

THE ONLINE MARKETING OF GUAM'S OVERSEAS WEDDINGS IN JAPAN

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Abstract *Destination weddings are increasing in popularity with Asian travelers, and as a result, many popular tourist destinations have established packages to accommodate couples for their overseas wedding experience. Some of the more well-known destinations for weddings with Japanese couples are: Hawaii, Guam, Australia, Europe, and the U.S. mainland. One reason for a couples' decision to have a wedding overseas can be attributed to lower cost. Hawaii leads as the wedding destination for Japanese tourists, but Micronesia (primarily Guam) follows Hawaii with nearly 30% (JTB, 2006:4). Guam has a well-established infrastructure to conduct weddings for Japanese couples and is an important Japanese wedding destination with a 24.4% share of the Japanese overseas wedding market (Travel Journal International, 2008). This paper examines the niche market of Japanese overseas weddings on Guam and presents an analysis of Japanese marketing literature. Its focus is on Japanese online marketing materials to identify common elements of marketing that are used to attract overseas wedding couples, their families, and guests from Japan. Online content used for the marketing of weddings, the types of amenities offered in wedding packages, price levels, and methods used in differentiating Guam's wedding experience from other destinations area.*

Keywords *Japan, Guam, Tourism, Chapels, Destination Wedding*

INTRODUCTION

The wedding industry worldwide is a multibillion-dollar industry, one that is estimated at between 70 and 150 billion dollars in the United States alone (Stephenson and Lockwood, 2006:14). The industry typically includes not only the marriage ceremony, but also the various elements that add to revenue generation for a variety of businesses. Although these elements vary by culture, they may include clothing, flowers, music and other services that are a part of the ceremony, reception, honeymoon, and wedding-related parties. The number of weddings in the world is estimated at 115,000 per day (AFWPI, 2011). Every year in the United States, there are approximately 2.5 million weddings, and the wedding business has developed into an industry that generates 40 billion dollars per year (The Wedding Report Inc., 2011).

Just as it is in the United States, the wedding industry in Japan generates substantial revenue. In 2010, the wedding industry in Japan was estimated at ¥2,748 billion, or 36 billion dollars at ¥77 to one USD (Yano Research Institute,

2011). Japanese cities are frequently listed as some of the world's most expensive places to live (Finfacts, 2011) and the country is known as one of the most expensive places to get married. As a result of Japanese domestic wedding practices, "a huge service industry has bloomed around the business, from high-definition Blu-ray movies of the service, to parties involving multiple changes of dress, ring relays, cake cutting routines, gallons of champagne and pretend priests" (Tokyo Weekender, 2011).

Destination weddings are gaining popularity in industrialized countries like the United States and Japan, typically due to lower costs. In the US, 16 percent of weddings are in this category, and the average destination wedding cost is \$20,600 (Sardone, 2009), while the domestic wedding cost is \$24,066 (Wedding Report, 2011). The popular destination wedding spots for US couples are Las Vegas, Hawaii, U.S. Virgin Islands, Jamaica, Bahamas, Mexico, and Florida. Because of the high cost of weddings in Japan (AFWPI, 2009), and other reasons such as "a symbolic move to highlight the romantic relationship with the focus on the couple instead of family and friends (Schumann and

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Amado, 2010), many Japanese couples are tying the knot in overseas destinations. For Japan, over half of all overseas wedding are performed in Hawaii, which is overwhelmingly popular. This is followed by Micronesia (primarily Guam) with nearly 30%, while Australia and other destinations In Oceania run at 10% (JTB, 2006:4).

This paper will focus on the online marketing of Japanese overseas wedding market on Guam due to Japan's proximity to Guam (less than 3.5 hours flight time), Japan's 74% market share of Guam's visitor arrivals (Guam Visitors Bureau, 2012), and the high level of Internet usage among the Japanese population (Internet World Stats, 2011).

Growing Online Presence

The number of Internet users in Japan has been growing steadily throughout the past decade. According to ITU (International Telecommunication Union), the United Nations specialized agency for information and communication technologies, Japan had 99,143,700 Internet users as of June 2010, as shown in Table 1 (Internet World Stats, 2011). This equates to 78.2% of Japan's population. Following China and the United States, Japan currently ranks third in the world in the number of Internet users (Internet World Stats, 2011).

Table 1: Japan Internet Usage and Population Statistics

Year	Users	Population	% Of Population
2000	47,080,000	126,925,843	37.1 %
2005	78,050,000	128,137,485	60.9 %
2007	87,540,000	128,389,000	68.0 %
2008	94,000,000	127,288,419	73.8 %
2009	95,979,000	127,078,679	73.8 %
2010	99,143,700	126,804,433	78.2 %

Source: www.internetworldstats.com

It is important to note that Japan not only has a high percentage of Internet users, Japan also has consumers that are mobile and very active online. Japan has the distinction of having the highest mobile saturation of any country at 65%, with the average Japanese online consumer spending \$527 annually, second in the world to the US consumer who spends \$692 a year online (Globalization Partners International, 2010). Not only is mobile Internet penetration in Japan more than double the US or top European countries and mobile advertising expenditure in Japan is 15-38 percent of the total global figure (Billich, 2010). Wedding companies in Japan have capitalized on this trend and have made information about their services available online to be accessible by smartphones.

A number of wedding Japanese companies manage the production of overseas weddings for Japanese couples. Japan's largest player in the Japanese overseas wedding market is Watabe Wedding Corporation (website: <http://www.watabe-wedding.co.jp/>). Watabe provides various wedding services both domestically and internationally. Watabe Wedding Corporation had revenues of ¥19.7 billion (\$256 million USD) for the year 2010 (Bloomberg BusinessWeek, 2011). Some of Watabe Wedding Corporation's competitors in Japan that also conduct business in overseas weddings include, World Bridal, Co., JTB Wedding, and Best Bridal, Inc. This study will examine how Japanese overseas companies market their services on their websites for destination weddings in Guam and the Micronesian region. By examining how these services are marketed online, we are able to identify Japanese consumers' expectations in this industry.

Chapels and Overseas Wedding Companies

Hotel chapels are a very important component for the Japanese overseas wedding industry. Many of these chapels have individuals that are not ordained clerics dress up as pastors and priests to officiate at weddings (Brooke, 2005). A survey carried out by Recruit Co. Ltd, a large Japanese data-gathering firm, revealed that 70 percent of newly wed couples in Japan got married at "Christian style" weddings (Yukimoto, 2008). However, the growing popularity of chapel weddings in Japan does not mean that Japanese couples are going into an actual commitment to faith and Christian affiliation. Although the majority of Japanese today choose Christian-style weddings, the actual number of Christians amounts to less than one per cent of the total Japanese population (Vu, 2010).

Due to restrictions in using established chapels, such as the Catholic Church chapels that in some regions limit weddings to those of the Catholic faith, hotels and wedding companies have constructed beautiful chapels in wedding destinations to accommodate this need. One of the earliest destinations to do this is Guam (Schumann and Amado, 2010). Hotel chapels have been built for the sole purpose of accommodating couples mainly from overseas, that want to have their wedding ceremony held in a beautiful venue. Because of the large number of weddings and the systemized production of the wedding packages that include the dimensions of Efficiency, Calculability, Predictability, and Control, one may identify them as good examples of the McDonalidization of Weddings as described in The McDonalidization of Society (Ritzer, 2008).

Japanese overseas wedding companies and other wedding related businesses play a large role for couples preparing for marriage. Wedding companies that handle overseas ceremonies are an established tradition in Japan. They are

headquartered in the major Japanese cities and have satellite offices throughout the country to handle inquiries locally. The companies' services include destination wedding service and their travel arrangement as well as domestic wedding services. These include venue operations, wedding attire, and other wedding wear rentals for special occasions. Wedding companies typically offer total packages for wedding attire, hair and make up, and photo shoot services, in addition to domestic wedding consultation. These services may include the coordination and creation the ceremony and reception, and the recommending of wedding gifts, such as furniture, beddings, and jewelry (Bloomberg BusinessWeek, 2011). According to a description in a New York Times article, wedding company catalogs may include details of "fairy-tale castles in France and Switzerland and stone churches in London and Paris. The packages also include all the wedding basics — from white dresses and makeup and hairstyling to the grooms' fresh white gloves" (Carvajal, 2007). The popular televised Royal wedding of Princess Masako in 1993 that combined both Japanese and western formal traditions created a wave of copycat brides (Tokyo Weekender, 2011)

Figure 1: Zexy Magazine, Japan's "Marriage Bible"



Source: <http://business.nifty.com>

Japan's largest wedding magazine or "marriage-bible" named Zexy provides guidance to couples in a hefty 1000 page publication (Tokyo Weekender, 2011). Zexy, published by Japan's Recruit Co., Ltd., is dedicated to marriage venues, jewelry, dresses, gifts, wedding tips, interviews and everything else in the bridal sphere. This publication is voluminous in content and because of the heavy weight of Zexy, the publication is often sold with a specially reinforced

carrier bag. Zexy covers various cities and regions throughout Japan and overseas destinations, including Tokyo, Kansai, Nagoya, Japanese resorts and overseas resorts and sells over 33,000 copies each year. (Tokyo Weekender, 2011).

The magazine offers a website for the growing number of consumers who prefer to search for information online, whether on computer or via mobile telephone. The website address is: <http://zexy.net/> and is currently operating with webpages and links in Japanese language only. Recruit Co., Ltd. also offers Zexy Navi, which helps users find the best wedding center, look into open dates and times, and make preliminary reservations face-to-face, on the Internet, and over the telephone.

Methodology

This study selects the case study approach. It will examine the case of overseas wedding companies operating on Guam by utilizing the online environment (Internet) to review and compare wedding companies' use of text and graphics for capturing the Japanese wedding market. All searches and review of text will be in the Japanese language due to the general lack of information provided in English.

The identification of wedding companies doing business on Guam will be conducted by searching online for Japanese wedding companies operating businesses in Micronesia, which is typically used as a group for Guam and the Northern Mariana Island. There will then be a filtering of the group of companies operating in Micronesia to those that are physically offering wedding services on the island of Guam.

As the comprehensive guide to Japanese weddings, including those conducted overseas, Zexy.net will be the primary starting point to identify the initial group of wedding companies operating on Guam. Once each company is identified on the Zexy.net page, the analysis of data will be conducted after entering the home page for each wedding company. The main page (home page) for each company's Guam section will be used for data mining and analysis of segmented offerings.

Data collected from each company's main Guam page will be in the form of text and images represented on the websites. Commonalities in the Headings and/or Sections to guide couples through their online shopping experience will be noted and presented for discussion. Icons used to simplify online navigation, as well as key themes, and online segments that frequently appear as "must-haves" on the websites' main pages will also be identified and analyzed for discussion.

In addition to collecting data from the websites of wedding companies, results from a face-to-face interview at the Guam office of Rakuten Travel Inc., with its General

Manager, Mr. Bill Nault, will also be presented. The purpose of this interview is to gather information on the latest online trends for marketing to Japanese consumers from the senior manager of a leading global online business. Rakuten Travel, Inc., a 100% subsidiary of Rakuten, operates Japan's largest online hotel reservation website with over 1.8 million room nights booked per month. (Rakuten Travel Website, http://travel.rakuten.co.jp/en/en_mado_setumei.html) Its parent company, Rakuten, Inc. is one of the world's largest and most comprehensive Internet service companies, providing leading services in e-commerce, portal & media, travel, financial services, and professional sports. It is a publicly traded company in Japan, is often referred to as the Amazon.com of Japan, and most recently acquired Kobo, maker of the Vox tablet and other e-reading devices (Greenfield, 2011).

As the leader in online sales and marketing to Japanese consumers, Rakuten Travel's operational data is examined as a supplemental resource. This information is used to provide valuable insights from the company's experiences conducting business on Guam as the leading online travel service provider since 2001.

Guam Case Study

The construction of Guam's first hotel wedding chapel was completed in 1987 at Pacific Islands Club (PIC), Guam's first waterpark resort. Coincidentally, at the time of its completion about 90% of Catholic and Baptist churches on the island banned tourist weddings, limiting weddings only to those who were believers of the church (Schumann and Amado, 2010). For a number of years, PIC was the only Guam hotel that had its own on-site wedding chapel. While PIC Guam was conducting weddings at its hotel chapel, Guam's overseas wedding destination competitor of Hawaii did not yet have a single hotel wedding chapel (Schumann and Amado, 2010). It was as recent as March 2010 that the first beachfront wedding chapel opened in Waikiki (Pacific Business News, 2010), while every major beachfront hotel on Guam by this time already had one or two chapels operating on each property.

Guam currently has a total of twelve (12) wedding companies selling wedding packages to consumers from Japan. For the majority of wedding companies, there are numerous hotel chapels on the island to choose from for the wedding ceremony. Table 2 list the names of the wedding companies operating on Guam and the number of hotel chapels each company uses to conduct weddings.

Of the twelve wedding companies operating on Guam, seven companies have 17 or more hotel chapel options to choose from for the wedding ceremony. Each of the wedding companies has a listing of chapels available online for its consumers, with most including either a popularity ranking of the chapels or ranked list of recommended chapels.

Table 2: Wedding Companies and Number of Chapels (Guam, Saipan, Micronesia)

Wedding Company	# of Chapels
Arluis Wedding	3
Watabe Wedding	6
H.I.S. Avanti & Oasis	17
World Bridal	3
Couture Naoco Wedding	8
EVC	18
JTB Wedding	18
Lazy Susan Wedding	17
Classico Wedding	18
Hankyu Travel Bridal Concierge	18
Gloria Bridal	8
Top Tour One's Wedding	18

Source: Zexy.net

Figure 2: Icons on Zexy.net



Source: Zexy.net

Icons

Graphic icons are used throughout most of the main web pages to facilitate navigation through categories of services offered by the companies. Zexy.net has standard icons throughout its website, while the independent wedding companies' websites that one can access via links on Zexy.net, each have similar icons symbolizing main options to assist with navigation through their companies services on

offer. Figure 2 displays the icons used to display links to important service sections on Zexy.net, such as Chapels, Rings, Dresses-Aesthetics-Bouquets, Photos-Videos, Reception, Production, and After Party.

Each of the above components represents services expected by the customer, all making up the basic package for a successful modern Japanese wedding, whether domestic or overseas. These essential components are offered online to Zexy.net customers for both types of weddings.

Icons to help convey the notion of safety are also used on a number of wedding company websites. Perception of safety is a critical element in capturing the Japanese as well as any other tourist market, as both perceived risks and safety are stronger predictors of avoiding regions than of planning to visit them. (Sönmez, S. and A.R. Graefe, 1998). On the main webpage of the EVC wedding company, an icon prominently displayed is that of the Ministry of Foreign Affairs Overseas Safety Homepage. This serves to reassure the consumer that they can easily check the safety report, written by a Japanese government agency, of the destination they are considering for their wedding.

Figure 3: Icon Link to Japan Ministry of Foreign Affairs Overseas Safety Homepage



Source: <http://www.evc.co.jp/wedding/oceania>

Wedding Company Websites

The wedding companies that offer wedding packages on Guam have their main office located in Japan and provide wedding services in both domestic and overseas destinations. Some are subsidiaries of large travel companies, such as H.I.S., JTB (Japan Travel Bureau), and Hankyu, while others are branches of large Japanese wedding companies.

By accessing each company's main page that sells Guam wedding packages one can identify common sections that are presented to potential online consumers. The following (Table 3) shows the main sections that are provided in the all of the wedding company websites' main page (other than one or two sections in 2 company websites).

Table 3: Guam Wedding Companies and Main Page Headings

Company	Attire	Misc. Services	Procedure	Testimonials	Chapels List	Special Offers
Arluis	Dress & Tuxedo	Wedding Item/ Salon	Flow	Report	Recommended Chapels	Campaign & Fair
Watabe	Dress & Tuxedo	Wedding Photo/ Honeymoon	Wedding & Party	Voice of Resort Wedding	Popular Chapels	Campaign / Event
H.I.S.	Dress & Tuxedo	Guam Set Plan	Wedding Set Plan	Staff Blog	Popular Chapel Best 3	Campaign
World Bridal	Wedding Dress	Return Party/ Flower	Oversea Wedding	Blogs	Recommended Chapels	Guam Only Campaign
Couture Naoco	Dress Catalog	Resort Catalog	Catalog Request / Reservation	Naoco's Magazine	Recommended Chapels	Special Offers
EVC	Wedding Dress	Recommend Section	Feature	Coordinator Blog	Chapels	Campaign
JTB Wedding	Items & Option	Items & Options	Useful Guide	Happy Wedding Story	Popularity Ranking	JTB Offers
Lazy Susan Wedding	Dress	Options	Concept/Rec. Plans	Planner Blog	Church & Chapel Listing	What's New
Classico Wedding	Dress	Return Party	Model Schedule	My Wedding Report	Church & Chapel Listing	Bridal Fair
Hankyu	N/A	Icon Guide	Inquiries Form	N/A	Church Listing	Campaigns/Promos
Gloria Bridal	Dress & Tuxedo	Wedding Options	Basic Knowledge	Happy Couples Gallery	Ceremony Spot Guide	Special Fair Introduction
Top Tour One's Wedding	N/A	Production Company	About One's Wedding	Wedding Report	Chapel & Church	Beach Selection Plan

Source: Wedding Company Websites via <http://zexy.net/>

Attire

Wedding ceremony attire is one of the most important components of a wedding package, and as such, this category is visible on every one of the specialized wedding company's main web page. The only webpages where this category is missing is on the pages of tour companies, Hankyu and Top Tour. Although the headings may vary from "Dress & Tuxedo" to "Wedding Dress," the attire offered by the wedding companies include dresses by luxury brands, such as Bvlgari, as well as an array of other categories of wedding dresses, including a choice of colors. Some wedding companies also offer men's tuxedos, but choices are very limited in comparison to wedding dresses.

Miscellaneous Services

The miscellaneous services section is included in all twelve of the wedding company websites. This section's headings also differ as each wedding company either focuses on one special option (Return Party, Wedding Production), or makes use of this section to present the vast array of options that the consumer may elect to purchase in addition to the basic wedding ceremony services. For example, World Bridal presents in this section, their services such as Maternity Wedding, Return to Country Party, and choice of Flower Arrangements. Because consumers cannot do everything (such as try on a wedding dress) online as they can in a brick and mortar store, this section offers services that address such concerns. This includes providing a selection of merchandise that can be sent to the salon nearest to the location of the consumer so that it can be seen before purchase. This type of service is widely used and appreciated by online wedding consumers in Japan (B. Nault, personal communication, February 2, 2012).

Procedure

For the inexperienced overseas traveler, this section provides information about the destination and the procedure that couples will have to follow in order to proceed with planning, reserving, and participating in an overseas wedding ceremony. Many websites provide this information in a flow-chart format to allow for an easy to comprehend procedure of what may at first appear to be a complicated and overwhelming experience.

Testimonials

A testimonials section is practically a necessity to allow consumers to read about the experiences of others. This section is available on all but one of the websites (Hankyu), and the use of blogs is quite common on the websites for Guam weddings. The most common testimonials came from couples that were married at the destination ("Happy Couples Gallery", "Happy Wedding Story), but others are offered from those involved in organizing the wedding ceremonies ("Planner Blog", "Coordinator Blog"). World Bridal has a blog named "Happy Story", which includes entries from the local Guam staff.

Chapels List

As mentioned earlier in this paper, Guam stands out among overseas wedding destinations in the area of chapel selection options and was one of the first destinations to build hotel chapels specifically to conduct weddings. Chapels listed for Guam overseas weddings were specifically built for wedding ceremonies held either on or near beachfront property and usually have scenic, panoramic views of the ocean upon entry.

Figure 4: H.I.S. Company's "Guam Set Plan" with Service Components



The view for the couple as they walk down the chapel's aisle, or "virgin road" as it is referred to in Japanese-English, is an important consideration. The consumers' expectations include having the ability to enjoy the ocean scenery during the ceremony, as well as having a scenic driveway as a backdrop while the bride and groom are filmed exiting the chapel (B. Nault, personal communication, February 2, 2012). Because of this, the listing including recommendations, popularity and ranking of hotel chapels, is available on wedding company websites. While consumers take into consideration the rankings, recommendations, and popularity of the listed chapels, many future brides arrange a pre-wedding trip to Guam in order to conduct a familiarization tour of the chapels prior to making a final decision (B. Nault, personal communication, February 2, 2012).

Special Offers

The final common heading is one that features special offers, with common Japanese promotional headings such as "Campaign," "Fair," and "Event." Each of the wedding companies had a special offer for consumers, such as the 20% off monthly special at Couture Naoco and World Bridal's "Guam Only" campaign.

Offering packages at various price levels with menus is another expectation in doing business with Japanese consumers and this is obvious with the wedding packages. Figure 4 shows a graphic layout of H.I.S. company's basic "Happy Plan", which includes travel, wedding ceremony, dress/tuxedo, and salon services. An upgrade to the full plan includes options such as photo album, DVD, and flower shower.

The pricing varies among various wedding companies for similar services but not exactly the same service, making it a challenge to objectively compare costs. However, each wedding company website shows their basic plan that usually includes the following: chapel rental, music, pastor remuneration, ceremony program, and standard flower arrangements. The basic plan starts at ¥178,000 (\$2,312 USD) at Arluis and can be well over ¥300,000 (\$3,896 USD) at other wedding companies. In addition to the Basic Plan, companies like World Bridal have introduced upgraded plans like the Royal Plan, starting at ¥333,000 (\$4,325 USD). This plan includes chapel, dress and tuxedo, World Bridal special hair and makeup, album, beach photos, and bouquet. Options such as flower petals on the "virgin road," and flower shower after the ceremony all come at an extra cost in most of the wedding company plans.

Because of the need to provide basic services as indicated above, coupled with the interest of wedding companies in providing value, this opens up opportunities for local businesses to participate as outsourced service providers. The local business community, wedding service provider,

and the consumer who experiences the unique local flavor provided by Guam businesses would all benefit from such a partnership. However, locally outsourced service providers must be knowledgeable about expectations of the Japanese wedding consumer. Although the wedding companies are providing a "western-style wedding", cultural sensitivity to wedding practices followed by Japanese couples and families is critical to avoid problems in service delivery.

Differentiation Methods

Destination Marketing Organizations (DMOs) typically seek to differentiate their particular destination by emphasizing the unique features of its destination. Destination marketers often adopt a mass tourism orientation with a desire to maintain a steady flow of visitors over the years. As a result, we frequently see the emphasis of generic characteristics of destinations in all marketing campaigns as they attempt to attract too many target markets. For tropical island destinations, we see sun, sand, and sea dominate the promotion while other long haul destinations emphasize the exotic. Visitors today are no longer interested in the generic characteristics emphasized by so many DMOs and businesses. It is increasingly evident that new-sophisticated consumers seek authentic and unique experiences (Buhalis 2000: 17).

Because there are so many other tropical island wedding destinations available for Japanese consumers, such as Australia, Hawaii, and Thailand, wedding companies selling packages to Guam must differentiate their product from others. The wedding companies operating on Guam use their web pages to capitalize on the unique features of Guam's wedding sites.

As mentioned earlier in the paper, beachfront chapels with panoramic views of the ocean are available in a number of popular chapels, a feature not common in other overseas wedding destinations. An additional feature is the ability to capture on film a number of scenic and unique views as a backdrop to the wedding photos, such as the legendary Two Lovers' Point, where two forbidden lovers allegedly leaped to their deaths from the cliffside so they could be together in eternity (Two Lovers Point, 2012).

The wedding companies emphasize other points of differentiation. World Bridal's website emphasizes the proximity of Guam as a destination ("Only 3.5 hours away), no jet lag ("Little time difference, so easy on guests"), as well as the availability of a selection of ocean view chapels. The website also notes for those unfamiliar with Guam's wet and dry seasons that rainy season is from June through October and that the "best season" is between November and May.

The wedding company, Arluis, emphasizes the view of the ocean as its selling point for Guam weddings. One of the

Figure 5: Watabe Wedding Guam Advertisement



Source: www.watabe-wedding.co.jp

unique features presented by Arluis is the 270-degree view of the water from one of its chapels, which makes one feel as if they are floating on the water. Watabe wedding company points to (See Figure 5) the “excellent access to resort” and the ability to “enjoy Guam with guests.” The views from hotel wedding chapels, scenic backdrops for filming, and proximity of the destination are common features listed as a form of differentiation for Guam as a wedding destination.

CONCLUSION

Guam is one of the more popular overseas wedding destinations for Japanese couples, ranking only second to Hawaii. Although it ranks behind Hawaii, Guam's wedding companies have capitalized on the ability to construct elaborate wedding chapels in choice beachfront locations to attract Japanese consumers. Guam has twelve Japanese wedding companies offering wedding services on Guam, and they offer as many as 18 different chapels to conduct the wedding ceremonies. The following are some of the lessons learned from this study of online marketing information of Japanese wedding companies conducting business on Guam.

Acknowledging the importance of expected features and services. From the review of Japanese wedding company websites operating overseas weddings on Guam, we are able to identify certain key components are expected by Japanese consumers on main pages for wedding destinations. They are (not in order of importance): Attire, Miscellaneous Services, Procedure, Testimonials, Chapels List, and Special Offers. With the exception of two wedding companies (Hankyu and Top Tour One's Wedding), all wedding company websites' main page had each of the abovementioned sections presented for its consumers. What can be learned from this

the importance Japanese wedding service consumers place on the various options offered for weddings.

Recognizing outsourcing opportunities for local operators. Results from analyzing online marketing materials on the websites reveal business opportunities for local operators who may be able to provide some of the services more efficiently and at a lower cost than the Japan-based companies. Japanese wedding company revenues can be enhanced by partnering with local businesses that understand cultural practices and service standards expected by Japanese consumers. This type of partnership can also enhance the wedding companies' role as corporate citizen on the island and minimize leakage of tourism revenues to home offices outside of the destination.

Understanding the importance of differentiation. All Japanese wedding companies conducting business on Guam also offer wedding services in other overseas destinations. Because the wedding services are often systemized productions, differentiating one destination from another is an important consideration for both wedding companies and consumers. Whatever a business can do to make the destination and their services stand out, like showcasing beachfront chapels with magnificent views on Guam, this will be a strong pull factor to attract consumers searching for such features.

As this study examined only the wedding companies selling wedding services for Guam online, there are limitations with the results due to the limited geographic location of Guam. For a comprehensive look at how Japanese wedding companies market their services, a more in-depth study is necessary to examine other destinations and possibly larger wedding companies doing business outside of Guam.

Further research may also include measuring satisfaction levels and conversion rates of users of these websites to determine how the wedding companies can improve online experience. By identifying areas that can be more effective in generating revenue and improving satisfaction levels, companies can ensure that marketing costs are being used in the most efficient manner.

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