Semi-Globalization of Service Value Co-creation in Context-Dependent Business: "O-motenashi" Culture-style Service in the Traditional Japanese Inns of Kaga-ya

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Abstract--**Cross-border deployment of business operations provides an opportunity not only for enlarging the market but also for getting new value-creation knowledge. Rather than pursue a uniform across-the-board strategy, semi-globalization focusing on both similarities and local differences is becoming an important theme for local "hidden champion companies" to operate a sustainable service-oriented business. The service-oriented business in such semi-globalization requires realization and refinement of the service process through engineering and management of the facilities / ICT infrastructures and human resource / staff organization, according to transition of service value and degree of context dependency based on the changes of market trend or customer's sense of values. The purpose of our research is to establish a comprehensive understanding of the innovation insights through the semi-globalization of service-oriented business of the yet not sufficiently studied context-dependent service industries. The semi-globalization of service business is demonstrated on the case study of the traditional Japanese inns of Kaga-ya, which have strongly high-context service business model based on the "o-motenashi", a typical Japanese high-context treatment culture. From the differences of value co-creation process between Kaga-ya Taipei and the flagship inn in Japan through on-site surveys at the both locations including interviews with the executives, we were able to recognize and get comprehensive understanding of the transition of multi-context service values. The insights from the present research lead to a methodology aiming at advancing context-dependent service-oriented industries.**

I. INTRODUCTION

A. Research Background

Cross-border deployment of business operations for enlarging the market provides an opportunity not only for cost reduction or risk modification but also for getting new value-creation knowledge called by "Getting knowledge" [8]. Rather than pursue a uniform across-the-board strategy, semi-globalization focusing on both similarities and local differences is becoming an important role on the business strategy in the mother country.

The semi-globalization has been important theme not only for multinational enterprise but for local "hidden champion companies" [30] and companies aiming for them to operate a sustainable service-oriented business. Such the companies capture a continuously big share in the field for an international market by the strategy of specializing in a selected domain intensively. It is said to be indispensable for their future strategy to enhance a service-orientation as for a comprehensive service package etc.

According to Lovelock's remark[14], service business has such remarkable feature that there are densely mutual interactions / cooperation between marketing to customers, operation of service process and human resources management for customer contact point (the three is abbreviated by "MOH" in this paper). Such feature is more significant than the manufacturing business. Therefore, the knowledge about value creation of the service obtained in semi-globalization is considered to be not easy to obtain by the business of the mother country and to be contributable to the deployment to mother country or other countries.

"O-motenashi" is one of cultural background for a Japanese service business which has the high-context nature of the communication of Japan based on sharing tacit knowledge [9]. The "O-motenashi" is now considered to be a significant cultural background supporting not only the sightseeing industry but also the international business deployment in Japanese service industry and even also manufacturing industry. It has been an important issue how "O-motenashi" is internationalized beyond the cultural difference between a countries and area [33].

"O-motenashi" has original meaning of the heartfelt treatment of the visitor inside of private human relations and also reception mind without expecting any return. This term has been used in the present age as language showing the "heartfelt o-motenashi" service accompanied by a monetary consideration. Furthermore, by recent years, an "o-motenashi" shows the feature of customer value consideration or solution business which is seen in parcel delivery service, cosmetics sale, and IT business [24].

Thus, the "o-motenashi" contains the large meaning from the profitability to non-profitability which is concerned by the reciprocity concept in anthropology [28].

So, our research has been focusing on "o-motenashi"-typed value co-creation (This term is abbreviated by "MVCC" in this paper) from a viewpoint of service value co-creation process aiming for generalization based on service theories [22]. The MVCC term has also the meaning of service value co-creation with dependencies on cultural aspects mainly with context-dependency in this paper.

For example, it requires for semi-globalization of accommodation service to manage the following overall aspects of "o-motenashi". That includes new marketing of "o-motenashi" cultural concept and positioning in the targeted market, physical environment / facilities and interior / apparatus for "o-motenashi" venue, adjustment of guest treatment operation, the local staff's skill management, and establishment of the service behavior / value standard etc.

These overall management are from concerned from conceptual levels such as a business vision, to service process level such as service system / process [16]. Therefore, the value co-creation process aiming at attaining customer value in the targeted country may be performed in the spiral up by trial and error in so many days than domestic country.

Consequently, it is needed for the lens of the MVCC in foresee business semi-globalization to arrange the comprehensive perspective supporting a multi-disciplinary consideration [2].

B. Purpose and Approach of Research

What kind of thing is the lens that will shed some light on the nature of the MVCC for progress of the continuous value co-creation process in semi-globalization of a service business? The purpose of this research is to examine comprehensive perspective for understanding service value (co-) creation with context-dependency based on the each cultural background. Thereby, the research result bring about the generalization of description about the MVCC process.

In order to consider the lens of MVCC, in this research, the case study is performed about an accommodation service company aim at semi-globalization of service business. In the semi-globalization of accommodation service business, integrative management of MOH is indispensable as mentioned above. And the semi-globalization field of the accommodation business a typical typed practicing venue of MVCC such as in the contact point between service staff and guests reflected by cultural factor [25].

In such venue, communications of context dependence of various levels are exchanged. Moreover here, there is assumed to be the aspect of various value co-creation reflected by the background culture in various levels.

In this study, the field survey was performed about "Kaga-ya Taipei" as a semi-globalization case of Japanese traditional inn "Kaga-ya". Our field research includes an interview to a president / manager, investigation by an additional questionnaire, investigation of the inside / outside of institution, service experience as a guest, and other studies of related public open data.

However, there may be potentially accomplished by some risks of "cultural essentialism" in the extraction of the cultural feature of cases. In this research it is more focused on the transition of several values included in a case rather than the feature extraction of the case. That is, since the focusing is also on the difference natures accompanying the temporal shift of single service, our research is thought to be for caring about such a risk.

II. RELATED STUDIES

A. Semi-Globalization and Service-Orientation

Semi-globalization may provide significant chance for "Getting knowledge" available for innovation as "G" in "ADDING" in "Redefining Global Strategy" by P. Ghemawat [8]. Rather than pursue a uniform across-the-board strategy, semi-globalization focusing on both similarities and local differences is becoming an important role on the business strategy in the mother country such as for in-bound tourist.

"Hidden champion companies"[30] has aimed at value co-creation approach through getting in close contact with customers by far high frequency compared with the other companies. Furthermore, the employee or executives of "the hidden champion company", the most of which are capital goods supplier for surveyed interact customers periodically by 5 times the major companies. It is said to be indispensable for their future strategy to enhance a service-orientation as for a comprehensive service package etc.

Therefore, it is an important future research issues comprehensively to understand the service-oriented business for semi- globalization.

B. Cultural Viewpoint of Globalization

The company has to hold people with various ethnic cultural backgrounds by rising of global business. Then, management of cultural diversity is posing a problem important not only for multinational companies but various scales of companies for cross-border deployment.

Hofstede presented a model of the "successive skins of an onion" to classify the expressive level of culture based on subject investigation in IBM Corp. of 80 or more nations, etc. The four categories to be classified are symbols, heroes, ritual and values.

Symbols are words, gestures, pictures or objects carrying particular meaning within a culture. Heroes are persons who possess characteristics highly prized in the culture. Rituals are collective activities that are socially essential within a culture. Symbols, heroes and rituals can be subsumed under the term "practices", because they are visible for insiders understanding their cultural meaning.

"Values" is the core of culture in the sense of feelings that are often unconscious that cannot be observed as such but are manifested in alternatives of behavior. And it has most of weight in the core of organizational cultures to sharing usual "practices" such as symbols, heroes, and rituals[6] [7].

Moreover, Watson presented the condition of how to receive different culture and localize that in the globalization process of McDonald's growth. He illustrated the introduction of McDonalds to eastern Asia in the prospect of "Glocalization", which is not only globalization of McDonald as goods but also localization by each country [36].

McDonald has been not simply received as the goods represented by a fast food and U.S. symbol. There are many aspects of various localization on the background of each traditional culture or the relational history with by the U.S. etc., such as receiving attention as a space of slowly having foreign "cultural experience", inside of the shop. This research indicated the possibility of the new paradigm of the "cultural articulation" and "translative adaption" by McDonald's [15].

The above research offers a fundamental viewpoint, when considering semi globalization of cultural-dependent service.

C. Correspondence to Cultural aspects in the field of ICT

The issue that is how to treat the diversity of cultural aspects for the differentiation is discussed in the field of ICT as well. The interaction with information systems has continuously evolved from personal computing, cooperative computing, and social computing to cultural computing. Two related experiments in the field of cultural computing have been executed to investigate Eastern and Western culture in the computing domain.

ZENetic Computing [31][32] attempted to develop the computer interfaces for assisting the interpretation of Eastern culture with focusing on Zen culture. An implementation example is "Sekitei" where the user operates on physical objects. The operation of matter is related to the graphical effect in the computer. Additional elements included in the interaction are movie and sound devices since it is important in ZEN culture to feel "five sense".

Rauterberg [29] attempted to develop the computer interfaces for assisting the interpretation of Western culture, in particular, in the Alice's Adventures in Wonderland. There are characters fluctuating the body size or telling a lie and so on. The world view cannot be justified from the western perspective. Computer interfaces based on the Alice's world view can divide the familiar or not with the world view using persons.

D. Cultural Characteristic of Value Co-creation and Contact Point of Service

Hall clarified various levels of the context dependence in the communication of people in the world. He regarded "context" as a physical, social, mental, and temporal environments where people's communication takes place. Culture is classified into the "high-context" and the "low-context" according to how much a person is dependent on the context in the process of the symbolization and the interpretation of a message. In the "high-context" communication, since most of information is included in the related physical environment or it is internalized by people, it is said that there is almost no necessity of expressing with language or wording [5].

In order to promote value co-creation of service, it takes important role to build and refine the contact point as a place for the interactions of a service organization / provider and the customer. The style and appearance of physical environment where the interactions are carried out, are called by a "servicescape". The design of service scape is very important because it affect a customer's five senses [14].

Moreover, physical environment can be made meaningful as a "service setting" like stage setting [3]. Also the physical environment take a role of physical evidence leading to differentiation as customer's attention and the symbolic cue of quality and experience of the service.

III. FRAMEWORK FOR SERVICE VALURE (CO-)CREATION WITH CONTEXT-DEPENDENCY

It is necessary for the service-oriented business in the semi-globalization to consider in the extent of context-dependency and transition of service value according to the trend of the targeted market. It is accompanied by building and refining a service process including service staffs / organization and facility infrastructure.

In this chapter, we focus to get a comprehensive view to of service-oriented business that takes into account the culture dependency referring the related studies introduced in chapter II. The aiming is to build a lens of MVCC by integrate the following aspects:

a) Business positioning on MVCC pattern: that is the aspect of business positioning on globalization intentionality of business expansion and context-dependency from high-context to context-free.
b) Context-dependency of MVCC process: that is the aspects of the service process model of whether to change the settings for each process of the customer or not to change them as a uniform process.
c) Venue for MVCC: that is the aspect of (re-)building and refining of venue for value co-creation at the contact point of customers by enhancing the role of customer service staff and physical environment, which is serviced for "servicescape".
d) Creative routine of MVCC: that is the aspect to visualize the changes in the service value and to gain insight into their relationships with the service system, which are also including cultural view of "o-motenashi" in Japan

A. Industrial classification in consideration of cultural aspects

Today's service economy experiences bi-polarization in how organizations provide their offerings on the market. While a few companies manage to provide services on a global market and leverage on effects of globalization, a multitude of small and medium-sized companies act in their local market and domain due to the dependencies on cultural aspects and local background of services offered. We define the former - global services as "context-free services" whereas the later - local services as "context-dependent services" [18]. Context-free services are widely available in today's economy around the world. Examples range from the food industry as provided by McDonald's or Burger King to IT-services and products as offered by Google, Apple or Microsoft. The common denominator for all these services lies within the fact that these services are "readable" and understood by anyone who is willing to consume the service.

The research issue as outlined above lies within the analysis procedure for both service types using a common approach and platform independent of a service's type. As a result, a comparison and differentiation of aspect of the two type services is feasible, the "bottleneck" factors for context-dependent services are externalized and allow an evaluation why certain services cannot scale in other countries. Based upon the results of the analysis, we can consecutively propose a new business model for service providers.

We have undertook the survey for the mindset of managers based on the common approach and platform independent of a service's type [17]. We especially grouped restaurant/hotel cases into several types from our conception. In this research, the cluster that is high context and non-extended intention be showed as the characteristics of longevity companies in Japan. Characteristics of context-dependent services can be positioned by comparing context-free services in this way.

B. Meta-modeling for representing Context-dependent services

Context-dependent services have a big influence of

individual culture for providing services. These cultures have a variety by each country. We undertook the meta-modeling approach based on the object-oriented programming for representing the diversities.

We attempted to develop the service process modeling as a common platform for representing the context-free and context-dependent services. We proposed the concept of "role model" as a representation and conceptual model of the behavior of the service provider, consumer and their interaction.

The approach followed in the research work conducted and presented in this paper consists of two elements: as a first element we propose the concept of "role model" as a representation and conceptual model of the behavior of the service provider and service consumer and their interaction. Secondly, meta-modeling concepts are applied to implement a prototypical analysis environment for the approach introduced. As a development and realization environment the ADOxx meta-modeling platform is used; the development process is driven by the Open Models Initiative (OMI) approach [13]. Several research and industrial projects have adopted the OMI approach and developed modeling tool for conceptually modeling enterprise information systems on ADOxx.

Here we have compared the two service case by our model. First one is a fast-food case as context-free services. Second one is an Edomae-sushi case as context-dependent services. The differentiation a fast-food case and Edomae-sushi case is explained the characteristics. A Fast food case has a fixed service process based on the a priori design. Edomae sushi case has a flexible service process based on the ad-hoc modification adding the a priori design.

C. Venue for MVCC

In the venue for MVCC, it is significant to design and build up the physical environment as "servicescape" and "stage setting". Especially, the following is exemplified for them; environment around the facilities, fine-arts furniture in the facilities, lighting and music, the staff's uniform, etc. [14].

The authors have been studying the documentation about the "o-motenashi" cultural history including the Japanese traditional Tea Way from the view of realization and management for MVCC. The essential result is to be summarized as the following three conceptual elements "YSF" for realization of service system; "yosooi"(personal appearance) relating to outlook or clothing for "o-motenashi", "shitsurai"(place decoration) relating to physical environment like place / apparatus for "o-motenashi" and "furumai" (host behavior) relating to treatment and dining for guests [10].

Especially regarding "furumai", it is a service staff that bears a contact points with the customer as MVCC. The trained service staff as one of the leading operant resource, which can utilize the other resources as defined by SDL [34], has the potentiality to meet by a customer and contributes to creation of a customer value reflecting on the sense of values of service organization through his internalization of management philosophy (Credo) or vision.

Moreover, the actual performance MVCC has one of usual issues about maintenance of service qualities coping with various customers. This issue is caused from potential variation in the service quality because of a comparatively high dependency of the service staff on each experience and skill. In aiming of sharing a vision and a sense of values by service staff and maintaining and refining the service quality, a standard of service is created to implement in the service organization [19].

This is also for setting up a goal of satisfaction level co-created between a customer and a staff to employing in the design of service contact by the staff efficiently. Furthermore, the contact design with a customer has an indispensable continuous refinement, and the quick response according to the customer's situation is required for it [20].

D. Creative routine of MVCC

Generally, a service business has the nature of value (co-)creation of realizing service value for a customer through a service system in the broad sense including a staff / service organization and facilities / IT in a broad under the service vision [26]. For illustrating this nature, the authors have presented a three-axis model for visualizing the transition of service value from several case studies of service businesses [21][23]. This three axes consist of a service needs level (from extension of Maslow's hierarchy of needs theory), a degree of service co-creation (the context dependency in a business), and a spreading of service usage (such as individual, organization and society).

One of the cultural backgrounds of MVCC in Japan is typically observed in the developing history of the traditional Tea Way [1][27][35]. Our research has examined that the host-guest relationship in the traditional Tea Way is possible to be described with the pattern of communication, which is related to the degree of co-creation [10].

Authors has already remarked "YSF" as a realization element of an "o-motenashi" in section C. In addition to this, it has been shown that there are the following two elements for managing MVCC. One is the "kata" which is an execution pattern of an "o-motenashi". Another is the "shukou" which is original creativity. Besides, the MVCC process has also been described as a complementarily creative developing with a spiral flow [25] through the various combinations of three elements of YSF.

Vargo et al suggests "Each instance of value creation is unique to and can only be assessed from the perspective of an individual service system (on a SDL concept)" [34]. This remark is thought to justify to use the approach reflected by local unique cultural background in each country / area like "o-motenashi" culture or aesthetic sharing [4] as describing MVCC process, rather than approach directly by the application of the general service theory.

Based on the multiple aspects studied in section A-D in this chapter, the framework for considering to build the lens of MVCC towards understanding service value (co-)creation with context-dependency is shown in Fig.1, which is illustrated by mapping on the relationship of integrative management of MOH [14].
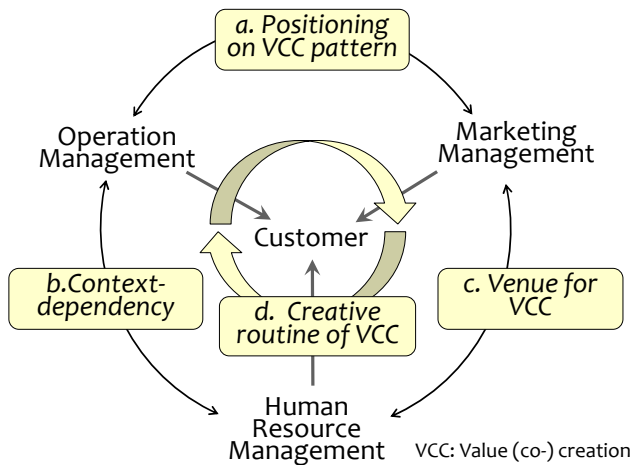
Fig.1 The framework of this research for comprehensively understanding service value (co-)creation with context-dependency

IV. CROSS-BORDER DEPROYMENT CASE OF TRADITIONAL INN KAGA-YA

A. Outline of Kagaya's "o-motenashi" business

The Japanese traditional inn Kaga-ya in "Wakura" hot spring resort in the Hokuriku area on Japan Sea side has been performing accommodation service business based on "*the heartfelt o-motenashi*" hospitality philosophy continually. Since foundation more than 100 years ago, Kaga-ya has been focusing on the traditional "o-motenashi" service value by the room attendants, which came from a philosophy conceived by the late proprietress, Taka Oda, who always considered guests' satisfaction first [11].

So Kaga-ya continues to gain "the 1st place of total rank" at "the 100th elections of the hotel and Ryokan in Japan selected by the professionals" since 1981 until now, as shown in Table 1 and Fig 2.

Such service management has been continued, even if time environment or the customer segment changes; from visitors to a "hot-spring resort" at the founding age, the company's customers at the age of high economic growth, the family or individual customers after the bubble burst , and senior visitors oriented by health-care in the aged society and a overseas tourist etc.

The following is indicated on the "Kaga-ya group quality policy card" which all staffs have.

- *Motto: "Smiling face, attentive and careful consideration"*

- *Service: "The staff trained as a "professional" and obtained by a salary, meet to respond accurately to the guest's needs to bring about his deep impression and satisfaction."*
- *Service Essentials: " Accuracy: serving things to do naturally, Hospitality: standing always on a position of guest's side*
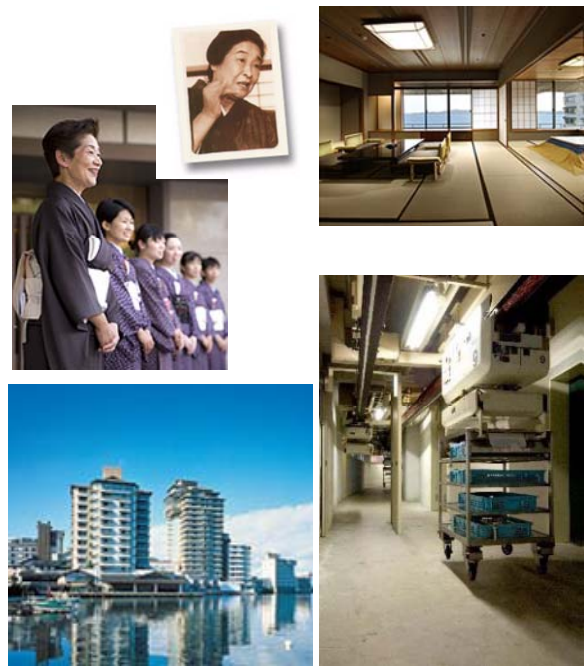

Fig.2 Outlook of Kaga-ya Wakura (a. Late proprietress, Taka Oda and service staffs, b. Japanese-styled guest room, c. Facilities of Kaga-ya, d. Meal delivery robotics system)

The facilities of Kaga-ya have been extended according to the progress of the business and customer segment's transition. Before 'bubble burst', some accommodation facilities in the main or another building has been extended. After that a part of them has been renovated, to provide multiple choice of customer such as five ranks of fee. It has been to foundations for room attendants to go in and out the guest room and to serve tea and meal with "o-motenashi" mind.

TABLE 1. OUTLINE OF KAGA-YA (FROM FIELD SURVEY DECEMBER 8-9, 2013 AND RELATED DATA)

Company	Kaga-ya Inc. (Wakura, Nanao city, Ishikawa Prefecture) Representative president: Takanobu Oda, Group yearly turnover: 14 billion yen, Employees: 300 people (Whole group: 800)
Development	Foundation 1906 (12 room for 30 persons), 1981(250 over rooms), 1986: Nursery school "kangaroo house", 1989 (550 over rooms), 2003 renovated open to upper rank, 2006(Art museum with sweets & cafe)
Outcome by the present	"The 1st place of total rank" at "the 100th elections of the hotel and Ryokan in Japan selected by the professionals" 1981-2014 (continual 34 times), More than 200,000 annual customers for the past several year at main building only (about 8000-10,000 foreign customers and 90 % are Taiwan ones)
website	URL: http://www.kagaya.co.jp/

Inside the hall of the building mainly "Setsu-Getsu-Ka", there exhibited many artistic handicrafts such as the traditional "Kaga" culture, and the study tour for "art museum" was planned to be carried out.

Recently the following are generally becoming remarkable as present business conditions surrounding the Japanese inn called by "Ryokan": 1) Japanese-style room staying become less easy to be adapted for younger generation of customers, 2) the hot-springs tours with reasonable price are gradually raising by using direct bus from urban areas.

In such business condition, Kaga-ya has established the original business location to provide "o-motenashi" service value. Moreover, they has been aiming to provide the space for foreign tourists to have rich Japanese experiences through Japanese style inn stay with "o-motenashi" by the staffs.

B. Cross-border deployment of Kaga-ya to Taipei

The outline of the "Kaga-ya Taipei" opened from December, 2010, which is the target of the case study as shown in figure 3 and table 2. The following is published at the beginning of the brochure of the "Kaga-ya Taipei" [12].

- *"O-motenashi based on Japanese culture: let's enjoy Japanese traditional culture such as Japanese foods and baths. Let's relax your body & soul in the Japanese style peaceful spaces. Please experience the Japanese aesthetics in Taiwan. "*
- *"Smile of Japanese service mind: butler meets you in the Radium Kaga-ya. A butler treats the customers in each room like Japan. The smile of Japanese service which meets in Taiwan - It would be unforgettable memories."*

Here, the term "butler" is used for room attendant.

A partner company requested "to realize a "Kaga-ya" way as it is in Taiwan" at the beginning. Based on this, Kaga-ya have the intention "To experience Kaga-ya easily in Taiwan come next to the Kaga-ya Wakura" and begun to consider in partnership.

Actually, another clue to the Taiwan advance is to take in the Taiwan tourists since 1996.

The Taiwan tourists begun to stay Kaga-ya Japan from the Taiwan party-of-tourists for compensation by the Toyota local dealing company in the same year, and had already become 8000 persons per year in 2003.

Fig.3 Outlook of Kaga-ya Taipei (a. Taiwanese service staffs, b. staff's behavior, c. Reception front with "wajima-nuri" lacquerware, d. indoor garden for Japanese tea ceremony and for "kimono" ornament)

C. Architectural equipment and Environment of Kaga-ya Taipei

The Peitou hot spring resort area where Kaga-ya Taipei locates is in the foot of "Youmeisan" mountain that has abundant hot spring sources. Many green trees of the hot spring park and the restored hot spring museum are visible through the window.

Inside of the hall has the traditional atmosphere of the Japanese inn culture such as "Sukiya"-way architecture derived from old tea-ceremony house. There exhibit many artworks derived from "Kaga" area in Japan as the interiors inside a hall such as the "kaga-yuzen" dyeing for "kimono", the "wajima-nuri" lacquerware, the "kutani" porcelain ware, the "kinpaku" gold foil etc. Furthermore, there are indoor garden with special apparatus such as for Japanese tea ceremony with sitting-chairs called by "ryurei-chaseki" and for "kimono" ornament.

Since the customers familiar with hot spring was mainly anticipated rather than a party of tourists at the beginning, 17 family rooms for bath use (for 2 to 4 persons) was installed. This was planned for ensuring earnings. The large hall with Japanese-style seats built into the floor is mainly used by company customers for a business meeting. In respect of service operation, the room-service of breakfast was changed into the buffet-style at the beginning.

However, the treatment by staffs and the offering of Japanese-style dinner food were performed in almost same form as Kaga-ya Wakura.

TABLE 2. OUTLINE OF KAGA-YA TAIPEI (FROM FIELD SURVEY JULY 6-7, 2013 AND RELATED DATA)

Company	The Radium Kaga-ya (in central place of Peitoh hot spring resort far from about 30 minutes from Taipei central area, Taiwan) 90 rooms
Background for foundation	By forming an FC type of partnership with the Radium Life Tech group, a developer in Taiwan for accommodation business on July, 2003, Kaga-ya launched to operate the business on December, 2010.
Outcome by the present	"The 1st rank of most honorable hot spring hotel of Taiwan" on November, 2013. Customer's rate: Taiwan: 70%, Japan: 20%, Hongkon: 8%, China homeland & India: 2%. Repeat customer of three times over: many.
website	URL: http://en.kagaya.com.tw/

D. *Adoption / Education of Butler and Refinement*

All the members of butler candidates were the college graduates with the license of more than the 2nd class of Japanese official approval examination. 60 persons were firstly employed including experienced ones in studying in Japan. Their average age was 26 years old. As for learning an "o-motenashi", they were trained for ten months by the veteran chief of room attendants who have worked for the Kaga-ya Wakura for 30 years. In the training, it began from sitting straight 30 minutes, wearing a kimono fast, serving tea / foods, to learning how to treat the guests through using Japanese-like honorific dialogs and behaviors.

Since the Taiwanese customers had not experienced such treatment, there were the opinion "it is shameful if carried out such a close attention."

Through the conversation at dinner time, "taking why the customer came here" is taught the butler's important role. So, their treatment for guests is possible to change flexibly. For example, in case of the customer own memorial day staying, "a celebratory cake and after-bath barrel of Japanese sake for congratulation", etc. can be offered, and the thing beyond expectation can be also performed.

With the language of gratitude from guests, the butlers have experienced by their selves such as impression, failure, and even regretful tears. A butler said "My tiredness blows away when the guest talked to me "I'll come again". They have been growing up for three years. From now on, their behavior and talking are made more refined to be polite and cooperation beyond sections is strengthened.

Next, the fostering of human resource with management skill also becomes important. "A Japanese styled inn business is also one of equipment industry, but it essentially needs to have heartfelt mind beyond the standard like manuals. Kaga-ya will keep up this." "The next subject is to bring up the junior staff towards original proprieties (for our localization)."

E. *Value Proposition to Customer: Anticipation and After Commencement*

Firstly it was anticipated for the Taiwanese customer to have unusual experiences even if not being in Japan, or to have the Japanese cultural experiences. Then, the first customer targets are considered to Japan favorite person and ones who has visited in Kaga-ya Wakura already. According to the results, repeat customers of 3 times over by the present has been so many and any regular customer has also done more than 50 times.

There is a situation which is too near from Taipei as the staying location. So, from 2012 the business use for Taiwan companies has been under promotion. Through using for a meeting and staying of economic organizations etc., even once experience of Kaga-ya can be expected to promote to the next stay of the customers. It is also under examination to consider a food restaurant as a place of "o-motenashi" experience by enriching Japanese menus such as sushi.

 "From now on, it become be more required to correspond to the customers with various senses of values." The different service processes will be necessary, even in the same floor of the building. A business use contributes to earnings, if a service level is secured.

Well, the present progress are thought to be due to value proposition not in Taiwan, not so adapted to Taiwan style. However, in order to take out a cultural aspect deeply, it is thought to be important to bring up human resource. Moreover, it indicates the role for marketing of domestic restaurant Kaga-ya in Japan which is operating 9 store in Japan has already become one of bases causing "visiting to Kaga-ya."

V. INSIGHT AND DISSUCUSION

A. *Business Positioning on Value Co-creation Pattern of Kaga-ya Taipei*

From the viewpoint of section A in chapter 3, Kaga-ya Taipei has typical features of the Japanese longevity companies which make tradition and innovation both ways, such as "developing new service", "sustaining the culture of the Kaga-ya Wakura" and "aiming prudent expansion". Therefore, it is thought that the case of the Kaga-ya Taipei is a cross-border deployment case of context-dependence service.

In the advance into Taiwan, the service proposition adapted to the Taiwan culture was possible, keeping the main characteristics in the Kaga-ya Wakura. This is considered that the Taiwanese culture itself is high in the affinity to Japanese culture. Therefore, deployment in the form such as the Kaga-ya Taipei with any modifications is thought to be difficult to a considerably different cultural area from Japan. In order to plan the advance into other cultural areas, it is necessary to take into consideration how its company service is fitted to the main context dependency in communication of the area. For example, the offering a "Restaurant Kaga-ya" at first to Europe is thought to be one of the possible advance strategies for such context dependency conformity.

B. *Context Dependency in Service Process of Kaga-ya Taipei*

From the viewpoint of section B in chapter 3, in the layer of a service process, it becomes important to identify appropriately what kind of type a customer, is for the Kaga-ya Taipei to develop the service business in coping with various customers' sense of values. For example, it is necessary to enhance such a situational awareness as a service provider that service staff such as butlers takes a customer's situation to change a subsequent service process.

Moreover, it is also necessary for realize more suitable service for the customer itself to indicate their situation to service staff. If the good relationship between such a service staff and a customer is built, it is thought that a repeat customers with much number of times will be formed.

The service process of the Kaga-ya Taipei is thought to be modified in ad hoc way by the information took by the interaction with a customer from the process set up a priori. For example, while in the case of "edomae-sushi" the master (chef) take the customer's information into consideration directly, service staff such as a room guide / attendant take a

same role that in the case of the hotel or Japanese inn. Therefore, the future Kaga-ya Taipei will be asked for the designing of service process including taking information as significant needs from such a customer.

C. Venue of Value Co-creation of Kaga-ya Taipei

From the viewpoint of section C in chapter 3, the place of MVCC in the Kaga-ya Taipei is described by using "YSF" and "kata" / "shukou" as follows;

- The "yosooi" is realized such as Japanese-clothes "Kimono" wearing of Taiwanese service staffs and an ornament of the Japanese / Kaga style ornament in the interior, by using the "Kata" have been established to a domestic or even Taiwanese customers in Kaga-ya Wakura.

- The "shitsurai" space is built up with the original "shukou" of the Kaga-ya Taipei, such as the location to the historic place with rich green in main area of the Peitou hot spring park, the same grand bathroom as the Kaga-ya Wakura but with original many family bathroom extension, and a Japanese-styled tearoom indoor garden.

- The "furumai" is performed in this "shitsurai" space, according to the customer's needs through the behaviors of service staff serving table and the mutual interaction with customers.

In aiming to realize an original "o-motenashi" value in response to customer needs, "Kaga-ya group quality policy card" has been instituted. Based on four items of quality policy and ten items of operating guidance, the service staff has been trained towards their internalization, which are achieved gradually. This is considered to be helpful also for grasping customer needs in the reservation stage or in the earliest stage possible after arrival.

D. *Description of creative routine in the Kaga-ya Taipei*

From the viewpoint of section D in chapter 3, the Kaga-ya Taipei has maintained a vision the realization of Japanese-like "o-motenashi" which the Kaga-ya Wakura has fundamentally developed, also by request from the partner company. At the beginning, Kaga-ya Taipei has been aiming at providing the service value that "Japan / Japanese culture can be experienced in Taiwan or even Japan which took a step forward". This aims can be said to be for MVCC which made the background culture of comparatively high context dependency in the cultural background of the Japanese or Kaga style.

For that, the three elements "YSF" of the "o-motenashi" have been built and refined. First of all, "o-motenashi" by the Taiwanese staffs was performed based on the "Kata" to the customer who asks for "Japanese experience" or "Kaga-ya experience". There have gradually been the repeat customers with gratitude, who gets used to "o-motenashi" culture through a dialog by service staffs. Such a mutual learning process between customers and the staff has brought about the growth which process is sometimes accompanied with impression, failure and tearing.

And there has existed customer calls the customer and the

value proposition with rich "shukou" is aimed for such the various customers. Through this value proposition it can be said that the refinement is planed towards quick response or development of management skill, etc.

Meanwhile, from the beginning Kaga-ya Taipei has been providing another service value with comparatively low-context dependency for family visitors such as the value of "Japanese-style hot spring and healing experience" in order to induce their to the value not in Taiwan. Moreover, Kaga-ya Taipei has provided the value of "the unusual business space" to an industrial association customers. The value is thought to be in the middle level of context dependency between the two above-mentioned values because the service staffs are concerned for treating them.

Thus, in order to realize multiple service values, it is necessary to perform refinement of staffs' contact design or to change their behaviors through taking various customers' needs quickly. Moreover, it become more important for staffs' team to perform cooperation among the staff.

From now on, Kaga-ya Taipei is thought to be aiming at achieving the vision of "o-motenashi" through realizing various value (co-)creation processes.

VI. IMPLICATION

By the case study of cross-border deployment of accommodation service, this research shows the possibility of the framework presented for comprehensively understanding the value (co-)creation of service with context dependency and the original cultural background. This framework consists of several aspects about value (co-)creation that can be mapped on the relationship of the following three; service marketing, operation management and human resource management [14].

This research implicates to contribute to build the methodology for service companies to getting the innovation knowledge from semi-globalization and to enhancing the service planning based on the each cultural background of treatment such as Japanese "o-motenashi" towards future "hidden champion company".

VII. CONCLUSION

The conclusion of this research is shown as follows;

1) This research identified four aspects for building the lens shedding some light on the "o-motenashi" type value co-creation (MVCC), which is based on the author's previous research by referring the related study.

2) This four aspects consists of a) business positioning patterns, b) context-dependency of the process, c) venue such as contact point, and d) creative routine, regarding the MVCC as mentioned above.

3) This research shows that the proposed framework has possibility to present comprehensive perspective for understanding service value (co-)creation with context dependency based on cultural background by the case study of the Kaga-ya Taipei as the cross-border deployment of a traditional inn Kaga-ya.

4) Future work is to investigate similar cases for raising the width and quality of this research.

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