



V I B R A N T HABATAKU 2017

Small and Medium
Enterprises

300

Shopping
Districts

30



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**Small and Medium
Enterprises**

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In the publications



Japanese economy has been getting over steadily. Regarding small and medium enterprises, the ordinary profit has marked the highest-ever, and they have improved step by step on the capital investment, the number of bankruptcies, and so on.

On the other hand, due to the structural change surrounding Japan's economy and society such as progress of globalization and population decline on account of a declining birthrate and an aging population, small and medium enterprises are required to address issues such as productivity enhancement to strengthen earning power,

domestic and overseas demand increase, shortage of manpower and HR acquisition.

Ministry of Economy, Trade and Industry will do our best to support sustainable and stable growth of small and medium enterprises and shopping districts, which underlie Japanese economy. We will implement support measures for introduction of IT to improve productivity, inbound demand increase by using regional resources, overseas expansion, promotion of smooth business succession and appropriate use of various human resources, improvement of trading conditions of subcontracting companies to arrange environment for wage increase.

In this year's HABATAKU Small and Medium Enterprises 300, we chose good practices in the fields of "Productivity Enhancement", "Demand Increase", and "HR Acquisition", focusing on the above issues. In addition, for the first time, we selected cases achieving desirable business relationships such as cooperating with business partners to develop clear business terms and cooperative technologies. In the HABATAKU Shopping Districts 30, we also selected good practices in the following 4 fields; "Inbound", "Response to regional issues", "Young/Female" and "Productivity Enhancement".

This collection of cases includes model practices for all "VIBRANT HABATAKU" small and medium enterprises across Japan. We hope that a lot of small and medium enterprises and shopping districts will develop and bring about further growth of Japanese economy.

March, 2017

Hiroshige Seko
Minister of Economy, Trade and Industry

世耕 弘成

V I B R A N T
HABATAKU
**Small and Medium Enterprises
and Shopping Districts**

This brochure outlines “HABATAKU Small and Medium Enterprises 300” introducing active small and medium enterprises in various fields such as productivity enhancement by introducing IT service and effective use of management resources, overseas expansion, capturing inbound demand, smooth business succession and appropriate use of various human resources. It also includes “HABATAKU Shopping Districts 30” introducing vibrant shopping districts that contribute to the regional development and the local people’s livelihood by making creative efforts according to the regional features and needs.

The cases introduced in this book were selected with support of The Japan Chamber of Commerce and Industry (JCCI), Central Federation of Societies of Commerce and Industry, National Federation of Small Business Associations (N.F.S.B.A), National Federation of Shopping Center Promotion Associations, Japan Shopping District Support Center, Japan Finance Corporation (JFC), The Shoko Chukin Bank, Ltd., Organization for Small & Medium Enterprises and Regional Innovation, JAPAN (SME Support, JAPAN), Japan External Trade Organization (JETRO), National Institute of Advanced Industrial Science and Technology (AIST), Japan International Cooperation Agency (JICA), embassies of foreign countries, consulates, as well as the nationwide network of the Bureau of Economy, Trade and Industry. Through the rigorous review by external experts centered on Tsuyoshi Numagami (Vice President & Board Member of Hitotsubashi University) and Junzo Ishii (Director of University of Marketing and Distribution Sciences), the selection was conducted at Small and Medium Enterprise Policy Making Council, Business Support Committee.

Through the information of the selected 300 enterprises and 30 shopping districts, we hope that a lot of small and medium enterprises and shopping districts will enhance their efforts to create innovative product development/service, to revitalize the regional economy and to strengthen international competitiveness.

The content of this brochure is created and edited based on the information from the enterprises/shopping districts as of March 2017.

V I B R A N T
HABATAKU
Shopping Districts

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Kashiwa-City, Chiba

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► Kashiwa Ginzaori Shopping District

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Takayama-City, Gifu

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▶ **Asuke central Shopping District cooperative association**

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Kyoto-City, Kyoto

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Osaka-City, Osaka

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► **Kuromon Ichiba Shopping District Promotion Association**

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They implemented groupware, to share schedule and tasks by business in shopping district management, and made it easier for young and female to participate.



Gotsu-City, Shimane

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Kurashiki-City, Okayama

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► **Kojima Jeans Street Association Union**

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Matsuyama-City, Ehime

Matsuyama chuo Shopping District... 416

► **Machizukuri Matsuyama Co., Ltd.**

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Uchiko-cho, Ehime

Uchiko Shopping District..... 418

► **Uchiko urban development shopping district cooperative association**

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Aki-City, Kochi

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► **Akihonmachi Shopping District Promotion Association**

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► **The Uomachi Sunroad Shopping District Cooperative Association**

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Saga-City, Saga

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► Specified Nonprofit Corporation Town Planning Organization
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Nagasaki-City, Nagasaki

Hamanmachi Shopping District... 426

► The Federation of Nagasaki Hamanmachi Shopping District
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Improving the shopping environment for increasing foreign tourists to expand sales, based on the operation of services of comprehensive credit transactions and tax-free counter.



Kikuyo-machi, Kumamoto

Sanrigi Ekimae Shopping District... 428

► The Sanrigi Prosperity Association of Commerce and Industry

Began full-scale efforts to revitalize the region. Aiming to realize the “Image of the Future Hope of Sanrigi Shopping District” that was built reflecting the local voice.



Yamato-cho, Kumamoto

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‘Mamihara-ya’ was opened in the town’s hospital which was moved from the shopping district. It supports the health of the elderlies’ and the people who can’t go shopping.



Kagoshima-City, Kagoshima

USUKI Shopping District..... 432

► USUKI Shopping District Promotion Association

‘The best city to live in Kagoshima’ is a slogan. They try to activate the town with 5 pillars such as the measure of the declining birthrate and the aging population based on PDCA cycle !

Glossary of basic data, etc.

Basic data	Shopping district overview
Location <input type="radio"/> Prefecture <input type="radio"/> city <input type="radio"/> Population <input type="radio"/> (<input type="radio"/> City) TEL/FAX xxx-xxx-xxxx/xxx-xxx-xxxx Website http://www.xxxxxxxx Number of membership <input type="radio"/> Number of Stores <input type="radio"/> stores (retail <input type="radio"/> shop, food and beverage industry <input type="radio"/> shop and service industry <input type="radio"/> stores, financial services <input type="radio"/> shop, real estate <input type="radio"/> stores, medical services <input type="radio"/> stores, and other <input type="radio"/> shop) Type of Shopping District (*1) <input type="radio"/> -shopping Main customer segment (*2) <input type="radio"/> , <input type="radio"/> / <input type="radio"/> age, <input type="radio"/> age

*1 Typology of shopping districts

- Neighborhood Shopping District mainly offers **convenience goods (*3)** to local housewives arriving on foot or by bike.
- Community Shopping District offers a mix of convenience goods and **shopping goods (*4)**. Slightly larger than a neighborhood shopping district, it serves people arriving by bus in addition to those on foot or bikes.
- Large Shopping District includes large retailers such as a department store and a volume seller and focuses more on shopping goods over convenience goods.
- Surper Large Shopping District has famous and upscale specialty stores as well as large retailers like department stores and volume sellers. It even attracts people from outside of the city.

*2 **Main clientele:** This section lists the two most common groups each from the two categories, (A) demography ((1) students and youths (2) office workers (3) housewives (4) families (parents and children) (5) the elderly (6) domestic tourists (7) international tourists) and (B) age groups ((1) 19 or younger (2) 20s (3) 30s (4) 40s (5) 50s (6) 60s (7) 70s and older).

*3 **Convenience goods:** Products people buy without comparison or shopping around, including processed food and household goods.

*4 **Shopping goods** are products people buy after at least checking out two retailers, including fashion items, furniture, and home electric appliances.

Asabu Shopping District

(Asabu Shopping District Promotion Association)

Sapporo-City, Hokkaido

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

**Managing “Asabu Kitchen Rian” by tie up with a university in the community and NPO,
Established as “reliable shopping district” by providing learning and meal support for children**

Basic data

Location	Asabu-cho, Kita-ku, Sapporo-City, Hokkaido
Population	Appx. 290,000 (Kita-ku, Sapporo-City)
TEL/FAX	+81-11-707-9923 / +81-11-758-7345
Website	http://asabu.or.jp
Number of membership	91 people
Number of Stores	85 shops (17 retails, 31 restaurants, 12 services, 4 finances, 8 real estates, 7 medical services, 6 others)
Type of Shopping District	Community Shopping District
Main customer segment	Housewives, Elderly / 40's, 60's

Shopping district overview

When Teikoku Seima (hemp spinning) Factory was closed in 1957, Hokkaido municipal housing was built at the demolished site and population was increased. The city started to develop. Asabu Shopping District Promotion Association was established in 1974 when the subway was extended. It is located near JR Shinkotoni Sta. and Sapporo Municipal Subway Asabu Sta. There are a lot of commuters to offices and schools. It is a prominent commercial area in Sapporo and appx. 400 shops can serve the community with various needs.

The shopping district planned and implemented to transform the city street to a shopping mall in 1982, and improved snow drainage way in 1991. The city development is continued to be carried out by continuous investing to set up the disaster furnishing storage in 2012 and to set up security cameras in 2015.

Background

Sustainable community exchange for “Reliable shopping district.”

As a result of holding discussions such as “Shopping District Future Meeting” (where community people and various organizations get together to converse or think together about the future of the shopping district) and “Sapporo Future Session” (event where students and companies get together without any segregations and think together for the new roles of the shopping district), both lead by Sapporo City, the following themes and needs are found: in some areas in Asabu shopping district, there a lot of shops but many of them are chain stores. Only about quarter of all shops join the guild. Also, the owners of only ten traditional shops, who joins guild association, live locally. Consequently, they identified that the relationship between community people and shopping district area is getting thinner.

The average number of people per household is 1.74/ household among 12,000 residents in Asabu area. In addition to the nuclearization of the family, progress in increasing single living of youth and elderly is seen. New problems have been identified such as needs for meals (distributed) for elderly, poverty and solitary eating for children and unbalanced diet.

With above condition given, shopping district has cooperated with universities, NPO, and community residents and aimed to transform itself from “business area” to “social area” and “reliable shopping district.”

Contents

Started kids support at “Kitchen Rian.”

Fuji Women’s University was going to participate in event “Shopping District Revitalization Student Idea Contest” held my Sapporo City in 2012, and discussed with Asabu Shopping District regarding possible activities at the shopping district. Suggested the learning support and distribution of nutrition balanced meals to those children with single parent only, and won second prize in the contest. They got city support for the project.

“Healthtudy · Tomanto” opened by using free shop space in 2013 “Healthtudy” is a created word, combined with “healthy” and “stud.” It meant the location where healthy meal and study support are provided. It is also used as Fuji Women’s University Food Science and Human Nutrition’s laboratory. On top of providing study support and nutrition balanced meals for children from single parent family, it functioned as “exchange square” which was missing in this area. Housewives from the community will rent out space for the daily unit to sell lunch box and household dish, to hold dietary education/cooking classes, and to run business for a day by “1-day chef.” The shop improvement cost is subsidized by the city and shopping district covers its rental, water and utilities.

The shop operation run by students was a catchy subject, and it was caught eye of TV and mass communication Supported mainly by female guild members of the shopping district, shopping district female division was preparing for the inauguration. It gives them a chance to support and cooperate even more.

Renaming of shop name to “Asabu Kitchen Lien” in

2014 (“Lien” means “connection” in French. Transferred its location to even more spacious empty shop in 2016. It also started “Kids’ Kitchen” in order to strengthen support for children which was becoming more obvious from past activities. Every third Friday of each month, from 6pm-8pm, they started to provide balanced meals and a place to stay including those children who are not the participants of the learning support business.



Cooking at “Lien” by Fuji Women’s University students

Operation funds were made by selling original goods of local character “Asabu.” They are also creative by holding sales events periodically, where Hokkaido’s specialty and masterpiece are sold. Although not enough funds are collected, local people and businesses provide free food ingredients or sell them at a reasonable cost. Hence, support and contribution by the community for this project are large. Activities are maintained and developed by the local community power.

The operation of “Kids’ Kitchen” is highly appreciated by local residents, and there is line up in front of the shop on the event days to show its popularity.



“Kids’ Kitchen”

Result

Big effect and expanded local consumption

“Kids’ Kitchen” has a large effect and it is an oasis for those mothers who are bringing up children. Currently, an event is held on the monthly basis, and now discussing to increase the frequency.

By having this project, the relationship between “local residents” and “shopping district and owners” has strengthened. As a result, the community value of Asabu is starting to be more appreciated. “Volunteer Dept.” was also started where shopping district and local volunteer cooperate to do the business project. By wearing “Asabu” character costume together for participating the event or advertising the original goods, they share strong sense towards their community and the participating event. It all helps to expand the consumption.

Structure

Business planning and shop renovation are subsidized by the city. It has large effects through government publications and publicity.

The menu and nutrition related “Asabu Kitchen Lien” is managed by Fuji Women’s University Food Science and Human Nutrition professor and seminar students. Making it as seminar activities, activities are designed to continue well even the members are changed at graduation and entrance. Study support is done by NPO Kacotam Cooking supported by Local community volunteers.

To be financially independent, they sometimes ask for donations. Their basic belief, however, is that the shopping district will take final responsibility for expense and burden.



Study support

A comment from the executive



Asabu Shopping District Promotion Association
Picture from left
Secretary-General,
Masahiko Nara
Staff office, Kanae Nishimoto
Vice-President, Noriko Sato
President,
Masakatsu Inagawa
Coordinator, Yoko Kita
Student Tutor, Michiko Sato

Making safe and secure community

Asabu Shopping District is located in the hub of bus, JR and subway. As a connecting point of the city area and neighboring residential area, many people are using it daily. Naturally, traffic is heavy and people are walking even late at night. It is necessary to discover the unique characteristics of the city and to utilize its enchanting nature actively.

As the aging society accelerates, it is necessary not only paying attention to disaster and crime prevention, but also deepening the relationship between people and community. Promotion to create “Reliable Shopping District” for the future is inevitable. As a shopping district, it actively cooperates with community people by having strong ties and positively contributes to the people in the community.

Future business of “Lien.”

“Lien” business, run by the cooperation of Fuji Women’s University and NPO, Kacotam, opened new “Kids’ Kitchen” this fiscal year.

This is quite an unusual project as a shopping district, but this project gives shopping district a change to change from “business area” to “community exchange are” and eventually, “reliable shopping district.”

Ultimately, there is a motive force to bring energy and prosperity. As a result, the trust between the local community and shopping district is born.

Rikubetsu-cho Central Shopping District

(Rikubetsu-cho Commercial and Industrial Association)

Rikubetsu-cho, Hokkaido

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Understand community opinion while officials and people get together to build “Community Plaza ☆ Plat,” in order to bring back prosperity to the local community.

Basic data

Location	Rikubetsu-cho, Ashoro-gun, Hokkaido
Population	Appx. 2,500 (Rikubetsu-cho)
TEL/FAX	+81-156-27-3161 / +81-156-27-2752
Website	https://www.shibare.or.jp/
Number of membership	86 people
Number of Stores	36 shops (14 retails, 12 restaurants, 7 services, 1 medical service, 2 others)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly, Family (parents and children) / 60's and 70's and above

Shopping district overview

Rikubetsu-cho is located inland of Eastern Hokkaido with a population of 2,500. With their isolated geographic location, from city area to the center of the closest town is more than 30km apart. There is a shopping district in front of used to be station square. Shop numbers are decreasing due to financial difficulty caused by less population and other factors. Their problems are increasing empty shops, lack of successors and finding countermeasures for shopping refugees. In this condition, Rikubetsu Town Commerce and Industrial Association, also taking a role of shopping district organization, they provide lottery during selling season and issue premium gift voucher. Also, they started commerce and industry revitalization committee to discuss community's revitalization issues and countermeasures for empty shops. They set up a training session for community development and inspection of other city and village, in order to revitalize the community and the city.

Background

Revitalize shopping district and lead safe & secure living

Recently the numbers of shops in the shopping district have been decreasing, and shops which carries everyday necessities, such as pharmacies, started to dismiss. Nowadays, community residents can't receive general services. Decreasing population and aging progresses, it is necessary to have shopping district as a community life area, where the generation of bringing up children, elderly, and handicapped can live safe and secure. Hence, the revitalization of the shopping district has become urgent agenda to provide those who are needed in the community. However, new store opening by owners or individuals is difficult nowadays. Even current townspeople are aging and find it hard to invest existing shops. Firstly, by analyzing current conditions and investigate functionality/facilities that community people are hoping to get, they come to the conclusion that it is necessary to build a shopping center which offers community space where everybody can exchange ideas.

Contents

To be fulfilled in community space

According to the survey done among local residents, they can't buy necessities for the daily life within the town. They must travel outside of the city. There are an increasing number of “shopping refugees,” who are elderly with no access to the cars. In order to keep the life of community residents, it was necessary to revitalize the most basic commercial function. Based on the result of the last survey, they analyzed what the town

people wanted. They discussed carefully who should be the tenants of the facility and how the functionality of the facility should be. First, they decided to invite “pharmacy with daily goods” and “osteopathic clinic covered by medical insurance.” These are particularly requested by a lot of residents who wanted pharmacies, medical and welfare shops. As a matter of fact, these were the lacking business in town. Also for food and beverage industry, since a lot of owners were planning to close down the shops due to lack of successors, a “sushi restaurant” was invited to cope with “celebrating occasions” for the residents. Rikubetsu Town Commerce and Industry Association worked as a team and participated energetically. They successfully invited above tenants and contributed to sustaining the commercial functions to protect minimum needs by the town people. The shopping mall was named “Community Plaza ☆ Plat.” It has a community space with the concept of “relaxing, communicating and actively moving space.” From small children to elderly can get together and freely, casually, and comfortably gather regardless to the ages. For the community people of multiple generations to have a place to communicate, Commerce and Industry Association (from now on “CIA”) prepared community café run directly by CIA. Also, they located kids' space where children can play safely, rental box to do exhibition and sales of handmade crafts, and the corner to release town information. When the community café is closed, the location is provided to townspeople to give them change to be one day chef and run a restaurant for the day. Those from neighboring towns and villages' restaurants owners can also participate to introduce their shops in the limited time offer. Also

within the facility, there are balconies which can be used for BBQ or beer garden. Hence, the facility was full potential for the community people, to gather to communicate regardless to their ages.



“Community Plaza ☆ Plat”

Result

Community Facility wanted by people

After understanding townspeople needs and wants in details, they started building the facility. As a result, they were able to build “Community Plaza ☆ Plat,” which truly fits community people’s wishes, provide a chance to improve the commercial environment and prepare the location for the residents to communicate.



Lively Community café at autumn festival event

To maintain the business stability, they hold various events and open community café and sushi restaurant even on Sundays. Also by making all medicines as an external prescription at national health insurance clinic in town, it reinforced customers to visit the shopping mall. This contributed to surpassing the original expect-

tation of a number of users, and as a result, be able to achieve the sales. By increasing number of users at both pharmacy and osteopathic clinic, they hired new employees and increased the number of pedestrians compared to before opening. Tenant shops at “Community Plaza ☆ Plat” are all one of a kind and wanted by the community. Used to be quiet area was now changed into a new lively area.

Structure

In terms of managing “Community Plaza ☆ Plat,” they receive part of the design and maintenance cost subsidized by Rikubetsu-cho. To help the invited pharmacy have a stable business, they changed the system so that all medicines at national health insurance clinic in town are prescribed as external medicine. They receive a lot of community support and both government and people are working together for the revitalization of the central downtown area.



Plat 1-year-anniversary party held by Rikubetsu-cho Commerce and Industry Association

For the future facility management, CIA will manage the facility continuously by renting space and reservation charge of the meeting rooms and café. They will also continue to seek for the utilization of the facility. Both youth and female groups at CIA will continue to act with a mission to revitalize their local community by carrying on events, helping elderly with snow removing work, patrolling local community activities, and cleaning up the station square. They will work based on “Community Plaza ☆ Plat.”

A comment from the executive



Rikubetsu Commerce and Industry
Chairman Tsuyoshi Ishibashi

Safe and secure living environment

While population decreases, the existence of shopping district is indispensable for the community people to lead safe and secure living. Therefore, it was necessary to revitalize the shopping district to answer community people’s needs in order to sustain at least minimum functionality as a “town” and to protect the area community. Since they could not buy even necessities within the town and could not receive basic general service, shopping mall as a community gathering area was built in central downtown. Insufficient kind of business was invited to join so that townspeople could live more comfortably.

Take back liveliness by utilizing community space

At the community space, they set up a rental box, where people can sell drinks and hand-made crafts, and also kids’ corner. Anybody can rent the kitchen as one day chef. Also as an exchange square for elderly, they offer “hot café” to offer elderly care prevention consultation. They also carry out “kids’ café” regularly where kids below elementary school age can enjoy. They also release community information such as town events. We would like to develop a business where we all participate and answer needs from the community.

Morioka Station Shopping District

(Morioka Station Shopping District Promotion Association)

Morioka-City, Iwate

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

By aiming to transform from passing style shopping district to staying style shopping district, they successfully executed reform of senses by establishing local production for local consumption recognition system.

Basic data

Location	Morioka Station Street, Morioka-City, Iwate
Population	Appx. 300,000 (Morioka-City)
TEL/FAX	+81-19-652-2596 / +81-19-652-2575
Website	http://www.kaiun-street.com/
Number of membership	50 people
Number of Stores	59 shops (11 retails, 20 restaurants, 8 services, 2 finances, 9 real estates, 1 medical service, 8 others)
Type of Shopping District	Large Shopping District
Main customer segment	Business persons, domestic tourists / 60's, 50's

Shopping district overview

The opening of Tohoku Line Morioka Station in 1890 was the beginning of Morioka Station Shopping District, and it was incorporated as Morioka Station Shopping District Promotion Association in 1974. Before the opening of Tohoku Shinkansen Line in 1982, they implemented color paved street with no standing utility poles and snowmelt function. Morioka Station is not only train terminal for Tohoku Shinkansen Line, Tohoku Line, IGR, Iwate Galaxy Railway, Tazawako Line, Hanawa Line, Yamada Line, but also it is bus terminal for both city bus on a circular route and middle/long distance bus. A lot of commuting business persons, students and travelers are seen. Shopping district business composition is recently less retails and more restaurants while real estate business is increasing. Especially restaurants ratio is increasing.

Background

Aiming at transformation of passing style to staying style

According to the pedestrian traffic survey, an increase in pedestrian number can be seen between 8:00-9:00 am as well as 17:00-18:00 on the business days. There are many commuters who use Morioka Sta. to get to offices and schools. During the days off, traffic will increase from 11 am, but the speed of walking is relatively fast. Those pedestrians are considered to have other purposes than spending time in the shopping district, and therefore it has become passing style shopping district. On the other hand, a lot of travelers come from outside of the prefecture. Due to hotel building rush in the last 20 years, there are 1,600 rooms in the limited area of station front. On business days, daily average room operation rate is appx. 90%, and when numbers of the bed in one room is concerned, there is appx. 1,600 travelers are spending night per day in front of Morioka Sta. In order to catch all the potential customers for the shopping district, they believed that it is necessary to dispatch attractiveness of the shopping district in order to transform from passing style street to staying style street.

Contents

With the recognition of local production for local consumption, it contributed to improve added value to the shopping district

In order to transform the change from passing style shopping district to staying style shopping district, they

thought it was necessary to make the visit to the shopping district itself as the ultimate goal for the pedestrians. In addition to conventional 100 Bonds (yen) shopping District and smile contests, they decided to invite newcomers from outside of prefecture. Also for their community people to experience local production and local consumption, they decided to execute local production for local consumption recognition system, which was shopping district original. In order to perform this business, it was necessary to examine the recognition standards carefully for the following reasons: If the definition of the local production for local consumption was unclear, there is doubt to be mistakenly considered as only self-satisfied action. Also, it may have been just taken as simply suggesting local unique cuisine. Firstly, they conducted research on actually how much Iwate local production was used in restaurants in the shopping district, also whether drinks are provided or not. After the preparatory investigation was carried, they started "Morioka Station Local Production for Local Consumption Recognition Committee." Committee members are Morioka-shi, Morioka Chamber of Commerce, Morioka Machidukuri Co., Ltd., Iwate Prefectural Small and Medium Enterprise Central Meeting and Morioka Station Shopping District Council. The standard to be a local production for local consumption recognized shop by this recognition committee has the following three rules: (1) using more than 10 kinds of Iwate produced ingredients, (2) more than 10 menu, which uses Iwate produced ingredients, are available, (3) more than 10 kinds of Iwate produced drinks are available. For shops who passed above three rules are given a certificate and by displaying the certificate inside and outside of the shops, it is

advertising activities of the shopping district. There are 12 shops which wanted to be recognized in 2016, and 8 were given certificate successfully.



Certificate for local production for local consumption recognition



Displaying certificate outside the shop to advertise

Also for the visitors to feel the good luck symbolized by Kaiunbashi – bridge named “better fortune” located in front of Morioka Station, if the customer spends more than 500 yen, customers are given “better fortune card” as the trial of luck. If Daikichi (excellent luck) is hit, it can be used as 100 yen coupon in order to promote the spending in the shopping district. To improve shopping environment, they continue to perform trimming of the shrubbery and cleaning activities with the community organization on the continuous base.

Result

They succeeded to reform of the sense with new menu development

8 restaurants recognized in Local production for local consumption in 2016 have increased their monthly sales by 3%-10%. They could see the effects by improving added value. As for those recognized shops have natural movement to increase the usage of local production for local consumption in their menu, it also helps reform the sense of shops. Recognition for Local production for

local consumption 10,000 better fortune card was prepared, but it runs out quickly. The reputation was good among the visitors. Also shopping district original character Better Luck Kanae and Tamae are used as the main personality for the advertisement. To advertise their projects, it helps increase the number of the people who stay there.



Local menu using local ingredients



Better Luck Tamae & Kanae

Structure

In the shopping district, Morioka Station Business Society is supporting mainly the various activities. Also, vocational schools in the community, NPO, Morioka-shi, Morioka Chamber of Commerce, Morioka Machidukuri Co., Ltd., Iwate Prefectural Small & Medium Enterprise Central Meeting and government are all together to cooperate with each other to perform various business.

Also, shopping district map was created with Iwate University Machidukuri Circle. This gives the opportunity to start new cooperation, and community students are actively participating in the shopping district business. They also get together with neighboring shopping district, perform drinking and walking event, and start to be creative about liveliness of the whole area.



Shopping district area cleaning activities

A comment from the executive



Morioka Station Shopping District Promotion Association
Chief Director,
Kazunori Ishida

Shopping district charm!

We place focus on inviting “people” by our charm of the shopping district. We execute local production for local consumption recognition system, creating of local image character, and recovery events for the aftermath of the 2011 Tōhoku earthquake and tsunami.

Currently, as a counter measurement for dealing with inbound travelers, we create pointing out the sheet and start “smattering” English conversation school. We hope to continuously release charm to those visitors from inside and outside of the prefecture with the neighboring shopping district and JR Morioka Station. We wish all visitors to think that “most of my dreams can come true for shopping and drinking simply by visiting Morioka Station Shopping District.”

Making shopping district beautiful

When I was appointed as a chief director in 2009, retail shops were decreasing and the activity of the shopping district was shrinking. To revitalize the shopping district, we first started to clean up the entrance of Iwate prefecture. Gradually, started to tie-up with JR Morioka Station, nowadays we perform some activities on every Monday depending on the theme of the week, such as picking up garbage, weed-ing, and planting flowers. In the spring and autumn, appx. 150 people participate from Morioka-shi and perform general cleaning. We are humble but with pride to mention that the environment is developed for the customers to come for shopping comfortably.

Ryugasaki Honmachi Shopping District

(Ryugasaki-City Chamber of Commerce)

Ryugasaki-City, Ibaraki

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Appearing “main croquette” to return back as holy place of croquette Constantly putting effort for testing for the effectiveness and improvement.

Basic data

Location	Kamimachi, Ryugasaki-City, Ibaraki
Population	Appx. 80,000 (Ryugasaki-City)
TEL/FAX	+81-297-62-1444 / +81-297-64-0645
Website	http://www.ryugasaki-shoko.com
Number of membership	128 people
Number of Stores	160 shops (88 retails, 13 restaurants, 37 services, 7 finances, 3 medical services, 12 others)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly, housewives / 60's, 70's and above

Shopping district overview

Ryugasaki Honmachi Shopping District has been developed from Kanto Railway Ryugasaki Line Ryugasaki Station. It is formed about 1.8km towards the east. Within the shopping district, there are old temples and shrines, such as Yakushido, Yasaka Shrine, and Ryuusenji. “Onose-ya,” who was the wealthy merchant and registered as national tangible cultural property, and its house/shop is still standing there. Since the town was developed as a commercial city even before Edo period (1603-1867), the streets are humane where commerce and history are well blended to contribute to its unique characteristics. A lot of shoppers from neighboring towns and villages came before 1975, and it was lively. However, due to the appearance of the large suburban shopping center, gradually they started to lose customers. On the other hand, those commerce and industrial men who are members of the shopping district, are giving up business due to aging and existing no successor problems.

Background

Market maintenance and living environment improvement for elderly

Both wide spread of ownership of the private vehicle, and the appearance of the large suburban shopping center, these factors changed the business style of commerce and industry business owners, who were main players in the shopping district. Due to the customer leaving, decreased sales hit the business hard, and many commerce and industry business owners closed their business. Whole shopping district deterioration has begun. In order to stop this negative sequence, they realized that it was crucial to be recognized as one of the consumers' destination choices of all the time. They first reinforced information communication and aimed to sustain and increase the visitors to the city. According to the survey, a lot of requests were found for the shopping refugee problems and community functionality improvement. When the rapidly aging community was concerned, their first task was to improve the shopping refugees by improving the elderly living environment, and secondly to establish the community functionality. Commerce and industry owners aging and none successor problems were obvious as well. It was important to try new service by inviting new commerce and industry owners.

Contents

Appearing “Main croquette” and revitalize

The target for market maintenance and improvement was to raise the recognition level of the shopping district

among the customers and activate their consuming activities again. Planning to utilize community gourmet Ryugasaki City Society of Commerce and Industry Female Division, which started in June 2000, paid attention to “Main croquette.” They started the concept of “revitalization of the town by croquette.” Their activity was held in the shopping district, and appealed “The croquette town, Ryugasaki” and tried to invite visitors not only from inside the city but also outside the city and prefecture. Regarding the second assignment of community function reinforcement, they established “Challenge Studio Dorasute,” where townspeople can communicate with each other. Also, those who aim to be business owners, they can rent this studio space. Every Tuesday, Wednesday and Thursday, volunteers from Society of Commerce and Industry Female Division will sell one-coin-lunch, handmade household dish, freshly picked vegetable to support shopping refugees.



Challenge studio “Dorasute”

With an aim to achieve a synergistic effect, “Main croquette” was sold at the periodical event of “commercial festival (every November)” as well as “Main Bazaar (The first Sunday of each month.” January 2003, croquette shops gathered and established “croquette Club Ryugasaki” (18 club members now). Society of Commerce and Industry Female Division volunteer makes an expedition inside and outside of Ibaraki and promote their

activities while participating various community events. As a result, they successfully invited 19 croquette sales groups to “The First National Croquette Festival. The shopping district was bustling with 50,000 visitors. When “The 4th National Croquette Festival in Ryugasaki” was held, the croquette selling vendors increased to 33 groups, and it achieved the busiest event in its history with 70,000 visitors this time. Today Ryugasaki shopping district is called “croquette holy place” by croquette relating organizations.



“The 4th National Croquette Festival in Ryugasaki.”
Shopping district



“The 4th National Croquette Festival in Ryugasaki”



Selling “Main croquette”

Result

Inspection and improvement of the event

Consumer survey and vendor sales survey are carried out at various event. By comparing and discussing the change in the number of the event visitors, they pay attention to inspect and improve the effects. A few achievements can be seen, such as increase in number of participating vendors (14 vendors increased) in “National croquette Festival,” increase in number of visitors (appx. 20,000 increased), and sales of each participant going up steadily at “Main Bazaar” (total 187 times held by March 2017) Active utilization of mass media to

release information nationwide contributes a lot to attract visitors from inside and outside of the city. “Croquette Club Ryugasaki” will strive to find additional club members to participate in their activities, analyze club member sales movement, and discuss making new kind of croquette, sales promotion, enlarging the market in order to increase the chance of more sales. Study group for customer service etiquette is held. They put effort to study and brush up their skills.

Structure

Finance is subsidized by the local government and Society of Commerce and Industry to stabilize their operation. Regarding promoting activities of outside prefecture, they communicate with each local government as well as commerce and industry groups. They ask their corporation to invite the vendors or share information. By linking with General incorporated Association Japan croquette Association, they are starting to open up their business opportunities for Ryugasaki croquette to the nationwide. For the event held in the neighborhood, by placing executive committee made by local government, a society of commerce and industry, shopping district, and local community groups, they manage the smooth and fair operation of the business. For the man power, they place a temporary full-time worker who can support events, which are held inside and outside the prefecture. Staffs from government and society of commerce and industry offer help when needed.



Main Bazaar (Every 1st Sunday of the month)

A comment from the executive



Selling Ryugasaki Main Croquette
Union President,
Kyoko Yoshida

Mother of Ryugasaki croquette

When making croquette by hands, think of the buyers and paid attention to providing authentic taste. In terms of customer service, she approaches customers with lady-like attitude and always asking “Is it tasty?” She has managed to make a lot of fans. Her patience and customers’ joy and smiles made her keep going. Little and often fills the purse. Recently not only the local customers give support, but also anywhere around Japan give them support.

For the future of Ryugasaki, the croquette town

“We want children to each freshly fried croquette.” This was the beginning of “Main Croquette” when volunteers from Society of Commerce and Industry Female Division gathered 16 years ago. Currently, the average age of the members passed over 70-year-old. I am grateful to be able to work lively and yet; it is always my concern to think about my successors. In order to pass on this business to next generation, it is our important and urgent mission how to involve youth and educate them to be a good successor.

Kandatsu Shopping District

(Kandatsu Commerce and Industry Promotion Association)

Tsuchiura-City, Ibaraki

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Actively take in young members ideas and continuously hold community events Revitalization of the community contributes to residents' satisfaction level

Basic data

Location	Chuo, Kandatsu, Tsuchiura-City, Ibaraki
Population	Appx. 140,000 (Tsuchiura-City)
TEL/FAX	+81-29-822-5200 / +81-29-822-5450
Website	http://kandatsu.org/
Number of membership	122 people
Number of Stores	120 shops (25 retails, 34 restaurants, 22 services, 5 finances, 5 real estates, 5 medical service, 24 others)
Type of Shopping District	Neighborhood Shopping District
Main customer segment	Housewives, business persons / 40 th , 50 th

Shopping district overview

In the 1960s, factories of major business were built in the area of Kandatsu Station in Jo-Ban Line, and industrial estates were developed continuously. As a result, factory workers and their families started to live there. Retails, restaurants, life service shops were increased to meet residents' needs, and by 1980s this area formed prominent commercial and service collection. In 1987, Kandatsu Commerce and Industrial Promotion Association was established to improve and develop businesses, as well as to progress welfare and revitalize its community. However, in the 2000s, since restructuring of the factories took place and large company houses have been closed, decrease in shop numbers can be seen in the Kandatsu community and the area is gradually influenced

Background

Revitalization of the local community is the problem

"Citizen Satisfaction Survey" was carried out in 2010 in Tsuchiura-shi when Current President was inaugurated. For Kandatsu area the statement of "Living environment is relatively good" was 59.6% and "shopping is convenient" is 56.3%. The basic living environment was highly appreciated. However, the statement for "local community is good" got only 17.2% support. They appreciate much less for the communication among the local community. Since the community was corporate town, residents' movements were frequent. Therefore, they thought one of the reasons might be people do not have a strong relationship with each other. The survey also asked about satisfaction level for the government plan, and "liveliness of the central downtown area" ended up as the lowest among 55 items. They paid special attention to this point and with the slogan "Energy take off from Kandatsu!" They hold events continuously where people in the community can participate. Shopping district has become connecting points for the community people and revitalization of the local community was planned. Also, by using SNS, shopping district activities were frequently released to the public, and they aimed to make shopping district "visible."

Contents

Unique business development mainly by youth

As management policy of the shopping district, they hold events for community revitalization. They also

actively appoint young members as the manager of the SNS information release or person in charge. Young members can use their flexible thinking and the following events are taking place now. Each project contents are also renewed annually, and community residents' participation is increasing each year.

● Festival Kandatsu

Held to bring back liveliness to the community Each year new project is on. Hence visitors are increasing. In 2015, "High School Cultural Festival Tournament" was held and neighboring high school students participated in performing singing and dancing. It got lively. "Cooking Tournament" was held in 2016 and Tsuchiura Kohoku High School, Kasumigaura High School and shopping district member companies collaborated to give original sweets.

This event received excellent reputation.



Releasing Energy from Kandatsu!



"Festival Kandatsu"



High school students participating "Cooking Tournament".

● “Kakomi Bar Kandatsu” Drink Rally

Held event where people can visit various restaurants and bars in the community with a discount coupon. About 30 shops participated and since it also includes the lunch time, it is appreciated significantly by housewives.

● Collaboration with JR Kandatsu Station

To make Kandatsu Station more familiar place regardless to less and less commuters each year, exhibition “Kandatsu Memories” was held in 2015 to celebrate 120th year anniversary of the Kandatsu Station. Shopping district and station cooperated and asked participation of the residents with pictures before 1989. “Future Station Art Exhibition” was held and 6 graders participated in drawing future Kandatsu station.

● information release via “Kandatsu Diary.”

They issue free “Kandatsu Diary.” They mainly write to introduce business of shopping district members and share community disaster prevention and life information. The design is well accepted and many community people are using it. It also has web version with the same design. Blog, twitter, facebook are all interlocked and information is released timely. Moving image site (introducing specialties in a restaurant or Kandatsu theme song) is also done to demonstrate effects for making shopping district “visible.”



“Kakomi Bar Kandatsu” drink rally



“Kandatsu Diary” cover page

Result

Citizen satisfaction level for local community is up

“Citizen satisfaction survey” was carried out most recently in 2015. “Local community is good” in Kandatsu area was increased to 29.2% from 17.2% in 2010. They analyze that continuous activities for community revitalization started to have an influence on and hence the result. On the other hand, about the satisfaction level for the government plan and “liveliness of the central downtown area,” which was ended as the lowest among the 55 in 2010, remained the same and the lowest among 55 items. People in the shopping district consider that local community people’s satisfaction level for the liveliness of the Kandatsu area is still low. In the future, not only Tsuchiura-shi but also would like to cooperate with neighboring Kasumigaura-shi and actively plan projects to contribute for community liveliness.

Structure

By the merge of “the Kandatsu Beverage Union,” consisting of 20 food and beverage shops in Kandatsu area, Kandatsu Commerce and Industry Promotion Association members became 122. It now covers a lot of business in Kandatsu area. Currently, under that Chairman and staff office, there are 7 business divisions and committees placed. 4 vice presidents and 14 executive directors are on board. They plan and execute projects. 2 of the Local commerce and industry group, Tsuchiura chamber of commerce and Kasumigaura Society of Commerce and Industry, share a tight relationship. They cooperate together for the execution of the projects. With the Local Government, other than Tsuchiura-shi, they also reinforced cooperation with Kasumigaura-shi. The projects are carried with flexibility as if there is no borders between municipalities. Main income is the annual membership from the members and business operation income. They are hoping to manage independently.

A comment from the executive



Kandatsu Commerce and Industry Promotion Association President
Tsuyoshi Kimiyama

Release Energy from Kandatsu!

Kandatsu community was developed as corporate town of large construction machinery maker. However, after the bankruptcy of Lehman Brothers, not only the companies but also the community people were losing spirit. We try to make projects to cheer up community people, and by releasing information actively, we aimed to revitalize the community. As humble business owners, we believed it was our mission to pay back to the community and we had numerous session to talk among members about our mission.

Educating future leaders

Many shop owners are about to pass on the next generations. We want our younger business owners to have self-awareness and talent as the future Kandatsu leaders. Therefore, we have never denied their opinions without listening and always support them so that their projects to be a success. Through project planning of community revitalization, young members polish their skills. They also enhanced their fairness and leadership skills as business owners.

Kashiwa Ginzadori Shopping District

(Kashiwa Ginzadori Shopping District)

Kashiwa-City, Chiba

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point Plan events with the keyword “eating” and produce results by young restaurant owners people

Basic data

Location	Kashiwa, Kashiwa-City, Chiba
Population	Appx. 420,000 (Kashiwa-City)
TEL/FAX	+81-4-7164-6431 / +81-4-7167-0678
Website	http://www.soraichi.info/
Number of membership	94 people
Number of Stores	109 shops, (15 retails, 44 restaurants, 12 services, 6 real estates, 4 medical service, 28 others)
Type of Shopping District	Community Shopping District
Main customer segment	Business persons, students, youth / 40's, 30's

Shopping district overview

Kashiwa Ginzadori Shopping District has more than 60-year-old history, and it is prominent shopping district in the city with 94 shop members. From the JR Kashiwa Station East Exit till “Kashiwa Shrine,” which is located at the entrance of the shopping district, is only 5-minute walk and convenient. It has satisfied the shopping needs for the local residents since the beginning and with the support from the shrine worshippers of the area, it has been supported and developed. Recently, a lot of restaurants, which were all very popular and making customers line up outside, started a business. It is well known as “gourmet street,” and visitors can enjoy all Japanese, Western and Chinese food. Not only residents of the surrounding area, but also used by business people working at station office, office ladies, and students.

Background

Aim to increase family and young generations

Kashiwa Station East exit area had a lot of department stores and large superstores, and at the shopping district, they focused on main sales of goods for station commuters, business people at the station, and nearby residents. They existed together with those larger shops. Recently opening of large stores in the outlying area, the rapid growing of net shopping, and aging shop owners, shops numbers started to decrease. For the shopping district to continue functioning as the core of the liveliness of Kashiwa Station surrounding area, in addition to the cooperation of shop owners, it is indispensable for the young owners to participate in shopping district activities. By young owners taking core responsibility to create, plan and operate the new lively business, it will accelerate the shopping district to replace old with new. By executing event using the strength of “restaurants with full of personalities,” they can bring back customers in their 30s and 40s, such as family generations and the younger generation in their 20's.

Contents

Young restaurants owners, the core members, executed “Soraichi” (open air market)

To utilize the strength of “restaurants full of personalities,” they decided to perform round-trip event with keyword “eating.” In addition to differentiating “street fair” or “bit drinking” happening nation-wide, it was an impor-

tant mission for the young shopping district members to connect mainly after dusk to evening customers in the shopping district, to the livelihood of the day time. Since the local shopping district had a great selection of Japanese, Western and Chinese restaurants, they planned “Soraichi” (open air market) as eating round-trip event with unified theme and ingredients. Under all participants are given the same conditions, it also set up the structure so participants can be creative within the structure. This also made event visitors appreciate how the same ingredients can change its form and enjoy the variations. The project was executed when normally restaurants were closed so that the streets were specifically kept for the pedestrians. Families and young couples can enjoy the round-trip while walking safely and comparing cuisines.



“Soraichi” (open air market) Welcome with good food and humanity



“Soraichi” (open air market) long que

They also paid attention for the event not to be routine by making participants pay the part of the event cost as participant fee, but all the sales were their income. This helps to keep them motivated. The design of the ad was carefully made so that their target of family and younger generation will be interested in. They hired a local young designer and also asked opinions of female members. The ad actually left a great impact as it simply had the menu of the event day. In the process of the making menu, the young owners released SNS by themselves and expanded expectation of the participants. As a result, it successfully collected customers in 20's and 40's and developed ripple effect on the whole station area. This is truly the result of young restaurant owners' contribution as the core project leaders.

Result

Via inspection meeting, check the traceability of the used ingredients

After “Soraichi” (open air market) event, the inspection meeting is carried out each time at the shopping district. They discussed preference over “ingredients.” “Hitachi beef” is a branded cow and neighboring prefecture, Ibaraki, is also proud of. This beef is the theme of the event every year. By providing this preferred ingredient to visitors with reasonable price, it helps the brand image of “open-air market” itself. In order to provide the certified quality of “Hitachi Beef,” one of the requirements is to provide an invoice of recommended the whole seller recognized only by “Ibaraki Tokiwa Beef Promotion Association.” This preference over ingredients has developed into “local production for local consumption,” and many participants are now actively starting to use local Kashiwa produced vegetables nowadays and leaving synergistic effects.



“Soraichi” (open air market) Hitachi beef



“Soraichi” (open air market) rice bowl

Structure

Selling on the street is the unique point of “Soraichi” (open air market) event. By chefs selling on the street in front of their shops and communicating with the visitors, it produces livelihood of the day time and it resulted in gaining new customer during their regular hours. For selling on the street, they discuss in details with all the related government bodies, such as police for road occupancy by public utility facilities, fire department, for the usage of the fire in public, and health care center regarding the management of the ingredients. Safety and security are well thought after and therefore they can provide the event where visitors of wide generations can enjoy. Consequently, in addition to the consideration for safety and security, the event is considered to be a city event, and the city is backing up the event. This is an event where visitors from inside and outside of the city will gather. It also helps to image up the city itself.

A comment from the executive



Kashiwa Ginzadori Shopping District
Chairman Tokihiko Hamana

Consideration for the “Soraichi” (open air market)

Due to the history, it helped procrastinate the generation change, but at the 60 year establishment anniversary, the prior chairman has suggested the change and youth group took action. It was hard to collect members who were willing to participate but we appreciated each time even if they just showed up for the meeting. For the execution of the “Open-air Market,” there are many rules to adhere from the governmental bodies regarding the safety of the ingredients as well as the safety of the pedestrians. However, we would like this event to become ever-lasting by the community people, hence we try our best to adhere rules and share the uncompromising belief among the participants.

Future Policy as endearing shopping district

If a family experienced “Soraichi” (open air market) and knew about Kashiwa Ginzadori, and the other family members come for lunch, it will contribute to the liveliness of the day time. Not only for food and beverage but also used as the shopping place, we try to invite attractive retail shops for the customers in the future. Through shopping district business, young owners are becoming more reliable. We try to our mission as the bridge to connect our mission to the next generation.

Wada Shopping District

(Wada Shopping District)

Suginami-ku, Tokyo

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

The location was more than 10-minute walk from the nearest station and the access was the weak point. However, with a new planning, generation of raising up children has started to use the shopping district.

Basic data

Location	Wada, Suginami-ku, Tokyo
Population	Appx. 560,000 (Suginami-ku)
TEL	+81-3-3381-9456
Website	http://wada-shotenkai.jimdo.com/
Number of membership	53 people
Number of Stores	59 shops (26 retails, 11 restaurants, 11 services, 11 others)
Type of Shopping District	Neighborhood Shopping District
Main customer segment	Elderly, family (parents and children) / 60's, 30's

Shopping district overview

Wada Shopping District is developed from Kannanadoori towards the east, and it is locating by the approach to the Founder of the sect (Myohoji), which appears in Japanese comic story "Horinouchi." It is located in the middle of Hounanchou Sta. (south) and Higashikouenji Sta. (north), and it is more than a 10-minute walk to get to this residential area where the shopping district remains. Surrounding environment is residential and educational, and in recent years, high rising apartments have been built; therefore the number of family with children are increasing. The shopping district history is long and it has been formed for 65 years. There are grocery shops, ladies clothing shop, rice shop, bedding shop, and community bath. The Showa Era atmosphere is in the air. Due to the aging of the business owners, it is the crucial assignment to be young again for the whole community. Where used to be shops have become multiple dwelling-house and makes it difficult for the new shops to start a business.

Background

Providing merit to new residents about life with shopping district

Originally neighboring residents came to buy dinner ingredients to this shopping district in the past. Today regarding three perishable foodstuffs, other than a middle-sized superstore, only fish is handled in the shop. The accessibility is quite bad from the closest station. Since both shop owners and regular customers are getting older, customer numbers are decreasing at the shopping district. Although large apartment buildings have been building, and the number of newly build individual houses are also increasing, younger residents mainly use large superstore, convenience store and net shopping. Among new residents, a lot of them has never used individual shops. There is a demand mismatch between increasing number of new residents and old shopping district, and due to the unapproachable look of the individual shop, new residents rarely use those shops. Given this situation, they searched a plan to provide "merit to live with shopping district" for new residents, as well as make newcomers feel "the convenience and value of individual shops."

Contents

Participating quiz rally/town debut by parent and child

Shopping district quiz rally & tour was conducted by cooperating with the child care group "Parent and Child town debut Project, Wadacchi" in 2015. By providing an opportunity for the community residents can drop by

shops easily, this helped visitors have a chance to know the shopping district. The purpose was to townspeople and participants will communicate. They took the system of quiz rally, where the shop owners will ask a quiz about Wada Shopping District, while the participants will answer. Participants get illustrated stamp of owner's face, and if they collect 6 stamps, they can exchange to 50 yen coupon (max. up to 200 yen). Stamp rally was executed anywhere, but since this was the first attempt to try in the shopping district, fathers participation was also visible on Saturdays and holidays. Since they hardly ever visited these shops, it was impressive that they were listening to owners' stories studiously. A few years ago, the shopping district started "parent and child town debut." The targets are mothers with children under school age, and shops try to find the possible future customers. For new residents who shop at large stores or convenience stores, it is not easy to visit those shops. Customers who "worried about going into the shops" get together and visited shops. They found a lot of shops quite interesting, and the tour, while some owners' do performance was fresh and appreciated.



Mother shopping district debut



Visiting shops (opening sardine by hands)

Mini seminar “Wada trial week” is planned when shopping district townspeople become teachers and let participants experience the charm of the shops. The contents can be, how to choose and write a dairy, funny painting, fish cooking experience, quick! Standing vegetables, trial public bath, and one day doctor & nurse experience. Each shop can teach professionally and be able to convince customers with unique attraction of the shopping district.



Most popular mini-seminar is handmade “dorayaki”

During the project, different people’s point of view was shared, such as owners’ and mothers’ with small children. By repeating the process, there was a togetherness among them. They could offer events, in which child caring generation could also enjoy.

Result

Increase customers in child caring generation, and increase in participating shops as well

85% of the participants for shopping district quiz rally & tour and town debut was parent and child, or grand-

parent and child. The communication style was by answering quiz questions. This makes it easier for children who were intimidated to communicate with strangers. They could also enjoy talking with shop owners and enjoy buying items they liked. According to the participant’s survey, “There were shops I had never been and would like to go again.” For the shop owner side, “increased opportunities to let customers know about the shop.” A lot of positive opinions were collected from both sides. As a whole, child care generations have increased its numbers to use shopping district, and more shops have started to participate in shopping district events. The number of younger generation and female executives have replaced aging shopping district executives, and connection with neighboring schools are getting tighter today.



Shopping district quiz rally and tour

Structure

“Parent and Child Town Debut Project,” was begun in 2010 with the purpose of “meeting” and “connecting” between Wada Shopping District and its new residents. As an extension of this project, a child care group “Wadacchi” was created, which is a group with a mission to support shopping district. Community newspaper “Wadacchi” was issued and Wada Shopping District website (official HP) was launched. Thanks to the independent activities of “Wadacchi,” the tie with shopping district has got stronger. The shopping district and child care generation cooperate to execute the project, and to connect between parent, child and shopping district. For the financial aspect, Sugunami-ku subsidizes the business. It has been running smoothly as a result.

A comment from the executive



Parent and child town debut project
Wadacchi Representative
Consumer life adviser
Noriko Nishimoto

The city where residents and shops grow together

“Parent and child town debut project” was launched with the slogan of “making desirable town and shops together,” in 2010. Mothers, who are on child care leave, got together, and they meet at shopping district by taking turns annually. They discuss ideas and contribute to connect between shops and the younger generation. Meeting shop owners, who have techniques and experiences, gives young mothers chance to think the value of shopping in their community, child care methodology, and life itself.

Reinforcement of Marketing power is the key

Each activity to connect between aging shopping district and young generation works to reinforce the marketing power for the shops, who want the new residents as their new customers. In the process of planning mini-seminars and event, learning to work on materials and to appeal effective methods are useful skills in their daily business. Consequently, it is beneficial to take in new residents as customers. Shopping district cheering mothers are the strong marketing team.

Murayama Danchi Chuo Shopping District

(Murayama Estate Central Store Association)

Musashimurayama-City, Tokyo

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Starting picking up by bicycle service. Contribute the safe and secure living of community people

Basic data

Location	Midorigaoka, Musashimurayama-City, Tokyo
Population	Appx 70,000 (Musashimurayama-City)
TEL/FAX	+81-42-561-3937 / +81-42-561-3937
Number of membership	42 people
Number of Stores	42 shops (17 retails, 2 restaurants, 4 services, 1 finance, 9 medical and service, and 9 others)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly, housewives / 70's and above, 60's

Shopping district overview

Large municipal housing was built on the 48ha land, 424 towers, and 5,260 units in 1966. Murayama Danchi Chuo Shopping district also started a business at the same time. 48 shops were starting members for 60 lots. There were 13,000 residents at the beginning and due to the high economic growth, it increased to 23,000 in 1972. Any goods available in the shop were sold. Inevitably residents consisting age group are raising. The rate of aging is 50% in January 2017, and the rate of latter stage elderly is 29%. The residents' number has decreased to 7,445. Living alone is 1,260 residents. Some shops in the shopping district are closed, but it is putting effort to function as possible as aging community friendly shopping district.

Background

Shopping district facing the aging

The improvement construction for the housing estate has begun in 1995 and replacing them to high raising residential building. The construction is still taking place today and the second-story building is transformed to fourteen-story high raising residential states. Since they moved to high raising residents, they minimized going outside of the house and as a result, the number of shopping district visitors have been decreased. Especially elderly found going out tiring, and their communication opportunity was also minimized as a result. Volunteers from 7 shops in the Shopping district started delivery service as a solution in 2007. It is welcomed by residents, and delivery needs are stable to this day. However, for some shops in the shopping district, delivery was not suitable for their goods. A lot of members wished for the shopping district to be lively again. During the delivery, they hear a lot of stories from customers that "we prefer to actually go out and shop in the shopping district." They decided to discuss the merit to serve both customers and shops.

Contents

Preparation of pick up bus for customers to shopping district

Meetings were held numerous occasions for how to get back the liveliness to the shopping district, and the idea of pick up bus for the customers to come to shopping district was suggested. They started to discuss the project by using subsidy from Musashimurayama-city,

and ideas/funds from Musashimurayama Society of Commerce and Industry. The shopping district and Society of Commerce and Industry discussed whether we need a license for the vehicle, where the base is, and whether management should be done by shop owners. Using tricycle for pickup was becoming the main concept. Pick up tricycle was ordered to the maker, and they set up "Okaneduka Station" as the base by using one of the empty lots in the shopping district. The operation was carried by a volunteer who receives payment and shop owners since October 2009. Users call "Okaneduka Station" and ask for pick up. (They operate Monday to Friday. No service on rainy days and holidays. Office hours are 10 am -5 pm) Volunteer or shop owners will come to pick up the residents and give them a ride. The service is free of charge. Originally the idea was not accepted by residents easily. Gradually the user number started to increase. After 7 years of operation now, the pickup service is welcomed mainly by elders. As the customer increased, the frequency of the pickup tricycle maintenance was increased. New style pickup tricycle was needed. For the second tricycle, the local commerce and industry cooperated and started "made in Musashimurayama" to manufacture a pickup tricycle. With the technology of local craftsmanship, the second electronic pickup tricycle was completed and started operation in 2014. There are appx 10-15 users daily, and the 3rd bike is now being discussed due to high demands. By contributing to the elderly's needs for shopping and other support, more people come to shopping district and the liveliness has started to come back. Some shoppers who wish to use shops with goods, which are none suitable for delivery, they also

use the pickup tricycle and the effects can be found in the shopping district as a whole. Subsequently, each shop has more energy and the community has stronger ties with patrolling effects. By communicating with community comprehensive support center, they take a role to offer support for those elderly who could not walk in the middle of their shopping and take responsibility to contact to confirm safety.



Pickup from shopping district to home by tricycle



The tricycle pickup project base "Okaneduka Station"

Result

Safe and secure living for the community people

Increase in sales as a whole shopping district More spending in the shopping district is seen as shoppers can bring back heavy shopping items, and also they buy other things as then can visit shops in person. Significant effect of community patrolling By starting pickup tricycle service, the condition of Murayama Estate residents becomes transparent, and they can share information as a shopping district. With shopping district networking, irregularity can be found and act accord-

ingly. They are contributing to the safe and secure living of the community people. At the shopping district lottery event, a lot of customers visited and it brought reform of sense among the shopping district members. Positive business attitude can be seen among the shop owners, such as holding a monthly event (sharpening knives and shopping point promotion). Appx 100 days are on sales annually.



Lottery event at the shopping district

Although each shop has different business nature, they check the reaction of the customer and analyze how their customer come to shop and what kind of service was pleasing to the customers.

Structure

(1) Financial backup: they get a subsidy from Musashimurayama-city as shopping refugee counter-measures and utilize it effectively. Shopping district also has burden charge, while Okaneduka Station sells local specialty. By using the profits and energy, they also utilize the power of local financial institution and mass media, try to run the project without being entirely depending on the subsidy. (2) Backup for the establishment set up: it was not possible to achieve a pickup tricycle without the help of Society of Commerce and Industry. As a part of Society of Commerce and Industry business improvement popularization project, they show the clear path for how to revitalize the shopping district. Including the emotional support for the business owners, they have actively participated. As a result, the current level of the revitalization of the shopping district has been achieved.

A comment from the executive



Murayama Estate Central Store Association Chairman, Seiichi Hiruma

We can pick you up! We can send you home!

"Yes. We do want to go shopping district and actually want to shop there." We hear this kind of voice frequently. Then we started the free operation of the pickup tricycle. At the starting point, we placed a manager with a volunteer, who can store pickup tricycle, answer calls, manage driver rotation schedule. Drivers can be volunteer and shop owners. A volunteer is a large part of this project, but shop owners are also active drivers, and they value direct communication with the customers.

Unforeseen results!

Pickup tricycle business is to bring customers to where they want to go, and all places such as clinics, beauty salon, restaurants welcome them and make customers happy. Offering special service that can only be available by shopping district such as, "friendly rice balls and household dish" by rice shop or "we grill fish for you" by the fish shop, is the special thing that we can offer. Tricycle pickup project gives energy to shopping district events and the town itself. We would like to link it well and get results where community people are happy.

Koide Shopping District

(Koide Shopping District Federation of Cooperatives)

Uonuma-City, Niigata

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Appearing “craftsmanship” of each shop Established “Uonuma Craftsman University” and started branding of shopping district

Basic data

Location	Koidejima, Uonuma-City, Niigata
Population	Appx 40,000 (Uonuma-City)
TEL/FAX	+81-25-792-2124 / +81-25-792-7067
Website	https://www.facebook.com/ Uonuma Artisan University -341515802701600/
Number of membership	132 people
Number of Stores	135 shops (60 retails, 18 restaurants, 15 services, 36 real estates, 6 others)
Type of Shopping District	Neighborhood Shopping District
Main customer segment	Housewives, family (parents and children) / 50's, 40's

Shopping district overview

Uonuma-shi is located in the southeast of the Chuetsu area of Niigata. 6 towns and villages merged and started as a new city in 2004. It is surrounded by a mountain range, and the area is well known with its heavy snow. Their specialties, as a result of this nature condition, are Uonuma produced koshihikari, Japanese wine, and vegetables. Koide Shopping District is a neighboring shopping district which consists of 4 shopping district union. The current business situation is many community residents leaving for Nagaoka-shi, Ojiya-shi and Minamiuonuma-shi for shopping. It is necessary to think countermeasure to get back the shoppers. In this severe situation, “Uonuma Craftsman University” was established by younger successors and various projects have been taking place since for revitalization.

Background

Advertising “craftsmanship” of shop owners

In order to revitalize the shopping district as a whole, it was important to have popular shops in the shopping district. However, at the Koide Shopping District, there are attractive shops with special craftsmanship, such as a manufacturing and retail selling Japanese confectionary shop, bakery, restaurant, and shoe shop with repairing, and electric shop, but each shop did not have skills to appeal “what they can offer” as well as “owners’ craftsmanship” to the community customers. Their assignment was to make owners realize that their “work” and “craftsmanship” are valuable and make them visible to their customers. “Visualization” was the key to creating popular shops in the shopping district.

Contents

Branding of “Uonuma Craftsman University”

It is hard to compete with a large suburban shopping center, national chain style convenience stores, large net shops and Nagaoka-shi. On the other hand, they recognized the strength of the shopping district, such as closeness, convenience, knowledge and craftsmanship of specialty stores. Although they can’t compete in terms of selection and price, they can survive by appearing to “closeness of community and people.” The young owners targeted mainly the same age group female customers, who are in their 20’s and 30’s with small children. They discussed to grow “together” with customers while

aiming to get continuous results. As a result, they made a shopping district as a campus, and owners and staffs are the “professors.” They gathered and took a close-up of professional knowledge and craftsmanship. They planned to make “Uonuma Craftsman University” where knowledge are shared to customers and other shops. “Uonuma Craftsman University” releases information to increase the reputation and image for Uonuma-shi, as well as to make Uonuma-shi the symbol of revitalization for community commerce. Also, they increased the additional value of produced and sold products and technology in Uonuma-shi. By performing university activity, it worked as a platform for industry promotion and contributed to lively community making.



“Uonuma Craftsman University” participants

The followings were plans to execute through activities:

- (1) Making shops more attractive (making shops by contest style and judged by customers)
- (2) Sales Promotion Activity (developing sales activities. Simultaneous development of a few shops’ campaign fair with the seasonal common theme.)
- (3) Project to introduce and attract customers (introduc-

ing university activities on the homepage and facebook each shop publicity and advertising activity, and broadcasting craftsmanship and personality of the workman.)

(4) Walking street promotion project (making a campus map, making street view by common theme display.)



Judgment for making shops, contest style by customers



"Craftsmanship" demonstration (flower shop and craft shop)



Aim for customers to enjoy shopping district walking by "Uonuma Craftsman University," and aspire for the whole shopping district to be the aggregate popular shops.

Result

To achieve revitalization of the shopping district and popularization of shops.

"Uonuma Craftsman University" has made shopping district events as university circle activities or cultural festival. They try to make common promotion projects and seasonal street making to match the Doll Festival in March, Children's Day in May, Halloween in November, and Christmas in December. Simultaneously, they are

carrying out "making popular shops support project" by National Shopping District Support Center Co., Ltd. As a synergistic effect, participating shops could achieve 128% increase in sales and 142% increase in visitor numbers (vs previous year)



"Making seasonal street view



Collaboration products for white day (March 14, when boys give gifts in return for Valentine's Day)"

"Uonuma Craftsman University" "Horinouchi Campus" was opened at Horinouchi area in Uonuma-shi. Similar projects are influencing the surrounding area. By having this opportunity, we try to revitalize our community by ourselves and convey the charm of the shopping district.

Structure

At "Uonuma Craftsman University," which is the community business revitalization plan at current shopping district, "Professor Meeting" style is established by young successors and continuous and active activities are performed monthly. For these activities, the current mayor is inaugurated as president of the "Uonuma Craftsman University," and also business promotion staff participates in activities. Hence, they are actively trying to have a connection with them. By setting budget aside as a city, they started up business to promote 3-year new products development project from 2016. They have a stable backup system for the community business revitalization. By communicating with community-related groups, they established strong execution system.

A comment from the executive



"Uonuma Craftsman University"
Principal
Yutaka Kinefuchi

Revitalization by getting closer to the customers

It all begins with those shops, which received lecture of "making popular shops support project" by National Shopping District Support Center Co., Ltd, got together and thought about doing something interesting. "Uonuma Craftsman University" was opened while shop owners with professional knowledge and craftsmanship are called "Craftsman" (professors), and referred relationship with the customer as professors and students. By creating popular shops and connecting them, we promote town walking. As a result, we could revitalize the shopping district as a whole.

"Making shops, making town"

"Uonuma Craftsman University" has become the platform. Each shop strived to make charming shops, and we also do event and campaign for "visualization" of shop owners in order to reinforce the relationship with customers. From now on, with the slogan "making shops, making a town," we would like to achieve making shops with "charms" and carry on events with the creation of "craftsman" feeling. We would like to do an event by the cooperation of shopping district as a university project. We hope by keeping the distance closer with customers, we can revitalize this town and shopping district more.

Shintatemachi Shopping District

Kanazawa-City, Ishikawa

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Establishment of “Shintatemachi Brand” as a shopping district, where new and old are well-blended by the effort of younger business owners and female owners

Basic data

Location	Shintatemachi, Kanazawa-City, Ishikawa
Population	Appx 470,000 (Kanazawa-City)
TEL/FAX	+81-76-221-6789 / +81-76-221-6789
Website	https://www.facebook.com/shintatemachi
Number of membership	120 people
Number of Stores	60 shops (43 retails, 12 restaurants, 5 others)
Type of Shopping District	Community Shopping District
Main customer segment	Students / youth, family (parents and children) / 30 th , 40 th

Shopping district overview

Prospered as a temple compound town when a temple was transferred in 1621. Temporary called “antique street” due to the increase of shops who sells arts and antique goods since the late 1970s. There are shops utilizing traditional style “Kanazawamachiya.” The shopping district has a unique atmosphere where old and new are well blended. In addition to selling grocery needed by the community residents, there are various personalized shops, such as variety shops and clothing shops where selected items are displayed, order-made male shoe store, accessory manufacturing and sales by metal-carving artists, and take out only sushi shop. Their success was due to the long year hard work by young business owners. Their event activities penetrated into a young generation and the current shopping district success is the result of their hard work.

Background

How to invite customers from neighboring towns was the theme

Shintatemachi Shopping District is community style shopping district where new and old shops are well blended. It is locating next to the central commercial area of Kanazawa city. Since neighboring Tatemachi and Katamachi have a large customer base, they have difficulties to collect customers. Yet variety shops and restaurants owned by young owners are increasing. Developing population decrease, decreasing birthrate and aging population, the population in the commercial area is decreasing. However, since it is locating near Kanazawa 21st Century Museum of Contemporary Art, which is prominent tourist facility in the nation, and also Suzuki Daisetsu Museum is nearby, the street is prosper with a lot of visitors on the weekends. With the given situation, their assignment is to make customers from neighboring central commercial area to come to their shopping district. Young shop owners discussed the

possibility of the planning events with popular topics in order to get various generation customers to come to shopping district, let them see the shops, and as a result, increase new customers.

Contents

Female owners participation, making event charming

When the shopping district was prospering in the last, it was very lively at the summer and winter gift seasons. Saigawa Large Street was opened in 1970, and it physically changed the movement of the customers. Also, large shopping mall was opened and charm of the shopping district started to disappear. The summer festival, “Shintate Rapport Festival,” was started. Since then, it has become the community event since. They review the way of the festival in 2007, and they decided to set up a booth with crafts. They also had a project of “Shintate Coffee Project” in 2013 and invited individualistic coffee shops from inside and outside the prefecture. The shopping district became a one-day limited coffee town. Since 2015, by cooperating with other shopping district within the city, photography exhibition “Michikusa,” which displays photos mainly taken around the shopping district, is planned and executed. The purpose is to create the liveliness of the shopping district and to make the shopping district more charming place for the community. In the executive committee of Rapport Festival and coffee project, a female owner of antique kimono and accessory shop, operating for about 10 years in the shopping district, and another female owner of variety shop and flower shop participate. They contribute a female point of view for planning and operating.



Outlook of the shopping district



Shintate Rapport Festival

While directed by young owners who joined the empty shop in the shopping district since around 1985, we can now find trendy atmosphere café, tearoom handling organic products, variety shop, bookstore, western furniture shop all handling selected items, beauty salon owned by female entrepreneur, and accessory manufacturing and sales by metal-carving artists who was recognized “The Wonder 500” project by the Ministry of Economy, Trade and Industry. By cooperating a real estate, whose office was in the shopping district and they are good at the renovation of the old building, they made a small property at the entrance of the shopping district changed into a takeout coffee shop. They tried to minimize the number of empty shops.

Result

Character invites another character; regeneration takes place

Since 2007, we started to increase the number of participating booths for “Shintate Rapport Craft Festival.” In order to unify the concept and atmosphere, we decided only to invite participants via young or female owners’ network only. We completely renewed the concept by setting up the corner for a music band, a cappella and dance. Consequently, more than 5,000 visitors come and enjoy the event each year. Other than Rapport Festival, we thought it was necessary to execute events to attract customers. We got a hint from the fact that the spending for coffee in Ishikawa prefecture was one of

the highest in the nation. We planned “Shintate Coffee Project,” where coffee shop comes from nationwide. Nowadays this event itself has the larger capability to attract customers than Shintate Rapport Festival. The advertisement arch light was renewed to new LED lamp, which adapts the proper height and colors of landmark standard of the town, and suggested convenience to the night time visitors. Due to the continuous attempts, there is only one empty shop as of December 2016, and the charming Shintatemachi brand has been established.

Structure

Each project is subsidized by the Kanazawa-shi and we get support for advertising as well. Planning and operation of “Shintate Rapport Festival” are all executed by the young in the shopping district. By cooperating with local designers and artists, advertisement and leaflets are made. They do not completely depends on the vendors but use personal networking to create something better. Vendors of flea markets are also recommended by each shop while taking full responsibility. In order to differentiate itself from the rest of the events, professional vendors are excluded and choose only shops that match with the shopping district atmosphere. The participants of “Shintate Coffee Project” are not only from within the city, but also from Tokyo, Kamakura, and as far as from Okinawa. The event is focused by the coffee industry as well.



Shintate Coffee Strategy

A comment from the executive



Shintatemachi Shopping District
Chairman, Kazuyuki Jinda
(front row second from right)

Project started by young and female owners, now became shopping district brand.

While community shopping district is getting to decline, and there are old residents and comparatively smaller shops, young owners started to use an empty lot to start a business. This encouraged the generation change, and all the events are handled by young and female owners. Events are operated mainly by young people and vendors were carefully selected while valuing the “connection.” They have now become the new face of Shintatemachi shopping district.

Gathered characters are the future of the shopping district

The shopping district is the group of new and old people with unique characters. Even if the tenants are changed, they are all merchants and do not care about the immediate profits only as they have a larger view beyond profits. By valuing the character of each shop, we would like to protect the charm, so-called Shintatemachi brand, and would like to revitalize the shopping district even further. We believe in the unique atmosphere of the Shintatemachi shopping district as a charm. We continuously put efforts where young generation can start their business here.

Yanagase Shopping District

(Gifu Yanagase Shopping District Promotion Associations)

Gifu-City, Gifu

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

As the aging of both customer and shop owner continues, we strive to attract new young/ female customers.

Basic data

Location	Yanagase-dori, Gifu-City, Gifu
Population	Appx 410,000 (Gifu-City)
TEL/FAX	+81-58-262-6261 / +81-58-262-6264
Website	http://www.chuokai-gifu.or.jp/syouten/s_yanagase.html
Number of membership	242 people
Number of Stores	232 shops (95 retails, 76 restaurants, 27 services, 1 finance, 2 real estates, 2 medical and services, 29 others)
Type of Shopping District	Large Shopping District
Main customer segment	Housewives, family (parents and children) / 30's, 60's

Shopping district overview

Yanagase Shopping District was Gifu's representative shopping quarters and it experienced the liveliness peak from the 1950's to 1970's. It is a 300m x 300m square shaped wide area style shopping district, and it consists of 8 shopping district organization with arcades. During the busiest era, there were numerous retail shops and restaurants. Since entertainment facility, such as movie theater, was there, people from inside and outside town came to use. With the hit song of "Yanagase blues," it got a nationwide reputation. Recent years, however, due to the appearance of outlying area style large shops, and aging of the customers, the visitor numbers are continuously declining. Currently, a new path is being promoted by replacing generation and starting new projects to attract young customers. Beginning of change is starting to show.

Background

Necessity of creating new market

Yanagase Shopping District could not adapt with itself with consumer style change, such as suburb style business development or EC site. The decline in business was progressing. Revitalization plan by holding events could only temporary attract customers. A new revitalization plan focused on the decrease in young visitors was an urgent issue. Meanwhile, they noticed that manufacturing and retail shop or a shop with selected items have young visitors. To make new fans and utilize the deteriorating building, they targeted young female who has interests in crafts and organic ingredients. Citizen needs survey shows the wanted products in Yanagase Shopping District by young female customers are "unique products that we can buy only in one specific shop." They considered that the first step for revitalization was to make a new market with a character, invite new owners, and make use of the under-utilized real estates.

Contents

Attract young or female customers by unique events and incubation business

With the result of citizen needs survey, in order to increase new customers, they started "Sunday Building Market" (hereafter "Sanbiru") was started on every third Monday of each month since September 2014. The

target customers are in their 20's and 40's, and lifestyle market (Marchais Fair) sell full of "handicrafts" and "selected" items. Sanbiru is an event where under the arcade is the outlet site. This is the new project to find new customers, as well as to promote setting up shops to marche vendors by using the empty lots in the Yanagase area. Current vendor numbers are appx. 140 increased from 50 when it was started.



Lively "Sunday Building Market"

As a step up project, revitalization of the shopping district was planned by having "Sanbiru" as a base. Especially, new vendor incubation project "Weekend Building Stores" (hereafter "Stores") was started from November 2015, which was to the advanced version of countermeasures for dealing with an empty lot. "Stores" are set up by utilizing the empty lot in the building in the shopping district. This is a project to rent out for limited offer mainly on the weekend as a challenge shop. It helps promote the actual business to start for the participants by setting up a real shop, where they can have an experience of aerial feeling with actual visitors.



"Weekend Building Stores" (Challenge Shop)

For elementary school and parents and children, "Yanagase Shopping District Expedition" is executed. This field trip opportunity offers experience and helps participants understand characteristics of the shopping district. Simultaneously, it helps to make fans for the shopping district by having communication with elementary school children. By cooperating with a general incorporated foundation, Gifu City Prosperity Town Bureau and Central Downtown Community Revitalization Adviser, they discuss attracting customers by each business and revitalization of the shopping district by gathering young shop owners. They hold "Core Meeting" periodically. The vice chief director (female), an architect (female), Gifu prefecture, university professors, banks, and Economy and Industry Agency all participate in this meeting. Various organizations offer support for each other. To deal with increasing inbound needs, the investigation is planned.



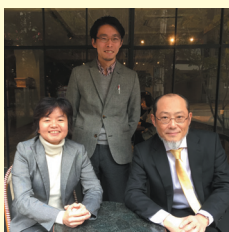
Field Trip "Yanagase Shopping District Expedition"

Result

Stabilization of young customers

"Sanbiru" was started originally with 50 vendors.

A comment from the executive



Gifu Yanagase Shopping District Promotion Association
Chair Director,
Kouichi Hayashi (right)
Business Chairperson,
Sayaka Okada
(Left)
Miyuki Design Co., Ltd.
Director, Takahiro Omae
("Core Meeting" Member)
(Center)

New movement as multiple players connected

Our ultimate goal is to increase mobile young shop owners! To achieve that, we have to change our conventional way of attracting general customers to having a specific target to create new fans and customers. To let people understand the concept of the new trial, which was to multiply shopping district (owners) x business persons (tenants) x professionals (producers), those three different people with different background, it was necessary to try it first.

Changing shopping district to young people's place for creativity

For the new customers to visit, it takes time.

Since the numbers increased to appx 140, it has become a prominent fair in the Tokai area for its ability to invite visitors and reputation. Ten shops have participated in "Stores" in the last five month since its start, and business was operated for 100 days. The plan seemed to be effective for central shopping district revitalization project. "Sanbiru" and "Stores" take a survey among the vendors. This survey result is shared with Gifu prefecture, so those who wish to start a business can set up their shop in the shopping district empty lot. There were 32 empty lots in the shopping district in June 2014, and the number has been decreased to 26 by June 2016. The opening up new shops in the shopping district are successfully being encouraged. Central commercial area revitalization needs survey and marketing survey were taken place in 2015. Since the young customers are increasing, they concluded that it is important to discuss the new project for area revitalization acceleration.

Structure

For the project as "Sanbiru," shopping district and outside volunteers organize the executive committee and carry their mission. Within the volunteer, it includes shop owners, designers, a general incorporated foundation, Gifu City Prosperity Town Bureau, and small and medium enterprise advisors. They plan to revitalize with creative thinking and professional advice towards shopping district staffs. For the chairperson, young female in her 40's was selected. Consequently, they can plan business to serve female customers in their 20's to 40's. The meetings are held to discuss the vision of the shopping district for the future and project involving with a university is taking place in the shopping district. "Sanbiru" and "Stores" are listed in the Gifu City Central Downtown Revitalization Base Plan, and communication with city takes place frequently.

After planting seeds, it takes time till harvest season. We tend to place focus on individual shops' daily profits only, but unless we have the macro view rather than micro view, it is not possible to create new fans.

In the last few years, managers, especially female and young generation, started to set up their shops, and the change is visible. A private company was created with an aim to revitalize the town. By utilizing under-utilized real estates, the local business persons and professionals gathered to start a new business. We are hoping to make our shopping district attractive, so business persons are tempted to start their business here.

Honmachi 3-chome Shopping District

(Takayama Honmachi 3-chome Shopping District Promotion Association)

Takayama-City, Gifu

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

With the decreasing birthrate and aging population, regional shopping districts find new possibilities by working on inbound projects such as establishing duty-free procedure counters.

Basic data

Location	Honmachi, Takayama-City, Gifu
Population	Approximately 90 thousand people (Takayama-City)
TEL/FAX	+81-577-33-0066 / +81-577-35-1666
Number of membership	27 people
Number of Stores	27 shops (retail 21 shops, restaurant business 4 shops, service industry 1 shop, financial business 1 shop)
Type of Shopping District	Neighborhood Shopping District
Main customer segment	Housewife, aged people / more than 70s, 60s

Shopping district overview

Honmachi 3-chome shopping district is approximately 700 meters far from Takayama station, next to Miyagawa where is famous for Hida Takayama morning market. Located on the north side of the Kaji Bridge on the sightseeing route connecting Takayama Station and the old townscape which is a tourist attraction, between the tourist area and the living area. Mainly, many elderly people visit as a Region-based shopping district, which has arcades and city circulation buses, etc., that are easy to visit even in rainy weather and snow are being developed. However, as domestic and foreign tourists visiting Takayama in recent years have increased, the flow line to the shopping district is divided by Miyagawa and the national highway, so it is next to the tourist area, but compared with other shopping districts, Tourists coming to visit have been struggling. To overcome this situation, the shopping district is currently trying to improve the acceptance environment for uptake of the foreign tourists.

Background

Insufficient to attract tourists

It was formed in the early Showa era and developed as a central shopping district of Takayama-shi, however, in recent years, the vibrancy of shopping district was declining due to the expansion of large-scale commercial facilities to suburbs, the increase of shoppers by cars, and the declining birthrate and aging of the purchasing power. On the other hand, Takayama-shi, the number of tourists over 4.5 million people in 2016, especially foreign tourists are increasing year by year and it is expected to become the highest ever recorded number of 4.2 hundred thousand people. Honmachi 1 and 2-chome shopping district in proximity to sightseeing spot are crowded, and stores corresponding to foreigners are also increasing accordingly, however, Honmachi 3-chome shopping district is sluggish the number of tourists visiting due to the fact that there are few stores corresponding to tourists. According to the survey in 2015, local residents go to a shopping district for the purpose of shopping and meal which response rate is over 50% and needs is high, and the result is clear that tourists are highly interested in meals after walks represented by old townscapes.

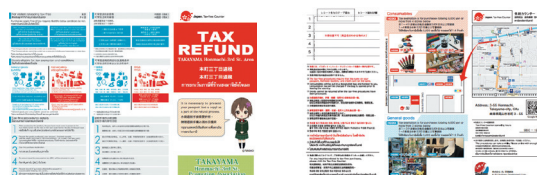


"Nijuyokka-Ichi" traditional craftworks etc. are sold for over 100 years since the Edo period

Contents

Hospitality to foreign tourists

While the number of visitors has been sluggish compared to other shopping districts, it is important not only to tackle local residents but also tourists, especially rapidly increasing foreign tourists, will be captured in shopping districts would be the key to activation. Therefore, towards the establishment of a duty-free procedure counter, vigorously hold a study meeting where the Chubu Bureau of Economy, Trade and Industry, Takayama-shi, and Takayama Chamber of Commerce and Industry participate as an observer. In January 2016, it brought a result to the establishment of a duty-free procedure counter by the operation of shopping district solely. The shopping district alone was the first in the country, and the procedure consignment type duty-free shop which was 4 stores at the beginning has increased to 7 stores as of November and Tax-free correspondence is being promoted together with the area. Participating stores include pharmacies, stationery stores, toy shops, Buddhist altar fittings stores, etc. Even products used in daily life in Japan are accepted by foreigners.



"Duty-free brochure (front • back)"



Correspondence with foreigners at tax exemption procedure counters"

Furthermore, in order to promote the use of duty-free procedure counters, set up multilingual guide boards at the entrance of the shopping district and various places in the store and also made a shopping area duty-free shop map to make it easy to buy 7 duty-free shops for strengthening information dissemination. In addition, as there are many opinions such as few stores (restaurants) that open at night, the shopping district collaborates with Machizukuri Hida Takayama Co., Ltd. they have established “E-Town Hida Takayama” where 15 restaurants that use regional resources, which are new inbound bases, will prepare to open in April 2017.



In “E-Town Hida Takayama”

Also, in response to the frequent appearance of shopping districts with popular TV animation, Cosplay events and Stamp Rally were conducted to make information dissemination as a sacred place for animation with shopping districts as the main entity. Many animation fans have visited not only from Japan but also from overseas since the event. For the future, in cooperation with Takayama-shi, it will move to the entire shopping area (individual stores in shopping districts and “E-Town Hida Takayama” tenant) to improve the migration of tourists in the city and hospitality for foreign tourists, For foreign languages to improve communication skills with foreigners, opening consultation offices on foreigners’ responses such as how to display customer service methods and products, targeting foreign nationals it is planning to conduct study sessions etc. to learn how to attract guests.

Result

Increase in tax exemption due to inbound correspondence

After one year since the establishment of the duty-free procedure counter in 2016, existing duty-free shops increased their tax-exempt sales by about 30% compared with the previous year, and handling at new duty-free shops has been steadily accumulating. Regarding sales results, it reports to the stakeholders on a monthly basis to obtain necessary advice, and establish a system for performance evaluation such as sharing duty-free sales situation with members of the shopping district at the board meeting. Also, the president himself lectures at briefing sessions, interviews with various media and responds to visits, etc. By disseminating information, it contributes to apply of inbound correspondence. This information dissemination has also led to the improvement of local residents’ awareness of shopping districts, which not only tourists in Japan and overseas, but also as an opportunity for local customers to visit shopping districts. Moreover, these efforts lead to the opening of two new stores in shopping districts.

Structure

Regarding the maintenance of “E-Town Hida Takayama”, it implements cooperation with Machizukuri Hida Takayama Co., Ltd., and the project effect, it plans to establish and verify the shopping district, Machizukuri Hida Takayama Co., Ltd., Takayama-shi and experts’ verification committee. Also considering projects for direct overseas shipment from duty-free procedure counters with post offices, etc. and advice on developing more easy-to-use systems for development makers of duty-free procedure equipment. Also, it plans to hold an event aimed at the international exchange with local high school clubs and foreign residents living in the area, and it will make efforts to improve the satisfaction of foreign tourists further.

A comment from the executive



Takayama Honmachi
3-chome shopping district
Promotion Association
The Chairman Tomoaki Nakata

To uptake inbound demand

In 2012, many fans (= tourists) came to visit the place of animation, as pilgrimages to the sacred place, and it realized that tourists could be taken in if there are appeal and service in the local type shopping district. Many foreign tourists are visiting certain areas in the city and as hospitality for shopping districts to have those people come, first it started a tax exemption procedure counter with the cooperation of shopping district members, currently it is used as a shopping district where many foreign tourists can enjoy shopping.

The shopping district keeps changing without fear of changes

Regarding correspondence to inbound, it is still just beginning and feels that it has been changing every moment. Along with that, the demands of shopping districts will also change. It wants to work on new things without fear of change from now on with the word “only the fact that “keep changing” is unchanged” in mind. And it wants to be a shopping district that will be chosen in various fields other than inbound.

Asuke central Shopping District

(Asuke central Shopping District cooperative association)

Toyota-City, Aichi

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Develop services for the elderly Cooperating with supermarket “Palette” which carries out mobile sales, it contributes to keep community which was estranged.

Basic data

Location	Imaoka, Asuke-cho, Toyota-City, Aichi
Population	Approximately 4.2 hundred thousand people (Toyota-City)
TEL/FAX	+81-565-62-0056 / +81-565-62-0993
Number of membership	119 people
Number of Stores	89 shops (retail 52 shops, restaurant business 13 shops, service industry 15 shops, financial business 2 shops, Medical service business 2 shops, others 5 shops)
Type of Shopping District	Community Shopping District
Main customer segment	Aged people, Domestic tourist / more than 70s, 60s

Shopping district overview

Asuke district where the shopping district is located in the “salt road” connecting Owari, Mikawa and Shinshu in the Edo period, and it is a commercial town that flourished as a point of goods transportation and traffic and it was prosperous as a salt town during the Meiji era; at its prime. After that, although prosperity continued until the 1950s, the population had decreased when entering the high economic growth period and now the aging is progressing as well so that challenges are emerging such as shortage of successors, an increase in empty shops and a decline in purchasing attraction are coming up. The valley “Korankei” known as the landmark of autumnal leaves adjacent to the shopping district is a sightseeing spot where approximately 6 hundred thousand people visit during the autumn leaves season, and it is selected as Preservation District for Groups of Historic Buildings of the country in fiscal 2011, the shopping district is working on revitalization projects that make use of this historic old townscape.

Background

New approach is needed to vulnerable shoppers such as elderly

Shopping district holds a shopping venue activation plan meeting in collaboration with Tourism Association, Asuke Chamber of Commerce and Town Development Promotion Council. As a result of the plenary session, it has held periodic market holdings and tourism guide training at Okamisan board in a shopping district. After that, evaluation of the project based on the Phase III Shopping district Activation Plan (fiscal 2014 to 2016), such as conducting a traffic volume survey in the shopping district, is underway and formulation of the next term revitalization plan is proceeding. In formulating the 3rd stage revitalization plan, based on the environmental changes such as the decrease in tourists of the “Korankei”, the decreasing population, the aging of residents, and promotion of projects that make use of old townscapes to attract tourists, promotion of empty store countermeasures business, shopping support services, etc., aiming at shopping district where can feel the “from Edo era to Showa era” and “every seasons” It is decided to adopt the policy of promoting the shopping district business that supports the districts. Especially, it decided to focus on implementing shopping bases and mobile sales targeting vulnerable shoppers such as elderly.

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Supermarket “Palette” operates mobile sales, and various events are also held for tourists

While shopping bases that sell fresh food locally declined in sales, the company was established mainly

by members of shopping district to survive everyday shopping functions and supermarkets “Palette” was opened in 1998. Since 2013, Mobile sales for vulnerable shoppers such as the elderly in the Asuke area including shopping district are implemented utilizing two vehicles by the Yaomi Co., Ltd.; a tenant of “Pallet” and the everyday goods delivered by managers of the shopping district. After investigating areas with many elderly people and areas where shopping is inconvenient, the mobile sales vehicles operate a total of 5 routes based on community centers in each area on different routes every day. The store owner of the shopping district fulfill a role as an order taker with accompanying daily change. Also the Chamber of Commerce and Industry are preparing flyers and requesting cooperation from the administration. Through the implementation of this project, it not only provide opportunities for shopping but also contribute to the maintenance and formation of communities as a place where neighboring residents gather at sales bases and meet to talk. When carrying out mobile sales, it checks the health condition of the elderly such as implementing health counseling in cooperation with the Regional Comprehensive Support Center, and in case they are not feeling well, it is working on collaboration such as contacting the hospital.



Mobile sales business

Also, for customers attracting tourists and other

people, it is planning to introduce old townscapes such as “Hina dolls in Chuma” decorating “clay dolls” in stores and shops and “Tankororin’s Evening” arranging bamboo lanterns Utilized event, in addition to these events, “Chuma nagoyaka market” and “Asuke warmth collection” to exhibit fresh vegetables and woodworking products of local farmers are held. In conducting these events utilizing regional resources, it actively creates the walking route and dispatches information in cooperation with Asuke junior high school. It also strives to improve the appeal of walking around the old streets such as carrying out stamp rally for tourists who visited.



“Hina dolls in Chuma”

Moreover, “Asuke Nagoyaka Walking Workshop” organized by a shopping district that also serves as health promotion as well as sightseeing tourism, events are being held to support health promotion while enjoying townscape in Asuke.

Result

Maintaining local communities through mobile sales

Shopping district has undergone implementation of shopping services in collaboration with the Chamber of Commerce and Industry as well as event business for tourists, due to the decreasing population and increasing number of elderly people. Due to the increasing number of conversations and meetings between the residents in areas that have been estranged through the mobile sales business, we believe that maintaining local communities will lead to the survival of shopping district, and it will continue to expand the businesses in the future. From fiscal 2015, a community support system is being built for the elderly in the Asuke area, and as a shopping district strives to increase the frequency of

going out for the elderly by gradually implementing outgoing information such as event information on tablets. Meanwhile, efforts for tourists such as “Hina dolls in Chuma” are linked to guests other than the peak time of the autumnal leaves of “Korankei”, the number of shops and union members cooperating with the event increases year by year.

Structure

The shopping districts have established meetings for making shopping district revitalization plans in collaboration with the Chamber of Commerce and Industry, the Tourism Association, and the town development council. Activation plan started in the first phase in fiscal 2008, passed through phase II (fiscal 2011~2013), now it is the third period (fiscal 2014~2016). At the time of formulating the new plan, it analyzes the current situation of the environment surrounding the area in addition to the achievement of the current plan and the evaluation of the project carried out and reflected in the new plan formulation.



Shopping district revitalization plans meeting

Also, in cooperation with the Chamber of Commerce, with the aim of restraining the local purchasing rate reduction and revitalizing the commercial, by utilizing the subsidies of the national government and Toyota-shi, it is planned to use mobile sales and order taking service along with the basic policy of the shopping district activation plan, and the system of collaboration such as promoting use of Asuke area bus “Ai maru” for securing transportation for living in the area operated by the city is strongly established.

A comment from the executive



Asuke central shopping district cooperative association
The Chairman Akio Sakuma (Left)
Representative director,
Yaomi Co., Ltd.,
Yukio Murakami (Right)

Efforts to respond to the needs of local people

It was a questionnaire conducted by the Chamber of Commerce to the people living in the surrounding area that triggered the conference to create a shopping district activation plan. As a result of many discussions centered on shopping districts and commerce chapters, Yaomi Co., Ltd., as a result of requests from residents, mainly elderly people who feel inconvenienced in shopping at shopping district, it decided to start mobile sales and order taking service. Nowadays, various variety shops in shopping districts also began mobile sales together, and have gained popularity mainly in agricultural supplies and other items.

It wants to connect to new visitors to the shopping district

While setting up an environment where shopping can be done without going to a shopping district, as a shop owner, there is also a thought that “Please shop while watching various items at shops!” From fiscal 2015, the shopping district is conducting social experiments that allow to share information on events using tablet terminals and shop by going shopping by riding together in a shopping district, Nagoya University, and Toyota-shi “Business × School × City”. From now on, it would like to proactively pursue initiatives that will allow more people to come to the shopping district.

Issinden Shopping District

(Issinden Commerce and Industry Promotion Society)

Tsu-City, Mie

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Twenty-eight shopmasters in the shopping district invested to establish a business company “AKARIYA Co., Ltd.” to meet regional needs and work on raising the appeal of individual stores.

Basic data

Location	Issinden-cho, Tsu-City, Mie
Population	Approximately 2.8 hundred thousand people (Tsu-City)
TEL	+81-59-232-2366
Website	http://mieken-navi.jp/ishinden/
Number of membership	67 people
Number of Stores	67 shops (retail 37 shops, restaurant business 7 shops, service industry 10 shops, financial business 2 shops, real estate industry 1 shop, others 10 shops)
Type of Shopping District	Neighborhood Shopping District
Main customer segment	Aged people, Family (parent and child) / more than 70s, 60s

Shopping district overview

Issinden shopping district is a shopping area where historic streets remain, surrounded by a circular moat.

In 2016, the district received designation No. 1 of “Priority Area” based on the landscape plan of Tsu-shi, and the landscape protection is given to new buildings, renovations and colors of the buildings. Approximately 5.8 thousand households, 13.5 thousand people live in the Issinden area, about the shopping district, including Buddhist altar fitting stores, Japanese-style shops, Western-style shops, Japanese-style confectionery shops, Western-style confectionery shops, restaurants, and household goods shops. Various shops are located and respond to the needs of local residents including elderly people in the city. Although the surrounding environment such as empty stores and outflows of customers to suburbs is severe, the shopping district is also actively working on activities such as the creation of local communities and appealing product development through industry-academia collaboration, and working to revitalize it.

Background

Absence of active business entity

Jinai-cho where the circular moat surrounds the four sides of the town, centering on Takadahonzan (Senjuji), has tourist resources representative of Tsu-shi, but in the shopping district it was a challenge that not only the attractiveness of individual shops but also the PR of charm as an old Japanese town was insufficient and that tourists were not able to take in. In fiscal 2012, the shopping district conducted a survey of local residents’ needs, and it became clear that there are voices calling for delicatessens and food deliveries from elderly people. It is necessary to have a place with a community function at which young people as well as elderly people can easily meet in the evening and that can carry out exchange events and others. In addition to the absence of business entities in the area that respond to these needs, the decision to dissolve the organization responsible for the renewal and management of the Takada Kaikan, which was used for Buddhist memorial services and others, was decided and examined on how those agents should be operated it set up a meeting and continued the discussion.

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Expand business centered on “Akariya Co., Ltd.”

As a business entity to enhance the convenience of tourists and local customers, migration to the shopping district centered on the Takada Kaikan, 28 shopmasters of the shopping district invested to establish “Akariya Co., Ltd.”. At “Akariya Co., Ltd.”, in addition to the oper-

ation of antenna shops and Japanese restaurants that sell merchandise in shopping districts at Takada Kaikan, in fiscal 2013, it opened a ready-to-eat restaurant “Bon-buri” for the purpose of regenerating local community functions. Elderly people in the neighborhood can buy and bring home side dishes at the shop, and regularly hold a priest’s bar, where young people can consult their lives at night, and it is a place where men and women of all ages gather together, mainly by the Buddhist priests of Takadahonzan. In shopping districts, it is collecting funds through “crowdfunding” as one of the initiatives to promote the charm of the old Japanese town of Issinden, “Issinden Happy Japanese-style Wedding”, and the effect as a topic making has also come out. After the wedding ceremony, it is a celebration celebrating marriage at the town people, including the performance of Gagaku, performing a parade on a horse-drawn carriage.



“Issinden Happy Japanese-style Wedding”

In addition, from 2013 to 2014, 12 stores in shopping district participated, utilizing the “Thriving shop Creation Support Project” of the National Shopping District Support Center Co., Ltd., and along with improving the appeal of individual shops, It strengthens the coopera-

tion system with the shopping district, and it is leading to the improvement of sales in the shopping district. Also, fiscal 2015, by utilizing the company's "trial execution support project", by certifying and recommending products recommended for visitors of Issinden as a regional brand "Issinden jirushi", it is possible to brand the product aiming at raising the name recognition and increasing the number of visitors. At that time, university and shopping district collaborated, establishing "Issinden jirushi certification council". Various efforts are being carried out with "Temple, Girls & Town" as a keyword. Specifically, it develops the sweets with the motif of "lotus" blooming in the precincts of Takadahonzan, designing packaging, and it is developing a sales channel by offering at local events. Currently, 24 products from shops in a shopping district, mainly in sweets, are certified as "Issinden jirushi", and some products are also sold at the Takada Kaikan. In sales, efforts are underway to improve productivity by improving sales, such as analyzing sales data and considering sales methods.



"Issinden jirushi" certified products



"Issinden jirushi certification council"

Result

Appeal with "lotus" sweets and logo mark public offering

"Handmade delicatessen shop Bonbori" is popular among people seeking a proper quantity and homely flavor, and there is an average of 150 to 200 visitors a day. Also, the shopping district is supported to the "prosperous store creation support project", attractive stores were increased such as changing displays of stores, securing flow lines, and installing new POPs. In addition to the collaboration between shops progressed

through the project, new products were developed by Japanese sweet shop and soy sauce brewer.



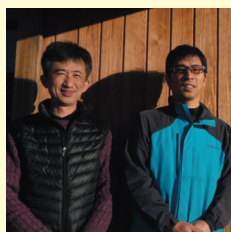
"Bonbori" is located in front of Senjuji

Regarding "Issinden jirushi", it has made a public offering of the logo mark, and decided in November 2015, the logo mark which imaged Takadahonzan and Lotus flowers. Certified products are also sold at the events of Takadahonzan such as "Oshichiya-San", and the name recognition is also increasing.

Structure

In shopping district, generation shifts to young people are proceeding smoothly, and young generations are taking the initiative in the projects of the country and Japan Shopping District Support Center Co., Ltd. Regarding "Akariya Co., Ltd.", managing a prepared dish restaurant "Bonbori" as well as continuing to operate the Takada Kaikan with facilities for lodging, eating and hall adjacent to the temple. Also, it is planning measures to revitalize the town along with shopping districts, such as selling "Issinden jirushi" certified products. Moreover, it aims to maintain independence by utilizing cloud funding to hold events, sending special products of Issinden as a gift given in return to investors, and conducting regional PR, not depending on other support. Regarding the development of the regional brand "Issinden jirushi", it will continue to use "Temple, Girls and Town" as a keyword, in addition to the University and Takadahonzan, as well as "Issinden jirushi certification council" by financial institutions, self-governing associations and women's associations, planning to consider new product development and new certified products.

A comment from the executive



Issinden Commerce and Industry Promotion Society Chairman Takanori Nakagawa (Left)

Akariya Co., Ltd. Representative director (Shimotsu shoyu Co., Ltd. Representative director) Hirotugu Shimozu (Right)

New efforts that leadership of young people

Following the results of the regional questionnaire survey "They want a restaurant inside the shopping district" and the situation that there is no operator after the Takada Kaikan refurbishment, it will be responsible for the operation of the facility by investing mainly in young people in the shopping district "Akariya Co., Ltd." was founded. Even now, a lot of customers are coming to "Bonbori" and Takada Kaikan. However, in order to make more people walk on the streets of the shopping district, it has challenged each business not only to develop key stores, but also it is necessary to be more attractive of each store.

To further improve the charm of Issinden!

In the prosperous store creation support project, it was a great result that it could build a system to think about the town of Issinden by everyone in the area by implementing it in cooperation with various entities such as universities and banks. In future, the shopping district thinks that it is necessary to restructure, such as establishing an environment where young managers can open stores by discussions with existing stores and vacant store owners. Cooperate together with Takadahonzan and the shopping district to further convey the attractiveness of Issinden.

point

Five shopping districts in front of Fukui station established Fukui Ekimae Five shopping districts union revitalization council. Promote community development through renovation and cooperation beyond the framework of shopping districts.

Basic data

Location	Chuo, Fukui-City, Fukui
Population	Approximately 2.7 hundred thousand people (Fukui-City)
TEL	+81-776-25-3875
Website	http://fukui-ekimae-st.com/
Number of membership	145 people
Number of Stores	155 shops (retail 78 shops, restaurant business 20 shops, service industry 30 shops, financial business 2 shops, real estate industry 4 shops, Medical service industry 3 shops, others 18 shops)
Type of Shopping District	Large Shopping District
Main customer segment	Students, Young people, Family (parent and child) / 20s, 30s

Shopping district overview

The Central area of Fukui-shi with Fukui ekimae Five shopping districts union revitalization council has a history from the end of the Azuchi-Momoyama period and has cultivated its culture and tradition around JR Fukui Station in terms of commercial and residential. In response to the influence of suburbanization due to the expansion of large-scale commercial stores, five surrounding shopping districts established Fukui ekimae Five shopping districts union revitalization council in 1999 in order to promote community revitalization integrally and improve the value of central urban areas. In April 2016, a redevelopment building opened in the west entrance of JR Fukui Station, and now the council is working on revitalization not only in the shopping districts but also a collaboration with commercial facilities around Fukui station and specialty shops. In the future, it is expected that the bustle improvement and the number of visitors to come will be increased, such as holding of the Fukui National Sports Festival and extension of the Hokuriku Shinkansen within the prefecture, private investment will become active.

Background

Receiving the decline of the central urban area by suburbanization

Fukui city center area where JR Fukui Station is centralized, public transportation such as a bus and a tram is noded, administrative agencies and establishments are gathered in the vicinity. However, as the opening of a large commercial facility in the suburbs continued, the area gradually faded, such as the closing of large stores in the central urban area and the reduction of pedestrian traffic. Also, there were plans to change the redevelopment of Fukui Station West Exit, and maintenance work continued for a long time around Fukui Station. Under these circumstances, Goren has actively worked on various revitalization projects since 2008 in order to improve the value of the central urban area. In 2013, Together with landowner organizations and local NPO organizations, set up a Chuo 1-chome Activation Study Group to revitalize the block with the renovation business as a pillar, to continue the private investment in the city, aiming for a city that is easy for young people to establish their business.

Contents

Joint promotion business and renovation business

First, Goren conducted a sales promotion meeting with large stores in the area and started sharing information among stores. Also, Goren also worked on the implementation of bars and town seminars through

cooperation with town development Fukui Co., Ltd., which is a town development company in the central urban area, to disseminate information on the homepage, appreciation day and illumination of the station, the appointment of a marriage event, create of bustle.



Thanks day of the station center

In June 2014, As a new project in the central urban area, it started a "beautiful city project" with volunteers of young managers. This is an effort derived from the fact that the city of Oda Nobunaga's younger sister Ichi, who was said to be the most beautiful lady in the Sengoku to live in Kitanosho Castle, which was here with the three daughters, Chacha, Hatsu and Go, It aims to accumulate stores related to "beauty". With respect to the utilization of empty stores, PR combined with rent subsidies of Fukui-shi opened 11 stores all at once including beauty salons and relaxation in March 2015. At present, the general corporation "EKIMAE MALL" by Goren, Beauty Town Project, town company, department store, and commercial facilities around Fukui Station has been established, and EKIMAE MALL is conducting joint sales promotion activities the entire area around JR Fukui Station. Also, Renovation school

is being held at the center city of Fukui-shi in collaboration with city and town development company from fiscal 2015 and Goren is actively promoting renovation efforts as well. In renovation utilizing empty stores, by attracting new tenants that take on the new contents of the city there, and developing them within a certain area, it can solve the problem of “eliminating empty stores”, “revitalizing towns and communities” “new employment Creation”. With this initiative, a new city development company was established to conduct new opening and renovation. Also, as a result of encouraging related institutions of the Chuo 1-chome activation study group, securing a flow line continuing from the main street to the department store was also promoted. Ahead of the holding of the Fukui National Sports Festival in 2018 and the extension of the Hokuriku Shinkansen in the prefecture, further activation of the central urban area is expected.



Renovation schools

Result

Increase in new business opening and attention to the front of the station

With the efforts of the “Beauty Town Project”, 25 new stores related to “Beauty” and more than 50 new jobs have been created. Also, With the holding of renovation schools in the city center of Fukui-shi and the renovation project promoted by Goren, seven new enterprises and two new businesses which renovate vacant stores called Yamori company have been created. Both are initiatives aimed at revitalizing the community and towns, as well

as eliminating vacant stores and creating new jobs. Moreover, It is characterized by women and young people U-turns and I-turns being outstanding, and it also helps young people to work locally. Also, for general corporate entity “EKIMAE MALL”, activities such as Halloween costume event, implementation of free-paper “EKIMAEMALL PRESS”, dissemination of information through the website, and other activities have been drawing attention.



Free paper “EKIMAEMALL PRESS” issued by “EKIMAE MALL”

Structure

Goren has been effective through efforts aimed at a fundamental solution that is not temporary, to revitalize the exhausted central city area, such as the creation of business due to events, safe and secure city development, eliminating empty stores by renovation, etc. In the future, Goren will continue to promote community development through a renovation in collaboration with town development companies, holding sales promotion activities, holding events and others. Also, as a member of the general corporation “EKIMAE MALL”, Goren will also promote joint promotion activities. In addition to restaurant business organizations, fashion store organizations, beauty shop organizations, and other similar industry organizations have started collaborative activities Goren supports the activities of disseminating the attraction from various aspects, to appeal the attractiveness of the city center beyond the boundaries of “Shopping districts”.

A comment from the executive



Fukui ekimae Five shopping districts union revitalization council
The Chairman Mikio Kato

Support challenge of young people!

Fukui ekimae Five shopping districts union has been engaged in events, sales promotion activities, administration of pilot shops, dissemination of information and so forth. Currently, Goren is promoting renovation business that can change town in a relatively short time compared to redevelopment. This can be expected from young people’s participation in terms of expenses. People gather, vitality is born and leads to the local energy. The front of Fukui station is a district that supports young people’s entrepreneurship. Goren will continue to support it.

Activate the whole with the general corporation “EKIMAE MALL”

Activities at the front of Fukui station with volunteers of young managers who started with “Beauty Town Project” now become an organization including the main commercial facilities in the central urban area as “EKIMAE MALL” and joint promotion makes synergy. In April 2016, The redevelopment building at the west entrance of Fukui Station opened, and the Fukui National Sports Festival and future extension of the Hokuriku Shinkansen in the prefecture is also under way. We will continue promoting joint promotion activities as general corporate entity “EKIMAE MALL” in order to have wide recognition of the appeal of the whole center city area.

Nagahama Shopping District

(Nagahama Shopping District Union)

Nagahama-City, Shiga

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

**Making new fans of Nagahama Shopping District with the newly evolved point card system
Promoting “CLUB NAGAHAMA Plan” for tourist with aim to develop continuously.**

Basic data

Location	Takada-cho, Nagahama-City, Shiga
Population	Approx. 120 thousand people (Nagahama-City)
TEL/FAX	+81-749-62-2500 / +81-749-62-8001
Website	http://club-nagahama.com/index.html
Number of membership	115 people
Number of Stores	140 shops (87 retails, 34 restaurants, 11 services, 4 finances, 2 real estates, 2 others)
Type of Shopping District	Community Shopping District
Main customer segment	Domestic tourists, elderly /40's, 60's

Shopping district overview

The Nagahama shopping district was created by Nagahama central downtown shopping district

in 1951. It gradually changed its style of neighboring style to touristy style shopping district by the establishment of Kurokabe Co., Ltd and long-running historical drama series on NHK TV. The shopping district has changed itself significantly, and now 2 million visitors come annually today.

Nagahama Shopping District consists of five shopping districts. They tie up the basic resident registration card with their shopping district point card “shusse card (promotion card)”

as the first trial in the nation while cooperating with Nagahama-shi and Nagahama Chamber of Commerce. They launched “CLUB NAGAHAMA” project. This project reinforces customization of the tourists and the consumer expansion. They are executing strategic and active approach when the community making and shopping district future planning are concerned.

Background

After the transformation of tourist style shopping district, various problems remained in Nagahama

Street has achieved various activities at the central downtown of Nagahama-shi, as it was the core business center of the neighboring community. By the appearance of outlaying style large shops in 1988, the huge damage took place. However, by taking the expansion of tourist demands by the establishment of the third sector, Kurokabe Co., Ltd., they shifted the business focus from neighboring residents to the tourist focus. They have changed from neighboring style to tourist style shopping district by implementing the events for the long-running historical drama series on NHK TV.



A group of historical buildings, a tourist hotspot known as the Blackwall “Square”

However, after 30 years has passed, the visitors are declining In order to have continuous economic development, it was necessary to put efforts to make fans of Nagahama. It was important to make the individual shop to be attractive as if the shop itself would be the ultimate destination for the visitors. However, the most urgent

issues were lack of successors, educating the young workforce, environment set up for the new shops, and the system for the surrounding area to take part in the creation of the town. As the aging progresses, for the downtown central area to sustain and develop, it was necessary to make the community interesting not only for the tourists but also for the community residents. The sensibility of women was considered valuable for this project.

Contents

“CLUB NAGAHAMA” business, making tourists Nagahama fans

Nagahama Club Co., Ltd, was funded by Nagahama Shopping District and five shopping district consists of Nagahama Shopping District. They suggested the “CLUB NAGAHAMA Plan” manage the tourists in 2012. They set up the cooperation style with Kurokabe Co., Ltd, who was the core of the planning.

“CLUB NAGAHAMA” was started 2015. The purpose of “CLUB NAGAHAMA” is to organize the infrastructure to make the tourists as repeaters. To achieve this purpose, the projects of “CLUB NAGAHAMA Card,” the IC prepaid card specifically designed for tourists with premium, and the information site “CLUB NAGAHAMA.COM” were started.

“CLUB NAGAHAMA” can be used at 120 shops in Nagahama Shopping District. It has a value of 3,500 yen for the price of 3,000. Also, it gives privilege to the card holders the rights to use the tourists’ facilities as a favor.

By launching the information site “CLUB NAGAHAMA.

COM,” they attract visitors and also provide information to tourists. This was promotion activity to make visitors as repeaters and fans. By foreseeing the future, “CLUB NAGAHAMA.COM” is made to be compatible with multi-language. It was also designed to be enhanced easily in individual pages so that it can be continuously developed in the future. Starting this home page gave a chance for each shop to have their own. “CLUB NAGAHAMA Card” is based on the system of their existing shopping district point card “shusse card.” It carried prepaid function and settlement collect functions from the beginning. Therefore, they could issue, collect and set up the payment system establishment smoothly. After using the prepaid amount, they can charge and add the value with cash easily. The card can also function simultaneously as the shopping district point card, same as “shusse card.” In order to execute this project, they welcomed shop as “Kurokabe,” who were frequently used by tourists, as a new member shop. “Shusse card” was created for the local customers and it has problems such as “tourists who are our primary customers can’t enjoy the benefits” or “shops specifically designed for tourists were not members.” However, with the launch of the new card, these problems were also solved.



“CLUB NAGAHAMA card”



“CLUB NAGAHAMA” project

Result

Step up for customer management and computerization of shopping district

By collecting the data from “CLUB NAGAHAMA

Card,” customer spending habit and activity traffic line can be analyzed. It became obvious that it has stimulating consumption effects for goods sales. It also brings continuous effects for making tourists repeaters by a point system. On top of leverage effects for stimulating consumption, by having the data of tourist spending habit and activity pattern, it gives them a chance to view the stimulating consumption in numbers objectively. It is a valuable data when planning next projects. They are placing “CLUB NAGAHAMA” project as shopping district IT introduction. As the next step, they are focusing on the SNS seminars mainly for youth in order to promote the information release via the internet. They promote computerization of shops by using cloud computing system and tablets so that they can manage the customers easily in the future.

Structure

With Nagahama-shi, they have set up a system to help each other regarding the promotion for commerce and industry as well as promotion for tourists. They have a similar support system with Nagahama Chamber of Commerce. Nagahama Club Co., Ltd., the operator of “CLUB NAGAHAMA Card,” is established with the fund of shopping district as the management entity of “Shusse card”. It has the know-how and system of operating card business continuously. The system of “CLUB NAGAHAMA” is mainly run by “CLUB NAGAHAMA Promotion Association.” The main members are Nagahama Shopping District Union, Nagahama Club Co., Ltd., Kurokabe Co., Ltd., Nagahama Tourist Association, Nagahama Tourist Products Association, Nagahama Chamber of Commerce, Nagahama-shi, and local financial institutions. The staff office is run by a young member of the each group. They promote the projects.

A comment from the executive



Nagahama Shopping District Union
Chairman Masahiro Sawada

Counting tourists as regular customers

Nagahama-shi central downtown, No.1 tourist place within the prefecture. Only a few shops could handle tourists who were high return repeaters. The concept of “CLUB NAGAHAMA Plan” was originally thought after to make those repeaters as fans for the whole community, to supply higher Level of service. “CLUB NAGAHAMA” project has become the huge initiator of this plan. As increasing foreigners come to Japan, we believe it is our mission to reinforce the level of hospitality in the community.

Improving charm of each shop and power of information communication

It is inevitable to enhance the charm of each shop. We consider it as the base of everything. As the computer is well distributed today, we can attract many customers from wider area by making shops where they can provide both “things” and “concepts.”

Although some shops have strong potential, we have not caught up to advertise well for those shops. It is indispensable to improve the communication of information.

By going through the projects, we believe to strengthen our comprehensive charm power of Nagahama community, without solely depending on “Kurokabe.”

Misonobashi 801

(Misonobashi 801 Shopping District Promotion Association)

Kyoto-City, Kyoto

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Aiming to obtain “safe and secure town making, welfare town making” where everyone can live comfortably, they release and execute various ideas.

Basic data

Location	Omiyahigashi Somonguchi-cho, Kita-ku, Kyoto-City, Kyoto
Population	Approx. 120,000 people (Kita-ku, Kyoto-City)
TEL/FAX	+81-75-493-3733 / +81-75-493-3733
Website	http://www.kics.gr.jp/kita/801office/
Number of membership	95 people
Number of Stores	100 shops (24 retails, 14 restaurants, 24 services, 38 others)
Type of Shopping District	Neighborhood Shopping District
Main customer segment	Elderly, housewives / 60's, 50's

Shopping district overview

Misonobashi 801 is the shopping street located in northern part of Kyoto City. It lasts 800m in length, and it is located just after passing the “Misonobashi (bridge),” which is hanging from Kamigamo-Jinja Shrine, the world heritage, to Kamogawa. Misonobashi 801 Shopping District Promotion Association was established in 1986 when the fields were changing into the quiet residential area. The name “Misonobashi 801 Shopping District” was thought after the length of the shopping district “800” and “to go one step further towards the future.” Hence, with plus one, it was named as 801. While there are a lot of families and single persons, the aging of old time residents is taking place. The main visitors to the shopping district are elderly. With the slogan, “safe and secure town making, welfare town making,” the shopping district is promoting to create the community oasis and to strengthen bonds.

Background

Making charming town while adapting community needs

Misonobashi 801 carried visitors' survey in 2010 for current analysis and problem extraction. Since there are high needs for creating safe and secure shopping area environment, LED street lamps, safe footlights, and security cameras were wet up. They could now provide the shopping environment where from small children to elderly could shop safely and securely. Simultaneously, to find out the needs of those elderly, who are approx. 40% of the visitors, they held “making of visitor friendly Misonobashi Shopping District opinion exchange” with community elderly groups and neighborhood association in 2011. By receiving the comments of “it is necessity to set up a place where the community elderly can gather easily,” they decided to reinforce the shopping district concept “safe and secure town making, welfare town making” in order to establish and reinforce the local community.

Contents

Set up community facility and shopping support

In order to fulfill the needs of elderly and revitalize the shopping district concept of “safe and secure town making, welfare town making,” they decided to utilize the empty lot and set up the community facility. The community facility “801 square” was funded by the nation, Kyoto-fu, and Kyoto-shi. It is located at the

almost right middle of the shopping district. For the operation, they cooperate with Kyoto Sangyo University and Council of Social Welfare. Main activities are the operation of the cafe, sales of shopping district mascot “801 (pronounced as Yaoi, a girl's name), calligraphy, shogi (Japanese chess), and hula dance classes mainly designed for elderly. Meals are also provided. Every Tuesday after school, the members of shogi club teach children about shogi. Since the place is used for shopping district event, such as “Lottery event” and “beer garden,” it has become communication exchange square for community people to gather.



“801 Square” Lottery event



“801 Square” Beer Garden

All the class participants pay approx. 200 yen for the participating fee. As a result, there are about 50,000-60,000 yen profit monthly. However, it cost 110,000 rental fees for the operation of “801 Square,” and the utility is about 20,000 yen per month. The difference between income and expense is covered by the shopping district union fees, and with the concept of “welfare town,” they adhere to the principle and have not raised the participant's fees yet. In addition to this project, they started the shopping support project from 2013. For

those in need, such as elderly and handicapped, they provide “help” to go shopping for them or accompanying shopping. The cost is 500 yen each time. The contents of shopping taking over or accompanying is printed in “shopping map” with large sized letters. Elderly with weak eyesight can understand easily and be able to know about the service. They pay attention to the details so that their projects are known for those needed in order to serve the purpose. There are about 20 times usage monthly. It contributes to support the community living by serving the needs of local residents.



Shopping taking over, shopping accompanying

Result

Double the pedestrians, and enthusiasm towards dealing with inbound.

Annual users of “801 Square” is approx. 4,000 The users are not only community residents, but also from the distance place who heard word-of-mouth. When “801 Square” was established in 2011, the pedestrian traffic was 447,855 persons annually, but it doubled to 898,630 in 2015. Also to re-evaluate the shopping district project, with concerning the second time community revitalization recognition, they executed the fiscal year 2016, National Shopping District Support Center Business Co., Ltd. (Support Partner Dispatch Project). By including professionals, they re-organized the community residents’ survey for the shopping district needs. The survey showed that projects not only appearing to

the community residents but also to attract tourists were requested. The shopping district is locating next to the world heritage Kamigamo-Jinja Shrine. In order to take in foreign tourists as their customers, there are planning to set up Wi-Fi environment, develop products of local specialties, and prepare print shop maps with multiple languages. They want to actively work on the inbound countermeasure projects.

Structure

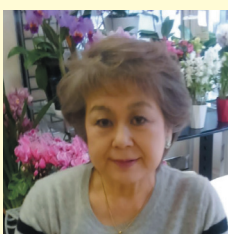
The chief director is in charge of the shopping district. They place vice chief directors as leaders of each project team and cooperate with local university and Council of Social Welfare. In addition to “801 Square” establishment and shopping support project, there are many events taking place. Especially in the “Misonobashi 801 Festival” held in autumn each year, nursery, primary school, high schools and university students in the community have been participating as tradition and contributing to reinforce the community tie for more than 10 years.



With shopping district character, “801 (Yaoi)”
Misonobashi 801 Festival

By cooperating with Kyoto Prefecture and Kyoto-shi, they effectively utilize the various support system. For the office processing, they receive support from Kyoto Prefecture Shopping District Promotion Association. Hence, the support system is well organized with various groups.

A comment from the executive



Misonobashi 801 Shopping
District Promotion Association
Chief director, Mihoko Tanaka

Aiming to achieve “people friendly town”

The community where shopping district is located, there are many elderly and also solitary life elderly. “801 Square” was established with the aims to let elderly “not to be alone,” “to know other solitary life elderly,” and to make somewhere they can just simply drop by. We wanted to give elderly opportunities to go outside of the house, to communicate, and to make crafts. With the direction of community volunteer teachers, a lot of classes were started. Igo (board game of capturing territory) and Shogi (Japanese chess) club has successfully participated tournament as the shopping district representative, and it also started children Shogi club. It is working as the core of the community and a place for elderly and children to gather.

Promoting “welfare town, Misonobashi,” where loved by community people

Aging society progress even faster. Community residents have to support, communicate and keep an eye on each other. In addition to holding classes, we need to operate the 801 square as a place for elderly and children to make and eat meals together. They create a menu with the support from elderly and community residents while ingredients provided by the community farmers. Also by communicating frequently with the comprehensive community center, seminars for dementia is held. We would like to try our best to create a safe and secure town, where community residents can enjoy and live with purposes.

Kuromon Ichiba Shopping District

(Kuromon Ichiba Shopping District Promotion Association)

Osaka-City, Osaka

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Bring back liveliness by shifting to inbound focused shopping district Making shopping district where both tourists focused shops and local customer focused shops can co-exist

Basic data

Location	Nipponbashi, Chuo-ku, Osaka-City, Osaka
Population	Approx. 100,000 people (Chuo-ku, Osaka-City)
TEL/FAX	+81-6-6631-0007 / +81-6-6643-6464
Website	http://www.kuromon.com/
Number of membership	136 people
Number of Stores	173 shops (128 retails, 38 restaurants, 2 services, 1 real estates, 4 others)
Type of Shopping District	Super large Shopping District
Main customer segment	Foreign tourists, housewives / 30's, 40's

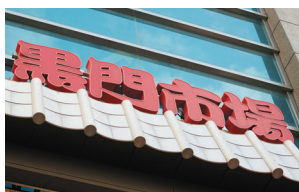
Shopping district overview

“Kuromon” is originated its name from the color of the temple gate, which was located nearby until the end of Meiji Era (1968-1912). Kuromon Ichiba Shopping District consists of 7 towns, and it has a high reputation for its variety of shopping items on top of three perishable foodstuff representative of Osaka. It is extremely convenient as it is located near both subway and private train stations. The past liveliness was mainly due to the restaurant business related sales. Recently the number of visitors started to decrease. However, projects to invite foreign visitors from Asia, who started to increase since around 2011, have taken its effects. Nowadays, since many visitors who have the specific purpose of eating tour, the market is used with wide variety of customers, and traveling sales are also executed.

Background

Shifting shopping district inbound-friendly

The sales of Kuromon Ichiba Shopping District was majorly wholesale to traditional Japanese restaurants, eating house, and local residents. However, since the decrease in restaurant numbers, sales and visitors both decreased. After the bankruptcy of Rehman Brothers, it hit the lowest visitor numbers in the past. Due to yen depreciation, relaxation of visa requirement, and LCC launching at Kansai International Airport, foreign tourists in Osaka city started to increase its number from around 2015. In order to regain the number of visitors to Kuromon Ichiba, they decided to promote the strategy for targeting foreign tourists.



Kuromon Ichiba arcade



Liveliness of shopping district

ready to accept foreign tourists. The shopping district homepage was renewed. English, Chinese and Korean are now available. A small booklet, introducing each shop in the market, are available in Japanese, English and Chinese (traditional Chinese character) was distributed at 180 locations such as in the market, nearby hotels, and tourist information center. Free Wi-Fi environment, free rest area and lavatory, handling of Union Pay Card are all now available by the continuous efforts by shopping district promotion association. They also set up classes for practical English class for the merchants every week.



English class

Each shop tries to deal with the inbound demand by placing staffs who can deal with foreign customers, POP indication, menu in multi-language and supplying products specifically designed for eating tour. In the beginning, only a few shops tried, but nowadays most of the shops, who deal with food supply products, supply foods specifically designed for eating tour. Although relatively expensive, for those foreigners who visit there, eating high-quality seafood or meat with eating tour is their main purpose of their trip. The pictures, taken at the shopping district by foreign tourists, are uploaded

Contents

Making shopping district where foreign tourists and local customers can co-exist

In order to invite foreign tourists, banners and the large lantern were set up in foreign languages. Shopping District map of multi-language was prepared. They were

on facebook and SNS, and those pictures will be diffused with the reputation of the taste. This is directly connected to inviting further foreigners. Seven kinds of large seafood monuments are also introduced via each media by foreign media, travel writer, and bloggers, and they function as information distributors. While many shops are shifting to comply with foreign tourists' friendly shop, approx. 10% of the shops remain focusing on the local residents only. By holding events, such as sales for local customers and stamp event, shopping district is continuously executing events to show that they care about their local customers.

Result

For further inbound countermeasure

Since those projects have taken effects, approx. 26,000 to 30,000 visitors come daily today. About 70 to 80% is foreign visitors, and they are mainly from Asia. However, tourists from Europe and America has started to increase.



Foreign visitors shopping scene

The survey was carried in 2015 to understand the customer satisfaction level as well as improvement area of the shopping district. About 1,000 visitors answered. With the result of the survey, free rest area "Kuromon Information Center" was renewed while subsidized by the nation. In addition to the setup of currency exchange machine in this facility, an information staff with multiple languages is stationed. Baggage storage service is also newly opened. The number of toilets has been increased as well. The large screen monitor at the information

center displays tourist destinations nationwide. Hence, it is contributing to publicize other areas as well. They are planning to execute an exhibition of the products of nationwide.



Kuromon Information Center

The creation of a friendly environment for the foreigners has got better in the past. For the future, in order to avoid the trouble caused by breach of etiquette and cultural differences, they place focus on releasing information on Japanese culture and manners. In addition to the eating tour, cooking experience tour is planned, such as making sushi, takoyaki, and sashimi.

Structure

By setting up an each committee, they share roles. This decrease burden of the union members, and set up the establishment where they can act continuously. Dealing with tourists, including inbound, is handled by tourist counterplan committee. They also discuss the project contents and handles the media. Recently, to invite tourists continuously, they tie up with the travel agents inside and outside the nation. They plan bus tour or issue coupons which can be used in the market. By using support plan by the city, they receive support toward the event, including arcade fixing and set up of security cameras.

They keep a close relationship with the local government and try to contribute for the shopping district promotion.

A comment from the executive



Kuromon Ichiba Shopping District Promotion Association
Vice chief director,
Seijun Yoshida (left)
Chief director,
Yoshinori Yamamoto (center)
Accounting director,
Yasuhiro Okii (right)

The realization of dreams

Kuromon Market was famous for its "food." Therefore, I thought it would be interesting to think the market itself as a huge food court where visitors can take an eating tour. Each shop thought about how to sell their items, and they started to sell food in a specifically designed style so that visitors can experience eating tour. As a result, we can see the increase the number of foreign customers. As they distribute the news, Japanese young people also visit us.

Aiming to make a market, which is appreciated by Japanese people as well

Originally, Kuromon Market was developed with the busy quarter in Minami district. Due to the support from professional merchants and neighboring local people, they exist to this day. Currently, it is lively due to the increase of inbound demand. On the other hand, for the Japanese people especially for the residents in the neighborhood, it is becoming more difficult to shop. Consequently, the number of community residents are decreasing. Our biggest assignment today is how to get back neighboring customers, and what we can do to make their shopping more comfortable.

Tarumi Shopping District

(Tarumi Shopping District Promotion Association)

Kobe-City, Hyogo

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

They implemented groupware, to share schedule and tasks by business in shopping district management, and made it easier for young and female to participate.

Basic data

Location	Kanda-cho · Kugano-cho, Tarumi-ku, Kobe-City, Hyogo
Population	Approx. 220,000 people (Tarumi-ku, Kobe-City)
TEL/FAX	+81-78-707-4650 / +81-78-707-4659
Website	http://www.tarumi.ne.jp/
Number of membership	98 people
Number of Stores	98 shops (29 retails, 33 restaurants, 13 services, 5 finances, 3 real estates, 10 medical services, and 5 others)
Type of Shopping District	Community Shopping District
Main customer segment	Housewives, elderly / 50's, 60's

Shopping district overview

The history of Tarumi Shopping District began with Tarumi Renbai market after the war. Five shopping district were born along the Ginza-dori around 1955, which was extended from the east exit of JR Tarumi Sta. toward the north, and it was lively with a lot of visitors. When large style shopping malls were opened near shopping district after 1989, customer numbers started to decrease. Tarumi Shopping District Promotion Association was established by numerous shopping district in the same area in 1999. There are changes such as decreasing population, decreasing birthrate and aging population, and increasing in numbers of restaurant and hospital. However, shopping district continuous to have visitors mainly the commuters to the nearby sta. They get attention for holding of various events, such as Ikanago (sand lance) festival and town seminar, as well as the creating of the catch phrase "Nanka, meccha ("like, totally")"

Background

Necessity of projects with future

Tarumi Shopping District is located in an immediate northern part of the station, which 40,000 commuters use daily. The location is excellent for a lot of commuters. However, there are large style shops, and also due to decreasing population, decreasing birthrate and aging population, the number of empty lots were increasing in the nearby market. The shopping district needed projects which concerned their next ten years. Project planning and operation were executed within the organization. However, main parts were controlled by limited individuals, such as chief director and vice chief director. Since the rest of the union members were not participating, it was necessary to educate young. In order to keep the liveliness continuously, they set goals to increase charming shops. They aim to make the shopping district lively, make community lively, and make people want to live in this town. They discussed the mid-term business vision with current status and assignment in 2015 and shared the actions to take from now on.

Contents

For the participation of youth and female, who are the key for the next generation

In order to keep the livelihood, they thought it was necessary to hire youth and female who will carry the next generation. Other than goods sales, member busi-

ness vary due to the increase shops in the service industry, such as restaurants. This condition made it difficult for members to plan and operate by gathering at the same time. To solve the problems, shopping district started Committee for each business and decided to utilize IT for the operation. For example, town seminar committee was set up for the execution of town seminar, and free groupware was used to share information with the committee. Groupware is a software which has the aim to share schedule, tasks and communication among the organizations. By utilizing the groupware, the communication was recorded. The progress management of multiple projects taking place simultaneously was also precisely managed on the net. It became possible to share information in details among the committee members, and they can actually minimize the number of meeting frequency. It minimizes the time constraints, and consequently youth and female members can responsibly be related to project planning and operation.

Union member Groupware exchange (image)

Currently, youth and female members are appointed as chairman, vice chairman, committee members of each committee. Union members other than chairman is also actively participating the business operation. With the participation of youth and female, a change in the fully worked-out layout of the event location, where visitors will spend time to stay longer, the creation of poster by young artists, and young owners' event participation can be found. They successfully got attention of the younger visitors in addition to the conventional housewives and elderly visitors. IT committee was started to operate homepage, and they executed the computerization and adjustment of the homepage to smartphones, implementation of digital coupons, and information release of event and shopping district by using SNS. Sales and event information was delivered to the customers. It not only enhanced the convenience but also progressed the advertising to the other community residents.



Ikanago Festival Executive Committee "Kobe Tarumi Ikanago Festival"



"Shopping District Guide Map" by guidebook production committee

Result

Optimization by groupware usage

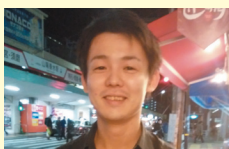
Project management know-how is shared in the

groupware TO DO list, and project progress can be checked by status indicator ("in progress" etc.). Data is uploaded in common folder. They execute business project effectively by communicating new and old generations. It increased the success feeling of business enforcement and bonded feeling among the members, while reinforced the tie between shopping district union members. Workload was shared by the committee style. It solved the jammed conditions which burdened particular members of the union members. On the groupware, contents and schedules are discussed and previous data is recorded precisely. They utilize these data and evaluate the points to be improved, which they can refer to during the next fiscal year for business operation. Since there is a possibility that communication on the net may not be sufficient, they actively use comment column in order to clarify the communication.

Structure

At shopping district, chairman, vice chairman, committee members of each committee are selected by each project at the beginning of each fiscal year. They make an annual schedule, and each committee will follow and operate. Firstly, they review the information on groupware, find out the improvement point, and make TO DO list with execution items which help to operate smoothly. Each year the operation scheme is getting more refined, and they can grasp the progress of the projects. For the groupware operation and decision of mid-term business vision, they receive advice from the consultants. They have established a system to receive and get direction easily for the future improvement. They utilize subsidy from prefecture and city. For the further improvement, they are planning to charge for the dues of each shop starting from the fiscal year 2017.

A comment from the executive



Tarumi Shopping District Promotion Association, director
Kobe Tarumi Ikanago (sand lance) Festival
Committee, Chairman
Koudai Morita



Tarumi Shopping District Promotion Association
Kobe Tarumi Ikanago (sand lance) Festival
Committee, Vice Chairman
Naomi Okamoto

System where youth and female can participate easily

As the shopping district business varies, it is getting more difficult for all project members to participate at the same time. To sustain the shopping district activities, it is necessary to operate the projects by young and female staffs, who has limited time and manpower. By implementing groupware, they successfully economize the workforce and make teamwork effective. It made it easier participation for both young and female members.

Future assignment of groupware

Currently, they are operating by using free part of groupware only, but the functionality is limited. Business owners were unfamiliar with the system, and it took time until they got used to it. In addition to the mistakes caused by Inexperience, checking method is different depending on the uses. It causes problem for the urgent matter. They have a rule to hit "Like" button to indicate already read. There are problems with this system. For example, it is hard to recognize whether they have read but just forgot to press "Like" button. Also, it is hard sometimes to find uploaded contents. They have to think how to use groupware more effectively.

Arifuku Onsen Shopping District

(Arifuku Promotion Co., Ltd.)

Gotsu-City, Shimane

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Ryokan youth owners get together to revitalize the onsen shopping district with history
Attract new clientele and stop decreasing shop visitors

Basic data

Location	Arifukuonsen-cho, Gotsu-City, Shimane
Population	Approx. 24,000 people (Gotsu-City)
TEL/FAX	+81-855-56-2277 / +81-855-56-2278
Website	http://www.arifuku.net/
Number of membership	11 people
Number of Stores	11 shops (4 retail, 1 restaurant, 6 services)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly, domestic tourists / 70's and above, 60's

Shopping district overview

Arifuku Onsen Shopping District is located in the mountainous area with old onsen which was discovered more than 1350 years ago. There are 9 sources of hot springs and 3 external hot spring baths. Skinny roads with stone steps look like maize. Since the ryokan are located like tiered doll stand, it is called "Ikaho in Sanin." Mainly with extremal hot spring baths, ryokan and small-sized shops are integrated.

It was prominent tourist style shopping district and enjoyed by tourists from Chugoku District, mainly from Hiroshima. However, visitors started to decrease due to the change in travel style from group to individuals as well as the deterioration of the onsen facilities. Not only the tourists but also the depopulation of the business population, many ryokan and shops continuously closed. To have a breakthrough for this crisis, revitalization of the onsen town as a whole is directed by a private sector since 2010, and it has just started to stop the visitor decreasing.

Background

Creating charm for the whole town with the leadership of young owners

Arifuku Onsen Shopping District was a typical hot-spring cure in the entertainment street in the 70's, which had the visitors of 300,000 annually. However, it decreased down to 100,000 annually in the 90's, and the number of the ryokan decreased in below half. Individual shops started to close down business one after another, and as a result, the town became deserted. With the chance that a young business owner in his/her 40's became Arifuku Onsen Ryokan Union President, three young owners, who had a sense of crisis, got together and established Arifuku Promotion Co., Ltd. They summarized the revitalization plan for the shopping district in 2010, and they got financing from local financial institutions with joint liability on the guarantee. Onsen Shopping district does not have a lot of popular touristy spots. Also, it is located in the inconvenient mountainous area, which is 6km distanced from Japan Sea. The creation of charm for the entire town was the key. They thought "taking back the liveliness of the town is urgent." The whole community revitalization was placed priority over the individual shop revolution. As a result of a project lead by the private sector, Gotsu-shi, Gotsu Chamber of Commerce, and financial institutions got together to build the establishment to revitalize the onsen shopping district as well.



Ryokan and shops tiered as doll stand at Arifuku Onsen Shopping District

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Project to start a café or an external hot spring bath to attract new customers.

To attract new customers, Arifuku Promotion Co., Ltd was funded 170 million yen and started revitalization of the onsen shopping district. For example, the setup of an external hot spring bath by using empty house, a new facility of six reserved baths, "Arifuku Café" where western menu using local ingredients are served and set up of "Kaguraden" where their local traditional entertainment Kagura, sacred music and dance, is enjoyed. They focused on providing service particularly entertaining to female groups or couples outside of the prefecture. On top of setting up the hardware side, they newly setup the internet marketing site, where customers can explore and reserve in ryokan cross-sectional manner in the entire onsen shopping district. This helps minimize lowering the profit efficiency caused by paying the handling charge, which would normally charge by the travel agents and travel exploring site if booked via them. By accumulating and analyzing their original sales and customer data, they established the system to provide the equal opportunity to sell for the all community ryokan. Iwami community traditional entertainment, "Iwami Kagura," is performed regularly at Kaguraden. It has become a touristy spot, which can satisfy visitors' needs to travel on top of visiting an onsen. Arifuku Onsen is called "Fukuari (fortune) town." It held event "Fortune market" where they gave fortune to visitors. Tourism association, government, supporting organization, local government, and Arifuku Onsen Machidukuri Association all cooperated for this event. By performing of Iwami Kagura and holding Arifuku Wedding Fair (bridal fair), they contributed to bring back liveliness. Arifuku Pro-

motion Co., Ltd., are currently planning the following management projects: (1) three external hot spring bath, (2) Arifuku Café, (3) four reserved bath, (4) goods sales, (5) bridals In Arifuku onsen town, where Arifuku Onsen shopping district is located, there are 400 residents whose rate of aging is over 40%. Hence, depopulation is taking place, and there is hardly any other place to work. It is meaningful to perform the economic activity as a company in this area. It has an important responsibility to provide a place to work for young manpower as well as for the U-turn employment who has experience externally.



Arifuku Café providing local ingredients for Western cuisine



Kaguraden, traditional entertainment "Iwami Kagura," originated in Iwami area

Result

The decreasing number of visitors became gradual

The decrease of the number of visitors became gradual after 2008. It hit bottom as 65,000 visitors annually. Especially young female and couple visitors are increased, and it dramatically changed clientele of the onsen shopping district, where used to have visitors of middle-aged or elderly visitors. In addition to the tourists, the number of customers from neighboring community has been increased. This project gave a chance for the community residents to re-engage in the charm of the onsen shopping district. Although the achievement is noticeable, the aging of owners is becoming a

serious problem in both ryokan and shops in recent years. Business continuity and investment for the new facility are difficult. They can't find employees other than family members. Hence, the business has declining tendency today. With the given situation, to aim the integration of the management of the onsen shopping district as a whole, Arifuku Promotion Co., Ltd. discusses to take a leadership role as a substituting position of each company. For example,

- (1) Arifuku Promotion Co., Ltd. takes over to sell the empty rooms in ryokan as the best rate.
- (2) Collective purchase of furnishings and cleaning
- (3) Workshare
- (4) Reinforcement of sales as onsen shopping district with the new establishment of lodging facility and optimization of management. Also increasing capacity of receiver For those ryokan and shops, who face difficulties to continue business due to lack of successors, they also search possibility to carry on business at Arifuku Promotion Co., Ltd.

Structure

On top of four guarantee directors, 5 staff members and an external advisor, are the consisting members of the corporate planning office. They work on the current existing business as well as the future projects. Located in inconvenience place, where depopulation is taking place, it is obvious that the business reform will not grow as if they depend on the local community and internal workforce only. Hence, they actively take in opinions and connections of the intellectuals in an urban area. They try not to fall into the local organization operation conspiracy and actively use judgement with professional knowledge. They also get advice for project planning and financing from Shimane Prefecture SME Revitalization Support Association since a few years ago. Also, from the summer of 2016, Shimane Prefectural Commerce and Industry Labor Department, Shimane Prefectural Western Prefectural Inhabitant Center, Gotsu-shi, and Gotsu Chamber of Commerce got together. They all started to share the direction of the onsen shopping district' future. Supporting ideas and information for the subject can be provided as one stop.

A comment from the executive



Arifuku Promotion Co., Ltd.
Representative director
Mitsuo Ida

Quick decision-making process by young directors

There are two secrets for the change. First, the core members of the reform were taken place by young owners in their 30's and 40's. They had the guts to try something new by focusing the future, rather than being conservative. Secondly, they placed priority to execute projects by individuals with a sense of crisis. The decision-making could take longer if the organizational meeting was held by ryokan association, as it is difficult to unify the opinions of all participants, for power struggle or differences in the future view. By focusing individuality, rather than collecting and adjusting opinions, they could fasten the process of decision making.

The change of small-sized onsen shopping district in the mid-mountain area

Shimane prefecture is taking in decreasing population and aging problems 20 years faster 70% of the land area in Japan is mid-mountain area Arifuku Onsen Shopping District is facing problems, which is the essential problem of Japan and working on the project daily. There are no absolute answers to solve problems. They just have to carry on trial and error every day. To search the answer to survive as small-sized onsen town locating the mid-mountain area, they will look for answers to execute business inheritance not by the individual shop but by the community as a whole. They aim to revitalize the business unification for the whole town and strive to be a well advanced case study to others.

Kojima jeans street

(Kojima Jeans Street Association Union)

Kurashiki-City, Okayama

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Community making of glocal (a coined word, global + local / 2 = glocal) era, strong collaboration of local industry and shopping district Birth of “jeans street” Aim at maximizing regional resources value

Basic data

Location	Kojimaajino, Kurashiki-City, Okayama
Population	Approx. 480,000 people (Kurashiki-City)
TEL/FAX	+81-86-472-4450 / +81-86-474-3506
Website	http://jeans-street.com
Number of membership	35 people
Number of Stores	35 shops (30 retails, 4 restaurants, 1 other)
Type of Shopping District	Community Shopping District
Main customer segment	Domestic tourists, foreign tourists / 30's, 40's

Shopping district overview

The area, where Kojima jeans street is formed, had lively atmosphere in the 50's to 70's. It was the central downtown, and a lot of women, who worked at the garment factory, came to shop for daily necessities and goods. Due to the aging, finding successor problems, and the opening of outlaying large shops, it gradually started to decline. They planned “Kojima Jeans Street Project” in 2009, with an aim to revitalize the town with jeans, which was their local industry. “Kojima Jeans Street Cooperative Association” was established officially in 2013 via committee agreement. It is located approx. 1km from the JR Kojima Station and 150,000 visitors visited annually. There are national important cultural property “Old Nozaki Residence” and “Kojima Citizen Communication Center.”

Background

The launch of “Kojima Jeans Street Project”

Approx. fifty years ago, the first Japanese made jeans were born in Kojima area. Since then, it is actively releasing information as “Holy place for jeans,” directed by local makers. In fact, however, there are only a few shops selling jeans. Therefore, visitors mentioned that “there is no place to buy jeans” or “no feeling of jeans town.” There are voices such as “we want to open the roll-up doors” or “let's do something to save this town!” for long period. However, there was no direction set. As a result, they could not start the project by the community as a whole. Meanwhile, the road improvement was taken place, but it did not directly attract visitors. “Kojima Town Making Committee” was established in 2005. After the discussion of several years, under the charismatic leadership of the representative director, Mr. Manabe, “Kojima Jeans Street Project” was planned by business owners, makers, Kurashiki City, Schools and Kojima Chamber of Commerce members. With the vision of “Town where people who love jeans get together.” They aim to be the model case of the revitalization of shopping district and texture industry.

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“Holy place for Jeans” by cooperating new and old

According to the “Kojima Jeans Street Project,” they collected shops of Kojima jeans maker as number one

aim. They started to execute fulfilling of the empty lots. They simultaneously investigate empty lots and invitation of shop opening. The investigation was carried by checking empty lot one by one. There are shops where inner side or second floor was used as a residential area. Therefore, there are negative opinions. For shops with elderly were particularly difficult to make them understand the concept. They visited several times and carried on negotiation patiently. For inviting to open shops, there was nobody who wanted to take risks to open a shop in such deserted shopping district. Therefore, to decrease the risk of starting a business, they used subsidy from the government and negotiated the rent with the owners. Also, huge support was needed from the Chamber of Commerce and other related offices to release information for inviting first-time vendors.



View of jeans street



Accumulation of jeans shop

Also, they aim to increase visitors with the branding by the jeans shop as the whole street; they executed various software and hardware projects. As the software project, they hold Kojima specialty projects, such as the holding of “Lightning Denim Festival” in every April, “KOJIMA BLUE International Art Festival” in Octo-

ber by suing denim (Navy blue and blue), and “DENIM oh! Hina,” where Hina dolls displayed at Girls’ Festival was made by denim in February. They hold a fashion show while working with students, and execute projects with existing shopping district.



“Lightning Denim Festival”
accumulation of jeans makers



“DENIM oh! Hina” denim
material hina dolls

For the hardware project, they paint streets in jeans color and set up banners and tapestry one after another. Private sectors such as railway, bus, taxi and hotels are coordinating with this movement. They individually took the initiative to execute projects to make a concept of jeans town successful. As a result, the whole community has been changed dramatically, and it significantly progressed branding as a “jeans town.” Currently, the existing shop owners are standing on the street, giving directions to the tourists, and telling stories of the past. The new town has been reborn as a well-blended town of new and old. It was all started to work towards the concept to invite people to Kojima, and also to bring back liveliness and smiles.

Result

Achieved to open 35 new shops and further improvement

They started the project of street branding while placing jeans as the core products, one of Kojima local industries. In addition to the 26 jeans shops, they were able to achieve all together 35 new shops, such as retails and restaurants in the last 7 years. Even at the regular

time, with no events taking place, visitors continue to come. There are effects on existing shops mainly with restaurants, and it has been increasing the migratory. Results can be seen, but there are empty lots still existing. They place focus on further planning, such as continuous activity for inviting business opening, as well as the business reinforcement of existing shops to prevent empty lot increase. They hold a monthly meeting where they discuss problems, and share and release of information. They practice the PDCA as a whole community. They have no intention to be satisfied with the current situation but put effort to improve and refine further. They continuously plan to make the vision and open training for the “future” of the shopping district.

Structure

By having union members of 30’s and 40’s, they establish the connection with existing shops, Kurashiki-shi, School, Kojima Chamber of Commerce, and Okamisan-kai (mothers’ gathering). The strongest connection is held with the Chamber of Commerce, where the union chief director is the vice chairman of the Chamber of Commerce. They promote projects together by always escorting planning, operating, and checking of the whole project. From the view of town making, they always deal with the city and work together to tackle the hardware business, such as projects of empty lot countermeasures as well as the establishment of the base. Also, the existing shops are acting as the connectors when landlord negotiations take place, such as dealing with surrounding community residents and also dealing with an empty lot. Okamisan-Kai and local fashion school have a support system that is active and flexible. They cooperate at the event projects and exchange opinions.

A comment from the executive



Kojima jeans street
Cooperative association
Chief Director,
Hisao Manabe

To make Kojima as the base for worldwide jeans shop

By using material jeans, easy consumer goods to understand, they try to appeal various things by the town as a whole, but it is still in the process. Not only to increase the jeans related shops, they like to invite experimental facility and local specialty facility, as they hope to make the street completely one of a kind where they sell unique good and experience to its visitors. By inviting oversea event and exhibitions, they want to install systems where people from all over the world will come. It is their dream to make this place as the base of the world jeans.

How to organize the town full of entrepreneurs

Starting from Edo period till now, every time there is decline in the main industry, we shifted to new directions. As a result of the continuous challenge, this place has always been successful. Hence, they live in a town which has the strong luck for starting a business. Naturally, each company has its pace, and to execute the project for the benefit of the whole community, they rarely get agreement. They are hoping for those shops, which are only opened on the weekends, to open during the week as well in the near future.

Matsuyama chuo Shopping District

(Machizukuri Matsuyama Co., Ltd.)

Matsuyama-City, Ehime

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Establish a virtuous circle of “Income and Supply”, “measure and reinvestment” and “Promoting Employment and Development” and promote sustainable urban development by local residents and assemblies of civic memorials (reminiscence).

Basic data

Location	Okaido, Matsuyama-City, Ehime
Population	Approximately 5.1 hundred-thousand people (Matsuyama-City)
TEL/FAX	+81-89-998-3533 / +81-89-998-3588
Website	http://machi-matsuyama.com/
Number of membership	415 people
Number of Stores	390 stores (retail business 181 stores, restaurant business 77 stores, service industry 81 stores, financial business 3 stores, real estate industry 3 stores, Medical services industries 13 stores and others 32 stores)
Type of Shopping District	Super large Shopping District
Main customer segment	Students, young adults, elderly people/in 20s, over 70s

Shopping district overview

Matsuyama Chuo shopping district is made up of four shopping districts: Okaido, Okaidochuo, Gintengai and Gintengai Daiichi and “Matsuchika town”, which is the only underground shopping center in Shikoku and it's a L-shaped Super Large Area Hub Type shopping district with approximately 390 stores, including clothing stores, restaurants and composite facilities that are located approximately 1km street in full length. Machizukuri Matsuyama Co., Ltd. was established in July 2005 (in July, Heisei 7) for management as its main business hub to unite these Matsuyama Chuo shopping districts into collaborative businesses. Afterwards, cities such as Matsuyama City and the Matsuyama Chamber of Commerce and Industry invested and became a form of third sector. From the beginning there was an establishment by the administration for an initiative of urban development such as large-scale physical infrastructure and an invitation of enterprise that was prioritized all across the country. The policy determined that urban development should play a leading role and be valued by local residents while working on sustainable urban development not dependant on administration.

Background

The beginning of urban development started from the level of understanding of the current situation.

Machizukuri Matsuyama Co., Ltd. installed “Machinaka comment box” at 7 places around the Matsuyama Chuo shopping districts and is currently executing a trial using opinions and suggestions of visitors for urban development of the shopping districts. Also, an examination in regards to the consumption behavior of visitors and an examination of industry types and situations of vacant stores are executed in order to better understand its status. Most recently, examinations in regards to the economic situation are held, such as the consumption trend of Matsuyama citizens, the current status of the use of Okaido and Gintengai, along with the migration of visitors. As a result, fewer families and favoritism towards elderly people living in the neighborhood and students as visitors became clear. Also, it became obvious that the problem the shopping districts face for why people do not visit the shopping district was regarding a parking lot.

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Sustainable urban development fostered human resources.

A peculiar initiative of Machizukuri Matsuyama Co., Ltd. includes the point that establishing a virtuous circle of “Income and Supply”, “measure and reinvestment” and “Promoting Employment and Development” is recommended. The sources of cycles are two of the 2 image projects utilizing both large-sized visions and small-sized visions and advertising utilized suspension posters, banners and Machinaka bulletin boards while

simultaneously making “Income and Supply” stable with the income of these 2 projects and event sponsorships from each group. Next, in the form of “measure and reinvestment”, is an evolution of project handling of actual issues from various surveys. For example, due to the survey result of fewer family visitors, an event for families called “Ojoka Spring Festa” was held. Installed and managed was a citizen free space where breastfeeding, changing diapers and childcare are also possible, and the numbers of visitors of under elementary school students increased significantly during the event. Moreover, a course called “Machizemi” that children could participate and work to involve families was initiated.



Ojoka spring festa



Machi seminar

Furthermore, in regards to parking lot issues, considered the top reason to impede visitors, was coped by issuing common parking tickets of Matsuyama Chuo shopping districts that can be used in approximately 90 parking lots nearby. Approximately 60 thousand parking

tickets are used per month. And the base creating cycle is “Promoting Employment and Development”. At a town preparation study meeting, “Ojoka University” was created to supply chances for local residents to find interest and also manage support methods such as volunteer cleaning in the early morning and patrol assistance to young adults. For talented individuals “who have made it their own”, urban development included getting involved in such initiatives, and as for the next step, supplying and meeting to debate regardless of position for whoever shares mutual interest of Matsuyama. Your summarized plan can also be announced and scout and promote leading talent by experiencing the process of serious debates for urban development.



Ojoka university

This is also a hot spot of urban development, as grouping implementation units shall be with the same generation that can easily share a common awareness and while groups of each generation work for cooperative urban development, the know-how shall be inherited and connected to promote human resources of the next generation for future urban development. With such cycled initiatives above, sustainable urban development is realized.

Result

Visitors of families increased their frequency in visiting the shopping districts center.

In the case of continuance and discontinuance, the discussed judgment is based on the PDCA cycle. At the “Ojoka spring festa” holding in March, targeting to increase families visitors, making around the shopping districts to pedestrian zone and executing events such as stamp rally and treasure hunting collaborated with

popular animation character, however, measuring project effect based on objective data such as numbers of visitors by traffic survey of under elementary school students on the day, executing consideration of improvement and making decisions of continuance and discontinuance. At the result of these initiatives, the numbers of families visitors of Matsuyama chuo shopping districts has been increased since 2013 (Heisei 25). Also, published project such by the Matsuyama City Center of the city activation basic plan such as street Vision project has been reported at the Center of the city activated council formed by related organs and considering such as improvement of the description of projects.

Structure

Machizukuri Matsuyama Co., Ltd. is a responsible organization of the Matsuyama City Center of the city activation basic plan publishing project developed by the city and 5 shopping districts organizations that form Matsuyama chuo shopping districts, Matsuyama city, Matsuyama Chamber of Commerce, local public transportation organization and local financial organization are investing besides 2 persons who hold representation right also hold the additional post of Board Chairman of Shopping Districts Promotion Association. The office of Matsuyama city shopping district organization and Matsuyama chuo shopping district association are entrusted with Machizukuri Matsuyama Co., Ltd. and constructed collaboration system with related organizations such as a supporting organization for promoting the Center of the city activation. The office of general incorporated association (corporations 75 companies-self-employment 18 persons) established as the bridge for local related persons to cooperate for local residents level various activities such as willing to clean and beautiful, safe and secure and kind to children and elderly people. The system that is possible to execute citizen participation type urban development comprehensively has been organized.

A comment from the executive



Machizukuri Matsuyama Co., Ltd.
Representative director
Shintaro Kado

Urban development connects person to person.

Regards to economy and population issues Tokyo and also Matsuyama have are similar. However, in Matsuyama, moving-out is overwhelmingly more comparing to Tokyo. Therefore, the mobility of new residents and money are necessary to be created. By Drawing vision by local residents, connects to local and expand a circle of people who are attached to the area. And by concentrated managing the choice of human resources-financial resources, execute independent and sustainable urban development. For the reasons, connect groups between generations and share visions in the community are the keys.

A circle of urban development that human resource expands.

To hold events connect to the development of human resources. There shall be persons think “This has been succeeded so want to try that next”. Promoting such potential leaders and develop are important. For this, at Machizukuri Matsuyama, emphasizing bottom-up by decision-making of top-down. It’s a style of everyone shares opinions, decide target by everyone and execute with everyone. A circle of urban development expands by the system that anyone can concern independently.

Uchiko Shopping District

(Uchiko urban development shopping district cooperative association)

Uchiko-cho, Ehime

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

“Machi no eki Nanze” as the base and target activation in the shopping district where the traditional townscape remains.

Basic data

Location	Uchiko, Uchiko-cho, Kita-gun, Ehime
Population	Approximately 17 thousand people (Uchiko-cho)
TEL/FAX	+81-893-44-2066 / +81-893-44-6441
Website	http://www.uchi-machi.com/
Number of membership	52 people
Number of Stores	113 stores (retail business 53 stores, restaurant business 36 stores, service industry 19 stores, financial business 1 store, real estate industry 1 store, Medical services industries 2 stores and others 1 store)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly people, domestic tourists/60s, 50s

Shopping district overview

Uchiko Shopping District is a shopping district with history of prosperity as a base of distribution since the Edo era. Around the shopping district, there are tourist resources such as “Uchikoza” which is a theater of the Taisho era, which marks the 100th anniversary and “Yokaichi gokoku”, a traditional architecture preservation district that is located in the middle for its environment. With both tourist resources, more than five-hundred-thousand people visit yearly and the number of tourists passing through its shopping district as its walking route surpasses 3-hundred-thousand people yearly. In April, 2012 (April, Heisei 24), it was approved by a regional shopping district activation law and executing activation of the shopping district with new events implemented such as “Machinaka Art” and “Hachiman flea market”, with a stamp card providing project plus an initiative of opening a homepage and preparation of a guest house in the shopping district to accommodate foreign tourists that increase by number year after year.

Background

The target is to be a shopping district that local residents and tourist visit.

With a decreasing population and birthrate, an aging society and the increase of suburban-style commercial shopping malls in neighboring communities, user consciousness of local residents of the Uchiko Shopping District has been fading. In April 2008 (April, Heisei 20), the largest suburb-style shopping mall in western Japan opened and in the spring of 2011 (Heisei 23), an already existing shopping mall transferred onto the main road and became commercialized. Thus the earnings of convenience and shopping goods have decreased as well. One example is the number of stores, which reached 158 stores in 1983 (Showa 58), but by 2011 (Heisei 23) had decreased to just 80. The shopping district has needed to work on improving its appeal in corresponding to the population and birthrate decrease, and with an aging society in order to rapidly improve attract customers. Despite this situation, “Yokaichi gokoku” and “Uchikoza” are still attracting more than 5-hundred-thousand visitors yearly. Therefore, the shopping district has needed to promote a project concentrating on attracting tourists taking advantage of being within a distance of the street’s general area. Considering all this, the shopping district has adopted a policy to promote initiatives expanding the non-resident population and consumption.

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Execution of a new initiative for preparing an exchange base called “Machi no eki Nanze” and a challenge shop project has taken place.

To improve appeal of the exchange space area where

the shopping district is located, execution of various initiatives such as preparation and management of the base exchange facility have occurred, as well as a challenge shop project that utilized vacant stores and the shopping district sales promotion project. As a base facility of the shopping district, “Machi no eki Nanze” that was prepared in 2012 (Heisei 24), is becoming a place for the cultural exchange of local residents seniors and child-rearing generation alike, offering a parking lot, various purpose spaces and public toilets. Therefore, it is becoming a facility giving visitors a chance to visit for both various events and having classes. Traditional crafts of Uchiko-Cho and sweets made from local foods are widely sold and it’s also becoming a place where tourists can casually stop by.



“Machinoeki Nanze” melt into old townscape



Popular sweets using local specialties

Also, to implement the “invitation of an attractive store” and “expanding the number of stores”, among the most desired requests in the survey from street shoppers, managing traditional buildings from Meiji era have been renovated and vacant stores have been activated as a challenge shop, while there is a planned promotion of new store based on those requests.



At challenge shops utilizing vacant stores, selling local specialty Japanese paper "Ozuwashi".

Moreover, there is progress on shopping district collaboration gifts, developments and sales of the shopping district with original items by Agriculture-commerce-industry cooperation in conjunction with the area. Those items are sold at Machinoeki and gift catalogues of items as summer and year-end gifts have also been created. It is popular as a present to the hometown taxpayers. Furthermore, working to fulfill customer service in the form of preparing resting spaces, Wi-Fi spots and stamp card providing projects while also cooperating with the administration, commercial and industrial associations along with the green tourism association, and executing improvement of appeal of the shopping district by implementing a variety of events emphasizing the regional color. "100 yen shopping district", that is held three times a year is very popular among families and children, with more than 4 thousand people visiting on average. Not only is there renovation of the connection to customers, stores and business but also as a way of "local storekeepers of the area getting to know children", by executing neighborhood crime prevention and reinforcement community action.



The appearance of crowds of people at the "100 yen shopping district".

Result

To be a shopping district creates new things.

2013 (Heisei 25) was the next year that the prepared "Machinoeki Nanze" showed high growth rate for pedestrian traffic at an increase of 124% from the previous year and the number of pedestrians and amount sold have been increasing due to the new initiative. It's picked up by many forms of media as playing a role of exchanging space between local residents and also having a role as a place where tourists can feel the appeal of Uchikocho on the shopping district. "Machinoeki Nanze" had been prepared by support from the administration and also by its expense from union members. However, it is now making continuous efforts to improve stable earnings in the form of selling "Premium shaving ice" using local special fruit sauce made fresh, and the development and sale of new gifts while also inviting tenants. Also, as the result of an initiative such as the challenge shop project, many new facilities and stores such as restaurants, cram schools, travel agencies and home visit nursing stations have been opened.

Structure

The Current Representative Director is a young leader in his 40s and has experience as a chief director of a youth group in the Society of Commerce and Industry. There is constant hope for increased interest of the area due to the development of the shopping district, tourist promotions, preservation of buildings and self-government associations, and executing various town preparation projects by cooperating with the administration and supporting organization. Many young successors are led into the shopping district and the most of the union members before their 40s belong to the youth group in the Society of Commerce and Industry and participate aggressively to rejuvenate the project of the shopping district by hosting various events. On the other hand, the previous Chief Director of the female group in the Society of Commerce and Industry is a director and assists to cooperate in existing events but also hold events including the "Kachan ichi" where they hold festivals, develop individual activities based in the shopping district and receive good reviews by visitors.

A comment from the executive



Uchiko Machizukuri shopping district collaboration Association Representative Director
Keisuke Onishi

A shopping district is an essential place.

Young successors have returned to Uchikocho to succeed the family businesses and have started to participate in activities of the youth group in the Society of Commerce and Industry. Talking with the group members passionately, they stood up to create something new for both local residents and tourists they encounter by utilizing historical buildings such as "Uchikoza" and also the environment being blessed with cultural facilities. They take advantage of the characteristic that the shopping district is located at tourist spot by establishing a retro bus transportation service and preparation of a tourist-based "Visitor Center". The shopping district is "A must have" place in

regional society where you can feel the humanity of people living there. The added "Tourism" there, executes unified management and collaborates to bring new life to the shopping district and the area in general.

To be a shopping district for children to take over in the future.

Henceforth, they will increase the number of renovated old Japanese-style guesthouses for tourists, including foreigners to feel the appeal of Uchiko. They are hoping to increase attractive stores to prepare for a new environment for children to take over in the future while welcoming new people here and also utilizing the old townscape.

Akiahonmachi Shopping District

(Akiahonmachi Shopping District Promotion Association)

Aki-City, Kochi

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Unity of business and local community A hometown of Yataro Iwasaki and holds national “Akinai koshien (business Koshien)”.

Basic data

Location	Hon-machi, Aki-City, Kochi
Population	Approximately 20 thousand people (Aki-City)
TEL/FAX	+81-887-34-3033 / +81-887-34-3093
Number of membership	44 people
Number of Stores	60 stores (retail business 28 stores, restaurant business 4 stores, service industry 7 stores, financial business 2 stores, medical service 5 stores, others 14 stores)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly people, students, young people/60s 20s

Shopping district overview

The Akiahonmachi shopping district is located in the center of the urban area in Aki City and it's a shopping district with history where business has been running since the end of Edo era and still does today. Established an association to execute environment preparation aiming at the improvement of convenience in 1989 (Heisei 1). With the “Aki eki jibasan ichiba”, which was established at Aki Sta. at the opening of Tosa Kuroshio Tetsudo Co., Ltd. Gomen, Nahari Line and the advancement of a mass sale shop to the north of Route 55, the flow of customers significantly changed and the business environment of the shopping district located south of Route 55 is in a severe condition. Other than local residents, several hospitals are located here and many visitors are often on their way to those focusing on elderly people. Also, children from the Daiichi elementary school and Aki High School are often seen nearby.

Background

Planned continuous sales promotion event.

Aki city is a core city located on the east side of Kochi with a population of approximately 17 thousand people and includes the hometown of Yataro Iwasaki who was the founder of the Mitsubishi conglomerate. In recent years, depopulation and an aging society have accelerated and the economic activity is shrinking. Also, the condition is further hampered by the increase of commercial malls. Moreover, there is a concern with a lack of successors due to the aging of owners. Thus a new initiative towards to the rejuvenation of the shopping district was required. Accordingly, also of the common parking lot and operations and the maintenance of street lights, there are continuous sales promotion events planned. Approving a national “Akinai Koshien (Business Koshien)” since 2008 (Heisei 8) and the “Hon-machi Shuccho shopping district (Hon-machi Catering Shopping District) on a consistent basis since 2013. It is popular for elderly people who have difficulty coming out for shopping to play a role in promoting the region in the central mountain region and since October 2016 (Heisei 28), “wagon retailer project” for elderly people in cooperation with local supermarkets is being tested. Moreover, a new challenge shop utilizing the support of Kochi has opened, and various initiatives have been performed.

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Discussing the local issue centering on a national “Akinai Koshien (Business Koshien)”.

Every year since 2008 (Heisei 20), there has been a practice of a national “Akinai Koshien (Business Koshien)

“by collecting high school students from all across the country to Aki city to compete in their ability of business and to discuss ideas with them to study the interests and difficulties of “Business”, and discussing the status of the shopping district and encouraging young people through this method. The target is high school students from all across the country and executing merchandise sales following the theme set by each team. The tournament of 2016 (Heisei 28) marked its 9th year, with high schools not only in the prefecture, but also high schools from Kagawa and Ehime and also Shizuoka, as a total of 12 schools and 19 teams participated and competed using their “Business” skills in ways such as merchandise knowledge, booth layout and service manners. Execute “Practical business course” for applicants. This means storekeepers of the shopping district become instructors and offer their business and experience in mentoring courses such as “POP producing course”, “photographing of merchandise course” and “service course” a day before the tournament and 49 students from 6 schools participated in 2016 (Heisei 28).



A face of Aki honmachi shopping district known as the National “Akinai Koshien (Business Koshien)”



“practical business course” where storekeepers work as instructors.

Also, for high school students coming from outside the prefecture, the shop owners have been giving night's lodging for three years and acknowledging the virtue of Aki City as much as possible, strengthening cultural exchange by cooking together using the specialties of Aki city. By continuing these communicating initiatives for the community and high school students, the national "Akinai koshien (Business Koshien)" is reaching its 10th year this year. In comparing the first tournament, it started with participants of 10 teams from 3 different schools not only from Aki city but outside it as well, with it growing to an event corresponding to local issues representing shopping districts in Kochi. Also, in Aki City, depopulation and an aging society are proceeding rapidly and also there is increasing physical weakness of the elderly in part to the difficulty of the central mountain region. There are many central mountain regions, however, working on sales activity and providing a place to have close relationships, for example, the "Hon-machi Shuccho (Catering) Shopping District" and "Mobile sales business" cooperating with the local supermarkets. The "Hon-machi Shuccho (catering) shopping district", provides enjoyment of shopping while at the same time contributing to rebuilding the local community of the street as elderly people stop by and often have conversations after local meetings and exercise gatherings.



Homestay cultural exchange projects using local foods.



Wagon retailer project collaborated with local supermarket.

Result

Contributing to improvement awareness of the shopping district and tourism promotion.

The National "Akinai Koshien (Business Koshien)" is now an event set to be "the face" of both the shopping district and Kochi. Actually, many opinions such as "The

image of Akihon-machi shopping district" and the degree of recognition improved and an expanding non-resident population has been gaining sympathy from companies while visitors are on the rise in the past few years. Also, the reactivation of the shopping district is contributing to the tourism promotion of Aki city. Accompanying the tournament is the accommodation effect at 4 ryokans (Japanese-style hotels) and hotels in the city. The high school students from outside the prefecture go sightseeing in Aki City. It leads to sales of the specialties of Aki city and PR. Also, it's a project in which high school students are playing the main role, and provide a place for students to learn together and connect to the regional activation with the schools that participate. The tournament is evaluated rigid and exclusive. It is popular that people could feel the interaction of the shopping district. It is created by high school students and many high school students participate as staffs.

Structure

In the National "Akinai Koshien (Business Koshien)", The Executive Committee Chairperson controls the whole event. Since 2014, a new organization was constructed; unification group, Planning and management group, homestay group, venue group, and judging group as well. Also, by executive committee, the Aki City Fisheries Division of the Chamber of Commerce and Industry, Aki the Chamber of Commerce and Industry, Aki tourism association, Aki Junior Chamber, Aki city hotels association and Kochi Industrial promotion department are planning a promotion division to participate in and collaborate in a system that includes the administration. Moreover, in addition to the local activation groups like local high schools, "Habatake Yataro" Aki City promotion committee, Aki "Kamaage chirimen bawl" club, Aki City future conferences will gain support from the Kochi University local collaboration promotion center, with summer event rooted in the local culture. After the tournament, summarizing shall be done by the executive committee and they will identify issues and improve them for the next tournament.

A comment from the executive



Aki honmachi Shopping District Promotion Association Vice Chief Director National "Akinai koshien (Business Koshien)" Executive Committee Executive committee chairman Takeshi Matsumoto

Expand a circle of cooperation by approaching members of the shopping district.

10 years ago when there was conscious hope to breakthrough with shopping district events that was stuck in a rut for a long time, a meeting with a director led to the suggestion of "Better yet, how about asking high school students to create an event?". Thus began a planning of "Akinai Koshien (Business Koshien)". However, it was impossible to execute an event which the shopping district itself crowned a winner. So details including developed participation schools were discussed in collaboration with the Chamber of Commerce and Industry, tourism association, administration and civic groups.

There is hope to make the shopping district a place for cultural exchange.

Since many students from outside the prefecture reside here, there is optimism for them to make fun memories with the citizenry and high school students in Aki, in the form of the "homestay cultural exchange project", a cooking experience using local foods a day before "Akinai Koshien (Business Koshien)" and the "Practical business course" where shopkeepers offer lectures. "Akinai Koshien (Business Koshien)" "started from scratch. But thanks to the various form of planning, it grew into an annual summer event here. From now on, "Akinai koshien (Business Koshien)" "is marketed as "a face" of the shopping district, as many visitors come to the shopping district throughout the year, hoping to create a hotspot for various kinds of cultural exchange.

Uomachi Sunroad Shopping District

(The Uomachi Sunroad Shopping District Cooperative Association)

Kitakyushu-City, Fukuoka

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Removed the arcade and founded Torimachi Street Alliance Co., Ltd. Implementing the area management project utilizing the National Strategic Special Zone.

Basic data

Location	Uo-machi, Kokurakita-ku, Kitakyushu-City, Fukuoka
Population	Approx. 1.8 hundred-thousand people (Kokurakita-ku, Kitakyushu-City)
TEL/FAX	+81-93-531-0311 / +81-93-521-3939
Website	http://www.uo-sun.or.jp/
Number of membership	43 people
Number of Stores	38 stores (retail 12, restaurant 14, service 2, finance 1, real estate 4, medical service 1, other 4)
Type of Shopping District	Large Shopping District
Main customer segment	Office worker, Student, Youth / 40's, 30's

Shopping district overview

In 1979, the Uomachi Sunroad Shopping District Cooperative Association was founded, and two years later it built an arcade. It is a wide-area shopping district, consisting of nearly 40 stores, located in the south from JR Kokura Station about 8 minutes on foot with a total length of 108 meters and a width of 5 meters. The aging of the arcade was severe, and the vacancy rate exceeded 30%. Thus, in 2015, the association removed the arcade with the cooperation of Kanagawa University Sogabe Seminar and established "Torimachi Street Alliance Co., Ltd." through the investment of stakeholders. It also placed a container cafe in a vacant space of the street under a fixed term lease agreement. Also, it has started up the "Area Management Project" to revitalize the shopping district, after being authorized as the National Strategic Special Zone.

Background

Removal of the aging arcade

Although the amount of pedestrian traffic had been moving at around 1,900 since 2010, many store owners closed their business one after another due to the aging of the store and the lack of a successor. As store owners became older, their customers also became older, and then most of those who were walking on the shopping district were senior citizens. Moreover, since the arcade became seriously deteriorated and its ceiling was blocking out the sun's rays, the shopping district had a dark atmosphere that made it hard for people to walk. However, the expenses necessary for renovation were not sufficiently incorporated into the dues of the association from the beginning of the arcade construction, and it was not possible to maintain and repair the arcade including firefighting equipment. Therefore, at the ordinary general meeting in 2013, it was debated whether raising the dues about 3 times or removing the arcade would be better, and the resolution of the removal was made with agreement by the vast majority. It maintained color pavement along with the removal of the arcade and did planting as the theme of "the street walking with fun like a park". The shopping district was improved, as you can enjoy walking slowly.



The street after the removal of the arcade

Since then, it has implemented a project named as "Uomachi Sunroad Quartier Latin Plan" for revitalization, aiming to make the shopping district popular and academic with open cafes where young people come over.

Contents

Established a town development company with volunteers from the shopping district stakeholders.

Even though the arcade was aging at that time, the association members did not feel a sense of crisis. In order to change that consciousness, it invited lecturers to hold 5 workshops and shared a sense of crisis with the vision of the future shopping district. In the organization, common interests of all the members are required, and it is not easy to conduct profitable businesses. For that reason, it established a town development company "Torimachi Street Alliance Co., Ltd." with volunteers from the shopping district stakeholders, in order to cut the risks to the association, to speed up decision-making, and to aim for the future development of its businesses. The company established a container cafe "Cucina di TORIYON" in a vacant space of the shopping district by issuing non-voting preferred stock to secure its funds with an increase of capital and also borrowing funds from Japan Finance Corporation. The association started to rent out to a separately established town development company "Kitakyushu Yamorisha Co., Ltd." The rent money has been used not only to repay the bank loans of its funds needed to remove the arcade but as a sales commission in order to give the shopping district partners a sense of ownership. Also, in December 2015, Kitakyushu-shi became authorized as a National Strategic Special Zone, which allowed the city

to conduct projects certified in other districts as well as projects applied independently by the city. Using this system, it is possible for the city to conduct businesses such as food and beverage, product sales and service providing, which were originally prohibited on public roads, as part of area management projects by deregulation. For the shopping district, the project of open cafes on a public road was launched as a night market in May 2016, after the authorization of the city. Torimachi District Alliance Co., Ltd. once collects all the opening fees for the Uomachi Sunroad Night Market. Surplus money from the fees is used to sponsor the Uomachi Sunroad Shopping District, and as a result, it is part of repayment of the loans for the arcade removal. This is a new scheme that the cost of removing the arcade, which is a public facility as it is called, is to be covered with financial resources obtained through deregulation



The container cafe "Cucina di TORIYON"



The shopping district where people came to the night market

Result

Container Cafe and Uomachi Sunroad Night Market

The earnings trends of the container cafe "Cucina di

TORIYON" are relatively stable with the sales of 2.10 million yen in May 2016, 2.00 million yen in June, and 2.27 million yen in July. Meanwhile, the sales per store at the Uomachi Sunroad Night Market are 30,000 yen to 50,000 yen per day. The number of regular customers has increased as a result of continuing to hold the market since May, and it is getting more and more bustling each time. The company has been able to carry out the projects continuously. With permission to use the road from the police station, since December, it has held the Morning Marche where you can buy agricultural products in collaboration with agricultural cooperatives and the Daytime Marche where you can buy goods created by handmade artists.

Structure

For the Uomachi Sunroad Night Market, not only the shopping district but also "Torimachi Street Alliance Co., Ltd.", which is a specific purpose company established by volunteers from the members of the association, is responsible for the actual operation such as preparation in advance, management on the day and collecting work. As a young female member took office as representative director, the company has an environment where women can participate positively. There is not much case in Kitakyushu-shi, but a woman became as chairman of the neighborhood association in the area of the shopping district for the first time. It holds handmade events such as New Year decoration, Tanabata decoration and Halloween party with feminine and precise viewpoints. These associations are now the organization where young managers and female managers can easily participate in the activities and reflect their opinions, which is different from the previous style of male-based management. Together with the neighborhood association and its youth department, the company acquires a wide range of human resources and foster successors. Also, collaborating with "Kitakyushu Yamorisha Co., Ltd." that operates a renovation school, it conducts various kinds of businesses for revitalizing the shopping district.

A comment from the executive



The Uomachi Sunroad Shopping District Cooperative Association
Chairman
Terumoto Kakehashi

Difficulty in removing the arcade

In removing the arcade, obviously, there were objections. It seems that people especially who were involved in the construction of the arcade and made a hard stake felt strong resistance. However, it is not possible to go against the flow of the times. There were also some troubles in road maintenance after the arcade removal. The roads were slippery when it rained, and the side gutters were not maintained either. Although it was originally planned to be black asphalt, with the cooperation of many people, the road was able to be color paved with green spaces.

Working on a project with a theme

"Mercato 3rd Avenue" in the shopping district is a leading property of renovation for town development that began in Kitakyushu-shi in 2011. Renovation is a technique of town planning for revitalization by adding new ideas and software to underutilized real estate and repairing it. Regeneration of the shopping district is based on the application of renovation techniques to the arcade and the street, which are public facilities, and has been promoting deregulation of public spaces by setting up a town development plan called "Uomachi Sunroad Quartier Latin Plan".

Saga-City Central Shopping District

(Specified Nonprofit Corporation Town Planning Organization Humanite Saga)

Saga-City, Saga

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

“WaiWai Container Project” created a new community and led to the store openings of private businesses.

Basic data

Location	Shirayama, Saga-City, Saga
Population	Approx. 2.3 hundred-thousand people (Saga-City)
TEL/FAX	+81-952-22-7340 / +81-952-22-7346
Website	http://www.humanite-saga.com
Number of membership	195 people
Number of Stores	363 stores (retail 159, restaurant 120, service 51, other 33)
Type of Shopping District	Community Shopping District
Main customer segment	Housewife, Family (parent-child) / 30's, 40's

Shopping district overview

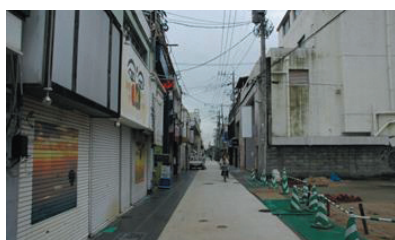
Saga-shi is a city with a population of about 23 million people located in the center of the prefecture and is known as the “balloon town” such as the International Balloon Festa held annually. The central shopping district is located about 15 minutes on foot from JR Saga Station, and once crowded with many visitors. Then, the hollowing out progressed along with the expansion of suburban stores during the decade from 1985 and the opening of large shopping centers since 2000. In order to solve that situation, due to the necessity of the organization that aggregates activities for activation and develops business functionally and promptly, “Specified Nonprofit Corporation Town Planning Organization Humanite Saga” was launched in November 2009.

Background

The centripetal force of the city declined because of the expansion of large stores

In the central urban area of Saga-shi, major commercial facilities closed in 2003, following the expansion of suburban stores due to the advance of motorization, and the opening of a large shopping center. Also, due to the aging of store owners and the stores, the number of stores closed one after another. As a result, the number of empty stores increased and the traffic volume decreased, hollowing is not stopping in the central urban areas. Under such circumstances, in order to raise the appeal of the central urban area, Specified Nonprofit Corporation Town Planning Organization Humanite Saga (hereinafter referred to as “Humanite Saga”) decided to make the area crowded with “increasing the number of people coming,” “increasing the number of people who live” and “increasing the number of people walking” in the basic plan of central city activation in Saga-shi.

As a result of investigating and analyzing the lifestyle of citizens, it concluded that the followings are necessary to work on (1) cultivating new leaders, (2) creating daily bustle, (3) creating attractive spaces.



The number of empty stores increased and the pedestrian traffic decreased.

Contents

Improving customer attractiveness by cultivation of leaders and bustling events

First, in order to attract and cultivate new leaders, the Tenant Leasing Project that recruits businesses necessary for revitalization in each area and supports the opening of the stores was conducted. Also, in collaboration with the shopping district, the Challenge Shop Project was conducted to train new business people by supporting practical store management and acquiring management know-how, for those who are motivated to open up their own business. Also, the organization renovated empty stores that had been an issue of the central urban area and then attracted new businesses from the metropolitan area to operate them as shared houses for students. As a result of these efforts, attractive stores and managers that were not in the shopping district up to now have newly joined and merged well with traditional merchants. Such metabolism of the shopping district brought an increase of visitors to the city. Next, in order to create everyday bustles, the organization made the opportunities to exchange ideas with store owners, members of the youth department, citizens and so on, and carried out its events in collaboration. Moreover, as a social experiment in FY 2011, the “WaiWai Container Project” was implemented to create an attractive space where everyone would be able to gather and relax easily. The project borrowed the vacant space, spread the lawn to make it full of greenery and set up a used container there to make it a space to read freely. Including people who have not come to the shopping district before, especially parents and children, the number of visitors

reached about 1.5 million people in eight months. From the following fiscal year, it installed containers with interchange space function and challenge shop function in addition to library functions and held workshops on a daily basis. The number of visitors was 27,974 in FY 2012, 68,710 in FY 2013. There was a movement such as a new community created by the connection with people meeting there. This has attracted attention as the revitalization of the city by a new method which is different from the large-scale redevelopment project so far.



“WaiWai Container Project”

Result

New private businesses opened due to improved migration

As a result of the series of efforts, the traffic volume gradually increases and the crowd is returning though a little at a time. However, vacant spaces and aging buildings still are scattered inside the central urban area, which is a factor of bad image of the city. That caused the lack of migration of visitors to the city. Therefore, by holding various courses in the “WaiWai Container Project” which renovated some vacant spaces, and by conducting events and information dissemination in cooperation with peripheral stores, the migration of visitors has increased. As the ripple effect to the surroundings, some of new private business owners have opened up their business using the empty stores. Also, as a new effort to effectively utilize vacant stores and lead to bustle, the “Open Shutter Project” was launched by

offering trial stores for a limited time and low rent. It successfully gained many participants and showed the effects to lead to a full-scale opening of the store.



The shopping district where the pedestrian traffic increased

Structure

“Humanite Saga” is a town development organization that is designated as the only central town development promotion organization in Saga-shi. It consists of individuals and companies interested in town planning. Since establishment, it is working on revitalizing the city in cooperation with various entities. For example, when setting up “WaiWai Container”, it collaborates with the local shopping district, companies, citizens and others to stretch the lawn. Also to create newspapers “Machinaka Kawaraban” that provides seasonal information and attractiveness of the central urban area, it promotes cooperation with the citizens and students for planning. The citizens themselves sometimes become as reporters and disseminate information. In the future, it will continue to conduct projects that will contribute to the bustles of the central urban area while ensuring profit by implementing existing business such as parking lot management, common parking ticket, subleasing business and creating a new business there.

A comment from the executive



Specified Nonprofit Corporation
Town Planning Organization
Humanite Saga
Town Manager
Tetsuya Izu

Raising the value of the area

In the efforts of the Empty Stores Project, even if it succeeded in attracting the stores, there was a problem that the effect as the area was difficult to see such as the occurrence of a new empty store in the neighborhood. Under such circumstances, the “WaiWai Container Project” that started in 2011 brought more ripple effect than expected. It was not a direct leasing, but a project realized that the situation could be changed by raising the value of the area.

“The development of towns is the development of people”

By concretely imaging the meaning of the phrase “the development of towns is the development of people”, the organization plans projects and carries out them. Revitalization would be that the next generation of town leaders are growing up. Also, for the development of people, the organization considers that it is important to read Saga’s unique climate, further digging resources in the area and refining it will lead to the future revitalization of the central area of Saga-shi.

Hamanmachi Shopping District

(The Federation of Nagasaki Hamanmachi Shopping District Promotion Associations)

Nagasaki-City, Nagasaki

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Improving the shopping environment for increasing foreign tourists to expand sales, based on the operation of services of comprehensive credit transactions and tax-free counter.

Basic data

Location	Hama-machi, Nagasaki-City, Nagasaki
Population	Approx. 4.3 hundred-thousand people (Nagasaki-City)
TEL/FAX	+81-95-823-0278 / +81-95-826-8908
Website	http://www.hamanmachi.com/index.php
Number of membership	349 people
Number of Stores	427 stores (retail 204, restaurant 109, service 32, finance 17, real estate 6, medical service 14, other 45)
Type of Shopping District	Large Shopping District
Main customer segment	Housewife, Senior / 60's, 50's

Shopping district overview

The Hamanmachi Shopping District, founded in July 2001, is a federation of five shopping district promotion associations located in the central urban area of Nagasaki-shi. Backed by the history and culture around the Nakajima River with the Megane-bashi, it has been popular among citizens as a central shopping district in Nagasaki more than 300 years since the Edo period, and at its golden age, it was so busy that you could not walk unless you hit a person with a shoulder. However, the pedestrian traffic has fallen to about 60% on weekdays and about 40% on holidays due to the influence of opening the large stores around JR Nagasaki station in 2000. With the planned rebuilding around the station accompanying the opening of the Shinkansen scheduled for 2022, it formulated the "Town Development Concept" including the redevelopment methods in 2014.

Background

Establishment of the Hamanmachi Area Management Council

While the environment surrounding "Hamanmachi" has become severe due to the opening of large stores and suburban stores around Nagasaki station, the "Hamanmachi Management Project" started in FY 2007. The members were initially composed of stakeholders in the shopping district, the administrative (departments for commerce, tourism, city planning) and the Chamber of Commerce and Industry. In FY 2009, together with the self-governing association and the NPO, "Hamanmachi Area Management Committee" was established. It conducted analysis of the current status from all sides, such as with the demographics and commercial and tourism situations in the surrounding area, and survey results of the actual condition in the area (subscription rates to local residents and shopping district organizations, current status of landowners and buildings, etc.), by using data and information from each group. Calmly predicting the appearance of "Hamanmachi" in Nagasaki-shi after 10 years and extracting the part which deviates from the aiming future image as a task. Then, as one of the cuts toward the solution of the problem, the keywords such as "measures to increase exchange population to compensate for population decline" and "response to internationalization" appeared.

Contents

Securing revenue by comprehensive credit transactions business and investing in necessary business

Recognizing that it is necessary to expand consump-

tion of foreign tourists in order to promote exchange of population, it has been carrying out various projects to attract foreign tourists in shopping districts. In the comprehensive credit transactions business that began in FY 2001, by collectively contracting contracts with credit companies that each store individually carried out in the shopping district, an advantageous commission rate was offered and the complicated administrative processing became unnecessary. After that, while endeavoring to expand functions such as being able to deal with CUP cards and Shinhan cards, it offers an environment that can accommodate most cards at each store.

Earnings in this business are valuable funds for all activities in the shopping district, including multilingual issuance of shopping mall maps and creation of welcome banners with five languages.



Stores that offer credit cards



A credit card payment terminal

Also, with the increase of foreign tourists due to the registration of the World Heritage of "Sites of Japan's Meiji Industrial Revolution", it opened a tax-free counter in February 2014. By substituting complicated tax exemption procedures, it contributes to an increase in tax-free stores in shopping districts. In establishing the counter, there were issues such as not being able to meet the expected balance. But the Hama-shi Shopping District, which is a member of the Hamanmachi Shop-

ping Street, became the owner of the counter, and by leasing the second floor of the building to Nagasaki-shi, which was provided free of charge as a resting place for visitors, then it can pay the personnel expenses of the staff engaged in the counter. It is now possible to balance the income and expenditure. Regarding rest areas, establishment of information dissemination space for foreign tourists and addition of rest rooms have been desired in the past, which was also a solution. When an international cruise liner enters the port, many foreign tourists come to the shopping district, but most of the sales are concentrated in the large-scale national chain stores, which have recently increased in shopping districts. The efforts mentioned above provide opportunities for foreign tourists to local specialty stores which tend to be delayed due to factors such as shortage of workforce. So these efforts have a significant meaning for “Hamanmachi” to continue to be an attractive town in the future.



The Tax-Free Counter



Information for foreign tourists on tax exemptions, restrooms, etc.

Result

Providing a convenient shopping environment for foreign tourists

The comprehensive credit transactions business and the tax-free counter reduce the human and financial burden at each store while realizing an environment where various payment methods can be used and tax-free stores are increasing. From the viewpoint of improving convenience for foreign tourists and expanding their consumption, it is clear about the significance and effect of its implementation. Especially, the comprehensive credit transactions business is highly evaluated from outside due to its superiority, and business development is planned with the mechanism responding to the demand. Regarding the tax-free counter, it is a problem that the number of stores to use is stagnating, but in the midst of profitable profit being secured, it is necessary to search for breakthrough measures. In both businesses, information on transaction volume is also regularly provided to Nagasaki-shi, which is useful information for policy review, and it is a situation that public and private people can share the actual situation at all times.

Structure

In the comprehensive credit transactions business, the shopping district becomes the business entity, and collective work such as sales collection, payment work to each store, sending of the payment notice is done all at once. Also, for demand from outside the region, a different company is established, and the shopping district consigns its business management. The tax-free counter measures costs based on the rent from Nagasaki-shi and receives a fee from both the users and the stores. In both businesses, while actively utilizing the part where administrative assistance can be used, reducing the risk associated with the initial investment, so basically it can secure revenue and to run free. There is a project management that can continue in the future.

A comment from the executive



Federation of Nagasaki
Hamanmachi Shopping
District Promotion
Associations
Executive Director
Itaru Miyama

Always improve the means of transactions

Regarding the comprehensive credit transactions business, handling of CUP cards for Chinese tourists is continuing to increase as the number of cruise ship entrance to Nagasaki increases year by year. Nagasaki aims to register “Hidden Christian sites in Nagasaki and Amakusa region” as the World Heritage.

In South Korea, about 30% of the population is said to be Christians, so in December 2016, it began dealing with Korean Shinhan cards newly, preparing the shopping environment for Korean tourists.

From tour groups to individual groups

When setting up a tax-free counter, large-scale stores and national chain stores have already carried out tax-free procedures on their own, so local specialty stores are mainly responsible for the operation of the tax-free counter. It has not much seen recently that Chinese tourists come to the stores as a tour group and enjoy shopping sprees, so-called “Bakugai,” but instead the number of visits as individual groups increases. It has been commonly seen that they enjoy shopping at specialty stores, such as cosmetics, shoes, stationery and so on. It will continue to flexibly deal with the needs of foreign tourists in the future.

Sanrigi Ekimae Shopping District

(The Sanrigi Prosperity Association of Commerce and Industry)

Kikuyo-machi, Kumamoto

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

Began full-scale efforts to revitalize the region. Aiming to realize the “Image of the Future Hope of Sanrigi Shopping District” that was built reflecting the local voice.

Basic data

Location	Tsukure, Kikuyo-machi, Kikuchi-gun, Kumamoto
Population	Approx. 40 thousand people (Kikuyo-machi)
TEL/FAX	+81-96-232-2549 / +81-96-232-2549
Number of membership	52 people
Number of Stores	52 stores (retail 5, restaurant 20, service 5, finance 3, real estate 2, other 17)
Type of Shopping District	Community Shopping District
Main customer segment	Office worker, Family (parent-child) / 50's, 40's

Shopping district overview

Today, Kikuyo-Machi is one of the most popular areas in terms of population growth rate in Japan. As a bed town in eastern Kumamoto-shi, urbanization advanced in the decade from 1975. The earliest urbanization in Kikuyo-machi was the commercial accumulation area in front of the former JNR Sanrigi Station. The Sanrigi Commerce and Industry Prosperity Association was established in 1983, as a business organization focusing on the station for the purpose of contributing to regional development. Urbanization has continued after that, and large commercial facilities were also opened in the area. A shopping district is a group of small businesses including merchandising and restaurant, and many specialty stores selling storeowner's presence and skills line up there. With the population increase, the number of people visiting the shopping district also tends to increase year by year. In order to differentiate it from competing nationwide chain stores, in recent years the shopping district has been holding events that meet local needs and strengthening the appeal of individual stores so that both the shopping district organization and the individual stores are doing skill up to make the area attractive.

Background

Making a compass of the shopping district

At the Sanrigi Ekimae Shopping District, since the establishment in 1988, the activities that it is continuously doing as a shopping district are only festivals, and full-scale efforts toward revitalizing the area have not been implemented. However, as the population of the area has been increasing in recent years and the wave of competition is getting on, the younger members gradually felt a strong sense of crisis about the current situation of the shopping district. So, first of all, participating in “Akindo Leader School” sponsored by Kumamoto Prefecture in 2011 in order to depict the future vision of the entire shopping district for about a year, it learned how to train next generation leaders and how to create a mutual network of shopping districts. Since then, some members participate every year, and it is continuing to strengthen the organization of the shopping district. From FY 2014, it has implemented a workshop titled “Orugen town development meeting” using the training system of the National Shopping District Support Center Co., Ltd. To prepare an activation plan is held a meeting with experts at a monthly pace. In this effort, as a market research, it learned the expectations and requests of the local residents by making use of the network of each member of the organization, such as the parents of neighboring elementary school and employees of the factory of a large company in the town. The survey was conducted by each team, which was organized for this project, and young leaders used the questions and counting methods created by themselves. Also, even on the day other than the workshop opened, the members gathered at night and exchanged opinions, carefully advancing one by one from the design, implementation

and until analysis of the survey for the needs. Through these efforts, the “compass of the shopping district” was established that allowed members to deeply understand each other objectively and to share the direction of the shopping district.



View of the shopping district

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Three pillars supporting “Image of the Future Hope of Sanrigi Shopping District”

The compass of the shopping district that made use of the needs of local residents and their strengths is “Image of the Future Hope of Sanrigi Shopping District.” Aiming to realize this vision, concrete efforts began in FY 2014. The direction of the project has three pillars that (1) “creating a safe and secure shopping district”, (2) “creating a shopping district where parents and children can interact”, (3) “making a food street using horsemeat as Kumamoto’s special product and carrots as Kikuyo-machi’s special product.” First, regarding (1), in order to solve the problem that the night of the shopping district is much darker than the large commercial area in the neighborhood, car accidents are often occurring, it discusses with the administration toward the establishment of street lights and security cameras. Although it has

been neglected for a long time, it was recognized throughout the meeting that it is necessary to undertake surveys and understand the needs of local residents as soon as possible. Regarding (2), following the fact that the number of child-rearing generations has increased due to the move from other areas, “Parent-child interaction bazaar project” is being implemented continuously. In the future, it will make adjustments to realize the business for child-rearing generation utilizing vacant stores. For (3), each member’s store develops newly “Umakanabe” using horsemeat and carrots, local soy sauce and miso, and sell for a limited time only. During the period, it held stamp rallies at each participating store, held free tasting sessions and contests and so on, and devised measures to promote the use of multiple stores and create a bustle.

The shop owner himself/herself makes hearings for visitors and is striving to further improve the service.



View of the Bakanabe Contest

The “Umakanabe” initiative celebrated its third year in FY 2016, and gradually penetrated as B-class gourmet which seems to be the Sanrigi area.



Bakanabe

It is also undertaking measures to strengthen individual stores through training through group consulting methods. While stores and stores compete hard, the coordination system between them has also been strengthened.

Result

Strengthening ties within the shopping district and promoting business

In the stamp rally project of “Umakanabe”, after the period, it conducted a reflection group on the entire shopping district including members of other industries and discussed good points and improvement points.

By doing this, it is progressing to build relationships in which everyone regards the efforts of the shopping district as “myself”. (1) “Building a safe and secure shopping district” and (2) “Creating a shopping district where parents and children can interact” were temporarily suspended due to the influence of the Kumamoto earthquake that occurred in April of 2016, but it is planning to advance to the steady while taking into consideration of enlightenment that prepares for the earthquake,. With respect to strengthening individual stores, the sales at young and medium-sized businesses, which was particularly aggressively pursued, resulted in a 10 to 30% increase in sales over the previous year, and the relationships among members also increased deeper than before.

Structure

In addition to the administration, it is also working on the creation of city planning in cooperation with the Prefectural University of Kumamoto, and it will continue to brush up by reflecting the recommendations and deliverables in shopping district business. Since its establishment as an arbitrary organization, operating expenses have covered with annual membership fee from members, but from now on, in order to respond to a wide range of needs of local residents, it is searching for a new style of the organization. It is under consideration to evolve into a more stable and socially trusted organization by incorporating it. Also, while fostering next-generation leaders, it aims to create a town that is strong against disaster prevention, and that is a safer and more reliable, by being conscious of crime prevention.

A comment from the executive



The Sanrigi Prosperity
Association of Commerce
and Industry
Vice President
Koichi Uno

Creation of a place where local people can gather

The point of the effort is not to be obsolete in the neighboring suburban commercial area, but to aim to create a place for people in the area to gather by using this powerful attractiveness. For that purpose, it conducts a survey to the local people, analyze objectively the shopping district, and it was necessary to talk about what it should do in the future. As a result of this effort, it was able to formulate its vision in the future.

Improvement of the attractiveness of individual stores is indispensable for regional activity.

While pursued by daily work, by objectively

analyzing the strengths and weaknesses of each store, it has been refined to offer professionally superior services that can not be imitated at other stores, and achievements are emerging. Creating a charm of a shopping area is “making attractions of the shopping district itself” and “making attractions for each store that makes up the shopping district.” These seem to be relations like the two wheels of a car. From now on, for the reconstruction from the Kumamoto earthquake, everyone in the shopping district will do their best to embody the vision that it has drawn so far, aiming for the shopping district loved by the people of the area. Ganbarubai Kumamoto, Ganbarubai Sanrigi.

Mamihara Shopping District

Yamato-cho, Kumamoto

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

'Mamihara-ya' was opened in the town's hospital which was moved from the shopping district. It supports the health of the elderlies' and the people who can't go shopping.

Basic data

Location	Mamihara, Yamato-cho, Kamimashiki-gun, Kumamoto
Population	Around 15 thousand citizens (Yamato-cho)
TEL/FAX	+81-967-83-0037 / +81-967-83-0038
Number of membership	38 people
Number of Stores	38 shops (18 retails, 2 restaurants, 15 service business, and 3 others)
Type of Shopping District	Community Shopping District
Main customer segment	Elderly people, domestic tourists/60s, 50s

Shopping district overview

It's located at the center of Kyushu, and developed as the main trading post and post-town between the mountains through Hyuga where commutes Higo(Kumamoto city) and Hyuga (Nobeoka City) and crowded with merchant family. It's developed a landscape agreement by the citizens in 1998 and improved a landscape which is based on the crowded liquor shops made of white walls covered in mud or the remains of the soy-sauce breweries. And now they are a symbol of Mamihara shopping district. Through a year, various events are held such as a walk experiencing a shopping district, a rich nature landscape, a historical culture of historic spots and shrines, and power spots. They have been stable for the elderlies and families to activate the shopping district.

Background

Non-satisfied with shopping for around 40 % of citizens

The citizens used to communicate positively through shopping at the street or going to the theater, however, more and more people can't go shopping to the street by the change of the recent population aging and traffic problems, moreover the regional community was about to break by the decrease of the chance of communication. The result of a citizens' research in 2011 comes out that around 40 % of citizens are not satisfied with shopping, and urgent challenges were to activate a shopping district and to reproduce a regional community to improve the shop-convenience for the elderlies. While, in November 2012, a town hospital, which was based on the regional medical spot around the shopping district, moved to a top area which was hundreds of meters away. The regional citizens who went to hospital used to shop at the street so it was a role of a community spot, but the hospital movement changed their flow.

For the regional citizens who went to the hospital, however, they expected the shopping district if they could construct a circumstance such as they could shop at the street before the hospital has been moved.

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"Shopping District" in a hospital moved

'Mamihara Shopping Support Convention'(consisted of 19 shops) was established in order to activate a shopping district, to support the hospital patients' and local residents' shopping, to keep their health, at the same

time, to reproduce a regional community. A town store'Mamihara-ya' , which was run by the convention, opened in the town's hospital which was moved from the shopping district to support their shopping, which is one of the urgent challenges, when a town hospital moved and opened.

They supplied the elderlies, who couldn't go shopping, Various foods or living items.

Especially, they implemented the services for the elderly hospitalized patients and outpatients' shopping needs. Inside the store, they receive the items, however if they want, the staff asks other shops in the shopping district directly and house-delivery is possible. And also, if there is no item in the showcase, they have a system to receive the items from each shop in the shopping district as necessary.



A store in a hospital 'Mamihara-ya'run by the convention

The store is next to an entrance on the 1st floor in the hospital and its area is 13 m². It has items from 22 shops in the shopping st. and the shop assistant is a convention staff.

While most of the operating costs are for labor and fuel and light, they do business as long as they can get a profit and the operating outline is stable. They also offer shuttle taxis between the town hospital and the

shopping district. to prompt the citizens to go to the district.

Moreover, the convention offers walking exercise classes, lectures, and concerts as a health event project. For a healthy cooking develop a project to enhance the elderlies' health, they have connected to develop and selling of specialties with farm products in Yamatocho.



Hospital Concert



Nordic Walking

This activity has kept going since Kumamoto earthquakes in 2016, and they invited the citizens who suffered great damages of those earthquakes to Hibuse Jizo Festival with more than 450 years history and still face an earthquake disaster reconstruction with other areas.



Hibuse Jizo Festival



Result

They answer the shopping needs from many citizens

The sales amount a day of the town store 'Mamihara-ya' is about 60 thousand yen and average about 100 people use this store. Mainly, hospitalized patients and outpatients utilize this store, however, the families who visit their families at the hospital shop at this store. A hospital is a facility to visit for this area that half of the citizens are over 65 years old, and it is heard that "It is so convenient to shop while go to the hospital." This is a result to make the area citizens' needs satisfied. 'Mamihara-ya' is regarded as a showroom in this shopping district. There are various items and local products; therefore, it also plays a role as a place for the people who visit from farther places to purchase some souvenirs. Pick-up service, Nordic walking cooperated with the town hospital, and healthy cooking develop project are very popular to the area citizens, and the efforts are transportation, shopping, community, and health problem for the elderlies.

Structure

Mainly, each shop around Mamihara shopping district established 'Mamihara Shopping Support Convention' and runs 'Mamihara-ya' in the town hospital. They have a board regularly (10th every month), and have a conference for understanding or making a difference of the present situation and for the future projects. And through a year, various events are held with local youths, area groups, local government, and Yamatocho Society of Commerce and Industry. They, moreover, appeal this shopping district together with local cooperation, for instance, they associate with Mamihara historical walking guide project by 'Mamihara town making convention for tourists.

A comment from the executive



Yamatocho Society of
Commerce and Industry
Vice president
Kusakabe Seiya

Invitation the disaster victims to a festival.

They free-invited about 60 citizens from Mashiki-machi, Mifune-machi, and Kohsa-machi in Kamimashiki-gun to Hibuse Jizo Festival with more than 450 years history in Aug. 2016. They want to support the victims' hearts as much as possible by offering the traditional products tours, the atmosphere of the festival at watching at the balcony seats, and the fireworks performance. The preparation was hard but the disaster victims who keep living in evacuation shelters made smiles, saying "We've got an energy with this power. And also we can take a break.", so they want to work for supporting reconstruction from now and to connect to the development of citizen communication in Kamimashiki-gun.

To support the citizens who can't go shopping

Since opening 'Mamihara-ya,' they've sold not only items but organized and hold various events, so now it is well-known and also necessary for the elderly who visit the hospital. It has now become a must-have store. From now, they want to provide more items for the customers' needs and contribute to activate the street.

USUKI Shopping District

(USUKI Shopping District Promotion Association)

Kagoshima-City, Kagoshima

Inbound

Response to regional issues

Young / Female

Productivity Enhancement

point

'The best city to live in Kagoshima' is a slogan. They try to activate the town with 5 pillars such as the measure of the declining birthrate and the aging population based on PDCA cycle!

Basic data

Location	Usuki, Kagoshima-City, Kagoshima
Population	Around 600 thousand citizens (Kagoshima-City)
TEL/FAX	+81-99-257-9690 / +81-99-284-1126
Website	http://www.usuki.or.jp/
Number of membership	33 people
Number of Stores	33 shops (6 retails, 5 restaurants, 3 services, 5 financials, 1 estates, 4 medicals, and 9 others)
Type of Shopping District	Community Shopping District
Main customer segment	The elderlies, housewives/ 60s, 30s

Shopping district overview

'USUKI TOWN' located in the southern district of Kagoshima-city was established by option members of 3 streets group in the district to activate a shopping town in December, 1992. Out-circumstance had changed as large outlet stores expanded into the near factory park in earnest, and a sales surroundings had changed a lot for these 10 years. But they have worked to activate the local area; since it was established, they have tried actively making a local-based eco-friendly town with safe. In the shopping district, there are 2 stations, JR Usuki sta. and streetcar Wakida sta. Most visitors are over 60 years old without drivers' licenses. Recent years, the number of 30s mothers and junior high students are increasing so they work a child care support project with PTA or a town community.

Background

They are searching for 'sustainable shopping district's corresponded with the change of circumstances.

The circumstance around USUKI TOWN is keeping tough because large outlet stores expanded around there one after another. At the shopping district, they used to make an effort to activate the street, but there were many problems such as the declining birthrate and the aging population, a lack of successors, child supports, and so on. Even if they work lots of projects, the operating management or the measure of effects was not managed, in fact, they couldn't improve the business. Then, they interviewed and researched survey about 'To expect for the shopping district' and the board and youth members examined a lot from the view of 'What a sustainable shopping district is.' And then they decided to lead what a business to be or the index of effects by the future image of the shopping district including the change of out-circumstance.

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In order to become 'The best city to live in Kagoshima' and to make 5 plans

and clarify a future image of the shopping district, they decided to set up a slogan 'The best city to live in Kagoshima,' after they examined in a board.

Next, they thought that they must have a 'visualization system,'utilizing PDCA cycle table which is used as a way of produce or quality managements in order to make a shopping district business more effective. From a future image of a shopping district, 5 businesses' pil-

lars have been set up as the plans; those are the followings,

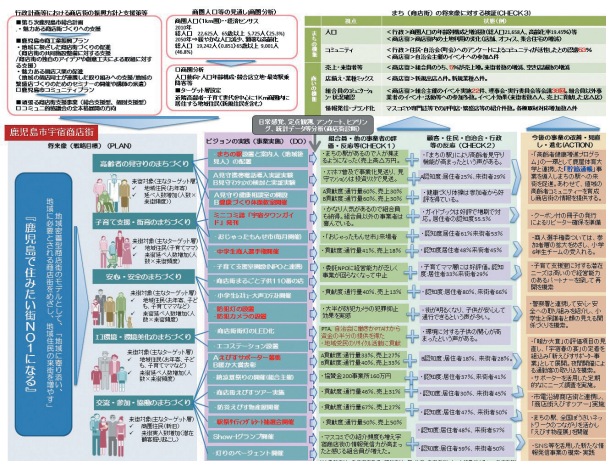
- (1) town development for watching over elderly
- (2) town development for child care and town care
- (3) town development for safety and ease
- (4) town development for eco-friendly and environmental beautification

(5) town development for communication, participation, and cooperation For these plans, they did all 23 projects (Do) like setting a town station, publishing 'Usuki Town Guide', opening Loud voice rescue contest for Elementary students, setting eco-station, opening all-aged events, and so on.

They checked the result by referring to interview and research, and data analysis from the union member, local residents, and the administrations. (Check)

And they took action to the future business improvement or new projects by the analyzing result about these each project. (Action) As they went on doing the above matters, they have been able to renew the shopping district business, to develop the high-effective business up to a new work in order to make it more effective and to consider an improvement or an abolition of the low-effective business. And they made an original PDCA cycle table by themselves; they could find at glance if each business was carried out for a shopping district slogan and what kind of plan it was, or which business is the most effective. Because they are sharing this PDCA cycle table to union, local, and government members, they can make a strong organization and each member is able to work together equally. Because they are doing interviews and researches, they can obtain a merit such as some ideas of a new event and so on,

from the local citizens.



PDCA cycle table

Result

Evolution into a new work utilizing PDCA cycle table

As a result of this work, they could get a cooperation of local and union members so that they could collect many people at each event. The health physical exercises (Do) for the elderlies was popular as one of the plans (Plan) 'town development for watching over the elderly', at the same time, it was found that while the project was working, the amount of traffic was 60% up and that there is a shop whose highest sales amount was 30% up at most because of the participants' efforts. National Institute of Fitness and Sports in KANOYA, The International University of Kagoshima, and Kagoshima University Faculty of Medicine took an action together to a new business as "health promotion program for the elderlies The health promotion with muscle up (muscle up exercises) which was exceed local business (Action).



Muscle Keep Exercise

A comment from the executive



Usuki shopping mall promotion union
Director Tatsushi Kawai

Sharing information and reviewing project by PDCA cycle table

While hard circumstances of local retails, they think that an organization of local community to have conversations casually for the local citizens in the shopping district with smiles, regardless the age, is a key to activate the shopping district.

PDCA cycle table is also a very convenient tool, to share the information or to review the business; when they want to do a business including content and result with the union, local, and government members.

Plan for 'Vision of USUKI shopping district 2050'

They're going to start a project 'Vision of USUKI TOWN 2050' based on the 2017 PDCA cycle table for the elderlies can live in Usuki at ease, while the number of elderly people will increase more and more from now. They want to organize a senior community CCRC (Continuing Care Retirement Community) in the shopping district for elderly care. From now on, they will review again and again, while they hear the ideas from youths in next generation. They will deal with the change of circumstances and work for more changes to a sustainable shopping district.

The elderlies exercise and save up points. The elderlies exchange the points they had saved to gift cards and use them at local shops and restaurants. Each shop increases sales and the shopping district is activated. Moreover, the youths have become positive for the shopping district activities because of this effort, they have made a new youth group and make the adults happy to let them expect their successors.

Structure

Except for a board and a director's board holding once every 1 month, Youth group and project executive committee, etc. manage the administration system. 'Light Festival,' Loud voice rescue contest for Elementary students, 'Merchant Contest for junior high students,' and so on have linked to local nursery rooms, kindergartens, elementary schools, and junior high schools; they have become an education in good taste for the local kids. And, they try to link to universities like National Institute of Fitness and Sports in KANOYA mentioned above for town development for safety and ease, try to link to the police station. They try to plan and sponsor of 'Kagoshima shopping district gourmet Grand prix (Show-1),' and also try to activate, linking to the shopping district in all Japan through 'Japan town station communication council,' and 'Japan Disaster prevention for shopping district network.' They also link to public traffic organization like JR Usuki sta. and street-car Wakida sta., bus companies to keep the traffic convenience.



Loud voice rescue contest for Elementary students



Local crime and disaster prevention event

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