

# The Present State and Future Plans for Wide-Area Policies for Inbound Tourism: The Case of the Chubu Area of Japan

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## 1. Introduction

This report analyzes the state of foreign visitors to the Chubu area of Japan, which comprises the nine prefectures of Toyama, Ishikawa, Fukui, Nagano, Gifu, Shizuoka, Aichi, Mie, and Shiga, from the perspective of the effects of internationalization on the regional economy. Because the total number of foreign visitors to Japan in 2013 reached over 10 million, with more expected in the future, a policy of promoting and providing information about local areas to overseas visitors has become necessary. In contrast, borders between local governments basically do not matter to visitors whose purpose is sightseeing or business, because even prefectures are not large in size from their perspective. Rather, what is important is the concept of promoting wider areas to foreign visitors. With this in mind, this report identifies the current status of foreign tourism to the Chubu Area taken as one such wide area.

## 2. Main Theme and Target of Analysis

Recently, the growing importance of tourism policy in Japan has been driven by significant regional cooperation in many fields. This is due to societal and economic changes in Japan, such as low birth rate, increased longevity, and the municipal budget crisis. In contrast, the borders of Japanese local governments have little relevance to foreign visitors' travel in Japan, whereas the locations of useful major international airports are important to them. Therefore, it is important to aim for wide-area tourism policies in the future, with the Chubu Area being one such example.

The features of the Chubu Area are wide distances between cities, rich natural areas close to the cities, and close relationships among the Tokai Local Area, the Hokuriku Local Area, and others, compared with the Metropolitan Area (the Tokyo Area) and the Kansai Area.

In addition, it is important to consider the presence of the Chubu Area Governor's Conference and Central Japan Tourism Promotion Association, both of which comprise the above nine prefectures. The Central Japan Tourism Promotion Association (8) says that "because the Tokai Local Area, the Hokuriku Local Area, and the Shinshu Local Area are located in central Japan and have many specific resources for tourism, they need to cooperate with each other to be central players in tourism in Japan by promoting wide-area tourism<sup>1</sup>."

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1 The importance of wide-area inbound promotion is also described in Aoki (1), for example.

Previous research on foreign tourism in Japan can be roughly classified into analyses of Japan as a whole and each area of Japan. Recent studies on Japan as a whole include studies by JNTO (Japan National Tourist Organization) (13) and Japan Tourism Agency (4). As for regional studies, some areas have been examined in many studies while others have not. Many analyses of tourism as a whole have been conducted in the Chubu Area, such as the cluster analysis of the tourism industry conducted by the Chubu Region Institute for Social and Economic Research (7). However, few studies have conducted specific analyses of international tourism, except for studies such as the analysis of the Shizuoka Prefecture's international tourism policy by the Shizuoka Research Institute (6) and the analysis of three prefectures in the Chubu Area by Aoki (1).

### 3. The Present Situation of Foreign Visitors to the Chubu Area

It is important to understand the present situation of the Chubu Area to promote the necessary wide-area cooperation. Therefore, from a practical perspective, it is necessary to confirm how many people from each foreign market visit the Chubu Area. First, a basic analysis of the number of visitors from 2007 to 2012 should be conducted and considered. However, because it is difficult to confirm the real number of foreign visitors to each location due to identification problems or double-counting problems (especially in the case of attractions with free admission), the number of foreign hotel guests in each prefecture, from Japan Travel Agency survey data (2), is used. In this survey, foreign hotel guests are classified into 15 markets, such as South Korea, China, and Taiwan. All 15 main markets will be listed later.

Figure 1 indicates the change in the number of foreign hotel guests in the Chubu Area from 2007 to 2012. Although there are some swings driven by social events each year, the number ranged between approximately 15–26 million people at this period. The Chubu Area's share of Japan's tourism is approximately 10%, but has gradually decreased over the years (figure 2). Moreover, the Chubu Area's share of total tourism to Japan in 2012 is less than the Tokyo Area (47.1%) or the Kansai Area (22.0%)<sup>2</sup>.

The proportion of foreign hotel guests for each prefecture in the Chubu Area is approximately 40% for Aichi Prefecture and approximately 20% for Shizuoka Prefecture. In contrast, the proportion of the Hokuriku Local Area comprising Toyama, Ishikawa, and Fukui Prefectures is relatively small, comprising only approximately 12% of the entire Chubu Area (figure 3).

The largest sources of foreign visitors to the Chubu Area were Taiwan, South Korea, and China in 2007, and China, Taiwan, and the US in 2012. The increase in China's share of visitors is noticeable (figure 4). Figure 5 shows the proportion by country of hotel guests from 15 main foreign markets in the Chubu Area in 2012. This indicates that China, Taiwan, Thailand, and India were the markets sending larger-than-average (over 9.7%) proportions of

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2 The Metropolitan Area comprises eight prefectures (Ibaraki, Tochigi, Gunma, Saitama, Chiba, Tokyo, Kanagawa, and Yamanashi), and the Kansai Area comprises eight prefectures (Fukui, Mie, Shiga, Kyoto, Osaka, Hyogo, Nara, and Wakayama). Fukui, Mie, and Shiga Prefectures overlap between the Chubu and the Kansai Areas.

the total number of visitors. The proportion of Thai visitors in particular is much higher than the others, approximately 19.8%. The number of visitors from southeast Asian markets could have increased because of the easing of visa restrictions. Its analysis could be important for planning future inbound tourism policies for the Chubu Area<sup>3</sup>.

The remainder of this analysis focuses on the tourism situation in 2012.

First, we describe the proportion of the hotel guests from each foreign market to each prefecture of the Chubu Area. Chinese visitors comprised the largest group in the Shizuoka, Aichi, and Fukui Prefectures, at 45%, 26%, and 21% of foreign guests, respectively<sup>4</sup>. Taiwanese visitors formed the largest group in most in other prefectures, comprising 49% of the total visitors in the Ishikawa Prefecture (figure 6). Many Chinese visitors, who appeared in the largest numbers in the Chubu Area, typically visited during the summer. Concretely, 80,000 visitors in August and 79,000 in July accounted for 28.5% of total Chinese visitors to the Chubu Area in 2012. In contrast, 79,000 Taiwanese visitors in April and 72,000 in May accounted for 29.7% of total Taiwanese visitors in 2012 (figure 7).

Figure 8 shows the total numbers of foreign hotel guests per prefecture for every month of 2012. April showed the most visitors (approximately 289,000), followed by May (approximately 230,000), whereas February had the least (approximately 139,000) in the entire Chubu Area. Among the prefectures, seven had their highest numbers in April or May, showing that the Chubu Area has many foreign visitors during spring. In particular, the Hokuriku Local Area, Gifu, and Nagano Prefectures, which are relatively cold and have high snowfall during winter, have the most foreign hotel guests in April, except for in May in Toyama. It could be guessed that the attractive spots of spring or snow seen in spring have the power to draw visitors. Figure 9 shows the proportion of total foreign hotel guests by month in each prefecture. For example, Toyama Prefecture had an average share of 3.4% of the Chubu Area's foreign visitors in 2012; however, examining the number by month, its share in the winter to early spring (December to March) was less than the average, at 1–2%, whereas in May, it had the highest share, with 6.3%. In the case of Ishikawa Prefecture, its highest proportion of the Chubu Area's foreign visitors was 10.9% in May, and its lowest was 5.9% in July, and more than 6% even in winter. Nagano Prefecture had a relatively higher share of foreign visitors in winter than in summer. In contrast, Aichi and Shizuoka Prefectures had their highest numbers in summer or early autumn. The highest proportion in Aichi was 45.1% in September, and in Shizuoka, 28.0% in August, whereas the lowest in Aichi was 35.0% in October and 15.0% in Shizuoka in October. Gifu Prefecture had a relatively high share from autumn to winter, with numbers between 10% and 13%, in contrast to 7–9% in other months. Shiga and Mie Prefectures had higher shares from winter to spring and lower shares in summer. Generally speaking, from the trend as a whole, the north side of the Chubu Area, near the Sea of Japan, tended to be in high

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3 Hotel guests from Thailand have increased. The number was approximately 81,000 visitors in 2007 and approximately 161,000 visitors in 2012.

4 Chinese visitors form the largest group of foreign hotel guests in Tokyo, Saitama, and Chiba; South Koreans are the largest group in all the prefectures of the Kyushu Area, and Americans form the largest group in Hiroshima, Aomori, and Kanagawa (Japan Tourism Agency (2)).

demand for foreign visitors from winter to early summer, and the south side of the Chubu Area, near the Pacific Ocean, tended to be sought after by foreign visitors from spring to autumn.

It might be important to decide whether seasons with high or low demand among foreign visitors in each prefecture should be intensely promoted. The decision should consider the corresponding demand for Japanese visitors in each prefecture and the hotel capacity in each area, since some areas can be congested in busy seasons. Due to space constraints, we will analyze this in future research.

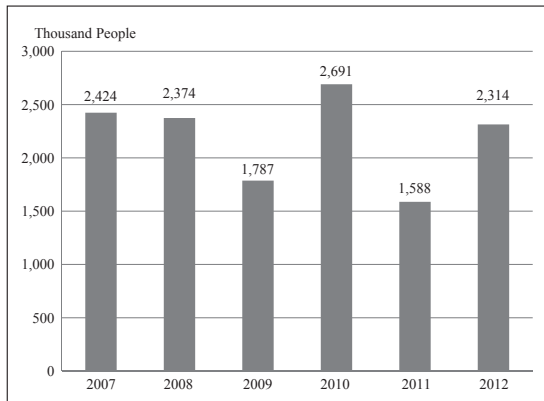


Figure 1: The Number of Foreign Hotel Guests in the Chubu Area (2007–2012)  
Source: Japan Tourism Agency (2)

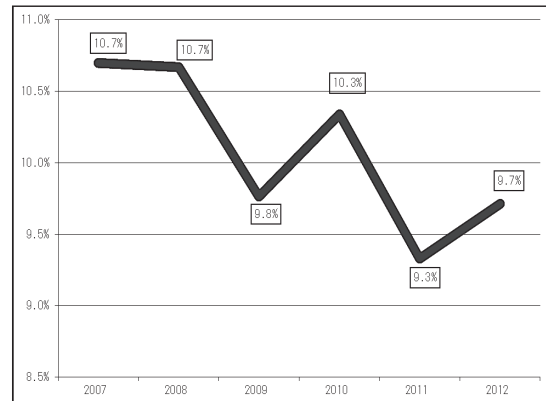


Figure 2: The Proportion of Japan's Total Foreign Hotel Guests in the Chubu Area (2007–2012)  
Source: Japan Tourism Agency (2).

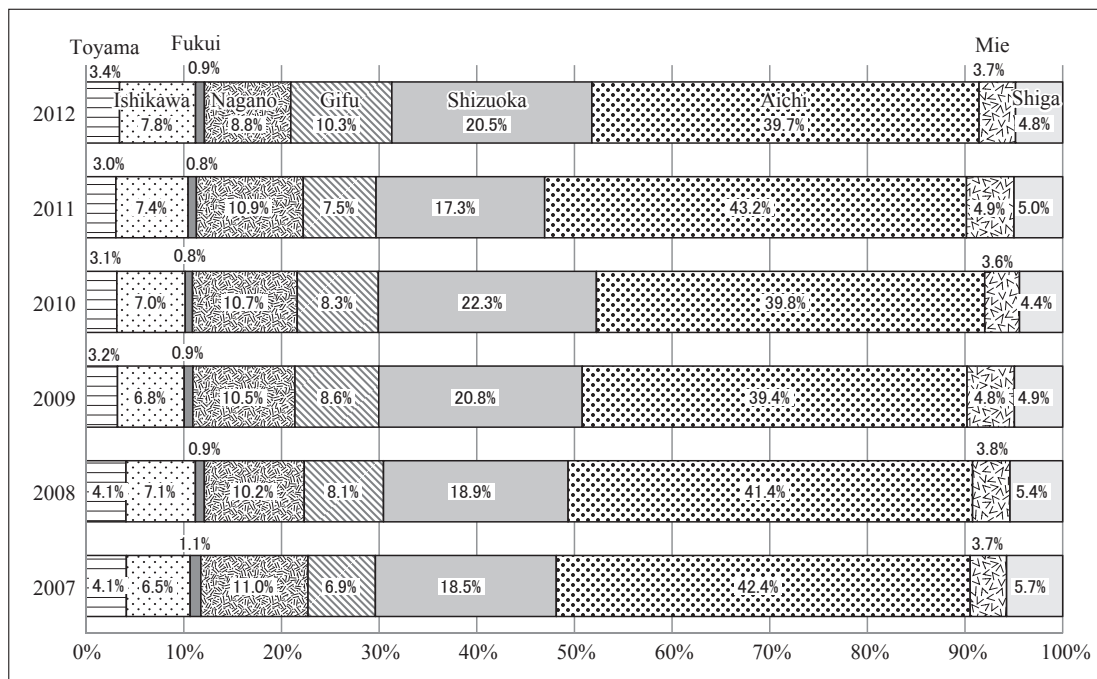


Figure 3: The Share of Foreign Hotel Guests in Each Prefecture to the Chubu Area (2007–2012).  
Source: Japan Tourism Agency (2).

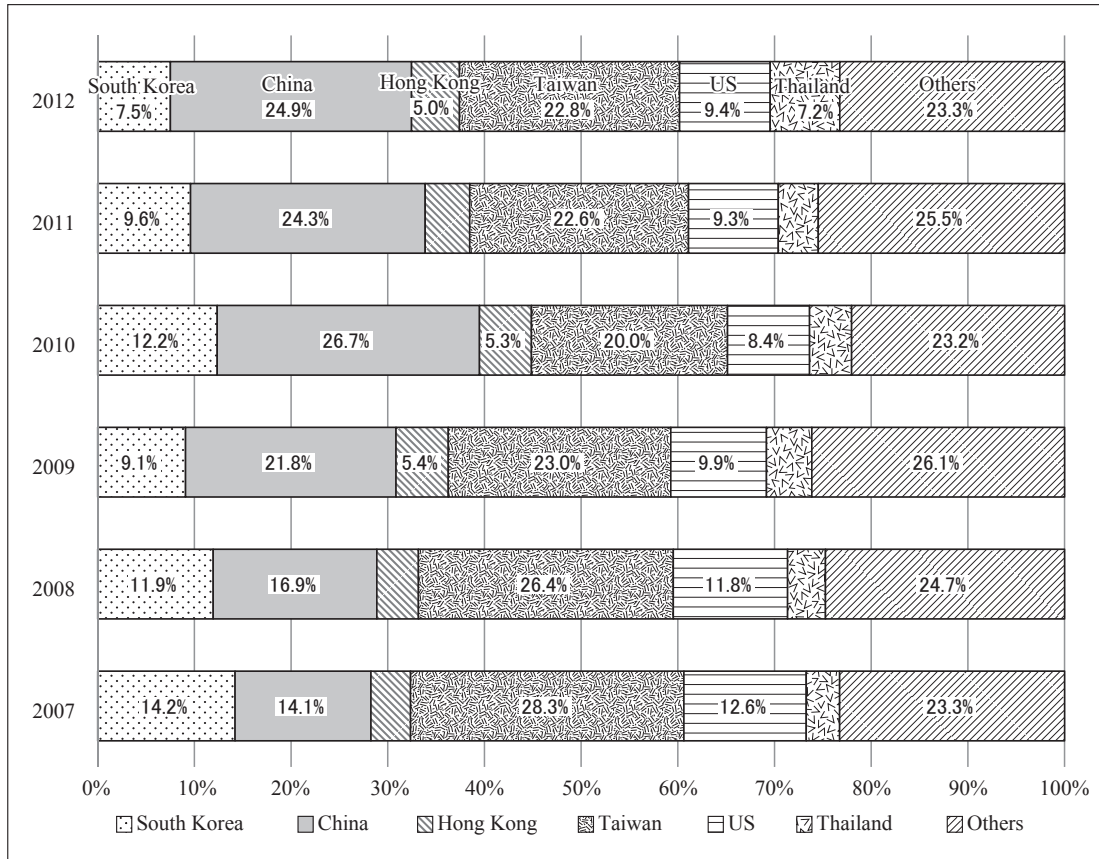


Figure 4: The Share by Nationality of Hotel Guests from Main Foreign Markets in the Chubu Area (2007–2012).

\*The number of unknown nationalities is removed.

\*Numbers over 5% are written in the figures.

Source: Japan Tourism Agency (2).

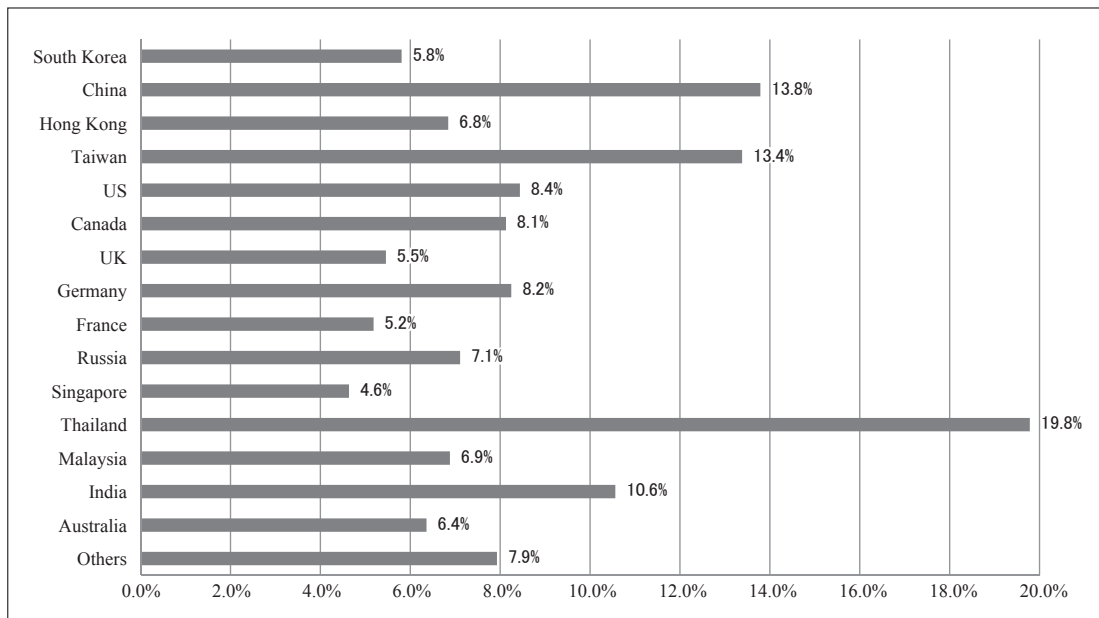


Figure 5: The Proportion of the Chubu Area Hotel Guests from Main Foreign Markets by Nation (2012).

Source: Japan Tourism Agency (2).

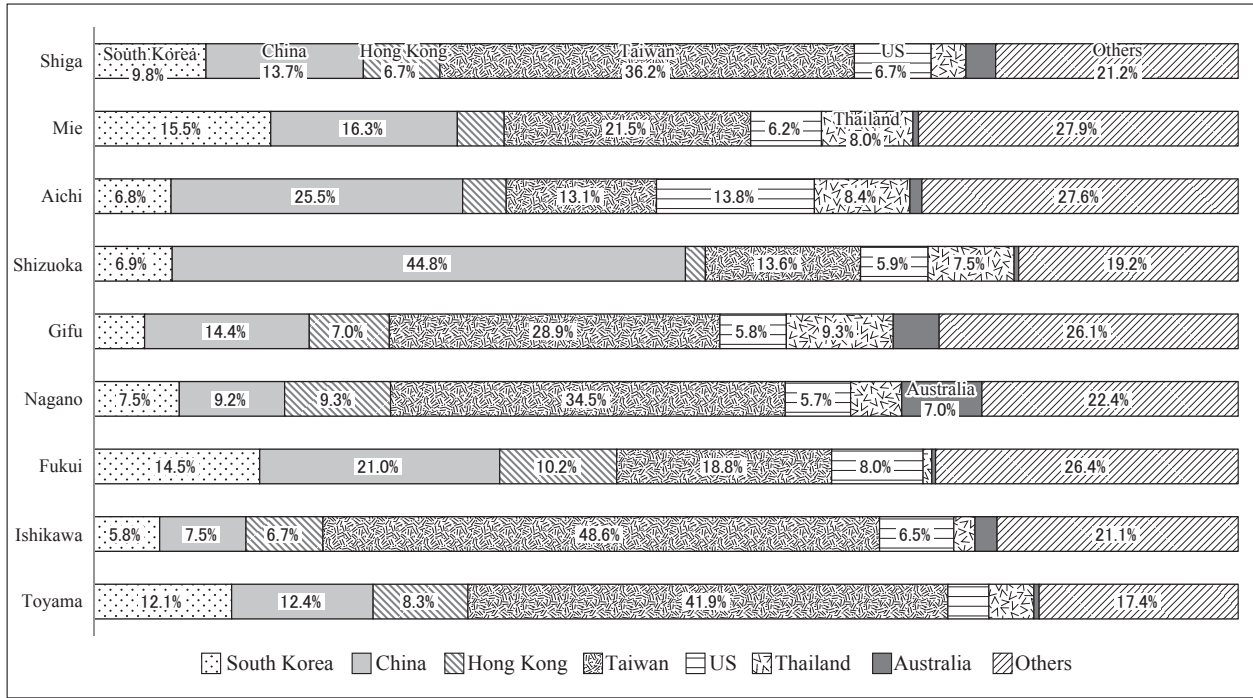


Figure 6: The Proportion of the Number of Foreign Hotel Guests to Each Prefecture of the Chubu Area (2012).  
 \*Numbers over 5% are written in the figures.  
 Source: Japan Tourism Agency (2).

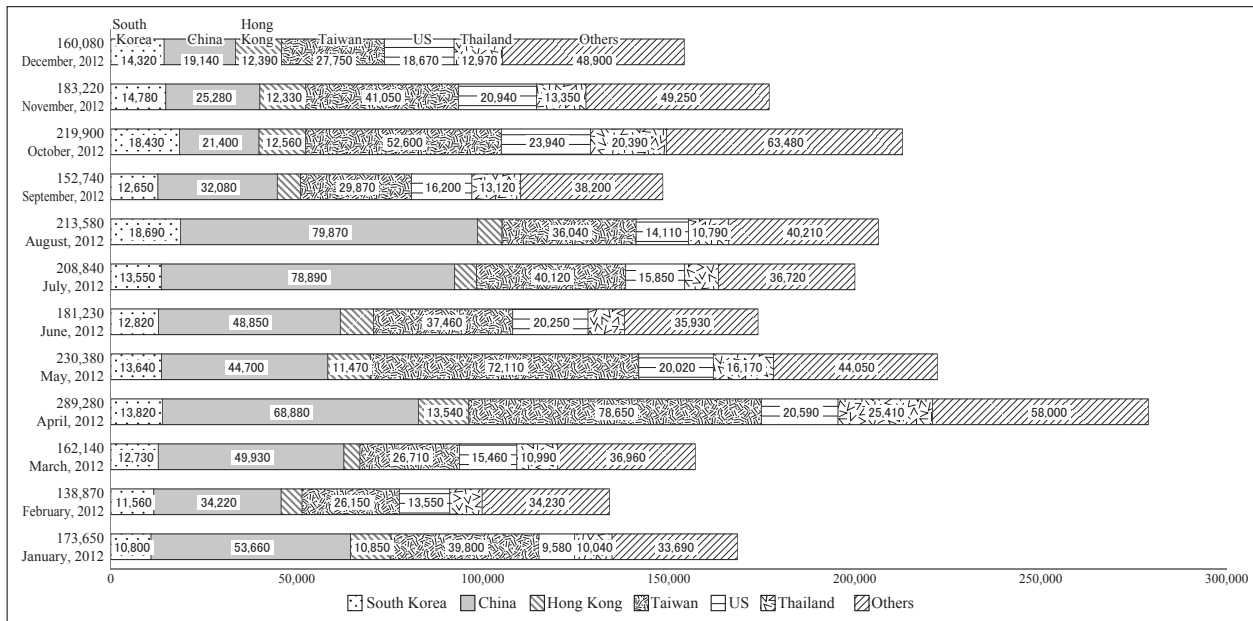


Figure 7: The Number of Foreign Hotel Guests in the Chubu Area by Month in 2012.  
 \*Numbers over 10,000 visitors are written in the figures.  
 \*The number of unknown nationalities is removed.  
 Source: Japan Tourism Agency (2).

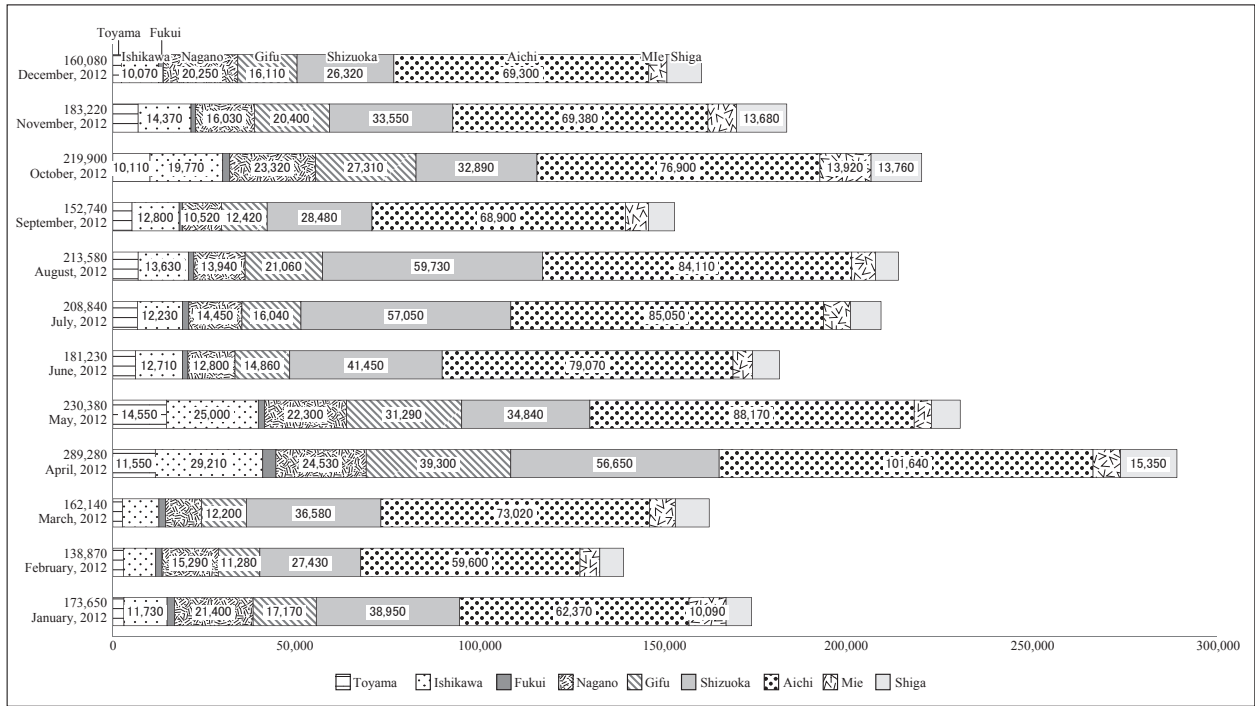


Figure 8: The Number of Foreign Hotel Guests in Each Prefecture of the Chubu Area by Month in 2012.  
Source: Japan Tourism Agency (2).

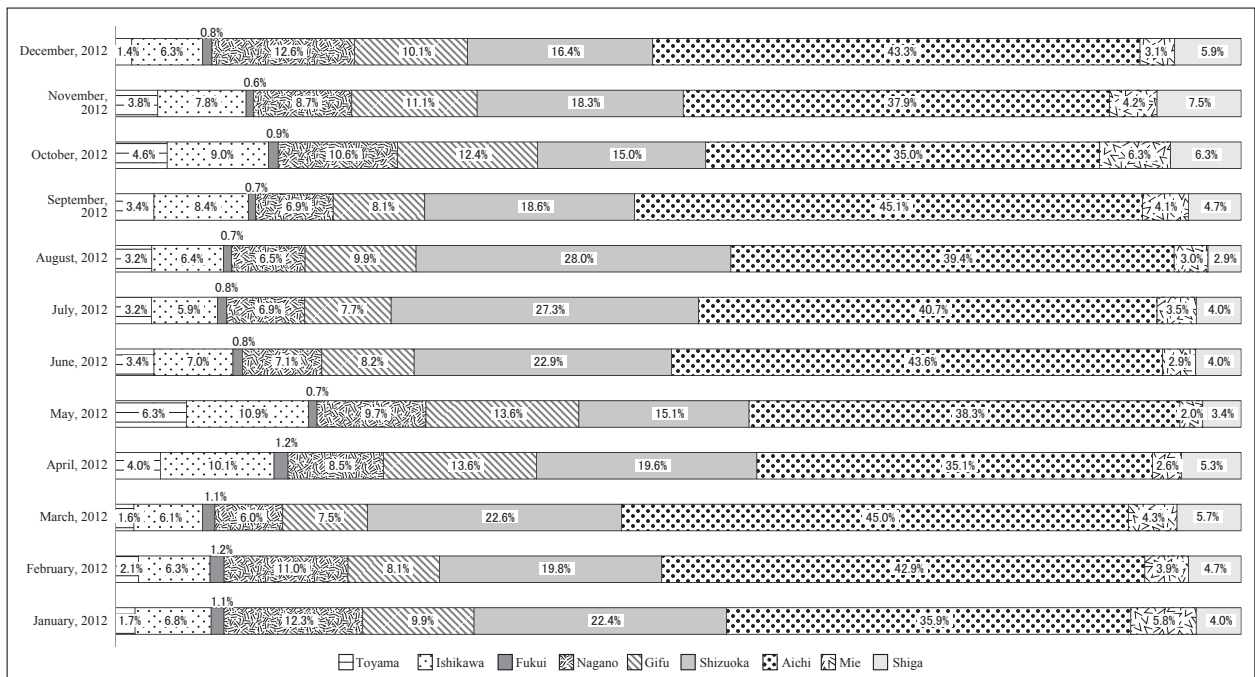


Figure 9: The Proportion of the Number of Foreign Hotel Guests to Each Prefecture of the Chubu Area by Month in 2012.  
Source: Japan Tourism Agency (2).

## 4. Issues Related to Inbound Tourism Policies in the Chubu Area

This chapter analyzes future issues for the Chubu Area and more general issues on a national level. Understanding the common issues related to cooperation among the areas is important for determining future policies.

### 4.1. Unity and Variety in the Chubu Area

The Chubu Area has several issues affecting internal cooperation in various areas related to inbound tourism. For instance, different parts of the area are covered by different jurisdictions of the District Transport Bureau, the branch of Ministry of Land, Infrastructure, Transport and Tourism: Aichi, Gifu, Shizuoka, Mie, and Fukui Prefectures are covered by the Chubu District Transport Bureau, Ishikawa, Toyama, and Nagano Prefectures by the Hokuriku Shin-etsu District Transport Bureau, and Shiga Prefecture by the Kinki District Transport Bureau. A similar situation holds for the administrative areas of Japan Railways (JR). Many areas of the Tokai Local Area are managed by JR Central, many areas of the Hokuriku Local Area by JR West, and many areas of Nagano by JR East. An additional complicating factor is that because of the location of each area or historic and cultural reasons, some areas have developed strong ties and cooperation with the Tokyo or Kansai Areas, which are the first- and second-most populated and economically strong areas in Japan. Thus, the Chubu Area seems relatively less united than the other areas in Japan.

Despite these challenges, the great advantage that the Chubu Area now has is the Chubu International Airport (called “Centrair”), which could serve as the gateway to the Chubu Area and as an important key to inbound tourism. Centrair has more direct flights from abroad than any other airport in the Chubu area (tables 1 and 2), even if these are less numerous than those from Narita and Kansai. However, any main international airports in Japan, such as Centrair, Narita, or Kansai, would be equally convenient for the visitors wishing to visit the Hokuriku Local Area. Thus, while it is convenient for foreign visitors to make popular trip routes for wide-area sightseeing tours in the Chubu Area, it would be important for the Chubu Area to unite its tourism framework because the Chubu Area has Centrair; thus, a strong tool for attracting inbound tourism to each local area.

However, some problems must be resolved. For example, the so-called “Golden Route” does not usually include the Hokuriku Local Area, and the Tokai Local area could also be a good transit point between the Tokyo and Kansai Areas. Additionally, the Chubu Area does not have specific advantages for attracting repeat visitors over the Hokkaido Area, the Kyushu Area, etc. Therefore, the subjective activity of the Chubu Area in terms of Chubu Area tours or information disseminated within the Chubu Area are important. One potential idea is advertising Centrair as the source and destination (airport) for travel (for instance, Centrair in/ out), which could lead to the creation of large-area sightseeing tours in the Chubu Area. In addition, it may be useful to widen the choices for direct flights from overseas to the Hokuriku Local Area, such as Centrair in/Komatsu (Toyama) airport out.

There are two main types of promotion policies that a wide-area inbound association should consider. First,



they should find ways to promote an increase in foreign visitors from named mature foreign markets, defined as those having sent many their people to the Chubu Area so far. Second, they should identify ways to promote new foreign markets that have not become major markets for the Chubu Area yet, but have the potential to become big markets in the near future. However, the new markets might seem problematic for those who expect economic effects in the short term, because they could initially result in fewer economic effects than the mature markets; therefore, it might be difficult to justify their promotion budget. Another risk is that intensive promotion to a specific market could result in an increase of visitors from that market, which could pose risks to the local economy or industries if international market changes occur. Thus, multidirectional approaches to inbound policies are also important, and it is essential to employ a combination of approaches to foreign markets (table 3). Such a combination could be as follows:

- (i) An approach to a foreign market (a mature market), from which the (Chubu) Area receives a constant number of foreign people continually
- (ii) An approach to a foreign market (a potential economic effect is high if the number of people increases in future), from which the (Chubu) Area could receive the strong economic benefits.
- (iii) An approach to a foreign market with relatively high levels of both above (i) and (ii)
- (iv) An approach to a foreign market that could be considered important in the long term

**Table 1 International Flights at Centrair (as of March 1, 2014) (28 airports and 281 flights per week)**

Europe, M. East and N. America (25 f/w)	Frankfurt, Helsinki <sup>1</sup> , Abu Dhabi, and Detroit.
China, Hong Kong and Taiwan (125 f/w)	Beijing, Shanghai, Guangzhou, Hong Kong, Taipei, etc.
South Korea (56 f/w)	Seoul, Busan and Cheju.
South East Asia (40 f/w)	Manila, Bangkok, Singapore, Kuala Lumpur, etc.
Pacific and Oceania (35 f/w)	Honolulu and Guam.

\*1 There are some changes.

Source: Centrair (10).

**Table 2 International Flights at Shizuoka (as of Jan. 1, 2014), Komatsu and Toyama (as of March 1, 2014)**

Airports	Seoul	Shanghai	Taipei	Dalian
Komatsu (3 cities, 14 f/w)	(3 f/w)	(4 f/w)	(7 f/w)	N.A.
Toyama (4 cities, 9 f/w)	(3 f/w)	(2 f/w)	(2 f/w)	(2 f/w)
Shizuoka (3 cities, 14 f/w)	(8 f/w)	(2 f/w)	(4 f/w)	N.A.

Source: Komatsu Airport (5), Toyama Airport (11), and Shizuoka-Fujisan Airport (12).

**Table 3 The General Concept for Inbound Promotion to Main Foreign Markets in the Chubu Area**

Main Markets	Concept	Main (Important) Markets	Reference
(i) Mature Market	East Asia	Taiwan, Hong Kong, etc.	Many Visitors, Direct Flights
(ii) New Market	EU, US	US, Australia, etc.	High Income, Long Stay
(iii) New → Mature Market	South East Asia	Singapore, Thailand, etc.	Increasing Visitors
(iv) Market for Long-Term Development	Others	Russia, India, etc.	Important for Specific Regions

At present, in the Chubu Area, many local areas put special emphases on markets near Japan in the first of the groups above, such as Taiwan, South Korea, and China, or on markets with direct flights to their areas. For the Chubu Area, the EU, North America, and Oceania markets seem to fall into the second category above. Southeast Asian markets fall into category (iii). This classification of potential visitors requires balanced, diverse inbound tourism policies considering the importance of all four market types.

#### **4.2 The Balance among Related Region/local Governments Areas and Incentive Policy in the Chubu Area**

Apart from short trips or business trips, when a visitor's purpose is primarily sightseeing, it is a usual pattern to visit many areas. This implies that the borders of prefectures or administrative areas are unimportant to them<sup>5</sup>. For foreign visitors to the Chubu Area, an administrative (prefectural) framework has almost no relevance for their itinerary. However, prefectural governments' units establish numerous strategic policies, including inbound policy strategies. Though the policies of single prefectural government units can be and have been successful, it is also true that the policies of a single local (prefectural) government do not always function effectively, especially regarding international matters.

Wide-area associations for inbound promotion, including that for the Chubu Area, have already been organized nationwide. However, prefectural governments are among the groups paying expenses or providing subsidies for these associations' activities<sup>6</sup>, which implies that there might be a possibility that a prefectural government might ask the association to promote its own area to foreigners as collateral. In other words, a prefectural government might require economic benefits corresponding to its offered subsidy. The reason might be that as long as a prefectural government provides public services to its inhabitants, mainly by tax levied on them, it would need to see positive results in its area. However, it is up to the association whether a prefectural economy should obligatorily receive some (economic) effects in return for their subsidy. It would be acceptable for a prefectural government to receive some benefit, even indirectly, but if the prefectural government does not benefit (and other areas covered by the association do), the government of an area that gets fewer benefits might not feel motivated to continue subsidizing the association. With these issues in mind, the main factors to examine in promoting a well-balanced and effective inbound tourism policy for a wide-area association are the following:

- (1) To analyze whether a foreign market could have a high economic value for each prefecture. If the market has a high potential economic value for prefecture A, but less potential for prefecture B, it would not be an optimal market for the wide-area promotion. If the market does prove suitable for wide-area promotion, cooperation among the prefectures would be necessary.

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5 For example, according to Aoki (1), which analyzes the sales of tours of Japan in Singapore, package tours sold in Singapore usually include many prefectural sightseeing places.

6 In the case of the Central Japan Tourism Promotion Association, the proportion of budget revenue contributed by the nine prefectures and three cities forming the main member of the council was approximately 49% in 2012 and 42% in 2013 (Central Japan Tourism Promotion Association (9)).

- (2) To analyze whether a correspondence holds between currently available information and resources aimed at foreign visitors to Japan and the cooperation framework among prefectures or wide-area associations.

By considering these points, communities can determine whether promotions performed by a wide area association would be effective.

After investigating the points outlined above, the next step would be to analyze more substantially how promotion by a wide-area association can be most effective for each foreign market. In doing so, one should bear in mind that the needs of foreign visitors to Japan may not necessarily correspond to an area's intended marketing to foreign visitors. For example, the popular sightseeing spots of the Chubu Area may not be as widely known to many visitors, as compared to the popular sightseeing spots of Tokyo or Kyoto. Thus, effective inbound promotions of the Chubu Area from the wide area perspective are the following:

- The development of promotion methods targeting guidebooks aimed at foreign tourists, SNS<sup>7</sup>, etc.
- Promotions highlighting sightseeing targets potentially attractive to foreign visitors, such as World Heritage Sites.

However, areas (or prefectures) with fewer such institutions or sightseeing attractions, might experience a divergence between their promotion expenses and the effects of promotion. How to balance both promotion costs and benefits is an issue remaining to be solved. Second, for visitors from some foreign markets, a broad area covering nine prefectures is too large to cover in just one visit. Even if an organized press tour produced by a wide-area inbound association introduced all the regions in the Chubu Area, the tour could not realistically include visits to all the popular attractions in the Chubu Area. Therefore, the development of multiple itineraries is necessary. In addition, other factors, such as natural and seasonal conditions, could affect itineraries as well as the fact that some visitors come to Japan for business rather than sightseeing.

The basic methods for organizing press tours practiced now by wide-area associations are as follows: (1) set one local area to one foreign market, (2) an invitation is made through some areas (prefectures), and the participants, such as media and travel agency staff, join a tour.

### **4.3. The Potential of Repeat Visitors from Mature Markets**

In the promotion of inbound policies, it is essential to aim at increasing the number of foreign visitors from several countries, including the 15 main markets. In particular, obtaining an increase in visitors from mature foreign markets to Japan, such as East Asian markets, or at least obtaining a relatively high and stable number of foreign visitors, is important for economic growth in local areas in Japan. Thus, it is important whether the visitors from mature markets perceive Japan and the Chubu Area as attractive. While there might be the possibility of an increase in business visitors, it is more essential from an economic viewpoint that each area also attracts repeat

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<sup>7</sup> According to the Japan Tourism Agency (3), foreign tourists (visitors) to Japan get much of their information from weblogs, guidebooks, and websites.

visitors from foreign markets who are primarily interested in tourism or leisure. While space concerns preclude explaining practical policies in this report, it is important to verify whether there is the possibility of increasing visitors to Japan from each foreign market. According to figure 10, in the case of 15 main markets, those whose visitors were oriented mainly toward tourism/leisure were Hong Kong (83.9%) and Taiwan (71.9%). The markets highly oriented toward business travel were India (84.5%) and Germany (60.4%). Overall, East Asian markets as mature markets are interested in tourism/leisure, whereas Western markets are interested in business. Considering these features of mature markets, which send repeat visitors to Japan, the importance of attractive sightseeing spots in each area of Japan becomes clear (Japan Tourism Agency (3)).

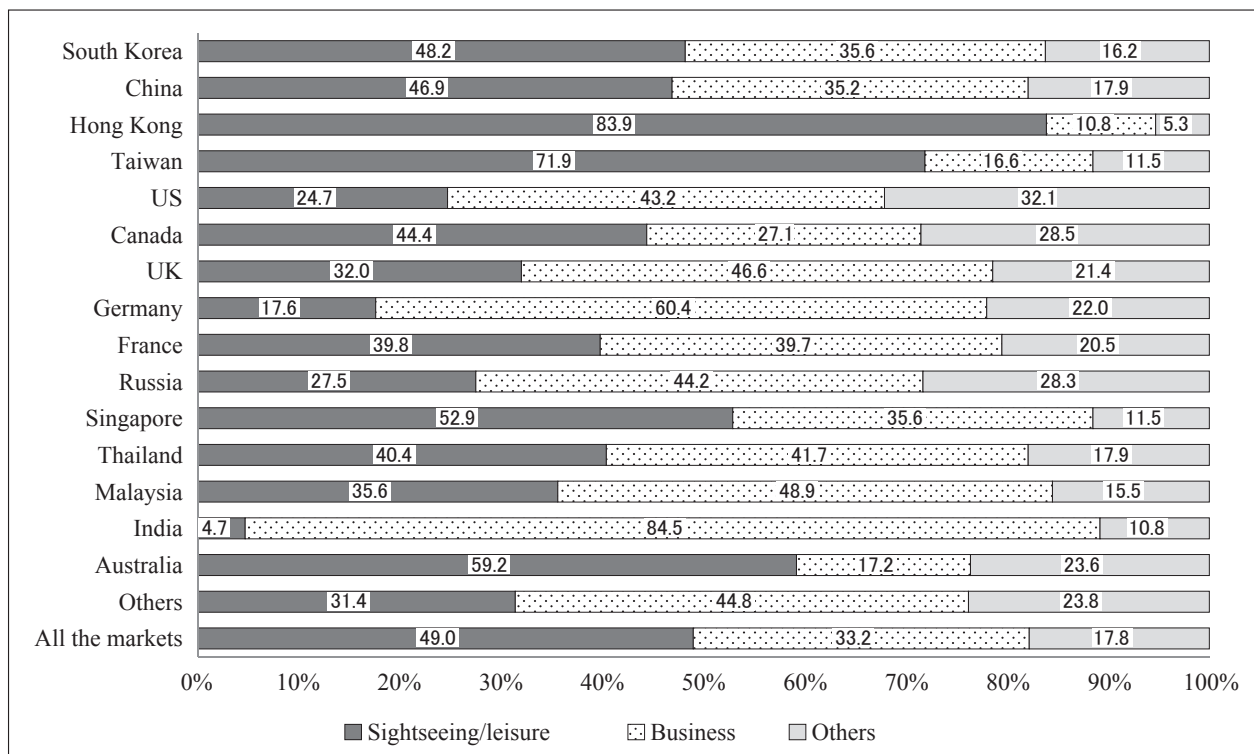


Figure 10: Main Purposes for Visiting Japan according to the Questionnaires in 15 Main Markets (2012),  
Source: Japan Tourism Agency (3).

Figure 11 compares the ratio of the number of people from each market visiting that country's top Asian travel destination to the number who come to Japan from the 15 main markets in 2012. For example, Taiwan was the top destination among the Asian markets for visitors from Hong Kong, with approximately 1,016,000 Hong Kong visitors in 2012. In contrast, the number of Hong Kong visitors to Japan numbered approximately 482,000 in 2012. The visit rate to Taiwan for the total population of Hong Kong was 14.2%, which far exceeded their visit rate to Japan (6.7%). Similarly, the visit rate to China for the total Taiwanese population was 22.9%, which is much higher than their visit rate to Japan (6.3%). For South Korea, the visit rate to China for the total South Korean population was 8.1%, which is greater than the visit rate to Japan (4.1%). There is a diversity of reasons why each foreign tourist might choose a particular destination, such as easy access, no sea crossings, a desire to visit relatives, and financial

constraints, but it could be also said that there is also the possibility of increasing the number of visitors to Japan from many foreign markets.

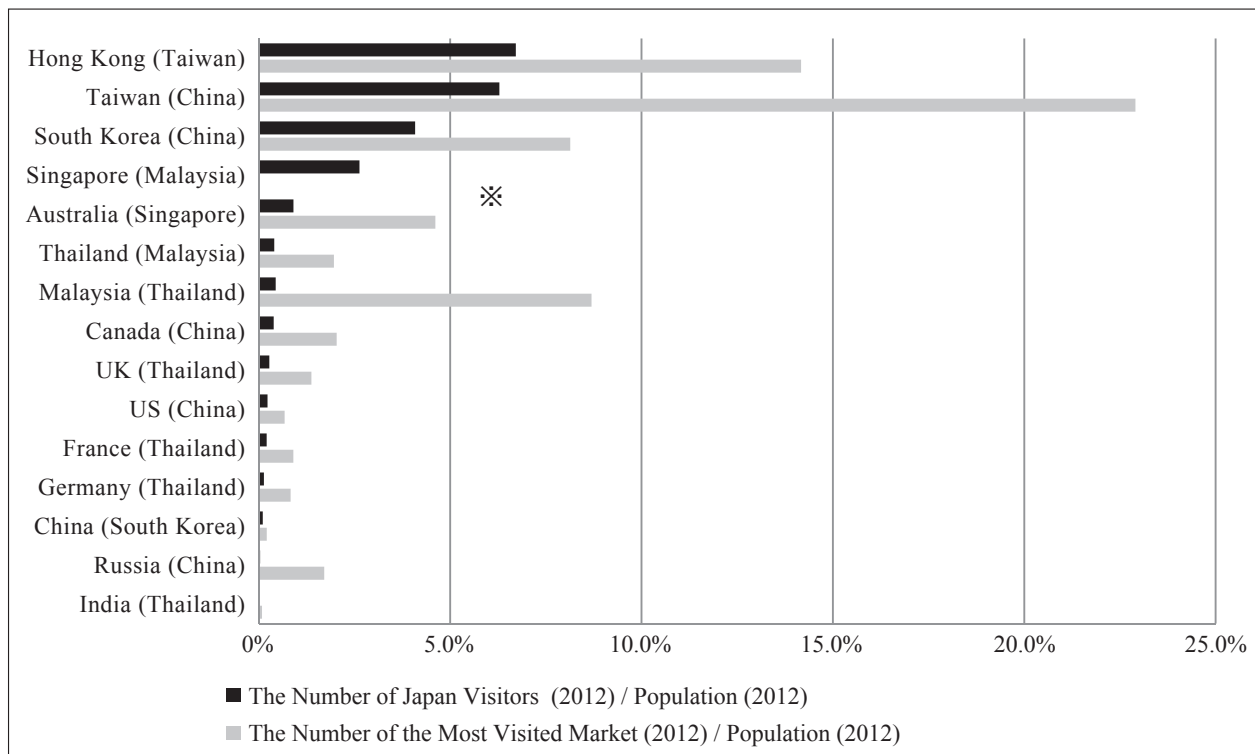


Figure 11: The Ratio of the Number of Visitors between the Top Asian Market per Nation and Japan for Each of 15 Main Markets in 2012<sup>8</sup>,

\* The names in parentheses after a country/region name represent the Asian market most visited by residents of the country/region.

Source: JNTO (14).

## 5. Conclusion

In this report, the Chubu Area is taken as a case study for the basic analysis of the present state of foreign visitors and the importance of inbound tourism by wide area policies.

Foreign visitors to the Chubu Area, comprise approximately 10% of Japan's total number of foreign visitors. This area is easily accessible by Centrair, and boasts many attractive resources including Mt. Fuji, a World Heritage Site, so its tourism potential is as high as any other area in Japan. In addition, the proportion of foreign visitors to each prefecture in the Chubu Area changes in a balanced way over the year. In contrast, the Chubu Area's share of visitors to Japan from foreign markets is stagnating. When the number of foreign visitors increases for Japan as a whole, it will be necessary for the Chubu Area to make a special effort to attract them. Thus, it will be important to have prepared new and practical actions beyond the present way of thinking.

8. The most visited Asian market by Singaporeans is Malaysia, which attracted approximately 13 million visitors; however, this exceeds the population of Singapore. This could be thought to be the regional specialty.

Moreover, compared to other areas in Japan, the Chubu Area has a high variety of natural and cultural attractions as well as potential tourist attractions. However, due to its internal diversity and its location in the center of Japan's main islands, some parts of the Chubu Area have closer ties to other areas, and the Chubu Area is relatively weakly centralized compared with other areas in Japan. Addressing such issues promptly is important for the Chubu Area to ensure inbound policy cooperation over a wide area.

This report outlines only a basic analysis and description of the present situation, and offers almost no suggestions for future policy making. Thus, the next step will be proposing specific steps the Chubu Area can take for the successful promotion of the inbound tourism.

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