

Preface

The rationale for this book

As stated by Peter Drucker “Culture eats strategy for breakfast”, culture has an overriding influence on human behaviour as it shapes both the perceptions and the attitudes of people. Hence, the way in which systems, processes, and businesses are established and managed, and the interactions that take place among the stakeholders of this system (e.g., customers, employees, managers, suppliers) are very much culture-bound.

Owing to the general service characteristics of intangibility, inseparability, heterogeneity, and perishability, and given the fact that interactions and communication which take place between customers, employees, managers, and processes are frequent and intense, tourism and hospitality is probably the most relevant industry for the study of culture. As explained in Chapter 1, tourism is the largest industry in the world in terms of revenues generated, directly and indirectly, and the employment created. Moreover, with the participation of more and more people from different countries and cultures in tourism and hospitality, there is an increasing need to better understand intercultural interactions between people (customers, employees and managers) and processes, and systems.

The perspective of this book

The book has a dyadic perspective in that it explains cross-cultural aspects of tourism and the implications of culture based on the following disciplines:

1. *Customer/Marketing perspective*: marketing, consumer behaviour, services marketing and management, and international marketing.
2. *Service provider/management perspective*: organisational behaviour, human resource management, international management, and management.

As explained in Chapter 1, the reason for the dyadic perspective of this book is due to the highly interactive nature of processes in services in general and in tourism and hospitality in particular. Compared with manufacturing and marketing tangible products, in service businesses, especially in tourism and hospitality, business functions such as marketing and human resource management are highly interlinked and intertwined

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and require a more integrated approach. Hence, any human resource manager needs to understand marketing, consumer behaviour, and the service's marketing implications of her/his policies, strategies, and activities. Conversely, any marketing manager needs to understand human resource management, organisational behaviour, and the management implications of her/his policies, strategies, and activities.

Topics and concepts explained in this book from a marketing perspective

The marketing topics, concepts, and theories explained and discussed in this book comprise the following:

marketing mix elements (product, price, place, promotion, physical evidence, people, and process)	customer satisfaction	customers' repurchase and word-of-mouth (WOM) intentions	customer complaints
customer loyalty	variety-seeking behaviour	service quality and service quality dimensions	service failures
customer involvement, and participation	service orientation	customer switching behaviour	service recovery, service recovery paradox attribution and justice

Topics and concepts explained in the book from the management perspective

The management topics, concepts, and theories explained and discussed in the book comprise the following:

employee empowerment, skill development, organisational training and development, accountability	bureaucracy, hierarchy and organisational structure, systems	organisational communication, subordinate-superior communication, relationships	organisational citizenship behaviour, organisational commitment
entrepreneurship, intrapreneurship	leadership, organisational culture	change management, motivation	teamwork, groupthink, emotional labour, emotional contagion
employee job satisfaction, performance orientation	employee turnover, absenteeism, stress, burnout syndrome	ethics, legitimacy, nepotism, ethnocentrism	recruitment, selection, performance appraisal, reward systems, staff training, promotion

Features of this book

Each chapter in this book explains and discusses cross-cultural theories and dimensions and their characteristics. Based on the relevant research findings published in top tourism and hospitality and in other relevant journals and books, the implications of these cross-cultural theories, dimensions, and characteristics are explained and discussed. As the book is aimed at understanding people, where relevant, findings from the fields of psychology, sociology, anthropology, biology, and neurology are provided.

The book has the following features to enhance the teaching and learning experiences:

- presentation slides for each chapter for in-class use by lecturers;
- case studies;
- exercises;
- activity boxes;
- recommendations for further reading;
- end-of-chapter questions;
- research questions/ideas to pursue for researchers.

The above features aim to develop knowledge as well as skills and abilities. Hence, many of the activity boxes contain scales (such as intercultural sensitivity, ethnocentrism, intercultural competence) for readers to get to know themselves and oversee their development as a result of the learning experience offered by the book. It is recommended that these scales/tests should also be filled in after completing of the book in order to see personal development in terms of knowledge, skills, and abilities.

Each chapter (except Chapter 1) presents at least one original research question or idea to pursue and carry out as a study by researchers. These research ideas may be instrumental for researchers to publish original research in leading international tourism and hospitality journals.

The cases presented in the chapters are in various forms. While some of the cases are company cases, others provide cultural anecdotes or interesting experiments on relevant topics.

This book presents many exercises for self-learning and development. The exercises are aimed at involving the reader, and they require her/him to explore a specific aspect of culture in order to develop knowledge, skills, and abilities pertaining to a specific aspect of a cross-cultural characteristic.

Contents of the book

Chapter 1

This chapter provides an introduction and an overview to tourism and hospitality. The chapter particularly explains and emphasises the importance of the tourism and

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hospitality industry, and demonstrates the growing importance of the international and global nature of tourism and hospitality. As tourism and hospitality activities are becoming increasingly international and global, from both the demand and supply sides, there is a growing need to understand the multicultural aspects of these activities. The chapter also provides an outline of the types and categories of tourism and hospitality businesses to draw the framework for the book.

Chapter 2

This chapter explains the basic concepts and components of culture and provides a rationale for the dyadic perspective of the book: a) marketing and consumer behaviour, and b) human resource management, organisational behaviour, and management. The importance of studying cross-cultural aspects of tourism and hospitality from the perspectives of both service providers and customers are explained and discussed with the support of relevant research findings.

Chapter 3

This chapter explains the concepts of intercultural competence, intercultural sensitivity, and intercultural intelligence and their relevance for tourism and hospitality. The chapter also provides a number of scales/tests that will enable readers to get to know themselves better, and to measure their tendency in a specific field relating to cross-cultural aspects of tourism and hospitality.

Chapter 4

This chapter explains the characteristics of high- and low-context cultures, and the implications of contextual orientations of service providers and customers for the effective and efficient marketing and management of various tourism and hospitality operations. Based on relevant research, the chapter demonstrates that the contextual orientation of people (both as service providers and as customers) can significantly influence their perceptions, attitudes, and behaviours as well as the way in which they communicate, form, and maintain relationships.

Chapter 5

This chapter explains the indulgence and restraint paradigm, and the implications of this paradigm for tourism and hospitality. Indulgence and restraint orientations of people determine their involvement with tourism and hospitality activities, how they view leisure, pleasure, and fun. Moreover, indulgence and restraint orientation of people influences the experiences (positive or negative) they tend to remember. As tourism and hospitality services are mainly hedonistic experiences, the concept of indulgence and restraint are highly relevant for tourism and hospitality, from both

the supply and the demand perspectives. However, a review of the literature shows that this dimension seems to have been largely overlooked by researchers in the field.

Chapter 6

This chapter presents the power distance paradigm and explains its influence on relationships, how people communicate, establish, and sustain systems. Power distance orientation of people, both as service providers and as customers, appears to influence a wide range of issues. For instance, power distance influences the approach taken by customers towards various elements of the marketing mix (7Ps), and the way in which service providers design and implement marketing mix elements. Moreover, power distance tends to determine how customers evaluate overall service quality and the individual service quality dimensions. As power distance significantly affects relationships and communications among people, it shapes the approaches of people to management and organisational issues such as empowerment, and the upward and downward communication that takes place between subordinates and superiors in an organisation.

Chapter 7

This chapter explains uncertainty avoidance or risk aversion paradigm as a cultural orientation. Tourism and hospitality experiences are mainly intangible, that is, they cannot be tested beforehand, and involve encounters with the unknown in terms of destinations, the concept of uncertainty avoidance is particularly relevant for the design and management of tourism and hospitality activities. For instance, the type of tourism and hospitality products customers purchase and the informational channels they use are all influenced by whether they are highly risk averse or not. The chapter focuses on concepts and the types of risks associated with tourism and hospitality and the theory of control as a risk reduction strategy. The chapter also shows how uncertainty avoidance may influence employees' and managers' approaches to change, innovation, and development.

Chapter 8

This chapter explains the masculinity and femininity dimension and the concepts of assertiveness and egalitarianism. The chapter demonstrates how masculine and feminine characteristics may influence customers' and employees' perceptions, attitudes, and behaviours in tourism and hospitality contexts. Gender orientation of customers influences not only how they collect information in making their purchase decisions, but also how they perceive various marketing mix elements and how they evaluate overall service quality and particular service quality dimensions. In addition, gender orientation influences various aspects of service providers in terms of service orientation and the provision of efficient and effective services.

Chapter 9

This chapter presents the individualism and collectivism paradigm as one of the oldest and pervasive cultural paradigms. The chapter explains how individualism and collectivism orientations of customers may influence customers' choice of holiday or hospitality products, how they make their purchase decisions, and how they evaluate their tourism and hospitality experiences. From a management perspective, the chapter explains how individualism and collectivism may influence people's relationships and communication patterns within a business establishment, and the degree of comfort they may have with employee empowerment.

Chapter 10

This chapter explains the performance and humane orientations based on the GLOBE project/framework and how these dimensions relate to other dimensions explained throughout the book. These dimensions significantly influence the efficient and effective provision of services in tourism and hospitality businesses. The chapter explains and discusses the concepts of performance and humane orientation in relation to other cultural dimensions explained in other chapters of the book.

Chapter 11

This chapter presents the concept time orientation and its potential influence on service providers and customers in tourism and hospitality. The chapter shows that long- and short-term orientation, past/present/future orientation, or polychronism and monochronism orientations of customers influence the type of tourism and hospitality services they prefer, the characteristics of tourism and hospitality services, and how they evaluate these services. Moreover, time orientation influences customers' approach towards marketing mix elements. For instance, while past-oriented customers tend to avoid advertisements, present-and future oriented customers tend to be interested in advertisements, though with different motivations. Also, time orientations of employees and managers tend to influence how they perceive other people, work, processes, and systems.

Chapter 12

This chapter explains the cultural dimensions proposed by Trompenaars and Hampden-Turner, namely, universalism vs particularism, individualism vs collectivism (communitarianism), neutral vs emotional, specific vs diffuse, achievement vs ascription, sequential vs synchronic, and internal vs external control. The dimensions offered by Trompenaars and Hampden-Turner are highly interlinked with the other dimensions explained throughout the book. The chapter explains Trompenaars and Hampden-Turner's dimensions in relation with the other dimensions since there appears to be a dearth of research publications which specifically focus on them.

Chapter 13

This final chapter provides an overview and summary of the book together with the concepts and theories explained. The chapter demonstrates the concepts and theories explained from a dyadic perspective, that is, from the perspective of both customers and service providers. It can be seen that cross-cultural aspects influence a wide range of marketing, consumer behaviour, human resource management, organisational behaviour, and management issues in tourism and hospitality.