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Midterm

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Topic 2: Service shock and acculturation

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1. Introduction

Globalization is increasing the world wide trade in goods but has also led to an expanded utilization of services on a global scale. This means that customers with diverse cultural backgrounds get to interact with a multitude of different service providers.

Due to the fact that service encounters are intimate interpersonal experiences, a plethora of attributes might influence service performance. As cultural differences and cultural preferences influence our lives, it follows that consumers exposed to different

cultures may also perceive these service encounters differently. In regards to cross-cultural service encounters several planes of cultural phenomena may be observed that can have a stark influence on the service performance.

When subjected to different cultures, people go through different stages of acculturation. It follows that similar stages might occur during cross-cultural service encounters. Taking personal experiences as a starting point when applying a literature analysis, this term paper aims to look at different cultural service encounters, what might be driving them and how managers can address such service shocks in an intercultural setting.

Too wide and general. Focus

Way too wordy Intercultural service encounters are complex due to . . .

90% is fluff

No structure
This start needs to:
- set up context of ICSEs
- explain some of the key dynamics of ICSEs
- e.g., acculturation
- set out objectives for your paper
This opening is looking shoddy -- there isn't a single reference, for example

1.1 Personal Experience

1.1.1 Personal Experience Kara

From my personal experience of cultural shock, there's not only the situation from different countries' culture but also including the shock of different industries, language and religious cultures. Those culture shocks are based on what the situation really happened is totally different

from my imagination or make myself a bit uncomfortable during the conditions and not sure how to do it better at that time. However, about intercultural working cooperation between Taiwan and the United States, the case is about my last job in the consumer electronic industry. At that job, I needed to coordinate online and offline communication according to the requirements designed in a team for one product offline event which was held in Texas based in the United States. About the preparation of the work, the Taiwan team will need to cooperate with American colleagues including the pre-meeting, deciding the layout of the exhibition and various kinds of workflow. When the Taiwan team arrived at Texas, it seems there were some misunderstandings of the definition of work allocations. My US colleagues thought that the agency and container should do all things after the campaign brief, however for the Taiwan team they were not. The Taiwan team wanted to be the domain of the work and asked each detail of the exhibition. The agency and container were just for assistance for Taiwanese because they took the high attention and consideration of the events and always worried about the wrong message delivered to the customers. Besides, it's never possible to ask the United States colleagues to mail-reply or messages-reply during the weekend. Conversely, my Taiwanese manager always tracked the progress of the task via enormous text messages which made me so tense during the period.

Your mini case starts here with this sentence.
However, let's go back to the objectives.
Your focus is on ICSE - think definition (customer from one culture, provider from another)
... "customer"

After the events, the activity went well and had positive feedback according to the original target we set. However I felt really exhausted and wondered if we keep the same attitude with US style, would the result be the same or even better? To be honest, I a bit envied my United States colleagues with that kind of working attitude which hands over the key task to the key person

and can concentrate on what should focus but not cover all things. I am not sure if that is ethnocentrism or if they well-understand how to make life balance better? Taiwanese work so hard desperately, once if I do the same attitude from US style that might make my boss mad. Once that U.S colleagues are a real partnership but not only stay in the same company, would they feel annoyed when Taiwanese always want to control everything? And if Taiwanese follow all working styles, would they feel insecure in their mind which leads to bad performance? We don't know the answer until we do. That's how culture shock asks people to learn and try.

1.1.2 Personal Experience Chris

With the Taiwanese displaying a stark contrast of numerous cultural features, it is natural encounters provoke surprise or shock. As service encounters in Germany, with information being conceived clearly and upfront, the Taiwanese play discrepancies that have led to a certain level of surprise.

A prime example is conducted in Germany and Taiwan respectively. As Germans tend to be direct, exact procedure needs to be clarified beforehand. Customers expect the service to be conducted as previously stated. In Taiwan on the other hand it appears to be less clearly defined, and additional services and sales are often expected from not just the service provider but also the consumer. This discrepancy was surprising as when I had my car serviced for the first time in Taipei. As I was accustomed to the service style in Germany, I was very surprised when additional things like air pressure and air filter were checked, even though I asked for a simple oil change.

Get some structure into your cases e.g.,
Story - the ICSE event
Service shock - what was the shock? (short focused)
What made it shocking - probably revolves around disconfirmation
Attempts at developing cultural competence (i.e., acculturation)

Case is starting here - lots of "stuff" before hand

Moreover I was also asked whether I would like to get additional features installed, as the clerk saw that I had a top box, and he argued that a harder suspension might negate handlebar wobbling caused by the top box.

I immediately declined as I felt that the clerk was simply trying to take advantage of me and make some quick profit. However as I continued to visit this store I noticed that the clerk simply wanted to build a relationship and trust with me and other customers. As shops often rely on a long term relationship with their customers in order to remain competitive.

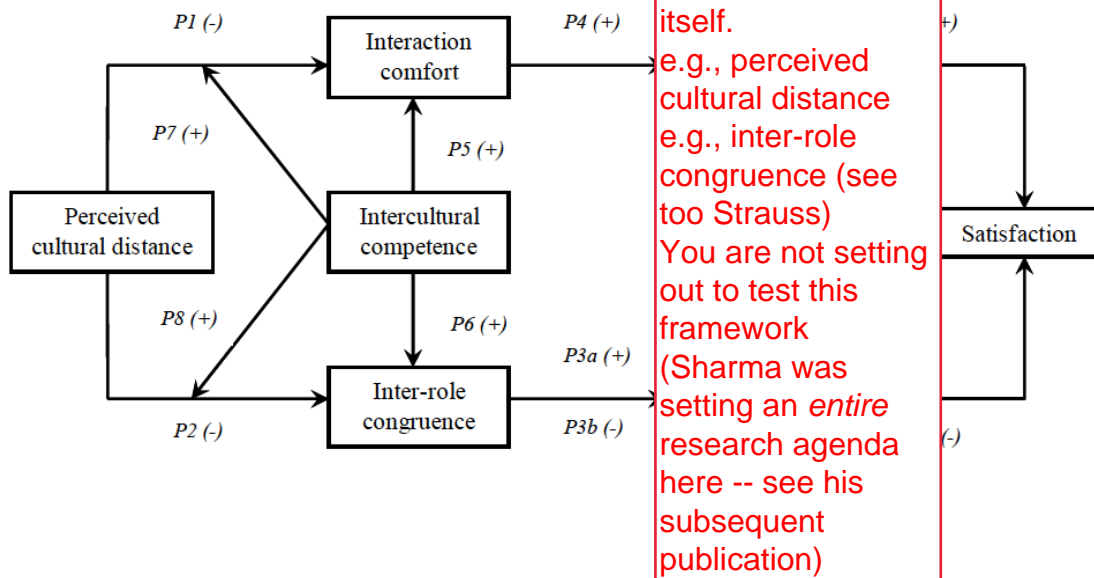
2. Literature Review

Talking about Culture Shock, it is one aspect of the generation of globalization as nowadays we think about how to have a better interaction with people who experienced different culture, language, social norms, etc. However, the negative impact such as stereotypes and prejudice in different culture might affect the decision from customers and employees were not expected. Both sides from customers and employees should be responsible for the success or failure of intercultural service encounters. The culture distance, intercultural competence, inter-role congruence, interaction comfort, adequate and perceived service level and satisfaction leads to the different expectation and perception from different groups. And have the direct and in-direct effect on the long-term and temporary relationship.

By the seven theoretical conceptual frameworks from Intercultural Service encounters (ICSE), it could be accordingly explained about the culture conflict and psychological aspect to different situations customers and service employees encountered.

In here there is not one citation!
Get the key terms explained - theoretically and practically
e.g., what is culture shock (not need for capitals here)?
e.g., what is culture shock in the context of service?
e.g., what actually is an ICSE?
Chris - I'm particularly looking at you here.

- PCD: Perceived Cultural Distance
- IC: Interaction Comfort
- IRC: Inter-Role Congruence
- ASL: Adequate Service Level
- PSL: Perceived Service Level
- ICC: Intercultural Competence
- SAT: Satisfaction



(Sharma, P., Tam, J. L., & Kim, N. (2009). Demystifying intercultural service encounters: Toward a comprehensive conceptual framework. *Journal of Service Research*, 12(2), 227-242.)

By the conceptual framework with seven relevant constructs, we are able to explore the inter-relationship among these important constructs to throw some light on the complex socio-psychological process underlying intercultural service encounter.

3. About culture

Literature is listing multiple definitions of culture, the task of precisely formulating what culture is might seem simple at first glance. In fact, to this date there is no generally accepted definition of culture. Grasping what culture is is indeed a challenging task, leading to a variety of different widely used definitions or models trying to narrow the subject down. Moule and Diller wonderfully explained the dilemma of explaining culture precisely with a metaphor from the animal kingdom. They argued that culture is so difficult to determine and distinguish since it is “all-encompassing” and therefore hard to break down or distinguish from other aspects like the individual or external forces. They conclude the issue of the comprehensive nature of culture with the metaphor of culture being “like water to a fish” (Zupan & Gadpaille 2020).

This can be reduced to one - may be two - sentences in your paper. You are way beyond just thinking about what culture is.

The importance of culture in marketing and services cannot be overstated since in several instances the negligence to take cultural differences into consideration has led to a multitude of failed business ventures (Steenkamp 2001). Especially in the undertaking of establishing a solid and appealing service encounter, companies are faced with a variety of challenging tasks. In order to gain a competitive advantage it is essential to get a feeling for their clients and their preferences. It is thus imperative to understand their motives, values and expectations. Since culture is influencing those dynamics and leads to different narratives across cultures, it is of utmost importance for companies to understand how culture plays into the equation. Moreover, research implies that failure to adhere to social factors may lead to a generally unsuccessful marketing campaign (Valaei et al. 2016).

Furthermore, culture influences several aspects of advertising in areas such as the launch of products, consumer behavior, advertising messages as well as use of language (Farzad 2019). Therefore marketers and service providers alike need to take cultural discrepancies into account when designing their service approach.

3.1 Provider vs Customer

Service failures impact both consumers and providers (Warden, et al., 2003). Consumers' consideration for the continued use of a service relies heavily on the outcome of the first service experience. Catastrophic service failures in particular will nullify any chance of future purchases. **How does Warden's work build from Strauss?** However research indicates that unsatisfied consumers have a high tendency of voicing their negative service experiences. As such the likelihood for negative word of mouth is substantial, and should be minimized whenever possible.

Make headings work for you - signal what the section is about

In regards to the provider, service failure is often met by service recovery attempts. Service recovery is meant to alleviate negative service experiences and recover otherwise lost customers. Service recovery is therefore an important asset in maintaining prolonged positive relationships with the customers.

3.2 What is acculturation?

Different stages in the acculturation process exist (Sharma, Tam & Kim, 2009). **Bennet's Six-Stage Model** may be used to understand discrepancies in attitudes and behaviors that individuals may portray during cross-cultural encounters. The Six-Stage Model

Is acculturation in Sharma et al.?

differentiates between ethnocentric stages (Judging and evaluating of other cultures based on prepossessions that are found in the standards and values of one's own culture) and ethnorelative stages (Acknowledging the merit of different cultures, taking a non-absolute view). As such different phases can be explained:

Denial: The inability to see cultural differences due to isolation or separation from other groups or cultures.

Defense: Differences are seen as negative and threatening. Belief in the superiority of one's own culture and or inferiority of the other culture with a clear "us vs them" thinking.

Minimization: Belief in the similarity of people and commonality of their basic values and attributes. Cultural differences are seen as trivial and merely on the surface. Aspects of one's own culture are treated universally.

Acceptance: Recognition and appreciation of cultural differences in values and behavior & cultural relativity and respect.

Adaptation: Cognitive frame-shifting (seeing things with different eyes) & behavioral code shifting. Empathy with other cultures and moving out of your own cultural comfort zone.

Integration: Seeing things in a cultural context becomes normal, and cultural identity becomes more fluid. (Bennett, 1986).

As individuals and consumers alike can move from ethnocentric to ethnorelative stages, marketers and service experts should identify these stages and alter their service procedures to accompany different stages more efficiently. This can minimize the occurrence of critical service failures and also mitigate issues due to service shocks.

4. Discussion

Globalization has led to an increasingly connected world. With culture therefore transcending borders, service providers have to take cultural differences into account and intuitive ideas to bridge the gap between cultural discrepancies and optimize service recovery capabilities. Intercultural competencies are important in increasing the likelihood for a successful cross-cultural service encounter.

Another issue / concept

4.1 Future Research

Additional research could elaborate on how for many organizations. Multi-sided social research of novel service opportunities (Feix, 2021) encounters are possible and should be investigated.

By now as a reader I'm getting frustrated. This is little more than a loosely assembled set of ideas and concepts. Think! What does Stauss model tell you? What is one of your experiences - surprise and a positive evaluation How does this work in Stauss? (no 'r')

4.2 Managerial Implications

Managers are advised to take cultural differences into account when it comes to the management of service shocks. Due to the fact that cultural diversity can create a competitive advantage (Thomas & Ely, 1996), organizations should foster a working environment that allows their employees to be capable of handling cross-cultural service situations and mitigate cultural related service shocks.

4.3 Conclusion

Even though the nature barrier of culture distance from various background like language, religious, values, socio psychology, traditional thought etc., leads to many indirect or direct

effects to the interaction between service employees and customers. Both parties still can try a bit to put each self in others' shoes which might make some comfort space and positive way to interact. No matter for service provider or receiver, in order to having a long-term and healthy relationship with each other, try to eliminate the stereotype and discrimination in first contact, but find out the mutual target items is a important to do. Example for hotel service, target for the hotel owner who wants the recommendation and good reputation in the hotel market, the customers anticipates a cozy, comfortable rest in the room and good service. Hotel service should keep sweet preparation to meet customers needs, such as set the Muslim Prayer Room, or prepare forks and spoon in Chinese style restaurant for western people who did not get used to chopstick. And when the customer is satisfied with the service, they might be willing to visit again for the next trip or share the experience to their friends by oral or social media.

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Red marks - issues
with reference list
as APA 7

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