

Problem of Regional Policy and solution to appear by repeating balance scorecard and SWOT analysis.

Takashi WATANABE

Hosei University

Center of Regional Research

ABSTRACT: The problems of the regional revitalization were a great variety , and most were not able to be easily settled for people.

We were creative and were engaged in that from each area of Japan,for Blanding strategy and the contents of the product for the purpose of the regional revitalization

But, we often faced the underlying problem here.

Therefore we wanted to bring about the analysis method that became the regional revitalization index.

The problem of the local policy has been picked up much in various regions of Japan, but it is too often they cannot analysis it causes the problem or what can solve, and they were performed the administration leadership of event,or ,Blanding of the special product, and fail so far after all.

So we set study-field at Atami-shi, Shizuoka, Japan(Atami is famous sightseeing area), and, try to clarify the problem of the local policy of each place.

As one of the analysis methods, SWOT analysis based on the local public document for the investigation. Therefore we found clarify a point to become strength and weakness ,Then, we applied the know-how of the balanced scorecard and developed the scorecard of the local model .The model consist of each 20 items of the interview to the local administration person, the educational institution person, innovators, industry and the company person in Atami-city. It is clarified what kind of state a local link, and find improvement method.

In the future, we want to challenge it in most areas of Japan and making an index of local Blanding.

KEYWORDS: Blanding,Regional development,Balanced scorecard,SWOT analysis,

1. INTRODUCTION

For several years in Japan under close scrutiny of the major problems depopulated regions, "Regional Development" on the subject of daily news has been reported in the media.

Thereby increasing awareness of regional people, many region have taken measures for promotion in each region. Until now, attempts to realized the vision for the future in many regions led by the

government. However, the policy of the government-led,‘ in some areas although ultimately successful‘, have failed in most areas. Country subsidies that contribute, in cooperation with local communities and educational institutions, derail the plans as a result.

We do local development methods will not be found?

We have industry, government, educational institutions through partnerships, we decided to find

a method of regional development. as a method of one of them, For regional development, the surrounding area stakeholders to analyze how, whether it is possible to derive concrete measures for promotion. We are trying to develop an analytical model that we could find the answer, we can consider based on the BSC model to measure the status area of SWOT analysis.

Five years beginning engaged in regional development measures. During this time, we tried a variety of experimental techniques.

How to create a regional development plan is to perform research and analysis consulting firm, has been creating a vision. But it is vague and vision, and many local people do not understand that the policies advanced. We are moving away from the idea of government-led, the stakeholders could not be linked live link analysis techniques have been looking for it to continue.

When we stacked fieldwork, and found that the presence of common stakeholders in the region different environment.

Its stakeholders were government, industry, education, and entrepreneurship social system .

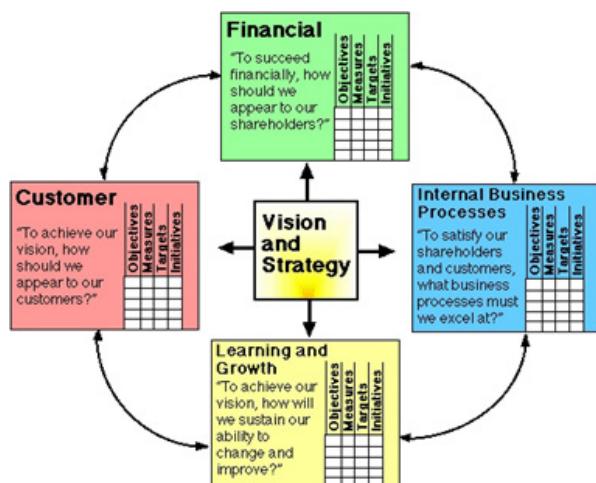


Figure1 Balanced Scorecard Basics

< Balanced Scorecard Institute>

So we are not out a solution technique for the analysis of existing regional development, and tried

to find the analysis methods from different the layer. The big hint was there was the analysis of the balanced scorecard approach. Balanced Scorecard is a management company's strategy is aimed to clarify the specific business strategy and vision development.

Using the Balanced Scorecard approach, the government has been trying the case. However, one example is a collection of regional development planning is not a case had been used to develop indicators for the local hospital.

In our case, the department of local government, replacing the economic sphere. We repeated the interviews with stakeholders fine there.

The proposed method starts with a SWOT analysis of regional statistics. By doing so, to determine the strengths and weaknesses of the region to create a hypothesis. Then go to the overlay in an interview with stakeholders, we will install the Balanced Scorecard. By repeating the act several times, the balance is manifested in a visible link between the stakeholders.

In these procedures, rather than weak links become part of where I can understand a schematic can be improved. In other words, regional development measures "Key point" It's a tool that can be visualized.

2. METHOD

The area was selected for our study Atami, Shizuoka Prefecture.

Reason for selection Atami is located on the characteristics of the region.

Tourism has become the main shaft, close to the metropolitan area, some local industry that has achieved a fusion of urban and regional cultures, and from the early 20th century, the affinity of the fusion of real and virtual might be high.

Some people are like people have inherited from past generations in the family business, bought the villa

from the city as a residence,

And other some people live half of the month in urban areas, and spend half of Atami, the wealthy in recent years have begun a new lifestyle are increasing.

In the economic sphere of Atami, the people living in these new and old residents, "mosaic" that is. This fact can not be ignored as the administrative measures for regional development can not be. In addition, last year was realized in collaboration with the tourism and gaming pseudo-events

Other regions also have launched no plan.

On the other hand, the structure is biased extremely profitable tourist industry has become a major challenge to local industries such efforts.

Atami is the traditional tourism policy as "old" has been promoting measures to promote the brand by branding the image of Atami. However, customers gradually decreased over the years, the situation is not new to take concrete measures. Last year's event was held in collaboration with the tourism and gaming industry.

However, while developing brands, such as targeting the wealthy villas of the Yamanote area has also been new trial.

Atami residents and industry, to be able to take measures for their further progress of the government stakeholders interviewed and analyzed by various factors, we will try to propose to build the index. Atami stakeholders who are taking a cooperative attitude to us.

3. RESULTS

Results are summarized in the attached figures.

We will continued to interview their stakeholders Atami, due to a great earthquake on 11 March 2011, they accept the refugees tens of thousands of attempts, we have is a pending analysis .

However, industry and educational institutions, the Chamber of Commerce is filed for an interview

today.

Near future, interviews, and is expected to proceed to obtain the factor analysis.

4. FUTURE RESEARCH

Atami is the situation like this, only one place in the analysis of survey techniques, it is likely that difficult to determine objectively. Therefore, we have begun to consider the comparison with other regions. The proposed study area, Chiba New Town district Asumigaoka green hills. About 2 hours from Tokyo by train. Commercial area of 2.5 km, past, there were forests, and reclamation of the city by the residential real estate company.

Was only of historical and rural areas, development will begin in 1982 and is currently showing signs of a quiet residential street.

However, advances have begun hollowing specific Newtown.

Particularly sharp decline in population during the week far, commercial facilities, although there are always quiet and the situation continues.

Here, a regional development plan, the construction of a huge museum, has attracted about 120,000 visitors a year. Raise the number of additional measures to attract such a situation, the tourist city of Chiba Prefecture, intend to move forward also.

The history of Atami, is an old spa town as a tourist destination, but tourism and local industries that developed in recent years is obsolete.

Asumigaoka the hill was built by a residential area with power of big companies are inherently cultural.

It is possible to compare our approach to the analysis of two very different areas of the historical background.

In order to compare the present, we are approaching a Asumigaoka while.

Atami city

Nationally famous spa town.
Tourist destination surrounded by scenic mountains and the sea.

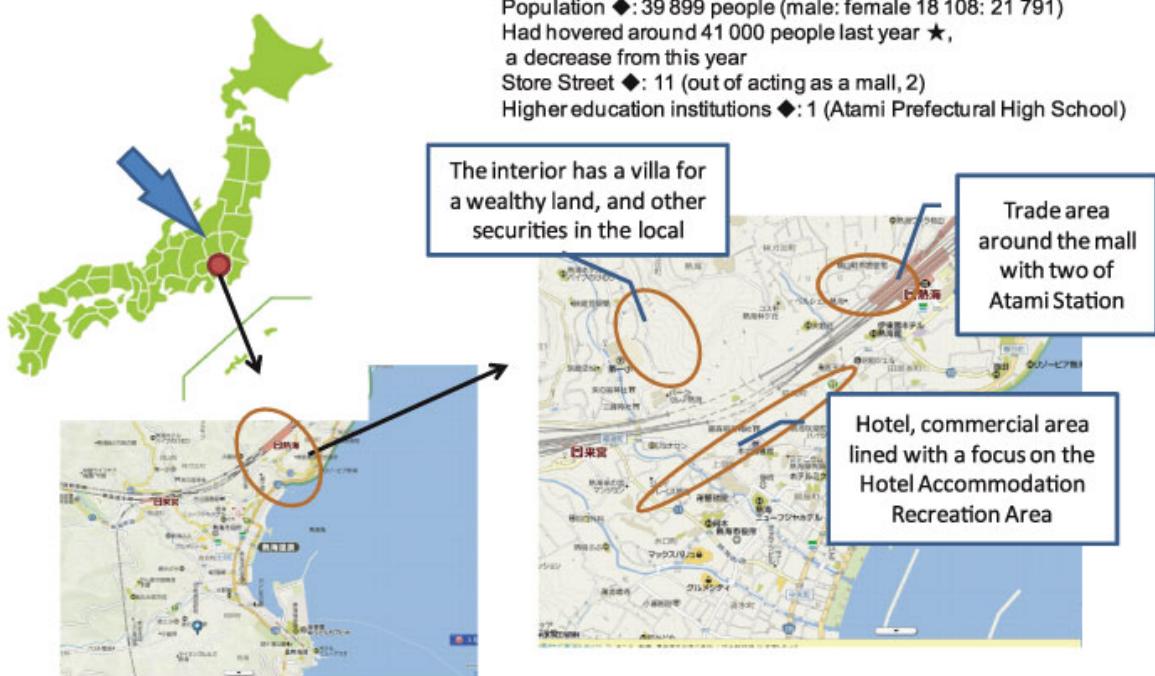


Figure2 About Atami city

	Helpful	Harmful
Internal origin	<p>As the tourism infrastructure in place Brand awareness is high tourist areas to some extent Both are good transport links Tokai, Kansai, Tokyo There are many natural assets, such as sea mountains, hot springs Since gold demon, a "virtual" regional culture and there is no real convergence of media and uncomfortable Relatively low wages, affordable lifestyle Recently →, increasing wealthy residents</p> <p style="text-align: center;">strengths</p>	<p>Brands, despite weak public relations function, the weakness of the passive information dissemination still tourism → Unattractive for ONLY1 Lack of human resources (human resources future tourism) There is a bias in the industry (fishing tourism informal Noh play it on the front only, shortage of agricultural obsolete business model)</p> <p style="text-align: center;">Weaknesses</p>
External origin	<p>Brands, despite weak public relations function, the weakness of the passive information dissemination still tourism → There are many natural, rich in steep relief, such as elderly people moving on foot is difficult Adultery = Atami? Negative image that many Lack of freshness and new old → an overall tourist</p> <p style="text-align: center;">Opportunities</p>	<p>Skewed so that the gravity on tourism, and tourism to decline for some reason, it is vulnerable to simple industrial structure significant impact on the industry as a whole.</p> <p style="text-align: center;">Threats</p>

Figure3 SWOT analysis of Atami city

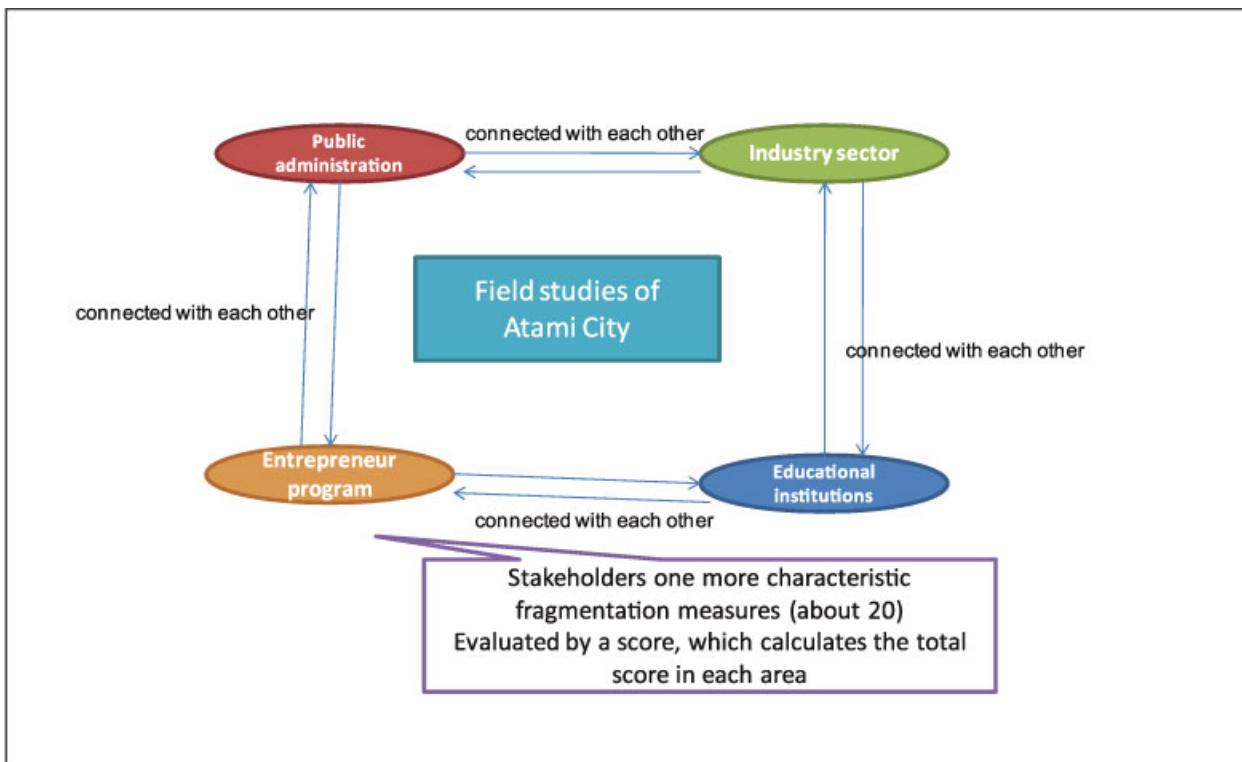


Figure4 Interview Stakeholders of Atami city

Here is a portion of the interview items.

Interview questions

<to Public administration >

- 1. Is there a clear vision in the region?**
- 2. Way to determine whether there is a clear vision of the region?**
- 3. Residents a clear vision in the region, industry or field of education has to be shared?**
- 4. Encourage local industry, there are systems that can backup mechanism?**
- 5. Is there a system to encourage business?**
- 6. Protecting the local culture will grow if there is a mechanism?**
- 7. Is there a system for sharing and creating a regional vision?**
- 8. Human resources, to combine any of the system in education and local industry?**
- ...etc.**

Interview questions

<to Industry sector >

- 1. Major industrial areas (where tourism) or growth in the past three years has grown?**
- 2. Does the local industry has grown over the past three years?**
- 3. That growth in emerging industries over the past three years?**
- 4. The number of employees in the industry as a whole is increasing in the last three years ?**
- 5. How many operators in the industry as a whole has increased over the past three years?**
- 6. Number of establishments or industry as a whole has increased over the past three years?**
- 7. Regional economic efficiency, practical move to promote the regional economic effects of there?**
- 9. Outside the region to do business infrastructure in place?**

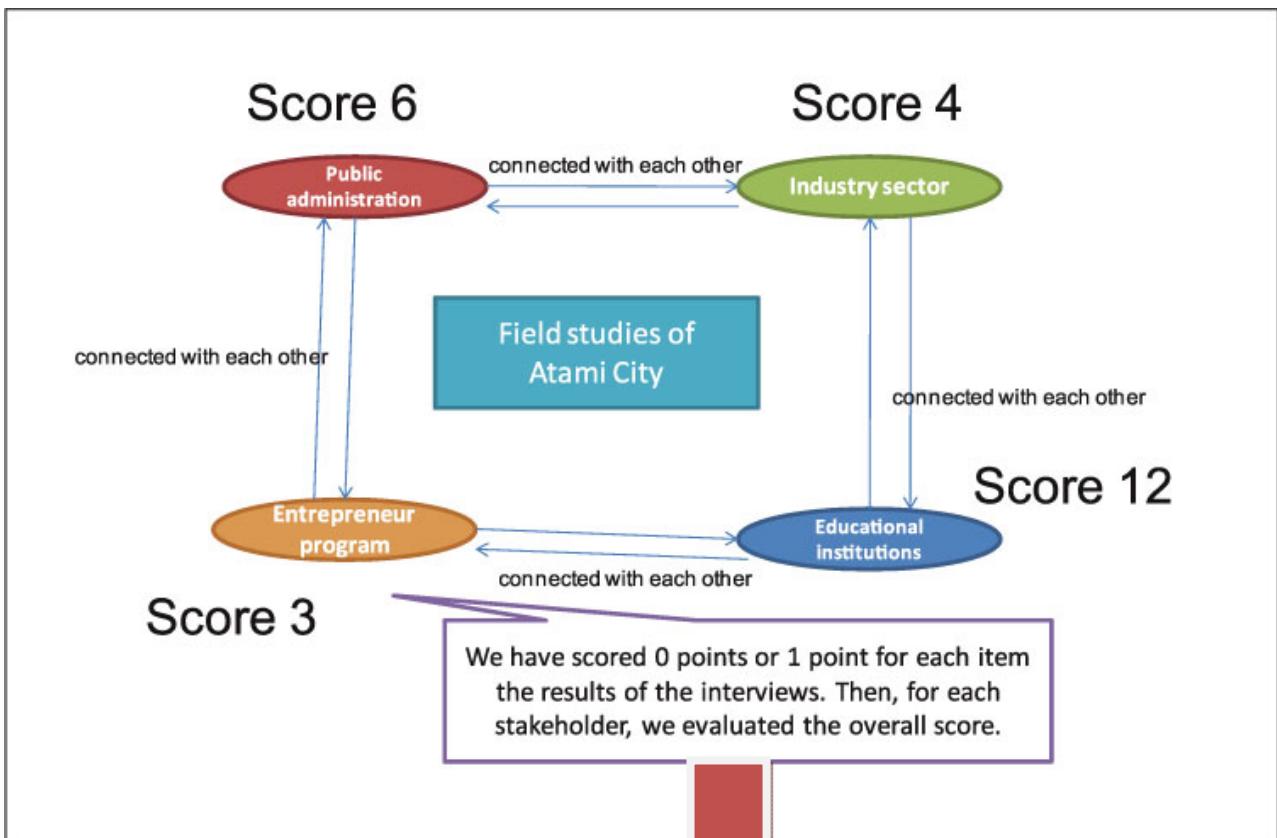


Figure5 Analysis of Atami city

	Helpful	Harmful
Internal origin	<p>As the tourism infrastructure in place Brand awareness is high tourist areas to some extent Both are good transport links Tokai, Kansai, Tokyo There are many natural assets, such as sea mountains, hot springs Since gold demon, a "virtual" regional culture and there is no real convergence of media and uncomfortable Relatively low wages, affordable lifestyle Recently →, increasing wealthy residents</p> <p style="text-align: center;">strengths</p>	<p>Brands, despite weak public relations function, the weakness of the passive information dissemination still tourism → Unattractive for ONLY1 Lack of fresh ideas → Adultery = Atami? Negative image that many Lack of freshness and new old → an overall tourist</p> <p style="text-align: center;">Despite the administrative system</p> <p style="text-align: center;">Education has put emphasis on local industry</p> <p style="text-align: center;">While few industries that have a chance</p>
External origin	<p>There are many natural, rich in steep relief, such as elderly people moving on foot is difficult Adultery = Atami? Negative image that many Lack of freshness and new old → an overall tourist</p> <p style="text-align: center;">Opportunities</p>	<p>Skewed so that the gravity on tourism, and tourism to decline for some reason, it is vulnerable to simple industrial structure significant impact on the industry as a whole.</p> <p style="text-align: center;">To industries other than tourism</p> <p style="text-align: center;">Can advance "solutions create opportunities" must be</p> <p style="text-align: center;">Threats</p>

Figure6 visualize the strengths and weaknesses of Atami