The Impact of Customers' Expectations on Cross-cultural Marketing in the Hotel Hospitality Industry: A Comparative Study of the United Kingdom and India.

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Abstract

This research utilised research findings to critically evaluate how cross-cultural marketing influences and impacts customers' expectations and service quality in the hotel hospitality industry, through a comparative study of the UK and Indian hotels' industries.

Cross-cultural marketing in the hotel hospitality industry is still a developing aspect of hotel management, especially in the modern global culturally diverse community. In accordance with successful strategies in cultural diversity marketing and for business growth, hoteliers need to learn, analyze and understand the expectations of customers from different cultural backgrounds. Therefore, there is a need to understand and develop a framework accounting for the work of monocultural and multicultural hotel teams in India and the UK that is oriented to customers' satisfaction and provide appropriate recommendations for practice.

The research employed both deductive and inductive research approaches. The mix methods design of this study was implemented through qualitative and quantitative data collection and analysis methods. The data collection process used involved online surveys filled in by 136 customers in the UK and India, surveys (structured questionnaires), and face-to-face interviews have been completed with 10 managers/employees in the UK and 23 in India.

The contribution this research makes is the culturally sensitive framework for informing cross-cultural strategy. Research findings reveal differing expectations of customers from different cultural, ethnic, and religious backgrounds as measured by five elements of the SERVQUAL scale, which was further analysed in the framework of the five CVSCALE dimensions. The findings were related to hoteliers to help them to develop culturally diverse and human-oriented cross-cultural departments in the hotels. Customers-oriented services intensified by the technological innovations determine the zone of impact of the Cross-Cultural Marketing Model. Developed marketing strategies are based on the higher satisfaction level of customers in Indian hotels and better technological equipment in the hospitality industry of the UK. The main recommendations for hoteliers' concerns learning about diverse customers' expectations, the SERVQUAL's constituents upgrade, and overall information about the hotels with culturally marked services provision.

Chapter 1: Introduction

1.1 Introduction

This research aimed to provide an explanation of the relationship and effect of differing country cultures on customers' expectations and its impact on hotel hospitality marketing strategy. According to research by both Cheng and Yau (2007) and Hui and Au (2001), there is a growing trend for hospitality companies to operate with an international focus. However, embroiling themselves in the ever more cut-throat international marketplace, wherein companies are increasingly becoming globalised with expatriates' workforce (Scheible, 2017) and both workforce structures and demography, in general, are undergoing rapid transformation, has repercussions. Hence, the hospitality industry is currently facing multiple challenges.

In order to acquire the necessary acumen pertaining to customer relations management in the new global context, it is essential to understand the relationship between culture and consumer conduct (Shafiq et al., 2019; Tsiotsou, 2019; Tefera and Govender, 2016; Minh et al., 2015); Chan et al., 2010; Dutta et al., 2007; Magnini and Ford, 2004; Mueller et al, 2003). Specifically, Swanson and Hsu (2009) consider it crucial to adequately examine so-called critical incidents in hostel hospitality in different cultural settings. Cross-cultural impact on service quality perception and have been substantiated by Sharma (2019). Hsu and Powers (2002) posit that, from the perspective of hotel hospitality customers, services, like those experienced in British and Indian hotels can be conceptualised by hotel guests as encounters that happen in connection with an economic relationship. Yoo et al. (2011) ten years review of marketing research into why some hospitality industries such as hotels fail observes that it has attracted few international studies. In this context, Ekiz and Au's (2011) observation is worth noting. They observe that the purchase intentions of hotel customers in two different countries like the UK and India exemplify specific cultural traits. Moreover, they articulate the contemporary and possible future relevance of provision in international hotel hospitality. So that Kirkman, Lowe, and Gibson (2017) have accordingly focused on recommendations for practitioners of cross-cultural hospitality

Such cross-cultural comparison studies of hotel hospitality customers are needed in order to understand how different cultural expectations of customers affect the marketing strategy and whether there are significant cultural differences which marketing strategists need to take into account. According to Kim et al. (2010), uniformity of service delivery is hampered by cross-

cultural variations and ambiguities in the hospitality strategies operated by hotels. It is further maintained that not only do managers need to possess competency in managing dissatisfaction amongst their clientele, but they also require an awareness of divergent cultural expectations and prerequisites. Hence, the objective of the current study is to make a contribution to present literature in this field by conducting empirical research into specific critical incident types observed by Swanson and Hsu (2009), Swanson, Huang and Wang (2014), and Yang and Huang (2016); and consumer post-customer behaviour patterns generated by hotel hospitality customers in the UK and India.

Currently one of the most rapidly expanding global economies, India possesses a value system that is entirely distinct from that evident in the United Kingdom. This explains how the difference between UK and Indian cultures affects the operations of the studied hotel companies in the UK and Indian markets. In particular, the present study focuses on explaining service quality from the perspective of hotel hospitality customers across diverse cultures.

Consequently, an explanation of cultural variations amongst hotel hospitality customers can account for customer expectations and customer satisfaction and determine relevant cross-cultural marketing strategies for hotel companies operating on different continents. Thus, it is crucial for hospitality management to fully appreciate the nature of how cultural variations impact customer behaviour, not least in the context of an increasingly internationally-focused hotel industry (Chan, 2010; Dutta, 2007; Lo, 2010; Magnini and Ford, 2004; Mueller, 2003; Manoharan and Singal, 2017; Velten and Lashley, 2018; Kamales and Knorr, 2019; Baporikar, 2020). As mentioned above, it is essential to actively assess the importance of critical incidents in the hotel sector across multiple cultural contexts (Swanson and Hsu, 2009; Blodgett, Bakir, Mattila, et al., 2018; Nath, Devlin and Reid, 2018).

This research, therefore, comprises a comparative explanation of the cross-cultural marketing of hotel hospitality companies operating in differing cultures. It explains customer expectations and customer satisfaction in terms of the expectations of UK and Indian customers of the same hotel hospitality company. Though the phenomena of cross-cultural marketing and customers' expectations have been widely discussed in the literature and form the key concepts of this research, their conceptualisation and definition are not well-formed in marketing dictionaries (The International Dictionary of Marketing, 2002; A Dictionary of Marketing, 2011). This indicates the need to clarify the phenomena and to develop these concepts. The kernel of cross-cultural marketing is the acquisition of cultural comprehension. The researcher will define cross-cultural marketing and customers' expectations in this study.

This chapter introduces the phenomenon of cross-cultural marketing in the hospitality industry. This requires the establishment of a working definition of culture and an evaluation of the background and

context which inform the research. Following this, the research issues and scope can be outlined, prior to the articulation of the specific research questions as based upon a literature review. Thus, the research objectives and goals can be established.

1.1.1 Culture 'Software of the mind'

The hotel hospitality industry operates in today's connected world in culturally linked environmental settings. Hofstede et al. (1997) refer to this human behaviour as mental software and to principal cultural elements as collective mental programming which helps to define individuals or groups in relation to each other (Hofstede, G, 1991, p 5., Hofstede, G.J. and Minkov, 1997; Minkov, 2018; Minkov and Kaasa, 2020). Variations in conceptual approaches to culture, such as those employed by Strodtbeck and Kluckhohn, (1961), Hall (1976), Hofstede (1991), Trompenaars, (1993), Trompenaars and Hampden-Turner (1994), and Schwartz (1992), have lead researchers focusing on cross-cultural management to clearly delineate the relevant criteria (Yeganeh and May 2011; Manhas, Manrai and Manrai, 2016; Kaasa, 2016). In considering their theoretical and empirical relevance, basic discipline, cognition and values, data gathering, framework comprehensiveness, appropriate areas in empirical research all need to be assessed. However, such frameworks have been applied to differing research contexts (Chang, P.L. and Chieng, M.H., 2006 and Sin, L.Y. et al., 2005; Swoboda and Button, 2019; Almutairi, Heller and Yen, 2020), which indicates their relevance for understanding and developing cross-cultural marketing conceptualisation for the hotel hospitality industry context (Manoharan and Singal, 2017; Velten and Lashley, 2018; Kamales and Knorr, 2019; Baporikar, 2020).

Consequently, viewing cross-cultural marketing for the hotel hospitality industry through the lenses of cultural dimensions, it is useful to measure the cultural diversity of ethnic groups and organizations globally (Hofstede, 2001). It is crucial to establish comprehensive awareness in this area as a way to facilitate enhanced services within hotel management (Velten and Lashley, 2018; Dorta-Afonso and González-de-la-Rosa, 2020) and to develop responsive strategies in this context which take into account variations in national, ethnic and cultural backgrounds (Mace, 1995 and Littlejohn, 1997). Comparing the delivery of hotel hospitality in different countries such as the United Kingdom and India in this research is expected to reveal the need to adapt service standards to meet culturally differing customer expectations, which will impact the design of contemporary cross-cultural hotel hospitality marketing strategy.

1.2 Background and Context

The idea that culture performs a socially binding function is central to many cross-cultural studies (Kluckhohn and Strodtbeck, 1961; Hall, 1976; Hofstede, 1980; Trompenaars, 1993; Trompenaars and

Hampden-Turner, 1994; and Schwartz, 1992). It has been noted by some researchers, such as Peter and Olson (1998) and Hofstede (2001), that as a socially-based construct, culture is not simply a vital, multifaceted concept, but also one which is subject to modification. A culture is, therefore, a valuable unit of analysis that is also adopted in this research. Its dynamic nature affects services provided by the hotel hospitality industry because of the culturally diverse environment and cultural specificity of consumers. All the known components of culture and their variation across cultures, such as family structure, norms of society, gender roles, and traditions can fluctuate and impact customers' expectations and behaviour patterns. Therefore, the dynamic nature of culture has significant implications for designing a time-sensitive cross-cultural marketing strategy in the hotel hospitality industry.

Therefore, the provision of hotel hospitality services needs to be determined by the cultural values of those customers who display cultural diversity. Heeding cultural diversity should be regarded not simply as a moral imperative, but also as a business requirement (Devine et al., 2009; Kalargyrou and Costen, 2017). This provides the basis for an effective marketing approach which places the maintenance of positive customer relationships at its core in order to develop customer loyalty and enhance the value for the lifetime (Blattberg & Deighton, 1996; Brassington & Pettit, 2000; Ahn, Kim & Han, 2003; Xu and Gursoy, 2015; Manhas and Tukamushaba, 2015; Mmutle, 2017; Tontini et al., 2017).

1.2.1. Hospitality Industry.

Hospitality plays a function in all cultures, albeit in the absence of any universally agreed-upon definition. Moreover, evidence of hospitality dates back over countless centuries (Durant, 1935 & 1939; Gray and Liguori, 1980; Heal, 1990; Smith, 1974; White, 1970).

Throughout history, different cultures have established the legitimacy of accommodating travellers and granting a level of security to explorers and traders, without which there could be no movement or exchange (King, 1995).

As the notions of tourism and hospitality possess the common element of travel, these phenomena are often confused. The difference lies in the fact that tourism is a business that offers goods and services to tourism, whereas the hospitality industry comprises businesses which offer accommodation, food and beverages, and destinations for tourists, travellers, and local inhabitants (Pizam, 2009). Four distinct segments comprise the hospitality industry, to wit: lodging, food, entertainment, and travel (Angelo, Vladimir, 1996). Consequently, Brotherton (1999) finds existing definitions of hospitality 'unclear'. Furthermore, he maintains that this ambiguity is due to the fact that all definitions erroneously define hospitality as uniquely characterised by the objective of making guests “feel at home” (1999:167).

Brymer (1995) analyses several definitions of hospitality and concludes that it is an umbrella term employed to denote the multiple, diverse sectors which provide accommodation for guests. This highlights the seeming impossibility of delineating this sector. It captures the perception of guests' needs: food, beverage, and lodging or shelter. Contemporary hospitality is typically taken to signify a commercial relationship (Hepple, Kipps, and Thompson, 1990; Reuland, Choudry, and Fagel, 1985). Hospitality in the hotel business refers to the specific relationship between the host and the guest, wherein the former appreciates what will please the latter and endeavour to provide this in a personal, professional manner according to conventional social mores. The objective is to improve visitor fulfilment and create repeat business (King, 1995).

Researchers have focused on cultural issues in the hospitality industry (White, 1970; Leed, 1991; King, 1995). Cultural diversity is an integral trait of hospitality (Quest and Battersby, 2015; Scheible, 2017; Malik, Madappa and Chitranshi, 2017; Köllen, 2019; Bendl, Hainzl and Mensi-Klarbach, 2019). Moreover, human resources managers and enterprise leaders must re-visit their diversity management skillsets to make the hospitality sector an attractive place to work as well as patronise (Kossek & Lobel, 1996). Thus, according to Gong (2008), cultural diversity can be employed to encourage innovation, knowledge transfer, reputation building, and an enhanced competitive edge. Innovative processes and technologies development are under current consideration in the literature (Sunny, Patrick, and Rob, 2019; Sun et al., 2020; Alvarez-Risco, Estrada-Merino, and Perez-Luyo, 2020).

1.2.2. The Hotel Hospitality Industry in the UK.

As Parry et al. (2004) have stated, the value of the hotel sector lies in the significant contribution it makes to the United Kingdom economy. New hotels added almost 7,000 rooms, albeit opening at a subdued rate in comparison to the 2012 spike, especially in London where some projects have been delayed. Budget hotels represented right around 70% of new rooms and brands represented around 85% of aggregate new room supply. Hotel Britain studied 508 of the 54,537 hotel rooms available in the UK, along with relevant monthly data since 2010. Findings suggest that in 2015 the UK hotel sector was experiencing an increase in trade for the sixth year in a row (Hotel Britain, 2016).

Both Barnard (2016) and Hotel Britain (2016) maintain that in 2015 the UK experience a downturn in its economic development wherein the economy grew by a mere 2.2% compared with the 2.9% growth experienced the previous year. Conversely, in 2015 hotel rooms revenues rose by 5.7%, with regional establishments (+5.1%) surpassing those in London (+1.1%). Thus, hotel transactions outperformed their pre-economic downturn levels for the first time, hitting a nine-year high with an £8 billion revenue in 2015. Regional hotels maintained a strong record both in terms of occupancy and revenue levels.

Though down by 0.4%. London occupancy rates remain buoyant. Throughout 2015, occupancy levels in London remained relatively static, returning to their 82.8% 2013 levels.

However, London remains the most buoyant geographical sector in terms of gross operating profit per room. AARR continued to rise at rates equivalent to 2014, rising by 0.9% to £149.79. Thus, room revenues were by 1.1% to £124. Despite these small increases, London's hotel sector has completely regained its pre-recession level of performance and appears demonstrably robust. A more obvious expansion in the capital concerning provincial growth is hard to achieve due to the persistent increase in supply there.

Growth amongst regional hotels throughout 2015 proceeded at a reduced pace, with occupancy rising by 1.1% to 75.9% establishing a new occupancy record. Nevertheless, AARR was the principal focus for regional hotels, such that average room rates rose by 4% to £63.15. Increased occupancy and AARR saw room revenues for UK territory hotels rise by 5.1% to £47.94 in 2015. Provincial hotels have encountered the fifth successive year of rooms yield increment and high rates of development overall since 2013 (Hotel Britain, 2016).

Several points associated with service performance mentioned in the hospitality industry report in 2016 have been discussed in the literature as well. There is specific academic research that focuses on the dimensions of the hospitality industry (Dittmer and Griffin, 1993). Such studies focus on the quality of customer service in UK hotel businesses and explore the potential consequences of formalising initiatives concerning service quality within this sector (Harrington and Akehurst, 1996). Areas under consideration in this respect might include increased employment of technology in both small and medium-sized hospitality concerns, particularly concerning online services (Main, 2001). This research also involves an examination of the quality of service in the hotel sector in Scotland (Briggs, 2007) and Ireland (Connolly and McGing, 2006), along with an analysis of cultural diversity in the Northern Irish hospitality sector (Devine, Baum and Hearns, 2007), and the impact of seasonality on hospitality (Pegg, Patterson and Gariddo, 2012). This is an increasing tendency for hoteliers to request consumer suggestions for improvements. Such feedback is essential in crowd sourcing-focused hotel development wherein investors can input funds and receive benefits such as free stays in the hotel (Hotel Britain, 2016). The crowdsourcing method relates to harnessing customers' expectations and the existing gap in catering for customers' expectations in cross-cultural marketing strategy in the hotel hospitality industry in the UK can be addressed with empirical research. That is why the description of many years of experience in human resource management is particularly valuable for this study (Bergs and Lub, 2020).

Being increasingly valued business sector and one of the most significant employers (British Hospitality

association 2017) hospitality tends to face contemporary challenges such as workforce migration (Filimonau and Mika, 2019), recruitment, employment, and cross-cultural issues **(**Baum, 2019 a; Baum, 2019 b; Eid and Agag, 2020).

1.2.3. Hotel Hospitality industry in India.

According to the 2015-2016 Economic Survey of India, overall GDP for India reached 7.6% during this period, with the service sector recording a 9.2% increase on the preceding year and thereby maintaining its position as the country's leading economic force. Within this sector, the subdivision of Trade, Hotels, Transport, Communication, and Broadcasting Services expanded by 9%. Specifically, the hotels and restaurant sector grew by 21.5% (Thadani, 2016). As of 31 March 2016, room supply had risen by 5.5%, adding 5,619 new rooms and bringing the total available to 113,622 for the period 2015/16. Furthermore, the change in the total existing supply for 2014/15 is large because of an intentional cleansing of the reported hotels to reflect quality branded/organised supply only (Thadani, 2016).

City trends have been spotlighted in the same report. Three of them are within the geographical scope of this research as follows. Mumbai demonstrated the greatest occupancy rates during the five years leading up to 2015/16, with rates reaching as high as 74.3%. The Navi Mumbai micro-market continues to be largely dependent on budget and mid-market hotels. There were approximately 1,000 branded rooms recorded in 2015/16. The year 2015/16 was a significant one for the Pune hotel market. The city continued to witness a surge in occupancy (7.1% over 2014/15) and crossed the 65 percent mark. A more noteworthy, albeit slight change was a year-on-year increase in average rate (3.6% when compared to 2014/15). Since 2008/09, Pune achieved growth of around 400% in its room supply, the highest in the country amongst major hotel markets, which created an uninterrupted year-on-year downhill trend in both occupancy and performance levels (Hotels in India. Trends & Opportunities, 2016).

Issues described in the research literature on the hospitality industry in India are quite broad in topicality. For example, Mohsin and Lockyer's (2010) exploratory study encompassed validity measurement to assess the quality of service and customer's perception of some of New Delhi's most exclusive hotels (Humnekar and Phadtare, 2011). However, the hospitality and tourism industries in India face some challenges (Jauhari, 2009; Jauhari, Rishi, 2012). These challenges include strategic development concerns (Jauhari, 2012), building usage (Jauhari, 2013), customer relations (Gagre & Mathur, 2015), increasing product offers based on SERVQUAL measurements (Bapat et. al, 2015), competitiveness and sustainability (Vij, 2016), customers' needs for budget hotels (Rishi and Joshi, 2016), deficiency of highly qualified employees (Munjal, Tiwari and Teare, 2019), deeper knowledge of social media impact,

innovations and effective management (Sanjeev and Birdie, 2019), information and communication technologies in the hospitality industry (Singh and Dhankhar, 2020).

Consequently, recommendations for the Indian hospitality industry should be considered when researching customers' expectations for designing marketing strategies. In particular, the focus should be on generating positive consumer experiences (Jauhari, 2012). So that, customer expectations become the focus in the current study.

1.3 Research Problem and Scope.

The research problem is the ineffective marketing strategies that engender the nonexistence of credible and effective marketing strategies based on the understanding of differing cultural expectations of customers in the UK and the Indian hotel hospitality industry. This results in a practical gap in catering for customers in the industry. For this reason, the researcher faces the problem of combining separately existing models: SERVQUAL and CVSCALE that allow studying principles of customers' needs measurement and cultural dimensions that influence managers' behavioural practices in-service performance for development of cross-cultural marketing model.

The focus is on the analysis of awareness of customers' expectations and their effect on service performance. It is necessary to develop knowledge about the cultural context in which customer expectations about service provided in hotels in the UK and India are formed. The corollary focus is on analysing the effect of differing culturally informed customers' expectations on cross-cultural marketing.

This delimits the scope of the research on the two main variables cross-cultural marketing in the hotel hospitality industry in the UK and India (dependent variable) and customers' expectations (independent variable) Service perception is measured by SERVQUAL. 'Management's Involvement / Performance based on the five dimensions of culture by Hofstede (values, beliefs, norms) measured by CVSCALE' (independent variable) that are used to develop a marketing model in the hotel industry in terms of service quality. The study is conducted in the UK and India at selected hotels in different geographical locations, such as London in the UK and Mumbai, Navi-Mumbai, Pune, and Udaipur in India.

1.4 Research Questions.

These research questions are based on issues arising from the reviewed literature and inform the research aim and objectives elaborated in the next section.

1. What are the expectations of the customers from the service provider?

2. What is the interrelation of customers' expectations and cross-cultural marketing in the hospitality industry?

3. What is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy?

4. How will the data comparison of the two countries of India and the UK establish an effective marketing strategy/model in their hotel industries? It is expected that answers to these questions will result in a better empirical understanding of how to design a better culturally effective marketing strategy for hotels operating in India and the UK.

1.5 Research Aim and Objectives.

This research aims to utilise research findings to critically evaluate how customers' expectations influence and impact cross-cultural marketing and service quality in the hotel hospitality industry.

Research Objectives.

The research objectives have been operationalised using the SERVQUAL and CVSCALE models applied to hotels in the UK and India and statistically tested. To realise these objectives, the following measures will be adopted:

1. A critical review of the concept of cultural frameworks, cross-cultural marketing, customer expectations, CVSCALE, SERVQUAL model, and relationship marketing in the international hospitality industry in the research literature.

2. A determination of the relationship between cultural dimension and customer expectations of the service quality in the hotel hospitality industry to inform cross-cultural marketing in UK and Indian hotels.

3. A comparison of existing marketing strategies of the selected hotels in the UK and India in terms of cultural dimension.

4. The development of a cross-cultural marketing framework of customers' expectations and service quality for the hotel hospitality industry.

It is expected that the empirically informed cross-cultural marketing framework has contributed to the literature, particularly in terms of those 'critical incident' types mentioned by Swanson and Hsu (2009) and the post-customer behaviour patterns raised by hotel customers in the UK and India. These aims concur with Ekiz and Au's (2011) contention that hotel customer purchase intentions differ between

countries like the United Kingdom and India, which comprise culture clusters and thus act as significant indicators of potential international hospitality marketing strategies. Yoo et al. (2011) reviewed hospitality marketing over a decade and concluded that additional research was required to understand the reasons underlying the failure of certain hospitality enterprises. Consequently, the research has been made a contribution to the literature on cultural models and culturally based instruments of SERVQUAL and CVSCALE, cross-cultural marketing and comparative studies in the hospitality industry, and mix methods applicability.

1.6 Justification of Methodology.

Qualitative research was chosen as a suitable approach for the research and is informed by the work of Denzin and Lincoln (1994; 2000) and Van Maanen (1998). Denzin and Lincoln (1994). They consider qualitative research to be a multi-method type of research that uses an interpretive and realistic approach towards its subject matter as well as an emphasis on the qualities of entities (i.e., processes and meanings occurring naturally) (Denzin and Lincoln, 2000:8). Furthermore, qualitative research is used to study an occurrence within the environment in which it naturally occurs and is supported by social meaning from the individuals who were subjected to the occurrence (Denzin and Lincoln, 1994: 2). Van Mannen (1998: xi) describes qualitative research as "particularly difficult to pin down" due to its "flexibility and emergent character" because it is usually being designed at the same time as it is being done and requires "highly contextualised individual judgements" (Van Mannen, 1998: xi).

Schutz (1973) suggests that "qualitative research employs the meanings in use by societal members to explain how they directly experience everyday life realities" and that such social science constructs are built from the socially constructed nature of reality created from its members. Emphasising situational details that have occurred over time allows qualitative research to describe processes because such work is highly descriptive through recounting what was said: to whom, how, when, and why.

Qualitative research can provide robust insights from actions that have occurred in a real-life context and preserve the intended meaning which forms an understanding of underlying social processes and meaning in a business/management environment and further, can provide memorable examples of critical issues that enrich the business management field. All of which would be difficult to produce from a quantitative research perspective (Van Mannen, 1998). A final benefit of qualitative research is that because it has the ability to highlight the underlying human interactions, meanings, and relationships among variables in the experiences, it has the potential to humanize the theory that is often researched in the field.

This survey and interviews will be based on Hofstede's cultural dimensions and the SERVQUAL dimensions.

The quantitative method has been applied as the logical continuation of the qualitative research method after content, narrative, and discourse analysis of primary data. Microsoft Excel has been applied for the quantitative analysis.

The survey is described by Edwards & Talbot (1999, p. 88) as being like an onion, with data from questionnaires similar to peeling off some outer layers of skin, but is supplemented by interviews to get to the in-depth layer. This is an explorative and descriptive study, where the researcher will explore the new concept of marketing strategy/model to benefit the hotel industry. To achieve the aim and objectives of this research, the hypotheses guiding the thesis will be tested, which will be based on the research questions. Data will be collected from the UK and India through interviews and surveys.

1.7 Thesis Plan and design.

The first chapter establishes the framework for the research, formulates the principal problem and the range of the study, and ascertains the goals and research questions which require addressing. The balance of the paper is divided into six chapters.

To determine the research problem, in Chapter 2 the relevant cross-cultural literature, cultural theories, and marketing models about customer expectations and service quality experiences are reviewed to clarify the need for the present research. Conceptual frameworks regarding customer expectations, service quality, cross-cultural management, Hofstede’s cultural dimension, Yoo's CVSCALE, SERVQUAL model, and cross-cultural marketing strategy are discursively analysed. So that, theoretical and empirical support for the logical development of the research hypotheses has been presented in Chapter 2. The conceptual structure outlined in Chapter 3 provides the basis for the manner in which the research problem is addressed. Thus, Chapter 3 elucidates the framework design and establishes the interrelated conceptual paradigms that demonstrate the links between divergent culture-based service expectations, thereby assisting future hotel marketing planning. Hypotheses and variables of the research: H1, H2, H3, H4 are defined and consistently articulated in Section 3.4 and the process of primary data collection in order to substantiate the hypotheses creation and establishment is further described in Section 3.6 of Chapter 3. It conceptualises a new cross-cultural marketing strategy framework for hotel hospitality in the UK and India. Then in Chapter 4, this conceptual framework is further operationalised to design the research instrument. This chapter outlines the research philosophy which informs the study, alongside the mixed-method research approach, and the data collation and analysis techniques employed. The mixed-method qualitative and quantitative methodology combines

deduction and induction in the research design with the logical continuation of the research hypotheses development and variables identification (Sections 4.5.1, 4.5.2, 4.5.3). Consequently, hypotheses H1, H2, and H3, H4 are comprehended and discussed in Section 4.5.4 of Chapter 4.

All assembled data is then treated and subjected to analysis, the findings subsequently being presented in Chapters 5 and 6. Chapter 5 is devoted to the interpretation of the research findings conditioned to be the research hypothesis. The former chapter pertains to the results elicited from the survey and interviews conducted in both the United Kingdom and India. Analysis of contemporary themes in the hotel industry is performed using CVSCALE and SERVQUAL models, whilst SPSS and Microsoft Excel statistical tools are employed to analyse and depict the data. The statistical validation of the hypotheses with relevance to research questions is presented in Chapter 6. It is followed in Chapter 7 by the outcomes based on research questions, contribution developed from hypothesised assumptions, research summary, and recommendations.

1.8 Conclusion.

The current introductory chapter is intended to place the research in context, formulate the core research problem and the study's range, and establish which principal research goals and questions are to be addressed. The next section reviews the pertinent theoretical and research-based literature to fully comprehend the main research problem.

Chapter 2: Literature review

2.1 Introduction.

In Yoo et al.'s (2011) review of hospitality marketing publications spanning over ten years, they call for more research to explain why some hospitality industries such as hotels fail. Current research thinking continues to focus on generic marketing strategy (Hooley, G.J., Lynch, J.E. and Jobber, D., 1992; Adinolfi, F., De Rosa, M. and Trabalzi, F., 2011; Gould, A.M. and Desjardins, G., 2015; Agic, E., Cinjarevic, M., Kurtovic, E. and Cicic, M., 2016) and specific market segmentation strategies (Dibb, S., 1998; Thoeni, A.T., Marshall, G.W., and Campbell, S.M., 2016; Dolnicar, 2019), which does not address the specific issues of hotel hospitality failures. It is argued in this literature review that a critical issue in international marketing research is to explain how to fulfil customers' needs through effective marketing strategies that account for cultural variation in customer expectations and how they affect the meaning of the service quality. The thesis argument is that there is divergence in customers' expectations belonging to different cultures and differences between behaviour of managers from different cultural backgrounds.

Swanson and Hsu (2009) conceptualise 'critical incident' types to understand post-customer behaviour patterns. So that Swanson, Huang, and Wang (2014) represent the experience of the critical incident of Chinese and American hospitality customers through cross-cultural comparison. Researchers admit the effective impact of these incidents on the behaviour of customers from various cultural backgrounds. Such critical incident types can be better understood in terms of Ekiz and Au's (2011) as the study focuses on the comparison of culturally different attitudes towards tough situations. Besides, the cultural discrepancy in-service evaluation and attributes have been claimed in Tsiotsou (2019): the extent of generosity in service appraisals has been related to guest's cultural environment. Accordingly, Yang and Huang (2016) stated integration of two industries: the culture industry and the tourism industry for creating and providing products and services in the sphere of cultural tourism, claimed as the industrial clustering. Detection of cultural dependencies clarifies receptiveness of studying 'culture cluster' of UK and Indian customers in current research. Studies have been conducted in specific geographical locations but not across the different cultures in which international hotel hospitality companies operate. Specifically, there is a need to address the practical gap in catering for customers' expectations through cross-cultural marketing strategy in the hotel hospitality industry in the UK and India focusing on critical incident types.

Consequently, it is necessary to review theoretical frameworks of culture (Section 2.2), by focusing on the analysis of awareness of customers' expectations and its effect on service quality and performance. It is necessary to develop knowledge about the cultural context in which customer expectations about service provided in hotels in the UK and India are formed (Section 2.3). The corollary focus is on analysing the effect of differing culturally informed customers' expectations on cross-culture management (Section 2.4) and cross-cultural marketing (Section 2.5). This focus delimits the literature review into the two main variables cross-cultural marketing in the hotel hospitality industry in the UK and India (dependent variable) and customers' expectations (independent variable). Service perception is measured by SERVQUAL, 'Management's Involvement/Performance based on the five dimensions of culture by Hofstede (values, beliefs, norms) measured by CVSCALE' (independent) variables that are used to develop a marketing model in the hotel industry in terms of service quality and performance. Since the study is conducted in the UK and India and at selected hotels in different geographical locations, such as London in the UK and Mumbai, Navi-Mumbai, Pune, and Udaipur in India, it is necessary to view the respective markets (Section 2.6). Finally, the above analysis of the literature results in identifying and conceptualising the research problem (Section 2.7) and the consequent research questions.

2.2 Culture and Cross-Cultural Management.

To explain cross-cultural marketing in this section theoretical frameworks of culture are reviewed by focusing on analysis of awareness of customers' expectations and its effect on service performance. The purpose of analysing the extant theories of culture is to identify a theoretical framework appropriate for empirically investigating the cultural expectations of customers. The concept of culture is first analysed and then four prominent theories of culture are discussed - Hofstede, Hall, Trompenaars and Hampden, and Schwartz.

2.2.1 Culture: The Concept.

Culture must be described as a unit of analysis, and with this in mind; Hofstede's idea of culture is valuable, stating that culture is the wider programming of the mind, able to set apart one group individuals from another (Hofstede, 1984, p.51).

This definition underpins the thesis argument because it supports the research hypotheses that there is divergence in customer’s expectations belonging to different cultures and differences between behaviour of managers from different cultural backgrounds.

The major concepts of the culture studied and discussed in the literature are based on works by Hall (1959; 1969; 1976), Hofstede (1980/2001; 1991; 1994; 1998; 2011),

Trompenaars and Hampden-Turner (1997), and Schwartz (1992; 1994; 2012). Dahl (2004) have examined the papers written by Hall, Hofstede, Trompenaars and Hampden-Turner, and Schwartz in order to pinpoint which intercultural and cross-cultural communication factors were unanimously present.

Schein (2010) concentrates on organizational and occupational cultures, the content of culture, and the leader standing as the creator and overseer of a culture, but also as someone who must manage culture effectively to mitigate negative consequences.

Giddens' (2013) work offers the fuller and comprehensive structuration theory which accounts for culture. Bharadwaj (2014) claims the limitations of the examined Hall's, Hofstede's, and Trompenaars's culture concepts, giving though the reasons to admit relevance of these cultural theories for the current research. Multicultural behaviour and interaction have been associated with a globalized workplace and discussed by Fitzpatrick (2019) emphasizing further examinations of the cultural concepts for adequate cross-cultural cooperation.

Theoretical and empirical interest in Hofstede's and Schwartz's cultural conceptions has been justified by Swoboda and Button (2019) where national culture has been confirmed as a significant attribute of corporate reputation in international companies. Almutairi, Heller, and Yen (2020) focus on the implementation of Hofstede's model of culture for grouping regions of the same country in order to deal with multinational corporations expanding in the area examined. Minkov and Kaasa (2020) have empirically verified particular Hofstede's dimensions and stated the different extent of their current validity compared with that in original Hofstede's studies.

Ongoing scientific demand for Hall's, Hofstede's, Trompenaars's, and Schwartz's models of culture substantiates the topicality of the research and maintains the research hypotheses on the difference of culturally diverse customers' expectations and managers' behaviour. Existing and developing empirical studies on cross-cultural issues in managing multinational corporations and maintaining resultative international communication demonstrate the use and reinterpretation of the culture concepts and give further insight into research aspects of cross-cultural marketing.

2.2.2 Hofstede's Dimensions of Culture.

The basis provided by Hofstede used to comprehend various national cultures and how they differ stands as one of the most commonly implemented frameworks in cross-cultural business research. Smith (2002)

states that there is a clear strength in Hofstede's work which allows him to support the notion of analysing culture-level comparisons and even criticize others who use his work as the foundation of understanding certain behaviour of individuals within specific cultures. It means to discuss the process of 'unpackaging' culture (Whiting, 1976) in a particular cross-cultural context. Studying culturally different communication styles Smith (2011) explains the difference in communication styles of individuals from different cultural backgrounds with the basis of Hofstede's idea of the Individualism-Collectivism dimension. Research on Hofstede's concept of Individualism-Collectivism dimension and its role in sense of contrast moderation (Becker, Vignoles, Owe, Brown, Smith, 2012) has been developed and confirmed a tendency to separateness in individualistic cultures and orientation at the social position in collectivistic cultures. So that, conviction in the role of culture in most human activities (e. g. global variation in cultural models) has been one of the main drive mechanisms of contemporary empirical studies (Vignoles, Owe, Becker, Smith, 2016).

A thorough analysis of Hofstede's cultural model and its interpretation and validation in the literature support the researcher's hypotheses on the difference in managers' behaviour and customers' expectations of service quality if they belong to various cultures.

Thus, in the context of marketing theory, the author believes the customer groups targeted by the research should be compared and contrasted at the cultural level of the unit of analysis.

In this vein, Hofstede's model is reviewed and supported by Smith (2002): Indications about these matters were considered to only come from whether the theory that culture 'A' would score higher than 'B' is accepted or rejected. This correlates well with the hypotheses stated in this research that there are differences in expectations of customers belonging to different cultures and dissimilarity between behaviour of managers from diverse cultural backgrounds. As a result, Hofstede's (2011) methodology is used in the current paper in order to examine culture's four key elements at the culture-level unit of analysis, with *power distance, individualism /collectivism, masculinity/femininity*, and *uncertainty avoidance*. Also, *long-term/short-term orientation* is examined as well.

Power Distance Interpersonal relationship structure is termed Power Distance. As Hofstede (2011, p.9) puts it: Power Distance describes the level of members of the particular organizations or institutions (e.g., family) realise and presume that power is spread evenly, which is a viewpoint from 'below' instead of 'above'. Under this notion, the imbalances in society are bolstered by followers as well as leaders. Society is closely based around power and inequality, and there is a level of power distance noticed in all societies, to varying extents.

Uncertainty Avoidance is the level that a culture that accepts the risk. Hofstede (2011, p.10) stated that uncertainty Avoidance differs from risk avoidance, as it is related to a society's resistance to doubt. This way, a society shows the level that their culture allows their members to be uncomfortable or comfortable in unstructured situations. These situations are rare, unpredictable, shocking, or different in some way from what is the norm. Cultures with a high level of uncertainty avoidance implement rigid behavioural codes, laws, and policies, establish an air of disapproval when it comes to surprising and unpredicted opinions, and a firm idea that there is an absolute truth which they possess and nothing can change this.

Masculinity/Femininity is tied to the significance marking of genders. In the work of Hofstede, it is mentioned that the values of females are less diverse across societies, compared to those of men (Hofstede, 1998). Also, the values of men in one country will differ from those in another country, ranging from being highly assertive, competitive, and different from the values of their society's women to be in line with more female values (Hofstede, 1998).

Characteristics of the culture reflect the masculine or feminine type of society. Thus, confident, bold, and pushy characteristics are associated with masculinity while characteristics like considerate and thoughtful are connected with femininity. As the study further proves, both men and women in feminine countries have moderate values. In masculine countries, there is a much more prominent difference between so-called ‘male’ and ‘female’ characteristics (Hofstede, 1998). In other words, this is the dimension where gender roles are emotively described and distributed between genders inside a particular society.

Individualism/Collectivism is where a culture encourages either individual or collective behaviours. In Hofstede's (2011, p. 11) work, the individualist outlook is seen in cultures where there are weaker connections between people, as each person attends to themselves and their immediate family for the most part, while the collectivist culture includes people who become attached in wider and more tightly knit groups, such as with extended families and their unwavering loyalty to one another. It was also noted that the individualist or collectivist approach is seen in almost all societies across the world.

The dimension focuses on the extent of estimation of individual interests against that of the group and their expectations to be on their own or to stay integrated into groups/ communities.

Long-Term vs. Short-Term Orientation. This dimension is connected with Confucianism and was included in ‘Cultures and Organizations: Software of the Mind' (Hofstede, 1991: 5). Hofstede (1991) states that long-term orientation can be defined through determination, the organisation of relationships based on status and the maintenance of this order, also having a feeling of shame; short-term orientation

is defined through individual determination and robustness, on the other hand, the protection of 'face', upholding traditions, and responding to greetings, favours, and gifts favourably.

Crucially, Hofstede believes that cultural differences are due to values, such as evil and good, dirty and clean, ugly and aesthetic, natural and unnatural, normal and abnormal, logical and illogical, rational and irrational, which are then controlled by various acts, through tokens, figures, and customs (Hofstede, 1991). Bearing in mind the cross-cultural context of this research it should be noted that results of the investigation through applying Hofstede's model to cross-cultural studies (e.g., hospitality marketing) are directly related to values shared by individuals from different cultures representing the organization and practices they are eager to share and transfer. It makes for certain cross-cultural sectors in fields with their own features where the model assumes a different extent in each dimension mapped out by different cultural experiences of values and practices. This idea is further developed into approaching 'culture as a system' used in the research.

A number of researchers have been able to use Hofstede's framework with success in recent times. Earlier studies support the dimensions presented by Hofstede in comparative cross-cultural study, such as with the work of Mattila (1999), who attempted to link customer expectation of individualised service with cultural elements establishing personal status (known as power distance). Certain cultures have wider power distances, where service employees are of a lower status and so they are obligated to offer customers a greater level of service.

Therefore, Mattila predicted that personalized service would be a more salient and effective driver of value perceptions for Asians than for their Western counterparts. It is possibly due to these unique cultural properties that Asian Indian business travellers taking part in the study felt that personalized service was extremely important in their reviews of luxury hotels.

Consequently, Yang and Mattila (2016) stand that expectations and intentions of luxury sector's consumers are under the influence of different values: hedonic, functional, and financial which could differ for culturally diverse customers. For this reason, research interest in cultural differences in customers' complaint behaviour (Blodgett, Bakir, Mattila, et al., 2018) has been empowered by additional studies in the hospitality sector.

Another example is Basabe and Ros (2005). A significant range of social and psychological relationships across two cultural dimensions are described (Individualism-Collectivism and Hierarchy), using a review of cross-cultural research as a foundation. Links across cultural-level value scores provided by Hofstede, Schwartz, and Trompenaars, as well as a country-level list, support the validity of the criteria used. This work has been valuable for thorough examination of cultural theories and comparative

analysis of the Protestant and the Confucianist societies. The cultural context has become the research focus in later works (Páez, Bobowik, Liu, and Basabe, 2015) studied various levels of human experience.

In the work of Kirkman et al. (2006), Hofstede's framework was the main focus, further supporting the notion that it has a significant impact. Kirkman et al. state that they aimed to provide a summary of current research, and offer data for future research directions, instead of undertaking a detailed examination of Hofstede's research, a review, or a carbon copy. Thus, the findings are useful for the current research, from theoretical as well as empirical perspectives.

Besides, the direction authors provide for future Hofstede-inspired research is supposed to be applicable. The direction is to investigate the effect of differing cultures on the international marketing strategy of hotel hospitality. The same group of authors (Kirkman, Lowe, and Gibson, 2017) made a retrospective on Hofstede's "Culture's Consequences" in order to study empirically achievements that have been made in the last decade and to develop recommendations for professionals going to explore the importance of national culture in cross-cultural corporations.

Merkin (2006) suggested that individuals who employed these elements should take into account cultural indices with regards to the way their research dealt with the various issues relating to the idea of nations versus cultures. Merkin's (2018) recent work on the face-saving model at the workplace based on Hofstede's cultural dimensions has synthesized and generalized empirical research on cross-cultural studies in business. The focus has been made on effective cross-cultural cooperation through efficient communicative strategies on each of Hofstede's dimensions. This approach correlates with the current study.

Along the same lines, Bearden, Money, and Nevins (2006) investigated the most commonly found measures of national cultural values. This included the work of Hofstede and his colleagues with the Value Survey Module (VSM) and an updated version, the VSM 94, being taken into account for the empirical consistency of the current study. Dekker et al. (2008) looked into individuals of virtual groups from the U.S., India, and Belgium and how they viewed common interaction behaviours and their value for group performance, similar to Dutch individuals in an earlier previous study. As the research includes a comparison of Indian groups with Western groups, this experience was useful for the researcher of this study.

Minkov's (2018) study has become one of the latest works on verifying the coherence and utility of Hofstede's cultural model. Cultural dimensions developed by Hofstede and applied by numerous researchers in various cross-cultural studies have been tested across 56 countries. Results demonstrate the need for continuous control of each dimension validity as some of them lack accuracy and

coordination applicable to modern realities. Consequently, the current study meets this need in the context of cross-cultural marketing.

In the work of Kanga and Mastin (2008), Hofstede's cultural dimensions are used as a basis with which valid explanatory variables can be pinpointed, in order to take note of disparities between nations' tourism websites. As the current paper underlines the way that Hofstede's cultural dimensions can be employed to assist tourism public relations professionals to contact multicultural groups, the viewpoint of tourism and its customers from varied cultural backgrounds have been the focal points for the researcher. Kaasa and Vadi (2010) show that innovation is closely tied with culture, where power distance, uncertainty avoidance, and masculinity are negatively correlated with innovations, while individualism is positively linked with this type of performance. However, the end result is based on the combined work seen throughout the four cultural dimensions and how they affect each other in a specific nation. Later Kaasa (2016) focuses on culture as a potential factor of an innovative process that corresponds to the human resources of a specific country.

Manrai and Manrai (2011) have created a conceptual framework they can investigate the actions of travellers with, and pinpoint three levels of behaviours, using Hofstede's cultural dimensions and related processes. In Manhas, Manrai, and Manrai (2016) culture has been admitted as one of the influential factors in the global industry of tourism based on the complexity of cross-cultural interactions.

These findings have been correlated with the content analysis of customers' surveys. Littrell (2012) reminds us of the relevance and context for Hofstede's work and the immense contribution he has made. It was found that by calculating Hofstede's cultural dimensions at the personal level, there are valuable findings made regarding cross-cultural research in the future, which can also offer greater success rates in the tourism industry's marketing efforts.

Therefore, Littrell's work has been accordingly used to strengthen the theoretical part of the current research. So, Rinuastuti et al. (2014) explain the necessity for measuring culture at the individual level. It is mainly connected to tourists' behaviours studying. Comprehension of cultural background effects on tourists' characteristics has become evident. Common ground between cultures, as well as the differences that were seen, are crucial components of the global tourism markets and are more important now than they were in previous eras. The authors found that Hofstede's cultural dimensions can act as a baseline with which cultural groups can be further categorised.

Recently Ergün and Kitapci (2018) have explored customers' complaint behaviour from different cultural backgrounds in their interrelation with Hofstede's cultural dimensions. In this regard, the author of

the current research has gained confidence in the implementation of SERVQUAL and CVSCALE conceptions for a thorough investigation of customers' expectations impact on cross-cultural marketing in the hotel hospitality industry. Besides, it has grounded the research hypotheses on divergence in customer's expectations from different cultural backgrounds. Hence, this work has informed the framework for empirical aspects of the current research.

The critiques that exist on Hofstede's work on culture are tied to certain parts of it, including the main body of work (Jones, 2007), as well as equating nation with a culture and the issues and drawbacks of trying to comprehend a culture through indices and matrices alone (Baskerville, 2003). Other than drawing contrasts of Hofstede's work against Sahlins (1976), Freilich (1989), Geertz (1993), Kuper (1999), and Baskerville (2003) all state that employing Hofstede's indices of cultural dimensions provide cross-cultural studies with an accounting nature and a level of reliability from a scientific perspective, as well as certain respectability within accounting research circles. Courtright, J., Wolfe, R., and Baldwin, J. (2011) have provided a critical view of Hofstede's cultural dimensions and defined the need for their contemporary interpretation. The same conceptual direction has been reflected in Dimitrov (2018) focusing on the synthesis of the modern overview of Hofstede's cultural model usage fields.

Future research suggestions for researchers employing the aforementioned framework involve them attempting to use these cultural indices to establish the way that their research can deal with the issue of the concept of nations versus cultures, as well as the issues related to the universalist approach (discussed throughout the formative years of anthropology) (Baskerville, 2003).

In the work of Venaik and Brewer (2010), anomalies arising from the contrasting conclusions of research looking into the national differences throughout a number of individuals, firms, and country-level phenomena are examined. This helps in identifying contradictions within the model (Brewer, Venaik, 2011) and is found controversial by the researcher but unable to confuse the researcher's philosophy. It raises the researcher's interest to explore relative theoretical frameworks and models of cultural diversity and differences. Thus, the following empirical studies of recent years involve all six of Hofstede's cultural dimensions and underpins the research hypotheses on divergence in managers' behaviour and customers' expectations if they are culturally different. Krautz and Hoffmann (2017) have admitted difficulties in the process of targeting customer categories in various countries and found consumer-related factors based on cultural dimensions. De Mooij (2017) has analyzed three cultural models including Hofstede's conception for better understanding consumer behaviour and revealed interconnection between research questions in the specific cross-cultural study and effective and adequate models 'application.

Swoboda *et al.* (2017) have studied CEO in cross-cultural organizations and foreign markets. Hofstede's ideas on cultural differences have been tested through the role of institutional distance in studied corporations. So that cultural divergence while managing multinational companies has been recognized as very important.

The current study's conceptual framework uses the dimensions of culture, innovation and culture, and cultural backgrounds of different nations, following a review of Hofstede's work and the work of researchers attempting to deepen his theory of culture.

2.2.3 Hall's Model of Culture.

Hall (1976) described high-context and low-context cultures, where the context is directly linked with the approach used when it comes to transferring information through communications. The work of Hall (1976) denotes that high context connections underline pre-programmed information possessed by the receiver and their setting, with little data actually included in the transmitted message. On the other hand, low context connections provide a greater amount of information within the message, because there is less inherent data taken from the context (Hall, 1976, p.101).

This methodology was furthered in various other studies. In the work of Dahl (2004), it is stated that the high/low context concept is widely observed in intercultural situations. This ideology is focused on language for the most part, which an element is found on the surface of any culture, and a key part of all intercultural communication analysis. A number of Western business negotiators, for example, would find it challenging to communicate with their Chinese counterparts. In many cases, there have been significant difficulties encountered when trying to understand what one party is trying to put across to another, and the translation process involved in these situations is not always accurate. While it is not the only factor, the high/low context concept is considered crucial when an individual who comes from a high context nation, such as China, tries to communicate with a person from a low context nation, such as Germany. Besides, Oliver (2016) refers to Hofstede's idea that particular cultures include some features of both high- and low-context.

The study by Bond et al. (2000) found that there is limited statistical data in existence that can accurately categorise countries in this high-low context dimension. Also, Kittler et al. (2011) critically examined studies related to Hall's high-/low-context basis and found that Hall's (1976) HC/LC idea is not as widely accepted in more modern times. However, this fall in popularity is not due to the concept itself and is instead believed to be because of erroneous country classification(s) related to the concept. The aim of this study is to undertake a reliable investigation of country classifications related to Hall's (1976) HC/LC concept. There were extremely varied and contrasting results found with regards to conservative

country classifications, which are thus believed to be defective or at least very limited. However, the author of this research believes high-/low-context is appropriate in qualitative studies where ‘context’, ‘information’, and ‘meaning’ are key concepts within the communication process.

The high/low context approach deals directly with verbal means of interpersonal communication as well as another one of Hall's (1959) hypotheses concerning polychromic versus monochromic time orientation in different cultures. This relates to the tendency of a culture to structure its time.

According to the monochromic time concept, one event happens after the other, whereas the polychromic concept allows for numerous tasks to be observed concurrently. These two concepts are primarily employed in the study of interpersonal communications across a cross-cultural framework, aimed at pinpointing any disparities and allowing for western and eastern businesses to communicate more effectively. This statement has been supported by recent findings based on polychronicity/ monochronicity approach introduced by Hall (1959).

Along these lines, Barron (2009) brought up the disparities of the monochronic and polychronic impression of times which can bring about misunderstandings across cultures, and subsequent issues faced throughout international business proceedings. Along with the time orientation problems, additional critiques were aimed at Hall's concept because there is no empirical data to support it, even though this work allows for a greater understanding of the varying attitudes toward time.

Rutledge (2011) shows this approach in operation. Communications between the two types can be problematic. An example of this is seen where monochronic businessmen are unable to comprehend the fact that their business associates are always interrupted by phone calls and people walking past. On the other hand, polychronic businessmen are unable to comprehend the way that tasks are kept separate from the wider organization, and calculated by output in time rather than as a smaller part of a larger organizational target.

Kaufman-Scarborough (2017) admits that scientific inquiries research in the area of polychronicity and monochronicity has been carried out in a number of contemporary disciplines correlating with cross-culture from the communicative point of view.

Consequently, the researcher believes the eligibility of Hall’s concepts for qualitative, communication-oriented works narrows the field of their application and cannot be used for data analysis in the current research.

2.2.4 Trompenaars and Hampden-Turner's Concept of Culture.

The researcher's attention in this study is also drawn to Trompenaars and Hampden-Turner's framework of culture (1997, reprinted 1998). It generates an onion-like model consisting of the outer layer referred to as explicit products or explicit culture.

Onion Model of culture

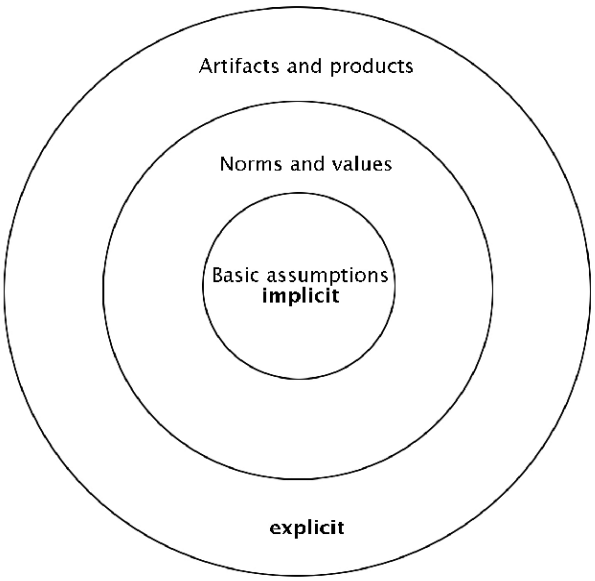


Figure 1. The Onion Model of Culture.

Source: Trompenaars and Hampden-Turner (1997, p. 22)

Explicit culture consists of what can be observed objectively, including cuisine, architecture, agricultural practices, markets, works of art, fashion trends, areas of worship, and other structures. This acts as the culture's more important symbol and it is considered that negative preconceptions of culture begin at this level. This is an important element, as it can be seen that when explicit culture is critiqued, then the community from which these opinions come from are defined more clearly than the culture being discussed (Trompenaars and Hampden-Turner, 1998, p. 21).

The model's middle layer is made up of norms and values, which are the collective feelings of the group regarding what constitutes right and wrong. Norms can manifest as written laws, or more informally, such as with social control. Values establish the definition of good and bad and are tied with the group's ideas (Trompenaars and Hampden-Turner, 1998, p. 22). Pre-conceptions regarding existence are at the core of the model and are clearly linked with humanity's survival instincts. Throughout history, civilisations have fought nature, as seen with the Dutch and rising water, the Swiss with mountains and

avalanches, Central Americans and Africans with their lack of rain, and Siberians with harsh cold (Trompenaars and Hampden-Turner, 1998, p. 23).

In the work of Dahl (2004), Trompenaars and Hampden-Turner's (1998) research was contrasted against Hofstede's model (1991). Firstly, it was described that the value orientations in place are seen as being almost the same as Hofstede's dimensions. On the other hand, Hofstede's power index is related to how the status is supported as well as whether there is sufficient power distance in a society, which are aspects overlooked by Trompenaars and Hampden-Turner. Secondly, Trompenaars and Hampden-Turner's other dimensions give greater attention to the certain later effect seen on hidden value dimensions. An example of this is where their neutral/emotional dimension can define the level to which feelings are openly shared, which is a behavioural aspect instead of an independent value. Their stance of universalism/Particularism value orientation presents a clear bias towards rules instead of trusting relationships, which could be included under Hofstede's uncertainty avoidance dimension, and potentially the collectivist/individualist dimension. Their value orientation helps define the level of involvement but has no connection with Hofstede's dimensions. The Human-Time relationship has much common ground with Hall's polychronic and monochronic time perceptions. Also, the Human-Nature relationship is very similar to the Human-Nature relationship provided in Strodbeck and Kluckhohn's (1961) Value Orientations. Mentioned similarities are recognised by Reis and Ferreira (2011) as well. Trompenaars and Hampden-Turner's (1998) approach to culture is made up of a collection of frameworks aimed at a number of different human activities. These include Particularism versus Universalism, Individualism versus Communitarianism, Neutral versus Emotional, specific versus Defuse cultures, Achievement versus Ascription and Human-Time relationship (Trompenaars and Hampden-Turner, 1997; 1998). In this regard, Bertsch (2011) discusses basic conceptions of culture based on behaviours and assessed values, observing Trompenaars and Hampden-Turner's in the context of contrasting cultural values that enables researchers to discover similarities and differences in cultures.

Patel (2014) the concept itself and the structure of the model remind us of Maslow's hierarchy of needs (1970, 3d ed. 1987) in common and the role of inner values that affect more visible components of culture in Hofstede's framework. In turn, certain researchers such as Spencer-Oatey (2000) suggest a combination of the fundamental assumptions and values to come under a single part of 'culture onion', and the centre core is covered with a simple layer of opinions, behaviours, and common trends. So that this cultural concept has been in the focus of research attention for the following decades.

Patel (2014) has investigated and identified the advantages and disadvantages of Trompenaars and Hampden-Turner's model in the context of other cultural frameworks (such as Hofstede's model) highlighting integration, fragmentation, and differentiation in researchers standpoints. Consequently,

Nathan (2015) has applied Trompenaars and Hampden-Turner's cultural dimensions along with other principal models of culture in order to develop the idea of a non-essentialist model of culture for multinational and multicultural organizations. Gerner (2019) thoroughly discusses Trompenaars and Hampden-Turner's cultural conception to identify culture-bound phenomena of sustainability, corporate situations associated with culture, and cross-cultural competence.

The main criticism of Trompenaars and Hampden-Turner's dimensions is due to the fact that Hofstede's work was built on a questionnaire intending to appraise work values, meaning that this is its focus for the most part. Trompenaars & Hampden-Turner 's questionnaires on the other side asked respondents for preferred behaviour in a number of both work and leisure situations" (Dahl, 2004: p15&16). It predetermines the influence of situational variables in the findings. Accordingly, Perelló-Sobrepere (2020) contrasts Trompenaars and Hampden-Turner's approach to Hofstede's model as their classification of cultures has not been based on indicators of the rating scale. Though Trompenaars and Hampden-Turner's (1998) model may be very useful in different cross-cultural studies, in this research, Hofstede's model is considered suitable because of the direct and widely agreed upon usefulness in comparative studies.

2.2.5 Schwartz's Approach to Cultural Values.

In the work of Schwartz (1992, 1994), a different methodology was used to establish cultural value differences. Five formal features of values as developed by Schwartz (1992, p. 3-4) are used, where values are concepts or beliefs related to certain intended end results or actions, seen as being more respected than specific context considerations, allowing for certain actions and behaviours to be appraised, and can be organised according to their relative importance. With this in mind, values are not the same as attitudes, due to their wider generalisability and level of abstraction, as well as the fact they are organised in line with an importance hierarchy.

The outcome of intensive and revised scientific research (Schwartz and Bilsky, 1990) motivational types of values (with the goals accordingly) involved in cross-cultural studies have been presented by Schwartz (1992).

Self-Direction's crucial element is independent thought and subsequently taking actions, through choice, creation, and exploration (Schwartz, 1992, p. 5). Stimulation values are based on the level of elation, newness, and adventure (*Ibid*, p.8). The sensual satisfaction someone achieves is known as hedonism (Ibid, p. 8). Also, achievement value is gained by showing a level of skill with regards to social standards" (*Ibid*, p.8). Schwartz states that power values, along with achievement values, are based on social esteem. On the other hand, achievement values based around success and ambition underline clear

interaction, while power values such as authority and wealth denote achievement, or the maintenance of a position of power, under a wider social system (Schwartz, 1992, p.9). Security values are built on safety, tranquillity, and balance, in relationships as well as with oneself (*Ibid*, p. 9). Conformity values are related to holding back from taking certain actions or acting on whims that could be harmful or saddening to others and go against the social rules (*Ibid*, p.9). When it comes to traditional values, these are established by appreciation, adherence to, and acknowledgement of, the norms and beliefs that are present in a person's culture or religion (*Ibid*, p. 10). With regards to spirituality values, these are related to greater meaning and inner peace, through rising above the day-to-day existence (Ibid, p. 10).

This paper also stated that spirituality was not perceived in the same way in different cultures. Because of this lack of universally accepted definition, spirituality was not included in the theory, even though it is a crucial element of numerous cultures (Schwartz, 2012, p. 7). Values that are achieved through protection or increasing the wellbeing of people around the subject, through loyalty, forgiveness, honesty, duty, camaraderie, and love, are known as benevolence values (Schwartz, 1992, p. 11). Lastly, universalism is tied to recognition, acceptance, and upholding of people's welfare, as well as that of nature (Schwartz, 1992, p. 12).

After examining the results of Schwartz's theory, the current paper attempts to analyse the lower-level values, in the context of a wider collection of linked motivations. This continuum produces the circular structure seen in the work of Schwartz (2012, p. 9-10), which involves the following:

a) Power and accomplishments, establishing social status and esteem;
b) Hedonistic accomplishments, bringing satisfaction to the self;
c) Hedonism and stimulation, involving a need for sensual pleasure and arousal;
d) Stimulation and self-direction, with subsequent excitement about uniqueness and proficiency;
e) Self-direction and universalism, tied to the person's awareness and satisfaction with the variance of existence;
f) Universalism and benevolence, involving helping others and rising above selfish interests;
g) Benevolence and tradition, where a person's group is the recipient of their adoration;
h) Benevolence and conformity, tied to normative behaviour encouraging warmer relations;
i) Conformity and tradition, where a person acts according to socially established standards;
j) Tradition and security, where current social contexts are maintained, allowing for certainty to life to be upheld;
k) Conformity and security, involving the defending of order and harmony;
l) Security and power, where threats are able to be tackled through using relationships and resources effectively.

The ten value types described above in a spherical categorisation can be split into four higher demand value types. Firstly, there is openness to change, which involves partial hedonism, self-focus, and an incentive stimulant. Secondly, there is self-enhancement, under which achievement and power are involved, as well as the rest of the hedonism trait. Thirdly, there is the other side of the sphere, where conservation includes value orientations of safety, customs, and adherence. Fourthly, there is self-transcendence, involving universalism and kindness. The two pairs of higher demand value types outlined here create two bipolar conceptual aspects. This type of demand stems from the location of values based on the correlation they have inside the circle.

Thus, values that are found on one side of the sphere have a negative correlation with their counterparts on the opposite side but have a positive correlation with the values on their own side. From a logical perspective, a person with greater weight given to values related to security has a higher chance of also giving importance to the 'conformity' value type as the guidelines with which they live their life. Also, this individual will have a lower chance of giving greater importance to values under the 'stimulation' or 'self-direction' value types. As with the individual value domain types, Schwartz (2012) found seven unique value types following an examination of values at the culture level.

On the one hand, Shwartz (2014 a) has kept on the application of derived seven value orientations that are effective for studying and contrasting cultures. 77 national groups in 75 countries have made data for analysis and conceptual grounds. Scientific inquiry undertaken in this work discusses the correlation of countries' distance and investment flows on the global scale. Shwartz (2014 a) highlights the difference of his approach from dominant cultural theories in obtaining empirical data and testing it with specific measuring constructs.

On the other hand, Shwartz (2014 b) discusses the concept of societal culture being "the hypothetical, latent, normative value system" underpinning social systems. This article calls into question the possibility to measure culture with the scale of human values. Shwartz (2014 b) admits the external nature of culture for individuals and assigns a more important role for societal institutions that build values, behaviours, and beliefs of society members with the involvement of so-called "latent culture".

Quite different from the conceptions mentioned above, Schwartz's framework of values that mark culture diversity has been provoking interest around scholars for about two decades.

In the work of Dahl (2004), it was underlined that Schwartz (2012) makes a distinction between value types and value dimensions. While this particularity is seen in Hofstede's work, Schwartz emphasised it to a greater extent. A value type is, in most cases, a collection of values which are able to form a single

meaningful conceptual description. On the other hand, Schwartz's dimensions are much more complex when it comes to evaluating the direction of the currently suggested avenue of comparative research.

Also, Fischer et al. (2010) stated that Schwartz made a distinction between various collections of value constructs at the personal and nationwide levels, using an independent analysis at each level. The authors examined the amount of similarity or isomorphism across the personal and country-wide investigations in particular. Using data collected from the Schwartz Value Survey distributed for 53 and 66 countries, the researchers noted a clear similarity in structure throughout levels, while the indices did not show structural isomorphism. As a result, the findings denote that Schwartz's approach is not suitable for the current paper.

In the work of Knafo et al. (2011), values in a number of cultures were examined, with a focus on individual and national levels. On the individual level, values were related to wider, trans-situational motivational targets, which affect a person's comprehension of certain contexts, decisions, behaviours, and inclinations. On the other hand, the national-level values showed the solutions group evolve as a result of existential issues, and there was a clear connection with the way that social institutions operate.

Sagiv, Roccas, Cieciuch, *et al.* (2017) have explored the construct of values from the standpoint of psychology and cross-culture. Researchers admit the dependency of attitudes and behaviours on individual values.

Masuda, A. (2018) and Masuda, Sortheix, Beham, *et al.* (2019) have discussed the application of Schwartz's (2006) cultural value orientations for studying the significance of personal values associated with family-to-work conflict (FWC) and work-to-family conflict (WFC) in a cross-cultural context. The article underlines the applicability of Schwartz's cultural framework for studies more bound to individual values than cultural backgrounds.

Guo, Warkentin, Luo (2020) have used Schwartz's dimensions for replenishing the lack of theories in the sphere of Information Systems. Their findings are associated with "privacy, trust, and social capital". The researchers also revealed the necessity of the etic approach.

Schwartz's approach to cultural values has gained popularity and proved applicability in a number of studies focused on a thorough investigation of individual values predicting individual behaviours and attitudes for further comparison between cultures.

Since this work makes a significant theoretical contribution, it supports the use of Hofstede's approach and the cultural basis of the CVSCALE, to undertake the empirical data collection in tight correlation with the researcher's hypotheses.

2.3 Cultural Diversity.

A key requirement is to create a deeper understanding of the cultural context where customer expectations are established, relating to the provision of service in UK and India's hotels.

The phenomena of cultural diversity and cultural variety form bases for the conceptual framework detailed in Chapter 3. The models reviewed above are focus on values, but Hofstede's approach has been chosen as the approach for this work because of the conceptual idea of how differing values affect culture and by which means it can be operationalised or measured.

While country scores were initially created in the early 1970s (Hofstede, 1980), a number of variations of Hofstede's study used with various samples show that the country ranking of Hofstede's original paper remains valid. For the book's second edition, 'Culture's Consequences' (Hofstede, 2001), Hofstede provided evidence for over 400 important correlations between his index scores and external data which supported the former.

In this literature review, different works associated with the cross-cultural phenomenon that correlates with Hofstede's dimensions have been reviewed. Numerous experts examining cross-cultural consumer behaviour have made use of Hofstede's dimensional model of national culture. In turn, De Mooij (2004) depicts consumer behaviour as being different in different countries, highlighting the fact that these disparities must be found, understood, and taken into account effectively, which is a key element of the current research. An updated edition of this study, De Mooij (2019), being focused on consumer behaviour conditioned by cultural effect, has encompassed internet and social media involvement, psychological and sociological concepts related to individuals' behaviour, and cultural differences in consumption also based on the consumer behaviour of millennial.

De Mooij (2010) has shown a number of both theory and practical uses, through the rise of globalization, global branding activities, classification models of culture, and the resulting culture from all aspects of marketing processes. This type of research into cultural diversity is highly useful, as it is able to show the way that culture impacts strategic matters, including a firm's mission statement, brand positioning tactics, and their marketing communications approach. Recently republished De Mooij (2018) has presented interrelation between marketing strategies and cross-cultural segments of consumers with updates involving culture in its broad connection with media and internet, examples across different cultures. The study has also proved the use of Hofstede's cultural framework for maintaining and developing cultural relationships.

A thorough analysis of the literature mentioned above has underpinned the researcher's conviction to employ Hofstede's model in this work as it supports the research hypotheses on the difference of customer's expectations conditioned by diverse cultures.

The definition of diversity perception is provided by CIPD (2007). In their words, diversity is where each person is valued as an independent being, as staff or patron of a business. The same resource, CIPD (2019) has given up-to-date comprehension of diversity emphasizing demographic contrast at the level of organization. Cultural diversity has been a topic of research in a number of studies. For example, Lashley and Lee-Ross (2003) provide a deeper understanding of cultural diversity, and the way gender, age, race, background, sexuality, faith, level of ability; schooling, personality, and skills affect this. Clements and Jones (2006), state that diversity is categorised under primary and secondary differences. The consistent elements perceived by individuals make up the primary differences such as age, gender, and racial background.

On the other hand, secondary differences include social class, religious beliefs, schooling, and background. Devine et al. (2007) state that cultural diversity involves language, culture, ethnicity, nationality, and faith. In the work of Walby (2007), it was underlined the importance of heterogeneity within-group differences, going against the idea that difference was in some way necessary. In the modern era, diversity is a crucial component of any successful working environment. With these strategies in play, the power of difference can be used effectively.

Reisinger (2009) stated that there are numerous dimensions for the concept of culture, because of the evolving microenvironments basically, culture refers to the individual's beliefs, attitudes and values and in the workplace emphasises employees' abilities, skills, and communication. It is relevant for this study to outline the structure of diversity. Thus, Gardenswartz and Rowe (2009) in their edited work applied the model of four layers of diversity (See Figure 2.).

It is considered that these internal dimensions are critical elements, affecting the daily life of people. Also, secondary differences can change dramatically, for example with religious beliefs, class, education, and experiences. Lastly, there is a key level of diversity related to the organizational context, tied to a person's job role, position in the hierarchy, or wider status in their workplace (Gardenswartz & Rowe, 2009).

Figure 2. The Four Layers of Diversity.

Source: Gardenswartz and Rowe (2nd Edition, SHRM, 2003)

On the other hand, it should be underlined that cultural diversities are not always visible, as people can be different in a number of less noticed characteristics (Rosinski, 2003). Besides, there is the terminology issue. In the work of Reisinger (2009), it was shown that cultural diversity is potentially linked with multiculturalism (a collection of societies). With this in mind, a society takes into account all specific social gatherings which do not have a dominant culture in place. Inter-culturalism is the interaction amongst just two cultures and is tied with multiculturalism.

Research by Gröschl (2011) presented the fact that culture was defined differently in existing literature, but the weight given to its importance in the modern, worldwide business environment was unanimous. On the other hand, two dimensions could provide deeper explanations for product usage disparities or certain business-related phenomena (De Mooij, Hofstede, 2011).

This study review was important for the current research since the majority of consumer behaviour properties are related to culture. The Hofstede model can be employed to find reasons for variance. Additional consumer behaviour elements examined include desires and feelings, cognitive processes (abstract or concrete thought), categorization, and information processing, together with consumer

behaviour domains including product purchases, decision making, and the implementation or distribution of innovations.

Furthermore, research examining the topic of management has underlined the need to further investigate cultural diversity (Kandola and Fullerton, 1998; Wirth, 2001; Pilbeam and Corbridge, 2006; Gröschl, 2011). So that, Podsiadlowski et al. (2012) approach to a culturally diverse workplace enables the development of a special type of questionnaire aimed to measure an organization's attitude to the phenomenon of cultural diversity and to define diversity perspectives. This is relevant for this research as it shows essential test instruments applied for cultural factors investigation.

Recent studies on diversity issues have translated the phenomenon of inclusion related to the cultural background (country, ethnicity, national identity, and religion), gender, and segment of society.

Winters (2014) has discussed inclusion as the benefit of diversity at the organizational level. Cultural belonging has been stated as one of the dimensions of diversity and provided examples that have sustained "international and multicultural perspectives" presented in the work.

Scheible (2017) has risen the issue of expatriates as the aspect of diversity in multinational corporations. The findings of this study correlate with the researcher's point of view on managers' cultural backgrounds as management of expatriation has been closely associated with the management of culturally diverse organizations.

Malik, Madappa, and Chitranshi (2017) have studied various dimensions of cultural diversity in the hospitality and tourism industry. Cross-cultural communication of managers, employees, and customers explored in this work and findings proved the necessity of using special policies and programs for diversity management make bias with this research.

Köllen (2019) has drawn attention to a kind of ambiguous nature of diversity management focusing on two issues: dimensionality (discussive delimiting and intersectionality o diversity dimensions) and legitimacy (legal start and positive consequences of diversity management experience).

Bendl, Hainzl, and Mensi-Klarbach (2019) have concentrated on the diversity of employees in the workplace where differences can either bring benefits (in the case of proper management) or cause difficult situations. Cultural and religious backgrounds have been determined as the aspects of diversity.

Working out recommendations and contributions to diversity management practices in mentioned literature has common points with this study.

Therefore, the development of scientific interest in the spheres of business and marketing where cultural diversity is involved has reflected the core idea of the current research.

2.3.1 Cultural Diversity in Hotel Hospitality Management.

In the work of Kandola and Fullerton (1998), the basic concept of managing diversity was put forward, under which it is taken into account that the workforce is made up of a highly varied group of individuals. The diversity characteristics involved are visible and non-visible differences, such as gender, age, and background, and ethnicity, level of ability, personality, and work style. It is considered that if these differences can be used effectively, then the work environment will be more productive and each worker will have a sense of value, as their skills can be put to best use. In turn, organisational goals would be more efficiently achieved the key benefit of the above research is the MOSAIC model, as described below:

Mission and values: If an organisation is to reap the benefits of diversity, it will have a clear goal and key qualities in place to allow for diversity to continue being a long-term objective with all employees being involved in its achievement

Objective and fair processes: The processes and systems involved in the business will go through auditing and a constant re-audit process to make sure there is no clearly dominant age, sex, ethnicity, or type group in the workplace. Recruitment, performance reviews, inductions, and other similar procedures come under this aspect.

Skilled workforce - aware and fair: This aspect necessitates a workforce that is closely tied to the key principles of managing diversity. There is also a clear need for managers who actively undertake their responsibilities.

Active flexibility: A greater level of flexibility will be apparent in a diversity-orientated organisation, with regards to working arrangements as well as all rules, activities, and procedures.

Inclusive: With this in mind, policies are non-discriminatory against a particular group.

A culture that empowers: When there is a culture of empowerment, there are a number of benefits.

Firstly, an open and trusting workplace will be achieved, without any danger of xenophobia, bigotry, or favouritism.

Secondly, there will be a fair distribution of all resources, including job positions, salary, and information access. Merit will be the sole determining factor when it comes to responsibility or major project

allocation. Thirdly, decision-making will go through devolution, to the smallest possible breakdown. Fourthly, participation and consultation are strongly supported, with management being open to hearing, and acting on, their employees' opinions and ideas. It has been noted that members of staff of any hierarchy position could put forward a valuable idea contribution. Fifthly, communication and sharing of information will be unimpeded across all levels of the organisation. The group's wider goals will be known by all members of staff, and there is no 'them and us' culture of leaders and subordinates.

Lastly, experimentation is strongly invited, as failure is not seen as a disaster, with special attention given to innovation and creativity.

As a result, it is considered that the aspects of the MOSAIC model are closely tied to cross-cultural management and are able to be used in the hospitality industry since its workforce has an increasing level of cultural diversity. Also, during the last decades, researchers of cultural management have defined the essence of managing cultural diversity (Maxwell et. al, 2000; Seymour and Constanti, 2002; Seymen, 2006; Gröschl, 2011; Madera, 2011; Kirton and Greene, 2015; Wrench, 2015; Georgiadou, Gonzalez-Perez and Olivas-Luján, 2019).

In the work of Maxwell et al (2000) the concept of managing diversity as it relates to the quality of service is examined, as this is a key aim and a leading priority for all businesses involved in the hospitality sector. The study investigates the practicalities and possibilities presented by efficient diversity management. References are made to previous case study analyses examining the UK hotel sector, where the cultural diversity management practices are well developed and have close correlations with greater service quality.

Research by Seymour and Constanti (2002) examining university hospitality education in the context of international management found that to improve intercultural understanding, there is a need to improve on existing experiences of students, through the offering of opportunities to take part in reflective experiential learning. This would allow students to universally improve their cultural awareness, and subsequently their intercultural competence. If this is not achieved, the possibility that heterogeneity in students would only bring about more stereotypical outlooks and behaviours, instead of the greater cultural sensitivity. It should be noted that this type of learning is not always comfortable for the students or the staff, but there is a need to offer systematic training and support for all staff in order to establish cultural awareness and communicative flexibility.

Seymen (2006) found that opinions regarding the way cultural diversity could be efficiently managed are not forthcoming. A number of typologies exist related to organisational and managerial literature, and if the aim is to handle cultural diversity in organizations effectively, there is a need to create a clear

cultural diversity management model specific to the organization in question, taking into account potential positive and negative aspects of the various viewpoints.

The study by Gröschl (2011) investigated leading hotel groups from the international hospitality sector, along with their corporate diversity statements. In order to effectively analyse workforce diversity activities, these statements must be fully comprehending, because they will guide policymaking and act as the foundation of any diversity management (DM) program and related actions. Gröschl showed that a significant amount of the examined hotel firms who employed diversity management plans and had related policies in place still needed to share their message more efficiently, through their corporate websites. This would facilitate employee recruitment, draw in more talented individuals with a wider range of skills and cultural backgrounds, allow for the advancement of their various minority supplier relations and corporate social responsibility (CSR) image, and increase their availability in other markets.

Kirton and Greene (2015) have proven a systematic look at diversity management. Its renewed context gives the idea of relevant information about managing diversity both through the academic prism and case studies involvement. Diversity and organizational performance analysed in this work correlate with the researchers' findings.

Wrench (2015) claims diversity management as the strategy of the organization and follows the conception of primary and secondary dimensions of diversity and defines a wide range of benefits for organizations of the public sector and private companies. So that, the researcher of the current work believes that the hospitality organizations are in this row.

Georgiadou, Gonzalez-Perez, and Olivas-Luján (2019) have been revealed the lack of sensitivity for different types of diversity on the management level in multinational companies that are thought to be connected to cross-cultural management of the hospitality organizations.

Overall, it is clear that this paper provides a more in-depth view of corporate diversity management in the global hotel sector. Therefore, the author trusts that mentioned experiences have strengthened the theoretical justification and inspired practical insights of this study.

2.3.2 The Importance and Benefits of Cultural Diversity in Hospitality Management.

Diversity is considered to be a current reality that conveys difficulties and opportunities for hospitality operators. The importance of cultural diversity has been emphasized by Peterson (2004). Crucially, groups operating in the hospitality industry must be able to pinpoint cultural diversity ahead of time, in order to achieve international growth. It is clear that cultural diversity is an essential component of firms

across the long term. Advantages of cultural diversity within hotel hospitality groups include greater interpersonal skills, superior teamwork, more extensive innovation and creativity, improved attitude and behaviours, increased skills and language knowledge, as well as higher productivity levels when it comes to complicated activities (Sonnenschein, 1997; Peterson 2004; Clements & Jones, 2006; Devine et. al, 2007; Manoharan and Singal, 2017; Velten and Lashley, 2018; Kamales and Knorr, 2019; Baporikar, 2020).

Other advantages of cultural diversity for hotel hospitality have been defined by Devine et al. (2007). In his view, an organization's level of achievement and the strength of its position in the market is based on the level to which it can make use of diversity and unlock its potential. Once organizations take an active stance when it comes to assessing workplace diversity matters, and subsequently establish diversity plans, a number of benefits can be gained. Cultural diversity builds cultural competence within a business and greater competitive and productivity are achieved (Devine et al., 2007, p.122).

This outlook is echoed by this researcher, and cultural diversity in the workplace is considered to have a significant socio-cultural perspective. Firstly, cultural diversity management allows employees to build their understanding of their diverse colleagues and the organization's clients. It can help them to approach the problem in the future by widening their perspective. If a business has a more diverse workforce, then there is a high chance that problems can be solved more efficiently, particularly in matters relating to customer service (Devine et al., 2007). Consequently, cultural diversity improves customer service.

In the work of Clements and Jones (2006), organisations that are shown to promote cultural diversity additionally support their workers to perform to their greatest potential. It is considered that cultural diversity can only assist the hotel hospitality industry if organizations present a clear message regarding the meaning of diversity and have a solid understanding of the frameworks involved in diversity (Kreitz, 2007).

A study by Madera (2011) examined the ways that cultural diversity has provided advantages to the hospitality sector workforce, and presented strategies to be used to resolve communication issues stemming from cultural disparity. The author offers a discussion on the consequences of diversity for hospitality employers and researchers, as a result of the literature review conducted. The research was particularly valuable due to its insight into the perspectives of practitioners and academics, with regards to the ways that employers can overcome communication barriers in the work environment.

Okoro and Washington (2012) stated that organizational competitiveness and achievement are based on how cultural diversity is handled and how communication between cultures is facilitated. A business's

human capital should be in line with the more globalized conditions they operate in (Okoro & Washington, 2012, p. 58). As a result, it will produce an economic value. Overall, it is seen that cultural diversity supports ongoing advancement in a business, leading to greater profits, efficiency, and higher return on investment. That is why studies on the efficiency of cultural diversity for the motivation level of employees have been currently relevant. Velten and Lashley (2018) have revealed the significance of backgrounds variety for different situations of employment: from quite positive when culture is a motivating factor to negative when different cultural values can cause conflict situations.

The work of Korjala (2012) states that cultural diversity allows critical problem solving to be achieved to a larger degree, as there are superior knowledge resources and levels of adaptability in a hospitality organization, for workers as well as clients. The current development of the topic of diversity management in the hospitality sector has been reflected in the work by García-Rodríguez, Dorta-Afonso, and González-de-la-Rosa (2020). Findings demonstrate positive effects of diversity management applicability for workers' satisfaction and liability in the hospitality organization that, consequently, make positive effects for the guests.

Thus, hospitality being intrinsically diverse itself predetermines the phenomenon of cultural diversity as the important constituent of the whole industry-defining benefits for its employees and customers.

2.3.3 Challenges and the Future of Managing Cultural Diversity.

While cultural diversity offers clear advantages, certain hurdles must be overcome. Problems related to cultural diversity were discussed by Sonnenschein (1997), who stated that these matters should be managed instead of terminates. Issues such as racism, sexism, ageism, and homophobia remain problematic in culturally diverse situations, which can impede businesses from reaching their targets.

Rosinski (2003) put forward the notion that, as an organisation progresses, there is a growing need to mitigate errors and the workforce's misconceptions should be attended to. To overcome the potential cultural tensions and stresses which could arise, while handling multicultural employees skilfully, employees of the hotel hospitality industry should realise the importance of cultural diversity when it comes to being able to meet their diverse co-worker and tourist client requirements. In the work of Powell (2006), it was found that cultural diversity adds a layer of complication to any decisions taken. The solutions put forward must take into account a number of complex ethical matters, and the foundations of this ethical decision-making varies between employees of different backgrounds and values. Any shift in value could impact the behaviours and opinions of those involved, bringing about conflict.

Reisinger (2009) felt that individuals without common cultural values are more likely to have problems understanding one another. This challenge predetermines establishing effective diversity management with diversity training involved in bringing to the minimum conflicts and misunderstandings on cultural background in the workplace. On the other hand, this researcher is in favour of supports Kreitz's (2007) belief that hotel hospitality organizations should have a diversity plan in place. This strategy needs to be thorough, achievable, inclusive of all levels of the business, and be measurable as to allow for ongoing appraisals and advancements in the context of cultural diversity. Management staff and the executive team must have an idea of potential changes and designs relating to a reasonable timeframe for the implementation of the cultural diversity plan. This is especially important in the current market, as diversity is considered more profound than any period previously (PwC, 2011 in Kreitz, 2007).

The researcher fully agrees with the fact that the cultural diversity future is associated with global employment growth (Baum, 2006) because the hospitality industry is highly labour intensive. As a result, developments in cultural diversity for the hotel hospitality context are seen to come about due to a number of worldwide elements, as well as more local aspects from the specific country's environment (Baum, 2007). Gardenswartz and Rowe (2009) state that due to the fact that people move between countries, cultural issues move with them. In the opinion of Lott (2010), globalization is reducing boundaries, and cultural diversity will become ever more necessary. In turn, diversity will establish itself as a critical element of the hospitality business, from a workplace perspective as well as that of the marketplace.

Velo (2011) showed that in 2020 a networked phase will be important for greater cross-cultural management. Inventiveness and rapid reactions will be crucial in the culturally diverse business world. Culture will progress with regards to subcultures rather than national cultures, and it is also considered that social and monetary disparity will be due to knowledge rather than geographical elements. In turn, worldwide globalization means that the hospitality industry will have to deal with greater cultural infusion and homogenization. Accordingly, contemplating the past, present, and future diversity management studies in the hospitality industry Kalargyrou and Costen (2017) in order to work out approaches for more effective practices to be implemented by hospitality practitioners.

It is felt that enough evidence can be found in the existing literature to denote that cultural diversity impacts the international hotel industry to a great extent. Baum (2012) showed that the international hotel industry is described by its diversity as it relates with nearly all organizational and operational elements. It is not clear whether this type of concrete definition is suitable for an industry with such a high level of variance. The Hotel and Restaurant sub-sectors, in particular, are especially diversified when it comes to the business categories existing in their repertoire. Certain firms have portfolios of

over 6000 hotels and 150,000 employees, operating across 100 nations worldwide. Roughly 1 in 5 employees works in a multinational enterprise, with the other 4 in 5 working under SMEs (Baum, 2012).

Manoharan and Singal (2017) admit the urgent need for studies in the framework of hospitality and the diversity conception. So that, topicality of the current research has grounds in up-to-date literature.

Kamales and Knorr (2019) have been defined advantages of cultural diversity at the workplace in the means of innovations, better performance, and communication. The significance of cultural diversity for managers has been stated by Baporikar (2020). Mixed methodology (qualitative approach and descriptive design) used by the author has proved that managers base on their own cultural beliefs, and existing administrative order (human resource) is not oriented to empower managers for cultural diversity management. This gap is attempted to be covered in the current research through the applicability of Hofstede's cultural dimensions' measurement among hospitality managers.

Consequently, modern hoteliers should consider the existing challenges. So, the present research examines these challenges and seeks to make recommendations based on empirical evidence to hoteliers on how to operate cultural diversity in the workforce side of the hospitality industry.

2.4 Cross-Cultural Management.

The corollary focus is thus on analysing the effect of differing culturally informed customers' expectations on cross-culture management. In the work of Huang and Tai (2003), it was seen that the evolution of the global market environment has brought about changes to cross-country customer cultures, in turn impacting worldwide marketing strategies. Huang and Tai (2003) also showed that certain cross-cultural differences and similarities were seen once customers from different backgrounds had their values evaluated with the same approach. This can be seen where China and Taiwan's respondents had common interests with regards to post-sales services and guarantees, sales personnel, being aware of the price, as well as the product's characteristics such as origin and brand in skincare products.

This was not dissimilar when it came to two different countries: Japan and Korea. These are two countries with the same common interests in post-sales services and guarantees, sales staff, price awareness, and the intrinsic properties of the goods they desired.

As well as similarities, there were differences between these countries as well when it came to dealing with other services and products. In research by Huang and Tai (2003), it was seen that results from Taiwan and China were different from Japan and Korea because of the cross-cultural differences regarding attitude expression. In an examination of hospitality-based cross-cultural studies, Swanson,

Huang, and Wang (2014) offered a comparison of Chinese and American Hospitality customers who described major incidents and the subsequent impacts these incidences and related recovery activities had on the behaviours of the two groups of citizens. Results from Swanson, Huang, and Wang's (2014) studies showed that statistically there are significant cultural divergence and differences amongst American and Chinese consumers with regards to reported critical incident types, recovery activities and post-incident private voice, public voice, and purchase intentions.

Thomas and Peterson (2017) show a more complete picture of contemporary cross-cultural management: the interworking of individuals from different cultural backgrounds in multicultural organizations. The study reveals the influence culture makes towards cross-cultural cooperation within international organizations.

2.4.1. Cross-Cultural Marketing.

Similarly, there is an effect of cultural diversity and customers' differing expectations on marketing – termed cross-culture marketing.

A notable phenomenon is the growing amount of service firms becoming involved in the global markets. A number of research endeavours into services marketing literature have concentrated on pinpointing and analysing the common ground and the disparities in consumer services experiences between different countries and cultures. The work of (Zhang, 2008) investigated the correlation of cultural awareness of marketers against successful bias-free business in the modern era, under the framework of cross-cultural marketing. While there has been a wider investigation into whether research into various elements of cross-cultural marketing and the idea of 'cross-cultural marketing' in specialized literature, the term 'cross-cultural marketing' has not been defined in the dictionaries of marketing.

International marketing, on the other hand, has been defined as the collection of numerous disciplines concentrating on marketing goods and services throughout geographical boundaries and becoming involved in foreign markets (Doyle, 2011).

Also, international marketing has been described as the operations undertaken outside of a single country or continent, relating to activities controlled by a central office elsewhere (Yadin, 2002). This approach differs between companies, and this type of operation can be undertaken by the firm's offices aboard and its own staff using local expertise, or by independent local professionals (The International Dictionary of Marketing, 2002).

As can be seen from the above definitions, the content of international marketing does not cover cultural peculiarities, beliefs, and ethics of individuals facing each other as suppliers and consumers of services

in different countries with various customs and traditions. It is the opinion of the researcher that the integrated definition of cross-cultural marketing should be provided in the specialized dictionaries and academic literature. For the current research, the following definition is appropriate:

Cross-cultural marketing is considered as international marketing dealing with the different cultures at the international level, acting as local by realizing their needs and by respecting their beliefs at the national level. The process involves marketing operations that deal with different cultures and customers by adopting their languages, ethnicities, traditions, and cultural behaviour patterns.

Based on the major constituents of this definition, the researcher defines cross-cultural marketing as **"*cross-cultural marketing is a bias-free planned process of marketing among marketers with different cultural backgrounds and multinational customers*".**

Kotler (2011) believes that cultural elements have a significant impact on the way people think and consume. Thus, marketers pay great attention to the cultural environment individuals exist in, and all other aspects which can impact a society's fundamental values, ideologies, desires, and behaviours.

The following cultural characteristics can affect marketing decision-making. Clearly, the people of a society have a number of preconceived beliefs and values, which persist over time. This societal code is transferred from one generation to the next and is usually supported by schools, churches, business organisations, and the government itself. Conversely, secondary beliefs and values have greater potential for change. In the work of Kotler (2011), it was seen that marketers are able to impact secondary values much more successfully than they can change core values. The central cultural values within a society are seen in the way people inwardly reflect, and how they perceive businesses, culture, their environment, and wider existence (Kotler, 2011).

A variety of issues in the framework of cross-cultural marketing have been highlighted during the last decades. An empirical study by Lee (1993), which examined marketing management practices appraised by practising managers came to the conclusion that initially, there should be an effort to mitigate the less desirable marketing practices seen, followed by an improvement of the moral standard existing throughout the business community. Ethical concerns such as consumer perceptions about marketing ethics (Singhapakdi, 1999) are very important in the cross-cultural context.

Douglas and Craig (1997) admit the increase of marketplaces at the end of the twentieth century. Market globalization and worldwide competitiveness mean that businesses must work within a multicultural environment and present their consumers with different behaviours and needs. Also, culture has been shown to impact consumer behaviour, which in turn could support the manifestations of culture (Peter

and Olson, 1998). As a result, Tian (2000) showed that the globalization of the financial world necessitates an understanding of effectively conducting business in other cultures by marketing managers. The success of a business is considered to be closely tied to whether marketers and consumers are able to communicate between their cultures. Managers and consumer researchers are strongly advised to pay attention to cultural influences on consumer behaviour in their targeted global markets (Luna, Gupta, 2001). The evolving market needs of the global competitive market must be acknowledged in order for a business to survive into the future (Prahalad and Ramaswamy, 2004). This viewpoint has impacted studies undertaken on the hotel industry sector. Ayoun and Moreo (2008) completed an empirical study into the possible effects the cultural dimension had on power distance for hotel managers' practices in business strategy development.

The current study handles this matter through the provision of empirical findings regarding changes to the relationship of culture and strategic management. Further research suggestions regarding research into behavioural aspects of the strategic management of hotel organizations are presented. Cross-cultural marketing implies culturally bound decision-making. De Mooij and Hofstede (2011) examined cultural relationships between the self, personality, and behaviour, considered to be the foundations of consumer behaviour models, as well as branding and marketing activities. The variance was defined through the Hofstede model. Suggestions for global branding and advertising are included. Along with other researchers, the author of this work accepts that cultural factors play a significant role, operating as unseen boundaries.

In the work of Tian and Borges (2011), national culture was considered to be a crucial element for economic advancement, demographic behaviour, and wider business practices on a global scale. It is seen that globalization will bring about cross-culturalisation, but the cultural differences of different countries, locations, and ethnic groups will become more robust instead of becoming less distinguishable. Thus, global/international marketing communications is a cross-cultural activity, which needs the managers involved in this process to be aware of cultural differences on a local, national and ethnic scale, in order to achieve success in international markets (Tian and Borges, 2011).

A study by Guang and Trotter (2012) presented findings which echoed the statement that cultural factors are hurdles in global business communications. The way that businesses act in cross-cultural international markets will be dictated by cultural awareness. In that paper, the way that culture impacts the various elements of international business communication were inspected, including free trade policies, localization and standardization approaches, brand effectiveness, work relationships, global business management and marketing efforts, international negotiation, and consumer behaviour (Guang, Trotter, 2012). The current researcher believes that business anthropology should indeed be used as a

way to develop a greater understanding of the impacts cultural differences have in international business processes.

Kasemsap (2015) demonstrates broad perspectives of cross-culture in the context of global marketing. It is focused on various markers of cross-cultural marketing from the standpoint of theoretical and practical applicability: consumer trust, consumer animosity, global brand reputation, etc. Aimed to improve performance in cross-cultural organizations this study correlates with the current research in the framework of stimulating and enhancing cultural knowledge.

De Mooij (2015) clears up the role and significance of cultural dimensions studying for cross-cultural marketing. The study is useful for analysis of various research errors in the means of applicability of national culture dimensions in order to prevent further confusion in prospective studies on international marketing.

Beuthner et al. (2018) show the current state of cross-cultural marketing development. Like the thesis, this work is focused on comparative research. Both responses styles of respondents from different cultural backgrounds and applied methodology of using Hofstede and Minkov's cultural research scale convinced the researcher of the validity of the chosen approach to the study.

The study of Sheth and Parvatiyar (2020) has demonstrated the topicality of exploring cross-cultural consumer markets globally. A number of issues correlated with the current research have been discussed with the main focus on challenges for prospective cross-cultural studies.

The literature reviewed in this section thus far supports the fact that cultural diversity has significant consequences that are fundamentally essential to cross-cultural marketing development, and consequently makes the research hypotheses transparent to prove.

2.5 SERVQUAL AND CVSCALE.

Consequently, the corollary focus is on analysing the effect of differing culturally informed customers' expectations on cross-cultural marketing. Cross-cultural marketing is the phenomenon that implies marketing interactions between individuals with diverse cultural backgrounds. This phenomenon needs special instruments for its thorough examination and analysis. Since the research argues that there is an impact of differing cultural customer expectations, cross-cultural marketing in the hotel hospitality industry should be investigated through the lenses of culture and the culturally based models of SERVQUAL and CVSCALE. So that the distinction between cross-cultural marketing phenomenon and instruments of SERVQUAL and CVSCALE is obvious. Bringing theoretical concepts together sustains

the research hypotheses on differences in expectations of customers and the behaviour of managers from various cultures.

Service quality is most often measured against the SERVQUAL scale, from its initial use by A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry in 1988 to evaluate quality in the service sector. Since then, it has been implemented in a number of environments and cultural contexts, with reliable results. SERVQUAL has a diagnostic in line with the model of service quality, allowing for the conceptual framework for the development of the scale to be created.

The SERVQUAL aims to collect consumer assumptions and views regarding a service, together with the five aspects which are considered to accurately depict service quality. SERVQUAL uses the expectancy-disconfirmation basis, under which service quality is seen to be the level that a consumer's pre-consumption feelings about the quality are met by the service experience they have.

In the work of Yoo, Donthu, and Lenartowicz (2011), the CVSCALE was used, a five-dimensional scale of individual cultural values, which is 26 items of these dimensions, which evaluates Hofstede's cultural dimensions at the individual level. Notably, the CVSCALE needs to be psychometrically set in order for the individual cultural orientations to be reliably employed thereafter. It has become an appropriate replacement for the previous VSM (value survey module) questionnaires reflecting the requirements of modern cross-cultural comparative studies.

Therefore, SERVQUAL and CVSCALE with two different measuring characteristics were used separately by the researcher in their research previously. Researchers first attempt to Bringing SERVQUAL and CVSCALE theoretical concepts together uniquely in this research and sustains the research hypotheses on differences in expectations of customers and behaviour of managers from various cultures.

2.5.1 SERVQUAL's Dimensions in the Hotel Hospitality Industry across Cultures.

The SERVQUAL model's output for the hospitality industry has allowed for service business quality to be evaluated, particularly with cross-cultural marketing (Parasuraman, 1985). Thus, it is the most widely used framework of this type in cross-cultural research (Zhang, 2008). Specifically, it is used for assessing customers' satisfaction through a comparison between expectations and perception of the service in the hotel industry (Stefano et al., 2015).

There are ten key elements which allow service quality to be evaluated, which are reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and knowing the customer, and tangibles (Parasuraman, 1985). These ten aspects substantiate the basis of

the service quality domain, subsequently allowing the SERVQUAL scale to be developed (Parasuraman, 1988). Following this, the initial SERVQUAL framework was further improved (Parasuraman, Berry, and Zeithaml, 1991). Also, a 22-item scale used to evaluate service quality was used, together with five other dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman, 1994). In turn, the SERVQUAL instrument's results define the service level that customers feel their service provider is obliged to offer them. The difference between the expected service and the service experienced was found through the altered SERVQUAL model, as well as the disparity of the service received and what the customers considered the minimum quality of service (Parasuraman, 1994).

The results of earlier studies show that SERVQUAL is an appropriate tool, with its five dimensions and 22 service quality-related queries. Under SERVQUAL, the dimensions are Tangibles, Reliability, Responsiveness, Assurance, and Empathy. While SERVQUAL's dimensions estimated service quality in numerous environments, there have been various theoretical and operational criticisms (Cronin and Taylor, 1992; Buttle, 1996). Cronin and Taylor (1992) stated that SERVQUAL is not an ideal solution, and instead put forward the SERVPERF scale as a more suitable choice. This scale had the same dimensions as SERVQUAL, but service performance (perception) was the key evaluator of customer perceived service quality, rather than the difference between expectation and perception, as used in SERVQUAL (Wong, 2010).

The aim of criticism in Buttle's (1996) work was to indicate the need for further fundamental research and represent a set of questions that SERVQUAL's researchers should address. Some of them are: (1) Is SQ (Service quality) always appraised by customers with regards to their preconceived ideas and perceptions? How else is SQ appraised? (2) What are the types of customer expectations and how can they be evaluated, if this is possible? Do universal preconceptions exist throughout a class of service providers? (3) Is the disconfirmation model evaluation inferior to attitude-focused appraisals of SQ? (4) What is considered to be the leading attitudinal estimator? (5) Are there advantages to using outcome evaluations in SQ calculation, and what is the optimal way of implementing these? (Buttle, 1996)? However, despite some shortcomings, SERVQUAL is moving rapidly towards institutional recognition.

In the work of Bebko (2000), it was suggested that SERVQUAL is useful and reliable for the evaluation of service quality throughout service industries. As a result, using the service quality definition, Parasuraman's SERVQUAL dimensional scale of feelings, reliability, and response capabilities, assurances, and guarantees, empathy became commonly used across a number of organizations (Zeithaml, 2006). Mohsin and Ryan (2005) described connections of service quality with business growth. Getty and Getty (2003) put forward the notion that, regardless of activities intended to increase

service quality, customer perception was the most important aspect. Specialized literature provides approaches related to service quality.

As a result, Urban (2009) suggests that numerous concepts of service quality must be taken into account, as well as the way that service quality changes throughout service organisations. For example, recent studies show the applicability of the SERVQUAL scale in the banking industry as well (Rizwan et al., 2017; Ali and Raza, 2017) aimed at improving service quality and boosting customers' trust in the culturally marked market. The relevance of broad use of the SERVQUAL instrument in recent research on service quality satisfaction has been proved by Gregory (2019) in the sphere of education. The significance of the SERVQUAL model in recent studies on customers' service quality perception has been demonstrated in Haming et al. (2019) at retail companies.

The SERVQUAL

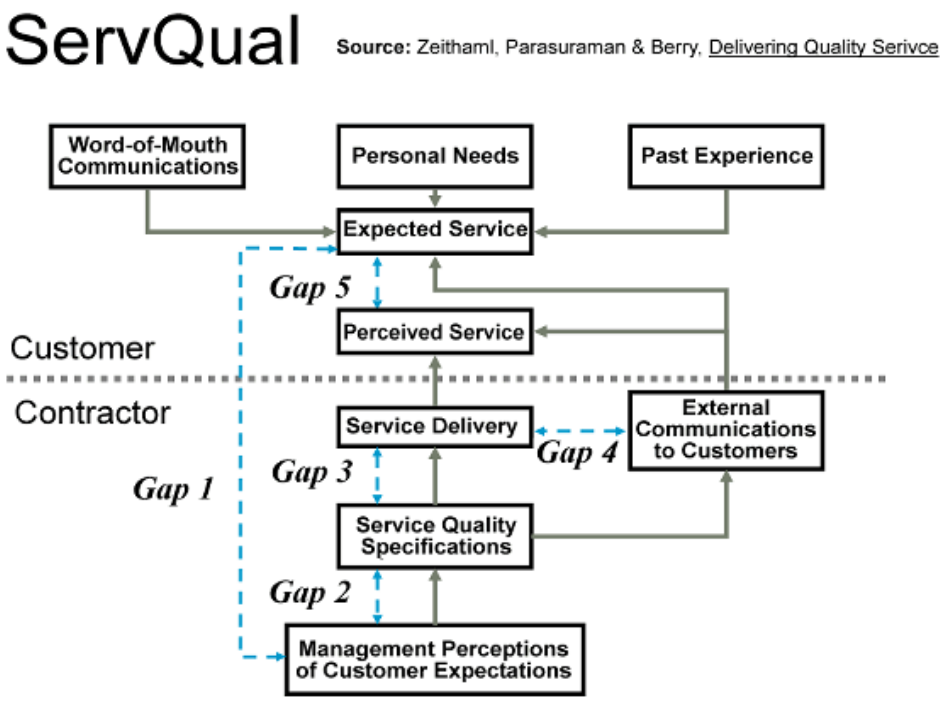


Figure 3. The SERVQUAL

A study by Large and Konig (2009) stated that service quality in the service industry was unable to reach the standard customers demanded, seen through five (5) gaps (See Figure 3 above). Gap 1: customer expectation and management perception of customer expectations. Gap 2: management perception of customer expectations and service quality specifications. Gap 3: service quality specifications and service delivery. Gap 4: Service delivery and external communications with customers regarding service delivery. Gap: 5 customer expectations and customer perceptions. As a result, Yuan (2010) stated that customer demands can be met when the Gap 5 differences are lessened, and so the customer-expected

service standard and the actual perceived service standard must be taken into account for a high-quality service outcome.

Martinez and Martinez (2010) showed findings supporting the fact that service quality perception has undergone intense research in the last 30 years. Because of the intrinsic, co-dependent, and abstract nature of services and service provision, service quality is described as the consumer's review of a product's general standard of excellence, and also as the consumer's general impression of a business and the services it provides relative to other offerings available. In the work of Zeng (2010), customer satisfaction and service quality are seen as crucial matters for the service industries. Service quality must be sufficient and also unique in order to satisfy and attract customers, establishing long-term loyalty. This finding is supported through the frequent and successful implementation of the SERVQUAL model in the global hotel industry. Tsang and Qu's research (2000) showed that the way tourists perceived service quality in China's hotel industry did not match their preconceived standards and that managers of these hotels had higher views of the service delivery quality when provided compared to the tourist's evaluation.

Pallet (2003) states that if hotels are to continue to succeed in the competitive market of the contemporary era, where the majority of facilities have remarkably similar physical qualities, service quality delivery will be the key factor to achieving customer delight. Thus, quality must thoroughly plan, efficiently provided, and strictly maintained. Akbaba (2006) described the five dimensions of the service quality as “tangibles”, “adequacy in service supply”, “understanding and caring”, “assurance”, and “convenience”, finding that individuals travelling for business purposes gave most focus to “convenience” along with “assurance”, followed by “tangibles”, adequacy in service supply”, and “understanding and caring”. Information gathered supported the notion that a specific service sector needed a unique SERVQUAL scale to be established.

The Scottish hotel industry was involved in an empirical study, which found that service is not something given due attention by the Scottish QA scheme for tangibles and there was a discernible lack of service quality performance consistency in this sector. A study by Briggs (2007) examined small, medium, and large Scottish hotels to ascertain management and customer perceptions of service quality. Briggs (2007) found that there were inconsistent performances in this regard, and it was also seen that the majority of customers had relatively few demands and were delighted with personal attention and service of sufficient value for money, offering reliable information. The aspect that separated with outstanding and poor service was seen to be the personal element of service provided, as well as how the staff handled their demands and problems (Briggs, 2007). A study involving the Croatian hotel industry, including a

case study, showed that hotel guests had significant service quality expectations, involving dependability, politeness, and competence of staff, as well as accessibility and tangibles.

A quantitative evaluation performed for perceived service quality could offer important findings regarding the way customers feel about the service quality of a certain hotel. The results are able to be used as suggestions for the hotel managers about what quality properties they should work to improve, and how they can boost service quality and business performance (Marcovic, 2010). A study was performed in the Malaysian context of Melaka, where the benefits of the SERVQUAL dimensions were ascertained with regards to raising customer satisfaction. The study showed that hotel service quality was not primarily found through the original SERVQUAL dimensions, and instead, various aspects were given greater weight. For hotels, the three original dimensions of "empathy", "responsiveness" and "tangibles" remained involved, while the new dimensions of "exterior" and "variety" also played a role. The findings for the resort category kept the "reliability", "responsiveness" and "tangibles" dimensions from the original framework, while ''exterior'' and "image" were important new additions (Rahman, 2010, p.146).

A study by Hu et al. (2009) examined the connections between service quality, satisfaction, perceived value, and image for the Mauritius hotel sector. In their study, it was found that service quality had a direct effect on the perceived values along with clients' satisfaction. Also, the perceived values described had a substantial impact on customer satisfaction. Dominici and Guzzo (2010) appraise the satisfaction rates of guests staying in Sicilian hotels. These individuals felt that structured customer relationship management would provide a greater level of satisfaction for people staying at these establishments.

In the work of Omanukwue (2011), service quality in the Boutique Hotel Le Six (Paris) was examined, and it was found that the way service quality is most accurately perceived is through the way that staff behaviour is perceived. Also, customer dependability was seen to bring about consumer loyalty as a direct consequence. Customer satisfaction is most accurately seen through the general impression of service quality received. Research into south-east Europe's hospitality industry by Blešić, Tešanović, and Psodorov (2011) showed that establishing better management quality of hotel services is a critical component for a business to survive in the current market. Service quality is of primary importance in customer retention, and an accurate way of predicting upcoming financial performance.

Recent Chinese experiences by Li and Krit (2012) focused on four important conclusions. First, service quality positively affects customer devotion; Second: customer loyalty is positively correlated with customer satisfaction; third: service quality has a positive correlation with customer dedication; Fourth: customer faithfulness, service quality & customer satisfaction all positively affect brand image.

The study by Abu Khalifeh and Som (2012) employed SERVQUAL to examine hotel service quality, finding that customers become loyal and recurring guests when they feel a higher service quality is in place, in relation to the Food and Beverages (F&B) sector. Using this model in the context of hotels can increase the level of success in food and beverage departments attempting to reach higher service quality standards, which in turn will bring about greater customer satisfaction.

A study of Iran's hotel sector (Motlagh, et.al, 2013) showed that customer fulfilment in this industry was highly related to service quality variables, such as tangibles, reliability, and responsiveness, alongside perceived value. Customer faithfulness was strongly correlated with their level of fulfilment. It provided the connection between satisfied customers and the positive image of the hotel which will attract potential customers.

Along the same lines, it was found that the Jordanian hotel sector showed similar characteristics, as tourism service quality, tourism loyalty, and tourism satisfaction was seen to be tied with expectation. It was shown that customer expectations were greater than their actual perceptions of the hotel services they were provided with, in all respects. Also, the research results underlined the fact that customer satisfaction played a role as a mediator regarding service quality impacts on service loyalty (Al-rousan and Abuamoud, 2013). In the Namibian context, the SERVQUAL approach was unorthodox, where service quality provision was evaluated through the eyes of employees. This produced findings which managers could take into account to build future strategies which could boost employee management capabilities and develop greater quality service delivery in their hotels (Musaba and Musaba, 2014).

Since the present research has been conducted in India, SERVQUAL usage there needs have been mentioned. An empirical investigation of SERVQUAL reliability in the context of the hotel industry in Pune was attempted. The necessity to test its validity for measuring the service quality of any service provider had been admitted (Humnekar and Phadtare, 2011).

In order to achieve superior performance in the hotel industry, Kumar et al. (2011) put forward the notion that hotels should concentrate on tangibles to a greater extent, such as by setting up Wi-Fi for all their facilities, swimming pools, health clubs, and more entertainment. Besides, hotels are advised to recruit and maintain a skilful and professional staff, allowing management to focus elsewhere (Motwani and Shrimali, 2013).

A study by Mohsin and Lockyer (2010) suggested that the hotels they examined in India would be able to improve their performance by asking certain questions, namely: Guests are satisfied with the services they receive in the Hotels? Is there a large gap between their expectations and their experiences? Can India, through its large trained workforce, meet hotel guests' expectations? Do hotel employees depict

traditional Indian hospitality through their service attitude? Can modern hospitality include the traditional cultural values of Indian hospitality and the *Athithi Devo Bhava* (Guest is God) stance? How is service quality in luxury hotels impacted by traditional Indian culture?

Through the SERVQUAL model, Motwani and Shrimali (2013) were able to define how much of a difference there was between customer expectation and customer perception in the hotels of Udaipur, showing that customers were not satisfied with their experiences.

The authors suggested the hoteliers elaborate a plan of actions in order to arrange for guaranteed service on time; to train the employees properly, so that they can meet customers' needs; to make new physical facilities available; to avoid errors in services, and to create the possibility for a permanent upgrade. A study into the Indian hotel industry showed that tourism and hospitality are quickly becoming leading growth drivers for the country's services industry. While the economic situation has meant that there is poor occupancy at the moment, and only average room rates in big cities, the Indian hotel industry has a bright future in the context of the worldwide hotel sector (Bapat et al. 2015). The aforementioned paper showed current product offering standards, established through the SERVQUAL dimensions (Bapat et al. 2015).

Research of the SERVQUAL mechanisms applicability during 1998-2013 reviewed in Wang et al. (2015). Based on qualitative and quantitative methodology this work demonstrates the significance of the SERVQUAL scale for scientific studies on service quality.

The current state of the SERVQUAL instrument's applicability in the hotel industry has been reviewed in the following number of works. Consequently, Minh et al. (2015) has been an empirical study of customers' satisfaction with the service in Vietnamese hotels. Tefera and Govender (2016) have presented an adaptation of the SERVQUAL instrument and offered the instrument of HOTSPERF based on a self-administered questionnaire in hotels of Ethiopia. Beheshtinia and Farzaneh (2019) have demonstrated the combination of models including the SERVQUAL for the hotel industry under budget limitation. Shafiq et al. (2019) is focused on defining the perceived service quality of generation Y in the hotel industry of Malaysia through the use of the SERVQUAL dimensions.

The SERVQUAL dimensions in the hospitality sector call for further studies of customers' expectations toward service quality in a cross-cultural context implemented worldwide.

2.5.2 Facing Customers' Expectations across Cultures.

Traditionally, the customer is often associated with an organization or an individual making a purchase. Nevertheless, sophisticated marketers nowadays accept customers as co-creators of products and services trying to learn customers' needs, analysing their expectations, and strengthening their loyalties.

Kotler (2011) stated that the contemporary market needs to be fully comprehended in a more modern way, where customer needs are of paramount importance. Once the marketer has a clear idea of their customer requirements, they can create products tailored to these needs, offering superior customer value, and subsequently distributing and advertising these products efficiently and with enormous success. With this in mind, the author describes marketing as the actions taken by a company to build value for customers, and establish robust customer relationships which can allow for value to be gained from customers thereafter (Kotler, 2011). Thus, the customer is a vital element of the five-step model's stages throughout the marketing process. These stages are comprehending the market and customer needs, creating a customer-driven marketing approach, developing an integrated marketing program that provides excellent value, establishing profitable relationships and facilitating customer delight, and gaining value from customers to bring about profits and customer equity.

The customer-oriented methodology described earlier has been employed in most marketing studies, as marketing involves customers directly to a greater extent than all other business functions (Kotler, 2011). Mersha (1990) reviewed the Customer Contact Model (CCM) as a conceptual tool used in assisting operations managers in making service design decisions. This model establishes service systems as "high contact", "low contact, and "mixed" services dependent on the amount of contact the service facility has with the customer. More recent studies direct the research vector to the area of hybrid customer interaction (Nüesch, Alt and Puschmann, 2015) based on the convergence of the digital and physical world and targeted at using various channels of contact so that the customer takes part in a stable and integrated interaction with a company. Consequently, Chen and Law (2016) are focused on the significance of electronic word-of-mouth in tourism and hospitality as digital channels of spreading positive and negative feedback about customers' service perception have become challenging for the hotel teams.

In the eyes of Teas (1994), the expectation is the performance of establishment, through ideal or desired performance. Expectations of any kind are an essential part of a human's experience so that customers' expectations are the outcomes of customers' experiences

A study by Pine and Gilmore (1999) showed that customer "experiences" are a new economic offering, developed as part of the progression of economic value after commodities, goods, and services. Mack, et.al, (2000) underline the fact that businesses need to communicate with their consumers, comprehend

their preconceptions, and take action to maintain these clients and, as a result, their profits. The work of LaSalle and Britton (2003) shows that these experiences are highly personal, describing customer involvement on a number of levels, including rational, emotional, sensorial, physical, and spiritual.

Hence, these experiences are naturally bound with culture-making cultural features integral component of customers' expectations. In the general perspective of cross-cultural marketing with cultural values and dimensions involved, the endeavours to study customers' expectations, perceptions, and satisfaction in regards to service quality have been undertaken.

An example of this is seen with Donthu and Yoo (1998), who showed that meeting consumer satisfaction in the international context is challenging due to national cultures impacting consumer perceptions and expectations. Ueltschy (2007) stated that studies into services marketing offer a deeper comprehension of consumer satisfaction drivers, and this is considered particularly vital for the multicultural environment as it highlights that the 'global consumer' persona is not a realistic expectation.

A study by Boo and Voon (2007) showed the effect of individual-level cultural dimensions had on consumer expectations relating to service quality. Blocker and Flint (2007) build on the emerging theory of customer value under the worldwide context, by examining the importance of national culture as a major moderator in this regard, from a theoretical angle.

Different aspects of customer's expectations in the global context capture the researcher's attention and stimulate the emergence of interesting statements in their studies

In turn, Duque and Lado (2010) suggest Albert Hirschman's theory of "exit, voice, and loyalty" as a conceptual framework to be used alongside Hofstede's cultural dimensions model in order to examine consumer satisfaction with services in a number of cultural environments.

Lin (2013) offered an idea for the first stage of building a deeper understanding of foreign consumers' perceptions regarding local services, making a theoretical contribution relating to the usefulness and suitability of cross-cultural marketing. Global service providers are considered to make the best use of economies of scale and are impacted by curve effects, whereas local service providers could take action to draw in foreign customers as well.

The current situation in cross-cultural marketing is highlighted by Simons (2014). Firms that are able to succeed in competitive markets establish their main target customers, and make every effort to meet these customers' needs. This study pinpoints the ideal primary customer for an organization through an investigation of mind-set, competencies, and profit potential, then suggests resources to be distributed via structural configurations, and for interactive control systems facilitating learning and adaptation, in

the long run, to be established. The cross-cultural factor in relation to customer expectations overall and for the hotel sector specifically has been supported throughout the literature (Armstrong, 1997).

The research appeals to the previous experience of Luk (1994), Cronin and Taylor (1992), and Teas (1994): while "expectations" measurement may not be necessary for the uni-cultural context, it is mandatory for the cross-cultural context. So that the evidence can be found in works published on the topic of customers' expectations in the hospitality industry during the last decade: Mohsin and Lockyer (2010), Aksu et al. (2010), Ariffin and Maghzi (2012), Liu et al. (2013).

Currently, the significance of customers' service perception in the international hospitality industry is reflected as follows. Xu and Gursoy (2015) admit various dimensions (such as environment, society, and economic factors) affected management strategy towards customers' satisfaction and loyalty to the hospitality organization. Manhas and Tukamushaba (2015) correlate with the topic of this research as data of customers' service experience and hotel managers have been collected in highly rated Indian hotels in order to make recommendations for both hoteliers and companies associated with the hospitality system. Mmutle (2017) demonstrates that the sustainability of organizations in the hospitality industry and their effective strategy depend on customers' satisfaction and adequate examination of the service quality by the hotel management. The topic of this study and applied methodology have been useful for the current research. Tontini et al. (2017) admit the importance of a nonlinear effect made by service performance and its connection with customers' satisfaction. The authors of the reviewed work reveal that the necessity of the critical incident technique is valuable for the analysis of hotels' service quality. This idea has been developed in Tontini and Bento (2020) and demonstrated the interconnection of the Critical Incident Analysis Technique (CIT) and the Penalty-reward Contrast Analysis (PRCA) with the dimensions of the SERVQUAL model which makes this research experience useful for this research. Franco and Meneses (2020) have addressed the correlating area of studies: interaction of culture and its influence on customers' expectations. Obtained results are valuable for the current researcher as they show cultural dimensions (including behavioural patterns) affect variously customers' expectations of the hotel service.

2.5.3 The CVSCALE, its Cultural Features, and Implementation in Hotel Hospitality.

In order to explain certain activities including brand strategy (Roth, 1995), product development (Nakata and Sivakumar, 1996), innovation (Steenkamp, 1999), and implementation of the marketing concept (Nakata and Sivakumar, 2001), the concept of culture have been employed. Money (1998), Bolton and Myers (2003) and Overby (2004) support the idea that national culture has substantial importance in the development of a customer's needs and their perceived values, Crotts (2016) is focused on analysing

cross-cultural research in order to define new vectors of studying the influence of culture on tourism and hospitality; interpretation of cultural and dimensional models has been presented in order to reveal incorrectness of their application in existing cross-cultural studies. Tansitpong and Taecharungroj (2016) have offered the new categorization scheme (individual cultural value-oriented segments for the tourism market) deduced from Hofstede's cultural value conception. Studying cultural features as the basis of the CVSCALE instrument with its implementation in hotel hospitality makes the current study a necessary link in the chain of recent cross-cultural research.

Mead (1998) believes that these dimensions mean that researchers can make comparisons between national cultures, and this kind of contrast is important for finding differences of cultural groups, and define cross-cultural issues. Kirkman, Lowe, and Gibson (2006) underline a number of drawbacks to Hofstede's (1980) cultural model. Firstly, they believe that cultural contexts and conceptualization are something too complicated to be simplified into four or five dimensions. Secondly, they feel that the definition of a basic cultural level is undertaken as a result of only one sample of multinational companies, or in the multinational context. Thirdly, they see Hofstede's cultural values as being unable to accurately depict cultural flexibility over time. Lastly, they consider that the aforementioned theory overlooks any cultural heterogeneity within the examined country. Ahn and McKercher (2018) try to find out if Hofstede's scale of measures is really effective: it is applied to examine a group of Koreans, congeneric on the national and demographic level, with diverse experiences in travelling. The outcome of the study has become the data on transformed core national cultural values ("Korean") caused by the travels of the respondents.

In the work of Reisinger (2009), Hofstede's (1980) theory on cultural differentiation is strongly supported, and this evidence has been employed in a number of cross-cultural studies, particularly in the context of comparative research. Hofstede's framework of cultural dimensions has also been widely used in the marketing literature (Dawar, 1996; Engel, 1995) that could give rise to a formalistic approach to the theory - neglect of cultural heterogeneity that may occur within geographical borders of one country. For instance, Lenartowicz and Roth (2001) state that individual features of a personality are no less accurate predictors of individual behaviour as cultural traits.

Along the same lines, Triandis and Suh (2002) described the impact that cultures have on how personalities develop, and that there is a culture-specific element to personality differences, as well as more widely encountered aspects. Certain characteristics which are tied with culture are related to cultural syndromes, including complexity, tightness, individualism, and collectivism.

Thus, experts have mentioned that marketers must use more personalised methodologies to deal with their customers, rather than concentrating on a nation's wider set of characteristics in an attempt to succeed (Keillor, 2004; Patterson, 2006; Patterson & Mattila, 2008; Kongsompong, 2009; Prasongsukarn, 2009; Reid, 2011). Cultural orientation is considered to be more closely linked with individuals' behaviours. In recent works, the study of consumers' behaviour is associated with online buying behaviour. Benli and Ferman (2019) explore the impact cultural dimensions make on consumption and online consumers' behaviour nowadays. Data obtained from Turkish and American respondents have shown that some dimensions have a more significant influence on buying behaviour than others in both cultures. The value of this work for the present study is in implementing cultural dimensions at the individual level for cross-cultural markets in order to generate effective marketing strategies.

There is a keen level of interest in the idea that cultural differences could account for the varying beliefs tourists hold towards relational quality service (Tsang and Ap, 2007). These include variations with regards to traveller attitude, as well as their behaviours, values, and feelings, as well as their inclinations related to making purchases on their holidays (Reisinger, 2009). Cultural differences are widely considered to be the reasons behind certain stereotypes being established for specific nationalities (Crotts and Erdmann, 2000).

This is another element that is considered to be vital in the hotel marketing world. However, making wider stereotypes could be based on mistaken beliefs (Yoo, Donthu, Lenartowicz, (2011); Irawanto, Ramsey, and Ryan, (2011). Hofstede's cultural dimensions were built on the most commonly noted conceptualizations of culture which have been observed for many years (Soares, 2007), the use of Hofstede's cultural model in businesses aimed at developing customer relationship management (CRM) should be implemented with a clear idea of individual needs and the expectations of customers. So that, the hotel hospitality industry is proved by Rahimi and Gunlu (2016) to be a proper area to study the interconnection of organizational culture and CRM.

Rinuastuti et al. (2014) described the significance to measure culturally at the individual level. It is mainly connected with tourists' behaviours analysis. Individual cultural background can mark the cultural orientation of the group that is why it needs to be specified. Consequently, Hofstede's cultural dimensions and the CVSCALE conception have been implemented in the cross-cultural comparative study by Rinuastuti (2015). As a result, the interrelation of culturally different tourist behaviours and the idea of cultural features have obtained a more distinct structure.

Individual approach to studying the specificity of cultural backgrounds in cross-cultural marketing research in general, and in the hospitality sector in particular, can be applied using Cultural Values Scale

(CVSCALE): cultural dimensions are classified into twenty-six items and give their assessment at the individual level (Yoo, Donthu and Lenartowicz, 2011). Wilhelm and Gunawong (2016) are focused on a comparative study of cultural dimensions' influence on moral reasoning in Western and non-Western populations. Correlation with the current research has been made by application of Hofstede's VSM (the Values Survey Module). The outcome of reviewed work has value both for the management of cross-cultural organizations and researchers of cultural dimensions which also validates the relevance of conceptions based on cross-culture involvement.

A modern and interesting way to analyse the cultural values of customers can be studying their emotions and electronic word-of-mouth intention by Wen, Hu, and Kim (2018). Findings prove the cultural basis of the process of intention creating so that hoteliers and managers could deepen their knowledge on promoting electronic word-of-mouth advocacy among culturally different customers. The conception of cultural values has explicit empirical refraction in the study of Wu, Chen, and Cheng (2019) in order to implement effective service-oriented strategies and decrease/ increase the experiential effect of certain dimensions.

Prasongsukarn (2009) offers validation of the CVSCALE with a Confirmatory Factor Analysis (CFA), taking into account the usage of Hofstede's cultural dimensions on an individual basis and stating that this is an acceptable practice as individual values were found with regards to the chosen cultural dimensions. Also, culture shifts from groups to the members it is made up of, meaning that these individuals are where culture ends. As a result, individual people build cultural belief systems within their psyche and create their understanding of the world from this viewpoint (McCracken, 1986 in Prasongsukarn, 2009).

Recent studies conducted in culturally diverse countries give evidence to the necessity of using the CVSCALE in hotels' hospitality: "In large countries like India which is a subcontinent and enjoys varied culture, religion, and traditions, culture cannot be synonymous with state or region.

Cultural orientation must be examined alongside more personal behaviours in analysis (Sharma, 2012). In turn, the researcher feels that the CVSCALE offers key benefits when it comes to thorough analysis and continued contrasting of customers' expectations and the efforts of hotel managers and employees on an individual level through the culturally heterogeneous hospitality sectors currently examined, namely of the United Kingdom and India. For example, Mazanec et al. (2015) have investigated the opposition of homogeneity and heterogeneity of cultural values (derived by Hofstede) across immigrants for assessing the acculturation process at the individual level that shows the value of CVSCALE applicability.

The current state of cultural values impact in recent cross-cultural hotel hospitality studies has been demonstrated by Sunny, Patrick, and Rob (2019) representing the clear interconnection of cultural dimensions and technology preparedness among the hotel team. The idea of the high significance of technology appliance and their relation to the cultural values of the hotel employees have been continued on Sun et al. (2020).

Thus, new perspectives of cultural features (CVSCALE) implementation and development in the hotel hospitality industry have been recently generated.

2.6 The Hospitality Industry and Cross-cultural Marketing.

Since the study is conducted in the UK and India and at selected hotels in different geographical locations, such as London in the UK and Mumbai, Navi-Mumbai, Pune, and Udaipur in India, it is necessary to view the respective markets. Consequently, Alvarez-Risco, Estrada-Merino, and Perez-Luyo (2020) reveal a substantial knowledge gap associated with the sustainable development of the global hospitality industry nowadays. Clearly, differences exist regarding the monetary conditions of the Indian and UK hotel hospitality industries. But more fundamentally, they are different in terms of the value as discussed above.

2.6.1 Overview of the Hospitality Industry in the United Kingdom and India.

The UK

The UK economy receives significant income from the hospitality sector and especially from hotels, with a significant amount of employees working in this industry. This sector offers key contributions to the UK economy, especially through employment, as there is a strong need for labour in these types of organizations. The GVA contribution is, however, not as high, as there is limited actual labour productivity in this sector. On the other hand, the hospitality industry has shown to be the leading sector with regards to labour productivity improvements from the economic downturn until the present. The role of SMEs cannot be understated in this sector, as they account for more than 99% of businesses and over 50% of the total turnover and GVA. Hospitality is a highly valued industry throughout all of the UK, standing as the second highest employer of specific areas (British Hospitality association 2017). With regards to employment, the hospitality industry, in general, is the fourth-ranked sector for employment, in the context of the 14 broad industrial sectors. If the SIC definition is changed to be more inclusive, there is a clearer picture of the level of employment the hospitality industry offers (British Hospitality association 2017). So, Bergs and Lub (2020) have become an extensive representation of almost the 30-year experience of developing human resource management. This edition has thrown light

on the diversity of transformations in politics, law, economics, society, and technology that influenced the hospitality industry and its workforce management. These changes involve not only culturally diverse but also adaptable and distant employees. It is supposed to increase the economic constituent of relationships with employers and decrease loyalty in workers. Those modern managers in hospitality organizations who have recognized emerging trends are updating their workforce management routine through practices application of the efficient hospitality operators.

One of the sides of this topic - employee's behaviour in the cross-cultural context has been described in Eid and Agag (2020). Research background in the literature is supposed to show little evidence of studying innovative patterns of employees' behaviour in the area of hospitality. So that the authors shed light on the tight connection of organizational tension or support and innovative actions of employees. Cultural dimensions are found to play one of the most important roles in the determination of the innovative behaviour level which is valuable for the current study.

Therefore, current research is correlating theoretical and practical experience.

This study is primarily focused on an in-depth investigation of the accommodation aspect of the hospitality sector, involving 4 of the 14 sectors of the wider industry, which are hotels, hostels, holiday centres, self-catering guest houses, and some membership clubs. The hotel sector is the most substantial part of the hospitality industry, including numerous businesses ranging from one or two-bedded guesthouses to 5-star luxury hotels beds up to 300. There are a number of subdivisions in this sector.

Firstly, there are hotels, ranging from 5-star establishments to budget facilities, which are serviced to a high level and offer restaurants and bars. Hotels can be independently owned, or part of a larger chain or independent consortia.

Secondly, there are motels or lodges, which are often found close to motorways and major roads, or city airports. These establishments provide lower-cost accommodations which are semi-serviced, with catering options in the vicinity and sometimes packaged.

Thirdly, there are guest houses or bed & breakfasts, which often only offer a small number of rooms at a low cost, with certain boutique luxury guest houses being the exception. These establishments are serviced, usually providing breakfast only.

Fourthly, accommodation facilities are a major element of the hotel sector and have been involved in cultural diversity studies to an increasing degree.

When it comes to the hospitality industry in the UK Quest and Battersby (2015) have focused on the economic significance of tourism and hospitality industries in the UK. Using the data of the Hospitality Digest the authors draw attention to the issue of employment and increasing the number of jobs in the tourism and hospitality sector due to better productivity and service performance.

A few years before Baum (2007) and Gröschl (2011) felt that the fast pace of migration meant that information and technological advancement, as well as the expansion of globalisation, were major concerns for hospitality organizations in the UK, with a number of issues appearing relating to the cultural diversity of their staff body.

In the work of Janta (2011), it is considered that migrant workers now make up a significant section of the UK's hospitality workforce. Stanisic (2013) shows that there have been numerous negative parts of the hospitality industry highlighted, including unsociable hours, lack of awareness regarding discrimination at work, and the fact that culture diversity management is not yet seen as critical for an organisation's competitive edge and subsequent success. Consequently, Rahimi et al. (2016) have drawn attention to the significance of the quality education of the hospitality industry workers with diverse cultural backgrounds. Along with that Lugosi and Jameson (2017) studying challenges in education on hospitality management in the UK admit expanding presence of foreign students. The researcher of this study believes that well-educated international specialists make a useful tendency for the UK's hospitality industry in the cross-cultural context.

The Chartered Institute of Personnel and Development (CIPD, 2005) has shown that the UK Discrimination Law is an ever-evolving area, offering safety from a number of discriminatory practices and a valuable basis from which diversity can be overseen and evaluated. On the other hand, Pilbeam and Corbridge, (2006) highlight that overseeing diversity involves pinpointing the workforce's value against certain key work and objective criteria within their existing organisation. This is achieved after certain leading hospitality parties (Starwood Hotels, 2009; Hilton Hotels, 2009) implement diversification strategies in the operational context (Stanisic, 2013). In an overview of numerous studies, Stanisic (2013) concludes that diversity management has not been proven to be an effective model in safeguarding against, or limiting, discrimination in a workplace.

When it comes to the UK hospitality industry's cultural diversity, London is a key entity in the worldwide leisure and hospitality sector, which must be given due consideration (Batnitzky et al., 2008). Baum (2012) states that the world of hospitality has a strong need for workers, and there is a significant turnover rate in this sector because of its low salary and difficult hours. Specifically, there is a substantial proportion of migrants working in hotels and restaurants, and 10% of all employed migrants work in these sectors, which is a stark contrast to the 3% of workers who are UK-born Londoners. Notably, migrants account for 60% of all employees of London hotels and restaurants. But taking Brexit into account the tendency

of return migration of workforce from the UK's hospitality industry is in the need of careful examination (Filimonau and Mika, 2019).

When examining the importance of cultural diversity in the hospitality sector, Anderson, Ruhs, and Spencer (2006) state that this influx of workers has started to have a dramatic effect on Greater London's hotel industry. In 2012, it was shown that the Yorkshire Dales national park in the North of England had more than 9 million visitors on a yearly basis (Baum, 2012). However, due to the rural geography, accommodation providers had issues recruiting staff, meaning that migrant staff was used to a greater extent to address these needs. In the Yorkshire Dales, public transport is lacking, and the younger generation often leaves these rural areas because of limited education possibilities, meaning there is the potential for greater reliance on migrant workers in the hospitality sector, which is seen as being of low pay and limited prestige in the UK. Overall, the migrant workforce mostly originates in Eastern Europe, accounting for roughly half of full-time migrant workers in these facilities. In turn, Baum (2012) suggests that constantly changing, evolving, and blending migrant and local labour sources can address the aforementioned recruitment problems since related actions by rural accommodation providers are often dysfunctional.

Further studies of employment issues in the hospitality industry allowed Baum (2019 a) to reveal that actual recruitment in the hotels is not focused on attracting the best specialists. So that for hospitality employment in 2033 Baum (2019 b) makes an attempt to apply the methodology of back casting in order to determine the perspective. Especially, this is particularly important at the threshold of the need to recruit representatives of the generation Z workforce in the hospitality industry (Goh and Okumus, 2020). The current researcher believes that cultural dimensions are important constituents for working out effective employment strategies in the cross-cultural context as it underpins the hypotheses of this thesis on the connection between managers' behaviour and their cultural backgrounds.

India

Of the Asia Pacific region hotel and motel industry, India is responsible for 5.1% of its total value. In the previous ten years, the region has seen substantial financial expansion, through services and manufacturing, and there is no sign of slowing down with these growth and investment trends.

Jauhari (2009, 2012a, 2012b, 2013), and Jauhari and Rishi (2012) have both underlined the possibilities the hospitality industry of India offers, as well as existing issues. Their research addresses the matter of hospitality and tourism industry contributions to a sustainable economic expansion in the country (Jauhari, 2009). Competitive power and sustainability of the hospitality sector in India are the main aspects of investigation in the study by Vij (2016) and findings are admitted to be significant in the

current process of globalization. Such techniques as costs reduction and service quality improvement have been offered along with inner prognostic management.

Notably, the most vital elements impacting the hospitality and tourism industry in India is a government body, which controls the hospitality and tourism sector by their policies, infrastructures, terms, and conditions; such as training in the hospitality industry, tourism; strategies to grow; dealing with crisis management; selections of destinations in India and using online marketing strategies. Certain suggestions were provided in order to boost the country's hospitality sector, which is strongly tied with culturally diverse management. For example, the workforce matters mentioned above should be dealt with through thorough hospitality education, with the curriculum established in line with the world's highest standards, thus improving employee capabilities (Jauhari 2009). Accordingly, Munjal, Tiwari, and Teare (2019) target at finding the decision of qualified workforce shortage in the hospitality industry of India. The initiative based on practitioners' and academicians' experience has become the insight on the way to overcoming the lack of highly qualified and experienced specialists in the Indian hospitality industry.

India needs people with exceptional project management experiences, especially in large groups of management chains. An example of this is seen with investment into online tools used for management, in order to boost communication efficiency. Also, global collaborations can be used to facilitate more effective learning, through the use of international best practices and making investments into training in order for India's workforce to maximise its capabilities. Jauhari and Rishi (2012) describe the breadth of the worldwide hospitality sector along with its main hurdles, with particular emphasis given to issues that are related to this industry's advancement in the Indian context. In a rather detailed manner, Jauhari (2012a) gives an overview of the Indian hospitality industry.

It is considered that the Indian hotel and motel sector will have an overall value of US$7,236.8 million by 2014, which is a 90.4% increase from 2009. National consumers make up the more significant portion of this industry, responsible for 52.9% of the industry's overall value. Visitors from other countries account for 22.7% of the hotel and motel sector's total share (Datamonitor, 2009 from Jauhari, 2012a).

When it comes to Foreign Direct Investment (FDI) destinations globally, India is ranked in the top five, with its five-star and four-star hotel numbers growing at the highest rate seen in the last five years. It is predicted that travel and tourism economies will expand by 7.7% each year from 2010 to 2019. There are currently around 114,000 rooms, but there is a need for 270,000. Of its total value of US$ 23 billion, 30% is made up of the organized sector, while 70% is accounted for by the unorganized sector (Indian Hospitality Outlook Report, 2009 from Jauhari, 2012a).

There are, however, certain hurdles for the Indian hospitality sector to overcome, in order to achieve its intended growth. Land costs, funds for projects throughout the country, approval procedures, human resource matters, technological advancements, 'global yet local' culture, global traveller issues, brand overload, and establishing new locations are all problems that must be addressed. This researcher echoes the suggestions provided by Jauhari (2012a). Also, the Indian education sector can be benefited as well, as there is the potential to have a large body of well-educated and well-trained hospitality workers in the country. Executive education and leadership training would also be possible, facilitating the development of appropriate skills, the retention of human resources with a focus on consumers and income streams, and infrastructure development allowing the government to create effective governance mechanisms to oversee the land acquisition and transfer of land reforms in the country.

Also, Jauhari (2012b) examined the key findings on the matter, and ties these with the most important issues encountered, as well as the subsequent results for policymakers and industry practitioners. Apart from the strategic hurdles, marketing matters must be addressed, as well as HR, technology, finance, and destination management problems in the Indian hospitality sector. Practitioner input was employed throughout, along with published sources, in order to offer an authoritative contribution dealing with the Indian context specifically and developing economies in general. In this respect, Rai and Nayak (2019) have defined the perspective of the Indian hospitality industry in the context of emerging economies. Research focus has been made on empirical studies of interactions between consumers and branded hospitality organizations. Brand trust is confirmed to be a decisive factor for making long-term contacts and loyalty to the brand. Outcomes of this study are oriented toward working out effective branding strategies for the hospitality sector in India.

The researcher supposes that the practical impact of Sanjeev and Jauhari (2012) is related to the global context of hospitality in India. As national hoteliers grow their operations, and foreign investors become interested in India, research into the market's emerging and topical matters is of increasing value.

In the work of Jauhari and Sanjeev (2012), major strategic and financial problems are discussed, involving the Indian hospitality context specifically and underlining cost management, land management and policies, risk management, revenue management, branding, growth issues, and talent management as being key areas of interest. With regards to practical matters, practitioners and policymakers could use the implications provided to facilitate more rapid growth in the industry and offer significant benefits to India’s economic expansion. The theme issue findings are considered to be particularly valuable in the current context since they can provide a deeper look into the most important problems affecting the Indian hospitality sector specifically. Sanjeev and Birdie (2019) have presented the pragmatic study of crucial factors thought to be meaningful for the hospitality industry in India in the nearest future. The

impact of social media, innovations, the study of business risk and appropriate management, loyalty of employees, constructive and creative thinking in hospitality education have been defined. So that, Sanjeev (2019) has stated that proactivity to upcoming transformations of the hospitality industry in India that should go along and replace reactivity has a significant value for this sector during the next decade. Revealing the need for managerial methods development correlates with the present study.

A study by Kapur and Sen (2012) collected specialist experiences from open-ended discussions conducted with a number of senior supervisors and managers in initiative positions, conversing with national and universal brands specialists building hotel businesses in India. The findings of their research are that capital for building/obtaining hotels in India is higher compared with other developed nations. Greater capital consumption is closely tied with land costs, charge structure, administration complications, and promoter inclination. A more forward-thinking approach to policymaking could assist the above matters, ensuring future financial expansion. It is clear why Rishi and Joshi (2016) have turned to the study of occurring issues that branded budget hotels in India are forced to deal with in order to meet their customers' needs and to perform efficient service management.

Jauhari (2013) has displayed a great interest in building employability in the hospitality industry in India. In their paper, the ways an effective partnership between the Institute for International Management & Technology (IIMT) Gurgaon and Oxford Brookes University brought about the creation of an employability curriculum and research orientation at IIMT is discussed. The elements which led to the development of effective university-industry relationships and the advancement of employability in hospitality graduates at IIMT were described at length, such as the cutting-edge curriculum built around learning outcomes, and developing skills that would allow students to progress throughout their career. Networking throughout the sector, creating a clear idea of expectations, and supervision of work experiences are linked with success. In this regards the phenomenon of information and communication technology broadly applied in modern hospitality has become the focus for Singh and Dhankhar (2020). ICT-based marketing is found to influence hospitality companies in India hospitality companies. Hence, marketing strategies based on ICT applicability are in progress. The researcher of this work is confident that ICT involvement will not only boost the growth of the hospitality industry due to the rapid response to the needs of consumers with different cultural backgrounds.

Reviewed and discussed literature on issues of hospitality industries in the UK and India substantiates research hypotheses on the close interrelation of customers' and managers' cultural backgrounds and their expectations and behavioural practices.

Thus, from the perspective of the current work, it is important to admit that the activity aimed at different theoretical, practical, and educational challenges both in the UK and India is an ongoing process to which the current research seeks to contribute.

2.6.2 Customers' Expectations in Hotel Hospitality and Developing CRM.

Among the researchers reviewed above, there is no consensus on the definition of hospitality.

For the hotel services context, commercial hospitality is described as the entertainment of guests in order to provide them with a pleasant experience during their stay, which meets their physical and emotional needs (Lashley, 2005; Hemmington, 2007; Ali, Amin and Cobanoglu, 2016; Ali, Amin and Ryu, 2016). Lashley (2008) states that hospitality is tied with hosting and the hospitable nature of the hotel services industry. This idea has been explored and developed in the study of Golubovskaya, Robinson, and Solnet (2017) which has revealed a practical divergence between the actual notion of "being hospitable" and the model "host-guest" in behavioural patterns of the employees.

On the other hand, Douglas and Connor (2003) show that certain parties involved in the hotel industry, such as other service industries, have attempted to surpass their rivals and offer greater product and service qualities in order to draw in and maintain customers, thus ensuring long term survival. Thus, hospitality can be defined as a crucial element in this regard, described by Lovelock. (2005) as one of the enhancing service factors in the services industry. So that Ionel (2016) admits the significance of such factors as the development of leisure activities, transport services, new places of sightseeing as crucial for hospitality industry growth.

Kozak and Rimmington (2000) state that the amount of research into customer satisfaction under the contexts of tourism, travel, hospitality, and recreation is on the rise. One of the key findings of these studies has been that tourists usually have high expectations of their holiday destination, and their expectations define their satisfaction throughout the holiday period, as well as after (Huh. 2006; Korzay, Alvarez, 2005; Yoon, Uysal, 2005).

Conversely, Ariffin (2008) and Bigne (2009) have shown that tourists will not revisit a hotel anyway, because of their variety-seeking attitude now common in the tourism and hotel hospitality world. Ariffin and Maghzi (2012) feel that travellers look for new experiences, and search for different physical environments in order to make their travel experiences more memorable. Hospitality, however, is what is considered to have the ability to encourage tourists to visit somewhere additional times. Salleh (2009) states that focusing on the development of high-quality guest relationships allows hotels to create robust and long-lasting customer relations. On one hand, customers' service expectations are influenced by

their cultural profiles which, on the other hand, gives the grounds for the hotel team to work out an effective strategy (Nath, Devlin, and Reid, 2016). Reflection of customers' service perception in online reviews has become the research focus of recent studies. The cultural aspect of this focus has been presented in Nath, Devlin, and Reid (2018). The study has shown the interconnection of cultural dimensions and their impact on customers' reactions to positive and negative electronic reviews and has allowed designing the segmentation strategy for the hotel service performers.

More specifically, Aksu (2010) has contrasted expectation and satisfaction levels for a chosen sample of tourists, in order to appraise their expectations and satisfaction, allowing for future tourism-related research directions to be uncovered. Mohsin and Lockyer (2010) evaluated the service quality perception of customers of luxury hotels in New Delhi, India, providing the hotel management with aspects of their business that could be improved in order to meet, and surpass, customer expectations. In general, the findings show that there is a clear gap between guest expectations and the experiences they had, denoting managerial action must be taken.

In the work of Sohn, Yuan (2011), self-congruity between visitors' self-concept and visitors' perceived image was the topic of interest, aiming to provide reasons for the psychological basis of the tourists' travel attitude. The results offered a look into the way tourists viewed themselves and how this affected their travel behaviour. These factors are seen as critical for the hospitality industry to set its standards by Ariffin, Maghzi (2012) aimed at finding the level of impact personal and hotel factors had on the expectation levels of the hotel hospitality and put forward a scale with which to evaluate commercial hospitality in hotel services. The findings showed that expectations of hotel hospitality are affected by personal elements including gender, the reason for visiting, nationality, and the private domain of the specific hospitality. It is considered that the only hotel factor with a strong link with hotel hospitality is the star rating. This link is strengthening by the cross-cultural look in Šerić (2018). Cultural differences in Europe and their effects on managers of highly ranked hotels are the research focus of this study. Sharma, Wu, and Su (2016) believe that intangible cultural differences of customers can play an important role in service assessment. Theoretical reviews in the cross-cultural framework of service perception and patterns of its practical implementations have been continued in Sharma (2019). Outcomes of reviewed studies correlate with the current work and support the research hypotheses as evaluation of perceived quality is influenced by guests' cultural backgrounds.

So, a valuable study of hotels' hospitality marketing being one of the booming segments of service marketing is impossible without a thorough analysis of the customer's expectations. Customer-oriented marketing is a crucial factor for success in the hospitality industry. That's why issues on the

establishment of long-term marketing relationships have intensely influenced marketing theory and practice.

Gronroos (1991), Kotler (1991), Sheth, and Parvatiyar (1995) all consider relationship marketing as a paradigm shift. McKenna (1991), Vavra (1995) noticed its effects in changing the rules of competition.

Berry (1995) believes that the motivation behind the advancement of relationship marketing was the maturing of services marketing focusing on quality, greater recognition of possible benefits for the business as well as their customers, and the advances of technology.

Bendapudi and Berry (1997) developed a model of relationship maintenance and presented a proposition regarding the antecedents and consequences of customers' relationship maintenance. Subsequent studies on CRM contain cultural context. Ali and Alshawi (2005) put forward a cultural-concerns basis for the management of CRM systems and subsequent usage within the multinational context. Ali et al. (2006) researched possible cultural matters affecting CRM implementations and operations in the multinational organisational environment. In their opinion, businesses operating in a competitive market should try and establish a connection with their current customers rather than attempt to draw in new customers, due to the latter being a more expensive action. The development of this topic is of particular importance in the current period of automation and digitalization of the hotel business. So that, Solnet et al. (2019) admit that the service of hospitality organizations is based on various and multilevel human relations. That is why the "human touch" is a crucial factor for service companies.

The studies examined earlier, showed that the most valuable aspect is to comprehend the way that customer values, beliefs, behaviours, and attitudes are similar. Ali et al, (2006) showed that multinational organizations have clients from a vast array of cultures. Their CRM systems were created to draw in new customers, increase customer value and raise retention levels, but it must be taken into account that these consumers could come from numerous cultures. It must be said that CRM is a crucial success factor in the long-term success of an organisation, and this has been used at length in certain sectors, such as tourism and catering (Hu et. al., 2014).

The researcher believes that marketing strategy in the hotel hospitality sector should be oriented at further developing CRM as an effective relationship with customers refers to the inner philosophy of hospitality.

A Diagrammatic View of the SERVQUAL Model.

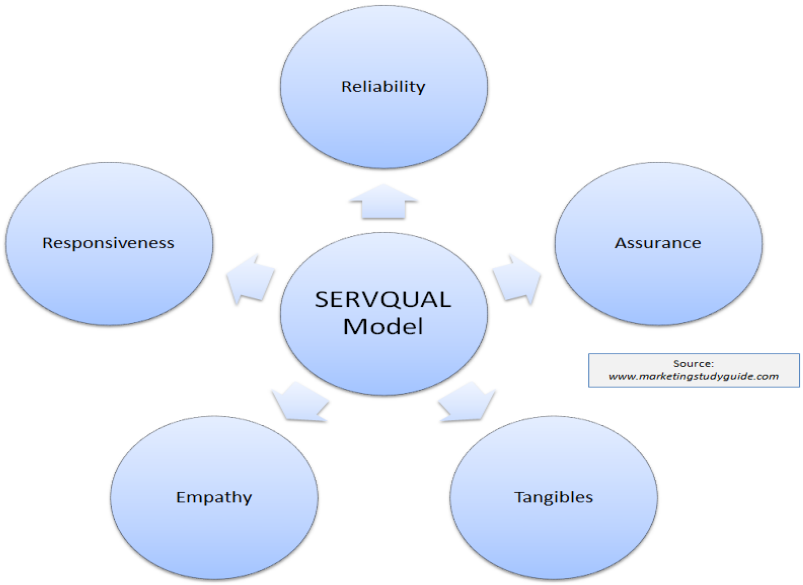


Figure 4. A Diagrammatic View of the SERVQUAL Model

Source: An Internet **www.marketingstudyguide.com**

Building CRM under the hotel hospitality sector's cross-cultural context is achieved through the use of the SERVQUAL and CVSCALE tools.

Implementation of the SERVQUAL model for measuring the expectations of the customers and the quality perceptions and CVSCALE dimensions in the cross-cultural market of the hospitality industry reveals challenges both in hospitality marketing and hospitality management. As is evident, each dimension of the SERVQUAL scale (Zeithaml, Berry, and Parasuraman, 1994) predetermines successful communication between employees and customers. (See Figure 4 above). The dimensions are enumerated as follows:

Reliability

1. Providing services as promised. 2. Dependability in handling customers' service problems. 3. Performing services right the first time. 4. Providing services at the promised time. 5. Maintaining error-free records.

Responsiveness

6. Keeping customers informed about when services will be performed. 7. Prompt service to customers. 8. Willingness to help customers. 9. Readiness to respond to customers' requests.

Assurance

10. Employees who instil confidence in customers. 11. Making customers feel safe in their transactions. 12. Employees who are consistently courteous. 13. Employees who have the knowledge to answer customer questions.

Empathy

14. Giving customers individual attention. 15. Employees who deal with customers in a caring fashion. 16. Having the customer's best interest at heart. 17. Employees who understand the needs of their customers. 18. Convenient business hours.

Tangibles

19. Modern equipment. 20. Visually appealing facilities. 21. Employees who have a neat, professional appearance. 22. Visually appealing materials associated with the service.

Source: SERVQUAL Scale (Zeithaml, Berry, and Parasuraman, 1994).

While SERVQUAL has 22 items, 6 extras were added due to the literature review findings.

The CVSCALE is a five-dimensional scale of individual cultural values it has 26 items that measure cultural differences at the individual level.

It is proved to assist in learning cultural peculiarities of the company's workforce whose role in developing and keeping effective relationships with customers is very important.

Thus, the researcher feels that the effect of customer expectations on service quality, and how these relate to cultural differences in cross-cultural marketing as proven by Hofstede (2013) are supported by the facts that individuals have their unique personalities and that people share their culture with those around them. McCrae's (1990) study was the basis of these findings, and their work defines five measurements of personality. These are openness to experience (intelligence), conscientiousness and being accurate or haphazard, extraversion and being an extrovert or introvert, agreeableness and being nice or nasty, and neuroticism which entails being stable or otherwise.

The current state of development of this topic is presented in Kwabla Pomegbe et al. (2019). The applicability of Hofstede's conception for measuring customers' cultural orientation and the model of SERVQUAL for their service quality evaluation has proved the value of interconnection and determined the significance of findings for this study. The initiative of the present researcher has been the use of CVSCALE based on Hofstede's model for measuring cultural dimensions of the hotel management and

the SERVQUAL instrument to determine the level of hotel service from the point of view of individual customers.

Through future studies into cultural diversity, Hofstede and McCrae (2004) showed a connection between cultural dimensions and personality dimensions. With regards to the "human resource capacity" (Baum, 2018) of the management, peculiarities of its cultural orientations have been drivers for identifying and satisfying customers' needs.

Research analysis shows that personal characteristics can be found in SERVQUAL dimensions to a certain extent. Thus, the individual and cultural values of both metrics (SERVQUAL and CVSCALE) are important to boost the level of customers relationship maintenance.

2.7 Conclusion.

Finally, the above analysis of the literature results in identifying and conceptualising the research problem and the consequent research questions. The literature review demonstrated that a critical issue in international marketing research is to explain how to fulfil customers' needs through effective marketing strategies that account for cultural variation in customer expectations and how they affect the definition of service quality. This chapter has reviewed and critically analysed the literature on definitions and conceptual frameworks of culture, models of culture, the phenomenon of cultural diversity, and its relation to hospitality management. The main arguments have been definitions and models of culture among reviewed literature; Hofstede's definition of culture is accepted as the basic in this research. Given overviews and analyses of cultural frameworks and models by Hofstede, Hall, Trompenaars, and Hampden-Turner. Schwartz has proved Hofstede's model of culture to be the most applicable for current research involving individual and group impacts on cross-cultural marketing. Besides, the literature on the hospitality industry and cross-cultural marketing, customers' expectations related to different cultural backgrounds, the SERVQUAL dimensions, and the CVSCALE implementation in hospitality, CRM development has been overviewed and discussed.

The research problem emerging from this review is that there is divergence in expectations of customers belonging to different cultures and difference between behaviour of managers from different cultural backgrounds which has not yet been adequately addressed in the literature for the UK and Indian hotel hospitality industry. In particular, fundamentally, the thesis is that the service and the quality of service depend on the cultural background of the customer and their consequent expectations. This raises the following research questions:

1. What are the expectations of the customers from the service provider?

2. What is the interrelation of customers' expectations and cross-cultural marketing in the hospitality industry?

3. What is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy?

4. How will the data comparison of two countries establish an effective marketing strategy/model in the hospitality industry?

It is expected that answers to these questions will result in a better empirical understanding of how to design a better culturally effective marketing strategy for hotels operating in India and the UK. It should be noted, however, that studies on the hospitality industry in the UK generally are of statistical nature. However, the literature on hospitality issues in India is more detailed and multi-faceted about different challenges and perspectives in educational fields. This sometimes lacks strict statistical data on the workforce. The researcher found out the gap of providing a definition of cross-cultural marketing in the specialized literature. The appropriate one has been applied for the research. However, there are diverse studies on cross-cultural marketing that have been reviewed and discussed. Most marketing studies apply customer-oriented approaches. Cultural background is argued to be the key factor in studying customer's expectations.

The SERVQUAL and the CVSCALE instruments are recognized to be effectively implemented for CRM development in the cross-cultural environment of the hospitality industry. The cultural backgrounds of the SERVQUAL and the CVSCALE instruments contain clear perspectives for cross-cultural marketing in the hospitality industry. Finally, the research observes that there is a variety of separate independent studies on the SERVQUAL and the CVSCALE instruments, only one found that uses general Hofstede's conception and the SERVQUAL instrument to study customers' perception of service quality in the cross-cultural context (Kwabla, Pomegbe, et al., 2019), but there is no precedence to combine both models (SERVQUAL and the CVSCALE) in order to reveal the impact on customers' expectations on cross-cultural marketing for working out appropriate managerial strategy in the hospitality industry. The relevance of research hypotheses on the difference between customers' expectations and managers' behaviour belonging to various cultures has been substantiated.

It is expected that the empirically informed cross-cultural marketing framework detailed in the next chapter will contribute to the literature, particularly in terms of 'critical incident' types (Swanson and Hsu, 2009), complaint behaviour (Blodgett, Bakir, Mattila, et al., 2018**)** and post-customer behaviour patterns (Nath, Devlin, and Reid, 2018) raised by hotel customers in the UK and India. It will discuss the necessity of integrated applicability of the SERVQUAL dimensions and the CVSCALE metric in

order to study how the culturally diverse workforce of the hospitality organizations faces culturally diverse customers' expectations with further impact on cross-cultural marketing. First, the literature is dated. The gaps indicated in the literature on the hospitality industry in the UK and India will be filled in with this research. Second, there are some marked differences in how certain scholars conceptualize cross-cultural marketing in their studies, but still, an integrated description of it is missing. Hence, the following study will provide the required definition. Thirdly, the individual approach used both for the SERVQUAL and the CVSCALE instruments give the researcher the unique opportunity to observe culturally diverse backgrounds on the opposite levels of the representatives of the hospitality industry: the customer (in the SERVQUAL) and the staff (in the CVSCALE).

Chapter 3: The Conceptual Framework

3.1 Introduction.

A key inference from the literature review is that there is a distinct absence of appreciation regarding the impact of cultural diversity on international marketing. Moreover, it was postulated that there is an effect of different cultures of the international customer on their expectations of hotel hospitality services. The research topic was further focused on explaining this effect for UK and Indian customers of international hoteliers and its implications for cross-cultural marketing strategy.

This chapter articulates the conceptual framework required to explain this phenomenon. The proposed framework model for a cross-cultural marketing strategy is the main outcome. The next section justifies the need for a conceptual framework in doctoral research. Both the research problems and objectives, as they pertain to the variables and interactions encompassed in the theoretical outline, are delineated in section 3.3. Section 3.4 then articulates the hypotheses being tested. Section 3.5 supports the aforementioned theoretical framework with an appreciation of the need for hotel managers to have enough cultural insight to enable them to cater for customers from diverse backgrounds. Then, section 3.6 discusses how the conceptual framework guides data collection in terms of the defined variables. The Chapter is then concluded in Section 3.7 by summarising and emphasising the importance of the defined conceptual framework.

3.2 Conceptual Framework.

According to Miles and Huberman (1994), a conceptual framework comprises a graphic or textual creation that depicts or narrates that require investigation, be it elements, concepts, or details, and elucidates the links between them. Thus, sections 3.4 and 3.6 satisfy this requirement. It is upon the conceptual framework that the entire research project rests, as per the literature review and the personal experience already outlined. In essence, the theoretical framework denotes the hypotheses, theories, suppositions, conjectures, and attitudes that sustain and enlighten the entire project (Miles & Huberman, 1994; Robson, 2011). The idea of a conceptual framework as a research device is defined and discussed in the literature. Furthermore, the notion of a model is commonly used to signify a scheme, an example of an item within a proposed structure, sometimes multi-levelled. Thus, according to Zott et al. (2011), business models are emerging analytical units which focus on providing a basic, all-inclusive method by which business activities can be understood.

As has been stated by Ganesh and Padmanabhuni (2007), conceptual frameworks elucidate the core presumptions and visible aspects which are the subject of the research. In marketing, a conceptual framework would contain specific general assumptions about marketing, such as the different cultures of customers, the acculturation of hotel management, the level of competition, market trends, and target consumers' purchasing power. In other words, the elements contained within the conceptual framework confront the essential research questions. As detailed in the next section the research questions are the problems the researcher is seeking to collect data about in order to provide answers. A conceptual framework is different from a research theory because it does not apply generally (Hoffman and Fodor, 2010). It is confined to the particular problem identified through the literature reviews as conceptualised by the researcher. For instance, in this research on hotel hospitality marketing, the impact of the different cultures of customers on service quality expectations needs to be explained in terms of the cross-cultural marketing strategies needed. Conducting research in the absence of a conceptual framework is feasible, for example when enough data sets are available for interpretation (Bhandari and Verma, 2013).

But the main importance of a conceptual framework is to identify whether the research problem is to be researched in terms of causal or contextual explanation. Causal explanation and contextual explanation each provide a qualitatively different understanding. In research involving quantitative data, the emphasis is on explaining the phenomenon in terms of cause-effect. Causal explanation is a form of comprehension of the phenomenon being investigated that seeks to analyse causes and effects (Maxwell, 2004). So, in the case of international marketing strategy, it is postulated in this research that the different cultural expectations of customers impact international marketing strategy. The objective of the researcher is to clarify and comprehend the phenomenon's origins and impact. Usually, hypotheses containing independent and dependent variables are used. However, in qualitative research, the researcher is frequently preoccupied with elucidating the reasons for phenomena. This requires a deep and comprehensive contextual explanation and understanding of the phenomenon. The immediate context in which the phenomenon occurs is considered to be an integral aspect of the explanation of the phenomenon being studied (Bhandari and Verma, 2013). Consequently, in a contextual explanation an understanding of the fundamental cause of a phenomenon is explained (Maxwell, 2004). In this research, the aim is to evidence a causal explanation of the relationship between different cultures of customers and their hospitality service expectations and service quality.

3.3 Research Problematisation.

It is essential that conceptual frameworks are reflective of the research objectives, aims, and problems. The research problem is the ineffective marketing strategies that engender the nonexistence of credible and effective marketing strategies based on the understanding of differing cultural expectations of

customers in the UK and the Indian hotel hospitality industry. This results in a practical gap in catering for customers in the industry. For this reason, the researcher faces the problem of combining separately existing models: SERVQUAL and CVSCALE that allow studying principles of customers' needs measurement and cultural dimensions that influence managers' behavioural practices in-service performance for development of cross-cultural marketing model.

This indicates a strong need to articulate the theoretical frameworks in relation to culture. It accounts for the different cultures of hotel hospitality customers in international marketing strategy.

Thus, research aims must include the provision of explanations regarding the impact on service quality and cross-cultural marketing of customer expectations.

Such an explanation of the differing cultural variation of hotel hospitality customers can account for customer expectations and customer satisfaction and determine relevant cross-cultural marketing strategies for hotel companies operating in different continents. The general expectation here is that it is possible to acquire an improved appreciation of the links between customer expectations and culture through the acculturation of hotel management. This will then supply essential insights to facilitate the management of customer relations and the establishment of worldwide marketing strategies.

Consequently, the focus is on the analysis of awareness of customers' expectations by hotel management and marketing strategists and its effect on service performance. The corollary is a focus on analysing the effect of differing culturally informed customers' expectations on cross-cultural marketing.

3.4 Hypotheses and Variables.

This conceptualisation of the research problem, therefore, delimits the scope of the research on the two main variables. Cross-cultural marketing in the UK and Indian hotel sectors constitutes the dependent variable, whilst the independent variable comprises consumers' expectations in multiple cultures and management performance.

H1. Customers' expectations of service quality perception are self-same for customers' belonging to different cultures.

H2. Customers' expectations of service quality perception are unlike for customers' belonging to different cultures.

H3. Managers and employees with different cultural backgrounds behave the same in hospitality service performance.

H4. Managers and employees with different cultural backgrounds behave unlike in the hospitality service performance.

In order to operationalise this hypothesis, the service perception is measured by using the SERVQUAL tool for customers differing cultural service expectations. Managerial performance or involvement is determined in relation to the five cultural dimensions delineated in Hofstede's model of values, attitudes, and norms, and then gauged according to the CVSCALE tool. The anticipated outcome involves creating a marketing model for the hotel sector related to variations in service quality and diversity of customers' expectations regarding service quality.

Figure 5 illustrates a conceptual framework regarding the way in which the idea of SERVQUAL, which is used to measure quality, and CVSCALE amalgamate to measure the quality of food and services and how this impacts the overall hospitality industry, with particular reference to the UK and India. This conceptual framework also encapsulates customers 'expectations, for which both the SERVQUAL and the CVSCALE are designed to confirm. The links between these theoretical notions during the creation of models are emphasised by the rational and consistent presentation of the core concepts. Thus, the three main theoretical concepts in the literature on Cross-Cultural Marketing (CCM) and Customer relationship marketing (CRM) are *Hofstede's dimensions of culture* (measured by the CVSCALE on individual levels of hotel employees' management), *customers' expectations*, and *service quality perception* (measured by the SERVQUAL), which are key constituents in the model worked out for this study.

Conceptual Framework of Cross-Cultural Marketing Strategy and the Hospitality Industry.

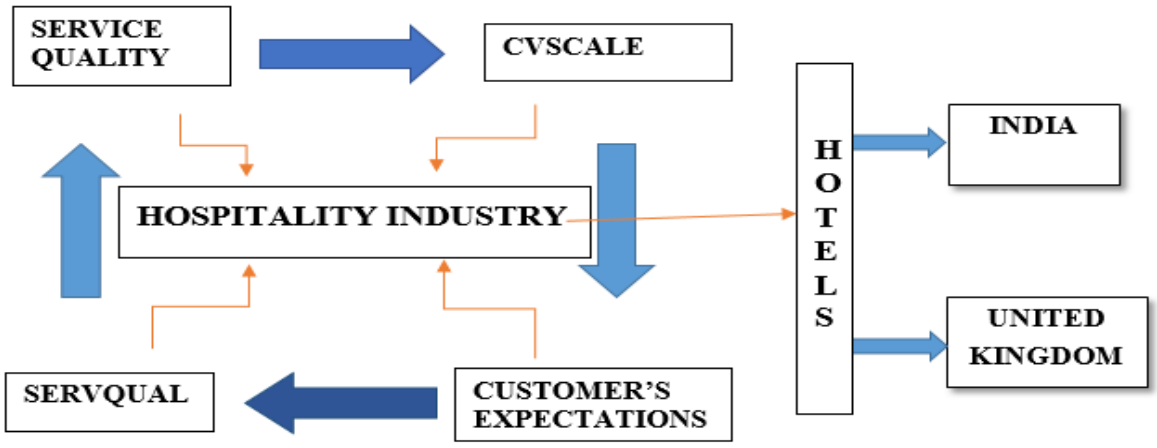


Figure 5. The Conceptual framework of Cross-cultural marketing strategy and the hospitality industry

Source: The Author.

The conceptual framework illustrated in Figure 5 contains the implicit model of the interrelation of the functions of hotel management, individual customers, and the international marketing strategy model. Included in this are the diverse cultural expectations possessed by customers, as per the literature review and in the discussion below.

3.5 Acculturation of Hotel Management and Cross-Cultural Marketing.

The conceptual framework articulated above assumes the implicit consideration of the interactions among customer expectations, hotel management, and cross-cultural marketing strategy as illustrated in Figure 6 below. Hotel management needs to account for differing cultural expectations of customers by acculturation and adaptation. Similarly, international marketing strategists need to take into account the differing cultural expectations of customers.

Interrelations of Customers, Hotel Management, and Marketing.

Figure 6. An Interrelation of Customers; Hotel Management and Marketing.

Source: The Author.

Thus Figure 6 above depicts an extension of the conceptual model illustrated in Figure 5. It illustrates the model interrelation of the functions of hotel management, individual customers, and the marketing model. This is important because it is the implicit practical implication for hotel management of the

proposed conceptual framework. Customer expectations and service quality will be accounted for by cross-cultural marketing. It is expected that cross-cultural marketing will be enhanced through a better understanding of the cross-cultural model. Also, the investigated is expected that managers will acquire a new tool to increase revenue and employees will be trained accordingly to satisfy hotel guests.

3.6 Variables, Constructs, and Data Collection.

The research problem and hypothesis depicted in the above articulated conceptual framework need to be operationalised in terms of data constructs. This section highlights how the conceptual framework will aid in the data collection is explained.

Figure 5 illustrates a conceptual framework which, along with the hotel management model outlined in figure 6, suggests the requisite research paradigm, methodology, collection approach, and data analysis (see Chapter 4). The theoretical frameworks, SERVQUAL, and the CVSCALE are a basis upon which can rest the suggested theoretical framework for cross-cultural marketing. Moreover, it facilitates an analysis of the way in which they impact service quality in British and Indian hotels. The operationalisation of the developed conceptual framework is necessarily quantitative.

Collecting primary data is crucial to support hypotheses, whilst secondary data is key in supporting the contextualisation of statistics and their use in global marketing. Hence, secondary data provide ways of thinking about how to organize and apply primary data. Thus, to evaluate the role of customers' expectations on business growth in the hotel hospitality industry the *SERVQUAL* instrument will need to collect primary data. Primary data pertaining to service performance in hotels is required to identify the impact of diversity of background amongst employees and managers in the hotel sector and to understand the cross-cultural marketing approaches adopted by specific hotels as regards customer expectation of service.

Another source of primary data is the twenty-six-item survey in respect of the *CVSCALE*, already encompassed in Figure 6's conceptual framework which is constructed as per Hofstede's five dimensions of values, attitudes, and norms, to wit: power distance, uncertainty, avoidance, individualism versus collectivism, masculinity versus femininity, and long-term versus short-term alignment. Semi-structured and unstructured interviews have the same basis of content, but they are more relaxed in their contexts.

The data collected in the form of surveys from individual customers with diverse cultural backgrounds will reveal the differences between expected and perceived services (SERVQUAL) managed and performed by culturally different employees (CVSCALE) in the hotels of India and the UK. Thus, the

data obtained and measured by the SERVQUAL instrument and the CVSCALE metric respectively will combine the shares of impact, and all these help to develop the appropriate methodology for the research. The conceptual framework depicted in Figures 5, 6, 7, and 8 outlined further in this chapter can assist in the creation of a hypothesis to direct the current research.

Instruments of SERVQUAL and CVSCALE are controlled by the researcher for data collection and being applied together they impact the cross-cultural marketing in the hospitality industry (India, the UK).

Basic sources of data collection in this research are aimed to develop a new marketing strategy model based on customers' backgrounds and the principles of customer relationship marketing.

CVSCALE share of making impact zone.

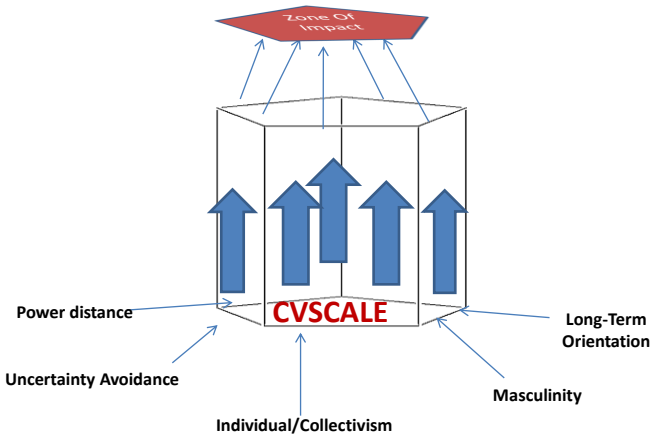


Figure 7. CVSCALE: Impact Zone

Source: The Author. (Adapted CVSCALE Dimensions)

The researcher believes that the applicability of survey method based on CVSCALE items: 5 statements in Power Distance, 5 statements in Uncertainty Avoidance, 6 statements in Individualism/Collectivism, 4 statements in Masculinity/Femininity and 6 statements in Long /Short Term Orientation will make possible to measure cultural background of management in hospitality organizations (hotels) in order to generate the impact zone affecting cross-cultural marketing strategy along with the implementation of SERVQUAL which is measuring service quality perception of customers' (Figure 8. **SERVQUAL: Impact Zone.**).

Content analysis of structured interviews, narrative analysis, and elements of discourse analysis of semi-structured and unstructured interviews conducted on the interpretive level is aimed to measure cultural values at the individual level and, hence, to reveal basic behavioural strategies of employees who provide service for customers.

Data obtained through CVSCALE portrays the existing situation with employees' and managers' behaviour related to cultural orientations and service performance in selected hotels and design the set of mechanisms that make its share in the zone of impact.

SERVQUAL share of making impact zone.

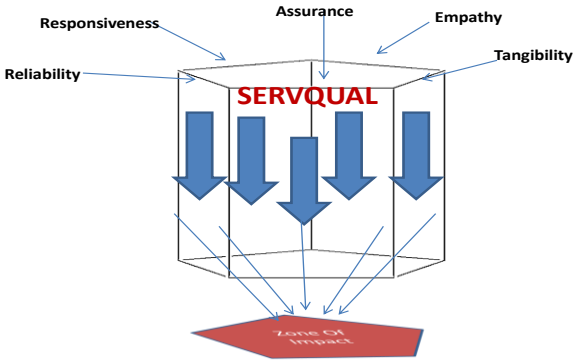


Figure 8. SERVQUAL: Impact Zone.

Source: The Author. (Adapted SERVQUAL Dimensions)

Interpretation of questionnaires based on SERVQUAL's five dimensions and 22 service quality questions: 5 items for Reliability, 4 items for Responsiveness, 4 items for Assurance, 5 items for Empathy, and 4 items for Tangibility will make it possible to measure the discrepancy between perceived service and expected service. Content analysis is oriented to reveal similarities and differences in expectations of customers with different cultural backgrounds occurred in the culturally diverse hospitality environment.

Data obtained through SERVQUAL instrument supplement the zone of impact (figure 8) and define regularities of influence on cross-cultural marketing strategy in the hospitality industry.

Information obtained by the application of the CVSCALE instrument and the SERVQUAL model generates the data and provides the zone of impact working at customers' expectations and influencing cross-cultural marketing strategy.

3.7 Conclusion.

This chapter delineates a suggested conceptual framework for cross-cultural marketing in the hotel sector. A preliminary model of culture based on Hofstede's model of Culture with its five dimensions was developed as a basis of analysis for another two dominant concepts: the CVSCALE instrument and the SERVQUAL metric.

An articulated analysis was presented of individual customers' expectations, service quality perception (SERVQUAL), and measure of management assistance (CVSCALE) in the context of cross-cultural marketing in the hospitality industry. This is a unique, first conceptualisation in the field. This helps elucidate the effect of cross-cultural marketing strategies on the hotel hospitality industry and draws a clear link between hospitality's constituent parts, with: customers, and employees.

The expected outcome of this study pertains to employee and management performance and variations in customer expectations within the culture-specific context of hotel hospitality. This is particularly pertinent to the development of cross-cultural marketing strategies. The way in which the conceptual framework will be put into operation is outlined in the next chapter.

Chapter 4: Research Methodology and Design.

4.1 Introduction.

The research problem concerning cross-culture marking strategy was defined by analysing the extant literature in the literature review chapter 2. This research problem was then conceptualised to articulate a cause-effect explanation of the effect of the differing cultures of the customer on their hotel hospitality service the conceptual framework Chapter 3. Now, in this chapter, this conceptual framework needs to be operationalised in order to be able to collect and analyse empirical data concerning the phenomenon of cross-cultural marketing based on customer expectations of service.

Thus, the objective of this chapter is to elucidate and substantiate both the research methodology and the research design employed during the data collection and analysis stages. The chapter is divided as follows: Section 4.2 of the chapter explains the positivism research paradigm relevant for the research problem, clearly stating the research approach and processes used for the research. Section 4.3 elaborates the research approach which is the mixed methods. It includes the explanation of the research process, including the data collection methods and use of Microsoft Excel and SPSS for data analysis and reliability tests. Section 4.4 describes the survey method and sampling used to collect the data. Section 4.5 is an articulation of the hypotheses guiding the research; explain the independent variable and its effect on the dependent variable. Section 4.6 then consolidates the justification for the chosen research design, describes the research ethics procedures followed, and the limitations of the research. Section 4.7 presents the conclusion of the methodology chapter. Figure 13 is an illustration of the whole research process.

4.2 Research Philosophy.

Each research project is underpinned by a methodological framework also known as research paradigm, which is enumerated as positivism and post-positivism, constructivism, Interpretative, transformative, emancipatory, critical pragmatism, and deconstructivity (Johnson, Johnson, & Duberley, 2000; Mertens, 2005; Gill, Gill, Johnson, Clark, & Johnson, 2010). Such research philosophies normally describe the ontology, epistemology, and methodology underpinning the particular research philosophy.

4.2.1 Research Management: Four Principal Strategies.

The four primary styles of management research comprise the positivist, neo-empiricist, critical theory, and affirmative postmodernist approaches. Each of these four research philosophies has its own methodological, ontological, and epistemological positions. A summary is provided in Figure 9 below.

The Four Main Approaches to Management Research

	Knowledge-constituting assumptions:				
Modes of engagement in management research	Ontological status of human behaviour/ action	Epistemology	Ontological status of social reality	Methodological commitments	Examples of research questions
1. Positivism	Determined	Objectivist	Realist	Quantitative methods to enable *erklaren*	What are the causes of variable *x*?
2. Neo-empiricism	Meaningful – inter-subjective	Objectivist	Realist	Qualitative methods to enable *verstehen*	How do people inter-subjectively experience their worlds?
3. Critical theory	Meaningful –inter-subjective	Subjectivist	Realist	Qualitative methods to enable a structural phenomenology or critical ethnography	How do people inter-subjectively experience the world in a particular socio-historical period and how can they free themselves from this domination?
4. Affirmative postmodernism	Discursive–inter-subjective	Subjectivist	Subjectivist	Qualitative methods to enable deconstruction	How and why are particular inter-subjectively derived discourses being voiced while others are silenced?

Figure 9. The Four Main Approaches to Management Research.

Source: Johnson & Johnson and Duberley (2000)

The chief philosophical approach to quantitative research is known as positivism, which currently retains its longstanding dominance in management research. Consequently, it is also used as a standard to compare and contrast the other research philosophies. There is no right research philosophy, though. Researchers select a research philosophy based on their perception of the world – ontology – and how knowledge can be constructed about the particular ontology – or their epistemology. The positivism and interpretivism research epistemologies are appropriate for the research problem and conceptual framework detailed in Chapter 3. Positivism is appropriate for investigating inductive hypotheses using quantitative data and statistical procedures to analyse the collected data. Interpretivism is appropriate for analysing qualitative data. So, the positivist and neo-positivism research philosophies underpin the research methodology of this research.

4.2.2 Positivism.

Positivism is founded on the verificationist stance adopted by Comte (1853) and Mills (1874) wherein the issue of induction first discussed by Hume (1739/1965) is addressed. However, this early foundation has been surpassed by Karl Popper's (1959) seminal falsificationist hypothetico-deductive methodology. In essence, the positivist approach maintains the existence of one objective reality or truth. Thus, positivist epistemological objectivism and realism demand the pursuit of objective veracity. As Donaldson (1996) has stated, adherents of this philosophical stance employ a structured approach to research in which verifiable reality is presumed to be impartial and not dependent upon the researcher. In consequence, positivist research typically focuses upon experimental methods whereby dependent, independent, and extraneous variables are used, the objective being to test hypotheses and extrapolate from results to the wider population (Johnson, Johnson, & Duberley, 2000).

Much research in marketing is conducted using positivist epistemology (Burrell and Morgan, 2017). This research invokes positivism and neo-positivism because the researcher's epistemological belief is that it is possible to objectively understand the relationship between customers' service expectations based on their cultural difference and international marketing strategy. Moreover, positivism is appropriate because the researcher's ontological belief is that it is possible to make predictions about customer behaviour, which is depicted in the proposed conceptual framework in the form of hypotheses.

4.2.3 Neo-Empiricism in Management Research.

The second mode of management research is neo-empiricism. This stance is otherwise known as qualitative positivism (Prasad & Prasad 2002), neo-positivism, or post-positivism (Gill, Gill, Johnson, Clark, & Johnson, 2010; Creswell, 2009). It is based upon the assumption that qualitative empirical data can be gathered in an objective and impartial manner. Moreover, neo-positivism disputes the validity of falsification, giving preference to induction instead (Denzin & Lincoln, 1994; Putnam, Bantz, Deetz, Mumby, & Van Maanan, 1993).

Neo-positivism is thus similar to interpretivism (Mack, L., 2010) in considering qualitative data but assumes the world is objective and the research can remain objective. This approach is predicated upon the supposition that the researcher is non-partisan and detached from their accounts of actors' subjective experiences and cultural events. Actors' experiences are observable and recordable due to the incontestable existence of an objective, a discoverable reality that can be empirically explored (Glaser, 1992; Johnson, Johnson, & Duberley, 2000). In order to guarantee the objectivity and legitimacy of their results, neo-positivist researchers must supply detailed retrospective trajectories of their work that critically outlining the research process so that reviewers can adequately evaluate its epistemological

robustness (Lincoln & Guba, 1985). Another key characteristic of neo-positivism is its rational combining of qualitative and quantitative approaches in the exploration of actors' behaviour resulting in a pluralistically aligned methodology. As Campbell &Fiske, 1959 maintain, far from being a philosophical compromise, this strategy enables both approaches to complement the other in a way that enhances reliability in the research. Such methodology is entirely congruent with positivism and thus suitable for the current study. The objective of this research is to offer an international marketing strategy a model for customer service expectations that accounts for cultural diversity. Thus, neo-positivism is entirely appropriate as a way to interpret research results.

4.2.4 Critical Theory in Management Research.

Another approach to management theory is critical theory. According to Guba and Lincoln (1994), this approach is markedly similar to social constructionism. Critical theorists possess a basic ontological pragmatism that allows them to recognize their own subjectivity and incorporate it within their work. Thus, a reflexive approach, recognizing this bidirectional relationship, is an inevitable aspect of this approach (Kincheloe & McLaren, 1994). Generalisation is dismissed amongst critical theorists in favour of a cooperative stance in which like contexts are employed both to evaluate correspondence and diversity and to enable actors to achieve an innovative comprehension of their environment with which to enact change therein (Schwandt 1996). Thus, a principal goal of critical theorists is to engender novel, democratic self-realisation whereby the authoritative, unquestionable status quo can be confronted and disputed. In this way, alternative realities and descriptions of experience can be retrieved, and the promise of revolutionary organizational change can be realised (Alvesson, 1996; Beck, 1992; Gaventa &Cornwall, 2001; Park, 2001). The aim of the current research is to evaluate the differences in cultural expectations regarding customer service from the perspective of international marketing. Thus, a social constructivist or critical theory approach is deemed inappropriate.

4.2.5 Affirmative Postmodernism.

Postmodernism has been defined by Johnson et al. (2000) as soft, cynical, and resilient (Alvesson & Deetz, 1996; Kilduff & Mehra, 1997; Rosenau, 1992; Tsoukaas, 1992). Postmodernism attempts to broaden the discussion to include a range of possibilities that might serve to destabilise commonly accepted modes of cognition (Barry, 1997; Currie & Brown, 2003). Commonly, postmodernists employ ethnographic sources to facilitate a deconstructive approach that can reveal the perpetual presence of alternative, less accepted semantic constructs within speech or writing (Linstead, 1993a; 1993b; Ely, 1995; Giroux, 1992; Kondo, 1990). As has been stated by Barry (1997) postmodernists aim to recognise how to destabilise more privileged discourses by promoting confrontation and the opportunity for

dissenting dialogue, narrative, or text, yet whilst offering no preference regarding which alternative is chosen. Affirmative postmodernism is not suitable for this research because the assumed ontology of the researcher is an objective reality that can be known and predicted.

Reflexivity and Management Research

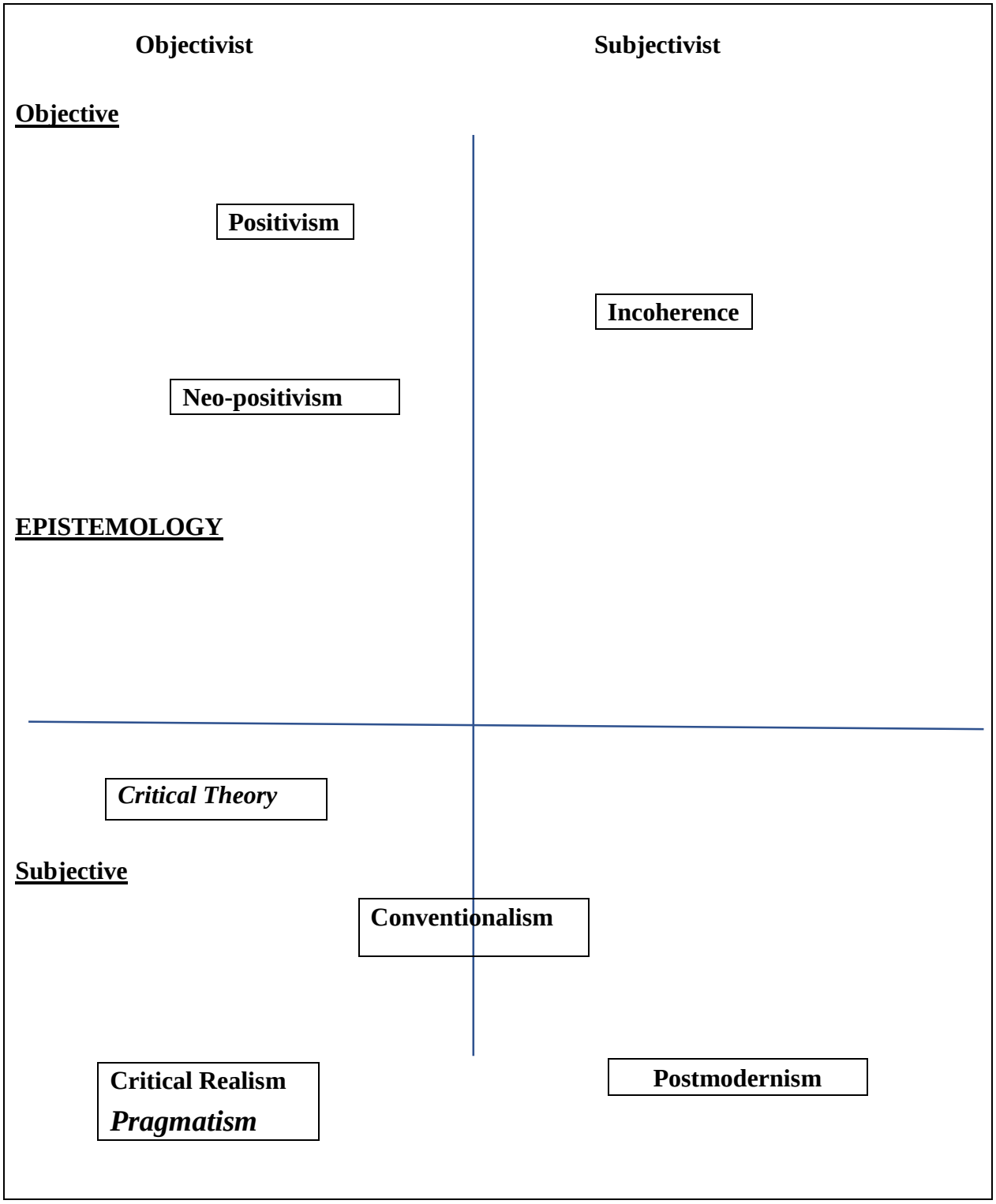


Figure 10. Reflexivity and Management Research.

Source: (Johnson & Johnson, & Duberley, 2000)

4.2.6 Understanding Management Research.

Figure 10 above shows the reflexivity that could be adopted in management research. With the objectivist approach, the research could adopt a positivist, epistemological critical theory approach. With a subjective approach, critical realism would be best used. With subjectivism, there is incoherence and postmodernism. Conventionalism sits on the fence in-between objectivism and subjectivism.

4.2.7 The Study Research Philosophy.

The conceptual basis of this study is well-grounded on the epistemology and ontology paradigms and maintained by the research philosophical beliefs. The research takes the mixed stance of both the positivist and neo-positivism philosophies. According to Saunders (2009), positivist epistemology denotes the reality of phenomenon as manifest in measurable objects. This is opposed to the study of social phenomena related to human emotions and beliefs which possess no objective, quantifiable reality. Conversely, interpretivist epistemology maintains that human feelings and attitudes are potentially computable (Saunders, 2009).

Lindgreen (2008) depicted the comparison of positivism and interpretivism according to their ontologies, epistemologies, and methodologies, as summarised in Table 1 below.

Table 1. Positivism and interpretivism: ontology, epistemology, and methodology.

Attribute	Positivism	Interpretivism
Ontology	The conceptualisation of existence and the world. Unequivocal, objective access to the real world is achievable. Reality is unique and external.	The conceptualisation of existence and the world. Reality cannot be directly accessed. Reality is neither unique nor external.
Epistemology	'Grounds' of knowledge – the relationship between research and reality.	'Grounds' of knowledge – the relationship between research and reality.

	It is possible to acquire hard, objective knowledge. The focus is on generalisation, extrapolation, and abstraction. Concepts are guided by hypotheses and defined theories.	Ideas are understood via 'perceived' knowledge. The focus is on the explicit and material. Understanding specific contexts are emphasised.
Methodology	Research focus Description and elucidation. The researcher's techniques Recognised statistical and mathematical methods.	Research focus Comprehension and elucidation. The researcher's techniques Non-quantitative methods.

Source: *Lindgreen, 2008*

The analysis of extant research philosophies undertaken above has determined the choice of philosophy used for this study. The following questions were addressed utilising both positivist and neo-positivist approaches:

1. What are the expectations of the customers from the service provider?

2. What is the interrelation of customers' expectations and cross-cultural marketing in the hospitality industry?

3. What is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy?

4. How will the data comparison of two countries establish an effective marketing strategy/model in the hospitality industry?

None of the above research questions is indicative of either a definitively positivist or neo-positivist philosophy. Thus, a mixed method, which collects, analyses, and amalgamates elements of both quantitative and qualitative concepts and methodologies, is used in this research. Mixed methodologies necessitate a different approach to research design pertaining to strands. A strand is a basic component

or starting point in mixed research design which encompasses either a qualitative or quantitative aspect. It relates to factors such as data collection, data analysis, and the interpretation of results (Teddlie and Tashakkori, 2009).

The selection of a mixed-method research design for the current research is based upon four key factors. First, the degree of interaction between strands. Secondly, the comparative priority is allocated to the strands. Thirdly, strand timing and, fourth, the procedure employed in the amalgamation of the strands (Clark and Creswell, 2011). All these four constituents are considered by the researcher and focused on in the study at the relevant phase of the research process.

The researcher considers this as part of the triangulation method which was used by this research on different geographical locations of the same parameter so as to validate the research findings derived from the differing locations, as depicted in Figure 11. The parameters which were considered are as follows:

1. Place of the study: The fieldwork has been conducted in India as well as in the UK to minimize the research bias and to see international patterns as well as universal acceptance towards the subject of the study.

2. Type of respondent: Here, the researcher has interviewed representatives of both sides of the industry. Customer as well as a service provider to understand their perceptions. This will also help to understand the need gap for the category. As already mentioned, CVSCALE is used for service provider and SERVQUAL statements for consumers.

3. Research Methodology: A mixed-method, combining quantitative and qualitative methods, has been selected to reduce the risk of partiality in the research. The qualitative in-depth interviews (See Chapter 5) that were conducted helped in understating the category as well as different procedural things in detail.

Triangulation Data Collection methods

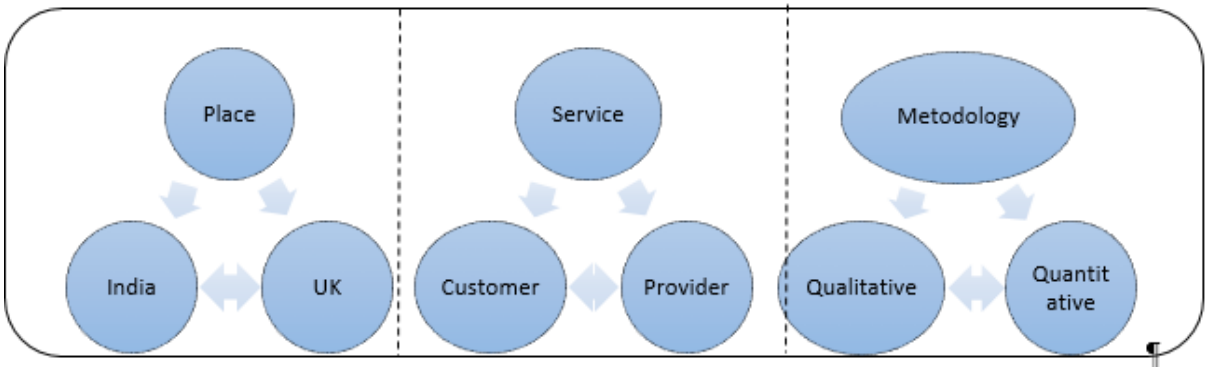


Figure 11. Triangulation methods.

Source: The Author.

Results of the analysis of the CVSCALE survey are obtained through the elements of quantitative approach aimed at comparison of percentage indicators due to five of Hofstede's dimensions of culture: Power distance, Uncertainty-Avoidance, Individualism/Collectivism, Masculinity/Femininity, Confucian Dynamism (Long Term/Short Term Orientation).

It is expected that carious customers' expectations will be determined by the SERVQUAL's elements, analysed and discussed in accordance to five dimensions of the CVSCALE model, and bounded to be satisfied by the cross-cultural marketing department in the hotels. Similarly, it is expected that marketing strategies will be developed as the outcome of customers' expectations impact and combined with the experience of more customer-oriented service implementation in Indian hotels and better technological provision in the UK's hotels (see Chapter 6, Conclusion).

From the positivist viewpoint, the study uses existing theory and empirical evidence from the literature to develop the research hypotheses which are statistically tested in Chapter 6. However, from a neo-qualitative perspective, the intention of any research must be to acquire a profound qualitative understanding of the phenomena and a sense of human diversity because the research relates to human beings, not objects.

The locations for the fieldwork are the United Kingdom and India, where both qualitative and quantitative data collection can be conducted. Subsequent analysis and comparison of data can be performed to ascertain which factors impact consumer expectations from a cross-cultural marketing perspective. The interrelation between the cultural backgrounds of management of the hotels and cross-cultural marketing strategy in the hospitality industry are also analysed. This demonstrates that the

research questions are amenable to both quantitative and qualitative exploration and thereby substantiates the chosen research philosophies and approaches.

4.3 The Research Approach.

The literature pertinent to research methodology indicates the existence of two principal research strategies, wit: induction and deduction (Saunders et al., 2009). The deductive approach follows a path wherein a theory or hypothesis is formulated, and an appropriate research design is then created to investigate the hypothesis. Conversely, the inductive approach requires data to be collected and a theory to emerge as a result of this.

There are clearly substantive differences between the deductive and inductive approaches (see Table 2). However, in the context of the current investigation, the author finds it acceptable to adopt both approaches when seeking answers to the specific research questions in this study. The rationale for this stance is that there exists a substantial body of literature pertaining to this particular research topic from which can be extracted a theoretical framework and a hypothesis is more amenable to the deductive strategy.

According to (Ollerenshaw and Creswell, 2002), new topics for which the extant body of literature is limited tend to generate more discussion. Thus, in such cases it can be more logical to begin by working inductively, that is, producing data, analysing, and pontificating upon various theoretical frameworks suggested by the data.

Major differences between deductive and inductive approaches to research.

Table 2. The principal differences between the deductive and inductive research approaches.

The deductive approach favours:	The inductive approach favours:
Objective or scientific concepts. Progressing from theory to data collection. Explaining causal links between variables. Quantitative data collection. Using controls to guarantee the reliability of data. Employing concepts that ensure that definitions are clearly established. Structured approaches. Researcher independence from the subject matter. Sample sizes permit results to be extrapolated.	Ascertaining the semantic significance of events for humans. An in-depth appreciation of the research context. Qualitative data collection. Flexible frameworks allow the research strategy to be modified as the process develops. An appreciation that the researcher constitutes an element of the research process. Reduced focus on extrapolation.

SOURCE: (Saunders, 2009).

Shank (2008) has stated that modern science had led to the development of the deductive approach. It is now no longer restricted to inferences founded upon premises known to be true. Modern science enabled researchers to employ deduction as a means to test premises that were only empirically true, that is, only probably true. Thus, implications could be drawn and then employed as the foundation for subsequent empirical testing in the shape of hypotheses.

This procedure is known as hypothetico-deduction and comprises an essential part of scientific theorising. When employed correctly, it is a highly effective tool. In this work deductive research approach is used to enrich the knowledge of the literature about the research area and there are existing theories relating to cultural models, cultural diversity, the hospitality industry, customers' expectations, customer relationship marketing, and the instruments of the SERVQUAL and the CVSCALE. As a result, the researcher applied some specific constructs of existing theories and empirical evidence on some factors that have predetermined the impact of customers' expectations on cross-cultural marketing.

Fox (2008) maintains that in qualitative research, induction is a major component of the scientific reasoning process whereby models and theories are sought. However, it has limits as a strategy for promoting knowledge in relation to the issue of whether generalisation can extend beyond the realms of science. That is why in this study inductive research approach has been applied during secondary data collection. It has promoted a better understanding of human factors in the research, interrelation of customers' attitude to perceived services, and management's cultural backgrounds answering the research questions in a qualitative way. Amalgamating deductive and inductive approaches enables the creation of both a conceptual framework for the current research and research hypothesis which emerges from independent and dependent variables.

4.3.1 Research Process.

Both quantitative and qualitative approaches are employed to achieve the objectives of the current investigation. The qualitative approach assumes the use of information from published sources such as journal articles, books, periodicals, the internet, and other secondary sources. Kumar (2006) mentioned that qualitative methods are "used to gather non-numerical type data such as expressive opinions, feelings or knowledge, etc. from the source of information."

The quantitative approached assumed the use of questionnaires and other survey materials. As Marczyk (2005) notes, quantitative research methodologies tend to focus on the collection and evaluation of numerical and statistical data.

4.3.2 Data Needs/Collection.

A principal objective of the current research is to ascertain the influence of consumer expectations and the actions of hotel management on the development of the hospitality industry. Other key objectives are to investigate the-the cross-cultural marketing strategy in selected hotels in terms of service quality and to develop an innovative marketing model based on the principles of customer relationship marketing. This also involves the interrelation of customer's expected and perceived service in the hotels of the UK and India and the culturally based analysis of the hotel managers and employees in order to realize how the mechanisms of impact zone are generated.

All the research objectives call for a rigorous examination of culturally determined findings. The selection of comparative investigation into cross-cultural marketing in the hospitality sector in the United Kingdom and India was arrived at after due consideration. First, comparative cross-cultural studies focused on examining customers' expectations have been justified in the hospitality industry for the last decades. Secondly, a successful study of the culturally based relationship between customers' service

perception and management performance for developing the means of influence on marketing strategy in the hospitality could be the model for other comparative studies to follow. The first data collection took place in Mumbai, Navi-Mumbai, Pune, and Udaipur (India) Second data collection took place in London, (UK).

Obtaining three principal types of data is essential to guarantee the realisation of the main research aims.

1. Primary data relating to customers: this encompasses surveys and interviews conducted with customers to gauge both their expectations and their subsequent experiences regarding hotel service.
2. Primary data on the level of the hotel management: surveys, and face-to-face interviews towards the employees' cultural influencing their communication.
3. Secondary data on the basic conceptual framework of culture, cultural diversity, the hospitality industry in The United Kingdom and India, cross-cultural marketing, customer's expectations, CRM, the SERVQUAL model, and the CVSCALE instrument.

4.3.3 Data Analysis.

The analysis of the survey data included an independent sample t-test Levene's test to ascertain equality of variance. Besides, Cronbach's alpha was employed as a reliability test, using Statistical Package for Social Sciences (SPSS) version 23.

Thus, SPSS was utilised to create regression and additional statistical values. This produced results by which the validity of the hypothesis could be gauged.

Qualitative data can be analysed on two levels: descriptive seeks to answers what is the data? and interpretive seeks to answer what does the data mean?

4.4 Research Strategy and Sample Size of the Study.

As has been stated by Yin (2003), multiple research strategies are available for exploratory, descriptive and explanatory studies. The current research is descriptor-explanatory in nature wherein description is employed as an antecedent to explanation, as per Saunders (2009). A survey approach is the selected methodology since it has recognised application in commercial and management-focused research. It is also associated with the deductive approach (Saunders, 2009, Pg. 138). Moreover, as Saunders (2012) notes, surveys are frequently utilised in research that is tentative, exploratory, or descriptive in character in order to supply answers to questions pertaining to who, what, where, how many, and how much.

The sample size of the study is 136 survey questionnaires for customers and 31 interviews followed by surveys for managers. The sampling method used was purposive structured questionnaires for customers based on SERVQUAL's five dimensions and 28 service quality questions. The survey has been involved the customers' service perception in the hotels of the UK (London) and India (Mumbai, Navi Mumbai, Pune, and Udaipur). Survey questionnaires have been filled in online by 136 customers: 69 surveys have been filled in on hotel services in the UK and 67 ones – in India. They are based on SERVQUAL's five dimensions and 22 service quality questions will make it possible to measure the discrepancy between perceived services and expected services by customers with different cultural backgrounds as envisaged in the culturally diverse hospitality environment in the UK and India. Online surveys have been completed by customers and surveys completed by employees/ managers along with face-to-face interviews have been taken place simultaneously.

Thirty-one (31) interviews accompanied by the CVSCALE surveys (structured questionnaires) for employees/managers have been taken place for the research: 10 interviews and surveys have been conducted with the hotel managers and employees in the UK and 23 ones – in India. 2 interviews have not been completed, so that the researcher counts the whole amount as 31. All interviews have been audio recorded with a duration of 60 minutes (the list of questions is attached in the Appendix).

This study uses quantitative and qualitative approaches in primary data analysis and collection. This mixed-method approach signifies the rational stance adopted in this study in relation to the addressing of the principal research questions.

4.4.1 The Survey Method.

Saunders et al. (2009) have comprehensively addressed the subject of conducting interviews, noting that structured interviews require researchers to employ interviewer-administered questionnaires with pre-determined, standardised series of questions. In such scenarios, researchers must read out each question in turn and then record responses on homogenised tables using pre-coded answers.

Conversely, in semi-structured interviews, the interviewer is supplied with a list of potential themes which must be addressed. This can vary between individual interviews, and the interviewer is at liberty to exclude certain questions according to the context. Question order may also be varied to accommodate the natural rhythm of the interview. Alternatively, it might be necessary to add supplementary questions to better investigate the research questions and satisfy the research aims according to the context of the events or organisations discussed in the interview. The interview and any follow-on discussion will be audio-recorded and supplemented with note-taking. It gives qualitative knowledge of the topic explored. At this stage, in the absence of predefined questions, the participants will have the chance to freely

discuss ideas and occurrences in relation to the subject matter. This stage is typically referred to as a non-directive process.

The sample size of this study is 136 survey questionnaires. They are based on SERVQUAL's five dimensions and 28 service quality questions will make it possible to measure the discrepancy between perceived services and expected services by customers with different cultural backgrounds as envisaged in the culturally diverse hospitality environment in the UK and India. Surveys were distributed via cardiffmet.eu.qualtrics.com, tours and travel agents, hotel booking agents, tour buses, e-mails, and personal approaches. This survey sampling is around 136 random samples from the UK and India. The questions are close-ended with Likert scale numbering in accordance with whether interviewees agree or strongly disagree. Thus, the duration of time required to complete the survey will not exceed a quart of an hour.

Hofstede's five cultural dimensions are used as the basis for the CVSCALE metric, with power distance (PDI), individualism (IDV), uncertainty avoidance (UAI), masculinity (MAS), and long-term orientation (LTO). A 26-item CVSCALE metric is used through interviews with employees to analyse management's performance based on these 5 dimensions of culture by Hofstede.

4.4.2 The Face-to-face Interview Method.

An interview involves oral questioning of research participants. Rossetto (2014) states that qualitative research interviews involve eliciting stories provided by the respondents. It includes understanding emotions, experience, meanings, and their relationship to the phenomenon. The population under consideration in this research study is hotel management. A sample of 33 participants was selected to participate. The sample size met the criteria set by Marshall et al. (2013). To be rigorous and gain acceptance from researchers and other stakeholders of the results of the study, a sample of between 20 and 30 interviews is needed. The main challenge though is a selection of participants. Of the several sampling techniques available, the researcher chose the purposeful sampling strategy.

As per Plano et al. (2010), the selection of subjects with appropriate experience in the subject matter is essential. Thus, according to Palinkas et al. (2013), purposeful sampling is the preferred technique. As noted above, qualitative interviews have been chosen to provide interpretive data. However, a pilot study is a significant step in the successful implementation of the interviews. Research by Hazzi and Maldon (2015) indicates that the foundation of good research design and practice lies in the conducting of a pilot study. This allows researchers to clarify the pertinent issues in the research question which possess the potential to negatively impact the overall success of the interview. Thus, from the identified pool of potential interviewees, a small sample can be extracted to participate in the pilot study. Their responses

can be employed to modify existing research questions for the benefit of clarity and aptness. According to Griffee (2012), pilot studies are conducted to confirm that subjects apprehend the question content as per the researcher's original intentions.

Qualitative interviews have several advantages and benefits. Zohrabi (2013) mentions some of these benefits and advantages that applied to this research. Interviews enable the assessment of the emotional attachment of the respondents. They facilitate probing the respondents deeper to elicit in-depth analysis of the phenomenon. They result in a high response rate which supports the generalisation of the findings.

According to Xu and Storr (2012), when the interview method is employed, the researcher comprises the principal data collection instrument. The researcher is responsible for arranging, scheduling, and managing the interview activities. Other instruments used in interviews are audio recording devices and notepads. Berazneva (2014) states that the main advantage of audio recording is ensuring that the interviews happened, preserving the quality of data, secure data storage, and transfer mechanism.

It is necessary to justify and validate the data collection methods, findings, and conclusions, which include both the internal and external legitimacy of the study. This technique involves the respondents participating by checking what has been transcribed by the researcher as reflecting their meaning. Member checking is a primary quality and accuracy validation method as it considers respondents' views to improve the accuracy, validity, and credibility. Another main consideration is reliability. Credibility is concerned with whether the findings are plausible. Validity concerns the trustworthiness and consistency of the responses of the respondents.

Thirty-one (31) face-to-face interviews were conducted primarily on a personal level and electronic voice recording has done with the respondents' permission. The content of all types of the interviews: customers', employees' and managers' answers comprise qualitative data of the research and give the basis for the researcher's reflection, conclusions, and the ability to describe the interrelation of customer's expectations and cross-cultural marketing in the hospitality industry and the interconnection between cultural backgrounds of management in the hospitality organizations (hotels) and cross-cultural marketing strategy.

4.4.3 Advantages of the Survey Strategy.

Survey strategies permit researchers to acquire quantitative data for analysis with descriptive and inferential statistics since surveys enable vast quantities of data to be acquired economically. The survey strategy is very easy to explain and understand. Survey-based data can be employed to indicate potential causes of relationships between variables and the created models pertaining to these relationships.

4.5 Research Design.

The study undertook a combined deductive and inductive approach to get a clear idea about the issues discussed in this work and to develop conclusive research. This study aims to evaluate both the impact on cross-cultural marketing strategies of customers' expectations and the links between management performance, customer service-related perceptions, and business growth in cross-cultural hospitality contexts. Thus, the relationship between expectations and customers' cultural backgrounds, the gap between expected and perceived customer service, and the cultural backgrounds of hotel managers will all be assessed in order to make a comparison of consumer expectations and cross-cultural marketing strategies as employed in the United Kingdom and India. To achieve these aims the empirical research scope encompassed a broad spectrum of topics, including differences in service perceptions amongst tourists with diverse cultural backgrounds, different cultural values possessed by management or hotel staff, and cross-cultural hotel marketing strategies in the United Kingdom and India.

Induction and deduction both employ exploratory research methodology to examine the research aims. Secondary data analysis promotes the identification of the correct variables during the study. SERVQUAL is used to gauge customers' expectations regarding service as ascertained through surveys and interviews, thereby furthering the overall research objectives. That is to develop new cross-cultural marketing strategy management's performance based on analysis of individual cultural backgrounds of the employees (CVSCALE) through surveys, and face-to-face interviews. The research approaches and sources of information used throughout the research are presented in Figure 13, wherein the research problem is outlined along with the research objectives, the data requirements and sources, and the design of the first part of the research, including the hypotheses.

The research was conducted in relation to the designing and development of cross-cultural marketing strategies using surveys and interviews. The second stage of the project was also concluded according to plan, wherein empirical data was accrued in relation to hotels, including both heritage hotels and hotels ranging from two-star to five-stars, in the United Kingdom and India. Microsoft Excel and Statistical Package for Social Sciences (SPSS) were employed for data analysis. The hypotheses thereby developed were tested according to correlation analysis, that is, multiple regression and discriminant analysis.

Research Design (Approach and Data Source)

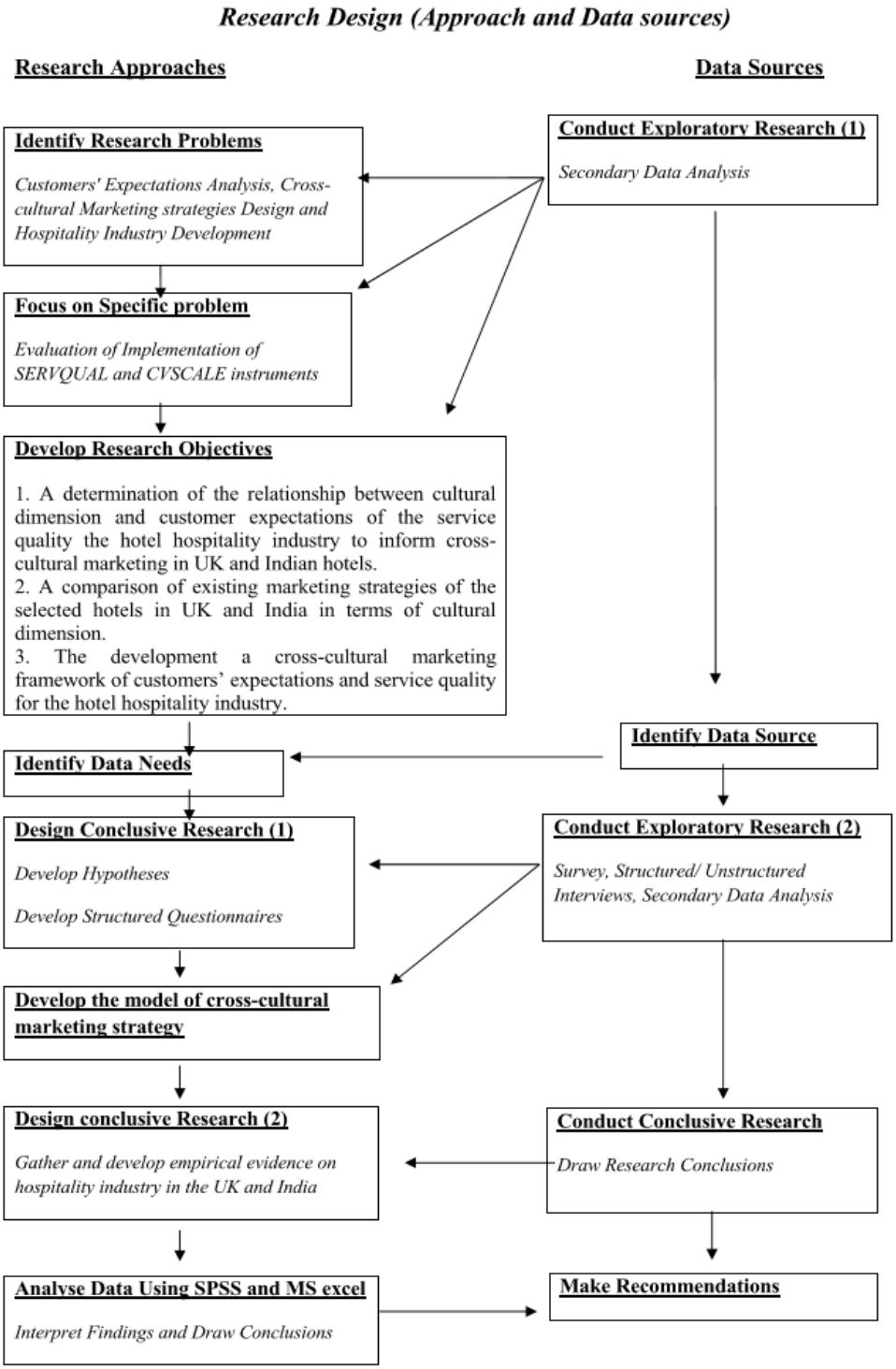


Figure 12. Research Approach and Data Source.

In this study, the researcher finds it appropriate to use the structure of the research process applied by Akwetey (2002) as it has been logically proved by the author, but with the content related to this work. Figure 14 depicts a route map connecting research aims, literature, and theories.

Exploratory research was conducted using secondary and primary data, such as structured questionnaires, surveys, structured and unstructured interviews. Unstructured interviews tend to be employed as the principal technique in exploratory research, according to Kothari (2004). Route Map Linking Research Objectives The primary data programme covered employees and managers of hotels (from 2* to 5* hotels and heritage hotels) in the UK and India and customers from different countries involved in service providing and service perception as well as cross-cultural marketing strategies developed in the hospitality industry.

Samples of interviews and questionnaires are attached (See Appendices B and C). The following hotels were visited: Hotels, Resorts, and heritage hotels in India: Taj Santa Cruz Hotel, Ramada Powai, Ramada Udaipur, Ramada Navi-Mumbai, Four Seasons, Fariyas Resort, Sahara Star, Ambassador Hotel, Royal Retreat Resort, Sai Palace, Amet Haveli Udaipur. Hotels and Heritage Hotels in London, UK: Taj Hotel, Millennium Gloucester, Hilton T5, Copthorne Tara, Renaissance Hotel, Marriot Hotel, Best Western Park Grand, Radisson Blu.

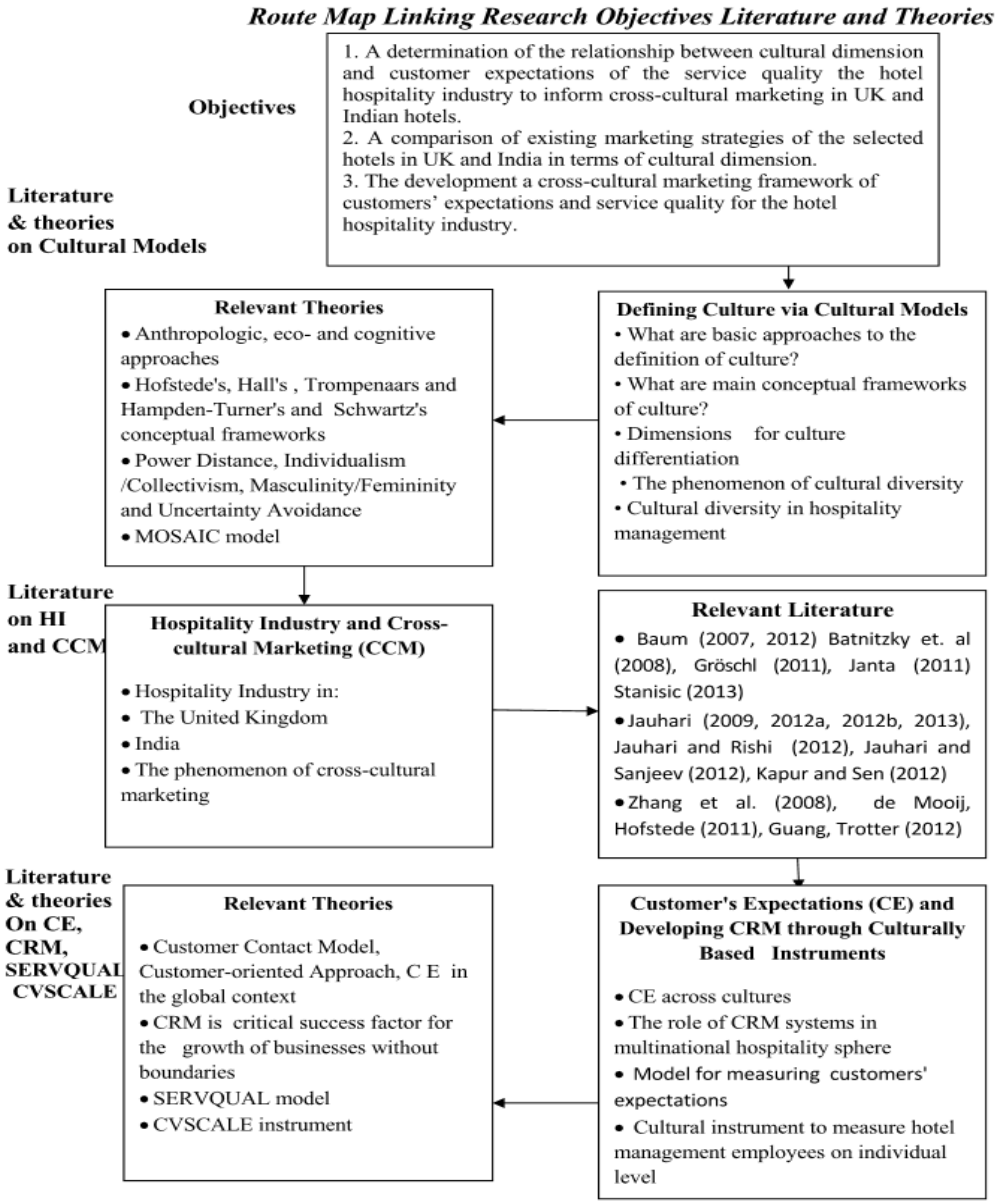


Figure 13. *Route Map Linking Research Objectives Literature and Theories.*

4.5.1 Hypotheses Development.

Malhotra (1996) has stated that qualitative research is generally employed to formulate hypotheses and identify variables for inclusion in subsequent research. This denotes the researcher's preference for creating a research approach that accords with the easy identification of relevant variables that relate to the particular topic in question (Akwetey, 2002).

4.5.2 Independent Variables.

The independent variables are those over which the researcher can exercise jurisdiction. In the research environment, this may involve the manoeuvring of extant variables, for example by altering current instruction methods, or the introduction of novel variables, for example by embracing a completely fresh method in some sections of a class. Irrespective of the precise case, researchers anticipate that independent variables will impact or have a relationship with dependent variables. The independent variables comprise:

Customers' Expectations (service perception is measured by the SERVQUAL)

Management's Involvement / Performance-based on Five dimensions of culture by Hofstede (values, beliefs, norms) measured by the CVSCALE.

SERVQUAL and CVSCALE are both employed as principal instruments in the design of data collection and the analysis of its results.

4.5.3 The Dependent Variable.

The impact of the manipulation or introduction of independent variables is demonstrated through the use of a dependent variable, which is: Cross-cultural marketing in Hospitality (India, UK)

The outcome of the research (fixed in the model) is a new cross-cultural marketing strategy based on customers' backgrounds and efficient CRM performance in CCM in hotel hospitality (India, UK).

4.5.4 Hypotheses.

The below are the hypotheses guiding the research:

H1. Customers' expectations of service quality perception are self-same for customers belonging to different cultures.

H2. Customers' expectations of service quality perception are unlike for customers belonging to different

cultures.

Adopting these hypotheses permits the addressing of the first two research questions:

(1) What are the expectations of the customers from the service provider? (2) What is the interrelation of customer expectations and cross-cultural marketing in the hospitality industry? SERVQUAL, or the conceptual model of service quality, was the creation of Parasuraman (1985, 1994). Since its inception, SERVQUAL has been employed in the assessment of hotel services amongst customers of diverse cultural origins.

Thus, H1 and H2 hypothesis statements have been examined through comparative analysis of responses given by respondents after their stay at the Indian and UK hotels. Testing has covered reactions to the survey's questions related to five elements of the SERVQUAL scale: Reliability, Responsiveness, Assurance, Empathy, and Tangibles, and the data were analysed using the SPSS software (version 23). Verification of the Reliability element has been carried through contrasting and comparing responses to the statements from the questionnaire: 7th, 9th, $12^{th, and}$ 18th.

H3. Managers and employees with different cultural backgrounds behave the same in hospitality service performance.

H4. Managers and employees with different cultural backgrounds behave unlike in the hospitality service performance.

Primary data regarding service performance in the hotels were collected to identify the role of the diverse cultural backgrounds of employees and managers in the hospitality industry and to investigate the cross-cultural marketing strategy in the selected hotels in terms of service quality. These two hypotheses address the research question (3) what is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy? Responses regarding Indian and the UK's hospitality in general and peculiarities of the service provision and special arrangements for customers with different cultural/ethnic backgrounds and employment of expatriate managers, in particular, is expected to reveal that culturally diverse management is effective when overcoming barriers in communication with culturally various customers and sharing ideas for hospitality boost. Ethnically dissimilar hotel staff is expected to be more sensitive to customers of diverse cultures and religious beliefs. It is expected that having expatriate managers and employees in the hotel team positively affects different constituents of the hospitality business and provides its growth.

These hypotheses are expected to obtain a thorough awareness of diverse customers is in the hotel team of the Indian and UK hotels based on the SERVQUAL scale and examination of the service performance

by culturally unlike hotel teams in the UK and India measured in the framework of the CVSCALE model. This will address the fourth research question. How will the data comparison of two countries establish an effective marketing strategy/model in the hospitality industry? On the data comparison of the two countries (India and the UK) in order to establish effective cross-cultural marketing (CCM) strategy in their hotel industries.

- CVSCALE will be used to measure service quality by conducting interviews and short surveys with managers and employees.

  The second source of primary data is the survey based on 26-items of the CVSCALE metric which dates back to Hofstede's five (5) dimensions of values, beliefs, and norms: power distance (PDI), individualism (IDV) versus collectivism, uncertainty avoidance (UAI), masculinity (MAS) versus femininity, and long-term versus short-term orientation (LTO). Whilst semi-structured and unstructured interviews possess a similar baseline, their contexts are invariably less rigid.

- SERVQUALE will be used to measure customers' expectations and satisfaction levels by conducting close-ended questionnaires.

  The survey was administered using structured interviews which conformed to the concepts of reliability, responsiveness, assurance, empathy, and tangibility, wherein twenty-two questions were asked to construe the influence upon perceived service quality of customer expectations in the hospitality sector. The hypotheses listed above are statistically tested in Chapter 6.

4.6 Justification of the Methodology.

The research topic seeks to explain how cross-cultural marketing impacts the hotel industry in general and the hotel in India and the United Kingdom in particular. Due to the scientific element of the data collection approach, the researcher found it necessary and appropriate to use a positivist's research philosophical approach to the study. Likewise, in order to achieve the principal goals of the research, it was necessary to employ qualitative and quantitative methods (see Chapter 1).

Justification of the mixed methods application has been associated with the quantitative approach of the SERVQUAL surveys based on structured (close-ended) questionnaires and qualitative in-depth interviews and short survey with managers and employees for the CVSCALE instrument that involve both open-ended and closed questions with five Hofstede's cultural dimensions' analysis and comparison.

The “point of interface” defined by Guest (2013) and Morse and Niehaus (2016) and “the point of integration” determined by Schoonenboom and Johnson (2017) as the result of bringing qualitative and quantitative constituents together has been the justification of an accurate study based on mixed methods.

Interconnection of quantitative customers’ survey results (SERVQUAL) and qualitative analysis of findings obtained in the interviews with hotel managers and employees (CVSCALE) has proved the idea of using “qualitative data to *illustrate* a quantitative effect” (Schoonenboom and Johnson, 2017). So that, interpretation of the interviews with the hotel staff for the CVSCALE model (qualitative approach) develops and substantiates quantitative data received in order to determine the SERVQUAL parameters. The convergence of qualitative and quantitative final results makes the triangulation design of this research. Operating by the definitions given by Johnson and Christensen (2017) the process of mixed methods research has always had sequential character. Thus, the current research is characterized by quantitatively driven sequential design (Johnson, Burke, and Christensen, 2017, p. 478): quantitative data supported and reinforced by qualitative data interpretation.

4.6.1 Limitation of the Research Design.

As detailed by Cooper et al. (2006), there are several limitations of the survey method that the researcher took precautions to avoid. The first limitation occurs when the pertinence of the collected data becomes obscured by an emphasis on coverage range, thereby neglecting the implications of the data in relation to the principal research questions. This was avoided with the tried and used scales used. The second limitation is that the data collected is likely to lack details or depth to inform the research questions. However, basing the questions on germane marketing strategy theory and the context-specific to the research ensured that this problem did not arise. The final limitation is the lack of adequate response. But this was controlled by the constant follow-up to ensure a higher response rate.

There are other limitations of the survey method. It can be time-consuming to collect and analyse data. Moreover, there might exist a threshold for the number of questions of which a questionnaire ought to comprise. The mixed-methods design of the study predetermines the implementation of structured, semi-structured, and unstructured interviews because collecting data through the interviews provide the basis for qualitative and quantitative data analysis.

The interview method also has several limitations, as mentioned by Saunders (2009). The first is gaining access to the relevant people such as experts and the people actually experiencing the phenomenon being investigated. The researcher was in a position to have the right people because of his experience in the hotel hospitality industry and his network connections.

A second disadvantage is a limited time available to conduct the interview, as interviews have busy schedules. The researcher practised the interviews to ensure that all the questions could be covered in the available time. In addition, it is possible that an interview will produce copious quantities of information which the researcher must then distil in order to isolate any pertinent patterns. This was addressed by using appropriate coding to structure the data to produce themes that could be used to develop theoretical constructs. Overall, the research findings are limited to the extent of the limitations of the survey and interview methods outlined above.

4.6.2 Ethical considerations.

According to Saunders (2009), research ethics denote those conduct standards according to which researchers model their behaviour.

For the purposes of the current study, the researcher is guided by Cardiff Metropolitan University's ethical guidelines throughout the conducting of the study. This specific code emphasises ethical and ethical research conduct, thereby acting as a benchmark for behavioural norms and directing the researcher away from the contravention of required standards. As has been stated by Bell and Bryman (2007), ethical codes are frequently conceived in rather intangible frames of reference. Thus, the standards applied during the current research are more explicitly specified here:

The researcher will agree to the contract terms in relation to interview subjects, in this case, hotel customers and hotel management, with the hotels in which the survey is to be conducted.

Cardiff Metropolitan University's pro forma consent letter will be dispatched to all customer participants and participating hotels. This will inform all concerned of the researcher's identity, the degree programme being followed by the researcher, the research topic, the objectives of the research, the sample size, and the methods by which primary data will be collected, which in this case comprise questionnaires and interviews.

Each questionnaire will be accompanied by a written consent form. In addition, subjects will be verbally informed regarding the substance and objectives of the research. Explicit consent will be obtained from each participant, who will then be made aware of their right to withdraw said consent and participation in the project at any stage.

The anonymity and privacy of all research participants and the confidentiality of their responses are guaranteed. All subjects will be informed that their data is to be used only for academic research and will be appropriately disposed of upon the conclusion of the research project.

4.7. Conclusion.

This chapter comprises a detailed assessment of the research design and methodology employed in this study. Significantly, by utilising deduction and induction the mixed quantitative and qualitative approach was enriched. This was also discussed in this chapter. These approaches are aimed at enhancing the appropriate and effective use and response to the research questions, and how efficiently they influence data collection.

The various research methodological approaches used in the research have also been discussed. Moreover, rationalisation of the chosen methodology has been completed and the relevant ethical issues addressed.

The following chapter discusses the data analysis process and is attended by a defence of the research strategies employed which will assist in the analysis of the interaction between the independent and dependent variables and the developing and testing of the research hypotheses.

Chapter 5: Findings and Analysis

5.1 Introduction.

This chapter presents the analysis of data accompanied by the interpretation of the research findings. The findings correlate with the research questions that the study focused on expectations of the customers from the service provider; interrelation of customers' expectations and cross-cultural marketing in the hospitality industry; interconnection between cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy; the data comparisons of India and the UK to establish an effective marketing strategy/model in their hotel industries.

In order to achieve the research objectives primary data were collected on two levels: customers' level and at the level of the hotel management/ employees. The data collection had two phases: 1) data collection in Mumbai, Navi-Mumbai, Udaipur; Pune (India); and 2) data collection in London (UK).

The data analysis is presented in two main sections: (1) The qualitative analysis and findings and (2) The quantitative analysis and findings. The qualitative analysis is further divided into two sub-sections. The first sub-section involves open-ended questions to which respondents gave open answers. The second sub-section which relates to the qualitative analysis is based on closed questions using CVSCALE. The analysis of behaviour/service performances of the employees and managers and similarities/differences in customers' expectations helps to design a cross-cultural marketing strategy in a culturally oriented hospitality industry.

5.2 Findings obtained on customers' level.

5.2.1 The SERVQUAL model as the way to get customer's level data.

136 surveys were distributed based on the SERVQUAL model to evaluate the expectations of selected hotel customers in terms of service quality in the hotel hospitality industry. 69 surveys were handed in and collected in the UK and 67 in India. The preparatory stage of the survey consists of 15 questions: 9 questions with selective response options (1, 2, 5, 6, 10, 11,

12, 14, and 15); 2 questions with open answers (7, 8) and 4 questions with mixed answers (3, 4, 9, and 13 are selective options and additional open responses). The main part of the survey's content consists of 28 items based on the SERVQUAL's determinants: Reliability, Responsiveness, Assurance, Empathy, Tangibles.

Questions are measured with a five-point Likert scale ranging from "Strongly disagree" (1) to "Strongly agree" (5) and aim to estimate the service components (the list of questions is attached in Appendix C). The final part of the surveys includes the suggestion to indicate the expectations from the hotels/ service provider/s (in a free manner). It is mandatory to fix the name, the country, and the date of the locations of the surveys so that the surveys have individual characters and meets the needs of verification.

5.2.2 Results and interpretation of customers' surveys

Demographic Details Data was obtained on the level of customers who have had the experiences of travelling to India and the UK, their education, occupation, and marital statuses. The demographic details are shown in Table 3 and their travel details in Table 4 of the 136 respondents.

Table Showing Demographic Details of Respondents.

Table 3. Demographic Details of Respondents.

Demographic details of the respondents		Total	India	UK	
Base		136	67	69	
Gender	Female	50%	45%	55%	
	Male	50%	55%	45%	
Age group (In Yrs.)	18-24	17%	13%	20%	
	25-34	38%	37%	39%	
	35-44	28%	22%	33%	
	45-54	9%	10%	7%	
	55-64	2%	4%	-	

	65 or above	6%	12%	-	
Marital Status	Single	45%	48%	42%	
	Married	42%	40%	43%	
	Other	13%	12%	14%	
Occupation	Executive/manager	17%	16%	17%	
	self-employed	13%	15%	10%	
	White collar	25%	24%	26%	
	Student	23%	15%	30%	
	Others	23%	30%	16%	
Education	Bachelor's degree	53%	58%	48%	
	Master/Doctorate	29%	22%	36%	
	Non-graduates	18%	19%	16%	

Table 4. Travel details of the respondents.

Travel details of the respondents		Total	India	UK
Base		136	67	69
Frequency of stay at hotels	Less than once a year	7%	4%	9%
	Once a year	18%	9%	28%
	Twice a year	26%	22%	30%

	Thrice times a year	10%	13%	7%
	Four times a year	10%	9%	10%
	Five times or more a year	28%	42%	14%
	Not specified	1%	-	1%
The main purpose to visit	Cultural tour	6%	10%	1%
	Educational tour	20%	4%	35%
	Holidays	28%	28%	28%
	project/ tourist	1%	-	3%
	Tourist	43%	54%	33%
	Tourist, Cultural tour	1%	3%	-
Length of stay	1 week	23%	10%	35%
	2 week	26%	31%	22%
	3 week	15%	24%	7%
	4 week	8%	10%	6%
	More than month	27%	24%	30%
Source of awareness	Self-search	76%	81%	71%
	Hotel portal	14%	10%	17%
	Promotion	10%	7%	12%

	Other	1%	1%	-

Demographic Details: Home Countries of Customers Travelled to India.

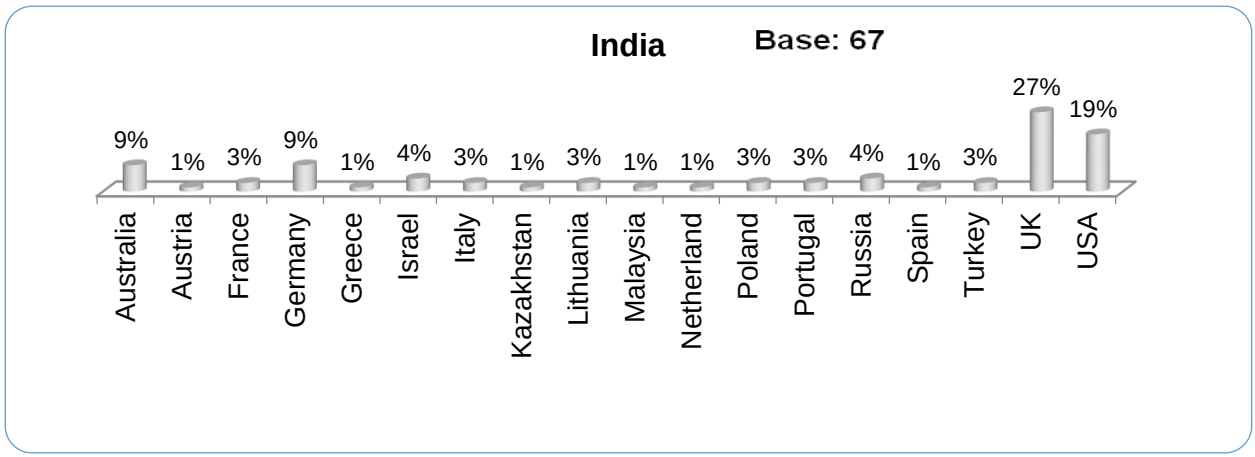


Figure 14. Demographic details: Home countries of customers'.Travelled to India.

The demographic details of respondents Customers who Travelled to India their religious and cultural beliefs are significant to this research. Customers from 18 different countries travelled to India and stayed in the hotel's studies. (The UK considered by country of origin, as a country as some respondents did not state exactly which state of the commonwealth they came from) have travelled to India.

The greater number of respondents comes from the UK−27%; the least percentage of respondents which form 1% of the total were visitors from 6 other countries: Austria, Greece, Kazakhstan, Malaysia, the Netherlands, and Spain. 19 % of respondents come from the USA; the same ratio of 3% was from France, Italy, Lithuania, Poland, Portugal, and Turkey. The percentage of respondents from Israel and Russia was 4 % and 9 % were from Australia and Germany. Customers from 29 countries (the UK considered by country of origin, as a country as some respondents did not state exactly which state of the commonwealth they come from) have travelled to the UK, London.

Demographic Details: Home Countries of Customers Travelled to the UK.

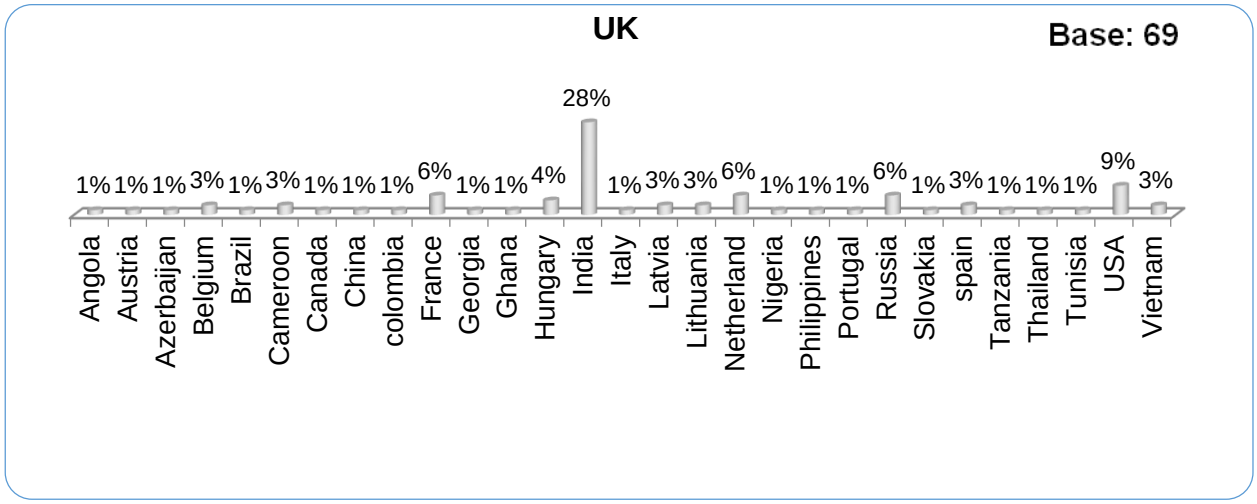


Figure 15. Demographic details: Home countries of customers'.Travelled to the UK.

The highest percentage of respondents come from India–28 %, the lowest ratios (1 %) were from other countries: Angola, Austria, Ghana, Italy, Slovakia, Tunisia, etc. 9 % of respondents were from the USA; the identical ratio of 3 % was from Belgium, Cameroon, Latvia, Lithuania, Spain, and Vietnam accordingly. The proportion of respondents from Hungary is 4 % and 6 % were from France, the Netherlands, and Russia. Comparative analysis of questionnaires reveals the vast territorial diversity of respondents' home countries. However, significantly more were from the UK. Ethnicity was stated by respondents themselves so that in a few cases ethnicity has been identified and fixed in the questionnaires as well as religion, race, or affiliation with the Indigenous people of the area. In total 34 different ethnic backgrounds ('not specified' inclusive) were revealed through data analysis of customers who travelled to India.

Identification of Ethnicity: Indian Customers.

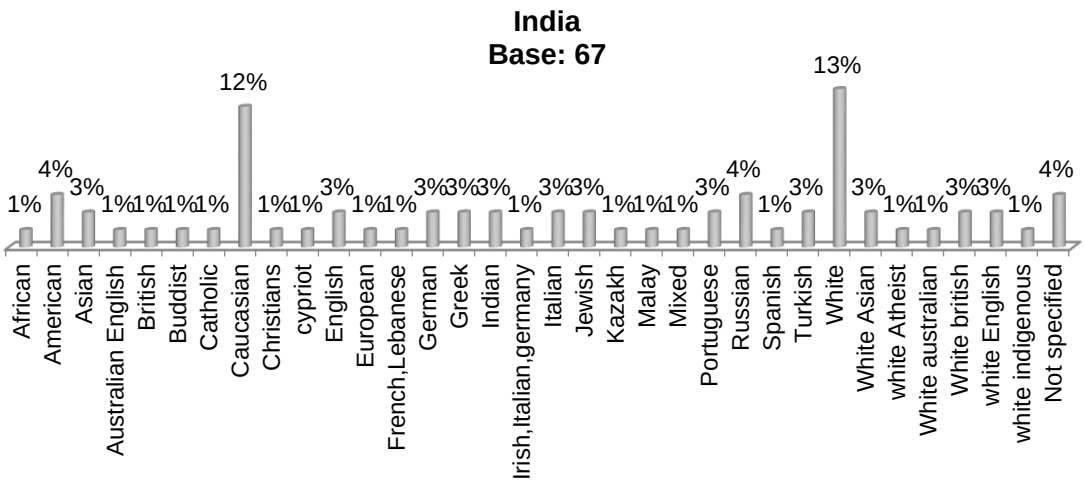


Figure 16. Identification of Ethnicity: Indian customers.

The bar graph in Figure 17 reveals the highest percentage of respondents identified themselves as white– 13% and 12% as 'Caucasians'. The following difference is significant: Americans and Russians represent 4 % respectively, same as respondents whose ethnic backgrounds have not been specified. The equal ratio of 3 % represents Asians, the English, Germans, Greeks, Indians, Italians, the Jewish, the Portuguese, and the Turks accordingly.

The researcher marks as quite significant the fact that three groups of respondents– 3 % each have identified themselves as the white Asian, the white British, and the white English, while there are separate groups identifying themselves as Asians (3 %), the English (3%) and the British (1 %).

The lowest percentage of 1 % was composed of 17 groups of respondents: Africans, white Indigenous, Australian English, white Australian, European, mixed, Buddhist, Catholic, Christian, etc. are among them. Data analysis of customers who travelled to the UK revealed 25 ethnic identities ('not specified' inclusive).

Identification of Ethnicity: Customers visited the UK.

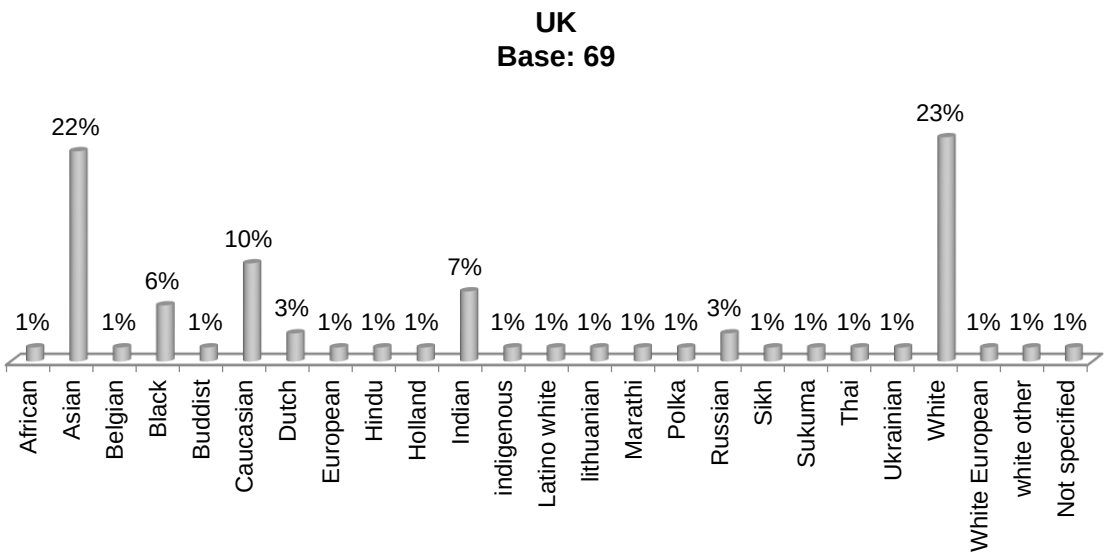


Figure 17. Identification of Ethnicity: Customers visited the UK.

The maximum percentage (23 %) identified themselves as white. As has been stated before in the discussion of the Indian data, the characteristic of 'white' is present in three other groups: white European, Latino white, and white other that make 1 % each accordingly. Asian customers record significant percentages - 22 %. The following divergence with the next group: Caucasian (10 %) is quite substantial–12 %, while black respondents (6%) and Indians (7 %) are not noticeably different. An equal ratio of 3 % has been made by the Dutch and Russians, respectively.

A minimum of 1% of respondents belonged to 18 different ethnic groups: Belgian, Hindu, Marathi, Thai,

Buddhist, not specified, etc. have been mentioned in this row. The researcher has stated previously that religion and belief along with ethnic background influence the cultural values of individuals (see Chapter 1). Consequently, the question about respondents' religions or beliefs has been included in the questionnaire. Data analysis of customers who travelled to India has shown 10 various identities of religions and beliefs.

Identification of Religion or Belief: Customers who visited India.

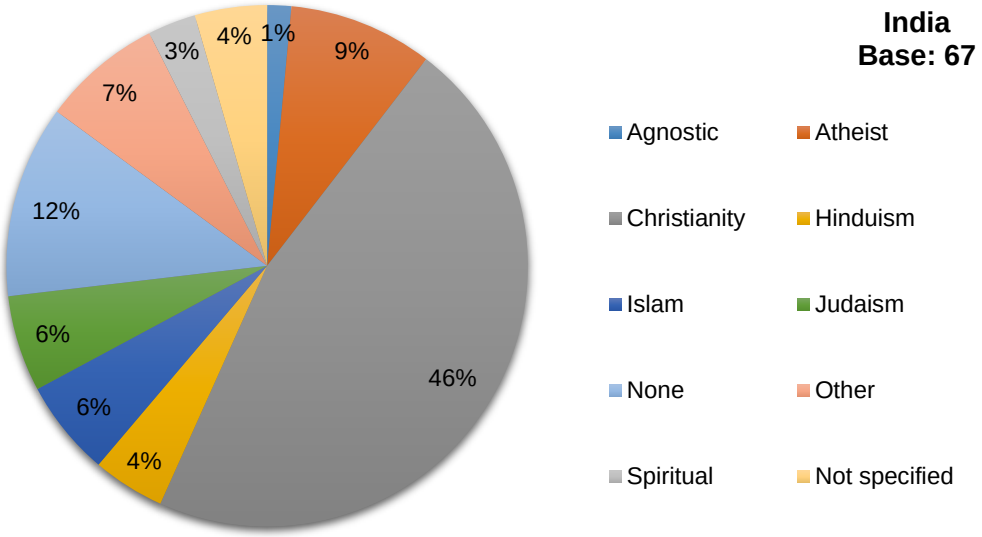


Figure 18. Identification of Religion or Belief: India.

The highest percentage–46% identified their religion as 'Christianity.'

The ratios of 12 % were respondents with no religion or belief. Atheists made 9 % of all responses. 7 % of respondents gave the answer 'other' which may mean their own comprehension of the notion of religion. The percentage of 6 % is relevant to two groups of customers respectively: those whose religions are Islam and Judaism. Another two groups of visitors gave 4 % accordingly: those who believe in Hinduism and those who have not specified their religion. 3 % of customers regard themselves as spiritual.

The lowest indicator of 1 % was associated with Agnostic. Thus, the diversity of religions and beliefs identified by respondents experienced India. Christianity is prevalent in the current survey. Examination of responses given by customers who travelled to the UK has revealed 8 types of religion and belief identifications.

Identification of Religion or Belief: Customers visited the UK.

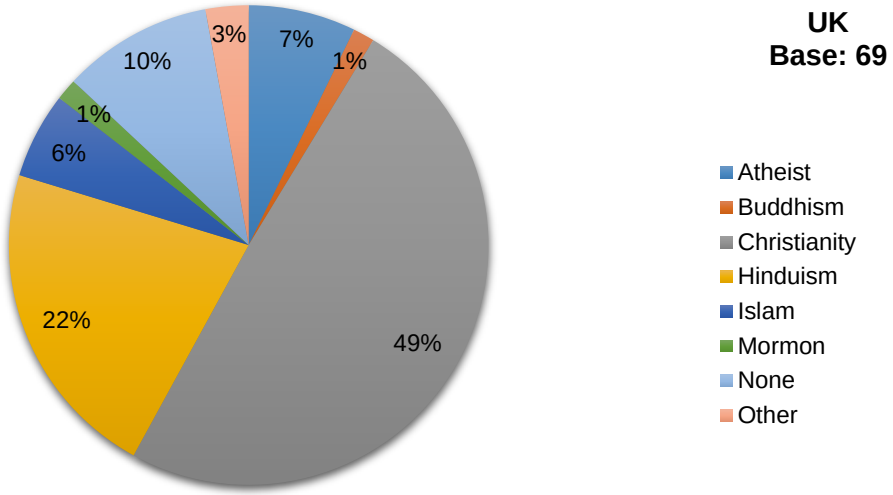


Figure 19. Identification of Religion or Belief: UK.

The largest ratio in answers−49 % was from respondents who consider themselves as belonging to 'Christianity'. Around half less (22 %) of customers identified their religions as Hinduism. 10 % of visitors stated their beliefs as none; however, 7 % of respondents (3% less) identified themselves as atheists. The ratio of 6 % was obtained by customers who belonged to Islam. Double less than that (3 %) admit their own perceptions of beliefs and have given their responses as others. Respondents who associated themselves with Buddhism and the Mormons religion gave the lowest percentages (1 %). Hence, the Christian religion dominated answers about religion and beliefs.

Overall satisfaction

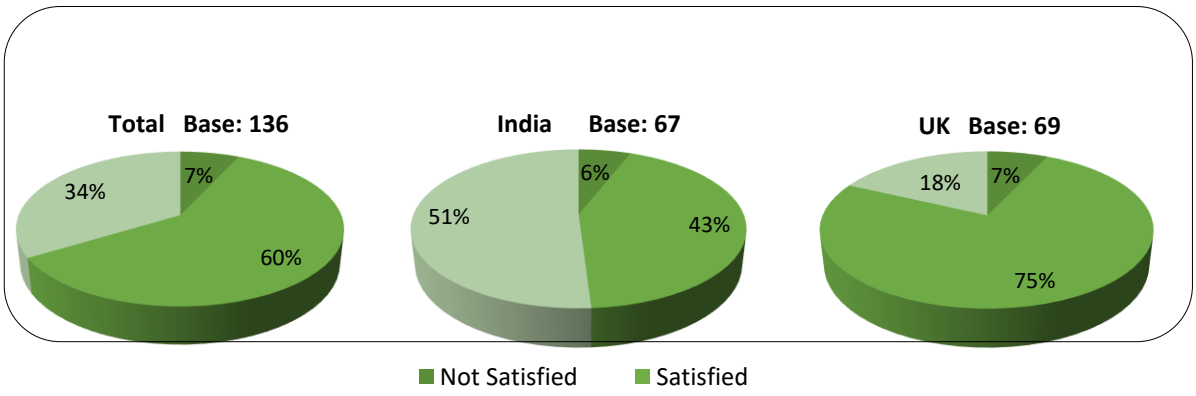


Figure 20. Overall Satisfaction.

As shown in Figure 21, on the overall satisfaction, the proportion of respondents who were not satisfied was much less across India (6%) and the UK (7%), whereas the proportion of very satisfied respondents was considerably higher for India. It is 51% for India and 18% for the UK. To understand whether there are significant differences in the overall satisfaction of customers in India and the UK, the research carried out an independent t-test using SPSS. The satisfaction scale is rescaled to a 3-point scale where 'very satisfied' represents 3, 'Satisfied' is 2, and 'Not satisfied' is 1. The assumptions for independent t-test are as follows:

- Independent and identically distributed variables (or, less precisely, "independent observations")
- The dependent variable is normally distributed in both populations.
- Homoscedasticity: the variances of the populations are equal.

The result of the independent t-test is as shown below:

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
Overall satisfaction scaled	India	67	2.4478	.61011	.07454
	UK	69	2.1014	.48945	.05892

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall satisfaction scaled	Equal variances assumed	21.425	.000	3.657	134	.000	.34631	.09471	.15900	.53363
	Equal variances not assumed			3.645	126.366	.000	.34631	.09501	.15829	.53433

Figure 21. The Results of the Independent t-test.

1. The first line ("equal variances assumed") assumes that the Homoscedasticity assumption of equal variances has been met.

2. If this assumption does not hold, the t-test results need to be corrected. These corrected results are presented in the second line ("equal variances not assumed")

3. The assumption of equal variances is evaluated using Levene's test for the equality of variances. As a rule of thumb, if the Sig. > .05, use the first line of t-test results else use the second line of t-test results. Here in our case, as the result of .000 is less than .05, we use the second line of the t-test result.

4. The difference between the mean score of overall satisfaction on a 3-point scale between India (2.44) and the UK (2.10) is around 0.34.

5. Here 2-tailed p-value is .000 which is less than .05; hence we reject the hypothesis that overall

satisfaction in India and UK are the same, which means there is a significant difference in the overall satisfaction of customers in India and the UK.

Survey's SERVQUAL content analysis

Outcomes of the research based on service evaluation in Indian and UK hotels according to the five dimensions of the SERVQUAL scale were represented through the most informative statements in the questionnaire that correlate with Reliability, Responsiveness, Assurance, Empathy, and Tangibles. Hence, a comparative analysis of data obtained from customers estimating the service in India and the UK shows a significant divergence in reactions to particular questions associated with the SERVQUAL as shown in Figure below.

Questionnaires comparison: SERVQUAL scale

Mean on SERVQUAL: 1 to 28 (Average score out of 5)

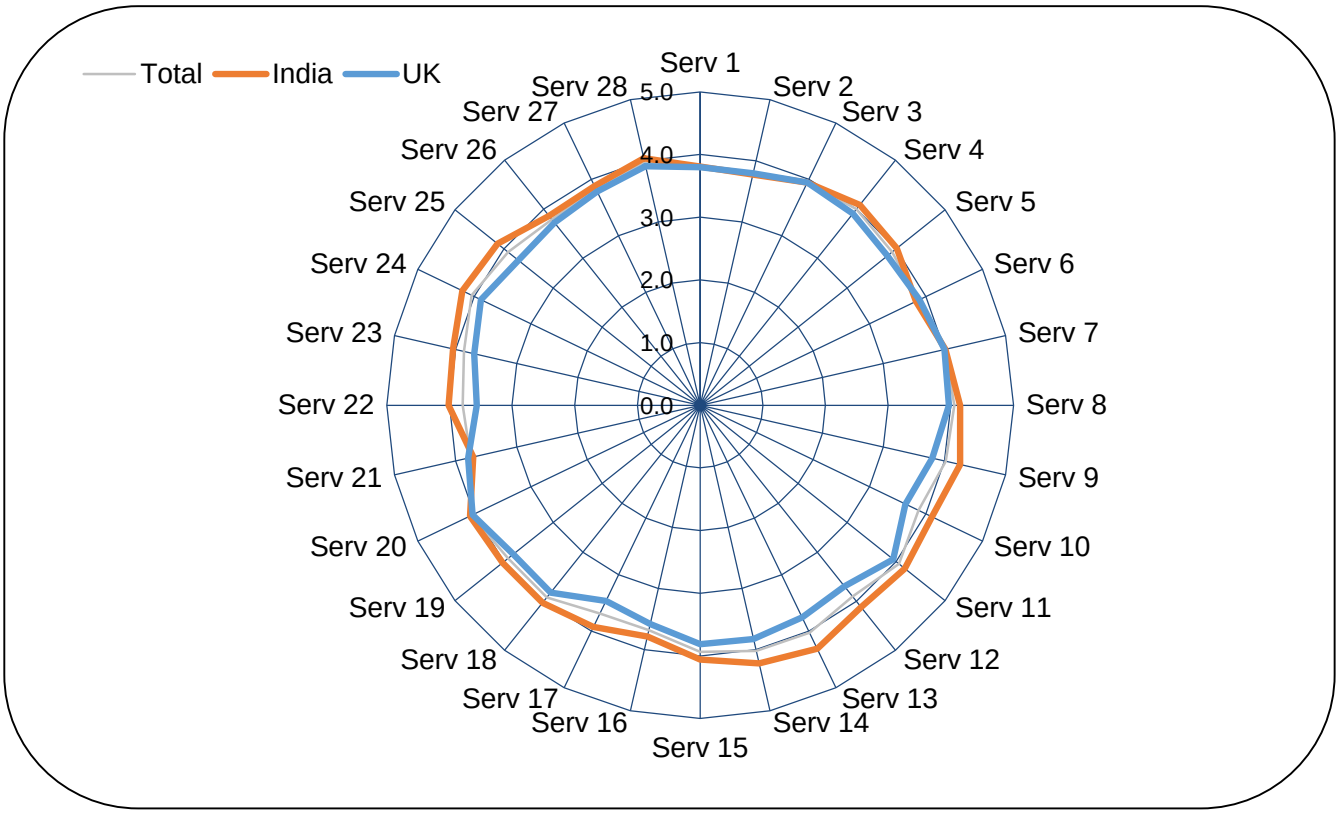


Figure 22. Questionnaires comparison: SERVQUAL scale.

Across the service quality parameters, India scored comparatively higher rating in SERVQUAL 9 to 14, 17 and 22 to 25 and for others, India and UK are at par. Table 5 below gives the list of SERVQUAL statements along with the labels used in Figure 22 and along with the p-values for independent t-test by country-India and country-UK. It is then further these countries by religion and by ethnic background to see if there is any significant difference. The particular cell has been highlighted if the p-value is <0.05.

Table 5. List of SERVQUAL Statement along with the Labels

Label	Statement	p-values for Independent t-test by				
		By Country	By religion Christianity Vs Other		By ethnic background Catholic & Protestant Vs Hindu	
		India Vs the UK	India	UK	India	UK
	Overall satisfaction	.000	.454	.480	.449	.813
SERV1	The infrastructure and the facilities in the hotel are visually appealing.	.956	.817	.977	.400	.034
SERV2	Adequate facilities such as a dining room, swimming pool, business facility centres as well as rooms for carrying out events abound in the hotel.	.886	.800	.788	.974	.066
SERV3	The hotel can be proud	.991	.297	.994	.225	.004

	of hosting state-of-the-art equipment.					
SERV4	The hotel provides and tranquil and serene atmosphere to give comfort to guests.	.264	.130	.181	.386	.247
SERV5	The newly equipped equipment seldom breakdown.	.202	.197	.769	.059	.496
SERV6	There are up-to-the-minute services throughout the hotel premises. (Soap, shampoo, towel, linens, kettle, etc.)	.702	.408	.771	.250	.065
SERV7	The hotel food boasts of being prepared under the best hygienic conditions.	.918	.356	1.000	.659	.011
SERV8	The hotel has good and neat grooming services. (as uniforms)	.241	.471	.602	.416	.290
SERV9	The hotel always keeps to its promise of good services.	.003	.176	.805	.596	.889
SERV10	Services in the hotel are provided and kept on time.	.003	.507	.938	.302	.230

SERV11	There are good and efficient employees in the hotel.	.104	.320	.778	.462	.623
SERV12	The hotel keeps to its promised times.	.005	.324	.851	.719	.857
SERV13	The hotel employees are extremely cooperative.	.000	.612	.103	.462	.476
SERV14	Hotel servers are always available when needed.	.007	.595	.791	.450	.681
SERV15	The hotel has a history of good record keeping. (Reservations, guest records, bills, orders, etc.)	.090	.395	.912	.253	.111
SERV16	Compensations a paid to complaining guests for inconveniences experienced.	.184	.478	.187	.574	.278
SERV17	The hotel employees work flexible hours and are always available.	.002	.647	.170	.297	.435
SERV18	The hotel services are consistent. (providing the same service and	.149	.279	.043	.247	.023

	associated materials every time)					
SERV19	The hotel has knowledgeable and helpful employees to cater to the needs of guests (attractions, shopping, museums, places of interest, etc.)	.154	.027	.639	.596	.779
SERV20	The hotel employees are friendly.	.766	.010	.559	.736	.880
SERV21	The hotel has employees who attend to guests with special needs (necessary arrangements made for the disabled)	.618	.091	.978	.699	.934
SERV22	The hotel gives personalised guest attention to guests.	.004	.208	.102	.606	.190
SERV23	The hotel hours are mostly convenient to guests.	.027	.241	.343	.960	.452
SERV24	There is good and efficient security at the hotel	.018	.245	.022	.838	.073

SERV25	Guests are made to gain the employees' confidence during their stay at the hotel	.002	.334	.328	.953	.100
SERV26	The hotel employees are mainly professionals (occupational skills, foreign language, communication skills, etc.)	.377	.481	.135	.909	.156
SERV27	The hotel has easy access (transportation, car parking area, etc.)	.548	.142	.478	.951	.489
SERV28	The hotel has adequate information Communication and Technology gadgets for guests to use during their stay.	.395	.105	.266	.099	.645

Source: Adapted Akbaba, 2006.

For India, along with overall satisfaction, there is a significantly higher rating compared to the UK for the following SERVQAUL parameters:

1. The hotel always keeps to its promise of good services.
2. Services in the hotel are provided and kept on time
3. The hotel keeps to its promised times.
4. The hotel employees are extremely cooperative.

5. Hotel servers are always available when needed.

6. The hotel employees work flexible hours and are always available.

7. The hotel gives personalised guest attention to guests.

8. The hotel hours are mostly convenient to guests.

9. There is good and efficient security at the hotel

10. Guests are made to gain the employees' confidence during their stay at the hotel.

The quantitative discussion part of the study underlines the following observations. The respondents of other religions in India have a higher rating for the following parameters compared to Christianity:

1. The hotel has knowledgeable and helpful employees to cater to the needs of guests.

2. The hotel employees are friendly.

Respondents of other religions in the UK have higher ratings for the following parameters compared to Christianity:

1. The hotel services are consistent.

2. There is good and efficient security at the hotel.

Regarding ethnic background, Hindu respondents in the UK have higher ratings for the following parameter compared to Catholics & Protestants:

1. The infrastructure and the facilities in the hotel are visually appealing.

2. The hotel can be proud of hosting state-of-the-art equipment.

3. The hotel food boasts of being prepared under the best hygienic conditions.

4. The hotel services are consistent.

There is no significant difference between the religions of Christianity and others as well as between ethnic background religions such as Catholic-Protestant & Hindu for the remainder of the parameters.

5.3 Findings obtained on the level of the hotel management regarding employees in India and the UK.

5.3.1 Interviews with hotel managers and employees: the way from cultural dimension to cross-cultural marketing strategy.

31 interviews accompanied by the CVSCALE surveys were designed to analyse the interrelation of customer expectations and cultural dimension in the hotel industry as the segment of cross-cultural marketing in the UK and India, to investigate the cross-cultural marketing strategy in the selected hotels in terms of service quality in the UK and India. 10 interviews and surveys were handed into the hotel managers and employees and collected in the UK; 23 were collected in India. All interviews have been audio recorded with the time duration ranging from 20 minutes to 60 minutes (the list of questions is attached in Appendix B).

5.3.2 Findings were obtained in the interviews with hotel managers and employees in India.

23 respondents (different types of managers' designation such as Assistant Front Office Managers, Directors of Sales and Marketing, Event and Meeting Managers, Regional Director of Sales, Directors of Housekeeping, Director of Sales & Marketing, Marketing Managers, Revenue Manager, General Manager, Catering Sales Manager, Resort Manager, Sales & Operation officer) and the owner took part in the interviews. Heritage, three-star, four-star, and five-star hotels were selected. Heritage hotel: "AMET Haveli" (Udaipur); Three-star hotel: "Sai Palace Hotel" (Mumbai); four-star hotels: "The Ambassador" (Mumbai), "Ramada" (Udaipur), luxury resorts among them: "The Royal Retreat Resort & Spa" (Udaipur); five-star hotels: resort hotel "Fariyas Hotel Lonavala" (Pune), "The Oberoi &Trident Nariman" (Mumbai), "Four seasons" (Mumbai), "Sahara Star" (palace), "Taj Santacruz" (Mumbai), "Ramada Navi" (Navi-Mumbai).

Statistical Details: India

Survey Details- India.

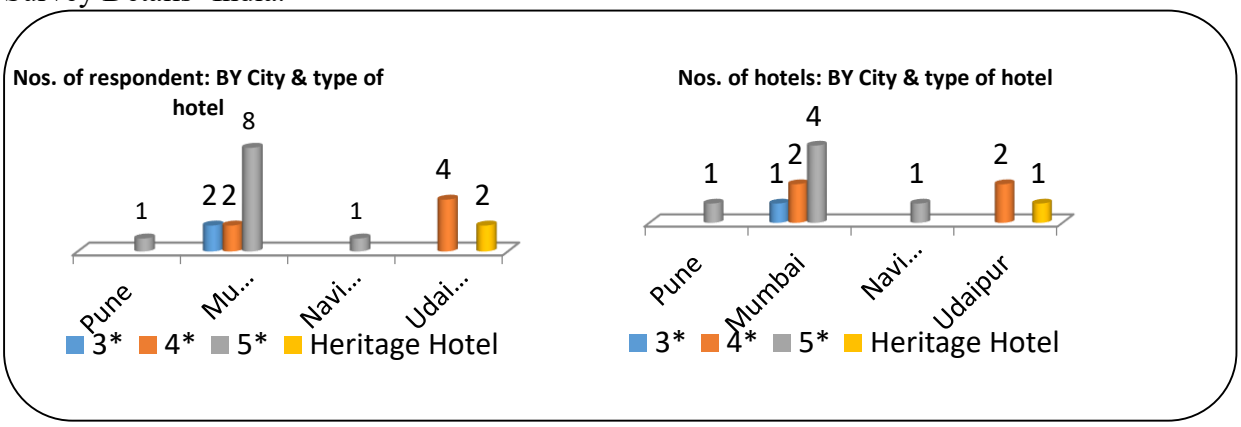


Figure 23. Statistical Details of India.

Content and discourse analysis of answers obtained during the interviews is as follows.

Q1. Do you operate a cross-cultural marketing department in your hotel?

Results show rather low awareness of cross-cultural marketing content: *"I will be needing a clarity into this when you say cross cultural marketing, what it is? As such if you say in terms of designating a cross-cultural marketing department in the hotel."* (Hotel Manager, Sahara Hotel, Mumbai). Though 8 respondents did not answer this question, it is possible to make the conclusion that rather low awareness of cross-cultural marketing content predicts non-existence of the cross-cultural marketing department in the hotels despite their types and locations: *"We don't have a separate cross-cultural marketing department in our hotel"* (Resort and Hotel Owner, Ramada, Udaipur). Despite the fact that a number of respondents gave negative answers to this question and there is the opinion about no specific necessity of the cross-cultural marketing department in the hotel: *"Cross-cultural marketing is sort of marketing so better this question should go to marketing department but if you ask in employee wise we have different cultures, people working from different background"* (Four Seasons Hotel, Mumbai), the hotels confirm the cross-cultural market involvement: *"Yes, we do operate cross culture marketing with most tourists, especially, during a season time "* (General Manager, Royal Retreat, Udaipur).

There is divergence in answers. The general content of responses is divided into seven groups: 1) negative reaction; 2) association with another department; 3) possession of cross-cultural marketing; 4) definite manager's (marketing manager) responsibility; 5) encouragement of having cross-cultural marketing department; 6) running cross-cultural market; 7) not answered. The researcher has noticed the capacity on the individual level exceeded customers' expectations in every organization the interviews took place in. Content analysis reveals that the difference in answers is more prominent in hotels of Mumbai (groups of answers number 1, 2, 3, and 5 are presented) and Udaipur (groups of answers number 1, 4, and 6 are obtained). Thus, the findings show that 4-star hotels operate cross-cultural markets that predetermine their work encouragement while the existence of cross-cultural marketing is associated with another department in 5-star hotels.

Q2. How effective is it to have cross-cultural marketing in the hotel?

Content analysis of respondents' answers revealed that mostly all the respondents agree with the positive effects of cross-cultural marketing of business: "*It will increase the business. Basically, it will increase the footfall from different-different places/countries*" (Ramada, Navi-Mumbai).

Consideration given to customer ratio both of Indian and foreign customers; the purpose of visit as in the case of heritage places respondents think that customer is visiting the place to explore the tradition or culture of the target country; existing world-wide trends to know whether you have been treated the same way the other customers have been treated; concern of developing a brand image for the specific

country (e.g., China, Japan).

Positive effects perceived are as follows: *"it is very beneficial…. approaching a different type of a mass. That opens more doors for us... will attract a lot of business for us... new idea and new horizon open to us"* (Sahara Hotel, Mumbai). They assist in attracting or encouraging people of different cultures to visit the country and the hotel; better productivity in terms of occupancy: increased footfall and extended customer base; hotel business growth; cross-cultural communication and understanding of people with different cultural backgrounds and other cultures; increased customers' satisfaction either by exceeding customers' expectations or at least meeting customers' needs.

Respondents' answers reveal six groups: 1) positive reaction (the most numerous group). The ratio of respondents in the rest of the four groups is equal; 2) no comprehension; 3) non-existence of cross-cultural department; 4) effective due to requirement; 5) no possible appliance; 6) not answered. More pronounced divergence is noticed in Udaipur.

Q3. How does cross-cultural marketing affect your business marketing strategy?

Discourse and content analysis of their response outlined key ideas shared in the group. The overview shows that answers are divided into several groups: general effects of cross-cultural marketing on business strategy of the hotel: "*Definitely it will affect"* (Ambassador Hotel, Mumbai); knowledge of other cultural backgrounds will expand the outlook for hospitality business *"Sure, cross-cultural marketing will help us…. We can give the experience of our culture to the coming guests and at the same time if we can make them comfortable with some basic needs of their culture"* (Ramada, Udaipur); cross-cultural approach will affect the business strategy of the hotels in a positive way, mainly through occupancy growth; *"the moment you get into a different market, the moment you trap different culture, the moment you trap different nationality, the moment you trap different people from different countries, off course that will give us more benefits in term of making our business strategy"* (Sahara Hotel, Mumbai); ICT development of their organization as the main source of customers' attraction all over the world: "*don't think it's going to affect much……ratio is changing… you are reaching out to bigger markets. It will help. That is why we have introduced all these GDS (Digital Service Standard-* author's note*) platforms… the entire world can get connected to us. Through online media"* (Taj Santa Cruz Hotel, Mumbai); focus on different touchpoints where customer interaction is there and requirement of highly professional skilled staff which will have an impact on financial budgeting and marketing strategy: "*marketing strategies will not be hampered until and unless we really want to do it on the highly professional scale"* (Sai Palace Hotel, Mumbai).

The researcher considers the non-existence of a specific cross-cultural marketing department, low

awareness of its work in detail to have caused the inability of some respondents to express their views on the questions. The effects of cross-cultural marketing on business marketing strategy perceived by others are associated with a broad focus on various cultures in the hospitality business. Incrementally, it reckons the need to alter the business plan and business strategy considering the diversity of customers' cultural backgrounds and to increase awareness of cross-cultural marketing to influence the occupancy growth. It also predetermines the use of innovative online technologies to involve a larger market segment efficiently that implies a variety of cultures. Thus, concentration on different touchpoints where customers' interactions meet the requirements of highly professional staff will have an impact on marketing strategy and financial budgeting. Eventually, the expected result is maintaining a good relationship to convert a visitor into a loyal customer.

Q4. What role does the cross-cultural marketing department in your hotel play to satisfy your customers' needs*?*

The general awareness of the role the cross-cultural department plays in the hotel to satisfy customers' needs is in line with their existing guest-relationship or customer-relationship management department. A number of respondents believe that the main aim is to identify and satisfy customers' requirements through understanding their expectations, demands, and language. Some of them think that first of all they need to identify, understand and satisfy customers' needs (Sai Palace, The Oberoi &Trident Nariman point, Mumbai). Managers and employees admit that speaking customers' languages and having the ability to interpret guests' requirements make the fulfilment of customers' needs easier and more effective (Sahara Hotel, Sai Palace Hotel, Mumbai; Ramada, Navi Mumbai). That is why some of the respondents believe that a definite department that communicates with customers plays a very important role (Ambassador Hotel, Sahara Hotel, Mumbai; Ramada, Navi Mumbai).

Answering the questions, respondents go deeper in their responses and express the idea that customers' needs depend on their cultural belonging. They consider it as important to know visitors' culture (Amet Haveli, Udaipur); his/ her food preferences and room amenities (Ramada, Udaipur) and to work out hotels' strategies (Royal Retreat, Udaipur).

A few different points of view regarding the role of the cross-cultural marketing department have been expressed during the interview. For example, giving courtesy calls, asking about frequent feedback is considered to be highly effective (Fariyas Hotel Lonavala, Pune). Giving out "USPs" (unique selling proposition - author's note) for the client is supposed to be the department's main job (Four Seasons Hotel, Mumbai) as well as "... creating that wow factor, ... that warmth for customer" (Residency Ramada Hotel, Mumbai). Talking in general, respondents believe that the cross-cultural marketing department

should provide "prior information" and "understand the requirement of the guest"(Ramada, Udaipur), So that, it will be possible for other employees to deliver good service to the guests.

Among negative answers confirming the non-existence of the cross-cultural marketing department in the hotel, the reasons are explained by tackling the problems within the framework of cross-culture through colleagues' help, centralized network, or social media (Taj Santa Cruz Hotel, Mumbai). At the same time, the role of social media has been emphasized (Ramada, Udaipur).

Mostly the respondents have experience of existing alternative practices that play an important role to satisfy customers' needs. Hence, regular interaction to understand the level of customers' satisfaction and areas of improvement; identifying customers' needs based on their cultural backgrounds and beliefs, understanding their languages; providing prior information or preliminary requirement of a customer through different mediums for timely services provision; involving representatives of the guest such as interpreters to understand customers' needs; attention to the emphasis on the work of global sales offices through centralized networks which act as their cross-cultural departments in some organizations and using social media for cross-cultural marketing queries solving are indicated as main ideas discussed in the interview.

Q5. How much importance do you give to your cross-cultural marketing department?

Most of the managers and employees (9 respondents) admitted the extremely high level of importance that they give to the existence of cross-cultural departments in the hotels. They believe it will help them to understand the *"buying and purchasing behaviour of people from various countries and cultures"* (The Oberoi &Trident Nariman point, Mumbai). Some of them share the point of view that the activity of this department is oriented at social networks as well. The matter of business growth and cash inflow from overseas are taken into a big account. A crucial idea of a cross-cultural department's function in satisfying customers has been discussed. Consequently, it predetermines that a number of respondents consider this. They believe having the majority of foreign customers implies turning a simple cross-cultural connection into an operating cross-cultural marketing department. Hence, some hotels plan to start cross-cultural marketing in the nearest future.

On the other hand, the researcher admits that not all respondents give importance to a cross-cultural marketing department. They either refer to different types of the department as Marketing Department and Guest Relations or outline that advertising from mouth to mouth is effective. It is also connected to service quality. Not all respondents agree that it is determined by customers' cultures.

Generally, it is clear that at present hotels don’t have a cross-cultural marketing department, but the

number of managers and employees will give a lot of importance to it if they have it. The reasons are reaching out to people multi-fold times due to the presence in social media, understanding what employees and managers can deliver to customers to meet their needs and to achieve guests' satisfaction, bringing benefits to hotel business growth such as foreign currency inflows, and understanding customers' behaviour from various cultures.

In cases where much importance is not given, for example, it is caused by the attitude to treat all guests equally despite countries and nationalities, to have alternative departments, and to complete base on business volume and customer ratios.

Q6. How do you make your guests feel comfortable?

All respondents who answered this question admitted that the experience of making guests feel comfortable involves a few stages: booking, check-in, staying at the hotel, check-out. Most respondents believe that a great deal of success in making customers comfortable depends on studying guests' basic needs: the earlier employees know them, the better service the hotel will provide. In this matter, booking is very important, because this is the stage where the hotel is able to feel customers' importance at every stage and *"to extend all the benefits for the customers"* (Taj Santa Cruz Hotel, Mumbai). At this stage, the most information that makes the following customers' experiences about the services in a particular hotel positive is being obtained. First of all, it is the background of a guest, the country he/ she comes from, the purpose of visit and arrival details. Such things as likes/dislikes and food preferences' effects on the process of transformation into regular customers.

Regarding the check-in stage, a lot of respondents admit warm greetings and luggage handling. Along with that flexibility in the check-in process and room check-ins that may involve handheld scanners to scan documents are appreciated. Some respondents noted facts of pleasing guests with welcome drinks and giving them courtesy calls.

Enjoyable staying depends on a few components: accommodation, meals, security, entertainment inside and outside the hotel, and friendly staff providing interaction with customers. Respondents believe that maintaining good hygiene and cleanliness, providing large rooms and comfortable beds make hotel accommodation comfortable. With regards to meals, food should be healthy and comply with customers' choices. Among different means of entertainment interviewees named indoor activities such as listening to live music, karaoke singing, watching folk dances, and different types of outdoor activities such as city sightseeing, participating in cultural programs, horse riding, and spending leisure time. Along with that, respondents considered friendly staff constantly interacting with guests on different details of their experiences in the hotel an important thing for the positive assessment of accommodation. Besides that,

other facilities such as a Wi-Fi speed package and a swimming pool are also mentioned in respondents' answers.

Check-out is supposed to be the last (but not least) stage of hotel experience when appropriate behaviour of the staff is important. It predetermines hassle-free and smooth check-out and gives chance for feedback. Thus, content analysis of managers' and employees' answers show that customers' comfort is achieved through understanding or pre-empting guests' needs; providing the feeling of home away from home, pampering guests, making guests feel important at any time, maintaining relationships, reducing the time of waiting and smooth check-ins and check-outs. These needs are met more effectively if constant employee training takes place.

Q7. What measures do you take to make your guests secure?

Twenty managers and employees took part to answer this question. They admitted the high level of security in their hotels. Arranging general security implies different details as security software to control it, security guards, well-trained staff, and special equipment inside the premises: room safety, food guarantee, calamities precautions or immediate reaction of professionals, medical assistance if needed, secure going out for all the customers and single lady travellers. Consequently, control of security is carried out at different levels. During check-in and front desk stage valid credentials, sniffer dogs, baggage scanner, metal detector, and car check are named by respondents.

It goes without saying that inside security plays an extremely important role for customers staying and for the hotel's image. Interviewees admitted the existence of an in-house security department, security guards, CCTV surveillance (24 hours, 7 days a week), and armed guards. Obtained answers show that room security includes key cards with limited access, safety latch and double lock, electronically operated safes and lockers to keep valuables, DND (do not disturb) or privacy respect, the confidentiality of a room number, and security against theft. There was also an antiskid mat in bathrooms mentioned as one of the security means for guests.

Securities in the case of calamities have been discussed in the interviews. According to respondents' answers in their hotel's fire security works, bulletproof and bombproof glasses are used. Interviewees share the point of view that a great number of importance in security matters should be given to employee training. In general, staff-related security is based on the recruitment of professional staff with proper scrutiny, maintaining records of all staff, escalation system, and police verification.

The issue of food security is also considered and has been particularly discussed in the previous question. Medical assistance is believed to make an essential difference for the entire security feeling in the hotel.

Respondents admit having a doctor on call or assisting the guest to visit a doctor, providing medicines, providing attendants, and arranging special meals. Some interviewees believe that giving a “Get well soon” card helps guests to feel at home more in health-related situations.

A lot of considerations in answers are given to security of a single lady traveller. According to respondents, it includes the room allocation, non-interconnecting room, accommodation in a non-smoking zone, protection without disturbance, ensuring safe return to the room, and availability of lady butler or server.

The matter of outdoor security is discussed while going out. Interviewees believe that guests' initiatives make difference to be well acquainted with the local authority, to ask manager’s mobile number in case any help is needed, and to request on location details. It means that the staff should be willing to meet customers' needs. Other means of outdoor security as transportation, availability of guards in buses and cars, and a local person to assist or guide guests around, providing guidelines for visiting public places and using public transport.

Thus, respondents admitted that proper attitude towards customers as giving homely touch by communicating in their language, being friendly but not personal, taking special care of kids, occasion-based surprises (birthday cakes, decoration in room or wine), proving support at the time of medical emergency and building confidence assist to create a secure atmosphere in the hotel. The outcomes of the interviews inform that almost every organization takes considerable precautions towards the safety and security of the guest. Further advancement or customization varies with the type and the place of the hotel.

Q8. What do you do for customers, who have different cultural backgrounds/ religions/ beliefs?

Nineteen respondents admitted certain types of provisions for customers with different cultural and religious backgrounds. Content analysis of answers reveals that prayer locations are often under staff consideration: *"For Muslims, we provide Mecca and Kabila compass, Koran for their prayer before guests check-in”* (The Oberoi &Trident Nariman point, Mumbai); *"If you are a Christian, we will tell you that this is the church, these are the timings. If you are Muslim, then we will tell you where the Mosque nearby is; and we will help also. If Jews come synagogues will be there if Hindus come the temple will be there. Accordingly, we will help them” (*Ambassador Hotel, Mumbai).

Other concerns are mainly related to the specificity of food and drinks (requirements and restrictions) if customers are from Muslim, Jain, or Jewish religions: *"if someone is travelling from Saudi Arabia…. if it's Ramadan month then we do provide them 'Saheri' food"* (Ramada, Navi Mumbai); *"if Arabic guests*

come, we make sure that there is no alcohol in the room…. in time of Ramadan" (Four Seasons Hotel, Mumbai).

Respondents also show quite good awareness of customers' preferences from Chinese, Japanese or Indian cultural backgrounds: *"we do not put any pork product on buffet due to Muslim guests…. special food arrangement for Indian …, Chinese, Japanese people. We have various food varieties for people from different countries "(*The Oberoi &Trident Nariman point Mumbai). According to the answers, general respect to the visitors is expressed through welcome letters (for Chinese, Japanese and Russian guests). As for Japanese customers, there is an experience to keep *"Yukata in the room prior to check-in…we pre-place it…"* (Four Seasons Hotel, Mumbai).

The answers obtained during the interviews show that managers and employees of the hotels respect their customers' cultures and religions; this implies peculiarities connected with food, clothing, time of praying, etc. Respondents' experiences based on the learning curve or experiences to date, and their customer-ratios, each one feels the importance and are sensitized towards the needs and requirements of the customer in line with their cultural backgrounds or religions or beliefs and tries to fulfil the same within their ability. The results show which cultural backgrounds, religions, or beliefs are observed. Language is also defined as one of the challenges for the employees to make guests from different backgrounds feel comfortable.

Responses overview outlines both divergence ("Dos" and "Don'ts") and similarity in treating customers who have different cultural backgrounds/ religions/ beliefs. Divergence predetermines employees' and managers' willingness to learn the cultural differences of customers. The similarity is based on the general concept of equality for any culture or religion 'feeling at home'. So that, skilful and loyal staff can make different customers feel equally secure.

Q9. What type of marketing do you use to attract customers from other countries?

The answers of respondents did not reveal much on this question apart from regular known techniques. Obtained results reflect that the online medium has really played a basic role in being a faster medium to reach out to customers, particularly in the hotel industry. Some respondents mentioned that they use print media, magazines in various countries, newspapers, TV ads in the USA, Canada, social media like Facebook and Twitter (The Oberoi &Trident Nariman point, Mumbai). But most responses show that the main channel of communication between the hotel and the customers is through the global network only. Employees admitted that they get the customer through their ratings on Trip Advisor (Fariyas Hotel Lonavala, Pune), some respondents emphasize that the information about customers reaches through web medium travel agents to sales teams of the hotel (Sahara Hotel, Mumbai). The number of employees

admits that they prefer working with well-known travel agents *'who transform contents into various languages so in order to attract them* (*customers* - U.S.)' (Taj Santa Cruz Hotel, Mumbai) such as Booking.com, Expedia, Goda, Trip Advisor, Zomato. According to the experiences of some respondents, customers' attention can be effectively achieved through the company's website as well as other websites.

Online travel agents like Booking.com, Expedia, and Goda transform the contents of the website into various languages. With the presence of well-known brands and big hotel groups all over the world, the existence of their offices and hotels overseas helps them to do cross-cultural marketing effectively. Other means of sharing information out of India is supposed to be based on representatives presented in targeted countries - 'global sales officers' (Taj Santa Cruz Hotel, Mumbai): US, UK, Singapore, Australia, Japan, Germany, China, and Russia.

Besides, the word-of-mouth publicity has been also mentioned by the interviewees as reputation is very important for Indian hoteliers. Along with that, national or international trade fairs such as those organised by the WTA (World Trade Advisors), ITP (International Trade Promotion) were named by respondents.

In general, culture and traditions are considered good enough to attract customers (for leisure destinations such as Udaipur). On the other hand, educational activities such as seminars and conferences held in the hotels may be good means to spread information about exact places and, as a result, bring in more guests.

Q10. Do you have representatives in other countries to promote your hotel business?

Respondents' experiences reflect the answers to this question in various ways. Information given in the responses can be divided into three main groups. The first group is formed by organizations that have their offices and hotels in other countries consider their counterparts abroad as their representatives that help them sell their products worldwide: US, UK, UAE, Singapore, Australia, Egypt, Singapore, Japan, Germany, Russia. A number of them are chain hotels: *"we have Taj hotels in so many destinations in at least 16 to 17 countries, so you anyways have a hotel there"* (Taj Santa Cruz Hotel, Mumbai).

The second group includes those belonging to the "World Hotel" who admits there are a lot of hotels united by a single platform. It provides support in all directions required for effective marketing: reservation system, customers' inflow, and staff training. During the interviews, the international hotel chain of "Wyndham" has been mentioned in terms of representatives' presence and doing cross-selling globally. Besides, respondents admit that booking agents such as Toshiba, Equinox, etc. act as

representatives.

The third group is based on the answers that hotels mainly use online portals to promote their businesses. Summing up the discussion of this question, the researcher notes most part of respondents is oriented toward cooperation with representatives all around the world and positively evaluates belonging to international hotel chain groups.

Q11. How do you deal with a group of people (more than one guest) and individuals (just one guest)?

Peculiarities in service procedures offered to group customers or individual males and individual females are noticed. Different details admitted by the respondents according to group customers and their concerns are broadly discussed. Visitors who come in a group have common needs along with special individual needs that is why meeting and accommodating them is a challenge for the hotel team.

Interviewees emphasized that if people come in groups, it usually means that some occasion has taken place: e.g., a conference, a meeting, a wedding or somebody's birthday celebrations, and there is usually a representative (or *'some kind of representative'* - Four Seasons Hotel, Mumbai) informs staff about the needs of the group. Customers who arrived in a group normally get a discount, for example: "*if the number is above seven people as a group, we give them discounts, and if it's below seven we treat them as individuals; we don't give them discounts but we give them goodies"* (Oberoi &Trident Nariman point, Mumbai).

For their comfort, they are checked in at a special counter. Besides, coach check-ins, express check-ins, or separate check-ins in a conference hall are provided. Before the arrival of a group, their name list is ready to prepare key cards for them and to keep the rooms pre-allocated. In addition, these people get extension numbers, so that they are sure that a special attendant looks after them. Respondents noted that as a rule that information from tour operators, travel agents about the particular group comes in advance and managers are ready to meet the group's needs, consider their likes and dislikes. As some extra services as concerned the employee's name welcome drinks and separate table reservation to enjoy the meal together.

On the other hand, some respondents believe that there is no enormous difference between group and individual customer reception: *"for us, every guest is the same: it does not matter whether it is a big group or an individual…. Moreover, we keep an eye, or we treat individuals well because they are all alone coming down very far in groups when a group of people travelling altogether you can share your queries or say your problems to another person. The person travelling individually has many things to say but cannot… we even provide them with postcards, so that they can write it down and send it back*

to their own country to their own family, colleagues, and friends" (Amet Haveli, Udaipur).

As regards male individual customers respondents admit that they generally come for business meetings, so that they are often cooperative, and employees try to meet their needs entirely: their complimentary Wi-Fi and its connectivity, one-to-one discussions if required. Interviewees also note if customers call for any assistance with the business centre they take care of that. In general, more customized requests are satisfied.

An individual lady normally receives special treatment as stated by the respondents: room's distribution (close to the elevator), employees take care of her privacy (rooms are given in the areas where the most accurate CCTV footage is), and security (a lady staff only caters to her goes to serve if she orders anything, cleans her room). Interviewees keep in mind that during a lady's stay in the hotel the staff keeps on interacting whether she is comfortable or not.

The researcher takes into consideration the fact that according to the responses the difference is caused by the number of customers and by their age and gender. Consequently, though everyone claims that they treat all customers equally there are different procedures followed for groups and the individual. Special care has been mentioned in the case of single lady travellers as well as for elderly customers.

Summarizing the discussion of this question, it should be also noted that there are different thoughts on ease of handling groups and individuals. Some respondents consider handling groups to be easier than an individual because a group has more common needs whereas an individual has customized needs. On the contrary, some of them consider that a large number of people in a group will have a lot of individual needs which will be difficult to meet.

Q12. Do you have any special arrangements for customers from different ethnic backgrounds?

Responses obtained here in many points resemble outcomes in question 8: *"What do you do for customers, who have different cultural backgrounds/religions/ beliefs?"* Answers are combined into four groups: food arrangements, special religious things needed in a definite religion, foreign language section, and other specified things.

Food requirements are mostly concerned during the discussion of this question during the interviews. Respondents have shared their experiences about arrangements of food for the customers from different ethnic backgrounds. First of all, there are chefs of different nationalities, so that diverse requirement can be satisfied. Interviewees note they have different menus for guests from China, Korea, or Japan, a lot of Indian varieties for visitors from India, continental food for British or American customers, kosher food for Jewish guests, fruit, and milk in odd hours available to Muslims in the period of Ramadan. In

addition, drinks specific to different countries are available. Besides, Indian sweets, Aachar, Chatt (condiments and savouries) are provided to make customers acquainted with some peculiarities of Indian cuisine. Along with that, all kinds of specific information about food preferences or restrictions (for senior citizens, for someone suffering from any kind of an illness or being allergic to some ingredients) are learned at the time of pre-check-in and check-in procedures. And, usually, individuals' preferences and feedbacks will also get deposited into the customer database which will be shared across for future use.

Thus, respondents generally believe that the hotel staff is trained well enough to take care of customers' dietary needs. As for special religious things, specific places are allotted or created on request, e.g., prayer mat to pray Namaaz and Navratri specials are named.

Foreign languages spoken by the hotel staff were given immense importance during a relevant discussion in question 8 (see above). In this case availability of chefs belonging to different nationalities and, hence, speaking different languages has been emphasized. Employees or associates who speak foreign languages have been also mentioned. In regards to the last group (other specified things) Japanese Yukata has been mentioned again. Thus, most part of the concerns is related to food arrangements for the customers from different ethnic backgrounds, religious and language requirements are taken into less consideration here.

Q13. What measures do you do to exceed customers' expectations from different cultures?

Respondents' answers show high awareness that hotel business success depends on customers' satisfaction. Interviewees admitted that customers usually know enough information about the hotel before they came so that they were 'preloaded with expectations' and it is not easy to exceed them.

However, they defined particular measures to surpass customers' assumptions such as awareness about the country where customers came from, their eating habits, taste, and food preferences. Pre-empting and providing customers' needs is an effective way to exceed expectations of the customer: *"just pre-empting their need like .... Everyone has got their different requirements.... like, Chinese, they require Jasmine tea. ... So, before they ask, we serve Jasmine tea to them...."*(Ramada, Udaipur).

The presence of attendants who speak customers' language (not only English) can greatly exceed the expectations of guests: "We *have few colleagues who speak Arabic; it's much simpler for us because they are comfortable with each other. The guest can actually give correct feedback ...many guests have appreciated that you have somebody who speaks that language* (Four Seasons Hotel, Mumbai). Employees suppose that giving the best alternative when it is not possible to fulfil requirements is

important to customers' satisfaction: *"I would not say that we will have all the facilities, but I would say that our staff has got the right attitude. At least if we are not able to fulfil certain requirements but we try our best and we suggest them alternatives…"* (Ramada, Udaipur).

Proper knowledge of customers' preferences can improve the service performance and, hence, influence the level of customers' satisfaction. That is why using guests' ethnic and cultural backgrounds from the database is the best way to know it. Another way to learn customers' needs and specific things such as Kosher meals for Jewish or Chauvihar in the case of Jain's (Cast in India) is supposed to be frequent interaction with guests to learn their needs. Respondents' experiences show that there is no small thing when the quality of services is under consideration: wishes for specific festivals, complimentary dessert, fruit baskets, goodies, cakes, etc. everything is involved to make guests happy and satisfied with the service.

Learning the culture of the country customers come from is also in the list of their requirements. Consequently, different cultural activities are provided: cultural programs, music, and dance shows are normally provided in the hotels. In addition, the availability of such facilities as a fitness centre, evening turndown services makes guests sure they are properly taken care of.

Q14. What policy do you use or have for customers from different cultural backgrounds?

Answers given show that there is no predefined policy used for customers from different cultural backgrounds in any of the hotels. Most of the respondents claim that policies are the same for everyone. *'A guest is a guest'* and *'all welcome'* are the mottoes for the hotel teams. However, there is an experience of different policy in one of the hotels connected to an established procedure: *"The only policy which differs from the other people and people who belong to India is a policy of taking their "C" forms, passports and visas ... need to be submitted at the local police station within 24 hrs.' if they are not from Asian countries: especially Pakistan, Sri Lanka, and Nepal. We have to take those people personally to the police station and to inform the authorities that these people are staying with us...* (Fariyas Hotel Lonavala, Pune).

The researcher has revealed the behaviour analysis of those customers who belong to different cultural and national backgrounds: *"There are no hard and fast rules, but we do follow certain nationalities who are very difficult to handle, like Arabs...They have a lot of demands. Chinese or Japanese, in my experience, do not complain much...Whereas US customers complain, they will make sure that it is fixed… They can be as brutal in terms of complaining as they can be very friendly…we try to connect with them on an emotional level…"* (Four Seasons Hotel, Mumbai). Thus, maintaining emotional bias with guests of various cultural backgrounds is 'a rule of thumb' for hospitality whereas regulatory

procedures of the government can be applied.

Q15. What do you expect from customers in order to fulfil their (customers') expectations?

According to the responses hoteliers mostly expect guests to share their preferences in advance which will help them to meet customers' expectations. Respondents define a few main points as regards expectations from customers to provide them with the relevant service. And, consequently, most of the answers express the common idea: *"... the more information they (customers) give, the better we can serve them..."* (Taj Santa Cruz Hotel, Mumbai) So that, if this data is given beforehand, the hotel team will be ready to satisfy customers' needs accordingly: "*what we expect from our customer is about they being able to give their preferences in advance…So we have a detailed questionnaire, it's called Guest Preference checklist which is sent to them. Once they fill the checklist and send it back to us, we are in a better position to meet the expectation. Plus, what we do is we also have something called customer's history which is maintained at the hotel."* (Taj Santa Cruz Hotel, Mumbai).

Nevertheless, some respondents believe that they should not expect anything from their customers, because the hotel business philosophy is to meet and satisfy the needs of the guests: *"When we work in the hotel we are always at the receiving end. So, expecting much from a customer, that I would say would not be a correct statement. It is we, who have to fulfil their requirements"* (Sahara Hotel, Mumbai). Summarizing the responses obtained for this question, it should be noted that accumulating information about customers' preferences and working out means of getting this knowledge in advance is a remarkable priority for hoteliers, managers, and other employees.

Q16. Do you believe your hotel has all the facilities to fulfil your customers' expectations?

The main answers given to this question reflect employees' points of view as follows. A response overview reflects a few main groups of believers. A number of respondents consider that expectations have no limits and there is always a chance of improvements. Hoteliers strongly believe that their hotels have all the facilities with the best quality possible to fulfil customers' expectations: *"we always try to introduce and innovate because this industry keeps on changing. There are so many new trends coming. So, we try to be with the trend."* (Ramada, Udaipur). Along with that, managers and employees realize that customers either have their own life experience of the hotel accommodation or, which is most likely, surf the websites of tour operators and hotels to find out about necessary facilities: "The guests who are travelling nowadays know what to expect from a 5-star hotel, a 4-star hotel, a 3-star hotel…" (Four Seasons Hotel, Mumbai). It is well-known that the ratings of the hotels (5-star, 4-star, 3 stars) pre-determine that the customers are also aware of the kind of facilities that the hotel provides so that they have expectations accordingly.

In some of the cases, hoteliers have tied up with other facilitators to provide certain services to customers or suggest some alternatives if it is not possible to fulfil certain requirements. For instance, the general manager's experience reflects it: *"I would not say that we have all the facilities, but I would say that our staff has got the right attitudes. At least if we are not able to fulfil certain requirements, we try our level best and we suggest them alternatives…"* (Ramada, Udaipur).

Besides, respondents admit that facilities may vary in different types of hotels (kid's sections, swimming pools, horse riding, camel riding, city sightseeing, etc.). If the hotel is oriented toward a particular kind of customer, other guests can fail in getting their needs satisfied: *"It depends on what customers you are looking for. In my hotel, if someone is coming with 3-4 kids and expecting a playing area, I don't have that. So, I can't obviously make them satisfied with that. Being a business hotel, we do other things for kids ensuring that they all are not left out…. …during brunch we have a kids' section... So, we try and make it up somewhere by giving alternatives or making alternative arrangements" (*Four Seasons Hotel, Mumbai). Discussion of the question about facilities to fulfil customers' expectations reveals key components of effective hotel business: permanent service improvement, hotel rating compliance, targeted group of customers, and provision of service alternatives.

Q17. What do you think the hospitality world can do to make hotel customers more satisfied with their stay?

Content analysis of the outcomes in this question allows differentiating main points of customers' satisfaction highlighted in respondents' answers. Things the hoteliers can do to satisfy customers' requirements are defined in the answers of respondents as pre-arrival, building trust, competitiveness, technology, the process of staying, customization, exchange of ideas, relation maintenance. At the stage of pre-arrival, interviewees intend to analyse and understand customers' needs either by using history in customers' databases or through other means in order to pre-empt their requirements.

Avoiding over-pricing, maintaining single pricing throughout a year, and controlling abrupt price fluctuations are discussed as building trust strategies. Respondents define competitiveness as an important thing in service development. So that, understanding critical areas of improvement as well as strength through competition scan and SWOT analysis should be implemented.

Technology responses show that the employees keep on implementing the latest technology such as Wi-Fi in a car, wristband for auto check-in, and better security and data technology. While the process of staying interviewees believes they can provide flexibility in processing and policies to avoid inconvenience for the customer, it is generally understood that global practices in different countries through counterparts' help, is to be aware of 'Best practices' and 'Next practices. According to the

answers, customization is reached through providing customers with food they are used to, comfortable pillows and beds, availability of small and necessary things, and looking after kids.

Respondents showed awareness of permanent hotel service development and business growth so that forming across department groups to generate ideas, putting themselves in customers' shoes, and implementing feasible ideas have been discussed in the interviews. Besides, building good long-term relations and emotional bonds with customers through regular interactions in order to retain the customer have been also taken into consideration. Things emphasized in respondents' answers contain the main common idea that being proactive in understanding the needs and meeting them timely and qualitatively influences customers' satisfaction.

Q18. How do you make first-time customers your loyal or repeat customers?

Respondents believe that this is a very important process for the hotel business' growth built on a logical chain of actions including various points. First of all, maintenance of excellent service level makes the most significant difference in for customers' needs satisfaction: *"there is the phrase 'Well begun is half done '...understanding their needs, their requirements ...guest should feel that the hotel can cater to them. Recognition is there...we have to make a first-time customer.... feel that they are special...Consistent service to the guest makes us a repeat customer"* (Ramada, Udaipur).

Emotional connect has been emphasized again in this question. Keeping in touch with customers starts with their staying in the hotel and does not stop when they leave: "*...we have this policy of 'Never say no to the guest' and we religiously follow it. We try to fulfil all the guests' needs...after their stay, we send a photograph, mail. Then we wish them 'Happy Birthdays' on their birthdays, anniversaries. So, we don't break that relationship"* (Ramada, Udaipur). Along with that interviewees admitted providing medical help and taking care when customers are not healthy can improve relations. The hotel's strategy to give loyalty cards and benefit points to repeat customers often influence the process of making the first-time customer a loyal one. But on the other hand, some difficulties in performing repeat customers' requirements can sometimes take place: *"Repeat customers always demand that particular rooms should be booked for them. But sometimes it becomes very difficult... ...as we have a limited number of rooms facing the lake, and it becomes difficult to satisfy them; however, people are happy to stay here whether you keep them in this room or that room, they prefer to stay here... they like the food, the atmosphere, etc.."* (Amet Haveli, Udaipur).

Respondents' experiences shared in the interviews proved the fact that special treatment of customers and discount provisions can increase the number of their returns. For example:10th – small cake, thank you letter and discount, 25th–complimentary meal, 50th–executive chef personally meets the customer,

upgraded to next category, 100th–member from top management thanks and treats the customer, has dinner and drinks with him/ her.

The location of the hotel is supposed to be a very important point in terms of choosing the place and willingness to come there again: irrespective of whether the hotel is situated near the airport, some specific location or it is leisure destination. And, finally, culture and traditions are thought to draw visitors from all over the world in order to learn more about India: *"India attracts, culture attracts… we are such culturally outshining ...these comments we get from the foreign clients. It is not common in other parts of the world* (Royal Retreat, Udaipur).

Summing up the discussion of this question, the researcher notes that the process of loyal customer conversion implies business (discounts, points, service) and extra-business (emotional connect, special treatment) activities with the influence of culture and tradition.

Q19. What do you think about expatriate managers and employees?

According to Indian respondents, there are not many inclinations towards expatriate managers even though they are considered useful resources. According to respondents' point of view, expatriate managers can facilitate input of different cultures: *"I think they are good. Like it's a combination of different cultures if they are in the hotel and your team also learns about different cultures from them and they also learn about the country where they are working in. And then automatically it helps the guest…because the employees are knowledgeable about the different cultures, so they can understand the guest's needs better"* (Ramada, Udaipur). It predetermines that expatriate managers bring new ideas and innovative approaches towards working, which is good for marketing, business growth, and development.

In some cases, it positively influences customers' attitudes if they run into expatriate managers in the hotel. When a guest of the same nationality as an expatriate manager appears, the manager is supposed to be more empathetic and helpful.

On the other hand, some interviewees expressed opposite points of view: *"Expat (expatriate - U. S.) Managers in India, as a manager nobody hires, they hire chefs. Managers don't understand India's culture and their knowledge is very shallow, they are globalised. But India is a totally different country"* (The Oberoi &Trident Nariman point, Mumbai). According to this judgment, expatriate managers have their own set of things, set of thinking, and cultural barriers. Thus, content analysis of the views given shows that the main advantage of having an expatriate manager as an employee is their contribution to maintaining cross-cultural bias with customers.

Q20. What is your opinion about the Indian hotel (hospitality) industry?

Respondents' opinions are divided into four groups connected to strong points, areas of improvement, recent observations, and points of comparison. Strong points of the hospitality industry in India are supposed to be the best hospitality industry with human touch and inbuilt values '*Atithi Devo Bhava*' (Guest is God); a number of hotels (4 or 5) are among the top 10 hotels in the world; India is well-known for diverse kind of tourism such as historical, religious, leisure and business activities; different international brands are coming in the market and enhance Foreign Direct Investment (FDI) in the country.

In the discussions, some areas are marked to be improved. Among staff-related sectors respondents name necessity to improve knowledge and technical skills, long working hours that need be shortened, absence of social life, difficulties in making career (short-term careers and leaving jobs). As far as infrastructure is concerned, interviewees are mostly oriented at transforming the situation with the equipment upgrade (apart from top chains, 99% of the hotels use lower versions because of cost consideration), managers' training, and professional development (lack of good schools for hotel management), hygiene cases (the situation is being improved but still there is a lot of drawbacks left).

Recent observations by respondents reveal an increase in spending capacity and internet use that might influence local travellers' inflows. Interviewees realize that prospective customers refer to online rating and review sites such as Trip Advisor which publishes customers' feedbacks. Hence, the industry has become more conscious of customers' feelings.

The hospitality industry in India is considered as inclined towards more customization so that business has become more professional (It's no more "Guest is always right"). In addition, a lot of MICE (Meetings, Incentives, Conferences, and Events) are observed in recent days. It implies an increase in the combination of business trips and leisure activities. And, eventually, respondents pointed out that the classical menu vanished from the hotel list.

Comparing peculiarities of the Indian hospitality industry with that of other countries, interviewees admitted: if somebody orders XYZ, everywhere you will get XYZ, but in India, you will get X+1, Y+1, Z+1. They reckon the approach to service is more formal in other countries. However, India is more 'tailor-made'. There are, therefore, fewer expatriate managers in India. Generally, expatriate chefs are there.

It is thought that hotel hospitality service in India is provided according to the customers' needs whereas in other countries it strictly follows fixed formats of procedures. Along with that, respondents notice

guest demand for the service in India whereas it's more towards 'self-service' in the developed countries. The content analysis of opinions shows that there is a big divergence inside the group as well as vast variations between sections defined.

Q21. How would you differentiate hospitality between UK and India?

Overview of respondents' answers displays a number of differences in the hospitality industry of India and the UK. Points of comparisons are as follows:

India	UK
Non-existence of a specific cross-cultural marketing department even by those who have their presence all over the world.	Existence of a specific department that is operated by the central office or corporate head office.
Hotels in India do more pre-arrival analysis of customers.	Less pre-arrival analysis of customers.
Arrangement for transportation facilities (car pick up and drop, local drive)	Transportation facilities are rarely mentioned.
Hotels are more flexible with common procedures of the hotels apart from regulatory requirements.	Hotels are more process-oriented.
Guest security measures, extra measures such as medical assistance, staff recruitment, and food security are provided (caused the fact that hygiene of India still to go long way)	Regular security.
Specific service and security for the single lady traveller and senior citizens.	No specification.

Language is not a barrier.	Language barrier appeared as a major cause of concern to the hoteliers: providing reception of people from different countries, someone who understands and speaks that language, different kinds of newspapers and menus.
Fewer expatriate managers (maybe because of cost consideration)	Expatriate managers or employees are well accepted in the UK (maybe because of cost consideration)
Hoteliers may expect words of appreciation from customers.	Not mentioned.
Availability of restaurants in the hotel in order to keep a customer longer inside the premises.	Customers mostly use hotels for sleeping and to spend a day out.
The conscious choice of a career (4 years of studies and a degree) obtained job in the hospitality sector is a high achievement.	Difficulty in finding qualified professionals who have studied hospitality and worked in hospitality. Most of the staff combine work with studies (part-time work, temporary work)
Service is focused on human touch and inbuilt values studied hospitality	Service is focused on innovations and automation.

According to respondents' comparisons, the main differentiation is the approach to the service. It implies the contrast between personalized service (India) and technological innovations (the UK).

Differentiation in the hospitality of India and the UK.

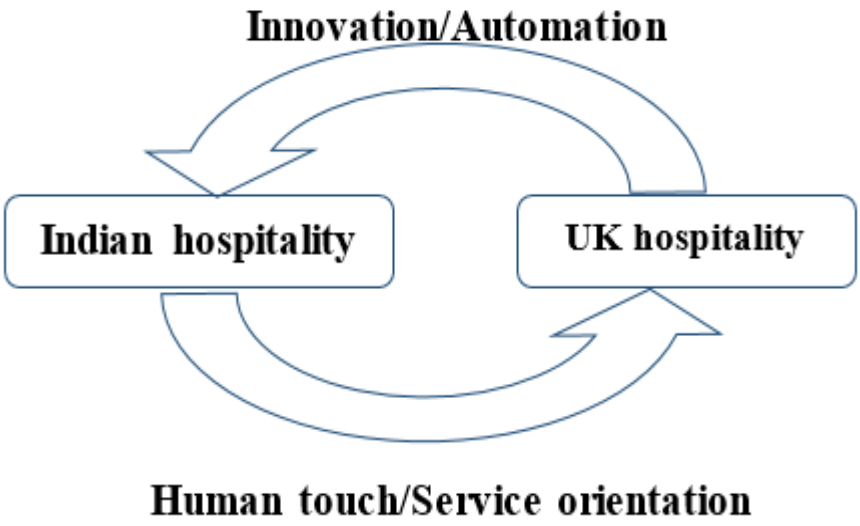


Figure 24. Differentiation in the hospitality of India and the UK

Q22. How will customers' expectations impact cross-cultural marketing according to you?

Content analysis of the whole discussion gives the following outcomes mentioned by the respondents. First, the existence of the client base is supposed to be important with fixed ratios of foreign and Indian customers, so that the value of cross-cultural marketing is noticeable. Along with that, the awareness of customers' expectations helps to define the purposes of their visit properly; this is whether it is a business trip or leisure travel. For instance, in the case of heritage sites, respondents think that customers visit the place to explore the tradition or culture of that specific country. Definitely, the location of the hotel is pointed out in expectations because customers are eager to know whether it is in a business hub or a heritage place, near to the airport, or in some specific location.

Respondents note existing trends between customers to compare whether you have been treated the same way as other customers or in a different manner. The expectation, in this case, depends on experience (positive or negative). Finally, there is a concern about developing a brand image for the specific country (pro-Chinese, pro-Japanese, etc.). The thorough knowledge of customers' expectations impacts positively on defining the specificity of the hotel in terms of cross-cultural marketing. The respondents, however, have highlighted the number of concerns towards customers' expectations and their impact on cross-cultural marketing in India

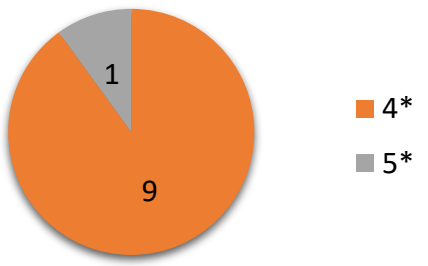
5.3.3Findings obtained in the interviews with hotel managers and employees in the UK

10 respondents (from different types of managers' designations such as Operations Manager, Event Manager, Meetings & Events Manager, Duty Manager, Guest Service Manager, Asst. Food & Beverage Manager, and Director of Marketing) took part in the interviews. Four-star, four-star deluxe, four-star luxurious, and five-star hotels in London were chosen for the research analysis. Four-star hotels: Copthorne Tara Hotel, Radisson Portman Hotel, Hilton T5, Marriott Heathrow London, Renaissance London Heathrow; four-star deluxe: Millennium Gloucester Hotel; four-star luxurious: Best Western Park Grand Hotel and five-star hotel: Taj Hotels Resort and Palace.

Statistical Details: London

Survey Details- the UK – London

Nos. of respondent: By type of hotel



Nos. of hotels: By type of hotel

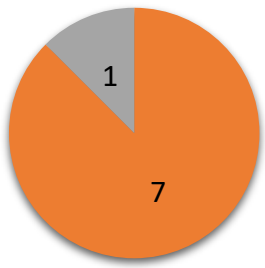


Figure 25. Statistical Details of London

Q1. Do you operate a cross-cultural marketing department in your hotel?

The overview of obtained answers during discussion has shown two opposite groups of responses. One-half of UK respondents mention the presence of a cross-cultural marketing department in the organization which is operated from their central or head office and not straight from the hotel premise: "*not in the hotel directly, but we do have within the corporate office. We have people from different areas. We do have a marketing department in this property but however not cross-cultural. It is controlled by the head office…"* (Operations Manager, Millennium Gloucester, London) "*We have a very strong marketing department in the head office"* (Front of House Manager, Copthorne Tara, London), etc.

Another group of respondents did confirm the operations of cross-cultural marketing departments in their hotels: *"We do as we are running our hotel with seven hundred and ten bedrooms. We have staff members of different cultures…"* (Assistant Food & Beverage Manager, Renaissance Heathrow,

London). The researcher has noticed the diversity in answers is not connected with the star category or location of the hotel.

Q2. How effective is it to have cross-cultural marketing in the hotel?

Content analysis of respondents' answers revealed that cross-cultural marketing is considered very effective due to the following factors: location specification, business requirement, marketing tool, client-specific, ease of communication and emotional connect.

In terms of location, London is admitted to being a hub so that people come there from all over the world: "*It's very important for the business, especially in the UK… We are a cosmopolitan city as well. London, where we have people coming from all over the world. It's important to have a cross-cultural department in our business*" (Assistant Food & Beverage Manager, Renaissance Heathrow, London). The existence of a cross-cultural marketing department is a perceived need and requirement for a multinational company as the product is aimed to be selling in all the markets available in the world: "*we have a team who are working on the products or packages sold in Europe, America, South America, Asia Pacific, and vice versa"* (Front Office Manager, Marriot, Heathrow). Regarding customers' inflows, the marketing tool worked out in the cross-cultural marketing department helps to attract copious quantities of visitors. The effectiveness of cross-cultural marketing implementation is especially determined in hotels where major proportions of businesses involve clients of specific nationalities (e. g. Arabs, Japanese). One of the critical issues discussed is the role of a designated cross-cultural department in removing the language barrier between customers and employees that leads to understanding and fulfilling customers' needs: "*I mean very effective because each market has different needs and requirements and often the language is a barrier. Language should be spoken by Arab speaking sales manager or Chinese speaking sales manager"* (Operations Manager, Millennium Gloucester, London). Under such positive condition's customers feel like home. They don't experience being left out in a comparatively strange place: "*If you come down to the needs and stuff so we can provide better services to them. Their needs, their requirements in terms of culturally you can train people. Their greetings, their welcoming to make them feel like home, so they don't feel kind of left out there. They come as strangers to the country; they should rather feel more welcomed, entertained and stuff"* (Guest Service Manager, Hilton-T5, Heathrow, London). Responses of the managers and employees obtained in the discussion show that respondents acknowledge the effective role of a cross-cultural department in increasing the customers' satisfaction as well as business growth.

Q3. How does cross-cultural marketing affect your business marketing strategy?

Discussion of this question outlines the reality where respondents are not directly associated with the

phenomenon talked over. Hence, some respondents were unable to express their views and some of them reiterated the effectiveness of cross-cultural marketing. According to respondents' answers, cross-cultural marketing affects business marketing strategy in different ways.

Investment in knowledge, information, and people is required: "*If we have the right kind of knowledge, if we have the right kind of information to hand the training, I think we can achieve much more than what we do at the moment" (Guest Service Manager, Hilton-T5, Heathrow, London).* Besides, the role of the cross-cultural marketing department is supposed to be efficient in terms of expansion and development of the hotel business which predetermines covering more areas.

The effect of cross-cultural marketing on business marketing strategy is thorough especially when the hotel is competing with "*other brands like Hilton, Starwood… You need to be making sure that you are selling on all platforms. Whether it is in Europe, America, South America, Asia Pacific, or Australia, so all the areas need to be covered. And that's only effective ... if we are having a very robust cross-cultural marketing strategy in place* (Front Office Manager, Marriot, Heathrow).

Obviously, need to redefine the segmentation of the customer and at the same time, the requirement to understand these individuals and to merchandize the product for them: "*Over time, you realize that people no longer travel either on business or on leisure or look for luxury. ... If you look at London hotels, because of location close to the Houses of Parliament and Buckingham Palace, etc. we get a lot of state delegations, politicians, etc. at the same time we get lots of corporate delegations. But again, being close to this tourist landmark you get lots of leisure tourists as well. And there is a deep need to understand and market these individuals"* (Director of Marketing, Taj Hotels and Resort London). Thus, it is admitted as an effective trend of cross-cultural marketing and its influence on business marketing strategy. The overview of answers shows a single line of respondents' thinking towards the positive effect of cross-cultural marketing in the hotel business and its strategic alignment.

Q4. What role does the cross-cultural marketing department in your hotel play to satisfy your customers' needs*?*

Discourse and content analysis of discussions indicate common ideas expressed in the group: an understanding or anticipating customers' expectations and meeting their needs, providing customers' emotional security, implementation of primary and secondary research to learn about business specificity.

Satisfaction of customers' needs predetermines speaking their languages, providing the food they like: *"if you have a Thai guest–the Thai food, if you have people from the Middle East, you cook the Arabic*

food" (Assistant Food & Beverage Manager, Radisson Portman, London). Besides that, guiding and helping customers, understanding what they need is supposed to be very important. Primary and secondary research undertaken are considered to be necessary in order to obtain specific knowledge for the hotel business: "*the nature of business, the nature of the environment, the economic environment and the regulatory environment that allow you to structure your things in a particular way"* (Director of Marketing, Taj Hotels and Resort, London).

Respondents admit the necessity to provide customers with the feeling of emotional security that they are culturally attached: perception of 'home away from home.' Along with that getting connected with the guests by understanding their language as well as their food or dietary requirement*: "understanding their cultural advantage really helps…. I have now at least three Chinese-speaking team members. So, they (customers) start to feel at home. We have Thai Air Hostesses staying at the hotel. We have two Thai employees… they are culturally attached, and they feel at home… It gives more confidence to the people and they trust the system better and they feel more secure … It helps in business"* (Front of House Manager, Copthorne Tara, London).

Respondents also pointed at an efficient role of cross-cultural marketing in mapping through the customers' journeys and reaching out to the customers through the right channels. It implies studying the sources that customers use to learn about places they are going to visit: "*If you want to be marketing customers who are based in China and don't have Facebook accounts, then you need to be present on a different channel"* (Director of Marketing, Taj Hotels and Resort, London). The practicality of a cross-cultural marketing department is thought to be more prominent if the managers and employees of the department always stay one step ahead of the customers' expectations.

The effectiveness to bring the team of a cross-cultural marketing department together to achieve the common goal has been also mentioned during the interview: *"it will bring the team together. So, people will get to know each other at a whole new level and then you can actually come down to assist basically anyone and anticipate their needs… So, you can be prepared beforehand"* (Guest Service Manager, Hilton-T5, Heathrow, London). Discourse analysis of the answers did not reveal any negative attitude to the role of cross-cultural marketing in the satisfaction of customers' needs. Respondents consider it highly productive and important for further customers' attraction and, hence, business growth.

Q5. How much importance do you give to your cross-cultural marketing department?

Discussion of this question has revealed that most of the respondents consider cross-cultural marketing as a very important part. The following reasons are mentioned: assistance in business, control of global reservations and bookings, interaction with customers for product designing, planning, and working out

the strategy to take up new segments or new markets, application of the customer-centric approach, and brand positioning.

Experience shared by respondents proves that the existence of cross-cultural department in the hotel gives a helping hand in business: *"now London has become a business hub ...and every country wants to develop their business or meetings and events everything in London… cross-culture marketing, it helps to get business"* (House Manager, Best Western Park Grand Hotel, London). Along with that, global reservations and bookings are confirmed to be looked after by this department: "*the cross-cultural department is based in our head office which deals with all the global reservations bookings and because we are getting repeated business year after year"* (Front of House Manager, Copthorne Tara, London).

Interviewees have also admitted that the operation of a cross-cultural department is important for understanding and defining the customer involved in product designing: *"The marketing department is really the crux of the first step of understanding who the customers are. So, it is of primary importance to the organization. Because if you do not understand who the customers are, you can't design the product…"* (Director of Marketing, Taj Hotels and Resort, London).

It should be specially noted that the cross-cultural department works out strategies for new market segments obtainment: "*to be in the market we need to also understand what the cultural marketing is, then what the strategy is for this one and the plan"* (Assistant Food & Beverage Manager, Radisson Portman, London). Besides that, the information provided shows that the cross-cultural department will help to take a customer-centric approach and make the guest happy, which in turn helps to be competitive in the hospitality market. And, eventually, the department is considered to help in brand positioning. A little importance expressed in responses is caused by the marketing strategy of the hotel oriented at sales for real people despite countries and nationalities.

Q6. How do you make your guests feel comfortable?

Content analysis of the discussion shows that respondents' answers to this question correlate with responses to the previous one: "*What role does the cross-cultural marketing department in your hotel play to satisfy your customers' needs*?" Making guests comfortable depends on several factors: booking, accommodation, food, clear communication (language), assistance with travelling around, etc.

For example, a deep understanding of guests' expectations at the individual level and providing more personalized service right from the booking gives the feeling of 'Home away from home.' It implies a warm welcome by the doorman along with luggage handling: "*right from the time they arrive, the doorman plays a different role. They welcome, they open the door for them, they assist guests with*

luggage" (Guest Service Manager, Hilton-T5, Heathrow, London).

Besides, comfortable accommodation is supposed to be an important part of an enjoyable stay at the hotel. It involves comfortable beds, clean rooms, 24 hours of concierge service, and room service. As it is known, types, quality, and provision of food and drinks are very important in the process of making customers comfortable. Thus, preferred foods, different kinds of menus, and a bar with extended working hours have been discussed by respondents. Precise understanding of customers' needs and pleasant communication for many of them is possible in their native languages because not all of them are thought to feel comfortable in speaking English. Along with that, respondents admitted that enjoyable staying depended on assisting customers with transportation and giving local details: maps, addresses, etc. It may be especially important if the guest is a first-time visitor.

It should be also noted that respondents pay attention to feedback from customers as the way to find out areas of improvements to work upon when needed as well as to be informed about the strengths of the hotel. The purpose of complaint management with defined TAT (Turn-around Time) is seen to be crucial. For this reason, conducting guest satisfaction surveys is suggested in the discussion. Summing up responses in the discussion, providing the best service at each of the transaction points should be specially pointed out. Thus, content analysis of managers' and employees' answers confirms areas of comfort which are significant for making customers' stay in the hotel enjoyable.

Q7. What measure do you take to make your guests secure?

It is a fact of common knowledge that every hotel has its own security measures. And staffs usually admit the high level of security in their hotels. The current discussion is not an exception. Arranging general security is supposed to include physical security and emotional security. Physical security implies that customers should feel secure as soon as they arrive at the hotel. Valid check-in credentials and code barricades that scan registration numbers are mentioned as security measures by respondents.

As regards employees providing and controlling security situations inside the premises, they are named ex-military or ex-police officers. Such measures as CCTV surveillance (24 hours, 7 days a week), developed system of key cards (to control the lift, to enter the floor-wing, etc.) have been given consideration in the discussion. Fire protection is confirmed to be reliable. It involves secure fire exits and fire alarms, fire tests that take place weekly, and full fire evacuation conducted twice a year. As for the arrangements regarding the security of the building, regular rounds of coverage of associates, loss prevention associates, and security associates are desired and used.

Preventive security measures are also mentioned as well: meetings with police for hotels located next to

the airport are regularly organized. Emotional security is supposed to involve various aspects. Among other means of emotional security are appropriate body language, politeness, agreeable communication, and interaction. Respondents think they make customers feel comfortable by communicating in their languages. Along with that, guests should feel they have the same point of contact from the start to the end; and that is why having 24 hours duty managers to feed feedbacks from the guest is very important. Courtesy calls given to the guests are acknowledged by managers and employees as a part of the brand standard. Thus, general security reflects the need of providing a high level of security without having a physical presence. The reason is that physical presence is too visible and may be frightening.

Invisible security would make the guest feel relaxed as well as secure without physical presence.

Q8. What do you do for customers, who have different cultural backgrounds/ religions/ beliefs?

Certain types of provisions for customers with different cultural and religious backgrounds have been admitted in the discussion. Definitely, the need to cater to different beliefs without stereotyping the guest is supposed to be important. Some of the mentioned aspects of culturally marked areas of service are food, language, religion, and marketing communication.

Regarding food, special attention is drawn to various catering such as Asian, Middle Eastern, and Western food. It, for example, implies suggesting alternate foods to Middle Eastern guests in case the ordered dish contains pork or ham. Along with that, respondents have mentioned providing halal food for Muslims and kosher meals for Jews. A vegetarian diet has been also taken into consideration. Having a deep understanding of what vegetarianism means is supposed to be very important. It involves completely separate preparation and food items that are assumed as vegetarian but can be non-vegetarian (e. g. cheese, wine).

Special care in case of allergy has been also noted in this point of discussion.

Language is well known as the main way of clear communication. Consequently, respondents believe that providing reception to people with different cultural backgrounds is especially important. For this reason, staff members who understand and speak customers' languages to overcome the language barrier are urgently needed. At the same time, it regards providing guest letters in different languages.

According to respondents, the religious aspect predetermines providing a praying room, a prayer mat, and the direction of Mecca for Muslims. Celebrating Chinese New Year has been also noted.

The aspect of marketing communication is associated with worldwide advertisement structuring. So that, it is thought to be tolerant to the needs of people from various cultural backgrounds: *"... if you look at*

advertising in the GCC countries then you can't show a bottle of alcohol in the photograph…. be sensitive to different cultures across the world" (Director of Marketing, Taj Hotels and Resort London). Thus, an overview of respondents' answers reveals the awareness of customers' expectations at individual levels including their cultures and providing more personalized services.

Q9. What type of marketing do you use to attract customers from other countries?

Obtained results indicate the following things discussed by the respondents in order to attract customers from other countries: A few ways to influence customers' inflows have been mentioned. Thus, the use of websites and digital platforms is supposed to be very effective: *"…we make sure that on our website is updated regularly, as well as our menus and all our details in terms of anything happening in London or anything happening in the world"* (Assistant Food & Beverage Manager, Renaissance Heathrow, London). Involvement of salespeople is appreciated: "*We do have salespeople who do overseas calls for us. Image shots and different languages"* (Operations Manager, Millennium Gloucester, London).

International contacts are admitted to being made through participating in various trade shows such as Barcelona or WTM (World Travel Market): *"So we are there and that's how we meet other people from different countries"* (Event Manager, Millennium Gloucester, London). The role of travel agents is very efficient there as they market products in other countries. Respondents also considered the distribution of information about the hotel through brochures, promotional emails, TV advertisements, and printed materials as very effective.

Besides, the use of loyalty programmes as well as the customer base of loyal guests is recognized as a productive type of marketing: *"…as Renaissance is a part of the Marriott group, so have we central reservations and we have around 60 million loyal guests around the world"* (Assistant Food & Beverage Manager, Renaissance Heathrow, London).

Along with the ways of marketing-oriented attraction activities towards customers, the role of embassies has been pointed out: *"we actually focus a lot on embassies too as well because they have connections to their relevant countries and in that way, we actually tell each country what we can provide to their individual cultural needs"* (Meetings & Event Manager, Copthorne Tara, London). Eventually, creating brand awareness has been emphasized. The use of a variety of different tools such as Public Relations activities, events, engagements, and sponsorship make a certain brand familiar to the customers. Generally speaking, regular types of marketing are combined with culturally marked techniques in the matter of customers' attraction.

Q10. Do you have representatives in other countries to promote your hotel business?

The overview of respondents' answers has shown that hotels being worldwide companies have their sales and marketing offices all over the world. Besides, *"some of them have liaison with travel agents around the globe"* (Operations Manager, Millennium Gloucester, London). As other interviewees noted, *"we are in liaison with all the travel agents around the globe"* (Front of House Manager, Copthorne Tara, London). Some respondents emphasize they *have "different people everywhere to do sales or marketing ...: in the Middle East, Asia, Europe or in America as well"* (Assistant Food &Beverage Manager, Radisson Portman, London). Other respondents admit the existence of cross-cultural business bias: "*we have a global sales office which is based out of the UK and we have representation in the various other countries: France, Germany.... We have a similar team in the US that handles North America. We have got representative offices in places like Singapore and India .... And of course, each hotel will have its own sales and marketing team"* (Director of Marketing, Taj Hotels Resort and Palaces London).

Summing this experience up, respondents concluded that having sales offices and marketing offices around the world *"makes it easier for us to market ourselves"* (Front Office Manager, Marriot, Heathrow). However, not all the interviewees gave positive answers. Thus, according to one respondent, they do cross sales only inside their chain, "*but outside the Millennium countries, we don't have anyone. Our sales team goes out if there is a requirement"* (Event Manager, Millennium Gloucester, London). Another respondent admitted having business only in Europe and lack of it in Arab countries: "*We have got hotels in most of Europe but not in Arab countries, except Dubai. But we have sort of an international marketing strategy done by our corporate marketing section of the business very well"* (Meetings & Event Manager, Copthorne Tara, London). Nevertheless, the hotel is established to develop cross-cultural marketing. The final response has asserted having business in London only: "*we just doing business in London, only in central London"* (House Manager, Best Western Park Grand Hotel, London). Consequently, the researcher concludes that respondents mostly feel confident about the fact of belonging to international hotel chain groups, because it gives more real opportunities for cross-cultural marketing development.

Q11. How do you deal with a group of people (more than one guest) and an individual (just one guest)?

Content analysis of respondents' answers reveals that most of the customers usually follow different procedures if they are a group or individuals. Thus, the group of visitors can have designated group receptionist and group agents: *"we have designated group agents who deal with them (customers) from booking... towel coming ... key cards"* (Operations Manager, Millennium Gloucester, London). Customers who arrive as a group have the opportunity of group check-in desk which is much faster than

regular check-in: *"When the group is here on the coaches all the keys are already ready and we have a group check-in desk… which is on the rear entrance… So, all the groups they come, get off the coaches, come from that side"* (*Front of House Manager, Copthorne Tara, London).* This type of check-in also predetermines the pre-arrival preparation of name lists and key cards.

Interviewees admit certain service procedures if customers come for conferences. Such visitors are not usually mixed with individual guests. In case customers want to have late check-in because of their business meeting in the morning, the hotel team keeps their rooms ready, so that *"they (customers) can finish their meeting and actually unwind themselves and relax"* (Guest Service Manager, HiltonT5, Heathrow, London).

One of the effective ways of dealing with the group of customers efficiently is to communicate with the group leader in order to understand their requirements. If the group comes from overseas, it is worth "to *get in touch with the company or the travel agent who made the booking to get as many details as possible. So, we discuss all that beforehand ... and everyone is prepared"* (Front Office Manager, Marriot, Heathrow, London). Providing pick up and drop facility on group's request has been also admitted.

Customers from one group are provided with rooms on the same floor if required. As regards individuals, they are admitted following the regular procedures such as going to the receptionist and doing the check-in. Respondents believe that if any individual had any special needs or disability, they would be looked after carefully and get quality personalized service.

Moreover, some respondents cannot see any difference between group and individual customers: "*Group of people or the individual guest - I think we treat everybody the same…"* (Assistant Food &Beverage Manager, Renaissance Heathrow, London). Thus, discussion of this question has displayed the common idea of respondents about the types of procedures different for individual customers and the group. Guest satisfaction should be 100 % for any customer, despite him/her coming in as an individual or as a group member.

Q12. Do you have any special arrangements for customers from different ethnic backgrounds?

Respondents' answers obtained while discussing this question coincided with responses in question 8: *"What do you do for customers, who have different cultural backgrounds/ religions/ beliefs?* Outcomes here are combined into three groups: language, food, and religion. Language requirements are met by providing different kinds of newspapers. Customers are admitted to getting a menu, a welcome letter, or a guest letter in their language. The hotel team is aware it highly depends on the situation in the market:

"90% of our market here in London are Middle East guests" (Assistant Food & Beverage Manager, Radisson Portman, London). In other words, hotel recruitment is oriented toward multi-lingual staff. According to respondents' experiences, food and beverages for the customers are served in conformity with their preferences: *"... if we have to cater for different food on request, we also do so."* (Operations Manager, Millennium Gloucester, London).

As regards religious requirements, interviewees mentioned that hotels usually provided prayer rooms if customers ask for it: "*In terms of other facilities, things like a prayer room, we don't have that on-site, but we do accommodate their requests "*(Events Manager, Millennium Gloucester, London). Summing up the responses, the researcher has noted language and food requirements of customers from different ethnic backgrounds make more difference for the hotel teams than their religious things.

Q13. What measures do you take to exceed customers' expectations from different cultures?

Content analysis of answers obtained in the discussion of this question has outlined common ideas shared between the respondents. Whatever measures exceeding customers' expectations are mentioned they are all oriented at customers' satisfaction.

According to the respondents, they believed the hotel team should anticipate customers' needs and look after their guests. It implies understanding and speaking different languages so that there should be employees with foreign language skills: *"it's mainly about having staff from different nationalities, so we always have someone who speaks languages"* (Events Manager, Millennium Gloucester, London).

Clear knowledge of customers' preferences can improve the service and bring customers satisfaction. Respondents believe service greatly depends on customers' demography. For example, *"all the guests coming from the Middle East and Asia like bigger rooms. ... For guests coming from Australia air conditioning is one of the key elements.... we give a courtesy call to the room if air conditioning is up to expectation ..."* (Front of House Manager, Copthorne Tara, London). An effective complaint management system is important in the matter of exceeding customers' expectations. Active communication with guests is supposed to be very helpful: *"interact with them (customers) more and try and find out the issue rather than getting a compliant later"* (Front Office Manager, Marriot, Heathrow, London).

Along with that competitiveness is supposed to be significant in the hospitality business. Interviewees have also marked measures connected with celebrating specific cultural or religious holidays: Eid for Muslims, Christmas for Christians, and Chinese New Year for Chinese customers.

Thus, interviewees consider the knowledge of demography and cultural background of the guests

obtained through marketing communications and oriented at brand image boosting exceed the expectations of customers coming from different countries. Fulfilment of customers' expectations plays a significant role in hospitality product promotion. Service parameters are fixed in correlation with customers' expectations and, hence, the hospitality product is designed. Consequently, operating procedures are constructed, and service delivery is developed. One of the main things is that service performance impacts customers' experiences and gradually influences expectation so that there is a circle interacting process. Measures are taken to exceed customers' expectations fulfil customers' requirements regarding their cultural background and individual needs.

Q14. What policy do you use or have for customers from different cultural backgrounds?

The overview of responses has highlighted equal policies for customers from different cultural backgrounds. Most of the interviewees share the idea that *"we have the policy to treat all the guests equally regardless of which background, country, and company they have come from. We don't have a policy and I don't know even if we can have a policy because that will be a bit of discrimination to have a different policy for a different country"* (Front of House Manager, Copthorne Tara, London).

The other respondents pointed out their experiences showing the absence of any fixed policies, e.g.: "*We have no set policy in the sense that, you know, we treat everyone as much as we can on the information we have"* (Meetings & Event Manager, Copthorne Tara, London). Summing up the answers, the researcher admits a unanimous opinion of respondents that differentiation in policies is irrespective for customers.

Q15. What do you expect from customers in order to fulfil their (customers') expectations?

Respondents' answers obtained in the discussion of this question show that managers needed communicative cooperation with customers in order to fulfil all their needs. It implies, for example, honest feedback which will help hotels to make further improvements: "*The most important customer, who sometimes assists you with the guest satisfaction … people who share the critical feedback for your hotel about the property… it allows us to improve on our services to the customer"* (Front of House Manager, Copthorne Tara, London).

It is proved to be helpful when customers share information about their needs and expectations, special dates such as birthdays or anniversaries, and dietary requirements. Definitely, this data about customers could be obtained in close cooperation with them through mutual understanding and patience. The only time that is recognized to become difficult is when the hotel team has "*conflicting expectations from different customers"* (Director of Marketing, Taj Hotels and Resort London).

Thus, it has been pointed out that an open communication system of relationships between customers and hotel teams helps to receive feedback from customers in order to learn, understand and anticipate their requirements.

Q16. Do you believe your hotel has all the facilities to fulfil your customers' expectations?

Responses given to this question reveal employees' attitudes as follows: Answers overview reflects a few main groups of opinions. A number of respondents consider that their hotels have all the facilities required up to the standard: "*Its 4-star deluxe hotel I think we have what is required"* (Operations Manager, Millennium Gloucester, London); "*We have all the basic facilities"* (Front of House Manager, Copthorne Tara, London).

Some respondents admitted there was a lack of facilities in their hotels. For example, a swimming pool, a gift shop, a running restaurant are recognized to be missing in some hotels. Along with that, interviewees suppose there is always a prospect for improvements: *"… there are still certain areas that may create discomfort for our customers. We try to do our best…"* (Meetings & Event Manager, Copthorne Tara, London).

Along with that managers realize that customers' expectations are unlimited, and the hotel team should always think in advance to anticipate customers' needs: "*I don't believe that one can ever have all the facilities to fulfil customers' expectations. As soon as you believe that you have all the facilities, you will stop innovating. So, you need to constantly stay ahead of that game of customers' expectations"* (Director of Marketing, Taj Hotels and Resort, London).

It should be noted that a number and a type of facilities depend on the hotel category: *"there is a different category... If you are looking for a five star and five star-plus, they will have this requirement of a swimming pool and shopping… If you are looking for a four-star and special airport-oriented hotel, you won't have a swimming pool..."* (Guest Service Manager, HiltonT5, Heathrow, London). The reason is that the particular mentioned category of the hotel has other sets of requirements to meet e.g., where customers can arrive late and leave early because it is a quick turnaround.

Thus, the discussion of this question pointed out a few components of the effective hospitality business. Firstly, understanding the fact that customers' expectations never end, hoteliers believe that they have all the requirements in line with their star ratings. Secondly, fulfilment of customers' expectations is a continuous cycle: stop of innovations means a long run and a disability to be ahead of the competition. Thirdly, there is the need for some particular facilities (e. g. a car parking as added advantage specifically in London).

Q17. What do you think the hospitality world can do to make hotel customers more satisfied with their stay?

Content analysis of answers obtained in the discussions enables the highlighting of the main ideas about customers' satisfaction. Respondents believe that things the hotel teams can do to satisfy customers' needs are the fulfilment of customers' expectations, reasonable costs, a relaxing atmosphere, customers' loyalty respect, fast speed internet, and Wi-Fi as well as qualified staff.

As regards the top priority of the hospitality world - fulfilment of customers' expectations – it is supposed to be reached with a good service at a reasonable cost. It implies that people can feel the value of money. Along with that, it is stated when guests are pleased with a personal touch and warm greetings, they are satisfied.

The reasonable cost has been vividly discussed. It is stated that the cost of employees takes a major portion of the total cost. In order to reduce employee costs more and more process automation has been done automatic check-in, use of credit cards, web, digital platform, etc. In the hospitality business, as in any other modern business, technology has taken over the human touch as people have been replaced by machines. But unlike other areas of business hospitality, it is all about personal touch despite the fact that the philosophy of hospitality has transformed in the present-day world because the guest had become the customer and the main thing in a hospitality world now is customer service. Direct communication between customers and hotel employees is still very important. It appeared that the lack of actual human touch is caused not only by the technological process; the reason could be multi-tasking by the staff to get the maximum out of the employee.

Consequently, respondents admitted that focus needed to be directed more towards revenue generation rather than cost-cutting. Another important thing is to deliver experiences, services that cannot be replaced by technologies.

A relaxing atmosphere is admitted to being very important. Due to the critical point in time, everything now is very fast; thus, there is the need to provide an atmosphere of comfort for customers. Having loyal customers is an achievement of the hotel team. That is why people should be respected for their loyalty, they should feel cared for.

Respondents are sure that providing internet and Wi-Fi with fast speed can make hotel customers more satisfied. According to the hotel staff, they are expected to be knowledgeable and well-qualified. It implies the availability of good hospitality schools. Thus, things mentioned in respondents' answers show that customers' satisfaction in the hotel involves direct human communication and indirect

communication through technology (internet, Wi-Fi). Along with the reasonable price staying is bound to be pleasant. Customers' feedback about their satisfaction level helps to improve the service.

Q18. How do you make first time customer your loyal or repeat customers?

During the discussions, respondents shared the common belief that a first impression is a lasting impression. It can exceed the customer's expectations with excellent service and bring the guest back to the same hotel in the future. Besides, interviewees mentioned other measures targeted at making the first-time customer a loyal or repeat customer. It goes without saying that location is a very remarkable benefit. It is in a very close connection with customers' travel requirements. Thus, it depends on whether the guest will become a loyal customer of airport or city centre-oriented hotel.

Loyalty programs and loyalty cards provision is stated as a very effective way to get a repeat customer, for example: "*Marriott is very good in that. We do have a guest loyalty program called 'Marriott Rewards '... they can utilize them for... future free stays in any Marriott property"* (Front Office Manager, Marriot, Heathrow). However, respondents do believe that the main reason why customers come back is the excellent service the hotel team provides, not the loyalty card itself: "*We have the loyalty card for them... how do we make them loyal to us ...? By the service, we provide... how we will welcome them from the doorman till the lady who cleans the room... if you found the service is wow you would go back again. And you recommend it to your friend and your family or post in Trip Advisor or social media ..."* (Assistant Food &Beverage Manager, Radisson Portman, London). The reason is that nowadays hoteliers feel the need to redefine loyalty base on customer lifetime value instead of the transaction value.

According to respondents' experiences, effective problem resolution that guests can experience while they are staying in the hotel can affect their decision to come again to the same place. It also implies a more personalized service: making guests feel at home, making them feel special, and recognizing by their names, friendliness, and pleasant emotional connections that give memorable experiences to customers.

Thus, the discussion of this question has revealed that communicative and emotional touchpoint with customers is admitted to being more important for making a loyal customer than using loyalty programs.

Q19. What do you think about expatriate managers and employees?

Content analysis of answers has shown interesting details because most of the respondents are expatriates themselves.

According to respondents' experiences, expatriate managers and employees share a variety of ideas which is essential for the hotel business growth, e.g.: "*I think you need to do business with enough trust and diversity of employees because that brings a diversity of opinion and you cannot innovate without diversity"* (Director of Marketing, Taj Hotels and Resort London).

Along with that, having expatriate managers and employees in a hotel company brings experiences from different countries and there is someone who can speak with the customer in their language: "*I am sure there is certainly different nationalities working… it brings experiences from different countries into that hotel or into that property. It also helps guests to feel welcome when you might be able to speak his/ her language"* (Operations Manager, Millennium Gloucester, London).

Besides, having the opportunity to get exposed to so many cultures and having a fusion of different talents is supposed to be an incredibly positive trend: *"it's wonderful to have so many team members from different backgrounds. We get to experience different cultures; we get to experience different expectations… You don't have to go and live in any other country, but you experienced those many cultures together… we are lucky in London because not many countries have this pleasure"* (Front Office Manager, Copthorne Tara, London). Another important thing about expatriate managers and employees is that they '*move across geographies'* which is very important to the innovating process.

Summing these answers up, they show that London is very cosmopolitan, and the concept of expatriate managers or employees is well accepted here.

Q20. What is your opinion about the UK's hotel (hospitality) industry?

Respondents' opinions are divided into three groups connected to strong points, areas of improvement, and recent observations.

Strong points of the hospitality industry in the UK are supposed to be London being the hub has guests from all over the world. It is directly connected with the number of rooms in the star category hotels: "*UK hospitality industry is quite a comparative industry… there are over 100 thousand rooms in London. That is the equivalent to the number of organized sectors star category rooms in India as a country…"* (Director of Marketing, Taj Hotels and Resort London). Besides, there is transportation, cheaper flights, accommodations and a lot of places to stay in London. Along with that, getting maximum efficiency out of the team members was admitted to being a strong side of the hospitality industry in the UK. Consequently, great leaders are available here as the best general managers are recognized to be from the UK. And, eventually, the UK is very democratic in nature, open to challenges, opinions, and requests.

However, some areas are marked to be improved in the discussions. The hospitality industry in the UK

is admitted to being not much service-oriented. Hence, it is exceedingly difficult to find a professional who has studied hospitality and worked in hospitality. Most of the staff are students who work temporarily. It should be also noted that the need to be more proactive in addressing the complaints is expressed. On the other hand, the problem of safeguarding the territory is expressed. It is caused by the reason that a large number of rooms in the star category hotels are guarded by professionals. Recent economic situations raise concerns: the low growth rates become an impediment to innovation as hardly anyone will invest in a country or economy which has a low return. And, finally, the weather in London is famous for often giving discomfort to visitors.

Recent observations by respondents are connected with current terrorist activities that cause concerns about the hospitality industry. As regards information share, rating and review websites such as Trip Advisor make guests more aware and obtain more trust and applicability. Another sphere observed is the training of individuals and this is process-oriented nowadays. As for the latest concepts in the hospitality industry, it is a combination of trip and leisure plus work. The content analysis of opinions shows that the group of answers with recent observation is the most heterogeneous.

Q21. How would you differentiate hospitality between UK and India?

The major differentiation mentioned by the respondents is related to resources such as space, labour, and technology, and service orientation. It should be noted that there is a comparison held between the economically developed country (UK) and the developing country (India). Detailed differences are given in the box below:

UK	**India**
The level of innovation and new technology appliances is much higher.	The service orientation is much higher.
Labour costs are higher.	Labour costs are lower.
Multitasking is spread.	Less multitasking means more personalized service.
Easy to get a job in the hospitality sector and combine it with studies (part-time work, temporary work)	The conscious choice of a career (4 years of studies and a degree), obtained a job in the hospitality sector is a high achievement.

The room size in the hotels is smaller.	The room size in the hotels is bigger.
The guest does not feel special.	The guest feels like special.
Customers' ls like a special bigger.	Customers' ls like a special bigger.
Customers mostly use hotels for sleeping and to spend a day out.	Availability of restaurants in the hotel in order to keep a customer longer inside the premises.
The staff is more cosmopolitan (from all around Europe and the world): different languages and peculiarities of communication.	The staff is more nationally homogeneous (people come from different states of India): Hindi, English, or a local language is spoken.

The UK is innovating in many areas and technology is one of them. Putting in modern technology is much greater in the UK whereas service orientation is much higher in India. Space and cheap Labour are what complementing Indian hospitality. The supply and demand concept is complementing Indian hospitality and the UK is on the negative in all these things. This is because of less space of the room sizes in the UK which are exceedingly minor compared to those in India, and the payroll is high as one man is doing the job of 3 to 4 people.

As in India, there are more people which means more hands and hence an enhanced service. Also, there is less multi-tasking, and this helps in giving more personalized services at individual levels. In India, for example, guests get a feeling that they are kings; but this is not the case in the UK. Also, it is observed that the expectations of a guest, in general, are surprisingly lower in the UK, especially on the service side of things. Regarding the staff, the hospitality industry in the UK is the easiest way to get a job and work. Mostly, employees work on a part-time basis during their courses of study; some work for six months, earn money, and go back to their home countries; some do as that is the only job they can get; whereas as in India, people work for the hospitality industry because they choose hospitality as their profession. They study 3 years, 4 years Diploma or Degree courses and then they select their hotels; they go through with the interview process and they start the job from scratch and for them is basically to work in hospitality is like dreams come true.

The hotel in India will have 5 or 6 restaurants to make sure that guests do not leave the hotel; and that guests are utilizing all the services in the hotel. In the UK, the guests use the hotel mostly for sleeping

and tend to go out for the day. In the UK people come to these hotels from around Europe. Consequently, they have their own language and their own ways of expressing themselves and their knowledge as well. In India on the other hand, people come from different states and not from different countries. Thus, you will find that they speak mostly Hindi, English, or the local language.

According to one of them, the UK hospitality is amazingly fast-moving where people stay just for one, two or three days, while in India people come to explore the country. So that, the length of stay is quite long.

Q22. How would customers' expectations impact cross-cultural marketing according to you?

Content analysis of respondents' answers has shown that most of them agree that customers' expectations impact cross-cultural marketing. The main reasons are customers' expectations impact, country diversity, and specific market, the transformation of customers' expectations due to travelling experience, and income changes.

According to the responses customer, s' expectations have already influenced noticeably cross-cultural marketing as it concerns a service industry. Moreover, due to the peculiarity of the country itself, its diversity affects immensely on what to expect, because people come from all over the world and have unique needs. Besides, it should not be forgotten that business strategies are tailored to that specific market: "*you bring back things from your own country and you bring it over here at the same time you need to blend it with the UK… you need to understand the culture and how things work"* (Events Manager, Millennium Gloucester, London).

It appears those who travel across have the same level of expectation or even more. It is observed that UK nationals after coming back from different countries in the Middle East are a bit dissatisfied with their own country's hotel service because they have experienced something much better. On the other hand, the ratio of people with higher disposable income has increased. Hence, the ratio of people belonging to the category of luxury has increased too. Consequently, their expectations are quite different, because for many customers it is going to be their first experience in a hotel of a higher standard.

However, there are other respondents who express another point of view towards customers' expectations. They consider that nowadays everyone is well aware and well informed because of increased communication as well as easy and quick access to social media. That is why the expectation of guests is going to be the same with little variations which can be fulfilled with some extra effort. Thus, respondents emphasize the role of customers' expectations in cross-cultural marketing of hospitality with

various approaches to information about prospective services.

5.3.4 The CVSCALE surveys. Results of the qualitative CVSCALE analysis.

The results of the survey method based on 26-items of the CVSCALE metric are structured according to the county the survey questionnaires were filled in and graphed in conformity with Hofstede's five dimensions of culture: Power distance, Uncertainty, Avoidance, Individualism/Collectivism, Masculinity/Femininity, Confucian Dynamism (Long Term/Short Term Orientation. Content analysis, narrative analysis, and elements of discourse analysis are used. The content findings are interpreted, conclusions are designed, and recommendations are made.

After graphing some of the answers and analysing the results only, the information considered relevant and useful for the goals of the research has been reported in this chapter trying to get some interesting conclusions that could help to improve the actual situation.

Power distance.

Power Distance: Findings in India and the UK, related to the different solutions to the basic problem of human inequality (Hofstede, 2011), reflects the social attitude of Indian and British respondents to interrelations of people in higher and lower positions through giving reasons to five statements:

P1	People in higher positions should make most decisions without consulting people in lower positions.
P2	People in higher positions should not ask the opinions of people in lower positions too frequently.
P3	People in higher positions should avoid social interaction with people in lower positions.
P4	People in lower positions should not disagree with decisions by people in higher positions.
P5	People in higher positions should not delegate important tasks to people in lower positions.

(CVSCALE by Yoo et al., 2011)

Power distance score (Average out of 5: As it was asked to rate on a 5-point scale).

Base: Total- 31, India-21*, UK-10*

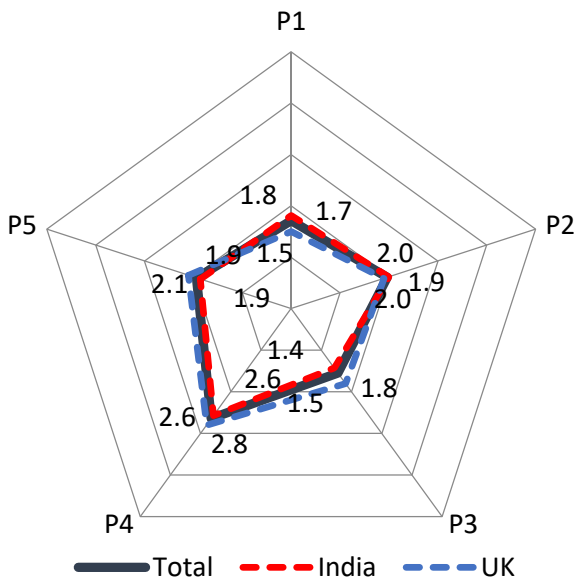


Figure 26. Power distance score.

Smaller power distance: Not much variation when compared with India and the UK. Respondents are mostly not agreeing with these statements except for P4 which states that 'People in lower positions should not disagree with decisions by people in higher positions' (Yoo et al., 2011) where it shows variations.

Uncertainty Avoidance.

Uncertainty Avoidance: Findings in India and the UK, related to the level of stress in a society in the face of an unknown future (Hofstede, 2011), reflects the social attitude of Indian and British respondents to working procedures such as instructions, rules, and operations through reasoning five statements:

U1	It is important to have instructions spelt out in detail so that I always know what I'm expected to do.
U2	It is important to closely follow instructions and procedures.
U3	Rules and regulations are important because they inform me of what is expected of me.
U4	Standardized work procedures are helpful.
U5	Instructions for operations are important.

(CVSCALE by Yoo et al., 2011)

Uncertainty Avoidance score (Average out of 5: As it was asked to rate on a 5-point scale)

Base: Total31, India-21*, UK-10*

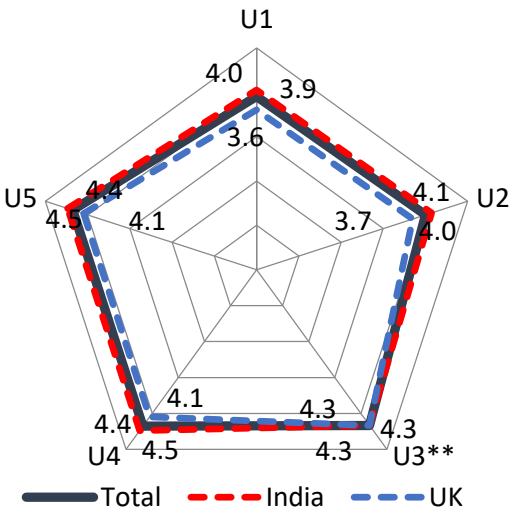


Figure 27. Uncertainty Avoidance score.

***: One UK respondent did not respond to this.*

The response showed a strong agreement towards uncertainty avoidance. It was Very much towards avoiding uncertainty in role and responsibility through rules and regulations, standardized work procedures, and instructions for operations. It showed slight variations in the responses between India and the UK.

Individualism versus Collectivism.

Related to the integration of individuals into primary groups (Hofstede, 2011), represents respondents' conceptions towards individual and group values while work duties performance:

C1	Individuals should sacrifice self-interest for the group (either at school or the workplace).
C2	Individuals should stick with the group even through difficulties.
C3	Group welfare is more important than individual rewards.
C4	Group success is more important than individual success.

C5	Individuals should only pursue their goals after considering the welfare of the group.
C6	Group loyalty should be encouraged even if individual goals suffer.

(CVSCALE by Yoo et al., 2011)

Individualism versus Collectivism (Average out of 5: As it was asked to rate on a 5-point scale.)

Base: Total- 31, India-21*, UK-10*

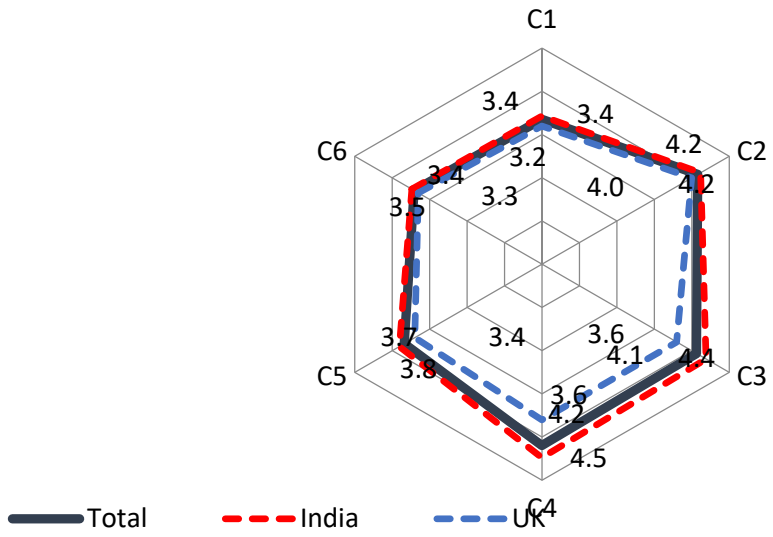


Figure 28. Individualism versus Collectivism.

Responses show that Group success is at most important but not at the cost of the individual. Though the base is low it is furthermore prominent for the UK respondents.

Masculinity versus Femininity.

Related to the division of emotional roles between women and men (Hofstede, 2011), reveals respondents' attitude towards gender roles division while working duties distribution:

M1	It is more important for men to have a professional career than it is for women.
M2	Men usually solve problems with logical analysis; women usually solve problems with intuition.

M3	Solving difficult problems usually require an active, forcible approach, which is typical of men.
M4	There are some jobs that a man can always do better than a woman.

(CVSCALE by Yoo et al., 2011)

Masculinity versus Femininity (Average out of 5: As it was asked to rate on a 5-point scale)

Base: Total- 31, India-21*, UK-10*

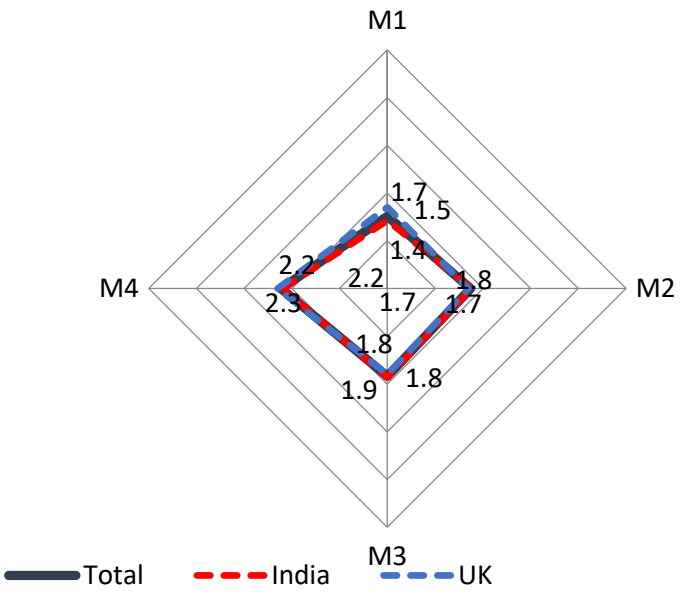


Figure 29. Masculinity versus Femininity.

Responses were more towards disagreement of masculinity. Few exceptions were observed where some considered that, that men could always do some jobs better than women.

Confucian dynamism (Long Term versus Short Term Orientation).

Related to the choice of focus for peoples' efforts: the future or the present and past (Hofstede, 2011) reflects the social attitude of Indian and British respondents to the management of time and money in order to achieve success at work through giving reasons to six statements:

D1	Careful management of money (Thrift)
D2	Going on resolutely in spite of opposition (Persistence)

D3	Personal steadiness and stability
D4	Long-term planning
D5	Giving up today's fun for success in the future
D6	Working hard for success in the future

(CVSCALE by Yoo et al., 2011).

Confucian dynamism (Average out of 5: As it was asked to rate on a 5-point scale)

Base: Total- 31, India-21*, UK-10*

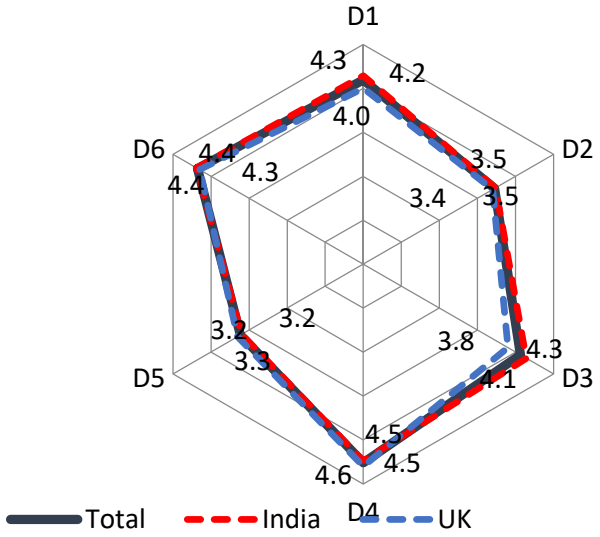


Figure 30. Confucian dynamism.

The findings show respondents' tendencies towards long-term orientation. In an ideal situation, everybody wants to live a well-balanced life. They will definitely plan for the future but will not lose today's fun.

5.4 Conclusion

Based on the overall qualitative discussions with the employees of the organization, it can be concluded that culture can consist of the following components as shown in Figure 32 below:

Components of Culture

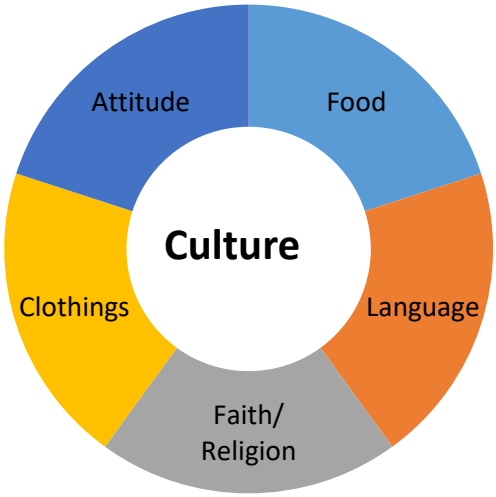


Figure 31. Components of Culture.

On the same line, the interrelation between Customer expectations and the customers' actual experiences can be the function of different elements as described in Figure 33 below:

Customer expectations and customer experiences

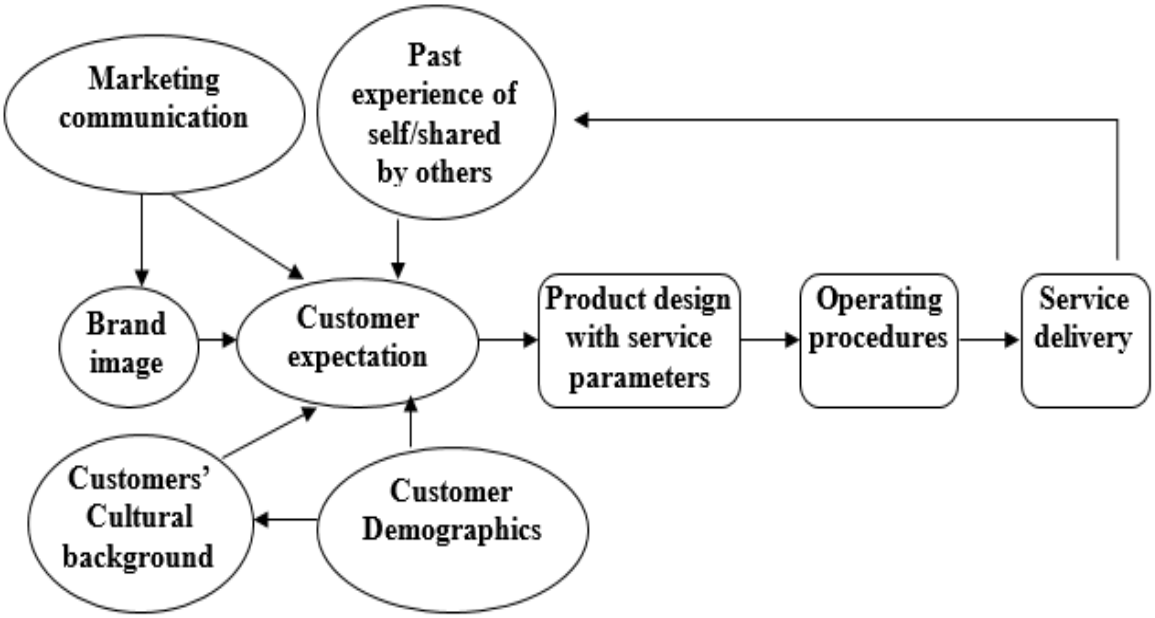


Figure 32. Customer expectations and customer experiences.

Customer expectation can be functions of following:

- Past experience of self/shared by others.
- The brand image of the organization.
- Marketing communication of the organization.
- Customers' demographics.
- Customers' cultural background.

The customer expectation acts as an input for organizations to develop products and service parameters which in turn help in devising the operating procedures which are part of the services delivered. Performance on the services delivered will become part of customer experience and thus it becomes a continuous process for upgrading the customer expectations and raising the benchmark. Thus, treating every customer equally and meeting his or her customized needs will result in exceeding customer expectations. Figure 34 below can be considered as the overall outline for cross-cultural marketing.

An Outline for Cross-cultural marketing

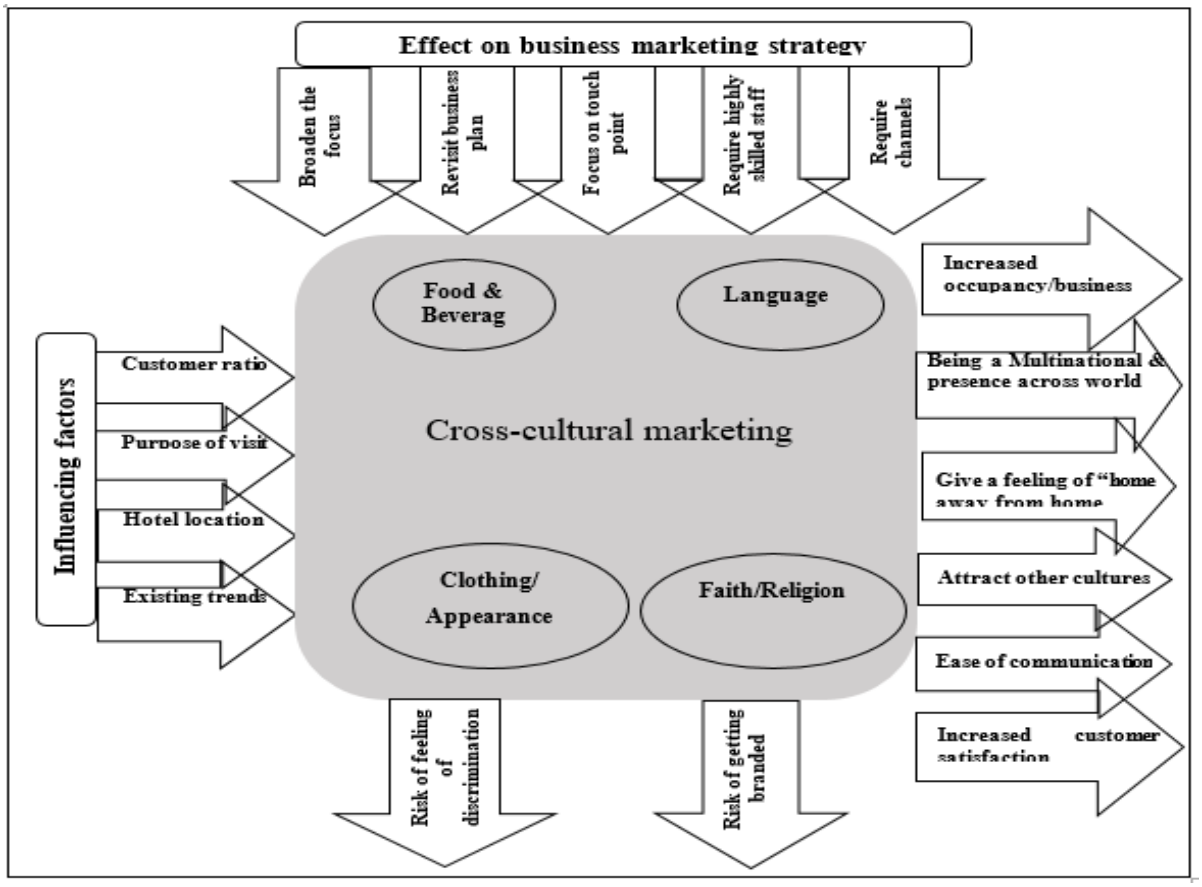


Figure 33. An Outline for Cross-cultural marketing.

In India, it appeared that there was almost no presence of a cross-cultural marketing department or of a very negligible amount, whereas most of the employees of the UK mentioned that it was not in the premise but operated from a central office or head office.

As such there was not any predefined policy identified by employees that are used for customers from different cultural backgrounds. The policy is the same for all customers and treats them equally. Still, most organizations have some practices to make the customer happy. Those can be summarized as follows:

At the pre-arrival stage, these are

- Guest analysis and detailing at Booking.
- Preference questionnaire to be filled up by the customer.

At the arrival stage, these are

- Warm welcome
- Hassle-free check-in & check out.

During stay these are

- Food & Beverages
- Entertainment
- VAS (Value added services)
- Housekeeping
- Comfortable accommodation
- Providing emotional and physical security
- Extra care while staff selection
- Guest interaction to understand their needs.

The overall objective is to give the feeling of 'home away from home' to the customer and at the time of exit.

- Customer feedback

Some of the arrangements that were discussed by employees to take care of the cultural requirements of the customer were as follows:

- Providing clothes with specific requirements e.g., Yukata
- Chefs of different nationalities to fulfil their food requirements and also providing food for

specific religions and regions.

- Providing all possible help to perform prayer.
- To overcome the language barrier, Chefs of different nationalities, expatriates, employees who know different languages, Newspapers of different languages are used.

One of the main differences admitted by respondents in the UK was service orientation. Thus, service orientation is considered higher in India. For example, restaurants are constantly available in the hotel, services are more personalised so that customers' expectations from an Indian hospitality market are believed high too because the guest feels like a 'king' there. As for hospitality in the UK, the service is thought to be oriented towards technological innovations, services are based on human interconnection, and an integral value 'Atithi Devo Bhava' (Guest is God) in India, while in the UK services are focused on innovations and automation.

An examination of CVSCALE surveys has shown a slight variation in every dimension: Power Distance, Uncertainty Avoidance, Individualism Vs Collectivism, Masculinity Vs Femininity, and Confucian Dynamism (Long Term Vs Short Term Orientation). However, it must be noted that even a small divergence gives the rationale for important conclusions and further recommendations.

Thus, a higher level of Power Distance, stronger Uncertainty Avoidance, more prominent features of Collectivism, a middle position in the framework of Masculinity Vs Femininity, and longer-term orientation have a positive impact on higher service performance and customers' satisfaction in Indian hotels. It means that constituents affecting human-oriented service (which is proved by the interviews with managers) can design the core of the impact zone of Cross-Cultural Marketing (CCM) strategy. Besides, such crucial elements as technological innovations (mentioned by the UK's staff) can constitute its periphery. (See figure 54, Chap.7).

The following trends were showing positive signs for the hospitality industry.

- Increased use of the online medium.
- Increase in combination trip of business plus leisure.
- Increase in spending capacity.

In the Quantitative phase of the study where actual customers who travelled to India and the UK were asked to rate their stay experiences on the SERVQUAL statement to further validate the understanding of the cross-cultural effects. It was observed that customers who visited India are considerably more satisfied than those who visited the UK, and the probable reasons are also discussed previously with reference to Table 4. It was further checked within the individual country if there were any significant

differences observed either on the basis of the religion of the customer or on the basis of their ethnic backgrounds. But there was hardly any significant difference. See Table 4 for this.

Customers' expectations measured by the SERVQUAL scale have given higher levels of customers satisfaction in Indian hotels. This knowledge is significant for the construction of the final model of Cross-Cultural Marketing (CCM) strategy (see Figure 54, Chap.7): five elements of service performance that are relevant or exceed customers' expectations interconnected with human-oriented hotel team where technology plays an especially important but not the primary role.

An examination of respondents' travel details has shown the differences in purpose motivation: most of the Indian customers have travelled to this country as tourists while most of the UK's visitors have been there on educational tours. Holidaymaking also took the substantial ratios of answers for both countries but not the prevalence. Consequently, the frequency of staying in the hotels of India and the UK for these respondents have been different: most of the Indian customers have stayed at the hotels five times a year or more, while most of the respondents who travelled to the UK have marked the frequency of staying as twice a year and once a year. In accordance, the length of staying in the country had been fixed: two weeks are more of a usual period for Indian customers and one week is more common for the UK' visitors. Responses about the source of awareness on hotels' choices have been revealed the similarity in the data: most of the Indian and the UK's customers used self-search.

Chapter 6: Hypothesis Testing

6.1 Introduction

Findings of the research have been obtained in the hospitality industry of India and the UK, which are well-known countries with developed facilities for customers on holidays and business tours. The data initially supports and justifies discussed theories and statements (see Introduction and Chapter 1). First of all, the hospitality business in India and the UK has gotten culturally marked features and peculiarities that make current studies relevant in the framework of cross cultures.

Consequently, hospitality marketing is bound to gain cross-cultural characteristics that have affected the existence of cross-cultural departments in some hotels in London and affirm some confidence in its necessity in some Indian hotels. Analysis of the data in the current research has shown the previously mentioned correlation between cross-cultural marketing and customer relationship marketing (Sanchez, 2003), focused on the satisfaction of various consumer needs. This is the main reason why a thorough examination of expectations inherent to customers of diverse ethnic, religious, and cultural backgrounds has been undertaken and analysed in this research.

The principles of hospitality marketing-oriented at boosting loyal relationships with customers have been developed through a comparative and discourse analysis of data obtained from visitors who experienced hotels in India and the UK, and managers providing hospitality services for them. The aim of this research has been achieved in several stages.

6.2 Validity and reliability of statistics: SERVQUAL and CVSCALE

A reliability statistics test was conducted on the statistics used to test the hypotheses guiding the study. The resultant Cronbach's Alpha for SERVQUAL is a reliable and acceptable 0.955.

The resultant Cronbach's Alpha for CVSCALE is a reliable and acceptable 0.733.

Cronbach's Alpha reliability Test on SERVQUAL and CVSCALE

Reliability Statistics SERVQUAL

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.955	28

Reliability Statistics CVSCALE

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.733	26

Figure 34. Cronbach's Alpha; Reliability test.

First, the hypothesis testing makes answering two research questions possible (Table 6):

Table 6. Relevance of Hypothesis and Research Questions

Hypothesis	Research Questions
H1. Customers' expectations of service quality perception are self-same for customers belonging to different cultures. H2. Customers' expectations of service quality perception are unlike those for customers belonging to different cultures.	1. What are the expectations of the customers from the service provider? 2. What is the interrelation of customer expectations and cross-cultural marketing in the hospitality industry?

6.3 Conceptual Model of Service Quality

A Conceptual Model of Service Quality (SERVQUAL) developed and established by Parasuraman (1985, 1994) has been applied to evaluate hotel services by customers with various cultural backgrounds. Thus, H1 and H2 statements have been examined through the comparative analysis of responses given by respondents after a stay at Indian and UK hotels. Testing has covered reactions to the survey's questions related to five elements of the SERVQUAL scale: Reliability, Responsiveness, Assurance, Empathy, and Tangibles and it has been implemented with the SPSS software (version 23).

As discussed in Chapter 5 (See Table 5.), an independent sample t-test was conducted using SPSS to check the equality among different groups for the rating given to SERVQUAL statements by the customers. For India, along with overall satisfaction, there was a significantly higher rating compared to UK for the following SERVQUAL parameters:

1. The hotel always keeps to its promise of good services.
2. Services in the hotel are provided and kept on time.
3. The hotel keeps to its promised times.
4. The hotel employees are extremely cooperative.
5. Hotel serves are always available.
6. The hotel employees work flexible hours and are always available.
7. The hotel gives personalised guest attention to guests.
8. The hotel hours are mostly convenient to guests.
9. There is good and efficient security at the hotel.
10. Guests are made to gain the employees' confidence during their stay at the hotel.

Qualitative discussion parts of the study have also underlined these observations. The mentioned SERVQUAL parameters are mostly the service parameters along with customization and more flexibility according to the needs of the customer. These needs can be cultural needs as well which might have acted as catalysts to increase customer satisfaction. The details of the SPSS processing for the above statements are as below:

Independent t-test: The hotel always keeps to its promise of good services.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides services as they were promised	India	67	4.25	.876	.107
	UK	69	3.80	.867	.104

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides services as they were promised	Equal variances assumed	.323	.571	3.054	134	.003	.457	.150	.161	.752
	Equal variances not assumed			3.053	133.787	.003	.457	.150	.161	.752

Figure 35. Independent t-test: The hotel always keeps to its promise of good services.

The independent t-test by SPSS shows p-value for Levene's test for equality of variance is 0.571 which is greater than .05 hence, we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.003 which is less than 0.05 hence we reject equality, which means that there is a mean difference between India and the UK is significant for parameter Thus, the hotel always keeps to its promise of good services.

Independent t-test: Services in the hotel are provided and kept on time.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
The hotel performs the services right the first time.	India	67	4.10	.819	.100
	UK	69	3.64	.970	.117

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel performs the services right the first time.	Equal variances assumed	.355	.552	3.029	134	.003	.467	.154	.162	.772
	Equal variances not assumed			3.036	131.492	.003	.467	.154	.163	.771

Figure 36. Independent t-test: Services in the hotel are provided and kept on time.

The independent t-test by SPSS shows p-value for Levene's test for equality of variance is 0.552 which is greater than .05 hence, we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.003 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for the parameter. Thus, Services in the hotel are provided and kept on time.

Independent t-test: The hotel keeps to its promised times.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides the services at the time it promises to do so.	India	67	4.12	.913	.112
	UK	69	3.70	.828	.100

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides the services at the time it promises to do so.	Equal variances assumed	.784	.377	2.837	134	.005	.424	.149	.128	.719
	Equal variances not assumed			2.832	131.864	.005	.424	.150	.128	.720

Figure 37. Independent t-test: The hotel keeps to its promised times.

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.377 which is greater than .05 hence, we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.005 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for parameter 'Thus, the hotel keeps to its promised times.

Quantitative examination and verification of statements relevant to the Reliability section of the SERVQUAL scale have sustained that customers of different ethnic, religious, or cultural backgrounds expect the proper and timely provision of promised services. These outcomes give the answer to the first research question about the essence of customers' expectations. Despite the commonality of things expected by various customers, the content of services expected individually by those who have different beliefs can be learned, analysed, and provided by special cross-cultural marketing departments in the hotel. Hence, it responds to the research question about the interrelation of customers' expectations and cross-cultural marketing in the hospitality industry.

Substantiation of the Responsiveness constituents of the SERVQUAL model has been implemented by the analysis of respondents' responses to four relevant questions in the questionnaire about services provision: 4th, 11th, 13^{th,} and 14th.

Independent t-test: The hotel employees are extremely cooperative.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
Employees are always willing to serve customers.	India	67	4.31	.820	.100
	UK	69	3.75	.793	.096

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees are always willing to serve customers.	Equal variances assumed	.553	.459	4.045	134	.000	.560	.138	.286	.834
	Equal variances not assumed			4.043	133.471	.000	.560	.138	.286	.834

Figure 38. Independent t-test: The hotel employees are extremely cooperative.

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.459 which is greater than .05; hence we assume an equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.000 which is less than 0.05 hence we reject equality which means that the mean difference among India and UK is significant for the parameter. Thus, the hotel employees are extremely cooperative.

Considerable dissimilarity in the matter of customers' responses to the 14th statement has revealed equivalent results: the level of satisfaction by services consumed in Indian hotels is higher.

Independent t-test: Hotel serves are always available.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
Employees are always available when needed	India	67	4.22	.885	.108
	UK	69	3.83	.822	.099

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees are always available when needed	Equal variances assumed	1.858	.175	2.718	134	.007	.398	.146	.108	.687
	Equal variances not assumed			2.715	132.590	.008	.398	.147	.108	.688

Figure 39. Independent t-test: Hotel serves are always available.

The Independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.175 which is greater than .05; hence we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.007 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for parameter Thus, Hotel serves are always available.

Substantiation of findings within the responsiveness section of the SERVQUAL scale through independent test for equality of variances has encouraged the researcher's belief that customers of

diverse ethnic, religious, or cultural backgrounds presume constant availability of employees with vivid willingness to serve. These conclusions give an answer to the first research question about customers' expectations. Regardless, the similarity of services expected by different customers, the nature of services often varies at the individual level. Peculiarities of needs can be examined and ensured by specific cross-cultural marketing departments in the hotel. Consequently, it accounts for the research question about the interrelation of customer expectations and cross-cultural marketing in the hospitality industry.

Verification of the Empathy constituent of the SERVQUAL scale has been based on testing and analysis of respondents' answers to three relevant statements: 17th, 21st, and 22nd. The only statement within the Empathy section that has not caused considerable dissimilarity in customers' responses is the 21st.

Independent t-test: The hotel staff is flexible to provide services according to guest demands.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides flexibility in services according to guest demands	India	66	3.92	.865	.106
	UK	69	3.46	.833	.100

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides flexibility in services according to guest demands	Equal variances assumed	.037	.847	3.152	133	.002	.460	.146	.171	.749
	Equal variances not assumed			3.149	132.100	.002	.460	.146	.171	.750

Figure 40. Independent t-test: The hotel staff are flexible to provide services according to guest demands

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.847 which is greater than .05; hence we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.002 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for the parameter. Thus, the hotel staff is flexible to provide services according to guest demands. Overall satisfaction of all groups of visitors who consumed services in Indian hotels is considerably higher. It is depicted in answers to question 22nd.

Independent t-test: The hotel gives personalised guest attention to the guests

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
Employees gives guests idividualized attention that makes them feel special	India	67	4.01	.879	.107
	UK	69	3.57	.915	.110

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees gives guests idividualized attention that makes them feel special	Equal variances assumed	2.503	.116	2.921	134	.004	.450	.154	.145	.754
	Equal variances not assumed			2.923	133.984	.004	.450	.154	.145	.754

Figure 41. Independent t-test: The hotel gives personalised guest attention to the guests.

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.116 which is greater than .05; hence we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.004 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for the parameter. Thus, the hotel gives personalised guest attention to guests.

The SPSS testing variances in the framework of the Empathy section (the SERVQUAL scale) has supported the researcher's assumption that flexibility and services and personalized attention make customers with different ethnic, religious, and cultural backgrounds feel satisfied and give the answer to the research question about customers' expectations. It should be considered that the essence of diverse needs for the customized service provision can be realized by the cross-cultural marketing department operation. Thus, the interconnection of customer's expectations and cross-cultural marketing in the hospitality industry is evident.

Examination of the Assurance element of the SERVQUAL scale has been proceeded through the comprehension and quantitative verification of customers' answers to five corresponding statements: 15th, 19th, 24th, 25th, and 26th. Results achieved in the course of the 15th question analysis have not given any remarkable difference in reactions.

Independent t-test: The hotel hours are mostly convenient to guests.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
The hotel and its facilities have operating hours convenient to all their guests	India	67	4.04	.912	.111
	UK	69	3.70	.912	.110

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel and its facilities have operating hours convenient to all their guests	Equal variances assumed	.191	.662	2.232	134	.027	.349	.156	.040	.659
	Equal variances not assumed			2.232	133.888	.027	.349	.156	.040	.659

Figure 42. Independent t-test: The hotel hours are mostly convenient to guests.

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.662 which is greater than .05 hence, we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.027 which is less than 0.05; hence we reject equality, which means that the mean difference between India and the UK is significant for the parameter. Thus, the hotel hours are mostly convenient to guests.

Independent t-test: There is good and efficient security at the hotel.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides its guests with safe and secure place	India	67	4.21	.729	.089
	UK	69	3.88	.850	.102

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides its guests with safe and secure place	Equal variances assumed	.012	.914	2.390	134	.018	.325	.136	.056	.594
	Equal variances not assumed			2.396	132.019	.018	.325	.136	.057	.593

Figure 43. Independent t-test: There is good and efficient security at the hotel

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance as 0.914 which is greater than .05; hence we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.018 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for the parameter. Thus, there is good and efficient security at the hotel.

Independent t-test: Guests are made to gain the employees' confidence during their stay at the hotel.

Group Statistics

	Field Country	N	Mean	Std. Deviation	Std. Error Mean
Employees instil confidence in guests	India	67	4.13	.796	.097
	UK	69	3.71	.769	.093

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees instil confidence in guests	Equal variances assumed	.669	.415	3.162	134	.002	.424	.134	.159	.690
	Equal variances not assumed			3.160	133.455	.002	.424	.134	.159	.690

Figure 44. Independent t-test: Guests are made to gain confidence during their stay at the hotel.

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance is 0.415 which is greater than .05; hence we assume equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.002 which is less than 0.05 hence we reject equality, which means that the mean difference between India and the UK is significant for the parameter. Thus, Guests are made to gain the employees' confidence during their stay at the hotel. Thus, the mean difference in responses for both statements is evident.

The test for equality of variances for the Assurance element of the SERVQUAL model executed on the basis of the SPSS software has given the evidence that respondents of various beliefs expect to be safe and secure in the hotel. Examination and validation of the 24th statement in the survey correlate with the first research question. Testing reactions of culturally diverse customers on the ability of employees to instil confidence in guests and is relevant to the second research question. Thus, it proves the need for the existence of the cross-cultural marketing department in the hotel and gives an answer to the second research question: correlation of customer's expectations and cross-cultural marketing in the hospitality industry.

6.4 Testing on Religion and Ethnic background

The respondents of other religions in India have higher ratings for the following parameters compared to Christianity:

1. The hotel has knowledgeable and helpful employees to cater to the needs of guests.
2. The hotel employees are friendly.

The details of the SPSS processing for the above statements are as below:

Independent t-test: The hotel has knowledgeable and helpful employees to cater to the needs of guests.

Group Statistics[a]

	Religion Number_1	N	Mean	Std. Deviation	Std. Error Mean
Employees have knowledge to provide information and assistance to guests in areas they would require (shopping,museums, places of interest,etc.)	Christianity	30	3.73	1.143	.209
	Other	36	4.28	.701	.117

a. Field Country = India

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees have knowledge to provide information and assistance to guests in areas they would require (shopping,museums, places of interest,etc.)	Equal variances assumed	7.544	.008	-2.374	64	.021	-.544	.229	-1.003	-.086
	Equal variances not assumed			-2.277	46.291	.027	-.544	.239	-1.026	-.063

a. Field Country = India

Figure 45. Independent t-test: The hotel has knowledgeable and helpful employees for the needs of guests

The independent t-test using SPSS shows p-value for Levene's test for equality of variance is 0.008 which is less than .05; hence we reject the assumption of equal variance and we look at the p-value for t-test for equality of means without assuming equal variance. The p-value for the t-test for equality of means is 0.027 which is less than 0.05; hence we reject equality, which means that there is a significant difference for 'The hotel has knowledgeable and helpful employees to cater for the needs of guests' in India based on religion Christianity and others.

Independent t-test: The hotel employees are friendly.

Group Statistics[a]

	Religion Number_1	N	Mean	Std. Deviation	Std. Error Mean
Employees always treat guest in friendly manner	Christianity	31	3.74	1.094	.197
	Other	36	4.36	.723	.121

a. Field Country = India

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees always treat guest in friendly manner	Equal variances assumed	4.938	.030	-2.766	65	.007	-.619	.224	-1.066	-.172
	Equal variances not assumed			-2.685	50.661	.010	-.619	.231	-1.082	-.156

a. Field Country = India

Figure 46. Independent t-test: The hotel employees are friendly.

The independent t-test using SPSS shows the p-value for Levene's test for equality of variance as 0.030 which is less than .05; hence we reject the assumption of equal variance and we look at the p-value for t-test for equality of means without assuming equal variance. The p-value for the t-test for equality of means is 0.010 which is less than 0.05; hence we reject equality, which means that there is a significant difference for the hotel employees are friendly in India based on religion; Christianity, and other religions.

Thus, respondents of other religions in the UK have higher ratings for the following parameters compared to Christianity:

3. The hotel services are consistent.
4. There is good and efficient security at the hotel.

The details of the SPSS processing for the above statements are as below:

Independent t-test: The hotel services are consistent.

Group Statistics[a]

	Religion Number_1	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides consistent services (providing the same service and associated materials every time)	Christianity	34	3.65	.774	.133
	Other	35	4.00	.642	.108

a. Field Country = UK

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides consistent services (providing the same service and associated materials every time)	Equal variances assumed	3.384	.070	-2.065	67	.043	-.353	.171	-.694	-.012
	Equal variances not assumed			-2.059	64.064	.044	-.353	.171	-.695	-.011

a. Field Country = UK

Figure 47. Independent t-test: The hotel services are consistent

The independent t-test using SPSS shows the p-value for Levene's test for equality of variance is 0.070 which is greater than .05; hence we do not reject the assumption of equal variance and we look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.043 which is less than 0.05 and hence we reject equality, which means that there is a significant difference for the hotel services are consistent in the UK based on religions such as Christianity, and others.

Independent t-test: There is good and efficient security at the hotel.

Group Statistics[a]

	Religion Number_1	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides its guests with safe and secure place	Christianity	34	3.65	.950	.163
	Other	35	4.11	.676	.114

a. Field Country = UK

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides its guests with safe and secure place	Equal variances assumed	4.373	.040	-2.360	67	.021	-.467	.198	-.862	-.072
	Equal variances not assumed			-2.348	59.496	.022	-.467	.199	-.865	-.069

a. Field Country = UK

Figure 48. Independent t-test: There is good and efficient security at the hotel

The independent t-test using SPSS shows p-value for Levene's test for equality of variance is 0.040 which is less than .05; hence we reject the assumption of equal variance and we look at the p-value for t-test for equality of means without assuming equal variance. The p-value for the t-test for equality of means is 0.022 which is less than 0.05 and hence we reject equality, which means that there is a significant difference for the good and efficient security at the hotel in the UK based on religion Christianity, and others.

Regarding ethnic background, Hindu respondents in the UK have higher ratings for the following parameters as compared to the Catholics & Protestants:

5. The infrastructure and the facilities in the hotel are visually appealing.
6. The hotel can be proud of hosting state-of-the-art equipment.
7. The hotel food boasts of being prepared under the best hygienic conditions.
8. The hotel services are consistent.

The details of the SPSS processing for the above statements are as below:

Independent t-test: The infrastructure and the facilities in the hotel are visually appealing.

Group Statistics[a]

	Ethnic Number	N	Mean	Std. Deviation	Std. Error Mean
The hotel has visually appealing infrastrcture and facilities.	Catholic& Protestant	32	3.59	.911	.161
	Hindu	24	4.08	.717	.146

a. Field Country = UK

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel has visually appealing infrastrcture and facilities.	Equal variances assumed	3.626	.062	-2.174	54	.034	-.490	.225	-.941	-.038
	Equal variances not assumed			-2.250	53.843	.029	-.490	.218	-.926	-.053

a. Field Country = UK

Figure 49. Independent t-test: The infrastructure and the facilities in the hotel are visually appealing

The independent t-test by SPSS shows the p-value for Levene's test for equality of variance is 0.062 which is greater than .05; hence we assume an equal variance and look at the p-value for t-test for equality of means assuming equal variance. The p-value for the t-test for equality of means is 0.034 which is less than 0.05 and hence we reject equality, which means that there is a significant difference for the hotel has visually appealing infrastructure and facilities in the UK based on ethnic backgrounds, Catholics, Protestants, and Hindus.

Independent t-test: The hotel can be proud of hosting state-of-the-art equipment.

Group Statistics[a]

	Ethnic Number	N	Mean	Std. Deviation	Std. Error Mean
The hotel has modern and up to date equipment (air conditioner,furniture, refrigerator, Wi-Fi, TV, teltphone,etc.)	Catholic& Protestant	32	3.66	1.004	.177
	Hindu	24	4.29	.550	.112

a. Field Country = UK

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel has modern and up to date equipment (air conditioner,furniture, refrigerator, Wi-Fi, TV, teltphone,etc.)	Equal variances assumed	5.537	.022	-2.799	54	.007	-.635	.227	-1.091	-.180
	Equal variances not assumed			-3.027	49.996	.004	-.635	.210	-1.057	-.214

a. Field Country = UK

Figure 50. Independent t-test: The hotel can be proud of hosting state-of-the-art equipment.

There is no significant difference in the means between by ethnic background Catholic & Protestant and Others in India whereas in the UK the difference is significant.

Independent t-test: The hotel food boasts of being prepared under the best hygienic conditions

Group Statistics[a]

	Ethnic Number	N	Mean	Std. Deviation	Std. Error Mean
Food and beverages served are hygienic, adequate,and sufficient.	Catholic& Protestant	32	3.78	.906	.160
	Hindu	24	4.33	.565	.115

a. Field Country = UK

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Food and beverages served are hygienic, adequate,and sufficient.	Equal variances assumed	1.877	.176	-2.623	54	.011	-.552	.210	-.974	-.130
	Equal variances not assumed			-2.797	52.453	.007	-.552	.197	-.948	-.156

a. Field Country = UK

Figure 51. Independent t-test: The hotel food boasts of being prepared under the best hygienic conditions.

There is no significant difference in means between by ethnic background Catholic & Protestant and Hindu in India whereas the difference is significant in the UK.

Independent t-test: The hotel services are consistent.

Group Statistics[a]

	Ethnic Number	N	Mean	Std. Deviation	Std. Error Mean
The hotel provides consistent services (providing the same service and associated materials every time)	Catholic& Protestant	32	3.66	.827	.146
	Hindu	24	4.13	.612	.125

a. Field Country = UK

Independent Samples Test[a]

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The hotel provides consistent services (providing the same service and associated materials every time)	Equal variances assumed	3.168	.081	-2.335	54	.023	-.469	.201	-.871	-.066
	Equal variances not assumed			-2.436	53.997	.018	-.469	.192	-.854	-.083

a. Field Country = UK

Figure 52. The hotel service is consistent.

There is no significant difference in means between ethnic background Catholic & Protestant and Hindu in India whereas in the UK there is a significant difference. For the remainder of the parameters, there is no significant difference between the Christian religion and others as well as between ethnic backgrounds Catholic-Protestant and Hindu.

Even though the considerable difference is observed for the service-related SERVQUAL statement between the countries but within the specific country, not much difference was observed based on the religion and ethnic background apart from the ones that are mentioned above. Discourse analysis interpretation of respondents' answers to the questionnaire based on the CVSCALE model (Yoo, Donthu, and Lenartowicz, 2011) and also respond to the third research question of the study. Further qualitative examination proves the second hypothesis.

Table 7. Relevance of Hypothesis and Research Questions

Hypothesis	Research Questions
H3. Managers and employees with different cultural backgrounds behave the same in hospitality service performance. H4. Managers and employees with different cultural backgrounds behave unlike in the hospitality service performance.	3. What is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy?

Analysis of managers' responses regarding Indian and the UK's hospitality in general and examination of answers on peculiarities of the service provision and special arrangements for customers with different cultural/ethnic backgrounds and employment of expatriate managers in particular, reveals the fact that culturally diverse management is effective when overcoming barriers in communication with culturally various customers and sharing ideas for hospitality boost (See responses' interpretation about Indian and the UK's hospitality to question 19: *"What do you think about expatriate managers and employees?"* (Chapter 5) for more detailed information.

Ethnically dissimilar hotel staff proves to be more sensitive to customers of diverse cultures, religious, and beliefs. Consequently, the researcher admits that these findings are relevant to the fourth hypothesis H4. Managers and employees with different cultural backgrounds behave unlike in the hospitality service

performance. Thus, having expatriate managers and employees in the hotel team positively affects different constituents of the hospitality business and provides its growth.

Thorough awareness of diverse customers' expectations about Indian and the UK's hotels obtained on the basis of the SERVQUAL scale and examination of the service performance by culturally unlike hotel teams in the UK and India measured in the framework of the CVSCALE model have produced significant knowledge to answer the fourth research question on the data comparison of the two countries (India and the UK) in order to establish effective cross-cultural marketing (CCM) strategy in their hotel industries.

Table 8. Correspondence of the Research to the Research Question

Research Aim	Research Questions
This research aims to utilise research findings to critically evaluate how customers' expectations influence and impact cross-cultural marketing and service quality in the hotel hospitality industry.	1. What are the expectations of the customers from the service provider? 2. What is the interrelation of customer expectations and cross-cultural marketing in the hospitality industry? 3. What is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy? 4. How will the data comparison of the two countries of India and the UK establish an effective marketing strategy/model in their hotel industries?

The data analysis above underpins the achievement of the aim of the study. The data results in address and substantiate the four research questions.

6.5 Results of Hypotheses Testing

Table 9. Results of the Four Hypotheses Statistically

H1. Customers' expectations of service quality perception are self-same for customers belonging to different cultures.	√	The statistical test on Hypothesis 1 has proved significant. The hypothesis is, therefore, rejected.
H2. Customers' expectations of service quality perception are unlike for customers belonging to different cultures.	√	The statistical test on Hypothesis 2 has proved significant. The hypothesis is, therefore, accepted.
H3. Managers and employees with different cultural backgrounds behave the same in hospitality service performance.	√	The statistical test on Hypothesis 3 has proved significant. The hypothesis is, therefore, rejected.
H4. Managers and employees with different cultural backgrounds behave unlike in the hospitality service performance.	√	The statistical test on Hypothesis 4 has proved significant. The hypothesis is, therefore, accepted.

6.6 Conclusion

This Chapter presented the SERVQUAL and CVSCALE data analysis as well as the qualitative data. The comparative and discourse analysis through the deductive and inductive approaches of this research and subsequent quantitative hypothesis testing provide the constituents of the Cross-Cultural Marketing Model to make the hotel industries of India and the UK more marketable towards culturally diverse cliental. The chapter has successfully tested all the four hypotheses guiding the study. As seen earlier on, they have all proved significant. The next chapter 7 brings the research to its conclusion and articulates the research contributions and recommendations.

Chapter 7: Conclusion, Contribution & Recommendations

7.1 Introduction

This research was conducted to achieve the research objectives and the research aim. This Chapter presents the conclusion, contribution, and recommendations arising from the various stages of the research. So, the Chapter has sections on Research Overview, Restatement of the Objectives, Conclusions based on the Research Questions, Contribution of the Research and Recommendations based on the Research contain final statements and defining outcomes.

7.2 Research Overview

This research reveals that there is a relationship between differing cultural expectations of service quality of customers to inform effective hotel hospitality marketing strategy. The research outcome is the contribution to developing a model of international marketing based on the differing cultural preferences of international customers.

This research reveals that there is indeed an impact of customers' expectations on cross-cultural marketing in the hotel hospitality industry. The findings of the comparative study undertaken of customers and management of hotels in India and the UK are used to develop the Cross-Cultural Marketing Model oriented at producing better service quality and effective international marketing strategy for the hotel hospitality industry.

The mixed-methods qualitative and quantitative methodology was applied. Data was collected at several stages. Firstly, 136 online surveys and distributed survey questionnaires made based on the SERVQUAL model to evaluate customers' expectations have been filled in (69 surveys about service perception in the UK and 67 ones – in India). Secondly, a quantitative comparative analysis of the service satisfaction level (five SERVQUAL elements) in the hotels of India and the UK has been conducted. And, thirdly, 31 open-ended interviews with hotel managers and employees accompanied by the CVSCALE surveys have been handed to and collected (10 samples in the UK and 23– in India).

As mentioned previously in Chapter 4, the multiple stages of the research are considered as a part of the triangulation approach, where the researchers used it on different sides of the same parameter to validate the research finding derived from one side with another side. The parameters which were considered were as follows:

1. Place of the study: The fieldwork has been conducted in India as well as in the UK to minimize the research bias and to see the global approach as well as universal acceptance towards the subject of the study.

2. Types of respondents: Here, the researcher interviewed representatives of both sides of the industry. Customers as well as service providers to understand views of both sides of the coin. This will also help to understand the need-gap for the category. As already mentioned, the CV Scales were used for the service provider and SERVQUAL statements were used for consumers.

3. Research methodology: A combination of Qualitative and Quantitative methods was used to minimize research bias in the methodological research approach. The qualitative in-depth interviews that were conducted helped in understating the category as well as different procedural things in detail.

Various customers' expectations have been determined by the SERVQUAL's elements, analysed, and discussed in accordance with five dimensions of the CVSCALE model and bounded to be satisfied by cross-cultural marketing departments in the hotels. Marketing strategies (see Chapter 6) in the conclusion of the chapter developed as the outcome of customers' expectations impact combined the experiences of more customer-oriented service-implementation in Indian hotels and better technological provisions in the UK's hotels.

7.3 Restatement of the Research Objectives

This section discusses the achievement of the research objectives. It explains how the objectives were realized and presented. Conclusions to each objective have been defined.

Aim: This research aims to utilise research findings to critically evaluate how customers' expectations influence and impact cross-cultural marketing and service quality in the hotel hospitality industry. The finding of this research explains the relationship between differing cultural expectations of service quality of customers to inform effective hotel hospitality marketing strategy.

The research aim determined in the study has been achieved through the investigation of culture concepts, cross-cultural marketing potentials, the notion of customers' expectations and the SERVQUAL model, the framework of the CVSCALE, and hospitality marketing. The Cross-Cultural Marketing Model has been developed as the result of the research findings.

Objective One:

Objective 1 set out to critically review the literature on the concept of cultural frameworks, cross-cultural

marketing, customer expectations, CVSCALE, SERVQUAL model, and relationship marketing in the international hospitality industry.

Scientific works-oriented at the investigation of cultural conceptions (Hofstede, 1980; Hofstede, 2011; Hofstede's, 2010; E. Hall, 1959; 1969; 1976; C. Hampden-Turner, 1997; S. H. Schwartz, 1992; 1994; 2012), the phenomena of cross-cultural marketing and relationship marketing (Zhang, 2008; Kotler, 2011), the SERVQUAL scale (Parasuraman, 1994) based on measurement of customers' expectations and service perception, the CVSCALE metric (Yoo, Donthu and Lenartowicz, 2011; Prasongsukarn, 2009) developed in accordance with Hofstede's cultural dimensions and peculiarities of the hospitality industry worldwide (Baum, 2012; Jauhari, 2009; 2012a; 2012b; 2013) have been critically reviewed and discussed in Chapter 2.

Objective one was completed, secondary data obtained and presuppositions for the author's conceptual model have been developed as the result of gained knowledge. Therefore, Objective one has been successfully achieved. Hence, further discussion and outcomes of the investigation have promoted the design conceptual framework of cross-cultural marketing in the hospitality industry.

Objective Two:

Objective 2 set out to find out the interrelation of customer expectations and cultural dimension in the hotel industry as the segment of cross-cultural marketing in selected hotels in the UK and India through extensive surveys and intensive interviews.

The analysis and the interpretation of findings obtained through different customers' expectations and satisfaction assessed by the SERVQUAL scale and culturally marked individual features of managers and employees in the process of service performance measured by the CVSCALE has given the outcomes for further discussions in Chapter 5.

Objective two has been successfully achieved; primary data on customers' levels and the levels of the hotel management in India and the UK have been obtained and compared. Findings acquired in the framework of SERVQUAL's elements have been tested further by the t-test using SPSS for understanding if there is any significant difference, in Chapter 6.

Objective Three:

Objective 3 set out to compare existing marketing strategies in selected hotels in the UK and India and the customer expectations and cross-cultural marketing strategies used in terms of service quality in these hotels.

The previous objective accomplishment has assisted in the process of objective three's successful achievements. Comparison and contrast of existing marketing strategies in Indian and the UK's hotels have been made based on primary data through face-to-face interviews, online surveys, and distributed questionnaire-analysis in Chapter 5. A comparison of customers' expectations depicting different experiences in the hotels of India and the UK has been obtained online and distributed; survey questionnaires were also presented in Chapter 5. The most prominent reactions of customer-respondents have been quantitatively tested in Chapter 6 in order to reveal significant differences. Objective three, therefore, has been achieved successfully.

Objective Four:

Objective 4 set out to develop a cross-cultural marketing model/framework of customers' expectations and service quality in the hotel hospitality industry.

The findings obtained in the result of discourse analysis (surveys and questionnaires interpretation) and quantitative verification have generated the cross-cultural marketing model in Chapter 7. It has been further grounded and proved in Chapter 5 (see Conclusion) and Chapter 6 (Conclusion). Hence, objective four is successfully achieved.

A thorough examination of literature, existing cultural and marketing models, and works on cross-cultural marketing in the hospitality industry promoted conclusion, contribution, and recommendations for development and assisted successful achievement of all four objectives.

7.4 Outcomes based on Research Questions.

Hypothesis testing in Chapter 6 facilitated the answering of the research questions of the study. Two research questions have been answered while H1 and H2 statements were examined in Chapter 6 (Table 6).

Research Question One:

What are the expectations of the customers from the service provider?

The expectations of the customers from the service provider are tested with a t-test for equality within five elements of the SERVQUAL scale: Reliability, Responsiveness, Assurance, Empathy, and Tangibles. The Reliability section of the SERVQUAL scale has sustained that customers of different ethnic, religious, or cultural backgrounds expect the proper and timely provision of promised services. These outcomes give an answer to the first research question about the essence of customers'

expectations. The thesis has proved the case. Research question one has, therefore, has been successfully answered.

Research Question Two:

What is the interrelation of customer expectations and cross-cultural marketing in the hospitality industry?

The interrelation of the customer's expectations and cross-cultural marketing is tested hypothetically (H2) through a t-test for equality. Despite the commonality of things expected by various customers, the content of services expected individually by those who have different beliefs could be learned, analysed, and provided by special cross-cultural marketing departments in the hotels. Thus, research question two is answered successfully by proving the interrelation of two different variables.

Research Question Three:

What is the interconnection between the cultural backgrounds of management in hospitality organizations (hotels) and cross-cultural marketing strategy?

The customers with different cultural/ethnic backgrounds and employment of expatriate managers, in particular, reveals the fact that culturally diverse management is effective when overcoming barriers in communication with culturally various customers and sharing ideas for hospitality boost. This research question has been answered through discourse analysis. It has been used to answer this research question and substantiated its connection to the hypothesis. Managers and employees with different cultural backgrounds behave unlike in the hospitality service performance. The research question is responded to in the process of CVSCALE questionnaires interpretation (Table.7). Therefore, research question three has been answered successfully.

Research Question Four:

How will the data comparison of the two countries of India and the UK establish an effective marketing strategy/model in their hotel industries?

This research question is responded to as the outcome of the comparative study. Hence, the cross-cultural marketing model with outlined marketing strategies is developed. It is positively answered in the result of the comparison made between data obtained in India and the UK through the SERVQUAL scale and the CVSCALE model (Chapter 6, Conclusion). Research question four, has, therefore, been answered successfully in the conclusion of the sixth chapter.

7.5 Contribution of the Research to Knowledge

This research contributes to knowledge in the following ways:

a) The findings revealed that customers belonging to different cultures influence customers' expectations in different ways; they also make them unlikely to perceive or expect similar service performances by managers and employees with different cultural backgrounds.

b) The finding contributes to adding new knowledge to how hospitality marketing in India and the UK related to each other.

c) The similarities and differences of cultural practices in their marketing strategies help to close the gap in the research knowledge in this subject area.

d) The strategies based on the Cross-Cultural Marketing Model discussed by the researcher and their findings verified and added the practicality of the model and formed the conceptual framework that practically contributes to existing knowledge. Within the findings of this research, it is evident that the Cross-Cultural Marketing Model has reproduced the zone of impact on cross-cultural marketing effectiveness in the hospitality industry due to the following steps.

7.5.1 Contribution of the Research to Literature

Literature on Culture and Cultural Models

a) The research further contributed to the literature by developing the theoretical approaches of cross-cultural and comparative studies in the hospitality industry specifically for the Indian and the UK industries.

b) The research contributed to the literature by becoming the basis for further scientific work examining basic components of cross-cultural communication and new strategies in diversity marketing (Subbotina and Sonawane, 2015).

c) Various frameworks and models of culture developed by E. T. Hall (19760, G. Hofstede (1991, 1998, 2011), F. Trompenaars and C. Hampden, Turner (1998) and S. H. Schwartz (1992, 1994) have been thoroughly studied, critically reviewed, and compared in this research. Details of comparison have been presented and explained and used to close the gaps in literature required in this subject area by the study.

d) Hofstede's dimensional model of culture has been proved and customised as the main framework for the further examination of managers' and employees' behaviour in the thesis.

e) Literature on the Hospitality Industry and Cross-Cultural Marketing in India and the UK Scientific works on the hospitality industry in the UK: Baum (2007), Gröschl (2011), Janta (2011) Stanisic (2013), Pilbeam and Corbridge, (2006) and in India: Jauhari (2009, 2012a, 2012b, 2013), Jauhari and Rishi (2012) Jauhari and Sanjeev (2012) were reviewed in the light of what transpires in India and the UK industries in this research.

f) Peculiarities of the existing hospitality industry in India and the UK, advantages, and disadvantages of hotels found during the research were analysed, discussed, and presented in this work in order to fill in the gaps in the literature.

g) A further contribution to the literature by the thesis lies in addressing other lacunae in the literature, that has been addressed is the definition of cross-cultural marketing, but absent in academic dictionaries in this subject area (The International Dictionary of Marketing, 2002; A Dictionary of Marketing, 2011) and given by the researcher in this study: "***cross-cultural marketing is a bias-free planned process of marketing among marketers with different cultural backgrounds and multinational customers***".

h) Literature on the culturally based Instruments of the SERVQUAL and the CVSCALE

Literature exists on the SERVQUAL applicability in the hospitality industry worldwide (Parasuraman, 1985; Zeithaml and Bitner, 2000; Zhang, 2008; Mohsin and Ryan, 2005; Mohsin, 2003), the UK and India inclusive (Briggs, 2007; Motwani and Shrimali, 2013; Bapat et al, 2015), the gap on the identification of customers' expectations dependent on their cultural backgrounds still exists as a comparative definition or study has not yet been undertaken.

Also, an identical gap has been addressed in the matter of Cultural Values Scale (CVSCALE) (Yoo, Donthu and Lenartowicz, 2011). Basic literature in the field (McCracken, 1986; Prasongsukarn, 2009; Sharma, 2012) has not accounted for findings on comparison; thus, the knowledge on expatriate managers' behaviour in two different countries has been obtained, compared, and discussed in this research.

As a contribution to literature, a comparative approach used in the research has filled this gap and fixed the hypothesised fact that customers' expectations of service quality perception are not similar for customers belonging to different cultures.

7.5.2 Contribution of the Research to Methodology

This research makes a methodological contribution to methodology in the following ways:

a) Qualitative and quantitative approaches (mixed method) were used in this research, but previously they have been used separately in the scientific works reviewed. More precisely, the data on independent variables: customers' expectations and management performance have been obtained through the qualitative method and proved through quantitative testing. So that, the dependent variable: cross-cultural marketing model has been the effect of mix methods involvement.

b) By this, the manner and matter of cross-cultural marketing are clear, if it is looked at through the prism of culture, discourse, and power. It outlines the direction of studies aimed at exploring merchant discourse vs. consumer discourse establishing customers' expectations about goods and services, quality across cultures, and assisting in marketing strategies (Subbotina and Sonawane, 2015).

c) The approach has brought a new research experience in the area of cross-cultural marketing studies in the hospitality industry and filled the gap in the methodology in this field of study.

Cross-cultural Marketing Model

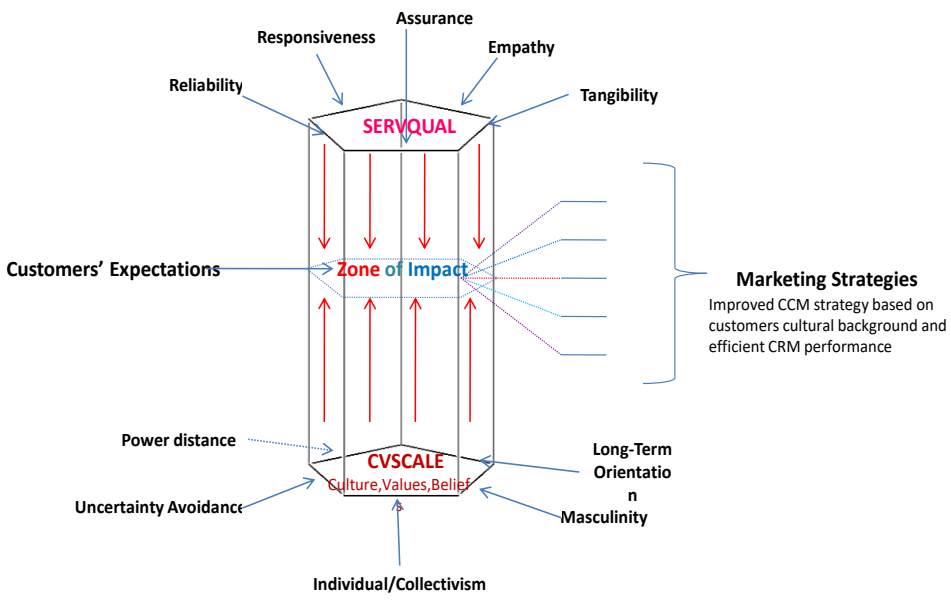


Figure 53. Cross-cultural Marketing Model

Source: Adapted from SERVQUAL and CVSCALE theory. Designed by Author.

On one hand, the SERVQUAL instrument designed by Parasuraman, Zeithaml, and Berry (1985) with further implementation and reflection by the same authors in 1988, 1991, and 1994 comprises five dimensions of the service quality: Reliability, Responsiveness, Assurance, Empathy, and Tangibility. 22 service quality questions: 5 for Reliability, 4 for Responsiveness, 4 for Assurance, 5 for Empathy, and 4 for Tangibility are used by the researcher in the process of data collection in order to reveal customers' expectations and develop the zone of impact for the Cross-Cultural Marketing Model.

On the other hand, the CVSCALE instrument inextricably linked with Hofstede's cultural dimensions (Hofstede, 1991; Hofstede, 2011) and formulated in the final form by Yoo, Donthu and Lenartowicz, (2011) holds five dimensions of culture: Power Distance, Uncertainty Avoidance, Individualism/ Collectivism, Masculinity/ Femininity, and Long/ Short Term Orientation. The data collection procedure was under the author's control. Surveys reflecting the cultural values of hotel managers and employees consisted of 5 statements measuring Power Distance, 5 statements for identifying Uncertainty Avoidance, 6 statements for detecting Individualism/ Collectivism parameters, 4 statements for marking Masculinity/ Femininity, and 6 statements for defining Long/ Short Term Orientation are analyzed by the researcher for detection of the service performance mechanism in the impact zone of the Cross-Cultural Marketing Model. (See section 3.6).

The data collected in the form of surveys from individual customers with diverse cultural backgrounds will reveal the differences between expected and perceived services (SERVQUAL) managed and performed by culturally different employees (CVSCALE) in the hotels of India and the UK. Thus, the data obtained and measured by the SERVQUAL instrument and the CVSCALE metric respectively has combined the shares of impact (See Figures 7, 8) into the zone of impact: employees' and managers' behaviour related to cultural orientations and service performance (CVSCALE) and similarities/differences in expectations of customers with unlike cultural backgrounds occurred in the culturally diverse hospitality environment (SERVQUAL).

The knowledge generated in the zone of impact will affect cross-cultural marketing strategies in the hospitality industries of India and the UK. As a result, a cross-cultural marketing strategy focused on satisfying the expectations of customers with different cultural backgrounds and efficient CRM performances will be new.

Thus, the author of this work designed a Cross-Cultural Marketing Model that intended to determine the effective cross-cultural marketing strategy for the hospitality industry of the UK, India, and cross-cultural hospitality sectors of other countries.

7.6 Recommendations based on the Research

Though hypothesis testing has not detected any remarkable dissimilarity between answers of different ethnic, religious, and cultural groups of customers (Europeans, Asians, Catholics& Protestants, Hindus, Christians, and others − customers with non-defined cultural or religious background), the significant differences in responses have been identified while testing customers' reactions in the framework of their overall satisfaction on Reliability, Responsiveness, Assurance, Empathy and Tangibles of the hotel service and the data comparisons. Consequently, these findings and percentage ratios obtained during consumers' reactions comparisons provided the basis for recommendations and development.

The Reliability element learning has revealed significant differences in overall satisfaction between customers experienced Indian and UK's hotels. The indicators that fixed the overall satisfaction include the percentages formed by culturally marked groups as well. Thus, 25 % more of Europeans, 21% more of Catholics and Protestants as well as 27% more Christians have been more satisfied with the service provisions in comparison with the perception of the service provision by these groups in the hotels of the UK (Figure 19, Chapter 5). This means that information about service performances in the hotels of India is truly cut out for customers from different cultural backgrounds.

The following recommendations arise as a result of the thesis:

1. The hotel teams of the UK need to learn about customers' expectations and their services through differing cultural lenses, and their adequate reflection on various information carriers of the hotel. Similar indicators have been defined in the Reliability section on timely services provision: 24 % more of Europeans, 19% more of Catholics & Protestants, 24% more of Christians, and 33% more of others are more satisfied in Indian hotels.

2. Hotel managers in the UK need to pay more attention to and correspond promised services to the guests. Examination of the Responsiveness section in the SERVQUAL scale has given the reasons for the further reflections and recommendations development. Europeans, Catholics, and Protestants, Christians, and others (customers with non-defined cultural or religious backgrounds) have been more satisfied with the levels of prompt service provisions.

3. Managers responsible for duties distribution and communicative skills training in the UK's hotels need to set up or improve customers' feedbacks and direct communication with customers.

4. UK's hotel management needs to analyze the customers' expectations and needs for security assurances regarding their cultures and genders. Analysis and interpretation of the Empathy section of the SERVQUAL scale have given differences in customers' reactions according to individualized attention to guests from employees. The percentage of more satisfied visitors corresponds to those who have

evaluated hotel service in India. Groups of Asian and Hindu customers who experienced hotels in the UK are less satisfied compared with their counterparts in India.

5. Hotel management needs to install and control modern equipment in their properties, provide the hotel premises with facilities and materials related to the services they offer, and assure their employees always look neat and professional in appearance. This and other recommendations calling for the previously developed strategy of control of constant serviceability of the hotel equipment and its prompt upgrading are recommended.

6. It is recommended that management need to learn about diverse customers' expectations, SERVQUAL's constituents upgrade, and overall information about the hotels with culturally marked services provisions. The marketing strategy of mandatory availability of the cross-cultural marketing department in the hospitality organizations (hotels) stated by the researcher (Chapter 6) needs to correspond with managers' and employees' assurances delivering positive effects of the cross-cultural marketing departments in the hotels.

7. Though respondents in the hotels of both countries have expressed enthusiasm towards cross-cultural marketing departments, it is recommended that hoteliers pay more attention to setting up cross-cultural marketing departments; this is especially recommended for the Indian hotel teams as their employees have shown less awareness of it. However, their managers' deep understanding that customers' needs depend on their cultural backgrounds gives grounds to believe that the researchers' recommendation will be brought into practice. This strategy will allow customers with diverse ethnic, cultural, and religious backgrounds to be involved in hospitality product designing. So that, the cross-cultural marketing departments set up in the hotels of different star ranks will help to follow customer-centric approaches in the hospitality industry.

8. The effectiveness of cross-cultural department operation promotes the accomplishment of the strategy stated by the researcher (See Chapter 6): learning and analyzing expectations of actual and prospective customers from different ethnic, cultural, and religious backgrounds based on the elements of the SERVQUAL scale through digital platforms in the global network in order to achieve customers' satisfaction. The researcher expects that it will meet the need to alter business strategy in the hospitality organization in regards to diverse customers' cultural backgrounds and involvement of innovative technologies to get a culturally various market segment. The implementation of this recommended strategy: development of the upgraded constituents for the SERVQUAL scale need to form the basis of findings of various peculiarities of customers' expectations belonging to diverse cultures, as this will confirm the functionality of the cross-cultural marketing department and will allow managers and

employees to be ahead of customers' expectations.

9. Findings based on the SERVQUAL instrument go against the interpretation and analysis of the segment in the CVSCALE questionnaire discussed by the managers and employees in the hotels of the UK about making guests comfortable. On the one hand, it has been already substantiated that the level of customers' satisfaction is higher when Indian hotels are concerned. On the other hand, managers and employees of the UK's hotel teams have named all the constituents of customers 'comfort they take care of (see Chapter 5, 6thquestion discussion) with proper attention paid to guests' feedback. Thus, the researcher makes the conclusion that despite the same service offered its performance by Indian hotel teams is better. Hence, the recommendation for the managers of hotels in London to control the correspondence of services offered and provided, to make the list of improvements needed according to customers' feedback contents.

10. The findings reveal the necessity of a marketing_strategy implementation as suggested by the researcher (see Chapter 6): employment of culturally and ethnically different managers, professionally qualified and individually assessed through the CVSCALE dimensions to verify their readiness and willingness for work in the cross-cultural marketing department of the hotels. This recommendation has been backed up while discussing expatriate managers and employees who work in the hospitality industry (see Chapter 5, 19th question).

11. Both Indian and UK respondents consider having expatriate managers and employees in the hotel team as a useful resource for exchanging experiences from many countries and making cross-cultural communication with customers more comfortable. However, the researcher keeps in mind that, the reason for expatriates' employment is usually different in India and the UK. The hotels in London are often eager to hire employees of different ethnic and cultural backgrounds because this is usually cheaper as they are not going to work for a long time most of them being students on temporary residencies.

In India, the situation is the opposite; and that is why the number of expatriates there is much less. On this basis, the researcher recommends to the hospitality organizations of India to enhance the tendency of expatriates' recruitment and conducting cross-cultural training sections for current employees. On the other hand, the hotels of the UK are recommended to become more focused on the qualifications and relevant work experiences of current and prospective expatriate managers.

Consequently, the embodiment of the strategy to provide joint training sections for employees and managers of cross-cultural marketing departments which came from opposite cultural societies (see Chapter 6) is supposed to be relevant. Managers and employees having different indicators in the

framework of Power Distance, Uncertainty Avoidance, Individualism/ Collectivism, Masculinity/ Femininity and Confucian Dynamism (Long Term/ Short Term Orientation) can work equally, and effectively perform the appropriate tasks assigned to them. Hence, the communication inside the hospitality organizations (hotels) will affect improved interaction with different customers within the hotel premises and in the global market.

Further Recommendation for the hotels in the UK and India as follows:

1. As the length of stay increases the need for cross-cultural marketing will become more prevalent.
2. Regarding the product, the kids, senior citizens, and women sector needs to be specifically looked after. So, one can come up with a specific product for these categories.
3. Recommendations for the UK hotels to supply combination packages to the business trip plus families.
4. A preference sheet or checklist can be a better tool to increase customer satisfaction and the cultural needs of the consumer.
5. Continuous tracking of Customer satisfaction measurement. Considering tracking of NPS (Net promoter score).
6. The creation of a security app for hotel guests.
7. Provision of some memorable experiences for guests where he/she will remember most of their time at the hotel. For example, taking him/her to the kitchen and preparing food of their choice or cocktail drinks.

7.7 Further Research

In today's fast-moving business and marketing environment, old theories developed and propounded many years ago may no longer be sustainable in the global marketplace. These long-standing concepts, models, and practices may not be quite adequate for the modern-day advanced ICT, social instruments, and digital tools currently used for business and marketing in the hospitality industry.

The researcher believes there is the necessity to learn further how to form flexible and sensitive attitudes toward individuals with diverse cultural backgrounds (Subbotina and Sonawane, 2015), to understand their expectations to cooperate bias-free at the global hospitality market as it has been proved in this research.

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Appendices:

Appendix A: Participant Consent Form

PARTICIPANT CONSENT FORM

Cardiff Metropolitan University Ethics Reference Number:

Participant name or Study ID Number: **St 20015447**

Title of Project: ***"The Impact of Customers' Expectations on Cross-cultural Marketing in the Hospitality Industry: A comparative study of the United Kingdom and India"***

Name of Researcher**: UPPAL KANTARAM SONAWANE**

Participant to complete this section: **Please initial each box:**

1. I confirm that I have read and understood the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have these answered satisfactorily.
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.
3. I agree to take part in the above study.

The following statements could also be included in the consent form if appropriate:

1. I agree with the interview/focus group/consultation being audio recorded.

2. I agree with the interview/focus group/consultation being video recorded.

3. I agree to the use of anonymised quotes in publications

I agreed to my quotes being attributed to me

……

Signature of Participant Date

……

Name of the person taking consent Date

……

Signature of person taking consent

Appendix B: Interview Questions with the Managers and Employees

Questions designed to:

(a) Analyse the interrelation of customer expectations and cultural dimension in the hotel industry as the segment of cross-cultural marketing in the UK and India.

(b) Investigate the cross-cultural marketing strategy in selected hotels in terms of service quality in the UK and India.

Respondents: Hotel Employees in the United Kingdom and India

Duration of Interviews: 60 minutes

All Interviews are Audio Recorded.

Questions

1. Do you operate a cross-cultural marketing department in your hotel?

2. How effective is it to have cross-cultural marketing in the hotel?

3. How does cross-cultural marketing affect your business marketing strategy?

4. What role does the cross-cultural marketing department in your hotel play to satisfy your customers' needs?

5. How much importance do you give to your cross-cultural marketing department?

6. How do you make your guests feel comfortable?

7. What measures do you take to make your guests secure?

8. What do you do for customers, who have different cultural backgrounds/ religions/ beliefs?

9. What type of marketing do you use to attract customers from other countries?

10 Do you have representatives in other countries to promote your hotel business?

11. How do you deal with a group of people (more than one guest) and an individual (just one guest)?

12. Do you have any special arrangements for customers from different ethnic backgrounds?

13. What measures do you take to exceed customers' expectations from different cultures?

14 What policy do you use or have for customers from different cultural backgrounds?

15 What do you expect from customers in order to fulfil their (customers) expectations?

16. Do you believe your hotel has all the facilities to fulfil your customers' expectations?

17 What do you think the hospitality world can do to make hotel customers more satisfied with their stay?

18 How do you make the first-time customer your loyal or repeat customers?

19 What do you think about expatriate managers and employees?

20 What is your opinion about the UK/ Indian hotels (hospitality) industry?

21 How would you differentiate hospitality between UK and India?

22 How customers' expectations will impact cross-cultural marketing according to you?

CVSCALE items:	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

Name: **Position:** **Hotel:**

Date: **Signature:**

Seal.

CVSCALE ITEMS:		**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Power distance						
P1	**People in higher positions should make most decisions without consulting people in lower positions.**	**1**	**2**	**3**	**4**	**5**
P2	**People in higher positions should not ask the opinions of people in lower positions too frequently.**	**1**	**2**	**3**	**4**	**5**
P3	**People in higher positions should avoid social interaction with people in lower positions.**	**1**	**2**	**3**	**4**	**5**
P4	**People in lower positions should not disagree with decisions by people in higher positions.**	**1**	**2**	**3**	**4**	**5**
P5	**People in higher positions should not delegate important tasks to people in lower positions.**	**1**	**2**	**3**	**4**	**5**
Uncertainty avoidance						
U1	**It is important to have instructions spelled out in detail so that I always know what I'm expected to do.**	**1**	**2**	**3**	**4**	**5**
U2	**It is important to closely follow instructions and procedures.**	**1**	**2**	**3**	**4**	**5**
U3	**Rules and regulations are important because they inform me of what is expected of me.**	**1**	**2**	**3**	**4**	**5**

U4	**Standardized work procedures are helpful.**	**1**	**2**	**3**	**4**	**5**
U5	**Instructions for operations are important.**	**1**	**2**	**3**	**4**	**5**
Collectivism						
C1	**Individuals should sacrifice self-interest for the group (either at school or the workplace).**	**1**	**2**	**3**	**4**	**5**
C2	**Individuals should stick with the group even through difficulties.**	**1**	**2**	**3**	**4**	**5**
C3	**Group welfare is more important than individual rewards.**	**1**	**2**	**3**	**4**	**5**
C4	**Group success is more important than individual success.**	**1**	**2**	**3**	**4**	**5**
C5	**Individuals should only pursue their goals after considering the welfare of the group.**	**1**	**2**	**3**	**4**	**5**
C6	**Group loyalty should be encouraged even if individual goals suffer.**	**1**	**2**	**3**	**4**	**5**
Masculinity						
M1	**It is more important for men to have a professional career than it is for women.**	**1**	**2**	**3**	**4**	**5**
M2	**Men usually solve problems with logical analysis; women usually solve problems with intuition.**	**1**	**2**	**3**	**4**	**5**

M3	**Solving difficult problems usually requires an active, forcible approach, which is typical of men.**	**1**	**2**	**3**	**4**	**5**
M4	**There are some jobs that a man can always do better than a woman.**	**1**	**2**	**3**	**4**	**5**
Confucian dynamism (Long Term / Short Term Orientation)		**Not At All Important -to- Very Important**				
D1	**Careful management of money (Thrift)**	**1**	**2**	**3**	**4**	**5**
D2	**Going on resolutely in spite of opposition (Persistence)**	**1**	**2**	**3**	**4**	**5**
D3	**Personal steadiness and stability**	**1**	**2**	**3**	**4**	**5**
D4	**Long-term planning**	**1**	**2**	**3**	**4**	**5**
D5	**Giving up today's fun for success in the future**	**1**	**2**	**3**	**4**	**5**
D6	**Working hard for success in the future**	**1**	**2**	**3**	**4**	**5**

Appendix C: Survey Questionnaire Based on the SERVQUAL Dimension.

To evaluate the expectations of selected hotel customers in terms of service quality in the hotel hospitality industry.

1. **You are:**

❖ Male □ Female □

2. **Your age falls into the following groups:**

❖ 18–24 □ 25–34 □ 35–44 □ 45–54 □ 55–64 □ 65 or above □

3. **Your marital status:**

❖ Married □ Single □ Divorced □ Other. ..... (please indicate)

4. **Your occupation:**

❖ Executive/manager □ Self-employed □ White collar □ Blue collar □ Student □ Retired □ Housewife □ other..... (please indicate)

5. **The level of education you received:**

❖ No school education □ Elementary school □ Junior high school □ High school Junior college □ Bachelor's degree □ Master's degree □ Doctorate □

6. **Your frequency of a stay at hotels:**

❖ Less than once a year □ Once a year □ Twice a year □ Three times a year □ Four times a year □ Five times or more a year □

7. **Which country you are from?** _____

8. **Which ethnic background?** _____

9. **Which Religion?** Hinduism□ Islam □ Christianity □ Judaism □

Other_____

10. **Have you travelled internationally?**

❖ Yes □ No □

11. **Have you visited India/the UK before?**

❖ Yes□ No □

12. What is your main purpose to visit here India/the UK?

- Tourist □ educational tour □ cultural tour □ holidays □

13. How long you are going to stay in India/the UK?

- 1 week □ 2week □ 3week □ 4weeks □ more_____

14. How did you hear about this hotel?

- Hotel portal □ Promotion □ Self Search □

15. How satisfied you are with your selected Hotel?

- Very Satisfied□ Satisfied □ Not Satisfied □

Please circle {O} the number which you select:

Apart from the above questionnaire please indicate what are the expectations from the hotels/

Service provider/s: _____

_____

Name: Country:

Signature: Date:

Thank You Very Much for Your Time!!!

SERVQUAL ITEMS	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The infrastructure and the facilities in the hotel are visually appealing.	1	2	3	4	5
Adequate facilities such as a dining room, swimming pool, business facility centres as well as rooms for carrying out events abound in the hotel.	1	2	3	4	5
The hotel can be proud of hosting state-of-the-art equipment.	1	2	3	4	5
The hotel provides a tranquil and serene atmosphere to give comfort to guests.	1	2	3	4	5
The newly equipped equipment seldom breakdown.	1	2	3	4	5
There are up-to-the-minute services throughout the hotel premises. (Soap, shampoo, towel, linens, kettle, etc.)	1	2	3	4	5
The hotel food boasts of being prepared under the best hygienic conditions.	1	2	3	4	5
The hotel has good and neat grooming services. (as uniforms)	1	2	3	4	5
The hotel always keeps to its promise of good services.	1	2	3	4	5
. Services in the hotel are provided and kept on time.	1	2	3	4	5
. There are good and efficient employees in the hotel.	1	2	3	4	5
. The hotel keeps to its promised times.	1	2	3	4	5
. The hotel employees are extremely cooperative.	1	2	3	4	5
. Hotel servers are always available when needed.	1	2	3	4	5

. The hotel has a history of good record keeping. (Reservations, guest records, bills, orders, etc.)	1	2	3	4	5
. Compensations a paid to complaining guests for inconveniences experienced.	1	2	3	4	5
. The hotel employees work flexible hours and are always available.	1	2	3	4	5
. The hotel services are consistent. (providing the same service and associated materials every time)	1	2	3	4	5
. The hotel has knowledgeable and helpful employees to cater to the needs of guests (attractions, shopping, museums, places of interest, etc.)	1	2	3	4	5
. The hotel employees are friendly.	1	2	3	4	5
. The hotel has employees who attend to guests with special needs (necessary arrangements made for the disabled)	1	2	3	4	5
. The hotel gives personalised guest attention to guests.	1	2	3	4	5
. The hotel hours are mostly convenient to guests.	1	2	3	4	5
. There is good and efficient security at the hotel	1	2	3	4	5
. Guests are made to gain the employees' confidence during their stay at the hotel	1	2	3	4	5
. The hotel employees are mainly professionals (occupational skills, foreign language, communication skills, etc.)	1	2	3	4	5
. The hotel has easy access (transportation, car parking area, etc.)	1	2	3	4	5

The hotel has adequate information Communication and Technology gadgets for guests to use during their stay.	1 2 3 4 5

Appendix D: Cronbach's Alpha Reliability statistics on the SERVQUAL Dimension

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The infrastructure and the facilities in the hotel are visually appealing.	**105.33**	**261.259**	**.535**	**.487**	**.954**
Adequate facilities such as a dining room, swimming pool, business facility centres as well as rooms for carrying out events abound in the hotel.	**105.34**	**261.158**	**.590**	**.629**	**.953**
The hotel can be proud of hosting state-of-the-art equipment.	**105.20**	**255.991**	**.708**	**.679**	**.952**
The hotel provides and tranquil and serene atmosphere to give comfort to guests.	**105.14**	**256.491**	**.698**	**.659**	**.952**
The newly equipped equipment seldom breakdown.	**105.21**	**260.229**	**.610**	**.560**	**.953**
There are up-to-the-minute services throughout the hotel premises. (Soap, shampoo, towel, linens, kettle, etc.)	**105.25**	**258.479**	**.605**	**.597**	**.953**
The hotel food boasts of being prepared under the best hygienic conditions.	**105.12**	**260.306**	**.618**	**.607**	**.953**
The hotel has good and neat grooming services. (as uniforms)	**105.07**	**258.171**	**.666**	**.611**	**.953**
The hotel always keeps to its promise of good services.	**105.11**	**255.155**	**.760**	**.692**	**.952**

Services in the hotel are provided and kept on time.	**105.27**	**254.990**	**.746**	**.718**	**.952**
There are good and efficient employees in the hotel.	**105.09**	**257.198**	**.736**	**.749**	**.952**
The hotel keeps to its promised times.	**105.23**	**258.131**	**.661**	**.684**	**.953**
The hotel employees are extremely cooperative.	**105.11**	**260.819**	**.595**	**.645**	**.953**
Hotel servers are always available when needed.	**105.11**	**259.109**	**.638**	**.669**	**.953**
The hotel has a history of good record keeping. (Reservations, guest records, bills, orders, etc.)	**105.20**	**259.721**	**.632**	**.640**	**.953**
Compensations a paid to complaining guests for inconveniences experienced.	**105.45**	**261.608**	**.541**	**.519**	**.954**
The hotel employees work flexible hours and are always available.	**105.45**	**259.379**	**.628**	**.580**	**.953**
The hotel services are consistent. (providing the same service and associated materials every time)	**105.20**	**258.912**	**.694**	**.614**	**.953**
The hotel has knowledgeable and helpful employees to cater to the needs of guests (attractions, shopping, museums, places of interest, etc.)	**105.22**	**260.783**	**.568**	**.498**	**.954**
The hotel employees are friendly.	**105.09**	**260.389**	**.582**	**.509**	**.953**
The hotel has employees who attend to guests with special needs (necessary arrangements made for the disabled)	**105.35**	**259.114**	**.582**	**.478**	**.954**

Scale Statistics

The hotel gives personalised guest attention to guests.	**105.35**	**259.297**	**.599**	**.593**	**.953**
The hotel hours are mostly convenient to guests.	**105.27**	**256.475**	**.698**	**.670**	**.952**
The hotel provides its guests with safe and secure place	**105.08**	**259.665**	**.679**	**.633**	**.953**
Guests are made to gain the employees' confidence during their stay at the hotel	**105.22**	**260.906**	**.626**	**.594**	**.953**
The hotel employees are mainly professionals (occupational skills, foreign language, communication skills, etc.)	**105.35**	**258.366**	**.625**	**.594**	**.953**
The hotel has easy access (transportation, car parking area, etc.)	**105.30**	**257.721**	**.642**	**.608**	**.953**
The hotel has adequate information Communication and Technology gadgets for guests to use during their stay.	**105.16**	**257.906**	**.662**	**.621**	**.953**

Mean	Variance	Std. Deviation	N of Items
109.12	**277.909**	**16.671**	**28**

Appendix E: Cronbach's Alpha Reliability statistics on the CVSCALE Dimension

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
P1	83.70	67.597	-.044	.	.748
P2	83.43	63.909	.168	.	.733
P3	83.87	63.706	.248	.	.727
P4	82.77	61.151	.285	.	.725
P5	83.47	63.223	.331	.	.722
U1	81.43	63.633	.285	.	.724
U2	81.33	63.540	.308	.	.723
U3	81.10	65.334	.194	.	.730
U4	81.07	66.754	.106	.	.733
U5	81.03	67.964	-.045	.	.739
C1	82.10	59.748	.353	.	.718
C2	81.30	66.562	.053	.	.738
C3	81.27	62.202	.401	.	.717
C4	81.23	60.806	.428	.	.714
C5	81.77	60.737	.377	.	.717
C6	82.03	60.378	.351	.	.719
M1	83.90	62.369	.465	.	.715

M2	**83.67**	**62.230**	**.339**	**.**	**.720**
M3	**83.57**	**60.392**	**.451**	**.**	**.712**
M4	**83.17**	**56.902**	**.466**	**.**	**.707**
D1	**81.20**	**66.717**	**.071**	**.**	**.735**
D2	**82.00**	**64.483**	**.177**	**.**	**.731**
D3	**81.30**	**66.286**	**.132**	**.**	**.732**
D4	**80.93**	**64.754**	**.299**	**.**	**.725**
D5	**82.17**	**62.144**	**.266**	**.**	**.726**
D6	**81.03**	**64.654**	**.317**	**.**	**.724**

Scale Statistics

Mean	**Variance**	**Std. Deviation**	**N of Items**
85.43	**67.840**	**8.237**	**26**