Title	Coexistence and synergy system in visualization and publicity strategy of attractions of Wakayama : Coexistence and synergy system in visualization and publicity strategy of attractions of Wakayama
Sub Title	和歌山県の魅力の可視化と広報戦略における共生・共力システム
Author	和歌山県(Wakayama Prefecture) 中野, 冠(Nakano, Masaru) 嶋津, 恵子(Shimazu, Keiko)
Publisher	慶應義塾大学大学院システムデザイン・マネジメント研究科
Publication year	2011
Jtitle	Active learning project sequence report Vol.2011, (2011.) ,p.871- 941
JaLC DOI	
Abstract	1.1 Problem statements As the background, in Wakayama, there are many assets, for example, incredibly rich and varied foods, the great nature and its longstanding history, that potentially attract people in not only Japan but also overseas. Best of all, World Heritage site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" is exactly considered the centerpiece of Wakayama's assets. Our proposer recognize this heritage as truly Japanese-mind's root for reason that it has inherit both of tangible and intangible culture by coexistence of the nature, human and their devotions. Therefore, they strongly believe that the World Heritage site deserves to be more highly valued globally. The thing is, however, that its value is indeed touchy-feely and invisible, thus difficult to understand, unfortunately. Therefore, so far our proposer haven't managed to have the value enough well-known among people. As a result, it has not been entrenched as "Wakayama Brand" yet. 1.2 Purpose and Goal of Project ■We defined the purpose of our project as follows, (a)We shall visualize the "Invisible" value of Wakayama with a focus on world heritage. (b)We shall propose the publicity strategy that is optimal approach to instill the value in Japanese and Non-Japanese. ■We defined our goal statements as follows, (a) "Invisible" value of what our proposer wants to instill globally are understood correctly. (b) That value takes root in Japanese and Non-Japanese as the "Brand" of Wakayama. (c) Proposed publicity strategy has a meaning that Wakayama is the "Pioneer". 1.3 Summary of Our Recommendation We visualized the attractiveness of Wakayama as the absolute "Core Value" that all residents of Wakayama can agree share. As the result, we describe it as "和(WA) : Syncretic Harmony". We infused "和(WA)" with messages as follows (See 5.1.2 for detail); 1 That is the "Origin of Japan" that deeply reflected in Wakayama even now. 2 That is the "Model" for Happy Conforming Sustainable Society System. 3 That is the "Property" that could solve various social problems in the World. 4 Utilizing of the "Model" or "Property" is the "Mission" of Wakayama. Under the result, we designed an "original" publicity strategy (⇒match goal(c)) (See 5.2.1for detail). In our strategy, Wakayama select "Key Players" working on a social problem as targets who are expected to spread "和(WA)". Then, Wakayama help them to solve the problem by utilizing of "和(WA)" as a solution. Our strategy will take Wakayama longer time to get effect, but they can expect important effects as follows; 1 Targets could realize the value of "和(WA)" very clearly. ⇒ match goal (a) 2 Targets could remember it very sustainably. ⇒ match goal (b) 3 Targets could recommend it very clearly strongly for others. ⇒ match goal (a) (b)
Notes	Student final reports Group N
Genre	Research Paper
URL	https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=KO40002003-00002011-0871

Group N

Group N's Theme Proposed by Wakayama Prefecture

ALPS "Symbiosis and Synergy" theme title: **Coexistence and Synergy System in Visualization and Publicity Strategy of Attractions of Wakayama**

Proposer Organization's Name: **Wakayakma Prefecture**
Contact Person's Name: MIYATAKE Isao Contact Person's email: miyatake_i0001@pref.wakayama.lg.jp

Abstract of your project theme :
"Wakayama Prefecture" has a wide variety of historical and cultural attractions. Especially, as represented by its **Kumano-kodo** pilgrimage routes on **Mt. Koyasan** registered as a World Heritage site, the place can be called an "origin of **Japanese people's heart"**, where tangible and intangible cultures have been passed down through the years by harmonious coexistence of nature, people and prayer. However, when you take a global perspective, are we making enough publicity to get its attractions fully recognized and understood? We believe that attractions of Wakayama Prefecture have possibility and potential to attract more people not only in Japan but also across the world. Please propose your system design (solution) for the most suitable publicity strategy that would form a "Wakayama brand" appealing to people both at home and abroad by analyzing, studying and visualizing attractions of "Wakayama Prefecture", which has a history of fostering harmonious coexistence of various people, religions, cultures and nature, as well as by putting various individual actors together through coexistence and synergy.
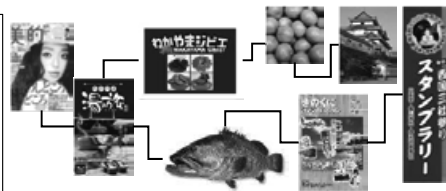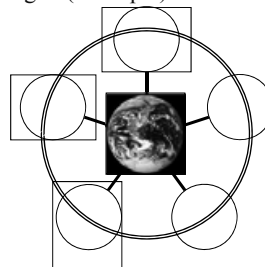
Fig. 1 (Example): **AS IS**

Fig. 2 (Example): **TO BE**

ALPS Final Report 2011

Group N

Project Title:
Coexistence and Synergy System in Visualization and Publicity Strategy of Attractions of Wakayama

Theme:

Coexistence and Synergy System in

Visualization and Publicity Strategy of Attractions of Wakayama

Proposer Organization: Wakayama Prefecture

Proposer Organization's Supporter: Isao MIYATAKE

Keio Mentor: Masaru NAKANO & Keiko SHIMAZU

Members:

Yasumasa HAYASHI

Yuko OSONE

Fumio SHIMIZU

Takafumi KOMORI

Ryohei SUGIYAMA

Graduate School of System Design and Management
Keio University

SDM
System Design and Management

【Theme】

Coexistence and Synergy System
in Visualization and Publicity Strategy of Attractions of Wakayama

FINAL REPORT

和

Syncretic Harmony

Group N Members

■Yasumasa HAYASHI：林　育正

■Yuko OSONE：大曽根　悠子

■Fumio SHIMIZU：清水　文男

■Takafumi KOMORI：小森　隆史

■Ryohei SUGIYAMA：杉山　亮平

Group N Mentors

■Professor

　Masaru NAKANO：中野　冠

■Associate Professor

　Keiko SHIMAZU：嶋津　恵子

はじめに

台風１２号による災害により
お亡くなりになられた方のご冥福を
心よりお祈り申し上げます。
また、被災された皆様に
心からお見舞い申し上げます。

本年９月に和歌山県を襲った台風１２号による激甚災害は

我々のＡＬＰＳプロジェクトにも大きな影響を与えました。

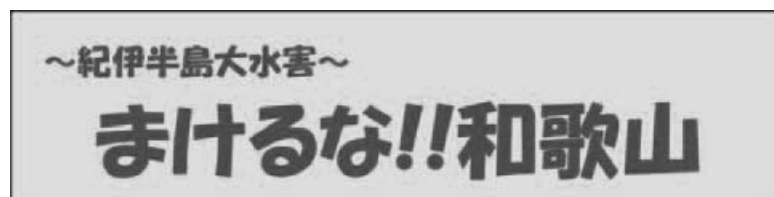我々は、被災から一か月後の和歌山県の各地において

自然がもたらす「破壊」と「恵み」という

相反する二つの力の存在に圧倒されました。

そして、そこに暮らす人々の「強さ」と「優しさ」に驚かされました。

レポートの中でこれらのことを十分に表現しきれなかった

我々の力不足をお許し頂ければ幸いです。

皆様の一日でも早い復旧・復興そして更なる飛躍を祈念致します。

～紀伊半島大水害～
まけるな!!和歌山

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1. Executive Summary

1.1 Problem statements

   As the background, in Wakayama, there are many assets, for example, incredibly rich and varied foods, the great nature and its longstanding history, that potentially attract people in not only Japan but also overseas. Best of all, World Heritage site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" is exactly considered the centerpiece of Wakayama's assets. Our proposer recognize this heritage as truly Japanese-mind's root for reason that it has inherit both of tangible and intangible culture by coexistence of the nature, human and their devotions. Therefore, they strongly believe that the World Heritage site deserves to be more highly valued globally.

   The thing is, however, that its value is indeed touchy-feely and invisible, thus difficult to understand, unfortunately. Therefore, so far our proposer haven't managed to have the value enough well-known among people. As a result, it has not been entrenched as "Wakayama Brand" yet.

1.2 Purpose and Goal of Project

■We defined the purpose of our project as follows,
   (a)We shall visualize the "Invisible" value of Wakayama with a focus on world heritage.
   (b)We shall propose the publicity strategy that is optimal approach to instill the value in
      Japanese and Non-Japanese.
■We defined our goal statements as follows,
   (a) "Invisible" value of what our proposer wants to instill globally are understood correctly.
   (b) That value takes root in Japanese and Non-Japanese as the "Brand" of Wakayama.
   (c) Proposed publicity strategy has a meaning that Wakayama is the "Pioneer".

1.3 Summary of Our Recommendation

   We visualized the attractiveness of Wakayama as the absolute "Core Value" that all residents of Wakayama can agree & share. As the result, we describe it as "和(WA) : Syncretic Harmony". We infused "和(WA)" with messages as follows (See **5.1.2** for detail);
   ①That is the "Origin of Japan" that deeply reflected in Wakayama even now.
   ②That is the "Model" for Happy & Conforming & Sustainable Society System.
   ③That is the "Property" that could solve various social problems in the World.
   ④Utilizing of the "Model" or "Property" is the "Mission" of Wakayama.

   Under the result, we designed an "original" publicity strategy (⇒match **goal(c)**)(See **5.2.1** for detail). In our strategy, Wakayama select "Key Players" working on a social problem as targets who are expected to spread "和(WA)". Then, Wakayama help them to solve the problem by utilizing of "和(WA)" as a solution. Our strategy will take Wakayama longer time to get effect, but they can expect important effects as follows;
   ①Targets could realize the value of "和(WA)" very clearly.　⇒ match **goal (a)**
   ②Targets could remember it very sustainably. ⇒ match **goal (b)**
   ③Targets could recommend it very clearly & strongly for others. ⇒ match **goal (a) & (b)**

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2. Table of Contents

【Table of Contents】

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3. Problem Statement

3.1 Requirements from Proposer

In the beginning of ALPS, we were given statement of requirements by our proposer, Public Relations office at Wakayama prefectural government. Based on this year's ALPS theme, the title is set to „**Coexistence and Synergy in Visualization and Publicity Strategy of Attractions of Wakayama**'. **Figure-3-1** is proposal paper from our proposer.

Figure-3-1：Project Theme and Statement of Requirements from proposer

3.2 Requirement Analysis

3.2.1 Research & Study about Assets in Wakayama

First of all, we did research on Wakayama prefecture. It was started by browsing websites/blogs/WOM sites [24-31] and looking over brochures/tour guides books that are truly regarding to Wakayama in order to get better knowledge about Wakayama's history, nature, tourist spots, staples or other assets. Moreover, we used Long-term comprehensive development plan [18] and Public relations magazines[25] issued by Wakayama prefecture government and some discussions with our proposer as source of information about their self-recognition on profounder level.

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After that, by using "Mind Map" method, we processed and analyzed all thoughts then shared those results in our group discussion (See 4.2.1 for detail).As a result, the following consequences were led at last.

■In Wakayama, there are many assets that potentially attract people in not only Japan but also overseas. For example, Wakayama proudly has incredibly rich and varied foods, the great nature (many streams, rivers, or waterfalls), and its longstanding history.

■Best of all, "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range ", which was officially registered in World Heritage Site in July, 2004, is exactly considered the centerpiece of Wakayama's assets.

3.2.2 Research and Study about Reputation of Wakayama

As next step, we conducted online survey in order to know how Wakayama is recognized right now.

Firstly, we conducted online questionnaire. According to the result (See **APPENDIX-A**), people basically admit that there are associable assets in Wakayama such as ‚Arita Mikan (Mandarin oranges)', ‚Ume (Japanese Plum)' or great nature. But, there is few asset that create strong impression on people's mind.

While they recognize the existence of Kumano (See **Figure-3-2**) and feel like to visit there to some extent (See **Figure-3-3**), respondents who answered "want to know about Kumano" are only 13% (See **Figure-3-4**). and 30% of respondents answered bad point of Wakayama is "lack of specialty" (See **Figure-3-5**). From these results, we generated a hypothesis : World Heritage Site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" doesn't become to key image of Wakayama.

We verified our hypothesis by observing of "Number of Hits" by keyword search in Google (See **APPENDIX-B**). From the result, we could say our hypothesis almost is collect, but we couldn't understand "WHY". And we realized that the answer of this "WHY" is the core of our problem.

3.2.3 Research and Study about World Heritage Site in Wakayama

To get the answer, we researched again with a focus on World Heritage Site by using Leaflets, Books, Websites, and so on. Then, we did "Brain Storming", "Observation & Interviews" in Wakayama and Tokyo, discussion with proposer, and so on (See **4.1** and **7.1**). After these work, we defined our problem statement as follows ;

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■The thing is, however, that its value is indeed touchy-feely and invisible, thus difficult to understand, unfortunately.

■Therefore, so far our proposer haven't managed to have the value enough well-known among people.

■As a result, it has not been entrenched as "Wakayama Brand" yet.
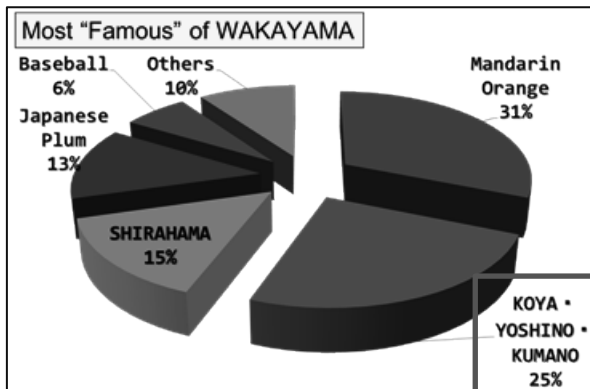
Figure-3-2：What is famous?
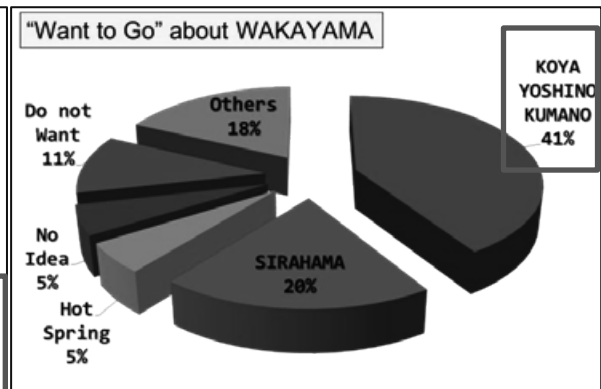
Figure-3-3：Where want to go?
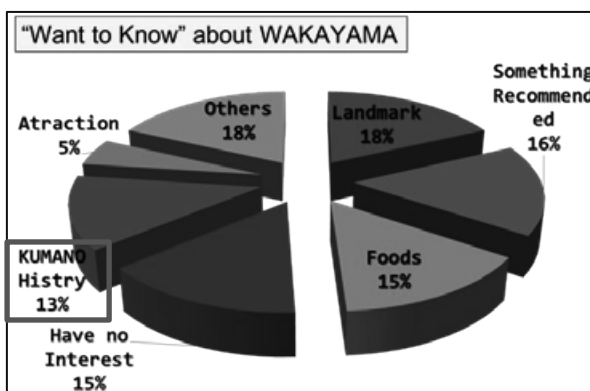
Figure-3-4：What want to know?
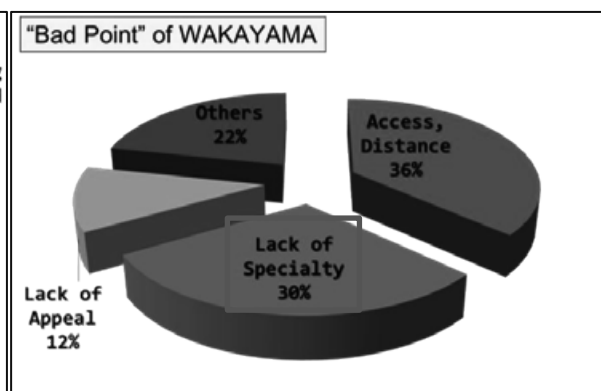
Figure-3-5：What is Bad Point?

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3.3 Problem Statements

Finally, from the above analysis, we identified problems needed to be solved as below.

■As we indicated, in Wakayama, there are many assets that potentially attract people in not only Japan but also overseas. For example, Wakayama proudly has incredibly rich and varied foods, the great nature (many streams, rivers, or waterfalls), and its longstanding history.

■Best of all, "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range ", which was officially registered in World Heritage Site in July, 2004, is exactly considered the centerpiece of Wakayama's assets.

■Our proposer, Public Relations office at Wakayama prefectural government, recognize this World Heritage as truly an origin of Japanese-heart for reason that it has inherit both of tangible and intangible culture by coexistence of the nature, human and their devotions. Therefore, they strongly believe that "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range "deserve to be more highly valued globally.

■The thing is, however, that its value is indeed touchy-feely and invisible, thus difficult to understand, unfortunately. Therefore, so far our proposer haven't managed to have the value enough well-known among people. As a result, it has not been entrenched as "Wakayama Brand" yet.

3.4 Purpose and Goal of Project

We defined the purpose and goal of our project as follows.

3.4.1 Purpose of Project

(a) We shall visualize the "Invisible" value of Wakayama with a focus on world heritage.

(b) We shall propose the publicity strategy that is optimal approach to instill the value in Japanese and Non-Japanese.

3.4.2 Goal of Project

(a) "Invisible" value of what our proposer wants to instill globally are understood correctly.

(b) That value takes root in Japanese and Non-Japanese as the "Brand" of Wakayama.

(c) Proposed publicity strategy has a meaning that Wakayama is the "Pioneer".

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3.5 Definition of terms

For your better understanding of our project, we show you definition of important terms.

【Visualization】

WHY	Clarify and visualize the value of Wakayama then obtain understanding, approval and empathy from target people in order to build Wakayama brand.
WHAT	Absolute "Core value" that all residents of Wakayama could share and is able to acquire empathy from both of domestic and abroad.
HOW	Not by digitalization or comparative evaluation, but identification of value notion and contemporary importance.

【Attractiveness】

Not each asset, but understanding, approval and empathy for the core value.

【Publicity Strategy】

In this case, "Publicity Strategy" is that Public Relations office at Wakayama prefectural government implements in domestic and abroad. As we show you, it has mainly four characteristics.

■Publicity is activity aiming to convey comprehensive image of Wakayama, not typical advertisement activity.

■Strategy means to be long-term direction, not tactic such as planning an event

■It is supposed to be able to precisely convey visualized value to target people without strain the meaning of value.

■It is pioneering approach as local government adopt for publicity strategy.

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4. Analysis and Discussion of ALPS Methods

4.1 Overall Summary

In our project, we discussed new solutions of the attractiveness and the publicity strategy of Wakayama many times. The level of the analysis result has been repeatedly improved in using the core tool of the ALPS. On the other hand, we didn't use some tools. Because we judged that we weren't able to apply the analysis tools obviously.

We understood that we could use the ALPS tools as a series of analysis by using each analytical result for the next analysis. But in our theme, it was difficult to use each result of analysis for the following analysis as it was. So we discussed the validity of the result of analysis every time, and reflected the result of these discussions.

In section 4.2 and 4.3, the findings obtained with methods that were profitable for our project are shown.

4.2 Discussion and Analysis: Used and Applied Methods

In this section, we report on details of methods which were used shown by red box in **Figure-4-1**.
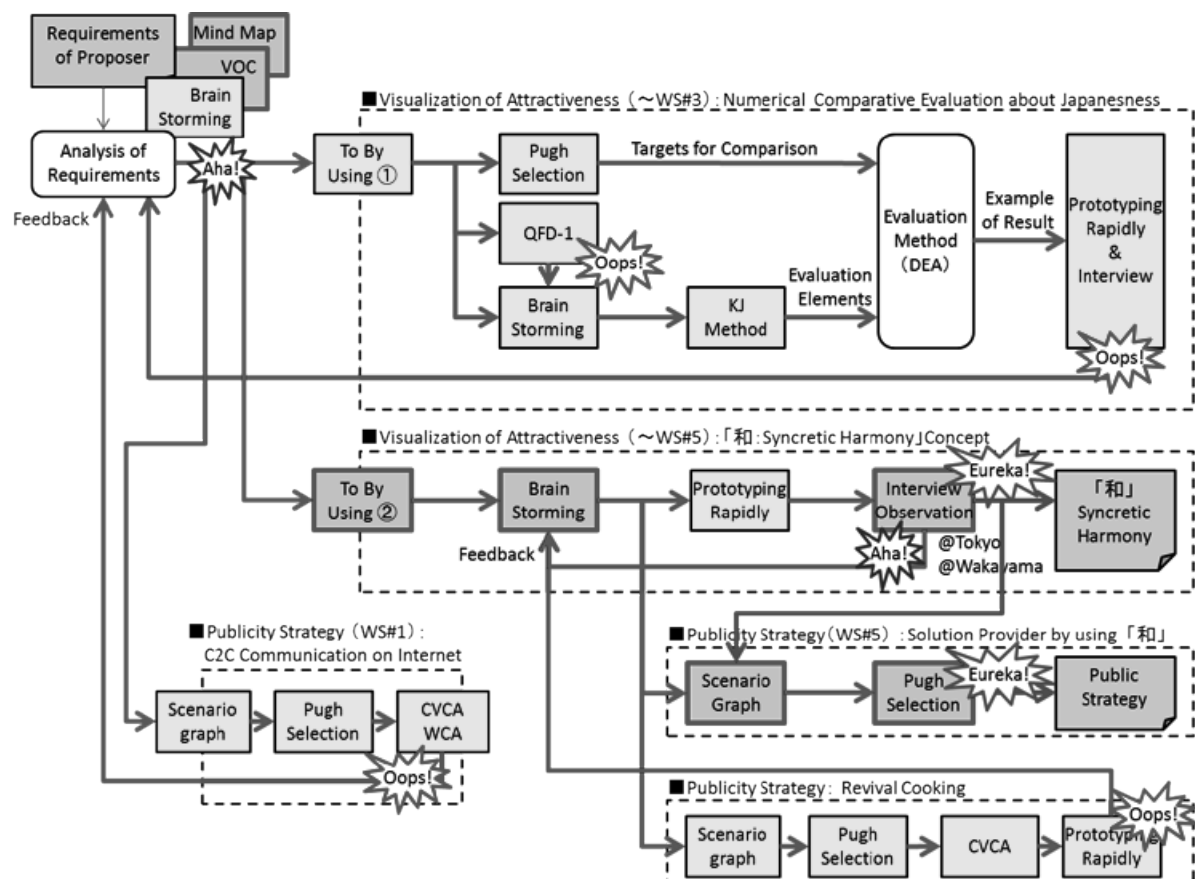
Figure-4-1 : Roadmap of Our Project

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4.2.1 Mind Map

【Summary of Key take-aways】

Mind Map was effective to make the result of the discussion of the first stage of various examinations visible.

By performing the Mind Map, we found the following and decided how to make the attractiveness of Wakayama visible by this awareness. Tangible entities such as picturesque landscapes, foods, etc., are each clearly understood in the same way by most people. In contrast, abstract concepts such as the atmosphere created by a certain place or some religious or spiritual idea, while they may be described by many people using a single word, are generally understood differently by different people.

【Inputs/Assumptions】

－ Information of Public relations of Wakayama Pref.
－ Books like travel magazine etc.
－ Information on the internet

【Results】

We found the following results by visualizing our thinking about the attractiveness of Wakayama and the PR strategy.

－ It becomes easy to develop a conception based on one key word, and communications are improved.
－ Insufficient information became clear for the understanding of Wakayama.
－ The assumptions in Scenario Graph were able to be set by the conception constructed by Mind Map making.

Figure4-2：Mind Map of Wakayama (an instance)

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4.2.2 Goal Statement (To By Using)

【Summary of Key take-aways】

When we decide the policy of the PR strategy, a goal statement was effective for our recognition match. At first, we worried how to make "Using" detailed. Several times through trial and error, we analyzed the content of "Goal Statement" as an input condition of "Scenario Graph", and we fed back the result to "Goal Statement" and updated it.

【Inputs/Assumptions】

－ The requirement of the Proposer

－ The results of requirement analysis

－ Property of "和(WA)" with attractiveness of Wakayama

【Results】

We set "To" from the results of requirements analysis, analyzed the strategy that achieved it by Scenario Graph and Pugh Selection, and set "By". We similarly analyzed the strategy that achieved the "By" by Scenario Graph and Pugh Selection and set "Using". The result of the following Goal Statement was achieved by this series of analysis.

Table-4-1：Result of To-By-Using

To	Having many people understand the property of "和(WA)" of Wakayama.
By	Contribution to problem solving in Japan and the world by "和(WA)" of Wakayama.
Using	The property of "和(WA)" with attractiveness of Wakayama, Key players who relate to various settlement of the issues in each industry.

4.2.3 Scenario Graph

【Summary of Key take-aways】

We made a scenario that used the property of "和(WA)" of Wakayama to solve various problems as a new solution. In that case, we discussed not only the scenario that informs a lot of people of information on "和(WA)", but the scenario that informs influential key players concerned involved in solving each problem of information immediately. We brought the result together into Scenario Graph.

A weakness identified is that information, while open to the general public, is usually accessed only by those who are interested, rather than by a wider audience of problem solvers who could benefit from it. We propose a PR strategy to create a scenario in which the information is directly targeted at those likely to benefit from it. We input these Scenario scenarios to Pugh Selection, and analyzed them quantitatively by Pugh Selection.

【Inputs/Assumptions】

－ Property of "和(WA)" with attractiveness of Wakayama

－ Solution to contribute to problem solving in Japan and the World

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Scenario Graph：Brain Storming

Who	The general public		Key players	
	Interested in WAKAYAMA	Not interested in WAKAYAMA	Interested in WAKAYAMA Working on a problem	Not interested in WAKAYAMA

What	Branding			Announcement							Communication					
	WKY Pref.	KANSAI	JAPAN	Tourism					Else	Q & A	W O M	Mail	TEL	Ser	else
	WAKAYAMA Brand「和」	KANSAI Brand	JAPAN Brand	Land mark	Food	Hotel	Access	else				E-Mail	Conv.	vice	

Where	Public							Non-Public								
	WKY Pref.			JAPAN				Mass Media					Internet			else
	PR Mag	HP BLOG	Mtg Room	PR Mag	HP BLOG	Mtg Room	else	TV Radio	News Paper	Mag	Book	else	HP BLOG	WOM site	Chat SNS	else

Main Function	**Publicity of WAKAYAMA**
When	**Anytime, Continuously, Cyclically**

list of abbreviations
WKY：WAKAYAMA
KSA：KANSAI
WOM：Words of Mouth
PR：Public Relations
HP：Home Page（Web Page）
Mtg：Meeting

Res	WANTS for oneself							WANTS for others						else
	Know	Go	See	Hear	Taste	Touch	Do	Tell	Show	Teach	Recommend	Together	else	

Figure-4-3：Scenario Graph of "Publicity of Wakayama"

4.2.4 Pugh Selection

【Summary of Key take-aways】

The evaluation for comparison of the following three was done based on the result of Scenario Graph.
- － Informing the general public of information
- － Informing the key players (not working on a problem) of information
- － Informing the key players (working on a problem) of information

By performing the Pugh Selection, we found that it was important to confirm the criteria are objective to get a reliable analytical result.

【Inputs/Assumptions】
- － PR of informing the general public of information
- － PR of informing the key players (not working on a problem) of information
- － PR of informing the key players (working on a problem) of information

【Results】

By Results of the requirement analysis, we extracted four items "Ease of realization 和 (WA)", "Accuracy of realization 和(WA)", "Depth of actual feeling of 和(WA)", "Ease of Transmission 和(WA)" to select solutions that comply with the requirement of proposer, and to make it not become an arbitrary evaluation. We added the evaluation of "Time" and "Cost" that were the important factors as the project.

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Criteria	The general public	Key Players (don't working on a problem)	Key Players (working on a problem)
Ease of realization 和(WA)	D A T U M	S	+
Accuracy of realization 和(WA)		S	+
Depth of "actual feeling" of 和(WA)		S	+
Ease of Transmission 和(WA)		+	+
Time to get effect PR		S	-
Cost of getting effect PR		S	-
Σ of +		1	4
Σ of -		0	2
Σ of S		5	0
Overall		1	2

+:Better,　-:Worse,　S:Same

Figure-4-4 : Pugh Selection Matrix

4.2.5 Interview, Observation

【**Summary of Key take-aways**】

■Questionnaire on Internet

We could obtain a very wide range of VOC quickly by making a questionnaire on the Internet. In this study, we could identify some trends of respondents. But we couldn't understand the needs of customers because of insufficiency of the questionnaire. We felt the difficulty of understanding the market through a questionnaire. In particular, we found that we cannot get the expected output if we don't create the appropriate questionnaire.

■Field Study and Interview in Wakayama

We could embody our problem and verify our hypothesis through this activity. Especially, we got much information about the common values of residents of Wakayama from Interview or casual conversation to Head Priests and Officials of Kumano-Hongu-Taisha, Kumano-Hayatama-Taisha and Kumano-Nachi-Taisha, Storyteller of Kumano-Kodo and local residents.

■Report and Discussion to/with the Proposer

From the start of our project, we kept making efforts to embody and share "what is the problem?" through communication with our proposer. But it did not work initially. After the field study and interviews in Wakayama, we presented our problem

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recognition and some solutions to our proposer. After that, we discussed it together and we obtained the common understanding of our problem and solution.

【Inputs/Assumptions】

■Questionnaire on Internet

－ Purpose：Understanding the customer's image of Wakayama

－ Contents of questionnaire：See **APPENDIX-A**

■Field Study and Interview in Wakayama

－ Key Question-1

・Is it valid that "和(WA)" mind is the core value of Wakayama and it could help solving various social problems？

－ Key Question-2

・Is there any important asset or value without "和(WA)"？

・Is there any Important asset or value that has relationship strong with "和(WA)"？

・Is there any important asset or value that has been severed from "和(WA)"？

■Report and Discussion to/with the Proposer

－ Our problem recognition and solutions

【Results】

■Questionnaire on Internet

－ Results of questionnaire：See **APPENDIX-A**

－ Total image of Wakayama

・"Mandarin Orange", "Japanese Plum", "Nature"

・Many respondents have "No Image" and "No Interest" about Wakayama

－ Image of World Heritage Site in Wakayama

・Many Respondents know it and feel as a "place worth visiting"

・But, it doesn't become the "centerpiece" of total image of Wakayama

・Less respondents want to know it more detail

－ Image of Foods in Wakayama

・ "Mandarin Orange" , "Japanese Plum"

・The others are low recognition and poor ability to increase the attractiveness of Wakayama

■Field Study and Interview in Wakayama

We convinced that "和(WA)" mind is the core value of Wakayama. We could see, hear, taste, touch and feel it anywhere, anybody, anytime and anything in Wakayama we visited. We understood all of assets in Wakayama are related and constructed as one of the "和(WA)" mind. In that time, we got a new "Aha" which is a synergy of "和(WA)" mind and Foods as related Wakayama and Kumano-Kodo story.

■Report and Discussion to/with the Proposer

Through "Scenario Graph", "Pugh Selection" and "CVCA" about the idea, we found it was difficult to identify the attractiveness of Wakayama and Kumano-Kodo, meaning difficult to differentiate from Kyoto, Nara, etc. We also discussed with our proposer and their expectation was not matched our new idea as well. On the other hand, we got a common sense of "和(WA)" mind that is the core value of Wakayama and that has

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some messages as follows；
　　① "和(WA)" is the "Origin of Japan" that deeply reflected in Wakayama even now.
　　　(See **5.1.2.1** for detail)
　　② "和(WA)" is the "Model" for Happy & Conforming & Sustainable Society System
　　　that makes good condition of society. (See **5.1.2.2** for detail)
　　③ "和(WA)" is the "Property" that could solve various problems both domestic and
　　　international. (See **5.1.2.3** for detail)
　　④Utilizing of "和(WA)" is the "Mission" of Wakayama. (See **5.1.2.4** for detail)
　　And we got a common question "how to tell/transfer/express to others about difficult
things like "和(WA)" mind to understand without any simplify/shuffle off ?" From this
question and discussion, we came to our publicity strategy.

4.3 Discussion and Analysis: Used but NOT Applied Methods

　　In this section, we report on details of methods which were used but not applied in our
project.

4.3.1 CVCA
【**Summary of Key take-aways**】
　　By performing the CVCA, we understood that it was difficult to associate information
that Wakayama Pref. thought to want people to know with motivation to make it known to
lots of people. Moreover, we recognized again that whether information was widely
transmitted depended on the quality of information.
【**Inputs/Assumptions**】
■Key scenario
　Internet Branding；Wakayama's "Japaneseness"
■Values
　－Brand Image　－Brand Source　－Money
【**Results**】(Presented in WS#2)
■ In this system, **good information** spread by itself.
■ Some of information receptors pay money for using internet/ buying books/ traveling
　to Wakayama.
■ Hotels/ Transportation Companies/ Travel Agencies can be Sponsors for PR of
　Wakayama.
　⇒ Wakayama can PR their "Japaneseness" without spending too much money.
■ On the other hand, bad information doesn't work in this system.
　⇒ It is absolutely critical that the information of Wakayama's "Japaneseness" is good,
　　nice, fun & valuable.

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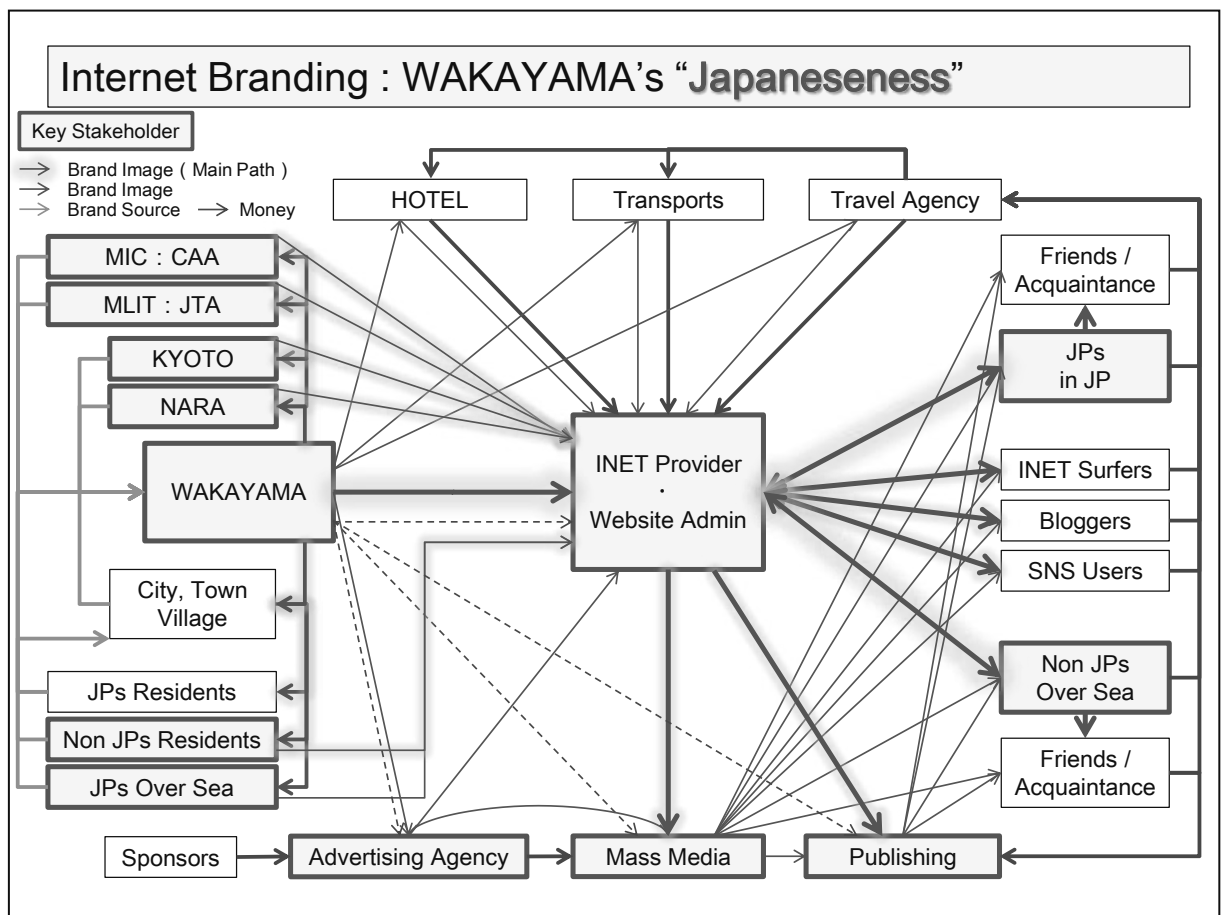
Figure-4-5：CVCA of "Publicity of Wakayama"

4.3.2 WCA

【**Summary of Key take-aways**】

We were not able to construct any new solution with the result of CVCA about motivation of progressing information of Wakayama, but we tried the analysis in WCA based on the aspect of "Wants". People can get various information on the internet, and they who access information have various "Wants". By performing the WCA, we found that people who sought for information needed other information related to the information.

【**Inputs/Assumptions**】

■Key scenario

　Internet Branding；Wakayama's "Japaneseness"

■Wants

　－　Make someone recognize/understand

　－　（Known－Know）　－　（Come－Go）　－　Get Money　　－　etc.

【**Results**】(Presented in WS#2)

■ There are many kinds of "wants" on the internet.

■ What kind of web site is available / suitable / effective?

■ What kind of content is available / suitable / effective?

　⇒　We need to study about Internet Technology.

■ Every "want to know" are not the same "wants".

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■ What kind of "wants" are there on the internet?

■ How should we show the Wakayama's "Japaneseness"?

⇒ We need to research "wants" on the internet.

⇒ We need to study about methods of expression.
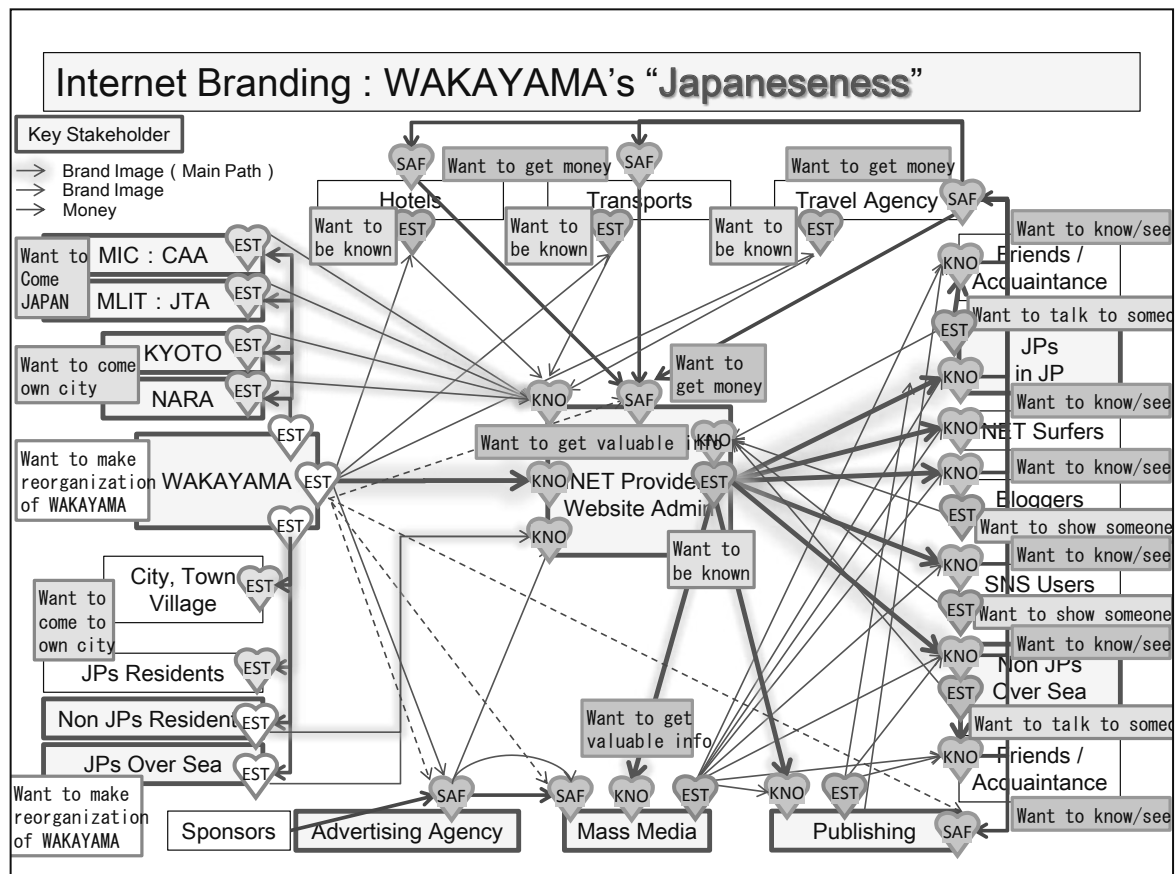
Figure-4-6：WCA of "Publicity of Wakayama"

4.3.3 Scenario Prototyping Rapidly

【**Summary of Key take-aways**】

At first, we tried to make a new evaluation indicator as a method for quantification and comparison of attractiveness of Wakayama. As the result of this method, we found big (critical/vital) problems and we could start concept remaking from an early phase.

【**Inputs/Assumptions**】

■Output of "To By Using"

To	Make Japanese & Non-Japanese realize the true attractiveness of Wakayama
By	■Visualizing the attractiveness of Wakayama ■Publicizing the visualized attractiveness of Wakayama
Using	A new method of "Evaluation" on "Japaneseness" of Wakayama / Kumano-Kodo (World Heritage Site)

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■Output of "Value Graph"

Why	■Show "There is more than one Japaneseness"
	■Show "True Japaneseness of Wakayama" (=Attractiveness)
What	Formulate a new method for "Evaluation" of "World Heritage Sites" from the viewpoint of "Japaneseness"
How	■Break "Japaneseness" down into its constituent elements.
	■Evaluate "World Heritage Sites" by using the elements.

■Output of "Pugh Selection"

－ We selected "Cultural World Heritage Sites in Japan" as targets of evaluation. (See **APPENDIX-C**)

－ Output of "Brain Storming" and "KJ Method"：See **Table-5-1**

－ Sample of evaluation output by DEA：See **Figure-5-1**

－ Key Question of Prototyping

"Can our concept make Japanese & Non-Japanese realize the true attractiveness of Wakayama？"

【Results】

Figure-4-7 shows our result of prototyping. From this, we found some big problems. Firstly, to enhance the credibility of the evaluation results and documents, we have to rate objectively each element of Japaneseness to all evaluation targets. It is extremely-difficult. Secondly, the elements and outputs are generally not easy to understand intuitively. This problem might bring about the possibility of suspicion and non-acceptance of customer. Therefore, we have decided to reject this method.
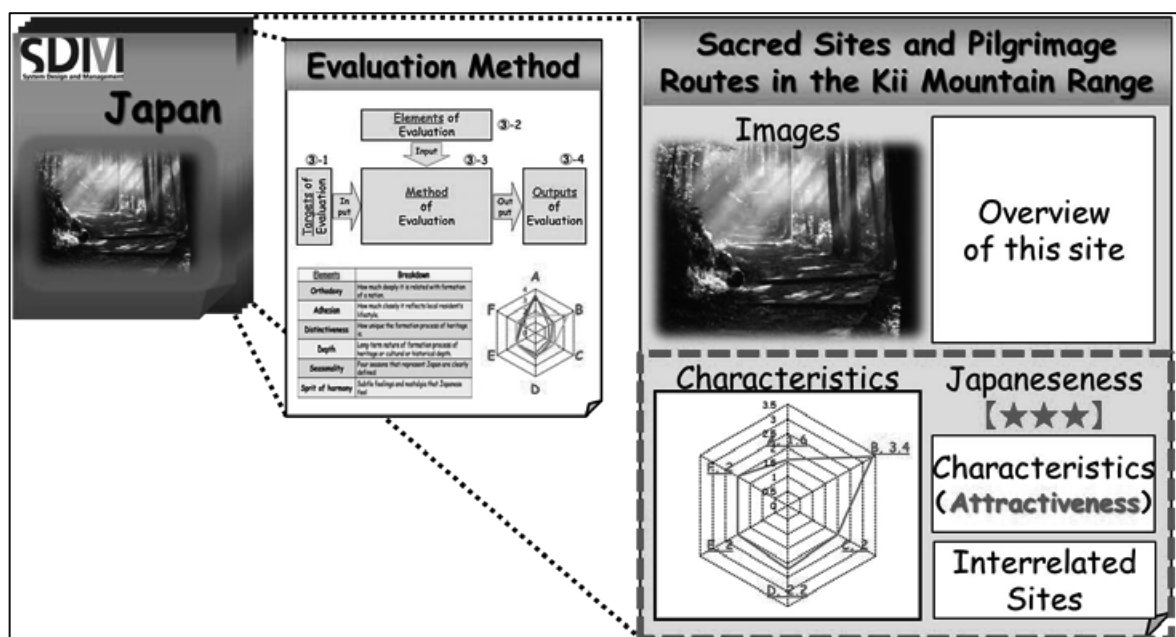
Figure-4-7：Prototyping of Our New Evaluation Method

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4.3.4 Value Graph

【Summary of Key take-aways】

We arranged the component of "Japaneseness" by Value Graph. When we extracted the component, we discussed various key words with Brain storming, and we grouped some key words by KJ method.

There was no means to confirm whether an abstract image "Japaneseness" was able to be extracted to MECE without omission, and the result become vague. We recognized that we had to think about this improvement.

【Inputs/Assumptions】

－　Japaneseness
－　The result of Brain storming

【Results】
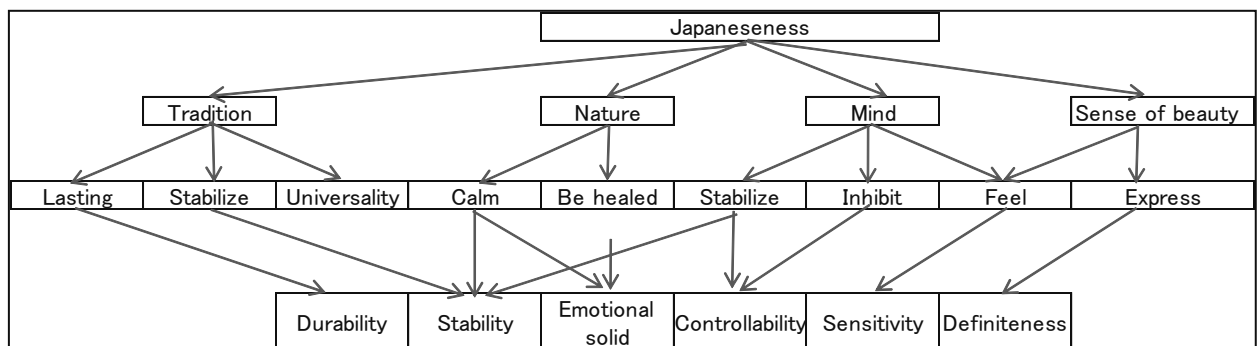
Figure-4-8：Value Graph of "Japaneseness"

4.3.5 QFD-I / QFD-II

【Summary of Key take-aways】

We needed to make the criteria of evaluation to contribute to the DEA evaluation as prototyping. We verified whether QFD was effective for conversion from "Element of Japaneseness" to "Criteria of Japaneseness".

By performing the QFD, We found quantification for element of Japaneseness is impossible. Because "Japaneseness" which the person feels is a strong sensory concept, and if we can select the measurable "Evaluation criteria of Japaneseness", the results of evaluation involve sensory judgment.

Therefore, we judged that it wasn't effective to set the Criteria of evaluation by QFD.

【Inputs/Assumptions】

－　QDF-I column：Part that corresponds to VOC extracted with Value Graph
－　QFD-I row：Part that corresponds to Engineering Metrics

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【Results】

			Durability	Stability	Emotional solid	Controllability	Sensitivity	Definiteness	Weight
					Evaluation criteria of Japaneseness				
Elements of Japaneseness	Tradition	Lasting	9	3					5
		Stabilize		9					5
		Universality							5
	Nature	Calm		3	9		1		4
		Be healed			9		3		4
	Mind	Stabilize		9	3	3			5
		Inhibit				9			5
	Sense of beauty	Feel					9		3
		Express					3	3	3
		Raw score	45	117	87	60	52	9	
		Relativve weight	0.12	0.32	0.24	0.16	0.14	0.02	

Figure-4-9：Result of QFD-Ⅰ

4.3.6 Net Present Value Analysis

【Summary of Key take-aways】

We tried Net Present Value Analysis for business model of woody toy company that product toys for infant education at home by using "和(WA)" mind. From this result, we could show that this business model can recoup the initial investment for 7 years.

But, this business is not a business of local government like Wakayama Pref. Therefore, we couldn't use this result for our concept. Of course we should make consideration about budgets and effect of investigation. But, in our theme, this method didn't work (in our thought).

【Inputs/Assumptions】

■Assumption for analysis is showed in **Figure-4-9**.

【Results】

【Subject】												
木製玩具製造会社を設立した場合のビジネスモデル												
Business Model for Woody Toy Company												
【Basic Data】												
Total Shipments of Woody Toy in JAPAN, 2009			8,230	*M¥								
Nmber of Woody Toy Companys in Japan, 2009			187	companys								
Average Shipments per Company			44,011	*K¥								
Average Profit Rate			0.05									
【Business Model for Woody Toy Company】												
Project Period		10	Years									
Discount Rate		10%	%									
Initial Investment		10,000	*K¥									
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Revenue		44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	*K¥
Cost		41,810	41,810	41,810	41,810	41,810	41,810	41,810	41,810	41,810	41,810	*K¥
Profit=FCF		2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	*K¥
Investment	10,000											*K¥
Discount Factor		0.909	0.826	0.751	0.683	0.621	0.564	0.513	0.467	0.424	0.386	*K¥
Present Value		2,000	1,819	1,653	1,503	1,366	1,242	1,129	1,027	933	848	*K¥
Cumulative PV		2,000	3,819	5,472	6,975	8,342	9,584	10,713	11,740	12,673	13,521	*K¥
Net Present Value	3,521	*K¥										
Internal Rate of Return	17.68%	%										
Payback Period	7	Years										

Figure-4-10：Assumption and Results of Net Present Value Analysis

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4.4 Discussion and Analysis: NOT Used Methods

In this section, we report about methods which were NOT used in our project.

4.4.1 Function Structure Map
【**Summary of Key take-aways**】

We did NOT draw this Map in particular in line with ALPS expectation. But we tried to identify our proposed idea as a structure. That is **Figure-5-4** and **Figure-5-5** which are our outputs. This structure shows how to publicize the attractiveness of Wakayama.

4.4.2 Complexity/Cost Worth Analysis
【**Summary of Key take-aways**】

As for the Cost Worth analysis, we know it could be analyzed whether our project cost is proper or not. In addition we could judge proper cost distribution by using this. But, our team decides we did NOT use this method because it didn't match our project theme.

4.4.3 FMEA
【**Summary of Key take-aways**】

We did NOT do this analysis in particular. But until achieving our final strategy we discussed what kind of strategy we should avoid. Our solution feature is focus on particular people who has strong effect for the others. And also we have to find a way of making "和(WA)" easy understanding for all. We could have studied/analyzed this kind of points in this method, but we did NOT.

4.4.4 Design for Variety
【**Summary of Key take-aways**】

As for Design for Variety, we felt difficulty to work for a social system. So we did NOT use this method in our project.

4.4.5 Environmental Complexity/Recyclability
【**Summary of Key take-aways**】

As for Environmental Complexity/Recyclability, we felt difficulty to work for a social system. So we did NOT use this tool in our project. Because our project output especially our publicity strategy is just a strategy.

4.4.6 Serviceability
【**Summary of Key take-aways**】

As for Design for Serviceability, we felt difficulty to work for a social system. So we did NOT use this tool in our project. Because our project output especially our publicity strategy is just a strategy.

4.4.7 Quality Scorecarding
【Summary of Key take-aways】

　　As for Design for Quality Scorecarding, we felt difficulty to work for a social system. So we did NOT use this tool in our project. Because our project output especially our publicity strategy is just a strategy.

4.4.8 Design Structure Matrix
【Summary of Key take-aways】

　　We did NOT draw this structure in particular in line with ALPS expectation. But we tried to identify our proposed idea as a structure. That is **Figure-5-4** and **Figure-5-5** which are our outputs. This structure shows how to publicize the attractiveness of Wakayama.

4.4.9 Design of Experiment
【Summary of Key take-aways】

　　As for OPM we felt difficulty to work for a social system. So we did NOT use this tool in our project

4.4.10 Object-Process Methodology
【Summary of Key take-aways】

　　As for OPM we felt difficulty to work for a social system. So we did NOT use this tool in our project

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5. Design Recommendation

Our results have two major parts. One is the "Visualization of Attractiveness of Wakayama" that is the main content for public relationship in Wakayama showed in **5.1**. Another is the "Publicity Strategy" that is the optimal strategy for visualized attractiveness of Wakayama showed in **5.2**.

5.1 Visualization of Attractiveness of Wakayama

Firstly, we will show you our two results of visualized attractiveness of Wakayama. One is the result of mistake and another is our recommendation.

5.1.1 Comparative Evaluation Method：Our Mistake

At first, we tried to make a new evaluation indicator as a method for quantification and comparison of attractiveness.

From the result of "To By Using" method, we focused on "Japaneseness" to visualize the attractiveness. And we tried to show "There are many kind of Japaneseness in Japan" and "True Japaneseness of Wakayama" as the attractiveness.

At first, we selected "targets" for evaluation by using "Pugh Selection". As the result, we selected "Cultural Heritage Sites in Japan" (See **APENDIX-C**). And then, we defined the "elements" for evaluation by using "Brain Storming" and "KJ Method". As the result, we got 6 elements showed in **Table-5-1**.

Table-5-1：Elements of Evaluation for Visualization of Japaneseness

Elements	Breakdown
Orthodoxy	How much deeply it is related with formation of a nation.
Adhesion	How much closely it reflects local resident's lifestyle.
Distinctiveness	How unique the formation process of heritage is.
Depth	Long-term nature of formation process of heritage or cultural or historical depth.
Seasonality	Four seasons that represent Japan are clearly defined
Sprit of harmony	Subtle feelings and nostalgia that Japanese feel

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After that, we applied a mathematical evaluation method "DEA : Data Envelopment Analysis" to differentiate "Characteristics" of targets for evaluation. DEA is a "fractional programming problem" as follows;

$$\text{max.} \quad D_J = \sum_{r=1}^{s} u_r y_{rJ} / \sum_{i=1}^{m} v_i x_{iJ}$$

$$\text{s. t.} \quad \sum_{r=1}^{s} u_r y_{rj} / \sum_{i=1}^{m} v_i x_{ij} \leq 1 \ (j = 1, 2, \ldots, n),$$

$$u_r \geq 0 \ (r = 1, 2, \ldots, s) \ ; \ v_i \geq 0 \ (i = 1, 2, \ldots, m).$$

x : input (in our case, $x = 1$)　　　　　　y : output of element
u : weight of element　　　　　　　　　　v : weight of input (in our case, $v = 1$)
s : number of elements (in our case, $s = 6$)　m : number of input (in our case, $m = 1$)
n : number of targets (in our case, $n = 12$)

In our case, we can define "$m = 1$" and "$v = 1$" as "s.t.". This means that we can transform above formula to a "linear programming problem" formula (See **APPENDIX-E** for detail). "D_J" means the maximized "relative Japaneseness level" of the target. And we can get the "Characteristics of Japaneseness " of the target as a set of "u : weight of element". This method assures that "D_J" and set of "u" is the "Best" for the target. You can see our sample data for DEA and result of DEA in **APPENDIX-D** and **APPENDIX-F**.

Figuree-5-1 shows the image of outputs. Left side shows the image of outputs of current standard evaluation method. In this type of evaluation, Targets are ranked or rated by stars by simple total points and we couldn't know characteristics of the target. Right side shows the image of outputs on our method. In our method, we can indicate attractiveness of each target as "characteristics" of Japaneseness. And also our method can evaluate the attractiveness of Wakayama maximally.

Figure-5-1 : Image of Evaluation Outputs (As is & To Be)

But, we found some big problems. Firstly, to enhance the credibility of the evaluation results and documents, we have to score all "elements" of all "targets" objectively. It is extremely-difficult. Secondly, the "elements" and output of evaluation are generally not easy to understand intuitively. This problem might bring about the possibility of suspicion and non-acceptance of customer. Therefore, we have decided rejection of this method.

5.1.2 Identification of Core Value of Wakayama：Our Recommendation

In light of the lessons learned from our first mistake, we reached a conviction that we should derive the absolute "Core Value" of Wakayama that all residents of Wakayama can agree & share.

As the result, we represented the core value of Wakayama as "和(WA)：Syncretic Harmony". And we expressed "和(WA)：Syncretic Harmony" as logos showed in **Figure-5-2**. And we defined "Syncretic" and "Harmony" showed in **Table-5-2**.

We infused "和(WA)：Syncretic Harmony" with messages as follows.

①"和(WA)：Syncretic Harmony" is the "Origin of Japan" that reflected deeply in Wakayama even now.　(See **5.1.2.1** for detail)

②"和(WA)：Syncretic Harmony" is the "Model" for Happy & Conforming & Sustainable Society System that makes good condition of society.　(See **5.1.2.2** for detail)

③"和(WA)：Syncretic Harmony" is the "Property" that could solve various problems both domestic and international.　(See **5.1.2.3** for detail)

④Utilizing of "和(WA)：Syncretic Harmony" is the "Mission" of Wakayama.
　(See **5.1.2.4** for detail)
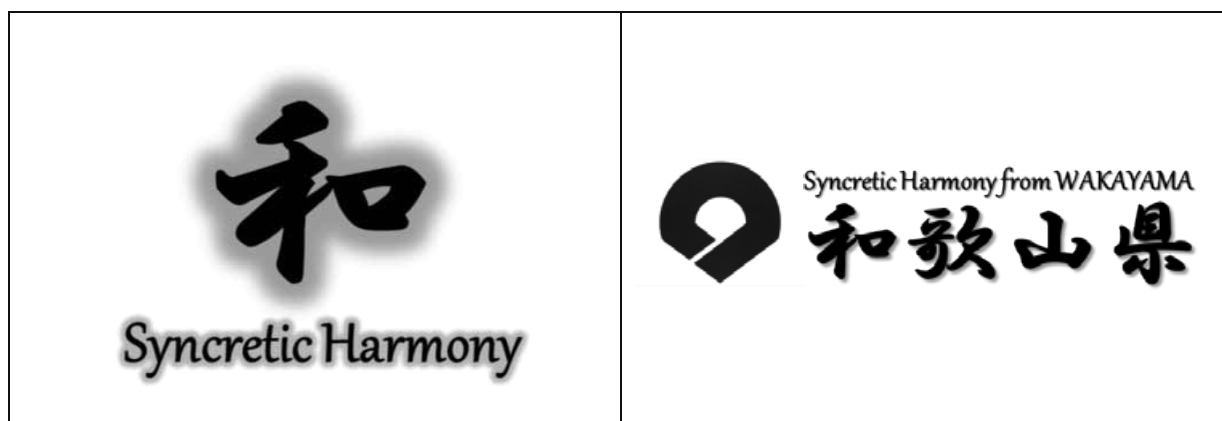
Figure-5-2：Logos for "和(WA)：Syncretic Harmony"

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Table-5-2：Definition of "Syncretic Harmony"

Word	Our Definition	Point of View
Syncretic	The merging of two or more originally different.	■"Syncretism" of Shintoism and Buddhism Religious style that we can see at "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" in Wakayama ■"Syncretize" @Oxford Dictionary Attempt to amalgamate or reconcile (differing things , especially religious beliefs, cultural elements, or schools of thought) ■"Syncretic" @Wiktionary Combining disparate elements in one system, especially as in forms of religious observance, philosophical systems, or artistic creations
Harmony	Good effects are generated by interaction of elements	■"Syncretism" of Shintoism and Buddhism ■Symbiosis and Synergy between nature and human, also between humans in Wakayama. ■"Harmony" @ Oxford Dictionary The combination of simultaneously sounded musical notes to produce a pleasing effect	the quality of forming a pleasing and consistent. ■"Harmony" @Macmillan Dictionary a situation in which people live and work well with other people, or in a way that does not damage things around them

5.1.2.1 "和(WA) : Syncretic Harmony" is the "Origin of Japan" that deeply reflected in Wakayama even now.

Culture and spirit of certain area or country are generally formed by interaction of geographical characteristic (like nature and environment) and historical transformation (like religion and language). Especially in Japan, natures are worshipped since ancient times. People have held in awe of natural threats and thanked for the gift of nature.

Formation process of language and religion in Japan is also distinctive. In Japan, indigenous language and religion (Shintoism) lived in harmony with language (Kanji) and religion (Buddhism) introduced from the continent. They did not expel each other. And they succeeded in building relationships with both forces affect each other. Of these, religious interaction is known as "Syncretism of Shintoism and Buddhism". This relationship developed in various forms while changing for more than a thousand years.

World heritage site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" in Wakayama was listed in Cultural Heritage and Monuments and Sites (Cultural Landscapes) in 2004. The Kii Mountains have been thought as a sacred area where gods reside from the age of myth. In Buddhism also, these forests covered mountains are considered a Buddhist Elysium of Amida-nyorai and the Kannon-bosatsu and they were made practice stages to gain special abilities of Buddha [28]. We can find "Syncretism of Shintoism and Buddhism" in the site even now (See **APPENDIX-G**).

In addition, we can find spirits formed by the interaction of nature and history of Wakayama. We could say it's a philosophy Japanese used to have since ancient times. Among them, "和(WA)" is the highest valued concept in Japan. There is a famous phrase "以和爲貴（和を以て貴しと為す）" in "NIHON-SHOKI" that is the oldest formal history book of Japan made in 720 A.D. This phrase has been known by Japanese in any time.

However, this concept is difficult to illustrate even the Japanese. Because it is invisible, there is no clear definition, and a lot of people understand it just intuitively. So we tried to integrate information about "和(WA)" that are obtained by our "Observation & Interviews" at Wakayama, and we tried to visualize "和(WA)" concept as a diagram. The result is showed in **Figure-5-3**.

Figure-5-3 : Conceptual diagram of "和(WA) : Syncretic Harmony" Structure

Figure-5-3 shows that "和(WA) : Syncretic Harmony" is "Mind Being" of individual. In our thoughts, "和(WA) : Syncretic Harmony" does not mean "Compromise" or "Accommodate". It means that "Respect" the historical things, thoughts, skills and something like that, and "Thanks" to all of the Nature that keep us alive. And also learning from that, means "Pride", "Belief", "Courage", and "Patience". "Love" and "Trust" has been generating from such basic elements that make people strong & grace.

Especially, "Tolerance" in the center of figure is one of the most important concept in Wakayama that is related all of these and affected each other. We can find the mind of "Tolerance" in the history of Kumano as a religious site and pilgrimage to Kumano that began about a thousand years ago. "Syncretism of Shintoism and Buddhism" is one of a historic fact. At Kumano, any pilgrims were accepted into sacred area with regardless of gender or status. Its spirit has been carried over to today. As evidence, the pilgrims are welcomed to worship according to the religious belief of personal worship.

5.1.2.2 "和(WA) : Syncretic Harmony" is the "Model" for Happy & Conforming & Sustainable Society System that makes good condition of society.

All people belonging to a social group have different ideas. But, if all members of the group pursue only own interests, it doesn't need to be a collective. If all members of a social group share the value of "和(WA) : Syncretic Harmony", each member can respect others, thank to others, love others, trust others and accept others. She/he also can accept short-term disadvantage and prioritize the interests of their society in accordance with "Pride", "Belief", "Courage" and "Patience". Such a group can reduce consumption of resources by the conflict in the group and expand the sum of profits in the group. As a result, all members can get a more happy and comfortable life, and get a long-term interests. Such a synergistic effect can be expected in the relationships between social groups.

Thus, the "和(WA) : Syncretic Harmony" can be considered as a social model that shows the ideal behavior of individuals to sustain good condition of society, including the natural environment. It is also a mental model to feel happy and comfortable by being a part of their social.

5.1.2.3 "和(WA) : Syncretic Harmony" is the "Property" that could solve various problems both domestic and international.

In current Japan, the spirit or philosophy that Japanese used to have is vanishing rapidly. This trend might have been involved by postwar education system, high economic growth rate of past, trend in nuclear families (segmentation of family as the minimum social group) and so on. This trend is the root that generates "distortion" and "sense of stagnation" in Japan. Many Japanese are getting a feel of disrepair of politics, economy, education, family security. But, no one discover the solution yet.

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From a global viewpoint, the world is filled of chaos: war, terrorism, ethnic conflict, capture of resources, economic crisis, environmental destruction and global heating, etc. Although many centers of excellence in the world are keeping on trying to solve their problems, no one discover the solution yet.

As mentioned above, "和(WA) : Syncretic Harmony" is the "Model" for Happy & Conforming & Sustainable Society System that makes good condition of society. We convinced that "和(WA) : Syncretic Harmony" is the "Property" for the human race. And we convinced that the "Property" could solve various problems in the modern world.

5.1.2.4 Utilizing of "和 (WA) : Syncretic Harmony" is the "Mission" of Wakayama

Wakayama has very long and high-value history of symbiosis and synergy between nature and human that kept their society in good condition. We can see, hear, sniff, taste, touch and feel their history in Wakayama as a tangible/intangible property even now.

Human being can know, understand, empathize, share and act about the property, and will be able to solve various modern social problems in the world. Wakayama has the mission to help it by utilizing of "和 (WA) : Syncretic Harmony".

5.2 Publicity Strategy

5.2.1 Structure of our Publicity Strategy：As Is – To Be

Figure-5-4 shows the current standard Publicity strategy which is used in almost prefectural and city governments. In general, they try to spread their attractiveness to many people as much as possible using mass media (TV, newspaper, magazine and so on), PR media (official website, public relations magazine and so on) and Celebrities (tourism ambassador and so on). We know it works well to some extent. But it is only one way communication, and information volume is limited. Therefore, in this strategy, we afraid "和 (WA) : Syncretic Harmony" might not work enough.

We developed the new publicity strategy showed in **Figure-5-5** that particularly most effective for "和(WA) : Syncretic Harmony".

In this strategy, Wakayama helps people solve problem as "Solution Provider" by using "和(WA) : Syncretic Harmony". By providing solution and helping to solve a problem, people who worked on the problem will realize the effectiveness of "和(WA) : Syncretic Harmony". And the information of "和(WA) : Syncretic Harmony" will spread to other people with an "actual feeling" and "results or best practice"; This is the most important point of our strategy.

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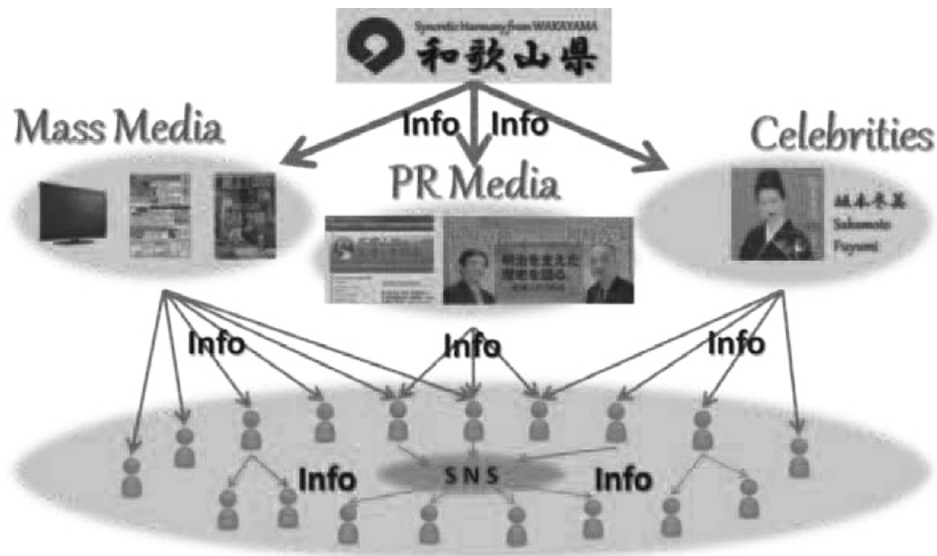
Figure-5-4：Current Standard Publicity Strategy (As Is)
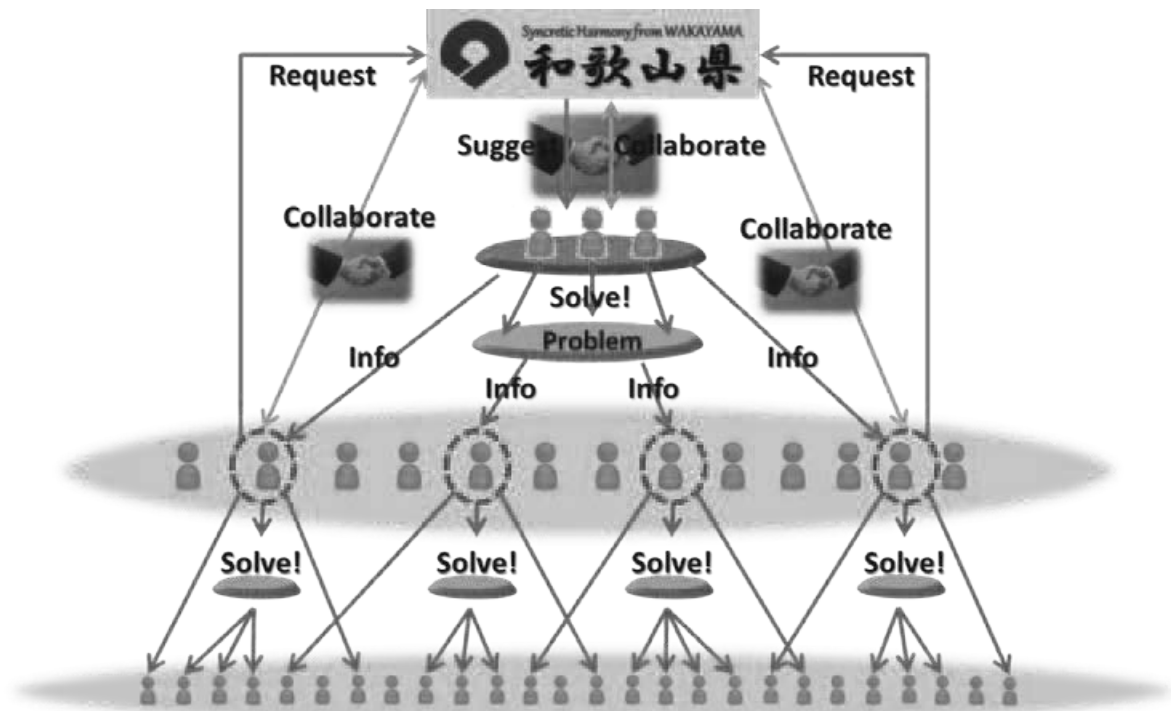
Figure-5-5：Our Publicity Strategy (To Be)

Our strategy will take Wakayama longer time to get effect than the current standard publicity strategy, but they will be able to expect some important effects that match up to our project goal statements(**See 3.4.2**) as follows;

①Targets could realize the value of "和(WA)" very clearly. ⇒ match **goal (a)**

②Targets could remember it very sustainably. ⇒ match **goal (b)**

③Targets could recommend it very clearly & strongly for others. ⇒ match **goal (a) & (b)**

5.2.2 Basic Process flow for our publicity strategy.

Figure-5-6 shows basic process flow for our publicity strategy.

Firstly, Wakayama starts from research and study about various social problems which might be able to solve by using "和(WA) : Syncretic Harmony" on its own initiative. Secondly, Wakayama discusses with key players who are working solving a problem, or/and Wakayama suggests a solution plan to them. And, Wakayama tackles the problem with the key players and tries to provide them with solution. Then, after the key players success to solve the problem, Wakayama feedbacks the result to their research and study.

The other key players working on other problems could get information about "和(WA) : Syncretic Harmony" from the key players who got a success with Wakayama. This information with "actual feeling" and "results" might trigger some actions of others. If they want, they can contact to Wakayama and request a solution of their problems.

By repeating this spiral, the recognition of "和(WA) : Syncretic Harmony" spreads more and more. And then, the attractiveness of Wakayama will gradually increase.
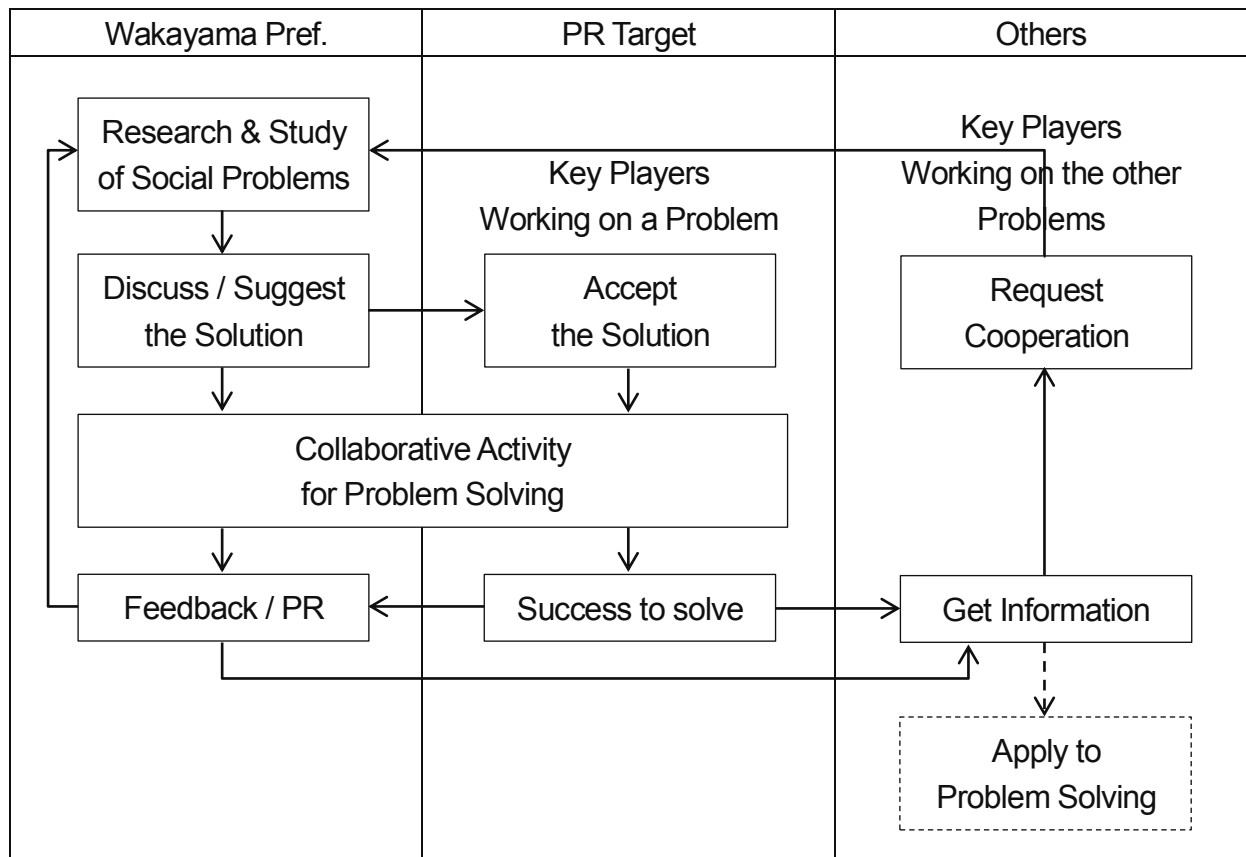
Figure-5-6 : Basic Process for our Publicity Strategy

5.2.2 Targeting strategy for our publicity strategy

Figure-5-7 shows the targeting strategy for our publicity strategy. We named the targeting strategy "Small-Near-First Strategy".
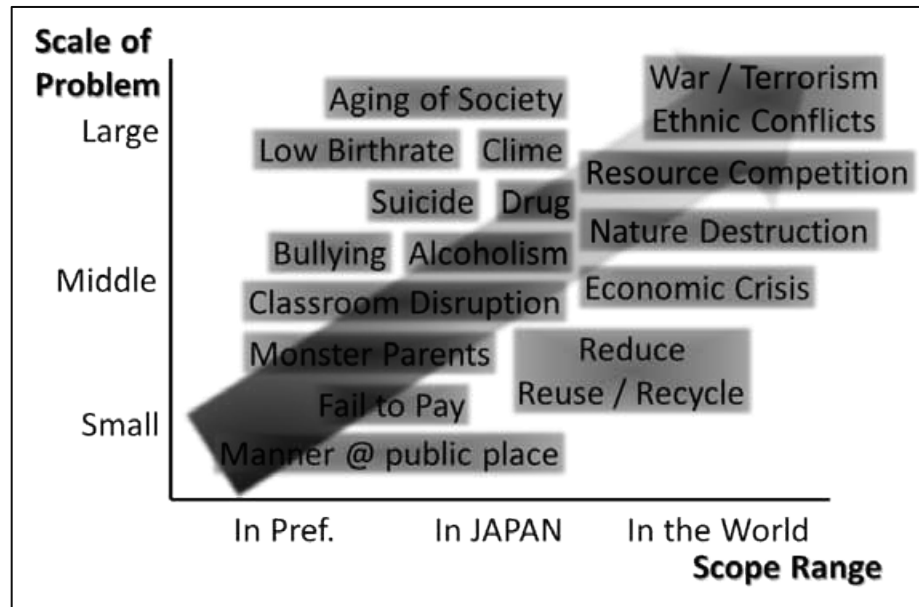
Figure-5-7：Small-Near-First Strategy for our Publicity Strategy

5.2.2.1 Why "Small" first?

In our publicity strategy, it is vital that the information of "和(WA)：Syncretic Harmony" spread to the other people with an "actual feeling" and "results or best practice". Therefore, at first, Wakayama should select a target working on a small scale problem that is easy to solve relatively. After getting some best practices, they should try to select other targets working on larger scale problems that difficult to solve.

5.2.2.2 Why "Near" first?

Another point of view is location. At first, Wakayama should select a target in Wakayama, because the value of "和(WA)：Syncretic Harmony" must be shared by all residences of Wakayama. After that, Wakayama should select a target from near area in Japan like KANSAI area, because it is easy for them to understand the regional characteristic of problems. This also means it is easy to solve the problems.

Finally, When Wakayama success to amass enough best practices and lessons learned, and success to get many collaborators, it is time to take on a challenge of solving the big and international problems.

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6. Competitive Analysis

In our project, we couldn't complete competitive analysis. Because our project output especially our publicity strategy is just a strategy. We have to make executable solutions and plans from this point forward. In this section, we will describe some of key points that we have to keep in maid when developing and planning of solution.

6.1 Selection of Social Problems and Targets

6.1.1 Keep in "Small-Near-First Strategy"

As mentioned before, we should a select social problem on the basis of "Small-Near-First Strategy". Because, it is vital that the information of "和(WA) : Syncretic Harmony" spread to the other people with an "actual feeling" and "results or best practice". At first, we should select a small scale problem that is easy to solve relatively. After getting some best practices, we should try to select larger scale problems that difficult to solve.

6.1.2 Select a problem in relevancy ranked order

We should select a problem in relevancy ranked order. The reason of this point is same of 6.1.1. On the contrary, we shouldn't select an irrelevant problem, because "和(WA) : Syncretic Harmony" might not work. Representative example of relevant problems is showed in **Figure-5-7**.

6.1.3 Select key players working on the problem who might have an interest in "和(WA) : Syncretic Harmony" as a target

In our publicity strategy, mission of Wakayama is to help solving a social problem. Solving the problem itself is not Wakayama's business. Therefore, after selection of a problem, we have to select key players working on the problem. When we select the key players, we should search, identify and contact to the person who might have an interest in "和(WA) : Syncretic Harmony" as a most effective target. So, we can discuss positively and can make effective solution for his/her work. Then, we can collaborate with each other toward to solve the problem. Example of problems and targets are showed in **Table-6-1**.

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Table-6-1：Example of Problems and Targets

Problems	Candidates of Target	Candidates of Activities
■Bad Manners @Station / Train	■Railroad Companies	■Train Announcement ■Station Poster ■Clean Operation
■Alcoholism ■Drink-Driving	■Hospital / Clinic ■Police / Prison	■Schooling ■Group Discussion ■Pilgrimage Road Tour
■Mental Disorder ■Suicide	■Local Center of Preventing Suicides ■Mental Hospital ■Company / Agency ■Family	■Study / Training for Preventing Suicides @Wakayama ■Healing & Rehabilitation @Wakayama

6.2 Solution Development and Providing

When we develop a solution and plan for each problem, we have to keep various viewpoints in mind. Representative examples that we learned in ALPS are as follows.

■Organize a cross-section team to develop a solution and plan for each problem.
■Set measurable goals of Wakayama and estimate available resources.
■Utilize various properties in Wakayama proactively and in an integrated way.
■Figure out all stakeholders mutually exclusive and collectively exhaustive (MECE).
■Discuss and develop a solution and plan with selected key players.
■Set clear purpose and measurable goals of key players and share it each other.
■Scope the boundary of problem and stay focus on the core of problem.
■Do verification and validation of the solution and plan before execution.
■Find risks and opportunities of the plan and prepare for them.

6.3 Evaluation and Feedback

We must determine whether the solution and plan is "success" or not. And we must reflect it to next challenges. Representative examples that we learned in ALPS are as follows.

■Measure the current status before execution of plan.
■Monitor the activity of key players and all stakeholders.
■Have a debriefing and get feedback from key players and all stakeholders.
■Evaluate the degree of the goal achievement both of Wakayama and key players.
■Amass and utilize best practices and reflect lessons learned to other/next plans.
■Sustain efforts to improve.

7. ALPS Roadmap and Reflections

7.1 Our ALPS Roadmap

Figure-7-1 is our ALPS roadmap which we stepped since May. When we review our roadmap that remind us there were many work and struggles in ALPS and also this precious time seems long but short. By repeating "Aha", "Oops" and "Eureka" many times, we found some idea through discussion with proposer or team meeting.

Figure-7-1 : Our ALPS Roadmap

Firstly we had meeting with Proposer to confirm Requirement of Wakayama prefecture. Because we would like to know real requirement and their background.

(1) After this meeting, we tried to make "Mind Map" "VOC as internet questionnaire" and "Brain Storming", through this activity we faced first "Aha" moments and went into "Scenario Graph" to prepare WS#2

(2) Through "Scenario Graph" analysis, we picked up some candidate as main scenario and dug deep into farther study. By using "Pugh Selection" we define one scenario and into "CVCA", "WCA" analysis. But our solution could not make sense to mentor/teacher in WS#2. Because this solution is only publishing with internet and there are many

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internet solution in the world. If we try to take this solution, we should put more characteristic and differentiation solution. This advice was completely "Oops" moment.

(3) Through the discussion with our proposer based on result of WS#2, we had another "Aha" moment. We changed to be more visualize solution; means try to Visualize for Attractiveness of Wakayama. In order to do that, we had "Pugh Selection", "Value Graph" and "Brain Storming" after identification by "To-By-Using" method.

(4) Then went into farther study, but in the "QFD" we faced "Oops" moments again. Because Our theme is not matched QFD (in our thought). At least we gave up using QFD method.

(5) In the other hand, we try to use DEA analysis through KJ method even though this DEA was not ALPS method. Then we tried to create evaluation chart/sheet as "Prototyping". We thought this kind of evaluation chart would be expectation of Proposer. But we felt strange after finishing evaluation chart, because this kind of evaluation could not reach out to people to identify the attractiveness of Wakayama. (When people just see this evaluation chart, they might doubt like "Why Wakayama is No1?"

(6) That means we had to focus on "how to identify the attractiveness", "how to recognize attractiveness" first. Again, we started from "To-By-Using" and "Brain Storming", To come up with new idea.

(7) After that, we visited Wakayama for "Observation and Interviews". When we visited, we could feel/touch upon many attractiveness of Wakayama, such as History, Culture, Nature, Religion, Food and so on. We also understood all of these elements are related and constructed as one of the "和(WA)" mind. In that time, we could get new "Aha" which is a synergy of "和(WA)" mind and Foods as related Wakayama and Kumano-Kodo story.

(8) This was the idea which are cooking contest and cooking recipe book. Because if we say "和(WA)" mind is very difficult to understand so that we would like to make this attractiveness is more easy understanding. Food/Cooking is very familiar with every people who don't have any knowledge about Wakayama or Kumano-Kodo. But through "Scenario Graph", "Pugh Selection" and "CVCA", this idea was also difficult to identify the attractiveness of Wakayama and Kumano-Kodo means difficult to differentiate from Kyoto, Nara, etc. We also discussed with our proposer and their expectation was not matched our new idea as well. This was again-again moment of "Oops"…

(9) After that, we had discuss with our proposer and got common understanding about "和(WA)" mind. And then, we had met the first "Eureka!" that is "和(WA) : Syncretic harmony".

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(10)   In this meeting, we also discussed "how to tell/transfer/express others about difficult things to understand without any simplify/shuffle off ?". On top of these, we found out final publicizing strategy by using "Scenario Graph" and "Pugh Selection". Through this discussion with Proposer, we could clarify our goal and then ALPS method worked effectively. Finally, we had met the final "Eureka".

7.2 Reflections from Our Roadmap

Looking back on our days in ALPS, we almost straggling with this difficult theme, we have felt this theme is the most difficult in this year and this theme is not matched ALPS method. From this experience these are our findings

When we try to design Social System, it is difficult to identify the real problem. On top of that, it is more difficult to share the common understanding with Proposer and related. Outputs which come from ALPS methods could not get agreement with Proposer and related if there is no translation to understand easily. But, ALPS methods could utilize to establish common understand in the team. If we could involve Proposer and Stakeholder into the study which we try to use ALPS method, it could be more powerful.

Anyway, we have been enjoyed this activity because we could not use many ALPS method, but our considering way is in line with ALPS method. We learn many things through this activity how to utilize ALPS method, how to adjust ALPS method with theme. This way could be same as actual world or company project.

ALPS method is not universal way, but ALPS considering way could utilize any situation in our life!

8. Conclusion and Future Work

8.1 Conclusion

Definitely speaking, Wakayama has many assets potentially engaging people both of domestic and abroad. This very thing is exactly what we have strongly felt by field survey, such as observation and some interviews. However, apart from Wakayama, during survey in Tokyo, we had to affirm that Wakayama has not been able to establish „Wakayama brand' enough although they have tried various ways of publicity approach.

Aiming to solve that problem, we identified the core value of Wakayama as "和(WA)：Syncretic Harmony" then visualized it. Finally, we proposed publicity strategy using "和(WA)：Syncretic Harmony".

What they will do in this new strategy is to help people solve various social problems as a solution provider by utilizing their most strength, "和(WA)：Syncretic Harmony". By doing those activities, we could expect their customers to have better understandings for effect of "和(WA)：Syncretic Harmony" with an accompanying real feeling of its performance. In our scenario, recognition of Wakayama would be higher and higher as their good reputation spreads among people, then they can ultimately establish strong „Wakayama Brand'.

8.2 Future Work

For next step, Wakayama needs to proceed following tasks step by step based on our publicity strategy and targeting strategy (See **5.2.2 & 6** for detail).

1. Investigation/ deep study/choice for social problems and key players.
2. Development of Solution/Support Plan
3. Discussion on the topic of solution plan with selected key players.
4. Implementation of solution plan by key players.
5. Evaluations for its performance and giving feedback.

8.3 Contingency Plan and Gantt Chart

8.3.1 Contingency Plan

Since this project is a pioneer approach, a lot of uncertain elements are expected. Because of that, we have to be ready to see many other problems might occur aside from **Table-8-1**. In addition, it is considered that unpredictable problem will also inevitably happen during project.

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Table-8-1：Contingency Plan

Expected Problems	If the problems are not resolved	The organization should proceed
The cooperation of the key player is indispensable for our plan, but a cooperator may not be found in particular at the initial stage.	Impossible to push forward a project.	An appropriate explanation to the owner of the problem and the project must stop it once. However, solution to the problem in itself has to look for a key player as possible continuously because it is thought that originally there are many things of the long term project.
Intelligence secret is more likely to be included in each problem, so there is the possibility that the information leaks out	Even ready to go to legal dispute.	Firstly, identify a criminal by inspecting access history of database then build beefed-up information management system It is necessary to hit the glorious recovery of people concerned with every effort when information has appeared generally by any chance.
In an international solution to the problem, the strong interests between countries are likely to be involved. In such cases, the matter is if negotiation with government for acquires their permission and cooperation is well done.	Impossible to push forward a project.	Key player of the stage is necessary before an influential solution to the problem in the government, so this person is needed to become a key player.

8.3.2 Gantt Chart for Future Work

We show you a tentative Gantt Chart in **Figure-8-1**.

As you can see, there is a point (shown in yellow bar) where it is difficult to establish the concrete date for reason that this type of project includes complicated problems in essence and needs to be tackled even endlessly.

Plus, considering occurrence of unpredictable risks, we added flexible schedule (shown in red bar) for process those period of completion are relatively easy to be predicted. Accordingly, in case we manage to avoid those risks, each process would be done earlier than our prediction.

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No	Project	2011		2012												2013~
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1~
1	Investigation/ deep study/choice for social problems and key players	▬▬▬														
2	Development of Solution/Support plan		▬▬▬													
3	Discussion on the topic of solution plan with selected key players			▬▬▬												
4	Implementation of solution plan by the key players					▭▭▭▭▭▭▭▭▭▭▭▭										
5	Evaluations for its performance and giving feedback						▭▭▭▭▭▭▭▭▭▭▭									
6	Outbreak and request of a new problem							▭▭▭▭▭▭▭▭▭▭								
7	Setup of a new solution to the problem project							▭▭▭▭▭▭▭▭▭▭								

Figure-8-1：Gantt Chart for Future Work

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9. Acknowledgements

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11. APPENDIX

【APPENDIX-A】 Result of Online Questionnaire

Answers Data | Target : Live in KANTO
Number of Answers : 64

Character
- Others 2%
- Worker 73%
- Student 25%

Age
- 40-49 25%
- 20-29 25%
- 30-39 48%

Sex
- Female 23%
- Male 77%

Family
- Married 56%
- Single 44%

Number of Visit WAKAYAMA last 5 Years
- 6～10 3%
- 3～5 3%
- 1～2 18%
- 0 74%
- Over 10 2%

"Image" of WAKAYAMA

- Mandarin Orange 27%
- Nature 20%
- Japanese Plum 11%
- KUMANO KODO 5%
- Warm 6%
- Inconvenient 4%
- Others 27%

Most "Famous" of WAKAYAMA

- Mandarin Orange 31%
- KOYA・YOSHINO・KUMANO 25%
- SHIRAHAMA 15%
- Japanese Plum 13%
- Baseball 6%
- Others 10%

"Want to Know" about WAKAYAMA

- Something Recommended 16%
- Landmark 18%
- Foods 15%
- Have no Interest 15%
- KUMANO Histry 13%
- Atraction 5%
- Others 18%

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"Want to Go" about WAKAYAMA

- KOYA YOSHINO KUMANO 41%
- SIRAHAMA 20%
- Others 18%
- Do not Want 11%
- No Idea 5%
- Hot Spring 5%

"Bad Point" of WAKAYAMA

- Access, Distance 36%
- Lack of Specialty 30%
- Others 22%
- Lack of Appeal 12%

"How to Know" about WAKAYAMA

- Home Page Blog WOM site 36%
- Mass Media 18%
- Official Info. 18%
- Special Magazine Books 10%
- Family Friends 8%
- Chat・SNS 6%
- Others 4%

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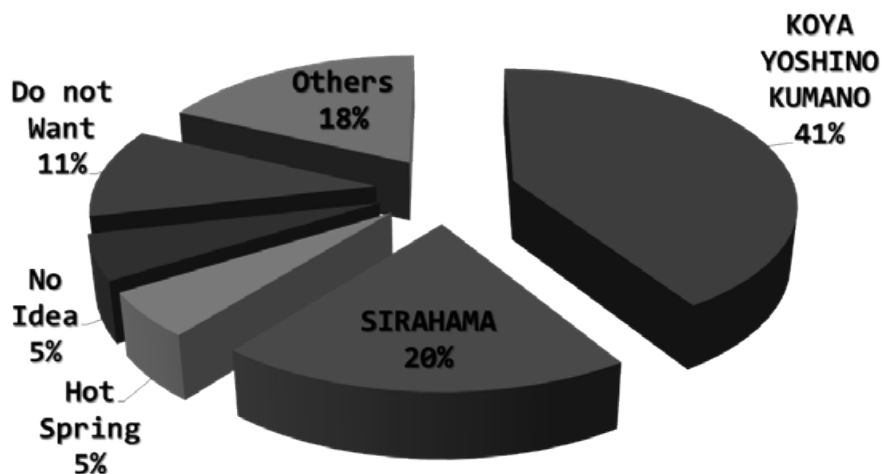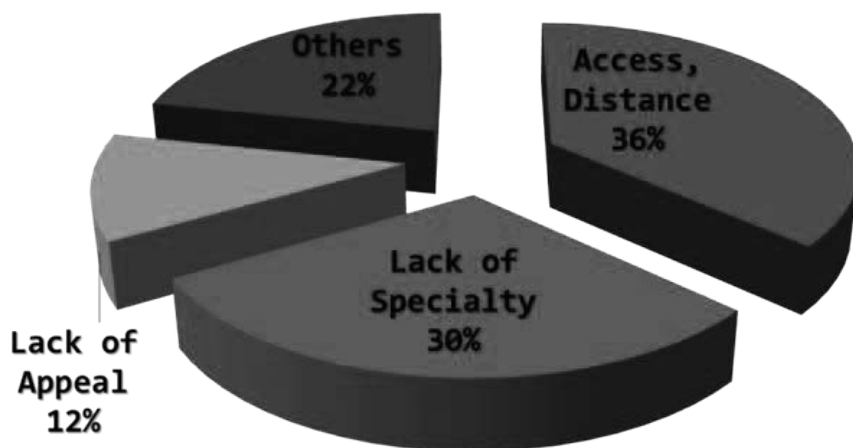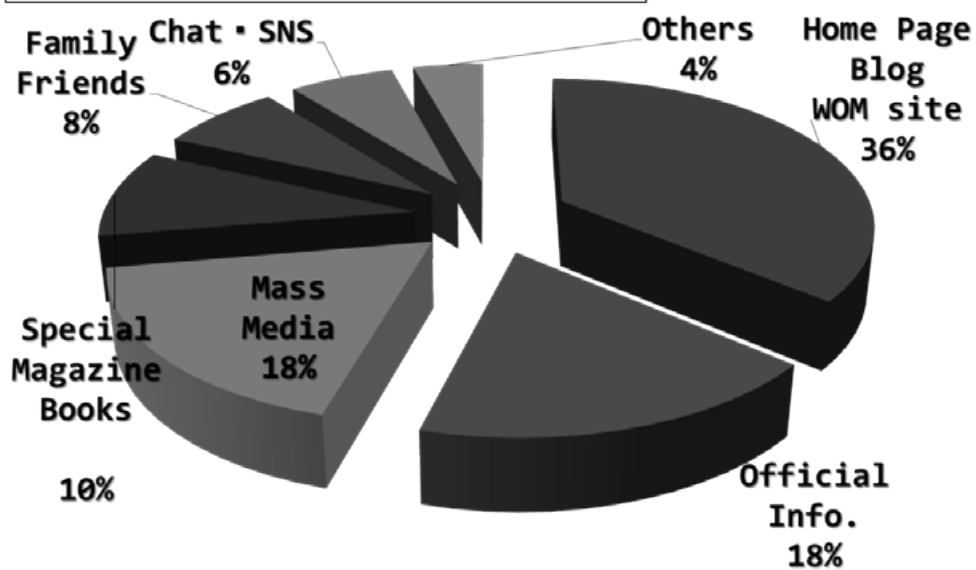
【APPENDIX-B】 Result of Observation about Internet Search

【Observe】 ： Information of WAKAYAMA on the internet

■ Number of "Hits" ： Results of Internet (Google) Search

×million

Key Word	Japanese		Alphabet	
	Only	+ "World Heritage"	Only	+ "World Heritage"
大阪 / OSAKA	538	14	106	2.0
京都 / KYOTO	350	9	87	3.0
兵庫 / HYOGO	218	5	15	0.7
奈良 / NARA	179	6	64	1.7
滋賀 / SHIGA	141	4	12	0.2
和歌山 / WAKAYAMA	139	5	8	0.4
東京 / TOKYO	999	20	529	6.8
三重 / MIE	179	4	186	0.7

【APPENDIX-C】 Result of Pugh-Selection for DEA

This Pugh-Selection is used for evaluation of Japaneseness of Wakayama. From this result, We selected the cultural heritages in Japan as targets of evaluation.

	Cultural (JAPAN)	Natural (JAPAN)	Both (JAPAN)	All (World)
necessary and sufficient for Japaneseness	−	−		−
Association with WAKAYAMA	+	−		−
Workload(time needed)	+	+		−
Difficulty of Evaluation	+	+	D A T U M	−
Satisfaction (Proposer)	S	−		+
Satisfaction (Japanese)	−	−		+
Satisfaction (Non-Japanese)	−	−		+
Σof +	3	2		3
Σof −	3	5		4
Σof S	1	0		0
Overall	0	−3		−1

（Legends）
- ― Cultural (Japan) ： Cultural Heritages in Japan (12 sites)
- ― Natural (Japan) ： Natural Heritages in Japan (4sites)
- ― Both(Japan) ： Natural Heritages in Japan (16sites)
- ― All (World) ： All World Heritages in the World (more than 900)

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【APPENDIX-D】 Prototyping：Sample Data for DEA

This is a sample data for our prototyping.

No	世界遺産の名称 上段:和名 下段:英語名	登録年数	登録基準	a 正統性 評点	重み	b 密着性 評点	重み	c 独自性 評点	重み	d 縦深性 評点	重み	e 季節性 評点	重み	f 審美性 評点	重み
1	法隆寺地域の仏教建造物 / Buddhist Monuments in the Horyu-ji Area	1993	(i)(ii)(iv)(vi)	8		1		6		6		6		8	
				0		0		0		0		0		0	
2	姫路城 / Himeji-jo	1993	(i)(iv)	6		1		6		2		8		7	
				0		0		0		0		0		0	
3	古都京都の文化財 / Historic Monuments of Ancient Kyoto	1994	(ii)(iv)	10		6		6		8		9		10	
				0		0		0		0		0		0	
4	白川郷・五箇山の合掌造り集落 / Historic Villages of Shirakawa-go and Gokayama	1995	(iv)(v)	2		10		8		4		7		3	
				0		0		0		0		0		0	
5	原爆ドーム / Hiroshima Peace Memorial (Genbaku Dome)	1996	(vi)	4		1		7		2		4		4	
				0		0		0		0		0		0	
6	厳島神社 / Itsukushima Shinto Shrine	1996	(i)(ii)(iv)(vi)	6		3		6		4		6		8	
				0		0		0		0		0		0	
7	古都奈良の文化財 文化遺産 / Historic Monuments of Ancient Nara	1998	(ii)(iii)(iv)(vi)	10		6		6		8		8		9	
				0		0		0		0		0		0	
8	日光の社寺 / Shrines and Temples of Nikko	1999	(i)(iv)(vi)	6		6		6		6		7		5	
				0		0		0		0		0		0	
9	琉球王国のグスク及び関連遺産群 / Gusuku Sites and Related Properties of the Kingdom of Ryukyu	2000	(ii)(iii)(vi)	4		1		7		6		5		1	
				0		0		0		0		0		0	
10	紀伊山地の霊場と参詣道 / Sacred Sites and Pilgrimage Routes in the Kii Mountain Range	2004	(ii)(iii)(iv)(vi)	6		8		7		8		9		7	
				0		0		0		0		0		0	
11	石見銀山遺跡とその文化的景観 / Iwami Ginzan Silver Mine and its Cultural Landscape	2007	(ii)(iii)(v)	2		1		7		2		6		2	
				0		0		0		0		0		0	
12	平泉－仏国土(浄土)を表す建築・庭園及び考古学的遺跡群 / Hiraizumi – Temples, Gardens and Archaeological Sites Representing the Buddhist Pure Land	2011	(ii)(vi)	4		6		6		6		6		7	
				0		0		0		0		0		0	

（Legends）

a：Orthodoxy

b：Adhesion

c：Distinctiveness

d：Depth

e：Seasonality

f：Sprit of harmony

49

【APPENDIX-E】 Prototyping : Result of Formulation for DEA

From **APPENDIX-D**, We can make formula for the Target No.10 "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" as follows;

No	世界遺産の名称 上段:和名 下段:英語名	登録 年数	登録基準	a 正 統 性 評点 | 重み	b 密 着 性 評点 | 重み	c 独 自 性 評点 | 重み	d 縦 深 性 評点 | 重み	e 季 節 性 評点 | 重み	f 審 微 性 評点 | 重み	g 依 存 性 評点 | 重み
10	紀伊山地の霊場と参詣道 Sacred Sites and Pilgrimage Routes in the Kii Mountain Range	2004	(ii)(iii)(iv)(vi)	6 0	8 0	7 0	8 0	9 0	7 0	7 0

$$\text{MAX} \quad D_{10} = \frac{6w_{10a} + 8w_{10b} + 7w_{10c} + 8w_{10d} + 9w_{10e} + 7w_{10f} + 7w_{10g}}{1 \times v_{10}}$$

$$\text{S.T.} \quad \frac{6w_{10a} + 8w_{10b} + 7w_{10c} + 8w_{10d} + 9w_{10e} + 7w_{10f} + 7w_{10g}}{1 \times v_{10}} \leq 1$$

・・・・【You need to create more 11 constraints.】

$$w_{10a}, w_{10b}, w_{10c}, w_{10d}, w_{10e}, w_{10f}, w_{10g} \geq 0 \quad , \quad v_{10} \geq 0$$

Where "$v_{10} = 1$" is added to constraint, you can delete the denominator of the objective function and constraints. Then, you can complete problem formulation as a linear programming problem as follows ;

$$\text{MAX} \quad D_{10} = 8w_{10a} + 10w_{10b} + 7w_{10c} + 10w_{10d} + 10w_{10e} + 9w_{10f} + 7w_{10g}$$

$$\text{s.t.} \quad v_{10} = 1$$

$$8w_{10a} + 1w_{10b} + 6w_{10c} + 6w_{10d} + 6w_{10e} + 8w_{10f} + 5w_{10g} \leq 1$$
$$6w_{10a} + 1w_{10b} + 6w_{10c} + 2w_{10d} + 8w_{10e} + 7w_{10f} + 3w_{10g} \leq 1$$
$$10w_{10a} + 6w_{10b} + 6w_{10c} + 8w_{10d} + 9w_{10e} + 10w_{10f} + 7w_{10g} \leq 1$$
$$2w_{10a} + 10w_{10b} + 8w_{10c} + 4w_{10d} + 7w_{10e} + 3w_{10f} + 5w_{10g} \leq 1$$
$$4w_{10a} + 1w_{10b} + 7w_{10c} + 2w_{10d} + 4w_{10e} + 4w_{10f} + 3w_{10g} \leq 1$$
$$6w_{10a} + 3w_{10b} + 6w_{10c} + 4w_{10d} + 6w_{10e} + 8w_{10f} + 7w_{10g} \leq 1$$
$$10w_{10a} + 6w_{10b} + 6w_{10c} + 8w_{10d} + 8w_{10e} + 9w_{10f} + 7w_{10g} \leq 1$$
$$6w_{10a} + 6w_{10b} + 6w_{10c} + 6w_{10d} + 7w_{10e} + 5w_{10f} + 7w_{10g} \leq 1$$
$$4w_{10a} + 1w_{10b} + 7w_{10c} + 6w_{10d} + 5w_{10e} + 1w_{10f} + 5w_{10g} \leq 1$$
$$6w_{10a} + 8w_{10b} + 7w_{10c} + 8w_{10d} + 9w_{10e} + 7w_{10f} + 7w_{10g} \leq 1$$
$$2w_{10a} + 1w_{10b} + 7w_{10c} + 2w_{10d} + 6w_{10e} + 2w_{10f} + 5w_{10g} \leq 1$$
$$4w_{10a} + 6w_{10b} + 6w_{10c} + 6w_{10d} + 6w_{10e} + 7w_{10f} + 5w_{10g} \leq 1$$

$$w_{10a}, w_{10b}, w_{10c}, w_{10d}, w_{10e}, w_{10f}, w_{10g} \geq 0$$

【APPENDIX-F】 Prototyping：Result of DEA

This is the result of calculation by using free software "DEA Frontier" (© Joe Zhu : www.deafrontier.com) with sample data showed in APPENDIX-D.

DMU No.	② DMU Name	Input-Oriented CRS Efficiency	Optimal Multipliers Input	③ a	b	c	d	e	f
1	1	0.87500	1.00000	0.00000	0.00000	0.06250	0.00000	0.00000	0.06250
2	2	0.89130	1.00000	0.00000	0.00000	0.06522	0.00000	0.04348	0.02174
3	3	1.00000	1.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.10000
4	4	1.00000	1.00000	0.00000	0.08696	0.00000	0.00000	0.00000	0.04348
5	5	0.90909	1.00000	0.01515	0.00000	0.12121	0.00000	0.00000	0.00000
6	6	0.87500	1.00000	0.00000	0.00000	0.06250	0.00000	0.00000	0.06250
7	7	1.00000	1.00000	0.00000	0.00000	0.06250	0.00000	0.00000	0.06250
8	8	0.84127	1.00000	0.00794	0.00000	0.09524	0.00000	0.03175	0.00000
9	9	0.94444	1.00000	0.00000	0.00000	0.11111	0.02778	0.00000	0.00000
10	10	1.00000	1.00000	0.00000	0.07895	0.00000	0.00000	0.00000	0.05263
11	11	0.87879	1.00000	0.01515	0.00000	0.12121	0.00000	0.00000	0.00000
12	12	0.86364	1.00000	0.00000	0.04545	0.04545	0.00000	0.00000	0.04545

（Legends）
① : Target "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range"
② : Total Points of Japaneseness
③ : Set of weight （＝Characteristic of japaneseness）
　　a : Orthodoxy
　　b : Adhesion
　　c : Distinctiveness
　　d : Depth
　　e : Seasonality
　　f : Sprit of harmony

From this result, we can say as follows;

■World Heritage site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" is superior in terms of "Adhesion" and "Spirit of Harmony". (from result of ③)

■World Heritage site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range" is the most Japaneseness in all targets. (from result of ②)

51

【APPENDIX-G】 Syncretism of Shintoism and Buddhism in Kumano

The Syncretism of Shintoism and Buddhism, evolving from the Nara period on, represents an important development in both the religious consciousness and the history of Japan. While aiming at the harmonious coexistence of the two distinctive religious systems, the one indigenous, the other imported, the syncretic approach bred an array of new beliefs and observances based on what each component could offer. The syncretic interaction caused the Shugendo / Yamabushi traditions. [33]

Syncretism marks the Shinto shrines in the Kumano as well, whose major divinities likewise were matched with those in the Buddhist pantheon. The Kumano-Sanzan : Kumano-Hongu-Taisha (Ketsumiko-gami : Susanoo), Kumano-Hayatama-Taisha (Hayatamamiya : Izanagi), and Kumano-Nachi-Taisha (Yui no Miya : Izanami), were paired with Amida-Nyuorai (Amitabha Tathagata), Yakushi-Nyorai, and the Senju-Kannon (Thousand-armed avalokiteshwara), respectively. Accordingly, the Kumano-Sanzan was also called Kumano-Sansho-Gongen (the three avatars of Kumano). Gradually, the Kumano syncretism absorbed nine additional locally worshiped Shinto divinities, allotting to each of them a Buddhist counterpart; they were called Kumano-Junisho-Gongen (the twelve avatars of Kumano). [33]

52
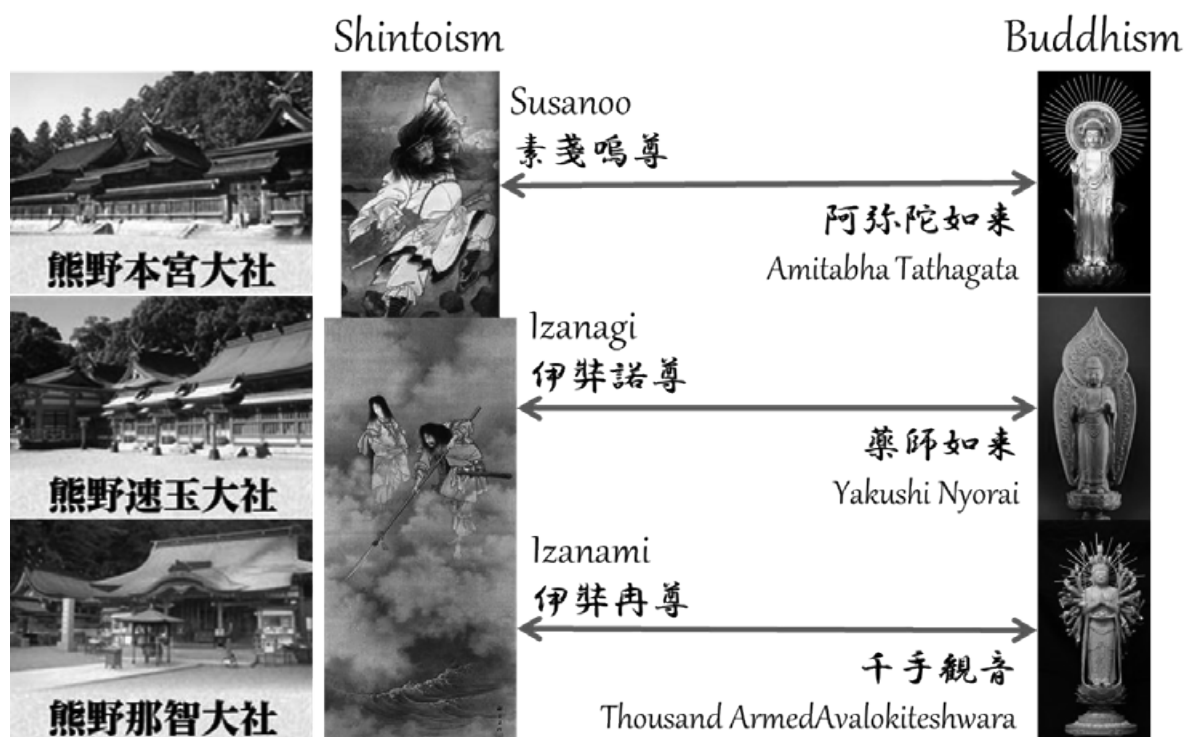
Group N's Final Presentation Slides

和

Syncretic Harmony

From 和歌山

Nature

Green and Water

豊かな水と青き
神々の森の恵み

History

Presents from Ancients

時を生き抜いた
先人からの贈物

Now is the time

We are responsible for

handing on you

今こそ

伝えなければならない

ことがあります

Syncretic Harmony from WAKAYAMA

和歌山県
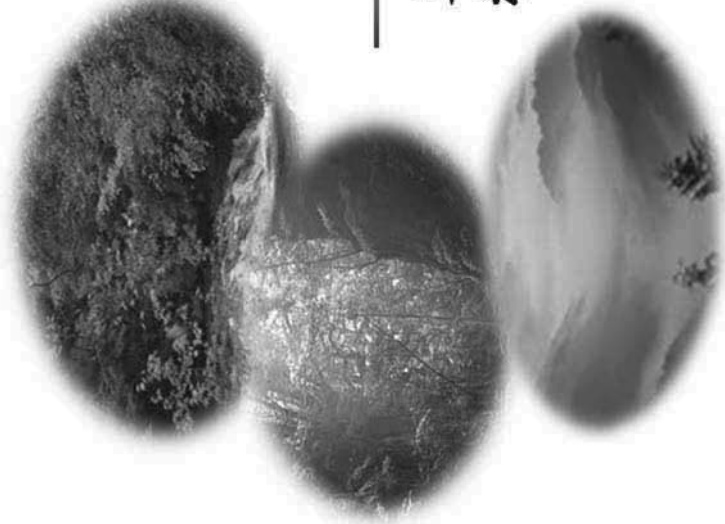
Human

Pride with Pray

歴史と自然に捧げる

誇り と 祈り

和

Syncretic Harmony

From 和歌山

ALPS2011 Group N

2011.11.19

Proposer：WAKAYAMA Pref.

Coexistence and Synergy System in Visualization and Publicity Strategy of Attractions of Wakayama

WS # 5 : Final Presentation

[Members]

Yasumasa HAYASHI   Yuko OSONE   Fumio SHIMIZU

Takafumi KOMORI   Ryohei SUGIYAMA

[Mentors]

■ Professor   Masaru NAKANO

■ Associate Professor   Keiko SHIMAZU

9

Visualization   Attractiveness

可視化   魅 力

Beautiful Sights?
美しい景色？

Delicious Foods?
美味しい食物？

Quantification?
定量化する？

Comparative Evaluation?
比較評価する？

What is the "Core Value" of WAKAYAMA?

10

和

Syncretic Harmony

"Origin of JAPAN"
日本の原点

Syncretic : The merging of two or more originally different
異質なものの同士が同一空間に混在している様子

Harmony : Good effects are generated by interaction of elements
要素同の相互作用によって良い効果が生じている様子

11

Nature

Mountain / River / Sea
山 / 川 / 海

Woods / Water / Climate
森林 / 水 / 気候

Ecosystem / Life & Foods
生態系 / 命・食

和   Syncretic Harmony

History

Syncretistic fusion of Shintoism and Buddhism
神道・仏教・神仏習合

Faith & Pilgrimage to KUMANO
熊野信仰・熊野詣

Traditional Culture / Skills
伝統文化・伝統の技

愛情   尊敬   感謝   寛容   信頼   忍耐
Love   Respect   Thanks   Tolerance   Trust   Patience

誇り   信念   勇気
Pride   Belief   Courage

Human

12

13

Syncretic Harmony

= Model & Property

for Happy & Comforting & Sustainable Society
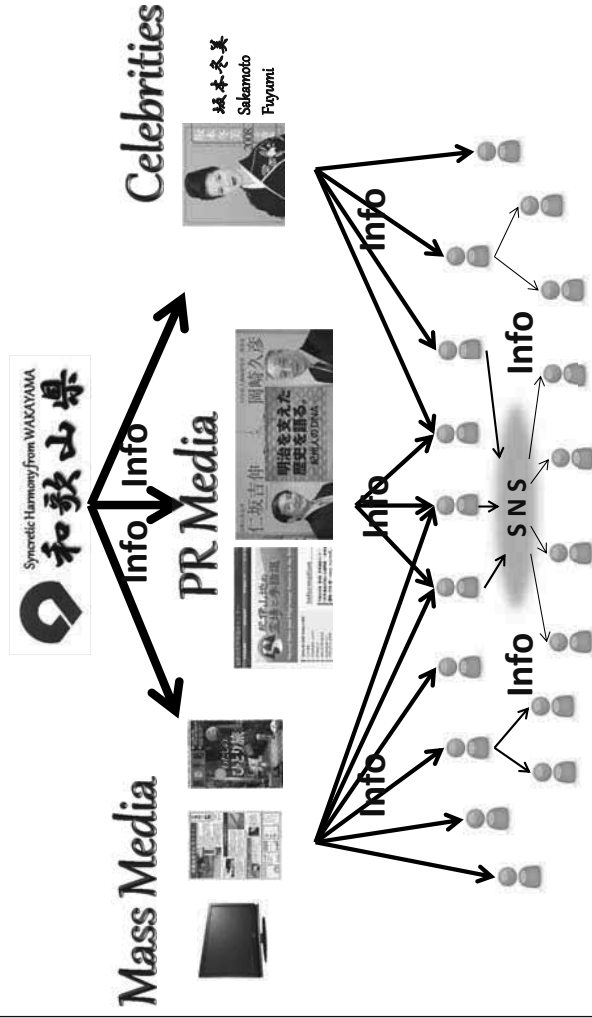that could solve various Domestic & International Problems

Utilizing of the Property is the
MISSION of WAKAYAMA!

14

PR Strategy
広報戦略

15

Current PR Strategy (As Is)
Standard PR methods are ...

Mass Media

PR Media

Info Info
Info

Celebrities

坂本冬美
Sakamoto
Fuyumi

Info

SNS

Info

Info

Info

Info

16

和 could solve various Social Problems !

How to get Acknowledgements about the value?

As Is

One Way
Communication
Constrained
Information Volume →
和 might don't work!
Syncretic Harmony

To Be

Help to Solve Problems
as a Solution Provider

By using
和
Syncretic Harmony

Our PR strategy

Now is the time
We are responsible for
handing on you

今こそ
伝えなければならない
ことがあります

Flow of PR Activities & Effects

WAKAYAMA Pref. **Targets** **Others**

WAKAYAMA Pref. becomes No.1 in the World!
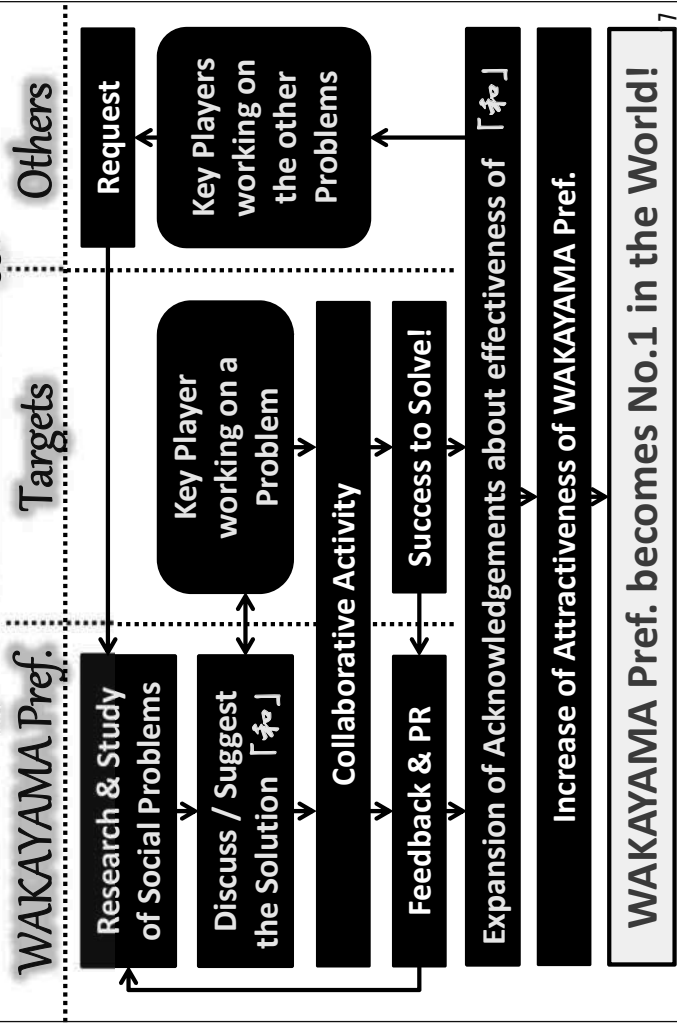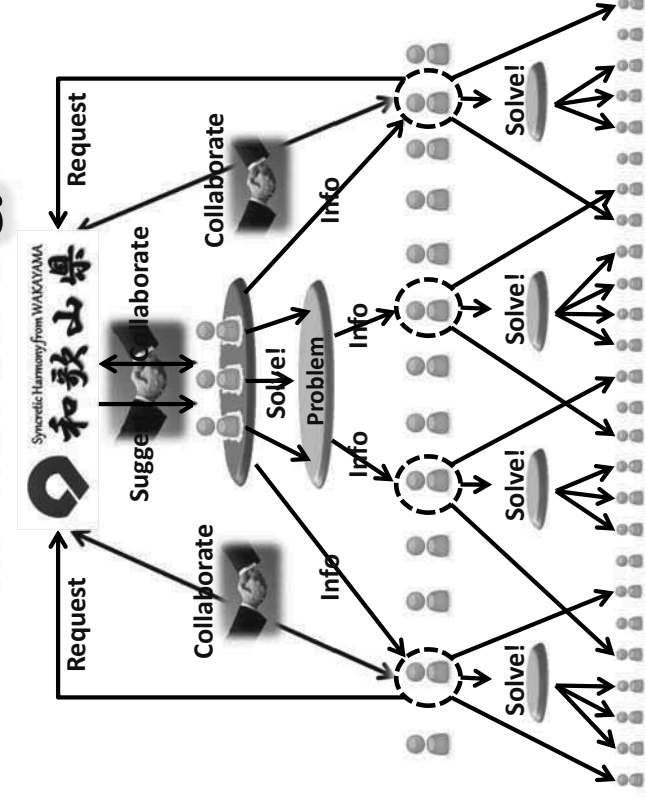
Summary of our Concept

Model Property

Utilizing

PR Strategy

Attractiveness of WAKAYAMA

Feedback Acknowledgements

~紀伊半島大水害~
寺ける和!!和歌山

以下、補足資料
(*Visualization of Attractiveness*)

和
Syncretic Harmony
From 和歌山

和歌山県
Syncretic Harmony from WAKAYAMA
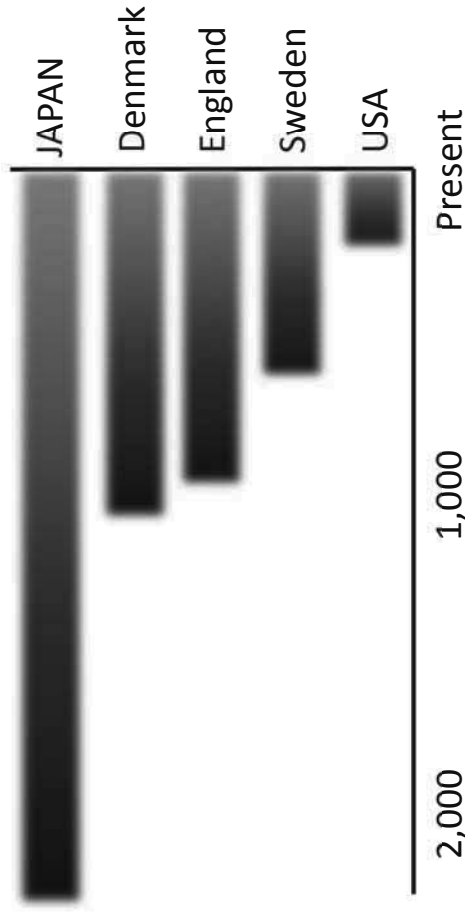
JAPAN is the oldest Nation in the world

Why?

"和" is highly valued in JAPAN

"和" を以て尊しと為す

➢ *"Revolution" never happened*

➢ *"Syncretism" ever happened*

JAPAN is the oldest Nation in the world

Why?

JAPAN
Denmark
England
Sweden
USA

2,000　　1,000　　Present

紀伊山地の霊場と参詣道

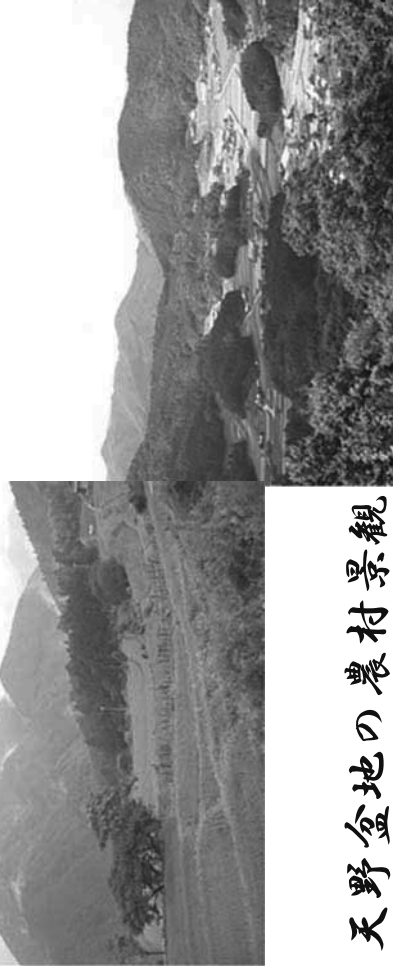*Sacred Sites and Pilgrimage Routes*

in the Kii Mountain Range

Standard of Value

2 exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts,town-planning or landscape design; or

3 bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared; or

4 be an outstanding example of a type of building or architectural or technological ensemble or land scape which illustrates (a) significant stage(s) in human history; or

6 be directly or tangibly associated with events or living traditions, with ideas, or with beliefs with artistic and literary works of outstanding universal significance (theCommittee considers that this criterion should justify inscription in the List only in exceptional circumstances and conjunction with other criteria and natural);
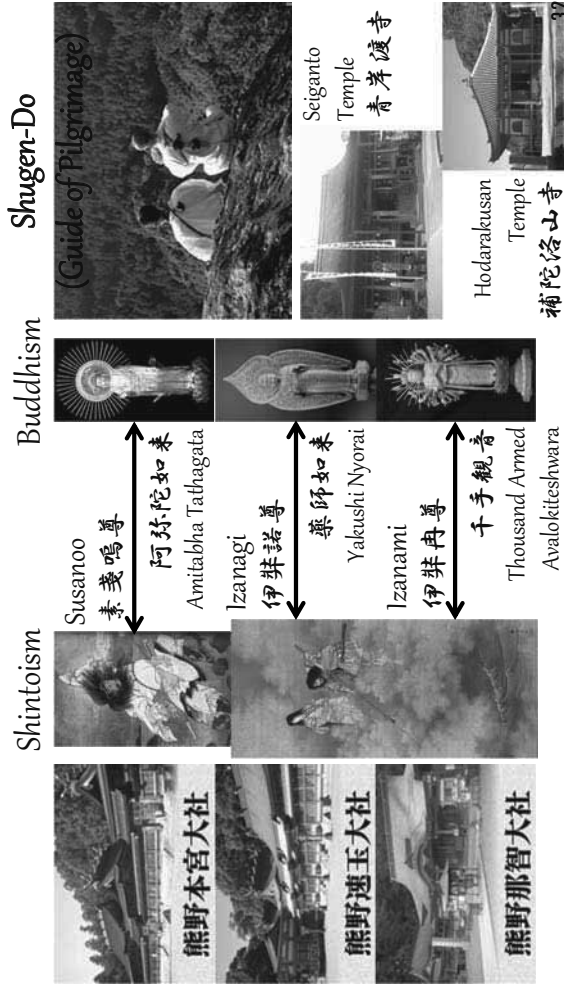

世界遺産登録基準

[１] 人類の創造的天才の傑作を表現するもの

[２] ある期間を通じて、又はある文化圏において、建築、技術、記念碑的芸術、町並み計画、景観デザインの発展に関し、人類の価値の重要な交流を示すもの

[３] 現存する、又は消滅した文化的伝統又は文明の、唯一の又は少なくとも稀な証拠となるもの

[４] 人類の歴史上重要な時代を例証する、ある形式の建造物、建築物群、技術の集積又は景観の顕著な例

[５] 特に、回復困難な変化の影響下で損傷されやすい状態にある場合における、ある文化（又は複数の文化）を代表する伝統的集落又は土地利用の顕著な例。

[６] 顕著な普遍的な意義を有する出来事、現存する伝統、思想、信仰又は芸術的、文学的作品と、直接又は明白に関連するもの

[７] 地球の進化史上の主要な段階を示す見本として顕著なところである。

[８] 進行しつつある重要な地質学的経過、生物学的進化、及び人類と自然環境との相互作用を示す見本として顕著であるところ。これは、地形、地質及び淡水域の発展に関する進行中の過程に焦点をあわせるものである。

[９] 最も素晴らしい自然現象、自然構造、特色を含む、極めて重要な自然美又は、自然的、文化的要素のひとつをわずぐれた生態系、ひとつをわずぐれた自然美又は、顕著な見本である、すぐれた自然美までであるもの。

[１０] 科学上、保存上の観点から、すぐれて普遍的な価値のある、絶滅の恐れのある動植物種がそこで今も生き延びている、最も重要かつ意義深い自然生息地。

Syncretism of Shintoism and Buddhism（神仏習合）

Shugen-Do
(Guide of Pilgrimage)

Seiganto Temple 青岸渡寺

Hodarakusan Temple 補陀洛山寺

Buddhism

Shintoism

Susanoo 素戔嗚尊 — 阿弥陀如来 Amitabha Tathagata

Izanagi 伊弉諾尊 — 薬師如来 Yakushi Nyorai

Izanami 伊弉冉尊 — 千手観音 Thousand Armed Avalokiteshwara

熊野本宮大社

熊野速玉大社

熊野那智大社

Cultural Landscapes : 文化的景観

自然と人間の営みによって形成された景観

"Landscapes Formed by Nature and Human Activities"

高原の棚田

天野盆地の農村景観

Faith & Pilgrimage to KUMANO（熊野信仰・熊野詣）

男女貴賤を問わず

Kumano Accepted Any Pilgrims

和泉式部
（参詣時の月の穢れ）

那智参詣曼荼羅図

熊野比丘尼
による絵解き

和泉式部

Kumagusu MINAKATA（南方熊楠）

- *Natural history, Biology, Folkloristic, etc.*
- *First Advocate of "Ecology" in JAPAN (1911)*

頭（記憶力）

心（人脈）

手（収集）

足（行動力）

Virgin Forest @ NACHI

was saved by his activity

Faith & Pilgrimage to KUMANO（熊野信仰・熊野詣）

熊　野：神々の住む森
　　　　極楽浄土
熊野詣：擬死/蘇生（甦り）

熊野詣出立の儀
@京都伏見・城南宮
（天皇の熊野詣の歴史）

Faith & Pilgrimage to KUMANO（熊野信仰・熊野詣）

参詣者の通行手形

Pass for Pilgrims

■ この者は怪しいものではないから通してくれ
■ 怪我や病気の際は手当をしてやってくれ
■ 日が暮れたら一宿の宿をあてがってくれ
■ もしなくなったら"その地の慣わし"により葬ってやってくれ

Slide 38
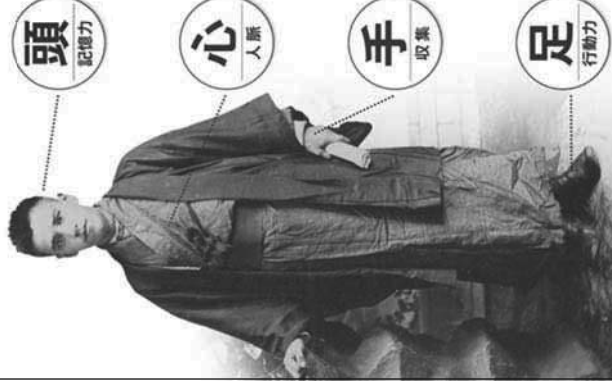
Amicable Relationship Between Turkey & JAPAN

Ertuğrul wreckage in 1890

Accident of Turkish warship Ertuğrul happens offing of Wakayama Kii Oshima in 1890.

Local people knew the case.
They dealt with help and the nursing of the survivor.

As a result, 69 people reached the safe return and were able to come back to their country.

This is start at the cooperation cycle of Japan and Turkey.

Turkey

Cooperation Over Century

Japan

The Gulf War in 1985

The indiscriminate attack declaration for the plane of the Iranian sky happened.
Many Japanese were left behind to Iran.

Turkey saved this critical situation.
And a Japanese was rescued by a Turkish plane dispatched by a request of the Turkey's Government.
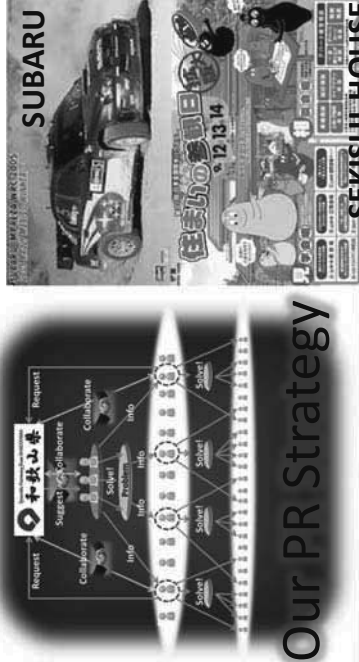
The Turkish embassy plans future human material support for the damage of Wakayama by typhoon 12nd of the other day.

Slide 37

Brand Ambassador : PR Strategy

Famous Person

CITIZEN

WAKAYAMA 坂本冬美
Sakamoto Fuyumi

C2C Communication

SUBARU

SEKISUI-HOUSE

Our PR Strategy

KIRIN

BRAND AMBASSADOR SEMINAR ブランドアンバサダーセミナー

ブランドの知識とともに世界のパートレンドを学ぶ。

Specialist/Professional

Slide 40

以下、補足資料
（PR Strategy）

Slide 39

Near-Small-First : PR Strategy

Scale of Problem

Large

Middle

Small

War / Terrorism
Ethnic Conflicts
Resource Competition
Nature Destruction
Economic Crisis

Aging of Society
Low Birthrate Clime
Suicide Drug
Bullying Alcoholism
Classroom Disruption
Monster Parents
Fail to Pay
Manner @ public place

Reduce
Reuse / Recycle
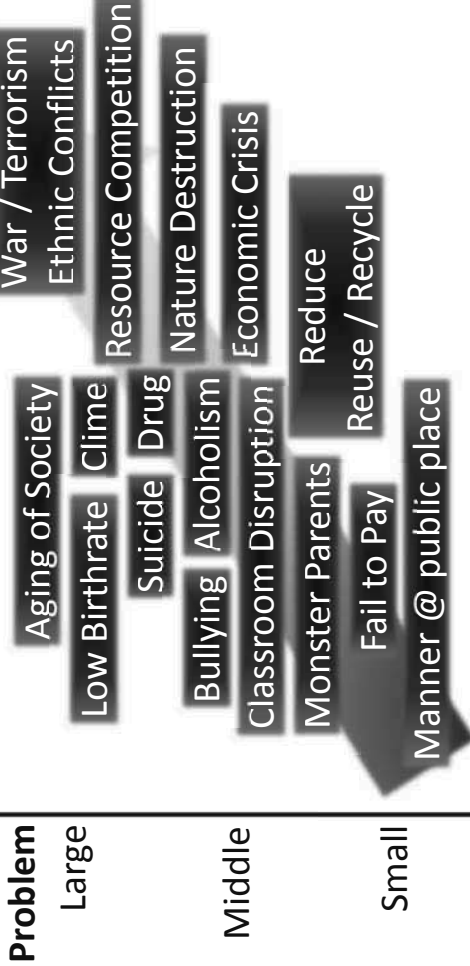
In Pref.   In JAPAN   In the World
Scope Range

Examples of PR Targets & Activities

Problems (Scale)	Problem Solver (Target)	Possible Solution (Activity)
Bad Manners @Station/Train (Small)	□ Railroad Companies	□ Train Announcement □ Station Poster □ Clean Operation
Alcoholism Drink-Driving (Middle)	□ Hospital / Clinic □ Police / Prison	□ Schooling □ Group Discussion □ Pilgrimage Road Tour
Mental Disorder · Suicide (Large)	□ Local Center of Preventing Suicides □ Mental Hospital □ Company / Agency □ Family	□ Study / Training for Preventing Suicides @WAKAYAMA □ Healing & Rehabilitation @WAKAYAMA

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