Development of tourism human resources in JAPAN

TOCHIHARA Hiroyuki
Deputy Director
Tourism Industry Division
Japan Tourism Agency
Past efforts to develop tourism human resources

Problem:
1. Lack of top-level personnel who will lead the tourism industry, or who can create new businesses, and middle-class personnel who will play a central role of the local tourism industry. (lack of quality)
2. Lack of field staff to cope with increase in the number of inbound tourists (lack of quantity)

→ Developing and strengthening the leaders of the tourism industry of four-layer structure
  ① Developing top-level personnel
  ② Developing middle-class personnel
  ③ Securing on-site staff
  ④ Promoting tourism education for children

Implementation of development project of tourism human resources

who Lead the tourism industry
top-level personnel

who play the central role of
the local tourism industry
middle-class personnel

who can immediately work
On-site staff

For the next generation
tourism education

Developing top-level and middle-class resources (Dealing with lack of deficiencies)

① Developing top-level personnel
   → The “Tourism MBA” program was established in 2018 in order to improve productivity and strengthen management capabilities through rational management

② Developing middle-class personnel
   → We held "Recurrent Education Courses" at multiple universities across the country for adults working in the lodging industry to learn about case studies that take advantage of regional characteristics.

Securing field staff (Dealing with lack of quantity)

→ We carried out a "model project" to support efforts to resolve issues such as retention and utilization of tourism human resources and improve productivity in the tourism industry.
Tourism MBA

Outline

○ Japan’s tourism industry relies “hunch” and “experience” for management, so it is unable to adequately capture inbound demand.
○ It is necessary to improve productivity and strengthen management capabilities through rational management to strengthen international competitiveness.
○ But, Japan’s development system of management human resource is weak, so it is essential to build a base of development of management human resource.

⇒ MBA courses specialized in tourism were established at Hitotsubashi University and Kyoto University.
Through two years of lectures aimed at working adults involved in the management of tourism companies, we develop top-level personnel who will lead Japan’s tourism industry.

| FY2016 | Working group (4 times) |
| FY2017 | Working group (3 times) |
| FY2018 | Starting “Tourism MBA” |
| FY2019 | Congress held (3 times) |

**Starting “Tourism MBA”**

●● Working group (3 times)
➢ Discussion on promoting the success of people with a “Tourism MBA”

●● Development of curriculum for second graders

**Tourism MBA Program(outline)**

- **Hitotsubashi University**
  - School of Business Administration
  - Hospitality Management Program
  - Recruitment personnel: 10 people
  - Classes open on weekday evenings and Saturdays
  - Subject example:
    - Management strategy
    - Human resources management
    - Hospitality management
    - International Accounting etc.

- **Kyoto University**
  - Graduate School of Management
  - Tourism Management Science Course
  - Recruitment personnel: 10 people
  - Classes open during the day on weekdays

  - Subject example:
    - Tourism industry theory
    - Kyoto/Tourism Culture Theory
    - Destination management theory
    - Global Tourism and Hospitality Management etc.

We build effective programs specific to tourism management based on advanced programs at Cornell University and the University of Central Florida and industry opinions.

| FY2018 | 17 people enrolled |
| FY2019 | 19 people enrolled |
| FY2020 | 23 people enrolled |
| FY2021 | 18 people enrolled |
| FY2022 | 17 people enrolled |

⇒ Employees of tourism-related companies (Hotels, travel agencies, DMOs, railway companies, airlines, etc.) attended.
## Development project of middle class

Outline

○ We have supported recurrent education courses at 14 universities across the country to develop tourism human resources in rural areas from 2015.
○ We have offered programs that take advantage of regional characteristics, such as "SDGs," "MICE," and "Wellness tourism." and we have produced about 800 students by 2020.

<table>
<thead>
<tr>
<th>University</th>
<th>FY</th>
<th>講座テーマ</th>
<th>大学名</th>
<th>FY</th>
<th>講座テーマ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Otaru University of Commerce</td>
<td>2015~2016</td>
<td>Management personnel development</td>
<td>Kansai University of international studies</td>
<td>2018~2019</td>
<td>Tourism producer training</td>
</tr>
<tr>
<td>Wakayama University</td>
<td>2016~2017</td>
<td>Tourism/regional development</td>
<td>Shins</td>
<td>2018~2019</td>
<td>Universal field concierge training</td>
</tr>
<tr>
<td>Oita University</td>
<td>2016~2017</td>
<td>Tradition and management innovation in the Accommodation industry</td>
<td>Yokohama College of Commerce</td>
<td>2018~2019</td>
<td>MICE business core human resource development</td>
</tr>
<tr>
<td>Aomori University</td>
<td>2017~2018</td>
<td>Development method for experiential tourism products</td>
<td>Ehime University</td>
<td>2019~2020</td>
<td>Developing core human resources responsible for the profitable tourism service industry</td>
</tr>
<tr>
<td>Toyo University</td>
<td>2017~2018</td>
<td>Women's empowerment and organizational development in the hospitality industry</td>
<td>Shiga Unijversity</td>
<td>2019~2020</td>
<td>Wellness tourism producer training</td>
</tr>
<tr>
<td>Meikai University</td>
<td>2017~2018</td>
<td>Core human resources training for accommodation facilities</td>
<td>Japan Advanced Institute of Science and Technology</td>
<td>2019~2020</td>
<td>Tourism core human resources development</td>
</tr>
<tr>
<td>Kagoshima University</td>
<td>2017~2018</td>
<td>Core human resources development for forming ecotourism DMO</td>
<td>Yamaguchi University</td>
<td>2020~2021</td>
<td>Sports tourism based on SDGs</td>
</tr>
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</table>
Tourism human resources development guideline

Background and purpose of creating the guideline

- As the social situation undergoes major changes following the coronavirus pandemic, it is necessary to increase the added value of tourist destinations and the tourism industry and realize the creation of sustainable tourism regions.
- Based on the verification of the effectiveness of tourism human resource development to date, it is necessary to present the image of tourism human resources required in the future, the required knowledge and skills, and the educational content for that purpose.

Two types of tourism personnel

### Human resources of management at tourist destinations

Human resources responsible for the management of the entire tourist destination and the development of the tourist area

- **Required knowledge and skills**
  1. Management strategy at tourist destination
  2. Trends in modern tourist destination management
  3. Management of organizations that manage tourist destinations
  4. Marketing at tourist destination marketing
  5. Innovation of Regional tourism and tourism DX
  6. Entrepreneurship and business development for tourist destination management

### Human resources of management the tourism industry

Human resources responsible for individual business management at tourist destinations

- **Required knowledge and skills**
  1. Tourism business strategy
  2. Modern tourism trends
  3. Organizational management
  4. Accounting finance
  5. Tourism marketing
  6. Innovation of Regional tourism and tourism DX
Development project of human resource for luxury travelers

Current situation/issues

- In order to attract luxury travelers to local areas, human resources who can deal with luxury travelers are needed, but there is a shortage of such human resources.
  ①Tour operator, Concierge
  ②Hotel staff

- Japan's tourism human resources are good at Japanese-style hospitality, OMOTENASHI, but it is pointed out that they are lacking in "global standards of hospitality", such as constantly communicating and confirming customer requests, concerns, and dissatisfaction.

Outline

Overseas dispatching

→ We carry out to dispatch train staff for luxury travelers overseas to acquire "global standards of hospitality."
  • Educational institutions specializing in tourism overseas such as Cornell University Hotel School
  • A first-class hotel where serves luxury travelers.
Current situation and issues of human resources for luxury travelers

Tour Operator, Concierge

【tour operator】

- The total number of tour operators in Japan is about 20, of which only around 3 tour operators belong to a global consortium. That is a shortage compared to other countries.

<table>
<thead>
<tr>
<th>global consortium</th>
<th>Virtuoso (America)</th>
<th>Traveller Mate (Switzerland)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership size</td>
<td>17,000</td>
<td>479</td>
</tr>
<tr>
<td>Japan</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>America</td>
<td>4,999</td>
<td>53</td>
</tr>
<tr>
<td>Britain</td>
<td>235</td>
<td>28</td>
</tr>
<tr>
<td>Australia</td>
<td>808</td>
<td>7</td>
</tr>
<tr>
<td>France</td>
<td>41</td>
<td>18</td>
</tr>
<tr>
<td>China</td>
<td>70</td>
<td>32</td>
</tr>
</tbody>
</table>

【Concierge】

- There are **only 24 members in Japan** of Les Cres d'Or, the world concierge organization,
- "Les Credors" is a globally expanding hotel concierge association founded in France. There are 4,000 members from 80 countries.

Hotel staff

- **A company conducted an undercover survey** targeting accommodation facilities that provide high-quality services to luxury tourists.
- As a result of the above survey, the following issues were pointed out regarding Japanese hotel staff:
  - It was insufficient to further understand guest needs and provide plus-one services.
  - It was insufficient to show enough care and concern for guests.
  - They did not call out the guest’s name as a sign that they recognized him.
  - Lack of staff skills (English, natural conversation, speed)
**Hospitality universities (Examples)**

By sending students to famous hospitality universities, we will help them acquire the skills required to serve wealthy travelers.

### Cornell University School of Hotel Administration

It is one of the Ivy League universities and ranked 2nd in the world in the 2021 ranking of hotel management educational institutions. In the 1900s, the hotel industry was rapidly developing, and America's leading hotel executives and the American Hotel Association, who felt the need for professional managers, asked Cornell University to establish a hotel school.

- **Year of establishment**: 1922
- **Location**: Ithaca, upstate New York
- **Graduation path**: Hospitality industry 54%
  - Hotel 36%, restaurant 15%, casino 3%
  - Real estate 20%, technology 15%, others

### Ecole hôtelière de Lausanne (EHL)

A hotel school that celebrated its 125th anniversary in 2018 and has been a leader in hospitality education in Switzerland. Highly rated in world university rankings and Michelin Educational institution that provides world-class advanced human resources, and systematizes technology and knowledge of hospitality. Many of our graduates are professionals and entrepreneurs in the hospitality field all over the world.

- **Year of establishment**: 1893
- **Location**: Switzerland Lausanne etc.
- **Graduation path**: Hotel 34%, restaurant 11%, travel industry 4%, Consulting 11%, finance/real estate 7%, retail (Luxury brands etc.) 6%, others
Specific study programs at hospitality universities

**Le Roches**

- **Program**
  - BBA in Global Hospitality Management
  - Master's in Marketing and Management for Luxury Tourism
  - **Professional Development Diploma in Luxury Marketing**

- **Professional Development Diploma in Luxury Marketing**
  - **Term 1:**
    Students learning about the latest trends in luxury, marketing methods, etc. In the luxury industry, which changes and advances rapidly, by incorporating knowledge of the latest luxury trends, students will acquire the ability to plan specific travel contents after understanding the customer's true intentions from abstract requests.
  - **Internship:**
    Implementation of a 6-month professional internship. Through an internship at a consortium of tour operators such as Traveler Made, students can effectively and efficiently acquire the various skills necessary for a tour operator through practice.

**Cornell University**

- **Cornell Peter and Stephanie Nolan School of Hotel Administration (NSHA)** at the SC Johnson College of Business

- **NSHA が提供するプログラムの種類**
  - Undergraduate Hospitality Management Program
  - Master of Science & PhD in Hotel Administration
  - **Executive Education Programs**
    - General Managers Program
    - Strategic Hospitality Leadership

- **General Managers Program**
  - **ITHACA CAMPUS**
    Students gain practical knowledge in hospitality to tackle hotel management challenges by collaborating with peers. Students can become an Affiliate Member of the Cornell Hotel Society (CHS), which has over 12,000 members, and build the Cornell network.

- **Strategic Hospitality Leadership の例**
  In today's hospitality industry, leaders and managers are required not only to effectively lead their teams, but also to have strategies to lead the entire organization effectively and efficiently. This makes it possible to disseminate knowledge to on-site staff.
Thank you for your kind attention