

# Market Entry Guidance

for emerging countries in  
the Japanese Outbound Travel Market



**出発!** 海外へ

November 20, 2009  
JATA VWC 20 Million Travelers  
Promotion Office

 Japan Association of Travel Agents

## Introduction

As representatives of the industry in this field, we would like to thank you for your interest in the Japanese outbound travel market.

Overseas travel by Japanese people has shown steady growth since 1964, and the range of destinations has also continued to expand. Despite a slight decline over the past few years, it is clear that Japanese people still have a strong interest in overseas travel, and expectations are high that the market will continue to grow in the future. The background to this situation includes the great support of various countries' tourism boards, as well as related agencies and suppliers, in cooperating with the Japanese tourist industry. This level of cooperation has allowed the market to show strong growth.

The Japan Association of Travel Agents (JATA) has also always prioritized good relationships between tourist boards and the travel industry, believing that this is vital for the further development of tourism. These relationships present excellent opportunities for the various tourist boards and the Japanese industry to get to know and understand one another, as well as the differing markets.

As our range of destinations continues to expand, we at JATA are hopeful of an increase in the number of countries entering the travel market as destinations for outbound Japanese visitors. We have compiled this report, therefore, in order to be of assistance to countries wishing to newly enter the Japanese market by establishing a base in Japan and implementing tourism promotion here. We hope that this will assist you in the smooth transition to effective marketing.

We will be extremely pleased if you find this report useful in your country's tourism promotion activities.

November 2009

VWC 20 Million Travelers Promotion Office  
Japan Association of Travel Agents

# Contents

## Chapter 1 The Japanese Outbound Travel Market (P6)

### 1-1. Historical trends (P6)

- 1-1-1 Trends in number of outbound travelers (P6)
- 1-1-2 Trends in tour type (P8)
- 1-1-3 Trends in destinations (P9)
- 1-1-4 Recent trends (P10)
- 1-1-5 Trends in the travel environment (P12)

### 1-2. Attributes (P13)

- 1-2-1 National characteristics (P13)
- 1-2-2 Aging society (decline in childbirth rate) (P14)
- 1-2-3 Consumer protection and industry laws (travel itinerary guarantee) (P14)
- 1-2-4 Global standardization – currently underway (P14)
- 1-2-5 High level of dependence on travel companies (P15)
- 1-2-6 Intervention by land operators (P15)
- 1-2-7 Limited accommodation types (hotel stays) (P16)
- 1-2-8 Comparatively high economic benefits (P16)
- 1-2-9 Difficulty of reaching consumers (P16)

### 1-3. Current market environment (P17)

- 1-3-1 Excessive competition and price competition (P17)
- 1-3-2 Stagnation in number of outbound travelers and passport applications (P17)
- 1-3-3 Low level of activity in regional markets (P17)
- 1-3-4 No growth in travel by young people (P17)
- 1-3-5 The problem of the fuel surcharge (P18)
- 1-3-6 Affiliations and partnerships in the travel industry, aiming for a firm industry basis (P18)
- 1-3-7 Unearthing and converting high levels of latent demand (P18)
- 1-3-8 Establishment of the Tourism Agency (October 2008) – the National Tourism Strategy (P18)
- 1-3-9 VWC and the challenge of 20 million outbound travelers (P19)

### 1-4. The future (P20)

- 1-4-1 The type of new destination required (P20)
- 1-4-2 The development of highly specialized travel companies (P20)
- 1-4-3 Individual financial assets of 1000 trillion yen (P20)
- 1-4-4 The *dankai* – a massive potential market (P21)
- 1-4-5 New airports and LCC (low-cost carriers) (P21)
- 1-4-6 Increase in chartered flights, revitalization of regional demand (P21)
- 1-4-7 The arrival of the age of 20 million outbound travelers, and the Tourism Agency (P22)
- 1-4-8 The 2010 ‘big bang’ and the relaxation of air traffic regulations (P22)

## Chapter 2 The Japanese Travel Industry (P23)

### 2-1. Travel companies (P23)

- 2-1-1 Legal Classification (P23)
- 2-1-2 Type (P23)
- 2-1-3 Scale (P23)
- 2-1-4 Organization and structure (P24)
- 2-1-5 Partnerships (P24)

### 2-2. Travel products (P25)

- 2-2-1 Packages (series) (P25)
- 2-2-2 FIT ( Foreign Independent tour ) (P28)
- 2-2-3 Incentive travel (P29)
- 2-2-4 Overseas educational travel (P29)
- 2-2-5 Technical visits (Study travel) (P29)
- 2-2-6 International exchange (cultural / sports) (P30)
- 2-2-7 Other ad-hoc (liaison sales) (P30)
- 2-2-8 Marketing tools for tourist boards (P30)

### 2-3. Travel product production cycle (P31)

- 2-3-1 First half and second half of year (Summer/Winter) (P31)
- 2-3-2 Seasonal products (P31)
- 2-3-3 Additional products (P31)

### 2-4. Distribution (P31)

- 2-4-1 Wholesale (B2B) (P32)
- 2-4-2 Direct (B2C) media sales (P32)
- 2-4-3 Web (B2B / B2B2C)(P33)

### 2-5. Liaison sales (ad-hoc)(P33)

### 2-6. Business travel (P33)

- 2-6-1 Business travel (P33)
- 2-6-2 The flow to BTM (P34)
- 2-6-3 Affiliations and partnerships with in-house agents (P34)



**Chapter 3** Points to bear in mind when entering the Japanese market (P35)

3-1 Business practice (P35)

3-1-1 Understanding the importance of face-to-face contact (P35)

3-1-2 Understanding and respecting Japanese people, culture and business practice (P35)

3-1-3 Care in selection of partners (linguistic ability etc.) (P35)

3-1-4 The difference between titles and authority (P36)

3-1-5 The difference between trade and media (P36)

3-2. Market environment, and marketing (P37)

3-2-1 Appropriate basic marketing research (P37)

3-2-2 Confirming the position of your country, and clarifying aims and objectives (P37)

3-2-3 Target markets / defining fields (P37)

3-2-4 Confirmation that you are operating in a B2B market (P38)

3-2-5 Assumption of budget size (P38)

3-2-6 Existence of partner airlines and / or embassies (P38)

3-2-7 Coordination / cooperation between travel companies, media and related agencies (P39)

3-2-8 Assumptions and behavior on entering the market (P39)

**Chapter 4** Examples of practical marketing activity (P40)

4-1. Activity (travel trade) (P40)

4-2. Marketing tools (P42)

**Chapter 5** Marketing to the media (P44)

5-1. Target media (P44)

5-2. Activities (media) (P44)

5-3. Public event advertising (P44)

**Chapter 6** Usable Website on the Japanese Travel Market (P45)



## **Chapter 1** The Japanese Outbound Travel Market

### *1-1. Historical Trends*

#### **1-1-1 Trends in number of outbound travelers**

Within the travel industry, 1964, the year in which overseas tourism was officially recognized, is seen as the start point for overseas travel. From that year on, despite the effect of external factors such as the first and second oil shocks, the numbers of people travelling overseas has continued to rise fairly consistently. In 1964, just fewer than 130,000 people travelled overseas. This number broke through the 10 million barrier in 1990, and had reached 17.8 million in 2000 (see Table 1, Diagram 1).



This legendary growth, however, was dampened in the aftermath of the terrorist attacks in the USA in September 2001 (known as 9/11). In 2000, the number of travelers going overseas had risen to just under 18 million, but in 2001 this number fell suddenly to 16.2 million. During the Gulf War of 1991, there was some local impact on numbers, but any declines were reversed swiftly and the overall reduction in numbers was kept to a minimum. After 9/11, however, worldwide uncertainty

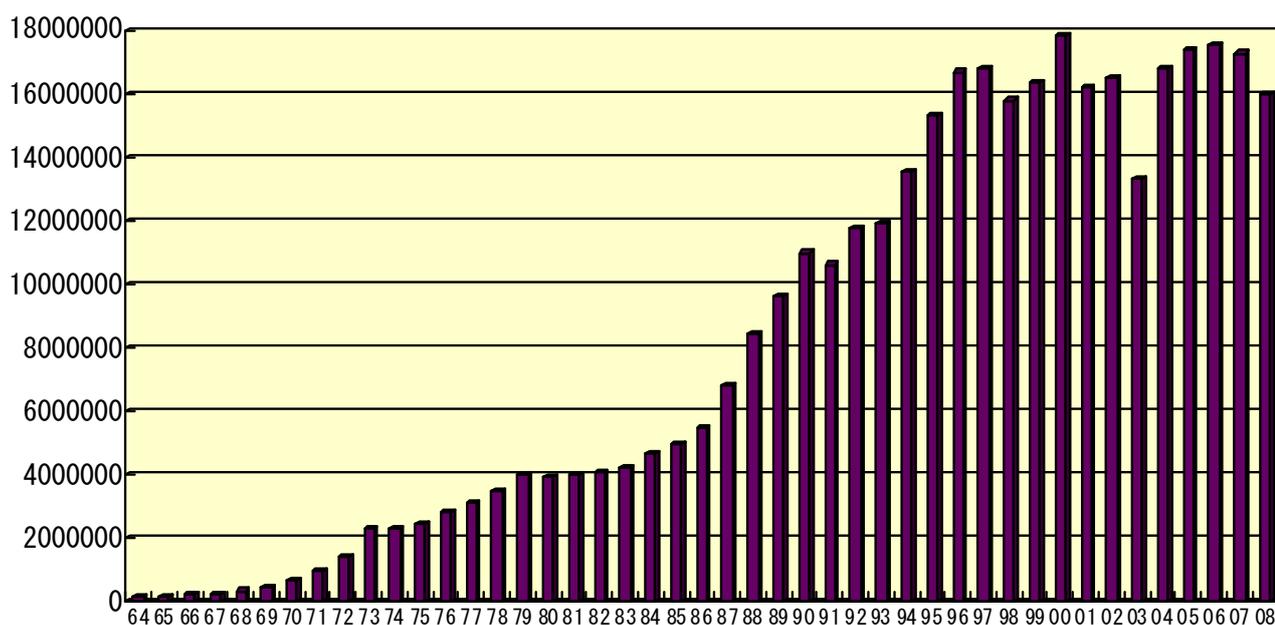


regarding the safety of air travel meant that the damage to the industry was far greater. The legacy of this lasted into 2002, and the Iraq war and SARS (severe acute respiratory syndrome) in 2003 gave it a further, double shock, resulting in a year on year reduction in traveler numbers of 20, to approximately 13.3 million in 2003.

Subsequently, in 2004, this number recovered to 16.8 million, and in a demonstration of the underlying strength of the Japanese interest in overseas travel, maintained figures around 17.5 million between 2005 and 2007. In 2008, however, uncertainty regarding the global financial markets, which began in the USA, had an effect on international travel, and the year ended with only 16 million travelers going overseas.

<b>Year</b>	<b>Number of travelers</b>	<b>Year</b>	<b>Number of travelers</b>	<b>Year</b>	<b>Number of outbound</b>
1964	127,749	1979	4,038,298	1994	13,578,934
1965	158,827	1980	3,909,333	1995	15,298,125
1966	212,409	1981	4,006,388	1996	16,694,769
1967	267,538	1982	4,086,138	1997	16,802,750
1968	343,542	1983	4,232,246	1998	15,806,218
1969	492,880	1984	4,658,833	1999	16,357,572
1970	663,467	1985	4,948,366	2000	17,818,590
1971	961,135	1986	5,516,193	2001	16,215,657
1972	1,392,045	1987	6,829,338	2002	16,522,804
1973	2,288,966	1988	8,426,867	2003	13,296,330
1974	2,335,530	1989	9,662,752	2004	16,831,112
1975	2,466,326	1990	10,997,431	2005	17,403,565
1976	2,852,584	1991	10,633,777	2006	17,534,565
1977	3,151,431	1992	11,790,699	2007	17,294,935
1978	3,525,110	1993	11,933,620	2008	15,987,250

■ Number of Japanese overseas travelers from 1964-2008



## 1-1-2 Trends in tour type

### 1) The movement from group tours to FIT

The Japanese market, which consists of an island people with limited ability in foreign languages, made an obvious start in the form of group tours accompanied by tour guides. As the numbers of travelers making repeat visits increased, and the local infrastructure at destinations improved, the number of people traveling FIT has gradually increased. In principle, the factors that have contributed to the rise in FIT have included local infrastructure improvements, good levels of public safety, and the provision of information in Japanese, which has meant that tour guides are less often required. Circumstances differ in different countries and regions, however, as more people opt to stay in cities or at resorts, and it is still usual for a tour guide to accompany a group on, for example, a tour of several destinations in Europe.

### 2) The movement from 'sightseeing' to purpose / experience-based 'new tourism'

As overseas travel gained mainstream popularity and mass travel became more normal, increasing numbers of tourists began to make repeat visits overseas, and the demand for new styles of travel and new destinations grew.



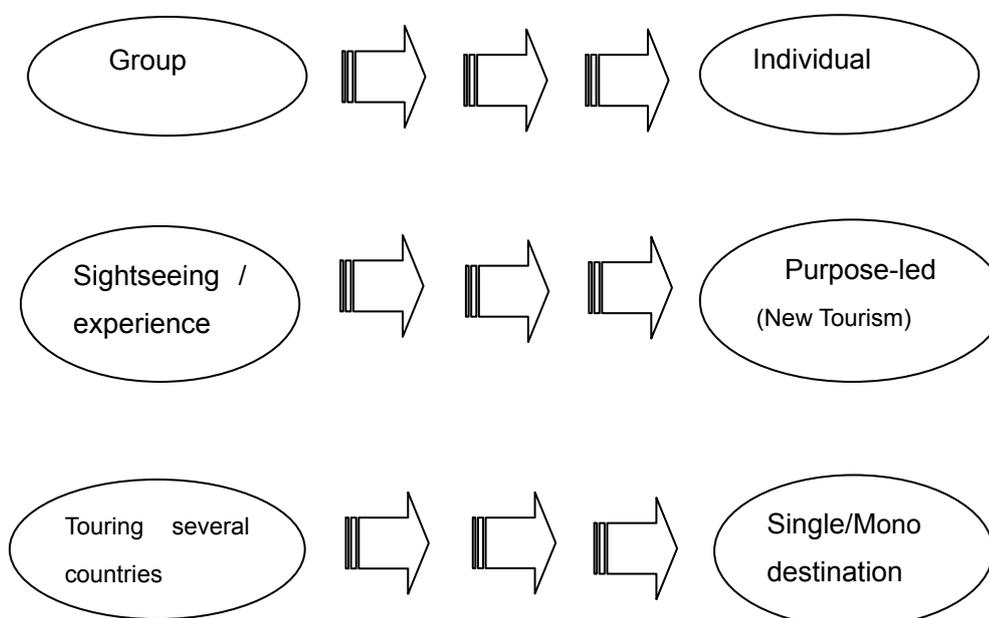
Visitors to Europe, for example, may tour round several countries on their first overseas trip, and if they find somewhere they like particularly, may then wish to return to see more of it. Recently, single-destination holidays even to countries in central and southern America or Africa have begun to appear. The general trend for first-timers to tour several destinations and 'repeaters' to stick just to one location should be understood. Island resorts and countries in Asia, and elsewhere that can be simply visited and returned to, have always been the subject of mainly single-destination itineraries.

Conventional overseas travel has, additionally, placed a strong emphasis on sightseeing, but more recently tours have come to focus on a closer experience of the destination that allows visitors to touch and feel the culture they are visiting. This has led to a style of travel in which the visitors' purpose is more specific than merely sightseeing.

### 3) Tour types required from emerging countries

This differs depending on the destination. If public safety levels are high, prices are low, the destination is suited to visitors staying for several days and there is some local infrastructure in place to welcome guests (initially the provision of Japanese information, for example), the destination should market packages aimed at individual travelers without a tour guide. If the destination requires a significant of ground-based travel, prices are higher and there are few Japanese guides, such as in Europe, the style of tour required will be that of a group with a tour guide.

#### ■ Trends in general style of tour (differ by country)



\* However, main format is still mass tourism

### 1-1-3 Trends in destinations

Destinations are affected by distance, public safety, airline access and political backgrounds. In Japan's case, the US (Hawaii, Guam, Saipan), with whom it is in an alliance, and countries that are geographically close (SE Asia) were the first destinations. Other destinations and styles later became part of travel itineraries as explained below.

1) From multi-destination touring to single-destination holidays

Typically European tours, which began as multi-country visits to popular destinations (UK, France, Italy), and have gradually evolved into single-destination visits, for example 8 days in Italy.

2) The growth of SIT (Special Interest Tours)

As the market grew, an increased demand was identified for SIT tours for repeat visitors. SIT can be merely interpreted as a tour to a particular destination, but objectives and experience-based SITs are also in demand.



3) The growth in destinations

As the numbers of overseas travelers grows, so does the number of airlines servicing them, and even companies that have already been flying passengers out of Japan have begun to utilize hub airports in order to add new destinations to their itineraries. As tourist boards and other organizations have become more proactive in working towards developing new destinations, new travel products have come on sale and the range of destinations has broadened. Additionally, target destinations have shifted from urban centers to suburban and countryside regions, showing a broadening in interest that extends to different and new areas of existing destinations.

### 1-1-4 Recent trends

1) Boom in World Heritage Sites

When Japanese people are considering where to travel overseas, World Heritage Sites



carry a significant amount of decision-making weight. This is equally the case with domestic travel. In other words, it could be said that registering an attraction as a World Heritage Site is a quick way of implementing tourism promotion, although it is important to implement

such promotion from a planned and sustainable viewpoint. It is a simple method of creating a fleeting interest among Japanese tourists, but this will not fulfill your organization's objectives in the long term.

## 2) Polarization (\*Luxury tours and budget tours)

Japanese package tours have conventionally fallen into two categories – those of quality tours and budget tours – but more recently this trend has become more and more marked. Quality tours have become more and more expensive, aiming to meet customers' every need, and tend towards FIT, while budget tours remain in their conventional format – although regionalization, charter flights, LCCs and other elements are expected to bring about future changes.

## 3) The rise of 'New Tourism' (purpose / experience-based, health and eco-tourism, volunteering, etc.)

Up until this point, the overseas travel market has achieved a certain scale, and is increasingly handling 'repeaters'. The category known as 'mature travelers' has become a fixed segment, with a regular market share. As a result of this, travelers have begun to require new forms of tourism, moving from the conventional sightseeing-based tours into activities that allow them to, as it were, 'touch' life in the destination country. Tours that allow customers to achieve a predetermined objective or have a specific experience have become very popular. Health tourism and eco-tourism are extensions of this trend.

## 4) Small volume, diverse types (the rise of the niche market)

Usually, group package tours tend towards a 'lowest common denominator' principle in terms of their content. In other words, each travel company tends to produce tours very similar to the others, and once these tours come to market, price competition is fierce. At the same time, market needs are diversifying, and there is an increasing demand for niche tours. There is a need within the market for the creation of products that represent small quantities of diverse experiences, as categorized by niche tourism, rather than simply an itinerary designed to please the masses.

## 5) The dawn of Fly & Drive

Tourism using a rented vehicle (Fly & Drive) has been a topic of discussion for quite a while, but has not in fact made a particular appearance in the market. The reason for this lies mainly with the mentality, and language ability, of Japanese travelers, and despite major car rental firms' efforts at promotion, even travel companies remain fairly



negative towards the idea. The rapidly growing FIT market, however, would seem to show great potential in this area, in certain countries at least, as FIT travelers extend their scope from cities out into the countryside. It is no longer possible to ignore the importance of Fly & Drive. The popularization of navigation systems and mobile phones has played a significant role in this. Regions wishing to approach the Japanese market with Fly & Drive proposals, however, will find it necessary to provide extremely detailed Japanese information resources, or other tools such as Japanese DVDs, to facilitate Japanese travelers using this method of transport.

#### 6) The cruise market – in a stage of growth



The Japanese cruise market is still small in terms of actual numbers, but is considered to have a strong latent potential. Currently, many of the large passenger shipping companies have recruited GSAs, there is still capacity within the industry and the infrastructure for selling cruises has been put in place. Cruises are more expensive and more

profitable than ordinary tours, and as the market is expected to grow, travel companies are positive about this sector.

#### 1-1-5 Trends in the travel environment

The background to the growth in the Japanese market includes factors such as the simplification of procedures for immigration and departure. The process of getting a visa, along with other procedures that can be obstacles to overseas travel, have been simplified through countries entering mutual agreements to not require tourists to obtain such paperwork. Additionally, the increase in the size of the Japanese travel market requires an appropriate air travel infrastructure, as well as the airport infrastructure to handle it. The Japanese travel trade has been tireless in its work to persuade the government and supervisory bodies to realize the opening of new airports.

## 1-2. Attributes

In order to enter the Japanese market, it is important to understand the particular nature of Japanese people and the attributes of the market. This is vital if you intend to begin operating a business in Japan.

### 1-2-1 National characteristics

#### 1) Linguistic ability

The Japanese have received English language education since the aftermath of the Second World War, but it would be true to say that their English ability is probably the lowest of all Asian countries. The Japanese travel industry does not place particular emphasis on linguistic ability when recruiting, either, and this can lead to difficulties in trade negotiations. Consumers are in a similar situation, meaning that websites, manuals and all types of information need to be provided in Japanese.

#### 2) Shy / nervous

This, of course, differs from person to person and generation to generation, but in general it can be said that the Japanese are a shy race. They will not be easily persuaded to give their opinions at BtoB or BtoC meetings or events. Their nervous nature means that there can be an overreaction to terrorist incidents or other disasters overseas, and the travel market can be noticeably slow to recover after such an incident.

#### 3) Scrupulous preparation of information

Japanese travelers, particularly in FIT situations, will tend towards the scrupulous gathering and preparation of information before departure. The popular guidebook 'Chikyu no Arukikata' is a good example of this attention to detail. This point should be note when preparing any type of information, whether from B2B or B2C.

#### 4) Highly appreciated manners

Japanese visitors' good manners are always highly appreciated by the staff of overseas hotels, for the way in which they use their rooms, the public spaces and the restaurants. This reputation is thought to extend beyond hotels, to transport providers, museums and other attractions.

### 1-2-2 Aging society (decline in childbirth rate)

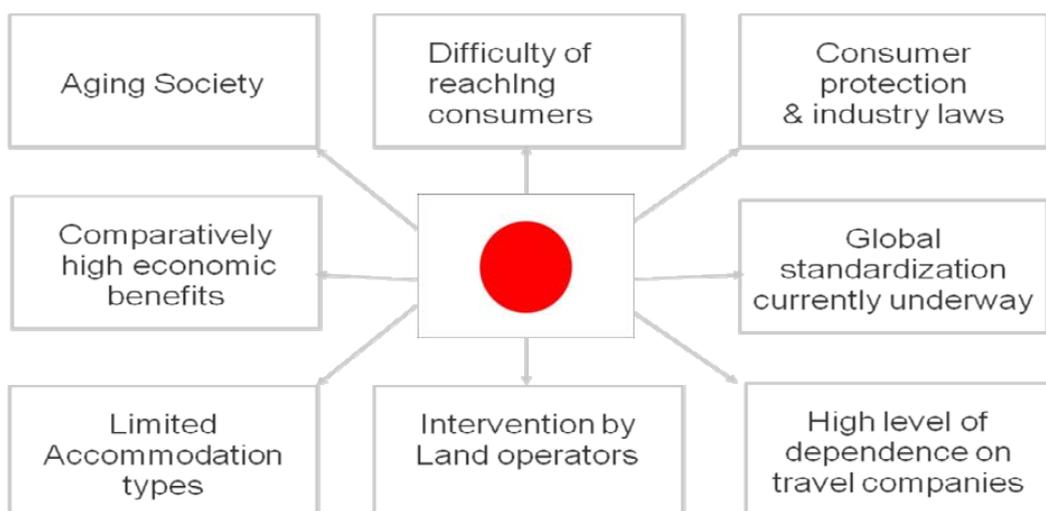
Japan is currently in the midst of a trend towards lower birth rates and an increasingly aging population. As fewer younger people travel overseas, there is significant potential among older people, who plan to travel after their retirement. In particular, the *dankai* or baby-boomer generation of slightly younger mature travelers is a large sector, considered to comprise around 9 million people.

### 1-2-3 Consumer protection and industry laws (travel itinerary guarantee)

The Japanese travel industry is required to implement high levels of consumer protection, which are reflected in travel industry regulations and contracts. In particular, travel companies leave themselves open to claims for compensation if the details published in their pamphlets differ from the actual services provided on a tour. In some cases, this can lead to the travel company having to reimburse consumers accordingly (known as the 'travel itinerary guarantee').

### 1-2-4 Global standardization – currently underway

During the process of planning a tour, travel companies have to deal with overseas airlines, hotels and land operators. Global standards in these transactions, however, are still not fully in place, including standards relating to language. It is thought that the global standardization of airline seat purchasing and hotel booking, as well as general operations, will progress in the future.

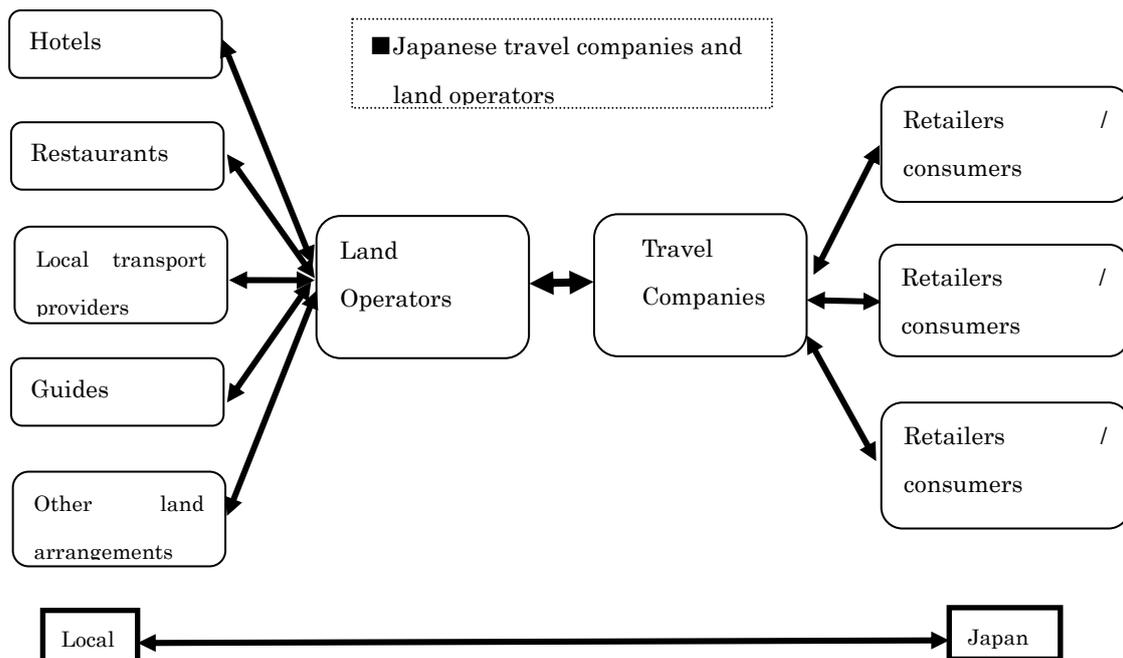


### 1-2-5 High level of dependence on travel companies

Due to the Japanese national characteristics noted above, the majority of planning and arrangement for overseas travel still tends to be done by travel companies, and travelers are highly dependent on this service. Even FIT passengers usually purchase their airline tickets and hotel vouchers via travel companies, and it is rare for people to book overseas hotels or other arrangements directly. One reason for this is the lack of language ability, meaning that Japanese travelers feel a need to have a point of contact while overseas in case anything goes wrong. This is fulfilled by the helpdesks that Japanese travel companies and land operators locate in overseas countries. More recently, credit card and insurance companies have also begun to offer overseas helpdesk or telephone helpline services for travelers.

### 1-2-6 Intervention by land operators

Japanese travel companies almost never book overseas hotels or arrangements directly with inbound travel suppliers. Rather, they usually use the intermediary services of land operators, who are based in Japan. From the perspective of local suppliers, it is important to remember that behind the land operator, who is acting as an intermediary, there is always the 'true' customer (the purchaser and the decision-making body) in the form of a travel company.



### 1-2-7 Limited accommodation types (hotel stays)

When Japanese people travel overseas, they almost always stay in hotels. Some specialist tours may involve staying in lodges, but hotels are the de facto standard for accommodation. The reason for this is that itineraries are often short, and therefore it is difficult to utilize accommodation types designed for longer stays. Since car rental use is limited, drive-ins (motels) and cottages are also rarely used.



### 1-2-8 Comparatively high economic benefits



Since, as mentioned above, Japanese people stay at hotels when they travel, tend to move around in large luxury coaches or superior trains, and take meals at hotels or in restaurants, the economic benefits they bring to local suppliers are relatively high. Because of this, consumers require a high standard of quality management in their travel itineraries. The diversification of tour types, the increase of mass tourism and an increase in individual travel, however, are all having an effect in changing this situation.

### 1-2-9 Difficulty of reaching consumers

This is a problem faced by all tourist boards, tourism operators and suppliers when they try to enter the Japanese market. The logistics of supplying via land operators, the complexity of corporate structures and the traditional business practices of Japan, as well as the language barrier, can all cause problems. For this reason it is important to fully understand with whom you are trying to do business. In a majority of situations, this must be done on a case-by-case basis.





### **1-3-5 The problem of the fuel surcharge**

The problem of the fuel surcharge, which came into being as a result of the high price of crude oil, has resulted in raised prices for travel products. Added to a general sense of uncertainty about how the future will shape up, it has caused a reduction in purchasing power within the market. In the beginning of 2009, crude oil prices appear to have settled, however, it is now uncertain again toward this coming autumn/winter seasons.

### **1-3-6 Affiliations and partnerships in the travel industry, aiming for a firm industry base**

As stated above, high levels of competitiveness within the industry have led in recent years to the emergence of affiliations and partnerships. This is also due to the fact that distribution routes for travel products have increasingly converted into internet-based sales. Partnerships between wholesalers and similar affiliations are expected to continue into the future, although this does not necessarily indicate a shrinking of the overall market.

### **1-3-7 Unearthing and converting high levels of latent demand**

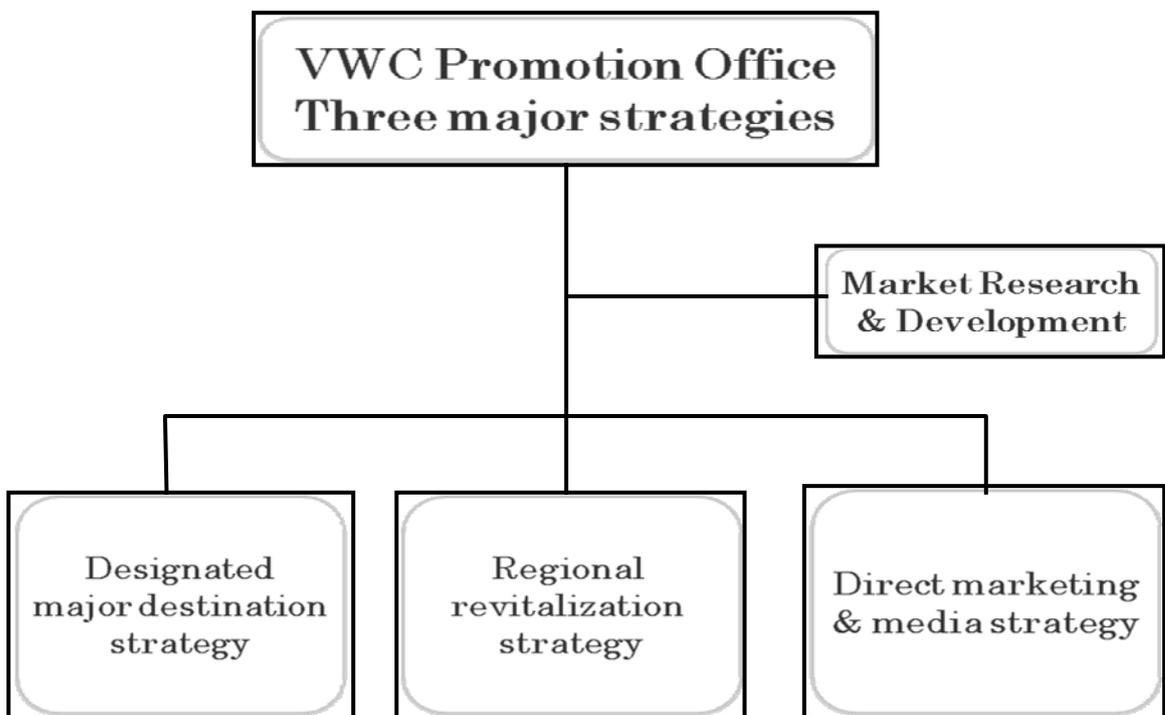
Japan is facing the aging of its society, and there is a significant potential market for overseas travel among retired people. Latent demand, however, still needs to be unearthed, and travel companies are constantly looking for new sources of information. Even conventional tour products require updating and revising in accordance with the times.

### **1-3-8 Establishment of the Tourism Agency and the National Tourism Strategy**

The Tourism Agency was formed in October 2008 as an external bureau affiliated to the Ministry of Land, Infrastructure, Transport and Tourism. This move had been long awaited by everyone related to the travel industry, and represented the specific adoption of a national tourism strategy. The Bureau has already produced some notable results, in the areas of removing barriers between various government departments and allowing swifter settlements, and it is anticipated that it will continue to perform at the helm of Japan's two-way tourism administration, both inbound and outbound.

### 1-3-9 VWC and the challenge of 20 million outbound travelers

In order to achieve the numerical target set by the national strategy of 20 million outbound travelers in 2010, the JATA VWC 20 Million Travelers Promotion Office has been established within JATA. The travel industry is working together to ensure that this target is met through a range of strategies.



## 1-4. The future

### 1-4-1 The type of new destination required

Once the scale of tourism develops beyond a certain number of people, the number of 'repeaters' begins to increase, and the travel companies start to create new products that feature new destinations. Additionally, new approaches are always required in existing destinations.



### 1-4-2 The development of highly specialized travel companies



As the number of 'repeaters' increases, destinations diversify and travel companies are expected to develop specializations. When this happens, the large-scale travel companies can be poorly resourced in specialist knowledge and experience, and if they put together a specialist tour of some type, may find that not enough people apply to go on the tour to make it operational. This is how the specialist travel companies have increased their market share – by filling a gap in the market left by the large companies. It is not always appropriate for large businesses to become too specialized.

### 1-4-3 Individual financial assets of 1000 trillion yen

In 2008, instability in the world's financial markets, which began in America, had a significant impact in Japan too, with particularly damaging effect on individuals' financial assets. Despite this, the individual financial assets of the Japanese people is said to be around 1000 trillion yen, and there is a good possibility that they may spend this on overseas travel. If the stock market and the financial markets are revitalized, obviously individual financial assets will rise even further.



#### **1-4-4 The *dankai* – a massive potential market**

As stated above, there is a huge potential market among retired people, particularly among the younger *dankai* or baby-boomer generation, which is thought to number between 8 and 9 million. This generation is comparatively young, and therefore a good target market for overseas travel. Physically they are still fit and well, and there are many people among this group who have ability in foreign languages or who have lived overseas for some part of their lives.

#### **1-4-5 New airports and LCC (low-cost carriers)**



Japan's public administration of tourism is based upon a strategy of two-way tourism, which includes regional revitalization and the positive encouragement of new airlines. Shizuoka airport opened in July 2009, and Ibaraki airport is also scheduled to open in the near future. In response to this, one of the typical LCCs, Air Asia X, is rumored to be considering entry to the Japanese market.

#### **1-4-6 Increase in chartered flights, revitalization of regional demand**

Recently, in addition to scheduled flights, there has been a trend towards the use of chartered flights for tourism purposes. Charter flights often use regional airports, and are a key factor in the expansion of regional markets. They also make a significant contribution to the development of new destinations. There are several



charter flight agents in Japan, and it is thought that it will be necessary for travel companies to make further contact with these companies in the future.

#### 1-4-7 The arrival of the age of 20 million travelers, and the Tourism Agency

The Japanese government has established a national strategy with the aim of achieving 20 million outbound travelers by 2010. The Japan Association of Travel Agents (JATA) has established the VWC 20 Million Travelers Promotion Office within its organization, and is implementing a range of promotional activities with this target in mind.



The Tourism Agency, which is carrying the flag for this national strategy, tourist boards, airlines and various other partners are cooperating in this strategy.

#### 1-4-8 The 2010 'big bang' and the relaxation of air traffic regulations



Work on extending and increasing the number of runways at Tokyo's two metropolitan airports, Narita and Haneda, will be completed in 2010, and it is anticipated that the number of flights taking off and landing there will be significantly increased. Many airlines are eagerly waiting for this opportunity. The additional number of seats that will be made available will without doubt create a significant expansion in the outbound travel market, and, it is thought, will contribute to revitalization in the industry. In addition to this, various air traffic regulations that provide

obstacles to overseas travel are also likely to be relaxed, under the guidance of the Tourism Agency.

## **Chapter 2 The Japanese Travel Industry**

### *2-1. Travel companies*

#### **2-1-1 Legal Classification**

The travel industry is regulated by a process of registration and approval, according to which companies are categorized as type 1, type 2 or type 3, according to the details of their business. Most of the package tours to overseas countries, pamphlets for which can be seen in towns across Japan, are put together by companies registered as type 1, allowing them to recruit customers. The total number of travel companies in Japan totaled 10,684 in 2007, of which 808 were type 1 companies. These include the large wholesale companies. (Numbers according to Ministry of Land, Infrastructure, Transport & Tourism figures).

#### **2-1-2 Type**

There is a wide range of travel companies. These can be broken up by distribution method into wholesalers, retailers and direct marketing companies. There are also specialist travel companies, which deal in particular destinations, specific customer groups, types of travel, events, experiences, study, sports, exchange or business travel. In addition to this, many banks, trading companies and manufacturing businesses have travel companies as part of their group. These are known as 'in-house agents'.

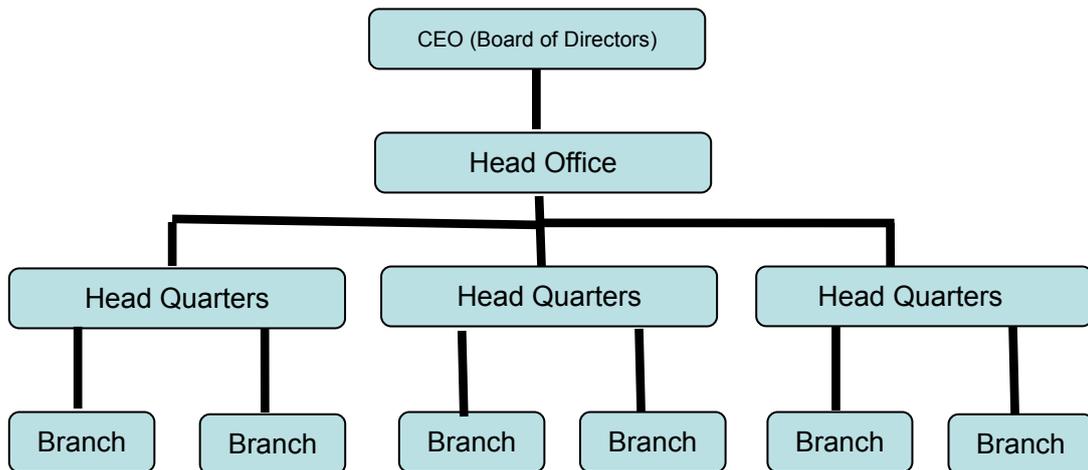


#### **2-1-3 Scale**

This can range from companies of several thousand employees right through to those with only one member of staff. Large companies have national networks nationwide and often promote wholesale package tours. Among the small and medium-sized travel companies there are some with distinct specialties, and some travel companies are particularly knowledgeable about new destinations or SIT tours. It is important to select and work with a company that is appropriate for your destination country.

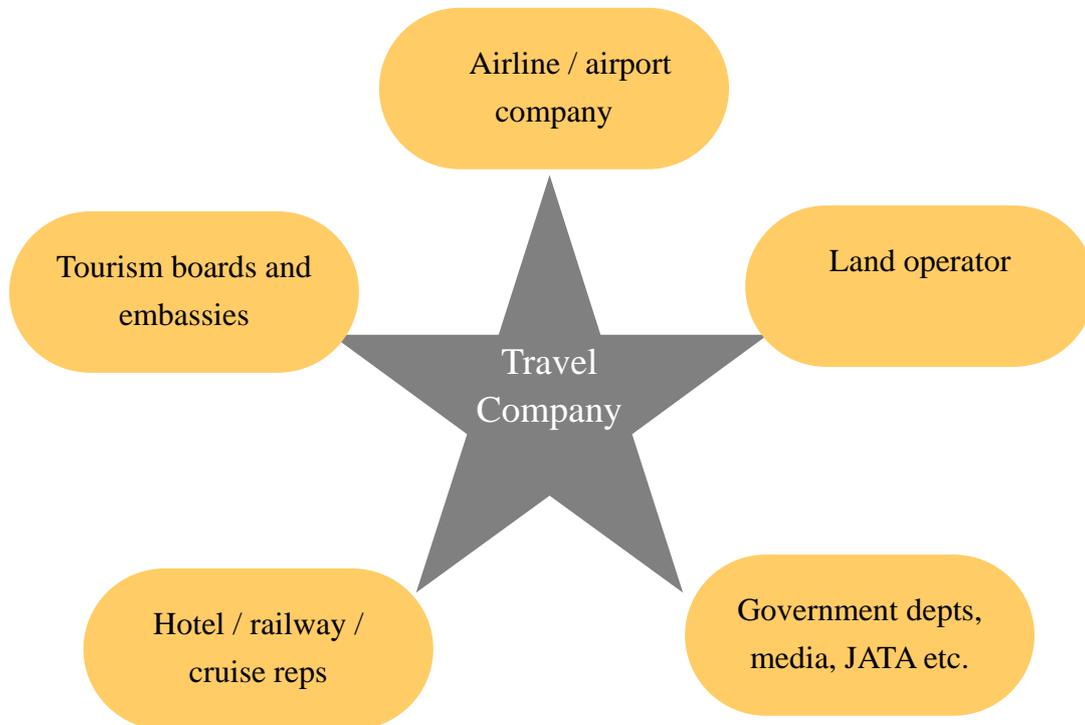
#### 2-1-4 Organization and structure

Naturally, the organization and structure of a company will depend on its scale. From an overseas perspective, it may seem as though the organizational composition is complex and difficult to understand, and it can also be difficult to know which division to target when making contact with a company. When making an appointment, it is vital not to make the mistake of trying to contact a senior executive or director, when they may not be the person with decision-making responsibilities for your area. You should find out who that person is in order to create business. In many cases, a member of staff's position name and their actual level of authority may not be equal.



#### 2-1-5 Partnerships

These differ in type and scale, but each travel company will have its own partnerships within the industry, with whom it implements product planning etc. It takes time in order to build strong partnerships, but these are vital in developing tourism. You should take care and look carefully at travel companies with whom you are considering working, and make sure you have direct contact with someone with decision-making powers.



## 2-2. Travel products

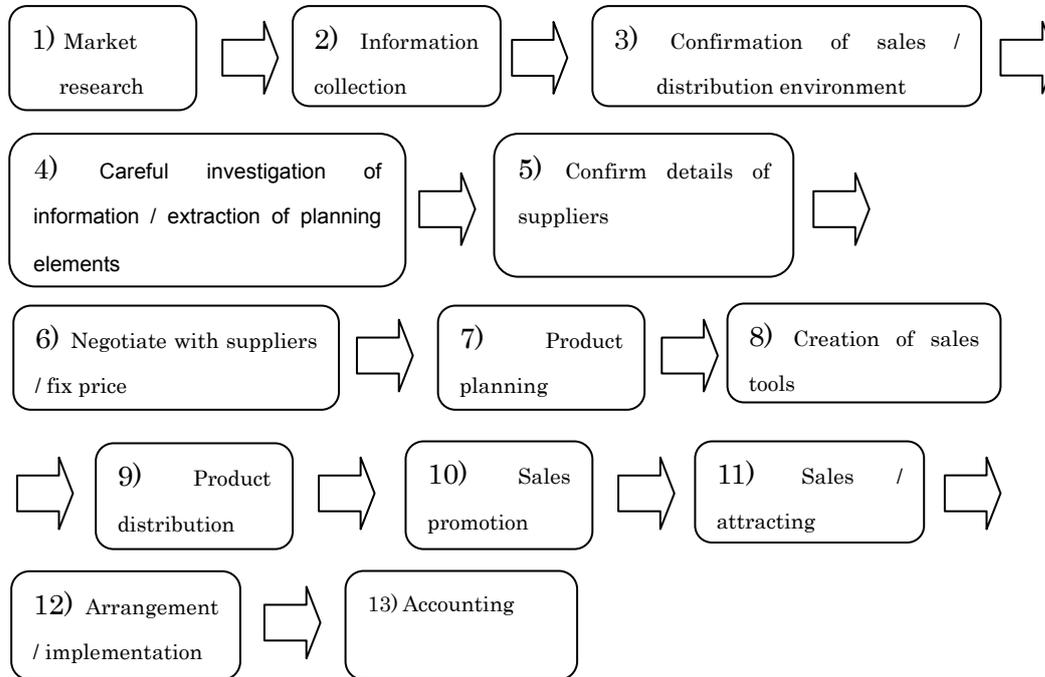
### 2-2-1 Packages (series)



Since the prohibition was lifted on Japanese people traveling abroad (in 1964), package tours have been the mainstay of Japan's outbound tourism, and have led the tourism industry. This form of travel is suited to Japanese people, who have poor language skills, and even now when FIT travel is increasing, package tours still make up the majority of products. Broadly divided, these

comprise wholesale products and direct marketing products, and they are subject to ongoing severe price competition among the different operators.

## Flow of travel company marketing and product makeup



### 1) Market research

Also known as marketing research, Search for trends in demand, or the possibility of creating demand, and plan a product that is appropriate to the need identified. It is unfortunate that cases where companies have simply copied other companies' product, without passing through this stage themselves, are to be seen in the market.

### 2) Information collection

As much information should be collected as possible, from a range of sources such as travel fairs, tourism boards, hotels, airlines, land operators and different media.

### 3) Sales / distribution environment confirmation

Understand your company's own strengths and weaknesses, and consider the environment in which their product is to be sold. Make sure it is not a forced sale in any way.

### 4) Careful examination of information / extraction of planning elements

Collected information must be carefully organized and ideas that can be useful in the development of products must be extracted.

#### 5) Background to purchasing

The background to purchasing products for tours must be carefully investigated, to ensure that there is no danger of including in the product airline seats, hotel rooms etc. that are not possible to actually guarantee.

#### 6) Purchasing negotiations (airlines / hotels)

At this point, the tour outline will have become visible. Airline, hotel and other negotiations should begin, in order to set specific targets and budgets etc.

#### 7) Product planning

Create the tour itinerary, establish whether or not there is to be a tour guide, and get quotations from airlines and land operators, before fixing the cost of travel. Usually done at the same time as (8) below.

#### 8) Creation of sales tools

Create pamphlets and adverts to attract customers. The Association for Fair Trade within the Travel Industry has established guidelines for the creation of pamphlets. All sales tools should be created based on this.

#### 9) Product distribution

The product begins to reach the market via finished pamphlets, advertisements or via the web. At this point, it is important to collect information regarding the sales environment, customers' reactions and responses to the product.

#### 10) Sales promotion

Merely creating a product is not enough – it will not sell itself, even if it is a strong idea. Where the production side and the sales side are being carried out by separate organizations, it is important to ensure sufficient promotion activities.

#### 11) Sales (attracting customers)

Once customers have been recruited, analyze the period reservations have occurred for, which tours are selling well, the price band and the type of customer. This should be reflected in future sales promotion.

#### 12) Arrangements and implementation

Product quality must be strictly observed when managing the itinerary, and arrangements must be made as according to the pamphlet and any advertising materials.

#### 13) Accounting

It may seem obvious, but sales and income should be constantly checked to ensure that the product was priced appropriately.

## 2-2-2 FIT ( Foreign Independent Tour / Free Independent Traveler)

Individual travelers (FIT) tend to travel in one of three ways – either using a ready-made package tour, semi-package tour and on a tailor-made consulting-style itinerary. These are quite different things. It is important to understand this, and to be clear about which type of FIT traveler you are targeting with your activities.

### 1) Ready-made



In principle, similar to a regular group package tour, with the air reservation, hotel, transfers etc. packaged in a set, also offering local assistance in emergencies. Depending on the case, sightseeing trips and meals may also be included. Most ready-made FIT packages focus on cities.

### 2) Air & Hotel & Rail



This type is in between the above “Ready-made” and the below “Tailor-made”. This is not a packaged tour, however, still easy for travel companies to arrange. Some of this type of tours can be packaged if they are ready-made.

### 3) Tailor-made

These tours involve allowing the customer to state their own needs, in response to which the travel company will create a travel itinerary for them on a consultancy basis. While FIT sales by GDS have never really taken off in Japan, there are companies and land operators who sell airline tickets, hotels, transfers and sightseeing tours for FIT customers. Travel companies then use these elements to build the tour.



### **2-2-3 Incentive travel**

There is a range of types of incentive travel in Japan, although these are easily affected by ups and downs in the economy. Some incentive travel plans are extensive, however, handling more than 5000 people. Large travel companies usually handle these in a different department to the usual package tours. Final decisions relating to local arrangements



of the tours are made by the incentive organizer, but the travel company's sales representative and the land operator will have a strong influence on this process.

### **2-2-4 Overseas educational travel**

In Japan, it is traditional for schoolchildren in elementary, junior and senior high schools to spend a few days staying away from home on a school visit before graduating from their current stage of education. Decisions relating to the destination and details of the trip will be made by the school in consultation with a travel company. In recent years, overseas school trips have become more common, with Asia (which can be visited for a short period fairly cheaply) and the English-speaking world particularly popular. When considering destinations for a school trip, local public safety and the cost of travel are particular points of consideration.

### **2-2-5 Technical visits (Study travel)**

In the past, many groups went overseas on technical visits. Among these, there were some that turned out to be using public money allocated for study trips for what was essentially social sightseeing. This became a problem, and has meant that the group size for such visits has gradually shrunk. There is still potential in the market, however, depending on the contents of the itinerary. If information and proposals can be supplied that meet the current market needs for technical visits, and if infrastructure such as interpreting is in place, it is thought that new demand can be created, subject to the correct route being used to promote the service. In many cases, attendance at events, conferences and meetings, and visiting model cities and towns, are also included in technical visits.

### **2-2-6 International exchange (cultural / sports)**



The market in international interchange, including events that introduce Japanese culture overseas (such as 'Japan Week'), concert tours, Sumo tournaments in overseas locations and friendly sports matches, also has significant potential. This requires capabilities in planning, proposals, information supply and infrastructure coordination in the destination country.

Interchange tourism is an extremely creative field that offers opportunities for international cooperation, and is therefore viewed with great interest in the Japanese market.

### **2-2-7 Other ad-hoc (liaison sales)**

This includes workplace travel, recreational travel and other types of travel that involve groups from particular organizations or regions, as well as the travel market covered by travel companies who sell itineraries based on proposals they bring directly to the customer. This type of planning / proposal-based travel has the potential to be large-scale business, providing it can meet market needs in a timely way with the necessary local information.

As can be seen here, travel products are not all about package tours. In addition, the work involved in planning overseas travel is diverse and requires skills in a number of areas. Travel companies and their branches (sales offices) will comprise counter staff, who sell tickets and packages, and salespeople, who plan and sell the various types of travel. These sales staff will spend much of their time in face-to-face contact with companies and organizations, engaging in sales operations.

### **2-2-8 Marketing tools for tourist boards**

It is important to be aware of all the different types and formats of travel within the Japanese market when creating marketing tools. Travel Trade Manuals for the travel industry are fairly common, and these can often cover a number of areas at once. In general, the 'all-in-one' style of information provision represented by a trade manual is usually better received than a diverse number of pieces of information.

## 2-3. Travel product production cycle

### 2-3-1 First half and second half of year ( Summer / Winter )

Wholesalers create products in two cycles – that of the first half of the year (April – September or October) and the second half of the year (October – March). These cycles are based on IATA (the International Air Transport Association)'s fares cycle, and have always been the main way of planning and creating products. More recently, however, a range of travel products has been created that exist outside of these cycles.

### 2-3-2 Seasonal products

These are planned in line with particular seasonal features of overseas destinations, with the intention of allowing travelers to experience these features. Their cycle can range from several months to just a single day. Examples include tours featuring natural phenomena, such as spring flowers, autumn leaves, or viewing the northern lights in winter, or attendance at a seasonal festival.



### 2-3-3 Additional products

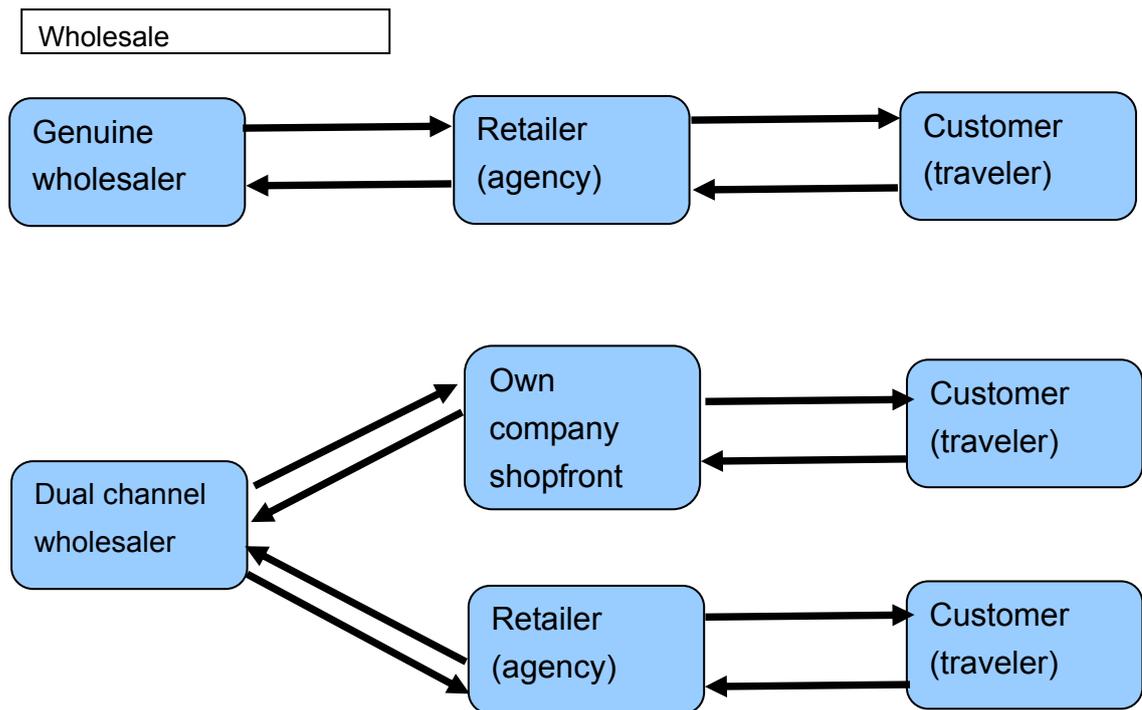
Many travel companies also make 'additional' travel products. On a day-to-day basis, these products will be in response to an attractive travel element that has appeared after the standard tours for that period have been put on the market, such as an increase in flights by an airline, a new hotel opening, or a request from a tourist board. Sometimes an event may suddenly be planned, or the company may decide to reduce the price of one of its standard tours in response to pricing by one of its competitors.

## 2-4. Distribution

Understanding the distribution of travel products within the Japanese market is extremely important in order to succeed in the tourism business. There are many obstacles, in the form of language barriers and the complexity of the Japanese market, and in many cases, these cause setbacks to products coming to market. It is therefore necessary to study the elements involved closely. If business is gone into without an

understanding of the distribution methods, there is a danger that all the work that has gone before will be put to waste. To avoid this, it is advisable to appoint reliable Japanese staff who can keep you on the right track, or hire the services of an external consultant.

### 2-4-1 Wholesale (B2B)



### 2-4-2 Direct (B2C) media sales



### 2-4-3 Web (B2B, B2B2C)

Web sales can take the form of B2B, B2C or B2B2C, and a whole range of products, from group packages to FIT arrangements, are sold online.



### 2-5. Liaison sales (ad-hoc)

Liaison sales (ad-hoc) can be divided into the following formats, which have already been dealt with in detail. Their distribution differs depending on the travel company, but large companies with separate head office and sales offices often have specialist branches to deal with each of these types. It is important to ensure that land operators and travel company staff have been informed of clear, accurate local advice and appropriate ideas for each type of travel you wish to develop.



\*For further details, please see p.29-30)

### 2-6. Business travel

#### 2-6-1 Business travel



In the past many companies had in-house travel companies (in-house agents), which mainly dealt with business travel for the company, as well as handling travel arrangements for employees. Some of these companies developed to the point where they began offering package tours to the general public. More recently, however, reductions in airline commissions and the downturn in the economy mean that profitability has been reduced, and the business basis for in-house agents has become much less attractive.

### 2-6-2 The flow to BTM



International companies such as Carlson Wagons-Lit and American Express have come after the overseas travel business of Japanese companies, and as a result, they have joined forces with large Japanese travel companies and are beginning to roll out BTM (Business travel management). Older companies are still not adjusting to this way of doing business, but it is anticipated to show growth in the future.

### 2-6-3 Affiliations and partnerships with in-house agents



As an alternative to BTM, there are cases in which in-house agents who are struggling to make a profit have merged with other companies. As the age of 'zero commission' (by airlines) draws closer, such partnerships will become inevitably more common.

## **Chapter 3** Points to bear in mind when entering the Japanese market

### *3-1. Business practice*

#### **3-1-1 Understanding the importance of face-to-face contact**

Once you have a business base in Japan, you will want to begin marketing activities with the people who will become your clients – travel companies and land operators. Doing this requires you to visit your clients, and to eat with them, paying great attention to face-to-face contact. This is extremely important for your business. The Japanese market is still largely based upon the concept of people-centered business.



#### **3-1-2 Understanding and respecting Japanese people, customs and business practice**

Although they may be engaged in international business in many ways, Japanese people are still conservative, and many still require overseas business people to operate in a 'Japanese style'. It will be beneficial to your business if you can absorb the Japanese mentality at an early stage, despite the various difficulties this presents, and it is important to get used to Japanese business practice. Business practice is, however, all about business, and it is therefore not necessary to adhere to 100% of it, but rather find a way to work that satisfies both parties.

#### **3-1-3 Care in selection of partners (linguistic ability etc.)**

When implementing marketing activities in Japan, you will be required to have dealings with a range of people. You will probably select some of these people to be close business partners. When choosing partners, it is always necessary to ask a third party Japanese person or other reliable source for their opinion. Communication is important, but it is not recommended that you select a partner merely because you are able to communicate with them.

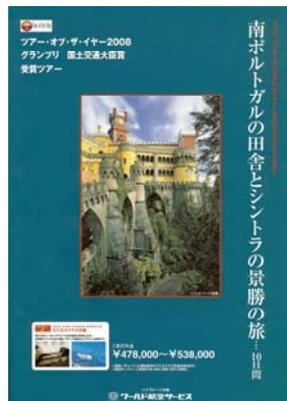
### 3-1-4 The difference between titles and authority



Japanese companies, particularly larger companies, have extremely complicated organizational structures, and it is often extremely difficult even for Japanese people to find the right person to talk to about a particular issue. Different departments may have names that suggest functions other than those they actually have, and staff may not always have the authority suggested by the titles on their business cards. Business transactions should therefore not be decided based on the title someone holds. Rather, it is necessary to find out who actually has the decision-making authority. This will not necessarily be the person who has the highest-level title.



### 3-1-5 The difference between trade and media



Broadly divided, the work of a tourism board is divided into approaches to the travel trade and the media, the goal being to increase the number of visitors to your country and to increase the number of nights spent there by visitors. If work with both trade and media is effectively carried

out, a destination will achieve these goals, but it is always difficult to get the balance right.

As mentioned earlier, the trade will be seeking economic benefits from working with you, while the media will be aiming merely to sell more of its magazine or newspaper. You should remember the difference between these objectives and work to control both while maintaining a balance.



## 3-2. Market environment, and marketing

### 3-2-1 Appropriate, basic market research



As you enter the Japanese market, there is a need to carry out appropriate research, not merely depending on numerical data but also implementing hearings within the trade. It is important that you speak to people involved in the travel trade, and get a feeling for the way it operates. Numerical data relating to tourism can often be vague and there are risks involved in depending 100% on what it tells you. Data released in Japan also tends to relate almost entirely to mature destinations and mass tourism itineraries.

### 3-2-2 Confirming the position of your country, and clarifying aims and objectives

It is vitally important for you to understand your destination's position within the Japanese outbound travel market. Your marketing activities will be changed significantly a result of knowing this. If there is currently no local infrastructure you will not be able to develop a market in FIT promotion, for example. If your destination currently only has a few Japanese visitors, this means it may be better to try to begin work in the mass tourism market to your main cities, rather than entering into SIT or new tourism promotion.

### 3-2-3 Target markets / defining fields

Once you have analyzed the research done in 3-2-1 and 3-2-2 above, and understand where your destination is currently placed, you need next to define your target market and field. Naturally, the targets you set and types of promotion you engage in will differ depending on your country's position. Depending on the country, you may find it effective to engage in promoting an overall image of the destination, while in some cases you may need to focus on selecting and concentrating on certain areas.



### **3-2-4 Confirmation that you are operating in a B2B market**

Once you have defined your targets and the field in which you are working, you need to work out what sort of marketing strategy you will turn this into. It is important at this point to understand that the Japanese market is generally divided into B2B, and B2B2C sectors, and to think about how to utilize the existing functions of travel companies in your promotional tools.

### **3-2-5 Assumption of budget size**

Based on 3-2-1 to 3-2-4 above, define your understanding of your country's position to ensure that you don't waste expenditure. You should also think carefully about the proportion of your budget you wish to spend on trade, and the proportion you will spend on media. Depending on the circumstances, you may need to select and concentrate in order to execute your budgeting effectively. In Japan, where B2B business is the main type, the sort of brand marketing seen in Europe and America is rarely successful, and you should be careful in this area, as it can cost a huge amount of money. You should think carefully about your office location, too, in terms of whether you want to engage in B2C activities or not. If the establishment of a tourism board is difficult for budgeting reasons, there is no need to give up. You can always engage a GSA to implement activities on your behalf.

### **3-2-6 Existence of partner airlines and / or embassies**



While tourism boards carry out some marketing activities independently, many are implemented in partnership with airlines, embassies, trade associations and other organizations already in Japan. This allows the partners involved to share the cost, and makes for more effective promotion development. You should select such partners carefully, and establish a structure that allows you to operate cooperatively through information sharing. You should also be aware of the potential for inbound tourism from your country to Japan, since a two-way tourism structure is the ideal way to promote your work.

### **3-2-7 Coordination / cooperation between travel companies, media and related agencies**

In the above 3-2-6, we discussed the need for partnerships between agencies from your country. It is vital, however, that you build strong partnerships with your Japanese clients –travel companies, land operators, media etc. – in order to succeed in your business. There are already tourism boards in Japan who have created such strong partnerships and are able to carry out their promotion in a consolidated way as a result.

### **3-2-8 Assumptions and behavior on entering the market**

A problem that often occurs among tourism boards in Japan is the fact that there is a large gap between the things they are required to achieve by their home country and the things that the Japanese market requires of them. Because of this, they end up implementing marketing activities that are not appropriate for the Japanese market or for the way



products are planned or distributed. They can as a result end up losing their good reputation within the industry, and failing to achieve any results. This fact can be difficult to realize for foreign staff in Japan, and as such it is necessary to take advice from reliable Japanese staff. There are some difficult things to face in this area, but if the tourism board takes time to explain the market environment to their head office in their home country, they will be able to create assumptions about how to enter the market, and plan and proceed in an appropriate way.

## Chapter 4 Examples of practical marketing activity

### 4-1. Activity (travel trade)

	Example of marketing activity	Note
1.	Sales calls (metropolitan area / regional)	Face-to-face marketing activities are well suited to the Japanese market, and are extremely effective. It is not possible to visit every single company, so you should extract an appropriate list in advance.
2.	Information provision / consulting (B2B / B2C)	For B2B activities, it is not enough simply to present your country's information in some form of handout. Rather, you need to understand whom you are talking to, and offer consulting services based on your information relating to the market. The internet is invaluable for sharing information, and it is important for you to create a good structure to present your country.
3.	Destination seminars (workshops)	Many Japan-based tourist boards implement these. The extent to which these are appreciated by the trade, however, differs depending on the content. Care should be taken with selecting a season, location and time for implementation. You should not simply aim to get a large number of people there, but rather think about the quality of participants.
4.	Lunch / dinner reception	There is no obligation to do this, but it is a good idea to take the opportunity of the new appointment of a senior member of staff, or a leaving party, to hold an event to meet and share information with senior members of the travel trade
5.	Familiarization Trip (trade tie-up)	This has been a traditional mainstay of marketing activities, but there is a need to reconsider the selection of members and the method of implementation. Both selecting the right people to participate, and implementing effective follow-up,

		are vital. Timing (seasonality), destinations and the period of time involved must also be considered carefully.
6.	Advertising and tie-ups (logos, messages, etc.)	Messages from a tourism board can sometimes be incorporated into travel company brochures or newspaper advertisements. These are sometimes in the form of tie-ups, and sometimes not. It is often possible to tie-up with a particular form of media through cooperating with local press visits.
7.	Customer management (database, membership)	Japan has an extremely high number of travel companies and media. These partners should be kept on your customer list, which will constantly need to update them. Some tourism boards also operate membership systems. Japanese travel companies are constantly subject to movements in personnel. You should be aware that promotions, changes in responsibility and people leaving and entering the company could also result in changes. Sending a letter or other communication to someone addressed at their former post is considered a breach of manners in Japan.
8.	Training for travel companies	Until recently, travel companies were regularly criticized for their decreasing level of ability to offer consultancy advice to customers. As the number of destinations and regions they handle increases, educating staff at travel companies about destinations has become a significant role of the tourism boards.
9.	Support for overseas business travel	When a member of staff from a travel company goes overseas on business, tourism boards should implement some sort of local follow-up. It may depend slightly on the person involved, but this is usually extremely effective.
10.	Other	There are other activities that can be implemented, but it is important to consider your goals before trying to create anything new.

#### 4-2. Marketing tools (example)

Confusion can be caused when a tourism board has materials created in its home country as well as locally created materials, information available in English and Japanese, and an overlap between paper materials and web information. Travel companies do not have unlimited filing space, so you should compile your information as concisely as possible, aiming for an all-in-one paper copy.

	Example of marketing tools	Note
1.	Japanese website	Websites have become a major tool of tourism boards. They are the most important way to communicate information, and they require depth, detail and accuracy of information. A downloadable picture library is also a basic requirement.
2.	General information (in Japanese)	Can be used for B2C activities, as well as in B2B and at other events. In principle, this should be made in Japanese and be in the form of a guidebook for travelers. It is better to include detailed information rather than just aiming to create the 'mood' of your country.
3.	Trade manual (B2B, Japanese)	A manual is required by the travel trade when planning and selling tours. Travel companies need more than just basic information, and a trade manual that has been edited to include specialist information will be required. Paper copies are preferred and generally better used than CDs or electronic formats.
4.	Maps (can be in English)	Maps used locally (in English) are fine for this purpose. The compact type of map used as giveaways for tourists could be used sometimes, but travel companies use them in order to sell products, and therefore a larger format is preferable.
5.	Posters	It is preferable to ensure the effective use of

		posters made by travel companies and airlines. The cost and difficulty of distributing posters, in order to get them displayed in travel agencies nationwide, is otherwise prohibitive.
6.	Picture CDs / DVDs	If you do not have a functional web-based picture gallery, picture CDs are required instead. Travel companies will always require images for their pamphlets and promotional events. DVDs can be used at explanatory meetings and events, as well as in stores and agencies.
7.	Calendars and other giveaways	Not always necessary for marketing activities, so should be made according to budget availability. Calendars will not be used in Japan unless they are made specifically for Japan (showing Japanese national holidays etc.)
8.	Email magazine	A cost-effective method for the tourism board, but in fact travel companies receive hundreds of emails per day, and therefore your communications will only be valued if they are of extremely high quality. Popular information includes event information, local travel information, details of TV programs featuring your destinations, etc.
9.	Newsletters	Can be done by email. If they are edited well and keep to succinct points, they will be easy to read. The cost of printing and mailing out, however, needs to be considered.
10.	Other	You should ask travel companies what sort of resources they are looking for, and create items in response according to your budget.

## **Chapter 5** Marketing to the Media

The ideal in tourism promotion is to operate through both the travel trade and the media at the same time and in the same way, but in fact this is difficult to achieve. This is because the two sectors in fact have different goals. The travel trade exists to send Japanese travelers to overseas destinations, while the media exists to sell its magazines or other publications, or to encourage a greater share of the TV viewing public.

### *5-1. Target media*

- Newspapers, TV & Radio
- Guidebooks
- Magazines (Travel / women's lifestyle / men's lifestyle / specialist)
- Books (Travel journals / photographic books / essays / novels etc.)
- Web / mobile media (travel portal sites etc.)

### *5-2. Activities (media)*

- Sales calls (presentation)
- Consultancy
- Destination seminars (workshops)
- Lunch / dinner receptions
- Press trips (press tie-ups)
- Advertising tie-ups (logo / text / other)
- Press announcements / news releases / press releases
- Customer management (databases)
- Media cooperation

### *5-3. Public event advertising*

- Festivals (regional Expos, department stores, theme parks etc.)
- Large-scale advertising campaigns
- Lectures / panel discussions
- Competitions (good-will ambassadors, country reporters)
- Travel Explanatory Meetings (tie-up with travel companies)

## **Chapter 6 Usable Websites on the Japanese Travel Market**

- 1) Japan Association of Travel Agents  
<http://www.jata-net.or.jp/english/index.htm>
- 2) Japan National Tourism Organization  
<http://www.jnto.go.jp/eng/>
- 3) Japan Tourism Agency  
<http://www.mlit.go.jp/kankocho/en/>
- 4) Ministry of Land, Infrastructure, Transport and Tourism  
[http://www.mlit.go.jp/index\\_e.html](http://www.mlit.go.jp/index_e.html)
- 5) Ministry of Foreign Affairs of Japan  
<http://www.mofa.go.jp/index.html>
- 6) Japan International Cooperation Agency  
<http://www.jica.go.jp/english/index.html>
- 7) Tourism Industry Association of Japan (In Japanese)  
<http://www.tij.or.jp/>
- 8) All Nippon Travel Agents Association  
<http://www.anta.or.jp/anta/EN.pdf>
- 9) Overseas Tour Operators Association of Japan  
<http://www.otoa.com/english/>
- 10) Asia Pacific Tourism Exchange Center  
<http://www.aptec.or.jp/>



 Japan Association of Travel Agents