

Revitalizing Shinshu:
Destination Campaigns and the
Prefectural Prerogative of Contemporary
Japanese Domestic Tourism

by

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お母さんとお父さんと妹に捧ぐ
私とともに未知を歩いてくれてありがとう

*To my mother, father, and sister,
thank you for walking into the unknown with me*

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-WM

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CONVENTIONS AND ABBREVIATIONS

Throughout the text, Japanese names are written in Japanese order (family name—given name). Macrons connoting long vowels have been omitted in commonly known words and names (e.g., Tokyo).

All translations and photographs are the author's unless otherwise noted.

DC	Destination Campaign (<i>Desutinēshon Kyanpēn</i>)
JNR	Japan National Railways (<i>Nippon Kokuyū Tetsudō</i> or <i>Kokutetsu</i>)
JNTO	Japan National Tourism Organization (<i>Kokusai Kankō Shinkō Kikō</i>)
JR	Japan Railways
JTA	Japan Tourism Agency (<i>Kankō-chō</i>)
JTB	(prewar) Japan Tourist Bureau (<i>Japan Tsūrisuto Byūrō</i>); (postwar) Japan Travel Bureau (<i>Nihon Kōtsū Kōsha</i>)
MLIT	Ministry of Land, Infrastructure and Transport (<i>Kokudo-kōtsu-shō</i>)
Nagaden	Nagano Electric Railway (<i>Nagano Dentetsu</i>)

INTRODUCTION

Amid the hustle and bustle of modern Tokyo, the peculiar bellow of Swiss alphorns reverberates triumphantly through Ueno Station. At the center of the lively railway hub, once known as the gateway to northern Japan, four major executives of the tourism industry are getting ready to perform a ribbon-cutting ceremony. A crowd of bystanders and a giant green bear with an apple-shaped hat look on. Down at the nearby platform, a spotless new *shinkansen* train awaits its maiden voyage, a voyage to the countryside of Nagano Prefecture.

Out of the line of ribbon-cutters, Ono Makoto, the executive vice chairman of the Shinshu Destination Campaign Executive Committee, steps up to the microphone, and the oompah-pah of the horns quickly dies down. As the others on stage, Sekiji Tsuguo, the vice president of JR East, Mizohata Hiroshi, the director of the Japanese Tourism Agency, and Funayama Ryūji, the director of the Japan Travel Bureau, grip their scissors, Ono addresses the audience with excitement:

Thanks to the monumental efforts of the JR in this large-scale national campaign, the Shinshu Destination Campaign can finally begin.... It has been two years since the decision to hold this campaign and all of Nagano Prefecture has worked together to prepare for today. With this perfect opportunity, I want everyone to enjoy themselves in Shinshu this fall.¹

With that, the ribbon is cut. Ono leads the way as eager spectators crowd onto the inaugural bullet train. At 10:10 am on October 1, 2010 (10/1/10), the faster,

¹ “Shinshu DC sutato, JR Ueno-eki de seremoni,” Ryoko Shinbun, October 11, 2010, accessed April 8, 2011, <http://www.ryoko-net.co.jp/modules/headline/index.php?page=print&storyid=336>.

newly redesigned *Nagano Shinkansen* leaves Ueno Station for Nagano Prefecture, for Shinshu, taking the region's first batch of tourists for the season with it.

Minutes later, publicity efforts commence. Campaign officials in Ueno, Shinjuku, and Nagoya begin to hand out gift bags carrying the Official Shinshu Destination Campaign Guidebook to passersby.

An hour after that, the train reaches Ueda City, the penultimate stop. The three Ueda station masters, one from Japan Railways (JR) and one each from the local Shinano Ueda line, join together to welcome the first visitors of the campaign to their hometown. Behind them, a line of kimono-clad hostesses from Ueda's famous hot springs and a phalanx of samurai reenactors in traditional armor applaud and hold up a sign emblazoned with the words "Welcome to Shinshu!"²

In Nagano, the entire executive committee of the campaign, along with 70 tourism officials, awaits the first train of the season. Overhead, yards of zigzagging banners fill the building with the new catchphrase, logo, and mascot of Shinshu. Nearby, a trio of harpists usher the train into station with their twinkling music. At the doors of Nagano Station, volunteers give out guidebooks and pamphlets to everyone they see.³

One of the biggest Japanese domestic tourism campaigns of the year has just begun: welcome to the fall 2010 Shinshu Destination Campaign.

² "Shinshu DC opuningu no PR o okonaimashita," (Shinshu Kyanpēn Jikkō Iinkai, October 1, 2010), accessed April 8, 2011, <http://www.pref.nagano.lg.jp/xtihou/jousyou/syoukou/20101001PR.pdf>.

³ "Shinshu DC opuningu kangei ibento o Nagano-eki de kaisai shimashita!" (Shinshu Kyanpēn Jikkō Iinkai, October 1, 2010), accessed April 8, 2010, http://www.shinshu-dc.net/information/dc_photofiles/1001-4.pdf.

DEFINING A DESTINATION CAMPAIGN

What is a Destination Campaign, or DC, as many sources call it? Strictly speaking, a Destination Campaign is a large-scale, nation-wide tourism campaign organized by a prefectural government and local population in the hopes of attracting tourists to said prefecture. Since its creation in 1978, regions all across Japan have held over 120 Destination Campaigns in their areas. In the fall of 2010, the prefecture of Nagano in central Japan hosted the 120th DC, dubbed the Shinshu Destination Campaign. With the help of the JR group, the region publicized the special event throughout Japan via posters, television commercials, and other forms of mass communication.⁴ In return, Shinshu saw a significant 7 percent rise in incoming tourists compared to the same three month period the year before.⁵ For most DC regions, it is these hard and fast tourism results that motivate them to hold their campaigns.

Beyond boosting tourism numbers, a Destination Campaign also aims to create an innovative and sustainable tourism infrastructure in the region that can be supported by local citizens long after the official three-month campaign concludes. To this end, a Destination Campaign encourages prefectures and their inhabitants to discover for themselves the latent tourism resources of their region and then proudly display these resources' charm and vitality to the rest of Japan through a locally-produced, but nationally pervasive campaign. With a locally-produced framework, the region not only dictates what type of campaign it wants

⁴ Nagano Prefecture frequently utilizes the name “Shinshu” to refer to itself in matters of cultural and historical significance. The name originates from the prefecture’s title during the Tokugawa period and, as a result, its invocation connotes a sense of the rustic and authentic. The term is almost always used in tourism publicity targeting the prefecture.

⁵ “[Chiiki keizai] ōgata kankō yūchi jigyo 「Shinshū DC」 shūkyaku 7% zō keizai kōka wa 110 oku-en Nagano,” *2channel News Navigator*, February 20, 2011, <http://www.2nn.jp/wildplus/1298191927/>.

to hold, it also benefits from the lion's share of campaign-related revenue itself. The result of all these goals and organizational mechanisms is a massive three-month marketing extravaganza meant to revitalize the region's economy and cultural pride and inundate the target region with more tourists than any other Japanese domestic tourism campaign.

THE PROMINENT POSITION OF DESTINATION CAMPAIGNS IN THE DOMESTIC TOURISM OF CONTEMPORARY JAPAN

Destination Campaigns are, in fact, the single largest domestic tourism initiatives in all of Japan and, in a country where the domestic sector constitutes a remarkable 87 percent of the tourism industry, the Destination Campaign system is quite an influential institution.⁶ Though numerous campaigns occur at any given time in the country, the DCs stand out due to their incredible scope and clout, as well as their unique collaboration with the monumentally powerful JR group, the largest railway business conglomerate in the world.⁷ More than the immense size of the Destination Campaigns, this support from the six JR companies of Japan confers upon the DCs their distinguished reputation.

Because of their national span, the JR group makes it possible for DC publicity to reach nearly every corner of Japan, while their well-established transportation services simplify the task of bringing tourists to the target region. The effect of a DC's widespread publicity and meticulously planned events on a tourist in the midst of it is truly larger than life. During a DC, an otherwise ordinary city in the outskirts of Japan transforms into the tourism equivalent of

⁶ Thompson, "Host Produced Rural Tourism: Towa's Tokyo Antenna Shop," 585.

⁷ Koseki, "Wiriamu • Maiyāzu-sama DC ni tsuite."

an amusement park for three months, complete with banners, festivals, special events, and group activities.

It was this astonishing visual impact that first instilled in me the idea behind this thesis. In truth, I had originally intended to research Nagano's efforts to create a regional brand; however when I encountered the expansive promotional efforts of the Shinshu Destination Campaign in December 2010, I was struck by the magnitude of the campaign and decided to focus solely on the rich ethnographic sphere of the DCs instead. Yet, when I first began researching the Destination Campaigns, I realized how little has been written about them.

Despite the extensive clout and social penetration of the Destination Campaigns, the average Japanese citizen has never heard of them before. While many are aware of a DC's regional location and of said region hosting a campaign, the Destination Campaign name is widely unknown outside of the campaign officials and residents of the destination region.

This unfamiliarity is a result of the regional approach contemporary DCs take. According to JR East official Suda Yasumasa, DCs are not intended to build a market for the Destination Campaign name, but rather, for the region's name. Even campaign posters place "Destination Campaign" in small print in the bottom right-hand corner. It is the JR's powerful publicity, not the DC name, that facilitates the popularity and success of a campaign. In contrast, the nationwide tourism campaigns of the 1970s and 1980s, organized by the JR's predecessor, Japanese National Railways (JNR), hired a major advertisement agency to run the promotion and even employed famous singers to record the campaigns' theme songs. In the case of the Destination Campaigns, however, the

pure act of tourism promotion, by the locals themselves, is infinitely more important than the flashy use of promotion media. As Suda further stated,

In my personal opinion, a Destination Campaign is just one method of promoting tourism, so the name “DC” is not necessarily important. The administration and participating officials understand how beneficial a DC is because it raises interest in the history and culture of the target region, improves its image so that people across Japan want to go there, and creates a practical demand for tourism. I think *that* is what’s important.”⁸

More than any other part of a Destination Campaign, the regional benefits of the tourism effort, for the area’s economy and sense of local pride, trump all. The Destination Campaign is, therefore, a campaign for the visited just as much as for the visitors.

LITERATURE REVIEW

Reflecting the general Japanese public’s unfamiliarity with the institution of Destination Campaigns, pre-existing research on DCs does not exist. Though no one has written expressly about Destination Campaigns, the field of tourism studies, and, more specifically, the established literature on Japanese tourism studies present a significant theoretical foundation for this thesis.

For the most part, Japanese tourism scholars have focused on two fairly divergent segments of the field: large-scale national campaigns and small-scale local tourism efforts. The literature on the former, such as that of Marilyn Ivey, Millie Creighton, and Nelson Graburn, has taken a primarily cultural approach to the issue. Previous discussions of nation-wide campaigns frequently focused on travel and tourism as a means of discovering a cultivated Japanese national identity through the industry’s use of the countryside as a cultural repository and

⁸ Suda, “DC ni tsuite;” emphasis added by the author.

symbol of preindustrial nostalgia.⁹ Often, the campaigns are imbued with a sociocultural purpose. Ivy accredits the 1970s “Discover Japan” campaign with having remedied the cultural void left by the taxing over-industrialization of the early postwar period. Creighton paints the 1990s “Rekishī Kaidō” campaign as a means of finding oneself in the allegedly more Japanese essence of the Edo period. On the whole research on Japanese domestic tourism campaigns has almost always tasked the campaigns with remarkable feats of national character building and spiritual salvation from cultural void of rapid economic growth.

Literature on local or rural tourism, on the other hand, often brings financial matters into the discussion but only addresses the limited scope of town or village revitalization efforts whereas a Destination Campaign involves an entire region as host and an entire country as market. Furthermore, many rural and local tourism scholars ground their work in the context of Japan’s aging population and rural depletion crises. As such, the literature investigates local initiatives to combat this social decline.¹⁰ Rural tourism experts pinpoint first the revitalizing economic effects of tourism on a local rural community and, second, the cultural appeal of rural tourism resources that lies beneath this economic draw. Though the size of the rural tourism initiatives in the majority of the field’s literature is exceedingly small, usually limited to a single village, and therefore

⁹ Ivy, *Discourses of the vanishing*; Ivy, “Formations of Mass Culture.”; Creighton, “The Heroic Edo-ic: Travelling the History Highway in Today’s Tokugawa Japan.”; MacGregor, “JR Tokai’s ‘Ambitious Japan!’ Campaign.”; Wigen, “Politics and Piety in Japanese Native-Place Studies: The Rhetoric of Solidarity in Shinano.” Please also see Nelson Graburn’s research on reappropriation of the foreign in Japanese domestic tourism.

¹⁰ Arai, “Rural Tourism in Japan: The Refeneration of Rural Communities.”; Thompson, “Cultural Solutions to Ecological Problems in Contemporary Japan: Heritage Tourism in Asuke.”; Thompson, “Host Produced Rural Tourism: Towa’s Tokyo Antenna Shop.”; Evans, “Machi-zukuri as a new paradigm in Japanese urban planning.”; Robertson, *Native and newcomer*; Abdullaev, “Rural Tourism and Sustainable Development in Hokkaido.”

does not parallel the magnitude of the DCs, previous work has demonstrated a recent trend towards host-produced tourism methods and the rise of locally cultivated distinctiveness as a marker of popular and often successful rural tourism efforts.¹¹

Another common aspect of rural and local tourism literature is a discussion of agency within the context of externally supported town/village tourism efforts. Because of their dwindling populations and small size, regional locales often cooperate with outside powers, such as the Tokyo location of the Towa antenna shop described by Christopher Thompson or the outsider/local dynamic of Jennifer Robertson's *Native and Newcomer*.¹² In recent years, especially with the development of new discourses on implementing non-central tourism in Japan, the issue of who runs a campaign, who is ultimately deciding the campaign's goals and practices, is an much debated one.

In summary, recent literature in tourism studies, particularly that geared towards Japanese rural/local and campaign-style tourism, has hit upon several key issues in the field: first, the presence of cultural and economic factors in the fabric of tourism forms and agendas; second, the effect of large-scale campaigns on target regions and target markets; third, the theme of regional economic revitalization, particularly in rural or peripheral contexts; and fourth, conflict of interest in the implementation of reformative or collaborative tourism strategies.

¹¹ Garrod, Wornell, and Youell, "Re-conceptualising rural resources as countryside capital: The case of rural tourism."; Rausch, "Local Identity, Cultural Commodities, and Development in Rural Japan: The Potential as Viewed by Cultural producers and Local Residents."; Wigen, "Politics and Piety in Japanese Native-Place Studies: The Rhetoric of Solidarity in Shinano."

¹² Thompson, "Host Produced Rural Tourism: Towa's Tokyo Antenna Shop."; Robertson, *Native and newcomer*.

Using the preceding topics as a starting point, this thesis intends to both follow in the footsteps of preexisting literature on regional and large-scale tourism methods and shed some light on the often-overlooked subjects of economic incentive and prefectural agency in tourism.

CORE ARGUMENT

On the surface, Destination Campaigns appear to be typical tourism campaigns. Bolstered by poster publicity and JR specials, the archetypal Destination Campaign aims first and foremost to bring tourists to its destination region through the power of locally-produced cultural appeal. In the context of tourism history, Destination Campaigns thus appear as regional heirs to the Japaneseness-reaffirming tourism campaigns of the 1970s and 1980s. With a Destination Campaign, a region can uncover and present its own identity to the nation.

However, beneath the traditional Japanese tourism rhetoric of discovery and the unknown charm of the rural cultural repository, the DCs house an intricate and contentious intersection of national, prefectural, and personal agendas. As they fit into the long history of Japanese domestic tourism that precedes them, Destination Campaigns pride themselves on this intersection, this cooperation of public and private industry and cultural and economic goals.

Yet, in the current context of rural depletion and aging Japanese society, a state which the stereotypically monolithic control of the Japanese central government has been able to do little about, it is the economic side of Destination Campaigns that has been selected by participating destination regions, such as Nagano Prefecture in fall 2010, as the motivating reason to pursue the otherwise

insurmountable task of staging a nation-wide campaign. At the heart of the Destination Campaign structure, a structure used by a different prefecture every three months, lies the opportunity for regional revitalization.

Though it is difficult for the average tourist in the midst of a Destination Campaign to see it, the entire campaign and its emphasis on the active and guiding participation of its citizenry is an urgent attempt to reclaim not the traditions and culture of the region's past, but its economic stability.

As tourism in Japan has become a theoretical saving grace for an economy otherwise incapable of righting itself post-bubble, the Destination Campaign is now being reappropriated and utilized as a tool of economic growth and prefectural prerogative, an instrument of regional revitalization and local optimism.

METHODOLOGY

This thesis draws upon three main sources to construct its ethnography of the Destination Campaign. In piecing together the historical and institutional background of the DC system, I relied on the e-mail correspondences of six Japanese tourism officials from the prefectural and national government, the JR, and regional DC offices.¹³ Over the course of several months of e-mailing, these industry insiders presented a thorough description of the bureaucratic and ideological processes behind a typical Destination Campaign.

To delve into the Shinshu DC itself, I used the online archives of the campaign's Executive Committee. Over the last three years, the committee has

¹³ Two contacts work for the Hyogo Prefecture tourism department, one for the Japanese National Tourism Organization (JNTO), one for JR East in Nagano, one for the recent Sendai-Miyagi campaign, and one for the 2010 Shinshu DC.

maintained a standing record of most of the crucial conferences they have held. They then published these records on the campaign's official website and the Nagano Prefecture official tourism website.¹⁴

The final major source employed by this thesis is my own field report as a participant in the Shinshu Destination Campaign. Over the course of four days in December 2010, I traveled to Nagano Prefecture to take in the publicity, campaign-inspired hospitality, and “unknown” attractions of the region. From this, I compiled an observational account of the 2010 Shinshu DC as experienced by a tourist taking part in the campaign. It is these three sources that form the core of this thesis.

STRUCTURE OF ANALYSIS

Over the course of its four chapters, this thesis examines the institution of Destination Campaign as it fits into contemporary Japanese domestic tourism at the national, regional, prefectural, and personal levels. The first two chapters explore the cultural and economic motivations and effects of Destination Campaigns as products of Japan's tourism history and as standardized campaign templates. The final two chapters then select a case study, the Shinshu Destination Campaign of 2010, to examine the particular ramifications of DC implementation at a prefectural and personal/experiential level. The Shinshu DC presents itself as an exceptionally useful case study subject because of the clarity with which one can observe the destination region of Shinshu appropriating and implementing the common DC format for its own (mainly economic) goals.

¹⁴ Shinshu DC records can be found at http://www.shinshu-dc.net/contents_dc/dc0503.php and <http://www.nagano-tabi.net/>.

Furthermore, because I visited Shinshu during the 2010 Fall Destination Campaign, I have particular insight into the impression and effect of the DC on participating tourists. Overall, the four chapters of this thesis present a comprehensive study of the institution of Destination Campaigns and their use by regions to promote tourism and regional economic revitalization.

The first chapter follows the evolution of domestic tourism in Japan over the last 1400 years, beginning with the religious pilgrimage travel of the early pre-modern and spanning all the way up through the most recent government policies on tourism as a pillar of the contemporary Japanese economy. By tracing the ebb and flow of cultural and economic factors in the growth of modern tourism in Japan, this chapter places the Destination Campaign in a historical context and explains its singular significance as the largest domestic campaign system in Japanese tourism today.

The second chapter reveals the interworkings of the Destination Campaign as an institution facilitated by the cooperation of the JR group, regional public bodies, and local involvement. Using personal correspondences with tourism officials from the prefectures, central government, and JR group, this chapter details the process by which a region is selected for a DC and the goals, both convergent and divergent, of the JR and region during the ensuing campaign. It also presents a concise history of the institution of Destination Campaign, tying the DC's current form into popular contemporary discourses of tourism as a tool for regional economic revitalization.

The third and fourth chapters hone in specifically on the 2010 Shinshu Destination Campaign as case study, using the records of the DC's Executive

Committee as well as my field report and research to create a detailed account of the campaign from the perspective of both campaign official and tourist participant.

The third chapter builds upon the general framework of the DC system established in Chapter 2 to elucidate the organization and implementation of the 2010 Shinshu Destination Campaign. Following the management of the campaign over the three years between selection as a destination region to its closing ceremony, this chapter examines the tactics and motivations of Nagano Prefecture in instituting and adopting such a campaign for specific prefectural prerogatives. Chapter 3 concludes by revealing the preexisting prefectural urges towards tourism development that drove Nagano to instrumentalize the DC system for its own agenda.

The fourth chapter presents a fieldwork narrative of my experience on the 2010 Shinshu Destination Campaign trail between December 21 and December 24, 2010. This chapter follows my travels as I encountered the recommended sights and experiences of the Shinshu DC in the cities of Matsumoto, Nagano, and Yamanouchi, paying particular attention to the presence of visual markers, personal hospitality, and general campaign diligence in the prefecture's extreme efforts to affect positive economic change via tourism. The chapter concludes by founding the underlying motivations of the campaign and the prefecture's tourism urges in the populace of the region. It is a Shinshu campaign necessitated by a Shinshu people.

In its conclusion, this thesis discusses the complex interplay of the many cultural and economic, internal and external factors present in the Destination

Campaigns and Japan's current tourism policies and practices. Building off of the ethnography presented in this thesis, the final chapter looks ahead to the state of Japanese domestic tourism in the future, as established economic problems such as the country's aging population and new ones such as the unresolved aftermath of the March 2011 earthquake and tsunami disaster continue to place the prefectures in need of regional economic revitalization.

CHAPTER 1: A HISTORY OF DOMESTIC TOURISM IN JAPAN

Japan has a long and rich history of domestic travel. From its roots in the religious pilgrimages of the seventh century, domestic tourism and the semi-mystical concept of “*tabi*” (meaning “trip” or “journey”) have played a major role in the quest to define Japanese identity.¹⁵ In fact, it has only grown stronger over the centuries as the popular national tourism campaigns of the 1970s and 1980s capitalized immensely on the ability of travel to elicit spiritual self-discovery. At the same time, Japanese domestic tourism today is an economic industry, accounting for trillions of yen in revenue. While providing opportunities for “national-cultural” self-reflection, these same campaigns of spiritual wealth reap tremendous financial rewards. In the world of tourism, where both personal experience and income are important, culture and economy have become inextricably linked.

With this dynamic relationship between spiritual and material gain in mind, this chapter chronicles the history of Japanese tourism over the course of the last 1,400 years, beginning in the early pre-modern era and continuing through the present. Many scholars in tourism studies foreground the cultural ramifications of tourism and leave the economic factors as auxiliary. However, as the current state of Japanese domestic tourism is couched in a rhetoric of cultural

¹⁵ For a more thorough discussion of the spiritual implications of *tabi*, please see Sylvie Guichard-Anguis and Okpyo Moon’s *Japanese Tourism and Travel Culture* as well as Nelson Graburn’s *To Pray, Pay, and Play*.

and economic revitalization, the analysis of history in this chapter is specifically attuned to *both* cultural and economic motivations and effects of domestic tourism in Japan in order to provide a stronger foundation for the discussion of the Destination Campaigns' place in Japanese tourism today.

PRE-MODERN PILGRIMAGE: THE RELIGIOUS ROOTS OF TRAVEL

The origins of institutionalized domestic travel in Japan are rooted in religious pilgrimage such that Japanese historian Hidetoshi Kato contends that the aforementioned word, “*tabi*,” actually originated from “*tabebito*,” meaning “wandering ascetic.”¹⁶ As Buddhism rose to prominence in the seventh and eighth centuries, people began to flock to temples to pray. Following a rise in Shintoism during the Muromachi period (1338-1573), Shinto shrines, too, became common pilgrimage destination.

In time, the purely religious motivations of early internal travel gave way to financial interest as well. Acting as primitive travel agencies, temples, and shrines began planning the travel arrangements of their followers, namely through the use of *sendatsu*, group leaders who herded flocks of travelers to and from the destination sites, and *settai-kō*, a network of members of the same sect as the destination shrine or temple who took in and cared for travelers as they made their way along the route before sending them to the next sect member.¹⁷ From these meager beginnings, the commercial benefits of travel multiplied. In time,

¹⁶ Nelson Graburn, *To Pray, Pay, and Play: The Cultural Structure of Japanese Domestic Tourism*, vol. 26, Les Cahiers du Tourisme Série B (Aix-en-Provence: Centre des Hautes Études Touristiques, 1983), 50.

¹⁷ *Ibid.*, 52.

the monetary offerings and charm purchases of pilgrim groups actually became a major component of Buddhist and Shinto institutions' expected incomes.

In addition to the primitive travel agencies, the burgeoning popularity of religious pilgrimage also led to the emergence of less “wholesome” businesses surrounding the destination site. Although, in theory, pilgrims visited these rural, isolated sanctuaries in order to refresh themselves spiritually, they also solicited secondary “attractions” such as theaters, brothels and souvenir stands before returning home.¹⁸ Overall, by the early Tokugawa period (1603-1867), religious travel had sparked the commercialization of domestic travel in Japan, albeit on a very limited scale.

The leadership of the Tokugawa period and the widespread peace and national unity that characterized it further contributed to the growth of this Japanese proto-tourism through a systemized, basic national travel infrastructure that opened travel to people from lower classes and facilitated a more extensive commodification of travel. In an attempt to guarantee the loyalty of his regional lords, the Tokugawa shogun instituted the *sankin kōtai* system in which all *daimyō* (nearly 300) were required to reside in the capital of Edo one out of every two years. To facilitate the resulting upsurge in travel, the shogunate government greatly improved preexisting roads and constructed five major highways (the *gokaidō*, including both the Tōkaidō and Sankaidō, now popular Shinkansen lines), all leading to Edo.¹⁹ As in earlier periods, this rise in travel led to the growth of opportunities for adjacent businesses. *Daimyō* and commoners

¹⁸ David Leheny, *The Rules of Play : National Identity and the Shaping of Japanese Leisure* (Ithaca: Cornell University Press, 2003), 51.

¹⁹ *Ibid.*

(though the latter were limited in number) took advantage of the new highways and, in response, *ryokan*, *onsen*, and food stands appeared along these routes.²⁰

Even when the official ban on most forms of travel was enacted after the closing of Japan (*sakoku*) in 1639, travel for religious reasons was exempted.²¹ As a result, more and more Japanese used the roads to visit spiritual meccas such as Ise, Nikkō, and Miyajima. By some accounts, travel was so popular during the Tokugawa period that the new thoroughfares could barely handle the crowds. In 1691, Engelbert Kaempfer, a Dutch physician stationed in Nagasaki, noted this inundation in his diary: “It’s incredible how many people travel on the main roads in this country, and, in several seasons, roads are flooded with people just as in the big cities of Europe.”²² 150 years later, in 1831, over 4 million people (out of a total population of 31 million) traveled to Ise shrine alone.²³

Given this penchant for the road, domestic travel as a commercial experience, though still in the early stages of development on a national scale, was slowly assuming the status of “industry.” The food, drink, lodging, and entertainment sites surrounding pilgrimage began to communicate and organize; regional guilds in control of *ryokan*, guides, and merchants cooperated with temples and shrines to promote visitation. Even the temples themselves were intensifying their systems of attracting travelers, opening heretofore clandestine inner enclaves to the public and staging carnivals, complete with snack vendors and “freak shows.”²⁴ By the end of the Tokugawa period, Japanese travel and the businesses emerging from it had formed, if not a fully systematized commercial

²⁰ Ibid.

²¹ March, “How Japan Solicited the West,” 2.

²² Cited in March, “The Historical Development of Japanese Tourism,” 2.

²³ Graburn, 54.

²⁴ Leheny, 52.

structure, at the very least, a rough prototype of the domestic tourism industry in the modern era.

RAILROADS AND TRAVEL AGENTS: THE BIRTH OF DOMESTIC TOURISM

As Japan reopened to the world after the arrival of Commodore Perry, the liberalizing reforms of the Meiji period (1868-1912) brought with them even more widespread accessibility and greater systemization of travel. In 1869, all restrictions on mobility were abolished, including the previously administered barrier stations between provinces. In 1871, the government went one step further and permitted internal travel without possession of a special passport. Regarding infrastructure, the new Meiji administration organized the extensive construction of bridges and, more importantly, of Japan's first railroad, between Tokyo and Yokohama, in 1872.²⁵ The innovation of rail laid down the track for the rise of modern Japanese leisure travel. Alongside the growing railroad network, the use of horse-drawn buggies and rickshaws became standard for shorter trips.²⁶ To meet the rising demand for these tourist outings, publishers began producing *ukiyo-e* guidebooks relaying different areas' famous wares, inns, and local information.²⁷

In a significant move for this budding industry, the very first travel agencies, independent organizations established specifically for the arrangement of travel plans, such as the *Rikūn Kaisha* (Land Transport Company) and *Nippon Ryokō* (Japan Travel, precursor to today's Nippon Travel Agency), began to book religious group trips to famous shrines and temples. Growing from this

²⁵ March, "How Japan Solicited the West," 1.

²⁶ *Ibid.*, 3.

²⁷ *Ibid.*, 3.

religious market, in 1908, *Nippon Ryokō* reserved an entire Japan National Railways (JNR) train car for a week-long, 900-person trip through Tokyo, Nikko, and Nagano. Similar group tours and package deals manifested themselves in two-night trips advertised in the JTB's *Tabi* magazine, travel agency-administered *shūgaku ryokō* (school excursions), and the JNR's local subscription-based travel clubs.²⁸ These independent travel companies and national transportation initiatives ushered in the arrival of a veritable tourism industry infrastructure in Japan; however, the main profits of this industry were not to come from Japanese citizens, but abroad.

Around the time of the formation of the early travel agencies, the Japanese government began targeting foreign, inbound visitors to Japan by establishing organizations such as the Japan Tourist Bureau (JTB) (1912) and the Board of Tourist Industry (1930), encouraging the construction of Western-style accommodation and leisure sites, and promoting the training of tour guides and interpreters.²⁹ This appeal to overseas visitors constituted an effort to both generate financial profits and promulgate the image of a more modern Japanese nation-state abroad. It also impacted the structure of modern Japanese domestic tourism. When the government and the JTB targeted foreigners as their ideal customers, they designed Western-style tours of an ideal and representational “Japan.” As the JTB strengthened the facilities and inner workings of the flourishing industry, it also “began to construct the very idea of the modern tourist experience—mass transit to a tourist site, complete with a standard hotel

²⁸ March, “The Historical Development of Japanese Tourism,” 5.

²⁹ March, “How Japan Solicited the West,” 5.

(front desk, restaurant, lobby, lounge, guest rooms, beds)—and therefore reshaped how the Japanese themselves would travel.”³⁰

The government placed utmost concern on positioning the Japanese leisure market to appeal to a Western audience ready to bring its financially strong currency to Japan. Despite this foreign focus, one study from 1930 declared that more than half of all hotel guests were Japanese and that the rate of increase of Japanese tourists was far greater than that of foreign tourists.³¹ Nevertheless, the overall results of the early 20th century growth in inbound tourism demonstrate that the targeting of the West was wholly successful. By 1936, inbound tourism revenues were the fourth highest source of foreign income for Japan.³²

After this period, however, the machinations of future war-making dampened the prospects of domestic and international travel. Japan began to forsake any type of “Western” influence or market. New policies and practices were no longer described as “Westernizing” but as “modernizing.” The government emphasized the need to find and promote Japan’s “unique national character and culture” as a tourism resource.³³ Both economically and culturally, tourism was now seen as an instrument of expansionism, a means of asserting and promulgating Japanese social superiority and, at the same time, reaping the (often foreign) monetary rewards. However, as the government began to funnel all productivity into the war effort, it placed restrictions upon the burgeoning tourism industry until all travel for pleasure was staunchly prohibited in 1940.

³⁰ Leheny, 64-5.

³¹ *Ibid.*, 56.

³² *Ibid.*, 63.

³³ *Ibid.*, 67.

Furthermore, all travel companies except the JTb were forbidden to do business, and even the JTb was required to trade leisure trips for military transport and change its name from the Japan Tourist Bureau (*Japan Tsūrisuto Byūro*) to the more Japanese-sounding Greater East Asia Travel Company (*Tōa Ryokōsha*).³⁴

By the time domestic and inbound tourism were shut down in 1940, the Japanese travel industry had reached a peak of infrastructural organization and popular use. Tourism no longer involved simply taking a trip; it became a touchstone of Japan identity (as that identity was projected to the West) and a bona fide moneymaker. Still, the war and subsequent Japanese defeat froze tourism development for half a decade and, even after 1945, the industry did not return in the intense, monolithic form it had possessed before the war. Japanese postwar travel, couched in the context of economic recovery and rapid industrial growth, was instead seen as a “leisure” activity.

POSTWAR REVIVAL: TRAVEL FOR TRAVEL’S SAKE

Although recovery from the economic and societal rut of World War II proved difficult for war-torn Japan, within a year of surrender, the JTb was back in place, this time as the sole administrator of group travel. The JTb took on this responsibility by jumpstarting domestic tourism in 1946 through the implementation of the first National Athletic Meet, an annual sports event held in a different prefecture each year. In cooperation with the JNR, the JTb reestablished the prewar domestic market for religious, and now, more frequently, secular travel.³⁵ The industry was further opened up in 1952, with the

³⁴ March, “The Historical Development of Japanese Tourism,” 5.

³⁵ *Ibid.*, 6.

Travel Intermediary Law, when the government allowed any travel agents, regardless of association with the government's travel bureaus, to plan travel packages and group tours, prompting the start of a fully-fledged domestic tourism industry.³⁶

Meanwhile, foreign visitors began trickling back to Japan in conjunction with the U.S. Occupation forces. By 1958, Japan addressed both this influx and the domestic interest in travel by establishing the international Japan Air Lines and a domestic network of air services connecting over twenty major Japanese cities.³⁷ Six years later, the first high-speed *shinkansen* began shuttling people along the Tōkaidō Line from Shin-Osaka to Tokyo just in time for the 1964 Tokyo Olympic Games.

With the return of the JTB as a national travel agency and the diversification of transportation, the industry was at an all-time high. Tourism specialist Nelson Graburn goes so far as to label this era the start of “pure tourism” in Japan.³⁸ This is not to suggest that the prewar tourism industry was flawed or undeveloped; rather, there was a major shift in the tone of travel in the wake of the rapid economic growth and accompanying emphasis on “leisure” of postwar Japan.

At the beginning of the 1960s, Prime Minister Ikeda Hayato foregrounded in mass culture these issues of leisure and lifestyle by creating the Income Doubling Plan (*Shotoku Baizō Keikaku*), aimed at doubling the average Japanese income by the end of the decade, which, in effect, solidified the

³⁶ Ibid., 6.

³⁷ March, “How Japan Solicited the West,” 7-8.

³⁸ Graburn, “To Pray, Pay, and Play,” 55.

continuation of 1950s rapid growth and ushered in an era of increased consumerism (vis-à-vis the purchase of televisions, radios, and even personal cars) and middle class mentality.³⁹ Against this backdrop of decreased working hours and increased concern for vacation time, tourism flourished as a form of pure leisure free from religious, military, and political motivations.

“DISCOVER JAPAN” AND THE TOURISM EXPERIENCE OF THE 1970S

Riding the wave of financial success and commercialization that emerged over the previous decade, 1970s Japan was a country of superlatives. In 1970 alone, the nation reached the apex of its extraordinary economic growth, hosted the first world’s fair to be held in Asia, and launched the most successful and longest-running ad campaign in its history.⁴⁰

The campaign, entitled “Discover Japan,” emblemized the era and became a model for tourism campaigns to follow. Though its name originated from the “Discover America” campaign of the late 1960s, the Tokyo initiative targeted Japanese longings for a simpler rural past in an age of growing industrialization and urbanization. Expecting a slump after the monumental number of visitors to Osaka for the international Expo ’70, Japan National Railways sought to maintain the popularity of domestic tourism and, consequently, its transportation facilities through a mass marketing drive. To help with the ordeal, JNR hired Dentsū, one of the largest advertising firms in the world, to create a campaign. The result transformed the state of Japanese

³⁹ Leheny, 76-77.

⁴⁰ Marilyn Ivy, *Discourses of the Vanishing : Modernity, Phantasm, Japan* (Chicago: University of Chicago Press, 1995), 36.

tourism overnight with its focus on experience and emotion over the often urban-centric group travel previously emphasized.

Before “Discover Japan,” tourism was dictated by the act of sightseeing; it had been an “exercise in confirmation” as anthropologist Marilyn Ivy puts it.⁴¹ The group travel of the early postwar era was founded on the same concept that drove sales of *ukiyo-e* scenic picture books in the prewar travel industry. A potential tourist would select a site to visit, purchase a package tour to that site, and then visit the site with the rest of his tour group, taking pictures and buying souvenirs to affirm the act of sight-seeing before returning home. Everything revolved around a specific scene or sight.

The tourism of “Discover Japan” or, as most Japanese referred to the campaign, “*nihon no saihakken*” (“rediscovery of Japan), on the other hand, was almost completely detached from these scenes and sights.⁴² In fact, the typical travel landscapes visited by earlier Japanese now functioned as the backdrop for a new experiential mode of tourism, as evidenced by the print publicity of the time. Archetypal advertisements depicted solitary young tourists, usually female, engaging with an ambiguous moment of tradition or nature, not a fully formed and recognizable tourism trademark. For instance, one famous poster showed young women sweeping away crispy, red leaves in an indistinguishable mountain locale.⁴³ Others depicted quaint interactions between their subjects and a rural monk, a faraway farmer, or the entryway of a traditional farmhouse.⁴⁴ The campaign’s creator, Fujioka Wakao, who called such publicity “deadvertising”

⁴¹ Ibid., 44.

⁴² Ibid., 43.

⁴³ Ibid.

⁴⁴ Ibid., 44.

(*datsukōkoku*), stressed the importance of active interpersonal and individual experience over the passive intake and confirmation of beautiful scenery.⁴⁵ No explicit sights or services were showcased; even the names of sponsors and the logo of the JNR were significantly underplayed.⁴⁶ Only the words “Discover Japan,” usually written in plain English characters, competed with the main image of nostalgic encounter.

Beyond encouraging the tourist to find “true” Japan through contact with the unusual and natural, “Discover Japan” incorporated ideas of introspection and personalized experience with its subtitle, “Beautiful Japan and Me.” By linking the nation and the individual, the campaign transformed the act of rediscovering Japan into an act of self-discovery as well. The Japanese everyman’s authentic self was lost in the identity of modern Japaneseness and only through interacting (*fureai*) with nature, tradition, and the countryside could tourists discover themselves as Japanese.⁴⁷ The entire campaign became just as much (if not more) about advertising the individual’s spiritual experience as it was about Japanese tourist destinations. As such, the industry underwent a transformation as the Japanese took part in the campaign’s culturally fulfilling trips for the self.

Coming off the success of its innovative approach to tourism, the original “Discover Japan” drew tourists to engage in experiential travel for a full eight years before a second “Discover Japan” campaign carried on the publicity.⁴⁸ In this surge of domestic tourism, the JNR created the overarching Destination

⁴⁵ Ibid., 45.

⁴⁶ Ibid., 46.

⁴⁷ Ibid., 43.

⁴⁸ Ibid., 35.

Campaign system. However, at its birth, DCs were still greatly overshadowed by the campaigns of national identity and regionally unfocused travel continuing in the vein of “Discover Japan.” As the JNR’s main focus, this promotion effort was positively booming. By the early 1980s, Japanese were taking around 150 million domestic trips annually outside of their home regions. More popular cities like Nara and Kyoto received upwards of 4 million and 50 million visitors each year, respectively.⁴⁹ By the time “Discover Japan II” hit in 1984 though, it was eclipsed by a new campaign, one dedicated not to nostalgia and loss, but to the distant, the strange, and the foreign in Japan.

“EXOTIC JAPAN” AND JAPAN AS FOREIGN COUNTRY

In 1984, Japan National Railways once again funded a large-scale advertising campaign to increase traffic on their ever-widening train system. This time, campaign creator Itsuki Hiroyuki flipped the homespun authenticity of “Discover Japan” entirely, centering the aptly named “Exotic Japan” around the image of an eclectic Other Japan in which the native itself becomes foreign.⁵⁰ The origins of the campaign marked an attempt to explore the foreign, continental elements of Japanese society and culture by placing Japan in the context of the Silk Road. As such, the first motif of “Exotic Japan” was Mount Kōya, strongly associated with the esoteric Buddhism that traveled the Silk Road to arrive in Japan centuries ago.⁵¹

Yet this commodification of the foreign in traditional Japan soon spread to a more general display of native Japan itself as foreign and intriguing. For

⁴⁹ Siegenthaler, “Japanese Domestic Tourism and the Search for National Identity,” 178.

⁵⁰ Ivy, “Formations of Mass Culture,” 256.

⁵¹ Ivy, *Discourses of the Vanishing*, 49.

instance, the first television spot for the campaign showed a well-known pop singer dressed as a sci-fi kabuki character singing the “Exotic Japan” theme song. New and old, classic and high-tech Japan were swirled into an artful pastiche of exoticized objects.⁵² Print ads, too, capitalized on this exhilarating strangeness in native Japan, splicing together images of modern women in avant garde fashions, marching monks, and colorful pagodas all with the caption, “Japan now—so thrilling it makes your heart pound: Ah, Exotic Japan!”⁵³ In a sense, the campaign reappropriated the strategy of those old JTB guidebooks romanticizing Japan as some bastion of the exotic to the West and turned the crosshairs of the marketing inwards, towards Japan itself. Itsuki was promoting Japan to the Japanese by depicting the country as a foreign destination. He even wrote the phrase “Exotic Japan” in the katakana syllabary of non-Japanese loanwords.⁵⁴

Though seemingly contrary to its predecessor, “Exotic Japan” did, in some ways, continue the market trends of “Discover Japan,” particularly in the realm of individualized experience. At the end of the day, both campaigns honed in on the relationship between domestic travel and individual discovery, with “Discover Japan” emphasizing the rediscovery of an inherent nostalgic past and “Exotic Japan” emphasizing the discovery of an Other Japan, exotic in its ability to justify such a hodgepodge of cultural influences. Furthermore, as Japan passed from the 1970s to the 1980s, a general shift in the preferences of the consumer masses towards diversification and differentiation, emotion and desire can be seen

⁵² Ibid., 48.

⁵³ Ibid., 50.

⁵⁴ Ibid., 48.

in the rise of “new, feeling-based individual sensibility” as the central motivations of each of the ground-breaking advertising campaigns.⁵⁵

“Discover Japan” and “Exotic Japan” were more than just expansions of the modern tourism industry’s marketing scope and societal clout. They transformed Japanese tourism, particularly domestic tourism, into a useful tool for developing national identity. The travel industry of the pre- and early postwar eras, so often a means of attracting foreign profits, was now a legitimate form of internal revenue-building and national-cultural self-definition. Nevertheless, when Japan National Railways was privatized into the six independent JR companies in 1987 and “Exotic Japan,” like “Discover Japan” before it, came to an end, Japanese domestic tourism remained an ever-growing source of financial and cultural capital for the nation.

THE REGIONAL CAMPAIGNS OF THE 1990S

The 1990s, known by many scholars of Japan as the “lost era” due to the nation’s economic struggle post-bubble burst, witnessed a shift in the focus of domestic tourism marketing towards regional campaigns and history as a means of exploring national identity. The economic loss of the early 1990s fostered a need for cultural fulfillment. In this light, “Discover Japan” had located the essence of Japan in the rural; “Exotic Japan” had made it into the foreign. One tagline even stated, “Japan is a foreign country” (“*Nihon wa gaikoku desu*”).⁵⁶ The emerging regionally focused campaigns of the 1990s, however, while still embracing their predecessors’ style of experience-based tourism (*taiken kankō*),

⁵⁵ Ivy, “Formations of Mass Culture,” 253.

⁵⁶ Ivy, *Discourses of the Vanishing*, 53.

situated the Japanese historical past as the attractive destination and were conducted on a much smaller scale than their pre-bubble predecessors. Commenting on the consumerist appeal of the past (particularly after the nostalgia boom of the 1980s for prewar era kitsch), David Lowenthal postulates, “If the past is a foreign country, nostalgia has made it the foreign country with the healthiest tourist trade of all.”⁵⁷ It is this tourist trade that the regional “Rekishi Kaidō” Campaign of 1991 sought to promote.

Founded in Kansai to bring tourists to the Osaka/Kyoto region, the campaign, the title of which literally translates to “History Highway,” targeted the historical heritage of the Tōkaidō highway between Tokyo and Osaka, and, more significantly, the history of the Edo (often called Tokugawa) period of Japanese history. Like “Discover Japan,” the “Rekishi Kaidō” advertisement emphasized contact with the essence of true Japan. However, now this essence was not represented by the obscure nature of the countryside; rather, it was to be found in the historical Edo, a time before Westernization and modernization when the Japanese were allegedly more Japanese.⁵⁸

The Edo became more than just a time in history. For the campaign, it was a cultural repository on par with “Discover Japan’s” ruralities and “Exotic Japan’s” native bizarre. The campaign advertised many routes reported to have been taken by Edo-era travelers, the religious pilgrims of the Tokugawa past. Along the way, tourists could participate in the traditional cultural activities and shopping opportunities of Japan: castles, calligraphy stores, *ukiyo-e* museums,

⁵⁷ Cited in Millie Creighton, “The Heroic Edo-ic: Travelling the History Highway in Today’s Tokugawa Japan,” in *Japanese Tourism and Travel Culture*, ed. Sylvie Guichard-Anguis (London ;;New York: Routledge, 2009), 52.

⁵⁸ Creighton, 45.

shrines and Tokyo craft stores.⁵⁹ The “Rekishi Kaidō” ultimately refit the history and culture of the Edo period as it revealed itself along the Tōkaidō highway to attract tourists with a novel regional experience. As one brochure praised, “We are striving to create a new sightseeing route based on the places of actual historical period as background, to make pleasurable travel where anyone visiting can experience intellectual excitement.”⁶⁰ Though the “Rekishi Kaidō” campaign was a fairly large-scale campaign for the 1990s, it was only one of many regional tourism initiatives to fill the void left by the all-encompassing JNR campaigns of the 1970s and 1980s. Nevertheless, its innovative focus on history and temporal “time trips” helped to shape the landscape of domestic tourism in contemporary Japan.

History and tradition, after all, have always been and still are very important parts of the Japanese travel industry. According to a 2000 survey by Nihon Kankō Kyōkai, visiting *onsen*, taking in the scenery, and visiting famous or historical landmarks were still the three most popular things to do on vacation.⁶¹ Though the experience-based “contact” tourism of “Discover Japan” has effected a gradual change from “seeing tourism” (*miru kankō*) to “doing tourism” (*suru kankō*) over the years, it is clear that “seeing” is still an important aspect of travel for the Japanese market, a market enjoying its highest point of consumption yet in the new millennium.⁶² In the year 2000 alone, Japanese were taking 325 million overnight trips per annum and over half of those trips were

⁵⁹ Ibid., 50.

⁶⁰ Ibid., 48.

⁶¹ Markus Oedewald, “Meanings of Tradition in Contemporary Japanese Domestic Tourism,” in *Japanese Tourism and Travel Culture*, ed. Sylvie Guichard-Anguis (London: Routledge, 2009), 111.

⁶² Ibid., 115.

expressly for pleasure, reported the Ministry of Land, Infrastructure and Transport.⁶³ The domestic tourism industry, through all its tonal transformations and cultural-economic hurdles, had more than doubled in the two decades since the boom of “Discover Japan.”

ECONOMIC STAGNATION AND RURAL TOURISM SINCE THE 1980S

In the new millennium, the 1990s trend of smaller scale regional campaigns continued. For instance, the JR Tōkai line launched a four-month campaign in 2003 called “Ambitious Japan,” which advertised the newly opened Shinagawa Shinkansen Station and expedited Tokyo-Osaka commute.⁶⁴ Similar to the Rekishi Kaidō campaign, “Ambitious Japan” focused on the already popular Kansai region, a region dubbed the “golden route” by some because of its monopolistic tourism success (60 percent of overseas visitors never even venture beyond it).⁶⁵ The early 2000s was thus a time of stagnation in the world of Japanese tourism. As a result, revenues and tourist numbers were on the decline, particularly domestically, as the officials of Nagano Prefecture explain in their 2008 tourism policy report.⁶⁶ It seemed the country had hit a brick wall in its efforts to launch a campaign as culturally and economically significant as those of the extremely profitable pre-bubble period.

In 2002, however, Prime Minister Koizumi Junichiro had already taken the first step towards alleviating the inseparable issues of economic torpor and tourism decline. In February of that year, Koizumi announced tourism as a new

⁶³ Ibid., 111.

⁶⁴ MacGregor, “JR Tokai’s ‘Ambitious Japan!’ Campaign.”

⁶⁵ “Going Local.”

⁶⁶ “[Kankōrikken Nagano] saikō keikaku [2008~2012]no kōsei.”

key player in the Japanese economy and promised the support of the central government in promoting travel industries in the future. Within a year, he had established the Japan Tourism Advisory Council to devise a basic strategy for “revitalizing regional economies by bringing dormant tourism resources back to life and doubling the number of foreign tourists visiting Japan by 2010.”⁶⁷ Koizumi hoped to inject the national economy with some energy through the joint strategies of attracting more overseas visitors, a ploy that the Japanese government had been using since the prewar era to boost revenues, and breathing life into regional (usually rural) locales.

Though inbound tourism, with its long history in Japan, merely requires increased levels of publicity and media in international markets, the revamping of local tourism resources is a much more complex situation. In fact, the Japanese government had been attempting to jumpstart regional tourism efforts as a means of supplementing and improving the national economy since the 1980s.

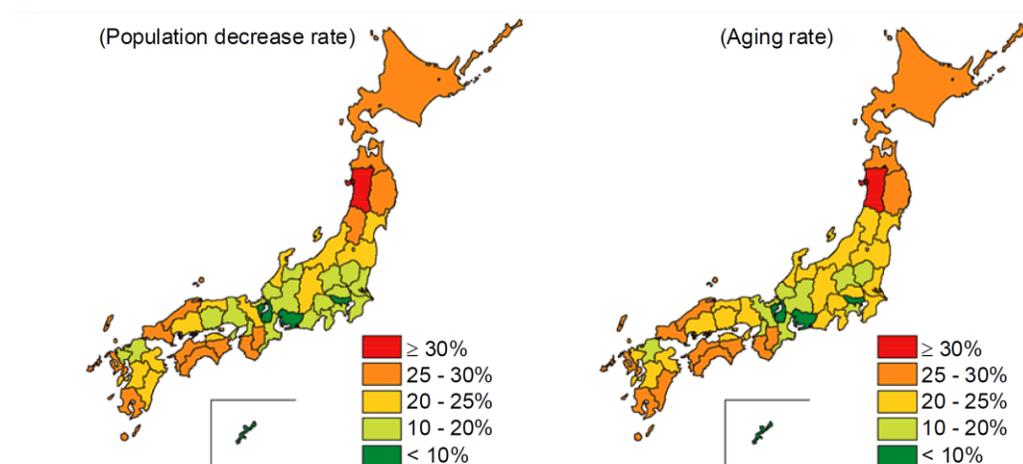
The original desire for rural revitalization emerged from the increasingly clear aging crisis in which Japan found itself by the end of its period of high economic growth. Though movement towards a more elderly society has seen benign results, such as recent tendencies to explicitly market to a senior citizen audience, overall, the economic and social effects have been dire.⁶⁸ As people from the peripheries headed to the cities for employment, education, and marriage, rural villages and towns, often in mountain areas, faced the real fear of dying out. In some cases, over half of the inhabitants of these *genkai shūraku* (“marginal

⁶⁷ Furuoka et al., “A Paradigm Shift in Japan’s Political Economy: from the Developmentalism to the Tourism based Country,” 23.

⁶⁸ Motani, “Population Trends and the Regional Economy,” 11.

villages”) are over 65 years of age;⁶⁹ in a 2006 survey, 775 out of 62,273 villages visited were at this level of depopulation and aging.⁷⁰ Compounded with the trend of Japanese couples producing fewer children, this “low birth rate/aging population” phenomenon has continued to threaten Japan’s regions and rural municipalities to this day and the post-bubble economic slump is not helping.

Figure 1 Rates of population decrease (2005-2035) and aging (2035) in sparsely inhabited districts⁷¹



Source: Estimates by MAFF, based on the Population Census (MIC) and Population Projection by Prefecture (May 2007)
(National Institute of Population and Social Security Research)
Note: Population decrease (%) = $(2005 \text{ population} - 2035 \text{ population}) / 2005 \text{ population} \times 100$

Figure 1, above, demonstrates the extent to which rural and peripheral regions of Japan are suffering from depopulation and elderly populations. As one can see, the green, population-healthy zone around Tokyo in central Japan represents a more even distribution of ages amongst its inhabitants. Regions farther away from this metropolitan center, such as the red and orange prefecture of Tohoku, embody the economic and social issues many rural towns and villages still must face in Japan today.

⁶⁹ The term *genkai shūraku* first appeared in 1991 but the underlying trend began much earlier.

⁷⁰ “Genkai shūraku: Hyogo-ken-nai ni 267 kasho.”

⁷¹ “Annual Report on Food, Agriculture, and Rural Areas in Japan,” 63.

One manifestation of the aging crisis is a marked stagnation in economic growth and employment.⁷² As of 1995, the Japanese workforce began to actively shrink, declining by almost 2.5 million people over a decade. While this problem affects more than just the provinces, rural towns are the main victim of the aging crisis because of the large movement of young people to the cities. From this burgeoning population predicament came the seeds of government-sponsored rural tourism efforts.

The country's leaders first attempted to position tourism as an antidote to the rural depopulation and increasing age crises of the Japanese peripheries in the 1980s with the *furusato* movement.⁷³ During his 1982-1987 tenure, Prime Minister Nakasone Yasuhiro's administration encouraged local communities to cultivate *furusato* images as a means towards creating a tourism draw for otherwise unvisited rural regions.⁷⁴ This agenda, in a sense, played off of the *furusato* countryside nostalgia drawn out by "Discover Japan."

At the beginning of the '80s, this attempted government reappropriation of *furusato* was depicted as a cultural movement just as much as it was an economic one. For instance, in 1984, Nakasone pushed forward the conception of Japan as a cultural state (*bunka kokka Nippon*) founded on the national-cultural pathos of *furusato* as pure Japanese "tradition."⁷⁵ Using this inspirational foundation of the nostalgic countryside to re-popularize historical rural tourism, the central government began to fund the construction of regional tourism

⁷² Motani, "Population Trends and the Regional Economy," 1.

⁷³ The word *furusato* literally means "hometown" or "old village" but has come to refer to a more essentially Japanese nostalgia for the rural past and traditional countryside. For more information on the term and a discussion of one village's attempts to incorporate *furusato* ideas in their own municipal framework, see Jennifer Robertson's *Native and Newcomer*.

⁷⁴ Leheny, *The rules of play*, 121.

⁷⁵ Robertson, *Native and newcomer*, 26-27.

facilities and “hometown cultivation projects.”⁷⁶ Many began to call the fervor and development of the period a dawning of the “age of the regions” (*chihō no jidai*) in which the prefectures and non-urban sectors of Japanese society finally rise up economically and culturally.⁷⁷ However, ultimately, this optimistic speculation never truly came to fruition.

As a result, centrally sponsored programs and localized pork barrel spending projects such as the *Furusato Sōsei Undō* (Movement to Create Hometown Identity) and late ‘80s Resort Boom saw incredibly high and concentrated levels of financial support going to Japan’s countryside in hopes of revitalizing it. The *Furusato Sōsei Undō* doled out block grants of ¥100 million to towns and villages in rural areas to promote the creation of *furusato*-style towns (*furusato-zukuri*) that might draw tourists with their “traditional charms.”⁷⁸

The Resort Boom, on the other hand, used the rural landscape as tourist destination but chose Western models of leisure infrastructure to do so. Building off 1970s precedent for imitating American and European recreational policy, the Japanese government of the 1980s passed the Resort Law of 1987, which effectively allowed big business to invade the tourism sector and Japan’s underdeveloped countryside. The law stringently required that no less than 20 percent of Japanese land be used for tourism or recreational facilities. External investors jumped at the opportunity to construct an enormous hardware infrastructure out in the regions. Indicative of the country’s period of pre-bubble,

⁷⁶ Thompson, “Cultural Solutions to Ecological Problems in Contemporary Japan: Heritage Tourism in Asuke,” 61.

⁷⁷ Traphagan, *Demographic Change and the Family in Japan’s Aging Society*, 94.

⁷⁸ *Ibid.*

unchecked industrial growth, this construction cared more for efficiency and speed than sustainability or general quality.⁷⁹

According to rural life specialist Yutaka Arahi, “the development of resorts was seen as a way of solving the problem of depopulation in rural areas,” yet it was not the rural areas that were benefiting from the construction of ski lodges and golf complexes so much as the urban investors. The real success story of the time was not a town or a village, but Tsutsumi Yoshiaki, who famously pronounced, “I want to own all land in Japan that is suitable for tourism development!”⁸⁰ In the second half of the decade, Tsutsumi became known as the richest man in the world, owning 81 hotels, 36 ski resorts, and 52 golf courses. He is even accredited with bringing the Olympic games to Nagano by building the area up extensively in the years before 1998.⁸¹

It was no surprise, then, when the giddy “resortification” of the countryside came to a screeching halt after the Japanese economic bubble burst in 1991. The funding and resources of major Tokyo investors and government spending were gone, and profits had disappeared.

CONTEMPORARY DISCOURSES OF TOURISM

With their roots in unsuccessful government attempts to propitiate rural tourism development projects, several new tourism philosophies emerged amongst industry personnel around the year 2005.⁸² The overarching philosophy of recent years, however, has been destination-style tourism (*chakuchi gata*

⁷⁹ Arlt, “Thinking Through Tourism in Japan,” 203.

⁸⁰ Ibid.

⁸¹ Ibid.

⁸² Oie and Kanai, “Chakuchi gata kankō to machizukuri.”

kankō), more commonly called New Tourism.⁸³ The premise of New Tourism revolves around the idea that the region itself organizes the tourism promotion aimed towards it. Unlike round-trip group tours planned by Tokyo travel agents, a destination-style vacation is based upon “marketing and operating a highly personal, experience-style program that benefits from the region’s people showing off the region’s tourism resources themselves.”⁸⁴ While most group tours and traditional travel packages *send* people to a tourism spot, New Tourism *attracts* them to it.

New Tourism questions the validity of urban and central travel agencies, extolling the originality of local agencies instead. These agencies, located in the outskirts of Japan themselves, are undeniably more familiar with the region they are marketing.⁸⁵ In a sense, this style of tourism transfers the agency and control of a campaign from the national (often urban) center to its peripheries. Furthermore, like the government initiatives of the 1980s, New Tourism purports to carry the burden of expectations for regional resuscitation; it fashions itself as a possible cure for the economic and population declines of rural areas.⁸⁶

Another important aspect of New Tourism is its optimism in total regional transformation. Its rhetoric supports the reorientation of otherwise faltering rural localities towards the tourism industry. As such, it emphasizes the local citizens’ unique abilities to convey culture and identify authentic, unique tourism hotspots themselves. New Tourism also places a premium on local goods,

⁸³ Destination-style tourism is written as 着地型観光 in Japanese. New Tourism is written in katakana ニューツーリズム.

⁸⁴ Oie and Kanai, “Chakuchi gata kankō to machizukuri.”

⁸⁵ Mori, “Chakuchi gata ryokō.”

⁸⁶ Oie and Kanai, “Chakuchi gata kankō to machizukuri.”

cuisines, and customs that can only be experienced in the destination region.⁸⁷ This regional-only business consequently results in local profits that go directly to the community involved, contributing to economic revitalization.

The final and most significant aspect of New Tourism is its focus on the people of the region. New Tourism defines itself as a soft industry, dependent upon its “home-made,” “hand-crafted” feel.⁸⁸ It touts the dual concepts of *kōryū* (cultural exchange) and *taiken* (personal experience) in that one can only truly enjoy a destination if one comes into close contact with the nature, culture, and, above all, people of the region. In New Tourism, the best memories are made through interaction with the locals.⁸⁹

Overall, New Tourism weaves together theories of regionally-produced tourism mechanisms, specialized goods, and communication with the local population as a possible method of marketing and reviving rural tourism.

THE DRIVE TOWARDS TOURISM NATION

Transitioning back to Prime Minister Koizumi’s announcement of a new government-endorsed tourism industry, the failings of 1980s top-down government spending and the possibilities of rejuvenation hinted at in modern tourism discourse weighed heavily on the Japanese leader’s mind. As such, Koizumi decided to introduce a brand-new rural tourism plan based on the concepts of “New Tourism.”

⁸⁷ This focused marketing of certain goods brings to mind the fairly popular “One Village, One Product” movement of the 1970s.

⁸⁸ “21 seiki no atarashii tabi no sutairu [nyū tsūrizumu] to wa?”.

⁸⁹ Ibid.

First, Koizumi began his plan by targeting the foreign market. In 2003, Japan launched the “Visit Japan” Campaign with the goal of attracting 10 million overseas tourists by 2010. This campaign, still in effect, functions as a sort of “Discover Japan” for the non-Japanese in that the tradition and culture of Japan is marketed as unique and intriguing overseas. By 2004, “Visit Japan” had visibly increased the intake of tourists to Japan by 1.5 million and by 2007, another million.⁹⁰ It was in this context that a “tourism revolution,” as the Japan Tourism Advisory council called it, took place.⁹¹

In January 2007, the Japanese House of Representatives passed the Tourism Nation Promotion Basic Law, which, for the first time in Japanese history, officially and legally defined tourism as one of the pillars of Japanese policy and economy. Japan was to be a nation founded on tourism (*kankōrikkoku*), as one of its primary growth industries. In one sense, the law was a much overdue revision of the antiquated Tourism Basic Act of 1963. However, at the same time, it pioneered the way for a new kind of state-supported tourism. In establishing the fundamental beliefs inherent in the drive towards a tourism nation, the law states:

The key to ensuring a good life for the people of Japan into the future is to respect region-led, innovation-oriented efforts while promoting the intake of domestic and international tourists through a sustainable evolution of vigorous regional communities capable of inspiring pride and love in its residents.⁹²

As a pillar of society, tourism will greatly contribute to the income and, therefore, prominence of Japan both domestically and internationally. Because tourism is

⁹⁰ Furuoka et al., “A Paradigm Shift in Japan’s Political Economy: from the Developmentalism to the Tourism based Country,” 24.

⁹¹ “Japan Tourism Advisory Council Report.”

⁹² “Tourism Nation Promotion Basic Law.”

such a broad industry, encompassing and interacting with so many other industries, a positive effect on tourism will have a large economic ripple effect, benefiting much of the Japanese business sector.⁹³

When the law was first discussed, tourism only accounted for about 2 percent of Japan's GDP and fewer than 3 percent of jobs. Other equivalent countries such as the powers of Europe averaged 4-5 percent for both statistics.⁹⁴ Thus, Japan hoped to use the Tourism Nation model to resuscitate its economy and join the "big shots" on the international economic stage. The law makes it clear that tourism is considered by the government to be a necessity for the future long-term stability and vitality of the Japanese population. It is through the people's own involvement in the planning and implementation of tourism efforts, as well as more governmental ploys for inbound tourism, that the nation will be able to regain some of the economic spark it lost in the early '90s.

The Tourism Nation Promotion Basic Law goes on to set forth a meticulous strategy, aptly named the Tourism Nation Promotion Basic Plan, with which the government and regions can work to establish a tourism nation: "An organic system should be developed with the participation of the regions, whereby private and public sectors work in cooperation, and overseas establishments and overseas institutions concerned also cooperate with one another."⁹⁵

Under the general heading of inspiring an increase in domestic and overseas travel, the sustainable development of tourism, and the creation of

⁹³ "Economic Ripple Effect."

⁹⁴ Arlt, "Thinking Through Tourism in Japan."

⁹⁵ "Japan Tourism Advisory Council Report."

proud, “vibrant regional communities,” the Plan aimed to continue with Visit Japan’s 10 million visitor drive, increase the length of domestic travel to rise to four nights annually, and boost domestic travel spending to ¥30 trillion by 2010.⁹⁶ In order to accomplish this, the plan encouraged regions to develop themselves into “attractive, internationally competitive tourist destinations” with beautiful environments, smooth travel infrastructures, and a variety of special services.

Furthermore, in its discussion of these local tourism communities, the plan implies that the communities themselves will carry out the work and improvements necessary to achieve these goals and thus contribute to the appeal and profitability of Japanese tourism, particularly in the regions.

This marked hands-off approach by the central government was well-received by many observers, especially when contrasted with the *furusato* tourism schemes of the 1980s. Political economists Furuoka Fumitaka, Beatrice Lim Fui Yee, Roslinah Mahmud, and Kato Iwao describe the emergence of the Tourism Nation as a positive “paradigm shift” away from the excessive, developmentalist industrialization of early postwar Japan.⁹⁷ Similarly, the current Japanese cabinet introduced their 2010 New Growth Strategy Blueprint for Revitalizing Japan by dismissing the nation’s two previous policy approaches to economic revival as distant and excessively productivity-oriented. The Third Approach, however, which includes “strategies for promoting a tourism-oriented nation and local

⁹⁶ “Tourism Nation Promotion Basic Plan.”

⁹⁷ Furuoka et al., “A Paradigm Shift in Japan’s Political Economy: from the Developmentalism to the Tourism based Country,” 17.

revitalization,” is positively touted as a more effective method of boosting local economies and employment and, therefore, the status of Japan in general.⁹⁸

Overall, Japan’s current drive towards Tourism Nation marks the start of a new era of Japanese tourism in which the domestic sector is very much encouraged to review and overhaul their pre-existing tourism infrastructures in the hopes of creating redeeming economic growth. However, unlike government goals for rural tourism in the 1980s, the regional tourism of the Tourism Nation policy follows the lead of New Tourism in placing the agency and control of tourism promotion in the hands of the locality and its people. With these innovative changes, the government hopes to induce economic and cultural revitalization in Japan’s depleted and often neglected regions.

DESTINATION CAMPAIGNS IN THE CONTEXT OF JAPAN’S HISTORY OF DOMESTIC TOURISM

The Destination Campaigns, as large-scale nation-wide campaigns endorsing rural revitalization through locally-produced tourism, are very much a product of this millennia-long history of domestic tourism and the concurrent goals of economic and social growth that guided it. With the regional focus of “Rekishi Kaidō” and the national scope of “Discover Japan,” the Destination Campaigns have widened the possibility of rural rejuvenation from the small single town initiatives of the *furusato* movement to an entire prefecture. In a sense, Destination Campaigns use the nation-wide desire for the rural nostalgic and the regional “unknown” to fuel a campaign on as broad a scale as “Discover

⁹⁸ “The New Growth Strategy: Blueprint for Revitalizing Japan,” 4.

Japan's" but, instead of the tourist rediscovering himself along the way, the destination region is the agent of self-discovery.

Destination Campaigns also target economic growth, whereas the 1970s and 1980s campaigns were marketed as an escape from the ever-industrializing urban centers of Japan. This is not to say that the DCs do not also promote the nature and untouched environment of their regions, but that they do so as a means to gain economic profits just as much as to encourage self-reflective, national-cultural growth. DCs, as an emblem of contemporary Japanese domestic tourism, are meant to bring about the very economic growth that their "Discover Japan" and "Exotic Japan" predecessors tried to escape.

The defining factor in understanding the DC system in this context, therefore, is its *dual* goals of cultural and economic revitalization. "Discover Japan" hoped to present a pure, nostalgic Japan of the countryside in which the tourist could find himself as a true Japanese. "Ambitious Japan," on the other hand, was merely a financial ploy of JR Tokai to raise revenues along its newest *shinkansen* route. The institution of Destination Campaign intertwines these two different motivating factors. A DC allows the region's people to seize back their cultural landscape for themselves and proudly showcase it to a national audience, while simultaneously utilizing this cultural uniqueness and rustic, native authenticity to drive financial profits and regional economic revitalization.

The DC is thus at the locus of cultural reappraisal and economic resuscitation, of local involvement and big business support, and of national policy and regional implementation. It is an amalgamation of the traditional dueling goals of spiritual and material wealth, a marriage of private-public

cooperation, and a novel re-appropriation of the otherwise monolithic power of the Japanese state by the traditionally marginalized regional peripheries. Ultimately, in theory, the Destination Campaign emerges as a truly unique form of tourism constructed upon the dual factors of economy and culture that have run side by side throughout Japan's history.

CHAPTER 2: THE INSTITUTION OF DESTINATION CAMPAIGN

Beyond their complex cultural and economic ramifications, Destination Campaigns hold a special place in the hierarchy of the contemporary Japanese domestic tourism industry because of their large size and private backing. Few other campaigns in Japan publicize to a nation-wide audience and no other campaign, domestic or otherwise, benefits from the immense support that the Destination Campaigns receive through their coordination with the JR group. When these two factors—national coverage and JR assistance—come together, the result is the highest profile and largest scale domestic campaign system in Japan.

Despite a general interest from scholars of tourism studies in the organization and goals of campaigns such as those mentioned in Chapter 1 (“Discover Japan,” “Exotic Japan,” “Rekishī Kaidō,” etc.), no one has written formally about the Destination Campaigns. In fact, in my own research, I did not come across a single scholarly source that discusses this major institution of Japanese domestic tourism. In light of this lack of literature, this chapter will present my own comprehensive overview of the Destination Campaigns as they function today, which will provide a better framework for the in-depth analysis of the 2010 Shinshū DC in Chapter 3.

Because of the general absence of information on DCs, the majority of this chapter is based upon a series of seventeen e-mail correspondences with six

employees of the Japanese tourism industry over the months of February, March, and April, 2011.⁹⁹

Occupying positions at the local, prefectural and national levels, the six contacts—Fujii Hideharu, Mizuguchi Norihisa, Nishizawa Hiroki, Suda Yasumasa, Koseki Tatsuya, and Hatakoshi Minoru—are employed by the Hyogo Prefecture Tourism Promotion Department, the Hyogo Prefecture Industry and Labor Department, the Shinshu Destination Campaign Executive Committee, the JR East Nagano Office, the Sendai-Miyagi Campaign Promotion Office, and the JNTO Overseas Promotion Department, respectively. Five out of the six contacts were found by their listings as enquiry representatives on their organizations' websites; Mizuguchi was recommended as a knowledgeable contact by his coworker, Fujii.

Correspondence took the form of standardized e-mails, written by the author, concerning Destination Campaigns, the JR group, particular regional tourism efforts, and the effect of DCs on the local community, to which the six officials sent personal replies. Most of the contacts mentioned that their information was based upon DCs in which they themselves had taken part and was therefore often colored by personal opinions. This participant bias (also described in the field report of Chapter 4) made it somewhat difficult to assess the relative success and efficacy of the Destination Campaign. Future research would benefit from additional sources outside of the DC apparatus. Several officials also stressed that every Destination Campaign is different and, as such, it is difficult to discuss the campaign in general. As a result, this chapter extracts

⁹⁹ For a complete record of the e-mail correspondences (in Japanese) as well as a complete listing of the officials' names and job titles, please see Appendix E.

the commonly shared, core information of the six contacts to create an accurate picture of the institution and format of the typical Destination Campaign.

“DC TO WA?” THE STRUCTURE OF A DESTINATION CAMPAIGN

According to the official Shinshū DC website:

A *Desutinēshon Kyanpēn*, written as a compound word comprised of “destination” (*mokutekichi/ikisaki*, literally “goal place/destination one goes to”) and “campaign” (*senden*, “publicity”), is a large-scale tourism campaign linked with the JR group. For a period of three months starting in October 2010, the six nation-wide JR companies and the tourism officials and municipalities (cities, town, and villages) of Nagano Prefecture will work as one to develop the Destination Campaign. Then, using this campaign as a pivotal opportunity for growth, tourism officials will work as one to polish up tourism-related resources, create a continuing system of attracting tourists, and ultimately aim for the revitalization of the region.¹⁰⁰

Though this definition refers specifically to the Shinshu DC of fall 2010, its core characteristics—large-scale publicity on a national level, cooperation between the JR group and regional affiliates, and improvement of current tourism resources for the ultimate sustainable enhancement of the region’s travel infrastructure—apply to all Destination Campaigns that have been implemented in since 1978.¹⁰¹

Every modern Destination Campaign possesses three trademark elements. First, the DC receives support and guidance from the very powerful JR group. Second, the campaign endeavors to use local resources to create a long-standing, autonomous regional tourism infrastructure. Third, the DC takes place for three months in its destination region during one of the four established seasons of the fiscal year. Although every DC since the Sendai-Miyagi Campaign of 1998 has

¹⁰⁰ “Shinshu DC to wa,” *Shinshu DC Kōshiki Saito*, http://www.shinshu-dc.net/contents_dc/index.php.

¹⁰¹ For an extensive chronology of the last 33 years of Destination Campaigns, please refer to Appendix A.

also hosted a pre-campaign season the year before to drum up publicity and experiment with novel promotional ideas, this initiative is only a recent development and has not played a role in the majority of Destination Campaigns over the last 30 years.

Besides these aspects, a tried-and-true Destination Campaign effort has one more crucial feature: the involvement of the local people. Despite the fact that administrators and tourism officials play key roles in the running of a DC, according to Destination Campaign rhetoric, the locals' participation is essential. For example, Suda Yasumasa of the JR East Nagano Branch Transportation Sales Promotion Office spoke of the development of the “Sawayaka ni omotenasō (‘Let us welcome all refreshingly’) Prefectural Citizen’s Movement” for the Fall 2010 DC when asked about the participation of regional inhabitants.¹⁰² He explained that this ongoing movement encouraged citizens of the Nagano region to join the campaign cause and proudly embrace visitors to their prefecture.¹⁰³

In order to establish a “charming” tourism area, the region, using the DC as an opportunity to pull itself up by its bootstraps, highlights and spreads the innate attracting power of its own tourism resources. The area’s culture, natural features, and raw potential for tourism (*kankō shigen*)¹⁰⁴ form the base of the campaign, but the successful implementation of any DC ultimately depends on the participation of locals and the resultant personal feel of the campaign experience.

¹⁰² Interestingly enough, the adjective “*sawayaka*,” here used to describe the latent hospitality of the Nagano people has an associated history with the region. The theme of several of Nagano’s earlier Destination Campaigns (1980 and 1998) was actually “*Sawayaka na Shinshu*.”

¹⁰³ Yasumasa Suda, “DC ni tsuite”, March 1, 2011.

¹⁰⁴ Literally, the region’s raw tourism resources.

HISTORY OF THE DESTINATION CAMPAIGN

When the DCs first began, their approach to tourism was much different than it is now, focusing on pure print advertisements instead of the personalized local “charm” of the destination. At its start in 1978, the institution of Destination Campaign was founded as an initiative of Japan National Railways (1949-1987) to raise the public’s familiarity with certain domestic destinations and, therefore, induce train tourism to those regions. According to Fujii Hideharu, manager of Hyogo Prefecture Tourism Promotion Department, the Destination Campaign system was actually an offshoot of the larger “Discover Japan” campaign, despite the fact that the publicity strategies and goals of these two campaigns were slightly different. The latter campaign was facilitated by a professional advertising firm and targeted all of Japan as a viable vacation spot; the first Destination Campaign was facilitated by the local government of the destination region and worked to bring all of Japan to its one area.¹⁰⁵ This first DC location, Wakayama Prefecture, was advertised with the catchphrase “Sparkling Kishūji” because the prefecture had been called Kishū during the Tokugawa period. Since this first campaign, there have been three to four DCs a year, each spanning approximately three months.

Even after the JNR’s partition and privatization into the six JR companies, DCs have continued to be staged, with the JR group replacing the JNR as primary outside coordinator in every region in which the railways conduct business. Fujii adds that there have never been any campaigns in Tokyo

¹⁰⁵ Fujii, “DC ni tsuite.”

or Okinawa “because Tokyo is already full of people and Okinawa is not covered by the JR group.”¹⁰⁶

Over its thirty-plus years of operation, the DC system has tweaked and revised its role to meet inevitable changes in market needs and the social environment. In truth, the principal goals of the DCs are always evolving. This evolution indicates an overall shift from earlier Western-modeled group travel to newer, experience-based tourism.

Suda Yasumasa segments the history of the Destination Campaign into three phases based on tourism promotion methods and ultimate goals. In its first phase at its creation, the DC was a “tourist spot publicity campaign” (*kankōchi senden kyanpēn*), implemented via the use of mass media at its core. A successful campaign aimed to transmit information about the target region across the country to raise regional awareness and, therefore, encourage tourism.

After this phase, DCs began to base themselves around large urban travel agents and local tourism associations, buying into the rising trend of group travel. These were “guest-sending campaigns” (*okukyaku kyanpēn*) in which centralized travel agencies would send a large quantity of tourists to the target region as a group in order to create improved regional economic results.

The current, third stage of the DCs is marked by a drive for longevity. Unlike the media and agency-facilitated group travel of earlier DCs, the contemporary Destination Campaign is centered around the individuals living in the target region and the region itself. It is a “regional revitalization and regional culture communication tourism campaign” (*chiiki okoshi/chiiki bunka hasshin*

¹⁰⁶ Ibid.

kankō kyanpēn). While this type of campaign is obviously motivated by a desire to increase economic returns through the creation of demand for tourism in the area, it also aims to rejuvenate a regional community in a sustainable way by having the very residents of said community rediscover the charm of their region and facilitate tourism attractions based on that charm.¹⁰⁷ In this way, the DCs hoped to provide both employment and inbound revenue through a culturally stimulating process.

Beyond this evolution of campaign structure, contemporary campaigns aim to be much more long-lasting in their results in terms of establishing an enduring tourism legacy in the region. In other words, a successful DC means that the increased tourism to a targeted region does not end when the campaign itself does.

In truth, the DC is meant to be a thorough first step towards economic and regional rejuvenation in a positive, self-sustaining feedback loop. By attracting tourists, a campaign aids tourism development and local revitalization. From this revitalization, the local economy can then become more active. After this step is over, the destination region, working with increased capital, can continue to brush itself up even more, placing itself at the center of an ongoing initiative without having to rely on a large-scale and externally supported campaign.

WORKING WITH THE JR

One of the other defining features of the Destination Campaign is its relationship with the JR group, by far the largest ground transportation

¹⁰⁷Suda, March 1, 2011.

conglomerate in Japan. JR East alone serves 17 million people a day and is the largest passenger railway company in the world.¹⁰⁸ The nation-wide rail companies that comprise the group work together to facilitate and nourish the regional efforts of the target destination. They also maintain control over the DC system because they alone select which regions are allowed to hold campaigns and when.

On the whole, during a typical campaign, the JR company plays four major roles: railroad manager, publicist, advisor, and travel agent.¹⁰⁹ In terms of rail transportation, JR operates most trains reaching the destination region, as well as several special or event trains (in the case of the Shinshū DC, much focus was placed on the brand-new Hybrid View Furusato train running between Matsumoto and Nagano City). As publicist, JR puts up posters in all its stations and train cars, creates informational pamphlets about the region, and organizes PR events. Each JR company from Kyushu to Hokkaido runs publicity programs via posters in stations and trains, TV spots, and any other type of media available, according to Hatakoshi Minoru of the JNTO Overseas Promotion Team for South Korea.¹¹⁰ As advisor, the JR capitalizes on its long history with the DC system to share effective methods of running a DC and suggest concrete tourism promotion initiatives to local campaign workers. Finally, in the role of travel agent, the JR communicates with other travel agencies to promote the campaign nationally and world-wide and to create products directly related to the regional travel brand for commodified consumption.

¹⁰⁸ “Annual Report 2010.”

¹⁰⁹ Suda, “DC ni tsuite.”

¹¹⁰ Hatakoshi, “DC no ken.”

CHOOSING A DESTINATION

However, before the JR group begins assisting a particular region with its campaign, the target area must first pass through a fairly intense application and selection process. Suda, as a JR East employee, explains the selection process as a self-nominated candidacy. Regions aspiring to hold a DC apply through the JR company that operates in their area. The JR group then collects all applications and conducts its own conference to discuss and decide the roster for the year. This conference occurs two years before the selected regions are scheduled to carry out their campaigns so as to allow enough time for preparation.¹¹¹ Therefore, the April 2012-March 2013 schedule was decided in 2010. In their application, prospective regions develop a proposal for attracting and facilitating incoming tourists and decide in what direction (tone, aesthetic, key cultural focus, etc.) they want their campaign to go.

As selection criteria, the JR group considers characteristics such as whether the applicant region and its leadership are capable of carrying out their proposed DC to completion, how the region suits the current market environment, and what type of regional balance the yearlong schedule will have. Hatakoshi added that a region's "tourism menu," defined as its breadth and depth of tourism resources, is also an important selling point for the JR committee.¹¹²

Discussing his own experience with Hyogo Prefecture's destination status, Mizuguchi Norihisa, Assistant Manager of the Hyogo Prefecture Industry and Labor Department Tourism Promotion Division, revealed that the JR group can

¹¹¹ Suda, March 10, 2011.

¹¹² Hatakoshi, "DC no ken." March 10, 2011.

also solicit certain regions to apply: “Hyogo had never been targeted as a campaign destination before this year. Being made up of five very different regions, the prefecture had always had trouble marketing itself as a whole. However, JR East put out an offer to Hyogo, so, looking forward to the significant increase in population exchange that results from a DC, we applied.”¹¹³ Therefore, for the most part, Destination Campaigns are a conscious effort of the region to revitalize themselves, though, at times, the JR group selects a region that they find particularly useful to market (perhaps due to a newly opened line in said region).

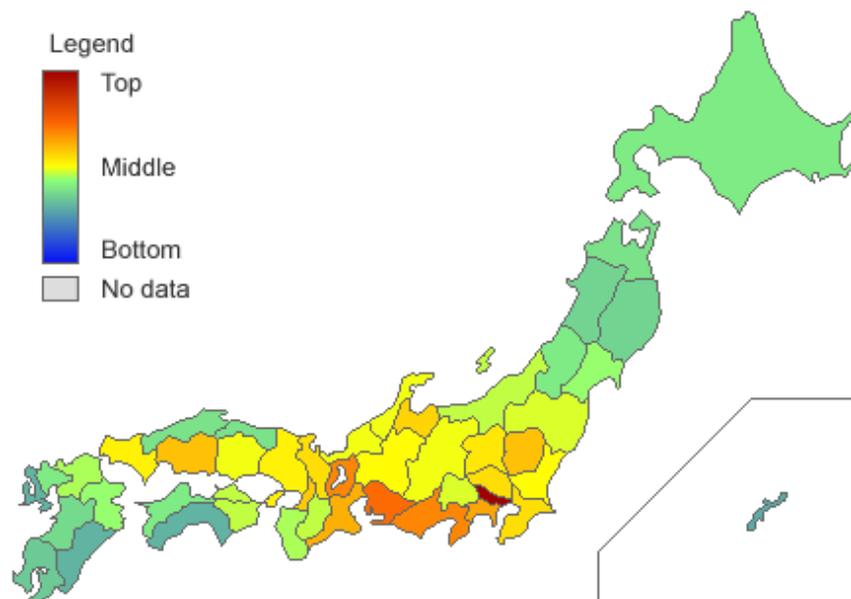
Examining the list of destinations since 1978 (see Appendix A), reveals certain emerging demographic selection patterns. The 2010 Shinshu DC marked Nagano’s fourth time in the spotlight. However, Niigata, Yamagata, and Wakayama prefectures stand out with the most DCs—seven, five, and five, respectively. Other popular regions have been Kita-Tōhoku (Aomori, Iwate, and Akita), Fukushima, Gunma, Shikoku, Ibaraki, and Okayama. All of these have been chosen as Destination Campaign locations at least three times. Interestingly enough, most of these well-chosen regions lie in the northern and northeastern peripheries of Honshu, a relatively rural and less densely inhabited region of Japan.

In order to ascertain if any economic factors played into the JR group’s selection of region (after all, the DC system strives to revitalize regional economic infrastructures), I cross-listed these repeat destination prefectures with a tally of

¹¹³ Mizuguchi, “DC.”

Japan's prefectures as ranked by income as of October 23, 2010.¹¹⁴ Figure 2, below, illustrates the variation of income by prefecture. Note how similar this breakdown of prefectural incomes looks to the figure of rates of population decrease and aging in Figure 1 (Chapter 1). There appears to be a correlation between the peripheries and low prefectural income in most instances.

Figure 2 The gradient of prefectural incomes (calculated as sum of compensation of employees, property income, and business income)¹¹⁵



Upon first glance at these findings, it is immediately clear that Japan's richest or most income-producing prefectures are those centered around major cities such as Tokyo and Osaka. The profits drop off as one moves farther from these urban centers. For the most part, the regions selected for DCs rank relatively low in the overall spectrum of prefectural income, none ranking above 14th out of the 47 total prefectures. Of those chosen five times or more, Niigata earns the most income, but still only finds itself ranked 25th. Regions like Kita-

¹¹⁴ "Prefectural Income," Statistics Japan: Prefecture Comparisons, accessed March 27, 2011, <http://stats-japan.com/t/kiji/10714>.

¹¹⁵ Ibid.

Tōhoku, which has been targeted five times, possess some of the lowest prefectural incomes of all, with Aomori, Iwate, and Akita averaging 40th out of 47. From this brief analysis, financial status does appear to correlate with being chosen as a DC target. As a result, the Destination Campaign system seems to take its role as regional and economic revitalization catalyst quite seriously.

The one region that consistently does not need to apply to the JR group for their aid in publicity, however, is Kyoto. Every year, the spotlight of the DC returns to Kyoto, the cultural capital of Japan. Suda supposes that this is simply a result of Kyoto being an extremely important location for the Japanese travel industry. Though it is arguably the most popular tourist destination in Japan (particularly in fall and spring), Kyoto nevertheless experiences a marked decrease in visitors during the winter.¹¹⁶ As a result, the JR group targets Kyoto for its winter Destination Campaign (January 1-March 31) each year. In conjunction with the tourism campaign, Kyoto businesses usually employ special marketing initiatives for this least successful season. For instance, one museum in the city mounts a unique display of ancient Buddhist statues that is only exhibited in the winter during the DC period.¹¹⁷ Even in non-rural or peripheral areas, the DC is committed to aiding declining economic returns.

While the administration of the prefecture and cities of the destination region cooperate thoroughly to implement a DC, there is no support or regulation from the Japanese government or central ministries. This hands-off government approach may seem counterintuitive due to the long-running stereotype that Japan possesses a controlling and monolithic central government. Yet, the

¹¹⁶ Suda, “DC ni tsuite.” March 10, 2011.

¹¹⁷ Mizuguchi, “DC.” March 16, 2011.

government does not directly participate in any campaign that it is not itself running and, though each DC has a theme (catchphrase), target audience, and a fairly fixed format (guidebooks and posters in JR stations, cooperation of sponsors, features and reports on TV), each region makes its own unique and creative choices about how to run their campaigns.

THE INBOUND INITIATIVE

While the majority of attention in Destination Campaigns is focused on domestic tourism and the Japanese market (after all, DCs are domestic campaigns first and foremost), they do strive to bring in foreign tourists as well, particularly in the last several years. As an example, the Shinshu campaign cooperated with the Japan National Tourism Organization and the international Visit Japan Campaign (associated closely with the Tourism Nation Law) to appeal to the potential overseas market through international media.

In the Shinshu Campaign, the JNTO pitched in to bring publicity to the rest of the world. After recruiting a record number of visitors for the Spring 2010 Nara DC by distributing newsletters to international travel agencies, JNTO highlighted a special “JR East Pass Special” available for purchase by foreign visitors only on its website. The company also organized and publicized a gift program in Nagano, Matsumoto, Ueda, and Karuizawa. In the final stretch before the campaign began, JNTO ran an exclusive press-only tour of the region for representatives from the Korean, Taiwanese, Hong Kong, and Singaporean

media. JNTO expects to continue its assistance as new apparatus of the DC system in the future as liaisons for the Aomori and Gunma campaigns of 2011.¹¹⁸

However, there are several differences in marketing between the previously mentioned domestic market and overseas inbound market of a Destination Campaign. Because foreign markets are unfamiliar with many distinct markers of everyday Japanese life, publicity images for tourists from the international community tend to be a bit different than those for domestic DC representation. For instance, subjects of historical tourism like Zenkō-ji Temple and of nature tourism like Kamikōchi and the Japanese Alps are intriguing to both inbound and domestic markets; at the same time, uniquely Japanese things like the *shinkansen* and Japanese vending machines become a new part of the DC publicity oriented to foreign tourists. Suda dubs this the “reimportation phenomenon,” a popular concept of DCs in which the locally ordinary becomes the nationally or internationally intriguing. Nevertheless, most publicity is focused on the domestic market and particularly on engaging repeat visitors.¹¹⁹

All in all, these international marketing efforts have proven fairly effective in attracting overseas tourists to the DC’s target regions. By mid-December of the Shinshū Campaign, the Matsumoto Information Center had already run out of the small prizes (cellphone straps in the form of miniature *temari*, the traditional handicraft of Matsumoto) promised to travelers in possession of JR East Rail Passes. As these rail passes were only available for purchase outside of Japan, the inbound initiative and subsequent gift campaign had clearly been

¹¹⁸ “JNTO Assists Nagano Destination Campaign at Overseas Markets,” *Tokyo Tomo Travel Guide*, September 13, 2010, accessed February 23, 2011, <http://www.tokyotomo.com/article/en/jnto-assists-nagano-destination-campaign-at-overseas-markets/>.

¹¹⁹ Suda, “DC ni tsuite.” March 1, 2011.

effective. The Information Center employee explained that the gifts in supply had been given to people from a variety of nationalities but she personally had seen a rise in the number of Korean, Chinese, and Taiwanese tourists. Similarly, in Nagano City, the owner of the Shimizu-ya Ryokan, a small, family-run lodging situated on the western edge of the Zenkō-ji temple grounds, said that she had definitely seen a boost in tourist numbers since the campaign had started, particularly in the form of South East Asian (Thai, Vietnamese, Singaporean) and Australian tour groups.

GOALS OF A DESTINATION CAMPAIGN

Returning to the domestic focus of the DCs, Destination Campaigns craft both cultural and economic goals for their target regions. Although campaigns may not have a huge effect on lives of everyday citizens, they do create a change in local enthusiasm and participation by encouraging people to rediscover the latent charm of rural locales and visit nearby places that they may never have suspected to possess such cultural appeal. This reinvestment in the dormant tourism resources of a region thus manifests itself as a sort of heritage industry, part culture, part economics.

Cultural Goals

Contemporary DCs operate under the belief that what seems common and ordinary in one region is an extremely valuable tourism resource when viewed from the perspective of an outsider. As a result, the inhabitants of the target region must undertake the culturally edifying task of examining their regional charm and potential tourism resources in a new light. Using the DC as stepping stone, local residents polish up their region's culture by doing such things as

organizing tours and repairing traditional establishments and buildings for practical use (Suda gives the example of rural Japanese thatched roof homes).¹²⁰ The DCs are not only a chance for outsiders to discover the culture of an alien region, but also an opportunity for locals to see the potential and charm of their own region's culture.

These days, the culture and history of a destination region are emphasized in the publicity so that people from across the country have a chance to learn about the region. For example, in Chiba, there was a style of carved wood art that was famous locally but completely unknown on a national level. Because of the most recent Chiba DC, this wood carving became so popular that it was thereafter seen as a display of the region's unique cultural heritage, and thus as a powerful tourist attraction.¹²¹

As the region digs up and reclaims these raw tourism materials (*kankō sozai*), information about their uniqueness and appeal is broadcast to the entire nation through the pervasive power of the JR groups and locally-produced media. Running a DC thus gives locals the opportunity to practice fostering and institutionalizing their region's tourism industry on a larger, more meaningful scale, one that they should aim to try to maintain post-campaign.

Economic Goals

In terms of jumpstarting stagnant local economies, DC officials use travel to the destination region as a source of economic revitalization. The first step in increasing revenue to the target region is through the use of publicity (posters and guidebooks in all JR stations and train cars) to attract interested visitors.

¹²⁰ Yasumasa Suda, "DC ni tsuite", March 6, 2011.

¹²¹ Ibid.

Once in the DC region, these visitors will contribute to a higher consumption of the area's tourism industry commodities (for instance, lodging, food and drink, merchandise, and transportation businesses), leading to higher profits for local businesses and the creation of new jobs and higher employment. As an offshoot of this central system of profit-building, the implementation of a DC necessitates the training of new employees who can, after the DC has officially ended, maintain the campaign's publicity models and tourism infrastructure and cultivate a long-running system of economic returns. Nowadays, this goal of touristic sustainability is extraordinarily popular. Through the reconstruction of a region's current tourism infrastructure, the economic windfalls of a campaign can continue far beyond its official period.

Conflicts of Interest

In examining the goals of the DCs, it is also important to keep in mind the collaborative spirit at play. A single DC encompasses the agendas and aims of a plethora of businesses, government bodies, and citizens. The JR group in particular, as a major national conglomerate, possesses slightly different hopes for the DC system than do the regions selected. This is evidenced by the self-nomination process of DC target regions. For instance, with the aforementioned selection of Hyogo Prefecture, JR convinced the prefecture to enter the running; the region itself did not initially want to. Though this may in fact have been a conflict of interest in the beginning, Hyogo tourism official Mizuguchi Norihisa explained that the DC ended up being fairly successful in both bringing tourists to the region and providing the impetus for a more unified approach to tourism in

Hyogo Prefecture.¹²² In the case of the Shinshu DC, JR East not only supplied publicity and touristic guidance; it also renovated its *shinkansen* line to Nagano in conjunction with the campaign. In situations like this, it is sometimes unclear whether JR wanted the region as a campaign destination to saturate its new line with customers or if the region decided itself to apply for DC status as a means of building up its own economy and tourism industry.¹²³

To put it simply, the JR group's primary concern is profit optimization by maximizing use of its rail services. For example, JR Tokai's 2003 "Ambitious Japan" campaign publicized the route between Tokyo and Osaka because the rail company had just opened a new *shinkansen* stop and offered expedited service there.¹²⁴ DCs can function therefore as business opportunities for the JR to boost sales of train tickets to a certain region by allowing that region to throw a massive tourism campaign.

Only recently have the goals of the DC regions themselves to revitalize regional economies and create enduring tourism infrastructures appeared on the JR's radar. Even in 2004 and 2005, JR East was speaking of its publicity campaigns as pure print ad efforts like those Suda describes from the beginning of the DCs' history; the JR would merely use their many train stations and railcars to display posters.¹²⁵ It was not until 2006 that the JR even mentioned a Destination Campaign or its economic capabilities at the regional level in the group's annual reports. In JR East's Annual Report for that year, the company

¹²² Mizuguchi, "DC." March 16, 2011.

¹²³ As will be seen in Chapter 3, the 2010 Shinshū Destination Campaign is one instance in which it is quite clear that the region initiated the DC process, not the JR group. Nagano Prefecture was gunning for a large-scale promotional campaign all along.

¹²⁴ MacGregor, "JR Tokai's 'Ambitious Japan!' Campaign," 39.

¹²⁵ "On Track for World No. 1 Annual Report 2004."

writes, “Unlike the business models of other travel agencies, JR East’s travel agency business model calls for unearthing new tourist destinations, developing related travel packages, and thereby triggering “booms” that stimulate railway usage and regional economies.”¹²⁶ Yet “railway usage” is still prioritized above “regional economies” in the JR agenda. In more recent years, the JR group has finally picked up on the transformative effects of tourism promotion for local communities, mentioning their cooperation with prefectures to “develop and intensively market regional tourism assets” in the Sendai/Miyagi DC of 2008.¹²⁷ JR East further touts its newfound, almost philanthropic DC efforts in the 2010 Annual Report by calling the DCs “Rediscovering the Regions Projects.”¹²⁸

On the whole, the relationship between JR companies and destination regions is a complicated one. Both seek to pursue their individual agendas while simultaneously collaborating in order to achieve this mutual goal of a successful campaign effort. Over time, this synchronicity has grown as the JR recognizes the deep economic and cultural benefits of its publicity on the target region’s rural economies and tourism infrastructures. Whether this recent interest in the cultural/regional benefits is a product of true philanthropy or a newly recognized publicity ploy for the JR’s reputation is unclear but the change in focus has brought the two major sides of a DC—local government and JR group—into line.

DCS AS A NEW HOPE FOR REGIONAL ECONOMIC REVITALIZATION

Outside of the DCs, Japan, with its decreasing and aging population, is hoping to preserve and enhance its economy through an increase in tourism-

¹²⁶ “Annual Report 2006.”

¹²⁷ “Annual Report 2009.”

¹²⁸ “Annual Report 2010.”

related population exchange. In the midst of this rural-urban dynamic, there is hope that regional economies can be revitalized through an exchange between the two sectors. Recently, tourism policy has been observed as a viable means of enacting this sort of reform. As Mizuguchi intones, “People say tourism is a wide-ranging industry (*susono no hiroi jigyō*).¹²⁹ An influx of tourists can stimulate an extensive range of industries from hotels and *ryokan* to transportation, souvenirs, and food and drink.”¹³⁰ Still, with continuing trends of low birth rate and aging in Japan, economic activity is dropping. For instance, in the context of horror stories of disappearing villages and bankrupt towns,¹³¹ even Hyogo Prefecture’s most famous features, Arima and Kinosaki Onsen, are seeing decreases in group travel and visiting tourists.

It is thus the hope that urban dwellers will head to the regional ruralities for tourism and bring with them profits that DC-affiliated tourism officials and local government heads bear in regards to their campaign work. Other campaigns and initiatives also share this hope. However, because they are the largest domestic campaigns in the country and target entire regions as opposed to small-scale local communities like the revitalization projects of the 1980s did, there is a considerable burden of economic responsibility placed upon any given Destination Campaign.

¹²⁹ Literally, an industry with a wide base like a mountain.

¹³⁰ Mizuguchi, “DC.”

¹³¹ The town of Yūbari, in Hokkaido, is often used as a symbol of the imminent possibility of rural and small community collapse that can occur in Japan’s current low birth rate/aging population crisis. Yūbari made headlines in 2007 when the 12,000-person town declared bankruptcy and over half its municipal officials resigned. For more information on Yūbari as a scare tactic, see Shuzo Ishimori, “Striving to create new tourism in the northern land,” *Center for Innovation and Business Promotion Hokkaido University*, 2011, http://www.mcip.hokudai.ac.jp/eng/hokudai_inquiry/striving_to_create_new_tourism.html.

This idea of the burden of economic responsibility hearkens back to the discussion of New Tourism in Chapter 1. In their theory, Destination Campaigns manifest many of the traits of New Tourism. Hatakoshi illuminates the connection between Destination Campaigns and New Tourism more clearly, stating, “At the center of a Destination Campaign is the essence of New Tourism.”¹³² As Suda explains, in recent DCs, “the prefectural tourism association compiled plans based on New Tourism and then shared them with local travel agencies. In the municipalities, these tourism associations worked to build travel industry fundamentals and then infuse them with the theories of New Tourism.”¹³³

As New Tourism was becoming a popular trend in tourism management, DCs were expanding their internalization and manifestation of the philosophy by attempting to cultivate local charm and incite regional economic revitalization. Through their demonstrative employment of a regional tourism in which the destination area proactively and independently digs up and reclaims its own raw tourism materials in order to attract visitors, Destination Campaigns have become the largest active advocate for New Tourism and, therefore, for tourism-based regional economic revitalization, in Japan. Suda furthers this imbuelement of the DC with New Tourism spirit, asserting that outside of merely following the tenets of New Tourism’s destination-centric, sustainable tourism, “part of the DC’s role is, in fact, to publicize this type of effort across the country.”¹³⁴ And, because Destination Campaigns function without the support or funding of the

¹³² Hatakoshi, “DC no ken.”

¹³³ Suda, “DC ni tsuite.”

¹³⁴ Suda, “DC ni tsuite.”

government, it is specifically the prefectures' job to actively bring about their own rediscovery and revitalization.

CHAPTER 3: THE 2010 SHINSHU DESTINATION CAMPAIGN

While the previous chapter dealt with the structure and goals of the Destination Campaign system at large, this chapter focuses on an actual Destination Campaign to examine the complex interplay of economic and cultural motivations and external support that culminates in the implementation of such a regionally significant event. By analyzing the inner workings of the 2010 Shinshu Destination Campaign, this chapter illuminates the agency with which a destination region takes control of its own campaign operations. Unlike the passive regions targeted by the centrally-run “Discover Japan” and “Exotic Japan” campaigns, the region in the spotlight of a Destination Campaign goes through great lengths to instrumentalize and reappropriate the standard DC format presented in Chapter 2 for its own urgent goals and needs. In the case of Shinshu, these goals and needs consisted of, first, becoming a prefecture founded on tourism and, second, resuscitating itself from the common regional plight of depopulation and aging communities.

As mentioned before, the choice of Shinshu originally rose out of my own personal experience with the Nagano area. However, upon closer analysis of the less apparent business and policy angles of the 2010 DC, it becomes clear how illustrative of an example the Shinshu DC is for the exploration of the Destination Campaign system’s contemporary objective of regional economic revitalization. This chapter investigates the campaign’s regional bureaucracy and traces the

prefecture's tourism efforts, beginning with Shinshu's selection as a target region in 2008 and continuing through the recent closing ceremony and minimal post-campaign publicity events. Having demonstrated the urgent and active role of the prefecture in the implementation of its own campaign, this chapter then positions the 2010 Shinshu DC in the context of the recent Nagano policy of Tourism Prefecture (*kankōrikken*). As this policy actually precipitated the prefecture's application to become a destination region and realize the inherent economic hope of the DC format, it brings Shinshu's specific interest in and mobilization towards a new kind of regional tourism back once again to the desires and needs of the region.

THE 2010 SHINSHU DESTINATION CAMPAIGN

For the 120th regional initiative of the Destination Campaign's 33-year existence, the JR group selected Nagano Prefecture during their annual conference in 2008. Two years later, the Fall 2010 Shinshu DC was held in Nagano Prefecture and the surrounding border areas of Myōkō City and Tsunan Town, Niigata Prefecture and Nakatsugawa City, and Gifu Prefecture. The campaign took place over a three-month period between October 1, 2010 and December 31, 2010. Outside of the main campaign, the prefecture also organized a pre-campaign in the fall of 2009 and various other campaign-related events beginning as early as September 2008.

Having conducted DCs in the spring of 1980, the summer of 1987, and the fall of 1998, the DC of fall 2010 was the region's fourth, and, more

significantly, its first since the 1998 Nagano Winter Olympics.¹³⁵ This 2010 campaign was therefore an opportunity for the prefecture to market itself toward a more domestic audience than it had twelve years before and to create and institute a culturally and economically new Shinshu brand of tourism on its own terms, without domination by external groups such as the Olympic Committee or the Japanese central government.

In terms of basic structure and function, the campaign's official Outline of Implementation offers the following description:

The Shinshu DC is a nation-wide, large-scale tourism campaign facilitated by the cooperation of the region and the JR group. By polishing our local tourism resources (an introduction to the charm of an unknown Shinshu) and hospitality, we will welcome incoming guests from the bottom of our hearts.¹³⁶

Like all Destination Campaigns, the Shinshu DC placed the cooperation between JR and local government and the resuscitation of regional tourism attractions and hospitality at its core. Through these channels, the DC aimed to achieve two fundamental goals: 1) significantly increase the number of incoming tourists and 2) significantly increase tourism-generated revenue during the campaign period.

MOTIVATION AND GOALS FOR THE CAMPAIGN

Due to the application process involved in the DC system, a region must, for the most part, actively decide to petition for consideration as a campaign

¹³⁵ I would guess that the fall 1998 DC was pitched as a sort of trial run for the Olympics that were held only months later. A Destination Campaign at that time would have served to both beef up tourism infrastructure (new buildings, renovations, venues, rallies, etc.) and give the region 'practice' receiving visitors on a heightened scale. This is not to say that the 1998 Shinshu DC was any near as large a tourism endeavor as the subsequent Olympics. When one visits Shinshu today, it is the posters of Winter Games, not the Destination Campaign that cover the walls of restaurants and *ryokan*.

¹³⁶ "Shinshū Desutinēshon Kyanpēn no jisshi gaiyō ni tsuite."

location. In the case of the Shinshu DC, there were several impetuses behind the prefecture's 2008 bid for a DC.

According to the Comprehensive Business Plan released by campaign officials in 2008, one motivation for application was the declining economic situation surrounding rural-regional areas and tourism: “As the contestation between domestic and foreign tourist destinations intensifies, there has been a downward trend in consumers and consumption in the Nagano tourism industry and it is becoming a crisis.”¹³⁷ An employee of the Nagano Prefecture Tokyo Tourism Information Center in Yūrakuchō, Tokyo, seconded this stance, adding that Nagano had seen increased tourism a few years earlier because of the 1,400th anniversary of Zenkō-ji but, since the celebration, had experienced a marked decline in tourism interest. The DC was an attempt to restore, and hopefully surpass, previous levels of tourism-based revenue and visitation. Thus, economic motivations formed the primary motivation for Shinshu's DC participation.

The campaign's business plan also mentioned a secondary inspiration for the 2010 Shinshu DC in the context of regional trends towards tourism promotion. The plan reads, “With the opening of new venues of transportation in nearby Toyama and along the Tokai-Hokuriku Expressway, dynamics of travel are expected to change.”¹³⁸ Surrounding transportation improvements also lent some motivation to the prefecture when considering the DC application process. This desire to capitalize on a transportation environment seen as more conducive

¹³⁷ “Desutinēshon Kyanpēn zentai jigyō keikaku.”

¹³⁸ Ibid.

to tourism hearkens back to the Tourism Nation plan's desire to prepare for a "big bang" of Asian tourism.¹³⁹

THE SHINSHU CAMPAIGN'S EXECUTIVE COMMITTEE

Once Shinshu had been chosen as a Destination, the prefecture began to organize an internal bureaucracy, mobilized citizenry, and network of cooperating tourism-related businesses through which to implement the upcoming promotional extravaganza. Though much of the publicity surrounding the campaign extolled the impassioned participation of local and small businesses, the majority of the crucial aspects of the campaign originated from within the Shinshu DC's centralized administrative body. At the heart of this administration lay the Shinshu Destination Campaign Executive Committee. The Executive Committee is particularly significant to the region's active role in the campaign because the committee, comprised of local Shinshu community leaders and businessmen, originated and facilitated the majority of the campaign's economic and organizational initiatives.

Structure and Purpose

The Executive Committee was composed of a general membership of Shinshu citizens, most representing local businesses or business federations. Through a process of election, the committee chose its own president, vice-presidents, and secretaries and voted upon the induction of new members to the group. As of June 1, 2010, the committee was comprised of 134 member organizations.¹⁴⁰ The majority of Executive Committee members were local

¹³⁹ Ishimori, "Striving to create new tourism in the northern land."

¹⁴⁰ "Shinshū DC to wa."

business leaders from the Shinshu community, not prefectural or municipal officials. For instance, president Ono Makoto who gave the Opening Ceremony speech is also the head of the Nagano Prefecture Ryokan and Hotel Association. The membership was composed, therefore, of the people and private businesses of Nagano.

Membership seats and individual positions within the committee were restricted to three-year terms, conveniently syncing up with the three-year period over which a Destination Campaign is developed and promulgated.¹⁴¹ The committee will finally be dissolved when, according to the charter, the goal of attracting tourists to Shinshu is met.¹⁴² As of April, 2011, the Shinshu committee is still in place.

According to its charter, the Executive Committee was founded to work together with tourism officials in the region towards the goal of attracting tourists to Shinshu via a large-scale campaign. Its members played a prominent role in reviewing, planning, and implementing the various efforts, promotional initiatives, events, and special projects of the campaign. In their 2008 Comprehensive Business Plan, the committee states,

We aim to increase the number of visitors to Nagano through the great strength of cooperation with the JR group as well as the involvement of prefectural, municipal, and non-governmental parties to enact a large-scale tourism campaign. We want to attract repeat and long-stay customers by establishing a near-the-cities-style tourism destination.¹⁴³

In order to accomplish this task, the committee set out four specific areas of focus: 1) publicity, 2) the maintenance of a successful tourism infrastructure (a

¹⁴¹ As mentioned in Chapter 2, regions are selected two years in advance. Furthermore, many campaigns, the Shinshu DC included, continue holding events under the DC banner for many months after the JR has moved on to its next target region.

¹⁴² “[Shinshū Kyanpēn Jikkō Iinkai] kiyaku.”

¹⁴³ “Desutinēshon Kyanpēn zentai jigyo keikaku.”

sustainable system for attracting visitors), 3) the creation of travel-based goods and commodities, and 4) the collection and distribution of tourism information with the cooperation of participating travel agencies.¹⁴⁴ In pursuing these distinct objectives, the Executive Committee hoped to create a campaign that would not only effectively bring people to Shinshu, but also leave them satisfied with their tourism experience such that they might return as repeat tourists. Furthermore, the committee aimed to establish a sustainable system of tourism that could thrive on its own beyond the campaign's December end date.

Interestingly, the Executive Committee also mentioned the targeting of a specific core audience in its promotional strategies. In the committee's Initiative Plan, the author reiterates the goal of attracting repeat and long-term stays by hyping Shinshu's proximity to Tokyo, but then continues by denoting urban women, the middle-aged, and the elderly as primary targets in the campaign.¹⁴⁵ In the context of tourism campaigns in Japan, this decision makes quite a bit of sense considering the female precedent of the Discover Japan and even the Exotic Japan campaigns. In those early large-scale national campaigns, the publicity, particularly the posters, almost exclusively featured female subjects exploring the unknown of the rural countryside. Like the senior citizen market that has boomed lately, the women's market is also frequently targeted due to the high disposable incomes of the urban female population.

As for the middle-aged and elderly, this is most likely due to the Shinshu DC's emphasis on nature and "rustic" walking as prominent draw of the region. However, at the same time, there has been a general trend towards attracting the

¹⁴⁴ "[Shinshū Kyanpēn Jikkō Iinkai] kiyaku."

¹⁴⁵ "Shinshū DC e mukete no torikumi hōshin ni tsuite."

business of the elderly in Japan due to the rising average age of the population.¹⁴⁶ For instance, in recent years, companies ranging from cell phone providers to automobile manufacturers have been targeting the expanding Japan senior citizen market.¹⁴⁷ Even the JR focused on this segment of society in its publicity for the Shinshu DC, using the popular “As an adult, I’d like to do that” (*otona ni nattara, shitai koto*) ads to show elderly visitors to Shinshu tourist attractions (see Appendix C for a copy of one of these elderly promotional posters). However, though the Executive Committee defined urban woman and older travelers as their main targets, the Shinshu DC still set a general increase in visitation and tourism, regardless of demographic, as their ultimate goal.

While these goals constitute more fundamental, overarching hopes for the DC, the Executive Committee did set several more specific, quantifiable objectives in their earlier conferences. According to their records, the committee initially aimed to boost both tourist numbers and revenue by 5 percent.¹⁴⁸ However, within the year, these numerical targets were doubled to 10 percent. In the DC Outline of Implementation, this optimistic strategy can be seen in heightened tourist and revenue goals for the campaign period. The Shinshu DC was now planning on attracting 17 million people and ¥64 billion, both 10 percent increases over the previous year’s figures.¹⁴⁹

The committee also set the bar high for customer and employee satisfaction, hoping that 75 percent of visitors would leave happy and 100 percent

¹⁴⁶ Karan and Gilbreath, *Japan in the 21st century*, 172.

¹⁴⁷ Harney, “Friending the Elderly in Japan.”

¹⁴⁸ “Shinshū DC no sūchimokuhyō nado no settei ni shite.”

¹⁴⁹ “Shinshū Destination Campaign Outline of Implementation.”

of campaign officials would be pleased with their work.¹⁵⁰ This data supports the campaign's aspirations towards inspiring repeat visitors and creating a culturally and economically successful tourism infrastructure comprised of invested locals.

Cooperation with the Prefecture

On the more creative side of planning, the Executive Committee worked hand in hand with the tourism agencies and organizations of Nagano Prefecture. In fact, the committee even selected one of its own members, dubbed the Secretariat (*jimukyoku*), to act as a liaison with the Nagano Prefecture Tourism Promotion Department, part of the prefectural government. As committee liaison, the secretariat worked within the region's tourism offices to help plan and administer publicity projects. It was thus the Executive Committee secretariat, with the backing of the Tourism Promotion Department, who was responsible for the Shinshu Destination Campaign's Outline of Implementation. This document was distributed to agencies, businesses, and individuals involved in the campaign throughout Shinshu as a practical guide for the daily and long-term running of the DC.¹⁵¹ In effect, the Secretariat used his dual position to ensure that the fundamental goals and initiatives of the Executive Committee were met and put into effect by the Shinshu tourism sector.

Establishment of a Fiscal Plan

The regional businessmen of the Executive Committee began from the very first meeting to construct a financial plan for their campaign. From extensive financial records and accounts, it is quite clear that the Executive Committee

¹⁵⁰ “Shinshū DC no sūchimokuyō nado no settei ni shite.”

¹⁵¹ The campaign workers at the Nagano Prefecture Tokyo Tourism Information Center were the ones to provide me with a copy of this document and to explain its widespread influence on the campaign's structure.

hoped their efforts would bring about an economic revitalization in conjunction with a rise in tourism numbers. Over the three-years of its existence, the committee has created and implemented several yearly budgets and business plans. For instance, at one of its earlier meetings in 2008, the committee laid out an income and expenditure plan for all three years (2008, 2009, 2010) of the campaign. Though the figures used are hypothetical (the revenue and expenditure optimistically break even), one can see the itemization of costs into categories such as “Catchphrase and Logo,” “National Tourism Promotion Convention,” and “Transportation Upkeep,” as well as “Pre-Campaign Posters” and “Television Commercials.” Of the ¥105,263,000 allotted for expenditures, just under half went to publicity materials with the rest fairly equally divided between television and internet PR, the so-called “Tourism Promotion Counterplan,” industry and infrastructure maintenance, and office expenses.¹⁵²

The budget for expected revenues brought about through tourism was much simpler, predicting ¥50 million incoming at the prefectural level, ¥25 million at the municipal (city, town, and village) level, and another ¥25 million from NGOs. The remaining ¥5 million in revenue was the result of bank interest and participant fees for the aforementioned National Tourism Promotion Convention.¹⁵³

The committee further divided these expenses and revenues up into fiscal year periods. As one might expect, the campaign anticipated the most income during 2010, the year of the actual campaign (¥60,010,000 in total). However, perhaps less expectedly, Shinshu hoped to see a major jump in consumption and

¹⁵² “Desutineshon Kyanpen Zentai Shushi Keikaku” (Shinshu Kyanpen Jikko Iinkai, 2008).

¹⁵³ Ibid.

profits during 2009, the year of the pre-campaign and the start of wide-scale publicity. In fact, the Executive Committee accounted for ¥44,010,000 to come in from 2009 alone.¹⁵⁴ The Shinshu DC, though slotted primarily for fall 2010, was a much more intensive and long-spanning effort than the three months of highest publicity let on.

The expenditure report reflects this strong pre-campaign effort, posting matching expense totals for 2009 and 2010. There is, however, a clear dichotomy between the employment of these differentiated expenses that foretells a marked contrast between pre-campaign and campaign goals. Though expenses allocated for publicity materials (specifically print materials) stayed relatively steady over the last two years of the campaign's three-year trajectory, rising only from ¥23,730,000 to ¥28,665,000 as the campaign progressed, an entire third of 2009 expenses were harnessed to establish an effective tourism angle and infrastructure for the campaign. These funds went to the ideological planning of the DC through the creation of a catchphrase and logo as well as to the general task of getting the Shinshu tourism ball rolling through such events as exhibits, regional conferences, travelling promotional tours, industry meetings, etc.¹⁵⁵

In 2010, however, this type of foundational work was very minor. In its place, mediated PR saw a jump in capital backing. The ¥15 million segment of the budget that had been spent on general tourism promotion in 2009 was reallocated to television commercials, web design, and various other Shinshu-specific, non-print materials in 2010.

¹⁵⁴ Ibid.

¹⁵⁵ Ibid.

2010 also saw a spike in expenses related to maintaining industry and tourism infrastructure. In fact, before the actual campaign year, no money was allocated towards this area. Furthermore, maintenance and reconstruction costs in 2010 only reached ¥14,287,000, showing that it was really publicity and PR efforts that the Executive Committee was focused on.¹⁵⁶ More central, larger-scale organizations such as the Executive Committee and prefectural tourism department focused much more on the act of attracting tourists to the region, leaving the actual reevaluation and revitalization of tourism attractions and resources to local groups. In this sense, the economic reports of the committee verify the local-centric rhetoric and emphasis of the newest modes of contemporary tourism.

VISUAL SYMBOLS OF THE CAMPAIGN

Like the centralized institution of Executive Committee, each Destination Campaign has a catchphrase, a logo, and a mascot, a set of easily recognizable and eye catching visual markers employed in official publicity and brand marketing. These markers of the DC can be found on stores, foods, posters, trains, clothes, banners, maps, pamphlets, and pretty much anything else involved officially in the campaign effort.¹⁵⁷ The visual markers of the Shinshu DC were selected by the Executive Committee on February 20, 2008.

¹⁵⁶ Ibid.

¹⁵⁷ According to the official Shinshu DC website, these symbols are only to be used by local public bodies, members or member groups of the executive committee, the JR group, travel agents, publicity magazines, campaign merchandise, promotional newspaper articles, television and print press, and those who submit written applications to the DC executive committee. Because their appearance draws significant tourist attention, the region's DC infrastructure heavily regulates acceptable implementation of the campaign's visual publicity.

Catchphrase

The 2010 Shinshu DC centers around the catchphrase, “Let’s walk into the unknown. Shinshu” (*Michi o arukō. Shinshu*), punning off the word “*michi*” which can phonetically mean both “road” and “not yet known.”¹⁵⁸ According to the official Shinshu DC website, the concept behind the catchphrase and the entire campaign at large relies on the history, culture and lifestyle of Shinshu as it can be experienced through the “treasure of unknown roads,” both rural and urban.¹⁵⁹



Figure 3 The 2010 Shinshu DC logo and catchphrase

Logo

The DC’s logo takes this idea of walking, hiking, and trekking one step further. To represent the campaign’s focus on walking as well as the region’s famous mountain landscape, the logo is a simply drawn green mountain range whose lines turn into “the feet of people walking happily” at the bottom.¹⁶⁰ The website explains that the mountain ranges grow smaller in the distance (via

¹⁵⁸ Though these homophones sound the same, “*michi*” meaning “road” is written with the character 道 while “*michi*” meaning “not yet known” is written with the two characters 未知. Furthermore, a wide variety of translations for the catchphrase in its entirety exist. Literally, the phrase translates to “Let’s walk into the not yet known. Shinshu,” connoting that what is not known at first will eventually be discovered through the act of walking. Official English materials of the campaign provided by JNTO’s Hatakoshi Minoru offer the phrase, “Walk into a new world. Shinshu,” to express the sentiment. For purposes of accuracy and simplicity, this thesis uses “Let’s walk into the unknown. Shinshu.”

¹⁵⁹ “Kyacchu furēzu • rogo māku ni tsuite.”

¹⁶⁰ Ibid.

perspective) to emphasize a charm that is a ways ahead of the travel, not yet known.

Mascot

During the campaign, the logo is often paired with the mascot in publicity though the mascot is really the major symbol of the campaign. In Shinshu, campaign officials say they wanted a cute, walking-oriented character that incorporated apples, famous in Shinshu.¹⁶¹ As a result, their mascot, or “image character” (*imēji kyarakutā*) as it is called in the Japanese, is Arukuma, a green bear complete with



Figure 4 Arukuma

apple hat and red backpack. The photogenic bear appears in almost every feature of DC paraphernalia and advertisement, even showing up to campaign events in real life through the use of a large character suit. In the Shinshu DC’s iconic television spots, one can see Arukuma discover the innumerable cultural hotspots of the region, walking from the stone Manji Buddha to the bathing monkeys of Jigokudani all the while asking curious questions like “Where is this?” “What is this?” “When is now?” and “Who are you?”¹⁶² The name Arukuma, like the catchphrase, pivots around a pun, this time an amalgamation of the words for “walking” and “bear” (“*aruku*” and “*kuma*”). As the most visible of the campaign’s visual emblems, Arukuma, like many of Japan’s popular *yuru kyara*

¹⁶¹ “Shinshū DC imēji kyarakutā [Arukuma].” “Shinshū DC imēji kyarakutā [Arukuma],” *Shinshu DC Kōshiki Saito*, accessed November 3, 2010, http://www.shinshu-dc.net/contents_dc/dc01.php.

¹⁶² “Shinshū DC to wa.”

mascot characters, has both a fully fleshed out personality profile and a vast wardrobe of Shinshu-specific costumes.

According to Arukuma's pun-rich official profile, the very rare bear was born in the Japanese Alps and only appears in Shinshu. Wearing a hat for warmth and a rucksack for travel, Arukuma walks everywhere and "lives to spread Shinshu's charm all over the world."¹⁶³ Though its gender and age are unknown, the bear has a special skill for boasting about its homeland. Arukuma's height is listed as half an apple tree, its weight as 70 apples. The bear's strong points are mobilizing people and being active; its weak point is a susceptibility to cold. Arukuma dislikes the ocean and seaweed, and loves mountains, soba, apples, walking around Shinshu, and collecting hats.

Speaking of hats, Arukuma possesses an entire collection of emblematic headpieces to match the diverse local specialties of Shinshu. For instance, a



Figure 5 Arukuma's many costumes

guidebook geared towards Matsumoto cuisine might use a version of Arukuma in its fried bun *oyaki*-shaped hat; a campaign flyer for a festival at Zenkō-ji might feature Arukuma in his temple head gear. At once, the mascot bear's image represents the unified Shinshu through which the quintessential visitor

treks and the various cultural calling cards of the region's localities. These visual symbols also act as guides through the unknown world of Shinshu. The posters

¹⁶³ "Shinshū DC imēji kyarakutā [Arukuma]."

and banners of a DC act as a sort of graphic tour guide for the visiting tourist, informing him where to go, what pamphlets to read, and which keychain to choose if he wants the complete regional experience.

THE FOUR PILLARS OF THE SHINSHU CAMPAIGN

Though the numerical and financial goals of the Executive Committee helped jumpstart the campaign, what really defined the implementation and experience of the Shinshu DC were the four major “points of appeal” selected by the committee and the Nagano Tourism Promotion Department. These features were meant to represent touchstone ideals of authentic Shinshu culture and, therefore, acted as formative motifs throughout the campaign’s course. As a result, these overarching themes—the unknown, walking, food, and hospitality—manifest themselves in almost all experiential aspects of the Shinshu Destination Campaign.

The Unknown (*Michi*)

Beyond its significance in the Shinshu DC catchphrase (“Let’s walk into the unknown”), the concept of the unknown is a common trope of tourism promotion. As Suda Yasumasa noted in Chapter 2, people are drawn to the extraordinary, the uncommon, and the exotic. Japanese travellers outside of Nagano will be drawn to that which is distinctly Shinshu, such as the snow monkeys of Jigokudani, just as foreign tourists will be drawn to that which is Japanese, such as high-tech vending machines and bullet trains. At the same time, the Executive Committee stressed the use of the pre-existing “wide-scale”

tourism infrastructure of the prefecture in facilitating inbound travel.¹⁶⁴ Consequently, the officials of the Shinshu DC utilized the unique attractions of the region as the foundation for much of their publicity but the facilities already in place to cope with this uniqueness-based tourism.

One of the most significant aspects of the Shinshu “unknown” is the word “charm” (*miriyoku*). Used in nearly every discussion of the campaign efforts, “charm” came to define that in Shinshu which was unknown. It became the duty of tourism officials and locals alike to reevaluate the region with which they were so familiar, find the “sightseeing components richly latent in charm and bring these tourism resources to light.”¹⁶⁵ In a sense, this process of rediscovery, self-rediscovery at that, echoes the undertones of the Discover Japan campaign with its appropriation of rural tourism as a means to find the Japanese self within the cultural repositories of regional peripheries. However, in Shinshu, it was not the tourists who were rediscovering themselves through contact with the non-urban, but the citizens of the rural landscape themselves. Many campaign documents thus discuss the pride and contentment one can achieve through “digging up,” “polishing,” and “proudly presenting” regional culture oneself.¹⁶⁶

In the Shinshu DC specifically, this deification of the unknown and unfamiliar manifested itself through the extolling of certain tourism sites, both new and old, that were deemed the cultural gems of the region. For instance, attractions like the Ueda City pagoda, Manji Buddha, Shimokuri backstreets, Momosuke Bridge, abandoned Azumino train tracks, and Obasute rice terraces

¹⁶⁴ “Shinshū DC e mukete no torikumi hōshin ni tsuite.”

¹⁶⁵ “Shinshū Desutinēshon Kyanpēn no jisshi gaiyō ni tsuite.”

¹⁶⁶ “Shinshū DC to wa.”

became much more widely known during the campaign because of constant appearances in print and media publicity.¹⁶⁷ The Manji Buddha, for example, appears in the campaign's official television commercial, on one of its Arukuma posters (see Appendix C), and on the cover of the Official Shinshu DC Guidebook. These places were singled out and praised as symbols of the Shinshu still unknown, one that the tourist can excitedly discover for himself.

It is no coincidence that the sites listed above, along with 200 other “recommended unknown tourism spots” from the campaign's Outline of Implementation, are not the traditional tourist destinations of Shinshu.¹⁶⁸ They are not Zenkō-ji or Matsumoto Castle. They are a new generation of quintessentially Shinshu sites culled from the cultural consciousness of the Nagano population and then placed at the forefront of the campaign as unique markers of the unknown.

Walking (*Aruku*)

Like the unknown, walking also plays a significant role in the campaign's slogan. However, beyond a place in the slogan, the Shinshu DC uses the concept of walking as both a literal and figurative means of shaping the tone of the campaign.

In practice, the campaign bases an entire segment of its promotional activities upon the act of walking. Throughout the campaign period, a plethora of cities across Shinshu held walking rallies in which groups of tourists would join together to trace certain scenic and historical trails of the region. The largest of these walking rallies followed Edo-era Nakasendō highway route over the course

¹⁶⁷ “Shinshū Desutinēshon Kyanpēn no jisshi gaiyō ni tsuite.”

¹⁶⁸ Ibid.

of three days in October 2010.¹⁶⁹ Other rallies, in total 147, walked along less well-known urban and alpine paths. According to the Outline of Implementation,



Figure 6 Shinshu DC Walking Rally Guidebook

these initiatives were oriented towards women and seniors as a means to enjoy the “charm” of Shinshu while walking.¹⁷⁰

The idea of walking was also used to inform the general mindset and tone of the campaign as one of ease and restfulness. Publicity explained that Shinshu was meant to be experienced leisurely,

calmly, peacefully: “We suggest an easy, restful ‘walking’ style of travel.”¹⁷¹ As a result, advertisements show the campaign mascot strolling through the forests and down the train tracks of Shinshu. To some extent, this “walking” tourism lends itself well to the personal-experience-style tourism that has become popular since the decline of group travel and the success of the Discover Japan campaign. The targeting of the elderly feeds well into a campaign experienced by casual stroll as well.

The Initiative Plan, on the other hand, ties the walking of Shinshu to more eco-friendly modes of travel, perhaps represented through New Tourism discourse, explaining that, by basing the tourism experience on leisurely walking, the Shinshu DC is looking out for the health of the region’s environment. After all, a walking tour is much less destructive than, say, a more technologically

¹⁶⁹ “Shinshū Desutinēshon Kyanpēn wōkingu rarii gaido” (Shinshū Desutinēshon Kyanpēn, 2010).

¹⁷⁰ “Shinshū Desutinēshon Kyanpēn no jissshi gaiyō ni tsuite.”

¹⁷¹ Ibid.

advanced style of transportation and tour-taking.¹⁷² Overall, the idea of walking at the heart of the campaign encompasses an active move towards slow-paced, personalized, even “rustic” tourism.

Food (*Shoku*)

Food, though touted as an essential aspect of Shinshu, is yet another subject of widespread touristic focus. In literature on small-scale rural tourism, particularly that on specific regional villages, food is often used as the primary resource of the area. For instance, in anthropologist Christopher Thompson’s 2004 article on the Tokyo antenna shop of Towa township, the shop, named “*Furusato Mura*,” or “Hometown Village,” serves up traditional Iwate Prefecture dishes prepared with local Towa ingredients to much success.¹⁷³ In a more direct, edible way than souvenirs and pictures, the cuisine and food products of a region can powerfully convey a cultural image and experience. Hence, it is no surprise that the Shinshu DC placed food in its short list of promotional touchstones.

The Shinshu Destination Campaign employs food to express the uniqueness and, once again, charm of the prefecture. Through a system of food conventions and festivals classified as “*Umai zo!*” (“Sweet!”), culinary events such as the Anyō Temple Ramen Festival, Kurobe Dam Curry Festival, Kisoji Chestnut Mochi Festival, and “*Umai zo!*” Shinshu Local Gourmet Convention showcase the natural agricultural products and cuisine of Shinshu with the help of 200 participating institutions.¹⁷⁴ The Executive Committee’s Initiative Plan added that the tasting of Shinshu food was both a way to more fully enjoy one’s

¹⁷² “Shinshū DC e mukete no torikumi hōshin ni tsuite.”

¹⁷³ Thompson, “Host Produced Rural Tourism: Towa’s Tokyo Antenna Shop,” 588.

¹⁷⁴ “Shinshū Desutinēshon Kyanpēn no jisshi gaiyō ni tsuite.”

travel and witness the essence of Shinshu, the Shinshu-ness (*Shinshū rashisa*) of Shinshu, firsthand.¹⁷⁵

Hospitality (*Omotenashi*)

As with the other pillars of the campaign listed above (except walking, the one truly unique tourism strategy undertaken by the Shinshu campaign), hospitality is also a very common tenet of promotional tourism campaigns.

The Shinshu DC, however, took a relatively innovative stance on the matter by attempting to institutionalize this feeling of welcomeness through a prefecture-wide popular crusade, the “Sawayaka ni omotenasō” (“Let’s Welcome Them Refreshingly”) Prefectural Citizen’s Movement. Advocating a general rise in the level of hospitality and personal warmth in the region, the campaign center organized a network of personnel training and volunteer tour guide recruitment to facilitate the influx of visitors to Shinshu in the friendliest manner possible. As of September 17, 2010, over 61,000 Shinshu inhabitants and businesses, including, for example, the Nagiso Period Costume Crew, Matsumoto Station Concierge, and Spa Village Marugotera Hospitality Group of Yamanouchi, had registered to participate in the movement for better personal relations.¹⁷⁶

In the case of the Shinshu campaign’s rhetoric, hospitality was not just a precept of tourism practice, but an inherent characteristic of the Shinshu people and their warm, kind, pure selves. Even the Matsumoto City official website features a section on the “good old Matsumoto dialect” (*natsukashii matsumoto-ben*) that gives off a natural air of “hometown warmth” (*atatakaku, kyōdo*).¹⁷⁷

¹⁷⁵ “Shinshū DC e mukete no torikumi hōshin ni tsuite.”

¹⁷⁶ “Shinshū Desutinēshon Kyanpēn no jisshi gaiyō ni tsuite.”

¹⁷⁷ “Natsukashiku, atatakaki, kyōdo o hyō suru [Matsumoto kotoba] desu.”

Like the unknown, walking, and food, even the seemingly generic concept of hospitality was appropriated by the Shinshu Destination Campaign as a proud and locally-produced method of regional image making and expressing the true Shinshu spirit through tourism.

PRE-CAMPAIGN

Although it may appear to the average tourist that a Destination Campaign is simply a three-month period of excessive postering and innovative tourism schemes, in truth, a DC begins long before the ribbons of its opening ceremony are cut and ends long after its three months of JR support expires. The first moves of the 2010 Shinshu DC were made immediately after the Executive Committee's inaugural meeting in September 2008 when a series of regional and transportation-themed conferences and publicity events were held. By late 2009, the entire region's tourism and tourism-related industries were abuzz with campaign activity for the start of the Shinshu DC pre-campaign held from October 1, 2009 to December 31, 2009.

According to the Executive Committee's report on the scheduling of the pre-campaign, the precursor events were meant to gear the region up for the more intensive and fully formed campaign to come. More specifically, the pre-campaign was to increase the profile and visibility of Shinshu at the national level, begin grappling with the effective use of media and PR, coordinate with lodging facilities to increase their own spending on the promotional efforts, give Shinshu a chance to practice for the real campaign, and sow the seeds of interest

デスティネーションキャンペーン事業スケジュール

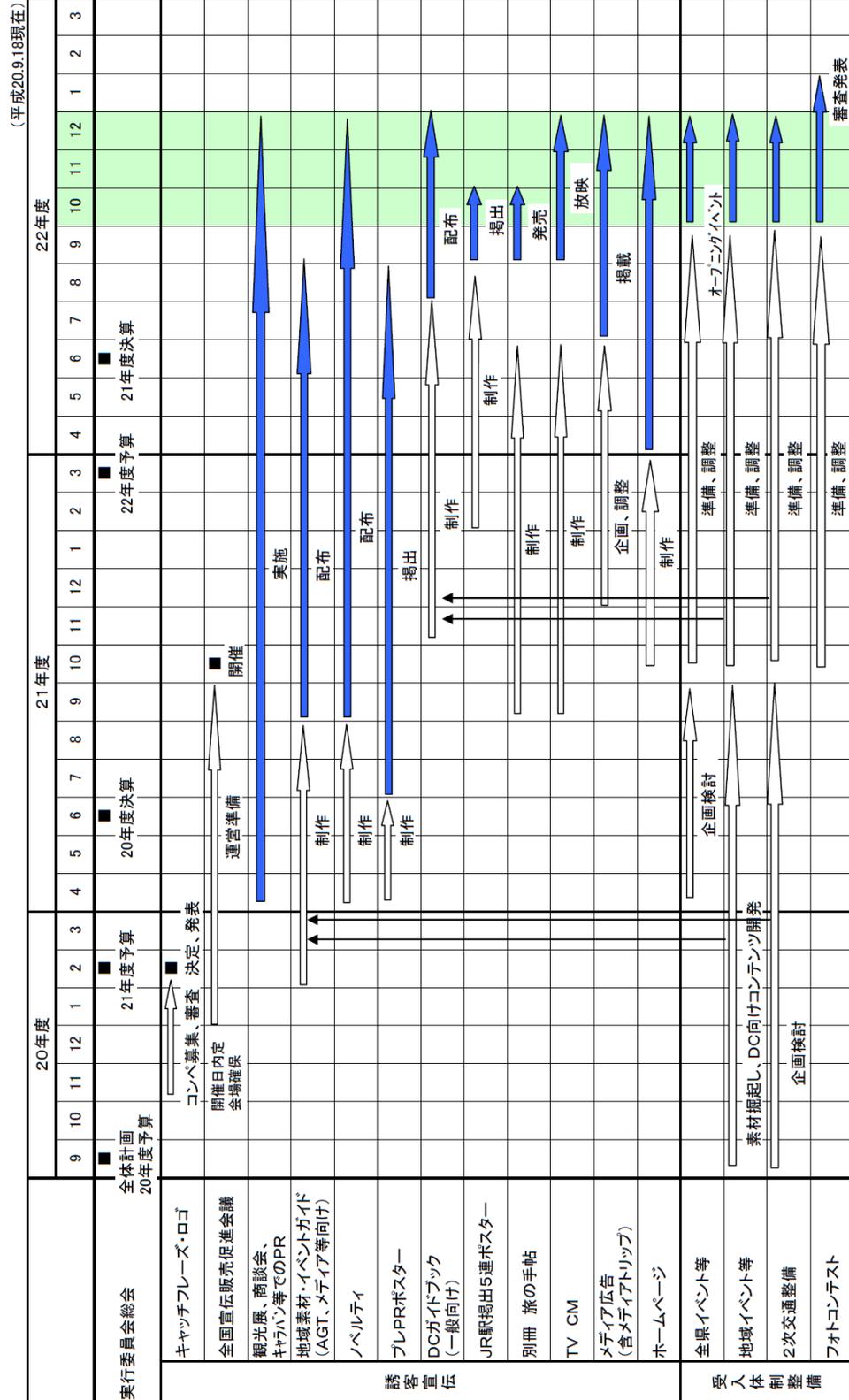


Figure 7 The Three Year Schedule of the Shinshu DC

and tourism efficacy in Shinshu.¹⁷⁸ To help facilitate this trial run and drumming up of Shinshu attention, the pre-campaign of 2009 focused on four types of practical public relations efforts, each dealt with in turn below.

Increasing Awareness

As it came one year before the actual campaign, the pre-campaign played an important role in introducing Shinshu to Japan as an attractive tourist destination. To do this, the Executive Committee bought ad space for 35,000 publicity spots in nation-wide magazines and began airing radio and television commercials for upcoming events. DC workers also petitioned the regional Shinano Daily News to include special articles on the campaign in each monthly issue. In order to promote and saturate society with the visual side of



Figure 8 Shinshu DC buttons

the DC, the pre-campaign initiated the first wave of merchandise production. In 2009, the prefecture developed novelty items such as business cards, pins, flags, stickers, and welcome badges to be worn by tourism officials and distributed throughout Japan.

More informatively, the committee organized a Shinshu-oriented PR exhibit with the cooperation of the Prefectural Library that included a summer lecture series during the popular July-August vacation period. It also planned seminars and conferences on hospitality and service industry training methods to jumpstart the “Sawayaka ni omotenasō” Prefectural Citizen’s Movement

¹⁷⁸ “Shinshū DC purekyanpēn no jisshi jōkyō.”

mentioned above. Finally, in the most visible and well-publicized effort of the pre-campaign period, a PR “caravan” from Shinshu travelled around Japan, stopping at fourteen train stations and shopping malls to hype up the DC and introduce Arukuma (a campaign worker in the bear’s full body costume) to the populace.¹⁷⁹

Encouraging Travel

A successful tourism campaign needs both interest and means of travel. As a result, the next major aspect of the pre-campaign focused on increasing awareness for the many new rail services available to the Shinshu region. In 2009, campaign participants began publishing pamphlets about hospitality and events (over 215,000 in total), made available through JR stations and convenience stores like Family Mart and Lawson’s. The JR East publicity continued with 4000 pre-campaign posters, 80,000 magazine train ads, a refurbished website, and an exhibit of regional products. To top it off, right before the start of the pre-campaign, the DC held an event called “Furusato Big Shinshu City” in Tokyo on September 26 and 27, 2009.¹⁸⁰ This act of urban PR was meant to encourage Tokyoites to partake in rail services, particularly those of the JR, heading out into the Shinshu countryside. Throughout the course of the campaign, the concept of urban movement to the regional periphery was very important for both attracting larger crowds and drawing capital towards ruralities that otherwise would have stayed in population-dense metropolitan centers.

The final station-related PR event of the pre-campaign, a Destination Campaign torch-passing ceremony, took place on December 19, 2009 in Nagano

¹⁷⁹ “Shinshū Desutinēshon Kyanpēn no jisshi gaiyō ni tsuite.”

¹⁸⁰ Ibid.

Station. In a sense, this event acted as closing ceremony for the pre-campaign and metaphorical opening ceremony for the 2010 campaign. In it, representatives from Niigata Prefecture, the destination region for the fall 2009 DC, bequeathed the Destination Campaign mantle to Shinshu.

Overall, this segment of pre-campaign PR was very much tied up with JR interests and the promotion of their railways in conjunction with the upcoming Shinshu campaign. There is, it seems, a certain implicit arrangement with the selection of a region as a DC destination that a fraction of the publicity will be focused back onto the JR as well as onto the region itself.

Creating a Nation-Wide Network

At a bureaucratic and industrial level, the pre-campaign worked to establish a cooperative web of travel industries and promoters across Japan. As a result, the Executive Committee scheduled a nationwide sales promotion conference for October, 2009 in which they invited representatives from the JR group, 360 travel agencies, and 270 domestic tourism groups (for instance, the Japan Inn Group) to discuss promotional possibilities and joint ventures oriented towards Shinshu travel.¹⁸¹

Special Projects

Finally, as the pre-campaign was meant to get the region warmed up for the real event one year later, several tent pole projects made well-known in 2010 were actually originated in a more basic format in 2009. For instance, the Shinshu photo contest with its theme of “discovering the charm of a Shinshu you

¹⁸¹ Ibid.

never knew” and the aforementioned walking and food festival stamp rallies worked out early kinks on smaller scale during the pre-campaign.¹⁸²

On the whole, the pre-campaign functioned to stir up interest in Shinshu and the JR, and prepare the region institutionally and personally for the campaign to come.

CAMPAIGN

As described in the introduction, the fall 2010 Shinshu Destination Campaign began with the sound of alphorns in Ueno Station. With this opening ceremony came a flood of publicity via both print and media outlets. The October 1 opening ceremony signaled the release of the official Shinshu DC guidebook, the spread of DC posters and merchandise and a great diversity of different leisure initiatives meant to boost and maintain tourism levels. Because the following chapter includes many details about the campaign itself, this chapter will stick to the basics as explicated by the Executive Committee in their outline of the campaign’s implementation.

Special Projects

For the most part, the special projects of the campaign period were continuations of the events and rallies started during the 2009 pre-campaign. For instance, the DC capitalized on hundreds of walking rallies, “*Umai zo!*” Local Gourmet conventions and All Around Shinshu Food Festivals throughout the months of October, November, and December 2010. Outside of these mainstays, DC officials also launched a new photo contest, a cellphone campaign, a series of 58 town and village harvest festivals, and a train station stamp rally. One

¹⁸² Ibid.

particularly interesting project was the Shinshu “Improve Your Body and Mind Overnight” campaign in which 600 leisure and lodging facilities, mostly *onsen* and rural *ryokan*, agreed to increase publicity for overnight stays. As a result, guests who participated in the campaign by soliciting these select businesses received traditional Shinshu agricultural products and hotel coupons.¹⁸³ Like the Tourism Nation plan’s hopes for increasing annual overnight stays per person, the Shinshu Overnight Campaign endeavored to lengthen the stays of visitors in the region over campaign season, using merchandise and produce as incentives.

The offering of presents (*choppiri purezento*) and rewards for participation in DC programs is actually one of the major points of distinction between pre-campaign and campaign initiatives. With the smaller budget and status of the pre-campaign, tourist presents would have been difficult to fund when most DC money was going into regional branding and print publicity. In the actual campaign, however, nearly every special project incorporated a system of enticing giveaways for tourists who took part in their events repeatedly. One could receive coupons, discounts, and souvenir trinkets for participation in two walking rallies, three food festivals, or three stamp locations.¹⁸⁴

In a sense, the campaign relied on the age-old Japanese travel practice of *omiyage* that Graburn mentions in his discussion of pre-modern domestic “tourism” as a means of inspiring interest in Shinshu.¹⁸⁵ By establishing a Shinshu one can actively take part in, through rallies and events, and a Shinshu one can bring home, through resulting prizes and presents, the Executive

¹⁸³ Ibid.

¹⁸⁴ Ibid.

¹⁸⁵ Graburn, *To Pray, Pay, and Play: The Cultural Structure of Japanese Domestic Tourism*, 26:50.

Committee and DC officials implemented a method of tourism promotion based entirely on the locality at hand. These special projects brought people to the periphery to spend. These presents encouraged them to continue spending, to return again, and to buy into other local industries in a self-perpetuating cycle based upon the inherent “charm,” or products and businesses, of Shinshu. Like with the hospitality of the “Sawayaka ni omotenasō” movement, Shinshu was meant to inspire visitors to say, “I’m glad I came; I want to visit again.”¹⁸⁶

Hospitality Initiatives

Outside the walking rallies and hospitality movement events, the Shinshu DC aimed to demonstrate the region’s welcome attitude through its treatment of foreigners as well as domestic visitors. Therefore, campaign officials coordinated with JR East to offer English copies of Zagat Japan and the Nagano Prefecture Tourism Map to overseas tourists in possession of a special JR East-only rail pass only sold during the campaign. With this pass, foreigners could then travel on all JR East lines and select local lines for no cost. Furthermore, at pit stops in Nagano, Matsumoto, Ueda, Karuizawa, Omachi, and Yamanouchi, those with the pass could get special presents from participating tourism information centers. Though the majority of attention in the marketing of the Shinshu DC, like all DCs, was focused on the domestic market, there were still unique efforts such as these to attract and please guests from abroad.

Train and Station Projects

As a collaboration with the JR, the Shinshu DC heavily advertised JR transportation along with its own regional institutions. At this crossroads of JR

¹⁸⁶ “Shinshū Desutinēshon Kyanpēn no jissshi gaiyō ni tsuite.”

and prefectural/local agendas lay the railways and train cars of the Shinshu area. As has been mentioned before, the JR used its advertisement space in trains and stations nationwide to display DC publicity. In exchange, DC publicity included constant mention of special JR events and operations.

The largest of these events was the debut of the brand-new “Resort View Furusato” train line. According to the JR brochure, “Fall Train Travel by Resort View Furusato” (*Rizōto Byū Furusato de Aki no Ressha Tabi*), the new line of trains uses hybrid-electric power systems and was designed expressly to fit into the Shinshu countryside through which it runs. The trains’ internal and external color schemes reflect the special colors and natural patterns of the region and the seating is arranged to optimize window space. Some seats even face directly outwards so that passengers can watch the Shinshu countryside roll by on their journey. Drawing on the appeal of modern technology and traditional nature, the Resort View, particularly on its route from Matsumoto to Nagano, was constantly sold out during campaign time.

The rest of JR-related DC efforts revolved around the station as the train station as background for travel. Any tourist coming to Shinshu ultimately passed through at least one of the prefecture’s many stations. As a result, campaign workers strove to renovate and redecorate stations to better welcome visitors. Bus services hosted special “View Bus” trips from the



Figure 9 Shinshu DC bento box

front of stations to popular tourist sites nearby. The Executive Committee developed a Shinshu-style bento box for sale in JR stations and cosponsored a

beverage with Kirin to be stocked in the many vending machines that line station platforms.

The Shinshu DC also hosted many campaign events within JR and local stations due to their geographic centrality and high numbers of tourists. All stages of the Opening Ceremony were held in stations from Tokyo to Ueda City. On Thanksgiving, the JR and Shinshu DC even threw a Thanksgiving festival in Nagano Station, complete with food harvested from the Shinshu countryside.¹⁸⁷ For the most part, the relationship between the JR as a private company and Shinshu as a locality was positively symbiotic as their industries, rural tourism and transportation, were inexorably linked. The JR relied on Shinshu to provide a culturally enticing destination and Shinshu relied on the JR to bring tourists to that destination.

POST-CAMPAIGN

After three years of planning and six months of pre-campaign and campaign, the Shinshu DC was over on December 31, 2010. The next day, several hundred miles away, the JR and its publicity machine had moved on to Kyoto for their annual winter Destination Campaign. In the course of a week, most of the Shinshu banners and posters were gone. The special JR East deals and tourist giveaways were no more.

In total, over the course of the 2010 campaign, Nagano prefecture experienced a 7.2% increase in visitors over the year before. The campaign brought in a respectable 12,879,000 people and ¥11 billion with Zenkō-ji alone being visited by 1,478,000 tourists over the three months, a rise of 15.5% over the

¹⁸⁷ Ibid.

previous fiscal year.¹⁸⁸ Though the actual results fell far short of initial hopes for a 10% increase in visitation and consumption (tourism revenue rose only a meager 1.7%), the campaign did, indeed, increase Shinshu tourism overall.

Looking into the future, the Executive Committee and other key officials in the campaign have high expectations for the infrastructure of regional tourism promotion and maintenance left over in the DC's wake. In their 2008 Business Plan, the committee writes,

We need to brush up tourist attractions in each region, make the best out of resources along the JR routes, and publicize and plan prefectural and local events that can remain a part of the region's tourism infrastructure even after the campaign ends. It is not just a three-month campaign; there is a pre-campaign and ideally a long-term post-campaign level of heightened tourist demand.¹⁸⁹

While the official campaign, its JR support and peak height of enthusiasm included, may have ended in December, the officials behind the Shinshu DC hope for its consequent benefits to continue far into the future. However, the only real campaign events that have continued beyond December 31 are a series of Arukuma public appearances listed on the Shinshu DC website in which the bear shows up at Shinshu train stations to meet fans and pose for pictures. Nevertheless, when the DC officials set about planning the campaign back in 2008, one of their major goals was to establish a campaign and corresponding tourism infrastructure that could endure beyond the campaign itself, functioning as a sustainable tourism apparatus supported indefinitely by the pride and personal involvement of the local population.

¹⁸⁸ “[Chiiki keizai] ōgata kankō yūchi jigyo 『Shinshū DC』 shūkyaku 7% zō keizai kōka wa 110 oku-en Nagano.”

¹⁸⁹ “Desutinēshon Kyanpēn zentai jigyo keikaku.”

Even when the economic goals of the campaign failed to be met, it is this citizen-based regional self-discovery that works to justify the campaign as a whole. With a 1.7% increase in tourism revenue, the campaign did allow Shinshu to assert its own cultural identity, its own selection of the quintessential. As Suda Yasumasa exclaims, “The Shinshu DC shines the spotlight on the ‘attractions not yet know.’ It is leading the way towards a new kind of Shinshu tourism,” a tourism uniquely fit to Shinshu.¹⁹⁰

Upon first glance, this concept of a “new kind of Shinshu tourism” echoes the New Tourism and Chakuchi Gata Tourism discussed in Chapter 1. After all, as with these new forms of tourism discourse, Shinshu’s style often defines itself by its novelty. The website of the Nagano Prefecture Tokyo Tourism Information Center refers to the campaign as a “new tourism style” (*atarashii kankō no sutairu*).¹⁹¹ The DC Business Plan, however, takes this idea of a new Shinshu tourism style one step further by tying it into the national rhetoric of tourism promotion vis-à-vis the Tourism Nation plan. Just as the drive for tourism on a national level as a means of economic revitalization is called *kankōrikokoku*, the “founding of a nation on tourism,” the Executive Committee dubs the DC’s “new kind of Shinshu tourism” *kankōrikken*, the “founding of a prefecture on tourism.”¹⁹²

NAGANO PREFECTURE’S OWN TOURISM AGENDA: THE REASON FOR A DC

It is difficult to say exactly when or how the phrase *kankōrikken* came about in the discourse of the Japanese tourism industry. It is definitely a

¹⁹⁰ Suda, “DC ni tsuite.”

¹⁹¹ “Nagano-ken Tokyo kankō jōhō sentā.”

¹⁹² “Desutinēshon Kyanpēn zentai jigyō keikaku.”

contemporary term stemming from the larger *kankōrikkoku* policy of the central Japanese government. After all, the two words share the same first three characters.¹⁹³ What's more, the prefectural powers behind its application to Nagano explain *kankōrikken* as a necessary reaction to the country's Tourism Nation Promotion Basic Law.¹⁹⁴ The national law itself suggests that the policies of local governments “conform to the fundamental idea of national policy, and with the regard to the realization of a tourism nation, should be drawn up...in a spirit of independence and self-motivation,” a self-motivation one can see in the significant DC candidacy process.¹⁹⁵ Nevertheless, *kankōrikken* is nowhere near as well-known as its nation-oriented forbearer.

It does, however, define a major portion of Nagano's prefectural tourism policy. In fact, the prefecture has been enacting a five-year Kankōrikken Nagano Restoration Project since 2008. This project came about as a result of the findings of a prefectural task force assigned to investigate Nagano's tourism situation.¹⁹⁶ Since 2008, the prefecture has, on its own and without the help of such external forces as the JR group or central government funding, developed and begun implementing its very own New Tourism-style *kankōrikken* initiative.

With the slogan, “Thousands of repeat visitors from inside and outside Japan, transcending time generations, beloved, Japan's hometown, Nagano,” the Kankōrikken Nagano Restoration Project is being instituted to combat the prefecture's recent struggle in attracting and maintaining a tourism market.¹⁹⁷

¹⁹³ 観光立国 (*kankōrikkoku*) and 観光立県 (*kankōrikken*).

¹⁹⁴ “Hajime ni keikaku sakutei no shushi, ichizuke, kikan, kankō no han'i.”

¹⁹⁵ Kawato, “New Possibilities for Local Promotion through Tourism,” 7.

¹⁹⁶ “[Kankōrikken Nagano] saikō keikaku [2008~2012]no kōsei.”

¹⁹⁷ “Hajime ni keikaku sakutei no shushi, ichizuke, kikan, kankō no han'i.”

According to prefectural records, the three years before 2008 saw a constant downwards trend in the number of visitors and amount of revenue produced from tourism in Nagano. As a result, the prefecture heavily stressed the economic revitalization aspect of tourism in establishing an initiative to resuscitate the overall prefectural economy.

Touting tourism as one of Nagano's key industries, the plan initially aimed to capitalize on the "wide ripple effect" of employment and production that is supposed to result from a thriving tourism industry. This same "wide ripple effect" is mentioned by the JTA in the context of the Tourism Nation Law.¹⁹⁸ Foregrounding the prefecture's economic trouble in the general financial malaise of Japan's aging society, Nagano's policy makers proposed this new and innovative tourism effort as the best viable means of conquering the stagnation of the last two decade while still channeling recent trends in the diversification of service industries and intensified competition between destination regions.¹⁹⁹ These themes of self-produced tourism and revitalization strongly echo the wording of *kankōrikkoku* policy. Therefore, in effect, Nagano's *kankōrikken* plan is a reappropriation of the national *kankōrikkoku* model for a specifically prefectural environment. In internalizing this rhetoric, however, the prefecture ultimately creates its own tourism promotion scheme, a "Visit Japan" for the region. In the case of Nagano, this region-specific end-product conveniently synced up with the Shinshu Destination Campaign.

It is no coincidence the Kankōrikken Nagano Restoration Project and the Shinshu DC originated in the same year. Although, the DC technically took place

¹⁹⁸ "Economic Ripple Effect."

¹⁹⁹ "[Kankōrikken Nagano] saikō keikaku [2008~2012]no kōsei."

during 2010, it was selected in the JR group's 2008 annual conference, around the same time as the Nagano Prefectural government and tourism department were first introducing *kankōrikken* to the region's industry and citizens. JR East employee Suda Yasumasa clarifies the relationship between JR, DC and prefectural *kankōrikken* policy by confirming that the DC was, in fact, a product of prefectural desire to renovate and innovate the pre-existing tourism infrastructure:

Kankōrikken is not a DC concept but a Nagano public policy concept. In the beginning, sites like Kamikōchi, Karuizawa, Zenkō-ji, and Matsumoto Castle were prominent domestic tourism resources of the region and attracted many visitors. Yet now, even though the form of tourism is diversifying uniquely according to each region's tourism policy, the number of visitors and amount of consumption is decreasing year after year. To cure this and return to the basics, to revitalize the prefectural economy, Nagano has implemented its *kankōrikken* policy. The Shinshu DC was thus a part of this larger plan and, with this opportunity to create a new Shinshu tourism couched in the context of *kankōrikken*, prefectural policy makers and industry leaders coordinated with the JR vector. I think this has a very important connotation.²⁰⁰

Nagano Prefecture applied for and used its Destination Campaign to push forward its local agenda of *kankōrikken* with the unmatched support and publicity of JR partnership.

As a result, many of the goals and ideals of the Kankōrikken Project and the DC overlap. For instance, like the DC's Executive Committee, the officials behind Kankōrikken Nagano set specific numerical goals for the span of the initiative, though they are nowhere near as lofty as the Shinshu DC's short-spurt, high-impact goals. Over its five years, the project aims for an increase in tourist satisfaction from 38.7% to 50%, in consumption from ¥324,100,000,000 to ¥400,000,000,000, in numbers of visitors from 87,560,000 to 100,000,000, and

²⁰⁰ Suda, "Saikin no kankō jōkyō."

in foreign visitors from 184,000 to 370,000. In more succinct terms, the project's committee sums up their mission with the phrase, "One more destination, one more night, one more coin (¥500), one more time" to express their hopes for longer-term stays, more economic consumption, more varied destination visitation and more repeat guests.²⁰¹ The Kankōrikken Project's highest goal appears to be its intake of overseas tourists which correlates more with the Visit Japan/Tourism Nation agenda of national policy than with the more locally based regional mission of the DC.

In terms of special tourism events and values, the Kankōrikken Project further echoes the implementation of the Shinshu DC. In a summary of the Project's organization, its policy makers list "Umai!" food events, walking and roads, and hospitality as key strongpoints of the region that should be utilized for tourism. The Project proposes the involvement of all citizens in the task of "polishing our specialness," "regenerating our tourism areas," and maintaining an effective and long-standing infrastructure for accepting tourists. This policy-endorsed cooperation is exactly the basis upon which the DC's "Sawayaka ni omotenasō" movement was founded. It is, therefore, quite clear that the Kankōrikken Project's fundamental aspects greatly influenced the DC's organization.²⁰²

In examining these core ideals of New Tourism, the Tourism Nation, the Tourism Prefecture, and the Shinshu DC, it is interesting to see a coalescence of tourism essentials. Each policy and project centers its clout on arguably the same things: the cooperation and involvement with the people, the (re)discovery of

²⁰¹ "[Kankōrikken Nagano] saikō keikaku [2008~2012]no kōsei."

²⁰² Ibid.

tourism resources, the rehaul and strengthening of a long-term tourism infrastructure. Each policy and project centers itself on the region.

Though this chapter set about describing the implementation of one Destination Campaign among many, placed in the context of the standard DC format of Chapter 2, this chapter is not so much the story of a Destination Campaign as it is the tale of a region taking control. From the very beginning with its push for DC candidacy, Shinshu and the people of Shinshu clearly yearned to start something big. Knowing now that that original impetus for a tourism overhaul came from the people as well, from the reappropriation of the national policy of *kankōrikkoku*, merely solidifies the initial claims of this chapter: in the context of this Destination Campaign, the prefecture, the region, is in charge, not the JR or the institution of Destination Campaign and certainly not the stereotypically controlling Japanese central government, but Shinshu. As a result of Tourism Nation's hands-off approach and the newly philanthropic tone of the JR group and the instrumentalized DC, Shinshu can actively and aggressively pursue its goals of revitalizing the region through tourism, with the DC as the stepping stone to this goal.

And Shinshu is not the only region hoping to face its problems with tourism. Regions as diverse as Kyushu, Miyagi, Hiroshima, Wakayama, Chiba, Niigata, Tohoku, Saitama, Kanagawa, and Kagoshima are all calling upon the concept of Tourism Prefecture in their approaches to tourism. Each of these prefectures and areas lists *kankōriken* as a major aspect of their tourism philosophies on their official websites. However, unlike these aspiring Tourism

Prefectures, Shinshu used the Destination Campaign to bring its new agenda to all of Japan.

CHAPTER 4: WALKING INTO THE UNKNOWN: A FIELD REPORT OF THE 2010 SHINSHU DC

A little ways ahead on the road is the Shinshu you never knew. Zenkō-ji Temple, Matsumoto Castle, Kamikōchi, Karuizawa... It's a leading tourist location nation-wide—Shinshu. Today, why don't you take a little leisurely walk? If you meander through Monzen, you will start to see the hospitable hearts of antiquity. The wisdom of the samurai and merchants is hidden in Jōka. If you travel along the highway, you can feel the happiness of people from ancient times. If you go around the promenade, you will wonder at Mother Nature's breath. In a town where the tradition of your ancestors is fused with modern culture, fresh discovery and emotion overflow. As you walk, Shinshu is full of discovery, "the unknown road's treasure trove." A little ways ahead on the road is the Shinshu you never knew. Yes, on ahead to the Shinshu you never knew. The destination guides will lead you there.

-The Official 2010 Shinshu DC Guidebook²⁰³

As the previous chapters have established, the core of a Destination Campaign lies in the agency of the destination region. Having partially deconstructed and examined the complex relationships of the different national, prefectural, and local factions at play in the 2010 Shinshu Destination Campaign, this chapter takes one step closer to the region and its DC initiative by examining my own experience as a tourist during the campaign. Over the period of December 20 to December 24, 2010, I followed the campaign trail through the cities of Matsumoto, Nagano (with a day trip to Togakushi), and Yamanouchi.

As an American college student, December 21st through 24th was the only time at which I could travel to Japan due to academic scheduling. Unfortunately,

²⁰³ “Shinshū Desutinēshon Kyanpēn gaidobukku.”

this time period coincided with a general winding down of the DC before its final week. As a result of my late arrival to the scene of the campaign and as a result of oncoming winter snow, several attractions and events were no longer accessible. For example, in Nagano City, I was told the hiking trail at Kamikochi and the ninja museum of Togakushi both closed in mid-November due to skiing season. I was also unable to participate in any walking rallies because they were mostly scheduled near the start of the campaign period so as to allow participants to enjoy the changing colors of October leaves.

In terms of trip planning, I decided to focus on Shinshu because I had visited the area during the summer of 2010 and found it particularly rife with cultural branding and the marketing of cultural products and experiences.

Before arriving in Japan, I had already made arrangements to visit the cities of Matsumoto and Nagano, first of all, because I had traveled through them the previous summer and so could use that experience as a non-campaign foil with which to compare campaign period Shinshu and, secondly, because both are prominent hotspots of Shinshu tourism and regional identity. With its castle, Matsumoto is famous nationwide as a repository of traditional Japanese history and culture and Nagano, as the prefectural capital, functioned as the headquarters for the entire Shinshu Destination Campaign. These two cities were the only two I had initially planned to visit but, after seeing the effective and rampant publicity on Togakushi with its soba noodles and cedars and Yamanouchi with its snow monkeys and onsen, I was moved to see what they had to offer as well.

In order to get the fullest DC experience, I targeted tourist sights and local restaurants and stores that were either featured in the promotional literature

of the campaign (such as the official guidebook, the Daily Shinano newsletter, posters, pamphlets, maps, and flyers for the stamp rally and station stamp rally) or recommended to me by DC employees, city employees, and locals.

Another particularly useful source for locating the hotspots of the DC was the JR East webpage, marked clearly as part of the campaign by the presence of Arukuma.²⁰⁴ The site offers nine different sample itineraries, all based out of Tokyo, that utilize the newly expedited Nagano Shinkansen line to bring tourists to the best Nagano Prefecture has to offer in culture, history, and nature. Themes of the itineraries range from “Experiencing Local People and Hot Spring Culture” to “Exploring the Wilderness and History of the Japanese Alps.” Of the nine proposed travel schedules, the first seven are overnight excursions “for travelers who want to enjoy the attractions of Shinshu at a more leisurely pace.”²⁰⁵ The other two are day trips from Tokyo Station, one focusing on the *soba* and *oyaki* of Nagano cuisine, the other on the relaxed lakeside promenades and shopping outlets of Karuizawa. I ultimately decided to combine two proposed itineraries, “Taking in the Popular Shinshu Spots” and “Going to See the Snow Monkeys,” for a 4-day journey through the 2010 Shinshu Destination Campaign.

The following field report is a chronological account of my time on the Shinshu Destination Campaign trail, divided by city and then subdivided by specific unique experiences with the “charm,” publicity, and hospitality of Shinshu. It begins as I prepare to depart for Shinshu from Tokyo and then

²⁰⁴ “Sample Itineraries Shinshu (Nagano),” East Japan Railway Company, accessed November 8, 2010, <http://www.jreast.co.jp/e/shinshu/course/index.html>.

²⁰⁵ Ibid.

follows my trip through the cities of Matsumoto, Nagano, Togakushi, and Yamanouchi before returning to Tokyo. This method of making an overall round trip journey from Tokyo using the bullet trains is a common form of overnight or extended-stay tourism for Japanese urbanites.

In order to get the most accurate picture of the 2010 Shinshu Destination Campaign, I strove to remain aware of what a typical Japanese domestic tourist would do in my situation as the DCs are primarily marketed towards a domestic market. Nevertheless, as a 21-year old Caucasian male from the United States, I find that it is necessary to mention that I was certainly not treated like a Japanese tourist throughout my time in Shinshu. It is most likely that people, particularly those in tourism-related or service industries, treated me differently because of my foreign or stereotypically American appearance. However, having been to Japan several times before, I feel confident in my ability to discern to what extent my treatment was a possible result of my appearance and what was a result of the heightened hospitality movement of the Shinshu DC.

Over the course of the chapter, I will focus my ethnography on the aspects of the Shinshu DC that made it unique and distinct from other travel experiences I have had: the visual markers of the campaign trail, the effect of local involvement (via recommendations and interpersonal encounters) on the trip's overall shape, and the constant internalized presence of the campaign in almost all aspects of life as a Shinshu tourist. As a whole, I believe these major aspects of my experience account for an interesting observation on the psyche of a people in the throes of a major campaign with regional economic consequences. While reading this chapter, it is important to keep in mind the general context of

economically revitalizing tourism in Japan and the specific context of the Shinshu region's pressing needs for an industry-establishing tourism campaign.

The following account is the culmination of promotional pamphlets, guidebooks, posters and photos, personal memories, tourist-local exchanges and random conversations. It is the experience of four days in the world of the 2010 Shinshu Destination Campaign.

GETTING READY TO WALK THE UNKNOWN: SHINSHU IN TOKYO

Even before I left the national urban center of Tokyo for the Nagano Prefecture, I caught a glimpse of the publicity glitz and personal feel of the 2010 Shinshu Destination Campaign that lay in store for me. Seeking more literature and testimony concerning the DC, I visited the Nagano Prefecture Tokyo Tourism Information Center (*Nagano-ken Tōkyō Kankō Jōhō Sentā*) in Yūrakuchō. The Tourism Information Center's website had touted this Tokyo



Figure 10 Nagano Prefecture Tokyo Tourism Information Center

location as a gateway and agent between Shinshu's "environment and health," "living culture" and "smell of life," and the rest of Japan.²⁰⁶ Hidden away in the labyrinthine corridors

of the eclectically cluttered Tokyo Transportation Building, the front of the small Nagano offices was taken up by two quaint window displays, one of Nagano City photographs and trinkets,

²⁰⁶ "Nagano-ken Tokyo kankō jōhō sentā."

the other of a Komoro City Cherry Blossom Festival. Inside, the narrow room had been crammed full with every DC poster available, tables of pamphlets for each major city and town in the prefecture and a section dedicated to regional delicacies that one could buy in the information center itself (see Appendix C for notes on the different posters of the 2010 Shinshu Destination Campaign). The office's website also offered pamphlets and foodstuff to be shipped to curious inquirers, declaring, "Your trip to Shinshu begins here!"²⁰⁷ In a sense, the Nagano Prefecture Tokyo Tourism Information Center functioned as a preliminary antenna store for the entire region of Shinshu, selling the region's famous miso candy, Zenkō-ji 7-flavor spice, and blueberry cookies to Tokyoites and everyone else with an internet connection.

At the back of the room, behind the towers of Shinshu paraphernalia sat two prefectural employees, born and raised in Nagano, who excitedly invited me in, offered me a seat and plied me with pamphlet after pamphlet, including a personal print-out of the Shinshu Destination Campaign Outline of Implementation (see Appendix D for an English translation of the text). The office manager gave me several pieces of personal advice before I made my way to Shinjuku Station and departed for Matsumoto. He told me to look out for the beautiful changing leaves of the Shinshu fall on the train ride over, to make sure I check out Matsumoto's old-fashioned but often overlooked wells, and, most importantly, to give up hope of procuring a ticket on the brand-new Hybrid View Furusato because the high-tech train had been sold out for months.

²⁰⁷ Ibid.

Ready to put some of this local counsel into practice, I headed to Tokyo's Shinjuku Station to board the Limited Express Azusa en route to Matsumoto, JR Pass in hand. Before I even stepped on the train, however, it was quite clear a destination campaign was going on. The Shinjuku JR station was covered in banners and flags touting Shinshu's name and the campaign's cute mascot. I didn't even need to look at the overhanging train schedule to know what track was home to the Nagano-bound train. My train was thoroughly decked out in Arukuma decals and the green mountains of the DC. The catchphrase framed every door; Arukuma bookended every window. This was a Shinshu train, through and through.



Figure 11 Shinshu DC *shinkansen*

As we set off for the Japanese Alps area, I began to flip through the official Shinshu Destination Campaign Guidebook with its ads and coupons for tourist sites, *onsen* and restaurants. Within five minutes, as during any Japanese train trip, a lady with a food cart emerged from the connecting car and began rolling down the aisle. However, outside of the usual Pocky and Royal Milk Teas, this cart was plied with special Shinshu-specific bento boxes, complete with DC

stamp of approval. For instance, one bento, called the “Shinshu Fresh, Complete Bentō” (*Shinshu azayaka gosso bentō*), featured Nagano mountain vegetables, mushrooms and salmon. These unique bento boxes would be the first of many products marketed in the region by the “Shinshu” regional brand name and the Arukuma or DC logo in the corner.

After two hours on the high-speed train, I began to see markers of the Shinshu DC appear more and more frequently through my window. Each local station, particularly the Shimo-suwa stop near the Manji Buddha (used in both campaign posters and the official guidebook’s cover) was inundated with DC publicity. Pulling into Matsumoto Station, I even spotted a poster board using the campaign name to advertise parking. Once I got off at Matsumoto’s fairly quant platform, the publicity grew even more intense.



Figure 12 Matsumoto Station during the campaign

The walls of the inner waiting area featured pictures of Arukuma in all its many hats. Long chains of campaign pendants lined each track pointing the way

towards the station proper. As I showed my train pass to the JR ticket-taker on duty, a three-foot tall Arukuma cut-out peeked over the fence at me, holding a sign that said, “Welcome to Shinshu!” The entire station, every wall, ceiling, and souvenir shop, had been coated with DC posters and banners. Even the nearby convenience store filled its windows with the official decorations of the DC. Destination Campaign mania was in full effect.



Figure 13 Arukuma welcomes tourists to Shinshu

SHINSHU MATSUMOTO

Besides the prefectural capital of Nagano City, Matsumoto, with a population of over 200,000, is the largest city being targeted by the Destination Campaign. It is also the most culturally well-known and most widely visited city in the region because of its famous soba, local handicrafts (*temari* string balls and Tanabata dolls), and castle, the oldest in Japan still standing on its original wooden keep. Matsumoto is also one of the most popular destinations for school excursion groups (*shūgaku ryokō*) in the prefecture; when I first visited the city over the summer of 2010, tudents bussed in from nearby middle schools frolicked throughout the castle grounds.

The 2010 Destination Campaign, however, seemed to be focusing on more than just the city’s legendary castle and souvenirs to build its tourism appeal. Like the varied sample itineraries of Shinshu on the JR East website, each promotional Matsumoto pamphlet and website I encountered spun a different “Matsumoto” for the visitor to enjoy.

“Welcome to Matsumoto,” proclaims the city’s own citizen-created website. The site is run by a local group called the Matsumoto Monogatari Project and explains itself as a citizen’s effort, “powered by the people,” to share the “radiance, shine and charm” of the city they love so much.²⁰⁸ These citizens stressed Matsumoto’s beautiful natural scenery, its history of education, seen in the Former Kaichi School, and its wide offering of leisure time activities, from hiking and skiing to music concerts and soba tasting: “A mountain town, a college town, a leisure town: Matsumoto follows the beat of three different drums that together make beautiful harmony.”²⁰⁹ A separate English-language brochure touted the city’s spa potential, dubbing Matsumoto as a “Hot Spring Paradise,” and its rich cultural value as home to both Japan’s “first important cultural property” (Former Kaichi School) and one of the country’s four “national treasures” (Matsumoto Castle).²¹⁰

The 2010 Shinshu Destination Campaign tended to narrow its focus onto the less sensationalized aspects of the mountain city. In fact, when the official guidebook lists the attractions one should check out in Matsumoto, the castle comes last, overshadowed by the larger pictures of Genchi Well, Nakamachi, Nawate Street, and Tsukiizumi Shrine.²¹¹ The guidebook presents a brisk walking circuit of the city, not a one-stop visit to the castle, as the ideal method of experiencing Matsumoto. “Matsumoto, a castle town of welling water and wandering alleyways,” reads the guidebook, “With a *‘Mizu-meguri’* map written by the local staff in hand, come walk around the wells and miracle water and see

²⁰⁸ “Yōkoso Matsumoto e,” *Shin-Matsumoto Monogatari Youkoso Matsumoto City*, 2011, <http://youkoso.city.matsumoto.nagano.jp/special1+index.id+1.htm>, accessed March 12, 2011.

²⁰⁹ Ibid.

²¹⁰ “Shinshu Matsumoto, Japan Brochure.”

²¹¹ “Shinshū Desutinēshon Kyanpēn gaidobukku.”

the history you never knew about this castle town.²¹²” Even when I asked the woman working at the Matsumoto Station Information Kiosk, she recommended exploring the neighborhood’s longstanding systems of wells and waterways, handing me the very "*Mizu-meguri*" map the guidebook had mentioned.

Apple Kit Kats and Arukuma Key Chains

After staying the night at a hotel recommended in the JR East sample itineraries, I headed into the supermarket down the street and was confronted with a giant apple and apple juice display in the store’s main entryway. Several tables to the side of the cashiers were piled high with crates of huge, red apples and cartons of apple juice emblazoned with the two characters for “Shinshu.” Apparently, the special regional food specialty display had been established when Matsumoto had a food convention as part of the DC’s “All Around Food Festival Campaign.” According to the Shinshu Destination Campaign Outline of Implementation (see Appendix D), the campaign instituted a series of “Umai zo!” local gourmet conventions in Matsumoto, Nagano, Iida and Ueda to show off the specialties and traditional dishes of each area. Campaign-targeted foods included steak, salmon, onion, sake and soba. The supermarket in Matsumoto decided to showcase Shinshu apples to complement the DC’s own efforts in boosting regional produce sales.

²¹² Ibid.

The endorsement of Shinshu food products carried through into the convenience stores of Matsumoto as well. Walking along Matsumoto's main road, I found a Family Mart (a very common Japanese convenience store chain) that went so far as to use the Shinshu brand name on the side of its building. Beneath



Figure 14 Shinshu-specific candies and snacks in Matsumoto-eki

stands, one could buy typical snacks and candies given a “Shinshu” twist. For example, the Matsumoto family mart sold Kit Kat bars infused with local flavors, such as Shinshu apple, grape or wasabi (the largest wasabi farm in the world is located just north of Matsumoto). The train station convenience store offered boxes of Shinshu wasabi peas, apple-flavored gummies and manjū, miso and soba cookies, canned apple juice, boxes of ready-to-cook soba noodles, and bottles of locally produced sake. *Omiyage* souvenir shops were jam-packed with Arukuma cell phone straps, key chains, and pencils. There was Apple Arukuma, Grape Arukuma, Sake Arukuma, Mountain Arukuma, Samurai Arukuma; the bear came in every style imagine to fit the different local flavors and attractions of Shinshu, and each

Arukuma could be found on a different trinket, from hand towels to bath towels, tee-shirts to teapots.

Street vendors too used the Shinshu name to drum up interest in their foods. Most *oyaki* shops pressed the image of the Matsumoto Castle or the nearby mountain range into their classic Shinshu delicacies. Soft cream vendors who typically would have sold just vanilla, chocolate and green tea added miso-flavored soft serve to their docket. More professional stores like the *omiyage* shop across the street from the Matsumoto Station clearly applied to the campaign workers themselves in order to use the official logo and catchphrase of the Shinshu DC on their merchandise. With each purchase at the *omiyage* shop, one receives an ornate map of the city on which the green mountains of the DC were clearly printed (when I visited Matsumoto



Figure 15 Shinshu "Furusato" Oyaki

over the summer before the campaign, the store had not yet incorporated this added "Shinshu" DC touch). Overall, the majority of small businesses and restaurants, from the department store attached to the train station to the petite traditional Japanese restaurant, Kura, in which I tasted the city specialty of *basashi*, or horse-meat sashimi, jumped at the chance to utilize the renewed pride and special uniqueness that the 2010 Destination Campaign revitalized and attached to the image of "Shinshu."

Volunteer Tales and Vineyard Stamps

Having perused some of the more tasty offerings of Matsumoto on my way across town, I made my way towards the famous castle. After all, most brochures and guidebooks say no trip to the city is complete with visiting its cultural flagship. Upon buying my ticket and entering the castle grounds, I was swiftly met by a volunteer tour guide who offered to lead me through the castle and provide some English commentary to the otherwise Japanese-heavy informational placards. Struck by the unexpected generosity of this act, I asked the guide, a man of about sixty-five, if he was an employee of the castle and, if not, why he was leading free tours. He told me that the castle had begun recruiting retirees from the local community who wanted to share their love of the city's history with visitors. He personally had volunteered to give tours in Japanese and English because he wanted to practice his foreign language skills. He wasn't being paid but he loved supporting the community.

Researching the promotional mechanisms of the Destination Campaign later, I realized that the man was a part of the broader “Sawayaka ni omotenasō” Prefectural Citizen’s Movement to induce and enhance regional hospitality through the rejuvenation of town tourism services such as free rest spots, bicycle and umbrella rental options, the establishment of a local tourism bus called the



Figure 16 A member of the hospitality movement welcoming a tourist in Ueda

Town Sneaker, and the recruitment of local volunteer tour guides.²¹³ The official DC guidebook also advertises the city's use of volunteer tour guides.²¹⁴

As he accompanied me through the castle, the guide revealed his own stories and fun facts about the attraction's long history. He particularly liked talking about the castle's unique gun exhibit, breaking into Japanese any time he could not think of the word in English. He taught me the names of the different parts of a traditional Japanese castle in Japanese; I taught him a few technical terms for describing old muskets in English. On the top floor, he pointed up to a hidden shrine in the rafters, a small wooden compartment I would never have seen on my own, and regaled me with the tale of the Night-of-the-26th Spirit who returns to the castle's highest lookout every month and has protected the castle through many crises such as fires and battles. On our way down, the guide made sure to take a photo of me posing in the *hara-kiri* room as a memento of the tour and, in the moon-viewing pavilion, told me a local joke about the effects of too much sake on the samurai's senses. By the end of the tour, I felt like I had become friends with a Matsumoto local. Outside of the castle, we talked on about my research and schooling, his hobbies and favorite things to do in Matsumoto. He recommended his favorite *oyaki* place right outside the castle's southern moat and requested I buy a traditional *temari* for my mother before I left town. Before long, he had to return to the ticket office for another tour and I thanked him for the insider scoop and hometown stories he had told me along the way.

On my way to the guide's suggested *oyaki* shop, I stopped by the gate of the castle grounds to stamp the Japan Alps Area Stamp Rally card that I had

²¹³ Hatakoshi, "DC no ken," March 1, 2011.

²¹⁴ "Shinshū Desutinēshon Kyanpēn gaidobukku." 32.

picked up at Matsumoto Station. Normally, most major tourist attractions in Japan have specialized stamps that tourists collect in small notebooks; however, especially for the months of the DC, the campaign managers had set up individual stamp rallies in each of the six areas of Shinshu. Matsumoto being in the Japan Alps Region (comprised of the cities of Shiojiri, Matsumoto, Azumino, Ōmachi, and Otari), my tally sheet tasked me with finding stamp locations in all five of these cities (out of 35 locations total) as well as in a participating JR station. One could then mail in their stamp collection and be entered to win prizes; the more stamps you gather, the better the prize.²¹⁵ The majority of the stamp locations were transportation hubs,



Figure 17 My stamp rally card with one stamp from Matsumoto and one from a JR train station

such as bus terminals and tourism centers, and farther off attractions on the fringes of the area’s city limits. For instance, one Matsumoto stamp was located at a winery miles away from the city center. The stamp rally thus encouraged tourists to visit venues they otherwise would never have thought of and to explore less established and mainstream tourist spots.

Unknown Neighborhoods and Soba Suggestions

On my second morning in Matsumoto, I decided to go on the well walking path that had been recommended to me so many times in the last two days. Using the redesigned Shinshu DC edition of the city’s well map, I

²¹⁵ “Nihon arupusu eria sutanpu rarii flyer.”

wandered the city's back alleys searching for 1800s-style spigots amongst the clean white-and-black storefronts and rustic wooden signposts of the Nakamachi and Nawate-Tōri neighborhoods. When I had come to Matsumoto the summer before, I had merely stormed over to the famous castle, looked around inside, snapped some pictures and went on my way but, this trip, with the help of Nagano-ites like those in Yūrakuchō, I was seeing a whole different side of Matsumoto. I was seeing the Matsumoto that belonged to its residents, not that which posed for the picture on the cover of a Nagano Lonely Planet guide.

I also made a pilgrimage to the Matsumoto Information Center, marked boldly by a tall DC banner, one of many that lined the street from the train station to the castle. The woman behind the help desk at the Center kindly greeted me as I perused racks of brochures and pamphlets about Matsumoto published in Japanese, English, Chinese, and Korean. In talking to the woman, I discovered that the campaign trail had been blazed by a multitude of overseas travelers, most from other Asian countries, and, as a result, even though I possessed a JR



Figure 18 Matsumoto Tourism Information Center

pass, there were no more complimentary Matsumoto presents in supply for me. After talking about the campaign for a while (how many people had come through over the past months, where the woman herself liked to go on her days

off in the city), she gave me two backup presents, a set of postcards with pictures of the nearby Utsukushigahara Heights on them and a long panoramic postcard of the Japanese mountainscape as seen from Matsumoto Station, because she wanted me to get the complete Shinshu DC experience.

As it was nearing lunchtime, I asked the woman where her favorite soba restaurant was. Where could I get this soba everyone had been extolling and raving about since I began the campaign? After all, the Shinshu Matsumoto guidebook itself declared, “Shinshu is famous for soba. When all Japanese think of the Shinshu region, they are immediately reminded of these delicious noodles.”²¹⁶ The woman behind the Information Center desk eagerly whipped out a map of our surroundings, traced a walking path to a nearby soba joint in highlighter, and circled the destination vehemently. “The best soba you will ever have,” she chirped, “I promise.”

Once again following the unique suggestions of a local, I soon found myself in a small, smoky booth slurping fresh *sansai* soba, decorated with vegetables from the Matsumoto foothills, and grinding my own souvenir stalk of wasabi against a shark-skin mortar. I felt like this was it, the authentic Shinshu experience.

My last night in town, I took a walk along the river that bisects Matsumoto because I had read that many of the cities of Shinshu were putting on light displays as part of an early winter hospitality campaign.²¹⁷ Matsumoto was no different; the river had been turned into a zigzagging current of blue lights. These “light pageant illumination events,” as the Official Guidebook calls them,

²¹⁶ “Shinshu Matsumoto, Japan Brochure.”

²¹⁷ Hatakoshi, March 1, 2011.

were also instituted in Haramura, Karuizawa, Ueda, Shimo-suwa, Azumino, and Kiso, just another manifestation of the Destination Campaign's pervasive attempts to innovate the region's mechanisms of touristic appeal.²¹⁸

The next morning, unable to book a last-minute ticket on the incredibly popular Hybrid View Furusato, I took the local train via Shinshu's own Nagaden electric line to Nagano City, prefectural capital and epicenter of the Shinshu Destination Campaign.

SHINSHU NAGANO

While Nagano is the largest city in the prefecture and, subsequently, houses the majority of the region's administrative offices, including the headquarters for the Shinshu Destination Campaign, the city itself is, nevertheless, not as popular as more "cultural" cities such as Matsumoto. In fact, the DC Guidebook does not even mention downtown Nagano in its 40-plus pages, publicizing the nearby Matsushiro and Togakushi areas with their castle and giant cedars instead. Still, Nagano City has always functioned as a sort of alpine pit stop for Shinshu, a base from which trips to the mountains and surrounding towns can begin. To facilitate this outward, often day-trip travel, the English-language Nagano guidebook even provides a map of "Trips Further Afield," routes spoking out of Nagano towards the area's many countryside attractions.²¹⁹ As the hub of Nagano Prefecture tourism, the city's large train station houses several travel agencies, and, for the three months of fall 2010, the

²¹⁸ "Shinshū Desutinēshon Kyanpēn Gaido Bukku," 41.

²¹⁹ "Japan Nagano Brochure," 14.

Shinshu Destination Campaign Comprehensive Information Desk (*Shinshu DC Sōgō Annai-jo*).

Matsuri Robes and Rally Presents

As soon as I left the platforms of Nagano Station, I was bombarded by DC publicity. Like in Matsumoto, little Arukumas lined the wall. Big ones welcomed me to Shinshu with signs and calendars and pamphlets. However, what really caught my eye was the enormous information kiosk, open from October 1 to December 26, that had been erected in the middle of the otherwise quite empty station. The kiosk structure, bedecked in Arukuma posters, campaign logos, and “the season’s flowers,” as one official DC record explains,²²⁰



Figure 19 Employees of the DC with their *matsuri* robes

acted as a command center for a five DC employees. Each employee, knowledgeable on any type of travel or tourism in Nagano Prefecture, wore a traditional *matsuri*, or festival, jacket customized for the

campaign. Internalizing the mentality of the “Sawayaka ni omotenasou” Prefectural Citizen’s movement for hospitality, these central campaign workers jumped at any chance to answer questions, hand out bus and train timetables, or recommend local restaurants and hotels. They claimed to have “every type of information and support services visitors of Shinshu might need.”²²¹ By the end of a brief thirty minute visit to the Information Desk, I racked up six pamphlets,

²²⁰ “Shinshū DC sōgō annai jo ga JR Nagano-eki ni ōpuningu shimashita.”

²²¹ Ibid.

three bus schedules, and an encouragement to go to Togakushi, an hour away by public transit, for the afternoon.

For those seeking a bit of competitive fun with their typical tourism experience, the Shinshu DC Coordination Information Desk also introduced a number of ongoing rallies and contests that were being held throughout Nagano Prefecture. Perhaps the most widely advertised was the All Around Shinshu Cellphone Rally (see Appendix C for the poster). This smaller-scale internal campaign even had its own mascot, Navisuke, a bird who wears the traditional garb of Edo-period historical dramas and guides travellers to Shinshu's many sights.²²² Tourists participating in the DC could use their cellphones to take picture of small, square-shaped bar codes and then



Figure 20 Navisuke talks to tourists

send these in to the official Cellphone Rally website. As the tourists send in more and more bar codes, they were entered to win bigger and better prizes. The bar codes were printed onto posters, guidebooks, flyers, and many other types of publicity in both popular and less well known destination sites. For instance, most Nagano train stations had at least one bar code but posters in more far off Togakushi also displayed Cellphone Rally bar codes. In total, there were approximately 750 different locations with scannable barcodes, promoting travel to many unexplored areas of Shinshu in exchange for the possibility of presents.

²²² “Shinshū Navisuke o yoroshiku ne!,” *Navisuke Kōshiki Saito*, accessed April 6, 2011, <http://navi-suke.jp/abouts/?PHPSESSID=k5ih9sp36rpf7b5ia5rl49lu5>.

Unfortunately, because I did not have a Japanese phone, I could not take part in the Cell Phone Rally.

I did, however, take a shot at the All Around Shinshu “*Eki*” (“Train Station”) Stamp Rally. This special project used much of the infrastructure developed for the Cellphone Rally and original Stamp Rally to encourage travel on all of the many JR and private lines in Nagano Prefecture. Though restricted



Figure 21 "Eki" Stamp Rally booth

only to 43 available “*eki*” stamps (slightly different from the station stamp of the more general stamp rally mentioned above), this campaign still utilized Navisuke as its mascot, now dressed in conductor gear, and offered the chance at better prizes as tourists collected more stamps. Prizes for the “Eki” Stamp Rally included tickets on the new Shinano line, Resort Hybrid magnets, Yudanaka key chains, JR tote bags and toy train cars.²²³ The only “*eki*”

stamp I found was in Matsumoto Station so I didn’t enter myself in the prize lottery but the fun and enthusiasm of the rally did make me want to collect them all.

The third and final prize competition being publicized inside the Shinshu DC Coordination Information Desk building was the Fujicolor Photo Contest. This promotional event differed quite a bit in tone from those just discussed. A flyer advertising the contest presented photographs from now familiar DC posters of Jigokudani Wild Monkey Park, Momosuke Bridge, and the Manji

²²³ “Shinshū gurutto ‘eki’ sutanpu rarii Flyer.”

Buddha as examples of the quintessential Shinshu image, imploring visitors and residents of the region to strive to capture the essence of their surroundings themselves. In a sense, the campaign that had just created a powerful new image of Shinshu was asking those on the campaign trail to define *their* conception of Shinshu as well. Though I captured some great photos of Matsumoto Castle and the many other wonderful sights I saw along my journey, I did not enter to win the ¥70,000 and digital camera offered as first prize. Nevertheless, the graphic significance of the “do-it-yourself,” “rediscover Shinshu” photo contest fit right in with the personal touches and visual representations of the 2010 Shinshu Destination Campaign.

Apple Pyramids and Giant Bears

Outside of the kiosk’s promotional interior, the campaign workers had set up a little “Shinshu” rest area nearby, complete with tables, chairs, and a ten-foot tall apple display. Once again, the classic Shinshu apple’s cultural weight was being utilized to pump energy into the region’s image. In this case, DC employees in Nagano had constructed a grand apple pyramid in a clear plastic case. On the row of full, red apples at eye height, they had painted the campaign catchphrase, “*Michi o arukō. Shinshu,*” in bright gold letters to “draw the attention of



Figure 22 The apple display in front of the Nagano kiosk



Figure 23 Table-top publicity in Nagano-eki

the rest area's tables as a quaint added detail.

Following this clear trail of campaign imagery from the information kiosk to the Arukuma rest area to the exit of the station, I called the owners of Shimizuya Ryokan, the traditional-style Japanese inn, located directly outside Zenkō-ji's western gates, that I was staying at for the night.

A day earlier, the owner had insisted she pick me up at the Nagano Station herself. As I waited for what she had warned me was a shockingly pink coupe, I admired the magnitude of DC decorations in the city center. On the wall of the station was a 15-foot tall Arukuma, mid-stride, that apparently lit up as part of Nagano's



Figure 24 The giant Arukuma of Nagano-eki

Illumination festivities. Posters along the walls of the nearby Nagaden line entrance hyped the appeal of nearby “day-trip” cities like Obuse (see Appendix C). Each city's name was preceded by “Shinshu” as if to reassert their place in the magnificent Shinshu family. Across the street, the biggest banners I had seen

²²⁴ “Shinshū DC sōgō annai jo ga JR Nagano-eki ni ōpuningu shimashita.”

so far on my trip beckoned travellers to follow them towards Zenkō-ji Temple, deeper into Nagano.

Far-Off Shrines and Local Posters

After situating myself in my excellent room at Shimizu-ya, I hurriedly caught the bus to Togakushi to maximize daylight hours in the snowy, mountainous area. Though over an hour away from Nagano Station, Togakushi was highly marketed by the Destination Campaign publicity crew, appearing in adult, out-of-prefecture, and general audience posters. The small town is known throughout Japan both for its special soba, one of the nation's top three, and its



Figure 25 DC signs continue into Nagano's side streets

wooded shrine.²²⁵ On the day I walked up the miles of forest paths to Togakushi's hidden shrine, the only other visitors were members of tour groups coming in on chartered buses from outside prefectures. Sadly, due to the weather, many of Togakushi's secondary attractions—its ninja and soba museums, for example—were closed for the winter season. However, I did get the chance to witness the unique Togakushi “folk custom” of preparing soba noodles at the window of a tiny local restaurant.

²²⁵ “Japan Nagano Brochure.”

Perhaps the most interesting thing about my expedition to Togakushi, besides the fact that such an out-of-the-way location had been marketed so hard by the Destination Campaign, was the town's use of the DC logo for its own brand of tourism promotion. I noticed, in particular, a poster for a Togakushi Tourism Photo Contest, funded not by the DC machine, but by the local tourism



Figure 26 Togakushi's own photo contest poster

offices and travel agencies. Furthermore, the contest was not explicitly a DC event but Togakushi officials had clearly applied to the campaign's headquarters in Nagano for the use of the official mascot, logo, and catchphrase, ultimately placed in small lettering at the poster's bottom left corner. The DC had, in its very existence, inspired a new burst of tourism promotion in the far-off locales it publicized.

Soggy Shoes and Breakfast Cranes

Waking up at Shimizu-ya the next morning, I realized that my shoes were missing from by the door where I had left them upon returning from Togakushi. As I began to search the narrow hallways of the family-run *ryokan*, the owner told me she had noticed how damp my shoes had been because of all the snow up in the in the mountains and had brought them over to her radiator, stuffed them with newspaper and let them dry overnight. I was stunned by this sort of hospitality. I had been in Japanese *ryokan* before and so understand the level of politeness and preempted service that most strive towards but this lady was more

like mother than hotel owner, placing her child's wet shoes by the fire after a day of playing in the snow.

What's more, this episode was immediately followed by one of the most lavish breakfasts I have ever had at a hotel (let alone one as low in cost as this one). The mama-san owner had covered an entire table with food, both Western and Japanese, from fried eggs to miso soup, green tea to boiled eggs. To top it all off, my place setting was adorned by a hand-folded origami crane that the owner told me to keep as a memory of my time in Nagano.

Banner Trails and Free Treats

Though I was set to return to the Nagano Station after breakfast (the Shimizu-ya owner had once again insisted she drive me), I decided to wander around the Zenkō-ji area before I left. I had spent a whole day at the temple over



Figure 27 A DC banner on Omotesandō

the summer but I wanted to see how the DC had effected Nagano's main tourist attraction, the "heart and soul of the people" as one brochure called it.²²⁶ The previous day, I had noted that huge

Arukuma and DC logo banners led tourists from Nagano Station to the main road below Zenkō-ji and, just as one would expect, these road-flanking banners continued all the way up this Omotesandō until they reached the temple's front

²²⁶ Ibid.

gates. In a sense, every local site of the DC was marked by this type of explicit visual road sign. The tourist need only follow the green bear to the next cultural/historical/natural attraction. Compared to my time in Nagano over the summer, this trip was smoother, guided, and less stressful. I never got lost trying to find Zenkō-ji from Nagano Station because this time there were a plethora of sidewalk maps, campaign flags, and visual cues to lead the way.

The experience of Zenkō-ji itself was also slightly different from my first visit months earlier. Even though I was walking the temple grounds in the early morning, there was a palpable energy in the air, an excited expectation of the travellers to come, the souvenirs to be sold. The old cobbled lane right in front of the temple, Nakamise-dōri, was abuzz with opening shops and food stands. Their wares consisted of both general Nagano trinkets such as Zenkō-ji postcards as well as specialized Arukuma tchotchkes. The classics of Shinshu—miso ice cream, soba crepes, apple wood seals, and sake manjū—were all out on display. Many shops also sold collections of the 7 Gods, a fairly common souvenir trope in Japan but that also fit with the nearby temple's 7 Gods statues. I learned later that the Shinshu DC had been organizing “Zenkō-ji 7 Gods Walks” as part of its Walking Rally program and so, vendors picked up on this DC-focused theme for their own souvenir sales.²²⁷

The greatest part of my morning at Zenkō-ji, however, was not the many different knick-knacks or even the grand 1400 year-old temple itself, but the interactions I had with the people on the street, the salespeople of Nakamise-dōri. Strolling down the road, looking around for some good souvenirs, I entered one

²²⁷Hatakoshi, March 1, 2011.

shop and the two old ladies back behind the register immediately ran out to say hello. After another minutes under their awning, they brought out steaming fresh manjū cakes for me to nibble on as I inspected their shelves. As soon as I had finished that, out came a teapot. Did I want anything to drink with my manjū? All on the house! Food and drink hospitably forced upon me, the two ladies then turned to the task at hand: choosing between Nagano key chains. They noticed I had been lingering on an apple-shaped one and a 7 Gods one so each weighed in with their opinions, asking who I was buying it for, what type of feel I wanted, what seemed more Shinshu authentic. By the end of the conversation, I bought one key chain and they threw the other one in for free. I insisted I pay for the second souvenir and the manjū but it was no use. The smiling ladies pressed my bag into my hand and saw me off, hoping me good luck in my trip deeper into the mountains that afternoon.

After that incredible bit of local attitude and hospitality, I returned to Shimizu-ya to be driven to the station.

SHINSHU YAMANOUCHI

Unlike with the JR *shinkansen* of my other travels, the ride to Yamanouchi was aboard a small Nagaden local train that stopped in every small town (the only one I had ever even heard of was Obuse, home to the famous Japanese artist Hokusai). Besides an old woman and a family outfitted in snow suits ready to ski, it was just me on the train. I was heading farther and farther into rural Shinshu.

Hometown Dining and Monkey Tales

When I arrived at the Uotoshi Ryokan two hours later, its owner, Miyasaka Kazuhisa, and his dog were waiting for me at the door. According to him, the *ryokan* had been full the previous night with a ski team from Australia, but today, I was the only guest. The giant *ofuro* bath looking out upon the nearby mountainside was all mine.

If the owner of Shimizu-ya had been my overprotective mother, Miyasaka-san was my goofy uncle. After I moved my things into the room, he enthusiastically offered to give me a free *kyūdō* (traditional Japanese archery) demonstration after dinner. He then presented me with two maps that he had made on his personal computer. The first showed the way to and from the Jigokudani Wild Monkey Park (*Jigokudani Yaen Kōen*) with local bus times written in the corner. The second was a map of the Yudanaka neighborhood of Yamanouchi in which I was staying. However, around this map, he had included a table of his favorite restaurants between the *ryokan* and the train station, every nearby convenience store, and the town post office. It was as if Miyasaka-san had given me his own to-do list of Yudanaka dining.

Hungry from the morning's train ride, I stepped into one of Miyasaka-san's restaurants, a mountain noodle joint three narrow blocks away, and it was like stepping into a local's own kitchen. From my table, in the corner, I could see the owners' baby son playing with blocks in the other room. The man in the kitchen, hidden away behind a flurry of Nagano Olympics posters, cooked for his son (and his own mother who came in five minutes after me) as well as customers. His wife doubled as waitress and babysitter, juggling mountain

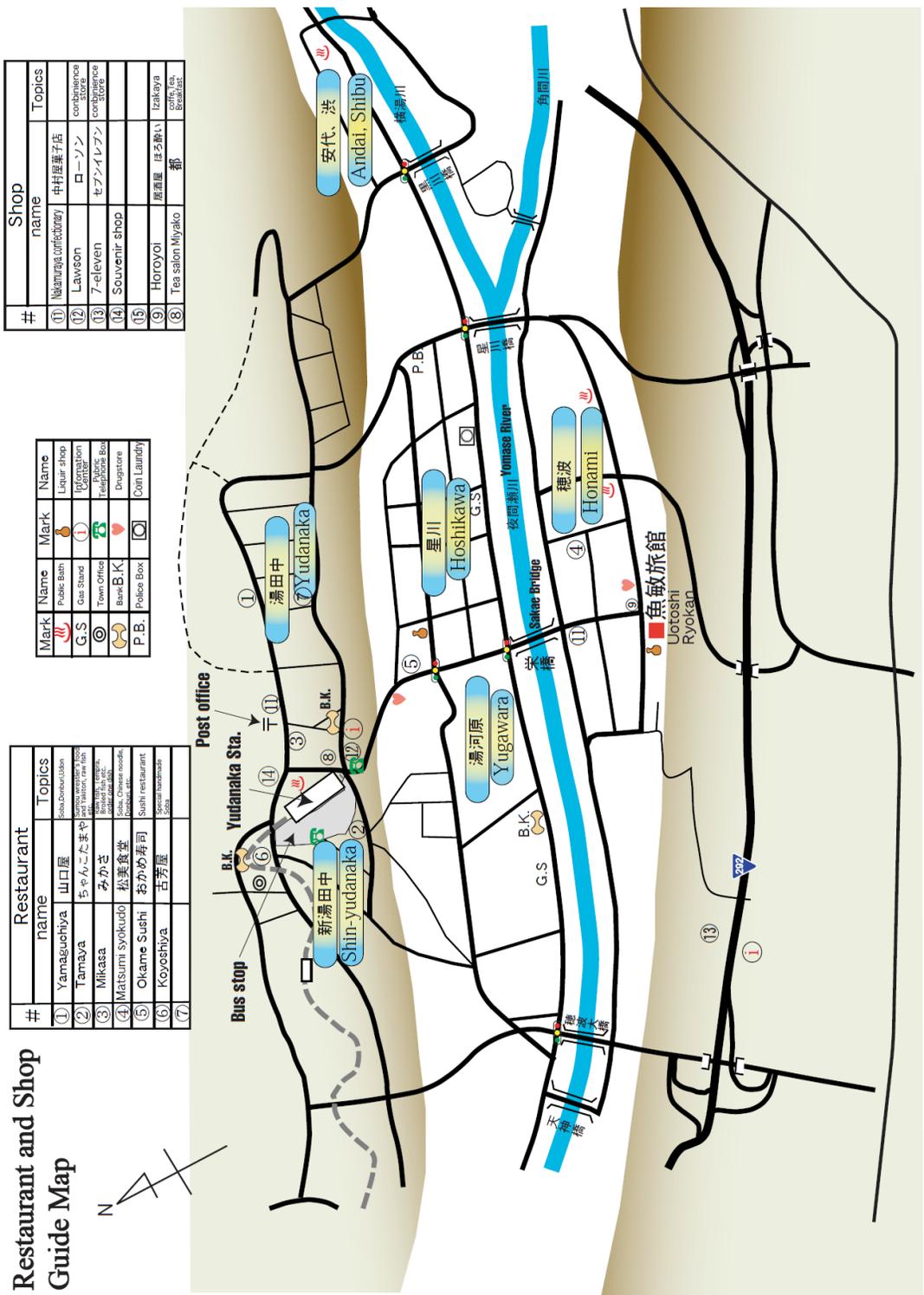


Figure 28 Miyasaka-san's map of Yamanouchi, complete with personally recommended restaurants

mushroom *udon* and a baby bottle. Throughout the meal, the grandmother and her friend provided a running commentary as they watched the local news, periodically calling into the kitchen to ask the son's opinion. Having followed Miyasaka-san's treasure map of Yudanaka, I found myself at home in the Shinshu mountains.

That afternoon, Miyasaka-san volunteered to drive me up to the incredibly popular Jigokudani monkeys. The snow monkeys, featured in much of the Shinshu TV's publicity, are known throughout Japan because, when the weather gets cold, they laze around in the region's hot springs for warmth, resembling, for all intents and purposes, like hairy salary men bobbing in an *onsen*. As Miyasaka-san drove me up the mountain, he spoke nonstop, recounting tales of past guests at the *ryokan*, of monkey hijinks in Jigokudani (literally, "The Valley of Hell"), and of the four different routes he had marked on my map for how to walk back down to Uotoshi.

In fifteen minutes, Miyasaka-san chronicled the entire saga of the snow monkeys, inserting his own opinions every once and awhile. Apparently, the monkeys only started bathing in the hot springs after one mother monkey dropped her food into a pool and had to jump in to fish it out. She realized how nice the water was ("*Ehhh, atataakai da yo naaa!* It's so nice and warm in here!") Miyasaka-san howled, quoting the mother monkey) and taught all her children to bathe with her. Soon, other monkey families saw the hot springs bathers and followed suit until the entire population adopted the valley's natural *onsen* as their own.

Before long, I was in the Valley of Hell watching moody old monkeys and their precocious babies lounge in the warm waters as we humans shivered in the falling snow. This experience was actually one of the most down-to-earth I have had in Japan, where most standards of safety and health are just as high as in America. But here, visitors and monkeys were somehow allowed to intermix freely. There were barely any fences or rails, barriers between the animals and the humans. It was like taking a walk right through the monkeys' natural habitat, the backwoods of Shinshu.

It was also interesting to see the number of tourists who had made the long trek to Yamanouchi from overseas. Besides myself, an American, I overheard visitors from the Philippines, China, and Denmark. Talking to a member of the Filipino group, I found out that her family had come to Shinshu because of an advertisement for the skiing they had seen in the Manila newspaper. Apparently, the JNTO had hyped the snow activities of the region in its South East Asian target countries. Along with the many Japanese tourists present, we formed a motley band of Shinshu travellers, wandering through the snow and wilderness to see the real Nagano.

Walking Rallies and Video Game Countrysides

Emerging from the monkey park, I began to walk the several kilometers back to Uotoshi Ryokan along the route that the Shinshu DC had used for one of its many Walking Rallies in early October. Dubbed the Second Annual Yudanaka Shibu Onsen Town Spa Village Walk (*Dai-ni Yudanaka Shibu Onsen Sato Yukeburi no Sato Wōku*), the rally, held by DC officials on October 2 and 3, 2010, organized travellers into hiking groups throughout the Yamanouchi valley.



Figure 29 The start of last year's walk (Source: Yamanouchi Walking Rally Official Website)

For an admission fee of ¥2000, participants set out on trails ranging from 5 to 20 kilometers long and the 2011 Campaign provided classic Shinshu snacks such as soba and

apples. Though I walked down the valley, the trails of the Walking Rally ran in reverse: “Starting in the onsen towns—the scent of the spa drifting around freely—and enjoying the tranquil apple fields and narrow alleys of the villages, the environs of the two-day walking event are no ordinary tourist sights, no everyday scene.”²²⁸

While this rally was one of ten implemented by the DC in rural areas, the Campaign also put together almost thirty “Hiking Out of the Station” walks that started in more urban areas and headed outwards. Like the stamp rallies mentioned above, these walking rallies offered stamps for participation that could be collected for a chance at Shinshu-related prizes.²²⁹ The DC’s Yamanouchi Walking Rally in October was so successful, drawing a crowd of over fifty locals and tourists, that another Onsen Town Walk is already scheduled for next fall season. This time, however, it will be planned and administered by local travel agents and outdoor service offices as a local continuation of the successful infrastructure created during the Destination Campaign period.

²²⁸ “Dai nikai taikai no yōsu,” *Yudanaka Shibu Onsen-kyō Yukeburi no Sato Wōku*, accessed April 3, 2011, <http://www.town.yamanouchi.nagano.jp/yukeburi/last2010/photo2010.html>.

²²⁹ “Shinshū Desutinēshon Kyanpēn wōkingu rarii gaido.”

Nearer to Yudanaka, I happened upon the small onsen town of Shibu which Miyasaka-san had mentioned on the drive up because of the “festival” that was going on at the time. What Miyasaka-san had failed to mention was that



Figure 30 A DC banner on the streets of Shibu

Shibu was in the throes of two tourism campaigns that fall. The cramped and cobbled streets of the town heralded the influence of the Shinshu DC on local

business and tourism practices. A steaming foot bath (*ashiyu*) had been set up on one back alley with Arukuma’s rules for enjoying the hot springs pasted to the wall nearby. Green and white banners led tourists through the maze of shops and *ryokan*.

However, as I sat at the foot bath relaxing, I kept seeing families and couples, all dressed in the *yukata* and wooden sandals of neighboring inns, clack down the streets excitedly and collect stamps from various Shibu businesses. As it turns out, Shibu was being specifically targeted for a video fame tie-in rural tourism campaign that overlapped with the DC. According to the Mainichi Daily News, the town had organized an event around the hit PlayStation Portable game “Monster Hunter Portable 3” because the game’s producer, Capcom, “found the

atmosphere in the town similar to that of the fictitious village in the game.”²³⁰In recent years, digital media tie-ins, particularly those concerning anime and video game locations, have actually been quite effective in boosting and revitalizing rural towns both in terms of tourism and economy. Such cases have been observed with great success in Ashikaga, Kuki, Kyoto, and Hakone; Shinshu Yamanouchi was just the latest promotional video game bonanza.²³¹ One visitor to Shibu in December even commented, “I may have stayed out of this town had it not been for the event.”²³²The Shinshu DC had the same effect on me; I would never have made it all the way to the Nagano countryside of Yamanouchi without DC banners and posters leading the way.

For my final night in Shinshu, Miyasaka-san’s personalized restaurant map guided me to a sumo restaurant on the other side of the valley’s central river. The owner and his wife eagerly took me in from the snow and educated me on the culture of sumo cuisine, huge bowls of seemingly random protein-rich vegetables and meat meant to improve strength and health. By the time the food came out of the kitchen, the owner had already given me my own signed poster of the current sumo rankings and then taken a seat across from my table to keep talking. Once again, I felt like I was in the middle of a quintessential Shinshu DC moment: hospitality, poster, mountain soup and all.

²³⁰ “Video game tie-up key to success in local town,” *Mainichi Daily News*, January 6, 2011, <http://mdn.mainichi.jp/travel/news/20110106p2g00m0dm068000c.html>.

²³¹ Felicity Hughes, “Anime fan pilgrimages help boost tourism,” *Japan Pulse*, October 22, 2010, accessed March 19, 2011, <http://blog.japantimes.co.jp/japan-pulse/anime-fan-pilgrimages-help-boost-tourism/>.

²³² “Video game tie-up key to success in local town.”

AN UNDERLYING DESPERATION?

The next day, I headed back to the urban spread of Tokyo, first the Nagano, then the Shinkansen to Tokyo Station. Though the green mountains and smiling bears of Shinshu faded away as the bullet train sped eastwards, the experience of the Shinshu Destination Campaign still remained. Two days later, I received this email, a showing symbol of the entire campaign, from Miyasaka-san in Yudanaka:

Thank you for staying at Uotoshi Ryokan. I'm sorry I couldn't see you off this morning, but at least you got to see the morning show so that's good. If you ever get the chance to come to Yudanaka again, you must come see the *kyūdō* demonstration! I pray for your further safe travels.

-Miyasaka Kazuhisa²³³

Yet, there was something about my experience with the campaign that left me wondering. I had talked to many an official and many a local who were more than happy to regale me with the tales of the great tourism resources of Shinshu or its long history or its delicious food but had not come across any supplemental opinions on the campaign, no skepticism or questioning. The people of Shinshu seemed entirely supportive and involved in their Destination Campaign.

Furthermore, though I did not have the chance to interview locals or fellow participants about how this shared consciousness of campaign involvement had begun or what type of shift in thought and practice created it, it seemed, from my own experience, that the people of Shinshu, as far as I interacted with them for my four days on the campaign, were entirely mobilized, a prefectural army of tourism promotion participants.

²³³ Miyasaka KazuhisaMiyasaka, "Re: arigatō gozaimashita."

The Shinshu locals I encountered far exceeded the hospitality I had received the summer before in my travels to Matsumoto and Nagano. During the Destination Campaign, they had warmed my shoes and led me to their favorite neighborhood soba shops. The Shinshu merchandise I encountered during the campaign also far exceeded that of the summer before. Every city in Japanese has its local take on Hello Kitty and Doraemon but, for my time on the DC trail, the trinkets and souvenirs were unparalleled. Each convenience store and little shop had two walls covered with Shinshu-specific cellphone straps and candy bars, juice cans and sodas.

The campaign had penetrated every aspect of the tourist's life. This was a Shinshu mobilized for tourism, a Tourism Prefecture in the flesh. The local bellhops and waitresses in the hotels and restaurants just like the local businessmen and prefectural officials in the Executive Committee and the Nagano government were trying hard to enact a change towards tourism and towards economic revitalization. As individuals in a region experiencing downward trends in economic returns and tourist visitation, they were instrumentalizing the fall Shinshu Destination Campaign just as much as the prefecture itself was, for personal economic gain just as much as for prefectural.

With this perspective, the overflowing hospitality and souvenir racks of my four days in Shinshu began to take on a new meaning. The optimism and friendliness I had seen before as endearing and proud, I now saw as under the driving influence of some underlying desperation, an urgent and very real need for the DC to bring about the positive change and economic growth it strove for.

In implementing their own Destination Campaign and making the DC format their tool for financial betterment and Tourism Prefecture status, Shinshu, as a people and a prefecture, was hoping to revitalize their livelihood on a personal and national level: a Tourism Nation with Tourism Prefectures with Tourism Citizens.

CONCLUSION

Within the long history of Japanese domestic tourism, the Destination Campaign is a product of its time. Emerging from the “Discover Japan” apparatus that dominated the cultural attention of the Japanese public during the 1970s, the Destination Campaign presents a modern, post-bubble take, on its predecessor’s burden of remedying the social plight of the time. In the case of “Discover Japan,” this plight was the overbearing spiritual void of an economically miraculous and rapidly industrializing urban Japan. The Destination Campaign’s foe, on the other hand, is economic stagnation as it has crept into the cultural repositories of yesteryear. However, unlike the Japanese tourism campaigns of yesteryear, the Destination Campaigns are marked by their regionally-produced tourism infrastructure and strategies.

Of course, this regional focus is embroiled in a complex network of diverging and converging local and prefectural interests. The JR group with its primary goals of increasing the number of train tickets sold has only recently begun to recognize the significance a Destination Campaign holds for a peripheral region suffering from rural depletion and an aging populace and even still, as in the case of soliciting Hyogo Prefecture’s candidacy for DC region, cannot sit back completely passive as the destination region drives the DC vehicle to fruition.

The central government too has played a part in the mixed motivations of the Destination Campaigns even though it has left the actual implementation of

the campaigns in the hands of the regions themselves after the centrally sponsored rural revitalization efforts of the 1980s failed. Renewing their pledge to honor and promote tourism as a pillar of the Japanese economy and its growth industries as recently as March 8, 2011, the central government speaks of the missions of the Destination Campaigns as missions for the sake of the nation, revitalizing the regions so as to induce the rebirth of Japan as an economic power at home and on the international stage.

Nevertheless, though they are implemented on a national level and the JR group facilitates their publicity and transportation, Destination Campaigns belong to the regions. As Chapter 3 demonstrated, the region itself is the single greatest power behind every step of planning and implementation in the three years a prefecture has to exact their own Destination Campaign. It is the region's instrumentalization and prefecturally determined reinvigoration of the DC's standard form, a form that has been around for over thirty years, that makes each campaign unique and the stakes of each campaign so high.

From the Executive Committee down to the owner of Uotoshi Ryokan, the Shinshu Destination Campaign wholly mobilized the people of the prefecture to work as one towards regional economic revitalization. In the miles of banners, hundreds of Arukuma dolls, and one paper crane I found on my breakfast plate in Nagano, there was an almost tangible energy filling everything with the Destination Campaign spirit, a spirit that could make an ordinary nation a Tourism Nation and an ordinary prefecture a Tourism Prefecture.

In a sense, the people of Shinshu, and the people of every other region striving for *kankōrikken*, have done more than reappropriate the initially national,

than prefectural, now personal possibilities of the Destination Campaign. They have transformed the cultural business of travel into an economic tool that can be used by a region to try to pull itself up from the dregs of economic stagnation. What's more, the financial void of rural depletion and the aging crisis is not the only dire situation the DC can be wielded against.

Just days after the government's announcement of the extension of the Tourism Nation policy, a 9.0-magnitude earthquake struck off the northeastern coast of Japan causing a major tsunami. The damage of the tsunami, quite extensive in the Tohoku and Miyagi regions, suspended JR lines and put travel at a standstill. Damage from the tsunami also incited a nuclear crisis at the Fukushima power plants in the region. In a matter of days, the government that had excitedly welcomed foreign and domestic visitors to explore its Tourism Nation was warning tourists not to even land in Tokyo. Summer 2011's Destination Campaign, scheduled for Aomori, was not even accessible by train from central Japan.

Nevertheless, the people behind the Destination Campaigns have faith that not only will the campaigns of the future, Aomori's included, endure but that they will actually function, like the prefectural tool Shinshu created from its DC, to revitalize the region. As Suda Yasumasa stated, "From now on, through restoration of suspended service and support given to the area struck by the earthquake, our company can assist the revival and reconstruction of the region and its tourism industry. I think DCs should be used for this purpose."²³⁴

²³⁴ Suda, "Saikin no kankō jōkyō."

In this context of Destination Campaigns as economic remedy and tools of the prefectural revitalization agenda, it appears the focus of contemporary Japanese domestic tourism has finally fallen on the prefecture as its core implementative power. Even the government's hands-off approach to domestic Tourism Nation demonstrates a ceding of power to the region in the ultimate quest for national revitalization. In that sense, Japan, the government, and Japan, the nation, is investing its future, or at least its future as a revived economic power, in the hands of the prefecture. In Shinshu, Destination Campaigns have heralded the revitalization of the prefecture. In Japan, they have revitalized the age of the prefectures.

And most Japanese don't even know what a Destination Campaign is.

APPENDIX A: TABLE OF DESTINATION CAMPAIGNS 1978-2011

DESTINATION CAMPAIGNS 1978-2011

Time Period	Region	Catchphrase/Theme
1978: 11/1-3/31	Wakayama-ken	Glittering Kishūji
1979: 4/1-6/30	Mie-ken	Beautifully Ise-Shima
1979: 9/1-11/30	Aichi-ken	Expansive Sankawawan
1979: 1/1-3/31	Kyoto	First Kyoto Winter's <i>Tabi</i>
1980: 4-6	Nagano-ken	Refreshing Shinshu
1980: 7-10	Iwate-ken	Rich with Poetic Feeling Iwate
1980: 10/1-12/31	Gifu-ken	Meet by Chance Mino-Hidaji
1981: 10/1-12/31	Ishikawa-ken	Relaxed Kaga-Notoji
1982: 5-8	Yamagata-ken	<i>Benibana (red flower) Yamagata</i>
1982: 10/1-12/31	Niigata-ken	Rich Charming Niigata
1983: 4/1-6/30	Toyama-ken	Good people, good flavor, lively Toyama
1983: 7/1-9/30	Toyama-ken	“ ”
1984: 9-12	Akita-ken	Sincere Akita
1985: 4/1-6/30	Gunma-ken/Niigata-ken	More Gunma, Niigata
1985: 4-8	Tōhoku Region	All Nature Tōhoku
1988: 5-8	Yamagata-ken	<i>Benibana Yamagata</i>
1988: 1/1-3/31	Kumamoto-ken	SuperCharm Kumamoto
1989: 4/1-6/30	Fukui-ken	Connect with the Flavor Echizen Wakasa
1990: 4/1-6/30	Niigata-ken	Rich Charming Niigata
1990: 10/1-12/31	Kagoshima-ken	Just Like Flying Kagoshima
1991: 8/1-12/31	Kita-Tōhoku ²³⁵	Set Course for Kita-Tōhoku
1992: 7/1-9/30	Yamagata-ken	<i>Benibata Yamagata</i>
1993: 7/1-9/30	Niigata-ken	Rich Charming Niigata
1994: 4/1-5/30	Kita-Tōhoku	Set Course for Kita-Tōhoku
1995: 7/1-9/30	Fukushima-ken	Beautiful Island Fukushima
1996: 4/1-6/30	Toyama-ken	Lively Toyama
1996: 1/1-3/18	Niigata-ken	Rich Charming Niigata
1997: 4/1-6/30	Akita-ken	Akita Flower Circle
1997: 9/1-11/15	Kumamoto-ken	Let's Have a Good <i>Tabi</i>

²³⁵ The Kita-Tōhoku region is comprised of Aomori-ken, Iwate-ken, and Akita-ken.

		Magnificent nature Kumamoto
1997: 1/1-3/18	Ibaraki-ken	Leisure Space Ibaraki
1998: 7/1-9/30	Kita-Tōhoku	Set Course for Kita-Tōhoku
1998:10/1-12/31	Nagano-ken	Refreshing Shinshu
1998: 1/1-3/31	Fukushima-ken	It's Got Real Sky Beautiful Island Fukushima
1999: 4/1-6/30	Tochigi-ken	Peaceful Tochigi
1999: 7/1-9/30	Fukui-ken	Connect with the Flavor Echizen Wakasa
1999: 10/1-12/31	Fukuoka-ken	N/A
1999:1/1-3/18	Shiga-ken	One, Two, Three, Shiga
2000: 4/1-6/30	Shizuoka-ken	OPEN! Shizuoka
2000: 7/1-8/30	Yamagata-ken	Deeply Moved by the Four Seasons Yamagata
2000: 9/1-11/30	Yamanashi-ken	Throbbing Seasonal Feeling! Yamanashi Romance Highway
2000: 12/2-3/18	Kyoto	Kyoto Winter's <i>Tabi</i>
2001: 4/1-6/30	Fukushima-ken	It's Got Real Sky Beautiful Island Fukushima
2001: 7/1-9/30	Yamaguchi-ken	Kirara Country New Breath. Come to Yamaguchi
2001: 10/1-12/31	Niigata-ken	Rich Charming Niigata
2001:1/1-3/18	Kyoto	Kyoto Winter's <i>Tabi</i>
2002: 4/1-6/30	Ibaraki-ken	Leisure Space Ibaraki
2002: 7/1-9/30	Saga-ken	Go to SAGA
2002: 10/1-12/31	Hokkaido	Banquet Parlor Hokkaido
2002: 1/1-3/18	Kyoto	Kyoto Winter's <i>Tabi</i>
2003: 4/1-6/30	Kita-Tōhoku	Set Course for Kita-Tōhoku
2003: 7/1-9/30	San'in ²³⁶	Discover Your San'in
2003: 10/1-12/31	Shikoku ²³⁷	Hometown of the Heart, To Soothing Shikoku
2003: 1/1-3/21	Kyoto	Kyoto Winter's <i>Tabi</i>
2004: 4/1-6/30	Kumamoto- ken/Kagoshima-ken	Full Speed Ahead to Carefree. Kumamoto Kagoshima
2004: 7/1-9/30	Yamagata-ken	Delicious Yamagata
2004: 10/1-12/31	Wakayama-ken	So Much "Ooh!" Yamagata
2004: 1/1-3/21	Kyoto	Kyoto Winter's <i>Tabi</i>
2005: 4/1-6/30	Aichi-ken	It's All a Fair. Aichi
2005: 7/1-9/30	Fukushima-ken/Aizu	Aizu, First-Rate Japan
2005: 10/1-12/31	Hiroshima-ken (100 th DC)	Niiice Hiroshima
2005: 1/1-3/31	Kyoto	Kyoto Winter's <i>Tabi</i>
2006: 2/1-4/30	Chiba	Flower and Sea Heart Feels at Ease

²³⁶ San'in is a region on the west coast of Japan that includes Shimane-ken, Tottori-ken, and parts of Yamaguchi-ken.

²³⁷ The island of Shikoku is comprised of Ehime-ken, Kagawa-ken, Kōchi-ken, and Tokushima-ken.

		Chiba <i>Tabi</i>
2006: 4/1-5/31	San'in	Discover Your San'in
2006: 6/1-8/30	Hokkaido	One by one, hospitality flowers. Flower <i>tabi</i> Hokkaido
2006: 9/1-11/30	Kyushu ²³⁸	Emotions. Stories. Kyushu
2006: 12/1-2/28	Kyoto	Kyoto Winter's <i>Tabi</i>
2007: 4/1-6/30	Okayama-ken	Certainly new discovery, more rediscovery. Okayama <i>Tabi</i>
2007: 7/1-9/30	Kita-Tōhoku	Another Japan Kita-Tōhoku
2007: 10/1-12/31	Gifu	One <i>Tabi</i> , Two <i>Tabi</i> , Gifu <i>Tabi</i>
2007: 1/1-3/31	Kyoto	Kyoto Winter's <i>Tabi</i>
2008: 4/1-6/30	Yamanashi-ken	The Weekend in Yamanashi
2008: 7/1-9/30	Yamaguchi-ken	The First Time But Already Nostalgic. Come to Yamaguchi
2008: 10/1-12/31	Sendai-Miyagi	Flavorful Country Elegant <i>Tabi</i>
2008: 1/1-3/31	Kyoto	Kyoto Winter's <i>Tabi</i>
2009: 4/1-6/30 ²³⁹	Hyōgo-ken	A Hyōgo That Wants to Meet You
2009: 7/1-9/30	Yokohama	The Story Begins. Yokohama
2009: 10/1-12/31	Niigata-ken	Delicious Full Niigata
2009: 1/1-3/31	Kyoto	Kyoto Winter's <i>Tabi</i>
2010: 4/1-6/30	Nara-ken	First Time in Nara, Emotion All Around
2010: 10/1-12/31	Nagano-ken	Let's walk the unknown. Shinshu
2010: 1/1-3/21	Kyoto	Kyoto Winter's <i>Tabi</i>
2011: 4/1-6/30	Aomori-ken	A Moving <i>Tabi</i> , New. Aomori
2011: 7/1-9/30	Gunma-ken	More Heart Gunma. Excited Experience New Discovery.
2011: 10/1-12/31	Kumamoto- ken/Miyazaki- ken/Kagoshima-ken	So Much Leisure, A <i>Tabi</i> of Such Feeling

Source: Created by William Myers, based on data from
<http://ja.wikipedia.org/wiki/DESTINATIONキャンペーン>.²⁴⁰

²³⁸ The island of Kyushu is comprised of Fukuoka-ken, Saga-ken, Kumamoto-ken, Nagasaki-ken, Ōita-ken, Kagoshima-ken and Miyazaki-ken.

²³⁹ In honor of the Japan-American Treaty of Amity and Commerce (1858), all the destinations in 2009 were port cities (Kobe, Yokohama, and Niigata).

²⁴⁰ Though this list is incomplete, it is fairly comprehensive, particularly for the last fifteen years.

APPENDIX B: MAP OF THE SHINSHU AREA

▶ 信州エリアマップ

Area Map

信州を6つのエリアで紹介します。
6エリアはそれぞれに個性あふれ、
何度足を運んでも、新しい発見に出会えます。

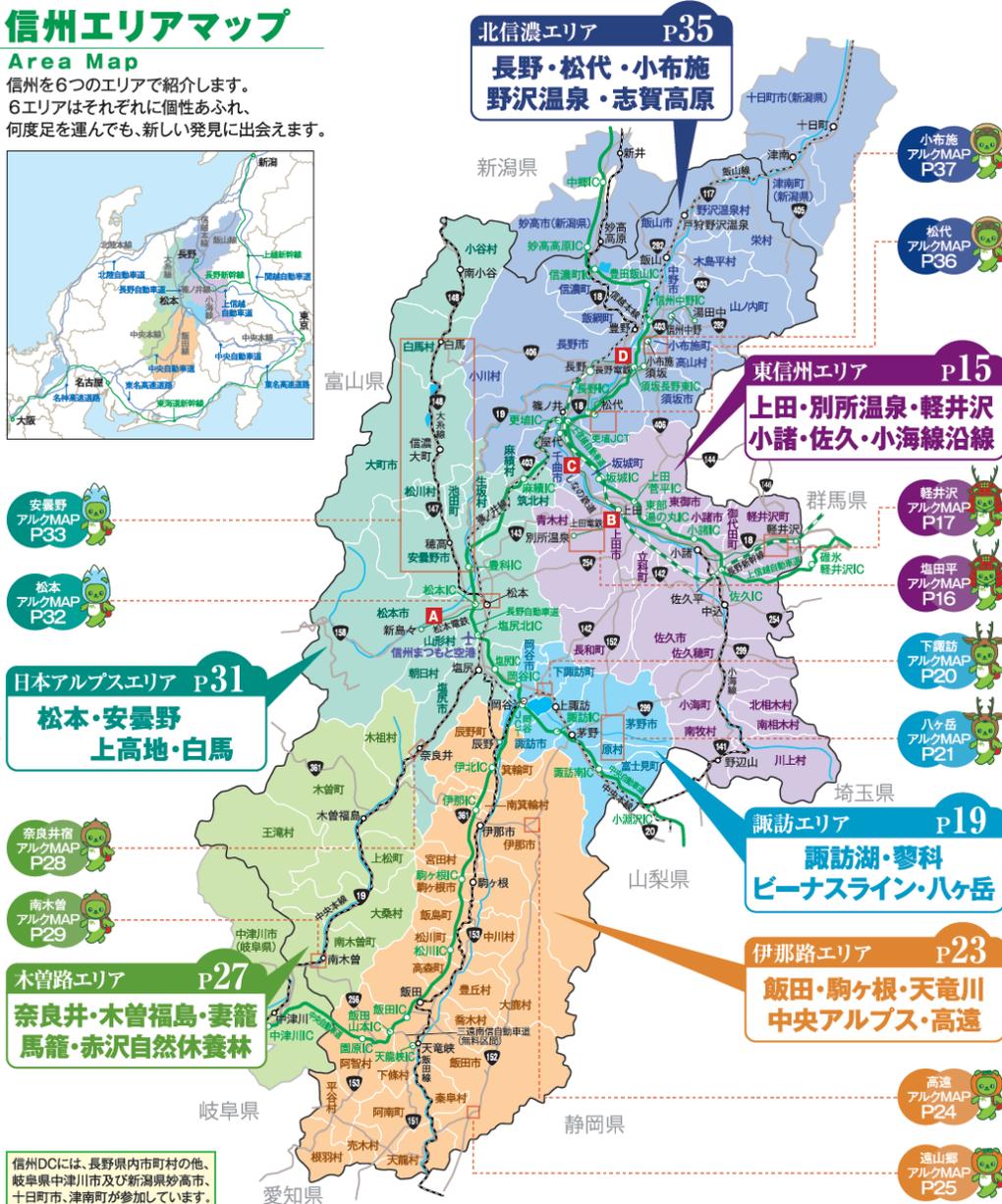


Figure 31 Nagano Prefecture and its six areas (listed clockwise, from top): North Shinano, East Shinshu, Suwa, Inaji, Kisoji, and the Japanese Alps. The smaller map in the upper right hand corner situates Nagano within the geographical context of central Japan. Map found in the Official 2010 Shinshu Destination Campaign Guidebook.

APPENDIX C: THE POSTERS OF THE 2010 SHINSHU DC



Figure 32 Five of the DC's Arukuma posters and the cover of the Official Guidebook (source: <http://axelpikey.blog129.fc2.com/blog-date-20101126.html>)

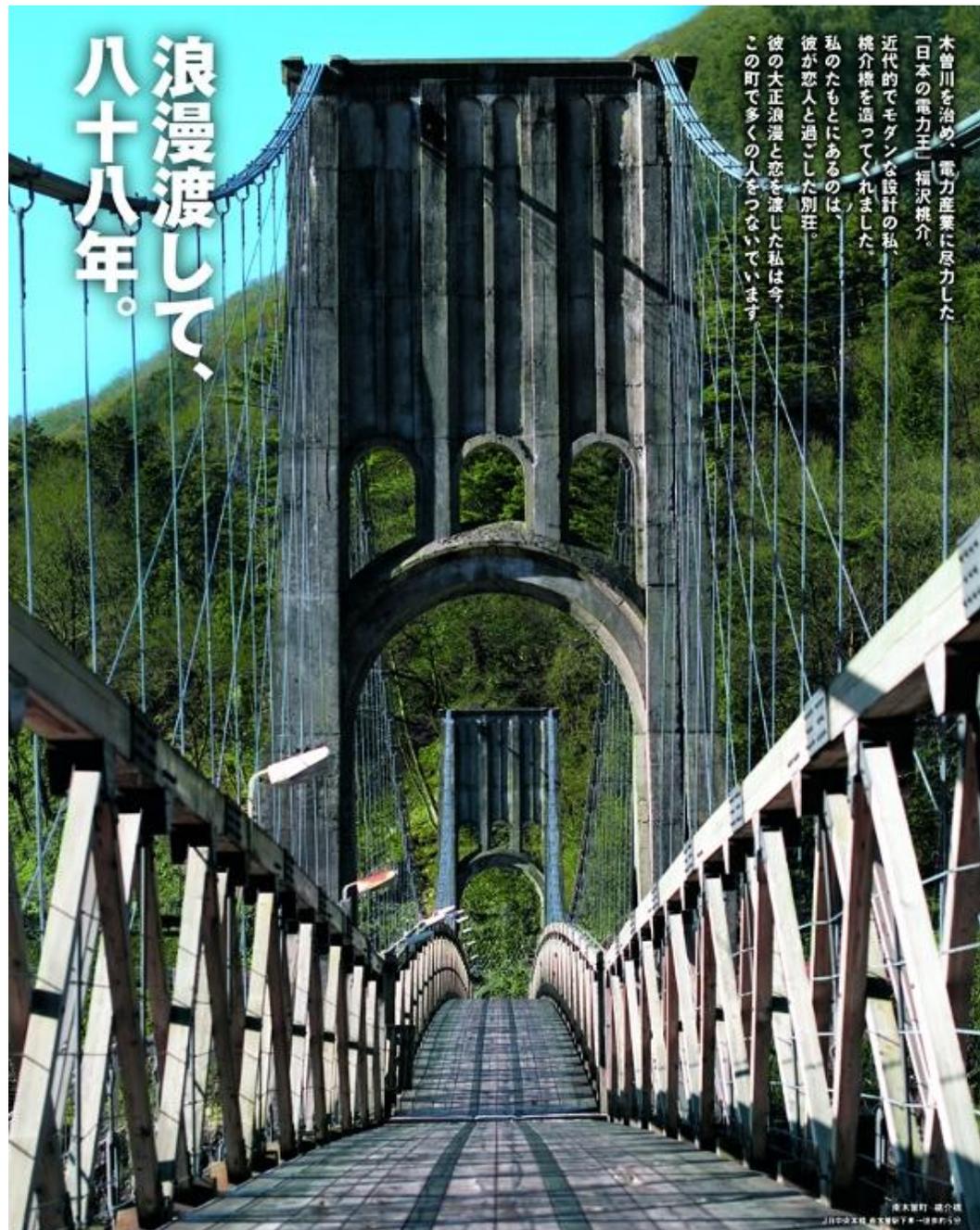
The Shinshu DC posters fit into three major categories: first, those that feature Arukuma “discovering” the major cultural/historical/natural hotspots of Shinshu; second, those that target a more mature, adult audience (“As an adult, this is something I want to do;” “*Otona ni nattara, shitai koto*”); and, third, those that show an unadorned snapshot of a Nagano attraction accompanied by a caption that uses the word, “*nen*” (年), or “year” as a trope. The five posters of Figure 32 as well as that of Figure 33 are the first type. They place Arukuma in five different areas of Shinshu—floating down the Tenryū River, walking through historic Kisoji, hiking along the abandoned tracks of the old National Railways Shino Line, observing the snow monkeys of Jigokudani, and measuring up to the pagoda of Anraku Temple. Each poster asks a different question about Arukuma’s ongoing quest to rediscover the charm of Shinshu and oneself: “Where is here?” “When is now?” “What is just beyond?” “Who are you?” “What is this?”



Figure 33 Another Arukuma poster, the bear looks down upon Nagano City: “Where’s that, over there?”(source: http://blog.livedoor.jp/gen1518/archives/cat_50014562.html)



Figure 34 An “Adult Holiday” (“*Otona no kyūjitsu*”) poster: a middle-aged woman admiring Togakushi



未知を歩こう。信州

信州デスティネーションキャンペーン 2010.10.1 - 12.31

ようこそ 信州へ
『さわやかにもてなそう』観光運動実施中!!

信州の心動
信州の観光情報はこちらから

私たちは、今、信州にお越しになるお客様を、温かくお迎えする観光運動を実施しています。観光等のお悩みを「また信州を訪みたい!」と感じていただけるような魅力あふれる長野県を皆様にご紹介します。

詳しくは、信州ICの公式サイトをご覧ください。
URL: <http://www.nagano-taki.net/scr/scr/>

長野県観光情報センター (長野県観光情報センター) 電話 020-235-7254

Figure 35 A “Year” Poster of Momosuke Bridge: “Crossing Kanmon, 88 years” (source: http://tokuhain.arukikata.co.jp/nagano/2010/04/post_26.html)



Figure 36 “Year” Posters of satellites in Yatsugatake and a Hokusai painting in Obuse

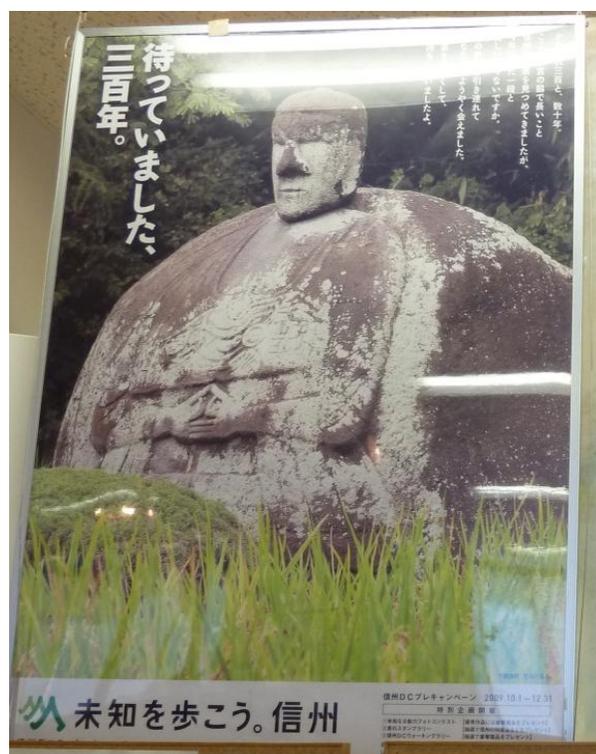


Figure 37 A “Year” poster for the Manji Buddha

The “year” posters (Figures 35, 36, and 37) are the least sensationalistic of the bunch. Each presents one clean cut scene of Shinshu, be it satellite field or painted mural, and ties that image into the historical timespan of the region with a reference to “year.” For the poster of Hokusai’s art in Obuse (Figure 36), the text is simple: “Calling upon Hokusai, 160 years.” The Manji Buddha poster (Figure 37) also plays up its long-spanning history: “It’s been waiting, 300 years.” Perhaps the most interesting “year” poster is that of the Yatsugatake satellites (Figure 36). Though the satellites do not have the historical significance of the images around them, they utilize the “year” trope to fit into a broader Shinshu chronology: “Listening closely, 11 million light-years.”



Figure 38 Four local posters found in the Nagano City Nagaden Station



Figure 39 A Nature Walk and Bus Tour poster and a Soba-themed Food Stamp Rally poster both found in the lobby of the Matsumoto Tōkyū Hotel

信州をめぐって、抽選で特産品をget!

めざせ!
ぐるっと
キング!

信州ぐるっと
ミケタイキャンペーン2010

キャンペーン期間
2010年3月1日~2011年3月31日

携帯電話を利用したポイントラリーに参加しませんか!

食 温泉 歴史

ポイントラリー キャンペーン参加施設(リリーススポット)をめぐろう!

ポイントラリーの期間

信州ぐるっと「ミケタイ」キャンペーン2010に参加するためには
長野県観光情報携帯サイト「信州ナビ助」への会員登録(無料)が必要です。会員登録をすとプレゼント等の特典が沢山あります。
個人会のメアドに会員登録プレゼント(別途登録費や信州の特産品等)をゲット!おトクな会員登録クーポンの提供など

詳しくはキャンペーン携帯サイトをご覧ください【信州ナビ助】<http://navi-suke.jp/>

長野県観光情報携帯サイト 020-235-7254 (社)信州-長野県観光協会 020-234-7165

信州

Figure 40 A poster for the DC's "All Around Shinshu Cellphone Campaign" ("Shinshu gurutto ketai kyanpēn") featuring Navisuke



Figure 41 Cellphone Campaign bar code
(source: <http://nihonichi.nagano-ken.jp/e2564.html>)

Interspersed amongst the plethora of more straightforward Shinshu publicity, posters of Navisuke and the Cellphone Campaign (Figure 40) reminded visitors to check in to the facilities around them by taking a picture of bar codes like that in Figure 41 and uploading them to the Shinshu Navisuke website, navi-suke.jp. For every three check-ins, the visitor was entered to win a prize. Across the entire Nagano region, there were 750 check-in sites, ranging from *onsen* to restaurant.



Figure 42 A JR poster for the DC on the wall of a train station in Hamamatsu, Shizuoka

As a nationwide campaign, the Shinshu DC was publicized throughout Japan, particularly in locations where the JR group holds sway. The poster in Figure 42 was on the wall of a fairly small, local JR station on the outskirts of Hamamatsu, over 150 miles from the location of the photograph in the poster. Embodying the DC's focus on walking and the discovery of the unknown, the English-language text of the poster reads, "Walk in Shinshu," while the Japanese reads, "To the depths of Shinshu. To the center of myth." The images of all these different Shinshu DC posters were also broadcast through television coverage (Figure 43).



Figure 43 A pressing interview with “popular figure” Arukuma is announced on the Shin-etsu Broadcasting station’s daily news (source: <http://naganouradoori.blog133.fc2.com/blog-entry-463.html>)

APPENDIX D: TRANSLATION OF THE SHINSHU DC OUTLINE OF IMPLEMENTATION

1. Shinshu DC Outline

The Shinshu DC is a nation-wide, large-scale tourism campaign facilitated by the cooperation of the region and the JR group. This is the first campaign held in Nagano in 12 years and it is the fourth Nagano campaign ever. By polishing nearby tourism resources (an introduction to the charm of a Shinshu that is as yet unknown) and “*omotenashi*” (hospitality), we will welcome incoming guests from the bottom of our hearts.

(1) Campaign Period: October 1, 2010 (Friday)-December 31, 2010 (Friday)

(2) Participating Areas: All of Nagano Prefecture as well as Myōkō City and Tsunan Town, Niigata Prefecture and Nakatsugawa City, Gifu Prefecture

(3) Catchphrase: “Let’s walk into the unknown. Shinshu”

1. Shinshu has many discoveries one can find by walking. “The road not yet known is a treasure trove.”
2. It’s not just the hiking and trekking experience of “walking in the midst of nature;” the catchphrase also widely introduces the “walking downtown” experience that touches on the region’s history, culture, and way of life while still publicizing the charm of a Shinshu we do not yet know.

[Logo]



• The design is comprised of a Shinshu mountain range and the legs of people walking cheerfully.

- By using perspective, the “charm of the as yet unknown,” always a little ahead, is represented.

(4) Mascot Character (*Arukuma*; “walking bear”)

Arukuma is a very rare bear appearing only in Shinshu.



Even though he's a bear, he's sensitive to the cold so he always wears a hat on his head. Even though he's a bear, he likes to travel so he always wears a rucksack on his back. Walking all over (*kumanaku*) Shinshu u, he lives to spread the charm of Shinshu u all over (*kumanaku*) the world. (He publicizes the Shinshu u DC in various places!)

(5) Shinshu u DC Numerical Targets

1. Targets for the Campaign Period (October-December 2010)
 - Number of Tourists 17,000,000 people or more (10% increase over last year)
 - Consumer Profits ¥64,000,000,000 (10% increase over last year)
2. At least 3 out of every 4 tourists (75%) who visit during the period will be "satisfied."
3. All staff, officials, and people engaged in the Shinshu u DC will "satisfy" visitors.

2. Features of the Shinshu DC

The Shinshu u DC's points of appeal are "The As Yet Unknown," "Walking," "Food," and "Hospitality."

- (1) "The As Yet Unknown" We introduce the charm of a new Shinshu u, one still unknown.

Starting by honing the needs of sightseeing, we will shift focus onto sightseeing components latently rich in charm and bring new tourism resources to light.

Examples:

Anraku Temple Octagonal Three-Story Pagoda (Ueda City), Manji-era Stone Buddha (Shimosuwa City), Shimokuri Village (Iida City), Momosuke Bridge (Nagiso Town), Old National Railway Shino Line Abandoned Tracks (Azumino City), Obasute Terraced Rice Fields (Chikuma City)

*There are more than 200 recommended "as yet unknown sightseeing spots" in all the region's cities, towns, and villages.

- (2) "Walking" We suggest an at-ease, restful "walking" travel style. Orienting towards the health of seniors and women, we will widely introduce walking in the middle of nature and walking downtown, and we will enjoy Shinshu's various charms while walking restfully. Examples:

Michi o arukō! Nakasendō (one of 5 Edo-era highways) Walk, Chikuma Headwaters Walk (Kawakami Village), Yatsugatake Mountain Base Super Trail, Around Downtown Walking Course (Kamiina Area), Nakasendō Kiso Walk Eleven Nights, Hakuba Nordic Walking, *Arukō sa ii yama* (let's walk a good mountain)

* There are 147 Shinshu DC Walking Rally events!

- (3) “Food” We offer “food” unique to Shinshu u and brimming with charm.

Hometown cooking and local cuisine, cuisine using at ease, safe Shinshu ingredients, we offer “food” unique to Shinshu, brimming with charm.

Examples:

Sweet! Shinshu u Local Gourmet Assembly (Nagano, Matsumoto, Iida, Ueda), Anyou Temple Ramen (Sakushi City), Game/Hunt Cuisine (outside of Chino City), Famous/Specialty Rice Bowls (Inaji Area), Chestnut Mochi (Kisoji Area), Kurobe Dam Curry (Ōmachi City), Oshibori Udon (Sakaki Town)

*There are 200 participating institutions in the All Around Shinshu Food Festival Campaign.

- (4) “Hospitality” We warmly welcome visiting guests.

We strive for a rise, prefecture-wide, in hospitality and we welcome visiting guests warmly.

Examples:

“Let's make them welcome refreshingly Prefectural Citizen's Movement,” Shutter Man (Ueda City), Shimosuwa Tour Guide, Komagane Volunteer Tour Guide, Period Costume Hospitality (Nagiso Town), Matsumoto Station Front Tourism Concierge, Spa Village Marugotera Group's Hospitality (Yamanouchi Town)

* 61,000 participants have declared participation in the “Let's make them welcome refreshingly Prefectural Citizen's Movement” (as of September 17).

3. Shinshu DC Hospitality Special Projects

*With 8 Hospitality Special Projects, we will enliven the Shinshu DC.

(Special Project 1) Shinshu DC Walking Rally (9/11-12-26)

Starting the “Let's walk the as yet unknown! Nakasendō walk,” from the 147 target events such as walking events sponsored by cities/towns/villages (municipal sponsorship), people who attend more than 2 will be given the present of a lodging coupon/ticket by lottery.

(Special Project 2) All Around Shinshu u “Cellular” Campaign 2010 (10/1-12/31)

We will be giving Shinshu's special products out by lottery as presents to those who register as a member (for free) on the Cellphone site "Shinshu Navisuke" and collecting three points at the 777 target facilities.

(Special Project 3) Sweet! Shinshu Local Gourmet Assembly!!

At 4 venues within the prefecture, local gourmets from throughout Shinshu will gather for events.

Nagano Venue 10/2(Sat)-10/3(Sun) All Nagano Fall Festival in Big Hat Venue/ Big Hat (Nagano City)	Matsumoto Venue 10/23(Sat)-10/24(Sun) Venue/ Yamabiko Dome (Matsumoto City)
Iida Venue 10/30(Sat)-10/31(Sun) Venue/ Iida City	Ueda Venue 11/6(Sat)-11/7(Sun) Shinshu Ueda Venue/ Ueda

(Special Project 4) All Around Shinshu Food Festival Campaign (9/1-12/31)

With 200 target facilities such as Nagano Prefectural roadside stations and farm product direct sales locations, we will be giving Shinshu's special products out by lottery as presents to people who collect 3 stamps from rating participating menus and purchase farm products.

(Special Project 5) Shinshu 58 Town and Village Harvest Festivals (July-December)

We will be holding events for crops unique to this season and collected from the proud farm products of all over the prefecture.

(Special Project 6) Overnight Campaign Improve the Heart/Mind and Body Shinshu (9/1-12/31)

We will be giving Shinshu's farm products and lodging coupons by lottery as presents to people who stay in the approximately 600 target facilities. Then, we will display hospitality through such things as city walking information and original health longevity "Maazu Cuisine."

(Special Project 7) "Michi o arukō. Shinshu" Photo Contest (9/1-12/31)

The theme is "Rediscover Shinshu's Charm." We await the appreciation of not just skillful photo pieces but untrained, interesting photos as well.

(Special Project 8) All Around Shinshu "Station" Stamp Rally (10/1-12/31)

We will be giving a prize by lottery to people who collect 3 stamps from inside the prefecture's 43 JR and private line stations.

Hospitality Topics

- I. Shinshu DC Special Event “*Michi o arukō!* Nakasendō Walk”
 - i. The Nakasendō goes from Karuizawa (forked road) to Kiso passing through Shimosuwa. As many travelers once walked this journey, we are holding a special Shinshu DC event.
 - ii. For this event, we are preparing 7 courses to walk Nakasendō. Picking a course that matches with your schedule or trying all the courses, either way, you can have a lot of fun.
- II. With the Shinshu DC, we’re bringing international visitors inbound as well.
 - i. At Narita Airport’s JR East Foreigner Travel Center, we will be giving a Zagat English Edition and Japanese Edition Nagano Prefecture Tourism Map to overseas guests who come and use the JR EAST PASS SPECIAL (JR East Lines and valid private lines in the prefecture), sold by JR East only during the campaign period.
 - ii. Then, in Nagano, Matsumoto, Ueda, Karuizawa, Ōmachi, and Yamanouchi at designated tourism information places, if one present their JR EAST PASS SPECIAL, we will give you a teeny present (*choppiri purezento*) (as supplies last).
- III. Let’s Make Them Welcome Refreshingly Prefectural Citizen’s Movement
 - i. In order for all guests to feel from their hearts “I’m glad I came. I want to visit again,” we will carry out the “Let’s Make Them Feel Welcome Refreshingly” Prefectural Citizen’s Movement which attracts with the hospitality found prefecture-wide.
 - ii. As of September 17, 1615 groups and 61,216 people have already registered and many prefectural citizens welcome you with the hospitality in their hearts.
 - iii. Then, before the opening night of the Shinshu DC, cooperating with the environment beautification movement, we put the “tourism area beautification activity” into practice in 30 locations in the prefecture and, with a refreshing feeling, welcomed the DC season.

4. Train and Station Hospitality Projects

- I. “Resort View Furusato” Debut

- II. Various Event Train Operations
 - III. Station Renovation and Welcome Decorations
 - IV. Tourist Excursion Bus “View Bus” Service
 - V. Development of a Holiday Club CM for Adults
 - Other Hospitality Projects
 - Production and Sales of Special Train Station Bento Boxes for the Shinshu DC
 - Cosponsor a Drink with Kirin Beverage Corporation
 - Holding a Festival Throughout Tokyo Station
 - Holding a Big Thanksgiving Shinshu u Festival with Food
5. Advertisement PR and Provision of Information
- I. 5-Set of Advertisement Posters
 - II. Official Guidebook
 - III. Television CM
 - IV. Separate “Travel Notebook” Shinshu Feature Set
 - V. Shinshu DC Official Website
 - VI. Tourism Cellphone Site “Shinshu Navisuke”
 - VII. Establishment of Shinshu DC Comprehensive Information Desk



Figure 44 Model of the Shinshu DC Comprehensive Information Desk

APPENDIX E: EMAIL CORRESPONDENCES

FIRST EMAIL SENT BY AUTHOR TO JAPANESE CONTACTS (2/21/2011)

突然お便りする失礼お許してください。

アメリカのプリンストン大学のアジア研究学部の四年生のウィリアム・マイヤーズと申します。日本のデスティネーションキャンペーン（DC）をテーマとして卒業論文を書いております。この冬、日本に行き 信州DCを実体験し いくつか面接をしたりいたしました。信州DCや一般的なDCのことについて情報がもっと必要だということがはっきりいたしました。DCについていくつか教えていただきたいことがあり この手紙を差し上げております。

まず、DCがどういうことから始まったか歴史を教えてくださいませんか。たとえば、インターネットによりまずと初めてのDCは1987年の仙台宮城のだったそうですがこれは正しいでしょうか。どのようにしてDCのシステムが始められたのでしょうか。JRグループの影響はどうだったのでしょうか。

DCの主な目的は何でしょうか。経済的な目的は？文化的な目的は？キャンペーンはどんな人たちを取り込もうとしていますか。インバウンド（国際から日本へ）のことですか。地域的なことですか。

旅館はタイや中国やフィリピン等の南アジアのお客が多いと言っていますが 日本人の観光客を招致するためにすることと 外国からの観光客を招致するためにすることと何か違いがありますか。僕が会ったDCの関係者は自然のテーマ（紅葉、秋の形式、山菜、アルクマ、等）や近代化のテーマ（新しいリゾートビューふるさとという列車、パラボラアンテナ、等）を挙げましたので何うのですが DCの中で、西欧（西洋）的なものと 日本の伝統的なことはどんな役割をしていますか。現代と伝統の間、日本らしさと西洋の間に、どんな関係がありますか。どんなキャンペーンですか。

全国の観光産業の中で、DCはどのような役割をしていますか。日本政府や政府関係の団体はDCの実施を手助けしてくれたでしょうか。あるいは反対に規制しようとしたでしょうか。

この質問のほかにも、DCを完全に理解するために役立つと思われる情報を提供していただけますでしょうか。

お忙しい中を突然勝手なお願いを致しますが お返事いただければありがたく存じます。

ウィリアム・マイヤーズ

RESPONSE FROM FUJII HIDEHARU, CHIEF OF TOURISM PROMOTION, HYOGO PREFECTURE (2/23/2011)

ウィリアム・マイヤーズさんへ

兵庫県観光振興課長の藤井(Fujii)と申します。

ご質問について簡単にご報告します。

DC (Destination Campaign) とは、Japan Railway(JR) と Local Government

とが実施する観光キャンペーンで、JRグループの利用促進が目的ですので、基本的には国内向け観光キャンペーンです。でも、海外からの観光客も、J-Rail Pass を使われる方も多いことから、対象になるとは言えます。過去の経緯はJRに問い合わせないと詳しくわかりませんが、昔は「Discover Japan」と呼んでいました。

兵庫県は、今回のDCが初めてで、当時のキャンペーンを実施しておりません。また、自然と人が集まる「東京都」と、JRが走っていない「沖縄県」は、このキャンペーンを実施しておりません。ということで、その歴史や経緯などの詳細については、JR各本社へ問い合わせをされる方が良いと思います。なお、兵庫県のDCについては、観光振興課のキャンペーン担当から情報提供させていただきますので、よろしくお願いします。

藤井英映 Hideharu Fujii
兵庫県観光振興課長

RESPONSE FROM MIZUGUCHI NORIHISA, ASSISTANT MANAGER OF HYOGO PREFECTURE INDUSTRY AND LABOR DEPARTMENT (IN CHARGE OF TOURISM PROMOTION DIVISION) (2/25/2011)

ウィリアム・マイヤーズ様

JRが実施しているデスティネーションキャンペーンに兵庫県でも平成21年4月～6月に初めて参加しました。

兵庫県には、神戸ビーフ、姫路城、有馬温泉、城崎温泉など、全国的に有名な観光素材があります。

また、日本では、最近、「着地型観光」という言葉がはやりになっています。

これは、地域が主体的に観光素材を掘り起こして、観光客を受け入れようとする活動です。

デスティネーションキャンペーンも、そうした「着地型観光」を進める手法になっています。

<http://www.gakugei-pub.jp/judi/semina/s0810/cha005.htm>

ニューツーリズムという言葉、日本の観光の流れです。

<http://tabihatsu.jp/special/newtourism/>

日本は高度経済成長期、団体旅行が主流でしたが、最近では、個人旅行にシフトし、また、その楽しみ方も多様化してきています。特に、体験型の旅行も増えてきています。

最近作成したひょうご旅ネットというサイトです。参考にご覧ください。

<http://www.hyogo-tabi.net/>

他にも必要なことがあれば遠慮なく、ご連絡ください。

兵庫県
水口

RESPONSE FROM MIZUGUCHI NORIHISA (2/28/2011)

ウィリアム 様

「交流人口の拡大」と「地域経済の活性化」ということばキーワードになっています。

これは政府の内閣府が作った資料です。参考になると思います。

http://www5.cao.go.jp/j-j/cr/cr08/chr08_3-2-2.html

日本では「限界集落」が課題になっているように、都市部に人口が集中し、農村部では人口が減少しています。これによって、農村部の集落が消滅して行っています。

<http://mainichi.jp/select/wadai/news/20110223k0000m040166000c.html?inb=ra>

日本の食料自給率は約40%ですが、農村部で、お米や野菜が作られています。その担い手は高齢者が多く、また、仕事も少ないため、若者は都市部に出て大学に行き、就職して、家庭を持ちます。

こうした中で、都市部と農村部の交流する人口を増やすことによって、農村部の地域経済の活性化につながることを期待されています。その役割として、観光施策が注目されているわけです。

また、日本は少子高齢化が進んでおり、経済活動は縮小する傾向にあります。兵庫県には有馬、城崎温泉など、全国でも有名な温泉地がありますが、団体客の減少など、観光客が減少する傾向にあります。

日本では、中国をはじめ、海外からの観光客の誘客について、観光庁、各地域が観光客の誘致を行っています。

<http://www.mlit.go.jp/kankocho/kankorikkoku/index.html>

こうした状況の中で、日本において、最近、「観光の取り組み」が注目されています。

水口

RESPONSE FROM NISHIZAWA HIROKI, CHIEF AID, SHINSHU CAMPAIGN EXECUTIVE COMMITTEE OFFICE (2/28/2011)

ウィリアム・マイヤーズ 様

長野県庁観光振興課の西沢と申します。

デスティネーションキャンペーンへのお問い合わせにつきまして、順次、お答えします。

まず、DCがどういうことから始まったか歴史を教えてくださいませんか。たとえば、インタ-> ネットによりますと初めてのDCは1987年の仙台

宮城のだったそうですがこれは正しいでしょうか。どのようにしてDCのシステムが始められたのでしょうか。JRグループの影響はどうだったのでしょうか。

デスティネーションキャンペーンは結構、歴史の古いキャンペーンで、1978年の和歌山DCが最初だったと聞いています。

DCの主な目的は何でしょうか。経済的な目的は？文化的な目的は？キャンペーンはどんな人たちを取り込もうとしていますか。インバウンド（国際から日本へ）のことですか。地域的なことですか。

DCはJRグループと地域が連携して行う大型観光キャンペーンです。地域では観光素材の掘り起こしやイベントを行い、JRグループの情報発信力を通じて、全国へ大々的なPRを行う。というのが基本的な枠組みです。目的は一言でいうとその地域に多くのお客様に訪れていただくということになりますが、DCを通じて地域の観光素材の見直しを行うという側面もあります。インバウンドについても一定の取組を行いますが、主には国内市場を念頭にPRを行っています。

旅館はタイや中国やフィリピン等の南アジアのお客様が多いと言っていました。日本人の観光客を招致するためにすることと外国からの観光客を招致するためにすることと何か違いがありますか。僕が会ったDCの関係者は自然のテーマ（紅葉、秋の形式、山菜、アルクマ、等）や近代化のテーマ（新しいリゾートビューふるさとという列車、パラボラアンテナ、等）を挙げましたので何うのですがDCの中で、西欧（西洋）的なものと日本の伝統的なことはどんな役割をしていますか。現代と伝統の間、日本らしさと西洋の間に、どんな関係がありますか。どんなキャンペーンですか。

外国からのお客様にPRする場合と、国内のお客様にPRする場合とで原則的な部分での違いはあまりありません。ただし、国内のお客様は何度も訪れるリピーターの方が多いため、長野県の新しい魅力、今まで知られていなかった魅力をよりPRしていく必要があります。

全国の観光産業の中で、DCはどのような役割をしていますか。日本政府や政府関係の団体はDCの実施を手助けしてくれましたでしょうか。あるいは反対に規制しようとしたでしょうか。

DCはおそらく日本国内では一番大きな観光キャンペーンだと思います。日本政府からDCに対しての直接の支援はありません。また、規制ということもありません。

この質問のほかにも、DCを完全に理解するために役立つと思われる情報を提供していただけますでしょうか。

以上は、昨年実施した「信州DC」の状況について記載させていただきました。DCについては開催する地域によっても状況が異なります。

DC全体についての情報ということならば、JRグループの広報窓口、例えば、JR東日本長野支社販売促進課（ya-suda@jreast.co.jp）などにお問い合わせいただくのがよいと思います。

以上、お問い合わせに対する回答とさせていただきます。
よろしく願い申し上げます。

**RESPONSE FROM SUDA YASUMASA, JR EAST NAGANO OFFICE,
TRANSPORTATION BUREAU, SALES PROMOTION DIVISION (3/1/11)**

ご連絡いただきありがとうございます。JR東日本長野支社の須田と申します。

ご質問いただきました件につきましては、先日、長野県観光部からもお話をいただき、こちらにも回答をしておりますので、重複するかもしれませんがご容赦ください。

以下、長文になりますがご参照ください。宜しく願いいたします。

【重要】

DCは開催地ごとに目的や内容が異なります。
今回の回答が全てのDCに共通しているというものではありません。
信州DCでの事例としてご覧ください。

*****回答*****

■DCの歴史

- ・1978年、日本国有鉄道（当時）が開催地の知名度を向上させ、観光誘発を図ることを目的に開始。
 - <補足>和歌山県が最初の開催地。
- ・以後、年に3～4箇所で開催（1箇所につき3ヶ月開催が基本）。
- ・日本国有鉄道からJRへの分割民営化後も、各地域で営業するJR旅客各社が幹事となり、開催を継続。
- ・30年以上の歴史を持ち、信州DCは第120回目の開催地。
 - <補足>長野県を開催地とするDCは今回が4回目。

■DCの目的

- ・DCは30年以上の歴史の中で、市場ニーズや社会環境の変化に伴って果たすべき役割＝主な目的が変化している。

【当初型】

- ・DCスタート当初は、メディアが中核となる「観光地宣伝キャンペーン」として実施。
- ・全国への地域情報発信を行い、開催地の知名度アップ、観光誘発を目的としていた。

【従来型】

- ・その後、団体旅行の隆盛に伴い、大都市圏の旅行会社等と現地の観光協会が中核となる「送客キャンペーン」として実施。
- ・キャンペーン期間中、集中的に開催地への大量送客を行い、観光需要の創

出すことで経済効果を高めることを目的とした。

【現行型】

・近年では、従来型のような一過性のキャンペーンではなく、地域に住む一人ひとり、地域そのものが中核となる「地域おこし・地域文化発信観光キャンペーン」として実施。

・観光需要の創出による経済効果向上はもとより、地域住民が自らの地域の魅力を再認識し主体的にそれを発信することで、地域社会を活性化させることを目的としている。

■DCの経済的な目的

・全国のJR各社の駅等でポスターやガイドブックを掲出することによる宣伝効果。

・観光需要の創出による宿泊、飲食、物販、交通などの関連産業での消費拡大効果。

・DC開催に向けた宣伝物の作成やハード面の整備、人材育成などに伴う副次的な経済効果。

■DCの文化的な目的

・地域の魅力、観光資源の再認識効果。

＜補足＞普段、地元に住んでいては「当たり前風景」が、他の地域に住む人（＝観光客）からすると非常に価値のある観光資源となりうる。

・地域住民の文化活動活性効果。

＜補足＞DCをきっかけにボランティアガイドの組織化や古民家の修復・活用などを地域住民が主体となって取り組むことで、地域文化の磨き上げを図る。

■DCで取り組んでいただきたい方々

・行政や観光関係者（宿泊施設、交通関連、土産品販売、飲食店など）はもちろんだが、何よりもその地域で生活する住民や学生の方々にも、様々な取り組みに参画していただきたい。

（上記「DCの文化的な目的」を参照）

・信州DCでは、「さわやかにもてなそう県民運動」を展開し、地域住民に対しての参画呼びかけを行っている。

■DCにおけるインバウンドの取り組み

・国際観光市場での需要獲得もDCにおける目的のひとつ。

・信州DCでは日本政府観光局（JNTO）や「Visit Japan Campaign」と連携して、海外メディアを数回招聘し、国際観光市場における信州観光の情報発信を実施した。

・善光寺や松本城などの歴史的な観光素材、上高地や日本アルプスなどの自然的な観光素材はインバウンドと国内旅行の双方から好まれるものであり、明確な区分けはない。

・一方で日本では当たり前のもや風景が海外からの旅行者には好まれるという事例もあり、それらはインバウンド観光独特のニーズとなっている。

＜補足＞新幹線やジュースの自動販売機など、日本の生活には当たり前だが、国によっては非常に珍しいものとして捉えられるものが、海外からの旅行者に

好まれる観光素材の例として挙げられる。

＜補足＞海外からの旅行者が注目したものを日本人観光客が最注目する「逆輸入現象」もある。

■観光産業における DC の役割

・日本各地で様々な観光キャンペーンが随時展開されており、DC だけが突出しているということはないが、JR 旅客 6 社という鉄道会社と地域とが連携して取り組むことによる経済的・文化的効果は DC 独特の効果であり、規模（影響力）としても大きなものと言える。

・DC をきっかけに、その地域の観光行政・産業が観光に対する姿勢や体制に見直しを図る事例もある。

■DC に対する政府等の関連

・開催地域となる県や市町村などの行政とは綿密な連携を取りながら DC に取り組むが、日本政府や中央省庁との直接的な支援や規制はない

・インバウンドについては上記の通り、海外メディア招聘などの連携も実施している。

＜補足＞国が主導で行うキャンペーンではないため、国としての直接的な関与はない。

■全体の補足

・DC のテーマ、誘客したいターゲット、取り組み内容は、一定の基本フォーマットはあるものの、各開催地域が独自の考えによって創意工夫するものであり、信州 DC の事例が全ての DC に当てはまるものではない。

・基本フォーマットの例：全国宣伝販売促進会議の開催、ガイドブック・ポスターの JR 駅掲出、スポンサー協力、テレビ番組での特集・CM 放映など

RESPONSE FROM KOSEKI TATSUYA, SENDAI-MIYAGI CAMPAIGN PROMOTION CONVENTION OFFICE (3/4/11)

仙台・宮城観光キャンペーン推進協議会事務局の小関と申します。

先日、お問い合わせをいただきましたデスティネーションキャンペーン（DC）のことにつきまして、ご返答いたします。

先日のお問い合わせの内容につきましては、DC の実施主体である JR グループへお問い合わせいただくべきものであり、当協議会でご回答できるものではありませんでした。

このため、私から、JR グループの一つである JR 東日本に対して、ウィリアム・マイヤーズ様からのご質問をお伝えして、回答をお願いしました。

以下、JR 東日本から回答がありましたので、このメールにて、お伝えいたします。

（以下、JR 東日本からの回答（赤字部分））

①まず、DC がどういうことから始まったか歴史を教えてくださいませんでしょ

うか。たとえば、インターネットによりますと初めてのDCは1987年の仙台宮城のだったそうですがこれは正しいでしょうか。

「デスティネーションキャンペーン」は国内では最大規模の観光キャンペーンです。地方自治体、地元観光関連業者などと、JRグループ6社の3者が一体となって協力し、対象エリアの集中的な宣伝を日本全国で実施し、全国から送客することを目的とした観光キャンペーンです。

1978年11月～3月に実施した和歌山県「きらめく紀州路」が第1回目となります。その後、概ね年間4か所のデスティネーションキャンペーンが行われ、4月から開催する「青森デスティネーションキャンペーン」で122回を数えます。

②どのようにしてDCのシステムが始められたのでしょうか。

魅力的な観光エリアの確立のため、キャンペーンを転機としてエリアの観光資源の魅力付けや定着化を行い、一過性で終わらない、継続的な地域の観光振興につなげることを目標の一つとしています。

③JRグループの影響はどうだったのでしょうか。

JRグループの前身である日本国有鉄道が開始しました。

④DCの主な目的は何でしょうか。

②の回答と同様になります。

⑤経済的な目的は？

地方の自治体や観光関連業者と一体となってデスティネーションキャンペーンを行うため、デスティネーションキャンペーン毎に、目標や目的が定められます。

⑥文化的な目的は？

地方の自治体や観光関連業者と一体となってデスティネーションキャンペーンを行っており、デスティネーションキャンペーン毎に、そのエリアの文化・風土の紹介に努めています。

⑦キャンペーンはどんな人たちをを取り込もうとしていますか。インバウンド（国際から日本へ）のことですか。地域的なことですか。

国内のお客さまはもちろんのこと、海外からのお客さまについてもキャンペーンエリアへのご旅行を頂けるよう、パス等の発売を行っております。

⑧僕が会ったDCの関係者は自然のテーマや近代化のテーマを挙げましたので何うのですがDCの中で、西欧（西洋）的なものと日本の伝統的なことはどんな役割をしていますか。

デスティネーションキャンペーン毎に、テーマや目標や目的が定められますので、一概に申し上げることは出来ません。エリアがそもそも持つ文化風土や観光素材がベースとなります。

⑨全国の観光産業の中で、DCはどのような役割をしていますか。

「デスティネーションキャンペーン」は国内では最大規模の観光キャンペーンです。魅力的な観光エリアの確立のため、キャンペーンを転機としてエリアの観光資源の魅力付けや定着化を行い、一過性で終わらない、継続的な地域の観光振興につなげる役割を担っています。

⑩日本政府や政府関係の団体はDCの実施を手助けしてくれたのでしょうか。あるいは反対に規制しようとしたのでしょうか。

自治体と一体となってデスティネーションキャンペーンを実施しています。

⑪この質問のほかにも、DCを完全に理解するために役立つと思われる情報を提供していただけますでしょうか。

それでは、失礼いたします。

RESPONSE FROM SUDA YASUMASA (3/6/11)

プリンストン大学 ウィリアム・マイヤーズ様

ご返信いただきありがとうございます。JR 東日本長 野支社の須田と申します。

ご質問いただいた件について、回答させていただきます。
質問の意図を正しく理解できていないかもしれませんが、ご容赦ください。
また個人的な見解も多分に含まれております。DC に携わった関係者の意見のひとつとしてご参照いただけますようお願いいたします。

***** 回答*****

■DC スタート当初の規模について

- ・前回の回答でもお伝えしたとおり、スタート当初は、開催地の知名度を向上させるための宣伝キャンペーンとして展開していました。
- ・そのため、現在のような観光の受入体制整備などにはあまり注力せず、もっぱらポスターを中心とした広告宣伝が主であり、やっていることが現在と異なるという点から、規模としての比較は困難です。
- ・ただし、日本国有鉄道という日本全国で営業する組織による宣伝広告であったことから、訴求効果は当時から高かったと推測されます。

■いつ頃から DC は日本一の国内観光キャンペーンになったか

- ・当事者の一人として DC が日本一とは言いづらいのですが、上記のとおり、日本全国での宣伝展開が可能という点を考慮すると、スタート当初から影響力は大きかったと推測されます。

■DC の地域への影響について

- ・現在のような、地域の観光素材を見直し、改めて発信するというスタイルでは、地元の方々が自らの地域のポテンシャル、魅力を再認識する機会になると思います。
- ・実際、DC を開催すると、周辺地域からの観光客増加はもちろんですが、開催している県内での観光流動(同じ県の他地域へ観光に訪れる)という効果も生じます。
- ・現在の DC では、開催地の歴史や文化に重点を置いて PR していることから、日本全国にその地域の本質を知ってもらう機会にはなると思います。
- ・その結果、「県民性」という個人的な気質よりも、その県が持つ歴史・文化の背景が注目されるケースが多いと推測されます。
- ・過去の DC では、千葉や新潟で「地元では有名だったが全国的には知られていなかった」木彫り職人の作品が、DC で改めて PR したことで人気となり、その地域独特の文化遺産としてその後の観光素材として定着したという事例もありました。

■DC の国民的なイメージ

- ・直接 DC に携わる方々、あるいは開催地の方々以外では、DC というキャンペーン名称自体はあまり浸透していないと推測されます。
- ・と言うのも、キャンペーン名称を売り込むのではなく、開催地そのものを売り込むことが主であり、実際に多くのお客さまが目にするポスターやパンフレットでも DC の文字は

あまり強調されていません。

・そのため、DC 自体の国民的なイメージ、認知度はさほど高くないと推測されますが、「JR がキャンペーンをしている」ということを通じて、開催地の認知度向上には効果がでていると思います。

・「エキゾチックジャパンキャンペーン」(日本国有鉄道が実施した『DISCOVER JAPAN』として記載します)は、広告代理店が中心となって、有名歌手によるテーマソングなどのメディア展開が主でした。

・個人観光のイメージアップを狙った DISCOVER JAPAN、日本各地の魅力を改めて訴求し受入体制を整備していく DC と、観光振興への手法が異なるため、単純比較は難しいと思います。

(補足)

・私個人の見解としては、DC は観光振興の手法のひとつであることから、必ずしも国民全体に「DC」という名称が認知される必要はなく、行政や観光関係者が DC の有益性を理解し、積極的に取り組んでいただくこと、その結果、開催地の知名度、歴史・文化への理解度が高まり、国民全体の「開催地へのイメージ」が良くなり、実際の観光需要に結びつくことが重要と考えています。

SECOND EMAIL SENT BY AUTHOR TO JAPANESE CONTACTS (3/10/11)

お忙しい中を早速ご返事いただきありがとうございます。

デスティネーションキャンペーン（DC）についてのレポートを書きながらいろいろ、デスティネーションキャンペーンの制度と体制を考えてきましたがとが分かりません。お忙しい中をたびたび恐縮ですがまたお教えいただければ幸いです。

過疎化、少子化、社会の高齢化が大きな問題になっている現在の日本で DC は、どんな役割をはたせるでしょうか。DCの制度と体制はどうですか。

1. DCの開催地になるために申し込むためにどんな準備をういていらっしゃいますか。申し込みはどうされますか。JR グループはどんな基準でDCの地域を選択しますか。
2. 各キャンペーンでJRがはたす役割はなんですか。実際の交通のことだけですか。
3. お客様の誘致向上以外、経済的な目的は何ですか。
4. 過疎化、地域的な経済問題はDCのような新しい観光型につながりますか。どうですか。
5. ご自分の地域で観光客誘致のためにどのようなことをしましたか。
6. DCは地域に経済、安定、持続可能性（サステナビリティ）、地元の方々の一般的な生活に対してどんな直接的な効果がありますか。
7. 毎年、冬に、DCは京都に戻りますが、このリピートの開催地はなぜです。
8. DCの「着地方観光」と「ニューツーリズム」のことについてご存じのことをお教えいただけませんか。

お忙しい中をたびたび恐縮ですが何卒よろしくお願い致します。

RESPONSE FROM HATAKOSHI MINORU, JAPAN NATIONAL TOURISM ORGANIZATION, OVERSEAS PROMOTION, SOUTH KOREA TEAM (3/10/11)

日本語が上手でいらっしゃいますね。とても安心をいたしました。

DCについては、約2年前位にはにはデスティネーション地を決定いたします。

各県や自治体さんから手を上げていただき、各エリアのJR に対して申請していただきます。JRは実は6社ございます。JR北海道・東日本・東海・西日本・四国・九州、それぞれが独立した株式会社です。

各JR会社はその申請を持ち寄り、協議を6社で行います。その協議の結果で開催地が決めることとなります。

もちろん基準といたしましては、受け入れ態勢、観光メニューなどの取り組みについてしっかりと取り組んでいることや、DC開催に向けてのメニューなどがしっかりとできるかなどです。

JRは実は6社ございます。JR北海道・東日本・東海・西日本・四国・九州、それぞれが独立した株式会社です。

鉄道会社では交通のことだけではありません。

各JR会社は北海道から九州までのエリアにおいて駅や車内でのPRを行います。またテレビや各媒体でのPRも行います。最近では海外への情報発信などもJNTOなどを通じて行っています。

また各協力の旅行会社に鉄道を組み込んだDC地エリアの観光施設などの旅行商品を造成していただきます。

旅行商品が作りやすくなるように鉄道の運賃や料金の割引なども行います。

そのほか目玉になる列車(SLやリゾート列車など)の臨時運行なども行います。

お客さまの誘致により、地元の活性化、観光開発のお手伝いを行います。当然活性化により地元経済の活性さも図られます。

過疎化という大きな問題に対してはどうかと思いますが、DCは地域の経済や地域の方の意識など大きく変わると思います。良い意味で・・・

地域の方はDCにあわせてのおもてなしメニューなどを検討し、官民一体となってDCに向け備えます。

当然のことながらDCだけで終わってしまうものではありません。DCはあくまでも第一ステップ。その後も大型キャンペーンに頼らず、継続してさらなるブラッシュアップを地元を中心にJR、旅行会社が一体となって図って誘客を行ってまいります。

DCの中にニューツーリズムなどの要素も取り入れております。

波多腰

RESPONSE FROM SUDA YASUMASA (3/10/11)

ご返信いただきありがとうございます。JR 東日本長野支社の須田と申します。
いただきましたご質問について、ご連絡させていただきます。

***** 回答 *****

①DCの開催地の申込・選定について

- ・DC開催を希望する地域は、その地域で営業するJR各社を通じて申請します。
- ・各地からの申請を集約し、JR6社(北海道・東日本・東海・西日本・四国・九州)で会議を行い、年間の計画を検討、決定します。
- <補足>2012年4月～2012年3月の計画は、2010年に決定。
- ・申請地域では、受入体制(協議会等)の整備、このようなDCにしたいという方向性を定めて申請します。
- ・選定においては、申請地域がDCを行う準備ができているか、市場環境が適しているか、エリアバランス等を考慮します。

②DCでJRグループが果たす役割について

- ・鉄道事業者としての役割臨時列車、イベント列車の運転等。
- ・宣伝媒体としての役割駅や列車内でのポスター掲出、パンフレット設置、PRイベント開催等。
- ・アドバイザーとしての役割

DC開催のノウハウや観光振興に向けた具体的な取り組みを開催地域内の関係者へ助言等。

- ・旅行会社としての役割直営の旅行商品ブランドでの商品造成、関係旅行会社への働きかけ等。

③DCの経済的な目的について(観光客誘致以外)

- ・以前にも回答しましたが、観光需要増による関連産業での経済効果、キャンペーン展開に伴う副次的な経済効果があります。

・また昨今の DC では、観光の受入の仕組みを再構築することも目的としていますので、効果があった取り組みはキャンペーン終了後も継続的に実施可能という点が、一過性のキャンペーンとの違いです。

④ 過疎化・地域的な経済問題と DC について

・DCに限らず、人口が減少基調となっている日本では、定住人口ではなく、観光による交流人口の増加により、経済規模の維持・拡大を図ろうとしています。

・都市圏在住者が地方へ観光に来て様々な消費を行うことで、地域経済の活性化を図ると言うものです。

・DCも観光キャンペーンのひとつとして、この役割の一端を担っています。

(DCだけではなく、日本で行われる観光キャンペーン共通の使命です)

⑤ 信州 DC で観光客誘致に取り組んだことについて

・おもてなし(ホスピタリティ)の向上長野県全体で「さわやかに もてなそう県民運動」を実施し、ホスピタリティの向上を行政、観光事業者だけでなく、一般市民も含めて取り組みました。

・観光素材の再認識有名な観光素材だけではなく、地元では当たり前とされていたものを再認識し、観光素材として PR しました。

・リゾート列車の運転

JR 東日本では、ハイブリッドシステムを搭載した新型リゾートトレイン「リゾートビューふるさと」を信州 DC にあわせてデビューさせました。

・このほかにも、ウォーキングや食などに関連するイベントの開催、都市圏での PR、フォトコンテストなど、多種多様な取り組みを実施しました。

⑥ DC が地元の方々の一般的な生活に与える直接的な効果について

・DC は観光キャンペーンですので、一般市民の方々の生活に対して、直接的に大きな影響を及ぼすことはありません。

・しかし DC を通じて、地元の魅力を再認識し、今まで「近いから故に行かなかった」地元の観光地を訪れるなど、意識と行動面での変化が生じるケースもあります。

・またボランティアガイドへの参加など、キャンペーン終了以降も継続的に効果を発揮できる変化もあります。

⑦ 毎年冬の京都 DC 開催について

・これまできちんとした資料等で確認したことがないため、正確な理由はわかりかねます。

・京都は日本の観光業界において非常に重要な地域であることが影響しているのではないかと推測されます。

⑧ DC における「着地型観光」「ニューツーリズム」について

・信州 DC の例で言えば、県観光協会が着地型観光やニューツーリズムのプランを集約し、旅行会社へ商談しました。

・市町村によっては、旅行業の資格を観光協会が取得し、着地型観光やニューツーリズムの商品化に取り組んでいます。

・DC では、これらの取り組みを全国に情報発信する役割も持っています。

RESPONSE FROM MIZUGUCHI NORIHISA (3/16/11)

ウィリアム 様

よく勉強されていますね。

1. DCの開催地になるために申し込むためにどんな準備をういていらっしゃるでしょうか。申し込みはどうされますか。JRグループはどんな基準でDCの地域を選択しますか。

→ほとんどの県でDCが開催されていますが、兵庫県はこれまでDCを実施していませんでした。これは、兵庫県は歴史的に5つの地域がまとまって1つの県となっており、観光PRについても、それぞれの地域や温泉が個々に行っており、また、それをまとめてPRすることが難しいため、兵庫県全体としての観光PRを行ってこなかった経緯があります。

http://web.pref.hyogo.jp/ac07/ac07_000000222.html

そうした中で、JR西日本から、兵庫県に、DCをやりませんかというオファーがあり、交流人口の拡大が一つの本県の重要な課題となっており、申請することになりました。JRグループでは、冬の京都以外では、基本的に、東日本、西日本に分けて候補地を選定をしています。

また、DCの仕組みは、地元がDCを実施する組織をつくり、広報宣伝物を作ることが条件になります。

2. 各キャンペーンでJRがはたす役割はなんですか。実際の交通のことだけですか。

→JR側は駅や電車内でのPR、また、地域の観光素材の掘り起こし、そして、そうした旅行商品の造成等を行います。

3. お客様の誘致向上以外、経済的な目的は何ですか。

→観光は裾野の広い産業と言われます。

<http://www.mlit.go.jp/kankocho/about/keiki.html>

観光客の増加は、ホテル・旅館、交通事業者、おみやげ物屋、飲食業など、いろいろな業種の経済を活性化させます。

4. 過疎化、地域的な経済問題はDCのような新しい観光型につながりますか。どうですか。

→田舎にある日常的な観光素材、例えば、温泉、名山、名水、滝、棚田、紅葉、歴史などは、都会の人にとっては、非日常であり、交流人口の拡大を図る着地型観光になります。

5. ご自分の地域で観光客誘致のためにどのようなことをしましたか。

→<http://web.pref.hyogo.jp/contents/000121805.pdf>

<http://web.pref.hyogo.lg.jp/contents/000161840.pdf>

6. DCは地域に経済、安定、持続可能性（サステイナビリティ）、地元の方々の一般的な生活に対してどんな直接的な効果がありますか。

→ホテル・旅館業など観光業の経済活性化、また、まち歩きガイドになるために地元の歴史や文化を勉強するなど、地域への興味を高める効果がある。

7. 毎年、冬に、DCは京都に戻りますが、このリピートの開催地はなぜです。

→京都は、秋がベストシーズン、次が、春ですが、これまで、冬の京都は、観光客の少ない時期でした。しかし、冬のDCでは、普段見られない仏像などの特別公開を行っており、人気になっています。

<http://souda-kyoto.jp/>

THIRD EMAIL SENT BY AUTHOR TO CONTACTS (APRIL 2, 2011)

お忙しい中を早速ご返事いただきありがとうございますございました。

デスティネーションキャンペーン（DC）についてのレポートなら、最近の自身の後の上雇用での質問があります。お忙しい中をたびたび恐縮ですがまたお教えいただければ幸甚です。

1. 3月以来、国内観光はどう変わってしまいましたか。
2. この変化は、DCの市制にも見えますか。どの結果ですか。
3. 将来、観光、特にDCと国内観光業は、どう進展すると思われますか。
4. 私が伺った質問のほかに 何かts家加えていただけ浮ことがあったら 御教えいただければ幸いです。

お忙しい中をたびたび恐縮ですが何卒よろしくお願い致します。

ウィリアム・マイヤーズ

RESPONSE FROM FUJII HIDEHARU (APRIL 6, 2011)

マイヤーズさんへ

Q：3月以来、国内観光はどう変わってしまいましたか。

A：東日本大震災で、今回の青森DCは、ほぼ全滅です。

Q：この返事は、DCの市制にも見えますか。どの結果ですか。

A：DCは、JRグループが全国展開する観光キャンペーンなので、航空機や高速道路のPRをしないため、効果は限定的です。

Q：将来、観光、特にDCと国内観光業は、どう進展すると思われますか。

A：JRグループの広報・宣伝力は日本最大でもあり、国内観光には大きな影響がある。

Q：私が伺った質問のほかに 何かつけ加えていただけることがあったら御教えいただければ幸いです。

A：今年は、震災・津波・原発があり、東北地方の観光は大変だと思います。

ふじい

RESPONSE FROM SUDA YASUMASA (APRIL 6, 2011)

プリンストン大学 ウィリアム・マイヤーズ様

ご連絡いただきありがとうございます。JR 東日本長野支社の須田と申します。いただきましたご質問について、ご連絡させていただきます。

これまでの回答以上に、今回は個人的な見解で回答しておりますので、DCに携わった関係者の意見のひとつとしてご参照いただけますようお願いいたします。

***** 回答 *****

①地震以降の国内観光について

- ・弊社でも本日現在で、東北新幹線の一部や東北地方の在来線で運休区間が多い状態です。
- ・旅行の自粛もあると思われます。

②については恐縮ですが質問の意図がわかりませんでした。

英語のままでも良いので再度ご質問ください。

③将来の DC と観光について

- ・日本では高齢者人口の増加が進展しています。
- ・自ら自動車を運転して長距離を旅行するスタイルから、列車等での旅行が望まれてくれば
JR グループが地元と連携する DC の観光における重要性は増していくと考えています。

④補足

- ・今回の地震の影響は大きいものですが、日本では一刻も早い復興に向けて様々な取り組みがスタートしています。
- ・今後、弊社でも運休区間の復旧、被災地への支援を通じて、地域及び観光産業の復興に尽力してまいります。
- ・そのきっかけとしても DC を有効活用していくべきと考えています。

②震災による DC の姿勢変化について

- ・まだ震災後、間もないこともあって今後の動向はわかりませんが、現時点では大きな変化（変更）はありません。
- ・特に震災エリア以外の地域で開催される DC については、従来の方向で準備を進めると想定されます。
- ・間もなく青森 DC がスタートとなります。青森も被災地域の一部ですが、予定通りの実施となるか、内容や期間を変更するかなどは、現在最後の検討をしている段階です。
- ・今後、震災からの復興において、DC もその契機のひとつとして活用していくという意味合いが、開催 地域によっては生じることも想定されます。

★長野県における「観光立県」について

- ・「観光立県」は信州 DC ではなく長野県が県の政策として取り組んでいるものです。
- ・もともと長野県には上高地、軽井沢、善光寺、松本城などの国内有数の観光素材があり観光地として多くの観光客が訪れていました。
- ・しかし旅行形態の多様化、他地域での誘客施策などにより年々、観光客数・観光消費額は減少傾向にあります。
- ・これを回復基調へと戻し、県内経済を活性化させるための政策が「観光立県」です。
- ・詳しくは長野県のホームページをご参照ください。

<http://www.pref.nagano.jp/kanko/kankoki/kanko-singikai/kanko-keikaku-index.htm>

・今回の信州 DC もその一環として、これからの新しい信州観光を創るきっかけに位置づけられており、県行政と県内産業、JR のベクトルが一致して取り組めたことは大きな意味があると考えています。

★DC の経済的な効果

・DC に限らず、観光振興自体が、現在の日本では経済活性化策として重要視されています。

・日本は人口減少傾向にあり、経済活性化（＝消費拡大）のための国内市場も縮小傾向になってしまいます。特に都市圏以外の地方ではそれが顕著となります。

・そのため、都市圏の人口を地方へと観光で誘致し、地方でも消費をしてもらうことが経済活性化にとって重要と言われています。

・DC も観光振興のためのキャンペーンですので、同様に地方経済の活性化にも効果を発揮することが期待されています。

・ただし、DC が地方経済活性化の唯一の特効薬ということではありません。数ある観光振興策のうちのひとつであり、他にも様々な策を各地で展開しています。

・DC が他の観光振興策と異なる点は、JR グループという鉄道を運営する会社が地域とともにキャンペーンを展開していることです。

・以前、「DC の経済的な目的」で回答しましたが、全国の JR 各社の駅等でポスターやガイドブックを掲出することによる宣伝効果は、DC ならではのメリットと言えます。

★「地域の時代」について

・この言葉は 1970 年ごろから何度も使われている（ニュアンスは都度変わりますが）ものです。

・現在の観光産業についていえば、DC の目的が変化したのと同様、都市圏からの発信ではなく各地域が主体となって観光振興を図るということだと思います。

・メディアや旅行会社が作る一過性の流行を待つのではなく、自分たちで自分たちの地域への観光を増やそう。そのために自分たちの地域の魅力を知ろう、誇りを持とう、伝えよう。

・昨今、こういった意識が各地域に根付き、実践されていることも「地域の時代」と言われる理由のひとつではないでしょうか。

EMAIL FROM KAZUHISA MIYASAKA (12/24/10)

Dear Mr. William Myers,
ウィリアム・マイヤーズ様

お泊まりいただきありがとうございました。
またご丁寧にメールいただき恐縮致します。

朝は、お見送りできず申し訳ありませんでした。
せめて、朝雪をご覧になれたことが、良かったと思います。

もし、また湯田中に来る機会がありましたら、
その時は是非弓道の模範射技をご覧ください。

この後もすばらしい旅行が無事出来る事をお祈りしています。
お母様、妹様にもよろしくお伝え下さい。

本当にありがとうございました。

Best Regards

Kazuhisa Miyasaka 宮阪和久

Uotoshi Ryokan 魚敏旅館

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This thesis represents my own work in accordance with University regulations.

William Gifford Myers
April 18, 2011