

# **Policy Marketing Approach of Public-Private Partnerships: a Japanese local government's experience.**

IRSPM VII (The 7<sup>th</sup> INTERNATIONAL RESEARCH SYMPOSIUM ON PUBLIC MANAGEMENT)

October 2-4, 2003 Hong Kong

**Masatoshi Tamamura**

Assistant Professor, Faculty of Policy Informatics, Chiba University of Commerce, Japan

Policy Marketing Committee, Aomori Prefecture, Japan

This paper introduces a case of practice of Public-Private Partnership at a Japanese local government, Aomori Prefecture. Aomori Prefecture lies on the north part of Japanese Main Island and have 1,500,000 residents.

Since 1999, Aomori Prefecture has constructed and promoted the performance management system. This system is focused on “Public-Private Partnerships” applying the idea of Marketing, which is so called “Policy Marketing”, to the public management.

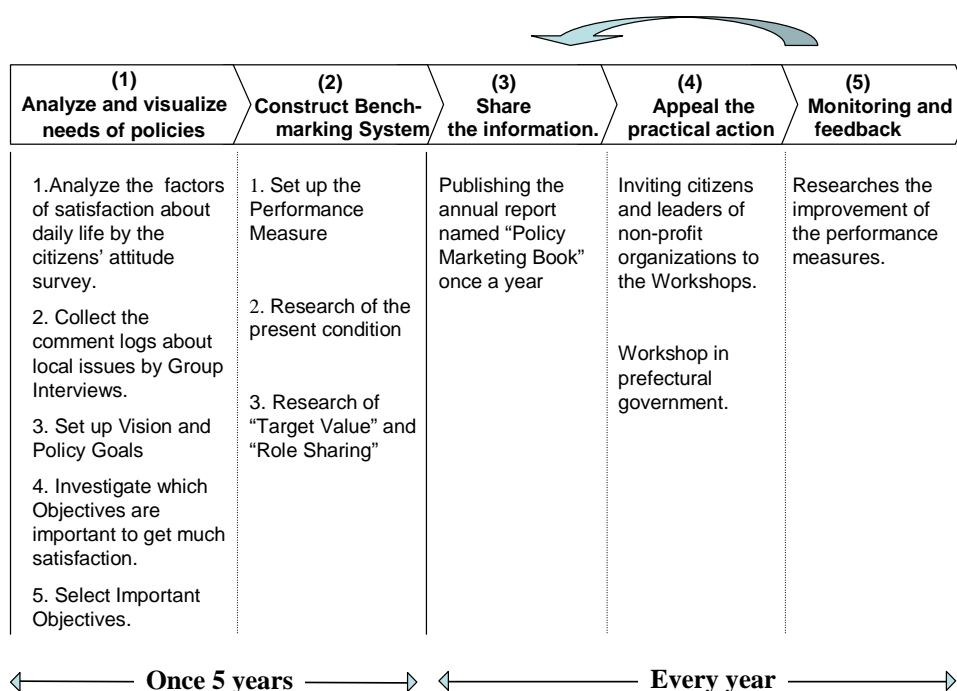
Formerly, “Marketing” was considered mainly selling promotion activities. However, recently, “Marketing” does not means only the promotion activities or the strategy to sell the products, but also producing products, services, and systems to make the concerned actors (providers, customers, etc.) satisfied continuously by building many sustainable relationships.

The idea of recent Marketing can be applied to the local management and public policy by regarding “Citizens” as “Customers” of the public policy and services of local area. There are so many providers of the public policy and services, for example, local governments, NPOs, citizen circles, private corporations, schools, families, individual citizens, and so on. Each of the actors grasps the needs of customers, and provides the policy and services to satisfy the needs. When the providers try to satisfy the needs of customers much better, they should join up the activities each other to provide policy and services. As it were, there is a “Policy Market” that policy and activities are produced by the various providers' combination. This mean, it is so important to make an effective marketing system, when a region wishes to produce higher outcomes.

In 1999, Aomori prefecture organized the “Committee of Policy Marketing”

to promote the marketing system. The member of this committee is constructed by the 20 specialists who act the field of public management reforms, corporate management consultation, marketing research, civil activities, and local policy management. This committee has the rights of independent decision to realize an effective marketing system.

**Figure1. Construction of Policy Marketing System**



**(1) Analyze and visualize needs of policies**

Policy marketing in Aomori Prefecture put the marketing research know-how, which is used for private company management, to practical use. From the year of 1999 to 2000, we analyzed and visualized the needs of the policies, and created benchmarking system to check whether the needs of policies are realized.

Concrete step of analyze and visualize the needs of policies is first,

**Step1: Analyze the factors of satisfaction about daily life by the citizens' attitude survey.**

We made inquiries about local issues for 5000 citizens. (The recovery rate was 50.9%.) This research is to grab “How citizens think about daily life”, “rate of satisfaction of daily life”, or “anxiety about future life “and so on.

We analyzed the result of research in detail to choose the important issues. Especially we focused on the answer of “the rate of satisfaction and importance on the daily life stage”.

On the process of this analyze, we set the rate of satisfaction and importance as the “rate of needs”, and discussed about it. For example, we chose four topic issues, that is high rate of needs and set theme as “Family money management and saving money for the future”

Through such of analyze, finally, we set 9 themes as the important needs of policies.

- 1: Family money management and saving money for the future.
- 2: Accessibility of traffic and community facilities
3. Safety and feeling secure.
- 4: Bring up children and education.
- 5: Present situation and further of welfare for the elderly person.
- 6: Sense of being young generation and participate to the society.
- 7: Working generation can live in affluent circumstances.
- 8: Making equality and impartiality of local area.
- 9: Image of Aomori Prefecture.

**Step2: Collect the comment logs about local issues by Group Interviews.**

Next, we divided Aomori Prefecture into 6 blocks and did the group interview. Group Interview is the one of the technique of marketing research. Concretely, we made 11 groups according to 9 themes. One group had 6-9 citizens who are deeply committed to each issue. Through all interview, 643 comment logs were suggested.

Next, we integrated redundancy logs and similar logs, delete abstract logs and very individual logs. Finally, we made the list of 137 comment logs.

These logs are used as the material for set up the “Policy Goals” and “Important Objectives”.

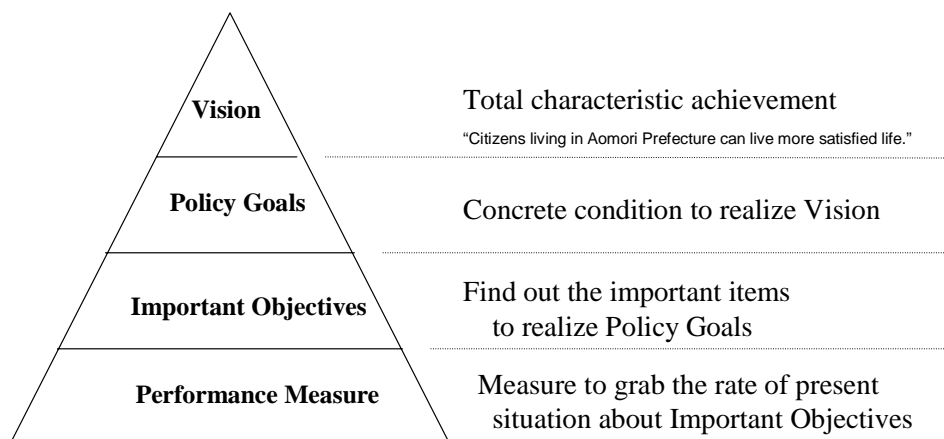
### **Step3: Set up Vision and Policy Goals**

Then, we set up “Vision” and “Policy Goals”.

Vision means the total goals of policy marketing. Policy Goals are the concrete condition to realize the vision, and situations of the citizens’ life as should be realized.

We set up those vision and goals analyzing both by quantitative research of the citizens’ attitude survey and by qualitative research of the group interviews. At that time we are conscious the structure of hierarchy, “Vision”---“Policy Goals”---“Important Objectives”---and “Performance Measures”.

**Figure2. Structure of Policy**



First we set up “Vision”, that is “Citizens living in Aomori Prefecture can live more satisfied life”.

Policy Goals are the concrete factor to achieve this vision, and we analyzed comment logs of group interviews from the view point of “What is the factor, that effects to citizens’ life satisfaction”. Finally we set up 4 Policy Goals.

1. Life with no anxiety
2. Life with closely connected with neighborhood and the community.
3. Life with the full of opportunity to challenge of their possibility.
4. Life with possible to agree with the burden.

Also, we re-divide 9 themes of the group interview to 5 topics.

A: the health and welfare

B: the growth and learning

C: the job and working place

D: social environment

E: the family and life in the community.

Basis of define 5 topics as the important “Policy Field”, we combine with 4 Policy Goals and make figure matrix. This construct of matrix is the vertical axis is demand-side (citizens’ needs) and the horizontal axis is provider-side (government, NPOs, and so on). This matrix can clarify from the both point of view of policy needs.

#### **Step4: Investigate which Objectives are important to get much satisfaction.**

Next, we investigate the “Important Objectives” which construct “Policy Goals”. Important Objective means “policy needs” found out as the important items to realize citizens’ life satisfaction.

First of all, we list up 87 Objective by analyzing the group interview logs.

Then, to focus on the present noteworthy Important Objectives, we made inquiries for 1223 citizens. (The recovery rate was 53.9%.) At this time, we did two researches. One of them is grading each Objective according to 5 ranks. The other one is selecting 3 Objectives each 4 group of Policy Goals, which is very important to realize the Policy Goals.

As the results of these two researches, we set “weight of importance” and “rate of selection” to every Objective.

“Weight of importance” is grading the Objectives according to 5 ranks, it means 1point to 5points, and calculates the average.

“Rate of selection” is the rates of respondents select objective as the important materials.

### **Step5: Select Important Objectives.**

As the result, we finally select 27 Important Objectives.

First, we pick up some Objectives which “rate of selection” was over 50% as Important Objectives. In addition to, we pick up high “weight of importance” Objectives from the remained Objectives.

Through these steps, in the year of 2000, 27 Important Objectives were visualized as the necessary condition to realize “Citizens living in Aomori Prefecture can get more satisfied life”. And also, these 27 Important Objectives were common goals for the various policy providers in the community, and should be a trigger to join up each other to realize that goals.

### **(2) Construct Benchmarking System.**

Next, we constructed “Benchmarking System” to check 27 Important Objectives achieved the goals or not.

From the point of view of citizens’ needs, we set the performance measures as the benchmark. And also, we placed the benchmark as the common goal of all area in the community.

### **Step1: Set up the Performance Measure**

We set the performance measure to realize the Important Objectives.

The way of set up performance measure is that, referring the comment logs of the qualitative research, we investigated the candidates of the performance measures. And then, main non-profit organizations in Aomori prefecture checked the candidates and brushed up the performance measures.

As a result, we set up 66 performance measures, for example, “the rate of having medical examination”, “the rate of dissatisfaction toward the service of health, medical and welfare”, and so on.

### **Step2: Research of the present condition**

About the measures which is subjective and connected with daily life of citizens, such as “the rate of citizens who felt the criminal danger”, “the rate of citizens who usually make conversation with their neighborhoods”, and so on,

we made inquiries for 2000 citizens to measure the present condition.

### **Step3: Research of “Target Value” and “Role Sharing”**

We research the “Target Value” and “Role Sharing” by making inquiries for the actors of each Performance Measures (for amount of 208 specialists).

“Target value” is the expected achievement goal within 5 years. We interviewed the specialists acting committing to performance measures, “how much do you want to achieve the goal within 5 years?”, and set the “Target Value”.

“Role sharing” means “Who should act to achieve the goal” and “How much one should take a role to achieve the goal”. We set the rate of “Role Sharing” by the 8 policy providers.

- (1) Individual and family
- (2) Non-profit Organizations and citizen circles
- (3) Business Companies
- (4) Schools
- (5) City Governments
- (6) Prefectural Government
- (7) National Government
- (8) Other providers

We researched the specialist about the rate of role sharing and the set up it according to 5 ranks.

### **(3) Share the information.**

We promoted to share the information about the Important Objectives (as it were needs of policies), its Performance Measures, the present conditions, Target Value, and Role Sharing, which were clarified through the researches.

As a part of it, we are publishing the annual report named “Policy Marketing Book” once a year since 2000. This booklet has 100 pages and published 30 thousand booklets last 3 years.

This booklet discloses the actual situation of citizens’ needs toward the public policies and activities, and the achievement condition by the fluctuation of Performance Measures. This booklet also tells about “role sharing” and the practice activities which are run by various partnerships.

#### **(4) Appeal the practical action to realize the needs of policies**

In addition to, the committee invites citizens and leaders of non-profit organizations to the Workshops. The Workshops are held at many places around the Aomori Prefecture to discuss about regional problems and how to improve those problems showed in the Annual Report. The Annual Report gives rise to discussion at these workshops, because this report gives the information about the change of the present condition about each Important Objectives. After all, it arise that various policies and activities are produced by the various providers' combination to realize higher outcomes.

In the same way, in the prefectural government, sections committed to each Important Objectives hold the workshop to exchange the information and investigate the countermeasure.

#### **(5) Monitoring and feedback**

Every year, the committee researches the improvement of the performance measures, and publishes Annual Report about it with "Target Value", "Role Sharing", and activities provided by the actors related with each measure.

Through the constructing process of this system, Aomori Prefecture realizes Public-Private Partnership and promotes the action to improve regional problem.

Contact: Masatoshi Tamamura  
Chiba University of Commerce  
1-3-1 Konodai Ichikawa, Chiba 272-8512  
Japan  
Tel&Fax: +81-47-373-9913  
E-Mail: tama@cuc.ac.jp