Implication from the feasibility study on strategic park management using concession in Japan

Yuma AKAHO
Graduate School of International Media, Communication, and Tourism Studies
Hokkaido University
akaho@cats.hokudai.ac.jp
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2. Agendas for Japanese National Parks and the existing park management
3. Introduction of Concession
4. Suggestion using the concept of Concession
1 Background and Purpose

Agendas for Japanese nature parks

- Compatibility of “Promotion of effective use” and “Conservation of environment”

<table>
<thead>
<tr>
<th>Attribute of the area</th>
<th>Source of income</th>
<th>Compatibility of use and conservation</th>
<th>Nature preservation area</th>
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</thead>
<tbody>
<tr>
<td>Great walks in New Zealand etc.</td>
<td>Tie-up with airline company, Receive service</td>
<td></td>
<td>What about this area?</td>
</tr>
<tr>
<td>Strategy for effective use</td>
<td>Donation for conservation, Paid-for voluntary workers</td>
<td>Prohibition of entry, Nature restoration</td>
<td></td>
</tr>
<tr>
<td>Strategy for environmental conservation</td>
<td>Fee, Head counts, Eco-freindly facilities</td>
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Purpose: Suggestion for effective use to be of help environmental conservation
2-1 Admission: The existing park management in Japan

Try by “Admission” of Entry

Try: since 1993
- Let’s solicit for donation by setting “park entrance gate”

Error
- Remain “Inequality” among park users who donate and who ignore it
- But it is distant to array the observer in view of labor cost

Re-try: since 2003
- Let’s introduce “Land use control area” and oblige the payment as a certificate there.
2-2 Non concession fee: The existing park management in Japan

Try by “non-concession fee”

- Try: since 1984
  - Let’s raise “the land use fee” from business operators such as mountain huts in the parks because of the concern of over-use arose from trekking boom.

- Error
  - Objection from some mountain huts (in dispute till 2003)
  - It is preoccupied with collecting national property use fee. There is no framework to reinvestment to national parks.

- Re-try: since 2001
  - Let’s introduce Paid-for park labors (green-workers, active rangers)
3-1 What is Concession?

User control by fee

Objective for payment

Direct (from users)

Indirect (via business operators)

Usage fee (※)

Admission

Concession (※)

Non-concession

Japan Style

(※) Usage fee and Concession are collected through hotel, guide service, hunting license, entry license etc., The former is directly paid by users and the latter is paid by business operator who has received “concession (exclusive goodwill)” from park managers.

Framework of Concession

Head quarter of park manager

Park

Levy

Bugged reallocation

Local park manager

A part of sales

Concession

Business Operator
3-2 Concession: Is it effective?

Merits of Concession
- Guarantee the standards of service, risk management and eco-friendliness of operators
- Compatibility between access free and benefit principle

Demerits of Concession
- The levy = Unaccounted for fund
- Insufficient function for environmental education and enlightenment
- Legal barrier to the introduction for the government-designated park

Yes, it is effective!
But for the introduction, we need to do...
① Maximize the merits
② Minimize the demerits
③ Get over the legal barrier

The reason why not introduced
- The land owner(s) is different to park manager (Not the government-owned park)
4-1. Suggestion 1: Use Park Management Association System

Base system: **Park Management Association System (※) under Natural Parks Law**

Utilize **the concept of concession**
- Introduce the standards for service quality & risk management as a requirement of the designation
- Introduce the standards for eco-friendliness & education as a requirement of the designation

Improve the system
- Outsource preferentially some park management operations to the designated association

**Maximize the merits**

**Minimize the demerits**

It is possible to improve the park management way even under the existing law by using “Park Management Association System” and “the concept of concession”, but who should be designated?

(※) The system to delegate some park’s operations to private associations (NPO, or judicial foundation) as Park Management Association
4-2 Suggestion 2: Use eco-tour guide

Who should be designated? Who will be suitable for the compatibility between promotion of use and environmental conservation?

<table>
<thead>
<tr>
<th>Promotion of Use</th>
<th>Balanced group</th>
<th>Environmental Conservation</th>
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<tbody>
<tr>
<td>(Travel Agency etc.,)</td>
<td><strong>Local Eco-tour Guide</strong></td>
<td>(Nature Conservation Group etc.,)</td>
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Because

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<th>Required Function for Promotion of Use</th>
<th>Required Function for Environmental conservation</th>
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<tbody>
<tr>
<td>• Hospitality</td>
<td>• High environmental consciousness</td>
</tr>
<tr>
<td>• Entertainment</td>
<td>• Educational and enlighten role towards customer</td>
</tr>
<tr>
<td>• Ability for safety risk management</td>
<td>• Their daily activities are feasible to do monitoring and maintenance of facilities</td>
</tr>
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</table>
4-3 Implications

Attributes of concession

Key Points

① Introduce the standards for service, safety and eco-friendliness of the operators
② Only user gets the service from the operators, pay a fee
③ The operators employ local guides familiar with the area
④ Add environmental education for users to a role of the guides
⑤ Increase the merit to be Park Management Association by preferential subcontracting instead of giving concession

The operators = Eco-tour guide association(s) in this case

Active utilization of the Park Management Association System by the aid of concessions' concept

Promotion of Effective Use

Support of Environmental Conservation

4.Suggestion using the concept of concession
4-4 Summary of suggestion and the expected effects

Present: No linkage between Use and Conservation

- User (including Travel Agency)
- Payment
- Service
- Park Manager
- Designation of Park Management Association (Quality Assurance, Honor)
- Outsourcing (Payment)
- Nature conservation group

Suggestion: Linkage between Use and Conservation

- User (including Travel Agency)
- Payment
- Service
- Guide (Association)
- Manpower
- Park Manager
- Designation of Park Management Association (Quality Assurance, Honor) + Outsourcing (Payment)

Hope a quality assurance system to erase the differences among guides

Pay little with respect to personal expense for taking the license

Hope to promote PPP for the effective management

Few merit to get the designation

Introduce Quality Assurance System for User

Develop guide industry by the use of their off-season

Secure the sustainable activity for tourism & conservation by local association

Hope a quality assurance system to erase the differences among guides

Pay little with respect to personal expense for taking the license

Hope to promote PPP for the effective management

Few merit to get the designation

4. Suggestion using the concept of concession