



*Creating Advanced Learning Experiences*

## THE-ICE Panel Session 5

# Learning Across Cultures – Gracious Tourism and Hospitality

Members, Associates & Business Alliance





## Australia and Oceania (8)

- Torrens University Australia - Blue Mountains International Hotel Management School, Australia
- Charles Darwin University, Australia
- Griffith University, Australia
- Melbourne Polytechnic, Australia (Observer)
- The University of the South Pacific, Fiji
- Pacific TAFE, Fiji
- William Angliss Institute, Australia
- Torrens University Australia - William Blue College of Hospitality Management, Australia

## Europe (16)

- César Ritz Colleges Switzerland, Switzerland
- Free University of Bozen-Bolzano, Italy
- Glion Institute of Higher Education, Switzerland
- Haaga-Helia University of Applied Sciences, Finland (Observer)
- Hotel Institute Montreux, Switzerland
- IHTTI School of Hotel Management, Switzerland
- MCI Management Center Innsbruck, Austria
- NHL Stenden University of Applied Sciences, Netherlands
- NHTV Breda University of Applied Sciences, the Netherlands
- RP Technology, United Kingdom (Business Alliance)
- Swiss Hotel Management School, Switzerland
- Swiss School of Tourism and Hospitality, member of EHL, Switzerland

- Saxion University of Applied Sciences, the Netherlands
- The Hotelschool, The Hague, the Netherlands
- University of Derby (in progress)
- Zuyd University Maastricht, the Netherlands (in progress) BERJAYA University College, Malaysia (Observer)

## Asia-Pacific (11)

- Dusit Thani College, Thailand
- Far Eastern University, the Philippines
- INTI International University & Colleges, Malaysia
- Joji Education Group (in progress)
- Lyceum of the Philippines University, the Philippines
- Singapore Institute of Technology, Singapore (Observer)
- Taylor's University, Malaysia
- THEi, Technological & Higher Education Institute of Hong Kong (Observer)
- University of Santo Tomas, the Philippines
- Mae Fah Luang University, Thailand
- National Kaohsiung University of Tourism and Hospitality (in progress)

## Middle East & the Sub-Continent (3)

- Stenden University Qatar, Qatar
- The Emirates Academy of Hospitality Management, Dubai, UAE
- Dubai College of Tourism (Observer)

## North Americas (1)

- STR SHARE Center, USA (Business Alliance)

## Members, Associates & Business Alliance





## The New Classroom



## The New Workplace

Members, Associates & Business Alliance





- well-published, highly-regarded and innovative academic with extensive international experience across the continents of Europe, Middle East, Australia, New Zealand and Asia
- Currently Dean, Faculty of Economics and Management, Free University of Bozen, Bolzano, Italy



# Conversations with

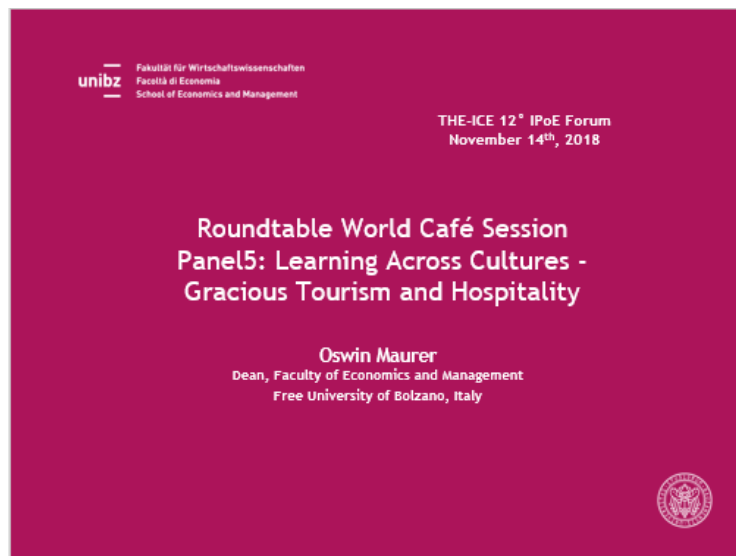
## Mr. Lars Eltvik

- Managing Director of the Education Division of Dusit Thani Public Company Limited
- Managing Director of HAAGA-HELIA Global Education Services Ltd., Helsinki, Finland.
- Director of Sales and Marketing at The Emirates Academy of Hospitality Management, Dubai, UAE
- Currently, Director of Education of the Public Investment Fund, Amaala in Riyadh, Kingdom of Saudi Arabia



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# Roundtable World Café Session

## Panel5: Learning Across Cultures - Gracious Tourism and Hospitality

**Oswin Maurer**

Dean, Faculty of Economics and Management  
Free University of Bolzano, Italy



- learning – studying – experiencing
  - with regard to hospitality/tourism
    - mostly process oriented (operational)
    - on the job learning-by-doing after college/university
- hospitality: trade-off between
  - managerial and business perspective (transactional)
  - principles of hospitality perspective (reciprocal)
- gracious tourism and hospitality (?)

## ➤ requirements

➤ ***theoretical knowledge***

➤ ***practical skills***

➤ *language*

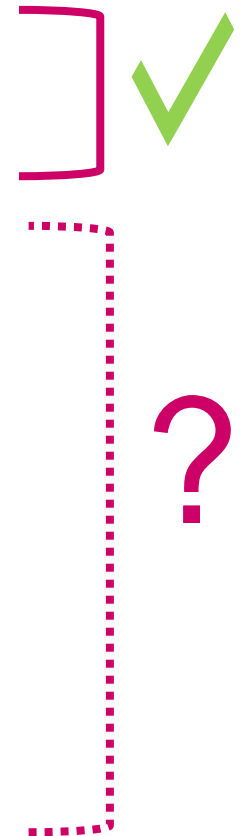
➤ *cultural quotient - CQ (© John Fong)*

➤ *psychological competencies (differences, dissimilarities in values)*

➤ *knowledge of geographical, cultural, historical contexts*

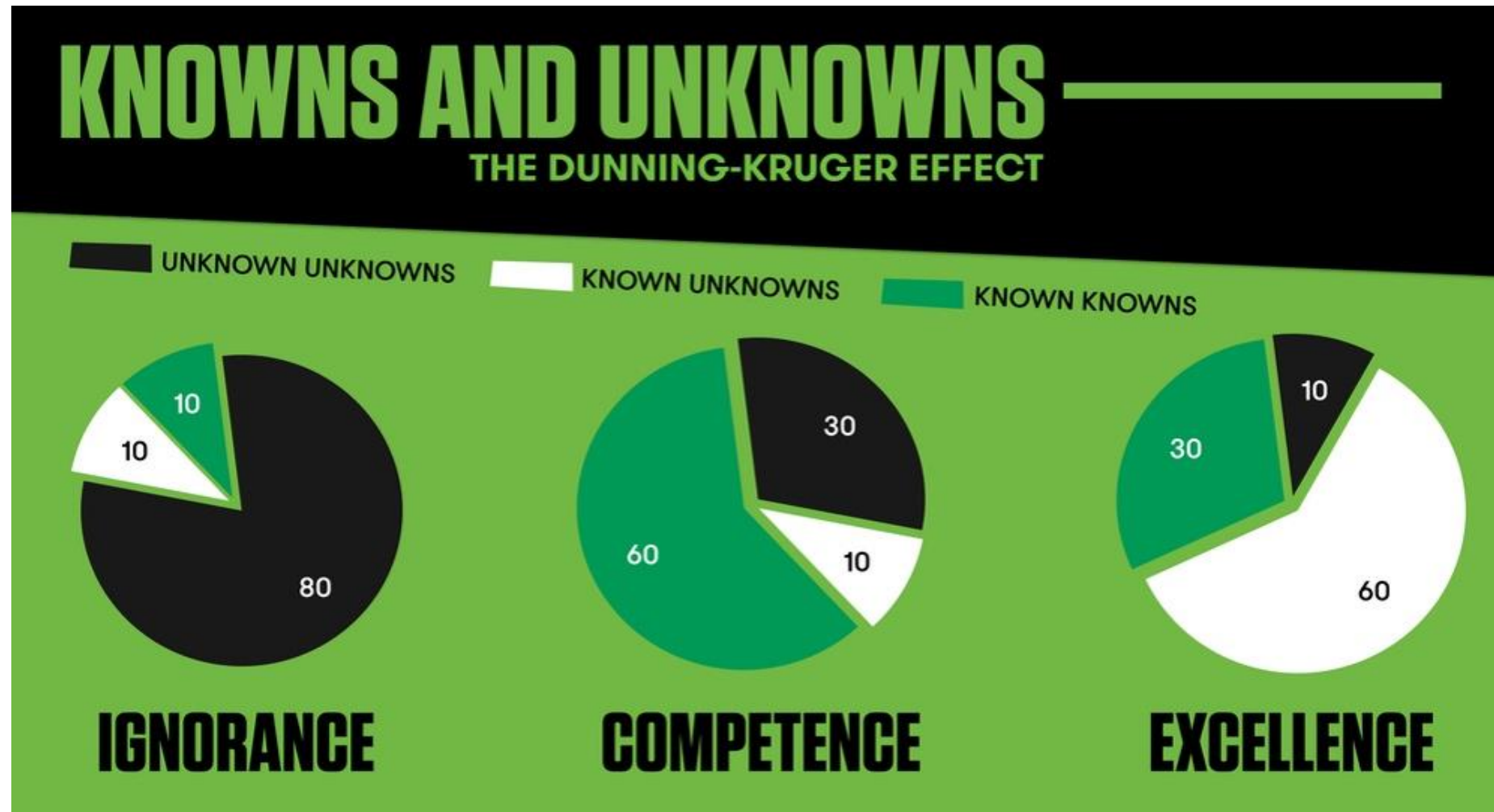
➤ *intercultural communication competence (respect, tolerance)*

➤ *etc.*



- “As we know, there are known knowns; there are things we know we know”
  - the depth of knowledge; everything you know that makes up your primary skill set
- “We also know there are known unknowns; we know there are some things we do not know”
  - the breadth of knowledge; everything that you know that exists and some basic information about those things, but nothing more
- “But there are also unknown unknowns — the ones we don’t know we don’t know”
  - and if one looks throughout the history of societies, politics and knowledge institutions, it is the latter category that tends to be the difficult one”

# Dunning–Kruger Effect: On Being Ignorant of One's Own Ignorance



- the great unknowns - learning across cultures?
  - choosing students (and employees)!
    - are there indicators for being “fit” for tourism/hospitality?
    - are we applying them?
  - languages!
    - major shortcoming in many programmes
    - three (3) languages are a must today, it will be four (4) to five (5) tomorrow

## ➤ the great unknowns - learning across cultures?

### ➤ experiences?

➤ overseas study exchange and/or internship

➤ are they concrete? do they go beyond study plan necessities? how do we evaluate those?

### ➤ real role models?

➤ which role models are we promoting?

➤ beyond hospitality and tourism managers?

- the great unknowns - researching across cultures?
  - in tourism and hospitality mostly on diversity issues and restricted to a few agenda areas
    - enrich the perspective of “dominant culture” with “outliers”
  - very little research into regional / local cultural idiosyncrasies that may be important
    - classical “service” paradigm is applied; need for augmentation with research on behavioural, attitudinal, cultural aspects
  - use of generally accepted business management / human resource models; often with rather unspecific application
    - may need more relevant/refined approaches

### References

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AMAALA

Gracious Hospitality

Lars Eltvik

Director of Education



# Journey in Hospitality



HØGSKOLEN  
I STAVANGER

Avdeling  
NORSK  
HOTELLHØGSKOLE



UNIVERSITY OF  
SURREY

THE EMIRATES ACADEMY  
OF HOSPITALITY MANAGEMENT  
In academic association with Ecole hôtelière de Lausanne



Haaga-Helia

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hospitality  
management college  
MANILA



AMAALA

SCANDIC  
HOTELS



Jumeirah  
HOTELS & RESORTS  
STAY DIFFERENT™

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the fort · manila

Graciousness in Hospitality



Proud of our Thai heritage,  
uniquely bringing gracious  
hospitality to the world

# Graciousness in Education and Operations



# What is 'graciousness' or 'gracious' service

Being **polite** without being fake, being attentive.. **Friendliness** and **professionalism** are very important.. (Swiss young hotelier)

Graciousness means you **must pay nothing** for a service or product. Thinking on Tourism services we can have some examples: free entrance on museums, parks and others places of public visitation (Brazil, senior academic)

The concepts of excellence and in particular the one of graciousness are **difficult...we** combine the **efficiency** and customer views in the excellence of service production (Finland, academic)

Gracious is a **very soft** word, I would define it as “soul luxury” today. Taking **‘Caring’ to the next level** (German, travel writer)

Do we need to act differently to deliver gracious service to 'uber-luxury' / very wealthy guests vs. 'regular' guests?

**Guest Relations** is key, every guest is different. "Oh wow they still remember that". (CH)

**Being different** is essential to attract more people (BRA)

**Punctuality** is highly emphasized, but the **low social hierarchies** in Nordic countries gives a special flavor for the excellence service in addition to the formalities and protocols. (FIN)

No, (...in addition to excellent facilities and services....) the challenge is to find out how much additional money one guest type might like to spend for his **personal experience**. (GER)

# How do we assure that our staff/students provide gracious service to visitors from around the world?

Not only focus on **technical skills**... Reflection on how oneself want to be treated... (CH)

Make sure that students/staff are **exposed to people** and travelers from around the world and from different 'segments' (BRA)

From the training perspective I would like to emphasize the importance of **cultural awareness, understanding and sensitiveness** (FIN)

Give them a better **social and intercultural training**, teach them emotional skills and communication. (GER)

# AMAALA



AMAALA

## RIVIERA OF THE MIDDLE EAST

Amaala will create transformative personal journeys for visitors and become a new uber-luxury destination focusing on wellness, healthy living and meditation.

## AN UNTOUCHED LOCATION

Set on the pristine north-western coast of Saudi Arabia, within the Prince Mohammed bin Salman natural reserve, encompassing three bays, an island, and white sandy coast.

## AN EXCLUSIVE AUDIENCE

Amaala is aimed at the world's top 2.5 million leisure travelers.



# — REDEFINING LUXURY —

UNTOUCHED  
PURITY

UNIQUE  
LUMINESCENCE

UNSURPASSED  
MASTERY

UNMATCHED  
VITALITY

UNEQUALLED  
INSPIRATION

UNPRECEDENTED  
CLARITY

## ARTS & CULTURE

---

A hub where emerging contemporary art will resonate with the wonders of Saudi Arabia.

- Contemporary art
- Riviera-lifestyle artists colony
- Immersive artistic moments
- Art and nature enhancement

## SEA, SUN & LIFESTYLE

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One of the world's top diving and yachting destinations.

- Marinas and natural anchorages
- Beaches
- Truly immersive diving experiences
- Marine preservation programmes

## WELLNESS & SPORT

---

The world's first truly integrated wellness and sports community.

- Wellness retreat
- Medical facilities
- Equestrian facilities
- Adrenalin adventure sports

4x18 hole

Golf courses



# What does true luxury mean in the 21st century?

*"Luxury means something that appears to be the best of whatever it represents»*



*Isadore Sharp,  
Four Seasons  
Hotels & Resorts*

## Definition of luxury over time

### *YESTERDAY*

From precious products ...

- Exotic food
- Precious materials
- Long-distance travel
- Material comfort

*"Luxury is defined by attention to the details. Meticulous workmanship, sumptuous atmosphere and discerning good taste."*

*Robert Mackasek, CEO, Valera Global*

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### TODAY

*...to sustainable experiences...*

- Time
- Sustainable products
- Authenticity
- Privacy and security

*« Authenticity is the real luxury of today »*

**Robb Report**

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**Robb Report**

### TOMORROW

... to meaningful purpose

- Meaningful experiences
- Purpose driven
- Mindfulness and connection with inner self
- Sense of fulfilment

*« Sense of purpose and mindfulness will be the luxury of tomorrow »*

**ultratravel**

# Group exercise

1. What is gracious tourism and hospitality; understanding of the construct (baseline)?
2. How to integrate gracious tourism (methods, approaches) into the curriculum?
3. How to assess staff and students with regard to delivering on the construct of gracious tourism?; interpretation and scaling issues?
4. Are there proxies that can be used for measurement?



# Final words

## Gracious tourism and hospitality

*Myth or fact?*



