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FOR IMPERIAL HOTEL'S BETTER GROWING DEVELOPMENT

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GLOBALIZATION AND BUSINESS LEADERSHIP

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Summary

This thesis aims to provide some suggestions to Imperial Hotel, one of the most famous hotels in Japan, for this hotel's better growing development, in terms of the perspective of strategy and marketing.

Mainly benefiting from weak yen, rising LCC, and less strict visa policy, Japanese tourism industry has rebounded from the shock of 3.11 earthquake and Fukushima nuclear disaster. In the following 6 years, the effect of 2020 Tokyo Olympic Games will keep Japanese hotel industry at a high demand. And because of "Tourism-Oriented Country" promoted by Japanese government, such as new duty free polity's release, Japan can continuously attract customers from overseas for a long time. Furthermore, the inevitable aging problem will accelerate the high demand of domestic travel, so for the following several decades, it can be predicted that Japanese tourism industry and Japanese hotel industry will keep booming.

Born in year 1890, called "Gosanke" together with Hotel Okura and Hotel New Otani, Imperial Hotel has witnessed almost all the changes of Japanese hotel industry. As many Japanese know, Imperial Hotel is well known for not only commendable history and tradition, but also outstanding hospitality. Besides, the hotel is enjoying 90% occupation rate. It seems this hotel has no worry for its business.

However, as globalization is speeding up, more and more foreign hotel groups have been entering Japanese market. In addition, the competition among domestic hotel groups is becoming tenser and tenser. Therefore, as Imperial Hotel's facility is further aging, there are a lot of potential crisis hidden in Imperial Hotel, mainly because of this hotel's no long-term vision and weak marketing.

No long-term vision mainly reflects in its small scale and non-debt management. Currently, there are only three Imperial Hotels all over the world, and all of them locate in Japan, respectively Tokyo, Osaka, and Kamikochi. Although Imperial Hotel has a longer history than most of international luxury hotel groups, the number of Imperial Hotel is only 3. Even compared with other Japanese brand hotel groups, the scale of Imperial Hotel is exceedingly small. Small scale and non-debt management can be interpreted into conservative management or lack of the will to grow. Conservative management or lack of the will to grow, a fatal factor for an enterprise, can limit Imperial Hotel's better growing development in the future.

Weak marketing mainly reflects in unmatched pricing and positioning, passive PR, and narrow marketing activities. Imperial Hotel's pricing is very confusing. As a luxury hotel, Imperial Hotel's price does not fit its status and service level very well. Unmatched price can give consumers the image that Imperial Hotel does not belong to the luxury level. As the symbol of the highest level of Japanese hospitality, Imperial Hotel's unmatched pricing and positioning may affect Imperial Hotel's status in the longtime.

Furthermore, Imperial Hotel more focuses on existing customers. 60% of the customers are Japanese, and most of them are the customers in their 50's 60's 70's. Therefore, the main target of Imperial Hotel is not young customers or overseas customers. However, only focusing on the existing customers is harmful to Imperial Hotel's long-term growing. For example, according to the interview with Imperial Hotel's employees, Imperial Hotel has not established relations with Chinese travel agencies. That is why it is not easy to receive the recommendation from agencies to book Imperial Hotel in China. In addition, Imperial Hotel hasn't released many campaigns to attract young customers.

Therefore, it is time for Imperial Hotel to take actions. The most urgent and important thing for

Imperial Hotel is not to update the facility or to redecoration or just train its employees, but to change the way of thinking, for strategy and marketing.

The first suggestion is that Imperial should reset its price to match its status and service level. A survey to reset the price for Imperial Hotel has done. According to that survey, Imperial Hotel should increase its price. And Singapore's Raffles Hotel can also be an example to Imperial Hotel in terms of the relation between status and pricing.

Imperial Hotel should target not only the repeat customers, who are Japanese in their 50's 60's 70's, but also new generation customers and overseas travelers. To cope with that, Imperial Hotel should change the brand image. There are mainly two methods suggested to achieve that goal, one is rebranding, and another is promoting some campaigns.

To attract young customers and tourists from overseas, Imperial Hotel should change its brand image. According to the survey, young customers care the hotel's atmosphere a lot, and Imperial Hotel's atmosphere doesn't match young customers' tastes. And for some travelers, the name "Imperial" sounds very militaristic. Therefore, to change the brand image, Imperial Hotel can learn the experience of rebranding from Toraya. In addition, for Imperial Hotel, the best method of rebranding is to create a new brand. Furthermore, Imperial Hotel can promote some plans to attract young customers, such as young people plan or family plan.

In addition, Imperial Hotel should pay more attention to the comments from the internet. Dealing with the comment swiftly and sincerely can leave very nice impression to the customers.

This thesis utilizes both qualitative analysis and quantitative analysis. In qualitative analysis, the interviews with 8 employees of Imperial Hotel, have been conducted, and related reference articles, such as news report or industry analysis, will be incited. In quantitative analysis, besides the survey of setting price, the survey about hotels and Imperial Hotel has been done through 329 respondents.

It can be seen that all the hotels in Japan are witnessing an unprecedented opportunity as well as a fierce hotel war. The following strategy and marketing activities will determine a hotel the winner or loser in the future. Therefore, whether the chance can be chased for self-development will be the most important issue for each hotel.

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Chapter 1 Introduction

With a long history more than 120 years, called “Gosanke” together with Hotel Okura and Hotel New Otani, Imperial Hotel has witnessed the changes of Japanese history and eras. However, as the hotel’s facility is aging, Japanese brand hotels’ competition is getting more and more fierce, and foreign hotels are entering Japan continuously, Imperial Hotel is facing challenges from different sides.

On the other hand, because 2020 Olympic will be held in Tokyo, and Japanese Government is promoting “Tourism-Oriented Country”, it is predicted that more and more travelers from overseas will come to Japan. Therefore, it is an unprecedented timing for the whole Japanese hotel industry. Whether Imperial Hotel can grasp the chance for its further development will determine this hotel’s future destination.

This thesis aims to provide some suggestions to Imperial Hotel, one of the most famous hotels in Japan, for the corporate’s further growing development, in the view of strategy and marketing. This thesis concludes 9 chapters.

Chapter 1 is the general introduction of this thesis.

Chapter 2 and chapter 3 analyze Japanese tourism industry and Japanese hotel industry. In chapter 2, Japanese tourism industry of both inbound market and domestic market are analyzed. About inbound market, the current situation and the reasons of recovery of Japanese tourism industry are mentioned. Chapter 3 talks about Japanese Hotel Industry, including the general situation, Tokyo hotel market analysis, Osaka hotel market analysis, and the factors influencing the future tendency of Japanese hotel industry. And Tokyo luxury hotel market, Osaka luxury hotel market, 2020 Tokyo Olympic Games, “Tourism-Oriented Country”, aging problem and duty free are also analyzed.

Chapter 4 and chapter 5 focus on Imperial Hotel. In chapter 4, Imperial Hotel and its advantages, Imperial Hotel’s history in different periods, traditions, hospitality and other advantages are introduced. Chapter 5 reveals Imperial Hotel’s disadvantages and potential crisis from the perspective of strategy and marketing, such as, no long-term vision and weak marketing. Besides,

many manifestations are explained, including small scale, non-debt management, lack of the will to grow, confusing pricing and positioning, narrow marketing activities and passive PR. In addition, the problem of aging facility is also mentioned.

From chapter 6 to chapter 8, the suggestions to Imperial Hotel are provided, roughly on 3 aspects. Chapter 6 suggests that Imperial Hotel should reset the price. Based on the survey of resetting price for Imperial Hotel, and drawing the lessons from Raffles Hotel, Imperial Hotel should learn and adopt the premium pricing strategy and increasing the price. Chapter 7 gives the suggestion of rebranding to Imperial Hotel. In detail, the definition of rebranding, the importance of rebranding, the successful rebranding examples, and the ways of rebranding. Besides, the successful rebranding example of Toraya is introduced. Furthermore, the reasons, why creating a new brand is the best rebranding method for Imperial Hotel, is also referred. In addition, campaigns to draw young customers are suggested to Imperial Hotel, including young people plans and family plans. Chapter 8 is the advice that Imperial Hotel should pay more attention to customers' feedback.

Chapter 9 shows the conclusion of this thesis.

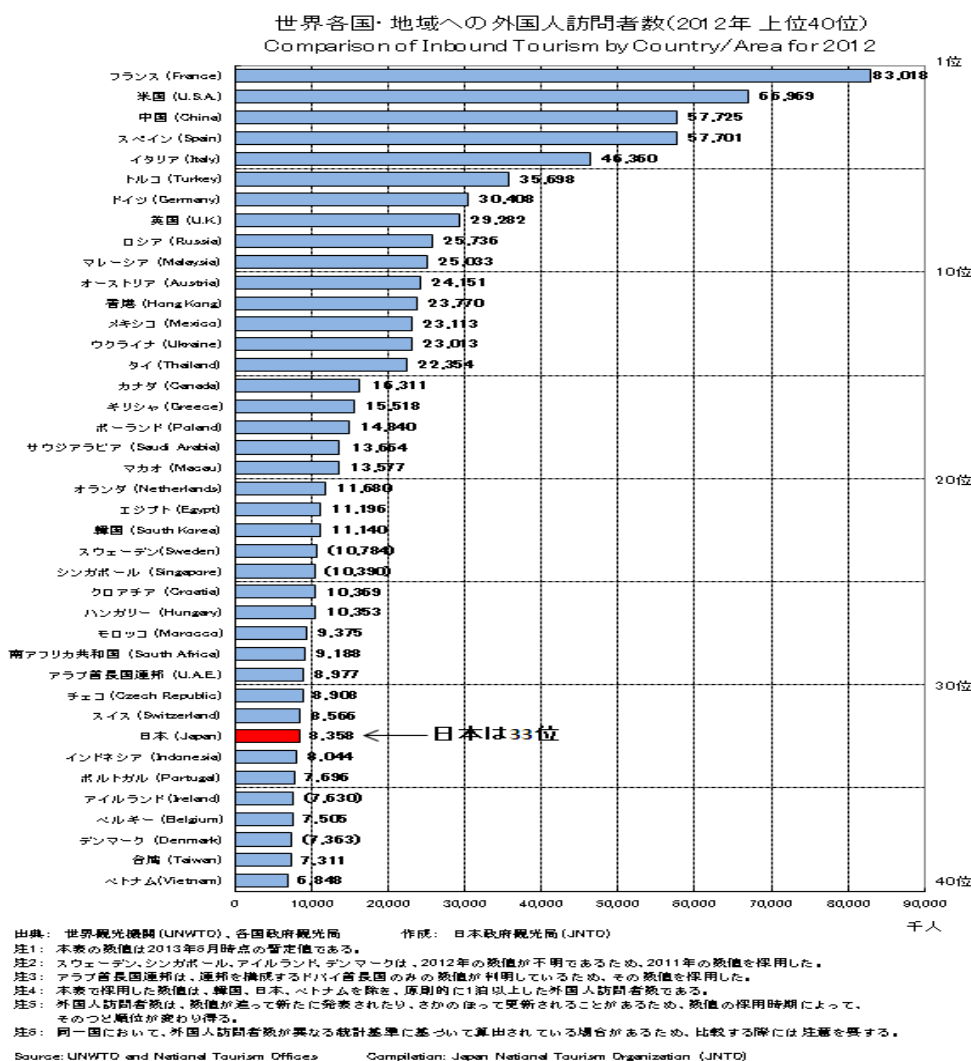
This thesis utilizes both qualitative analysis and quantitative analysis. In qualitative analysis, the interviews with 8 employees of Imperial Hotel have been separately conducted, and related reference articles are incited. In quantitative analysis, the survey about hotels and Imperial Hotel through 329 respondents and the survey of resetting the price for Imperial Hotel through 20 respondents have been done.

Chapter 2 Japanese Tourism Industry Analysis

Inbound Market

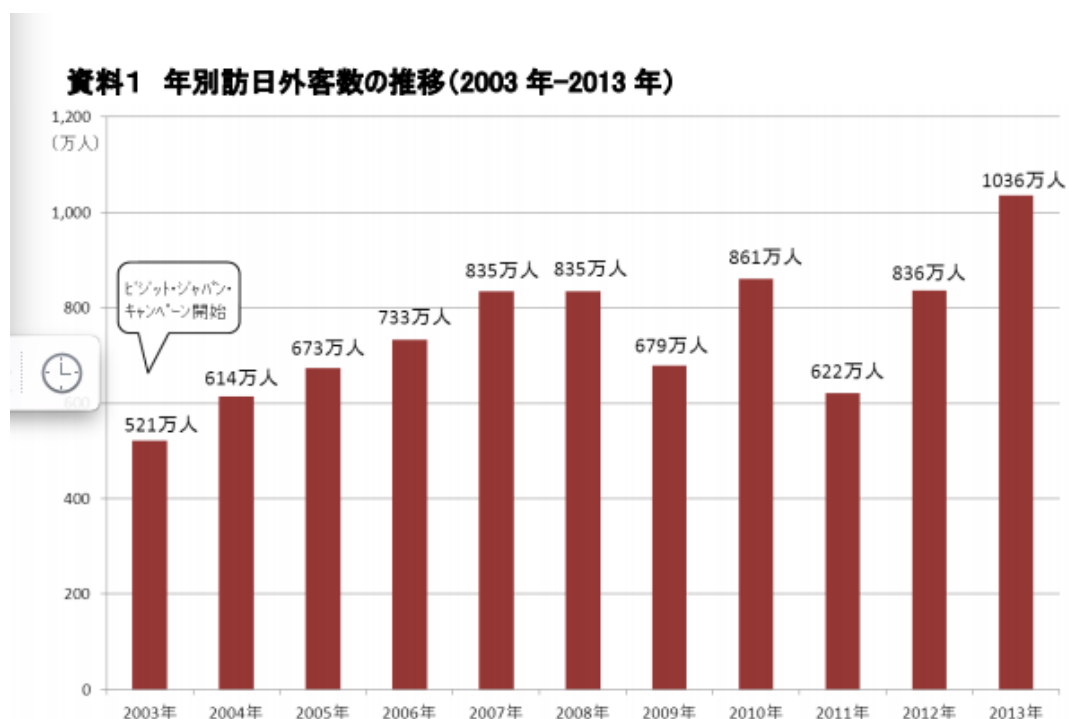
Current Situation

According to JNTO, the number of foreign visitors to Japan is 8,358,000 in year 2012, a 34.6% increase compared with year 2011. However, Japan only ranked at 33rd in the world. Compared with the number of Japan, the numbers of foreign visitors to Japan's neighbor countries, China, and South Korea, are respectively 57,725,000 and 11,140,000, 6.91 times and 1.33 times the number of Japan. And the following graph shows the numbers of foreign visitors to each country. ¹



¹ Japan National Tourism Organization, 世界各国、地域への外国人訪問者数

According to JNTO's data, the number of overseas visitors to Japan in 2013 rose to 10,360,000, recording the history peak. The general change of foreign visitors to Japan shows an upward tendency except 2009, the global financial crisis, and 2011, the 3.11 earthquake and Fukushima nuclear disaster, during the last ten years. Obviously, Japanese tourism industry has largely recovered from the negative influences from 3.11 earthquake in year 2011. And the following graph shows the trend of foreign visitors to Japan from 2003 to 2013.²



出典: 日本政府観光局 (JNTO)

※2003年-2012年の数値は確定値、2013年の数値は推計値。

Reasons Of Recovery

To my perspective, there are 4 main reasons spurring this new peak.

Easing of Visa

The first reason is that Japan eased visa policy to ASEAN (Association of Southeast Asian Nations) countries.

² Japan National Tourism Organization, 年別訪日外客数の推移(2003年-2013年)

According to the report of JTA released in September 2013, Japanese Government eased visa rules for tourists from Thailand, Malaysia, Indonesia, Philippines and Vietnam as the following graph shows.³

ビザ要件の緩和		
旅行者の国籍	日本政府の対応	
	以前の措置 (2012年訪日旅行者数)	7月1日から実施された緩和内容
タイ	数次ビザ (約26万人)	査証免除
マレーシア	数次ビザ (約13万人)	査証免除
インドネシア	数次ビザ (約10万人)	数次ビザの滞在期間延長 (15日→30日)
ベトナム	一次ビザ (約6万人)	数次ビザ
フィリピン	一次ビザ (約9万人)	数次ビザ
ミャンマー	一次ビザ (約5千人)	
ラオス	一次ビザ (約2千人)	
カンボジア	一次ビザ (約3千人)	

And according to the news of Japan Daily Press, Japan is also planning to adopt less strict visa policy for Myanmar, Cambodia and Laos. In order to boost tourism before 2020 Tokyo Olympics Games and strengthen Japan's economic growth, Japan is seeking to ease visa policy for Myanmar, Cambodia and Laos by the end of the year. After less strict visa policy for Thailand and Malaysia, the government is thinking about multiple visa entries for visitors from Myanmar, Cambodia and Laos.”⁴

From the report, it can be seen that less strict visa requirement is being used as the way of impelling economic growth, and that, as further easing of visa rules, more and more foreign visitors can be predicted to travel to Japan.

³ Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism, 「観光立国実現に向けたアクション・プログラム」の取組状況について

⁴ Japan Daily Press, Japan looking to ease more visa rules to increase tourism numbers

Weak Yen

The second reason is weak yen.

Since the autumn of 2012, Shinzo Abe and the Liberal Democratic Party won the Election in Japan, the world has gazed at Japan yen. It seems that the exchange rate between Japanese yen and the U.S. dollar has entered a green channel. Yen has weakened about 20 percent since the end of 2012.

Obviously, weak yen means lower costs for travelers from overseas. Not only the accommodation fee and traffic fare, weak yen but also makes the price of Japanese goods more reasonable and affordable. More and more foreign travelers are coming to Japan for shopping and leisure.

Chinese Regaining Interest In Japan

The third reason is that the relation between China and Japan has passed the most difficult period of 2012. In September 2012, Japan purchased some islands from a Japanese citizen, leading to demonstration to Japan and boycotts to Japanese brands in China.

According to South China Morning Post, in August 2012, 107,621 Japanese visas were issued to Mainland Chinese tourists. Then in September 2012, some political issues happened between China and Japan. Two months later, Japan only issued 4,208 visas. But it was evident that Chinese regained the interest in Japan since July 2013 when monthly average 60,000 visas were issued. And although Abe Shinzo's went to the Yasakuni shrine on December 26 2013, the number of Mainland Chinese travelers didn't change a lot. Sales at three Isetan department stores in Tokyo rose a remarkable 400 per cent between January 31, 2014 and February 6, 2014 compared with last year. The following graph shows the number of visas issued to Chinese nationals.⁵

⁵ South China Morning Post, Chinese tourists continue their love affair with Japan despite frosty ties



Besides, according to MOFA's statistics, the visas issued to Mainland Chinese travelers had declined substantially since September 2012. But this situation changed after July 2013.⁶

Furthermore, according to the report of Bloomberg on Dec 11, 2013, the number of tourists from Mainland China to Japan increased 96 percent to 101,900 compared with last year, though the atmosphere between China and Japan became very tense after Chinese government announced an air-defense zone over islands in East China Sea.⁷

It can be obviously seen that the tourists from Mainland China, the second largest GDP country, have regained the interest in travelling to Japan. And it is also can be deduced the tendency that more and more Chinese will choose Japan as overseas traveling destination.

LCC

The fourth reason is the rise of LCC (Low Cost Carrier).

Nowadays, more and more foreign travelers fly to Japan by LCC because of its cheaper price compared with regular airlines. And travelers can save the traffic cost for the expenditure in other

⁶ Ministry of Foreign Affairs of Japan, Statistics for the Number of Visas Issued in 2013

⁷ Bloomberg Businessweek, Japan Says Visitors to Top Record 10 Million on Weaker Yen

aspects, such as accommodation, food and shopping.

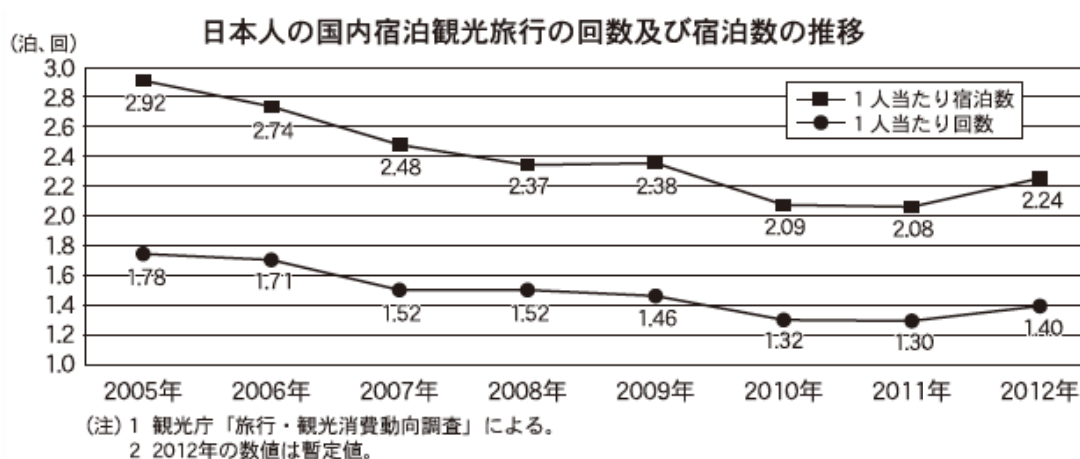
Currently, there are approximately 7 LCC airlines owning international lines between Japan and Overseas. Although there are only 3 main LCC players in Japanese market, respectively Vanilla Air, Jet Star, and Peach Aviation, many overseas LCC companies have entered Japanese market, respectively China's Spring Airline, Philippine's Cebu Pacific Air, Korea's Air Busan and Jeju Air.

According to PR Newswire's article, the flights of Philippines Cebu Pacific Air from Manila to Osaka started in December 2013, the flights of Peach Aviation from Kaohsiung to Kansai Airport started in January 18, 2014, the flights of Vanilla Air from Seoul to Narita Airport started in March 1, 2014, and the flights of AirAsia X from Chubu to Malaysia started March 17, 2014.⁸

Therefore, it can be seen that more and more flights have been increased between Japan and overseas. Obviously, many LCC airlines want to take a share of Japan market. Undoubtedly, this trend will further give positive influence on Japanese tourism industry.

Domestic Market

According to Kankokeizai, the data of domestic travel in 2012 shows an obvious recovery after 2011 as the following graph shows.⁹



However, according to PR Newswire's article, the number of domestic trips in year 2013 has flopped

⁸ PR Newswire, Travel and Tourism in Japan in 2018

⁹ 週刊観光経済新聞, 宿泊観光は年間 2.24 回、減少傾向も若干上向き 13 年度「観光白書」

to 287.0 million from year 2009's 312.5 million.¹⁰

It can be predicted that the percentage of inbound travelers may become bigger and bigger while that of domestic travelers will become smaller and smaller.

¹⁰ PR Newswire, Travel and Tourism in Japan in 2018

Chapter 3 Japanese Hotel Industry Analysis

Summary

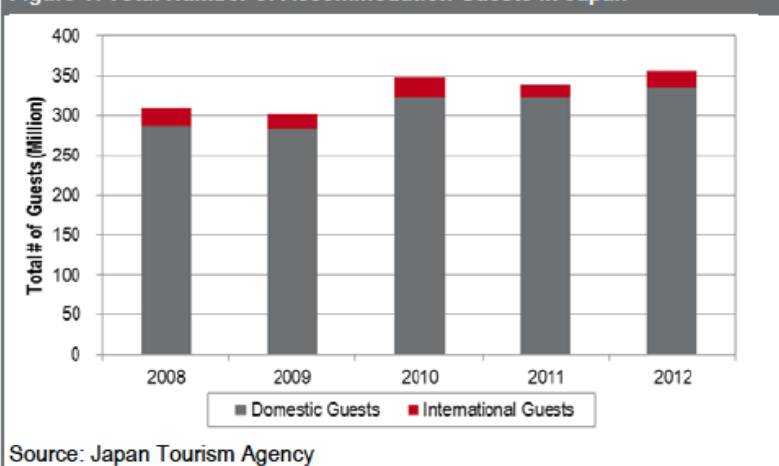
According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, the accommodation guests ran up to 356.3 million, a 5.0% increase compared with year 2011. In year 2012, domestic accommodation accounted for roughly 93.6% of total guests while inbound accommodation guests accounted for 6.4%. Compared with year 2011, the total number of domestic and overseas guests increased respectively by 3.4% and 34.5%, respectively, as the following graph shows.¹¹

Total Number of Accommodation Guests in Japan (Million)

	2008	2009	2010	2011	2012
Domestic Guests	287.5	283.0	322.8	322.3	333.4
Growth	-	-1.5%	14.1%	-0.1%	3.4%
International Guests	22.2	18.3	26.0	17.0	22.9
Growth	-	-17.8%	42.2%	-34.6%	34.5%
Total	309.7	301.3	348.8	339.3	356.3
Growth	-	-2.7%	15.8%	-2.7%	5.0%

Source: Japan Tourism Agency

Figure 1: Total Number of Accommodation Guests in Japan



According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, among

¹¹ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

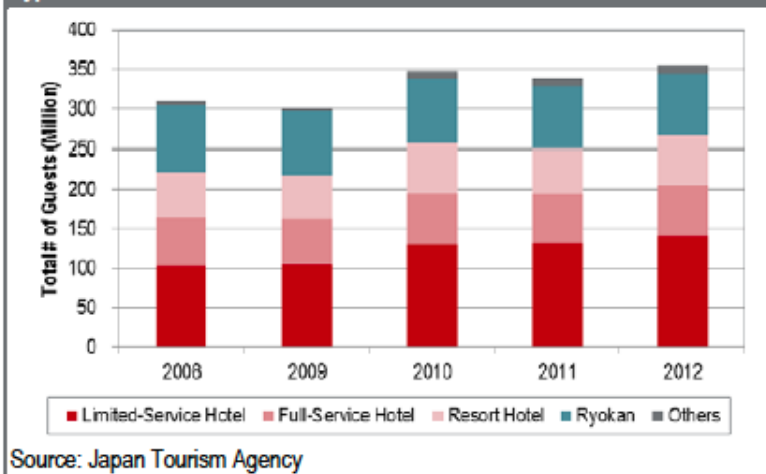
the total accommodation guests in 2012, the percentage of business hotels, luxury hotels, resort hotels and Ryokans is respectively 39.5%, 18.3%, 16.9%, and 22.0%.¹²

Total Number of Accommodation Guests - By Accommodation Type (Million)

	2009	Ratio	2010	Ratio	2011	Ratio	2012	Ratio
Limited-Service Hotel	105.2	34.9%	130.1	37.3%	132.4	39.0%	140.8	39.5%
Full-Service Hotel	58.3	19.4%	66.3	19.0%	61.9	18.2%	65.1	18.3%
Resort Hotel	55.0	18.3%	60.3	17.3%	57.0	16.8%	60.2	16.9%
Ryokan	79.1	26.2%	82.2	23.6%	77.4	22.8%	78.4	22.0%
Others	3.7	1.2%	9.9	2.8%	10.6	3.1%	11.9	3.3%
Total	301.3	100.0%	348.8	100.0%	339.3	100.0%	356.3	100.0%
Growth	-2.8%		13.6%		-2.7%		5.0%	

Source: Japan Tourism Agency

Figure 5: Total Number of Accommodation Guests - By Accommodation Type



According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, among overseas accommodation guests, visitors from Mainland China (17.1%) topped No.1 in 2012, followed by Taiwan (15.9%) and South Korea (11.9%), as the following graph shows.¹³

¹² Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

¹³ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

Figure 6: International Accommodation Guest at Japan in 2012 - By Country of Residence

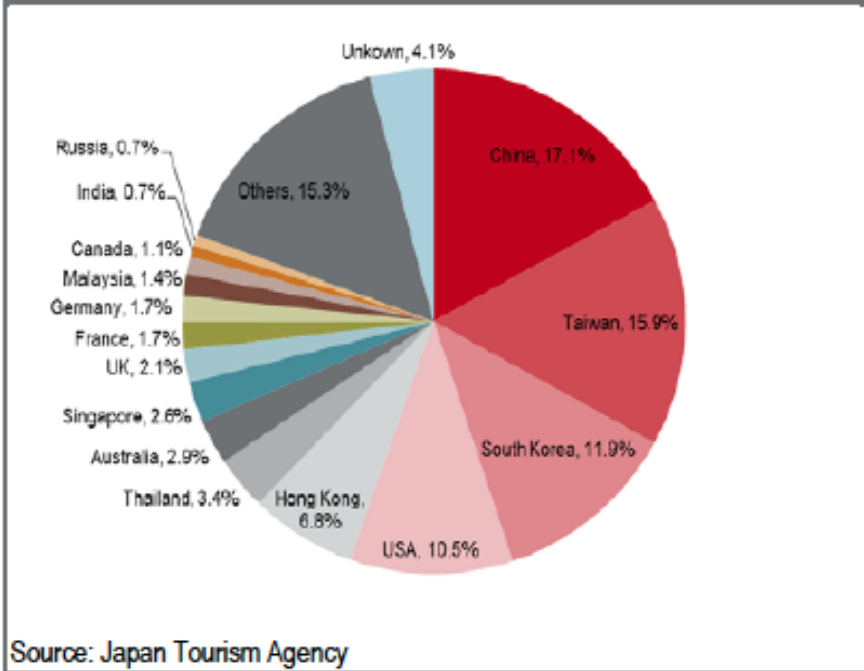
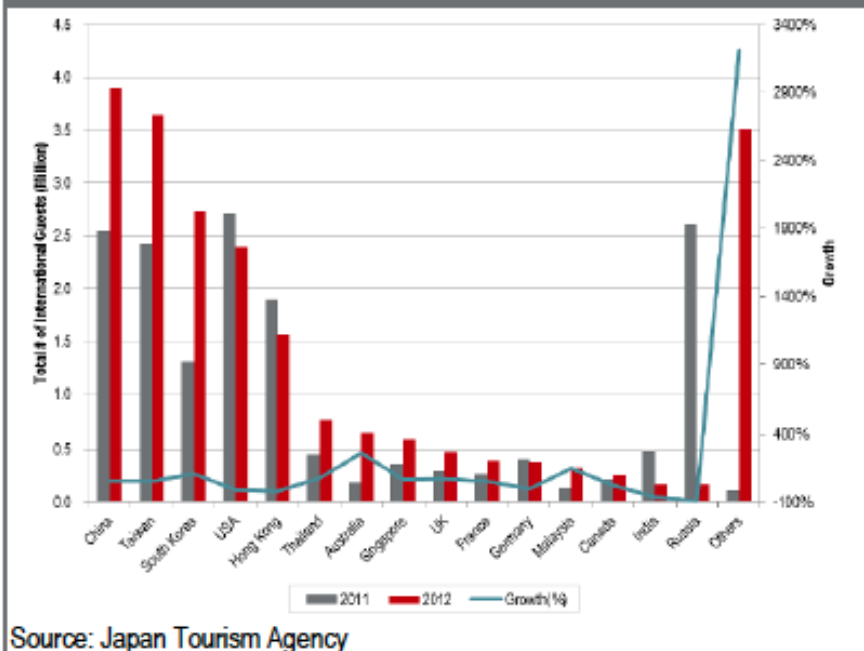
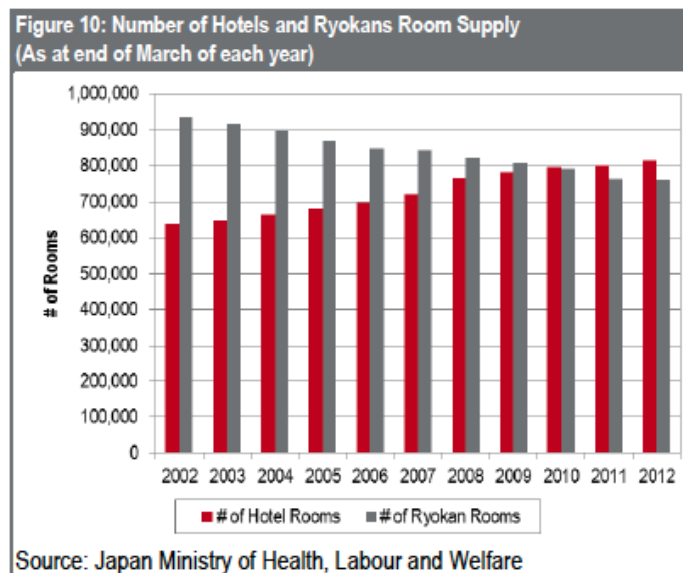
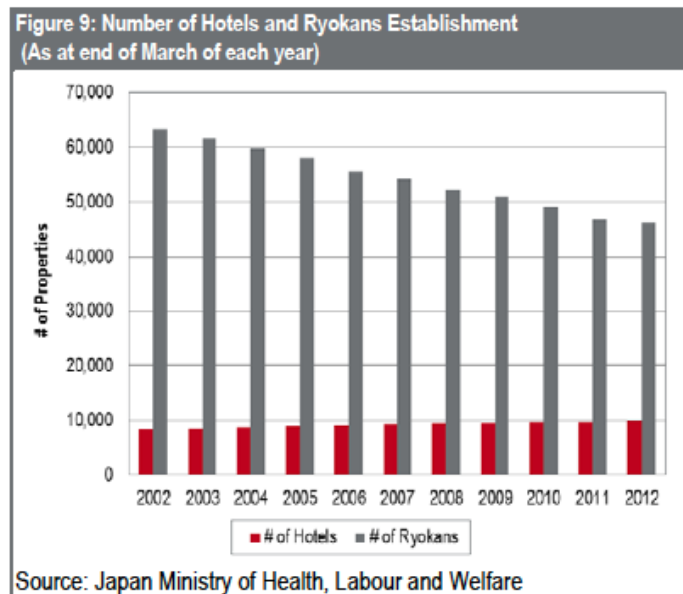


Figure 7: Top 10 Source Markets in 2012 - By Country of Residence



And JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013 also expects that hotel supply will increase while the supply of Ryukans declines over the long term. And it predicts

that this trend will continue over the next several years. And it also says that, according to the latest data from Japan's Ministry of Health, Labor and Welfare, Japan had 9,863 hotels with 814,355 rooms by March 2012. This is an increase of 153 hotels (1.6%) or 11,107 rooms (1.4%) compared with the same period of year 2011, while there were 46,196 Ryokan with 761,488 rooms at the end of March 2012 with a decline of 710 Ryokans or 2,868 rooms compared with year 2011.¹⁴



Tokyo Hotel Market Analysis

¹⁴ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

Current Situation

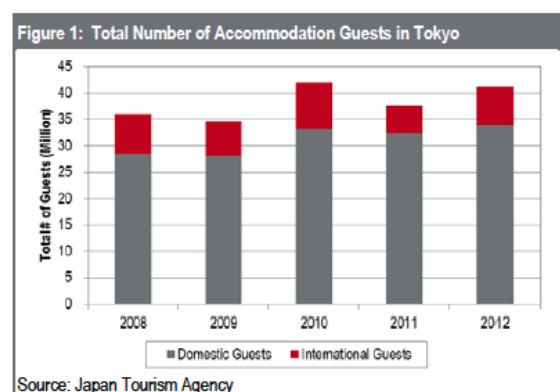
Tokyo, as the center of Economy and Politics of Japan, attracts both domestic and overseas travelers. In Tokyo, travelers can enjoy not only historical and cultural spots, but also the leisure of a metropolitan, such as shopping, gourmet, and so on.

According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, the total number of accommodation guests in Tokyo reached to 41.3 million, a 9.5% increase in year 2012. Mainly, this increase can be attributed to three reasons, respectively, recovery from the negative impact of the earthquake, Japan's economy's grow, and Tokyo's new facilities, such as Hikarie, Skytree, etc. Although Tokyo's accommodation guests are dominantly domestic (82.2%) rather than inbound (17.8%), Tokyo's hotel market more relies on international visitors compared with Japanese other markets. The number of domestic and international accommodation guests in 2012 increased by 4.8% and 38.1%, respectively.¹⁵

Total Number of Accommodation Guests in Tokyo (Million)

	2008	2009	2010	2011	2012
Domestic Guests	28.6	28.1	33.2	32.4	34.0
Growth	-3.9%	-1.6%	17.9%	-2.3%	4.8%
International Guests	7.3	6.4	8.7	5.3	7.4
Growth	-13.2%	-13.2%	36.7%	-39.0%	38.1%
Total	36.0	34.5	41.9	37.7	41.3
Growth	-4.0%	-4.0%	21.4%	-10.0%	9.5%

Source: Japan Tourism Agency



¹⁵ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

Tokyo Luxury Hotel Market

According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, the tendency of Tokyo luxury hotel market shows: the average occupancy ratio recovered in year 2012; ADR (Average Daily Rate) also exceeded levels before 2010; RevPAR (ADR x OCC) ran up to the highest level since year 2009.¹⁶

From 2012, several luxury hotels have opened or will open in Tokyo as the following chart shows.

	Opening Date	Rooms	Area / Station
Palace Hotel	May, 2012	290	Otemachi
Tokyo Station Hotel	October, 2012	150	Tokyo
Andaz Tokyo	June, 2014	164	Toranomon
Aman Tokyo	2014 TBD	N/A	Otemachi
Prince Hotel	2016 TBD	250	Akasaka
Hoshino Tokyo	2016 TBD	84	Otemachi

On the other hand, Hotel Seiyo Ginza closed its door in May 2013. With 77 accommodations, it was famous for Japan's first "small luxury hotel".¹⁷

It can be seen that Tokyo luxury hotel market is witnessing tense hotel war. It can be seen not only that more and more global main hotel groups enter Japanese market, but also that many Japanese brand hotels join this competition.

Osaka Hotel Market Analysis

Current Situation

According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, in

¹⁶ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

¹⁷ The Japan Time, Popular Ginza boutique hotel closing its doors

2012, the total number of accommodation guests in Osaka increased by 5.3% to 20.5 million compared with year 2011. This increase can be attributed to three reasons, respectively, the redevelopment projects in Umeda area, the increase of visit to USJ, and the recovery of Japanese economy. Domestic accommodation guests accounted for a predominant 86.0% of the total visitors in 2012 while inbound accounted for 14.0%. In 2012, the number of domestic and inbound accommodation guests increased by 2.0% and 31.4% respectively, compared with year 2011.¹⁸

Osaka Luxury Hotel Market

According to JLL's Hotel Intelligence Report of Market Insight Japan released in April 2013, the tendency of Osaka luxury hotel market shows: occupancy rate improved continuously in year 2012 and ran up to the highest level since 2008; ADR also improved in year 2012; RevPAR in year 2012 increased by 7.6% compared with year 2011.¹⁹

From 2013, several luxury hotels opened or will open in Osaka as the following chart shows.

	Opening Date	Rooms	Area / Station
InterContinental Hotel Osaka	June, 2013	215	Umeda
Osaka Marriott Miyako	March, 2014	360	Abenobashi
Hotel Universal Grand Tower	2015 TBD	600	USJ
Asahi Shimbun Luxury Hotel(TBD)	2017 TBD	N/A	Nakanoshima

Factors Influencing Japanese Hotel Industry

The hotel industry of Japan will further develop in the following years. It will be mainly based on three factors.

2020 Tokyo Olympic

On September 7, 2013, Tokyo beat other rival cities to become the host city for 2020 Olympic

¹⁸ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

¹⁹ Jones Lang Lasalle, Hotel Intelligence Report, Market Insight Japan

Games. It is the second time for Tokyo to host Olympic Games, and the first time was in year 1964. Furthermore, Tokyo has become the first city to host Summer Olympic Games twice in Asia.

Japan suffered 3.11 earthquake and Fukushima nuclear disaster in year 2011. Holding 2020 Olympic Games can become a strong stimulus for Japanese economy, especially for tourism industry, as well as generating hopes and enhancing motivations for Japanese people and investors.

According to IBT's report, Japanese Government has claimed that 2020 Olympic will bring 8.5 million tourists to Tokyo during the Games, and also quotes that the Olympics may generate as much as 40 billion dollar and 150,000 jobs.²⁰

Doubtlessly, hotel industry will be one of the biggest benefactors of 2020 Tokyo Olympic Games.

Based on STR Global and JLL's Tokyo 2020: The Olympic Games Effect, there are always long-term positive effects on RevPAR for Olympic host cities between the announcement year and holding year. From an investment perspective, this will draw more attraction of Tokyo hotels to investors. Generally, the performance of hotels after hosting Olympic Games depends on the maturity of local market and the macroeconomic environment.²¹

Tokyo is a very mature market for tourism. There are not only many historical and cultural spots, but also many tourism attractions, such as Disney Resort, Skytree, or the newly opened Toranomon Hills.

According to STR Global's statistics, occupancy increased by 4.5% to 85.0%, and ADR increased by 7.6% to JPY 15,046.²²

Furthermore, Japan wants to draw more foreign corporations to set up regional headquarters in Tokyo by year 2020. Also, Japan is considering opening the first casino resort. Therefore, the continuous development of Japanese economy can ensure the occupancy and ADR of hotels.

“Tourism- Oriented Country”

Government wants to make Japan a tourism-oriented country to further develop Japan's economy

²⁰ International Business Times, Tokyo Olympics 2020: Why The Japanese Capital Beat Out Rivals Istanbul And Madrid

²¹ Jones Lang Lasalle and Star Global, Tokyo 2020: The Olympic Games Effect

²² Jones Lang Lasalle and Star Global, Tokyo 2020: The Olympic Games Effect

and increase employment, and aims for a goal of attracting 18,000,000 visitors by 2016, and 25,000,000 by 2020.²³ The government's strong will to make Japan a tourism oriented country can be seen in many aspects.

First of all, according to Euromonitor International's report, Japanese government encourages that more MICE businesses should be hosted in order to promote Japan as a business and meetings destination.²⁴

Secondly, based on PR Newswire's report, during August 2013, the Japanese Tourism Agency requested JPY 12,336 million (US\$127.3 million) from the Japanese government as a budget for 2014 an increase of 21% from 2013. The three key focus areas are: JPY 9,598 million (US\$99.0 million) to promote tourism; JPY 1,051 million (US\$10.8 million) for the development of tourism-oriented regions; and JPY65 million (US\$0.6 million) for the promotion of travels. Also included in this budget is the promotion of strategic plans to draw more international tourists, creating new tourism sites, campaign programs for accommodation information services, conducting research on travel safety measures and the reconstruction of Tohoku and Fukushima tourism areas with a budget allocation of JPY895 million (US\$9.2 million).²⁵

And the strong will of Japan aiming to become a tourism-oriented country can also be seen from many industries.

Firstly, according to the report of Bloomberg in December 11, 2013, Japan's banks plan to enhance access for travelers by installing ATM that accept credit cards issued overseas. Bank of Tokyo-Mitsubishi UFJ Ltd., Mizuho Bank Ltd. and Sumitomo Mitsui Banking Corp. agreed to increase the number of ATMs as Japan prepares to host the Summer Olympics in 2020.²⁶

Secondly, according to PR Newswire's report, since March 30, 2014 the international airlines slot at

²³ JTB 総合研究所の「考えるプロジェクト」、インバウンド旅行者の2020年目標は2500万人

²⁴ Euromonitor International, Passport Travel and Tourism in Japan

²⁵ PR Newswire, Travel and Tourism in Japan to 2018

²⁶ Bloomberg Businessweek, Japan Says Visitors to Top Record 10 Million on Weaker Yen

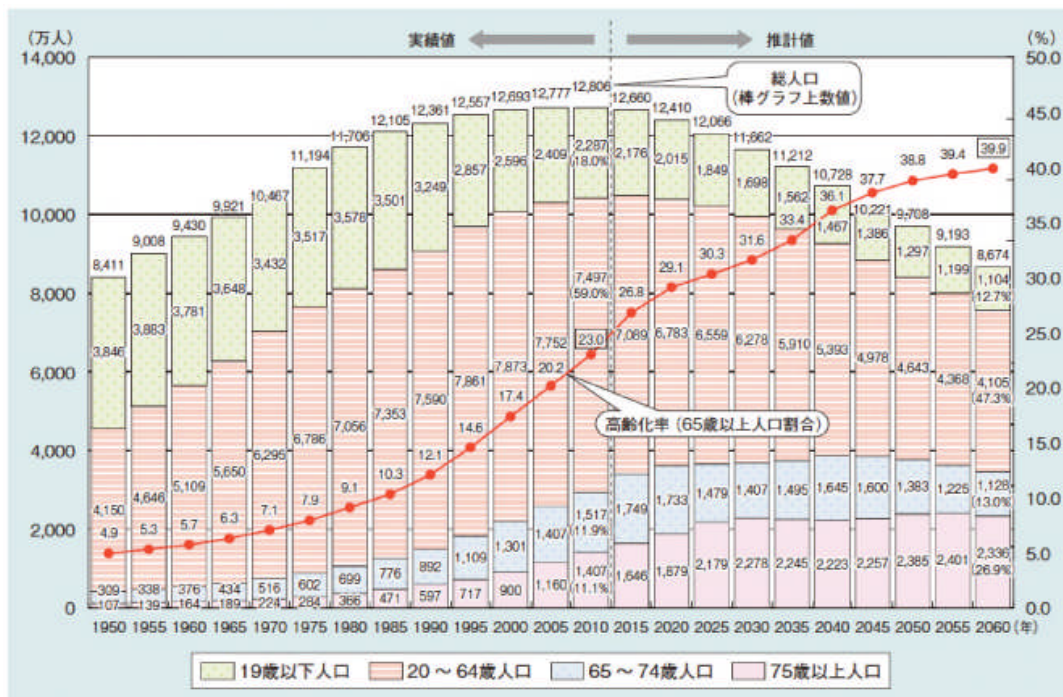
Haneda airport has boosted from 56 flights to 90 flights.²⁷

In deed, as the rapid development of economy in China and South Asia, more and more middle-class and wealthy people in these countries choose to travel to Japan, accelerating the government’s strong will to make Japan a “Tourism-Oriented Country”.

Aging Problem

Japan is a rapidly aging country. Based on the report of Bloomberg in December 11, 2013, Japan’s population is forecast to decline 25 percent from 2005 to 95.2 million by 2050 as fewer children are born.²⁸

From the MIC’s data, it can be seen that the aging is non-stop tendency in the future’s Japanese society as the following graph shows.²⁹



And the following report analyzed the change and trend of outbound travel from Japan.

According to the report of Impact of Population Aging on Japanese International Travel by James

²⁷ PR Newswire, Travel and Tourism in Japan to 2018

²⁸ Bloomberg Businessweek, Japan Says Visitors to Top Record 10 Million on Weaker Yen

²⁹ Ministry of Internal Affairs and Communications, 平成 25 年版 情報通信白書のポイント

Mak and others, Japan has been a leading tourist-generating country to the impressive growth of international tourism during the past 40 years. However, Japan is an aging nation as a result of its shift from high to low birth and death rates, the population aging will dramatically slow overall future Japanese overseas travel.³⁰

Therefore, it can be predicted that as the number of senior people increases continuously, the demand for domestic hotels will keep boosting, because for senior people it is more convenient to travel domestic than to travel overseas. It can be predicted that for Japanese people domestic travel will be a mainstream trend in the future, and that this trend will last for a rather long time.

Duty Free

According to Nikkei Asia Review's article, Japan's department stores hope the government's planned expansion of duty-free coverage will attract more foreign tourists for shopping. The new tourist refund scheme goes into effect in October, which will exempt foreign travelers from the consumption tax on purchases of 5,001 yen (\$47) to 500,000 yen made at registered retailers. It will cover all items, including food, medicine and cosmetics.³¹

From this report, it can be predicted that the new tourist refund scheme may attract more new customers to travel to Japan, especially after Japan increased its tax from 5% to 8% from April 1st, 2014.

Chapter 4 Imperial Hotel and its advantages

With 123-year history, Imperial Hotel was created in Uchisaiwaicho of Chiyoda District, closed to

³⁰ James Mak, Professor of Economics, Department of Economics, University of Hawaii-Manoa,

Lonny Carlile, Associate Professor, Center for Japanese Studies and University of Hawaii-Manoa,

and Sally Dai, Research Assistant, East-West Center, Honolulu, Hawaii, Impact of Population Aging on Japanese International Travel

³¹ Nikkei Asian Review, Japan's department stores ready for duty-free expansion

Imperial Palace and Ginza, the richest and most fancy place in Tokyo, on November 3rd, 1890. Imperial Hotel is not only the first real western style hotel in Japan, but also has a lot of “The First One”s in Japan, such as the first hotel’s wedding in Japan, the first hotel’s laundry in Japan, the first hotel’s buffet in Japan, the first hotel’s arcade in Japan, the first post office inside hotel in Japan, and so on.

According to the survey done by 329 respondents in May 2014, the 3 biggest advantages are respectively “History/Tradition” by 280 people, “Hospitality” by 130 people, and “Location” by 100 people, as the following graph shows.



According to the interview with employees of Imperial Hotel, even the employees themselves are really proud of their hospitality.

History and Traditions

Born

After Meiji Restoration, some hotels were established in Japan, such as Yokohama’s Grand Hotel, Yokohama’s Oriental Palace, Kobe’s Oriental Hotel, however, compared with the level of western hotels, that of the newly established hotels in Japan was comparatively low. At that time, there was still no real western style hotel in Japan, therefore, Meiji Government planned, and Imperial Palace

Agency and Zaibatsu invested to create Imperial Hotel.³²

As the only big hotel, with 4,290 meter squared, in Orient East at that time, Imperial Hotel had a hall in front of entrance, a front in the left side, a talking room with piano, organ, and a 165 meter squared billiard. The initial drawings for the hotel were created in the German neo-Renaissance style, a three story wood frame and brick structure, with the exterior painted to look like stone. At that time there were 60 guest rooms including 10 suites rooms.³³

According to Wikipedia's introduction, French food had been the official banquet fare of the Imperial Palace since Meiji Emperor hosted a luncheon for the nephew of the king of Italy on 8 September 1873, and sine then, the Imperial Hotel made that a tradition.³⁴

There were a lot of different kinds of conferences held in Imperial Hotel, attracting many guests. Among the meetings, the most famous one was the send-off farewell party for Komura Jutaro, who was going for Portsmouth Peace Conference.³⁵

The Famous Wright Building and The Great Kanto Earthquake

After entering the Era of Taisho, because the hotel was getting older, it was necessary to reform the hotel. The second building of Imperial Hotel was being built from 1919-1923, and officially opened on 1 September 1923. This hotel was one of the best-known Frank Lloyd Wright's buildings in Japan, and was considered the most beautiful hotel in the world at that time.³⁶

This new building was exceedingly famous for surviving from the Great Kanto Earthquake of 1923. On September 1st, 1923, the opening day of the new building, the Great Kanto earthquake happened and killed 90,000 people.³⁷ A lot of buildings were damaged, however, the new building Hotel was undamaged. After the earthquake, the Hotel temporarily hosted foreign embassies. The Grill Room was used for the storage of relief supplies. The front entrance to the new South wing was used for

³² Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

³³ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

³⁴ Wikipedia, Imperial Hotel, Tokyo

³⁵ 探検コム, 帝国ホテル開業

³⁶ Wikipedia, Imperial Hotel, Tokyo

³⁷ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

public utilities. Until electric and water were supplied again, cooking was done outside both on campfires and on charcoal grills. For the first four days after the earthquake, the hotel accommodated all comers for free to 2,500 people twice daily. After that, the hotel charged only cost until the emergency was over.³⁸

World War Two and Imperial Hotel

At the time of World War II, Imperial Hotel avoided the crushing damage from air raid fortunately, however, after the war as the lodgings of the alliance national military Imperial Hotel was not able to serve Japanese customers. However, the French restaurant was still very popular to attract American people. And one of the most famous American, Douglas MacArthur, the commander of the alliance national military, went to Imperial Hotel so many times because of the hotel's French food.³⁹

Reborn

The hotel was returned to its owners on 1 April 1952. Constructed behind the North wing of Wright's building, a new annex opened on 1 December 1954, adding 200 guest rooms to the hotel. Construction for a second annex of 450 guest rooms started on 17 November 1956, with the annex opening in June 1958.⁴⁰ In 1970, the current main building was established, and in 1983, the Imperial Hotel Tower, a multifunctional building with shops and offices, opened.⁴¹

Hospitality And Countless “The First One’s”

Wedding

As the symbol of Japanese culture, Imperial Hotel produced new services in sequence. The first one is "a hotel wedding." Tetsuzo Inumaru, the CEO of Imperial Hotel, created the idea of performing a wedding ceremony and a banquet inside hotel, and it has already become normal nowadays. The movement from a Shinto shrine to a banquet place was considered very inconvenient, so this brand new idea was created to make guests more convenient. Upon this idea was created, it received very

³⁸ Wikipedia, Imperial Hotel, Tokyo

³⁹ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴⁰ Wikipedia, Imperial Hotel, Tokyo

⁴¹ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

good reputation immediately, and since then, countless weddings" were held in Imperial Hotel. Nowadays, various types of wedding ceremonies including the chapel wedding and God former ceremony are held in Imperial Hotel combining Imperial Hotel's spectacular hospitality and service to celebrate the new life of a couple.⁴²

Arcade

The arcade, nowadays commonly exists at shopping area of the whole Japan, was stemmed from Imperial Hotel. In 1922, based on the idea that "The guests don't have to go shopping outside", Imperial Hotel created the arcade, where jeweler's shop, photo studio, travel agency and so on, about 20 store were built. It is said that this arcade received high reputation from the guests, and especially from the foreign customers.⁴³

Dinner Show

Furthermore, the routine "The dinner show" during the new year also started in Imperial Hotel. In 1966, Imperial Hotel performed it for the first time. Marlene Dietrich, the world-famous super star, came to Imperial Hotel to perform in 1974, too. The ticket was sold for 100,000 yen, the most expensive price ever in the hotel history.⁴⁴

Buffet

Besides, in 1958, the first buffet of Japan debuted in Imperial hotel. At that time, price was 1,200 yen for lunch, and 1,500 yen for dinner. Even if the price was similar to the accommodation, there were countless lines of people queuing for the debut buffet in Japan.⁴⁵

In-flight Meal

In addition, the first in-flight meal in Japan was provided by Imperial Hotel. In 1929, Airship Zeppelin came to Japan for the first time. All the meals during 6 days from Japan to Los Angeles were supplied by Imperial Hotel. Fire was prohibited inside airship because of hydrogen, so the

⁴² Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴³ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴⁴ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴⁵ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

technology of cooking and maintaining food is also used for the in-flight meals even now.⁴⁶

Celebrities

There are so many celebrities who had the experience of staying in Imperial Hotel, such as American Former President Clinton, Secretary-General of the United Nations Annan, Hollywood super star Tom Hanks, French movie director Luc Besson, and so on.⁴⁷

When Chaplin visited Imperial Hotel for the first time in 1932, he was totally touched by the taste of Japanese beef steak. Since then, he chose Imperial Hotel as his appointed hotel in Japan, and ordered all the meals only made of Japanese beef steak. And even now, this hotel is still considered gathering the best meat in Japan, and 20 cows are consumed everyday.⁴⁸

Marilyn Monroe also chose Imperial Hotel during her honeymoon travelling to Japan with Joseph Paul DiMaggio. In the press conference held in Imperial Hotel, she was asked that “what did you wear during sleep?” And her answer was “Chanel No.5”. Even now the desk that was put in the room where Monroe stayed is still put in the bar of Imperial Hotel.⁴⁹

Doorman

It is said that the doorman of Imperial Hotel can remember all the numbers of cars of regular guests and the guests’ names, as well as trying to remember the names of the guest for the first time. Besides, they assume that the guest who comes over by taxi has no change, so they prepare 1,000 Yen bill in the pocket to help guest change the money. Of course, this service makes the guests from overseas, who don't carry Japanese Yen, very pleased.⁵⁰

Morning Call

Another indispensable service caring details is morning call service. In Imperial Hotel, the operator

⁴⁶ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴⁷ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴⁸ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁴⁹ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁵⁰ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

will call the guest again in 5 minutes if it seems that the guest is still sleepy.⁵¹

Housekeeper

The housekeeper will check the garbage and keep the garbage for another day after the guest checks out. This is for the guest who makes a mistake and throws away the thing that he/she doesn't really want to throw away. Furthermore, the unfinished bottle water, the cosmetics that still can be used, will not be treated as garbage, and will be kept for another day or even 2 years.

Concierge

The concierge will try his/her best to answer all the questions that guests ask, such as, “is there any nice restaurant around here”, “can I get a ticket of Kabuki show?” And sometimes, the concierge will help the guest, who comes to Japan for the first time, to find an apartment to live.⁵²

Laundry

Originally, the laundry service was created in Imperial Hotel, for those people who travelled a long distance to come to Japan. So far, it has been more than 100 years since the laundry service began in Imperial Hotel, and always receives very high reputation. There are more than 100 kinds of buttons and countless types of threads prepared in Imperial Hotel. It is said that all kinds of ingredients used in the restaurants of Imperial Hotel has been known so that the laundry service can be perfect.⁵³

⁵¹ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁵² Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

⁵³ Tv-asahi, 世界に誇る日本のおもてなし・帝国ホテル

Chapter 5 Imperial Hotel’s disadvantages and danger

According to the survey done by 329 respondents in May 2014, the 3 biggest disadvantages are respectively “Old” by 157 people, “Conservative” by 86 people, and “Too few” by 50 people.

13.帝国ホテルの弱みは何だと思いますか? (複数可) [\[多选题\]](#)

选项	小计	比例
古さ	157	47.72%
保守的	86	26.14%
少ない	50	15.2%
本土化	18	5.47%
その他 [詳細]	57	17.33%
本题有效填写人次	329	

[查看多选题百分比计算方法](#)



Aging Facility

Although the main building and Tower were constructed respectively in 1970 and 1983, it has already been 43 years and 31 years. As the following graph shows, compared with that of other luxury hotels, the facility is comparatively old.

Hotel Name	Opening Year
Imperial Hotel	1890
Hotel Okura	1962
Hotel New Otani	1964
Park Hyatt Hotel	1994
Westin Hotel	1994
Four Seasons Hotel	1992
Grand Hyatt Hotel	2000
Ritz-Carlton Hotel	2007

And especially, the new hotels that have opened or will open in the area of Tokyo Station, very near Imperial Hotel, will make Imperial Hotel’s aging facility problem more obvious, and of course the competition will become more fierce.

Hotel Name	Opening Date	Rooms	Location
Palace Hotel	May, 2012	290	Otemachi
Tokyo Station Hotel	October, 2012	150	Tokyo
Aman Tokyo	2014 TBD	N/A	Otemachi
Hoshino Tokyo	2016 TBD	84	Otemachi

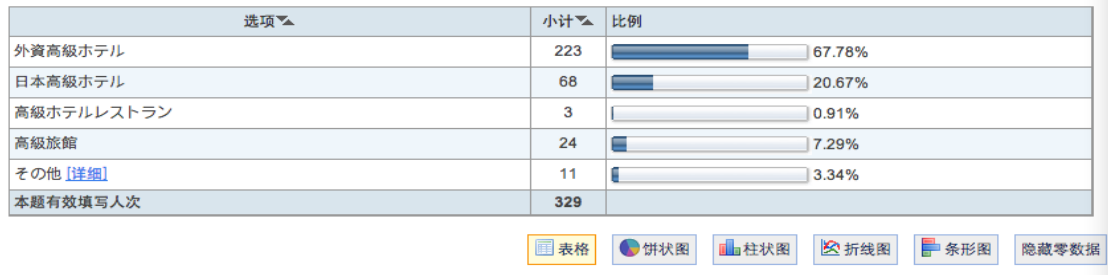
No Long-term Vision

Conservative is another disadvantage of Imperial Hotel, and probably the most serious shortcoming and potential crisis for Imperial Hotel. It shows no long-term vision of Management of Imperial Hotel.

According to the interview with Imperial hotel’s employees, Imperial Hotel has no plan for establishing new hotels, no plan for acquiring other hotels, no plan for exploring overseas market, or no plan for attracting travelers from abroad. The only plan for 2020 Tokyo Olympic Games is training their employees such as languages and hospitality.

We can take a look at the result of answers about “What hotel do you think Imperial Hotel’s competitor is?” in the survey done by 329 respondents. More than 67% people consider foreign brand hotels as Imperial Hotel’s competitor as the following graph shows.

14.帝国ホテルのライバルはどこであると思いますか? (複数可) [单选题]



However, based on the interview with Imperial hotel’s employees, when asked the same question, some employees still treat Hotel Okura and Hotel New Otani as the rivals instead of the foreign brand hotels newly entered Japan. It can be seen that there is a gap of the way of thinking between Imperial Hotel’s employees and customers. Their employees’ answers show a very out of date and conservative way of thinking.

For further analyzing Imperial Hotel’s conservative management style, it can be interpreted into 2 performances, respectively, small scale, and non-debt management.

Small Scale

Currently, there are only three Imperial Hotels all over the world, and all of them locate in Japan, respectively Tokyo, Osaka, and Kamikochi. Although Imperial Hotel has a longer history than most of international luxury hotel groups, the number of Imperial Hotel is only 3, which is a very small number. Even compared with other Japanese brand hotel groups, the scale of Imperial Hotel is exceedingly small, as the following graph shows.

Hotel Name	Number of hotels	Year of Born
Imperial Hotel	3	1890
Hotel Okura	25	1962
Hotel New Otani	23	1964
Four Seasons Hotel	92	1960
Shangri-La Hotel	47	1971

Ritz-Carlton Hotel	84	1898
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Also called “Gosanke”, Hotel Okura and Hotel New Otani show a totally different growing style. And especially since Hotel Okura acquired Nikko Hotel, its further development could be eye-catching in the future.

Ritz-Carlton Hotel always shows an aggressive expanding brand image. Although both Ritz-Carlton and Imperial Hotel have very long histories, and actually Imperial Hotel’s history is even longer than that of Ritz-Carlton, the difference of the scale of the two brands is like a difference of a world, 3:84. And now even only Japan, Ritz-Carlton has 4 hotels, which is a bigger number than Imperial Hotel’s total number, 3. And not even mention the difference of popularity, because the popularity of Imperial Hotel is almost only limited in Japan.

Non-debt Management

One of the reasons that Imperial Hotel prefers small scale is that Imperial Hotel is pursuing non-debt management. From the perspective of safety of financial system and company’s security, non-debt management is not bad, to some degree.

However, according to the definition of financial leverage principle, that most often it involves buying more of an asset by using borrowed funds, with the belief that the income from the asset will be more than the cost of borrowing,⁵⁴ obviously, for company’s further expansion, most times, debt is necessary.

In another view, non-debt management can be fundamentally interpreted into lack of the will to grow. Lack of the will to grow, that is making Imperial Hotel become very dangerous in the future, is a fatal factor for an enterprise. The most serious impact is that it is limiting Imperial Hotel’s further development.

In the past, Imperial Hotel did have the experience of going overseas, but because of external reasons, it ended the overseas business. However, as globalization is becoming an unstoppable trend, it

⁵⁴ Wikipedia, Leverage (Finance)

seems that Imperial Hotel has been missing great chances to further expand.

And especially, Imperial Hotel has never entered China, or has tried to promote in China, the biggest emerging market, while many foreign hotel groups has enter Chinese market one after another.

If we search Imperial Hotel through Chinese biggest engine “Baidu”, there will be a lot of introduction about Imperial Hotel. However, there will be only one travel agency showing where Imperial Hotel can be booked. Furthermore, according to the interview with employees of Imperial Hotel, so far the marketing department of the hotel has not done any marketing about Chinese market, or never contacted Chinese travel agency. They only focus on the domestic market, and don’t promote themselves overseas.

For 2020 Tokyo Olympic Games, most of hotel groups want to take a share from the spoils, so many of them are planning to open new hotels in Japan. However, what Imperial Hotel is planning is only to train employees.

The management style is so conservative that we have to think about one question that how Imperial Hotel can survive among the fierce competition of so many globally famous hotel groups in the future.

Hoshino Resorts, the very famous Japanese Ryokan Group, that is also promoting hospitality as the main selling point, adopts a totally different way to self-development.

According to PR Newswire’s report of Travel and Tourism in Japan to 2018, Hoshino Resort, expanding its traditional Japanese hotels known as Ryokans, will open its first Ryokan in Tokyo in 2016. Tokyo Marriott Hotel opened with 237 rooms in December 2013, Hyatts Andaz Tokyo started with 164 rooms and the Aman Tokyo Hotel is expected to open by 2014.⁵⁵

Therefore, the most urgent and important thing for Imperial Hotel is not to update the facility or to redecoration or just train its employees, but to change the way of thinking, the core strategy for management. In the following chapters, the suggestions will be provided for the change of strategy and marketing activities.

⁵⁵ PR Newswire, Travel and Tourism in Japan to 2018

Weak Marketing

Confusing Pricing and Positioning

Imperial Hotel's pricing is very confusing. As a luxury hotel, Imperial Hotel's price does not fit its status and service level very well. Unmatched price can give consumers the image that Imperial Hotel does not belong to the luxury level. As the symbol of the highest level of Japanese hospitality, Imperial Hotel's unmatched pricing and positioning may affect Imperial Hotel's status in the longtime.

The follow graph shows the list of price of luxury hotels on June 29, 2014 Sunday, based on the ikyu.com.

Hotel Name	Price including Tax for Per Room Per Person	Location
Imperial Hotel	26,000	Hibiya
Shangri-La Hotel	49,000	Otemachi
Peninsula Hotel	53,000	Hibiya
Station Hotel	28,000	Tokyo
Mandarin Oriental Hotel	43,000	Nihonbashi
Palace Hotel	48,000	Otemachi
Four Seasons Hotel	48,000	Tokyo
Conrad Hotel	42,000	Shiodome
Ritz-Carlton Hotel	43,000	Roppongi
Grand Hyatt Hotel	39,000	Roppongi
Park Hyatt Hotel	51,000	Sinjuku

According to Luxury Daily's article, pricing plays a quite a big role in the way that consumers

perceive luxury brands.⁵⁶ It can be seen that Imperial Hotel's price stands no comparison with other luxury hotels' price.

Because of Imperial Hotel's unique luxury hotel's status, it should adopt premium pricing strategy. In chapter 6, the suggestion for incorrect pricing and the survey of resetting appropriate price for Imperial Hotel will be provided.

Narrow Marketing Activities

As we know, marketing usually guides sales, and marketing always follows a company's strategy. Because of its lack of the will to grow, Imperial Hotel more focuses on existing customers. According to the interview with the employees of Imperial Hotel, among the customers, 60% are Japanese, and most of them are the customers in their 50's 60's 70's. Therefore, the main target of Imperial Hotel is not young customers or overseas customers.

However, from what has been analyzed above, young customers and overseas customers will become the main consumers in the near future. According to the interview with Imperial Hotel's employees, and from the web searching result, Imperial Hotel has not established relations with Chinese travel agencies. That is why it is not easy to receive the recommendation from agencies to book Imperial Hotel in China. In addition, Imperial Hotel hasn't released many campaigns to attract young customers. Therefore, it can be said that the current marketing activities of Imperial Hotel is rather narrow.

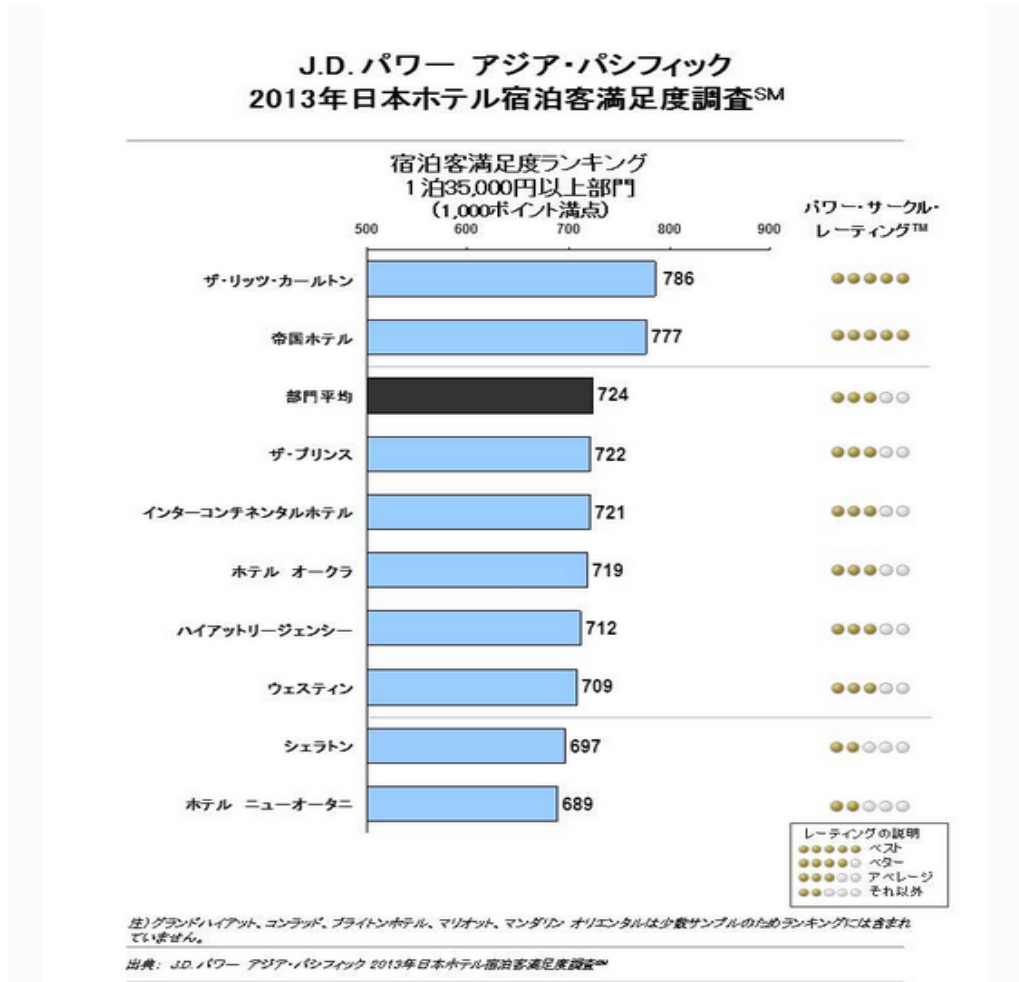
We can take Prince Hotels as an opposite example, which is so different from what Imperial Hotel is doing. In China, Prince Hotels are recommended by many travel agencies. And if we search through internet, there will be many advertisements of Prince Hotels showed.

Another opposite example is Hoshino Resort. Hoshino Resort has promoted many plans to target young customers, especially student, at a reasonable price. It aims to attract young customers to experience Japanese traditional Ryokan and hospitality. Obviously, Hoshino Resort is trying to broaden its marketing activities to absorb its future customers.

⁵⁶ Luxury Daily, 8 P's of luxury brand marketing

Passive PR

According to J.D.Power's survey of guest satisfaction of hotels in Japan 2013, it can be seen that Ritz-Carlton ranks No.1, higher than Imperial Hotel's No.2.⁵⁷



Actually, this kind of ranking is not the first time. Since 2006 Ritz-Carlton has won the best satisfaction for 8 years, consecutively. Imperial Hotel has never been No.1 in this chart as the following shows.

	2006	2007	2008	2009	2010	2011	2012	2013
Ritz-Carlton Hotel	1	1	1	1	1	1	1	1

⁵⁷ J.D.Power, 2013 年日本ホテル宿泊客満足度調査

Imperial Hotel	2	2	3	2	2	2	2	2
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According to the survey done by 329 respondents in May 2014, about the question that “which hotel do you think the most satisfied hotel is”, Ritz-Carlton rules the chart, 55 people (16.72%) choose, and Imperial Hotel ranks No.2 again, 54 people (16.41%) choose. Although the gap is only one, most of the respondents are Japanese. So it can show the current image of hotels among customers, more or less.

8.下記のホテルの中で、好感度が一番高いホテルは？ [单选题]

选项	小计	比例
パークハイアット	23	6.99%
グランドハイアット	9	2.74%
リッツカールトン	55	16.72%
帝国ホテル	54	16.41%
ホテルオークラ	18	5.47%
ホテルニューオータニ	5	1.52%
京王プラザ	8	2.43%
プリンスホテル	2	0.61%
マリオット	2	0.61%
リーガロイヤル	6	1.82%
ホテル日航	14	4.26%
全日空ホテル	2	0.61%
フォーシーズンズ	8	2.43%
ウエステイン	8	2.43%
シャングリラ	13	3.95%
スイスホテル	1	0.3%
セントレジス	0	0%
インターコンチネンタル	5	1.52%
ベニンシュラ	15	4.56%
ヒルトン	25	7.6%
マンダリンオリエンタル	42	12.77%
パレスホテル	2	0.61%
その他 [詳細]	12	3.65%
本題有効填写人次	329	

It is not easy to conclude which hotel’s hospitality is better between two hotels, for it is a very subjective judge. However, why Imperial Hotel’s hospitality cannot beat Ritz-Carlton in the ranking?

In the bookstores, the books about Ritz-Carlton can be found easily. In business school, the cases about Ritz-Carlton are also widely being used. Nowadays, many people know the Ritz-Carlton’s Wow Stories and the slogan, “We are Ladies and Gentlemen Serving Ladies and Gentlemen”. Of course, there are also some books about Imperial Hotel published, but how many people know

Imperial Hotel's Slogan or stories? Because of the strong PR, many people consider Ritz-Carlton as the benchmark of luxury hotels in terms of hospitality.

Doubtlessly, conservative management style of Imperial Hotel decides its narrow marketing strategy. Nowadays, almost all the companies are trying to follow globalization for further expansion. Ritz-Carlton propagates its corporate value in a global way, which is Imperial Hotel chooses not to do. It can be conducted that, if Imperial Hotel still chooses conservative management style, the gap between it and Ritz-Carlton will become bigger and bigger, no matter ranking or popularity.

Chapter 6 Suggestion One: Resetting The Price

As what has been analyzed previously about the confusing pricing and positioning, Imperial Hotel is supposed to adopt premium pricing strategy, in other words, increasing its price.

According to Chron.com's article about premium pricing strategy, pricing is a major element of marketing any product, and it is vitally important to set the right price. Elements such as target market, profit margin needed, growth strategy for the company and market share all play a role in what pricing strategy is used.⁵⁸

Based on the interview with Imperial Hotel's employees, Imperial Hotel more focuses on existing market, mainly the customers in their 50's 60's 70's. Therefore, it seems that Imperial Hotel set the price for keeping the repeat customers.

Resetting Price Survey

However, what is the right price for Imperial Hotel?

A survey for Imperial Hotel to reset the right place has been done among 20 Imperial Hotel users who have the experience staying in both Imperial Hotel and Ritz-Carlton. This survey uses Ritz-Carlton as the benchmark, setting Ritz-Carlton's average room price 60,000 yen per night per person, status 4 point, and customer satisfaction 4 point, and evaluate Imperial Hotel's matched price based on Imperial Hotel's status and customer satisfaction. The survey data shows as following chart.

Hotel	Price	Status Score	Price	Satisfaction Score
-------	-------	--------------	-------	--------------------

⁵⁸ Chron.dom, What is Premium Pricing Strategy?

Ritz-Carlton	66,500	5.4	66,250	5.05
Imperial Hotel	60,000	4	60,000	4

The survey result shows that no matter status or satisfaction, the score of Imperial Hotel is higher than that of Ritz-Carlton. Compared with Ritz-Carlton's status 4 at 60,000 yen, Imperial Hotel's status's score is 5.4 at 66,500 yen. And Compared with Ritz-Carlton's satisfaction 4 at 60,000 yen, Imperial Hotel's status's score is 5.05 at 66,250 yen. It can be seen that the current price of Imperial Hotel is unmatched its status and service level at all.

Therefore, Imperial Hotel should reset the score. And we can also take Singapore's Raffles Hotel as an example.

Raffles Hotel

Similar to Imperial Hotel, Raffles Hotel also has a very long history, created in 1887, even older than Imperial Hotel. With many famous cuisine and icon building, Raffles Hotel's status is supreme.

Raffles Hotel's price is also supreme. If we search Singapore hotels, Raffles Hotel always ranks the highest price, much higher than other hotels, such as Ritz-Carlton Hotel and Shangri-La Hotel. Obviously, it can be seen that Raffles Hotel is using the premium pricing strategy.

Premium Pricing Strategy

What is premium pricing strategy?

According to wikipedia's explanation, a premium pricing strategy involves setting the price of a product higher than similar products. This strategy is sometimes also called skim pricing because it is an attempt to "skim the cream" off the top of the market. It is used to maximize profit in areas where customers are happy to pay more, where there are no substitutes for the product, where there are barriers to entering the market or when the seller cannot save on costs by producing at a high volume.⁵⁹

⁵⁹ Wiedia, Premium Pricing

There are many functions of premium pricing strategy.

Based on Chron.com's article about premium pricing strategy, firstly, premium pricing can be used to improve brand identity in a particular market. This is called price-quality signaling, because the high price signals to consumers that the product is high in quality. Some companies use this strategy to give their product an aspirational image. Secondly, some brands can continue to charge a premium price because their entire brand image is based around luxury.⁶⁰

Increasing The Price

It can be seen that Imperial Hotel can enhance its brand image and arouse customers its competitive advantage, which is incomparable hospitality, by adopting premium pricing strategy.

If Imperial Hotel is able to keep its competitive advantage, increasing the price may influence its business in short-term, but will benefit its long-term growing.

⁶⁰ Chron.dom, What is Premium Pricing Strategy?

Chapter 7 Suggestion Two: Rebranding

What Is Rebranding?

According to Wikipedia's definition of rebranding, rebranding is a marketing strategy, aiming to reposition the brand/company, occasionally to distance itself from negative connotations of the previous branding, or to move the brand upmarket.⁶¹

Importance Of Rebranding

Absorbing Young Customers

According to the survey done through 329 respondents, question 5 shows that for private purpose people prefer high-end hotels such as luxury hotels or resorts than business hotels or other cheaper hotels. And question 6 shows that, among the factors influencing choose luxury hotels, atmosphere is the most important item, as the following graph shows. Based on the two questions, it can be deduced that people who choose luxury hotels care atmosphere a lot.

⁶¹ Wikipedia, Rebranding

5.プライベートで利用する場合、どのタイプのホテルに宿泊しますか? [\[多选题\]](#)

选项	小计	比例
カプセル	10	3.04%
ラブホテル	8	2.43%
ビジネスホテル	125	37.99%
高級ビジネスホテル	63	19.15%
高級ホテル	207	62.92%
リゾート	139	42.25%
その他 [詳細]	13	3.95%
本題有効填写人次	329	

查看多选题百分比计算方法

[\[表格\]](#) [\[饼状图\]](#) [\[柱状图\]](#) [\[折线图\]](#) [\[条形图\]](#) [\[隐藏零数据\]](#)

6.普通のホテルを選ばずに、高級ホテルを選ぶ理由は [\[多选题\]](#)

选项	小计	比例
接客	137	41.64%
食事	96	29.18%
雰囲気	262	79.64%
インテリア	65	19.76%
部屋の広さ	129	39.21%
清潔度	125	37.99%
立地	87	26.44%
その他 [詳細]	23	6.99%
本題有効填写人次	329	

查看多选题百分比计算方法

[\[表格\]](#) [\[饼状图\]](#) [\[柱状图\]](#) [\[折线图\]](#) [\[条形图\]](#) [\[隐藏零数据\]](#)

And between Japanese brand hotels and foreign brand hotels, 58.97% people prefer foreign brand hotels. And about which items is the biggest difference between Japanese brand hotels and foreign brand hotels, more than 50% people choose atmosphere, as the following graph shows. So it can be inferred that people prefer foreign brand hotels because they consider the atmosphere of foreign brand hotels are better than Japanese brand hotels.

9.日本のブランドの高級ホテルと外資のブランドの高級ホテル、どちらを利用したいと思いますか? [\[单选题\]](#)

选项	小计	比例
日本ブランド	135	41.03%
外資ブランド	194	58.97%
本題有効填写人次	329	

[\[表格\]](#) [\[饼状图\]](#) [\[柱状图\]](#) [\[折线图\]](#) [\[条形图\]](#) [\[隐藏零数据\]](#)

10.日本のブランドのホテルと外資のブランドのホテル、一番大きな違いは何だと思いますか? [\[单选题\]](#)

选项	小计	比例
おもてなし	87	26.44%
設備	25	7.6%
食事	4	1.22%
雰囲気	166	50.46%
英語力	5	1.52%
社風	31	9.42%
その他 [詳細]	11	3.34%
本題有効填写人次	329	

[\[表格\]](#) [\[饼状图\]](#) [\[柱状图\]](#) [\[折线图\]](#) [\[条形图\]](#) [\[隐藏零数据\]](#)

Furthermore, most of the respondents, more than 80%, are people whose ages are smaller than 45 year-old, as the following graph shows. Therefore, it can be inferred that young people prefer foreign brand hotels because they prefer their atmosphere.

18.あなたの年齢は [\[单选题\]](#)

选项	小计	比例
25歳以下	7	2.13%
25-34歳	166	50.46%
35-44歳	98	29.79%
45-54歳	52	15.81%
55-64歳	5	1.52%
65歳以上	1	0.3%
本题有效填写人次	329	



In addition, based on the interview with some young Japanese, whose ages are smaller than 40 years old, some of them consider Japanese brand hotels, such as Imperial Hotel, Hotel Okura, outdated. Besides, indeed, the main customers of Imperial Hotel are the customers in their 50's 60's 70's. Therefore, combining with the analysis based on survey, it can be said that the hotel's atmosphere may not fit young people's tastes.

As what has been analyzed about the aging problem happening in Japan, apparently, how to attract young customers is an exceedingly important issue for Imperial Hotel's future. It is almost impossible for young customers to become Imperial Hotel's loyal customers just when they become the people in their 50's 60's 70's, automatically. What Imperial Hotel should do is to absorb and brainwash young people. In order to attract young people, the atmosphere has to be changed. Therefore, it is supposed to adopt rebranding for Imperial Hotel.

Attracting Overseas Travelers

The reason of rebranding to attract overseas travelers is that the name "Imperial" sounds very militaristic for the travelers from overseas, especially for Chinese, the biggest consuming group.

Doubtlessly, when "Imperial" uses for a hotel brand, it means loyal, first-class, high-end or luxury, and also Imperial Hotel's history, tradition and status matches the word "Imperial". However, considering culture difference or political issues, "Imperial" may not be suitable for all markets or

target groups.

According to eHow's article, brand names have a psychological effect on consumers, urging them to choose one product over the other based on their perception of it, rather than hard facts.⁶² Therefore, if consumers feel comfortable to a brand name, they may choose to buy. However, if consumers feel uncomfortable to a brand name, they may choose not to buy. So in order to attract the customers from overseas, it is supposed to change the brand image for Imperial Hotel.

However, because it is impossible or unnecessary to change the current name, when adopting rebranding, creating a new brand is more important and feasible.

Toraya's Successful Rebranding Example

Toraya, the maker of Wagashi (Japanese confectionery), with almost 500 years history, was found in Kyoto. Currently, Toraya has roughly 80 shops in Japan, and 1 shop in France.

Wagashi, as the traditional Japanese sweets, has existed since Edo Period. However, since food is becoming more and more westernized, and many western sweets food has been entering Japan, Wagashi industry has been facing many fierce competition and challenges. Toraya, as the leading company in Wagashi industry, was been well known but not popular among young customers.

For the longer survival and vitality of enterprise, Toraya chose rebranding to change the brand image, which was old and out of date. Toraya created Toraya café to cater young customers, combining western café style and Japanese traditional ingredients.

The result is that Toraya Café successfully attracted young customers. Many young customers said that the image of Toraya and Wagashi had been changed and they began to eat Wagashi because of Toraya café.

Toraya's successful rebranding can provide 2 enlightenments to Imperial Hotel. One is that creating a new brand can change the brand image of an enterprise, especially the one with long history. Another enlightenment is that rebranding has the effect of diversification. In Toraya's case, by

⁶² eHow, The Influence of Brand Names on Consumer Decisions

rebranding, there are two different products targeting different consumers.

Therefore, Imperial Hotel can learn the way of Toraya's rebranding to attract new young customers and overseas travelers as well as strengthening the brand image.

Creating A New Brand

Creating a new brand can take all purposes into consideration.

According to hospitalitynet's article about hotel rebranding, as hospitality becomes more competitive, hotel rebranding has become more prevalent. Instead of only changing the surface, the crux is to truly identify what part of business strategy will truly change and build a new hotel identity around that new target.⁶³

As what has been analyzed above, the main purpose of rebranding is to change the image of Imperial Hotel to target young people and overseas travelers. However, because Imperial Hotel's main consumers are the people in their 50's 60's 70's, when Imperial Hotel absorbs many young travelers, or a bunch of traveling groups from overseas, the environment may change. It will happen when the consumers of a hotel change in a very wide range.

In the first situation, when the number of the young people increases, the atmosphere may become noisy, such as in the lobby and in the rooms. To illustrate the second situation, we can take Keio Plaza as an example. Originally, It is said that Keio Plaza's main customers were Japanese, so the atmosphere of the hotel could be imagined as comparatively quiet. After many travelers from overseas were attracted to Keio Plaza, the atmosphere turned relatively loud.

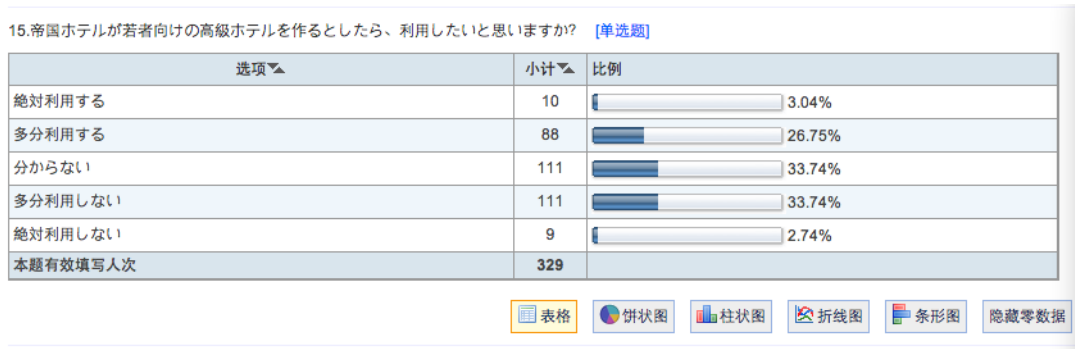
It cannot be said that loud is bad or worse than quiet, or that young customers or the travelers from overseas are less educated than Japanese travelers. It is the difference of cultures, customs or habits. And usually the customers may not notice their own behaviors, and the hotel's staff is also impossible to tell the customers.

However, this change may bring something unexpected to the hotel image, and especially to luxury

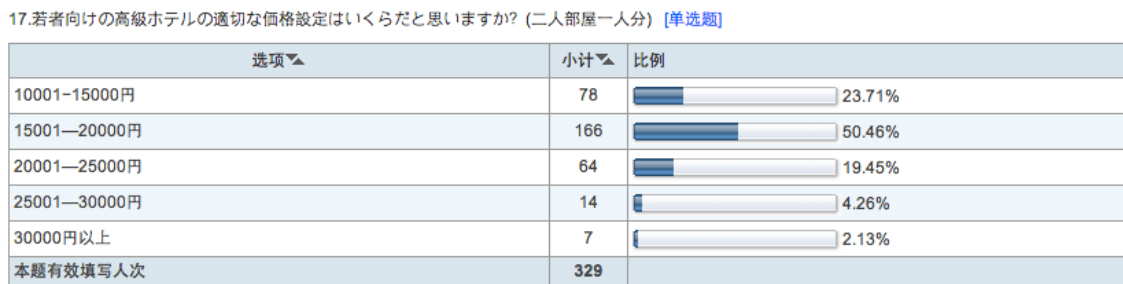
⁶³ hospitalitynet, Rebranding A Hotel Is A Challenge But Best Worked Through Methodically

hotels. Of course, it is impossible or unnecessary to sacrifice the existing customers to cater young people or foreign travelers. So creating a new brand to classify customers is more feasible.

According to the survey's result, totally, 63.53% people choose "will use" "may use" and "not sure", when they are asked "Will you try the new hotel created for young people by Imperial Hotel?" as the following graph shows. It is a prospective number for the plan of creating a new brand.



The new brand hotel should provide the hospitality that Imperial Hotel is serving now. And the price should be set between "15,001-20,000" yen based on the result of survey as following graph shows.



Campaigns To Draw Young Customers

As what has been analyzed previously, Imperial Hotel should focus on attracting new generation customers. After all, Roman was not built in one day. A new hotel cannot be established immediately. So the more feasible plans that Imperial Hotel can implement now instead of creating a new hotel can be some campaigns to attract young customers to change their image to Imperial Hotel.

Young People Plans

Imperial Hotel can design some plans to discover and attract young people.

For example, Hoshino Resorts launched some plans to target young customers in some regions, in a

cheaper price and special theme. The young customers may not have that much interest in old-fashioned hotel at the beginning, but in a cheaper price packaged with dinner and breakfast, they may want to experience.

Imperial should utilize the advantages of restaurants and hospitality to design some plans for young customers, combining marvelous hotel service and famous restaurants. After they experience the service of Imperial Hotel, they probably change their old image to Imperial Hotel.

Family Plans

Because the main consumers of Imperial Hotel are the people in their 50's 60's 70's, they may have two-generation or three-generation families. So Imperial Hotel can release some family plans to attract young people.

For example, for family stay, the children can be free or in a very special price. Or the customers who can bring their sons or daughters, the price of dinner or brunch can have 30% off.

Imperial Hotel is supposed to utilize the existing resource to draw more customers for the future development.

17.若者向けの高級ホテルの適切な価格設定はいくらだと思いますか? (二人部屋一人分) [单选题]

选项	小计	比例
10001—15000円	78	23.71%
15001—20000円	166	50.46%
20001—25000円	64	19.45%
25001—30000円	14	4.26%
30000円以上	7	2.13%
本题有效填写人次	329	



Chapter 8 Suggestion Three: Pay More Attention to Customers' Feedback

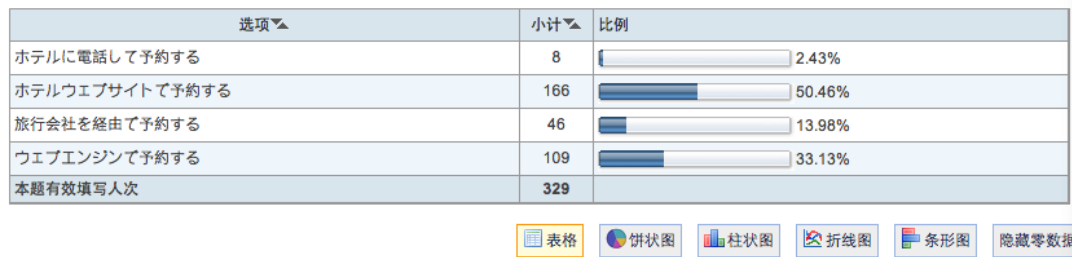
According to the interview with Imperial Hotel's employees, Imperial Hotel really does a good work in keeping relations with customers. The manager will write letters to customers by hand, so the sincerity and greetings of Imperial Hotel can be conveyed to customers very well. And when customers have complains towards the hotel, employees can also solve swiftly and nicely.

Nowadays, the power of internet is getting bigger and bigger beyond people's image. The word of moth communication can spread very fast, generating many positive influences as well as negative affects.

Especially, Japanese prefer to avoid expressing their feelings in a direct way because of culture issues. So some Japanese tend to leave comments on the websites to show their dissatisfaction or angers. Therefore, it is very important to pay attention to the customers' feedback from internet.

According to the survey done through 329 respondents, about the question "How do you book the hotel usually?", 166 people (50.46%) choose "Through hotel's home page", and 109 people (33.13%) choose "Through searching engine". It shows there are total 83.59% people using website to book hotels.

11.ホテルをいつものように予約しますか? [单选题]



Imperial Hotel is doing well in responding to the comments in ikyu.com, but neglecting the comments from other searching sites, such as jalan.net. Maybe ikyu.com's influence is bigger than other hotel searching engines, however, as a supreme luxury hotel, Imperial Hotel should pay attention to all websites' comments related to it, and try to solve all customers' dissatisfaction or angers. Dealing with customers' feedback slowly or inappropriately can leave very bad impression, and even the brand image and reputation can be destroyed easily.

Chapter 9 Conclusion

Based on the analysis of Japanese tourism industry and Japanese hotel industry, it can be seen that all the hotels in Japan are witnessing an unprecedented opportunity as well as a fierce hotel war. The following strategy and marketing activities will determine a hotel the winner or loser in the future. Therefore, whether the chance can be chased for self-development will be the most important issue for each hotel.

As we all know, Imperial Hotel is well known for its long history, countless traditions and outstanding hospitality. Besides, the hotel is enjoying 90% occupation rate. It seems this hotel has no worry for its business. Apparently, everything looks great.

However, from the perspective of a long-term development, in terms of strategy and marketing, Imperial Hotel is facing huge potential crisis. No long-term vision mainly reflects in conservative management and lack of development, while weak marketing mainly reflects in unmatched pricing and positioning, passive PR, and narrow marketing activities.

Therefore, Imperial Hotel should take precautions beforehand. The most urgent and important thing for Imperial Hotel is not just train its employees, but to change the way of thinking to cope with

future's growing.

Imperial Hotel should target not only the repeat customers, who are Japanese in their 50's 60's 70's, but also new generation customers and overseas travelers. There are mainly two methods to achieve that goal, one is rebranding, and another is promoting some campaigns.

In addition, Imperial Hotel should pay more attention to the comments from the internet. Dealing with the comment swiftly and sincerely can leave very nice impression to the customers. Although the stay in hotel has finished, the after-service is also a key point of the whole service process. Giving comments to customers' feedback slowly or inappropriately can leave very bad impression. Therefore, Imperial Hotel should pay attention to all websites related to Imperial Hotel.

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APPENDIX

ホテルについての調査

1.日本海外問わず、年間で、ホテルに宿泊する頻度は？

- 年 1-5 回
- 年 6-10 回
- 年 10-20 回
- 年 20-40 回
- 年 40 回以上
- 利用しない

2.ホテルのレストランまたはバーを利用する頻度は

- 年 1-5 回
- 年 6-10 回
- 年 10-20 回
- 年 20-40 回
- 年 40 回以上
- 利用しない

3.ホテルを利用する目的は(複数回答可)

- 出張
- 終電を逃した為
- 記念日を祝う為
- 旅行
- 連休を利用して
- ビジネス用の打ち合わせ
- プライベート用の打ち合わせ
- 食事
- 気分転換
- パーティー
- 宴会
- その他

4.出張で利用する場合、どのタイプのホテルに宿泊しますか？

- カプセルホテル
- ビジネスホテル
- 高級ビジネスホテル
- 高級ホテル

- 出張にいかない
- その他

5.プライベートで利用する場合、どのタイプのホテルに宿泊しますか？

- カプセル
- ラブホテル
- ビジネスホテル
- 高級ビジネスホテル
- 高級ホテル
- リゾート
- その他

6.普通のホテルを選ばずに、高級ホテルを選ぶ理由は

- 接客
- 食事
- 雰囲気
- インテリア
- 部屋の広さ
- 清潔度
- 立地
- その他

7.宿泊の際、ホテルを選ぶ時、気になることを下記の項目から選んでください。(複数回答可)

- 接客
- 朝食
- 昼食/夕食
- 清潔感
- 部屋の広さ
- 部屋のデザイン
- 風呂
- 値段
- 立地
- ポイントカードの利用
- 景色
- ジム / プール
- その他

8.下記のホテルの中で、好感度が一番高いホテルは？

- パークハイアット
- グランドハイアット
- リッツカールトン
- 帝国ホテル
- ホテルオークラ
- ホテルニューオータニ
- 京王プラザ
- プリンズホテル
- マリオット
- リーガロイヤル
- ホテル日航
- 全日空ホテル
- フォーシーズンズ
- ウエスティン
- シャングリラ
- スイスホテル
- セントレジス
- インターコンチネンタル
- ペニンシュラ
- ヒルトン
- マンダリンオリエンタル
- パレスホテル
- その他

9.日本のブランドの高級ホテルと外資のブランドの高級ホテル、どちらを利用したいと思いますか？

- 日本ブランド
- 外資ブランド

10.日本のブランドのホテルと外資のブランドのホテル、一番大きな違いは何だと思いますか？

- おもてなし
- 設備
- 食事
- 雰囲気
- 英語力
- 社風

- そのほか

11.ホテルをいつもどのように予約しますか？

- ホテルに電話して予約する
- ホテルウェブサイトで予約する
- 旅行会社を経由で予約する
- ウェブエンジンで予約する

12.帝国ホテルの強みは何だと思えますか？(複数可)

- 接客
- 食事
- 清潔感
- インテリア
- 部屋
- 伝統 / 歴史
- ロケーション
- 宴会
- ビュー
- その他

13.帝国ホテルの弱みは何だと思えますか？(複数可)

- 古さ
- 保守的
- 少ない
- 本土化
- その他

14.帝国ホテルのライバルはどこであると思えますか？(複数可)

- 外資高級ホテル
- 日本高級ホテル
- 高級ホテルレストラン
- 高級旅館
- その他

15.帝国ホテルが若者向けの高級ホテルを作るとしたら、利用したいと思いますか？

- 絶対利用する
- 多分利用する
- 分からない
- 多分利用しない
- 絶対利用しない

16.帝国ホテルが新しく旅館を建てるとしたら、成功すると考えますか？

- 絶対成功する
- 恐らく成功する
- 分からない
- 恐らく成功しない
- 絶対成功しない

17.若者向けの高級ホテルの適切な価格設定はいくらだと思いますか？(二人部屋一人分)

- 10001-15000 円
- 15001—20000 円
- 20001—25000 円
- 25001—30000 円
- 30000 円以上

18.あなたの年齢は

- 25 歳以下
- 25-34 歳
- 35-44 歳
- 45-54 歳
- 55-64 歳
- 65 歳以上

19.あなたの性別は

- 男性
- 女性

20.あなたの現在 / 直前の月給は

- 101 万円以上
- 81 万—100 万
- 61 万—80 万
- 41 万—60 万
- 21 万—40 万
- 20 万以下