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Booking curve; 2.4 RevPAR as an outcome measure; 3 Revenue Management in Japanese Hotels; 3.1 KPI used in Japanese hotels; 3.2 The characteristics of real agents and net agents; 3.3 Pseudo-revenue management in Japanese lodging industries; 4 Conclusion References 3. Kaizen Activities and Performance Management in the Sales Finance Business Noriyuki Imai; 1 Introduction; 2 Auto Sales and Sales Finance at Toyota; 3 The Sales Finance Business Model; 4 Toyota's Sales Finance Business Activities; 5 Kaizen Activities in Toyota's Sales Finance Business; 5.1 The Toyota way - Kaizen thinking; 5.2 Problem solving methodology -The techniques of Kaizen; 5.3 Framework for the promotion of kaizen activities in the sales finance business; 5.4 Examples of kaizen in the sales finance business; 6 Performance Management in Toyota's Sales Finance Business 7 Conclusion References; 4. Performance Management in the Auto Sales Business Noriyuki Imai; 1 Introduction; 2 Outline of Toyota's Auto Dealerships in Japan; 2.1 Channel system; 2.2 Capital structure; 2.3 Number of stores and employees; 3 The Japanese Auto Sales Business Model; 4 Toyota's Japanese Dealerships and TPS; 4.1 Education and training; 4.2 Practice of Kaizen; 5 Management Quality at Toyota's Japanese Auto Dealerships; 5.1 History and outline; 5.2 Details of the management quality concept; 5.3 Examples of application of the management quality concept 6 Business Model and Performance Management at Toyota's Japanese Auto Dealerships

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#### Sommario/riassunto

With the service industry taking up the largest portion of its GDP, Japan has much to share in the area of managing service industry. This book explores and elucidates the unique management styles in non-manufacturing industries or service industries in contemporary Japan, both practically and theoretically through case studies. These specially selected cases are the management of the world No.1 convenience store chain of Seven-Eleven, the sales finance business and auto sales business of Toyota, application of TPS (Toyota Production System) to life insurance company, performance evaluation of

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