

# **Past and Present Research Streams in International Hospitality Management**

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## **Abstract**

According to definition, modern hospitality management could be defined as classified business management based on six multidimensional core industry like restaurants, hotels, travel, attractions, conventions, and leisure with its constituent and relevant interdependent relationships. In this chapter, we reviewed the growth of international hospitality management, and the new emerged managerial challenges related to the research of international hospitality management. We also provided a brief review of history and summarized the current findings from empirical research related to research methodology and managerial problems. Nevertheless, this chapter serves as a brief introduction to the background, history, and challenges currently facing international hospitality management. This chapter will help guide readers to the relevant background and research topics about to come in the later chapters of this book. With an increased understanding of the multi-national business behavior, future hospitality managers will find the knowledge to embrace in an increasing difficult challenge and find scientific solutions in a complexing political, diversified social-cultural and legal systems.

**Keywords:** Multi-national, culture, hospitality industry, multidimensional core, managerial behavior.

## **1. The Growth of International Hospitality Management: Embrace The Paradigm Shift and the Culture Change**

Globalization deeply impacted the hospitality industry and as a consequence, international hospitality enterprises need to have a comprehensive focus. While the international hospitality industry is traditionally embraced by a large number of small to medium-sized local operations, we have seen a strong increase of large international hospitality chains recently. The international hospitality management industry has not only been thriving but is a sector that is significantly different to be considered separately from other aspects of management.

In order to discuss the fast-growing international hospitality industry, we first have to understand what consistently describe the international hospitality market. According to the services marketing literature, the hospitality industry often only classified as the accommodation service with food and beverage operations (Johns, 1999; Rust & Huang, 2014). However, modern researchers from hospitality management have classified the industry based on possible, aggregate, and profile model approaches, with six core multidimensional concept as restaurants, hotels, travel, attractions, conventions and leisure with its constituent and relevant interdependent relationships (Ottenbacher et al.,

2009). Regardless of heterogeneous aspects of the hospitality industry, geographically, the hospitality industry is also dispersed, from metropolitan cities to remote rural areas, which can be characterized by multinational structural in natural (Brotherton, 2012).

With the increasing geographical diversity of the hospitality industry, the driving force of this trend includes but not limited to the accelerated communication, advanced transportation, elimination of the political trading barriers, global expansion needs, and financial or political risk aversion. The global hospitality market continued to strive and become increasingly competitive with the more emerging competitors from new fast-growing economics (Clarke & Chen, 2009). As the hospitality companies become more multinational, the future hospitality managers must be prepare for the globalized competitor and effectively manage the increasingly diverse and multinational team with swift shifting market demands within a short notice. Thus, the study of international hospitality management became more imminent and important. Some of the main reasons to study international hospitality management are:

- A growing world economic market has more emerging needs for high-quality hospitality services and products. Thus, require modern day hospitality managers to incorporate these opportunities for possible international opportunities. For example, Brazil, Russia, India, and China (Bric) has increased demand hospitality market, thus requires more specialized talents which can cooperation the new demand (Biggeann & Fam, 2011).

- With globalization continues to expand, and competition continues to raise, hospitality cooperation has increasing demands for aversive risk strategies, such as global investment strategies, product/ service diversion, decentralized model of the operation, or to protect themselves from the risks and uncertainties of the domestic business cycle (Teare & Olsen, 1999). For example. Chinese companies have an increasing demand for international expansion from 2012 to 2017, as to protect themselves from their domestic market downturns.
- The desire to reduce cost of operation by outsourcing service or production to foreign companies. A typical move for the production industry in North America, over the past twenty years, has been extending to service industry when outsourcing their service division to more cheaper countries as a strategic move to reduce cost and increase revenue. Hospitality cooperation might begin with a licensing or franchising agreement; a standard practice that provides the know-how to some of the management by exchanging for a fee or royalty. For example, McDonald's has more international locations than domestic, which adversely protects themselves from the invasive of foreign companies by maintain competition in the foreign market (Schmid & Gombert, 2018).

Besides the reasons above, the expanded international operation enables consumers to get a better variety of service with lower prices. For example, daily meals

served by a local restaurant might contain spices that are not prepared or grown locally and fresh produce that's out of season from an international location, or standardized menu options. With the expansion of international business models, require future hospitality managers to embrace *The Paradigm Shift*, thus develop a deeper understanding of the problems in the market while develop international managerial strategies that maintain an extensive understanding of the differences within multiple countries.

Some of the newly emerged managerial challenges can be elucidated but not limited to the discussion below:

1. Increase usage and application of new mobile computing and social network in global customer relationship management (Sigala, 2018)
2. The growth of environmental pressure and consumer concerns for sustainability practices (Legrand et al., 2017; McGrady & Cottrell, 2018)
3. Strategic development of decentralized business models that support greater flexibility, allowing adaptation at each international hospitality operations (Vaughan & Koh, 2019)
4. Branding strategies that decrease national or political identities (Seraphin et al., 2018)
5. Increasing concerns in fair trade resourcing, poverty reduction in developing countries, and cooperate public relationships in an international market (Dada, 2018)

6. Smarter international marketing including new media and application of big data analytics (Xiang et al., 2015)
7. Expansion of cross-national human resourcing and international talent management (Sheehan, Grant, & Garavan, 2018)

Indubitably, these *New Paradigm Challenges* are interrelated and deserve a closer look at the international level (Ottenbacher et al., 2009). Often, private consulting services and government surveillance data (e.g., department of labor, and national association's forecast) are often used to help with the critical decision-making process. However, acquire and invest in empirical data collection and educate future managers on the issues related with multi-culture and multi-country management become especially relevant. Therefore, decision making with more risks-awareness and forecasting has always ensured future profit for sustainable development in hospitality management (Osland, 2003).

## **2. Definition and Misperceptions of International Hospitality Management**

The definition of *international hospitality* becomes vital in navigating through the literature on international hospitality management, understand the culture change and the paradigm shift can relate to practical contemporary managerial problems and stay relevant to the global market. One major issue related to the phrase itself. In the phrase *international hospitality*, the term hospitality can be defined both as a firm or as an activity (Toyne & Nigh, 1997), this has been a source of confusion. If it is defined as a

firm, it can be interpreted as a multinational enterprise, if it is defined as an activity it is more leaning towards the definition of goods and services. However, the broadly defined term *hospitality* has often caused substantial issues in terms of the external validity of empirical studies, as it often failed to separate hospitality as a term from more general services (Ottenbacher et al., 2009). The unclarified definition of hospitality also causes obscuration when conducting marketing research and further results in variational misconception in term of the constructible boundaries and classifications (Taylor & Edgar, 1996).

Another misperception often including the association within the phrase '*international management*' and '*global management.*' Often the term has been used interchangeably with the appropriate formulation to suit various situational needs, which international hospitality management is often confused with global cooperation, or foreign investment management, as the term is extending itself over borders and begging for a question (Dunning & Rugman, 1985). Additionally, hospitality firms often make foreign investments in other countries with modified nationality, strategically decentralized country-of-operation with global governance. For example, different place of headquarters in the US, British, or China (Buckley & Casson, 1985; Dallas, 2018). An international hospitality enterprise often involved various macro-structural aspects with micro-operational characteristics, which is more of global governance and the product of continuum globalization (Weiss & Wilkinson, 2014). Therefore, the important concepts need to be defined first, before the discussion.

According to Ottenbacher et al. (2009), modern hospitality management could be defined as classified business management based on six multidimensional core industry like restaurants, hotels, travel, attractions, conventions and leisure with its constituent and relevant interdependent relationships. Also, international hospitality management often provides a channel for intra-country connections, which is not merely a channel for domestic contracts but more of a multinational internal organization. Therefore, the history of international hospitality management is distinct from the rich and extensive literature on the history of the international business (Wilkins, 1974), but more general works on the development of intra-country hospitality service itself based on the six core industries (Jones & Pizam, 1993; Ottenbacher et al., 2009).

### **3. A Brief History of International Hospitality Management**

As old as the civilization and business itself, people have been engaged in hospitality throughout history, whether they are aware of it or not (Wearne & Morrison, 2011). Historical roots of hospitality date back to ancient times. A picture of hospitality can be traced back to the Iliad and the Odyssey (Homer, Odyssey, 1176). In both classics, hospitality represents a readiness for reciprocal relationships with strangers (Homer, Odyssey, 1176). The traditional translation of the Latin noun *hospitium* (or the adjective *hospitalis*), which in turn derives from *hospes*, meaning both ‘guest’ and ‘host’. However, brief historical investigation such as Oh and Pizam (2008) indicated that hospitality serves more than guests and hosts relationship, which indeed offer other



meanings like social and commercial transfer. The social and commercial practices provide both social values and economic relationships, which add more values to the already host and the guest relationship (Lashley & Morrison, 2000).

However, the rapid growth of ‘*modern*’ hospitality industry has only begun in the late twentieth century (postwar era, Bartels, 1976; Shaw & Tamilia, 2001), which the term correspondent to the previous ‘*pre-modern*’ stage or ‘*institutionalization stage*’ of hospitality industry (1841 to mid-1950), also known as the *McDonaldization* or *Disneyization stage* of the hospitality industrializations (first defined in Ritzer & Liska, 1997). The postwar stage of hospitality management or modern hospitality industry often involved with the development of mass communications, the development of international commerce, and intercontinental travel by air.

Today according to the pocket factbook provided by U.S. National Restaurant Association (NRA, 2018), there are 1 million restaurant locations in the United States, with more than \$825 billion sales in 2018 (2.4% increase compare to the previous year), and employed about 15.1 million restaurant industry employees counting over 10% of all U.S. workforce. See Figure 1.

Insert Figure 1 here

Approximately the same time, the growth of the Chinese restaurant market has almost quadrupled the growth rate of U.S. Restaurant industry at an average rate of 10% since 2012 (Figure 2 for comparison), at 3,96 billion Chinese Yuan ( $\approx$  0.59 Billion USD).

Insert Figure 2 here

Restaurant market which is only considered one sector of the entire hospitality industry, has inspired guest spending in all hospitality sectors. With the massive growth of '*modern*' hospitality industry, come with the change in culture and adaptive lifestyle. As Scarborough (2006) reported that 96% of the US adults dining out at a restaurant at least once a month, and 40% of the adults visited a Quick Service Restaurant, such as Burger King, McDonald's, or Pizza Hut, six or more times in a month. Another 19% of the U.S. consumers visited a fast-casual restaurant (such as Applebee, Longhorn) at least once in the month. Because there are significant overlaps between sectors of the hospitality industry, such as the foodservice sector in the hotel, or catering with the restaurant, or dining or lodging services in the destination location, other hospitality sectors like the travel, clubs, conventions data with its interdependent relationships are hard to gauge.

Take the independent reports of the American Lodging Association (AHLA, 2018) for example, the U.S. lodging sector has solid growth every year and supports nearly 1.9 million domestic jobs, generated \$176 billion in gross revenue (Figure 3). Given the reliable statistics and history above, we expect the hospitality industry will continues to grow strongly. For example, the U.S. restaurant industry at the end of 2017 grew 4.3

percent at \$799 billion in revenue (Griffith, 2018). The hotel industry has reached a growth rate of 3.7 percent (adjusted for inflation), and average around \$123.37 per room daily rate, with an expected gross revenue of \$208 billion, and continuous growth on all hotel sectors (Conrad, 2018; Figure 3).

Insert Figure 3 here

Overall, the hospitality and tourism enterprises continued to thrive and created a massive amount of employment opportunities to help with the growth of both the domestic economy and overall international industry. However, today's hospitality manager must embrace both challenge and opportunities from international market, as the workforce has become more diversified with multi-cultural, multi-generational background. Also, the modern hospitality managers must embrace the competition from international market and continue to assure customer service with multinational background. Therefore, there is an increasing need to study international hospitality management, educate future managers on the issues related to multi-culture and multi-country operations, and develop sustainable international strategies to stay relevant impact in the market.

#### **4. The Development of International Hospitality Management**

According to the history and statistics provided above, the development of international hospitality management often correspondent to the globalization of the economic systems (Oh & Pizam, 2008). The international hospitality management was

first referring to the hospitality industry as the geographical barriers of the current business system, and often time the business operations occurred in one part of the system, was franchised and resolved in a specific contracting company, which stay irrelevant to the other part of the world. However, international hospitality enterprises nowadays have developed and incorporated more multi-national management, where the cooperation realized the operations happen in one country often potentially impact the business system in another part of the world. Alternatively, the business model can often be transferred without considering the geographical barriers (Osland, 2003). For example, the international airline industry had a unique type of global customer. When making a reservation, customers often expect to enjoy as much of a standardized service which encompasses the basis of service quality, service reliability, frequent flier programs, and an international standard of safety. This significance of global strategy also transfers to the food and beverage industries, where a development of the global sector become more evident in recent years. In recent years, the eating habits of the world have also become more convergent. For example, donuts were more embraced in Japan when cinnamon was introduced as a flavoring for donuts in the Japanese market. Today more of the same recipe for making donuts were used throughout the world, doing international hospitality management and standardization is more of immediate needs rather than a geographical barrier.

The increasing international activities among hospitality operations, thus require cooperation to develop management strategies which help develop the cooperate standard

and can be or should be applied for multiple purposes, ranging from assisting major fiscal decisions to determining and evaluate potential marketing locations, or modify specific international hospitality industry standards. Often, a successful business model from one part of the world, also is transferred to other parts of the world, to help eliminate the barriers of services, capital movement, transfer of new technologies, and influential cooperate philosophies (Osland, 2003). Therefore, international business research, and relevant methodology to collect data, which ultimately helps fine turn the global strategies, was adopted by many international hospitality firms. According to Orbis Research (2018) the global management consulting market continues to grow and worth an estimated \$5,860 million by 2022. A well-developed global strategy often helps hospitality enterprises position itself in apprehend position in terms of the continuous expanding globalized market. Thus, a considerable volume of the book will help readers to adopt *scientific* methods to systematic collect, analyze, and synthesize information to assist hospitality operations in solving and finalizing global marketing strategies. Therefore, future managers could use the relevant research methodology to develop integrated strategies which combine global marketing research and global strategic management.

## **5. Future Marketing Research Trend: Issues and Challenges**

Conducting international hospitality management research is expensive, time-consuming, and highly complicated involving many facets which affect its outcome. For interpretation purposes, global marketing research may be defined as a scientific and

methodical technique to systematic collect, analyze, and synthesize information to assist hospitality operations in solving and finalizing management strategies

First, international hospitality management research needs to be *scientific*; in other words, it must follow a sound methodology, which is well planned and documented for the replication process. Moreover, pre-validated questions must be supported from a concurrent literature review or theory. Second, the management theory or principles need to be supported or help extend the existing understanding of the market, which the management principles can be justified by accurate information and extend or help explain the current managerial problems (Harrington & Ottenbacher, 2011 ). Many new management teams have failed to cover a management problem, which the information or managerial strategies applied has not contributed to the true state of a given situation. Third, the managerial principles applied with international hospitality management must be supported with evidence, which not only involving collecting raw data and analyses into meaningful interpretation, but also disseminated, and can be applied as new principles for actions. Lastly, the international managerial principles could be used for decision making, which all information and data collected needs to be put to good use and help solve practical problems facing by the international hospitality companies or to help make new venues for significant investments. Specific problems can be discussed in the following sub-bulletins.

### *5.1. Price of conducting multi-national research*

Conducting international hospitality management research is expensive, and the cost of the research project can vary considerably from country to countries. For example, a focus group with industrial panel research can cost as little as 100 to 500 dollars in China, but with the same panel can cost between \$1000 to \$5000 in the United States depending upon the geographic locations. However, a valid research project is essential in assisting cooperate decision-making process, and even help reduce costs and improve operational efficiencies (Jones & Pizam, 1993). Thus, the cost in one of the dearth of reasons for future investigators to be cautious with international hospitality management research but should be generally considered as an investment rather than a cost when seeking funding opportunities.

Second, some of the ready familiar research infrastructures might not be available in many developing countries. For example, in some developing countries, the necessary demographic data might be sparse or even non-existent. Some governments do not have the resources to collect quality, or relevant, reliable data including economic figures, the financial report of the hospitality industry and or even census information is not readily available nor up-to-date. Cooperate executives in the United States, Britain, or Japan often rely on established industrial originations (e.g., American National Restaurant Associations, American Hotel and Lodging Association) for support with both background and demographic information. However, the lack of research infrastructure and lack of cost-efficient secondary data often makes the international hospitality

research much costly and challenging to complete. Therefore, future investigators should seek to control and verify demographic information in various countries before proceeding to data analysis for international projects.

### *5.2. Variation of the quality of the data*

International hospitality management research might under considerable influences for discrepancies in data quality, ethical considerations during data collection, and time allocations for data collection. For example, data collected in the United States might be considered higher quality due to the considerable involvement of various institutional professionals and the contribution of government-sponsored projects with possible longitudinal data collection methods. Compare to other countries, especially developing countries, the problem with the quality of the data, the trustworthiness of the data, and time allocations for data collection can be subject to scrutiny. The variation of data quality often became a considerable issue, which involves both empirical study or secondary data analysis. The dataset such as population census, industrial turnover rate, national income level, and the unemployment rate might often not available. Thus, the decision and data analysis become much more complicated in many instances with international research. Before conducting international hospitality management research, future managers should first get familiarized with local hospitality agencies and corporations to determine whether a formal research partnership can be achieved, or the research activity is based on a certain competitive advantage rather than limitations.



### *5.3. Time zone/ lead times for completing the investigations*

International hospitality management research is indeed conducted internationally, which is across multiple countries with differences in language, culture, business associations, and practices. The coordination of research activity across multiple countries (often more than two) is challenging and may induce problematic and unusable data collection and equivalencies. For example, for an employee working in Korea to manage one of its data collections in Guangzhou, China, which is just hours away by air is much easier than managing one of the operations in San Jose, California, which is often more than twelve hours away and across different time zones. Although international research is indeed multinational and encompasses a multitude of operational hospitality activities which often involves levels of international activities. Each data collection project often involved different operation systems, which in most instances coordinate all research activities between different companies and making the decision process miles away from different data collection sites of international projects. In conducting cooperative research internationally, the extent and the method of research methodology may vary tremendously from project to project. In other words, some of the project required to develop a comparing strategy will be entirely different from that needed when a strategic question is planed across different geographic regions.

### *5.4. Complexity and language barriers involving validity and transferability*

An entire marketing or management research project in one country requires a fulfilling amount of the investment. When the research project is conducted

internationally, researchers must recognize that even the standard research steps have their limitations. For example, data collection schedules tend to be longer, collaboration and research meeting tend to be more difficult, and the depths of analysis will be weaker, because of the various heterogeneous environments. Even more difficult is controlling the exact design and methodology for each country in a multicountry study (Douglas & Craig, 1992). When the project is international, the dynamics factors that contributed to the complexity in research design, which often involves establishing comparability and equivalency in data collection and analysis, a generalization of the study result from one country to another, a variation of decision process involved in the international activities. Therefore, several serious critiques of international management research exist as the types of criticism to international research projects continues (e.g., Boyacigiller & Adler, 1991; Peterson et al., 1993).

*Provincialism (Boyacigiller & Adler, 1991):* As noted before, culture is often ignored or homogenized in assuming that all research questions will be investigated in Westernized industrial model domain. However, a sound research project should not ignore culture in hospitality research, instead, compare the model in different domains.

*Convenience sample and lack of generalizability (Osland, 2001):* The investigation of international management research often rely on the convenience sample, which limits the comparison to inform practice in the future. The managers and sample characters gathered in the United States often lack relevance to the international market,

since the United States have a strong economy and representing a westernized viewpoint, which international market can differ tremendously (Thomas, 1996). A review of the literature concluded that international management research project often is conducted in a small number of western countries or Japan. On the other side, the managers conducting the research might know very little about samples from the Middle East, Africa, and Latin America.

*Reliance on a single method, single level, and cross-sectional studies (Osland, 2001):* Most international management research responses to questionnaire design and data collection was completed at a single point of time. The richness of culture and multinational location and multi-organizational hierarchies (managers versus employees) often provide new opportunities for researchers and allow alternative methods. However, the body of the research often ignored these factors, rarely drawn samples from multiple positions and multilocation in the organization.

The issues discussed reinforce the importance of conducting international hospitality management research. At the same time, they also explicated the difficulties of forming and advising international hospitality management strategies. In the process of conducting international hospitality management research, the extent and the method of confounding problems can vary from situation to situation. Therefore, future managers are engaged in developing more cost-effective research methodologies to overcome the elevated the international management issues presented above. Thus, when

many existing limitations can be levigated, as the relevance of research to managers' decision making in global scope can be improved.

## **6. Conclusion**

International hospitality management should be studied and can be applied for many purposes, ranging from assisting financial and international decision making to formalizing specific marketing strategies. The study and understanding of international hospitality management can help hospitality cooperation to face many problems — some major factor of the operation involving cost of conducting multi-national management, variation of the marketing data collection and global decision making, complexity of the global market and competitors, time zone/ lead times for completing the multi-national business, and complexity and language barriers involving team members.

Never the less, the operations of international hospitality management have become imperative for all hospitality firms which engaged in international business regardless of sizes and interest of activities. Therefore, the relevant research and knowledge of understanding international hospitality management are likely to contribute to the existing doctrines and help future hospitality managers develop a new transnational standpoint, equipping hospitality managers with the much-needed informational strategy and operational standpoint in a new global market. Thus, other volumes of this book will help readers to adopt scientific methods to systematic collect, analyze, and synthesize information to assist hospitality operations, provide understanding and case studies in

solving and finalizing global marketing strategies. Demonstrate future managers with relevant new research methodology to conduct international research projects, which ultimately develop integrated strategies to guide global marketing and global strategic management.

With improved decision-making process in the global market, future managers should use this book to help increase understanding of the multi-national business behavior, different political, economic social-cultural and legal systems, and more importantly learn lead scientific methods to help with daily business operation and global strategic positioning. When relevant hospitality managers are educated on the related with multi-culture and multi-country management, future development of the hospitality industry can be expected (Osland, 2003).

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