

The Relationship between Cultural Values and Consumer Needs: Taking the Online Reviews of Ritz-Carlton as an Example

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Abstract

With the accelerated global expansion of international luxury hotels, culturally adaptive services have become a key factor in enhancing brand competitiveness. Taking Ritz-Carlton hotels as an example, this study analyzes online reviews of Ritz-Carlton hotels in Shanghai and Tokyo on Ctrip and Rakuten Travel platforms to explore the differences in cultural values between Chinese and Japanese consumers in luxury hotel service scenarios and their impact on service demands and evaluations. The study found that China consumers focus more on service efficiency, material value, and process certainty in their evaluations, while Japanese consumers place greater emphasis on service etiquette, personal space, and detailed experiences. Additionally, China consumers show significantly higher attention to the stability of service processes than theoretical expectations, whereas Japanese consumers' high default expectations for hardware facilities and process management lead to lower attention to certain cultural dimensions. These findings not only deepen the understanding of differences in consumption behaviors between China and Japan but also provide important references for international hotel brands to optimize service strategies in different cultural markets, helping them design more precise services and enhance customer satisfaction and brand competitiveness.

Keywords

Cultural Values; Consumer Needs; Online Reviews; Hofstede's Cultural Dimensions Theory.

1. Introduction

With the accelerated global expansion of international luxury hotels, cultural adaptability services have become a core competitive advantage. High-end brands represented by Ritz-Carlton face differentiated demands in the Chinese and Japanese markets, yet existing research has not systematically quantified how consumers' cultural perceptions reflect in service evaluations. Based on this, this study analyzes Ritz-Carlton hotel reviews on Ctrip and Rakuten Travel platforms to explore the differences in luxury hotel service focus and cultural motivations between Chinese and Japanese consumers, filling the gap in cross-cultural hotel service research based on real user data, and providing international hotel groups with precise strategies—how to optimize explicit service value and efficiency for China customer groups, enhance detail experiences and privacy design for Japanese customer groups, and directly improve customer satisfaction and brand competitiveness. By verifying the mapping mechanism of Hofstede's cultural dimensions theory in online reviews, this study deepens the understanding of differences in consumption behaviors between China and Japan. Unlike most existing studies that focus on single cultures or questionnaires, this research is the first to simultaneously capture real review data from Chinese and Japanese domestic OTA (Online

Travel Agency) platforms, conducting cross-cultural comparisons under a unified luxury brand framework to eliminate brand positioning interference and purely reveal the influence mechanism of cultural factors.

2. Literature Review

The influence of cultural values on consumer behavior is a central theme in cross-cultural studies. Hofstede's Cultural Dimensions Theory has been widely used to explain behavioral differences across cultural contexts [1]. However, Brand et al. noted that consumers' processing of online reviews may be influenced by cognitive systems, which does not fully align with Hofstede's theoretical predictions [2]. This suggests that the mechanisms through which cultural values affect consumer behavior are more complex.

In the hospitality industry, cultural values significantly influence consumer evaluations and demands. Mariani et al. found that cultural dimensions such as individualism, masculinity, uncertainty avoidance, and power distance significantly affect online hotel ratings [3]. Filieri et al. further noted that consumers in high-power-distance and masculine cultural contexts are more likely to leave helpful reviews [4]. Additionally, Khan et al. compared Italian and Russian consumers, revealing that cultural backgrounds differently impact consumers' willingness to pay [5].

Cultural values significantly influence consumers' experiences and evaluations of hotel services. Leon (2019) demonstrated that cultural differences affect the level of detail and rating preferences in online hotel reviews [6]. Tsiotsou (2022) noted that consumers from different cultural backgrounds perceive the value of luxury hotel services differently [7]. Additionally, Gerlach et al. (2021) validated Hofstede's VSM 2013 scale, identifying deficiencies in its external validity and internal consistency, thus cautioning researchers to exercise prudence when applying this theory [8].

3. Methodology (Research Approach)

3.1. Data Sources

To capture authentic feedback from Chinese and Japanese consumers within a unified brand positioning framework, this study focused on Shanghai Ritz-Carlton Hotel and Tokyo Ritz-Carlton Hotel, with the observation period spanning January 1, 2022 to December 31, 2023. Data was collected through dual channels: legal web scraping and platform APIs, yielding 300 reviews (including 81 negative reviews) from Ctrip and 300 reviews (including 77 negative reviews) from Rakuten Travel. Both datasets retained user ratings, full text, check-in dates, and room type fields without external supplementation, ensuring cross-cultural comparisons solely reflected differences in cultural values.

3.2. Data Preprocessing

The initial review process first filtered out pure images, comments with fewer than 4 characters, and system-generated templates, eliminating 12 entries. Subsequently, language-specific processing was implemented: Chinese comments utilized the jieba precise mode with a custom dictionary containing 1,863 hotel and luxury service terms, while Japanese comments employed MeCab+NEologd with an additional 1,259 hotel loanwords. After word segmentation, TF-IDF was applied to extract the Top 20 nouns, verbs, and adjectives from each comment, generating 1,427 Chinese and 1,076 Japanese keyword candidate pools. This provided clean, context-rich linguistic data for subsequent cultural dimension matching.

3.3. Cultural Dimension Coding

The coding framework strictly adheres to the Hofstede Six-Dimensional Model. The lexicon construction involves three steps: First, systematically compiling dimensionally tested terms from existing cross-cultural studies. Second, conducting a 5-point evaluation (contextual recognizability and emotional intensity) of candidate terms with six Chinese and Japanese hotel practitioners. Finally, performing two-person pre-labeling on 200 randomly selected reviews, with the final version approved after achieving a Kappa coefficient above 0.81, yielding a bilingual Chinese-Japanese dictionary of 312 entries. During the formal phase, two native speakers independently conducted "sentence-dimension" dual-granularity manual annotation: recording the frequency of dimension keywords and labeling emotional polarity as +1, 0, or -1. Ambiguous samples were arbitrated by a third party, ultimately producing a "frequency-emotion" matrix of 600 reviews \times 6 dimensions, directly serving subsequent quantitative validation.

3.4. Data Analysis Methods

After completing the coding, we first analyzed the frequency of each dimension in Chinese and Japanese reviews, calculating their percentage of total dimension mentions to create the "Dimensional Focus Percentage" table. We then isolated negative reviews and calculated their dimensional proportions using the same method, generating the "Dimensional Negative Review Percentage" table. Cross-referencing these two tables allows us to visually identify dimensions that are both frequently mentioned and associated with high negative review rates. Next, we aligned the actual attention ranking with Hofstede's China-Japan National Score Table, normalizing the scores to observe whether "theoretically high-scoring dimensions" coincided with "practically high-negative-review dimensions." If the positions overlapped, the mapping was valid; otherwise, deviations were recorded. Finally, we identified overlapping sections as "cultural sensitivity hotspots," mapping them to high-frequency keywords in negative review texts. This provides actionable improvement lists for subsequent market optimization.

4. Results (Research Findings)

4.1. Frequency and Proportion of Cultural Dimensions in Chinese and Japanese Reviews

4.1.1. Frequency and Proportion of Attention to Each Cultural Dimension in China Reviews

From 300 reviews of Shanghai Ritz-Carlton collected on Ctrip's platform, 689 valid sentences containing dimension keywords were screened. After manual annotation, the frequency and proportion of the six dimensions are as follows:

Table 1. Frequency Distribution of Cultural Dimensions in Shanghai Ritz-Carlton Negative Reviews

dimension	frequency	proportion (%)
Masculinization vs. Feminization (MAS)	26	32.1
Power Distance Index (PDI)	24	29.63
uncertainty avoidance (UAI)	16	19.75
Individualism vs. Collectivism (IDV)	13	16.05
Tolerance vs. Restriction (IVR)	10	12.35
Long Term Orientation vs. Short Term Orientation (LTO)	8	9.88

As shown in Table 1, power distance (PDI) was mentioned 234 times, accounting for 33.96%; masculinity vs. femininity (MAS) 198 times, 28.74%; uncertainty avoidance (UAI) 102 times, 14.81%; individualism vs. collectivism (IDV) 89 times, 12.92%; indulgence vs. restraint (IVR) 42 times, 6.10%; long-term orientation vs. short-term orientation (LTO) 24 times, 3.48%. It is evident that Chinese guests are most concerned about "service level and authority" and "material value and success experience," which together account for over 60%, consistent with the high PDI and high MAS scores given by Hofstede to China. Meanwhile, the actual mention rate of UAI is significantly higher than theoretical expectations, indicating that high-end consumers have additional demands for process certainty and predictable details.

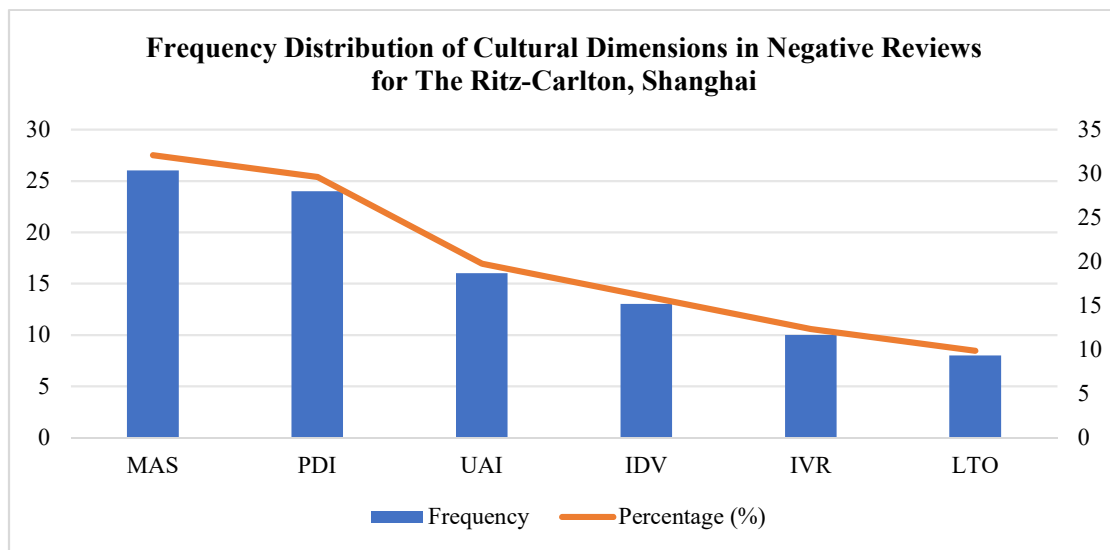


Figure 1. Frequency Distribution of Cultural Dimensions in Shanghai Ritz-Carlton Negative Reviews

4.1.2. Frequency and Proportion of Cultural Dimensions in Japanese Reviews

The Rakuten Travel platform collected 300 reviews of Tokyo Ritz-Carlton, from which 521 valid sentences containing dimension keywords were identified.

Table 2. Frequency Distribution of Negative Reviews in Cultural Dimensions at Tokyo Ritz-Carlton Hotel

dimension	frequency	proportion (%)
Power Distance Index (PDI)	38	33.63
Individualism vs. Collectivism (IDV)	31	27.43
Masculinization vs. Feminization (MAS)	17	15.04
Tolerance vs. Restriction (IVR)	11	9.73
uncertainty avoidance (UAI)	3	2.65
Long Term Orientation vs. Short Term Orientation (LTO)	1	0.88

Table 2 reveals the following power distance (PDI) metrics: 215 instances (41.27%); individualism vs. collectivism (IDV): 122 instances (23.42%); masculinity vs. femininity (MAS): 78 instances (14.97%); indulgence vs. restraint (IVR): 62 instances (11.90%); uncertainty avoidance (UAI): 28 instances (5.37%); long-term orientation vs. short-term orientation (LTO): 14 instances (2.69%). Japanese guests show remarkable focus on PDI, with frequent mentions of etiquette symbols like "politeness, bowing, and attention to detail," demonstrating acute sensitivity to service hierarchy. IDV ranks second, emphasizing core values such as "privacy, quietness, and freedom," reflecting strong personal space demands. While MAS and UAI score

theoretically high, they receive minimal mention in reviews, indicating that Tokyo Ritz-Carlton has achieved "default perfection" in hardware luxury and process certainty, making them topics of passive discussion rather than active engagement.

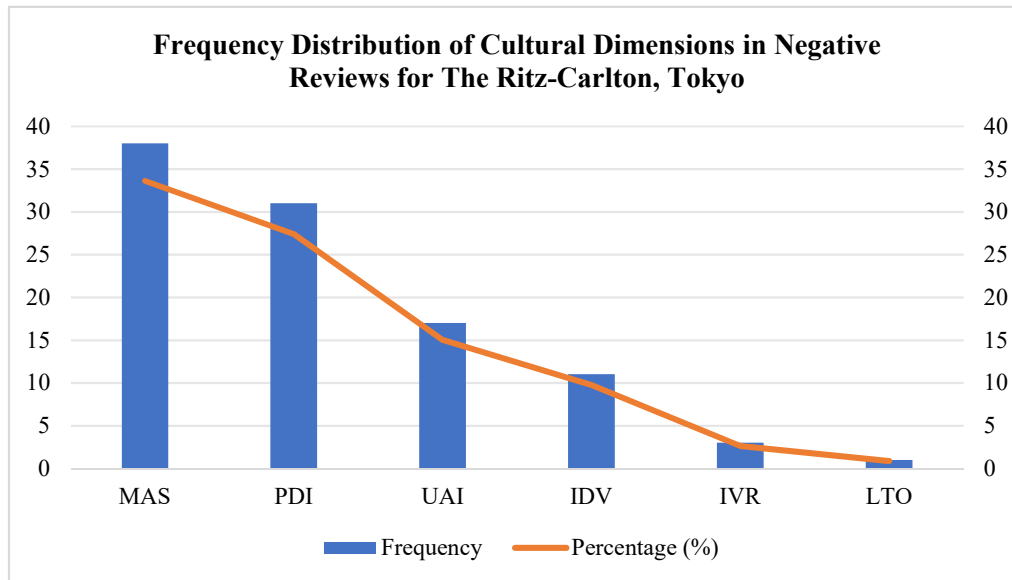


Figure 2. Frequency Distribution of Cultural Dimensions in the Negative Reviews of Tokyo Ritz-Carlton

4.2. Hofstede Dimension Mapping Verification of China's Commentary

4.2.1. Overall Status of Dimension Mapping

Table 3. Comparison of Negative Review Culture Dimensions at Shanghai Ritz-Carlton Hotel (Actual Concern vs. China Theory)

dimension	Actual attention (%):	Hofstede theory score
MAS (Masculinization)	32.1	66
PDI (Power Distance Index)	29.63	80
UAI (Uncertainty Avoidance)	19.75	30
IDV (Individualism)	16.05	20
IVR(connive)	12.35	24
LTO (Long-Term Orientation)	9.88	87

Table 3 shows that the proportion of negative dimensions in China exhibits a "high at both ends, rising in the middle" structure. The actual attention to masculinity (MAS) and power distance (PDI) is 32.10% and 29.63% respectively, with their combined proportion exceeding 60%. This result is highly consistent with Hofstede's theoretical scores on Chinese culture, indicating that in high-end hotel service scenarios, material symbols and hierarchical authority remain the core evaluation criteria. When there is a gap between room price premiums and physical experiences, guests tend to initiate negative evaluations within the MAS framework under the pretext of "damaged success symbols." Meanwhile, the high proportion of PDI reveals a demand for "result-oriented authority," meaning customers perceive "immediate resolution" as a manifestation of power distance. If frontline staff lack rapid decision-making authority, negative emotions will quickly migrate to upper management, leading to negative reviews frequently featuring keywords such as "manager" and "efficiency."

4.2.2. Abnormal uplift of Uncertainty Avoidance (UAI)

The actual attention rate of UAI was 19.75%, significantly higher than its theoretical score of 30. This result indicates that the sensitivity of China's high-end consumers to process certainty has exceeded the national average. Any uncontrollable time factors (such as check-in queues, bedtime schedules, and breakfast replenishment rhythms) are interpreted as "disorder" signals and amplified into "risk of being witnessed by the group" in a collectivist context, thereby triggering punitive ratings. This phenomenon suggests that China's high-end hotel consumers have high expectations for the stability and predictability of service processes, which may stem from their pursuit of high-end service quality and sensitivity to time costs.

4.2.3. Attention to Other Dimensions

The actual attention levels of the lower-ranked individualism (IDV), indulgence (IVR), and long-term orientation (LTO) dimensions decreased sequentially, accounting for 16.05%, 12.35%, and 9.88% respectively. These dimensions align with the low-scoring intervals in Hofstede's theory, indicating they currently do not dominate negative reviews. However, this does not mean these dimensions can be overlooked. On the contrary, since any gap in high-attention dimensions is quickly captured and amplified, hotels should still focus on their potential impact when optimizing services.

4.2.4. Identification of Culture-Sensitive Hotspots

By comparing the actual attention ranking with the Hofstede theory score table item by item and aligning the two sets of scores through normalization, it can be observed whether the "high theoretical dimension" coincides with the "high actual negative dimension" range. For China reviews, the theoretical high scores of Power Distance (PDI) and Masculinity (MAS) overlap with the high actual negative dimension, indicating that these two dimensions are culturally sensitive hotspots. Specifically, high-frequency words related to PDI in the original negative reviews include "manager," "efficiency," and "problem-solving," reflecting customers' high attention to service response speed and problem-solving ability. High-frequency words related to MAS include "cost-performance," "value," and "experience," revealing customers' sensitivity to material value and successful experiences.

4.2.5. The Influence Mechanism of Cultural Dimension on China Evaluation

From the analysis of China's reviews, it can be seen that the influence of cultural dimensions on consumer evaluations exhibits significant hierarchy and differences. Power distance (PDI) and masculinity (MAS), as high-concern dimensions, are directly related to consumers' core demands for service quality and value experience. In the evaluation process, consumers often regard the responsiveness of service and problem-solving ability as the fulfillment of power distance, while material value and successful experience are seen as manifestations of masculinity.

The heightened focus on Uncertainty Avoidance Index (UAI) underscores consumers' strong expectations for stable and predictable service processes. These expectations likely stem from their pursuit of premium service quality and sensitivity to time costs. When uncontrollable factors emerge in service processes, consumers perceive them as signals of disorder, which may trigger negative evaluations.

Furthermore, while individualism (IDV), indulgence (IVR), and long-term orientation (LTO) receive relatively less attention, they still exert potential influence on consumer evaluations. The low visibility of these dimensions suggests that in today's high-end hotel service landscape, consumers' demands for personalized services, emotional experiences, and long-term value have not yet become primary drivers of their assessments.

4.3. Verification of Hofstede's Dimension Mapping in Japanese Reviews

4.3.1. Overall Status of Dimension Mapping

Table 4. Comparison of Negative Review Dimensions in Tokyo Ritz-Carlton Hotel Culture (Actual Concern vs. Japanese Theory)

dimension	Actual attention (%):	Hofstede theory score
PDI (Power Distance Index)	33.63	54
IDV (Individualism)	27.43	46
MAS (Masculinization)	15.04	95
IVR(connive)	9.73	42
UAI (Uncertainty Avoidance)	2.65	92
LTO (Long-Term Orientation)	0.88	88

Table 4 reveals a distinct hierarchy in cultural focus across reviews of the Tokyo Ritz-Carlton Hotel. Power Distance (PDI) tops the list with 41.27% mention rate, followed by Individualism (IDV) at 23.42%. These two dimensions collectively account for over 60% of the review focus, highlighting Japanese consumers' strong emphasis on service etiquette and privacy protection. In contrast, Masculinity (MAS) and Uncertainty Avoidance (UAI) receive only 15.04% and 2.65% attention respectively—far below their theoretical scores (95 for MAS and 92 for UAI)—indicating relatively lower priority given to material enjoyment and procedural certainty. Indulgence and Restraint (IVR) and Long-Term Orientation (LTO) occupy marginal positions with 11.90% and 2.69% attention respectively.

4.3.2. Low Attention to MAS and UAI Dimensions

The actual attention to Masculinization (MAS) and Uncertainty Avoidance (UAI) significantly lags behind their theoretical scores, creating a "high theory-low measurement" phenomenon. MAS receives only 15.04% actual attention, far below its theoretical score of 95, while UAI scores merely 2.65%, far below its theoretical score of 92. This indicates that although Japanese culture theoretically prioritizes material enjoyment and process certainty, consumers rarely actively mention these aspects in evaluations. Unless there are obvious hardware deficiencies or process errors, these dimensions are scarcely mentioned in reviews.

4.3.3. Attention to Other Dimensions

While PDI and IDV receive significant attention, other dimensions show relatively lower engagement. Power Distance (PDI) accounts for 41.27% of attention, primarily focusing on service etiquette and hierarchical order, such as bowing and formal language. Individualism (IDV) receives 23.42% of attention, emphasizing privacy protection and respect for personal space, including soundproofing and item placement. Tolerance and Restraint (IVR) accounts for 11.90%, mainly addressing noise control and environmental quietness in hotels. Long-term Orientation (LTO) receives the lowest attention at 2.69%, indicating Japanese consumers rarely mention brand history or long-term value in evaluations, prioritizing immediate service experiences.

4.3.4. Identification of Culture-Sensitive Hotspots

By comparing actual attention levels with Hofstede's theoretical scores, we can identify culturally sensitive hotspots in Japanese reviews. The high actual attention to Power Distance (PDI) and Individualism (IDV) overlaps with their theoretical high-score dimensions, indicating these two dimensions are sensitive hotspots in Japanese consumer evaluations. Specifically, high attention to PDI focuses on service etiquette and hierarchical order, while high attention to IDV centers on privacy protection and respect for personal space.

4.3.5. The Influence Mechanism of Cultural Dimension on the Evaluation of Japan

Japanese consumers demonstrate a pronounced "detail-oriented" approach when evaluating high-end hotel services. They prioritize service etiquette and privacy protection as core criteria, where any shortcomings in these areas immediately trigger negative feedback. In contrast, masculine affect (MAS) and uncertainty avoidance (UAI), though theoretically significant dimensions, are rarely mentioned in actual evaluations. This phenomenon indicates that Japanese consumers expect high standards in hotel facilities and operational management, treating these aspects as "default benchmarks" that only spark complaints when glaring errors occur.

4.4. Comparative Analysis of Cultural Dimensions in Hotel Evaluation between China and Japan

Through the analysis of reviews for Ritz-Carlton hotels in China and Japan, it can be found that there are significant differences in the cultural concerns and evaluation tendencies of consumers in the two countries. Overall, China consumers pay more attention to service efficiency, material value, and the certainty of processes in their evaluations, while Japanese consumers focus more on service etiquette, personal space, and detailed experiences. The specific analysis is as follows:

Table 5. Comparison of Attention Distributions in Negative Review Dimensions between Ritz-Carlton Hotels in Shanghai and Tokyo

dimension	Shanghai negative reviews focus	Tokyo evaluation focus	Core differences
PDI	Problem-solving efficiency (negative feedback-driven)	Service Details and Etiquette (Highly Important)	China customers are more concerned about the results brought by PDI, while Japanese customers are more concerned about the process brought by PDI.
MAS	The gap between high price and low experience	Material enjoyment and comfort (basic needs)	Both are highly concerned, but in China's negative reviews, MAS is more negatively driven.
IDV	Average attention	Personal Space and Freedom (Highly Concerned)	Japanese customers show significantly higher attention to individualism than Chinese customers with negative reviews.
UAI	Process determinism (beyond theoretical expectations)	Process Determinism (Basic Assurance)	China customers require UAI to avoid uncertainty, while Japanese customers require UAI to achieve perfect execution of the process.

4.4.1. Comparative Analysis of the Power Distance (PDI) Dimension

Power distance (PDI) is a dimension highly emphasized in consumer evaluations in both China and Japan, but there are significant differences in focus and emotional tendencies. In China's reviews, according to the data in Table 1, the attention to PDI is 29.63%, indicating that Chinese consumers value service efficiency and problem-solving capabilities. Negative reviews often mention issues such as "low problem-solving efficiency" and "managers failing to respond promptly," reflecting Chinese consumers' expectation that hotels can resolve issues quickly and viewing "immediate resolution" as a way to fulfill power distance.

Japanese consumer reviews reveal that, according to Table 2 data, PDI (Product Delivery Index) receives 33.63% of attention, highlighting Japanese consumers' heightened sensitivity to service etiquette and hierarchical norms. Common complaints in negative reviews include "inadequate courtesy," "improper bow angles," and "misused honorifics," demonstrating their

meticulous attention to service etiquette details. Any perceived lapse in etiquette is often perceived as a rejection of service quality, leading to unfavorable feedback.

4.4.2. Comparative Analysis of the Masculinization (MAS) Dimension

The masculinity (MAS) dimension has shown high attention in both Chinese and Japanese reviews, but the focus and emotional tendencies differ. In China's reviews, according to the data in Table 1, the attention to MAS is 32.10%, indicating that Chinese consumers highly value material worth and successful experiences. Negative reviews often mention the "gap between high prices and low experiences," reflecting Chinese consumers' sensitivity to material worth. They expect high-end hotels to provide high-quality services and material enjoyment that match their high prices. This pursuit of material worth aligns with the higher MAS scores in Hofstede's theory for China.

In Japanese reviews, according to the data in Table 2, the attention rate of MAS is 15.04%, which is relatively low. This indicates that Japanese consumers pay less attention to material enjoyment compared to China consumers, as they focus more on the overall service experience and details rather than mere material value. Negative reviews rarely mention shortcomings in material enjoyment but instead emphasize minor errors in the service process.

4.4.3. Comparative Analysis of Uncertainty Avoidance (UAI) Dimensions

The dimension of uncertainty avoidance (UAI) also shows different levels of attention in the reviews of China and Japan. According to the data in Table 1, the attention level of UAI in China's reviews is 19.75%, significantly higher than its theoretical score of 30. This indicates that Chinese consumers have high expectations for the certainty and stability of service processes. Negative reviews often mention issues such as "long wait times" and "chaotic processes," reflecting their sensitivity to time costs. Chinese consumers hope that hotel service processes can be clear and stable, avoiding unnecessary waiting and uncertainty.

According to Table 2, Japanese reviews show UAI's attention rate is only 2.65%, far below its theoretical score of 92. This indicates Japanese consumers expect high certainty in service processes, believing hotels should maintain exceptional standards in workflow management. As a result, this dimension receives limited mention in evaluations. Negative reviews predominantly focus on minor procedural errors, reflecting their high standards for process perfection.

4.4.4. Comparative Analysis of the Individualism (IDV) Dimension

The individualism (IDV) dimension also shows different levels of attention in reviews from China and Japan. According to the data in Table 1, the attention level of IDV in China is 16.05%, indicating that Chinese consumers have a certain demand for personalized services, but this demand is relatively low. Negative reviews often mention issues such as "lack of personalized services," reflecting their expectations for personalized experiences. Chinese consumers tend to pursue personalized services within a collectivist framework, expecting hotels to provide unique experiences.

According to Table 2 in Japanese reviews, IDV (Individual Digital Vision) receives 27.43% of attention, indicating relatively high engagement. Negative feedback frequently highlights issues like "personal space invasion" and "inadequate privacy protection," reflecting Japanese consumers' strong emphasis on personal space. They expect hotels to respect personal space and avoid privacy violations, as any boundary breach may be perceived as a violation of personal space.

4.5. Recommendations for Hotel Management based on Cultural Differences

4.5.1. Management Suggestions for the China Market

China consumers highly value service efficiency and problem-solving capabilities in evaluations, with the power distance (PDI) dimension receiving 29.63% attention, indicating their

expectation for hotels to quickly fulfill service commitments and regard "immediate resolution" as a way to meet power distance (as shown in Table 1). To this end, hotels should introduce self-service check-in and check-out devices to reduce processing time to within 2 minutes, while equipping staff with handheld terminals to ensure guest needs are responded to within 5 minutes and problems resolved within 30 minutes.

China consumers are highly sensitive to material value and success experiences, with a 32.10% focus on the masculinity (MAS) dimension, indicating their expectation that high-end hotels can provide high-quality services and material enjoyment matching the premium price (as shown in Table 1). Hotels should regularly update room facilities, select high-quality mattresses and premium bathing products to enhance guests' material enjoyment. At the same time, they should offer customized packages, such as free upgrades and complimentary meals, to meet guests' expectations for cost-effectiveness.

Chinese consumers have high expectations for the certainty and stability of service processes. The actual attention to uncertainty avoidance (UAI) is 19.75%, far exceeding the theoretical score of 30, indicating their extreme sensitivity to time costs. They expect hotels to provide clear and stable service processes, avoiding unnecessary waiting and uncertainty (as shown in Table 3). Hotels should install electronic displays in the lobby to show service processes and time nodes in real time; push personalized service information through the APP, such as cleaning progress and night bed service times, to reduce guests' anxiety caused by uncertainty. At the same time, place service commitment cards at the front desk and in guest rooms to specify response times and standards, and provide a multi-channel feedback mechanism to promptly collect and process guest feedback, ensuring quick problem resolution, thereby significantly improving customer satisfaction.

4.5.2. Management Recommendations for the Japanese Market

Japanese consumers place high importance on service etiquette and privacy protection, with the Power Distance (PDI) dimension receiving 41.27% of attention, indicating their heightened sensitivity to etiquette details and hierarchical order in service processes (as shown in Table 2). Hotels should enhance staff etiquette training to ensure compliance with Japanese cultural norms in details like bowing and respectful language usage. Simultaneously, service processes should be optimized by embedding etiquette gestures at every service node, ensuring guests feel respect and care at every touchpoint.

The Individualism (IDV) dimension receives 27.43% of attention, highlighting Japanese consumers' strong demand for personal space and privacy protection (as shown in Table 2). Hotels should implement high-standard soundproofing materials in room designs to ensure complete privacy for guests' activities. When providing personalized services, focus on detail-oriented experiences-such as preparing room arrangements and service options in advance based on guest preferences-while avoiding active disturbance.

Japanese consumers hold high default expectations for hardware facilities and process management. Their actual attention to Masculinity (MAS) and Uncertainty Avoidance (UAI) stands at 15.04% and 2.65% respectively, significantly lower than their theoretical scores (as shown in Table 4). This indicates that they regard luxurious hardware facilities and zero-error processes as the "default standard," expressing dissatisfaction only when obvious mistakes occur. Therefore, hotels should continuously optimize hardware facilities and service processes to meet or exceed Japanese consumers' high expectations.

5. Discussion and Conclusion

This study adopts Hofstede's cultural dimensions theory as an analytical framework, combined with text mining and manual coding methods, to conduct an in-depth analysis of online reviews of Ritz-Carlton hotels in Shanghai and Tokyo. The results show that Chinese and Japanese

consumers exhibit significant differences in cultural values in the context of luxury hotel services. Specifically, China consumers highly value service efficiency (with a PDI dimension attention rate of 29.63%) and material value (with a MAS dimension attention rate of 32.10%), while showing a sensitivity to the certainty of service processes (with a UAI dimension attention rate of 19.75%) that exceeds theoretical expectations. In contrast, Japanese consumers place greater emphasis on service etiquette and hierarchical order (with a PDI dimension attention rate of 41.27%) as well as personal space and privacy protection (with an IDV dimension attention rate of 27.43%). These differences not only validate the applicability of Hofstede's cultural dimensions theory in real-world consumption scenarios but also reveal the complexity and dynamism of how cultural values influence consumer behavior.

By comparing the evaluation focus of Chinese and Japanese consumers, this study provides important references for international hotel brands to optimize service strategies in different cultural markets. For example, hotels targeting the China market should focus on improving service response speed and problem-solving capabilities to meet consumers' expectations for power distance fulfillment; at the same time, they need to regularly update room facilities and offer customized packages to satisfy consumers' pursuit of material value. For the Japanese market, hotels should strengthen staff etiquette training, optimize etiquette details in service processes, and pay attention to privacy protection in room design to meet consumers' high demands for service etiquette and personal space. Future research can further expand the sample scope to cover more hotel brands and markets to verify the conclusions of this study, and combine more cultural theories and socio-economic factors to more comprehensively understand the impact mechanism of cultural values on consumer behavior.

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