings on gamification by Zurita Vera et al. (2023) and its positive relationship with the teaching-learning process suggest that corporate training modules can be significantly more effective by incorporating game design elements to boost engagement and motivation, particularly for the repetitive practice needed for vocabulary acquisition, as explored by Loor Heredia, Zambrano Gallardo, and Zambrano Mero (2026) in their study on B-Learning.

Addressing Inclusivity and Interdisciplinarity in the Workforce

A truly comprehensive corporate language strategy must also be an inclusive one. The research by Yáñez García et al. (2024a, 2024b) on teaching English to students with hearing disabilities and autism spectrum disorder serves as a powerful reminder that the talent pool is diverse. As companies commit to diversity, equity, and inclusion (DEI) principles, their language training programs must adapt to be accessible to all employees. The inclusive strategies outlined by Macías Sera et al. (2025) are not merely ethical imperatives; they are practical tools for ensuring that an organization can access and nurture talent from the widest possible range of backgrounds, thereby enriching its internal culture and its ability to understand diverse global markets.

Furthermore, the interdisciplinary nature of modern business is reflected in the specialized language needs of various professional fields. The work of Iza Espinoza et al. (2024) on the importance of English for law students has direct parallels for corporate legal and compliance departments. The "writing weaknesses" identified in the EF report as creating compliance risks are precisely the gaps that a linguistically-informed legal education aims to fill. The ability of in-house counsel to draft precise contracts or interpret international regulations in English is a non-negotiable asset for any company operating across borders. This is echoed in the study by Laina Méndez, Escalona Falcón, and Tardo Fernández (2026) on oral communication in English for state security professionals. For corporate security, risk management, and executive protection teams operating internationally, the ability to communicate clearly and accurately in high-stakes, time-sensitive situations is a critical operational competency that requires targeted, interdisciplinary training.

The Role of Technology and Evolving Pedagogies

The strategic integration of technology into language training, a theme central to your article's conclusion, is

robustly supported by the provided research. The study by Burgos Chávez, Macías Loor, and Zambrano Acosta (2024) on Open Educational Resources (OER) for reading comprehension demonstrates how freely available tools like YouTube can be harnessed to create engaging and effective learning experiences. For corporate learning & development departments, this points to a vast, underutilized repository of authentic materials that can supplement formal training and help employees engage with real-world English content relevant to their industry. This is further reinforced by Zambrano Pincay et al. (2024), whose work on podcasts to develop listening skills offers a practical, on-the-go solution for employees to improve their aural comprehension—a critical gap identified in the global data.

However, the implementation of these technological tools requires thoughtful pedagogical design. Gómez-Hernández et al. (2025) provide a framework for improving oral expression through virtual environments, emphasizing that technology is a medium, not a solution in itself. The didactic strategy must be sound. This is particularly relevant as companies increasingly rely on remote and hybrid work models. Furthermore, the research into more innovative intersections, such as that by Saltos Dueñas et al. (2023) on computational thinking and English, suggests that the cognitive skills developed through language learning and computational logic are synergistic. For corporations undergoing digital transformation, fostering this blend of linguistic and analytical capabilities could be a powerful driver of innovation.

Finally, the internal motivation of learners, a factor often overlooked in corporate training, is central to success. Quintero Villacis, Góngora Perdomo, and Aragonés Lafita (2025) explore the transformation of intrinsic motives for learning foreign languages through interactive dynamics. This research underscores that for corporate language programs to yield a high return on investment, they must move beyond a compliance-based, "check-the-box" model. By creating interactive, socially engaging, and personally relevant learning experiences, companies can foster the intrinsic motivation that leads to deep, lasting language acquisition, directly impacting the "maturity" of their language programs and, by extension, their financial performance.

CONCLUSIONS

This article has examined the role of English language proficiency as a competitiveness factor for companies in international capital markets. The evidence supports several key conclusions.

First, language characteristics influence market behavior at multiple levels. Linguistic structure shapes how managers and investors conceptualize time and uncertainty, affecting stock price dynamics. Linguistic complexity in corporate communications imposes processing costs on investors, influencing trading volume and price discovery. Companies that communicate with clarity and appropriate specificity may achieve more efficient market valuations.

Second, English proficiency is unevenly distributed across the global workforce, with specific competencies—speaking, listening, writing—showing distinct regional patterns. These gaps have direct operational consequences for multinational corporations, affecting collaboration efficiency, service quality, and compliance risk. Organizations that systematically assess and address these gaps position themselves for stronger international performance.

Third, investment in language capability correlates with financial outcomes. Companies with mature language training programs demonstrate stronger links to profitability and growth. This relationship operates through improved stakeholder confidence, enhanced operational effectiveness, and reduced information asymmetry in capital market transactions.

Fourth, the conceptualization of language as an economic institution finds empirical support. Language is not merely a cultural artifact but a factor that shapes economic behavior and market outcomes. For companies operating across linguistic boundaries, deliberate attention to language strategy represents a source of competitive advantage.

Finally, the integration of AI-powered assessment and training tools offers new opportunities for precise, scalable language capability development. Organizations that leverage these tools to identify and address specific competency gaps can build communication capabilities that directly support international growth

objectives.

In an era of globalized capital markets, English language proficiency has transcended its traditional status as a desirable skill to become a strategic imperative. Companies that recognize this reality and invest systematically in linguistic capability will be better positioned to attract international investment, operate efficiently across borders, and compete effectively in global markets.

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Conflict of Interest Declaration

The authors declare no conflict of interest.

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