

**Organizational Innovation: A case study Radisson Blu Hotel Copenhagen  
(Falkoner Alle), Denmark**

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## **Abstract**

Organizational innovation is an important phenomenon in the modern hospitality industry. In this research, the organizational innovation was studied as a qualitative case study of Radisson Blu Hotel (Falkoner Alle), Denmark. This research was mainly focused on three research objectives that included exploring current performance level of dinner service; the service delivery process and innovation on organizational culture; and impact of culture on food and innovation in the hotel industry. An extensive literature review was carried out to explore the relevant existing research and the main areas covered were innovation, organizational innovation, and innovation in tourism, product and service delivery process, culture innovation and cultural diversity/encounter disciplines. The themes were emerged from the data for the pre-defined three main research objectives.

For the first research objective, i.e. 'to Radisson Blu Hotel's current performance levels, the emerging themes were the status of the hotel, innovation, conference and events outside the restaurant and staff motivation. This section provided the preliminary account connected with the second and third research objectives to study the role of organizational innovation. The second research objective was to analyze the service delivery process and innovations' potential effect on organizational culture. This section explored the role of organizational innovation from service delivery point of view. The themes emerging in this section were product and service delivery, organizational innovation at Radisson Blu hotel, innovation for competitiveness, nutritional and health concerns, innovation in indoor theme, and innovation in sensory design. The service design was found to be satisfactory from the customers perspective, however from a managerial perspective; it was found to be less than satisfactory.

The third research objective was to analyze the cultural impact on food and innovation in the hotel industry. This section particularly focused on cultural aspects from a tourism perspective. The main themes emerging in this objective were food menu formation as cultural and tourism artifact, diverse cultural food experiences, Nordic Food, cultural encounter disciplines cultural innovation in tourism, and cultural tourism and sustainability. The culture was found to have a significant impact on tourism and tourism-related products, therefore developing cultural capital could be potentially favorable in the organization.

## **1 Introduction**

Innovation is the driving force of commercialism, and it is the central phenomena in the commercial efforts to have economic gains. Innovation is not only limited to Science and engineering, but it is also perceived as how the products and services are developed and marketed (Cetindamar et al., 2016). It is defined as a device with which an organization adapts itself to the external environment and internal requirements which affect its ideas, making of products or services and processes or methods (Salim & Sulaiman, 2011). Innovation in tourism landscape is one of the emerging forces that distinguish between organizations to compete because of their ability to innovate (Camisón & Monsfort-Mir, 2012). The purpose of this thesis is to carry study about the role of the organizational innovation in giving an edge to a hotel in food provision, particularly lunch and dinner.

The focus of this study is the hotel's restaurant. The restaurants are specific for food and beverage. Instead, there are sub-units within the hotels for food and beverage provision. The dynamics of the hotel is not simple as compared to the restaurant and it requires an elaborate inquisition into the dynamic and moving phenomena about how an edge or competitive advantage can be attained through organizational innovation in the hotel with struggling food and beverage department. Being a tourism study, this paper focuses on the tourists and tourism; it particularly deals with the infusion of organizational innovation in tourism and hospitality industry, as well as the encounter of different cultures that occur due to the phenomenon of tourism.

### **1.1 Problem area**

There are various restaurants in the hospitality entities i.e. hotels, motels and guest houses which are detached from the consumption of restaurant services in conjunction with the stay of tourists in such hotels. According to the interview with Management at the Radisson Blu hotel, guests usually reserve the rooms with compulsory breakfast included however guests visit several places while their stay at the hotel in Copenhagen. These guests do not come back for lunch or dinner to the hotels because lunch or dinner is not included with their stay in rooms. Mostly, guests have lunch and dinner in outside the hotel restaurants. The knowledge regarding a particular hotel or case is limited in the existing research, and it requires a close analysis of the chosen entity to acquire information.

Other than the tourists, local customers visit other restaurants because the prices of lunch and dinner are low and reasonable. There is a considerable difference between the price of lunch and dinner in a hotel, and a restaurant. The solo restaurants typically do not offer stay facilities whereas the hotels offer stay facilities. The presence of restaurants with hotel is connected and usually compulsory; they often act as essential part of the business unit or subsidiary. This is the reason that hotels are facing pressure to either reduce prices or innovate and create a quality to attract slipping customers. As innovation is a vital force of competitiveness within restaurants, there is a need to research how these factors influence the service provision in the Radisson Blu hotel.

## **1.2 Problem Formulation**

### **1.2.1 Research Question**

What is the role of innovation at Radisson Blu Hotel to improve organizational performance by re- designing the process around dinner service?

### **1.2.2 Research Aims**

Following are the aims of the research

- Surmise and elaborate on Radisson Blu hotel current performance levels in the dinner service.
- Analyze the service delivery process and innovations' potential effect on organizational Culture.
- Analyze the cultural impact on food and innovation in hotel industry

## **2 Methodology**

In this chapter, the methodological considerations have been provided and also about the different techniques, strategies, and choices, as well as the overall research design and strategy that is used to make this research meaningful and conclusive. In order to investigate the role of organizational innovation in dinner service provision at the Radisson Blu hotel, the information was collected through interviews with the Management and customers, the observations made in the case of study. In addition data has collected from primary sources; secondary data was also used for the journals, books, and websites. The data was conducted from the case i.e. Radisson Blu hotel, and this involved the collection of information through interviews and observation by the researcher. This study, therefore, made use of both the primary and secondary data.

### **2.1 Research Paradigm**

Research paradigm is defined as a way of examining social phenomena from which particular understanding of these phenomena can be gained, and explanations attempted (Saunders et al., 2009). Research paradigm is a philosophical point of view about what the assumptions of the people about the world are, what the nature of knowledge is and how scientific research should be conducted. There are multiple aspects contained in the research paradigms with which research can be conducted in different ways, and their results are interpreted.

In this research, interviews were conducted with different stakeholders from the context in which the research topic is embedded. These interviews were conducted from the people pertaining to hospitality, hotels, and organizational innovation. These interviews helped the researcher to understand the stakeholders involved in the hotel industry, and importantly, to gain important insights about the research topic under study. Different interviewees have different knowledge, roles, and powers that have influenced the researcher to get a thorough understanding and information.

Therefore, this paradigm offers choices of actions that can guide a study. Research paradigm provides multiple methods and approaches including ontology, epistemology, axiology, and data collection techniques (Saunders et al., 2009). This research paradigm provides a contrast of different research philosophies such as positivism, realism, interpretivism and pragmatism and their relevancy in different types of studies. It is difficult to establish which research is correct for a certain research aim and topic, and this particularly relates to the own beliefs of the

researcher (Guba, 1990). This is defined by the axiology the way in which the researcher will conduct a research and how the values of the researcher influence in the process of research.

## **2.2 Ontology**

The research project being undertaken is concerned with the social science of tourism. Social sciences, unlike natural sciences, predominantly involve the people and their social world. With the emergence of social sciences, more socialistic research paradigms emerged (Snape, & Spencer, 2003). The ontological approach that has been selected in this paper is the interpretivist approach which believes that reality is socially constructed and subjective.

Further, Bryman (2012) describe ontology in his book social research methods as; ‘‘the question where social entity can and should be considered objectives entities that have a reality of external to social actors or where they can, considered social constrictions build up from the perceptions and action of social actor (Bryman, 2012 p.32). From this perspective, the constructivist will be able to draw the conclusions based on the interviewees perspective and perceptions and also described them through own personal experience.

To the connection with Bryman, the researcher looking for the role of organizational innovation to Radisson Blu Hotel in Copenhagen at ( Falconer Alle) and will be observed how innovation can play its role in the service delivery process. In order to answer this question, the inclusion of the perceptions of the social actors involved in the process which is very necessary. And it is necessary here to adopt the constructivist research philosophy that multiple realities may exist in the mind of the social actors, particularly, those social actors who are influenced by tourism.

## **2.3 Epistemology (social epistemology—interpretivist reality)**

According to Saunders (2011), epistemology is defined as the point of view of the researcher regarding what constitutes acceptable knowledge. The important perspectives in the epistemology are positivism and interpretivism. Positivism utilizes objective data, focus on causal links and aim to produce law-like generalizations and often synthesize the elements into their simplest form. Whereas the interpretivist point of view suggests that the subjective understanding of the social phenomena is important (Bhattacharjee, 2012). Because these are the social actors that are embedded in the context, having these social actors in the study can help in the understanding of the context.

According to Kathori (2011, p.30) research design is an agreement of condition for data collection and analysis in a manner which aims to combine relevance to the research purpose that is generating economy. Therefore, research design provides a sub sequential plan which specifies the way of research that executed to solve the research question. This research is based on the qualitative case study, examining the organizational innovation in the Radisson Blu Hotel Copenhagen at ( Falkoner Alle)

The qualitative research method has been used in this research and data has been gathered from the hotel and interviews were made customers from different countries and the hotel management. According to Bryman (2012) two main elements for qualitative research which are epistemological and the ontological positions of interpretivism and constructivism respectively also dominating this research. To arrange interviews in the hotels with customers and management semi-structured qualitative method were also used, observation and participation were made during data collection periods. According to Smith (2015), qualitative research method involves collecting information in the form of naturalistic in the vocal reports, such as interviews transcript and interrupting it rather than findings the numerical properties of it.

The data collection was concentrated on hotel management and customers personal experience, understanding, belief and perception influenced by their past and present experience in the process of organizational innovation at the Radisson Blu hotel in Copenhagen. However, interviews were made in English and processed it further in English as well.

In this research, epistemology concerns the subjective explanations based on experience and perspective of the researcher and interviews. Consequently, the researcher used interpretivism paradigm in this research, the reason is, in this research the subjective interpretation of participants involved through interviews with managers and different customers and integrating differences among their response using their own subjective perspectives (Bhattacharjee, 2012) than the researcher made own interpretation and exploration on it.

## **2.4 Research Design**

The choice of the research perspective that has been made in this research is qualitative study. Research design provides a framework for the study being conducted, and it provides how the essential information can be acquired and how the research problem can be solved with appropriate data analysis (Natarjan et al., 2011). According to Bryman (2012), different strategies have different implications, for example, in natural sciences, experimentation strategy and performing experiments in a controlled environment are more popular. The action of research can be suitable to observe and change programs or change theories in organizations over a period of time.

According to Bryman (2012) in a qualitative study, two main elements are the epistemological and ontological position of interpretivism and constructivism also dominating the research. To arrange interviews with the Radisson Blu Hotel management and customers' semi-structured qualitative interview were also used participation and observation were made during the interview periods. According to smith (2015), qualitative research involves to collect information in the form of an aturalistic verbal report, such as interviews transcripts and interpreting them rather than finding a numerical property of them.

The data were collected mainly concentrated on the organizational innovation at the Radisson Blu hotel in Copenhagen at (Falconer Alle ). All the interviews were made in English language and recorded in a personal mobile for further process.

## **2.5 Data collection**

Data collection is commonly referred to as methods; often confused with the term methodology which confers to the philosophy of the research (Saunders et al., 2009). The data collection needs to be relevant and sufficient to meet the ontological and epistemological requirements. The data can be collected using different methods and techniques that include surveys, personal observation, interviews and secondary source external or internal documents.

The data collected from primary sources is more empirical in nature because it is conducted for a specific purpose as compared to the secondary data which has been conducted for different research purposes. Collecting primary data is a lengthy and time-consuming process, and it requires a lot of research effort. First, the effort is required in designing the framework for which the data needs to be conducted, as well as the researcher to validate the ontological, epistemological and axiological requirements as well. In this research, primary data is to be conducted; whereas secondary data will also be used. According to Saunders et al., (2009) Secondary data can save time and resources, but it may not fit well for the research design being undertaken). In the qualitative research, different techniques for data collection can be used.

The resources that have been used in this paper include primary and secondary data sources. The secondary data sources contain books and journals. The journals that have been selected are peer-reviewed journals, and only empirical studies have been selected in this article to include only the rigorous studies and their implications rather than including loose-bound research. In the secondary data sources, the data from the credible websites such as governmental websites and websites of credible institutions have also been used.

The primary data sources are the sources that have been utilized in the methods i.e. the tools to gather data in research scope. The process of primary data collection includes conducting semi-structured interviews with the selected population. This data is to be conducted in face-to-face interviews, recorded, transcribed and analyzed.

### **2.5.1 Participant observation**

Ethnographic field work essentially helps to observe the interviewees and stakeholders and balancing their statement and understand their ground level activities (Davies, 2008). Further , to understand the organization's reality and experience , qualitative research should support and understand of ontological requirements of ethnographic research (Phillimore and goodson, 2004). The researcher used skills and knowledge when observed and gathered information about the organization, the observation were focused on interviews statement and analyzed how far that will match.

The participant observations were made by using the researcher skills and knowledge that gained about tourism and the hotels over the researcher work experience in the organization. As this research was a case study, therefore ethnographic field visits were not necessary because of research scope, so only visiting the organization constituted to participant observation. The observation strategy was favorable because the researcher had enough time and opportunity to visit the organization on a regular basis for making an observation and since the inception of the research, and spent several weeks in this process. By having an observation, the researcher was also able to observe the layout and design of the dinner service provision which has been further helpful with the primary data collection technique that used i.e. qualitative interviews. Having case study strategy, an observation also helped to triangulate the data collection.

### **2.5.2 Qualitative interviews**

The qualitative research methods are most suitable for investigation. The researcher has chosen semi-structured interview as a research method and this type of research method give us more insights into the research topic. To follow this type of research method the interview is not highly structured, but the design to obtain interviewee's ideas and conceptions to the topic of interest by offer subject matter and questions for discussion. The researcher conducted semi-structured interviews with the hotel managements and customers.

Interviews structure follows a specific set of questions that are to be investigated, while semi-structured interviews are more flexible research method. In a semi-structured interview, the interviewer uses an interview guide and a set of topically pre-structured questions to quarantine the primary-source empirical data. A set of questions were created in advance and the research aim to cover all of the main issues during the interview (Bryman and Becker 2012). However, the researchers have freedom to make any adjustment in the interview questions (Bryman, 2012). The researcher also can add additional questions to demonstrate that the respondents understand about the topic if deemed necessary. However, it can be challenging to arrange semi- structured interview, it is also time-consuming, required strengths and proper concentrations, practical and social communication skills, which will improve the researcher's experience (Bryman and Becker 2012).

Furthermore, the researcher visited the place on a regular basis because the researcher was working in that hotel and arranged a qualitative interview with the management and customers. All the interviews were taken in English and process further is in English (Appendix -2)

### 2.5.3 Selecting interviewees

In the process of data collection, the face-to-face interviews were conducted with the Radisson Blu hotel's Management as well as the customers. A less emphasis was paid on interviewing the top executives, first because of their availability; and secondly on the assumption according to Saunders (2011) that top bosses usually exhibits 'good news' syndrome and that may not reflect the actual reality that the researcher want to explore. In the case of Radisson Blu hotel only focuses on the management level because of the chosen person are the decision maker in the organization. The researcher contacted with the key person in the managements and asked how they are leading role, what their role to innovate the organization is and how innovation can improve the organizational performance. On the other hand, customers were chosen because how they are feeling about the hotel services and how much they are satisfied to the services and employees. The flowing list of interviewees:

**2.5.3.1 Table 1. Interview with Management**

Name	Relation to the Hotels	Country of Residence	Nationality	Gender	Professions
Cresten Roos	<i>Food &amp; Beverage Director</i>	Denmark	<i>Danish</i>	Male	Hotelier
Critobal Gracial Tovan	<i>Food &amp; Beverage Manager</i>	Denmark	<i>Danish</i>	Male	Hotelier

#### 2.5.4 Table 2, Interview with customers

Name	Relation to Hotel	Country of Residence	Nationality	Gender	Professions
Brian de Bara	Guests	Ireland	Irish	Male	Business
Naomi Dinsmore	Guests	London	British	Female	Banker
Collin Todd	Guest	Ireland	Irish	Male	Manager at post office
Adam Smith	Guest	German	Germany	Male	Accountant
Tomas&Janni ( Old Couple)	Guest	Denmark	Danish	Male & Female	Retired Government service

## 2.6 Credibility of research

While researching, it is important to make sure that the process of research does not lead to the possibility of getting the answers wrong and the application of research. Therefore, the credibility of the research is a necessary thing that needs to be made sure while designing and framing up the research. The credibility of the research largely depends on the data collection, and it has to be valid and reliable.

### 2.6.1 Reliability

According to Saunders et al. (2011, p192), ‘reliability is defined as the ‘replicability’ of the research i.e. whether the data collection, techniques, procedures and strategies applied will yield consistent findings’. The term of reliability is concerned to the question of whether the results of a study are repeatable ( Bryman, 2012; Denscomber, 2014). Furthermore, the qualitative research depends on the decision of human, but it may change according to environment and situations.

The qualitative social study is affected by the quantum of multiple realities, and it is important to establish the selection of the perspective of reality that has been selected, regardless of the judgment about the perspective being right or wrong (Bryman,2012). Further, when observations are made, there is also a threat of observer bias i.e. every person can interpret the reality differently. It is also the fact that different researchers have different perspectives about the reality and therefore they can interpret the reality differently (Bryman, 2012).

In this research, data was conducted by the researcher and the researcher went to the organizations physically to collect data. The data was collected from the stakeholders of tourism and the case. The interviews were conducted, not only by the leading members as done commonly but the data were also conducted from both the internal and external stakeholders to ensure internal and external validity. The internal stakeholders were the managers of the hotel whereas the external stakeholders were the customers of the hotel. During the interview the researcher also made the cross check the information getting from responded. The researcher asked the same questions in accordance to management and customers. The interviews were taken with local and international customers and the given information according to the current situation of the organization which may be able to change in future. Although the answer from responded may vary, the data is still available to be coded according to the strict coding outline and provide a realizable way to test the perception time to time. Therefore, if the research is taken with the same topic it may give the same results but there will be some changes with the context of environments.

### **2.6.2 Validity**

Validity deals with the credibility of the process of making conclusions from the research (Bryman, 2012). The validity is concerned to what extent the research can demonstrate that their data are accurate; however, validity refers to the accuracy of a research reading ( Ritchie et al,2013) Therefore, Lincoln and Guba (1990) in Denscombe,(2014) qualitative research, this term is used to make sure the credibility pertaining to the verification. To ensure appropriate and accuracy, the techniques that are used in qualitative research include triangulation, respondent validation of data. If there is a lot of data present on the topic, the researcher usually uses the theoretical framework and tests a theory, however, when a topic is new, constructivism can be quite useful to interpret and develop new theories ( Denscombe, 2014).

There are two types of validity, such as internal and external ( Bryman, 2012;Ritchie, et al, 2013; Saunders, et al, 2011). Internal validity is focusing on the ability of research deliver credible evidence to address the research problem. Internal validity of qualitative research is strength through ethnographic research because participation and observation in social life can ensure the high level of analogy between theoretical and observation (Bryman, 2012). In this research, the researcher followed the internal validity because of the ethnographic visit and understanding of social aspect to a destination that developed the theoretical concept of this research.

The external validity is the research finding to be generalized to the other setting (Saunders, et al, 2012). This research is focusing on a case study, and the case studies have a limited generalization ( Ghauri & Gronhaug, 2005).

## **2.7 Data Analysis method**

For the purpose of data analysis, constructivist and interpretivism research philosophies were used. Logical to ontological and epistemological considerations, the data techniques and methods of qualitative interviews and observation were used. The data was collected from the key stakeholders of the case study that involved the management and customers of the Radisson Blu hotel. Multiple subjective perspectives were found from different participants of the research, and these perspectives allowed the researcher to make further analysis and conclusion.

The inductive approach has been selected in this research paper. The inductive approach is based on the collection of the data, its observation, analysis and finally conclusion of the research. The face-to-face interviews were conducted by managers and customers as both are important social actors from an epistemological point of view. All of the interviews were conducted at the Radisson Blu Hotel. The interviews from the management of the hotels were recorded and then transcribed, whereas the interviews from the customers were not recorded. Instead, real-time field notes were made on the spot.

Transcriptions of the interviews were time-consuming; however, the transcription was not outsourced as it may reduce the reliability of the data, understanding of the data, familiarity, and the cohesion of the feelings and observation that the researcher made while doing the interviews. The researcher is also able to check for the accuracy and precision of the data collected during the transcription. Further, at the time of transcription, the researcher also understands how key ideas differ and therefore it facilitates the researcher in the further coding of the data.

*“Transcription is not always simple and straightforward. Transcription is not a mechanical process of putting audio-recording talk into written sentences. The talk needs to be tidied up and edited a little to put it in a format on the written page that is understandable to the reader. Inevitably, it loses some authenticity through this process (Denscombe, 2014, p.279).”* It is, therefore, possible that the content of the interview may change a little during the process of transcription.

### **2.7.1 Recording and transcription**

The interviews with the customers and managers were conducted at the hotel. The interviews from the customers were not recorded and notes for the interviews were made. The interviews with managers were recorded. The interviews with the managers were transcribed further whereas the interviews with the customers were already transcribed on the spot. The findings of the questions were synthesized and synchronized as per interview questions, and the transcriptions have been mentioned in the Appendix .

### **2.7.2 Coding**

Codes are tags or level that are attached to the raw data. It is used to sort of information stored into sub- categories and identified by the researcher. The use of code in connection with the interpretation of various parts data that can be identified and stored in an organized manner (Denscombe, 2014). During the analysis the researcher engaged in analytic coding. Whether the form of data, interview transcripts, field noted, documents, photographs the researcher needed to identify that part will use the coding the data (Denscombe, 2014). This will help to address the research question.

As mentioned in the data collection section, the interviews were conducted semi- structure interviews with different key stakeholders. For the purpose of transcription, these interviews were listened several times to make sure of that all the ideas from the interviewees have been transcribed appropriately. Transcriptions were then read, and notes were taken when key ideas were found. This step is the central step in the coding process, and data was coded in this way.

Further analysis and exploration were carried out after the exploration of phenomena and identification of key themes. This involved reviewing interview transcripts, codes, and keynotes. In addition to this, different secondary sources were reviewed again including publications, websites, and videos about the tourism in Denmark, hotel industry and the case i.e. the Radisson Blu Hotel.

Different issues were found to be relating to the theory. The coded data is to be presented in the analysis parts and discussing organizational innovation in detail and then making sub-conclusions and the conclusion.

## **2.8 Challenges and Limitation of Research**

Researchers have been facing pressure to produce outcomes within the given deadlines, and this is creating a diverse challenge to the research (Carroll & Mesman, 2011) As the researcher mentioned above data has collected in two different ways, such as ethnography visit and qualitative interviews. The research is based on participant observation and information provided by the interviewees. During data collection process the researcher faced many challenges that may create the certain limitations of this research. During the ethnography visit, the managers were busy to their daily activities and the managers to be interviewed did not appear on the date agreed. It is needed to contact them several times to have a meeting. Cultural and behavioral understanding creates some conflicts between researcher and interviewees. Therefore, it took a longer time to have an interview with management. During ethnographic research the people say one thing but in act another way that is also an important to observe how people act in the specific situation (Davies, 2008). Similarly, during interview period with customers, when the researcher approached to customers and started to talk about the interview, some of the customers were refused directly because they are not interested to talk during meal time which creates several obstacles to collect data.

Furthermore, all the interviews were taken in English language and the form of semi- structure interview questions. During interview period with one Danish old couple, they were unable to understand the researcher because of unclear pronunciation. Also, because of time limitations and qualitative nature of research the number of people can be interview is limited.

### **Sub- Conclusion**

The main methods that were used to collect the data in this research were semi-structured qualitative interviews. The interviewees' selection was made case-specific, and interviews were taken from managers and customers as well for conducting topical empirical data. The recorded interviews were transcribed into the text. The main empirical data that is being used in this research are the interviews; particularly the interviews with the managers have prime importance reflecting the insider organizational information, whereas inquiries from customers provide reflective accounts of the reality. The transcription of interviews into text was then used for further analysis, and thematic analysis technique was used for the analysis of the data.

### **3 Literature Review**

#### **3.1 Introduction**

The purpose of this chapter is to develop the intellectual territory around the given topic and to present the review of the existing literature that has been done around this topic. The literature review is important because it makes the researcher conscious about what has been done in the given research direction and therefore it prevents the researcher from reinventing the wheel i.e. not doing research on the questions that have already been researched. Literature review allows to build ideas from what others have left. This process is helpful in the development of theories and social constructivism relating it to the literature. Consequently, the literature review in this research project will utilize the theories on innovation, organizational innovation, and culture innovation, innovation in food tourism and cultural diversity and encounters. A brief literature review of these theories has been carried out in this literature review chapter, and this will provide the basis for review and comparison of the research objectives to those with the earlier research.

#### **3.2 Innovation**

Innovation is increasingly important to organizations, especially in the tourism industry. In the tourism industry, the customers are choosing products and services that can frequently innovation is required ( Peters & Pikkemaat, 2006). There are many definitions of innovation. The term of innovation originates from Latin “innovato” that means to create something new. The definition of innovation was introduced for the different purpose. In the context of tourism the most practical definition generated by late Schumpeter in ( 1934) cited by Peters & Pikkemaat, (2006), who Illustrated five areas that companies can introduce innovation : generating of new products, production of process , development of new sales markets, new supply market and reorganization of the company. The above mentioned the categorization clearly shows that the innovation in different segments of an organization is essential for development. The innovation adds value at the micro level ( Peters & Pikkemaat, 2006; Moscardo, 2008). Hjalager (2011), establish the concept that innovation can develop the organization by creating something different than as a usual business.

Innovation has been a matter of attention in business and management because it allows the organizations to position themselves in the market better to enhance and improve the organizational processes, thus developing a sustainable business value (UNWTO, 2012). Innovation has often been referred to as the ‘engine of the entrepreneurship and commercialism’; innovation can happen in business products, services, and business processes as well (Peters & Pikkemaat, 2006). Innovation has been driving force in business and management research, and it is critical phenomena in commercial efforts to make organizational gains that lead to economic gains as well. According to Cetindamar et al. (2016), Innovation is not only limited to science and engineering but instead, it is perceived as how products and services are developed and marketed. This perspective of innovation is relevant to the research questions because in this research are investigating a research problem to the Radisson Blu hotel in Copenhagen at (Falkoner Alle) about organizational innovation.

In a quest to find how hospitality organization can promote innovation through HR in China, it has been found that hiring customer-oriented and multi-skilled employees have a vital impact on the enhancement of innovation in hotels and restaurants (Lim & Noriega, 2007). This research found out that if the employees have multiple- skills and they are more customers oriented; this can improve the innovation in hotels and restaurants. In an another research by (United Nations Educational, Scientific, and Cultural Organization, 2001) it was found out that overall team culture and sharing knowledge within an organization has most significant impact on innovation performance. If people in the organization share knowledge in a team, this yields most significant impact on innovation than individualistic culture.

Innovation is helpful in an organization to adapt the external and internal requirements by creating changes in the products, services, and processes or methods (Salim & Sulaiman, 2011). The external requirements of those are demanded by the external stakeholders in business e.g. the tourists taste preferences whereas internal requirements are the organizational initiatives to get their targets (Salim & Sulaiman, 2011). For example, food and beverage department that is underperforming as identified in the problem formulation. The food and beverage section is complementary and inevitable for the hotels although it is underperforming. However, the underperformance demands the fixes that can be attained through organizational innovation in the food and beverage department. Innovation is inevitable for the organizations especially in

tourism landscape because it allows the organizations from competing with other organizations because of their ability to innovate (Camisón & Monfort-Mir, 2012). With innovation process, a food and beverage department can create unique dishes with delightful presentation pertaining to their cultural history such that it creates a delightful experience for them.

The research by Orfila-Sintes & Mattsson (2009) developed innovation behavior model that comprised of four factors: service scope, management, external communication and backoffice; this research found out that this model had a positive impact on achieving organizational innovation in the hotel industry. The role of internal stakeholders such as management is important, and if the management of the company is efficient, the service delivery will be better (Orfila-Sintes, Crespi-Cladera & Martinez-Ros, 2005). The scope of service i.e. the salience of service is important in determining the quality of service in its own entity, other than this external communication i.e. communication with customers .

The backoffice will not be in direct contact with customers and shareholders, but it will serve planning and coordinating function, which is also necessary to provide support to achieve efficient and useful innovation (Orfila-Sintes & Mattsson, 2009). The positive relation has been defined by the discrete model rather than partial model, and it requires integration of all the models to achieve positive organizational innovation in the hotel industry (Orfila-Sintes, Crespi-Cladera & Martinez-Ros, 2005; Martinez-Ros & Orfila-Sintes, 2009; López-Fernández, Serrano-Bedia & Gómez-López, 2011).

In addition to this Salim & Sulaiman (2011) found out that organizational learning has a positive impact on innovation of an organization. Organizational learning involves assessment of the precursors, behaviors and overall organizational structure and performance delivery with the aim of improving the current status and making actions to achieve the desired level of status.

### **3.3 Organizational innovation**

Organizational innovation is termed as extremely critical to surviving and having a sustainable competitive advantage as well as performances for many organizations (Sanchez-Famoso & Maseda, 2014). According to Lewin (1951), organization prefers to have a stable structure. Lewis was the pioneer in forwarding the change management model. Because of the tendency of organizations to be stable, they consider innovation as a threat to stability. However, innovation is necessary for the organizations to adapt to the internal and external sources (Salim & Sulaiman, 2011). Innovation is essential for the organizations because it is the innovation in the organization that gives them a competitive edge (Victorino et al., 2005). Innovation interferes with the products and services and processes of the organization.

In a research conducted to investigate the link between corporate culture, innovation, and hospitality in Swiss hospitality industry; it was found that cultural dimensions have a positive association with innovativeness, customer orientation and performance of the company (Tajeddini & Trueman, 2012). This study was done from the cultural perspective in Swiss hospitality industry, and it found that cultural dimensions (internal organizational culture) have a positive relationship with innovation and results in better customer orientation and performance of the hotel e (Tajeddini, 2010).

In a study conducted to develop the hospitality cultural profile, it was found that person-organization fit is significant in outcomes; in this study, the dependent variables were job satisfaction, intent to quit and willingness to present their organization as a good place, whereas independent variables were job satisfaction, intent to quit and willing to recommend organizations to other as good place (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 285). This research focused on the persons i.e. employees are important in an organization in determining the organizational results if the employment is done a better job and the staff is motivated to introduce the place as the best place to customers (Zimmerman, & Johnson, 2005). The recommendations from the employees as a good place will affect the existing visitors at the hotels, and this will create a snow-ball effect (Tepeci & Bartlett, 2002).

In regards to organizational innovation, organizations have a different level of adaptability of change (Gjerding & Rasmussen 2007), organizations can be dynamic, semi-dynamic and static. The dynamic organizations are highly adaptable to change, whereas static organizations are not consistent with change. On the other hand, bureaucratic organizational culture has a negative impact on the service delivery process (Raub, 2008). In order for the organizations to innovate themselves with the passage of time, they need to be dynamic and able to innovate themselves by making interference with the products, services and processes as defined by Victorino et al. (2005) so as to bring about organizational innovation. The needs for organizational innovation are both internal and external (Salim & Sulaiman, 2011) and they have to innovate themselves because of the internal needs i.e. customers requirements and external needs such as competition with other organizations. If the internal requirements are not met, the potential customers will be driven away and if the external requirements are not met, the competitors will capture the market share and making the organization redundant.

### **3.4 Innovation in tourism**

Tourism is not a tangible product; instead, it is a package of services, and sometimes products (Weiermair 2004). Therefore, service innovation is an important concept in tourism. Tourism is not a single product, but it is an experience that includes services provided by hotels, travel services and channels of transportation; all the products of the tourism industry are intangible, and they are not very easy to be standardized (Shaw, Bailey, & Williams, 2010). In the commercial world, innovation has previously been restricted to the production of goods instead of the service sector, however with the rise of service sector such as tourism, its importance is increasing (Hall & Williams, 2008).

The innovation in tourism is closely followed by the tourism products and services combined. Tourism products and services include the tourism artifacts that are consumed by the tourists, and these relate to the time and space in tourism as well as the tourism artifacts (Hall & Williams, 2008). Tourism products include the places that accommodate tourism and the tourism products such as food and services (services are sometimes also referred to as products). Innovation plays a decisive role when guests decide between hotels and for service innovation has the largest impact on customers' choice of hotel (Pine & Gilmore, 1999). In addition to this, leisure travelers are more positively influenced with the innovative add-on facilities such as in-

room kitchenettes and childcare as compared to business travelers. It was found out that service quality, centralization, and standardization are essential in maintaining a great service standard (Victorino et al. 2005),

### **3.5 Product and Service Delivery Process**

According to Berry et al. (2006), the innovation in an enterprise is usually developed through service and market innovation that positively change the customer perception i.e. they are being given a new benefit having a certain appeal, and this unexpectedly changes the behavior of the customers and that of their competing companies. The service and market innovation results in changed perceptions of customers and these innovations are carefully designed that they create appealing and marketable attraction, which leads to the change of behavior (Agarwal et al., 2003, p. 68). This attraction leads to the increased market acceptance of the given service in the market, and it causes the change of behaviors of the customers in favor of the entity that has introduced the innovation (Gustafsson, Johnson, and Roos, 2005).

Most of the hotels are serving traditional food to customers; the hotels should have varieties of food that boost customers' satisfactions (Yılmaz and İbrahim, 2009). Advances in reheating and holding equipment address the case of control temperature, visual and personalized service. There are many types of units for holding, displaying re- heating and cooking food in-front of customers. Equipment for displaying cooking for example griddles and clamshells (Anon, 2004a), single service pasta cooker and high-speed boiler providing faster service – food and personalized service in up scaling establishment. The combination of bringing on cooking and a vacuumed power air cleaner is used for sizzling on the spot for food preparation in-front of customers (Lawn, 2004).

In health care, the patient can choose food from the dishes display on the buffet tables where every dish has a name plate on the buffet tables. This menu less operational reduces the potential errors in the meal deal and less mistake for menu selection. Apart from waste reduction it also offers the possibility for social interactions during mealtime improve the customers' perception and the level of satisfaction (Hartwell and Edwards, 2003). The combination of original food service equipment and management software reduce the gap in the service quality between commercial and institutional sectors (Hartwell and Edwards, 2003). It also allows for a room service restaurant style in a hotel.

The service innovation is labor intensive, and it requires interactive services whereas service delivery staff also makes an important contribution to the customer experience (Goldstein et al., 2002; Gustafsson, Johnson, and Roos, 2005). Unlike innovative products having a brand and product recognition, service innovation cannot be given a brand patent or recognition. Therefore, it may not be imitable and create competitive advantage. The service innovation should provide a flexible solution and new benefit for example for the health-conscious customers; the provision of nutritional details on the menu card can help them select the dishes that are suitable for their health goals (Goldstein et al., 2002). In this way, customers cannot mistakenly eat the dishes that can disrupt their whole meal plan of the week and overturn their health goals. If any of the organizational innovation is brought about in any organization aimed at tourists, this can increase in attracting more tourists to the organization Edvardsson and Olsson (1996, p. 149).

In order to strengthen the organizational innovation in food and tourism, the hotels can seek the accreditations from the regulatory authorities that the labeling of the products is certified (Bigliardi and Dormio, 2009; Capitanio et al, 2009). The size of investment can create advantage for the hotels because the size of investment and resources in hotels are much bigger than that of the restaurants, the big investment can bring the accreditations easily Pine and Gilmore (1999). In this way, hotels can get a competitive advantage over the restaurants especially for the slipping customers who often tend to visit restaurants than lunch and dine-in at restaurants. Allowing customers for customizations in terms of add-ons and nutritional values will make it easy for the customers to select the dishes. If the customers are given the facility to customize their dishes as per their taste and health preferences, they will consider it as a core benefit that may not be available anywhere else.

According to Berry, et al. (2006) in terms of tourism and food innovation is the comfortable gains. Service innovation should offer a benefit that offers core benefit in terms of comfort as well, and this can be customers' attention. In order to bring about comfort, the seating arrangements can be made in a way that they provide relaxed posture to the guests (Massa and Testa, 2008). The spacing between the seating and tables should be done in a way they allow personal space so that it does not lead to uncomfortable noise because of the presence of other people as well as the personal circle is not interrupted by the presence of other people. These

facilitations are more prevalent at hotels than restaurants because restaurants are limited in terms of space and have a rigid layout that is strictly followed in all of the franchises of the restaurants.

This usually portrays a message from the organization of care towards its customers. The innovations also encompass the retail design, lightening, music and recreation activities that are present at the hotel. The fourth element of innovation is service innovation which is the respectful access that ensures comfort for the people especially the executives and guests that have been present in today's highly competitive and stressful situations Goldstein et al. (2002) The hotels should ensure the respectful access and comfort for its entire people.

### **3.6 Innovation in Food tourism**

Food tourism has become one of the fastest-growing segments of the tourism market worldwide (UNWTO, 2012). Especially in the capital city food is the most attraction for tourists, and they can have variations of the ones that find most special or another one that is looking for the best restaurants experience in the capital city. According to (Hall & Sharples, 2003,p.10). Food tourism is a variation of primary and secondary food producer, food festivals, restaurants and specific locations for local food testing and experiencing the attributes the special food production region are primary motivational factors for travelers. Copenhagen is a neighbor of Nordic region and promoting the concept of new Nordic food. However, cities gastronomy is opened to a different group of customers to budget wise visitors and gourmet eaters (Visit Copenhagen 2013b).

Food is the prime element at the Hotel for tourists. The food industry is highly market-driven and responsive to customer demands. Therefore, there is a constant need of innovation in products (Ju, 2012). According to the researcher, the market research is essential for this, and various techniques such as surveys and in-depth interviews can be used.

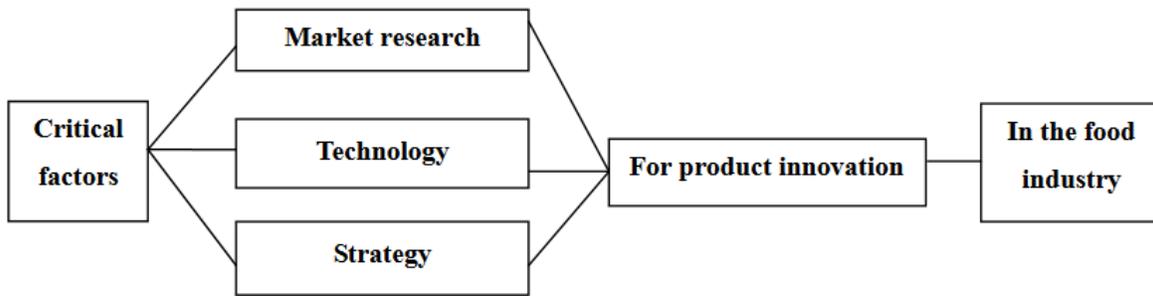


Figure 1. Critical factors for product innovation in the food industry

Source (Ju, 2012).

The above framework by (Ju, 2012) characterizes three critical factors: market research, technology, and strategy for innovation. The innovation in food is related to modifications in the food (Ju, 2012), however, the cultural originality of the food which is one of the prime element of food at the hotels. However, the case of Radisson Blu Hotel is different as it is not a restaurant and it boasts of premium products and a premium experience.

For market research, the customer patterns can be adopted simply through surveying strategy, but this will simply measure taste preferences. In order to study the intangible elements such as abstract product i.e. service delivery of food, the in-depth research may be needed, and merely surveying is not enough.

The technology in the framework by (Ju, 2012) refers to the processing of food and its packing and presentation. The technology may be useful in the context of this paper to label the nutrition value of the products. The strategy refers to the vision of the organization, and this may include the particular themes of the hotel chain like Radisson Blu Hotel and the strategic decisions made by the organization. The strategy is important because, with strategic steps taken for innovation; this can bring a advantage in food and dinner service provision in the Radisson Blu Hotel.

Hotels are the prime accommodators to the tourists for both the domestic and international (Oosterveer 2006). The tourists while stay at a tourist destination must consume food, and therefore with every amount tourism, food is a complimentary by-product that is consumed by the tourists. It is worth noting that almost one-third of the tourism expenditure is on food (Mak et al., 2012).

The food that is consumed by visitors to Denmark served in Danish hotels reflects the Danish cuisines with Danish presentation; it reflects the local culture and social life artifacts in Danish cuisines and provision of food (Visit Copenhagen 2013b). These hotels specifically provide the Danish cuisines to the tourists in an innovative way both in the preparation of the dishes as well as the presentation of the dishes such that they give Danish taste in a Danish environment (Visit Copenhagen 2013b).

While tourists are visiting a destination, they prefer to experience local cuisines so as to have complete tourism experience that is not only constrained to the consumption of the sightseeing but local culture and local cuisines (Hall and Williams, 2008). As eating is a physiological need, when a person is outside of home location i.e. for tourism purpose, there exist a need and motivation for tourism that coexists with food tourism (Tikkanen, 2007). These needs and motivations pertaining to the tourism serve the self-esteem and self-actualization of the persons in the course of tourism.

According to Hjalager & Richards (2003), the emphasis on tourism experiences and food-related attractions are increasing. Tourists during holidays or for any other purpose such as leisure or business tourism tend to consume the local culture and the food pertaining to the local culture and heritage. This provides the same experience to the tourists while sightseeing historical sights and museums because they can consume the time and space of particular era that has been of theater in a museum (Hjalager & Richards 2003). Tourists are outside of their usual location, driven by the urge of tourism, and this same tourism urge or force can be applied to food consumption (Hall & Sharples, 2003, p.10).

According to Berry et al. (2006), the customers can be allowed to have add-ons on their dishes so they can adjust their orders according to their taste and nutritional preferences. Hotels should specifically design the place such as dining halls in addition to service innovation the internal and external layout of a hotel, and its dining hall should be adjusted as per the latest trends, customer needs, and their expectations. This can be helpful to make hotel's food and beverage section more competitive. If the theme of the dining area is specifically designed such as lighting, sound and music, entrance and physical environment, this can improve the profitability of a hotel. Effective adjustments in lunch and dinner provision area layout can impact the human

behavior. If layout aspects are given attention such as maneuvering space on the tables and making transition zones between the tables, this will result in a comfortable environment and this will implict the message that 'we care.'

### **3.7 Cultural Innovation**

The study conducted by Plaza et al. (2015) acknowledges that architectural and cultural uniqueness is a potential driver of the competitiveness of a brand and reaffirms that art, beauty, and taste are the important drivers in the postmodern economic development. The customers usually prefer distinction over sameness, and they look for cognitive meaning to be associated with material products (Plaza et al 2015). If the customers find that there is a promising theme in the semiotic layout of the hotel, and there is a distinctiveness encapsulated in the form of culture for which the people are out from their usual environment i.e. tourism; they will appreciate the distinctiveness and the meanings (Ter Wal and Boschma 2009). This study found out that the cultural development stressed with uniqueness can lead to real economic returns.

Cultural heritage is the accumulation of resources emanated and inherited from the past which people identify as expression and reflection of their continuously evolving beliefs, values, knowledge, and traditions (Lähdesmäki, 2012). The research by Macbeth et al. (2007) in the tourism industry cultural innovation is very important because in many tourism products culture is the key issue. Cultural capital includes cultural background, knowledge, disposition and the skills that have been passed from generation to generation. Usually, the term cultural capital is used for the abstraction of the culture as a product for economic or commercial purposes (Lähdesmäki, 2012 and Macbeth 2007).

Cultural capital can be used by people and organization by drawing on the elements of cultural capital (Macbeth et al., 2007). The cultural capital of a given country and selected case include the accumulated capital of the skills and creativity that has either passed through the people that are innovative or creative from subjectivist point of view, or these artifacts may have been passed on objectively in the form of written/oral code in the form of products or in the form of historical records Plaza et al. (2015). The cultures are usually distinct, and distinctiveness leads to competitiveness when it associates cognitive meaning with material products, which are food and dinner being studied in this paper (Macbeth 2007 & Plaza 2015).

Cultures are usually distinct from each other for example Danish culture will be different from South Asian culture or the culture of South Africa; this is because cultures possess inherent values containing material artifacts, ideas, symbols, and ideologies. These inherent cultures are therefore the source of cultural capital that are the driver of commercial value; whereas the innovation in cultural capital demands the congruence of cultural elements with artifacts i.e. foods and services so that they provide cognitive meaning to these material things. From the subjectivist paradigm, the roles of the people in organizations such as employees are important for example as identified by Chang et al. (2011) that multi-skilled employees have an impact on the enhancement of innovation in hotels. Culture capital in different societies such as Denmark represents the praxis and ideologies of the Danish communities and its members.

### **3.8 Cultural Diversity/encounters discipline**

A culturally diverse workforce is an important reliance on hospitality industry (Christensen-Hughes, 1992). As globalization has become a driving force behind the corporate strategic planning of the most international hospitality organizations (Hudson, 2008), and more multicultural employees, enter the hospitality industry. According to Delanty (2011), cultural encounters usually occur when one culture meets another. Although the cultures are fragmented and discrete, however, cultural clashes usually occur due to the absence of the process of learning rather than the difference between the contents of the culture (Mead, R. 2005, Hudson, 2008). Diversity is, therefore, the outcome of the encounters, and a positive diversity is achieved through conflict resolutions and democratic negotiations (Johansson, 2007). In the cultural encounters, there can be numerous outcomes, for example, rejection or hostility, which is often termed as a clash of cultures; there are many examples in the history of violent cultural clashes, and this has commonly been termed as a clash of civilizations. The second form of cultural encounter in which the conflict may occur in the interpretations of the culture and these sorts of cultural encounters may occur in the people having common cultural backgrounds, yet engaged in disputes regarding the interpretation of heritage (Delanty, 2011).

The third type of cultural encounter is assimilation in which a dominating and weaker culture struggle for conquest. The fourth and most important kind of cultural encounter is peaceful co-existence of people having different cultural backgrounds because of common interests; these sort of cultural encounters are the form of cultural acceptance for trade purpose and maintained

with the balance of power (Mead, 2005, p. 427). However, these type of cultural encounters can be fragile because of lack of relationships between the cultures. The advanced form of this comprised cultural encounter is the cultural adaptation and in these cultural encounters, the interaction among the people becomes interlinked, and societal interpenetrations occur that blurs the cultural boundaries (Day, 2007, p. 216). Cultural encounters are more than mere peaceful co-existence, and this is usually an evolutionary process that can take a long time to happen. The cultural encounters that can be relevant in this project are that of cultural encounters or diversity with peaceful co-existence which can happen to achieve a common goal (Berta, 2006 & Day, 2007).

Culture does not only influence the tourism, but tourism in return makes an influence on the culture as well, and this leads to the cultural enrichment. This aspect is important in terms of cultural diversity (Macbeth et al., 2007). The culture is mostly defined to have a particular form, usually distinctive form. The concept of culture can be characterized as mobile, fragmented, plural, secondary and relational. The cross-cultural encounters provide learning opportunities, and these are the situations when understanding of the self and the subjective reality is severely challenged; the cross-cultural encounters are potentially creative (Montuori & Fahim, 2004). They should not be considered as threatening or endangering someone personal, cultural identity. For example, the cross-cultural encounter in the tourism led to personal learning and enhanced experienced of the world and the social actors residing in the Therefore it strengthens the perspective of the person. The cross-cultural encounters or cultural diversity may lead to culture shock, commonly associated with negative consequences (Fernandez, Kleiner & Sturz, 2005).

Food is the key element of cultural artifact in tourism industry; eating is the unique form of touristic activity that satisfies and gratifies all senses i.e. tactile, vision, auditory, taste and faction (Mak et al., 2012). This allows the tourists a complete sensory please that fulfills an important part of tourism experience. Although, it is identified that food consumption in tourism as cultural and tourism artifact, however, little is known about the sociological perspective of the food consumption (Mak, Lumbers, & Eves, 2012).

The increased globalization and increasing cultural encounters have led to the internationalization of food, and despite the location, a similar sort of globally accepted and popular food can be attained almost everywhere, with regards to McDonaldisation and global food chains that have led to homogenization in food resulting in global cuisines (Hjalager & Richards2003). This, however, can decrease the attractiveness of a tourist destination because they will not recognize a tourist destination as a place of unique or cultural taste. The increasing cultural diversity or encounter, on adverse, can decrease the local food identity and image, and this can also result in deterioration of the sense of place (Berta, 2006). This can be specifically challenging and treating to the places which decide themselves as a tourist attraction by utilizing their local cuisine. The increasing cultural diversity emanating from the globalization is posing a threat to local and cultural cuisines and their image (Hjalager & Richards2003).

### **3.8.1 Sub- Conclusion**

With topical relevance and the research objectives, the literature was explored to find the relevant theories in data on innovation, organizational innovation, Innovation in tourism, product and service delivery process, innovation in food tourism, culture innovation and cultural diversity and encounters. The review of the literature has provided an important frame of reference for analysis, and it will be helpful to critically evaluate the empirical data.

## 4 Analysis Chapter

### 4.1 Introduction

The main purpose of this research is to explore the role of organizational innovation in the hotel industry. For a narrow focus, the study has been bounded to Radisson Blu Hotel (Copenhagen, Denmark). During this process, the interviews were conducted with the managers of the hotel, as well as interviews were also conducted from the customers, in order to explore the role of organizational innovation in the Radisson Blu Hotel, service delivery process through organizational culture; and multiculturalism environment and innovation in hotel dining industry. This research is focused on the dinner service provision, and it is the central theme of the whole research. Considering these elements, following are the research objectives:

- Surmise and elaborate on Radisson Blu hotel current performance levels in the dinner service.
- Analyze the service delivery process and innovations potential effect on organizational culture.
- Analyze the cultural impact on food and innovation in hotel industry.

Managers are the key stakeholders in this interview because they belong to the organization being studied in this research. Therefore the information attained from managers have central importance. The managers interviewed in this interview have spent a long time in the organization; therefore they provided more detailed insights about the topical and organizational aspects. However, it is also important to credit the information attained from the customers because customers represent the recipient side of the organizations i.e. all the actions of the organizations are directed towards the organization and they are customer centric. This has been reflected by one of the managers as below:

*“We take a lot of feedback from an outer guest. We have our internal system, and it considers what guests like and dislike and it is in our business strategy what guests like and if they don’t like we move. And that is, of course, an ongoing process. We work to the*

*market trends and what is new and what has been popular in the kitchen. The driving force behind our idea is to develop.” (Cresten Roos, Food & Beverage Director, 2016)*

On the other hand, the data from the managers is not one-time despite being a cross-sectional study because the managers have been there for a minimum time of six months to career spanning decades; therefore the data from managers reflect more complete subjective information of the reality as well as details behind the reality whereas the customers response can be quite useful for external perspectives on the hotels performance and can provide useful case-specific information that is independent of property bias or bias resulting from direct as The enquiry was made about the process of innovation at Radisson Blu Hotel from its managers.

## **4.2 Radisson Blu hotel’s current performance levels**

### **4.2.1 Introduction**

The emerging themes in this section include the status of the hotel, innovation, costs trade-off through events at the conference hall, and staff motivation. This section deals with the preliminary aspects of the problem formulation i.e. the problem that the hotel is facing, and it comprehends on the preliminary account of the problem formulation by reflecting on the current status of the restaurant section. This is preceded by the next theme that is innovation, and it deals with the marketable aspects of organizational innovation. Organizational innovation, the present strategy of the low-performance level of dinner service has been discussed and how this is being currently compensating the costs through a trade-off with the other business units i.e. conference section. Further, staff motivation is important as employees are also considered because it could potentially affect the performance levels. Further, this section has been concluded with the empirical data of the customer feedbacks that include the external status of the hotel. This section is providing a preliminary account of this project and then it connects with the following sections that deal with the organizational innovation.

#### 4.2.2 Status of the hotels

The Radisson Blu is a 5-star hotel. It is situated in the central Copenhagen. One of the main issue that Hotel is facing a problem with the costs in the dinner service of the restaurant as defined, *“Dinner service is not performing well, and we take it from the other place. We have to have the money. We try to do not spend much money, so we have enough money to cover the expenses”* (Critobal Gracial Tovan, *Food & Beverage Manager, 2016*).” This is one of the most potential problems that the restaurant is facing, and this has been mentioned as the research problem in this project. This requires further inquiry about the status of innovation and how innovation is done, which is to be dealt in the subsequent sections.

The responses from the managers show that the market trends are very important. The most important input source to identify market trends is customers’ feedback. The management of the Hotel aims to meet the expectations of the customers by taking input from them about their preferences. Based on the customers’ preferences, the food menu is arranged and offered to customers. This processed has been repeated again and again that it has become part of organizational culture and an organizational ritual to take feedback from the customers and adapt the business tactics accordingly.

The customers collectively represent the overall market, therefore it can be said that the policy of the hotel is market oriented as *“Well, we look at the market and see what the market needs and we try to adapt to that market, it is difficult, but that is what we are trying to do* (Critobal Gracial Tovan, *Food & Beverage Manager, 2016*). According to Salim & Sulaiman (2011), Innovation moderates an organization to adapt internal and external factors to make changes in services and products. The customer-driven strategy is the central idea behind the development (Victorino et al., 2005).

The food and beverage director acknowledges the struggling position and the problem that the Hotel is facing. He also recommended that they try to adapt to the market, although it is difficult, but they are doing it in order for survival as *“Yes, there are many things we have focused on. We are not in any special situation we have focused on because innovation is caused-effected. We take a lot of feedback from an outer guest. We have our internal system, and it consider what guests likes and dislike, and it is in our business strategy what guests like and if they don’t like we move.* (Cresten Roos, *Food & Beverage Director, 2016*). The management is aware of the

situation, and the above excerpt reflects that the present status of the restaurant is in a compromised form. Although it has been recognized that the international system is based on market-driven strategy, and they work according to the market trends by focusing on the popular food. This might be the reason that the restaurant section is heavily focused on popular items, which may also be available at other cheaper restaurants, and this may not be enough to justify the premium restaurant prices.

The hotel strategy is to develop the business through customer-driven strategy, and customers have primal importance in innovation process also because of innovation is a key concept in the development of the organization, as well as innovation also, helps generate profits and market results, and these can be attained by having a market-driven strategy. Being innovative also covers marketable aspects and aspects of the market return i.e. profits. The problem at Radisson Blu Hotel is facing that its customers opt for cheaper restaurants. Therefore, it can be summarized that the innovation is not up to the mark to justify the premium prices.

#### **4.2.3 Innovation**

Innovation is important because it translates the invention and creativity into a marketable product; a marketable product that generates the results (Peters & Pikkemaat, 2006; Moscardo, 2008, Hjalager, 2010). The innovation has been depicted as an inevitable element of the organization, and when asked about innovation by the Food and Beverage Director, he said that they have to have it, and when asked about whether the hotel is innovative, he asserted, *“it is already innovative, it is not a problem it is the problem with the hotel and restaurant within the hotel. We are four-star hotel, and we have to have it. We have because we have to have it Cresten Roos, Food & Beverage Director, 2016*). The preceding excerpt from Food and Beverage director shows that the hotel is already innovative, this may be categorized as a ‘good news’ pattern that is typically exhibited by the top officials (Saunders, Lewis, & Thornhill, 2009) and this asserts that the restaurant is innovative as per its policies.

The role of the innovation has been acknowledged by the by the restaurant manager as *“Yes, it is (innovation) essential part of our restaurant and it has to be our business requirement so even if we do not put-off in that, it has to be innovative to be the five star hotel (Critobal Gracial Tovan, Food& Beverage Manager, 2016)*. According to Cetindamar et al. (2016), Innovation is about how products and services are developed and marketed. The efforts for the innovations have

been made by the restaurant, and this has been defined by the representative of the organization regarding the dinner provision “ *We have moved the restaurant out the breakfast area. It is still indoor, but it seems like outdoor to make it a bit more open minded. There is the sound theme and playing music in the background (Cresten Roos, Food & Beverage Director, 2016).* This reflects the important changes in attributes that have been made particularly for breakfast, which seems to be the main focus. However, breakfast is detached from lunch and dinner section because its costs are submerged into the room rents, and there still be need of innovation not just in breakfast, but in lunch and dinner section as well.

#### **4.2.4 Conference and Events outside the restaurant as trade-off to cover the costs**

The conference and events outside the restaurants are the sub-divisional marketable sections which are well performing. However, as established in the problem formulation, the restaurant section of the Hotel is losing customers. Independently, the restaurant section is not able to cover its costs. However, these costs are accommodated through organizational trade-offs such as conference and events outside the restaurant. These events are not arranged at the restaurant level, however at associated organizational level “*In regards to the restaurant, no. we have got a big conference facility, and they will be handling that. It will be a trade off for us, and a lot of company comes to us, and that gives the cost of the restaurant (Cresten Roos, Food & Beverage Director, 2016).*” The preceding excerpt shows that the conference facility is acting as a trade-off and in this way, the cost of the restaurant; particularly in lunch and dinner service provision are met.

In organizational innovation, the way in which the Radisson Blu hotel compensates for the costs of the restaurant is through conferences. For a five-star hotel, a restaurant is an important part of the hotel, and without that, a hotel cannot attain its standard of being a five-star hotel (The World Luxury Index, 2013). Presently, the Radisson Blu hotel is facing a challenge to meet the costs of the restaurant section that includes lunch and dinner. From the information obtained from management, it is eminent that the restaurant section is not profitable. This is a challenge at the departmental level; however at the senior organizational level addressing all the departments, the Hotel is aiming to accommodate the loss through its other sections such as conferences and events: “*We have some conference in the main hall beside so we arrange some specific events in the restaurant. (Critobal Gracial Tovan, Food& Beverage Manager, 2016)*”. This exhibits that

the restaurant section is dependent on the well-managed conference hall to compensate its costs. However, it is not able to cover up its costs independently.

The opinions of managers reflect on the corporate management function through which the costs of restaurants are compensated. However, the senior management is concerned about making the restaurant profitable and retains the slipping customers at the Hotel. This is because presently the restaurant costs are being met through conference proceeds, and if conference proceeds may not be able to generate sufficient outcomes, the restaurant section could face problems to maintain its service delivery status. Although the restaurant is struggling, however, organizational learning to achieve the desired status from current status has positive impact on innovation and the outcomes (Salim & Sulaiman, 2011)

#### **4.2.5 Staff Motivations**

Questions about the quality of food were asked from customers whether it justify itself in delivering quality food because prices are high. Radisson Blu is definitely operating in the premium product market category, where people focus more on the high-quality product (product includes both product, service, and experience), than merely making decisions on price sensitivity.

This section focuses on the employees' aspects. It provides a rating to the staff member. Staff members are the most external representatives that deals with the customers, therefore their representation in the high-end consumer market is specifically addressed (Orfila-Sintes, et al., 2005). The staff is important part of the service delivery, and they require to support of the senior management as well as the restaurant management, Behavioral model consisting service scope, management, external communication and back office had a positive impact on organizational innovation in the hotel industry (Orfila-Sintes & Mattsson, 2009). Further, culture and knowledge sharing have most significant impact on innovation (Hu, et al. (2009).

From the high-end customer market point of view, if the prices are low, usually they are not cared because the low-price/competitive price is a sufficient factor to attract customers .They will not expect a delightful treat from the employees; they will prefer to eat food (but it does not mean that environment needs to be unfriendly in low-price niche restaurants) This research focused by Tepeci & Bartlett (2002) on the persons i.e. employees as significant social actors in

determining the organizational results if the employment is done with higher job satisfaction and the employees are willing to present their organization as a good place. From the ontological and epistemological point of view, reality is constructed of the dynamics of the social actors and therefore focusing on these social actors could reveal important information about the details of the reality and the details behind the reality. The most important social actors being addressed in this research are managers and customers, whereas the observation of staff motivation is also important. The recommendations from the employees as a good place will affect the existing visitors at the hotels, and this will create a snow-ball effect.

If customers say that the quality is high, this will confirm that hotel serves premium quality food and hence this will assure that Hotel is operating in the premiumproduct category. Radisson Blu is a standard hotel, and it has a large resource pool. According to Pine and Gilmore (1999), hotels can get quality and cultural accreditations for practicing sustainable and green tourism because it is much easier for them because of the higher level of resources. This can create a competitive advantage for the hotels because getting such accreditations because of a large amount of investment is easier for hotels as compared to restaurants.

As general marketing rule, it will not have to attract masses of crowds; however, it at least has to meet its costs. If it cannot meet the costs, the premium-product model of the hotel is ineffective, and it needs innovation. Innovation can be cultural. It can include incorporation of multiculturalism i.e. representation of the Nordic food to the tourists that have definitely come from another country and convincing them about the Nordic Food Trends food (Spangenberg, 2016).

*“How much do you rate the hotel staff innovative and caring in providing an excellent experience?”(see appendix-1)*

- *“Excellent (Brain de Bara, Guest, 2016)”*
- *“Very good (Naomi Dinsmore, Guest, 2016)”*
- *“Excellent (Collin Todd, Guest, 2016)”*
- *“Excellent (Adam Smith, Guest, 2016)”*
- *“Excellent (Tomas & Janni, Guest, 2016)”*

The overall sentiments of hotel staff innovativeness are highly, and all of the sentiments ranged from 'very good' to 'excellent' whereas almost all of them said it 'excellent.' According to Berry et al. (2006), Service innovation is labor intensive and interactive; staff contribution is important in customer experience. This can be concluded according to Tepeci & Bartlett (2002) as Person-organization fit, job satisfaction, and employee endorsement of the organization as a good place to develop a cultural and innovative profile of a hotel.

#### **4.2.6 Sub-Conclusion**

Although the hotel is struggling with internal issues i.e. lunch and dinner service section is not performing well, and this is the central problem that the hotel Radisson Blu is facing, however, the external aspects i.e. customers from feedback that they are highly satisfied with the service delivery status. Customers are the external social actors and their satisfaction with the service delivery asserts the external factors shows that they are highly satisfied with the service delivery status. Therefore, the main concerns that hotel Radisson Blu is facing are the organizational innovation issue from marketable aspects which are being discussed in the later section.

### **4.3 Analysis of the service delivery process and innovations' potential effect on organizational Culture**

#### **4.3.1 Introduction**

The purpose of this sections to explore the emerging themes in service delivery process and how innovation can potentially affect the organizational culture in the of service delivery process. The emerging themes in this section are product and service delivery, Organizational innovation at Radisson Blu hotel, innovation for competitiveness, dinner service, nutritional and health concerns, innovation in indoor theme and innovation in sensory design. This section aims to explore the whole aspects of the service delivery for innovation in organizational culture.

### 4.3.2 Product and Service delivery

The questions about service delivery were asked i.e. what are the ways in which the food is served, what are different possible options. These are the basics; however, for innovation, you don't need to change the basics, especially when the culture is to be privileged, and originality has to be maintained.

According to Gustafsson, Johnson, and Roos (2005), the service and product innovation can be distinguished, and from an innovation perspective, tourism industry can adopt innovation in both product and service niche. Service innovation is also taking place at the Radisson Blu Hotel. Whereas in product innovation, customers can make food choices through phones, room service is available to communicate to get the meal ready, and cross-communication can be made through the phone to conveniently explain the food choices (Goldstein et al., 2002). These are the standard ways. In addition to this, restaurant, and the hotel is incorporating modern technology equipments as well:

*“Yes, the customers can do it who are staying in the hotel, and they can do it through the phone with one touch service button. They can press the button and service person will be there, and there are also smartphone, they can send email, and they can call. There are many ways in which they can contact (Critoba IGracial Tovan, Food & Beverage Manager, 2016)”*

According to Berry, et al, (2006), the innovation to provide comfort to customers can generate core benefit. The hotel management is innovative in terms of using the technology for innovative purpose and customers can make inquiries and place an order through their phones if they are tired or do not want to go to the dinner hall. The room service is reachable through call button. For detailed communication, the option of email is also available as well.

In addition to this, restaurant also facilitates the customers to avail the dishes that are not prepared at the restaurant such as sushi:

*“We have got the standard ways, phone to phone communication. We are actually incorporating Smartphone and computers, and these are new, and we also try to serve which we cannot accommodate i.e. sushi and sticks and sushi (Cresten Roos, Food & Beverage Director, 2016).”*

The questions were asked from customers about what customers think about food and dinner service provision. Dinner has been specifically discussed in this project because many restaurants have been solely designed for dinner purpose and it is their prime time because of most of the people, except unemployed people, are busy in the day and their social life starts at the evenings; except for the weekends. This is the reason that the emphasis is more on the dinner rather than lunch. Further, it is also a tradition that lunch is done at home, or it is brought from home and eaten at the workplace.

The reflection from customers can provide a reflective, suggestive and confirmatory account of the perspectives held by the customers about the service level in Radisson Blu Hotel.

Regarding the service quality, the sentimental qualitative expressions are all positive. The service delivery has been referred to be quick. There are also appreciations about the food quality. The food has been termed as tasty and healthy. This means that the customers are few and restaurant is facing financial issues. However, all of the customers, enquired for different queries, had very positive sentiments about food, environment, and innovation.

*“Very tasty and delicious food and service delivery process are excellent (Brain de Bara, Guest, 2016).”*

*“They are serving quality of food and very quick delivery process (Naomi Dinsmore, Guest, 2016).”*

*“Nice food and excellent delivery process (Collin Todd, Guest, 2016).”*

*“Tasty and healthy food, very fast delivery process indeed (Adam Smith, Guest, 2016)”*

*“Service quality and delivery process are brilliant and talking about food we can say just awesome (Tomas & Janni, Guest, 2016).”*

These expressions reflect about what customers think about food and dinner service provision. Dinner has been specifically discussed in this project because many restaurants have been solely designed for dinner purpose and it is their prime time because of most of the people, except unemployed people, are busy in the day and their social life starts at the evenings; except for the weekends. This is the reason that the emphasis is more on the dinner rather than lunch

### **4.3.3 Organizational innovation at Radisson Blu hotel**

The process of innovation is continuous, and restaurant management has tried multiple things (Victorino et al., 2005). The process of innovation is therefore based on trial and error level, the strategies and ideas that are adopted, whereas the unsuccessful ones are left out (Victorino et al., 2005). This reflects a weakness in organizational strategy as the restaurant section is overlooked and the organization needs to consider the improvements that can be made at the organizational level (Buhalis & Law, 2008). Although the approach is market oriented, and it tries to adapt the trends to meet the expectations of the customers, this may be the weakness, because in following the market trends, the Hotel might be losing its brand identification and get swallowed in the common food market and preventing the Hotel Radisson Blu from niche formation as identified by Holm, et al, 2013.

When asked about the level of innovativeness in the restaurant about how they rate the innovation, following were the responses by the managers and directors:

*“5/10 (Cresten Roos, Food & Beverage Director, 2016).”*

*“6/10 (Critobal Gracial Tovan, Food& Beverage Manager, 2016)”*

*“5/10 Because we are part of the bigcorporation, and it is difficult to change the things. (Cresten Roos, Food & Beverage Director, 2016)”* It has also been recognized by Raub (2008) that the standardized and bureaucratic organizations have an egeative impact on localized innovation and service delivery process. This might be the reason that the overall innovation level is not highly exploited at Radisson Blu Falkoner Alle.

### **4.3.4 Innovation for competitiveness**

This section deals with the theme emerging from data analysis regarding the use of innovation for competitiveness. It is, therefore, the application of organizational innovation for competitiveness at hotel Radisson Blu. The inquiries were made from the manager about how they have remained competitive, whatever the reason be it innovation or else; the layout of the environment; or the overall experience of having dinner at the restaurant

When enquired about innovation of the business, it was expressed as, *“Yes. You know it is very difficult to explain, but it is innovative. It is innovative. We always try to belt to the market*

*because it is very hard to market specifically the restaurant and the hotel specific because normally do not appear in the hotel restaurant. And that's very difficult" (Critobal Gracial Tovan, Food & Beverage Manager, 2016).*

According to Camisón & Monfort-Mir (2012), Innovation is inevitable because an organization can get a competitive edge over others because of innovation. With regards to the queries regarding food tourism and remaining competitive, the representatives of the hotel expressed that the food is the main source of competitiveness: *"The layout of the restaurant is definitely part of it, and we are situated in the competitive market. That's why we have moved the restaurant out, and it is also a matter of food. Being part of the restaurant chain, we are limited to change the menu, but we are taking on new trends" (Critobal Gracial Tovan, Food & Beverage Manager, 2016).* The innovative efforts that have been made include moving out the restaurant that includes glass sunroof and glass walls. The food is an important area of attention from the point of view of the restaurant manager. There are however limitations in changing the menu, and as identified earlier according to Raub (2008), it can negatively affect service delivery innovation.

The influence of individual restaurant chain manager at the hotel is minimal because they are part of the big company and they have trademark dishes. The competitiveness may be the food; however, the company may be lacking marketability innovation for the issues identified in problem formulation. The overall theme of the subject case restaurant is standardized and has been driven by the grand organizational policy *"Yes. "I would love to say yes (it is innovative). It is also big business and making some changes can be difficult to make sense on the corporate level, but on a small scale I can say it is innovative (Cresten Roos, Food & Beverage Director, 2016)." Again here Raub (2008) interpretation can be validated that standardized organizations have an egative impact on service delivery innovation. Because is implemented in all of the restaurant chains and there may be a need for a grand level organizational policy. However, according to Sanchez-Famoso & Maseda (2014), Organizational innovation is critical to survive and get a sustainable competitive advantage. Further, according to Gjerding & Rasmussen (2007), dynamic organizations are highly adaptable to change, static organizations are not adaptable to change, and the Radisson Blu Hotel can be placed midpoint among the two. This is a particular issue with multiple chain organizations or strictly organized organizations that have*

various branches spread over different territories struggling with maintaining standardization and also meeting the local expectations.

#### **4.3.5 Nutritional values and health concerns**

The purpose of this section is to analyse the role of innovation applied in the food while considering the nutritional values and health concerns. This theme is connected with the preceding theme to achieve the competitiveness through innovation and this theme, therefore, discusses achieving innovation through focusing on nutritional values. As identified by Bigliardi and Dormio, (2009); Capitanio et al, (2009), labeling of the products can provide information about what the products contain. In food tourism, this can strengthen the innovation and further according to Pine and Gilmore (1999), this can allow the people to adjust their meals according to their preferences and health plans. People are conscious about the food they eat because the modern life has become sedentary, and in order to maintain their natural physique, they have to go to gyms, because the labor is no more physical in the modern and educated time.

The nutritional values are important. Danish people usually prefer the food with high nutritional value, probably because of the cold weather. *“We can recommend healthy options that usually regards to carbohydrates. We say this contains traces of this and this does not. This is high energy dish (Cresten Roos, Food & Beverage Director, 2016)”* Although the dishes offered are of high nutritional value, yet some people are concerned about their health and avoid eating high-calorie foods because of weight and subsequent weight and obesity-related issues:

“We do not communicate specifically each meal owes, but we communicate allergies and intolerances. We can try to make it less unhealthy. We can try to make according to personal preferences (Cresten Roos, Food & Beverage Director, 2016).”

The healthy aspects of the traditional and organic food can be communicated to the customers and be told that they are free from the negative health effects that result from the chemically prepared high-calorie food.

In this way, allowing the customizations in terms of add-ons and adjusting menu according to health preferences and health accreditations can result in the generation of core benefit as identified by Pine and Gilmore (1999); Bigliardi and Dormio, (2009); Capitanio et al, (2009).

#### 4.3.6 Innovation in Indoor theme

According to Plaza, et al, (2015), the architectural driver is the potential driver of the competitiveness which is one of the main purposes of innovation. The taste, art, and beauty are important drivers of competitiveness and subsequently the innovation. The customers, therefore, prefer the uniqueness over the sameness and look for cognitive means to be associated with material products or things. In order to develop a cognitive meaning attached to the products and things i.e. food and service delivery, the innovation in the indoor theme is important according to Plaza, et al, (2015). The indoor theme particularly reflects on the architectural and cultural uniqueness. Regarding the indoor theme, indoor structure, lighting, and furniture, the time specific (i.e. day and night) strategies have been adopted. The breakfast area has been moved out, although covered with glass, provides the natural sunlight to the breakfast area and bring a morning effect to morning persons. The breakfast area exists indoor. However, the sunlight and eminent outside view confer the experience of freshness to the persons doing breakfast. For the night-time, there is a dedicated lighting; trademark lighting is in place, which has been adopted by all of the hotel chains of Radisson Blu. Another brand feature of the Hotel is the theme music that provides a pleasing effect to the customers. Music is quite helpful in creating euphoric effects and bringing happiness to the customers. According to another manager, the theme of the hotel is not a problem:

*“it is already innovative; it is not a problem it is the problem with the hotel and restaurant within the hotel. We are four-starhotel, and we have to have it (Critoba lGracial Tovan, Food& Beverage Manager, 2016). This reflects that restaurant management has paid attention to the indoor theme to make it architecturally aesthetic.*

The sentiments of the customers about the indoor design are as below, and they have been followed by the subsequent section of sensory design:

*“This is very modern restaurants (Brain de Bara, Guest, 2016).”*

*“Yes classic and modern (Naomi Dinsmore, Guest, 2016)”*

*“Yes it is very innovative (Collin Todd, Guest, 2016)”*

*“Of course this is a 5-star hotel obviously the hotel is innovative otherwise it wouldn't be a5-star hotel (Adam Smith, Guest, 2016).”*

*“Definitely, no doubt about that the environment. its just awesome . For this reason, we come always here to have some food and drinks (Tomas & Janni, Guest, 2016).”*

The above excerpts from the customer feedback again acknowledge about the architecturally aesthetic theme that can provide cognitive meaning associated with food and service delivery as identified by Plaza, et al, (2015). The customers have praised the indoor theme, and that reflects that it is culturally aesthetic as well in addition to being architecturally aesthetic.

#### **4.3.7 Innovation in Sensory design**

The sensory design aspects are important because it allows generating a complete tourism experience including all senses i.e. faction, vision, tactile, auditory and taste senses (Mak et al., 2012). The questions were asked about sensory design preceding indoor theme and layout, asked the managers and customers. Further in this section, the photo elicitation technique was also used which is widely used in the study of tourism as identified by Sonnleitner (2011).

The overall sentiments about the innovative environment of the restaurant are very positive. Regarding the innovation of the restaurant, customers referred it as classic and modern. The classic element keeps the nostalgia, and this feedback also validates the indoor theme of the restaurant.

Regarding the sensory design, lighting and layout, the hotel representative expressed as:

*“We are using a dedicated and well-designed trademark lighting system that is similar in all our hotels chain (Critoba lGracial Tovan, Food& Beverage Manager, 2016).”* In order to enquire the sensory design in detail, the photo elicitation has been used to study the innovation in tourism artifacts as identified by Sonnleitner (2011). This can be seen below as:



Source: *Photograph taken by the researcher*

The sensory design of the restaurant has been appraised by the customers as:

*“Yes, I like the design and lighting system of this restaurants. Very unique and modern lighting system (Brain de Bara, Guest, 2016).”*

*“Very nice design and lighting system (Naomi Dinsmore, Guest, 2016).”*

*“Yes, sophisticated and attractive design and lighting system. I really love this design and lighting system (Collin Todd, Guest, 2016).”*

*“Design and lighting systems are really good (Adam Smith, Guest, 2016).”*

*“We really love this hotel design and lighting system (Tomas & Janni, Guest, 2016).”*

The picture below represents the daylight theme of the restaurant:



Conference:

Source (Radisson Blue, 2016)

In terms of sensory design, the important theme is glass. The management has been working to improve the cutlery and introducing Coca-Cola glasses and special crystal glasses to make the cutlery exclusive. With regards a trademark theme has been adopted in all Radisson Blu hotels.

These were expressed by managers as: *“Glass. We have been working on our beer glasses, and it is the quality that people will think. Coca-cola glasses. Special crystal glasses to make it bit more exclusive (Cresten Roos, Food & Beverage Director, 2016)”*

The above expression about lighting from restaurant manager has been reiterated again because it represents the standardized nature of the sensory design, *“We are using a dedicated and well-designed trademark lighting system that is similar in all our hotels chain (Andreas, Restaurant Manager, 2016)”*

The customers at the restaurant appreciated the internal design as well as the environment of the restaurant, and it provides reflective account of the data from the managers:

*“The place and environment make me more attractive to me to come and sit (Brain de Bara, Guest, 2016).”*

*“Excellent place to have dinner not too crowd (Naomi Dinsmore, Guest, 2016).”*

*the restaurant is not like local restaurants if you see around there a lot of restaurants I did not go there because of too any people going there. I like this hotel because of a nice place to sit and drinks (Collin Todd, Guest, 2016)."*

*"The place is very silent for this reason I came here (Adam Smith, Guest, 2016)."*

*"Nice place to have some drinks, we are old we like quite place to sit (Tomas & Janni, Guest, 2016)."*

This possibly defines the reason for which they came to the Hotel. It can be due to customer preferences as well i.e. some people like noisy places, or some people like crowds places. The psychology of a person can also affect the preference i.e. introversion and extroversion can affect the preference of hotel. If there is a perfect rational customer, the objective impact can be observed in the competitive edge of the hotel over the others. However all customers are not rational, they simply do not calculate the pros and cons, simply relying on their instincts

#### **4.3.8 Sub-Conclusion**

This section aimed at inquiring the service delivery process and innovation impact on organizational culture In this section, various themes emerging from the data analysis emerged, and these were further analyzed to measure the impact of innovation on organizational culture in the service delivery process. The emerging themes were, therefore, product and service delivery, organizational innovation, innovation for competitiveness, nutritional and health concerns, innovation in indoor theme and innovation in sensory design. The product and service delivery was found to have positive perceptions from the customers' point of view, and they were highly satisfied with it. The innovation for competitiveness was the following theme, and it was the application of organizational innovation to achieve competitiveness. As it has been recognized in organizational innovation theme that the level of innovation is limited at Radisson Blu hotel, for the purpose of competitiveness, most of the changes were made in the Breakfast section at the hotel. Following the earlier theme i.e. innovation for competitiveness, the next emerging theme was nutritional values and health concerns. Presently, the hotel does not provide the meal values. However, it can get the accreditations from the health institutions to reflect on the nutritional values. The customers are however allowed to make add-ons and customize their dishes according to their taste and preferences. The innovation in indoor theme discusses the organizational innovation aspects other than food, and it came out as a holistic theme of overall

organizational innovation. The indoor was found to be a combination of classic and modern theme, and it was praised by the customers. The innovation in sensory design deals with the cognitive meaning of the products and services in tourism. In this theme, it was found that a standardized theme in sensory design is followed in all hotel chains. However, minor adjustments have been made as breakfast section has been moved out. The overall sensory design was found to be attractive from customers' point of view. Overall, the customers had satisfactory perceptions regarding innovation however from the managerial point of view, the level of innovation is moderate.

#### **4.4 Analysis of the cultural impact on food innovation at hotel industry**

##### **4.4.1 Introduction:**

In this section, the impact of culture on food innovation was measured in the hotel industry. The emerging themes in this section were food menu formation as cultural and tourism artifact, cultural food experiences, Nordic Food, cultural encounter disciplines, cultural environment, cultural innovation in tourism, and cultural tourism and sustainability. In order to develop this section, the inquiries were made about the cultural elements that include food and other material artifacts in Denmark. Food is an important component in tourism, and it represents a significant part in tourism. In order to achieve innovation in food tourism, the cultural element can be capitalized to generate innovation and consequently market value. In order to answer this question, the inquiries were made to obtain the empirical data from managers and customers, whereas photo elicitation was also used in cultural environment theme. This section will explore the impact of the cultural element of food and innovation in tourism.

##### **4.4.2 Food menu formation as cultural and tourism artifact**

According to Tikkanen (2007), Motivation for tourism co-exists with food tourism. Almost one-third of the tourism expenditures are made on food (Mak et al., 2012). The inquiries were made about the layout of the dishes while keeping their originality. Food is an artifact of cultural capital. Cultural innovation emanates from the cultural capital, the long-held, and time-evolved culture that is still present; this is sensed by the customers of there is a semiotic layout, and if distinctiveness encapsulated in culture is found (Lähdesmäki, 2012). Therefore, the theme emanating from food and layout of the restaurant reflects the cultural aspects of the hotel. It has been acknowledging in the literature as well as Denmark official cultural website (Visit

Denmark.2016), reflects that the traditional Danish food has been becoming popular. It represents cultural capital (Lähdesmäki, 2012), and can create a distinctive brand recognition in the food market that has been swallowed by popular genre that includes KFC McDonalds, etc. The tourists tend to enjoy the cultural capital of the country and tend to adapt the conditions. The Danish dishes not only offer the taste options but also provides a shield against cold weather of Denmark(Copenhagen.Dk, 2016).

The hotel has trademark dishes, these are the dishes that are similar in most of the other chains, and however minimal additions are made according to the market at the individual level. Mostly the policy level change at organizational level occurs at the grand policy of the Radisson Blu hotel chains (Radisson Blu Hotel 2016). The specialty of the food offered is that it also has 5-6 dishes for the allergic people, and therefore the food offered can accommodate the health requirement of most of the people having different health preferences (Radisson Blu Hotel 2016). Cultural innovation in organization particularly represented and encapsulated as food form an important part of innovation in tourism to give cognitive meaning to material and completes the tourism experience (Plaza, et al. 2015). It is very important for tourism because the culture has been in constant use in the tourism products (Macbeth, et al.,2007).

The Radisson Blu Hotel does consider the new dishes as well as service and presentation of dishes as it enhances the experience; this was expressed by the manager as:

*“We are definitely looking at the dishes and the service, definitely. It truly enhances the experience. That has to hand in hand and the financial issues. An expensive plate attracts the most attention. It is always the calculation how much cost of each move but it is specific (Cresten Roos, Food & Beverage Director, 2016).”*

The costs concerns are also important, the expensive items such as expensive plates do attract the tourists, but at this point, the company may not attract sufficient consumers to meet the costs. The restaurant level changes are usually made in a very limited way, and costs are considered very carefully because of the financial issues faced by the restaurant. However, there can be the limited impact of costs because the representation of food as tourism and cultural artifact requires cultural capital instead of monetary capital. The monetary capital is not highly important in cultural aspects, especially in food. The representation of food as tourism and

cultural artifact will, however, require cultural background, disposition, and skills (Macbeth et al. 2007), In addition to this, this also requires dynamism in terms of evolutionary change in knowledge and traditions (Lähdesmäki, 2012). Innovation is an on-going process. This has also been recognized by restaurant representative: *“We have our internal system, and it considers what guests like and dislike and it is in our business strategy what guests like and if they don’t like we move. And that is, of course, an ongoing process.”* (Cresten Roos, *Food & Beverage Director, 2016*). The other element of cultural capital in organisation that could be affected due to costs i.e. material artifacts identified by Macbeth et al. (2007) have been discussed in the preceding section making change the structure of the organisation.

#### **4.4.3 Diverse Cultural Food experiences**

From the cultural aspects, the food menus experienced by the tourists from different countries allow them to explore not only the sightseeing and consumption of tourism products. According to Hjalager & Richards (2003), the food experience provides the same experience as that is experienced by visiting a particular place i.e. museum or theater. This is the reason that when visiting different countries as tourism place, tourists tend to test the local food and cuisines rather than the outgrown international food chains to have a complete experience of the destination they are visiting (Hjalager & Richards2003).

From the official website of the Radisson Blu Hotel, the information was gained about the restaurant section: *“The important meals are the traditional Danish flavors of the smoked salmon, famous Danish open sandwich, and international favorites such as pasta and gourmet burger are available (Retrieved from Radisson Blu, 2016).”* The breakfast menu of the hotel is very extensive and data was directly retrieved from the Hotel’s restaurant regarding breakfast *“There is also extensive range of beverages drink menu, the restaurant also hosts a Super Breakfast Buffet every morning served with 129 dishes to allow to explore different arrays of tasty options (Retrieved from Radisson Blu, 2016).”* In terms of food items, the Danish dishes are available on the menu for international tourists.



Source (Radisson Blu, 2016)

According to the official website, as secondary source data, the overall environment of the hotel is relaxing. *“The Super Breakfast Sample Scandinavian, continental, English and North American Breakfast items that include sausages, yogurt, bacon, eggs, bread and fresh fruit (Retrieved from Radisson Blu, 2016).”* The food items are generally Danish. However, some people could prefer the continental dishes and these are also available at the hotel to serve tourists from different cultures and countries. The lunch and dinner menu is different from the breakfast. The lunch is usually cold with open sandwich whereas the dinner contains hot dishes *“For lunch and dinner, a range of international dishes offers healthy options and comfort foods that could satisfy any palate. The meal is followed relaxing dessert and beverages. In addition to this, the children’s menu is offered also for convenience (Retrieved from Radisson Blu, 2016).”* The above Danish cuisines represent the cultural artifacts in tourism as eating is a unique form of touristic activity and gratifies and satisfies all senses including taste, vision tactile and faction (Mak et al., 2012).

#### 4.4.4 Nordic food

The Nordic food has prevailed from cultural heritage and climatic and social environment of the country, and it has greatly influenced Nordic Food over time (Bjrkjeflot, Strandgaard Pedersen, &Svejenova, 2013, p.43). The main elements of Nordic food are natural, traditional and organic ingredients, and processes and these have been promoted by the government as well (The Nordic Council, n.d.a). These themes are adopted by the tourists because of their cultural interests in the culture of Denmark. The Nordic food typically represents the Nordic dishes that are served differently in the breakfast, lunch, and dinner, and this can be reiterated from the above section as:

*“The Super Breakfast includes Sample Scandinavians, continental, English and North American Breakfast items that include sausages, yogurt, bacon, eggs, bread and fresh fruit (Retrieved from Radisson Blu, 2016).”*

*“For lunch and dinner, a range of international dishes offers healthy options and comfort foods that could satisfy any palate. The meal is followed relaxing dessert and beverages. In addition to this, the children’s menu is offered also for convenience (Retrieved from Radisson Blu, 2016).”*

According to Mak, et al. (2012), this allows the tourists to have complete sensory experience that fulfills a very important part of tourism experience. The tourists tend to adapt to the conditions of the Denmark, and the best way to do so is to follow the Danish cuisine. Hotel Radisson Blu, although being a non-local restaurant has adopted the traditional dishes in the food menu in addition to the international dishes as mentioned above. The Danish cuisines can be communicated to the tourists for the cultural concerns and told them how people historically survived in Denmark when there was no industrial revolution. This can bring the interest of the tourists in the Danish cuisine. Holm, et al, (2013), mentioned that there is a need to raise awareness and communicate about health benefits of the traditional food as compared to the junk food, and this can also be supportive to sustainable and innovative tourism.

#### **4.4.5 Cultural Encounter disciplines**

Tourists are the persons who are outside of the home environment. When a person from a certain background goes to a different destination, the cultural encounter occurs, and according to Delanty (2011), it is the meeting of one culture with another. Because of the differences in the culture, one may feel alienated to another culture, and this could result in different sorts of conflict situations. The cultural encounters require cultural sensitivity to understand the difference between the cultures. Cultural encounters are the ultimate product of tourism because a person assumable from a different background goes to a destination with different cultural background. The cultural encounters in tourism are important for the hospitality organizations because tourists come from a wide range of countries. In order to deal with the cultural encounters, employees are the first people who contact with the tourists from a different background. Therefore, it is important to have a staff that is culturally sensitive and able to learn (Montuori & Fahim, 2004).

Christensen-Hughes (1992), opine that a culturally diverse workforce is very important in the hospitality industry. Various organizations, particularly multi-national organizations encourage their staff to deal with the diversity, however for hospitality organizations, learning cultural encounters discipline is crucial. In order to inquire the level of cultural sensitivity, the inquiry was made from the customers regarding the caring and excellent experience at the hotel.

*How much do you rate the hotel staff innovative and caring in providing an excellent experience?" (see appendix)*

- *"Excellent (Brain de Bara, Guest, 2016)"*
- *"Very good (Naomi Dinsmore, Guest, 2016)"*
- *"Excellent (Collin Todd, Guest, 2016)"*
- *"Excellent (Adam Smith, Guest, 2016)"*
- *"Excellent (Tomas & Janni, Guest, 2016)"*

It was found that the level of cultural encounter disciplines is excellent and the customers are highly satisfied with the multicultural experience. This could be possibly due to the factor that Radisson Blu is an international chain of hotels and contains diverse staff. Having a diverse staff naturally allows them to learn and respect other cultures as identified by Christensen-Hughes (1992); Hudson, (2008); and Delanty (2011).

#### **4.4.6 Cultural innovation in tourism**

This question, having inquiries been made about the experience, asks about innovation level. Innovation definitely deals with the marketable and commercial aspects, particularly in tourism (Hall & Williams, 2008). In the inquiries, the respondents may not sense indirectly and can preferably reflect their opinions in experience sections where their views about innovation can be traced. However, this question is helpful to gain assertions on the innovation level of the restaurant. Following are the excerpts from customers' data:

*“The marketing techniques are very innovative. You can check all the menu offer and deals on their website (Brain de Bara, Guest, 2016).”*

*“They have very good marketing technique. Their website contains rich information about menu and deals (Naomi Dinsmore, Guest, 2016).”*

*“Yes, everything is up to date, and everything is on the website (Collin Todd, Guest, 2016).”*

*“They have highly innovative marketing system and the website also designed innovative way and clearly mentioned all the menu offer and deals (Adam Smith, Guest, 2016).”*

*“Yes, it does use, the website has shown very details of offerings deals of food and menu (Tomas & Janni, Guest, 2016).”*

Having discovered the satisfaction level about the environment, the marketability aspects were also asked from customers. However, they may not have expertise in marketing therefore even their positive sentiments may require further inquiry and analysis. Most of the customers

regarded the restaurant as innovative for their website by expressing that the detailed information is available on the website for the menu offers and food details.

#### **4.4.7 Sub Conclusions**

The purpose of this section was to analyze the impact of culture on food and innovation in the hotel industry. This section particularly focused on the impact of culture on tourism from the perspective of innovation. The themes that were studied in this section included food menu formation as cultural and tourism artifact, cultural food experiences, Nordic Food, cultural encounter disciplines, cultural environment, and cultural innovation in tourism, cultural tourism, and sustainability. This section focused on multiple aspects of cultural impacts and innovation. The first theme studied was food menu formation as cultural and tourism artifact. It was recognized that food is an important cultural artifact and accounts for almost one-third consumption of tourism expenditures. In this theme, the cultural aspects of food and food related items were explored from the cultural capital point of view, and it was found that the cultural foods are an important source of attraction for the local and foreign tourists to have a complete experience of the destination. From the multiculturalism point of view, both Danish and international dishes are available. The next theme was Nordic Food, and it represents the traditional Nordic Foods made from the organic ingredients.

## **5 Conclusion**

From the analysis of empirical data, it was found that Hotel Radisson Blu is struggling with international issues. From organizational innovation aspects, the restaurant section is unable to cover up its costs. This is because of the slipping customers who prefer to stay at the hotel, however, opt for other restaurants for lunch and dinner because of cost difference as identified in the problem formulation

In order to explore the external perspective on the current performance levels, the empirical data from customers' interviews was analyzed and they were found to be highly satisfied with the current performance level of the hotel. Therefore, the external factors are favorable and positive, however, from internal factors' point of view, it was found to be unsatisfactory. It was found that the restaurant section is depending on the conference section to cover up its costs and it indicates potential innovation issues because of which the restaurant section is exhibiting undermining performance.

Service delivery is an important part of the hotel Radisson Blu, and the role of innovation was explored. It was found that the customers have satisfactory perceptions about the service delivery. From a managerial perspective, it was found that the innovation level of Radisson Blu Hotel is medium category and it is not sufficient enough to attract potential customers to cover up its costs as surmised in the first research question. This is possible because of the impacts of the standardized and centralized policies of the hotel chains Radisson Blu and it has negative impact innovation and service delivery process. This could be the reason that the restaurant section hotel Radisson Blu (Falkoner Alle), Copenhagen Denmark is not able to generate

sufficient competitiveness to attract its slipping customers. In order to generate sufficient competitiveness, the restaurant section needs to modify and adopt the innovative strategies. For this purpose, the nutritional and health concerns can be exploited as well. Presently no nutritional values of food are communicated to enable the customers to adjust their food orders according to their health plan. The indoor theme was found to be sufficiently satisfactory and had positive responses both from the managers and the customers. Further, the sensory design was also found to be attractive. Overall, the customers' perception shows praising responses, however from manager's perception, the innovation level is of medium category and not of high category as it should be.

Culture is a very important element of tourism, and it has a significant impact on tourism artifacts in innovation in the hotel industry. While studying the cultural impact on food and innovation in the hotel industry, it was found that food is an important cultural and tourism artifact because it accounts for one-third of tourism-related expenses. The cultural foods can be an important source of attraction, and they can play an important part in innovation in the hotel industry. The innovation in cultural food requires the adoption of modernism while keeping the originality and traditional elements. The culture was found to have an important link with completing the tourism experience and it gives cognitive meaning to products and services. From a cultural point of view, in hotel Radisson Blu (Falkoner Alle), both Danish and international dishes are served to ensure the expectation of international tourists. From the first research objective, although it was found that restaurant section is struggling from a monetary point of view, however, monetary aspects have a little role in developing cultural capital. Therefore it can be an important concern for improvement. From the employees' point of view, the cultural encounter disciplines were found to be highly satisfactory. From cultural aspects, Nordic Food and international cuisines are important for cultural aspects. The overall environment of Radisson Blu was found to be both classic and modern, which reflects the presence of innovation from cultural aspects. Overall, culture has a very important impact on tourism and tourism-related products and services in the hotel industry.

## **5.1 Further Research Implication**

As the research is case specific and particularly focused on Radisson Blu Hotel , it can be expanded to other chains of this hotel to study the role of organizational innovation in service delivery and cultural aspects. The research is particularly aimed at the restaurant sections; it can be expanded to other business section as multiple-level case study providing a holistic account of organizational innovation. Because of the multi-purpose nature of the research, multiple aspects have been explored while the emerging themes can be further studied as specialized solo topics.

Further investigations can be made on the New Nordic Food trends that are being projected by Danish and Scandinavian organizations. The cultural aspects can be elaborated further in details in terms of the New Nordic Food Trends as a solo topic. With regards to sustainability, the role of the traditional food can be studied while keeping the original organic food products which are being chemically modified now. The indoor theme has emerged as a particular aspect of this research, and it can be further linked with the culture. The aesthetics of particular cultures such as Danish culture can be studied for the study of the indoor theme.

Further, the research is limited to Copenhagen Denmark Radisson Blu hotel ; further research can be made for countries other than Denmark and focusing on hotel chains other than the hotel Radisson Blu. In addition to this, a generalized study using the quantitative technique can be made by studying different hospitality organizations using large population samples.

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## **7 Appendix**

### **1.1 Interview Guide**

#### **1.1.1 Questions for Managers**

1. How did you develop the hotel business over the years?
2. Have you adopted a particular indoor theme, particular indoor structure, lighting and furniture?
3. Have you considered sensory design as innovation in your organisation?
4. What is the core value of the hotel business?
5. Do you arrange particular events outside of the restaurants e.g. fashion shows etc.?
6. How does the innovation take place in your restaurant, is there a separate platform for pooling innovative ideas?
7. What do you do to keep the business up to the mark and competitive? Is it food, the layout of the restaurant?
8. Do you consider your business innovative? Please explain.
9. How do you rate your business as an innovative business? (How many marks you will give out of 10 for innovativeness?)
10. Have you ever consider innovative the existing dishes with new lookout and flavours?
11. How is the restaurant's performing in dinner service?
12. Does hotel provides nutritional value of each meal and also provides the nutritional advice for each dish served?
13. Does the hotel offer new ways of food serving i.e. dine-in, phone orders and online orders?  
How much it can be helpful for the hotel to do so?

#### **1.1.2 Questions for customers**

1. What attracted you the most to come in the hotel's restaurant?
2. Do you like the environment of this restaurant?
3. Do you like the design and lighting system of this restaurant?

4. What do you think about food and service delivery process between this hotel restaurants and local restaurants?
5. Do you think this is innovative restaurant?
6. Are they serving quality of food
7. What about the prices of food and drinks?
8. Do you think staff members are friendly?

## 1.2 Answers to questions

### 1.2.1 Management:

1. How did you develop the hotel business over the years?

(CritobalGracial Tovan, Food & Beverage Manager, 2016) Well, we look at the market and see what the market needs and we try to adapt to that market, it is difficult, but that is what we are trying to do.

(Cresten Roos, Food & Beverage Director, 2016) Yes, there are many things we have focused on. We are not in any special situation we have focused on because innovation is caused-effect. We take a lot of feedback from outer guest. We have our internal system, and it considers what guests likes and dislike, and it is in our business strategy what guests like and if they don't like we move. And that is, of course, an ongoing process. We work to the market trends and what is new and what has been popular in the kitchen. The driving force behind our idea is to develop.

2. Have you adopted a particular indoor theme, particular indoor structure, lighting, and furniture as innovation?

(Cresten Roos, Food & Beverage Director, 2016) We have moved the restaurant out the breakfast area. It is still indoor, but it seems like outdoor to make it a bit more open minded. There is sound theme and playing music in background.

(CritobalGracial Tovan, Food & Beverage Manager, 2016) Not really, it is already innovative; it is not a problem it is a problem with the hotel and restaurant within the hotel. We are five-star hotel, and we have to have it. We have because we have to have it.

3. Have you considered sensory design for innovation?

(Cresten Roos, Food & Beverage Director, 2016) Glass. We have been working on our beer glasses, and it is the quality that people will think. Coca cola glasses. Special crystal glasses to make it bit more exclusive.

4. Do you arrange particular events outside of the restaurants e.g. fashion shows etc.?

(CritobalGracial Tovan, Food& Beverage Manager, 2016) Yes, we do. We have some conference in main hall beside so we arrange some specific events on the restaurant.

(Cresten Roos, Food & Beverage Director, 2016) In regards to restaurant, no. we have got a big conference facility, and they will be handling that. It will be trade off for us and a lot of company comes to us and that gives the cost of restaurant.

5. How does the innovation take place in your restaurant, is there a separate platform for pooling innovative ideas?

(CritobalGracial Tovan, Food& Beverage Manager, 2016) There are some. I think we have tried many things throughout the years, and then some of the ideas work, and some of them don't, and we take a little bit of the pieces the ideas work, and we are trying to implement it but we need to still to look after the market, you know what the market (competition) needs. So it is a very difficult.

(Cresten Roos, Food & Beverage Director, 2016) A platform, we have meetings with all of our waiters, and I maintain daily contact with head of the kitchen, and we discuss what new approaches can come and the ideas that can come.

6. What do you do to keep the business up to the mark and competitive? Is it food, the layout of the restaurant?

(CritobalGracial Tovan, Food& Beverage Manager, 2016) Is it food. Yes, it is. But it is the part of the big company, and we have our trademark you know. We have to be in the company they decide. The company decides what our food going to be to make us equally responsible for the work. Some of them are different at the different restaurant. Normally we have standards.

(Cresten Roos, Food & Beverage Director, 2016) The layout of the restaurant is definitely part of it, and we are situated in the competitive market. That's why we have moved the restaurant out, and it is also a matter of food. Being part of the restaurant chain, we are limited to change the menu, but we are taking on new trends.

7. Do you consider your business innovative? Please explain.

(CritobalGracial Tovan, Food& Beverage Manager, 2016) Yes. You know it is very difficult to explain but it is innovative. It is innovative. We always try to belt to the market because it is very hard to market specifically the restaurant and the hotel specific because normally do not appear in the hotel restaurant. And that's very difficult.

(Cresten Roos, Food & Beverage Director, 2016) Yes. I would love to say yes (it is innovative). It is also big business and making some changes can be difficult to make sense on the corporate level but on the small scale I can say it is innovative.

8. How do you rate your business as an innovative business? (How many marks you will give out of 10 for innovativeness?)

(CritobalGracial Tovan, Food& Beverage Manager, 2016) 6/10

(Cresten Roos, Food & Beverage Director, 2016) 5/10. Because we are part of big corporation and it is difficult to change things.

9. Have you ever consider innovative the existing dishes with new lookout and flavours?

(CritobalGracial Tovan, Food& Beverage Manager, 2016) Trademark dishes: we have. We have trade with specific companies, and that is the way the market and we are up to the market. Many people are allergic to some dishes, so we have it from our menu 5 to 6 dishes for allergic people.

(Cresten Roos, Food & Beverage Director, 2016) We are definitely looking at the dishes and the service, definitely. It truly enhances the experience. That has to hand in hand and the financial issues. Expensive plates attract the most attention. It is always the calculation how much cost of each move but it is specific

10. How is the restaurant's performing in dinner service?

(Cristobal Gracial Tovan, Food & Beverage Manager, 2016) Dinner service is not performing well. Sometimes we are losing money from restaurants but we take it from the other place. We have to have the money. We try to do not spend much money so we have enough money to cover the expenses.

(Cresten Roos, Food & Beverage Director, 2016), It's a good question, hotel business isn't same over the year. So we compromise some financial lose from restaurants. The financial side of the business is moved and shaved it up and this has to be covered by the breakfast restaurant and our conference area. We need to take care of our business guests

11. Does hotel provides nutritional value of each meal and also provides the nutritional advice for each dish served?

(Cresten Roos, Food & Beverage Director, 2016) We do not communicate specifically each meal owes, but we communicate allergies and intolerances. We can recommend healthy options that usually regards to carbohydrates. We say this contains traces of this and this does not. This is high energy dish. We can try to make it less unhealthy. We can try to make according to personal preferences.

(Cristobal Gracial Tovan, Food & Beverage Manager, 2016) Yes we provide nutrition value for every meal. It's a five star enterprise and we have to keep the level up serving nutritional value food to customers.

12. Does the hotel offer new ways of food serving i.e. dine-in, phone orders, and online orders? How much it can be helpful for the hotel to do so?

(Cristobal Gracial Tovan, Food & Beverage Manager, 2016) Yes, the customers can do it who stay at hotel, and they can do it through the phone with one touch service button. They can press the button and service person will be there, and there are also smartphone, they can send email, and they can call. There are many ways in which they can contact.

(Cresten Roos, Food & Beverage Director, 2016) We have got the standard ways, phone to phone communication. We are actually incorporating smartphone and computers, and these are new, and we also try to serve which we cannot accommodate i.e. sushi and sticks and sushi.

## 1.2.2 Customers

### ► What attracted you the most to come in the hotel restaurant

(Brain de Bara, Guest, 2016): The place and environment make me more attractive to me to come and sit

(Naomi Dinsmore, Guest, 2016), excellent place to have dinner not too crowd

(Collin Todd, Guest, 2016): the restaurant is not like local restaurants if you see around there a lot of restaurants I did not go there because of too any people going there. I like this hotel because of nice place to sit and drinks

(Adam Smith, Guest, 2016) : the place is very silent for this reason I came here.

(Tomas & Janni, Guest, 2016) : nice place to have some drinks , we are old we like quite place to sit

### 9. Do you like the environment of this restaurant?

(Brain de Bara, Guest, 2016): yes, for this reason, we come here to have dinner and drinks

(Naomi Dinsmore, Guest, 2016), I love this hotel Restaurants environment

(Collin Todd, Guest, 2016): yes I feel peach on my mind when I come here

(Adam Smith, Guest, 2016) : superb environment

(Tomas & Janni, Guest, 2016) : Yes we love this restaurant's environment

### ► Do you think is this innovative restaurant?

(Brain de Bara, Guest, 2016): This is very modern restaurants

(Naomi Dinsmore, Guest, 2016): Yes classic and modern

(Collin Todd, Guest, 2016): Yes it is very innovative

(Adam Smith, Guest, 2016): Of course, this is a 5-star hotel obviously the hotel is innovative otherwise it wouldn't be 5-star hotel.

(Tomas & Janni, Guest, 2016): Definitely, no doubt about that the environment. its just awesome . For this reason, we come always here to have some food and drinks

**► Do you like the design and lighting system of this restaurant?**

(Brain de Bara, Guest, 2016): Yes I like the design and lighting system of this restaurants. Very unique and modern lighting system.

(Naomi Dinsmore, Guest, 2016), Very nice design and lighting system

(Collin Todd, Guest, 2016): Yes sophisticated and attractive design and lighting system . I really love this design and lighting system

(Adam Smith, Guest, 2016) : Design and lighting systems are really good ,

(Tomas & Janni, Guest, 2016) : We really love this hotel design and lighting system.

**► What do you think about food and service delivery process are innovative?**

(Brain de Bara, Guest, 2016): Very tasty and delicious food, and service delivery process are excellent

(Naomi Dinsmore, Guest, 2016), They are serving quality of food and very quick delivery process

(Collin Todd, Guest, 2016): Nice food and excellent delivery process

(Adam Smith, Guest, 2016) :Testy and healthy food , very fast delivery process indeed

(Tomas & Janni, Guest, 2016) : Service quality and delivery process are brilliant and talking about food we can say just awesome.

**► Does the hotel use innovative marketing techniques i.e. offering composite deals in the food menu e.g. French fries & Salad with burger etc.?**

(Brain de Bara, Guest, 2016): The marketing techniques are very innovative. You can check all the menu offer and deals in their website.

(Naomi Dinsmore, Guest, 2016), They have very good marketing technique. Their website contains rich information about menu and deals.

(Collin Todd, Guest, 2016): Yes everything is up to date, and everything is on website

(Adam Smith, Guest, 2016) : They have highly innovative marketing system and the website also designed innovative way and clearly mentioned all the menu offer and deals .

(Tomas & Janni, Guest, 2016) : Yes it does use , the website has showing very details of offerings deals of food and menu.

**► How much do you rate the hotel staff innovative and caring in providing an excellent experience?**

(Brain de Bara, Guest, 2016): Excellent

(Naomi Dinsmore, Guest, 2016), very good

(Collin Todd, Guest, 2016): excellent

(Adam Smith, Guest, 2016) : excellent

(Tomas & Janni, Guest, 2016) : excellent