◆自由論題＊研究論文◆

Profiling Taiwanese Leisure Travelers to Japan Using a Market Segmentation Approach

マーケット・セグメンテーション技法を用いた訪日台湾レジャー観光客のプロファイリング分析

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In 2003 a marketing campaign to increase the number of inbound tourists was launched by the Japanese government with the aim to reduce the deficit created by the large number of outbound tourists (16.22 Mio) and the relatively small number of inbound tourists (4.77 Mio). Since then Visit Japan Campaign (VJC) has been active for several years using a quite unusual approach compared to tourism literature such as Pearce [2005], Kotler et al. [2006], Swarbrooke et al. [2007] and Dickman [1999]: Instead of including demographic characteristics, geographic location or the motivation factors of tourists, of neither leisure tourists or business travelers, in the campaign, a mass marketing strategy has been designed for achieving the above stated target. As this might constitute a major weakness of the campaign, this paper tries to give a suggestion for a customized marketing campaign using the example of Taiwanese leisure tourists, which constitute one of the most important markets for Japan. The study used questionnaires distributed to tourists from Taiwan who visited Japan for a leisure vacation during August 2007 asking them about VJC and their motivation to travel to Japan. Applying quantitative methods on the database, market segments were created which can constitute an alternative to the existing course and invite further research on this topic in the future.

日本政府は 2003 年、訪日外国人観光客を増加させるため、ビジット・ジャパン・キャンペーン（以下 VJC）を開始した。これは、出国日本人観光客数（1622 万人）と訪日外国人観光客数（477 万人）の不均衡をなくすことを目的としている。Pearce [2005], Kotler et al. [2006], Swarbrooke et al. [2007] および、Dickman [1999] と比較すると、VJC はここ数年比較的簡素なアプローチでキャンペーンを実施してきている。しかし、訪日台湾人を対象とした調査を行った結果、VJC にはその人口特性、地理的立地、ビジネス、レジャーといった渡航目的別の渡航動機などが反映されておらず、マス・マーケティング戦略にかたよっている事から十分には機能していないことが明らかとなった。本研究は、このような問題意識に基づき、日本にとって重要な観光市場の一つである台湾のレジャー観光客に対する有効なマーケティングキャンペーンの提案を試みるものである。本研究は、訪日台湾人の訪日意識を分析した結果、それを限定すると思われる因子を抽出し、これを用いることで有効ないくつかの類型を見出した。

Keywords: Inbound Tourism, Visit Japan Campaign, Market Segmentation, Leisure Travel

1 Introduction

The more a company understands consumers' behavior and the motivations behind a purchase, the easier it will be to predict what products will appeal to which group of customers. If there is information on the factors which influence a buyers' decision, then a company can design an efficient and cost-effective marketing campaign to reach its target groups. Another important point for creating an effective marketing campaign is to know what information sources consumers consult to obtain information on certain products. This rule does not only apply to conventional products but to services, like tourism, as well. Without knowing what a potential tourist is expecting from a destination or from his trip, it is almost impossible to create a product and marketing campaign suitable for his/her needs.

In the case of tourism it is essential to learn which sights, restaurants, souvenirs or means of transport within a country are appealing or avoided the travel motivation of tourists and which sources are used by the tourist in order to learn about a potential target country. This information is necessary for the promotion and product development aiming at different target markets.

Since the launch of the governmental marketing campaign called 'Visit Japan Campaign' (VJC) in 2003, characteristics of travel markets have been largely ignored and not been included in the design of the campaign. As a result this papers aim is to look at the promotional campaign of the Japanese government, VJC, and its approach on trying to sell Japan as a travel destination in general and in the case of one specific target market Taiwan. The strengths and weaknesses of VJC are elaborated and using chi-square test, principal component analysis and cluster analysis, Taiwanese leisure tourists are profiled based on their travel motivation and demographic criteria and suggestions are given for a customization of VJC for this particular market.

2 Literature Review

Marketing research is the tool that can provide information about customers, but identifying the needs of customers can pose a major challenge. In tourism intensive research has been carried out in order to create possible market segments which then are targeted with a customized marketing campaign. One of the most common ways to divide tourists is by demographic factors, i.e. age, gender, education, occupation, expenditure or their geographic location [Pearce, 2005; Kotler 2006, Middleton & Clarke, 2007; Dickman, 1999].

The more difficult approach is grouping tourists together based on their travel motivation. Motivation is much harder to evaluate as there is a large variety on human needs and wants, the motives can be internally oriented or externally influenced and they can occur in patterns of multiple motives rather than as single dominant force. Another way to assess motivations is through the Travel Career Pattern Approach, which argues that similar to a career at work, tourists are influenced by one's travel career, which includes the previous travel experiences and the life stage of the tourist [Pearce, 2005 and Trauer, 2004].

Pearce [2005] believes that one of the most useful tourism behavior researches for practitioners are those trying to understand the process for the selection of a product or destination and possible influences to that choice. He defines six labels for characterizing a destination, which can be the motivators for tourists: Three of them named 'physical': 1) Activities available at the location, both public and commercial, 2) settings, which often linked to biophysical aspects such as national parks, world heritage or wilderness areas, and 3) facilities that focuses on the physical comfort of the visitor and engulf surfaces, vegetation, sound, color etc. The next three characteristics have a more human and social face: 4) Services: In this point the 'friendliness'

of a location is defined, more exactly the reliability, assurance, tangibles, empathy and responsiveness of the local service people, 5) hosts, who are those people at the destination not involved in the tourism industry and 6) the management, which deals with the marketing and organization of a location. Hsieh and Chang [2004] use a similar approach when studying tourist night markets in Taiwan. The authors try to analyze the motivation of tourists visiting the night markets and conclude that a visitor's main purpose was eating out, followed by everyday shopping, novelty seeking and entertainment. Additional findings were that female visitors tend to come with friends or families rather than alone and single visitors spending more time and money compared to married ones. Other examples of a more macro based research in benefit segmentation would be the study of Jang et al. [2001] and Lee et al. [2005]: In Jang et al.'s research Japanese pleasure travelers visiting the US or Canada are clustered using benefit segmentation. He profiles these segments, evaluates them and identifies the optimum segment for organizations and industries, which then can either, use a mass marketing strategy targeting large segments or a niche-marketing strategy for profitable segments. Lee does similar with French travelers to Canada using benefit segmentation and the Economic Value Portfolio Matrix to define the most profitable segments to the tourism industry in Canada.

One possible target group for VJC could be the increasing number of senior citizens in Taiwan: according to Jang and Wu [2004] seniors will emerge as a significant segment for Taiwanese and other international destinations. The authors analyzed in their study the underlying factors for seniors' travel motivation, and argue that they behave quite differently than other age groups: 'safety and security' as well as 'hygiene' is far more important to them than 'shopping facilities', 'special events' or 'facilities for physical activities'. In addition to socio-demographic variables, the stimulus 'affect' seems to pay an important role with senior travelers: this variable represents the people's evaluation of the events that occur in their lives - in the senior segment: retirement or the death of a spouse and friends. These events tend to trigger uncertainty, fear or depression in their lives and vacations are often used to offset these emotions. The result of this research shows that seniors who were sad, nervous and hopeless had a higher motivation for traveling, which could be a very interesting aspect for a customized marketing campaign.

The stimulation of local economies in rural areas of Japan was one of the major reasons for starting the inbound tourism initiative. These rural areas have been suffering through structural reforms and spending cuts in recent years. So far there has been no research in Japan on what type of tourists enjoy traveling to the countryside and what type prefers city tourism. But it is essential to define the motivation characteristics for each of those groups similar to the research of Molera and Albaladejo [2006], who profile segments of tourists in rural areas of south-eastern Spain through benefit segmentation technique. Only then can they be targeted with a customized campaign aiming at the increase of their numbers.

In the survey of this paper it was interesting to find that the group of Taiwanese leisure tourists contained a large number of repeat visitors. Further analyzing this segment would be recommendable as repeat visitors have significant differences in needs and motivations for traveling. For instance, according to a survey conducted by Li et al. [2007] they like to explore the destination more completely, and utilize a wider variety of information sources than first time visitors. Other characteristics of first-timers were that this group consisted mainly of single, younger people who were more likely to travel a long distance

whereas repeaters lived closer to the destination, often visited friends and families or traveled over the weekend.

As the needs, purchasing behavior and consumption patterns of travelers as well as the geographic location are widely spread it is not recommendable for a corporation to attract all possible buyers in a market [Lovelock & Wirtz, 2007]. The basic focus strategies for services mentioned by the author are described along two dimensions: the market focus and the service focus. Market focus is characterized by the number of target groups a company is focusing and service focus deals with the number of services offered to each market segment. Combining the two characteristics in a two dimensional model the following four types emerge: 1) The fully focused organizations which provide a limited range of services to few markets or a single one; 2) the service focused, which offer few services to a large market; the 3) market focused, which offer a large variety of services to limited markets and lastly the 4) unfocused, which try to offer everything to everyone. VJC's present campaign appears to have an unfocused strategy, as within the geographic markets no specific targets are selected and the same locations and products are sold to each of the markets. Lovelock and Wirtz thinks that an unfocused strategy is the least recommendable but notes, that public utilities and government agencies may be obliged to do so, which might be the case of VJC.

Finally, it is further recommendable to segment the market into current, potential and former visitors as well as non-visitors to better understand the difference of each group. After analyzing the characteristics, strategies can be developed to address potential or non-visitor groups and motivate them for a leisure vacation in Japan. [Dickman 1999; Lovelock & Wirtz, 2007].

Market Segmentation of VJC

According to VJC headquarters there is only one marketing campaign targeting incoming tourists regardless their country of origin. This strategy can be effective in a market where there are no competing destinations, in the case of Japan however, many Asian destinations rank higher in terms the number of incoming tourists: according to the World Tourism Barometer published by the United Nations World Tourism Organization (UNWTO) Japan ranks 30th in the World's Top Tourism Destinations in 2006 with 7.3 Million inbound tourists, facing strong competition from China (4th - 49.6 Mio), Malaysia (14th - 17.5 Mio), Hong Kong (15th - 15.8 Mio), Thailand (18th - 13.9 Mio), Macao (21st - 10.7 Mio) and Singapore (29th - 10.7 Mio).

VJC appears to divide the market of inbound tourists by geographic criteria only: There are 12 markets for its marketing activities: Korea, China, USA, Hong Kong, Taiwan, UK, France, Germany, Canada, Australia, Singapore and Thailand. These markets have been selected based on two characteristics: the number of inbound tourists to Japan and its total population. No promotional activities are carried out in other countries than those mentioned.

Demographic criteria have been adopted by VJC quite sparsely within the geographic markets. In the case of Taiwan VJC headquarters states that the major focus is on single females in their 20s, however it is not so obvious on what criteria this target group was selected or how they are specifically targeted by the campaign. There are no references to any other demographic aspects like occupation, family size, educational background or income.

Even though benefits have been studied through surveys by a governmental organization - Japan National Tourism Organization (JNTO), which seems to be the only organization having the resources and network necessary to conduct inbound

tourism research in Japan on a large scale - none of the results have been implemented into VJC. JNTO publishes annual reports on inbound tourists, such as the 'Customers Satisfaction Survey on Inbound Tourists Who Visited Japan', the 'Destination Survey of Overseas Visitors to Japan' or the 'Handbook for Inbound Tourism'. These reports incorporate surveys with more than 1000 respondents respectively, but the analysis of all these reports have one prominent feature: There is little distinction between leisure and business travelers; consequently the figures - i.e. duration of stay, image of Japan, intention of re-visiting, - always display the total number of inbound tourists. VJC primarily uses the data of the JNTO publications for their strategies, which might be a major weak point, as the marketing campaign clearly targets only leisure travelers.

3 Purpose

To date it appears that there has been no analysis on the characteristics of inbound leisure travelers to Japan. The only available research seems to be conducted by JNTO. A detailed analysis or reports on segmentation attempts could not be found. As it is common to use a market segmentation technique it might result in the misallocation of resources and miss the purpose of the campaign if such methods are not utilized. For that reason this paper tries to analyze one of the most important target markets of VJC, Taiwan, and intends to use the results to make suggestions for an appropriate marketing mix.

4 Method

The original intention was to obtain the data similar to a study the author participated in Austria. During that project interviews were conducted with travelers in the gate area of Vienna International Airport with the support of the Austrian Airlines Group and Flughafen Wien AG (Vienna Airport Inc.). This method would have made it possible to use quota random sampling and to effectively characterize inbound travelers, divided in key and minority subgroups. This design could not be put into practice for two reasons: First, permission could not be obtained to conduct a survey at Narita or Osaka airport neither in the gate area nor in the public check-in hall due to security concerns. A second attempt of securing questionnaires through Japanese and International airline staff at Narita Airport was equally unsuccessful. The second reason was that research funding for a project on this scale could not be made available.

As consequence, a joint project with the National Penghu University in Taiwan was started. The data used in this study was obtained through questionnaires which were distributed to Taiwanese tourists who visited Japan for leisure vacation during August 2007. All the travelers participated in different round trips at different timing purchased at Pin-Chen Tour, a tour operator located in Taipei, Taiwan. As some questions addressed the travel experience, the questionnaires were distributed after the tour to during their flight back to Taiwan, thus having already experienced Japan as travel destination. In total 476 questionnaires were collected and analyzed.

The author has to acknowledge that the validity of the second approach is much weaker than in the original study design. Similar surveys with other travel agents/organizations or at a different time in the year might lead to different results. No statements can be given for those segments in the sample which had a very low number on respondents: i.e. elderly travelers.

Additionally, it was not possible in the scope of this project to study reasons of Taiwanese leisure travelers not visiting Japan and choosing alternative destinations. Possible reasons can be that the brand 'Japan' is only associated with hot springs, Japanese cuisine, shrines, temples and shopping as stated as top choices by the respondents in the survey

regardless of gender, occupation, age-group or repeat visitors. This can be unattractive to many Taiwanese tourists and the creation and variation of travel products targeting present non-travelers can lead to a significant increase in interest of Japan as destination. A survey among non-travelers can give additional suggestions on how to improve Japan's marketing mix targeting the Taiwanese market.

The questionnaire was designed according to the rules of questionnaire design of Holm [1991] and Kirschenhofer-Bozenhardt and Kaplitza [1991] with the purpose of collecting information on travel specific characteristics (first time to Japan, motivation, accommodation, length of stay, cities visited, public transport, how they did like the trip to Japan and if they consider to revisit), the image of Japan as travel destination, questions related to VJC and its campaign content (Knowledge of VJC, media used for Japan related information, destination image, discount passes) and demographic and socio-economic features (occupation, level of education, income, gender, age).

5 Results

5.1 General Characteristics

Even though the questionnaires were distributed solely to people who purchased a travel product of Pin-Chen Tour, a wide range of age groups could be addressed. The average age of the sample is 34.37 years with the youngest 16, the oldest 67; and most people being in their 20ies (33.1%), 30ies (37.6%) and 40ies (23.2%). 44.7% of the respondents were female and 55.3% male. The educational level of the respondents consisted of 46.2% university graduates, 25.8% post graduate school, 21.8% senior high school, 3.6% university students and 2.5% junior high school students.

5.2 Travel Specific Characteristics

One of the main objectives of this study was to find out about the motivation of Taiwanese tourists for choosing Japan for a leisure vacation (multiple choice answers were possible). The most interesting attraction were the hot springs called "Onsen" (65.3%) followed by Japanese cuisine (56.7%), shrines, temples (54.4%), shopping (49.4%) and countryside scenery (27.9%).

Using chi-square test significant differences between tourist demographic characteristics and their travel motivation can be determined. Gender, age and income were associated with travel motivation. In addition, as the sample consists of a large number of repeat visitors (55.7%), it was included in the analysis. The results can be seen in Table 1, where only variables with a significance value of $p < 0.05$ are presented. (see Table 1)

Gender, education and repeat visitor were statistically significant to the travel motivation whereas age and income was not. With respect to gender, differences could be found in male tourists being mainly interested in shrines/temples and festivals whereas female tourists in world famous branded goods. Regarding to level of education, high school graduates were motivated by entertainment (film stars, singers, anime, manga) and shopping, university graduates highly interested in shopping, hot springs and shrines/temples and post graduates dominating in brand goods, different culture, theme parks, outdoor sports and entertainment.

One surprising result was that repeat visitors were motivated by significantly more factors than first time visitors. All relations in the last column of Table 1 can be attributed by the tourist being a repeat visitor, and no correlation was found between motivation factors and first time visitors.

In order to define tourist segments principal component analysis was applied on the component score. Five factors emerge with an eigenvalue greater than one (SPSS 14.0) and account for 53.164% of the variance in the sample. The component matrix

with varimax rotation is shown in Table 2 with factor loadings > 0.5. (see Table 2)

The first factor is mainly related to open air activities like sports and amusement parks in a different cultural environment. The second factor is associated with relaxation and the third explains cultural activities. The fourth includes history and nature and the fifth Japanese gardens.

After applying K-means cluster analysis for the segmentation, a five cluster solution was considered best as it resulted in the most interpretable segments and well distributed cluster sizes with four clusters

Table 1 Significance level of demographic information and repeat visitor

	Gender	Education	Repeat visitor
Museums	0.038		0.000
Castles			
Shopping		0.010	0.015
Outdoor sports		0.000	0.000
Traditional handicraft			
Hot springs [Onsen]		0.001	0.000
Festival [Matsuri]	0.012		0.004
Sport performances (Karate, Judo, Sumo, Kendo, Aikido..)			
Camping	0.046		0.001
Unique history			
Shrines and temples	0.000	0.005	0.011
Countryside scenery			0.000
Theme parks		0.000	0.000
Entertainment: film stars, singers, anime, manga		0.005	
International cosmopolitan city			0.000
Japanese cuisine			0.001
Different culture		0.000	0.004
World famous branded goods	0.033	0.007	0.039

Table 2 Rotated component matrix

	Component				
	1	2	3	4	5
Museums	.135	–.130	.733	–.132	.000
Shopping	–.138	.668	.147	–.313	.105
Outdoor sports	.789	–.068	.096	–.046	.016
Traditional handicraft	–.049	–.124	.231	.359	.673
Hot springs [Onsen]	.191	.677	.009	.168	–.113
Festival [Matsuri]	–.156	.261	.449	.253	.320
Unique history	.041	–.024	.135	.733	.150
Shrines and temples	.088	.245	.632	.137	–.166
Japanese cuisine	–.151	.643	.009	.244	.040
Countryside scenery	.108	.222	–.088	.600	–.052
Theme parks	.758	.007	.209	.120	–.080
International cosmopolitan city	.320	.294	.252	–.052	.328
Different culture	.637	–.070	–.109	.286	.099
World famous branded goods	.434	.092	–.073	–.177	.338
Japanese garden	.118	.019	–.276	–.039	.723
% variance explained	15.77	12.37	9.50	7.96	7.55
Accumulated variance	15.77	28.14	37.64	45.60	53.16

containing about 23% each and one cluster containing 8.6% of the respondents . (see Table 3)

Table 3 Cases in each Cluster

Cluster	1 - Female venture tourists	102
	2 - Male, mid-aged tourists	111
	3 - High end tourists	41
	4 - Adventurous tourists	111
	5 - Outdoor, wildlife tourists	111
Valid		476

Table 4 shows the final cluster centers of the analysis and each cluster are characterized in the following: The first cluster contains visitors who are mainly interested in variables correlated to the second factor, describing a tourist whose purpose for traveling to Japan is relaxation by visiting hot springs, enjoying Japanese cuisine and shopping while avoiding activities related to factor three, which are visits to Museums, Shrines and Temples. Thus, the members are named *female venture tourists*. This group mainly consists of females, with young females aged 21-30 interested in shopping and older females aged 41-50 in hot springs and Japanese cuisine. Most of the people in this group are employed, with an income under US $ 25.000 per year. An additional characteristic is that they are mostly first time visitors.

Tourists in the second cluster (*male mid-aged tourists*) do not have any specific interests but are characterized by their high aversion to activities related to factor two, which are shopping, cuisine and hot springs. The second cluster is characterized by a large number of male tourists working as civil servants and business men. In addition, this group is mostly comprised of tourists being in the age groups 41-50 and 51-60.

Respondents in the third cluster (*high end tourists*) have high interest in activities related to factor three, four and five, with an emphasis on nature related activities. Tourists of this group are mostly interested in visiting Japanese gardens but also show a high interest in traveling through the countryside. In addition they are interested in the country's culture with its museums as well as shrines and temples. Members of cluster three are to an almost equal number female and male and range from the age 41 to 60. The two biggest occupation groups in this cluster are business people, with a large number of repeat visitors.

In the fourth segment tourists primarily enjoy activities offered in bigger cities, like shopping and eating out, which are related to factor two. Also they like to visit museums, shrines and temples with a visit to a hot spring (Factor 3). Therefore they are labeled adventurous tourists. Tourists in this group are mostly young (21-30) and the number of female and male tourists is relatively balanced. In addition this cluster contains a large number of blue collar workers with lower income (less than US $25.000 per year).

Table 4 Final Cluster Centers

	Cluster				
	Female venture tourists	Male, mid-aged tourists	High end tourists	Adventurous tourists	Outdoor, wildlife tourists
F1: Open air activities	–.13882	–.29715	.02212	–.36235	.77890
F2: Relaxation	.62703	–1.25464	–.00060	.60805	.07063
F3: Cultural activities	–.95528	–.13759	.93122	.95120	–.27975
F4: History/Nature	–.48487	–.32573	1.33906	–.47491	.75159
F5: JP Gardens	.46409	–.01024	1.95571	–.38895	–.74965

The last segment is formed by tourists (*outdoor, wildlife tourists*) who have a strong interest in variables related to factor one and four but no interest in factor five. They seek benefits through actively exploring various locations like theme parks, countryside scenery and participating in outdoor sports while shunning Japanese gardens and traditional handicraft. This segment has mostly middle aged male tourists (41-50) but also a large number of young male tourists (21-30) who are business workers or white collar workers. It is further composed of many repeat visitors.

5.3 VJC Specific Questions

One of the main points of this research is giving suggestions for a possible improvement of VJC marketing campaign. Even though the JNTO report [2007b] states that VJC is one of the reasons for the increase of Taiwanese tourists it could not explain the connection between VJC and the increase in the number of travelers, therefore it was decided to include questions regarding VJC in the questionnaire. First, the respondents were asked whether they knew the campaign, with the result of this question only 28.8% (137 respondents) did know the marketing campaign and 71.2% (339 respondents) did not.

The large number of people not knowing of the campaign was particularly interesting as the sample consisted of a 55.7% repeat visitors, who did not encounter any signs of the campaign or VJC brochures before or during any of their trips, or could not remember it. This however cannot be explained by Taiwanese tourists not searching for any travel related information on Japan: only 2.9% stated so.

To determine whether it played any role on being a first time visitor or a repeat visitor and their awareness of VJC, chi-square was applied to the data. The result was significant with X^2=27.493, p=0.00. From the first time visitors 83.4% and out of the repeat visitors 61.5% did not know of VJC, which would confirm the findings of Li et al. [2007] that repeat visitors consult multiple information sources and consequently have a higher chance of knowing VJC. It is notable that the majority of both first time and repeat visitors did not know about the campaign, and it might recommendable to reassess the marketing mix used by VJC headquarters.

To continue with the analysis, the previous clusters were put into relation with the knowledge of VJC (Table 5). The result was highly significant (p=0.000) with the following characteristics: The majority of the tourists with travel motivations contained in cluster one, two, three and five did not know about VJC, contrary to those in cluster four. As stated before, members of cluster four engage in activities like shopping, eating out, visiting shrines, temples and hot springs. These motivation factors are those advertised by VJC and therefore it is not surprising that this group knows about the campaign more than tourists of other clusters.(see Table 5)

Table 5 Relation between clusters and knowledge of VJC

		Knowledge of VJC	
		Yes	No
Cluster	1 - Female venture tourists	26.5%	73.5%
	2 - Male, mid-aged tourists	15.3%	84.7%
	3 - High end tourists	39.0%	61.0%
	4 - Adventurous tourists	54.1%	45.9%
	5 - Outdoor, wildlife tourists	15.3%	84.7%

6 Conclusion

Current marketing strategies adopted by VJC Office need to become more efficient to be able to compete with surrounding destinations. Target countries have been unchanged since 1980 [MLIT, 1980] and should be reviewed, as well as the entry into new countries considered.

The selection of target groups within countries should be based on marketing research with a clear division of the market into leisure and business travelers. To focus only on ‘working, female tourists

in their 20ies' in Taiwan is inadvisable as there several other appealing segments are available.

Based on the analysis in this paper, there are several suggestions for the target market in Taiwan: There are differences in travel motivation between male and female tourists and different age groups. Different marketing approaches and travel products should be considered for each of those segments, replacing the present marketing approach of selling all Japan has to offer to everyone in Taiwan.

An example is the travel motivation 'shopping': While young females are interested in shopping in Japan, females and males over 41 are clearly not. As consequence VJC should analyze what media is most popular among young females and shift from general advertising in daily newspapers to advertising in i.e. fashion magazines. Another distinguishing point is that more first time visitors were interested in shopping than repeat visitors. In the media analysis of this thesis it was discovered that the most important media used for the travel decision of first time visitors are brochures available at local travel agents, a media not used by VJC at all.

Hot springs are often used in VJC's advertising and this study discovered that females in their 40s are interested in hot springs while male tourists are not. Again, first time visitors were more interested, hence advertisements in travel brochures might be recommendable in this example as well.

Male tourists on the other hand showed high interest in outdoor sports and theme parks, especially those who were repeat visitors. This travel motivation was also characterized by young male tourists being attracted while young females were not. Male tourists from Taiwan in the sample were often influenced by TV commercials which might be an advisable media to promote theme parks. A less appropriate media are travel brochures as they represent the main media source used by first time visitors but were not favored by repeat visitors in this study.

Addressing specific segments and creating more variety in travel products targeting them will not only increase satisfaction but also shifting Taiwanese from potential visitors and non-visitors groups to actual visitors to Japan. An interesting point is why Taiwanese tourists decided not to visit Japan and can present an interesting research topic in the future. As VJC is the only international marketing campaign attracting foreign tourists and Japan spotting no regional tourism organization or a network of tourism key players who could cooperate and launch a marketing campaign on their own, it will the VJC's role to address these issues. It is further imperative that research conducted by JNTO and used by VJC Office to be improved and its results to be implemented into the campaign.

As sustainable inbound tourism and accepting a large number of foreigners are quite new concepts to Japan and its people; it will not be surprising if inbound tourism policies are only slowly going to change to a more market driven approach in the future. There is still strong resistance and fear towards foreigners [Cooper et al. 2007, Imanishi, 2007; Shiotani and Chujo, 2005] but once Japanese people accustom themselves to the presence of foreigners, and embrace the idea and benefits of inbound tourism, a more market driven approach can be adopted.

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