

2014

Analysis of Current Status of Research Papers on Tourism and Hospitality Management from Japan - Discussion of Challenges and Possible Solutions

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Recommended Citation

Hara, Tadayuki (2014) "Analysis of Current Status of Research Papers on Tourism and Hospitality Management from Japan - Discussion of Challenges and Possible Solutions," *Journal of Tourism Economics, Policy and Hospitality Management*: Vol. 2: Iss. 1, Article 5.

Available at: <http://tourismresearch.econo.yamaguchi-u.ac.jp/jtephm/vol2/iss1/5>

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Analysis of Current Status of Research Papers on Tourism and Hospitality Management from Japan – Discussion of Challenges and Possible Solutions

1. Introduction

Former Japanese Prime Minister Junichiro Koizumi made a statement in January 2003 during the 156th Diet that Japan would adopt a policy of “Kanko-Rikkoku,” or a nation dependent on tourism as an industry (Japan Tourism Agency, 2014). In 2009, the International Rugby Board Council awarded the 2015 Rugby World Cup to England and the 2019 Rugby World Cup to Japan. In 2013, the International Olympic Committee selected Tokyo to host the 2020 Summer Olympic Games. In the same year, Japan received more than 10 million inbound visitors for the first time in history, despite notable challenges posed by the March 11, 2011 earthquake, tsunami and subsequent radiation leaks at the Fukushima nuclear power plants (Japan National Tourism Organization, 2013).

Numbers and enrollment in the tourism-hospitality programs in Japan increased steadily from 1998 when St. Paul, a.k.a. Rikkyo University, upgraded its Tourism department, which was established in 1967, to a Faculty (College) of Tourism. In 2000, the total annual admission quota (full capacity) nationwide was 1,455. In 2010, it grew to 4,402.

While tourism resources are abundant in Japan, trilateral coordination among government, industry and educational institutions does not appear to be in full effect. In 2012, the total annual admission quota (full capacity) nationwide grew to 4,772 with 46 departments in 42 different universities, but the staggering fact was that only 16.1% of graduates found placements in tourism and related industries, implying an alarming level of irrelevance of their graduates to the needs of the industry (Japan Tourism Agency, 2013).

In the global tourism and hospitality research area, there have been attempts to analyze academic research outputs and journals quantitatively. Those attempts include ranking tourism journals (McKercher, 2005), ranking of academics and journals in tourism (Ryan, 2005), ranking using the peer assessment method (McKercher, Law and Lam, 2006), using Google Scholar and other tools to analyze impact scores (McKercher, 2008), measuring visibility and ranking of tourism journals using Google Scholar (Murphy and Law, 2008), proposing a new concept of influence ratio (McKercher, 2012), using bibliometric analysis (Hall, 2011), identifying who the major researchers have been (Zhao and Ritchie, 2007) and employing better evaluation methods for research activities (Law and Chon, 2007). Among the researchers under study, not a single Japanese researcher’s name has been quoted, as pointed out by recent paper (Hara, 2014).

In the first part, this study will put the current status of tourism and hospitality management programs in Japan in global perspective to discuss possible factors which contribute to the current status. The latest database on academic research output enables us to identify the relative standing of Japan from a global perspective. In the second part, the paper will argue possible ways to mitigate current issues, so

that Japanese programs become more relevant and connected to the rest of the world. This paper is in a case study format and thus, is not following a standard research paper format.

2. Identifying the Relative Position of Japan in the Academic Research Universe

Advancements in internet and electronic resources have made researchers' lives much easier. Researchers do not have to spend hours in the library to look for back issues of research papers as journals can be retrieved electronically right from your desktop computer. Referees of anonymous manuscripts do not have to use envelopes and stamps to send their comments back to journal editors.

However, it was not until the recent emergence of the global electronic database for research papers that anybody in the world, including researchers, potential funders, donors, government bureaucrats and academic administrators, can see what they always wanted to see – an instant comparison of research outputs, journal rankings, impact factors and rankings of nations in every academic field among the choices in drop-down menus. This technology helps put Japan in perspective.

[Ranking of Japan in All Academic Area]

We used a database called SCImago to rank Japan in all academic subject areas, as displayed in Table 1.

Table 1: Country Ranking : All Subject Areas, All Subject Categories 1996-2012 Top 30 Only (SCImago Journal & Country Rank)

	Country	Documents	Citable documents	Citations	Self-Citations	Citations per Document	H index
1	United States	7,063,329	6,672,307	129,540,193	62,480,425	20.45	1,380
2	China	2,680,395	2,655,272	11,253,119	6,127,507	6.17	385
3	United Kingdom	1,918,650	1,763,766	31,393,290	7,513,112	18.29	851
4	Germany	1,782,920	1,704,566	25,848,738	6,852,785	16.16	740
5	Japan	1,776,473	1,734,289	20,347,377	6,073,934	12.11	635
6	France	1,283,370	1,229,376	17,870,597	4,151,730	15.6	681
7	Canada	993,461	946,493	15,696,168	3,050,504	18.5	658
8	Italy	959,688	909,701	12,719,572	2,976,533	15.26	588
9	Spain	759,811	715,452	8,688,942	2,212,008	13.89	476
10	India	750,777	716,232	4,528,302	1,585,248	7.99	301
11	Australia	683,585	643,028	9,338,061	2,016,394	16.73	514
12	Russian Federation	586,646	579,814	3,132,050	938,471	5.52	325
13	South Korea	578,625	566,953	4,640,390	1,067,252	10.55	333
14	Netherlands	547,634	519,258	10,050,413	1,701,502	21.25	576
15	Brazil	461,118	446,892	3,362,480	1,151,280	10.09	305
16	Taiwan	398,720	389,411	3,259,864	790,103	10.41	267
17	Switzerland	395,703	377,016	7,714,443	1,077,442	22.69	569
18	Sweden	375,891	361,569	6,810,427	1,104,677	20.11	511
19	Poland	346,611	339,712	2,441,439	652,956	8.25	302
20	Turkey	306,926	291,814	1,935,431	519,675	8.24	210
21	Belgium	299,077	285,735	4,696,153	701,283	18.16	454
22	Israel	224,674	215,590	3,663,004	530,340	17.78	414
23	Austria	214,844	204,243	3,047,983	433,709	16.67	378
24	Denmark	208,227	198,923	3,876,514	573,278	21.56	427
25	Iran	202,807	197,571	832,211	337,637	8.49	135
26	Finland	190,192	184,924	3,091,345	506,506	18.55	372
27	Greece	180,688	171,529	1,827,577	324,747	12.28	266
28	Mexico	166,604	162,116	1,346,721	295,320	10	232
29	Czech Republic	163,740	160,193	1,265,709	313,836	9.28	239
30	Hong Kong	162,812	156,923	2,004,708	294,791	14.07	292

Sources: Retrieved by the author from: <http://www.scimagojr.com>.

Some tables will be similar to those shown in Hara (2014).

In general, Japan is ranked fifth in the world in terms of numbers of refereed journal publications, which is a reasonable position considering its population, economic standing and general educational attainment levels. Now let's take a closer look at different academic areas and sub-categories. First, we identify the area where Japan shows its relative strength.

[Ranking of Japan in Pharmacology, Toxicology and Pharmaceutics]

Table 2: Country Ranking: "Pharmacology, Toxicology and Pharmaceutics." 1996-2012 Top 30 Only (SCImago Journal & Country Rank)

	Country	Documents	Citable documents	Citations	Self-Citations	Citations per Document	H index
1	United States	187,121	177,417	3,343,150	1,624,360	19.43	344
2	Japan	55,683	54,945	708,153	203,340	12.87	161
3	China	50,566	49,841	308,382	142,761	7.74	106
4	United Kingdom	49,430	44,363	853,658	184,655	18.31	218
5	Germany	43,978	40,959	598,363	139,747	14.73	184
6	India	38,981	37,627	257,357	113,004	11.89	119
7	Italy	27,703	26,692	418,792	100,177	16.86	148
8	France	26,917	25,944	426,272	83,740	16.77	173
9	Canada	22,550	21,604	395,561	78,755	19.1	160
10	Spain	18,168	17,179	232,354	56,620	14.21	120
11	South Korea	15,297	15,057	176,697	47,491	14.31	100
12	Netherlands	15,073	14,116	236,527	42,069	16.33	139
13	Australia	14,511	13,277	193,907	39,002	15.06	124
14	Brazil	14,017	13,780	132,894	57,548	12.62	87
15	Switzerland	9,813	9,409	208,430	26,766	24.07	146
16	Sweden	9,564	9,285	199,617	32,041	21.77	140
17	Belgium	8,748	8,441	147,968	22,188	18.94	118
18	Poland	8,715	8,597	80,554	21,615	9.95	79
19	Taiwan	8,188	7,982	109,950	25,939	15.02	87
20	Turkey	7,142	6,820	69,565	18,235	10.56	82
21	Iran	5,835	5,618	34,498	12,877	11.15	57
22	Denmark	5,595	5,425	98,754	15,722	20.58	102
23	Russian Federation	4,654	4,611	26,922	5,862	6.05	59
24	Finland	4,529	4,426	84,719	14,092	18.95	99
25	Greece	4,353	4,117	47,314	9,587	12.7	73
26	Austria	4,339	4,136	66,757	10,841	16.88	90
27	Mexico	4,234	4,143	40,685	9,637	11.12	66
28	Egypt	3,894	3,859	34,330	6,612	11.65	62
29	Israel	3,768	3,563	64,214	9,408	18.5	91
30	Hungary	3,694	3,620	45,910	8,521	12.57	75

Retrieved by the author from: <http://www.scimagojr.com>.

Table 2 shows the global ranking of nations in the area of academic research publications in Pharmacology, Toxicology and Pharmaceutics. The overwhelming dominance of the United States in the field are notable, but Japan is ranked second, ahead of other English-speaking nations, demonstrating that language cannot be attributed as a barrier for Japanese researchers to disseminate their research findings to the rest of the world. Japan's relative strength holds in many of the natural science fields.

We look at the performance of Japan outside of hard science fields, such as the large category of "Social Science," which includes anthropology, archeology, communication, cultural studies, demography, development, education, gender studies, geography-planning and development, health (social science), human factors and ergonomics, law, library and information sciences, life-span and life-course studies, linguistics and language, political science and international relations, public administration, safety research, social sciences (miscellaneous), social work, sociology and political science, transportation and urban studies. The rankings are shown in Table 3.

Table 3: Country Ranking: Social Sciences, All Categories of Selected Area 1996-2012 Top 20 Only (SCImago Journal & Country Rank)

	Country	Documents	Citable documents	Citations	Self-Citations	Citations per Document	H index
1	United States	366,059	346,143	2,681,453	1,578,032	9.55	264
2	United Kingdom	122,872	115,732	833,851	323,045	8.87	163
3	Canada	45,372	43,447	302,755	70,808	9.14	130
4	Australia	42,832	40,880	230,384	66,752	7.86	105
5	Germany	37,541	35,474	162,853	41,625	6.1	110
6	France	34,587	33,228	95,958	25,398	3.84	77
7	China	29,225	28,733	72,014	38,754	5.74	69
8	Netherlands	22,323	21,236	173,751	39,697	11.06	111
9	Spain	21,168	20,509	71,750	22,592	6.66	70
10	Italy	14,839	14,153	71,411	16,244	7.89	72
11	Brazil	14,019	13,623	25,739	9,568	5.56	49
12	India	12,540	11,952	34,408	11,588	3.86	52
13	Japan	11,976	11,539	51,556	12,813	5.64	62
14	Sweden	11,525	11,148	80,505	17,664	10.09	81
15	Turkey	11,299	11,064	33,201	11,556	7.26	56
16	Israel	10,396	10,074	63,608	15,317	7.91	68
17	South Africa	10,366	10,048	43,060	15,302	6.11	58
18	Belgium	9,670	9,224	55,452	10,437	8.8	74
19	Switzerland	8,522	8,050	52,326	8,094	9.22	71
20	Taiwan	8,513	8,350	54,364	16,972	11.02	72

Retrieved by the author from: <http://www.scimagojr.com>.

Japan is ranked 13th, implying that it does not perform as well in social sciences as in hard sciences. Finally, let's examine Japan's standing in tourism and hospitality management.

[Ranking of Japan in Tourism, Leisure and Hospitality Management]

Table 4: Country Ranking: Business, Management and Accounting, "Tourism, Leisure and Hospitality Management" 1996-2012 Top 30 Only (SCImago Journal & Country Rank)

	Country	Documents	Citable documents	Citations	Self-Citations	Citations per Document	H index
1	United States	3,810	3,642	26,026	10,813	10.41	57
2	United Kingdom	2,109	2,033	15,821	4,831	10.35	45
3	Australia	1,430	1,384	9,197	2,459	11.64	40
4	Canada	796	760	6,557	1,130	11.47	37
5	New Zealand	423	403	3,215	502	12.42	27
6	Hong Kong	416	401	1,800	372	7.7	19
7	Spain	387	377	2,825	709	13.12	26
8	China	330	327	1,453	425	12.58	15
9	Taiwan	274	270	973	300	17.58	12
10	Netherlands	268	261	2,189	378	12.99	26
11	South Korea	243	240	1,245	147	11.42	17
12	Sweden	226	218	1,251	224	10.61	18
13	France	223	202	1,117	186	7.44	16
14	Italy	193	189	684	152	7.1	12
15	Germany	192	189	882	201	6.53	15
16	Greece	176	174	1,018	179	17	16
17	Turkey	171	167	994	240	11.82	15
18	Norway	165	160	802	133	10.37	16
19	Israel	143	141	1,216	235	8.89	18
20	Finland	133	129	594	161	7.41	12
21	Portugal	121	114	605	113	10.26	13
22	Singapore	118	116	816	113	8.62	15
23	South Africa	105	99	485	165	7.85	12
24	Denmark	104	103	701	67	13.36	15
25	Switzerland	101	97	467	49	5.8	11
26	Japan	96	94	537	65	6.94	11
27	Austria	95	94	571	96	7.37	14
28	Malaysia	93	91	286	51	8.1	10
29	India	89	88	508	97	6.3	12
30	Thailand	80	78	369	53	7.57	11

Retrieved by the author from: <http://www.scimagojr.com>.

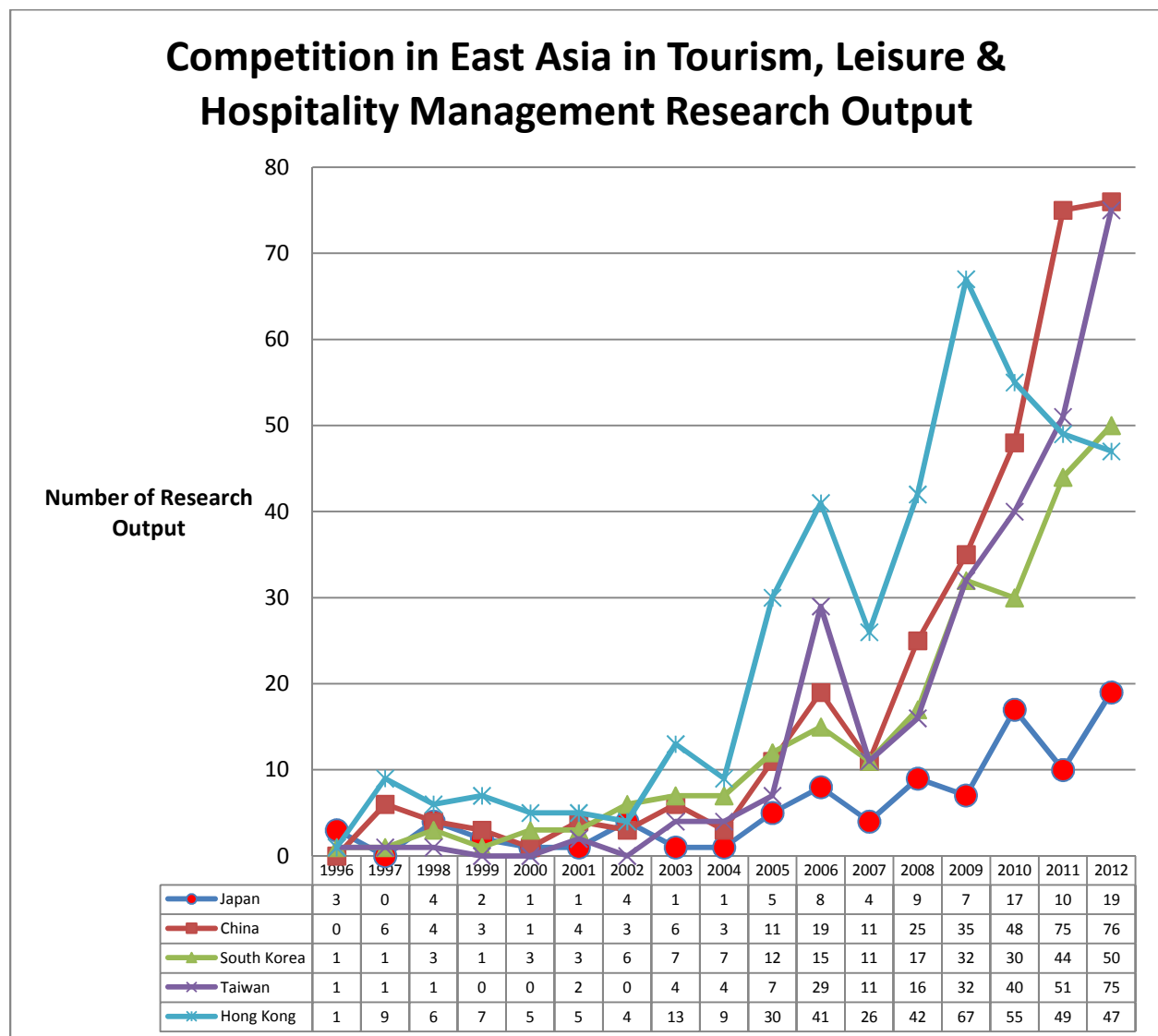
Japan is ranked 26th in the world in terms of the number of publications in the tourism, leisure and hospitality management category, trailing not only English-speaking nations, such as the USA (1st), UK (2nd), Australia (3rd), Canada (4th) and New Zealand (5th), but also nations and regions in East Asia, such as

Hong Kong (6th), China (8th), Taiwan (9th), South Korea (11th) and Singapore (22nd). A total of 96 publications over 17 years equates to a simple annual average of six publications or less per year and we believe there's enough evidence that a business model of global academic competition led by research institutes does not appear to have been established among most of the programs in Japan.

[Japan in Regional Competition in Tourism, Leisure and Hospitality Management Research]

Japan was the first Asian nation to create a tourism department in 1967, but it would be worthwhile to verify whether this historical advantage has been maintained or depleted in the regional national competition in East Asia.

Figure 1: Historical Competition of Research Output in East Asia in the Academic Field of Tourism, Leisure and Hospitality Management (Based on data from Scimago)



To verify Japan's historical performance in comparison with its East Asian neighbors, we focused on China, Hong Kong, South Korea and Taiwan's annual research outputs in the tourism, leisure and hospitality management fields. Figure 1 shows that Japan failed to move out of the lower-level skirmish until 2004, when other nations and regions in East Asia broke through the stagnation and exploded with higher research outputs. If Japan had realized the urgent need to catch up with the sudden increase in research outputs from other East Asian nations around 2006 or 2007, it might not have been the bottom performer in East Asia in terms of academic research output in the tourism, leisure and hospitality management field. It is a historical irony that after thorough fact-finding missions abroad, the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) published a recommended curriculum around 2007 which was heavily geared toward more scientific hospitality management as opposed to qualitative tourism studies. This occurred one year before the creation of the Japan Tourism Agency, when Japan could have joined other East Asian players to increase research outputs and stay relevant among their competition.

It is unfortunate that Japanese scholars who do not attend international research conferences, only publish Japanese work in Japanese tourism journals and only talk with Japanese colleagues in Japanese in Japan rarely realize their issue of global isolation.

3. Analysis of Current Programs and Curriculum Structures of Tourism Programs in Japan

According to data compiled by the Japan Ministry of Education, Culture, Sports, Science & Technology (MEXT) as quoted by the Japan Tourism Agency, there are 43 "tourism-related" departments hosted in 39 Faculties (Colleges) at 39 universities in Japan as of April 2009. The total annual admission quota (full capacity) nationwide was 4,402. Tourism-related departments are defined by MEXT as those which carry the words "tourism" or "hospitality" in their departments (Ministry of Education, Culture, Sports, Science & Technology (MEXT), 2013).

(Composition of Tourism and Hospitality Programs)

Purely by judging from their names, we can see that the overwhelming majority are in "tourism" studies for undergraduates, while only six out of 43 departments have "hospitality" in their names. Of those six, only half of them have "hospitality management" in their department names. (Kumamoto Gakuen University, Osaka Gakuin University, and Asia University).

As for graduate programs, only six tourism departments at six universities offer masters degrees (St. Paul/Rikkyo University, Sapporo Kokusai University, Nagasaki Kokusai University, Toyo University, Hokkaido University and University of Ryukyus). Of those six universities, only two (St. Paul/Rikkyo University, and Hokkaido University) offer doctoral degrees. There is not even one graduate program in the area of hospitality or hospitality management.

(Business Model: Research Institutes or Teaching Schools)

To the best of the author's knowledge, none of the graduate programs in Japan have statistics or quantitative research methodology courses as requirements for their degree, implying that their emphases are on qualitative tourism studies. The highest annual research output from Japan was 19 in 2012, so we can reasonably assert that more than half of the departments did not even have one research paper in English disseminated to the world. Therefore, the majorities of their programs are not following the research institute model, but are purely teaching schools.

In 2013, Wakayama University submitted an application to MEXT for a doctoral program, which was made available to the public on their website (Ministry of Education, Culture, Sports, Science and Technology (MEXT), 2013). According to the document, it was assumed that there were a total of 631 full-time faculty members in the tourism program nationwide and of those, 191 were estimated to be in the Kansai area in 2012. Of 191 full-time faculty members in Kansai, 67 of them had doctoral degrees, representing only 35.1%. This leads to our assumption that of the total number of full-time faculty members nationwide, only 221 have doctoral degrees, but only 19 refereed publications were disseminated in English. The overwhelming majority of those doctoral degree holders are assumed to have obtained their terminal degrees in Japan, but might not have been trained as effectively in the basics of disseminating research outputs in English to the rest of the world compared to doctoral students in other nations.

Now we have a broad picture of the reasons why Japanese tourism scholars produce so few research papers.

(Stages of Academic Research in Pizam's Model)

Pizam simplified the historical transition of tourism and hospitality management research into four distinctive phases in the United States as shown in Figure 2.

Figure 2: Historical Transition of Academic Researchers in the Hospitality and Tourism in the United States.

Phase	Period	Researchers' Identity	Research Type	Unit of Analysis	Methods of Analysis	Generalizability	Theoretical Contribution
1. Story Tellers	1930-1950	Ex Practitioners	Case Studies	Single	N/A	None	None
2. Profilers	1940-1970	Ex Practitioners & Academics	Quasi-Empirical (Surveys)	Multiple	Univariate	None	None
3. Copy Cats	1970-2005	Academic & Professional Researchers	Empirical & Conceptual	Multiple	Bi-Variate & Multi-Variate	Limited or Full	Extension of Existing Theories
4. Innovators	2000-	Academic & Professional Researchers	Empirical & Conceptual	Multiple	Multi-Variate	Limited or Full	Original

Source: Abraham Pizam, PhD, Univ. of Central Florida, (Pizam, 2008)

Relative scarcity of research outputs from Japan in English implies that the majority of faculty members are in the story-tellers or profilers stages, indicating that their research phases are at least 10 years behind copycats, researchers who are applying their own research skills from other disciplines to tourism or hospitality management. Story-tellers and profilers are possibly 40 to 60 years behind the latest emergence of innovators, whose research outputs are finally exported to/quoted by researchers in other disciplines, such as generic management or marketing fields. We do not see evidence that graduate programs in Japan are pushing their faculty and graduate students to disseminate their research in English.

(Credits towards Japanese Scholars Who Do Not Publish in English)

Since we can read Japanese, we believe there should be some acknowledgment given to some Japanese scholars for their research activities written in Japanese. Some of the research published in Japanese can contribute to the advancement of global knowledge and some are precisely following globally accepted styles and compositions of research papers. It is a pity that those excellent research papers have not been and will not be recognized nor quoted by other scholars in the world because they are not disseminated in the global language of research, which is English. Due to the rapid globalization of

research activities, it is becoming a fact that unless you publish in English, you do not exist. It is difficult to notice such a rapid transition of the research environment if you only publish in the local language to local colleagues and speak in local languages at local tourism conferences. In addition, if the researcher has not been well trained in quantitative research skills, it is more challenging for non-native English speakers to compete with researchers whose native language is English.

4. Possible Solutions for Current Problems

We have analyzed Japanese research outputs in tourism, leisure and hospitality management from a global perspective and exposed rapidly growing knowledge gaps between Japan and the rest of East Asia, who appear to have mastered how to compete with and contribute to the global accumulations of knowledge in tourism, leisure and hospitality management.

If the ideal goal is to make Japan competitive and relevant in global research activities in this field, it probably has to generate at least 70 to 100 research outputs per year. That is a huge leap from the current annual output of 19. The following suggestions are exploratory in nature and meant to stimulate alternative or opposing ideas to reach the same goal of restructuring Japanese research activities in this field. With 46 departments comprised of more than 600 full-time faculty members, including more than 200 with terminal degrees, this can be achieved by mandating at least two research publications in English per department. We propose several ways to elicit such changes in Japan:

(1) Modification of Distribution of Incentives from Government

MEXT has distributed some operating subsidies to universities and there is a limited amount of competitive research funding that originates from taxpayers. At least some of that funding should be used to reward those who produced academic research publications in English.

(2) Introduction of Western-Style Tenure Track System

Surprisingly, many of the rewards systems of employment for faculty members in Japan are based on some form of the seniority system, where length of service matters more than the amount of recent research outputs. Teaching schools tend to evaluate faculty based on their contributions to the successful placement of students and student evaluations of instructors, disregarding the research output of each faculty member.

If any of the Japanese tourism, leisure and hospitality programs, particularly ones with graduate programs, truly wish to contribute to the advancement of Japan in realizing its national goal of using tourism as an industry, they have to participate in the global creation of knowledge through its own research outputs instead of just conducting unilateral transfers of knowledge created by other researchers.

The introduction of the tenure-track system creates an environment in which a faculty member's long-term performance is mainly evaluated on his or her continuous contribution to global knowledge

creation, which enhances the reputation of not only the individual researcher, but also that of the program, university, nation and global community. Tenure-earning assistant professors will be expected to publish two to three papers per year until s/he is evaluated for tenure and promotion by various colleagues of senior ranking at the end of the fifth year. Only those who meet or exceed the written criteria can obtain tenure and promotion to an Associate Professor. This system will surely help the program shape its positive attitude and organizational culture in favor of global research dissemination.

(3) Sweeping Transformation of Administrators' Mind-Sets

Since there are few Japanese doctoral students in tourism, leisure and hospitality programs in the world, together with a limited supply of domestic doctoral students (estimated to be 40 to 50 at most nationwide in 2009), it would be nearly impossible to find enough students as long as program administrators require candidates with Japanese language skills. However, it's important to understand that there are considerable numbers of doctoral students in tourism, leisure and hospitality programs in the world, and hundreds successfully complete doctoral programs every year. This means that Japanese programs finally have to embrace the need to manage the whole program in English instead of Japanese, which caters to the dwindling domestic population that accounts for just 5% of the world population.

Perhaps, one of the most drastic and effective measures for implementing sweeping changes is to invite seasoned non-Japanese administrators and researchers through globally competitive hiring packages and allow them to manage the research institution. Looking at Table 4, there are many nations and regions from which Japan can invite notable scholars either on a short term or long-term basis. This means that departmental and administrators' meetings will have to be held in English, thus requiring Japanese universities to embrace changes similar to those their ancestors experienced right after the Meiji Evolution in 1868, which ended a 250-year-old self-imposed seclusion. At that time, the nation quickly adopted Western cultures and knowledge by inviting many foreign "advisors" to their imperial universities and even ministries.

(4) Transform Research Institutes and Gear Corresponding Curriculum Toward Industry Needs

Since none of the Japanese tourism & hospitality programs are listed in the top 100 programs in the world (Severt, Dana, Bottorff, Carpenter, 2009), we can assume that few of the existing 43 tourism programs are globally known as top research institutes. Table 4 also confirms the currently devastating status of Japanese tourism & hospitality programs in the area of research output. It is noteworthy, however, that some programs, such as Yamaguchi University or Tokyo Metropolitan University, have some scholars who publish their research findings in English and that Yamaguchi University may still be the only Japanese university which hosts a refereed tourism journal in English. It should be mentioned as well that some faculty without PhD can conduct superb research due to their basic quantitative training, while some faculty would seldom publish anything close to refereed research paper even though they hold professorial ranks, indicating existence of individual variances of their skills.

One controversial issue can be raised for the sake of this discussion: the Japanese's overemphasis on tourism studies without any emphasis on management and the influence of sociology and anthropology

therein, which lies in great contrast to American emphasis on hospitality management, which is often influenced by business and disciplines like marketing, accounting, finance and human resources to manage business units in profits. Even in the United States, tourism programs tend to suffer from a lack of critical growth momentum and subsequent funding allocations compared with hospitality management programs. Hospitality management programs tend to reflect the needs and opinions of their customer, the hospitality industry, in order to create better products in the form of graduates and employees that meet their customers' requested specifications. Some tourism programs with emphasis on quantitative research among their faculty members such as economic impacts, forecasting or marketing are in better positions to contribute to the global dissemination of knowledge creation.

(5) Impose Changes to Researchers' Mindset

This may be difficult for some Japanese scholars to accept, but if they want to increase the acceptance of research papers by top refereed journals, they need to understand that specific kinds of research papers may have more potential (Svensson, Svaeri, Einarsen, 2009). In other words, it is more challenging to compete against top researchers without solid knowledge and skills in quantitative research.

We note that at least two of the doctoral programs in tourism in Japan do not appear to require statistical method courses for their doctoral students. This lack of rigorous statistics courses does not prepare their students for competition in global research output in this field. However, there must be numerous researchers in Japan with strong statistical knowledge in other academic disciplines. There are many seasoned, well-published tourism and hospitality management researchers in the world, as close to Japan as Korea, Taiwan, Hong Kong, China, Australia, New Zealand, or as far away as the UK, United States, Canada or any nations listed above Japan in Table 4. We encourage Japanese programs to consider inviting foreign scholars to Japan to stimulate their junior faculty members and doctoral students. Japan's academic semesters run from April to July, October to December and January to February, compared to the majority of the rest of the world's, which start in September. Japan could capitalize on this scheduling difference to invite foreign faculty members when they are off for the semester.

The Japanese government may also offer a conditional full scholarship to promising candidates to study at doctoral programs in high-achieving nations, so that more Japanese scholars can acquire advanced training to educate younger generations.

We sincerely hope that Japan will initiate drastic changes to make tourism and hospitality programs more competitive with the rest of the world to support the national strategy of making Japan dependent on tourism as an industry.

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