

**The 3rd Tourism Strategy Study Group -  
Mr. Yoshiharu Hoshino, CEO of Hoshino Resorts Co.,Ltd.**

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As a part of the Tourism Strategy Group, the Tokyo Metropolitan Public University Corporation invites people from the industry who have support the project to study tourism in a new world in a wide range, multifaceted, and depth. This year, which is the final year of the project, we will hold study groups on the theme of "How to Revive Post-pandemic Tourism," given that the tourism industry has been hit hard by the COVID-19 pandemic and is still in a difficult situation.

The third Tourism Strategy Study Group was held on Thursday, November 19, 2020. Mr. Yoshiharu Hoshino, CEO of Hoshino Resorts Co.,Ltd., was invited as a lecturer and spoke on "How to Revive Tourism after COVID-19".

Lecturer: Mr. Yoshiharu Hoshino, CEO, Hoshino Resorts Co.,Ltd.



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Born in Karuizawa, Nagano Prefecture in 1960. After graduating from the Faculty of Economics at Keio University, he completed a master's degree in The Cornell University School of Hotel Administration in the United States. After returning to Japan, he took over the family business from his father and was appointed CEO of Hoshino Onsen Ryokan (now Hoshino Resorts) in 1991.

Since then, he has been involved in the revitalization of bankrupt resorts and hot spring inns, and has managed facilities such as "Hoshinoya", "KAI", "Risonare", "OMO" and "BEB." He is "a pioneer of the resort industry".

In 2003, he was selected as "Tourism Charisma" by the Ministry of Land, Infrastructure, Transport and Tourism.

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In his lecture, he talked about the history of Hoshino Resorts, the efforts of Hoshino Resorts in the COVID-19 disaster and the tourism industry after COVID-19.

Following the spread of the COVID-19 infection and the declaration of a state of emergency, the operating rate of Hoshino Resorts have dramatically decreased. In such circumstance, I showed the "probability of default" to the company and be open about the business situation to get rid of employees' anxiety. At the same time, company set up and implemented three major policies: "grab the cash and don't let it go," "maintain human resources and prepare for revival," and "lower the priority of CS and brand strategies."

After the declaration of a state of emergency was lifted, in anticipation of a recovery in domestic travel demand, we focused on micro-tourism by developing an app to keep track of congestion information for the facilities in the hotel, establishing a new buffet style, etc., and deal with "avoiding 3C's" and "hygiene management" thoroughgoing. As a result, with the support of "Go To Travel" campaign, we succeeded in recovering our business performance to a profitable state around July.

As for what Japanese tourism industry should do with an eye on after COVID-19 pandemic, he pointed out that the "current tourism industry is not linked to capital investment because of its extremely low productivity and weak profitability, despite the fact that the tourism industry as a whole show a huge demand of 28 trillion yen."

He then concluded his lecture by stressing the importance of "Increase customer satisfaction by proactively investing in human resources and equipment preparing for the actualized overlooked domestic demands and the leveled demands through the staggered vacations."