Conceptual Metaphor in Chinese and American Entrepreneurial Image Construction From the Perspective of Framing Theory: The Case of Ren Zhengfei and Tim Cook

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Abstract

Entrepreneurial image nowadays is closely related to the company's business performance as speaking in public is a common phenomenon for entrepreneurs to make or break their companies. The present study aims to conduct a comparative study on the impact of conceptual metaphor on entrepreneurial image construction, through careful analysis of 15 Chinese transcripts of 23286 words and 15 English transcripts of 22175 words from Ren Zhengfei and Tim Cook's interview, keynote speech, commencement address, and speech on product release conference from October 2018 to December 2020. Employing framing theory and conceptual metaphor frameworks, the author examined the metaphorically used expressions with the help of MIPVU, explored how conceptual metaphors play a crucial role in images construction and unpacked national or corporate values for different conceptualization of the same source domains.

Key words: Image construction; Conceptual metaphor; Framing; Entrepreneur

INTRODUCTION

Economic globalization forces organizations to spare no effort in increasing exposure to the outside and thus entrepreneurs often give speeches to increase their publicity and attractiveness (Pang & Zhu, 2018). The way how they behave and speak publicly plays an important role in how they are perceived by the general public which is understood as entrepreneurial image. It is known to us all that entrepreneurial image is closely related to organizational image and brand value. The leadership of a corporation is an influential factor in corporate image formation (Dowling, 2000) and is the core element of the brand equity (Keller, 2002). It is of paramount significance for entrepreneurs to learn how to construct their images.

Despite of the growing body of studies on image construction in the field of marketing (Ge & Feng, 2011; Zhu et al., 2014), communication (Liu, 2017) and linguistics (Chen & Meindl, 1991; Fan, 2016; Lin, 2020; Pang & Zhu, 2018), image construction from a cognitive linguistics perspective is rarely seen, not to mention the pervasive use of conceptual metaphor in cross-cultural context. Chen & Meindl (1991) mentioned the role of metaphors by the popular press in construction and reconstruction of Donald Burr image through content and metaphor analysis, permitting the possibility of metaphors in image construction in other discourses like entrepreneurial discourse.

Since Lakoff (1980) points out that conceptual metaphor is a conceptual tool for us to understand the world, a large number of entrepreneurial discourse studies have analyzed choices of metaphorical expressions in authentic data to consider the cognitive modes in conceptualizing certain topics (Cardon et al., 2005) and their implications for identity construction (Anderson & Warren, 2011) and so on. More recently, Lakoff (2004)'s framing theory demonstrates that metaphorical thought can be used as a type of ideological weapon to frame political issues, shifting studies on conceptual metaphor from characterization of the metaphorical patterns to contextual and ideological motivations behind the

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choices of metaphors. From this point of view, this study attempts to extend the application of framing theory to entrepreneurial discourse from a cross-cultural perspective to profile the underlying ideologies or values that give rise to its linguistic feature: conceptual metaphor used in image construction.

1. LITERATURE REVIEW

1.1 Conceptual Metaphor in Entrepreneurial Discourse

As metaphor can highlight certain aspects of a concept while at the same time hiding others (Lakoff & Johnson, 1980), it is widely used and deployed as a way of manipulating, imposing certain judgments and assessments that serve different ideological purposes, thus framing people's thoughts (Charteris- Black, 2004; Ertner & Ulyanova, 2019). In addition, entrepreneurs often use the power of language to influence the process of attention, identity construction, legitimation, and sensemaking (Roundy, 2016). Therefore, leaders who are aware of the power of metaphor to convey ideas can guide the leadership and change process more effectively. Therefore, there is no doubt that entrepreneurs are likely to employ lots of metaphorical expressions to achieve certain kinds of purposes.

Metaphor studies in the domain of entrepreneurial discourse mainly focus on two topics: the source domains that are used to conceptualize a particular abstract word like business and the extent to which the corresponding conceptual metaphors are universal. For example, entrepreneurs often describe their businesses as their ''babies'', speak in passionate terms about them, and express identification with them (Cardon et al., 2005). Moreover, Qiu et al. (2019) carried out a corpus-based critical metaphor analysis to explore the metaphorical expressions of business and doing business in Chinese entrepreneurs and their mental models based on Ma Yun and Ren Zhengfei' speeches from various meetings like annual meetings, and anniversary celebrations, award ceremonies, and product release conferences. They found that although Ma Yun and Ren Zhengfei are from different industries, the types of metaphors they use most were the same: war metaphor, travel metaphor, human body metaphor and sports metaphor, which showed that the mental models of the two entrepreneurs were almost the same but with different priorities.

Furthermore, previous studies also pay attention to the functions and effects of metaphors in helping achieve certain kind of purposes like identity construction. Warren and Anderson (2011) employing a social construction perspective, used metaphor, narrative, and discourse to explore Michael O'Leary's entrepreneurial identity in entrepreneurial discourse in media and found that entrepreneurs are cultural stereotypical and his identity unique is his skill at combining rational and emotional appeal in his presentation of self. Cornelissen et al. (2012) conducted a micro-ethnographic study of two individuals who were in the process of creating new ventures, and found evidences that in the early stages of the commercialization of a venture, metaphors in both speech and gesture were consistently used to emphasize agency and control and the predictability and taken-for-grantedness of a novel venture. Considering scant metaphor studies focusing on individual identity in business discourse, Wang (2020) investigated how Chinese and American banking companies construct corporate identities by examining linguistic and conceptual metaphor used in the letters to shareholders, written by the CEO, chairman or the president of a company. The results revealed that Chinese banking companies projected an active, enterprising, authoritative identity and also a loyal supporter of country policies, while American bank companies projected them as capable, reliable partners to shareholders and skeptics of country policies.

1.2 Entrepreneurial Image Construction

The term image has been investigated from various perspectives. Cheney (1992) defined image as the broader impression that are projected by organizations and the perceptions held by the various publics. Tilman & Lorpatrick (1998) defined image as a picture in one's mind that is related with the object's personality and characteristic. The present study will adopt Newsome, Turk, and Kruckeberg's definition (1989), which stated that an image is the impression of a person, company or institution that is held by one or more publics and it is not a picture but is a few details softened with the fuzziness of perception.

An entrepreneur is a person who is able to look for opportunities, create new businesses, innovate to create added value that benefits customers and all stakeholders, uses their intuition, takes risks and handles various problems in business (Bikse et al., 2015). Therefore, the author believes that entrepreneur can be a business leader, CEO, the president of the company, etc. Entrepreneurial image here refers to the general impression of entrepreneurs perceived by individuals or the public. As it becomes a hot topic in brand value and corporate image enhancement, it is of great value to investigate the how successful entrepreneurial image can be constructed for the sake of corporate business and other considerations.

Since entrepreneurial image is so important, many scholars from various fields have taken different views to explore strategies on building entrepreneurial image to fit the changing world. Some researchers focus on the image construction from the perspective of marketing and communication. For instance, Zhu et al. (2014) reviewed

that the appearances and characteristics of entrepreneurs and their public behaviors (such as advertising endorsement and charitable donation) will affect consumers' perception of entrepreneurs' image. Positive personality characteristics encourage consumers to have positive emotions and purchasing desire towards brands. Ge and Feng (2011) studied how entrepreneurs manage their impression through diversified media communication (such as TV, Internet, magazines, books, etc.) to shape their public image and change their cognition. They believed that entrepreneurs' image is constructed in the interaction of entrepreneur, media and public and can gain cognitive legitimacy by enhancing their image through media platforms and finally summarized nine characteristic dimensions to construct the entrepreneurial image. Likewise, Liu (2017) analyzed the image of well-known entrepreneurs in the news media platform and entrepreneurial image was observed multifaceted and diversified: powerful, hardworking, dominating, humorous and controversial.

Noticeably, linguists also start to show their interest in entrepreneurs' language use in shaping their public image. For example, it was evidenced that the metaphorical construction and reconstruction of Donald Burr resulted in a conceptualization of managerial leadership in the popular press (Chen & Meindl, 1991). After that, Pang and Zhu (2018) made a cultural comparative analysis of Chinese and American entrepreneurial image construction under the framework of appraisal system by analyzing attitudinal resources in entrepreneurial discourses like graduation lectures and speeches in international summits and product release conferences. The results revealed that entrepreneurs across cultures demonstrated personal competence and creativity in dominant qualities and competition awareness, optimism and tenacity in recessive qualities. However, American entrepreneurs' image of challenging authority contrasts Chinese humbleness. Besides, Lin (2020) also investigated the function of attitudinal resources on the construction of entrepreneurial image by deploying qualitative and quantitative methods in Ma Yun' speeches. Ma Yun's image was portrayed as charismatic leadership, respect and care, sense of responsibility and friendly cooperation. Furthermore, non-language features like gazes and gestures are also under investigation in linguistic filed. For instance, Fan (2016) provided a multimodal discourse analysis of entrepreneurial image construction of Steve Jobs. Based on rapport management and international business communication model, she claimed that his entrepreneurial image constructed by the third-party features aggressiveness, ambitiousness, innovativeness and vision, while in the primal data features straight-talking style, rough-edge personality, good sense of humor and acute business insights. Particularly, metaphor studies in entrepreneurial image construction are hardly seen, but

pay much attention to entrepreneurial identity construction discussed previously.

As indicated by the above literature review, although entrepreneurial image construction has attracted much attention from various fields such as marketing, management and linguistics, little research has examined the power of conceptual metaphor in entrepreneurial image construction from a cross-cultural perspective. Since entrepreneurs are likely to pay attention to the language use in a bid to deliver positive message and to construct a desired image perceived by the general public, this study aims to demonstrate the power of conceptual metaphor in framing entrepreneurial discourse for the purpose of image construction between Ren Zhengfei and Tim Cook, representatives of Chinese and American entrepreneurs.

2. THEORETICAL FRAMEWORK

2.1 Conceptual Metaphor

As firstly proposed by Lakoff and Johnson (1980), metaphor, shown to be ubiquitous in language and cognition, is a way of thinking, instead of merely a figurative device. It is grounded in our bodily experience, helping us structure our thoughts and experiences in the world around us. It is defined as understanding one conceptual domain (target domain) in terms of another conceptual domain (source domain), a way of thinking about things. For example, ARGUMENT IS WAR. In this conceptual metaphor, ARGUMENT is the source domain and serves as the conceptual domain from which metaphorical expressions are used to understand another conceptual domain called the target domain, WAR. People describe their understanding of argument in terms of their bodily experience of war. Typically, source domains are less abstract or less complex than target domains, which are typically more abstract and subjective (Kövecses, 2010). Gradually, the new contemporary theory of metaphor argues that metaphor is not only a matter of language and thought, but also a matter of communication (Steen, 2011), which is not so fully interpreted that researchers can testify in discourse studies. Since deliberate metaphor is still under controversy, the author will only consider the conceptual metaphor in this paper.

According to Cameron and Maslen (2010), ''by investigating people's use of metaphors, we can better understand their emotions, attitudes, and conceptualizations, as individuals and as participants in social life.'' Hence, metaphor analysis has been applied to study many subjects, from metaphors we live by (Lakoff & Johnson, 1980), metaphors economists live by (McCloskey, 1995), to metaphor entrepreneurs live by.

2.2 Framing Theory

Lakoff (2004) claims that frames are mental structures, part of cognitive unconscious, influencing our decisions, actions, and the way we understand the world. For example, "a word once said, written or heard, activates a frame, i.e. a network of extra linguistic knowledge attached to this particular word". In other words, the particular word you heard will activate the knowledge of this frame. Frames can be classified into surface frames and deep frames (Lakoff, 2006). The surface frames refer to the lexical items in their ordinary sense, while the deep frames consist of a moral values, principles and philosophy. Being interdependent, surface frames activate and build critically upon deep frames which in turn are reflected and reinforced by surface frames. For example, the war on terror frame, surface frames of war are associated with armies, a fight, enemies, patriots, a moral crusade etc. Deep frames activated by Conservatives are that military is strong and powerful and has the power to shape foreign policy.

Framing theory is mostly employed in political discourse where politicians or leaders intentionally select some developments, images and facts about the event promoting a specific interpretation without audiences' consciousness (Norris, Kern & Just, 2004), leading them to the conclusion desired by the framer. Therefore, framing is a powerful tool to influence people's opinions and behavious consciously by politicians. In this sense, frames can be frequently used by individuals, groups and organizations to frame events based on their values and beliefs, which is proved an effective cognitive tool in shaping peoples' views and understanding of the things around.

Lakoff & Johnson (1980) claim that the choice of source domain is used to highlight some aspects of the target domain and to hide others. Similarly, Entman (1993) argues that frames make some aspects of a perceived reality salient in a communicating text. It can conclude that both metaphor and frame make connection between two concepts by highlighting one of them. In addition, Lakoff (2004) claims that "people think in terms of frames and metaphors—conceptual structures like those we have been describing." Based on the previous studies, Wang (2014) claims that since metaphor and frame are closely related to each other, metaphorical concept is formed when two frames are mapping with each other. Therefore, the framing theory can be used to support the ideological functions born by metaphorically used expressions.

3. METHODS

The data come from Ren Zhengfei (Ren, henceforth) and Tim Cook (Cook, henceforth)'s interview, keynote speech, commencement address, and speech on product release conference from October 2018 to December 2020 when Huawei CFO Meng Wanzhou was under house arrest and America was under data breach discussion. The Chinese corpus consists of 15 transcripts of 23286 words, while English corpus consists of 15 transcripts of 22175 words, retrieved from online. Ren, founder and CEO of Huawei, and Cook, Apple's CEO, are influential entrepreneurs worldwide as they have their business connections with every corner of the world.

Both qualitative and quantitative methods are employed in this study. On the one hand, a quantitative analysis allows to establish a direct comparison between the two corpora. On the other, a qualitative analysis gives us the opportunity to conduct a deeper and more detailed metaphor analysis, enabling us to discover similarities and differences between the use of metaphorical expressions across the two corpora. The analysis was organized into four main stages. Firstly, the author closely examined transcripts to identify metaphors manually with the help of MIPVU (Steen, 2010). An expression is regarded as metaphorically used when the inconsistency between the contextual and basic meaning is identified. Secondly, the corpus tool AntConc 3.5.8 was used to count the number of these metaphorical expressions and then classified them according to the source domains. At the same time, metaphor productivity is measured by resonance, using the formula resonance = sum of types x sum of tokens (Charteris-Black, 2004). Types are separate linguistic forms while tokens are the number of times each form occurs. Thirdly, those conceptual metaphors with most resonant value of top four, were selected and analyzed, taking into account of the context and nature of the source domains, and subsequently the entrepreneurial images were obtained. Finally, the author made explanations for possible similarities and differences in the choices of conceptual metaphors in entrepreneurial image construction based on the framing theory. Here are the research questions:

1) What are the main conceptual metaphors identified in the two corpora?

2) How are these conceptual metaphors used to construct images? Is there any difference and similarity?

3) What are the possible reasons to account for the similar and different choices of metaphorical expressions for image construction?

4. RESULT

4.1 Conceptual Metaphor

Metaphors are powerful tools to frame specific issues. Since resonance measures the productivity of the source domains identified in the Chinese and American corpus, Table 1 and 2 showed the four most resonant source domains which are considered representative to offer lens to reason people's views and opinions on specific issues in specific contexts.

Table 1
Summary of Source Domains and Their Items and Resonance (Ren)

Source domains	Items	Resonance
War	战略(26) 胜利(17) 英雄(8) 作战(7) 目标(7) 攻关(4) 山头(2) 守防线(1) 勇士(1) 战时(4) 对准(4) 战斗(2) 战场(12) 战争(1) 打胜仗(7) 输(4) 炮(7) 作战现场(1) 一线(4) 弹头(4) 战区(2) 支援(2)打仗(1) 开枪(1) 黄继光(1) 前线(5) 战火(1) 后方(4) 弹药(1) 地形(1) 冲锋(3) 各自为战(1) 会战(2) 瞄准(3) 战壕(1) 兵力(2) 打赢(1) 歼灭战(1) 前端(1) 刺刀(5) 拼(3) 战略方针(1) 上甘岭(2) 主战(3) 打赢(1) 一仗(1) 尖刀(1) 炸(2) 城墙口(3) 硝烟(1) 战场(1) 攻入(1) 进攻(1) 弹药(2) 攻击(2) 蓝军(1) 争夺(1) 冲锋陷阵(1) 爆发(1) 消灭(1) 炮(2) 摧毁(1) 牡丹江(1) 塔山(1) 弹孔(2) 击中(2) 战壕(1) 火线(1) 战胜(1) 战略战术(1) 攻破(1) 火力(1) 斗不赢(1) 战略高地(3) 战士(1) 洋枪(1) 洋炮(1) 大刀(1) 长矛(1)	80*218=17440
Troop	队伍(35) 战略预备队(15) 精简(7) 训练(6) 将军(5) 作战能力(5) 军长(2) 战略(3) 作战人员(2) 作战部队(1) 连队(1) 当兵(1) 再训(1) 掉队(1) 收容队(1) 跟上队(1) 司令(1) 精兵简政(1) 战斗力(2) 背包(1) 捆起(1) 绑腿(1) 作战队列(1) 精兵(1) 军团(1) 野战军(1) 老兵(1) 新兵(1) 指挥(3) 民兵(1) 两军(1) 会师(1) 精兵(1) 铁军(2)瞄准(1) 战略高地(3) 战士(1) 洋枪(1) 洋炮(1) 汉阳造(1) 大刀(1) 长矛(1) 攻击力(1) 后路(1)	44*121=5324
Journey	步伐(4) 开始(1) 步子(1) 踏着(1) 脚步(3) 跟随(1) 道路(7) 前进(15) 困难重重(1) 危险(1) 走(4) 大道(1) 引导(2) 追赶(2) 加快(1) 引领(1) 一步(3) 坎坷(1) 长征(3) 迈开(1) 第一步(1) 落后(2) 追上(1) 引领(3) 走完(1) 晚走(1) 路上(1)	27*64=1728
Human	新陈代谢(3) 新鲜血液(1) 消化(1) 生命周期(1) 血液循环(1) 供养(1) 二愣子(1) 适应(1) 生存(5) 活(1) 争取(1) 反驳(1) 死(1)	13*18=234
Total		165*421

Table 2
Summary of Source Domains and Their Items and Resonance (Cook)

Source domains	Items	Resonance
Human	Reaction(1) introduce(4) led(1) introduced(1) foster(1) rational(1) strong(2) emotional(1) elegance(1) capabilities(6) stronger(2) capable(2) strength(2) force(1) harm(1) help(1) promise(1) promises(1) promised(1) curb(1) respect(1) laziness(1) potential(2) modest(1) hurt (2) healthy(4) health(2)	27*45=1215
Journey	Path(2) travel(1) nerver-eding(1) journey(1) ramps(1) end(1) approach(1) step(2) leap forward(2) where(1) forward(5) move forward(3) start(3) barrier(1) beginning(1) stopped(1) adversity(1) horizon(1) turn(1) turn (1) ride(1) mile(1) ending(1) pushing(1) push forward(1) intersection(1) burden(1) usher(1)	29*39=1131
Building	Built(5) build(14) building(5) enclosures(1) builder(3) founder (1) base(1)	7*30=210
War	Beat(1) trigger(1) tactics(2) strategy(1) exploded(1) weaponized(1) against(1) military(1) shot(1) fights(1)	10*11=110
Total		73*123

Following the procedures in section 3, a total of 421 metaphorical expressions in Chinese corpus and 123 metaphorical expressions in American corpus were retrieved from the 8 source domains. Table 1 and Table 2 summarized the main results and provided items of metaphorically used expressions identified across the two corpora. Specifically, the top four most resonant source domains, to the authors' point of view, are used to speakers' advantage and are likely to construct their public images.

4.2 Conceptual Metaphor Analysis

In the Chinese corpus, the main metaphors from the source domains are war metaphors, troop metaphors, journey metaphors and human metaphors while in the American corpus, the main metaphors from the source domains are human metaphors, journey metaphors, building metaphors and war metaphors.

4.2.1 Metaphor Analysis in Ren's Discourse
War metaphors

The war metaphor evokes the knowledge of fear, winner, loser, weapons, strategies and tactics, frontline, battle, commander, soldiers etc. We know that metaphor is used to highlight certain aspects and hide others, so that it is easy to deduce that one source domain can have more than one target domain. The most frequently used metaphorical word "战略" (26 times), refers to the plans by troop leaders to achieve one or overall goals, inferring PLANS ARE STRATEGIES IN WAR. The plans and policies taken in business are conceptualized in terms of the tactics and strategies used in war. Example1 demonstrates that strategy is the overall plan for the company development, implying that Huawei always puts itself in wartime by stipulating a strategy. "胜利" was used 17 times, inferring CHALLENGE IS WAR. The ultimate purpose of a war is to win against the enemies. When facing challenges, all wish to go through it successfully. In Example 2, "胜利" in a war indicates peace and future. Solving all the challenges brought by technology to provide people a better life is the dream of Huawei. "英雄"(8 times) with other words like "勇士", "黄继光" are constantly used to refer to heros who play a critical role in a successful battle, inferring the mapping EXCELLENT EMPLOYEES ARE HEROS IN WAR. The attributes of a hero being brave, unafraid of death, initiative, persistent are transferred to the company

personnel. Excellent employees are those who have done great job to benefit the company. In Example 3, metaphorically used words "攻", "山头", "英雄", "守防线", "勇士" rightly reflect the characteristics of a hero. Therefore, it can be inferred that war has been highlighted in terms of its strategy, victory, and heros, which makes it easy to understand business activities. The dense cluster use of metaphors related to war indicates Ren is a brave and militant person.

Example1 我们不需要每个员工都去阅读公司的总战略，不要关注太大的事情. (August 31, 2020)

We don't need every employee to read the company's general strategy nor pay attention to big things.

Example 2 我们会去拥抱，我们欢呼，为人类数字化、信息化服务胜利大会师. (May 21, 2019)

We will embrace and we will cheer for the success of digitalization and informatization of mankind.

Example 3 我们的目的是帮助AT团队培养和选拔优秀员工，发现攻上山头的英雄，发现死守防线的无名勇士、找到引领项目成功的领袖. (March 9, 2019)

Our purpose is to help the AT team cultivate and select outstanding employees, to find heroes fighting towards the victory, unknown warriors who hold the defense line, and leaders who lead the project to success.

Troop metaphors

Alongside a group of soldiers, troop has a range of attributives and connotative meanings to be exploited for metaphorical purposes or effects. "队伍", "战略预备队", and "精简" have been repeated over and over again in Ren's discourse. He conceptualizes the personnel as a troop. The conceptual metaphor can be concluded PERSONENL IS A TROOP. In Example 4, words like "作战人员", "非作战人员", "精兵简政" evoke a picture of a highly competitive force in Huawei. In order to win a battle, the commanders have to select the young, energic and brave soldiers to fight in the frontline and give up those who are old, weak or disabled. In an organization like Huawei's size, the complicated departments slow the efficiency of daily operation, thus unbale to respond to the market timely. Therefore, Huawei pursues a simpler administration to improve the whole company's capability and efficiency. The characteristics of a troop being capable and skillful are transferred to the personnel. In this context, Ren Zhengfei projects a farsighted image.

Example 4 当前公司组织层次太多，管理太复杂，作战人员太少。非作战人员比例过大，实行一定的精兵简政是必须的. (March 9, 2019)

Our company has too many organizations in different levels to manage with few warfighters. The number of noncombatants is disproportionally high and it is necessary to pursue a simpler administration.

Journey metaphors

Taking a journey is a purposeful activity in our life, typically involving physical movement from a starting point to an end destination (Charteris-Black,

2004). It always activates the knowledge of obstacles, uncertainties, travelers, guiders, destination, starting point, direction etc. Metaphorical expressions can be used to make any aspect salient. "前进" (15 times) is a typical movement for a traveler to be closer to the destination. INNOVATION IS A JOURENY metaphor conceptualizes the innovation process in terms of the journey. Emphasis is given to the difficulties on the journey but also to the efforts of moving forward. In Example 5, "困难", and "危险" are metaphorically used to reveal how difficult it is for innovation, while "前进", "进" and "退" show the determination to move towards the destination on a journey, highlighting a determined image.

Example 5 我们公司如何去努力<u>前进</u>，面对<u>困难</u>重重，机会<u>危险</u>也重重、不<u>进</u>则<u>退</u>. (June 3, 2020)

Our company has to spare no effort to <u>move forward</u>, to face <u>difficulties</u>, opportunities and <u>dangers.</u> If we do not <u>advance</u>, we will <u>retreat</u>.

Human metaphors

Human metaphor depicts the target domain in terms of human beings' physical features, traits of characters, emotions etc. "生存" (5 times) implies that Ren hopes Huawei survives these challenges. HUAWEI IS A HUMAN metaphor is formed when the similarities are found between them. In Example 6, "二愣子" is used to describe a rash fellow. "死", and "活" are typical expressions for vital signs. Here Huawei is associated with a human who is beaten by American government but still strives for surviving. "新陈代谢" (3 times) is used metaphorically, referring to the reform of human resources in Huawei. We all know that metabolism is necessary for life. In Example 7, the metaphorical concept PERSONNEL MOBILITY IS METABOLISM describes the importance of personnel mobility for the company operation. The human metaphors borrow features of man to the company, constructing a persevering image.

Example 7 研发一定要加强<u>新陈代谢</u>，促成公司人才流动. (April 17, 2019)

R&D must strengthen <u>metabolism</u> and promote the company's talent mobility.

Example 6华为这个"<u>二愣子</u>"经历一个全球最强大的国家机器的疯狂打压还没有<u>死</u>，<u>活</u>下去就是胜利. (July 31, 2019)

Huawei, the "<u>rash fellow</u>", has experienced the frenzied suppression of the world's most powerful country but not <u>died</u> yet and believed that to <u>live</u> is to win.

4.2.2 Conceptual Analysis in Cook's Discourse

Human metaphors

The source domain of human is associated with all human experiences. Cook constantly uses "capabilities" (6 times) and "introduce" (4 times) to describe Apple's products. Capability indicates someone has the power and ability to do something. The conceptual concept PRODUCTS ARE HUAMN captures the characteristics of a person. In Example 7, the capabilities of iPhone have profoundly

changed people's life. Technology has been humanized by Cook when People always consider technology as non-human. The conceptual metaphor TECHNOLOGY IS A HUAMN is formed. Technology's behavour of "promise" (Example 8) suggests that technology is not such inhuman and it behaves like a man to learn lessons from this experience, thus serving human in a more secured way. The human metaphor constructs a caring image.

Example 7 iPhone and the capabilities that it puts into people's hands has changed the way we live our lives in ways that we never could have imagined. (September 11, 2019)

Example 8 At its core, this technology promises to learn from people individually to benefit us all. (October 24, 2018)

Journey metaphors

The journey metaphors are the most common conceptual metaphors found in the English corpus. "Forward" (5 times) is a physical movement in traveling. Cook repeats this expression in his discourse in order to emphasize the advances Apple has made. In Example 9, the expression of "leap forward" means someone is much closer to the destination of the journey. The move to PowerPC, the transition to Mac OS X and the move to Intel, and now to Apple's own Apple Silicon, which is a remarkable and exciting achievement for Apple. The mapping INNOVATION IS A JOURNEY perfectly captures this process. Words like "adversity", "turn", "burden" emphasize the barriers that Apple is facing, but "head start", and "forward" imply that Apple puts out all stops to move forward. In Example 10, Cook describes response to the climate crisis as embarking on a journey. Climate crisis acts as the "adversity" challenging the humanity. In a journey, some people are afraid of adversities and sharp turns and then turn their back to the destination. Apple on the journey is a brave traveler. The journey metaphors help to construct a purpose-driven and pioneer image of Cook.

Example 9 And now it's time for a huge leap forward for the Mac, because today is the day we're announcing that the Mac is transitioning… to our own Apple Silicon. (June 3, 2019)

Example 10 As tempting as it may be in moments of adversity, we can't afford to turn away from the horizon and focus instead on defending what we've already got. (October 22, 2019)

War metaphors

Metaphorically used words related to war trigger the war frame associated with fear, tension, cruelty, death, etc. Data breach is seen as a war on information. Since data breach of more than 540 million records related to Facebook in 2018 has been revealed, user privacy once again becomes the most concerned social issue among the public, getting internet tech giants nervous. In Example 11, data is no longer a personal thing but become tradable.

"Explode" indicates the irresistible trend of information trade. Soldiers in a war often employ weapons against their enemies to fight for victory. Here people's own information becomes a weapon against themselves, hurting their own benefits because Big data deals with the information for specific purposes beyond people's consciousness. The metaphor DATA BREACH IS WAR conceptualizes the data breach phenomenon in terms of a war, invoking fear among the public and showing his strong opposing attitude towards private data breach. The war metaphor here constructs a responsible and law-abiding image for Cook.

Example 11 Today that trade has exploded into a data industrial complex. Our own information, from the everyday to the deeply personal, is being weaponized against us with military efficiency. (October 24, 2018)

Building metaphors

The surface frame of a building activates the knowledge of builders, time consuming project, monument, efforts etc. In Example 12, apple has been dedicated to build an ecosystem which is combined with Apple's hardware, software and services working all together. The Apple's ecosystem is conceptualized in terms of a building, forming conceptual metaphor ECOSYSTEM IS A BUILDING. In this context, "built" indicates that apple is a builder, and the ecosystem and service business are well-founded, solid and stable, implying a positive evaluation of Apple. In the graduation speech in Stanford University against the background of privacy leakage in the technology-driven world, Cook appeals to students for being a builder to deal with challenges in the field they are working at. Builders contribute great efforts to setting up the building and graduates contribute their efforts to building their causes. He emphasizes the importance of "build" in Example 13 by stressing that the cause students take will define who they are, which is represented as GRADUATES ARE BUILDERS, highlighting a purpose-driven image.

Example 12 And then because of our ecosystem that we built, which has unbelievable developers in it and an app store to get services out there, we built a services business that was, you know, a little over $7 billion in 2010. (January 8, 2019)

Example 13 But whether you like it or not, what you build and what you create define who you are. (June 16, 2019)

The conceptual metaphor analysis presents a full picture of how metaphors are employed by Ren and Cook in their public discourses in order to reinforce and advocate their values and beliefs which they attempt to be accepted by the audiences. Although Ren and Cook represent different companies, the two corpora do share some similarities and differences. Firstly, Ren and Cook both employ war metaphors, journey metaphors and human metaphors. Ren also shows his particular

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preference to troop metaphors while Cook prefers building metaphors. Secondly, one source domain can correspond to more than one target domain since metaphor always functions to highlight certain aspects of the source domain, intentionally manipulating the public impressions on them. In war metaphors, Ren projects a brave and militant image while Cook highlights a responsible and law-abiding image. In journey metaphors, audiences perceive Ren as a determined person while perceiving Cook as a purpose-driven and pioneer person. In human metaphors, Ren highlights his persevering image whilst Cook projects a caring image. In the unique troop metaphors, Ren depicts personnel as a troop, constructing a farsighted image. For Cook, building metaphors help to construct a purpose-driven image.

5. DISCUSSION

Framing is also a metaphorical thinking (Wang, 2011). Many studies in political discourse have adopted the framing theory to explain how choices of metaphor may relate to people's views and opinions on specific issues in specific contexts. Framing helps us to reason the deep social ethical values rooted in our minds. The similarity revealed will be discussed from cognitive perspective while the differences will be discussed based on framing theory.

Metaphor and frame are both cognitive tools for us to understand the world (Lakoff, 2004). Metaphor is the way we think about things and events in terms of our daily experience (Lakoff, 1980), which evokes characteristics of the source domains, typically familiar and concrete concepts, and transfers or maps them onto the target domains, often new and abstract (Kövecses, 2010). Ren and Cook's use of metaphors of war, journey and human to frame events, indicates that they share their personal bodily experiences to some extent. WWII is the common experience for everyone in the world. When people feel something more urgent, scared, or serious than anything else, they are likely to conceptualize it as a war. Journey is the most common human experience which only requires physical movements. Human metaphors are also ubiquitously used in our daily life as we know ourselves more than any other entities.

Besides the similarity, what is worth mentioning is that the reason why Ren and Cook share the same source domains of war, journey and human, but highlight different aspects of them to construct their desired images. According to the framing theory, deep frames activated by the lexical knowledge of surface frames are those values and beliefs rooted in people's minds.

For war metaphors, Ren projects a brave and militant image. China has a long history of war against western countries from year 1840. For example, the war to resist U.S. aggression and aid Korea, the Chinese army bravely joined the war and won with few weapons and equipment at hand, which has always been encouraging the Chinese to defeat all powerful enemies and overcome all difficulties and obstacles in the uncertain future. The patriotism and revolutionary heroism are grounded in the war experience from which the Chinese people draw spirit. As a Chinese and engineer in military, Ren has learned a lot and always views thing through the lens of war. In his discourse, war metaphors like HEROS ARE EXCELLENT EMPLOYEES, CHALLENGE IS WAR, and PLANS ARE STRATEGIES are employed. For Cook, the war metaphor is mainly used in data breach, promoting his responsible and law-abiding image. The metaphor DATA BREACH IS WAR points out that privacy is the fundamental right for all Americans, which is gradually protected by law. Private right demonstrates American's values of individualism which is the moral stance, political philosophy, ideology and social outlook that emphasize the moral worth of the individual. Against this background, Cook knows well the resistances and complains from the general public. Applying the cruelty of war to data breach is the most suitable metaphor to frame the privacy issue in front of the public who need to fight against this phenomenon and believe that Cook can come up with privacy-enhancing policies to protect their personal information.

For journey metaphors, both of them conceptualize challenges in terms of obstacles, using INNOVATION IS A JOURNEY, but they also highlight different aspects. The repeatedly used metaphorical word "进" (forward) by Ren delivers the message that Huawei will always move forward regardless of challenges, constructing a determined image. Undoubtedly, the heroic spirit of the war to resist U.S. aggression and aid Korea guides through Ren's discourse. Heros' sacrifice for the victory of the country and happy life for the people, advocating spirit of patriotism and revolutionary heroism. The great spirit and collectivism always motivate the Chinese people to overcome difficulties and forge ahead in unity. Bearing the heroic spirit in mind, the Chinese people believe that everything can be achieved through hard work and a determined mind. Cook's use of "forward" and "head start" underlines Apple's reaction to challenges of being the guider or leader on the journey, projecting a pioneer image. The pioneer spirit has been learned and lived by all the Americans regardless of age and races. Pioneers make life better and more fulfilling for themselves, and they make the world a better place for the rest of us. As a businessman, Cook in INNOVATION IS A JOURNEY highlights the role of the first traveler regardless of the huge barriers on the journey to innovation, invoking the pioneer spirit born with Americans.

For human metaphors, Ren's use of HUAWEI IS A HUMAN especially highlights vital signs of a human being, constructing his tenacious image. Since Huawei

CFO Meng Wanzhou was arrested in December 2018 and Trump signed an executive order that banned Huawei from doing business with U.S. companies in May 2019, Huaiwei was at its lowest point. Facing great challenges, Ren repeatedly emphasizes survival of Huawei. Survival is part of Chinese spirit. No matter what disasters or misfortunes we encounter, we have to accept in order to survive. Therefore, Ren, emphasizing the survival of human, constructs a persevering image. Cook employs the human metaphor TECHNOLOGY IS A HUAMN to emphasize the action of human, constructing a caring image. When data breach brought by the technology abuse was circulated online and offline and the general public became upset, Cook humanized technology who "promises" to serve human life better. The underlying reason for him to conceptualize technology as a human might lie in Apple's values of humanistic care. Technology could be a way to help people with disabilities to get through their physical and online world. Cook believes that technology can make our life better, promoting his caring image.

For the unique troop metaphors, the metaphorical concept PERSONENL IS A TROOP by Ren specifically stresses the capability and strength of the personnel, projecting a farsighted image. Talents management is the key of Huawei success. Transferring the troop management to talents management highlights the importance of talents to Huawei development, profiling Huawei's values towards talents. For the unique building metaphor, Cook employs metaphor of GRADUATES ARE BUILDERS specifically by highlighting the characteristics of a builder to construct a purpose-driven image. Action-oriented American is known to us all that Americans are pragmatism which holds that the meaning and truth of any idea is a function of its practical outcome. Builders are those who is committed to build something big and lasting step by step.

person. Cook is perceived as a responsible, law-abiding, pioneer, caring and purpose-driven person. Thirdly, when two frames map with each other, they form a conceptual metaphor. Therefore, it is possible to analyze metaphor choices in language use based on framing theory. The obvious differences lie in that the same source domains construct different images because of different aspects are highlighted. The underlying values to support the metaphor for Ren's image construction are patriotism and revolutionary heroism derived from Chinese particular war culture and also traditional view on survival and Huawei' particular talents philosophy. American's values of individualism see private right beyond anything else so that Cook conceives data breach as a war. Pioneer spirit has long been lived in Americans since the nation was founded. Pragmatism is another key factor for Cook to constantly use building metaphor. Especially, Apple's humanistic care spirit shapes Cook's attitudes on technology's capability of making the world better than ever before.

The contributions of this study are both theoretically and practically. It is the first try to apply framing theory to entrepreneurial discourse to explain the faming motivations behind the metaphorically used expressions, which is proved successfully in this study. The cross-cultural comparison has great implications for cross-cultural communication as the audiences of foreign background can have a deep and appropriate understanding of entrepreneurs' public speeches and interviews through a more objective lens. However, this study is not free from limitations. Methodologically, the study only analyzed four most resonant source domains and did not investigate others, probably influencing the result of the two corpora. Additionally, the two corpora include Huawei and Apple in nearly the same area of interest so that further study can investigate metaphor distributed in all company types on an equal basis.

6. CONCLUSION

All in all, the present study has focused on what, how and why conceptual metaphors are employed by entrepreneurs in their public discourses to frame specific events in order to construct their desired images in front of the general public. There are three main findings about the metaphors identified from the previous sections. First, with the help of MIPVU and AntConc 3.5.8, the study found that war metaphors, troop metaphors, journey metaphors and human metaphors are the main conceptual metaphors used in the Chinese corpus, while human metaphors, journey metaphors, building metaphors and war metaphors are mainly used in the American corpus. They are the most resonant, which are most representative to the author's point of view. Second, Ren is perceived as a brave, militant, persevering, determined and farsighted

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