

Marketing Strategy for Souvenirs in Kyoto: A Feasibility Study of Blue Ocean Strategy in Tourism

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1. Importance of marketing strategy for souvenirs in Kyoto

The marketing environment of tourism in Kyoto has changed dramatically since the financial crisis that occurred in fall of 2008. Before this crisis, the Yen was weaker against the US Dollar and the Euro. Thanks to this tendency, the number of visitors to Kyoto had increased; however, since last fall, the situation has changed as a result of the global recession and the stronger Yen.

For these reasons, it is estimated that the number of overseas as well as domestic visitors to Kyoto will decrease considerably this year. This means the tourism industry in Kyoto will be severely affected.

Kyoto city succeeded in securing 50 million visitors last year. This means that, quantitatively, the aims of tourism in Kyoto were achieved but the quality of tourism should be targeted for the next stage.

I have insisted that to achieve this aim there should be a precise marketing strategy. This logic was investigated in the thesis titled “Renaissance of tourism in Kyoto-tourism marketing strategy” in 2001. In this thesis, my co-author Ms Honjo pointed out that eating, shopping souvenirs, and lodging should be strengthened immediately because these factors have very high potential for economic effects. At the same time, these factors are situated in the medium range between good and bad according to comments from visitor evaluations. Thus, if these factors were to be improved, they would contribute to the improvement of the quality of tourism in Kyoto.

The landscape and transportation system in Kyoto are very crucial points for tourism. But to improve such factors will take a long time and considerable financial aid will be needed. However, an appropriate marketing strategy will be advanced and the profitability of these factors will be improved in a short time. Furthermore, if these factors

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are advanced, lessons will be adopted for other factors. This shall achieve overall improvement of tourism in Kyoto.

2. Souvenirs in Kyoto

As a first step, improvement of the marketing strategy of souvenirs is very important, because “new” souvenirs are becoming more popular than “traditional” souvenirs in Kyoto. The traditional souvenirs are light and long-lasting, whereas the new souvenirs are heavy and fragile, and include fresh items such as fresh Japanese rice cakes or Japanese pickles.

This change occurred during Expo 70 in Osaka, and this tendency is shown in Table 1. According to this figure, Yatsu-hash, one of the most popular souvenir items in Kyoto, shifted from the baked type to the fresh type. Furthermore, at one time, Japanese pickles were not considered as souvenirs because they were very heavy and their freshness was very important, but recently they have been recognized as a typical souvenir in Kyoto. The most modern souvenirs in Kyoto are vegetables planted and grown in Kyoto, and are called Kyoto vegetables.

New products that have followed this are black Yatsu-hash, which is made from black sesame, or green tea rolls, a cake roll with green tea powder. These new souvenirs are becoming very popular, but at the same time, they are imitated by competitors and are losing their originality. As a result, almost all souvenirs in Kyoto are involved in price competition and are losing profitability. This is a typical “red ocean” situation.

In contrast, for a brighter future of the souvenir market in Kyoto, “blue ocean” strategy should be adopted, because maintaining originality and profitability are key factors for the sustainable development of tourism in Kyoto. So, in this thesis, the possibility of blue ocean strategy in the souvenir market is surveyed.

The “red ocean” here is a concept proposed in *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant* written by W. Chan Kim together with Renée Mauborgne. “Red ocean” and “blue ocean” are described as follows:

Table 1

	1970	1980	1989	1999
1 st	Yatsu-hash	Yatsu-hash	Pickles	Pickles
2 nd	Kyoto doll	Yatsu-hash	Pickles	Yatsu-hasi (fresh)
3 rd	Pickles	Pickles	Yatsu-hash	Yatsu-hash
4 th	Red pickles	Kiyozmizu-yaki	Rice cake	Rice cake
5 th	Kiyomizu-yaki	Fine arts	Rice cake	accessaries

Source : The statistics of Tourism in Kyoto city (1970/1980/1989/1999)

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“Imagine a market universe composed of two sorts of oceans: red oceans and blue oceans. Red oceans represent all the industries in existence today. This is the known market space. Blue oceans denote all the industries not in existence today. This is the unknown market space.”¹⁾

Besides, “In the red oceans, industry boundaries are defined and accepted, and the competitive rules of the game are known. Here, companies try to outperform their rivals to grab a greater share of existing demand. As the market space gets crowded, prospects for profits and growth are reduced. Products become commodities, and cut-throat competition turns the red ocean bloody.

Blue oceans, in contrast, are defined by untapped market space, demand creation, and the opportunity for highly profitable growth. Although some blue oceans are created well beyond existing industry boundaries, most are created from within red oceans by expanding existing industry boundaries.”²⁾

Thus, the ultimate aim of the souvenir industry is the brake out from a red ocean situation and bring about a new blue ocean situation. The decision to conduct analysis will be taken while quoting the frame of this blue ocean strategy in this report.

Marketing strategy in food souvenirs in Kyoto

1. The first stage of the souvenir market in Kyoto (1948-1957)

In Kyoto, the history of food souvenirs goes back a long way. A report titled “Tourism in Kyoto for ten years 1948 to 1957,” is a very basic source—a survey of the period between the end of World War II and just before the rapid economic growth in Japan.

The report pointed out that

- (1) Kyoto souvenirs have the advantage of their own unique influential brand and variety.
- (2) Huge economic effects (more than 40 percent of visitors to Kyoto purchase souvenirs amounting to several million US dollars).
- (3) Advertising effects:

Kyoto souvenirs remind visitors who bought souvenirs to visit Kyoto again.³⁾

Gifts encourage the consumers who receive them to visit Kyoto some day.

According to this report, baked Yatsu-hashu has a dominant position—30 percent of total purchase (food souvenirs have 40 percent market share of the total souvenir market)⁴⁾. The report investigated the reason for this as follows: After the end of World War II, the Japanese suffered from starvation for nearly ten years. Under these circumstances the Japanese people preferred food as souvenirs. Furthermore, during this

period, traveling time to/from Kyoto was very long. Food souvenirs during this period needed to be light for portability and have the ability to stay fresh for eating.

But the situation has changed dramatically because of the improvement of domestic transport in Japan. This is the second period of souvenir marketing in Kyoto.

2. Second stage of souvenir market in Kyoto

The second basic report on this topic is “The history of tourism in Kyoto for 30 years 1961–1991.” This report divides the 30 years into three parts. The first part is the period between 1961 and 1970, called the age of rapid economic growth in Japan. The second part is the period between 1971 and 1980, called the age of economic adjustment in Japan. The third part is the period between 1981 and 1990, called the age of stable economic growth in Japan.

Of these three periods, the first period was the most important, because during this period the 1964 Olympic Games were held in Tokyo and Expo 70 in Osaka. For these national projects, the bullet train (Shinkansen) and highways were constructed. These national events and infrastructure had a positive impact on tourism in Kyoto.

The rapid economic growth brought an affluent society to Japan. The construction of infrastructure such as the Shinkansen and highways gave easy access to Kyoto.⁵⁾ As a result, Kyoto could enjoy a tourism boom. Expo 70, especially, brought 60 million tourists to Osaka in 1970. The report describes how “Expo 70 in Osaka brought a significant change to tourism in Kyoto. Thanks to this event, the visitors to Kyoto increased by 7 million to reach 34 million. This figure is a 25 percent increase compared with the previous year. And the figure has doubled compared with 17 million in 1961..”⁶⁾

“Another characteristic is the progress of motorization. The number of visitors to Kyoto by car was 480 thousand in 1961, which rose to 7 million in 1970. This is a 14.6 time increase during this period.” These comments showed that the number of visitors had increased dramatically. And the means of transport had also changed considerably.

These changes affected the souvenir market as well. For example, the most popular souvenir item, Yatsu-hashishiki, also changed. The report comments as follows: “The most popular food souvenir item is Yatsu-hashishiki. This item was very popular throughout the period. But fresh Yatsu-hashishiki was in the fourth position in 1970 but took first position in 1976, since when it has kept its position.”

Furthermore, “Recently, Japanese pickles have become more popular than before. For example, in 1970, their market share was 12.6 percent of fresh food, but in 1989 its share increased to 43.3 percent.”⁷⁾

This is called the “revolution in freshness” and was brought by the construction of a high-speed transport network such as the Shinkansen and highways, because these

factors contributed to saving travel time and the easy portability of souvenirs. The changes in lifestyle, such as refrigerators in houses or home delivery services of parcels also contributed to this tendency. Thanks to these changes, there were positive effects on the souvenir market such as high yields and an increase in quantity. But at the same time, these changes brought negative impacts such as intense price competition.

Before the age of rapid economic growth, the souvenir items in Kyoto had originality, because almost all of the items were both made and produced in Kyoto. At this period, the number of visitors was limited but after rapid economic growth, their numbers increased dramatically. To respond to this situation, a mass production system was introduced for souvenir items. As a result, Kyoto souvenirs lost their originality and suffered from severe price competition. Furthermore, Kyoto souvenirs lost their originality and suffered from severe price competition.⁸⁾

This is literally a “red ocean” situation, and this kind of chaotic situation became even worse as the copying of products became widespread, with some items not having the proper ingredients or quantities. This introduced serious problems when the situation transferred from the period of rapid economic growth to that of stable economic growth, indicating a transition from the era of quantity to the era of quality. But Kyoto souvenirs were not able to adapt to this situation.

As mentioned previously, thanks to the completion of a high-speed transport network, fresh food souvenirs such as fresh Yatsu-hashi or pickles became popular souvenir items. In this way, the Kyoto souvenir market expanded, because the fresh souvenirs were added to the traditional long-life items.

In the case of Yatsu-hashi, the manufacturers were able to expand their market, but at the same time they imitated new items. As a result, they could not make their products clearly distinct, and this situation continues even now. For example one of the Yatsu-hashi manufacturers invented a new product “Kuro goma Yatsu-hashi, (Yatsu-hashi with black sesame), but soon after this product appeared on the market, other manufacturers imitated the same product.⁹⁾ This kind of behavior has an adverse effect on the market itself because the distinguishing features are lost, price competition is intensified, and a “red ocean” situation occurs.

In contrast, Hokkaido, whose brand is as strong as that of Kyoto, has many excellent food souvenir manufacturers. For example, Rokka-tei, one of the most influential sweet factories in Hokkaido, expanded its business from chocolate products to various other products such as milk, cream, and butter products. The reason Rokka-tei has succeeded in expanding its steady growth and making its own brand is due to its excellent marketing strategy. It uses only Hokkaido materials, such as butter, milk, and so on. Furthermore, it sells its products in Hokkaido only. These policies have given it the dominant position on

the souvenir market because consumers are satisfied with the safety, price, and scarcity value.

Safety comes from the materials, which are domestic and, especially, Hokkaido products. The low prices come from the cost savings from expanding into the broader market.

KISHOSEI (scarcity value) comes from the fact that almost all products are sold only in the Hokkaido area.

Another manufacturer, Royles, also makes chocolate products like Rokka-tei, but the marketing strategy is different from theirs. Royles targets the expensive chocolate market; it also uses Hokkaido materials and also sells only in the Hokkaido market. This is a common characteristic of those two companies, but their marketing strategies are different, thanks to which they need not compete with each other. As a result, they can build up their own position in the Hokkaido market.

How can Kyoto firms learn from this lesson?

Hokkaido firms are able to use the geographical nature-rich image of Hokkaido very successfully. Kyoto firms should therefore use the highly sophisticated cultural and historical image of Kyoto as much as they can. In the next chapter, we shall analyze whether some firms can succeed in such a strategy.

3. Construction of a new corporate image in Kyoto.

(1) Marketing strategy of a long-established store in Kyoto

Kyoto is a historic city. The people of Kyoto have long enjoyed its rich and special food culture. Many special food materials still exist and special techniques for cooking as well. Fu is one of the most typical and popular Kyoto foods. Hanbei-fu, one of the most famous and popular shops, was established in 1689.

Before World War II, Fu was a very popular food for Kyoto people. More than 1,200 firms existed in Kyoto at that time, but after the war the lifestyle, including food, changed dramatically. Western foods became more popular even for Kyoto residents and some traditional foods including Fu became less popular. Now, only 150 Fu firms exist in Kyoto.

How can these firms survive for the future?

It seems that Hanbei offers some hints for answering this question, because under the situation of a shrinking market, it has been expanding its business steadily. Hanbei's marketing strategy is simple. It pays attention to respecting the food culture in Kyoto by trying to combine the historical image with the food culture. Hanbei believes this is the way to keep its dominant position in the market.

Following this strategy, it has been pursuing various tactics one by one. For example, it constructed a new factory in a suburb of Kyoto. The old factory, which was

next door to the head office, was converted into a restaurant because this building is situated in the traditional and historic site of Kyoto. The policy is thorough: Hanbei owns the land that faces the trunk roads, but it does not use this for a restaurant or a shop because a new, huge building shall destroy the atmosphere of the historic site.

The combination of tourism and the landscape of Kyoto is one of the most important agendas for souvenir marketing. Hanbei is the most appropriate example as it has succeeded in balancing business expansion and tourism.¹⁰⁾

(2) Strategy of newcomer

Hanbei has advantages for a marketing strategy, because it has historic heritage, such as shops and its own brand. Can a newcomer compete with these traditional firms? Even newcomers can compete with traditional firms if they have their own, unique strategies. Yamashiro-ya is a newcomer to the souvenir market. Its main business was a mass production food supply to supermarkets, and its annual sales reached 3 billion yen.

To achieve these huge sales, it had been paying attention to the use of domestic materials, because the image for the consumer of domestic materials is safe and trustworthy. It wanted to build up a better corporate image, and decided to build a new shop in Kyoto, because the image of Kyoto is good enough not only for the customers in Kansai (a western region of Japan), but also for all the customers in Japan. They opened a new shop near Kiyomizu-temple, which is one of the most popular tourist destinations in Kyoto. At this shop, they offered a new trial for their customers, that is, a self-compound of a Japanese spice, Togarashi, a hot pepper in Japan. Through this trial, visitors can enjoy this new experience in Kyoto and its self-compounded spices are a good souvenir for them.

The combination of the location (the shop is situated on a historic site), the dramatic interpretation whereby tourists can compound the spices by themselves, the high quality of the products that come from safe domestic materials, all these contribute to putting Yamashiro-ya in a good position regarding their marketing strategy for the souvenir market.

They also pay attention to overseas tourists, because the number of foreign tourists is increasing dramatically. They run some courses in using spices for foreign tourists, who also enjoy this very unique new experience in Kyoto and the Japanese spices from this shop have become a new souvenir.¹¹⁾

The market for Japanese spices is decreasing because the food culture in Japan has been considerably westernized. But if Japanese spices became more popular, even for foreign tourists, the market would expand. This is a new possibility for the spice market. The example of Yamashiro-ya shows that even the newcomer can build their new brand if

they use the image of Kyoto and combine other factors related to Kyoto tourism properly.

Marketing strategy in handicrafts

Handicraft goods in Kyoto are very famous, and the high skills are involved, because the requisite technology has been polished for a long time in Kyoto. Nishijin textiles and Kiyomizu ceramics are good examples.

According to the report quoted in chapter 1, "Tourism in Kyoto for ten years 1948-1957," the market share of handicraft items was 29.9 percent. This is the second biggest share (a food souvenir has the largest share, 52.6 percent), and then in 1956 this share decreased. Handicraft goods took the top share (45.1 percent), followed by a food product (43 percent). This was caused by the change in lifestyle of the Japanese people. After World War II, the Japanese suffered from starvation for nearly ten years, and during this period the main concern of the Japanese people was eating and avoiding starvation. After this period, the Japanese people began to enjoy an affluent lifestyle. Thanks to this transition the market share turned.

The arrival of the affluent society changed the needs for souvenirs again. According to the sample survey on the report, "The history of tourism in Kyoto for 30 years 1961-1991" the market share of food increased from 71.6 percent in 1970 to 99.2 percent in 1989, especially that of fresh food such as pickles that increased dramatically from 35.7 percent to 61 percent, but the share of handicrafts decreased from 57.5 percent to 51.4 percent in the same period.¹²⁾

The background for this change comes from the fact that food souvenirs could enjoy the advantage of innovations such as a high-speed transport network or the technology of storage, but the handicraft items suffered from a disadvantage due to the changed lifestyle of the Japanese.

For example, in the case of Kimono handicrafts, the Japanese lost the need to wear traditional Kimono costume and the sales of kimonos decreased dramatically. At the same time, Kimono-related handicrafts such as the hand-held fan and Japanese handbags also lost their market. Furthermore, not only textiles but also the furnishing industry experienced dramatic change-the traditional Tatami-mat and Shoji curtains room changed in favor of the Western-style living room. Due to this change, the traditional Japanese furnishing industry was badly damaged.

Furthermore, in the affluent society, religious life became less important for the Japanese. Many Japanese have been Buddhists for a long time, and Kyoto was a center for Buddhism. Visiting Kyoto provided not only the fun of tourism but also a visit to the headquarters of each Buddhism sect. The majestic headquarters had huge power and

money that was donated by religious people from each sect. The headquarters paid for the construction of great temples and furnished them. Also, many Sado (tea ceremony) or Ikebana (flower arranging) were closely related to Buddhism or Shintoism. The headquarters of many sects were situated in Kyoto. These social activities also contributed greatly to the Kyoto economy.

For example, a specially arranged room is needed for the tea ceremony. Flower arrangements were put on the Tokonoma. Each for tea ceremony room (Tokonoma) needs a special pillar. Kitayama, north-west of Kyoto, is a palace very famous for Tokobashira, an extremely expensive timber that costs as much as one million yen for one timber pole, because the timber requires a very special way of planting and processing. The added value was extremely high, but the changes in lifestyle caused the need for this expensive timber to drop sharply.

In the case of Kiyomizu crockery, the position of the Japanese teacup has been completely taken by Western tea or coffee cup. The manufacturers have to compete not only with domestic competitors but also with competitors in the outside world.

Kimono costume is very expensive but still very popular for Japanese formal wear, but Chirimen, the everyday Kimono costume has been surpassed by Western-style clothes. The production of Chirimen dropped 99 percent compared with 50 years ago.

Other damage comes from intensifying global competition. In the case of Kyoto handicrafts, the market itself has decreased very much. Furthermore, cheap imports have been increasing rapidly. For example, the tombstone, the symbol of Buddhism is also highly dependent on imports. The price of imports is just one twentieth of domestic products.

This structure is very common for kimonos, ceramics, and other handicrafts. This kind of hollowing out of Japanese industry brings another problem to Kyoto industry. The first problem is the tradition of the know-how of the high technology of production. If the hollowing out of industry continues for long, domestic manufacturing will resume, and finally the highly sophisticated techniques will not be taken over. This would have a very long-term effect on the handicraft industry.

The second problem is the distribution system of handicrafts. In the case of kimonos, Kyoto was not only a center of production but was also the center of distribution. Many wholesalers were situated in Kyoto, for example, in the Muromachi area. The wholesalers invited many buyers from all regions of Japan. When buyers came to Kyoto, Japanese restaurants were often used as a place for business meetings. Much accommodation was needed for business purposes. The textile business was lucrative then, and the visitors themselves purchased kimonos and accessories, thus completing the cycle of consumption in Kyoto. Therefore, once the kimono industry faced depression, the

economy in Kyoto also faced difficulties.

As was analyzed above, after World War II, the rapid changes in Japanese society had a big influence on the souvenir market in Kyoto. The dramatic changes were brought about by the realization of the affluent society, the Westernization of daily life, and the construction of a high-speed transport system. Under this kind of new situation, some corporations succeeded in catching and utilizing this trend, but some failed to do so or overlooked the changes. As a result, these corporations fell into stagnation or decline.

In the near future, the Japanese will stay in long-term economic stagnation, but there is a bright light to be seen in the increase of overseas visitors to Japan. Where is the point of opening up the prospects for a brighter future for souvenir marketing?

The point is that souvenirs bring back original items for sale and find unique items that are not found elsewhere. This way, souvenir marketing should be designed to stimulate the purchasing will of the consumer. There is little sign of such a movement in Kyoto now, but it needs to be looked at. Therefore, in the next section, some examples that were successful will be taken up, to find the prospects for this industry in the future.

The new development of the souvenir

(1) As was analyzed in chapter 1, the popularity of souvenirs has shifted from items with a long storage life such as Yatsu-Hashi to fresh Yatsu-Hashi whose storage life is shorter. Recently, fresh foods such as pickles have become more popular because of the presence of refrigerators and home delivery systems. This is a recurrent phenomenon, that souvenirs should have an originality and rarity. There is a “Kyoto vegetables” boom and, furthermore, it is the freshness of the pickles that is demanded. Kyoto vegetables such as Kamo-eggplant, Shogoin radish, and Kujo leek have been prized by Kyoto people as local brands for a long time. However, as is characteristic of vegetables, distribution was limited to a small area, and, despite the rarity, they could not be considered as souvenirs due to the problem of transportation.

Recently this situation has changed considerably because of the recent Kyoto boom; the publicity has been affected by the media during the gourmet boom, too, and Kyoto greens have become one brand. Furthermore, the vegetables show their true value by being connected with the recipe, so it is important for visitors to Kyoto to taste them to maintain an image of Kyoto in the future.

In fact, one of the companies that deals with many Kyoto vegetables is securing a market for processed foods such as curry.

This item has become very popular among its customers because of its good taste and uniqueness. However, if this company professes to use Kyoto vegetables, it is not

allowed to use the vegetables of other production centers for ethical reasons. There is a problem with the stability of the supply. But at the same time, the custom in Kyoto of using vegetables without waste is admirable, the reputation for the area brand which Kyoto has, and the refined image of Kyoto cooking will contribute to establishing Kyoto vegetables becoming a promising product or souvenir.¹³⁾

(2) Ice cream in Kyoto

As Kyoto vegetables become famous through a combination of Kyoto cooking, Japanese green tea, which is a traditional food of Kyoto, has great possibilities connected with Uji tea among other things, even if this means that powdered green tea ice cream is familiar to a young generation rather than powdered green tea as a drink. Some green tea shops in Kyoto have paid attention to this point, and these shops have become famous for green tea ice cream or parfait.

In addition, in the past, many visitors to Kyoto did bulk buying for distributing souvenirs in their neighborhood and to colleagues in their workplace. But recently the cost of selling has become too high, because many consumers ask for samples worth only 1000 yen. Therefore, souvenir shops have begun to pay more attention to green tea ice cream because, although the selling price of green tea ice cream is low, the popularity is high and the quantity of sales is relatively secured. However, because it is difficult to differentiate one shop from another selling similar soft ice cream, one shop did a trial developing soft cream from natural ingredients that are suitable even for children while also succeeding in pulling in customers.

It is difficult to sell soft cream and parfait as souvenirs, because it is fragile. But it is thought that it will be useful for the development of other food souvenirs in the future from the following points of view:

- (1) Japanese green tea fits Kyoto's image as it provides a new possibility, not as a drink but as a food.
- (2) Japanese green tea succeeds in differentiation by examining the ingredients more closely.
- (3) It opens up the possibility of a type of business model with small profits and quick returns that matches low-priced world trends.
- (4) It emphasizes the possibility of producing locally and consuming locally. It will be useful for the future development of other food souvenirs.

(3) New room ornaments

It was analyzed in Chapter 2 that Kimono and Japanese foods were highly influenced by the change of lifestyle; however, there is an example of a successful outcome with

regard to the change through adopting new business opportunities. A souvenir shop developing their own indoor ornaments has succeeded in attracting customers. The point of differentiation of this shop was a design without any sense of incongruity and the use of color in the Western-style rooms as in apartments. This is similar to how Nishijin textiles utilize their design characteristics, where a color creates a new Japanese-style tie. The importance of this example may be said to be the ability to design products according to the new lifestyle while utilizing a conventional product. In addition, some shops have begun to sell secondhand kimonos at cheap prices to foreigners to be made into pajamas or for a wallet or accessory case.

This is a new niche market that has taken advantage of the drop in the high price of new kimonos and the low price of used articles. This new idea has come from foreigners as it has never been part of Japanese common knowledge. It may be said that this kind of phenomenon brings about new possibilities corresponding to the globalization of the economy and sightseeing.

(4) Correspondence for globalization of sightseeing

It was mentioned earlier that a new idea was born not only on the development side of souvenirs, but also on the sales side, and an appropriate marketing strategy is demanded by the globalization of sightseeing.

For example, as regards the Japanese tourist, the world sightseeing enterprise was able to let the name resound all over because of the once large quantity of souvenirs, with a Japanese sightseeing style and behavior pattern in the background; this was well grounded.

In other words, the etymology of “souvenir” comes from “Miyake” in the Shinto, which means sharing a gift from God with a friend. Therefore, naturally, in the case of the Japanese, people should share the “result” as an act of charity with neighboring human beings in the case of the represented religion.

In contrast, in the first place, a souvenir is ideally considered to be thin. In the case of the individualism of Westerners, the object was acquired for the family and they claimed to buy a souvenir for themselves as a memory of their travels; as a result, for example, for the European and American, the preferred souvenir seems to be a picture postcard, but in Japan, items are usually sold in sets.

On this account, it is assumed that selling individual items to Westerners is inefficient for souvenir shops and has to be avoided, but it is necessary to build a marketing strategy that takes into account the different concepts of a souvenir stated above.

In the years of high prosperity and growth, tourists from Asia were considered sure

to become the main stream of foreign tourists for the future, and this became an important viewpoint.

In contrast, for example, the current Chinese tourist has a common aspect with the mentality of the Japanese of the earlier period of high growth economy—a tendency to purchase large quantities of souvenirs. This reflects present Chinese overseas travel, but the tendency does not seem likely to continue.

In addition, the action of tourists from the mainland is different from those from Taiwan who are also Chinese, and even with Asians, Koreans, and Singaporeans, sightseeing has a pattern, but a difference is noted.

It will be important in the future for the Japanese tourism industry to analyze this kind of difference carefully and carry out an appropriate marketing strategy.¹⁴⁾

(5) Fusion with play and learn

Recently, a cry has been heard from the Japanese sightseeing, public facing the remarkable increase of overseas visitors to Japan, that “this leads to a tendency for the sale of souvenirs not to be analyzed enough regarding the needs of the Japanese tourist, and to be concentrated on satisfying the needs of foreign tourists..” But there are ways to solve this problem.

For example, new possibilities will appear from adopting the ideas of foreigners to revive the old-style kimono as a gown for foreign tourists and for making Japanese-style wallets—ideas that are not part of the Japanese way of thinking. Therefore, for example, in Yamashiro-ya, as described in Section 1, the idea of holding cooking classes for foreigners is an attempt to tie in with the new development of souvenirs. Yamashiro-ya analyzed that young Japanese did not know about the usage of dried foods, and thus they opened the second floor of the store to Japanese tourists for a cooking class as a trial, with the idea that this would reclaim the new market by having tourists learn a recipe.

In a sense, it is natural that sales do not occur without an understanding of the usage; even if foreign tourists are attracted to dried food in itself, the Japanese who should have familiarized themselves with dried foods many years ago when foreigners were first attracted to it by color and form.

However, for example, the use of red peppers is common among other things, and the use of spices as basics of the food culture allows you to be interested in the taste and recipes using these spices. In the neighboring country, Korea, the Japanese have been introduced to new ways of using their spices. This introduction into new ways of using spices and the difference with conventional spices may lead to the adoption of a new outlook in Japan. In this time of globalization of sightseeing, this will not be considered a negative action, and the development of a new sightseeing souvenir will be advanced, and

an original product will emerge from it. An end to the days of red ocean sightseeing souvenirs should be emphasized, giving way to the opening scene of a play in blue ocean times.

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