



1



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# Expectations

## **Business English and Cross Cultural Communication**

The ability to communicate and knowledge of cultural differences is crucial in acting in a business-like manner in an international environment and in cross-cultural business relations.

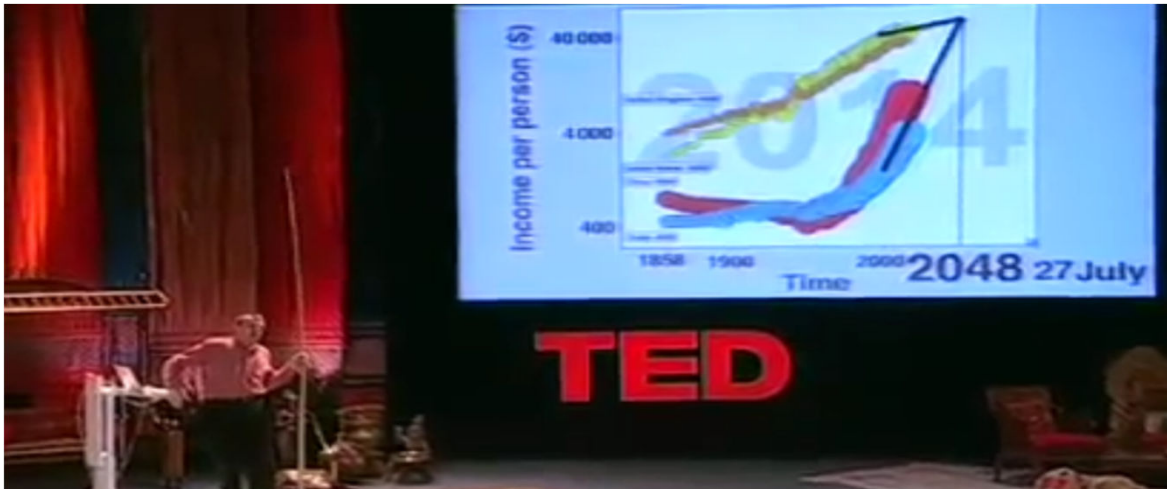
3

## Translates into understanding

1. the Market
2. the Guest (foremost the Global Traveller)
3. the Economic potential
4. the Concept of Culture and Communication
5. the Digital eco-system

4

## Asia on the rise



5

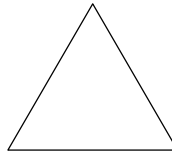
## A life long Passion



6



# A life long Interest



*Share a Grand Experience*

**ALFAMATION**



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# Hospitality Management



3 missions to complete

1. International Degree
2. Prove to yourself, and the industry that you mean business
3. International Network



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## MBA, Marketing



Grand Hôtel Stockholm

Alfamation

IHM

Grand Hôtel Stockholm

Les Roches

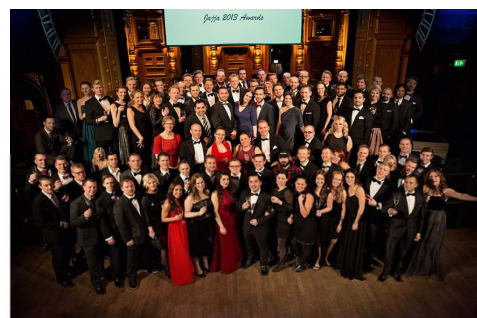
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## Culture & Lifestyle

**Six Senses/ Soneva**



**Jajja Communication**



Grand Hôtel Stockholm

Alfamation

IHM

Grand Hôtel Stockholm

Les Roches

Six Senses/ Soneva

Jajja

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## Digital Strategies & Digital Marketing



CENTARA  
GRAND  
HOTELS & RESORTS

SVERIGES MARKNADSFÖRBUND

NyföretagarCentrum



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## Let's start from the beginning

- Hospitality
- Tourism, Incoming Tourism
- The challenge - Culture & Communication
- The challenge for incoming tourism – To get more travellers to come to Sweden



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## Visit Sweden

- The importance of understanding what image Sweden has abroad.
- The brand tracking survey (august 2016)
- Important markets and target segments
- “The global traveller”

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## Who is the Global traveller?

“People that go for vacation with at least one overnight stay abroad, at a minimum of one time per year.”



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## Their image of Sweden



The image of Sweden is positive!

- Sweden is considered a beautiful country.
- Lots to do and explore, both in nature and as a city destination.

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## Get their attention



To be responsive to an offer the person has to feel curious about the destination!

16

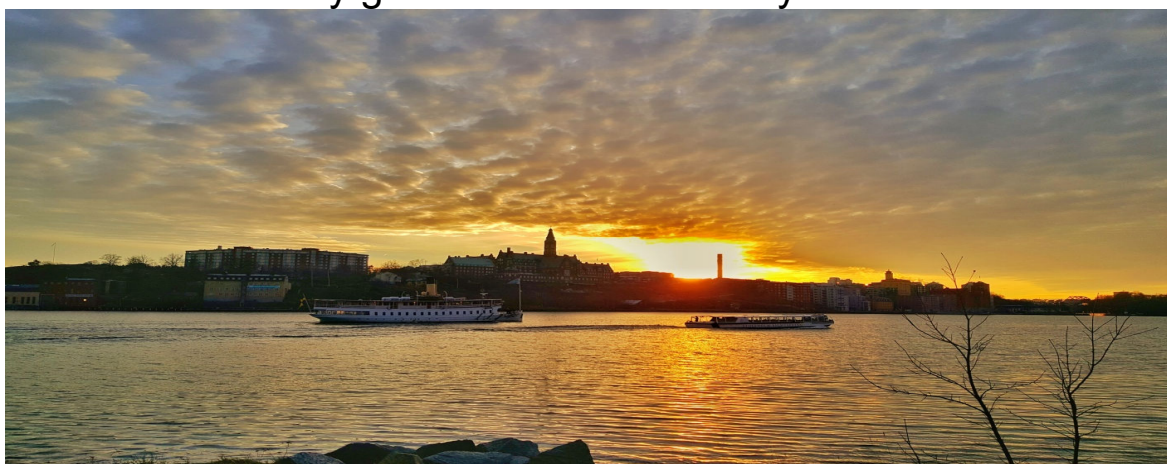
## From knowing...to going



17

## Sweden is amazing!

And many global travellers already know it!



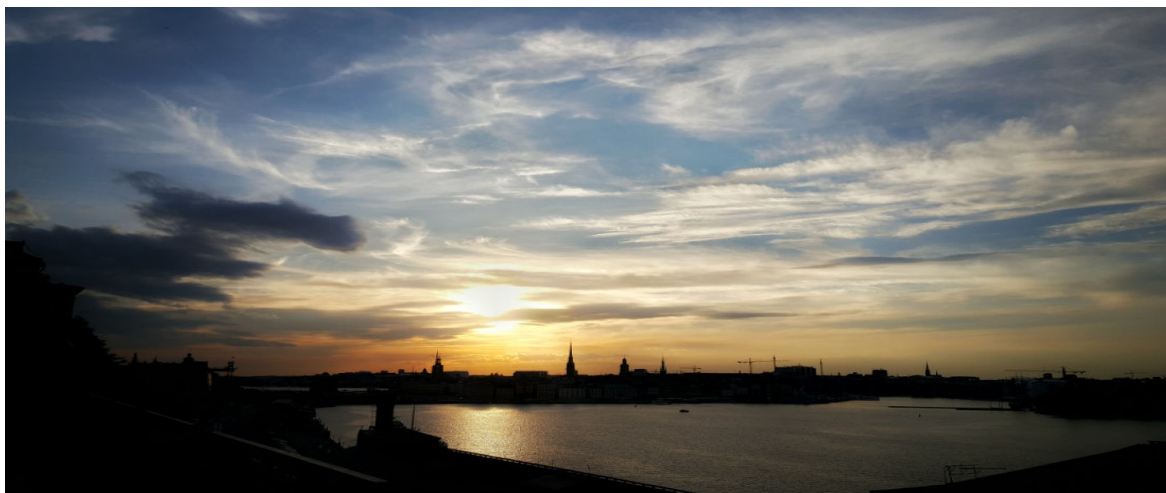
18

## My perspective as a global traveller



19

## Sweden is amazing!



20



## So are many other destinations

The competition to get the global traveller  
is tough and only getting tougher.

21

## The approach has to be based on

Cost effective communication that is both  
Appealing and Relevant.

It's all about communicating –  
the right message, to the right market,  
to the right segment, at the right time,  
and for the right price.

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## Get to know the guest

Truly understand the Global traveller  
on a deeper level!

Know exactly what they would like to do  
during their holiday

23

## Back to - the Global traveller



What better way to get to  
know a person than  
through – their culture!

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# The definition

## culture

/ˈkʌltʃə/ 

*noun*

1. the arts and other manifestations of human intellectual achievement regarded collectively.  
 "20th century popular culture"  
*synonyms:* the arts, the humanities; intellectual achievement(s), intellectual activity; **literature**, **music**, **painting**, **philosophy**  
 "20th century popular culture"
2. the ideas, customs, and social behaviour of a particular people or society.  
 "Afro-Caribbean culture"  
*synonyms:* **civilization**, **society**, way of life, **lifestyle**; **customs**, traditions, **heritage**, habits, ways, **mores**, values  
 "people from many different cultures"

*verb* **BIOLOGY**

1. maintain (tissue cells, bacteria, etc.) in conditions suitable for growth.  
 "several investigators have attempted to culture biliary cells"

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# The concept of culture

*"The concept level is the only thing that is transferable.*

*So on this level of education you are expected to understand the concepts not just what you read in books"*

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# The reality

*“Culture is a gut feeling!”*

*Never say: “That is the way it is...”*

*Always say: “It could be the case that...” –  
You have to be diplomatic and generalize*

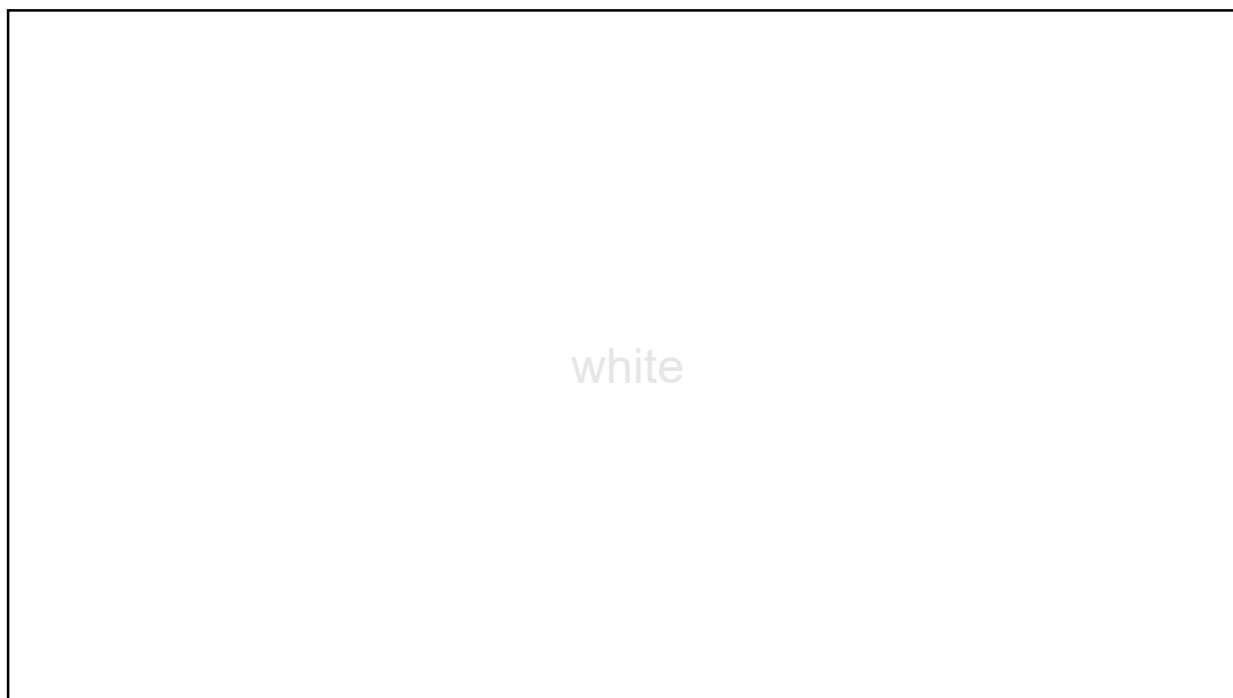
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28



29



30

## Europe



## China



31

Red

32



**Thailand**



**Thailand**



33



34

## Bad luck number

35

## Bad luck number

**Sweden**

**13**

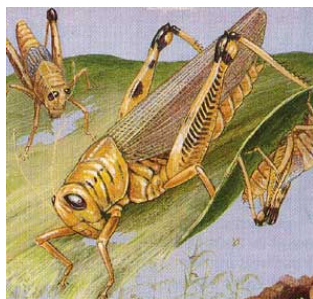
**China**

**4**

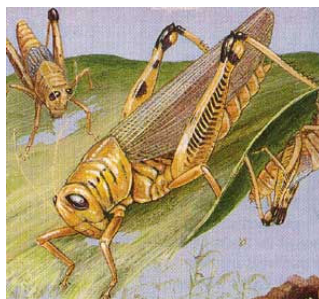
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37



**United states: Pest**



**China: Pet**



**Thailand: Appetizer**

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## Football

39



## Football



## Football

40



Is this knowledge about culture  
useful?

41

How does this apply

To the tourism and hospitality industry?

“A guest is a lost person,  
totally out of context.”

How can we make him or her feel more at home?

**By Communicating!**

42

## People listen if you stay relevant

To stay relevant to all global travellers,  
Visit Sweden split the market

All three motivated by different experiences



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## The three segments

Cut across all classical  
boundaries like;  
nations, demography,  
age and family  
situation.

Studies show that people  
less and less “act their  
age” or family situation.

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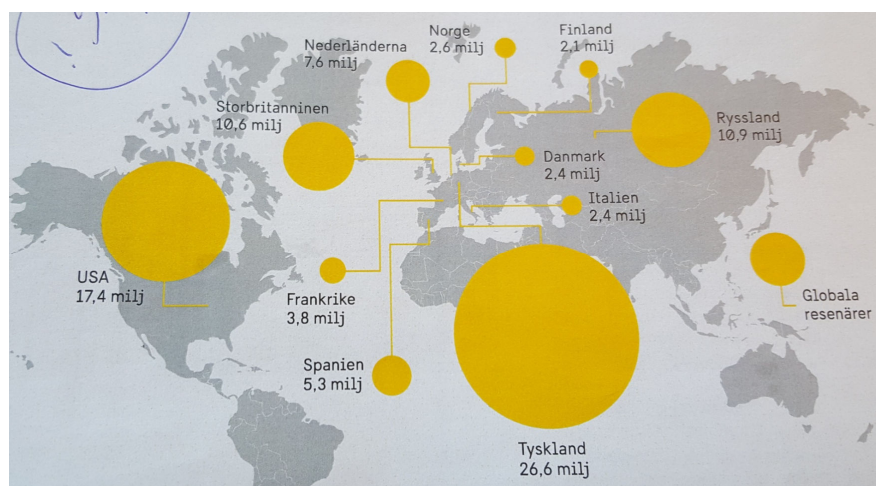
## more Relevant = more Motivated

Driven by interest, values and other motivating factors  
this will decide on what type of vacation they will go on.

**Culture is communication!**  
**Cultural knowledge provide value when communicating!**

45

## 92 million potential travellers



46

81 million already interested

In going to Sweden!

...not even counting China and India.

47

Is this knowledge about culture –  
useful and valuable?

48



## the challenge



49

## What is culture?

A collective  
programming of the  
mind.

Certain problems present us with  
a dilemma



Our culture gives us the answer

50

# What would you bring?

To a warm and sunny day on the beach?



51

# It could be the case that...

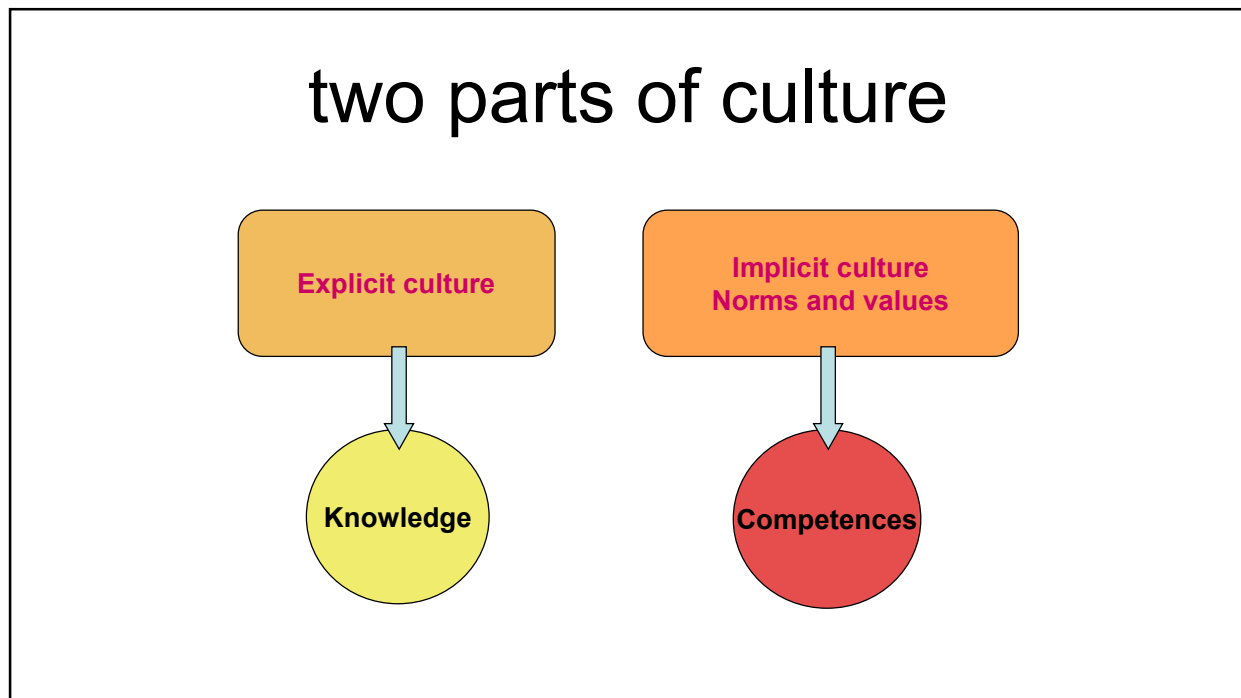
**Swedes**



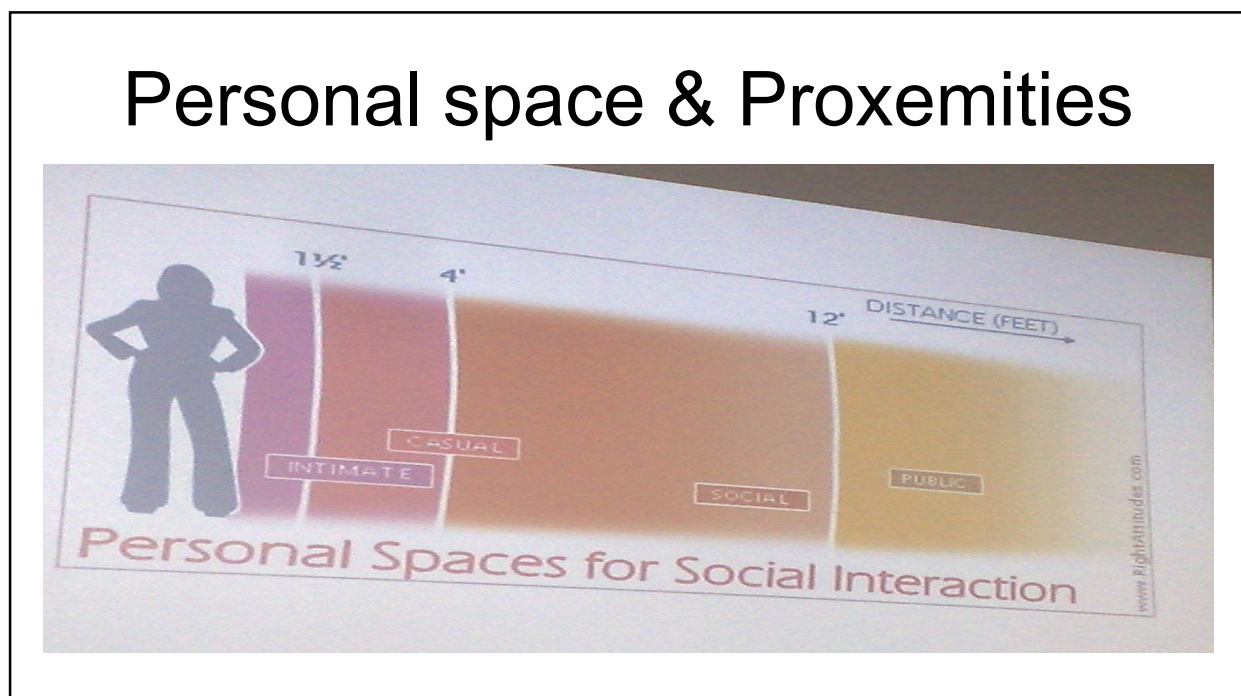
**Asian**



52



53



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# Studying intercultural matters

...is about making generalizations

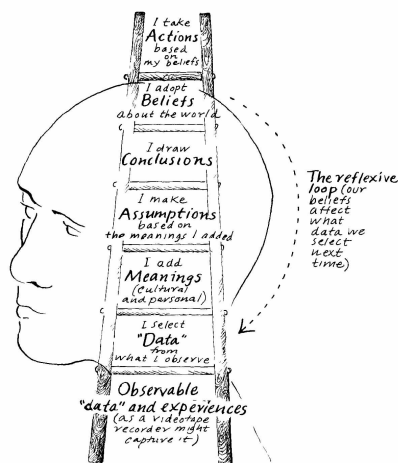
**This is how it is!**



**It might be the case that...**

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## Ladder of Inference



“a conclusion reached on the basis of evidence and reasoning.”

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# Ladder of Inference



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Is this knowledge of culture useful –  
when avoid getting into trouble?

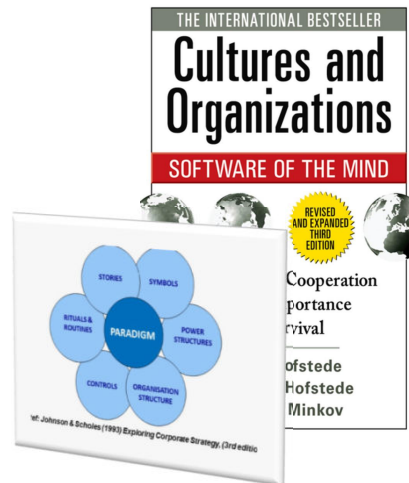
58



# How do we understand better

The theorists of  
intercultural studies:

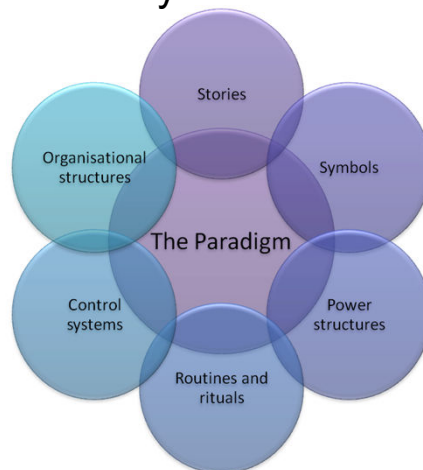
Hall, Trompenaars,  
Bennett, Hofstede,  
Barna, Harrison,  
Lewin...



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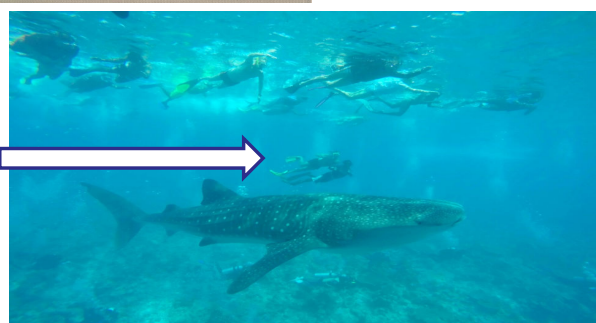
## The Culture Web

What are the key cultural differences?



60

## Stories



61

## Symbols



62

## Power Structures



63

## Routines & Rituals



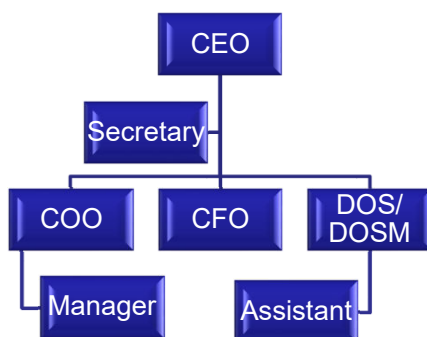
64

## Control Systems



65

## Organisational Structures



66

# The Paradigm

Together these sets of concepts, thoughts and patterns  
give us the essence of  
how to think, act and understand  
the cultures around us!

67

## What defines the IHM culture?



68



# Let's dig even deeper

One model is not enough

There are many dimensions of culture

69

## Dealing with the same issues, varying the solutions

### Common Issues

Equality or inequality of people

Relationships in the society

Dealing with uncertainty

Style of behavior

### Cultural Dimensions

Power distance

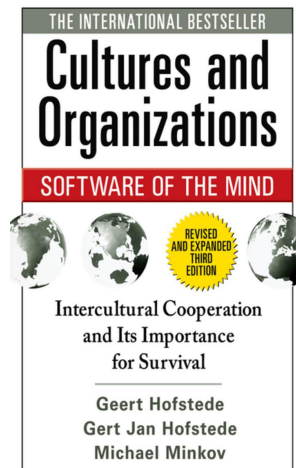
Individualism / Collectivism

Uncertainty avoidance

Masculine / Feminine

70

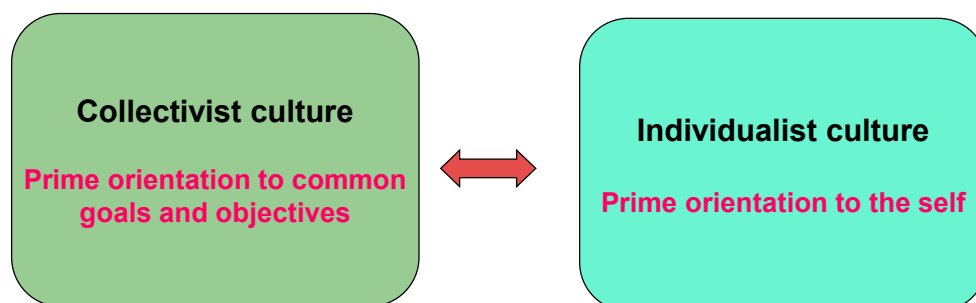
# Hofstede



71

## ← 0 Collectivist - Individualist 100 →

71

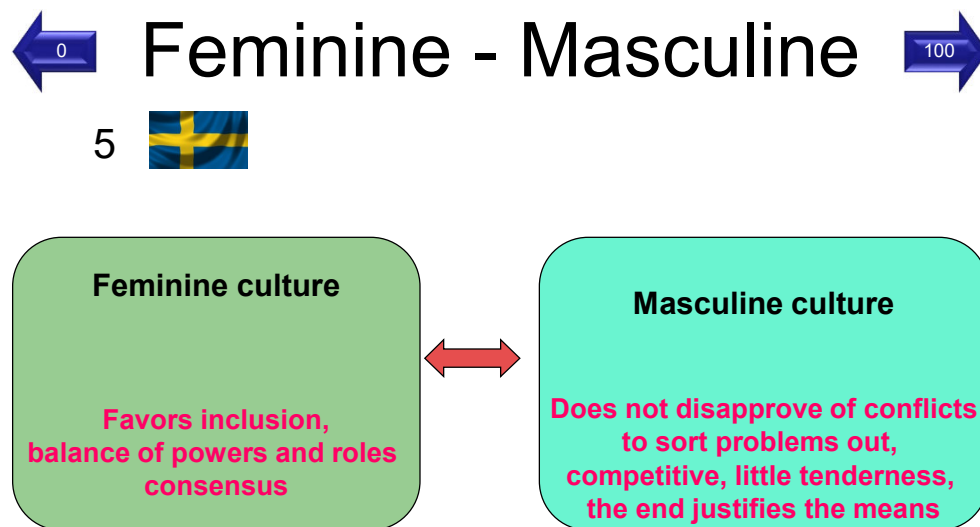


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## Lunch in Bangkok



73



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## Dresscode in Stockholm



75



## Power Distance



31



### Low power distance

Inequalities of power  
are functional and depend only  
on responsibilities.



### High power distance

Inequalities of power are accepted.  
The powerful owe protection  
to the others.  
Managers are responsible  
What ever happens

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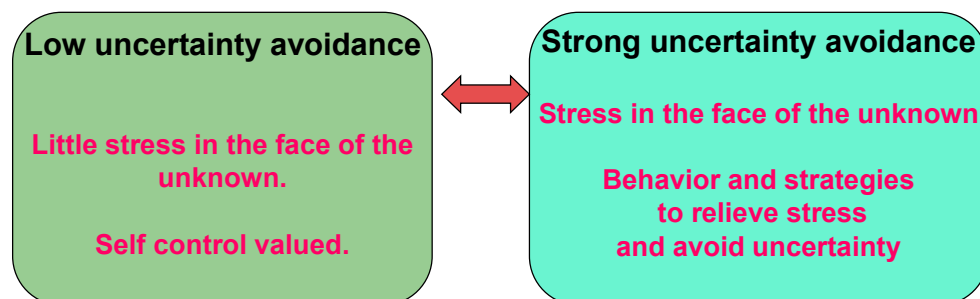
## Flat organization



77

## ← 0 Uncertainty Avoidance 100 →

29 



78



# Which doctor would you go to?



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## Hofstede's four dimensions

Evaluate your country and compare to others?

Ranking, Individualism					Ranking, Masculinity				
Country	IDV	MAS	PD	UA	Country	IDV	MAS	PD	UA
USA	91	62	40	46	Japan	46	95	54	92
United Kingdom	89	66	35	35	Switzerland	68	70	34	58
France	71	43	68	86	United Kingdom	89	66	35	35
Sweden	71	5	31	29	Germany	67	66	35	65
Switzerland	68	70	34	58	China	20	66	80	30
Germany	67	66	35	65	USA	91	62	40	46
India	48	56	77	40	India	48	56	77	40
Japan	46	95	54	92	France	71	43	68	86
Russia	39	36	93	95	Russia	39	36	93	95
China	20	66	80	30	Sweden	71	5	31	29
Ranking, Power Distance					Ranking, Uncertainty Avoidance				
Country	IDV	MAS	PD	UA	Country	IDV	MAS	PD	UA
Russia	39	36	93	95	Russia	39	36	93	95
China	20	66	80	30	Japan	46	95	54	92
India	48	56	77	40	France	71	43	68	86
France	71	43	68	86	Germany	67	66	35	65
Japan	46	95	54	92	Switzerland	68	70	34	58
USA	91	62	40	46	USA	91	62	40	46
United Kingdom	89	66	35	35	India	48	56	77	40
Germany	67	66	35	65	United Kingdom	89	66	35	35
Switzerland	68	70	34	58	China	20	66	80	30
Sweden	71	5	31	29	Sweden	71	5	31	29

80

Is this knowledge on cultural dimensions  
useful, valuable, a good way to avoid  
getting into trouble?

And a way getting to know your own culture,  
compare to others and practice on people  
in your team and organization?

81

## Models and dimensions help us

Yet, to truly understand the context  
we sometimes have to read between the lines

82

## Let's try a few examples

### What is said

### What it may mean

It's rather cold today



I'd like to talk to you

I know a thing or two about it



I am a leading expert

Really, that's interesting



What a load of crap

Not bad



Excellent - brilliant

We have a small cottage...



A castle in the country side

83

## The path to intercultural proficiency

*"The communicator cannot stop at knowing  
that the people he or she is working with have different  
customs, goals and thought patterns from his own."*

*//Roger Harrison*

84

## We must be able to

Feel our way into intimate contact with these alien values, attitudes, and feelings.

Work with them and within them, neither losing our own values nor protecting ourselves behind a wall of intellectual detachment.

85

Working efficiently in a multi cultural environment

=

Developing relevant competences

+

Accepting a transitional loss of competences and power

86

## Are you prepared?

To meet the chef?



87

## Are you prepared?

To get dressed and go dancing?



88



## Are you prepared?

To relax and have a good time at the comedy scene?



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## Back to the global traveller

Using our new cultural skills

How do we communicate?



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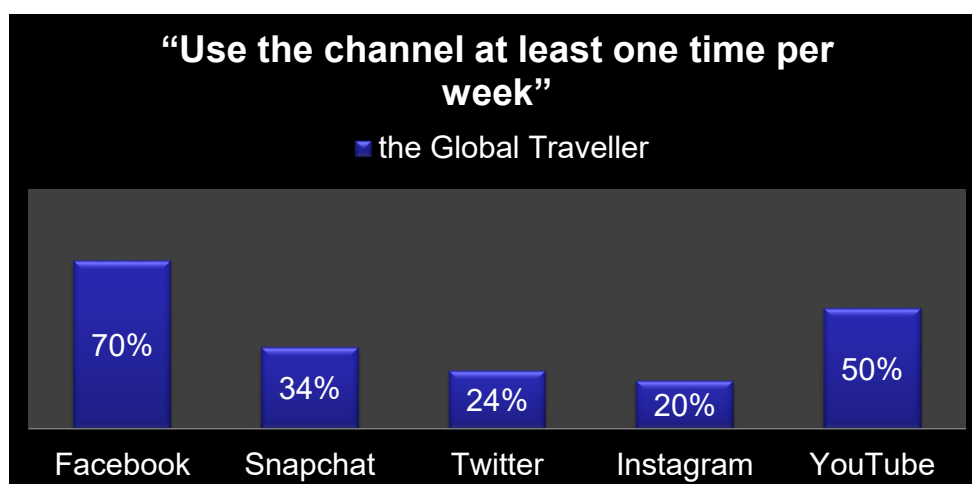
# The global traveller – is Online!

The digital world is a natural part of his  
or hers everyday life.

We are online and using our social media channels - a lot!

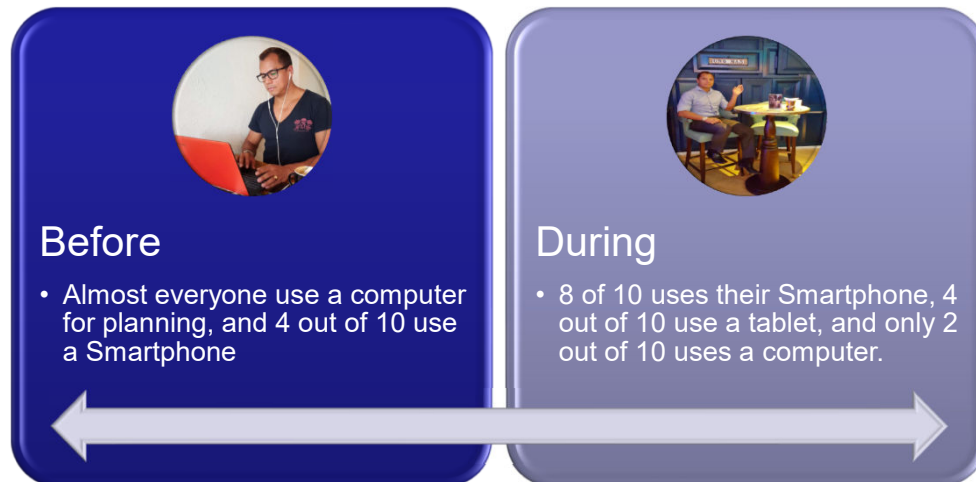
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## Social Media Usage



92

## The digital journey begins



93

## Social Posts on websites



60% makes social posts about their vacation during their trip!

94

## And speaking of websites

Websites and digital solutions develop fast



Nathalie Nahai  
@TheWebPsych

THE WEB PSYCHOLOGIST

Yet, few are prepared and even less look at the digital world through a culture perspective.

Psychology with a cultural perspective to get better conversion rates = more revenue!

95

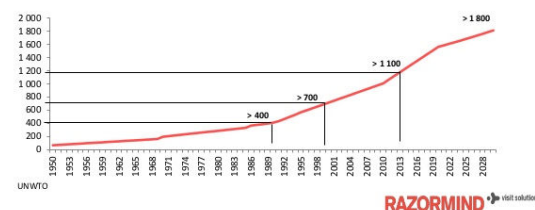
## The hospitality industry need you!

- New cultures & countries discover Sweden everyday
- New trends & Travellers
- Technology shift
- Shift in generations

### World Tourism, arrivals

Tourism around the world is producing

- 3 billions air passengers
- 1,1 billion international arrivals
- 1990-2030 the "era of globalization"



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Is this knowledge on cultural dimensions  
useful, valuable, will keep you out of  
trouble?

– and be an economic asset in combination  
with digital skills?

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## To sum up


*“How to satisfy guests from different nationalities”*


1. The International Markets,
2. The Guest and the Global traveller
3. The economic potential for tourism products
4. The concept of culture and communication
5. The digital eco-system and its potential!

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# OSTROM


Will yours be understanding the cultural dimensions,  
their values, and being able to develop  
tourism concepts for the world?!





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## Questions



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## - EXERCISES -

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