

**Intercultural Communications
and
Relationship Marketing Competency
in
Senior Care Facilities**

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Format

1. Background story
2. Video: Examples of corporate lapses in diversity compliance
3. Discussion of potential lapses in diversity compliance in senior care
4. Research presentation
5. Recommendation/Conclusion
6. Questions &Answers





Ethnocentrism

WHAT IS ETHNOCENTRISM?

EXPLAINED



Ethnocentrism is insensitive to other cultures, while cultural relativism shows high cultural sensitivity.



US AGAINST THEM

ETHNOCENTRIC FOUNDATIONS OF AMERICAN OPINION

DONALD R. KINDER AND CINDY D. KAM

Mmm. perfect! Really.
no cuisine is as
good as ours.



Her belief that her cuisine is the best
is a classic example of ethnocentrism.



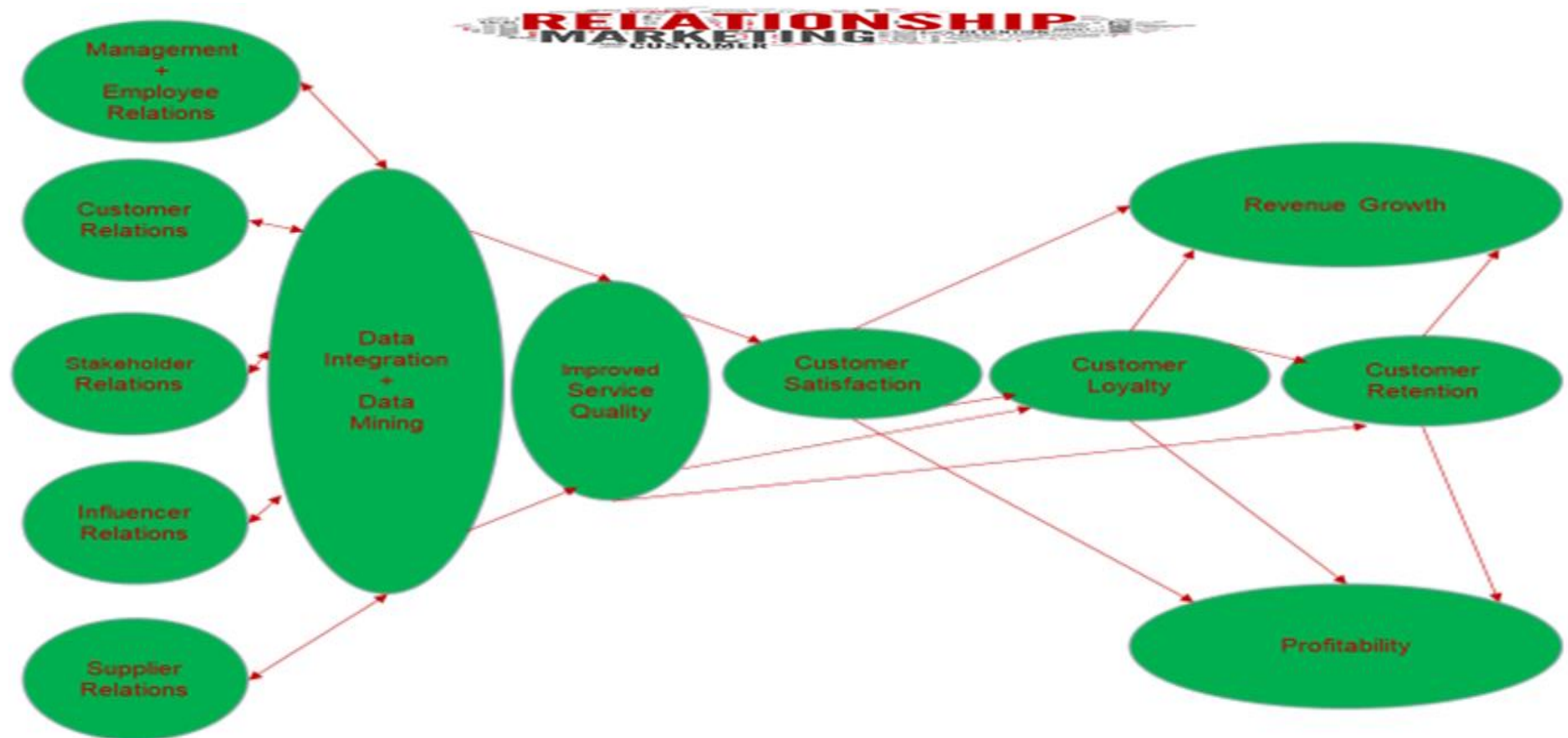
ETHNOCENTRISM EXAMPLES



The six markets model of RM



Ritz
Carlton
Costco
RBC
Starbucks



Relationship Marketing=Customer Satisfaction, Loyalty, Retention and Profit Growth

RM seeks to identify and establish, maintain and enhance and, when necessary, terminate relationships with customers and other stakeholders, at a profit so that the objectives of all parties involved are met; and this is done by mutual exchange and fulfilment of promises” (Berry, cited by Grönroos 1997).



Intercultural Communications Competence

- Acknowledges that cultural groups are distinctively different from each comparative group (Ingrid, 2011).
- There are major variations in the communications styles between cultures (Deardorff, 2009; Eliassen, 2015; Hofstede, 2001; Martin & Nakayama, 2017).
- These difference in communication styles can present significant challenge during organisational and individual intercultural encounters
- Intercultural competence involves an individual or group's ability to effectively and appropriately communicate in an intercultural setting (Deardorff, 2009; Eliassen, 2015; Hofstede, 2001; Martin & Nakayama, 2017).

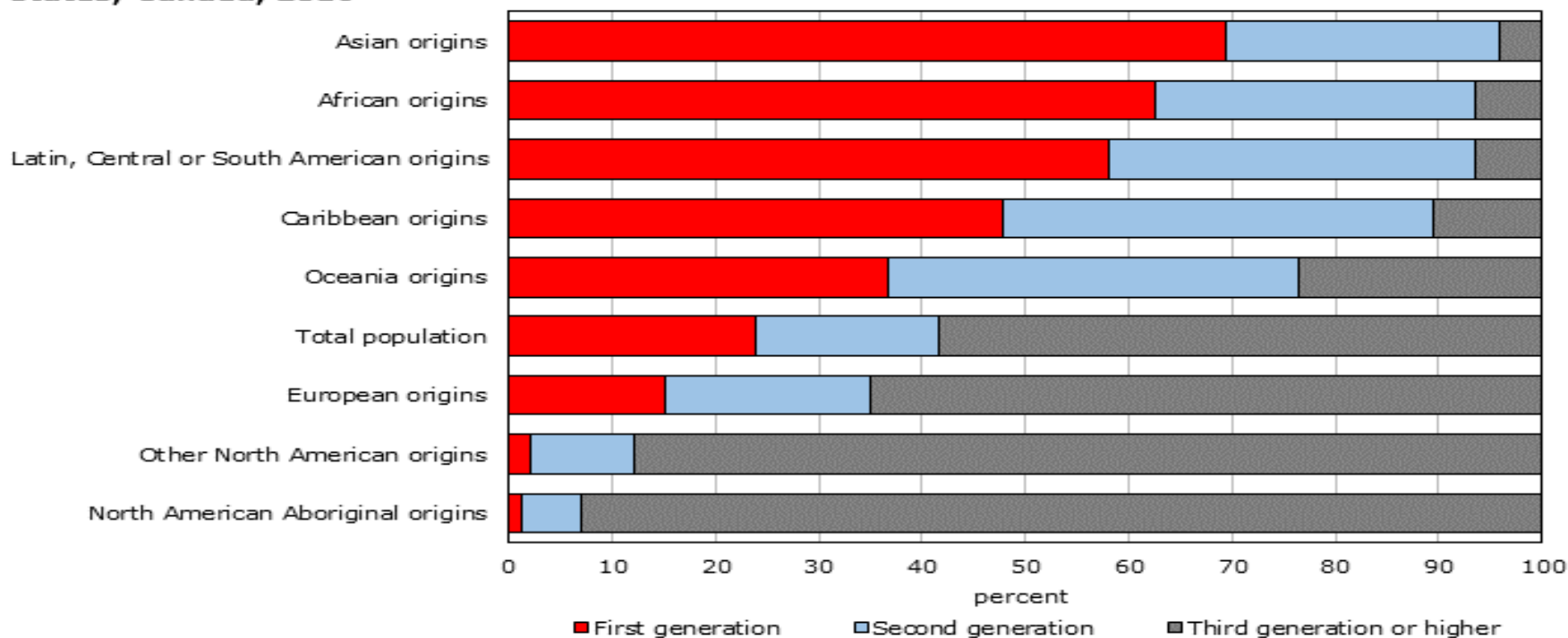


Diversity in Canada



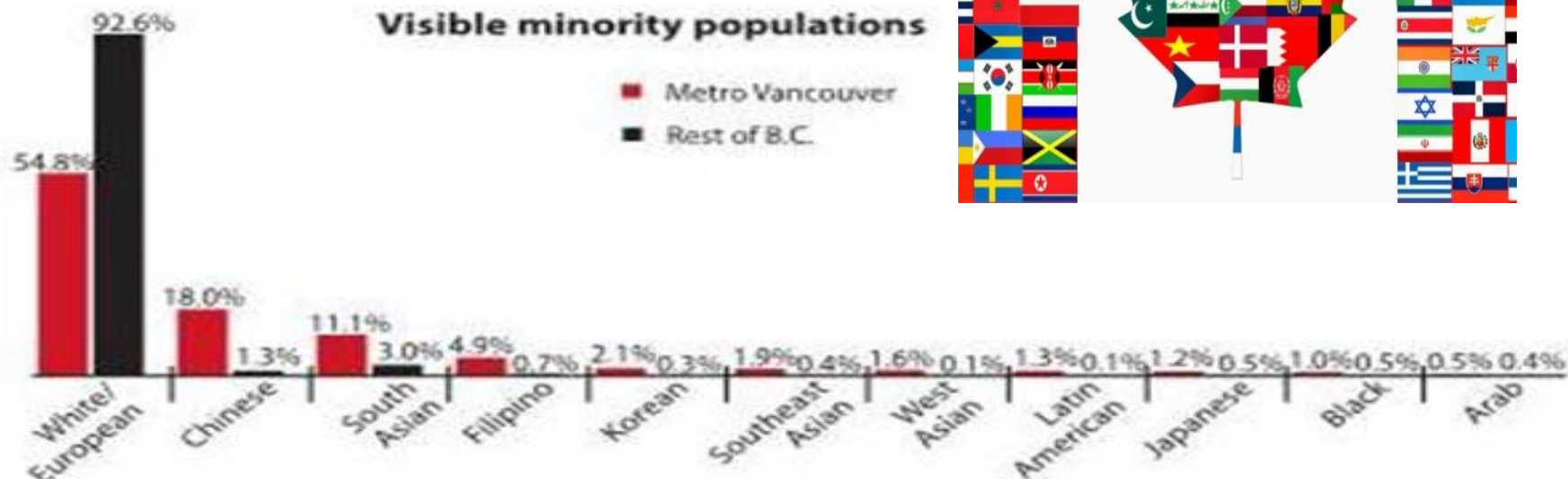
Chart 3

Distribution of ethnic and cultural origins of the population, by generation status, Canada, 2016

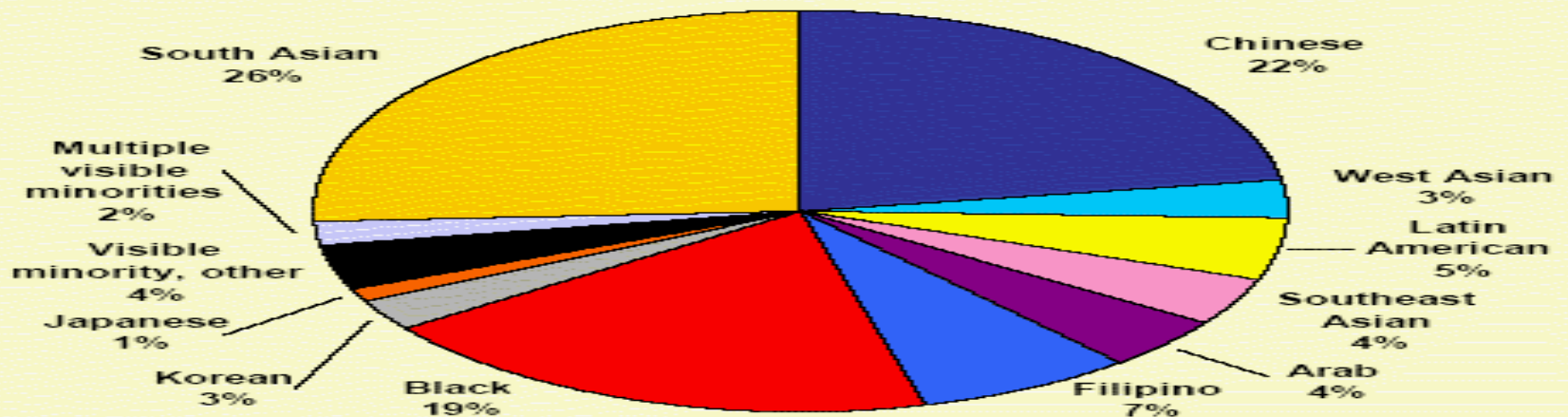


Source: Statistics Canada, Census of Population, 2016.



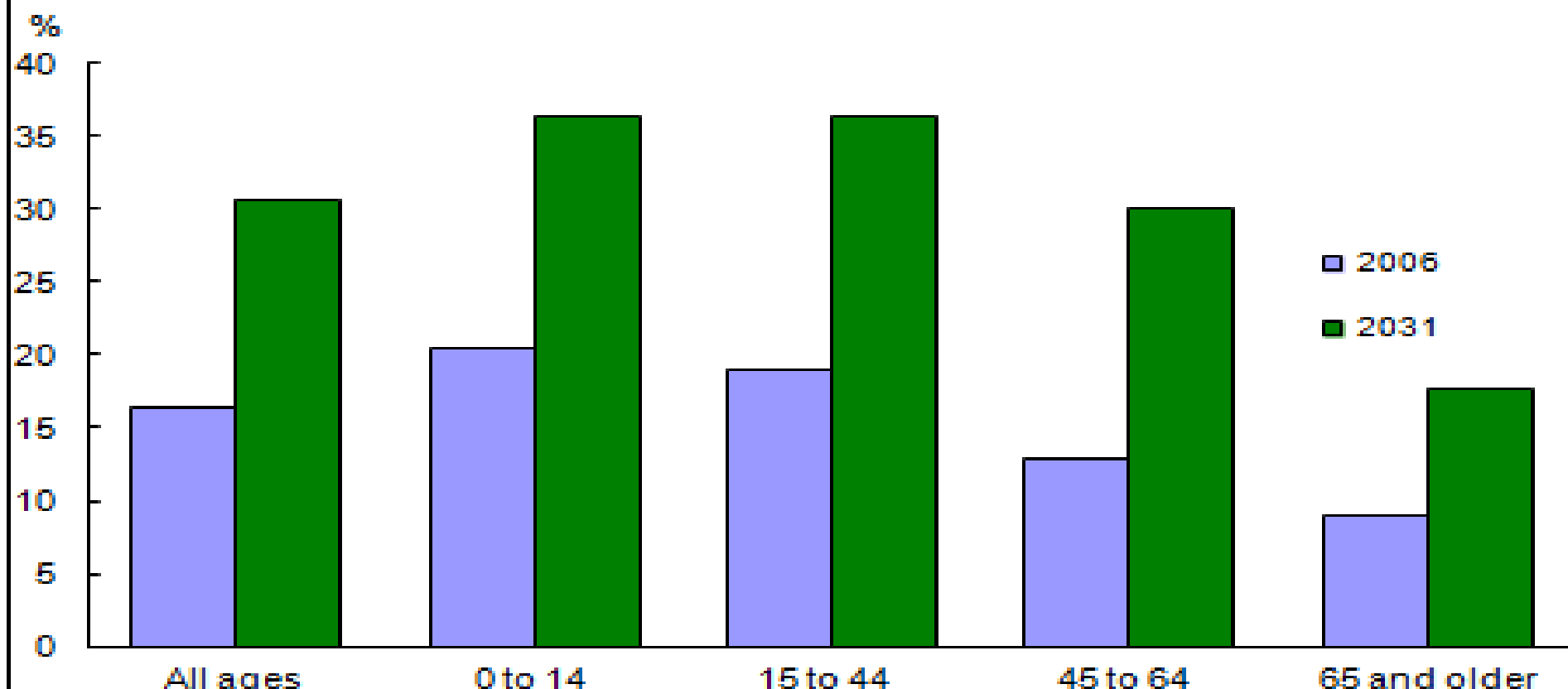


Distribution of Visible Minorities, Ontario, 2001



Source: Statistics Canada, 2001 Census.

Chart 13.1 Visible minority population projections, by age group



Note: The medium-growth projection scenario combines medium fertility, life expectancy, immigration, immigration observed from 2001 to 2006 and medium internal migration.

Source: Statistics Canada, Catalogue no. 91-551-)



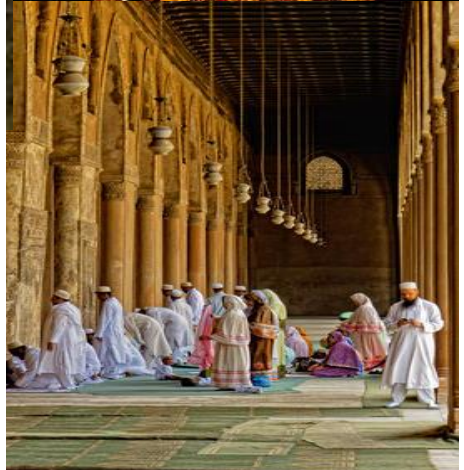
Diversity of
Cultural Expressions



Food Diversity in Canada



Diversity in Worship



Diversity in End-of-Life and Death Rituals



Customer Demands in the Age of Knowledge and Social Media



•Consumers:

- More knowledgeable about their rights as consumers
- Demand products and services that meets their desires and wants
- Have access to multiple complaint channels



Lapses in Corporate Cultural Diversity



Examples of Corporate Lapses in Cultural Diversity

- Dolce & Gabbana

<https://www.youtube.com/watch?v=594Q9CJQbD4>

- Dove

<https://www.youtube.com/watch?v=-KHMsiBATY>

Discussion: Potential Lapses in Cultural Diversity in the Senior Care Industry

Let's take 5 minutes and form groups of 3 or 4 people

- Discuss some potential challenges that can occur in a senior care facility as a result of increased cultural, ethnic, religious, or new forms of gender diversity in resident's population.**
- How can these challenges be avoided or prevented from happening in the first place?**

Examples of Potential Lapses in Diversity in Senior Care

What will happen if an indigenous resident or their family goes to the media with reports of lack of space and respect for indigenous end of life rituals at a senior care facility?

What will happen if a senior care facility accidentally offers a non-Kosher meal to a Jewish resident or a non-halal meal to a Muslim resident and the resident's family finds out goes to the media?

Do all facilities have accessible multipurpose religious space, or just a Christian chapel?

Research Project: Intercultural Communications and Relationship Marketing Competency in Senior Care Facilities in BC

Research Objective: To determine whether senior care facilities demonstrate sensitivity to intercultural communications and relationship marketing competency.

Goal: To promote the use of insights from intercultural communications and relationship marketing to improve service quality delivered to residents from diverse cultural, ethnic and religious backgrounds.

- *This will lead to customer satisfaction, customer loyalty, customer retention and profitability.*

Data: A qualitative review of publicly available information on senior care facilities' website of in British Columbia, Canada.

Key Characteristics of RM	Findings	Deficiencies	Recommendation
Value/Service Proposition •Corporate vision and management commitments to RM	<ul style="list-style-type: none"> Most facilities noted commitment to manage customer relationships and customer satisfaction 	<ul style="list-style-type: none"> Audience mostly referred to as residents A few referred to audience with pronoun “you” This conveys a lack of focus on each resident as an individual and a lack of personalization 	<ul style="list-style-type: none"> RM application emphasizes commitment to customization/personalization Customization enhances customer satisfaction
Resident-to-Family and Resident-to-Staff Relationship Building Opportunities	<ul style="list-style-type: none"> The family-resident’s relationship building opportunities focused on family participation in meal time. Some did not indicate any opportunities for family-resident relationship building 	<ul style="list-style-type: none"> Lack of comprehensive information on the nature of family involvement in the lives of residents 	<ul style="list-style-type: none"> Making available such information on the website will aid the decision making process of potential clients and their families. Families will have prior knowledge about the role and level of involvement that will be expected of them
Staff-to-resident relationships •Evidence of staff-relationship interactive opportunities that enhances service experience	<ul style="list-style-type: none"> Most facilities demonstrates awareness of the importance of nurturing staff-to-resident relationships by explicitly indicating their commitment to fostering these relationships 	<ul style="list-style-type: none"> No indication of how the information obtained through interaction is integrated into intelligence to improve service delivery 	<ul style="list-style-type: none"> Major corporations typically utilize CRM technology to capture information from interactions and transfer them intelligence facilities can still practice RM without reliance on CRM technology by paring and personalizing each staff-to-resident interaction If such procedures exist, include details on the website to demonstrate how they endeavour to pair residents and staff to promote personalised care
Trust, Respect and Privacy commitments	<ul style="list-style-type: none"> All the facilities noted they provide an environment that respects the needs of each resident 	<ul style="list-style-type: none"> Most had no information on trust and privacy No info on feedback/complaint management channels 	<ul style="list-style-type: none"> Relationship building requires established channels for customer engagement the partnership Need feedback/complaint channels

Characteristics of Intercultural Communications	Findings	Deficiencies	Recommendations
<i>Statement of Intercultural Inclusion</i>	<ul style="list-style-type: none"> • Neall all the facilities had no information on intercultural inclusion 	<ul style="list-style-type: none"> • The only information on intercultural issues focused on participation in some cultural celebrations 	<ul style="list-style-type: none"> • Lack of culturally competent care delivery leads to poor patient outcomes and health disparities experienced by patients from certain racialized and ethnic backgrounds. • Intercultural inclusion will result in satisfaction/ retention/profit
<i>Availability of Religious Space and Leadership</i>	<ul style="list-style-type: none"> • A few provide non-denominational spiritual space and chaplaincy services consistent with resident's history. 	<ul style="list-style-type: none"> • None indicated provision of religious support consistent with the major religious faiths 	<ul style="list-style-type: none"> • There are significant variation in religion, and end-of-life rituals • Facilities require in-depth understanding to provide satisfactory faith-based services • Facilities can maintain relationships with leaders from the major religions who can provide cultural and religious specific counselling/end-of-life services when needed
<i>Culturally Based Meal Provision</i>	<ul style="list-style-type: none"> • No information on the provision of culturally-based meal offering 	<ul style="list-style-type: none"> • A few websites noted they look to cultural and food preferences to meet residents needs 	<ul style="list-style-type: none"> • It might not make financial sense to offer cultural appropriate meal when the number of seniors from diverse backgrounds are limited • Indicating such service is available when needed convey commitment to cultural accommodation

Recommendations and Conclusion

- If your facility is utilizing components of relationship marketing and intercultural communications, frame your corporate brand around these management orientations.
- You should consider using an interculturalist marketing plan and an interculturalist communications plan
- E.g. The target audience in your marketing plan and the publics in your communications plan should represent the diversity in Canadian population.
- Highlight all the key features in all your communications materials such as brochures, flyers and TV ads, website.



This will attract potential clients and families from all cultural, ethnic and religious backgrounds, increase satisfaction, loyalty, retention and profitability.



Examples of Concepts and Language to use in an Interculturalist Communications and Relationship Marketing Plan

Relationship Marketing

- Win-Win
- Satisfaction
- Loyalty
- Retention
- Partnership
- Alliances and cooperation
- Life-time value
- Co-creation of value
- Mutual rewards for all stakeholders
- Avoiding defection

Intercultural Communications

- Avoiding ethnocentric biases
- Avoiding negative stereotyping/othering
- Recognizing cultural differences in communication styles
- Listening actively
- Respecting differences
- Recognizing complexity
- Distinguishing perspectives
- Think twice and be honest

Comparing Transactional Marketing & Relationship Marketing In Senior Care

Transactional Marketing

- Focus on resident acquisition
- Discontinues engagement with family and friends
- Little emphasis on improving service delivery
- Limited commitment to meeting resident's needs/expectations
- Quality as the concern of care givers

Relationship Marketing

- Orientation towards resident retention
- Continues resident/family contact
- Focus on focus on co-creation of value
- Emphasis on improving service delivery
- Focus on meeting individual resident's needs/expectations
- Quality as the concern of management and all staff

Adapted from Payne, A., Christopher, M. and Peck, H. (eds) (1995) *Relationship Marketing for Competitive Advantage: Winning and Keeping Customers*. Oxford: Butterworth Heinemann

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