Language Strategy in a *merger* Process

There is no point in having a language strategy which merely collects dust on the shelf because it is out of touch with the reality in the company. The strategy must be used in everyday work so that it becomes a proper management tool. If Energinet.dk succeeds in doing so, the company will be able to use the language strategy to unite the company, with a concern to language and achieve a high qualitative level as well.

The information society puts heavy demands on our ability to communicate. The general tendency in companies nowadays is that documents must be produced and translated at an increasing pace, though the quality and consistency requirements do not decrease at all.

Time pressure often results in language employees becoming the last link in the documentation process, thus having to downgrade quality. Another consequence is that language employees are forced to assume too difficult tasks, E.g. translators accepting to translate a contract, even though they are unfamiliar with legal language. Finally, time pressure may result in companies choosing outsourcing of part of the translation package. But how does the company ensure that these translators live up to company standards?

One of the answers may be to introduce a language strategy. More and more companies experience that a language strategy, which lays down guidelines, for example, editing processes, language technology and outsourcing, may contribute to ensuring a uniform communication quality. A uniform quality gives a good and trustworthy image. A uniform terminology will also save time and thus, be financially advantageous. The level of quality is to be is determined by the company itself. The most important thing is that the company makes a decision on how high the level will be and how it is going to achieve the decided level.

Language Strategy in Energinet.dk

This paper is based on a study made in connection with my dissertation project on the Master of Language Administration from Copenhagen Business School. The study was based on the merger between Eltra (electricity transmission in Western Denmark), Elkraft (electricity transmission in Eastern Denmark) and Gastra (natural gas transmission in Denmark), into the state-owned company Energinet.dk.

As stated by Anette Grønning, a language strategy is to a high extent part of the organisational culture:

"A formulated language strategy will not only make the company's signals uniform, but will also have an important internal impact in the company" (Grønning, 2001:75).

One must therefore assume, that a language strategy will be a particularly useful tool in a merger process, where it is extremely necessary for the new company to create a common language platform, ensuring that all employees act in a uniform way both internally and externally.

A central element of a language strategy for Energinet.dk would be to find out how language was dealt with in the three companies before the merger. Based on this, it would be possible to determine the future approach to language, ensuring that Energinet.dk can use the language strategy as a tool to ensure quality in its language activities.

It is equally important to consider how a common language platform can be ensured through efficient implementation. There is no point in having a language strategy which merely collects dust on the shelf because it is out of touch with the reality in the company. The strategy must be used in the everyday work so that it becomes a proper management tool. If Energinet.dk succeeds in doing so, the company will be able to use the language strategy to unite the company with a concern to language and achieve a high qualitative level as well.

Based on a discussion of the concepts of language quality and common language platform, the study thus aimed to examine how the introduction of a language strategy can contribute to ensuring a high qualitative level and a common language platform in a merger process.

The primary purpose of introducing a language strategy in Energinet.dk is to create a common identity and a common image. Among other things, Energinet.dk faces many challenges in terms of difficult terminology within electricity and natural gas, and new terminology because of the IT department's new role as a project management centre. Besides, there are different attitudes to the use of management terms in the eastern and western parts of Denmark.

Energinet.dk also faces challenges in ensuring uniform processes, for instance the three previous companies had different processes relating to proof-reading and outsourcing of translations.

Finally, the new company has more direct focus on business, which should be reflected in the management of language activities in the company.

What is Language Strategy?

It was decided that the strategy project should be based on the following definition:

A language strategy covers the activities launched by a company within languages or communication, with the aim of improving corporate communications and contributing to the realisation of company goals.

A language strategy is laid down at the same level as company strategies in other areas.

A language strategy covers communication in Danish and other languages.

A language strategy is implemented into language policies. (Erhvervssprogligt Forbund, 1998)

In accordance with the definition, the language strategy may be considered in the overall strategy picture of the company as illustrated in Figure 1.
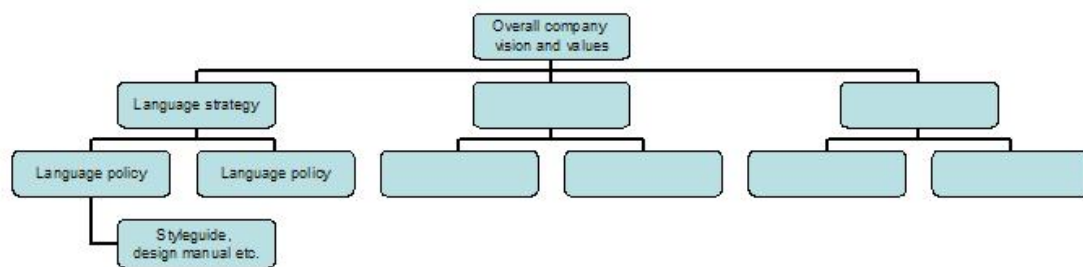

Figure 1. Language strategy in the overall strategy picture of the company (inspired by Bakka, 1994:231).

A language strategy should be based on the company's vision and values and contribute to supporting these values.

To go from the strategic planning level to the operative reality, the language strategy must be implemented into language policies. These are in turn converted into style-guides and design manuals etc.

Quality in Language Work

When trying to define quality in language work it soon becomes evident that quality is a relative concept that can be seen from many different points-of-view. There are two reasons for this:

1. Previously, language work strived to reach perfection. In recent years, a need has arisen however, to distinguish between several levels of quality depending on the need that the document has to cover.

2. There are many different stakeholders in a documentation project. Apart from the author, the language employee and the reader, there may be, for example, the development department, the sales department and the management. These have different interests and thus, weigh factors such as content, speed and economy differently.

The fact that quality is a relative concept is one of the reasons why focus is often on

the aspects of quality that are most easily measured. This might be called "manufacturing quality" (Hackos, 1994:10), that is, ensuring the quality of the final product by avoiding for instance spelling errors, grammatical errors and formatting errors.

However, the wish to avoid errors in a document is only one side of the general wish to satisfy customer needs. Based on Juran (Juran, 1998), one may say that whereas errors result in customer dissatisfaction, actual satisfaction results from the (positive) characteristics that urge the customers to read the document.

One example of a definition that focuses on customer satisfaction was made by Gretchen Hargis et al. (Hargis, 1998). The definition is based on three characteristics:

• Easy to use, that is, focused on the task, precise and complete
• Easy to understand, that is, clear, concrete and consistent
• Easy to find, that is, well-organised, available and visually effective.
This definition is absolutely useful when focus is on satisfying the customer. However, quality is even more complex. It is not enough to look at the characteristics of the finished product. As JoAnn Hackos says:

"Quality cannot simply be measured at the end of the project. The end of the project is too late. Quality happens as the result of a well-managed, well-organized process" (Hackos, 1994:3).

Thereby, she introduces another aspect of the quality concept, namely, the needs of internal users.

JoAnn Hackos defines quality on the basis of "value added". Her point-of-view is that everything you do to add value to the product results in quality. By way of example, a good manual which answers the questions of the users will save time and money and, thus reduce the company costs relating to customer support.

Also, Janice Redish uses value added as a measure of quality (Redish, 1995). She finds that the value of technical communication can be measured from output and customer satisfaction. Output covers increased benefits, such as increased sales, more positive feedback and reduced costs, E.g. due to fewer support calls, shorter translation time and less need for training. Customer satisfaction covers scores and comments from customer surveys.

Value added is a useful definition as it takes into account the needs of internal and external users alike.

As appears, there are numerous ways to consider the quality concept. Many attempts have been made to agree on a definition, but without success. However, based on a holistic point of view, Karl Smart et al. have set up a model which reflects the complexity of the concept and combines the various elements that constitute quality.

As appears in Figure 2, this model defines quality based on two dimensions, that is, internal contra external quality and objective contra subjective quality.
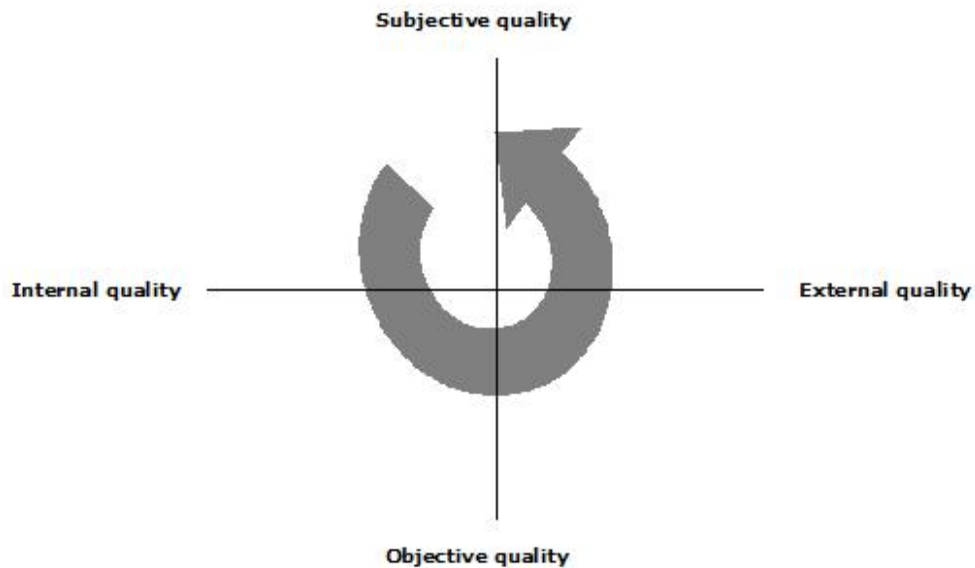
Figure 2. Holistic model for quality (Smart, 1995).

According to Karl Smart et al., the documentation process in a company follows a circular movement going from internal, objective quality to external, subjective quality. This means that the company first needs some internal routines in place resulting in some kind of objective quality. Preferably, this should result in some kind of subjective quality seen from the point-of-view of customers/users.

The dilemma relating to the relative concept of quality, may thus be solved by considering quality from a holistic point-of-view which includes the needs of both internal and external users. This implies that both product and processes are taken into consideration.

Quality in the product (document) includes:

• A high professional standard (e.g. correct and uniform terminology)
• That the document lives up to the needs of the target group.
According to L'Association Jean Favard, the two forms of quality are independent of each other (ISLE, 2003). For instance, a text which is poorly translated may be as clear and understandable to an informed reader as if it had been a good translation. The opposite may also be the case. Quality in the process covers efficient use of human, technological and financial resources.

Quality in Relation to the Pilot Project

So, how to ensure that Energinet.dk's language strategy lives up to the aim of a high qualitative level?

Metaphorically, the solution is to avoid "The Content Silo TrapTM" (Rockley, 2003:1), thus bridging the "silos" that arise when each individual employee follows his/her own procedures and works isolated from other employees in the company. The result is poor communication, lack of consistency and higher costs due to poor utilisation of resources.

Here the language strategy comes into the picture. In accordance with Karl Smart's model, a language strategy may contribute to creating quality in the language work by ensuring efficient processes that increase quality and consistency in the final product. This creates more satisfied users and a better image. Besides, efficient utilisation of resources reduces costs.

What is a Common Language Platform?

When companies merge, it is particularly important to establish a common language platform so that the new company acts as one company, both internally and externally.

The starting point is that guidelines ensuring a high qualitative level, do not in itself create a successful language strategy. A successful language strategy implies implementation among the employees of the company.

When a language strategy is introduced in a merger process, the language strategy as well as the merger must be considered as changes and one must involve some of the aspects dealt with by change management. This will be considered in the following.

Resistance to Change

In a merger process it is quite normal that employees resist changes.

The introduction of a language strategy in a merger process means that the employees experience changes from many different sides simultaneously.

The result of the merger may be that the company gets a new location and that the organisational structure is changed. The language strategy results in changed processes and new language values. In such a situation it is extremely important to take resistance to changes into account.

According to Steen Hildebrandt and Søren Brandi, it is important to distinguish between change and transition:

- Change depends on the situation, for example, the new location, the new boss, the new team roles, the new policy.
- Transition is the psychological process that people go through to accept a new situation.
- Changes are external. Transition is internal.
- If no transition occurs, fundamental change cannot take place. (Brandi, 2004)

There may be many reasons why people resist changes, for example, surprise, lack of confidence, lack of control and increased workload.

With a view to understanding why people experience mergers in such different ways, Maslow's hierarchy of needs may be used as a simplified frame. The hierarchy of needs may help to understand the losses and threats that both managers and employees experience in a merger process.
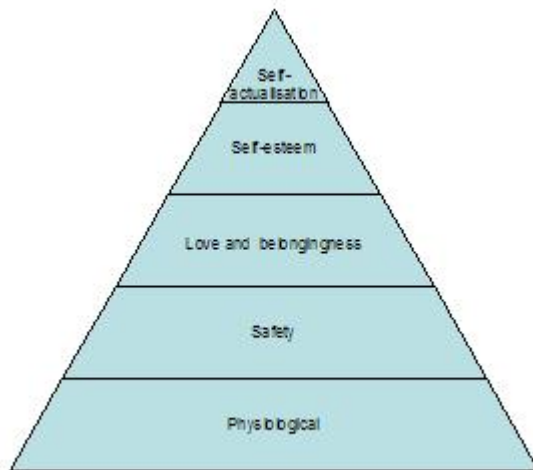
Figure 3. Maslow's Hierarchy of Needs (Source: Amskov, 2004).

By his model shown in Figure 3, Maslow says that we human beings have different needs that we want satisfied. All these needs are also represented via our working life.

Physiological needs:

The safety provided by a permanent job and a fixed income is very fundamental. It contributes to giving the individual person the certainty of having a roof over his/her head and food on the table every day. Many people experience that a merger results in the closing down of jobs and functions - and thus, results in the risk of losing their jobs.

Safety needs:

A permanent job, and for many employees, many years' employment in the same company with well-known colleagues, tasks and routines, contribute to constituting predictability and well-known frames in life. When the well-known job is threatened, many people experience that life becomes unpredictable and chaotic.

Love and belongingness needs:

Cooperation with colleagues is significant to the individual's identity. The feeling of being part of a team and a working place gives the individual a feeling of belonging somewhere, with a social and personal role. The loss of good colleagues who know your life, children etcetera, may be experienced as a sorrowful process.

Self-esteem:

To do a job that you are really good at and to be recognised because of the way it is done is often a motivating factor and contributes to increased self-respect. In the case of a merger, new tasks threaten on the horizon - and are you good enough to obtain recognition in the future?

Self-actualisation:

Self-actualisation is the ability to use your own potential in an optimum way. Mergers give rise to developing abilities and potentials, but may also result in fewer situations in which you do well.

Maslow's hierarchy of needs makes it evident how much is at stake in a merger process where the organisation that you are employed in has to be split up and maybe move physically. The more your needs are threatened, the scarier the merger process. The hierarchy of needs may be used as a starting point for reflections whether you have taken all needs into account. In practice, resistance may take many different forms, such as, lack of commitment, dislike, poor working climate and apathy etc.

Cartwright and Cooper (Cartwright, 1993) claim that all persons have to go through nine stages before transition may take place, cf. Figure 4. However, it is individual how long it takes.
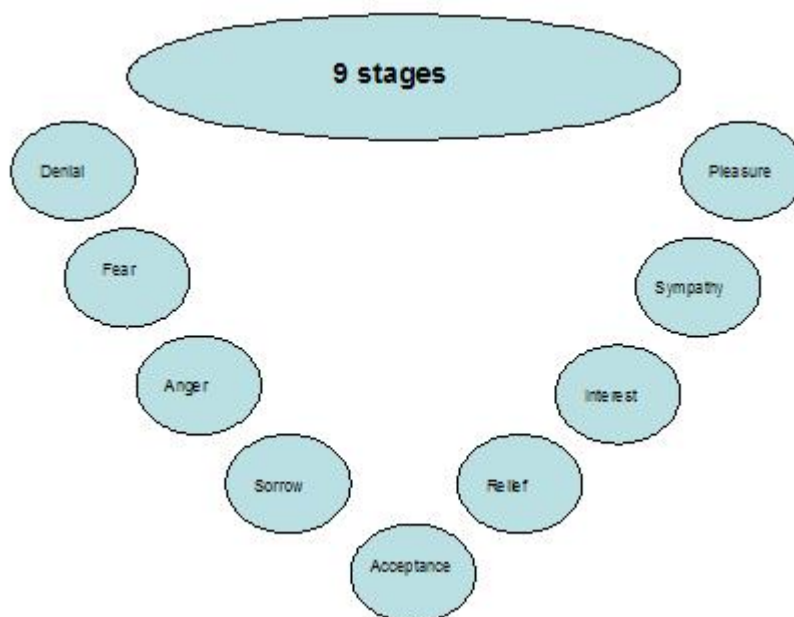
Figure 4. Nine stages that a person has to go through before transition may take place (Source: Cartwright, 1993).

In the denial stage the employee finds a lot of arguments against the change. Then fear arises - "When does it happen?" and "What will happen to me?" There is a tendency that young employees worry more about their careers than older employees.

In the next stage, fear is replaced by mere anger and bitterness towards those responsible. Here information is extremely important. Anger changes into sorrow over the lost things - it may be the work itself, the colleagues etc.

In stage 5, sorrow changes into acceptance. The employee realises that it is useless to fight against something that it is impossible to change and begins to look upon the bright sides of the merger.

Now the attitude becomes gradually more positive, changing from relief to interest and then to direct sympathy where the person recognises new opportunities and envisages an exciting future. The last stage is pleasure, that is, in the end, the person becomes happy about the change and wonders why the situation has ever been different.

Efficient Implementation in Relation to the Pilot Project

Based on the discussion above, four success criteria may be set up for the efficient implementation of Energinet.dk's language strategy:

- Think more about the process than the result, that is, involve employees from both Eltra, Elkraft and Gastra, and involve representatives of all relevant employee groups
- Realise that people are different and handle resistance in different ways, that is, adjust the communication to different target groups
- Make people understand the change and its consequences, that is, make sure to place the language strategy in a holistic perspective
- Reduce uncertainty by a high level of information.

What should the language strategy include?

Based on the study it was recommended that Energinet.dk's language strategy should cover the following elements:

Purpose

The purpose plays a significant part in the language strategy as it is necessary to show the rest of the company that the strategy has the necessary authority behind it. It may have a signal value to the employees if the paragraph about purpose is written by the CEO, because it shows that the strategy was approved at top level and is supported by the management.

The purpose should describe the following:

- The company characteristics
- The target group of the language strategy
- Who has approved the language strategy
- Why language is important.

Overall Visions, Values and Aims

There is a tendency that in many companies, the concept of language strategy only covers language guidelines on how to write properly. Such guidelines are no doubt an important part of a language strategy, but it is important that the management makes a decision on a number of overall aims. The aims should be as specific and guiding as possible.

As mentioned earlier, a language strategy should reflect the values of the company. These values may be the very reason for having a language strategy. Besides, a language strategy should include a development potential, which is exactly what visions and values express. Based on a questionnaire analysis the study recommended that Energinet.dk's language strategy should have particular focus on:

• Quality assurance
• Language technology
• Outsourcing.

A major difference between the three companies merging into Energinet.dk lies in editing processes. In Eltra, all official documents had to be reviewed by a language employee, whereas this is not the case in either Elkraft or Gastra. The advantage of such proof reading is that it is easier to ensure a uniform and high quality. The disadvantage is that it is more time-consuming to let all documents pass through language employees. So, here there is a conflict between document quality and efficient processes. It is very important that the management of Energinet.dk makes a decision on this vital matter, and the quality level of the company should, thus be part of the overall language strategy.

As far as language technology is concerned, accordance with Energinet.dk's IT strategy is essential. Does the company wish to be at the forefront of development, or just to follow when new products have been tested and found usable? Or does the company wish to develop its own IT products, which is the case for Elkraft's terminology base, or does it wish to buy products externally as in Eltra? These considerations influence the choice of terminology-bases and other language technology products, and should therefore be part of the overall language strategy.

When it comes to outsourcing, the study found very large differences between the three companies. Whereas Eltra was only outsourcing translations to a limited extent and primarily in situations with time pressure, Elkraft and Gastra were outsourcing certain types of documents routinely. So, the future use of outsourcing is important to decide on. This implies an opinion on what languages and qualifications the company wants to have inside the company and what qualifications it wants to buy elsewhere.

Finally, it is important that the language strategy "thinks together" the entire language field, and ranks the different target groups, media, messages etc.

Measurements

Measurements should be considered from the very start so that it is decided how to

measure whether the aims have been reached.

Responsibilities

This is important as it contributes to making the strategy specific, relevant and obliging. It will be natural to divide the employees into the following groups: Managers, language employees and specialists.

The Language Strategy as a Communication Product

As indicated by Windfeld and Jørgensen (Jørgensen, 2003), a language strategy may be considered as a piece of meta communication - communication about communication. Even though focus should naturally be on the content of the language strategy, the following points should be considered to make the strategy a good communication product:

Layout

As in all other publications, layout plays a significant part. It is a good idea to include illustrations because they appeal to readers who prefer pictures to words. A good layout also contributes to showing that it is a professional publication.

Publication

It is recommended to publish the language strategy, as the openness signalled by such a publication, will give the company trustworthiness, both internally and externally.

Abstraction

The language strategy should aim at making the complex things concrete. For instance, slang and abbreviations should not occur in the language strategy. In this way the messages will come across to everybody.

Length

If the language strategy is to be focused, easy to understand and useful, it is important that it is not too long. An obvious idea is to work with differentiation so that the strategy consists of e.g. a short paper version and a more detailed intranet version.

Application

A language strategy may be more or less aimed at being applicable. It is recommended to consider the application when writing the strategy, because the usefulness and relevance of a language strategy are essential to its success in the company.

Duration

It is recommended to have a fairly short duration, e.g. 2-3 years and to mention it in the strategy. The advantage is that the readers know whether the strategy is still valid. Besides, it forces the project group to update the strategy. The short duration means that the strategy seems trustworthy and that it can be made more specific and relevant.

Implementing the Language Strategy

Based on the study, it is suggested that the implementation of Energinet.dk's language strategy should be based on Jørgensen and Windfeld's six phases relating to the implementation of a communication strategy (Jørgensen, 2003):

Phase 1:   Purpose of the language strategy

Phase 2:   Start-up of the project

Phase 3:   Working out the strategy

Phase 4:   Before publication

Phase 5:   Presentation and further implementation

Phase 6:   Next generation of the strategy.

The six phases will be elaborated on in the following.

Table 1 shows the major milestones of the language strategy project.

Phase	Milestones
End of phase 1	- Time schedule and budget finished
End of phase 2	- Steering committee, project group and working groups established
End of phase 3	- Language strategy and language policies finished and approved by the management
End of phase 4	- Initiatives to "keep the pot boiling" approved - Measuring methods approved and success criteria established
End of phase 5	- Language strategy published
End of phase 6	- Initiatives to ensuring the next generation of the language strategy approved

Table 1. Major milestones

Phase 1: Purpose of the Language Strategy

In the introduction phase it is important to consider the purpose of the language strategy. As mentioned before, Energinet.dk would like its language strategy to result in a high qualitative level and a common language platform. To sell the idea to top management it is necessary to make a time schedule and draw up a budget. Likewise, it would be a good idea to work out a cost/benefit analysis, throwing light on benefits

and costs. The analysis may apply to the entire project or single parts, such as language technology. An overview of the economic consequences of the language strategy may contribute to creating better impact.

Phase 2: Start-up of the Project

When management has approved the development of a language strategy, a project group should be set up to work out the strategy. Ideally, the project group should refer to a steering committee which ensures that the strategic aims of the project are achieved - including deciding the delimitation of the project, organisational matters, resource allocation, finances, time schedule and proposals for the management. The steering committee should consist of the managers who are relevant in connection with a language strategy, e.g. the director of communications and the director of IT.

If a common language platform is to be created - not only on paper, but also in practice - it is important that employees from both Eltra, Elkraft and Gastra are included in the project group. Nobody should feel that one of the companies imposes something on the others.

It should be considered who is the target group of the language strategy. If the answer is the entire company, the project group should ideally consist of persons from the entire company. For instance each department could be represented. Visibility is important to the implementation. The more employees who are involved in the project, the better understanding of the project, and successful implementation is more likely.

As Jørgensen and Windfeld suggests (Jørgensen, 2003), one might choose to work out a loaded analysis of interest groups to identify "principal friends", "real friends", "visible enemies" and "silent enemies". In a technical company like Energinet.dk, the news about a language strategy will probably not result in spontaneous shouts of joy. The solution may, therefore, be to involve employees from the entire organisation representing both friends and enemies, power and knowledge. In this way it is possible to give the language strategy a high qualitative level and make it useful in most parts of the company. And - not least - the negative energy of the "enemies" can be changed to constructive ownership instead.

During this phase it should also be considered whether an external consultant should be involved and - if so - what kind of profile the consultant should have. Finally, it should be considered how the language strategy can fit into the company's other work with aims and values. Values, visions and whatever other management tools the company may have, must be as integral a part of the language strategy as possible.

Phase 3: Working out the Strategy

In this phase the actual language strategy and the language policies are worked out.

The project group should focus on the following five requirements for a good and efficient language strategy:

• The strategy must reflect the aims and values of the company

- The strategy must be in line with the other strategies and policies of the company
- The strategy must allow a certain degree of self-determination - not too specific and dictating, but showing the overall path
- The strategy must be written down
- The strategy must be communicated to the employees of the company.

Phase 4: Before Publication

In this phase it should be considered how to proceed to the next generation of the strategy. Measurements are one of the tools that may be used in the further process. Measurements can show whether you live up to the strategy. They can contribute to documenting where an extra effort is needed and create development. The measurements must contain success criteria so that the results oblige and make it impossible for the company to disclaim responsibility if the results are negative.

Examples of how to measure language efforts might be:

- External customer surveys that may tell something about the stakeholders' perception of the company's language
- Internal customer surveys that may tell something about employee awareness/attitudes to the language strategy
- Evaluation of selected documents, such as, the internal magazine or the annual report
- Statistics such as number of hits on the language page on the intranet.

One should also make a security check, for instance by analysing the language strategies of similar companies or by means of counselling from an external consultant or communications networks.

Phase 5: Presentation and further Implementation

In this phase there are two primary aims that must be fulfilled:

- The strategy must be communicated and distributed to the company
- The network of the project group must be kept alive.

Communication of the strategy requires that the strategy is as available as possible. As mentioned before, it may be a combination of a short paper version and a more detailed - and constantly updated - electronic version on the company intranet. Communication may be based on the model below which shows which types of communication are necessary to reach the stage that any change process should ideally reach - action based on knowledge, acceptance and motivation.

Figure 5. Steps in a collective learning process (Jørgensen, 2003:59).

According to the model, it is a good idea to start the implementation with a broad information effort where the message may be: "We should be better at working with languages". The means might be articles in the internal magazine or a common meeting for all employees. The aim is to achieve knowledge of the language strategy and acceptance of the necessity - level two of the model.

To reach the third level of the model, motivation requires dialogue and here, the traditional line communication is an important tool. According to Jørgensen and Windfeld, studies have shown that 87 percent of employees consider the manager as the most important source of information (Jørgensen, 2003:34). This requires that the middle managers are dressed to follow up on the message and that line communication does not only function as one-way communication. The specific means may be office meetings, thematic days or internal seminars.

Reaching level four requires involvement in the work as the employees need ownership through personal interpretation of the overall goals. Specific means may be working groups which can carry out the ideas locally and implement the ideas into specific action plans.

During the communication process it is important to think in primary and secondary target groups. The primary, internal target group is the target group that was chosen in the start-up phase of the project. In Energinet.dk's case the primary target group is administrative employees and managers. The secondary target group is service staff. To ensure awareness and knowledge of the language strategy in the secondary target group in particular, requires an information effort (levels 1 and 2 in the model), whereas implementation of the strategy in the primary target group, requires a completely different approach in the form of dialogue at meetings, seminars, courses etc. (levels 3 and 4 in the model). It may also be a good idea to make so-called road-shows, where the project group participates in departmental meetings discussing the language strategy with the target group, for example.

While the process is running, it is a good idea to "keep the pot boiling" by means of

one or more initiatives:

- Introductory courses for new employees
- Language articles on new expressions etc.
- Network for language employees
- Internal courses in good language, e-mails, web pages
- Intranet page about the language strategy adjusted to different employee groups
- Part of the employment procedure - focus on language in advertisements and job interviews
- Leaflet about good language in e-mails
- Leaflet about good language on web pages.

Such initiatives ensure that focus is kept on the project and that the employees who are not directly involved in the project do not forget about it.

Phase 6: Next Generation of the Strategy

As mentioned before, it should be part of the strategy that it is revised after two to three years. It builds trustworthiness that the language strategy is always updated and it creates further development.

Measurements and evaluations are used to assess the previous results, which form the background for working with the next generation of the strategy. Sometimes it may be a matter of minor corrections, whereas it is sometimes necessary that the company starts over again if the conditions have changed radically, e.g. in the case of a new merger. When the next generation of the language strategy is to be worked out, a new process is started which ends up with a new product, and this is the way the process continues in the future. To have a language strategy is a continuous process.

Conclusions

The aim of the study was to investigate how the introduction of a language strategy may contribute to ensuring a common language platform and a high qualitative level in a merger process. The study thus started with a discussion of the concepts of quality and common language platform.

It was concluded that quality does not occur until high document quality is supplemented with efficient processes. A language strategy may contribute to quality in language work by ensuring efficient processes that increase quality and consistency of the final product.

A common language platform implies efficient implementation. This requires attention to the psychological process that people go through to accept changes. The success criteria of efficient implementation are more focus on process than on product, a high level of information, communication adjusted to different target groups and a holistic view on the language strategy.

Based on this, a number of recommendations were set up as to what an overall language strategy should include and what should be considered in order to make the strategy a good communication product. It was recommended that Energinet.dk's language strategy lays down the overall quality level as well as the company's attitude

towards language technology and outsourcing.

At the same time, it was shown that a language strategy can contribute to creating a common language platform in Energinet.dk by ensuring efficient implementation by means of the identified success criteria. The implementation process should thus focus on involving employees from all relevant employee groups - including all three merging companies. Besides, focus should be on a high level of information adapted to primary and secondary target groups. Finally, the language strategy should be considered from a holistic perspective so that it fits into the overall strategy pattern of the company.

To sum up, Energinet.dk has good prospects of using the language strategy to unite the company as far as language activities are concerned and at the same time achieve a high qualitative level. This will also, to some extent, prevent Energinet.dk from being caught on the horns of the dilemma of the information society between fast work processes and high quality.

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