



## Tetsuo Kuboyama

Founder & CEO, PGH Enterprise Co., Ltd.

PhD-Management Science

< Subsidiaries >

Founder & CEO, The Institute of International Tourism & Hospitality Inc.

Founder & CEO, The Park Grace Hotels Co., Ltd.

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Tetsuo Kuboyama's Profile

### Reference Chart of Personal History

#### **Academic background:**

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|------------|--|
| March 2021 | Graduated from the doctoral program of the Graduate School of Management, Kyoto University |
| March 2018 | Graduated from the Graduate School of Management, Kyoto University                         |
| May 1975   | Graduated from the School of Hotel Administration, Cornell University                      |
| March 1971 | Graduated from the Faculty of Law, Keio University   |

#### **Professional background:**

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|----------------|---|
| July 2015      | Setting off The Institute of International Tourism & Hospitality Inc.   |
| April 2013     | Setting off The Park Grace Hotels as the operating company that specializes in luxury hotels.   |
| March 2013     | Founder & CEO of The PGH Enterprise Co., Ltd.<br>Retirement from the CEO of The Windsor Hotels International.   |
| April 2007     | Designated as the main venue for the Hokkaido Toyako (G8) Summit  |
| June 2002      | Opened The Windsor Hotel TOYA Resort & Spa<br>Opened The Windsor Hotel School   |
| November 2000  | Retirement from the Advisor of the MORI TRUST CO., LTD.   |
| September 1999 | Advisor for the Corporate Strategy of the MORI TRUST CO.,LTD.   |
| January 1997   | President and CEO of The Windsor Hotels International.  |
| January 1991   | President and CEO of NHV Hotels International (currently Hotels Division of Huis Ten Bosch Co., Ltd.), Grand General Manager (C.O.O.) of five hotels. |
| October 1989   | Deputy General Manager, Tokyo Bay Hilton (currently Hilton Tokyo Bay)   |
| 1987           | Manager, Division of Corporate Strategies, Hotel New Otani Osaka  |



1985 – 1983 Assistant to Vice President (Kazuhiko Otani, currently President) and Corporate Marketing Manager, Tokyo Headquarters of Hotel New Otani

June 1981 Deputy General Manager, The New Otani Los Angeles

December 1980 Deputy General Manager, The New Otani Kaimana Beach Hotel (Hawaii)

November 1978 Joined The Hotel New Otani

1978 Assistant to the General Manager, Assistant Director of Banquet Sales

June 1975 Assigned to the Waldorf=Astoria Hotel (New York)

Joined Hilton Hotels Corporation (headquartered in Chicago)

May – November 1972 Worked at The Imperial Hotel Tokyo, Japan

**Others:**

April 2017~ Steering Committee Member of Integrated Hospitality Education Program at Kyoto University subsidized by Ministry of Economy, Trade and Industry

February 2017~ Associate Program Manager Impact Program founded by Cabinet Office, Government of Japan

April 2016~ Advisory Committee Member of MBA program for Tourism industry subsidized by Japan Tourism Agency

April 2016~ Steering Committee Member of Integrated Hospitality Education Program at Kyoto University subsidized by Ministry of Economy, Trade and Industry

2015~ Tourism Advisor of Mayor Nakagawa, Nara City

School Master of *Mahoroba* Tourism College established by Nara City

September 2014 Lectured on methods of hotel management at Kyoto University.

2007 Certified as the first “Hospitality Person” by Japan Hospitality Academy.

September 2004 Selected as a member of the Curriculum Committee, Central Council for Education, Ministry of Education, Culture, Sports, Science and Technology

January 2002 Selected as the member of the “President Circle” of the Cornell University.

March 1996 Selected as a Japanese representative of the “1st Alumni Showcase” organized by the Cornell Hotel Society

1993 Earn the prize for “Nominated Alumni Showcase” of Cornell University.

November 1992 Selected as one of the Distinguished Alumni of the Waldorf=Astoria Hotel and joined the Best Alumni Club, becoming the 2nd Japanese hotelier to do so following Ichiro Inumaru (former Imperial Hotel president)



## Achievements by Projects

### 1. The Windsor Hotel Toya Resort & Spa ( 1997~2012 )

Transformed a hotel that had been regarded as impossible to rehabilitate into a hotel that can host the G8 Hokkaido Toyako Summit as the main venue by a foresighted high-price strategy and through elaborate strategic marketing.

2012 - Three restaurants in the hotel won six stars in total in the Hokkaido version of the Michelin guide in 2012, becoming a hotel with the largest number of Michelin stars for its restaurants along with Four Seasons Hotel Hong Kong.

The hotel itself won the highest rating of five pavilions in the same guide, the highest among the hotels in Hokkaido. Since all of those awarded with three stars in the Hokkaido guide used to work or had other association with the Windsor Hotel Toya, it attracted a lot of attention, and established its position as a hotel that boasts the highest level of food culture in Japan.

- Frédéric Lalos, a French baker with the title of “Un des Meilleurs Ouvriers de France” (MOF; one of the best craftsmen of France), who supplies top restaurants in France, opened his first branch in Japan, Lalos, in the hotel.

- The hotel section achieved growth in operating profit for four years in a row since its reopening and a gross operating profit (GOP) margin of 25 percent when the average GOP margin at major luxury hotels was less than 10 percent.

2008 The hotel hosted the G8 Hokkaido Toyako Summit. In the history of the G8 Summit meetings held in Japan, it was the first time for all the G8 and EU leaders to stay at a single hotel. No accidents or incidents were reported during the period of the meetings. The then prime minister, Yasuo Fukuda, expressed gratitude for this.

2007 - The hotel was chosen as the main venue of the G8 Hokkaido Toyako Summit.

- The amount of money spent by customers exceeded 55,000 yen per person per day, the highest among hotels in Japan, including those funded by foreign capital.

(\*The average daily rate per person was 5,500 yen before Kuboyama undertook the operation but jumped to 48,000 yen in the year after he reopened the hotel, and eventually reached 55,000 yen.)

2002 - The hotel became a member of the Leading Hotels of the World, a luxury hotel consortium, as the only one hotel to do so in Hokkaido. It is rare for a hotel to join the consortium before its opening.

- Successfully invited Miyamasou to open in the hotel its first branch, despite the reputation that the long-established restaurant and inn in Kyoto would never expand its business



elsewhere. With 11 more restaurants, the Windsor Hotel Toya became the resort hotel with the largest number of eating facilities in it.

- Reopened The Windsor Hotel Toya
  - Opened The Windsor Hotel Toya Hotel School
- 2001 Successfully invited the three-star French chef Michel Bras to open his first overseas restaurant in the Windsor Hotel Toya. This helped prompt more three-star restaurants to branch out in Tokyo and trigger a second gourmet boom in the country.
- 1997 Kuboyama was entrusted with the task of rehabilitating the former Hotel Apex Toya and changed its name to the Windsor Hotel Toya with the aim of revamping the brand. In order to minimize cost borne by the owner during the transitional period of rehabilitation, he proposed that the hotel should continue operation and show customers how the hotel would be reborn, thereby establishing what he calls an “open kitchen-like” rehabilitation method. (After the owner went bankrupt, the hotel was closed from 1998 to 2000 to prepare for reopening.)

## **2. Five hotels in the Huis Ten Bosch theme park in Nagasaki ( 1991~1996 )**

Kuboyama achieved growth in sales and profits of five hotels in the Huis Ten Bosch theme park- the Royal Guest House, Hotel Europe, Hotel Den Haag, Hotel Amsterdam, and Hotel ForestVilla-by using the common concepts while setting different customer bases and prices for each hotel, as well as giving staff thorough and strategic instructions, thereby catering to a wide range of customer bases and attracting a large number of visitors.

- 1995 - Hotel Europe ranked No.1, Hotel Amsterdam ranked No.4 and Hotel Den Haag ranked No.6 in Japan in revenue efficiency for the fourth consecutive year.  
The hotel section reported growth in operating profits for four years in a row since opening.
- 1994 - Hotel Europe ranked No.1, Hotel Amsterdam ranked No.2 and Hotel Den Haag ranked No.6 in Japan in revenue efficiency for the third consecutive year.
- 1993 - Hotel Europe ranked No.1 and Hotel Amsterdam ranked No.3 in Japan in revenue efficiency for the second consecutive year.
- Kuboyama formed an alliance with Cornell University’s School of Hotel Administration and invited Professor Sheryl Kimes to give a lecture. This has helped spread the idea of yield management and raise awareness toward advanced management systems in the Japanese hotel industry.
- 1992 - Hotel Europe was accepted as a member of the Leading Hotels of the World, an international consortium of top-class hotels, only eight months after opening (the first membership awarded in Kyushu).
- Hotel Europe ranked No.1 and Hotel Amsterdam ranked No.5 in Japan in revenue efficiency



(annual revenue per room) in its first year.

- 1991 - As the Grand General Manager (COO) of the five hotels, Kuboyama launched five hotels at the same time within a year for the first time and put their management and brand marketing on track.
- The movie *Minbo no onna* (*Minbo—Or the Gentle Art of Japanese Extortion*), directed by Juzo Itami, was filmed in Hotel Europe.

### **3. Hilton Tokyo Bay ( 1989~1990 )**

As a vice general manager of Hilton Tokyo Bay, Kuboyama worked to enhance operations and sales. Kuboyama facilitated smooth communication between non-Japanese management team members and Japanese employees, thereby raising morale among employees and helping them understand corporate strategies.

- 1990 - A TV drama series adapted from the gekiga (adult-themed manga) series *HOTEL* (Hotel) by Shotaro Ishinomori, which features a character modeled after Kuboyama, was filmed mainly at the hotel. The TV drama version aired on Tokyo Broadcasting System Television became very popular, with viewer ratings of more than 15 percent (maximum 25 percent), and greatly stimulated public interest in the hotel industry.
- 1989 - The business daily *Nihon Keizai Shimbun* reported that Kuboyama was invited to become a vice general manager as the first Japanese to be headhunted by an international hotel corporation.
- The sales in the bridal section doubled in one year.
  - The hotel achieved an annual occupancy rate of 92 percent and average daily rate of 42,000 yen, and ranked among the most profitable Hilton International hotels in the world.

### **4. New Otani Hotels ( 1978~1989 )**

Kuboyama was promoted to a vice general manager of an overseas hotel when he was only 32 years old and turned around the hotel in slump. Kuboyama's knowledge in details of hotel operations, including development of menus at restaurants, engineering related to equipment and facilities, and creation of a pension system for employees, and ability to see things from management's viewpoint were highly evaluated, which gave him chances to undertake a number of important projects at New Otani Hotels, such as negotiations for the opening of a three-star restaurant and a bid to host an IMC conference, while assisting the president.

- 1989 - In the sales department of Hotel New Otani Osaka, he assumed the post of the manager in charge of strategies. He led the hotel's successful bid to host an IMC conference in Osaka.



The hotel was recognized as the top luxury hotel in the Osaka area, overtaking Royal Hotel, and was awarded the 21st place, following Hotel Okura Tokyo, in a worldwide hotel ranking by the finance industry magazine Institutional Investor.

(\*Note: Part of a novel *Hoteru uman* (Hotel woman) by Yoko Yamazaki was written based on the above event.)

- 1985 - Engaged in marketing for the branch in Hotel New Otani Tokyo of La Tour d'Argent, a Michelin three-star French restaurant in Paris, and helped create what is known as a “gourmet boom” in Japan.
  - A main character in a popular gekiga (adult-themed manga) series *HOTEL* (Hotel) by Shotaro Ishinomori was modeled after Kuboyama.
- 1981 - As a vice general manager of the New Otani Hotel and Garden in Los Angeles, he initiated rehabilitation of its Japanese restaurant Senbazuru, achieving a 10-fold growth in sales in one year. Senbazuru was praised as the best Japanese restaurant in the city by the Los Angeles Times.
- 1980 - As a vice general manager of the New Otani Kaimana Beach Hotel, he turned around the hotel, achieving in one year the highest profits since its opening.

#### **5. The Waldorf Astoria ( 1975~1978 )**

Kuboyama is considered the only Japanese to have worked under direct guidance of the legendary hotelier Frank G. Wangeman, from whom Kuboyama learned the essence of a top luxury hotel. This had a great impact on the formation of his hotel philosophy later. Kuboyama believes the systems for quality control, inventory control, and sales he experienced at the Waldorf Astoria New York were more advanced than those currently seen in Japanese hotel operations and has applied those advanced systems to his projects later in Japan.

- 1977 - When a massive blackout occurred in New York City in 1977, he assisted the general manager in addressing the situation.
  - While he was in charge of service for Jean MacArthur, the widow of General Douglas MacArthur, who was living in the hotel, he learned how to view culture.
  - Through conversations with the world-renowned singer Frank Sinatra, he learned the essence of value-added marketing.
- 1975 - Kuboyama was in charge of service for VIPs from Japan and Europe as well as sales marketing.
  - Served Japan's Emperor Hirohito at Waldorf=Astoria during his visit to the U.S.



## Books

- July 2016 *Otona no tameno Hotel no Tsukaikata*, (Hotel Instruction manual for mature users) SB Creative
- January 2014 *Hospitality Marketing no Kyokasho*, (Textbook of Hospitality Marketing) Jitsugyo no Nihonsha
- August 2008 *Hospitality*, Index Communications
- May 2008 *Yume no Hotel*, (Hotel of Dream) Shogakukan
- February 2006 *Service no Kyokasho*, (Textbook of Hospitality) Index Communications
- July 2003 *Service Tetsugaku*, (Philosophy of Service) Index Communications
- June 2002 *Project Hotel*, Shogakukan
- June 2000 *Hotel Hodo Sutekina Shobai wa Nai*, (Hotel – The most exiting business) Ohta Publications
- April 1993 *Humanware no Hotel-gaku*, (Hotel Management by Humanware) Nihon Keizai Shimbun

### Modeling books:

- 1990~1991 *Hotel Woman*, Yoko Yamazaki, Mainichi Newspapers
- 1987 *Hotel*, Shotaro Ishinomori, Shogakukan

### Other books:

- May 2009 *Hospitality no Shotai*, Tetsuji Yamamoto and Koh Kato, Business sha
- January 1998 *Saijo no Hotel*, Shoji Tomita, Ohta Publications
- December 1997 *Hotel-oh ni Naro*, Akihiro Nakatani, Ohta Publications  
(Introduced as the leading hotel persons in Japan)

## Papers

- October 2021 “Exploration of micromechanisms in the process of value co-creation - Derivation of reciprocal value co-creation between customers and service providers -“ Conference Proceedings, 10. pp. 304-310, Japan Marketing Academy (In Japanese)
- March 2021 “Creation of a practical framework for value co-creation service management - Marketing research focusing on service characteristics - “ Kyoto University Research Information Repository



March 2020

“Omotenashi” Must Comprise Hospitality and Service - The Importance of a Clinical Approach to Practice and Science in the Service Industry-. ICServ 2020: Serviceology for Services pp 34-53.