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# Cultural intelligence in the hospitality industry of the Balearic Islands

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## Abstract

The project is aimed to analyse cultural awareness in the hospitality industry. It is important to be cultural aware for employees in the hospitality industry because of their constant interaction with people from very different countries and cultures. As cultural intelligence (CQ) assesses individual's abilities to interact with people from different countries and cultures, it is important to understand to what level CQ affects those working in the hospitality industry. Additionally, current globalization process is affecting all sectors and industries around the world but more especially the tourism industry has undergone a strong globalization process, so there is a need to understand the cultural awareness in the workplace and the importance of CQ for the tourism industry. Given the importance of the tourism industry for the Spanish economy and particularly for the Balearic Islands, this work will focus first, on describing the methodological framework for analysing CQ and its application to tourism; and second, on carrying out a literature review of the importance of cross-cultural training and awareness and CQ for the hospitality industry, analysing the case of the Balearic Islands through empirical evidence.

**Keywords:** cultural intelligence, cross-cultural training, globalization, tourism, hospitality industry, Balearic Islands.

## Resum

El projecte té com a objectiu analitzar la consciència cultural que existeix en el sector hotelier. Tenir aquest coneixement és important per als empleats del sector de l'hostaleria, degut a la seva interacció constant amb persones de països i cultures tan diverses. Com que la intel·ligència cultural (CQ) avalua les capacitats dels individus per relacionar-se amb persones de diferents països i cultures, és important comprendre fins a quin nivell afecta les persones que treballen en el sector hotelier. Addicionalment, el procés de globalització actual afecta tots els sectors i indústries del món, però més especialment a la indústria turística. Aquesta, ha experimentat un fort procés de globalització, de manera que cal entendre la consciència cultural en el lloc de treball i la importància de la CQ per a la indústria turística. Tenint en compte la importància de la indústria turística per a l'economia espanyola, i particularment, per a les Illes Balears, aquest treball es centrarà en primer lloc en la descripció del marc metodològic per a l'anàlisi de la CQ i la seva aplicació al turisme; i en segon lloc, la realització d'una revisió bibliogràfica de la importància de la formació i la sensibilització interculturals i de la CQ per a la indústria hotelera, analitzant en cas de les Illes Balears mitjançant evidències empíriques.

**Paraules clau:** intel·ligència cultural, competències interculturals, globalització, turisme, hostaleria, Illes Balears.



## 1. Introduction

One of the options for a hotel company in order to gain competitiveness and guarantee its sustainability in the industry would be to follow a cultural intelligence approach, as a leading global strategy. In this way, the present work focuses on analysing the role of cultural intelligence in the hotel industry in general, and in Spain in particular, trying to compile a summary of good practices in the sector.

The tourism industry and the hospitality industry are considered the sectors with the most cultural diversity, both by their employees and customers. Smart (2007) stated that the standards of global leadership have changed over time and that a globalized workplace should be “blended” by people of different backgrounds. In order to meet the needs of the industry, global managers are expected to understand foreign cultures in order to work effectively on them, Black & Gregersen (1991). The way to do so is by enhancing the CQ, by providing cross-cultural training that will do so. It is key to have the proper leadership training and support, otherwise, support, cross-cultural diversity issues will not be addressed even if training in the area of diversity has been received (Noriega & Monk’s, 1997).

Given the importance of tourism for the Spanish economy and for the Balearic Islands in particular, it is important to analyse the role and importance of CQ in this sector, and in the schools where future industry’s employees are being formed.

After the introduction, this work is structured as follows: second section defines the concept of tourism sector and the analyses the different types and forms of tourism. Third section describes the economic importance of the tourism and hospitality industries first, providing data worldwide and then, analysing the importance for Spain, and more specifically the Balearic Islands. The fourth section carries out a literature review on cultural intelligence to study the methodological framework of CQ; describing the CQ model and the importance of CQ together with cross-cultural training (CCT). Fifth section focuses on relating both concepts (CQ and CCT) to the tourism and hospitality sectors, analysing the role they play on them. Sixth section presents a compilation of good CQ practices in the sector will be presented, focusing on the empirical evidence available for the Balearic Islands. Finally, main conclusions of this research work will be presented.

## 2. Tourism and the hospitality industry

Both, the tourism and hospitality industries are considered part of the service sector, which is the third economic sector of the three-sector theory developed by Allan Fisher (1939), Colin Clark (1940) and Jean Fourastié (1949). The theory divides economies into sectors of activity being the primary sector the extraction of raw materials and the secondary sector would be manufacturing. The theory was further developed so two additional sectors have been added.



The quaternary sector involves information services and the quinary sector human services.

As the purpose of study is to analyse the CQ in the hospitality industry, which is part of the tourism sector, data supporting the importance of these sectors in the global economy will be presented in the following sections.

## 2.1. Tourism sector

A textbook definition of tourism would be “the business of providing services such as transport, places to stay, or entertainment for tourists” (Cambridge Dictionary, 2020). However, the previous definition is more suitable for tourism as an economic activity. The definition of the tourism sector would be provided by The World Tourism Organization (UNWTO) as people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

It is also described by UNWTO (2020) as “a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes”. Those people are called visitors (as they may be tourists or excursionists and residents or non-residents) and so tourism has to do with their activities, some of which involve tourism expenditure (UNWTO, 2020). Consequently, due to the importance that visitors’ purchases represent regarding the tourism activity, the industries developing in it are considered tourism industries. This is the case of the hospitality industry, that will be presented later on, in section 2.2.

### 2.1.1. Tourist products and services

As it happens, tourism products and services are composite, because it takes a combination of different products and services to have a complete experience on a visit and provides the visitor physical and psychological satisfaction from it. These usually take place also within several tourism industries, such as the hospitality industry, air transport industry, travel agency sector, or restaurant industry. All of these industries share unique characteristics such as **unstable and seasonal demand, co-terminality, high-information content of tourism product/service** and **key role of human resources** in the production/provision of the tourism services, and apart from all of this, they have a **high psychological** component. Hence, this is related to the fact that these products and services are also intangibles, because there is **no transfer of ownership** during the experience which provides the psychological satisfaction to the visitor. Finally, they are **heterogeneous** and given that they end when the experience is over they are considered **highly perishable** as well.

The activity and sector of tourism have been described along with the characteristics of the products and services in it, so the following section will emphasize on the types of tourism and its forms.

### 2.1.2. Types of tourism

Something already learnt from previous definitions, is that tourism doesn't necessarily involve travelling to another country. But the movement of tourists between national borders is the factor which determines types of tourism.

Depending on the movement of visitors, tourism can be **domestic** if it takes place within one's own country, or **international**, which involves crossing national borders.

When we talk about international tourism there is a differentiation with regards of the country that sends or receives the visit, called outbound tourism and inbound tourism.

- **Outbound tourism** takes place when someone is travelling from his/her origin country to another one. So, it is considered outbound tourism for his/her own country because he/she is going abroad. As for example, a Spaniard visiting Portugal would be considered outbound tourism for Spain.
- **Inbound tourism** takes place when someone is travelling from its host/native country into another one. Then it is considered inbound tourism for the country receiving this visitor. As for example, a Spaniard visiting Portugal would be considered inbound tourism for Portugal.

### 2.1.3. Forms of tourism

The different forms of tourism can be defined according to the purpose of the visit, or alternative forms of tourism such as eco-tourism, agro/rural tourism or special interest tourism; and it can happen domestically or internationally.

The most popular way tourism is classified according to the purpose of the visit into two forms: **business** and **leisure**.

**Business** tourism is also known as MICE, which stands for meetings, incentives, conferencing and exhibitions. All of those are meetings and gatherings that happen in firms and organisations. On the other hand, **leisure** tourism takes place for the wish of a person or group to enjoy an experience, usually different from their day to day life, but not necessarily. It can be categorized considering many different criteria, so many forms of tourism are derived from there, such as:

- Individual tourism:
- Mass tourism.
- Cultural tourism.
- Gastronomic tourism.
- Sports tourism.
- Nature tourism.
- Social & family tourism.

- Religious or spiritual tourism.

Overall, tourism can be dedicated to many different activities and ends which makes it possible to attract many different customers.

Business and leisure have been the main purposes for traveling during a long period of time, but now, these concepts are changing into society and a new one has emerged from them: **bleisure**. It was published for the first time by *Future Laboratory* as their biannual Trend Briefing as the activity of combining business travel with leisure time, Jacob Strand (2009). Since then it has been growing constantly up to a 7% of all business trips.

With regards to alternative forms of tourism, they have been growing from 2014 when “anti-tourism” movements emerged in Barcelona. Protests were initiated because of the irresponsible behaviour of visitors during summer months where over-tourism is reached. From then, Venice had to face such problems, and they became popular too in Asian countries in the coming years.

Even so, following that global warning situation and the environmental consciousness, an alternative form of tourism has been developed and emerged. This form of tourism is based on more sustainable approaches compared to mass tourism and involves a direct contact with nature, respect for natural and cultural areas and its conservation and based on community and social values. And now, customers not only travel for work or pleasure reasons, but these two areas merge to offer a client a unique experience. Thus, the sector is constantly changing and adaptation is key to keep up.

## 2.2. The hospitality industry

Given that a tourism industry needs to have a significant share of their supply covered by visitors, the hospitality industry is an important part of the tourism sector. Therefore, the hospitality industry is heavily linked to tourism, and it is related with a wide category of fields within the service industry (tertiary sector). When a tourist stays in a hotel, during their stay, they will also consume other tourism services from other tourism industries such as: rent a car, transportation, leisure services, restaurant services, etc...

Within the hospitality industry, the purpose and functions of the different businesses that offer products and services are very different. However, there is a main goal in all of them: the satisfaction of the customer, by exercising the hospitality act.

### 2.2.1. The hospitality industry in Spain and the Balearic Islands

The importance of the hospitality sector in Spain is unquestionable. Its economic importance and impact will be further detailed in section 3.2. but the

importance of Spanish hotel chains in relation to those of the rest of the world will be now explained.

Hotels Magazine provides a report on 325 hotels, ranked by number of rooms. Based on 2018 data, we can find within the top five ranked international luxury chains such as Marriott International, Hilton or InterContinental Hotels Group. Only Marriott has over 1,3 million rooms (Hotels Magazine, 2019).

Within the top 50 positions in the Hotels Magazine ranking we find four Spanish hotel chains, all of them of Balearic origin (central headquarters located in the Balearic Islands) (Hotels Magazine, 2019).

- Meliá Hotels International (20<sup>th</sup> position) with 83.253 rooms and 329 hotels.
- Barceló Hotel Group (31<sup>st</sup> position) with 55.670 rooms and 251 hotels.
- RIU Hotels & Resorts (38<sup>th</sup> position) with 42.155 rooms and 93 hotels.
- Iberostar Hotels & Resorts (46<sup>th</sup> position) with 37100 rooms and 13 hotels.

Although all four companies have dropped a position or two with respect to the previous year (2018), it is a clearly indicator that Spanish hospitality industry has world-class companies

The hospitality sector in Spain is growing both in revenues and supply (number of rooms and number of hotels worldwide), and this is shown in the annual HOSTELTUR ranking. This ranking considers large hotel chains which manage more than 1000 rooms. In the 2019 report, taking data from 2018, the top fifteen Spanish hotel chains are the following.

Table 1. Ranking based on turnover

Hotelería	Facturación 2018	Facturación 2017	Variación %
1 MELIÁ HOTELS INTERNATIONAL ▶	2.946,50	2.980,02	-1,12 %
2 IBEROSTAR HOTELS & RESORTS ▶	2.659,00	2.428,00	9,51 %
3 BARCELÓ HOTEL GROUP ▶	2.559,00	2.232,70	14,61 %
4 RIU HOTELS & RESORTS ▶	2.114,00	2.156,00	-1,95 %
5 NH HOTEL GROUP ▶	1.623,00	1.571,10	3,30 %
6 BAHIA PRINCEPES HOTELS & RESORTS (GRUPO PNERQ)* ▶	918,00	544,00	68,75 %
7 PALLADIUM HOTEL GROUP ▶	636,00	600,00	6,00 %
8 H10 HOTELS ▶	620,00	590,00	5,08 %
9 ELROSTARS HOTEL COMPANY (GRUPO HOTUSA) ▶	531,00	489,00	8,59 %
10 PRINCESS HOTELS ▲1	341,99	377,33	-9,37 %
11 BE LIVE HOTELS ▲1	267,00	262,93	1,55 %
12 PARADORES ▲1	252,67	255,25	-1,01 %
13 BEST HOTELS ▲1	231,10	204,10	13,23 %
14 HIPOTELS ▲1	183,70	170,33	7,85 %
15 GRUPO TEL ▶	166,00	165,00	0,61 %

Note: in million EUR.  
Source: HOSTELTUR, 2019

Meliá Hotels International is the biggest hotel company in Spain, by turnover and by number of rooms, which reach an amount of 83.018 rooms in 2019. Second, we find NH Hotel Group that has lost positions due to the departure from the group of Hesperia. Third, in both rankings (revenues and number of

rooms) we find Barceló Hotel Group with 55.944 rooms, and an increase from 2018. Fourth and fifth positions correspond to RIU Hotels & Resorts and Iberostar Hotels & Resorts, respectively, which together with Barceló and Meliá have increased their room capacity from 2018 to 2019 (HOSTELTUR, 2019). More details can be found in Table 3 in the Appendix.

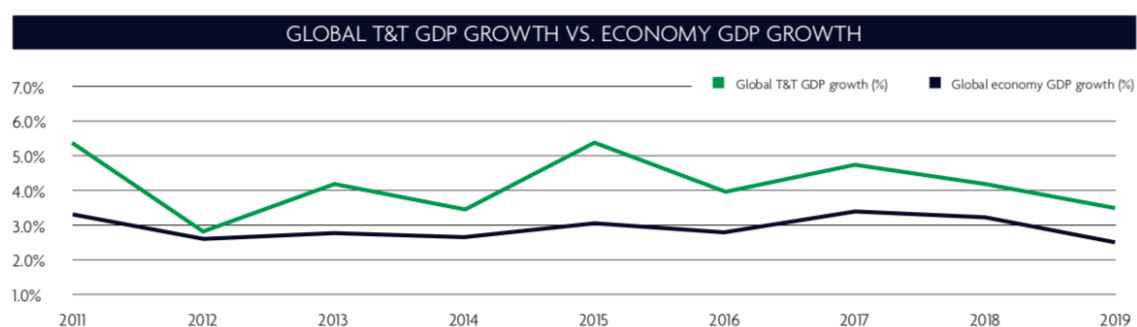
### 3. Economic importance of tourism and hospitality industry

To illustrate the economic importance of the tourism in general and of the hospitality industry in particular, data collected in 2019 will be presented in this section. Most of the information and data presented corresponds to the year 2019 and will be evaluated with respect to the previous year, 2018. If data from last year is not available, the latest one will be used, always specifying the year in question.

Also, we will highlight some circumstances of the current economic situation in 2020, due to the global recession caused by SARS-CoV-2 (also known as covid-10 or coronavirus), that has caused major damage to this sector. But first an overview of the last few years will be presented.

By 2012, international tourist arrivals have reached a figure higher than 1 billion, showing a recovery from the 2008 global recession, where tourism declined by 4,2% in 2009. And since 2012 international tourism has continued to grow even above global economy. As it can be seen in Figure 1, Tourism & Travel (T&T) experienced an excellent year in 2015 when its growth was 2,5 percentage points over the global economy (WTTC, 2020).

Figure 1. Global T&T GDP growth vs. Economy GDP growth



Source: World Travel & Tourism Council (2020)

Compared to other sectors, T&T has become one of the leading ones with regards to GDP (Gross Domestic Product) growth in 2019, only preceded by the Information & Communications (4,8%) sector and Financial services (3,7%) (WTTC, 2020).

The World Travel and Tourism Council (WTTC) produces reports on T&T taking data from 125 countries and 25 economic regions in the world. Their latest report shows that the T&T sector has grown in 2019 by 3,5%, even a point above global economy. Even so, for the last nine years this sector has grown more than the global economy itself, and during half this time, it has been the sector that has generated one out of four new jobs, WTTC (2020). It indicates that in 2019 this sector contributed by US\$ 8,9 trillion to the world's GDP.

Figure 2. Travel & Tourism in 2019



Source: World Travel & Tourism Council (2020)

According to the WTTC (2020), the regions that contributed more to T&T GDP growth, in a higher percentage with respect to the global T&T GDP growth of 3,5% are the following:

1. North East Asia: its T&T growth is 6,4% which is almost double of the overall T&T growth, and it is a 9,8% of the whole economy GDP.
2. Middle East: on second place and with a growth of 5,3% the Middle East represents an 8,6% of the global economy GDP.
3. South & South East Asia: with a growth of 4,5% and 4,6% and contributing together to almost a 20% of the economy GDP.

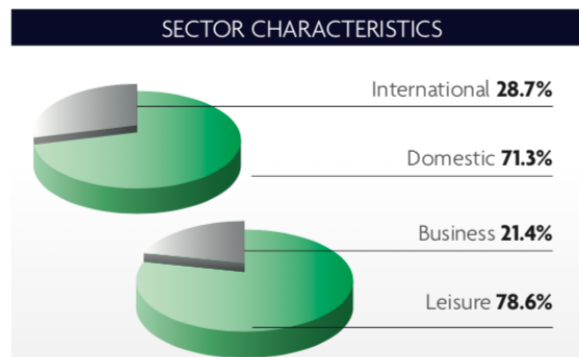
Following Asia and the Middle East, Europe is the other region that has a GDP growth higher than the global 3,5% GDP. And most of these growth concentrates in the Southern Mediterranean destinations such as Italy, Greece, Portugal, Croatia and Spain.

Furthermore, Europe is the main recipient of inbound tourism, followed by Asia and the Pacific. The fact is not surprising since among the ten most visited countries in the world, which represented a total of 577 million international tourist arrivals in 2018, half of them are in Europe. The European countries most visited in 2018 were France (89 million), Spain (83 million), Italy (62 million), Germany (39 million) and finally the United Kingdom (26 million) UNWTO (2019).

Evidently, not only international tourism has grown but also domestic tourism, which accounted for 71,3% of total T&T spending globally in 2019, as it was published by the WTTC. Domestic tourism is also a driver for governments to improve their infrastructure to attract more domestic tourism and leads to positive economic and social impact for the country.



Figure 3. Sector characteristics: global T&T spending



Source: World Travel & Tourism Council (2020)

The trends anticipated for 2020 onwards are related to artificial intelligence (AI) investment. A key element in full development whose introduction in the tourism and hospitality industry will provide users with unique and different experiences. The internet of the things and the ability to have access to a network at any time, will drive a new way to reach out to customers, even with voice assistant devices, or virtual reality. Nevertheless, the importance of the human factor in the industry is expected to be demonstrated, since AI can only perform certain activities, and a greater part of the hospitality service is based on human interactions. And as customers' needs are changing, so it is their perception of the world, firms, and interaction within one another.

This change of mentality in society brings with it the importance of sustainability at a corporate level. It represents a challenge for many companies within the sector, which can take advantage of social networks to carry out a face-lift and get hooked on the trends demanded by the market.

This new need created by the use of social networks in the population has already been demonstrated with the extensive use of social networks and its importance in terms of selling touristic products as well as to maintain a corporate image according to what customers expect from companies nowadays.

Finally, innovation has also accoutred within the finance and payment methods are also a key to tourism growth and evolution. Payment preferences and methods are shifting from traditional alternatives (cash or card payments) to frictionless payments via smartphone or smartwatch and already diving into Bitcoin or any other new currencies.

Overall, the forecast for 2020 appeared to be a key point for the further development of the industry and it was anticipated that the growth carried out by the sector in the last decade would be maintained.

Whilst the positive expectations for the market in 2020, already by the end of 2019, according to the UNWTO data, international tourist arrivals were suffering a slowdown compared to 2018 where the annual growth was 5,6%. The reason that explains this change in figures is the outbreak of coronavirus that took place in China and that was slowly spreading to Europe, to continue its way up to the American continent by the end of the first quarter of 2020.

Additionally, UNWTO considered weaker economic indicators due to the uncertainty about Brexit, trade and technological tensions and rising geopolitical challenges that affect business and consumer confidence (UNWTO, 2020).

Some of the effects derived from the unprecedented “coronavirus” situation have hit directly to the tourism sector. According to UNWTO, (2020) 96% of global destinations have imposed travel restrictions. With tourism, and most of the hospitality industry’s establishments closed, 100,8 million jobs are projected to be lost in the T&T industry, which will increase the global unemployment rate by almost 3% WTTC (2020). Altogether, the impact of covid-19 is already five times the impact of the 2008 financial crisis (WTTC, 2020), which implies millionaire losses for companies and governments.

It is still uncertain how countries will respond and will recover their ‘normal’ economy functioning, but is it assured that it will take time and responsiveness from everyone to recover from it.

UNWTO has assembled a Crisis Committee to ensure governments do all they can to safeguard the millions of jobs under threat as a result of the covid-19 pandemic (UNWTO, April 2020). Correspondingly, the International Monetary Fund and the World Bank are drawing up financial and economic responses to this situation, whereas the European Commission has been enhancing political cooperation (UNWTO, April 2020). All of these international organisations work together and accordingly to create a united response to mitigate the impact of covid-19 as well as to prepare tourism for recovery. It will be a joint effort by country government’s, private sector and international institutions, whose success can help society recover.

### 3.1. The case of Spain

It is already agreed that tourism and hospitality are very important sectors worldwide, and now, data will be presented to understand the importance of these sectors in Spain and in its economy.

There are many international institutions that collect data from several countries to produce statistics and comparisons. The WTTC does so globally, and presented data in 2019 confirming that tourism was the sector that provided more wealth to the Spanish economy, representing a 14,6% of the GDP. The tourism sector is closely followed by construction and then trade and health sectors.



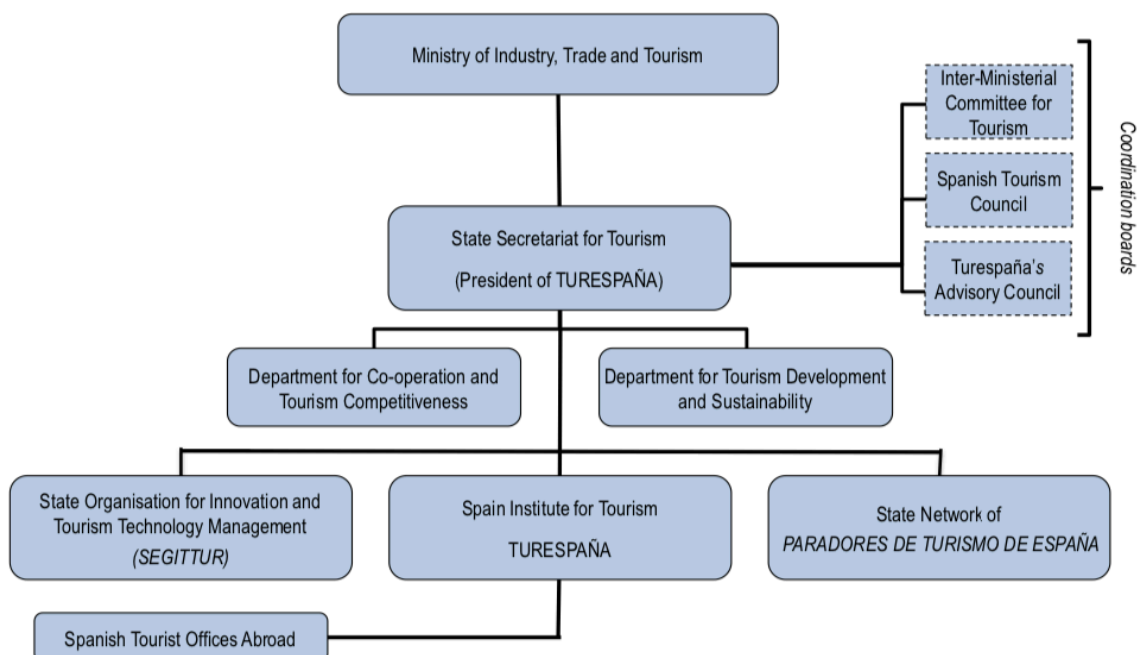
UNWTO registered that international tourist arrivals to Spain reached the amount of 82 million, only surpassed by France (with 87 million) which is the most visited country in the world. Nevertheless, Spain received more expenditure deriving those arrivals with respect to France.

On a European level, we would find these studies done by Eurostat and published in the Tourism Satellite Accounts (TSA). There we can find data that illustrates that Spain recorded the highest tourism gross value added (EUR 236131 million) which represents 27% of tourism gross value added to the European Union (EU) in 2019. Table 4 shows more detail into those results and it can be found in the Appendix.

Last, on a national level, the *Instituto Nacional de Estadística de España* (INE) is the institution that collects data for its analysis and statistics. Focusing on the report issued in 2019, based on available data, the tertiary sector in 2018 represented a 66% of the Spanish GDP, which continued to grow for the fifth consecutive year, hand in hand with global GDP. The touristic demand contributed 12,3% of the total GDP in 2018 and generated 2,62 million job positions which represents a 12,7% of the total employment (INE, 2019).

The importance of the sector in Spain is shown by the many institutions and bodies that coexist in the country. The Ministry of industry, Trade and Tourism is responsible to define, develop and implement tourism policy together with the central government. As every autonomous community has its regional administrations, it is important for the minister of tourism to coordinate them, alongside public institutions such as TURESPAÑA (Spanish Institute for Tourism.) (OECD, 2020).

Figure 4. Spanish organizational chart of tourism bodies



Source: OECD, adapted from Ministry of Industry, Trade and Tourism, 2020

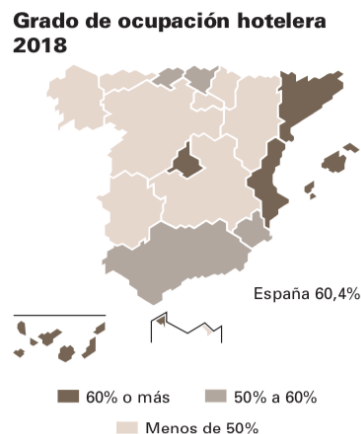
The public investment done by the Government reached the amount of EUR 336 million in 2018 (OECD, 2020). The development of an established strategy contributes to many levels of the Spanish economy and society. It is a motor for employment and consequently for the social economic growth of the country that leads to a higher social benefit.

By 2018, both inbound and outbound tourism had continuously grown since 2014. And the three inbound markets for Spain with regards tourist arrivals are the UK (22,4%), Germany (13,8%) and France (13,6%) (OECD, 2020). Even if domestic tourism showed a slow drop during these four years, it represents three times the inbound tourism, with an amount of 425,4 million domestic trips recorded in 2018 (OECD; 2020). Table 5 shows more detail into those results and it can be found in the Appendix.

All those numbers of visits directly affect the tourism receipts and expenditure which is also higher for inbound tourism than for outbound tourism. It means that as a country we collect more from the visitors that come to Spain, in contrast to what Spaniards spend in other countries while visiting abroad.

In particular, the tourism receipts and expenditure directly affect the hospitality industry in Spain. An illustration would be the hotel occupation by region and we see that five Autonomous Communities have an average occupation over 60%. These are Madrid, Cataluña, Valencian Community, Balearic Islands and Canary Islands.

Figure 5. Degree of hotel occupancy in Spain, by region in 2018



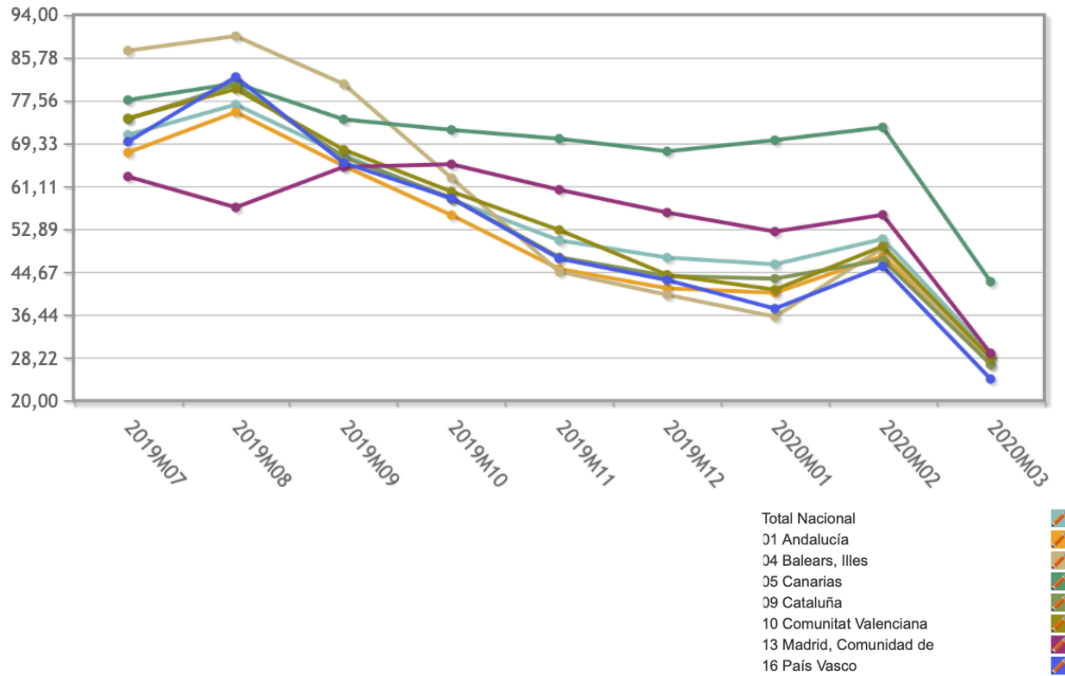
Source: INE, 2019.

This is also shown in the *Encuesta de Gasto Turístico* (EGATUR) which is published by the *Instituto de Turismo de España* (ITE). The last available data is from 2014 but it shows that the exact 5 autonomous communities received more tourists, and this meant greater spending in those territories. Only adding the community of Andalucía which was on fourth position in 2014 (ITE, 2018).

As tourism in Spain is seasonal in nature, especially for destinations with a coastline, data regarding the month of July 2019 will be presented to show how important the sector is to those regions. It is important to bear in mind that the

Canary Islands are an exception due to its climate, which allows them to have a more regular tourist share during the year.

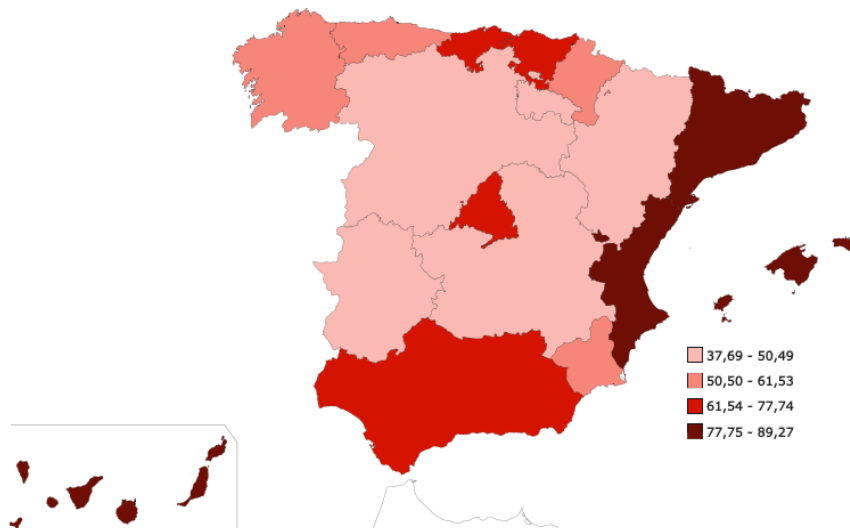
Figure 6. Occupancy per place



Source: INE, 2020

Figure 6 illustrates that the Balearic Islands is the region with higher occupancy per place almost until October. After that the Canary Islands usually maintain a steady occupancy rate which shows a clear drop from mid-February 2020 due to the covid-19 situation. Right before that, the regions that have an occupation per place higher than the national average are the islands, both Balearic and Canary, then Cataluña and Valencian Community as well. These are the regions that also have higher degree of occupancy per room, as shown in figure 7 below.

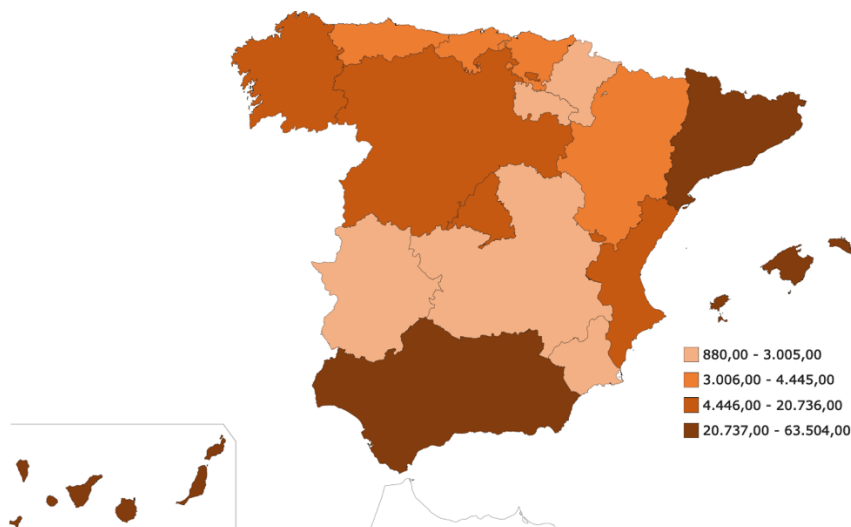
Figure 7. Degree of occupancy per room (July 2019)



Source: INE, 2020

The degree of occupancy during the summer season are key to the Spanish tourism sector, as shown in figure 7 and it has a direct impact on the employment of the region as is shown in figure 8 below.

*Figure 8. Employed staff (July 2019)*



Source: INE, 2020

Overall, tourism and hospitality are key sectors on the development of the Spanish economy which drive employment, social benefits and infrastructure improvement.

## 4. Theoretical framework of cultural intelligence

The interest in the term, cultural intelligence (CQ), is found in the literature for many years. An analysis of the theoretical framework of CQ through the available literature will allow us to learn about it and understand its evolution.

Back in the 70s and 80s, the cross-cultural training was considered ineffective so it was scarce in organizations. Luckily, since 1990, Black & Mendenhall proposed a cross-cultural training framework that offered opportunities for further research and studies in the hotel industry.

Due to the different customer needs that involve the tourism sector, it is imperative for hospitality employees to be cultural intelligent. This cultural awareness can be measured by cultural intelligence which analyses individual's abilities to interact with people with different cultural background, and cross-cultural training can affect individual's CQ according to Ang, Earley & Van Dyne (2007).

#### 4.1. The basis to the cultural intelligence

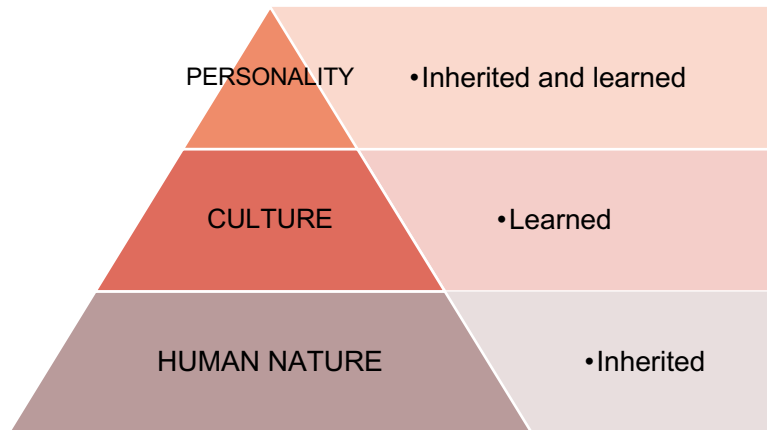
To get to fully understand what is the CQ, how it has evolved and how important is the cross-cultural training to the CQ, we will go through some of the literature around the subject of National Culture.

This will help us to understand the layers of culture, according to different authors, and how these layers are composed of dimensions that build up a national culture, that can be different to another. These dimensions can be defined as an aspect of culture that can be measured relative to other cultures, that is why it is interesting to understand them and maybe use it as cross-cultural training to support cultural intelligence development.

##### 4.1.1. Culture

One definition of culture is the collective programming of the mind which distinguished the members of one group or category of people from another according to Hofstede (1991). This means that culture is learned, not inherited, and therefore it is shared with people who live or lived within the same social environment. And it needs to be distinguished from human nature and from an individual's personality.

*Figure 9. Three levels of uniqueness in human mental programming*



Source: Cultures and organizations, G. Hofstede (1991)

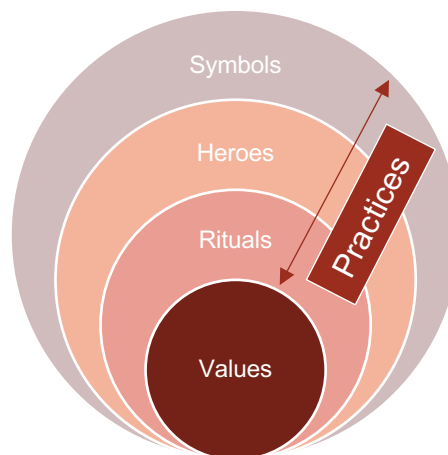
Mainly, human nature is considered by Hofstede universal, while culture is only shared within a specific group and category. And then, apart from the culture there is the personality that is specific to every individual (1991).

His work focuses on culture and on the different ways in which cultural differences manifest. Hofstede identifies four layers that take part of the concept of culture: **symbols**, **heroes**, **rituals** and **values** and he groups them on an onion diagram, and are layered from the outside to the core of culture.

We can understand and subsume the following three concepts as **practices**:

- **Symbols** carry a particular meaning only recognised by those who share the culture, such as words, gestures, pictures or objects.
- **Heroes** are persons who serve as a role model because they possess characteristics that are highly prized in a culture. These heroes can be alive or dead, real or imaginary.
- **Rituals** are considered essential within a culture, as they are collective activities carried out for their own sake.

Figure 10. The onion diagram



Source: Cultures and organizations, G. Hofstede (1991)

The core of culture is formed by **values**, understood as broad tendencies towards two opposites. For example, evil vs. good, irrational vs. rational, etc. Many of them remain unconscious to those who hold them because they are acquired in the early stages in our lives. Even so, it is believed that by the age of 10 the value system is firmly in place and very difficult to change after that.

Hofstede (1991) conducted a survey about the values of people of 50 different countries around the world and the statistical results analysis revealed common problems that he thought represent dimensions of cultures:

1. Power distance: social inequality and relationship with authority.
2. Collectivism versus individualism: which is the relationship between the individual and the group.
3. Femininity versus masculinity: social implications of having been born a boy or a girl.
4. Uncertainty avoidance: relating to the control of aggression and the expression of emotions.
5. Confucian dynamism: long-term orientation in life versus short-term orientation.

Therefore, in this model, each country is characterized by a score on each of the dimensions and therefore its culture is different from another one, although they can share some similarities. In each dimension the differences manifest at different levels among the diverse countries. It can be seen in school, ideas or philosophy, and the workplace.

If we focus on the workplace, this theory can be very useful to understand culture and international competition and see what competitive advantages different cultural profiles show. And by knowing that we are able to create a workforce adapted to the company's needs.

*Table 2. Culture and international competition: competitive advantages of different cultural profiles.*

<b>DIMENSION</b>	<b>DEGREE</b>	<b>COMPETITIVE ADVANTAGE</b>
<i>Power distance</i>	Small	Acceptance of responsibility
	Large	Discipline
<i>Individualism</i>		Management mobility
<i>Collectivism</i>		Employee commitment
<i>Masculinity</i>		Mass production, efficiency
<i>Femininity</i>		Personal service, custom-made products
<i>Uncertainty avoidance</i>	Weak	Basic innovations
	Strong	Precision

Source: Cultures and organizations, G. Hofstede (1991)

The dimensions that affect most organizations are power distance and uncertainty avoidance and these are key to understand two main questions: who has the power to decide what and which are the rules or procedures to be followed in order to achieve the desired ends.

Based on the answer of these two questions there are implicit models of organizations ready for international management to implement ITIM-consultants in business culture and international management-.

- The contest model (winner takes it all): highly competitive Anglo-Saxon cultures with low power distance, high individualism and masculinity, with low scores on uncertainty avoidance. E.g. UK, USA, Australia and New Zealand.
- The network model (consensus): everyone is supposed to be involved in decision-making process, typical of highly individualistic cultures, “feminine” and with low power distance as the Netherlands or Scandinavia.
- The organization as a family (loyalty and hierarchy): these societies have powerful in-groups and paternalistic leaders with high scores on power distance and collectivism. E.g. most Asian countries.
- The pyramidal organization (loyalty, hierarchy and implicit order): these are collective societies with large power distance and uncertainty like much of Latin America, Greece, Portugal and Russia.
- The solar system (hierarchy and impersonal bureaucracy): it is similar to the pyramid structure but with greater individualism. Typical from France, Belgium, Spain and Italy.
- The well-oiled machine (order): there isn't much hierarchy, as there is low power distance and high uncertainty avoidance, procedures and rules are carefully balanced. It is found in Germany, Austria, Czech Republic and Hungary.

As a result of the survey it is shown that many countries share characteristics that makes them similar enough to implement certain models of organisation and leads them to conduct in an akin way. However, what differentiates one culture from another are the core assumptions and values that are accompanied by norms, symbols and rituals specific for each culture.

According to Trompenaars (1998), another Dutch and organizational theorist, and author in cross-cultural management, culture is separated in three different layers. The core consists of **basic assumptions** about life. The middle one is formed by **norms** (what is right or wrong) and **values** (what is good or bad) shared by a group. The outer layer consists of **artefacts**, which are the visible expressions of deep norms and values. From there, Trompenaars (1998) states that culture can be divided into three areas: how we relate to **people**; how we manage **time** and finally, how we relate to **nature**. These areas define each culture.

However, inside the first area we can find seven more divisions and our relative position along these dimensions guides our beliefs and actions through life, that is why he gives them so much importance.

As both Hofstede and Trompenaars are well known in the field of cross-cultural research, and despite the fact that Trompenaars has 7 divisions while Hofstede has 5, they both agree on the definition of culture and so it will be our basis.



#### 4.1.2. Intelligence

Once understood how culture is composed and how it affects every one of us individually and as a community creating different cultures, we will continue to understand the meaning and conceptions of the subject intelligence and consequently the meaning it gathers when related to culture.

There is an array of conceptions around the word intelligence. As it has been defined as the capacity for logic, understanding, self-awareness, emotional knowledge, reasoning, planning, creativity, critical thinking and problem-solving.

However, it is complicated to get a more specific agreed definition, as the term is very controversial among psychologists. Many researchers have focused in a component of intelligence and defined the term by taking his/hers measure as the core of it. See for example:

- David Wechsler (1994): “capacity of the individual to act purposefully, to think rationally and to deal effectively with his environment”<sup>1</sup>.
- Howard Gardner (1993): “set of skills of problem solving and the potential for finding or creating problems and thereby laying the groundwork for the acquisition of new knowledge”<sup>2</sup>.
- Robert Sternberg & William Salter (1982): “goal-directed adaptive behaviour”<sup>3</sup>.

All of these conceptions are what we know as traditional intelligence (or IQ) related to human beings. It could be synthesised as the ability to perceive information, retain it as knowledge to be applied towards adaptive behaviours within an environment or context.

Apart from different definitions of the term, as we have already seen, it applies to different sources, human and non-human. The latter includes animal, plant and machine intelligence -called Artificial Intelligence (AI)-.

Therefore, one of the characteristics that differentiates us from AI is emotions, at least so far. Then, there is a type of human intelligence that is key to this differentiation and is the emotional intelligence (EQ). It was defined by Peter Salovey & John Mayer (1990) as “the ability to monitor one’s own and other people’s emotions, to discriminate between different emotions and label them

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<sup>1</sup>Wechsles, D. (1944). *The measurement of adult intelligence*. Baltimore: Williams & Wilkins.

<sup>2</sup> Gardner, H. (1993) *Frames of mind: The theory of multiple intelligences*. New York: Basic Books.

<sup>3</sup>Sternberg, RJ; Salter W (1982). *Handbook of human intelligence*. Cambridge, UK: Cambridge University

appropriately, and to use emotional information to guide thinking and behaviour”<sup>4</sup>.

The term was popularized, a few years later, by Daniel Goleman with the publication of his book: *Emotional Intelligence – Why it can matter more than IQ* (1995)<sup>5</sup>. There is one key element that EQ and CQ share, and according to Daniel Goleman, is the propensity to suspend judgment-to think before acting. And so, it is seen that developing more than one type of intelligence can enhance the abilities for other types of intelligence.

#### 4.2. The definition of cultural Intelligence

We now know how culture is defined, how it is composed and why it is different in different countries. And we also know different types of intelligence that affect individuals and differentiate humans from plants, animals or machinery. So now we will see how intelligence plays a part in culture forming the CQ.

As previously explained, CQ and EQ are related, and they even share some characteristics, but CQ picks up where EQ leaves off. If a person with high EQ can identify what makes us human and differentiate it between different individuals, a person with high cultural intelligence can unravel a person behaviour to understand to which extent it is shared within a culture. And then what really differentiates both types of intelligence is culture.

The cultural intelligence is defined by Ang & Van Dyne (2008) and Earley & Ang (2003) as the capability to function effectively in contexts characterized by cultural diversity. Which depends on the different layers just explained in the previous section. Although some aspects of cultural intelligence are innate, such values and rituals, anyone can achieve an acceptable level of CQ.

A concise definition of the term *Cultural intelligence: an outsider’s seemingly natural ability to interpret someone’s unfamiliar and ambiguous gestures the way that person’s compatriots would*; according to the article *From the October 2004 issue* published in the *Harvard Business Review* by P. Earley & E. Mosakowski (2004).

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<sup>4</sup>Mayer, John D (2008). *Human Abilities: Emotional Intelligence. Annual Review of Psychology*. 59: 507–536.

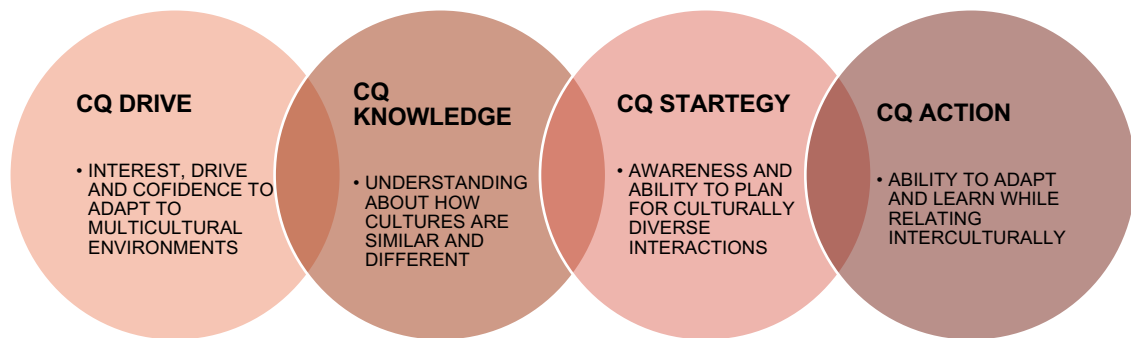
<sup>5</sup> Goleman, D., (1995) *Emotional Intelligence*, New York, NY, England: Bantam Books, Inc.

### 4.3. The CQ model

Is it really a natural ability to be culturally intelligent? Is it something that can be learned and taught? These are just some questions that arise when understanding the concept of CQ that makes oneself consider how a high level of CQ can be reached.

The CQ model is defined by four capabilities that stem from the intelligence-based approach of cultural adjustment and performance developed by Ang, Van Dyne & Livermore (2009)<sup>6</sup>. These four capabilities represent the stages a person goes through when developing a culturally intelligence journey.

Figure 11. The CQ Model



Source: Ang, Van Dyne & Livermore (2009).

#### a. CQ Drive: Motivation

*How effectively functioning in culturally diverse situations a person is according to its interest and confidence.* Livermore, David (2009).

The motivation drives from the intrinsic interest of the person to enjoy culturally diverse experiences by having the reliance to be effective in them (self-efficacy) while also gaining benefits (extrinsic interest).

#### b. CQ Knowledge: Cognition

*It's a person's understanding and knowledge of how cultures are similar and different from one another.* Livermore, David (2009).

This knowledge can be related to business such as economic and legal systems from different cultures. It can also be interpersonal knowledge base on ones' life experience such as values, norms or rituals and religious beliefs. And finally, socio-linguistics knowledge related to rules of languages, slang and non-verbal behaviours (ways of greeting, show of appreciation etc.).

#### c. CQ Strategy: Meta-cognition

*How a person interprets culturally diverse experiences when making judgments and opinions on their own thought processes or others.* Livermore, David (2009).

<sup>6</sup> Livermore, David (2009). *Leading with Cultural Intelligence*. New York

The meta-cognition occurs at three different levels. The first one is awareness, when a person realizes it's knowing of a certain culture. The second step in this journey is the planning. It happens when one's prepares a strategy before having a concrete culturally diverse encounter.

The final step consists of checking the assumptions made when real experiences differ from expectations. It is important to adjust mental maps while in this stage to gain better knowledge of the culture and to avoid misunderstandings.

#### **d. CQ Action: Behaviour**

*The last capability is to adapt verbal and non-verbal behaviour to make it appropriate to diverse cultures, using all the capabilities explained before.* Livermore, David (2009).

As a result of being aware of these four stages while having multicultural engagements one can develop intercultural skills that can be perfected and mastered with training and experience. Then, knowing about how we understand different cultures, how we process it in order to be able to be accepted in the culture and learning from those experiences are key aspects when in culturally diverse scenarios.

Moreover, Taewon Moon (2010) has demonstrated discriminant validity of CQ and EQ based on factor analyses, so they are positively correlated. As the four factors of the CQ model are related to the four factors of emotional intelligence (self-awareness, self-management, social awareness and relationship management).

Not only gathering cultural information (shared by a group or community) but also using EQ to understand people's specific emotions has shown useful for managers working internationally with people from all over the world. And if these skills can be learned, it can be very useful for companies to train their workforce on them, as it can payback as more business -and profit- overall.

#### **4.4. The importance of CQ**

When conducting business with people from around the world, all the knowledge one can gather is needed, especially cultural knowledge. As useful as business knowledge for the specific sector one is working in, emotional and cultural intelligence are needed to understand and interact with others without offending them, and even in a way similar to their cultures to make them feel better.

Furthermore, there are other intercultural competences that add value to CQ skills by offering a multifaceted framework of competences. Bückner and Poutsma (2010) along with Leung, et al. (2014) believe that the CQ model is the most comprehensive model because it focuses on a set of capabilities, rather

than on personality. For this reason, CQ capabilities are more proximal indicators of cross-cultural effectiveness.

## 5. Cultural Intelligence and tourism

CQ can be a conscious process that leads to better interactions between culturally diverse individuals. As cultural intelligence can refer to the capabilities of an individual, team or firm, it is especially important for companies that operate internationally.

CQ is now perceived by managers in organisations as a key aspect of understanding the impact of the cultural background for stakeholders and how their behaviour is fundamental for effective business (Kotsaga, 2015).

Certainly, CQ is important for companies, and more even so if they develop international business. For instance, taking the tourism sector, which involves a high amount of internalization and globalization by definition, how important would CQ be? Is it considered a critical factor in tourism and the hospitality industry? Is cross-cultural training encouraged and developed in the hospitality industry? Or is it only useful for leadership and management positions? The question to these answers would be discussed in the following sections.

### 5.1. Cross-cultural training as key factor of CQ in hospitality

Hence companies and firms require cross-culturally competent employees there is a need in the industry to have well trained future professionals. This journey can start anytime and can be more developed during the university period. However, it is something that can be learned not only by more traditional lessons, but it is enhanced with work and life experience.

Accordingly, Black (2004), established four areas that have a direct effect on internalization of hospitality management education:

- a. *Faculty*: it involves international research and educational exchange with partners from other countries and cultures.
- b. *Students*: international students or undertaking programs which take place with joint universities.
- c. *Curriculum content*: language knowledge, international courses or experience abroad are a key factor in CV content.
- d. *International alliances*: having international programs and experiences that allow the exchange of students and professionals.

A few years later, Heares et al. (2007) propositioned a way to look into the integration of culturally diverse tourism programs with a conceptual model of cultural diversity in the curriculum. His model includes four issues as well:

- a. *Training requirements of tomorrow's hospitality graduates*: it is important to know whether they have the right skills to interact with diverse cultures. This involves, communication, sensitivity to diversity and understanding of outside requirements.
- b. *Educator's training needs*: instructors and mentors need to be trained as well, which requires resources someone has to provide.
- c. *Program learning outcomes*: any content useful for intercultural experiences, such as communication and language training, diversity values, cultural sensitivity, negotiation skills and legislation.
- d. *Program assessment and methods of delivery*: field trips, tests of aptitudes, problem-solving scenarios and training on-the-job can be useful to assess the methods provided.

Given that CCT can take place in numerous stages and moments, what would be a key content or skill to achieve that can help develop secondary skills?

In this case, especially in the tourism & hospitality sector, language is crucial. Not only being able to speak more of one language, but it is essential to speak 'hospitality language' defined by Blue & Harum (2003) as a formal language held between the hotel staff and the guests.

Communication and language skills are treated as one of the antecedents of CQ by Shannon & Begley (2008). They state that multilingual people will be able to validate assumptions about behaviours that reflect different cultural practices, Shannon & Begley (2008:43). For this reason, it should be a must include in cross-cultural training as enhancing other skills for CQ.

Undoubtedly, CCT must take over during a period of time. Should it be delimited, short-term or long-term? Of course, if the reason for the need of CCT is because someone is departing its country, the training should take place before that (Selmer et al., 1998: 835). In this case, the training received will be specific and will provide information about initial adjustment problems and employees or students will have real expectations on their future experiences.

Short-term CCT will provide with more concrete knowledge and training on a specific country or culture. As it happens, with more intercultural experience, knowledge is acquired and more training can be provided, and when it is extended on time, long-time CCT is achieved.

The more relevant the contents on the CCT, along with the spent time on it and the knowledge of languages, the more positive impact on CQ. All of these aspects are part of what will be the future well-trained professional in CQ.

## 5.2. The need for CCT in management in hospitality

Noriega & Monk (1997) investigated the need for cross-cultural diversity management training education for those individuals that will be entering the global marketplace of hospitality and tourism management.



During the research done for his book *True North: Discover Your Authentic Leadership*, Smart (2007) stated that the standards of global leadership have changed over time and that when it comes to globalization a workplace should be “blended” by people of different backgrounds. Therefore, to meet the needs of the industry, global managers are expected to understand foreign cultures in order to work effectively on them, Black & Gregersen (1991).

Most of expatriate failures happen because of cultural adjustment problems according to Caudron (1991). Each failure can cost a company a lot of money, depending on the conditions and salary of the employee involved. Nevertheless, if CCT potentially reduces the failure rate, it would also reduce its costs to the firm.

There is a general agreement in the vast papers and studies that deal with the subject, which conclude that it is equally important for managers and employees to have CCT. Nevertheless, there is no agreement on when this training should take place. Hence, the need to identify whether this responsibility for training lies within academics or the industry itself.

One approach would be for universities and academics to update the curriculums so future professionals will enter the industry with skills that help them understand the global marketplace. Lewis (1993) stated that hospitality educators who prepare students for senior positions must anticipate future needs of the industry.

The CCT on this level should be extent, to human relations, culture, values and norms, behaviour and language and communication. And if this were to be true in reality, next generation managers will dispose of highly CQ skills. Future leaders will achieve more culturally diverse integration than what is happening in the present workplaces.

On the other hand, managers and leaders must also be aware of the competences needed in the market, and so, they should support any initiative or program that makes it possible to achieve those competences. Although, it is very difficult to achieve so unless the current leaders of the sector are not yet convinced of the importance of CCT.

The conclusion on this issue, already derived from Noriega & Monk's (1997) paper on *the need for leadership support in cross-cultural diversity management in hospitality curriculums*, is that without the proper leadership training & support, cross-cultural diversity issues will not be addressed even if training in the area of diversity has been received.

Indeed, there is high relevance to cross-cultural scenarios only provided by CQ. According to Groves & Feyerherm, Rockstuhl, et al. (2011) CQ predicts global leadership effectiveness when EQ does not and consequently CQ has predictive validity only in intercultural contexts.

## 6. Practices of CQ in the hospitality industry

Since an important factor for the success of the hospitality industry is to offer high quality services and ensure customer satisfaction, it is important that management has high level of CQ, as seen in the previous literature (e.g. Chen et al., 2011). CQ can be encouraged by hotel managers as it helps to achieve performance excellence creating a competitive advantage perceived by visitors. Managers and employees with high CQ can focus on client's needs and cultures to develop proper responses to their demands, helping to attract more tourists to those establishments known to have a workforce with a high CQ and offering an excellent experience.

As revealed by the study of Ambardar, A. (2013), CCT is an effective strategy in the attainment of organizational performance, and provides 100% of satisfaction to hotel guests. Indeed, it has been proven that cultural diversity is growing in the industry including employees, owners and guests and it has forced hotel chains to change their human resource approach to be more culturally diverse and provide CCT to supervisors, managers and frontline employees.

Even so there are several challenges identified in CQ literature to date, it is shown that understanding multicultural differences is essential in the sector (Frías-Jamilena et. al, 2018). Ambardar (2013) has also shown the effects of cross-cultural training for hotel frontline employees. Therefore, the educational stages that train for working in the hospitality sector need to be aware of such facts and use them to provide the best training possible to future hospitality employees, managers, and even owners.

### 6.1. Empirical evidence on the Balearic Islands

There are studies on the antecedents and consequences of cultural intelligence in tourism (Frías-Jamilena et. al, 2018), and on the effects of cross-cultural training for hotel frontline employees (Ambardar, 2013). However, there are not so many studies regarding Spain, and much less on the Balearic Islands. Due to the importance of tourism and hospitality sector in the region, it is interesting to discover if CCT is enhanced in the hospitality studies, and if they are, how it affects CQ, which is exactly what will be illustrated in the following section.

Abdien and Jacob (2019) have analyzed the practices of the CQ in the hospitality industry in the Balearic Islands in a paper published in the Journal of Teaching in Travel & Tourism in 2019. The Balearic Islands has one of the most recognised Hospitality Schools in Spain, and Europe, located in Palma de Mallorca, called EHIB. According to María Tugores, Director of the EHIB "the privilege of being in an international tourist destination with a long history favours a close relationship between teachers and the industry in the sector, and therefore, promoting, developing and ultimately consolidating the reputation of the School as a world leader in hotel education.



The paper by Abdien and Jacob (2019) focuses on the analysis of the effects of the components of the CCT (specific courses, classroom activities and institutional support activities) on CQ as a whole and on its four dimensions, according to the CQ model explained in section 4.3. In fact, the hypotheses proposed and relevant to this paper are the following:

- **H1:** CCT influenced positively student CQ.
- **H2:** Student CQ varies according to profile.
- **H3:** Contact with people from other cultures enhance student CQ.
- **H4:** An internship abroad enhances student CQ.

The population of the study comprised students from first and fourth year in the Hospitality School (EHIB) in the Balearic Islands. A survey was handed in order to collect data and it was structured in three sections: the first one was to gather profile information on the students, the second measured CQ, and the third one aimed to measure CCT. The answers of the questionnaire went from strongly disagree -1- to strongly agree -5-, so the results will be analyzed numerically.

Profile information from Spain showed that 61,9% responders were female, most of them between 18 and 25 years of age. The majority of the respondents have worked or trained in the hotel industry before (69,1%). The proportion between first year and fourth year studies is close, the first being 2,6% and the latter 47,4%; and all of the latter confirmed they had cross-cultural interactions during their internship.

The descriptive analyses of the variables (CCT & CQ) showed that Motivational CQ was the most perceived dimension by respondents with a result of 4,24 (out of 5). It was followed by Metacognitive CQ and Behavioral CQ. Regarding the CCT dimensions, support activities achieved the lowest result (2,91). Finally, when analysis the correlation between CCT and CQ it is shown that it exists, and it is positive, for the three CCT dimensions (Abdien and Jacob, 2019).

Results obtained by Abdien and Jacob (2019) show first, that H1 can be accepted, **H1: CCT influenced positively student CQ.** There is significant correlation between CCT and CQ. This means that CCT can directly affect CQ and so the first hypothesis is supported. Second, with respect to **H2: Student CQ varies according to profile, results** in Spain show that there is no variation across gender nor age. However, there is variation across nationalities and also between first-year and fourth-year students. Then, the hypothesis is only supported partially. Third, in relation to **H3: Contact with people from other cultures enhance student CQ,** results indicate that there are differences in CQ between people who has cross-cultural contacts and those who do not. Hypothesis three is then supported. Finally, results in relation with **H4: An internship abroad enhances student CQ.** Indicates that, even though Spanish students must undertake international internships in their hospitality degree, there are no difference in the total CQ among students who had the internship abroad versus those who do not. So, the last hypothesis is not supported by this study.

The results of Abdien and Jacob (2019) for students in Spain show that there is a positive correlation between cross cultural training and cultural intelligence, which is consistent with Black et. al (1990) theory. Therefore, while working on a multicultural industry it is useful to have CCT in order to have a high level of CQ. Secondly, there is some change on CQ on different profiles. It has been illustrated that motivational CQ increase while students in Spain get older. Third, CQ also changes as they progress in their studies or degree. As they get older and advance in their studies CQ increases, which completely supports the theory that the level of education has influence on the level of CQ. Finally, having continuous relationships with people from different countries or going abroad to study or work, has been proven to enhance CQ as well. Consequently, it is interesting for universities and schools to include exchange programs in their syllabus (Abdien and Jacob, 2019).

Indeed, the study only focuses on one hospitality school, and the sample size was not particularly high. Further empirical studies should be more representative for them to be valid for the country as a whole. While the results obtained from the study have proven the significance of CCT on CQ, it is also discovered that experience help enhance CQ as well.

Due to the necessities of the hospitality industry, in terms of the workforce, and more even so in a region as the Balearic Islands, it is essential to prepare culturally intelligent students that will be future employees, according to Kotsaga (2015). And it is within educational institutions to help students achieve so, by designing a complete syllabus that encourages metacognitive and motivational dimensions, as they display lower values.

## 7. Conclusions

Studies on CQ and CCT, however, are not without its limitations. First. Most of the studies are based on a small number of people what makes it difficult to generalize results and shows that there is a need for further investigation across cultural differences. Second, there is no agreement on the concepts and dimensions of CQ and CCT within the research community, and different models take different interpretations for the studies. Third, as the interest on the subject is increasing, its relevance begins to cling to professionals in the sector. Even so, it is necessary that faculty, professionals and institutions of the sector believe in the importance of the issue for its future sustainable development.

The literature review on the tourism sector and hospitality industry shows that there is cultural diversity in all its areas. And it has also proven that CQ is key to enhance performance and therefore attract more tourists. Since hospitality employees work continuously on an international environment it is especially important to develop CQ skills that help them perform better in order to be competitive in the market.

Furthermore, CQ cannot only be learned, but it is acquired through experience, be it work or personal one. Apart from the adaptation of Hospitality Schools syllabus, which will be detailed later, it is important for companies to enhance CCT in all levels. Therefore, this calls for a change within the industry and human resources management in order to support the fully developed CCT. Of course, while this happens in firms and organisations, universities and schools must adapt their curriculums to fit the future needs of the market.

The study carried out by Abdien and Jacob (2019) in the Balearic Islands shows that CCT positively and directly affects CQ, and that, in addition, having relationships with culturally diverse people on a regular basis also increases CQ capacity. From the same study, it is showed that dimensions from the CQ model are not developed equally. Motivational CQ was the most perceived dimension followed by Metacognitive CQ and Behavioural CQ.

To conclude, hospitality schools should adapt their curriculums to integrate more CCT as a way to develop CQ for future hospitality workers. And surely companies need to support these efforts and include CCT in their organisations as well.

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## Appendix

Table 3. Top 50 hotel chains by establishments and rooms

Hotelera		Establecimientos		Habitaciones		
		2019	2018	2019	2018	
1	MELIÁ HOTELS INTERNATIONAL	▶	329	321	83.018	80.861
2	NH HOTEL GROUP	▶	369	385	57.356	59.682
3	BARCELÓ HOTEL GROUP	▶	251	247	55.944	54.219
4	RIU HOTELS & RESORTS	▶	95	90	45.648	42.497
5	IBEROSTAR HOTELS & RESORTS	▶	102	100	32.404	31.824
6	APPLE LEISURE GROUP	▶	65	SD	23.127	SD
7	EUROSTARS HOTEL COMPANY (GRUPO HOTUSA)	▶	202	189	20.732	19.512
8	MP HOTELS	▲1	75	67	17.790	16.500
9	H10 HOTELS	▲1	66	60	17.437	15.975
10	BAHIA PRINCIPE HOTELS & RESORTS (GRUPO PIÑERO)	▲1	27	26	14.153	13.627
11	PALLADIUM HOTEL GROUP	▲1	50	44	14.000	14.000
12	BLUEBAY HOTELS	▲1	62	56	11.518	11.230
13	BEST HOTELS	▲1	34	33	11.181	10.968
14	CATALONIA HOTELS & RESORTS	▲1	72	69	10.426	10.150
15	BE LIVE HOTELS	▲1	32	32	9.979	9.108
16	PRINCESS HOTELS	▶	21	22	9.423	9.952
17	SENATOR HOTELS & RESORTS	▲2	38	35	9.414	7.858
18	HOTELES GLOBALES	▶	41	40	9.237	8.750
19	GRUPO LOPESAN	▲1	20	20	7.886	7.463
20	ALLSUN HOTELS	▲1	34	34	6.886	6.685
21	HIPOTELS	▲1	30	29	6.833	6.483
22	GRUPOTEL	▲1	35	35	6.407	6.267
23	PARADORES	▲1	97	97	6.058	6.125
24	GRUPO INVERSOR HESPERIA *	▶	33	33	5.647	5.207
25	ROC HOTELS	▲1	22	23	5.341	5.593
26	VINCCI HOTELES	▼1	38	39	5.328	5.663
27	SANDOS & MARCONFORT HOTELS	▲2	13	12	4.827	4.508
28	SERVIGROUP	▶	19	19	4.822	4.818
29	HTOP HOTELS & RESORTS	▲1	18	18	4.500	4.500
30	ILUNION HOTELS	▲1	26	25	4.435	4.137
31	BLUE SEA HOTELS	▼2	27	26	4.400	4.504
32	ONA CORPORATION	▲9	34	30	4.271	3.373
33	PLAYASOL IBIZA HOTELS	▲1	36	36	4.144	4.137
34	OHTELS	▲1	16	16	4.050	4.065
35	MED PLAYA HOTELS	▲1	16	16	3.929	3.888
36	NORDOTEL *	▼9	15	17	3.781	4.842
37	SIRENIS HOTELS & RESORTS	▶	10	11	3.753	3.838
38	PROTUR	▶	18	17	3.660	3.561
39	HOTELES SUNWING	▲1	13	10	3.600	3.385
40	VALENTÍN HOTEL GROUP *	▲2	11	11	3.415	3.357
41	SERCOTEL HOTELS	▼9	36	37	3.289	4.180
42	SUNRISE BEACH HOTELS (SBH) *	▲2	9	9	3.281	3.186
43	HM HOTELS - WHALAIHOTELS	▲5	18	18	3.135	2.958
44	HOTELES SILKEN	▼5	24	26	3.134	3.385
45	FARANDA HOTELS *	▶	26	22	3.094	3.096
46	HOTELES ELBA	▲6	16	15	3.054	2.802
47	ALEGRIA HOTELS	▼1	19	20	3.000	3.070
48	ZAFIRO HOTELS	▼1	12	12	2.987	2.987
49	EVENIA HOTELS *	▲8	16	16	2.934	2.269
50	HOTELES SANTOS	▲2	12	12	2.784	2.783

Source: HOSTELTUR, 2019



Table 4. Total domestic supply and international tourism consumption EU-28

Country	Tourism gross value added (at basic prices) (Million EUR)	Domestic supply (at purchasers' prices) (Million EUR)	Internal tourism consumption (Million EUR)	Tourism ratio* (%)
<b>EU-28</b>	869 092	37 672 000	1 276 000	3.4
Belgium	7 972	1 135 849	20 774	1.8
Bulgaria	:	131 365	4 479	3.4
Czechia	4 876	599 609	11 107	1.9
Denmark <sup>(1)</sup>	89 041	716 922	17 212	2.4
Germany	105 252	8 268 827	287 207	3.5
Estonia	845	57 786	2 202	3.8
Ireland	:	:	:	:
Greece	:	:	:	:
Spain	236 131	2 446 123	123 899	5.1
France	:	:	187 575	:
Croatia <sup>(2)</sup>	4 215	107 089	10 441	9.8
Italy	87 823	3 711 419	146 334	3.9
Cyprus	:	:	:	:
Latvia	893	46 946	1 414	3.0
Lithuania	1 052	98 976	2 045	2.1
Luxembourg	:	:	:	:
Hungary	6 050	309 157	6 293	2.0
Malta	331	19 947	1 150	5.8
Netherlands	30 442	2 100 552	87 450	4.2
Austria <sup>(3)</sup>	26 111	905 478	40 147	4.4
Poland	3 514	954 517	14 505	1.5
Portugal <sup>(4)</sup>	11 147	417 076	23 321	5.6
Romania	4 556	326 479	8 946	2.7
Slovenia	1 463	118 552	4 269	3.6
Slovakia	1 847	269 291	5 291	2.0
Finland <sup>(5)</sup>	4 609	505 642	13 979	2.8
Sweden	10 175	1 093 075	31 257	2.9
United Kingdom <sup>(6)</sup>	83 492	5 040 236	188 436	3.7
Norway <sup>(7)</sup>	12 573	710 748	18 300	2.6
Switzerland	14 502	1 303 645	35 461	2.7

(\*) Tourism ratio = Internal tourism consumption (at purchasers' prices) as proportion of domestic supply.

Note: Reference year for TSA data: See Table 3.

(1) Tourism specific and tourism related industries in T6.1. Margins included in T6.2

(2) Croatia-specific tourism characteristic industries are the following: retail trade and industries producing merchandise (one column in table 6), mooring services of nautical port, renting of vessel (nautical charter).

(3) "Tourism ratio": In the Austrian TSA Tourism Direct Gross Value Added (TDGVA) is defined as the value added generated by tourism industries and other industries of the economy in response to internal tourist consumption. However, the starting point of the calculation of TDGVA is TSA-Table 6, which shows products characteristic of tourism on the supply as well as on the use (demand) side (internal consumption). Calculating the "tourism ratio" of any given supply of commodities the amount purchased by tourists is related to the total supply of the respective commodity. These "tourism ratios" are applied to the Gross Value Added (GVA) of each of the "symmetrically" corresponding industry in TSA-Table 5, the TDGVA of each industry results. Therefore, the result under T6.8 differs from the national published one. Incl. Business trips.

(4) The amount of trade margins of the connected and non specific goods are implicit under internal tourism expenditure (margins in table 1 + margins in table 2) and under "total output of domestic producers".

(5) We have published a tourism ratio of 2.5% because we subtract the price of commodities for Tourism connected products and non-tourism related products from the internal tourism consumption in table 4. For these, only margins are included in Internal Tourism Consumption in Table 6. These products are mainly related to fuel and shopping.

(6) Trade and transport margins not estimated.

(7) T6.1 is Gross value added for tourism industries. Tourism industries does not include services associated with own vacation homes and retail trade of country-specific tourism characteristic goods. Production of local passenger transport is included in the transport industries. T6.7, see comments under T2 and T4.

Source: Eurostat, Data collection on TSA 2019

Table 5. Spain: domestic, inbound and outbound tourism evolution

## Statistical Profile

### Spain: Domestic, inbound and outbound tourism

	2014	2015	2016	2017	2018
<b>TOURISM FLOWS, THOUSAND</b>					
<b>Domestic tourism</b>					
Total domestic trips	462 761	345 599	370 397	418 689	425 452
Overnight visitors (tourists)	139 615	123 923	132 201	138 357	139 931
Same-day visitors (excursionists)	323 146	221 676	238 196	280 332	285 521
Nights in all types of accommodation	621 835	476 459	508 758	517 502	507 739
Hotels and similar establishments	94 351	84 074	91 254	90 650	90 648
Other collective establishments	40 635	27 574	32 702	38 664	35 713
Private accommodation	486 850	364 810	384 802	388 187	381 378
<b>Inbound tourism</b>					
Total international arrivals	107 614	109 834	115 561	121 717	124 456
Overnight visitors (tourists)	64 995	68 175	75 315	81 869	82 808
Same-day visitors (excursionists)	42 619	41 659	40 246	39 849	41 647
Top markets					
United Kingdom	15 007	15 764	17 675	18 807	18 524
Germany	10 422	10 260	11 209	11 897	11 415
France	10 616	11 504	11 259	11 267	11 293
Nordic Countries	5 045	5 009	5 129	5 827	5 804
Italy	3 698	3 907	3 969	4 223	4 389
Nights in all types of accommodation	575 795	597 319	593 417	633 697	616 715
Hotels and similar establishments	279 623	288 472	280 646	291 692	287 884
Other collective establishments	34 830	41 004	26 547	32 412	35 599
Private accommodation	261 342	266 654	286 224	309 593	293 233
<b>Outbound tourism</b>					
Total international departures	13 952	15 706	16 144	17 594	19 750
Overnight visitors (tourists)	11 783	12 488	13 272	14 351	16 424
Same-day visitors (excursionists)	2 169	3 218	2 872	3 243	3 326
Top destinations					
France	2 124	1 836	2 147	2 462	2 410
Portugal	1 503	1 670	1 650	2 086	2 282
Italy	1 207	1 263	1 451	1 292	1 860
United Kingdom	993	1 188	1 299	1 388	1 465
Germany	688	891	804	803	948
<b>TOURISM RECEIPTS AND EXPENDITURE, MILLION EUR</b>					
<b>Inbound tourism</b>					
Total international receipts	53 883	56 309	60 351	66 682	69 023
International travel receipts	53 883	56 309	60 351	66 682	69 023
International passenger transport receipts	..	..	..	..	..
<b>Outbound tourism</b>					
Total international expenditure	13 572	15 724	16 998	19 611	22 692
International travel expenditure	13 572	15 724	16 998	19 611	22 692
International passenger transport expenditure	..	..	..	..	..

.. Not available; | Break in series

Source: OECD Tourism Statistics (database), 2020