

Global Strategies for Nagoya Port by New Public Management

Keyword Port and city integration marketing; New public management; Glo-calism-based theories; Field researches in American 7 Ports; Cultural diversities with civilization dynamism.

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Abstract

Ports will be more appreciated by the local people if they are integrated into their daily lives with participating management as citizens. The U.S. ports are good models for effectively matching the port and city from the glo-cal (global and local fusion) perspectives. Our field research of the 7 U.S.A. ports and cities found the American way of success in the areas of () Port and City Marketing and () New Public Management Development. This research has contributed to both public and private sectors by recommending the glo-cal management strategies for Nagoya Port & City matching. Also our research result presentations in the past have provided new insight in international academic communities including in the U.S, Japan and other Asian nations.

Part

Port and City Marketing - Field Research in U.S.A., 7 Ports -

1 . Port and City Integration

1-1. Port and City Distance Issues in Nagoya

Nagoya Port and Nagoya City in Japan maintain a mutual distance; there are rumors that the port is an unfriendly place, that it is dangerous, ugly and dirty, certainly not easily approached and there are no signs of nature, no seabirds flying about. And of course, the port makes no effort to educate the public about its activities or its attempts to make the port an accessible, friendly, inviting, enjoyable, interesting place with some excitement and romance like American port cities.

We (Prof. Murayama and his MBA students in Chukyo University) intend to change this image of port and city relations. We will seek to revitalize the port and its surrounding vistas of the bay and sea by developing a model to fuse those vistas with the



Aerial Views of Nagoya Port



Bird's Eye View of Nagoya Harbor Facilities Distribution in Nagoya

city's expansive vitality, which can reach out to the sea from the glo-cal ba perspectives for cultural and economic revitalization.

For Nagoya City per se to become a global brand product depends on its potential to expand the city's many charms to encompass the port's environment. At the same time, the port with its historical and natural resources must merge with the city's central vitality.

We will seek such a fusion of a revitalized city and port model by studying the U.S. ports and her cooperative, amicable relations with the surrounding cities. Such a model of fused port and city will result in the development of a Nagoya City that can invite the world with community pride.

1-2. Hypothesis for Revitalization of Metropolis

Completing on-site research and study of Nagoya Port, we constructed a problem recognition list, then we made the following two hypotheses to search for the U.S. forms of port and city "bonding" that is "glo-cal" ba management.

Hypothesis 1: There is a hard and soft bonding of sea port culture.

Hypothesis 2: The fusion of the city's charms with the port's environment revitalizes the region.

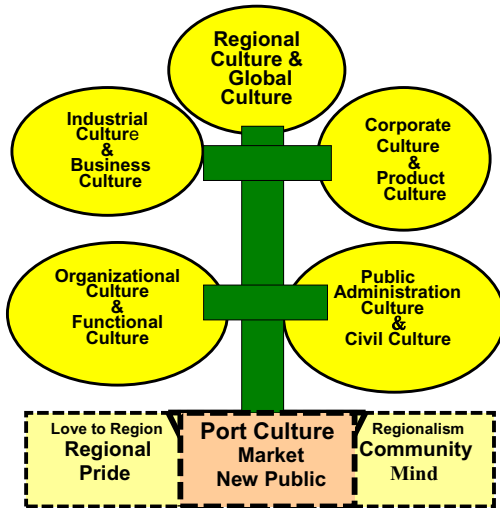
Hypothesis 1 describes the situation in the

U.S. Sea Ports where there is a sea port culture which exists somewhat like a business culture and city culture, and it functions to encompass the port's physical infrastructure and its natural human resource input.

In other words, in the background of U.S. Sea Port culture are the historical and natural resources, the government and economy, the corporate activities and the citizens' community networks; then the hard port infrastructure and the facilities content are enriched with the soft-type development ideas and policies, which serve to harmonize the whole package.

Hypothesis 2 carries a silent but strategic message that as the city's charms and port's urbanization reach out and mutually come together, the possibilities for the city to develop as a global product are strengthened. With the maturing of capitalism in highly developed nations like the U.S.A. and Japan, the "hollowing" phenomenon of domestic industries begins to occur. This brings about the outward flow of domestic capital to seek higher profits by investing in foreign business ventures. As a result, the city and its industries must re-structuralize, and this revitalization of city and industry leads to the strategy to polish the city's cultural image into a world brand product. So in this proc-

Diagram 1
Overall View of Port Culture in the U.S.A.



ess, the second hypothesis was considered: the city's ability to draw people and the revitalization of the sea port and water environment produces a simultaneous synergy that manages to draw out the vitality of the city's rebirth and increased activity

1-3. Search for a Model Concept of U.S. Port Culture

We can depict the American Sea Port Culture as a tree, see Diagram 1, Overall View of Port Culture in the U.S.A. This is likened to the old Chinese proverb of a tree with many extending branches or 連理の枝 and a pair of wings or 比翼の鳥. This means that each tree branch of two port cultures is like a great flying bird with a pair of outstretched wings.

The great birds have movement and flow and symbolize the "global management culture." And on the other hand, the tree trunk is established and static, symbolizing the "local management culture."

The tree absorbs and grows with the energy of life from its invisible roots in the vital, living local environment infused with

its natural resources and local culture. Within this invisible root system is the core structure of the port management culture. This root area encompasses that public site referred to as the market wherein the "entrepreneurial spirit" and the "intellectual elite" citizens pour in their lifework.

The market is where citizens congregate to communicate and exchange whatever is necessary. The ability to congregate, barter and exchange and decide whether to stay or move on depends on each individual. But usually that wish to stay on is greater than the wish to leave and that develops into a love for the homeland and establishes settlements and community linkages with community pride or love to region. Then as people settle and lay down roots, a kind of pride for the region develops and from there comes the idea of regionalism with community mind, wherein each region, with its own special identity, will begin to grow and flourish.

2. U.S. Model of Port and City Integration

2-1. Field Research in 7 U.S. Ports and Cities

We conducted field research in seven U.S. ports and cities from Aug. 27 to Sept. 6, 2005 and made on-site visits to:

1. West Coast: The Port of Seattle and metropolis
2. West Coast: The Port of San Francisco and metropolis
3. West Coast: The Port of Oakland and metropolis
4. West Coast: The Port of Long Beach and metropolis
5. West Coast: The Port of Los Angeles and metropolis
6. East Coast: The Port of Baltimore and metropolis

7. East Coast: The Port of New York and metropolis

2-2. Public Concept between Private and Government

Implementing on site, the aforementioned research hypotheses and research methodologies, we have summarized our findings in Diagram 19-2 Structural Change and Birth of "New Public" Concept

While conducting on-site research of the bonding between American ports and cities, a fundamental problem involved the reconsideration of the concept of "government" and "private," for we discovered another third government which we will call "new public." The meaning of this another third government or new public is the concrete manifestation of the structural changes and revolutionary strategies, symbolically formed in this transformation process. So it is the actual recognition that the concept of "government" and "private" has been transformed.

Now whether to call this conceptual trans-

formation "new public (third govt.)" or "new business/industry" is problematic. However, we can't deny the reality of this evolutionary phenomenon as reflected in the new configurations and rhythms in the bonds between the American sea ports and cities. Without a doubt, we could uncover dynamic change phenomena in the structural transformations in the patterns and rhythms of the contemporary bonding between American sea ports and cities.

Now from the phenomena to the structure regarding these ambiguous expressions of "another" and "a new," let's analyze these from a positive thinking in place of a negative perspective.

Analysis perspective 1: Divert from a fixed concept to a variable concept

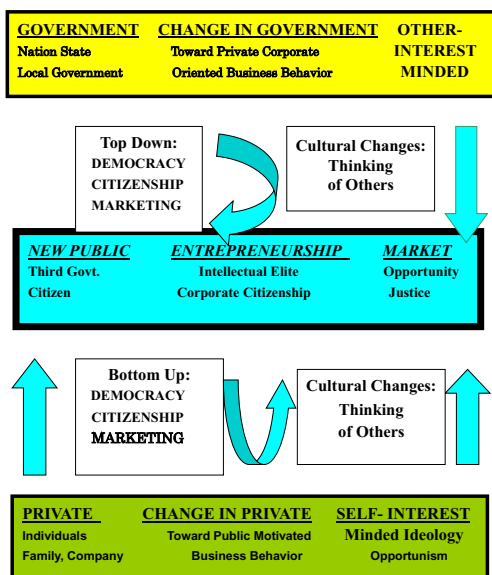
Analysis perspective2: Divert from a static-like hypothesis to an active-moving hypothesis

Let's say that a fundamental principle of "government" from the perspective of nation or government is concerned with actions basically motivated by thinking of others or others-interest minded ideology. However, if we consider a third government perspective in order to rethink the meaning of government, transformation of government or private-like corporate behavior (for example: business-like behavior of government) becomes like an evolutionary phenomenon consisting of socio-ecological changes in the markets and organizations.

Likewise, let's say that a fundamental principle of "private" from the stand point of the individual, family, or company is concerned with actions basically motivated by self-interest.

However, if we take a third government

Diagram 2
Structural Change & Birth of "New Public" Concept



perspective in order to rethink the meaning of private including individual, family or company, transformation of private or government-like corporate behavior (for example: corporation acts government-like) becomes like an evolutionary phenomenon consisting of socio-cultural changes in the markets and organizations.

Let's call this middle range area where "evolving government" and "evolving private" overlap the "third government (new public)." This consists of an ideal fusion of government and private; then this symbolizes the market-driven designs of strategic transformation in accordance with an evolutionary phenomenon toward creating third government (new public) facility management which occurs in socio-culturally evolving stages from government-type leadership to private-type leadership.

The original essence of government and private' is infinite in structure. And an original condition therein is that the infinite aspects in the structure envelop the evolutionary or socio-ecological changes. Growth en-

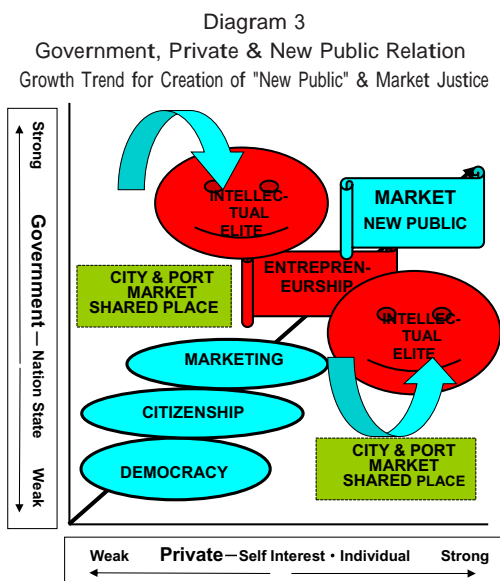
compasses this unchanging structure at the underlying base, while enveloping the ever-changing system variations.

What is meant here is the ideal fusion of this third government (new public) concept, which functions as the intermediary of government and private from the polarity perspectives of citizen and the marketplace. Thus we have called this government-citizen entity or a third-type government (new public) leadership.

The continuum of citizen and the market consists of the basic motivation to move according to the doctrines of humanity and democratic, citizenship-oriented market settings.

Although the ideas of "citizen" or "individualism" and "opportunism" are driven from Western community principles with fair competition and mutual cooperation, we can relate them to Japanese ideas of "big community-like" as in the enveloping conception of a Japanese family-village, with the symbolic-like authority of the Japanese Emperor. So this Japanese entity member enveloped in that family-village type of community environment can be compared to that American democratic-type citizen or individual. The fundamental difference between the Japanese family-village member and the democratic-type citizen becomes clear in this Japanese/American comparison in the differences between American individualism and Japanese consciousness of generally accepted collectivism.

So in this way, the Japanese community member can be set apart from the conception of the American-type individual and citizen, for he/she in Japanese organizations is like a member of the closed community, which is blended into one entity like a big family or a closed village by unconsciously accepting its



own cultures and civilization if we are allowed to simplify the Japanese core characters.

Now in brief, we would like to go over the makeup of America's original way of relying on the market system, encompassing ways of Democracy - ways of Citizenship-ways of Marketing with business behaviors of Entrepreneurship and the Intellectual Elite.

Regarding the aforementioned private-like business behavior of the government sector and government-like business behavior of the private sector--piercing through these are the awakening reforms of the business mind toward opportunism. Now the opportunism of the business mind here means to awaken to the self-interest, then to motivate others to gain profit. In particular, government's opportunistic altruism and the private sector's opportunistic self-centered ideology centering on each self-recognition wrestle with the other.

Diagram 3 illustrates the relationship between Private and Government, which fuse to form the conception of aforesaid New Public or the Third Government through the developing stages of Democracy, Citizenship and Marketing in parallel with developing Entrepreneurship and Intellectual Elites in the shared Market Opportunities.

2-3. New Public Concept Emerged

Considering the American ports and cities, including their characteristic features and relations via on-site investigation, we believe that the two polar structures of government and private have undergone a reform process into a new public (govt./private entity) in a fusion process of the original market ways.

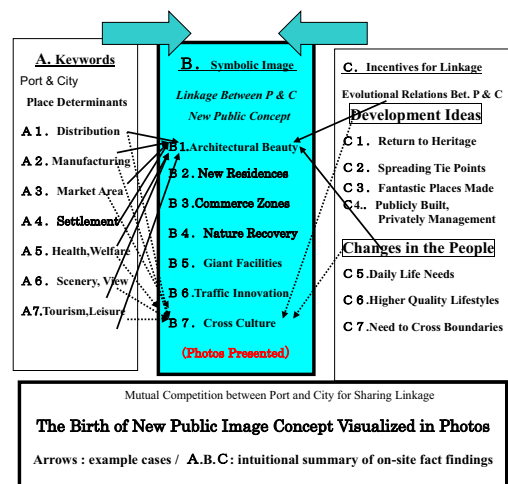
Commenting from an Asian world perspective, borrowing from Chinese Taoism - the government polar point has revolved to the

private, and on the contrary the private polar point has revolved to government. Between Yin and Yang there is no border, and in the same way the border between government and private is disappearing. This is the globalization phenomenon of a development principle seen at the crossing of Eastern and Western cultures.

However, just as the basic conceptual aspects of Yin and Yang exist, government and private have an existence that must be maintained. Then as there is an assumption of the contradiction in the relations between origin and reform, this uncertain new public (third govt.) concept remains nebulous and also an abstract Western-type principle of the civil society.

Next regarding this New Public concept, we will consider this from the visual images we made, especially these photos reflecting the scenes that struck our senses. Our American discoveries focus on the fusion of government and private in these visions of the New Public concept as reflected in the photos and summarized in Diagram 4 「NEW

Diagram 4
NEW PUBLIC: Symbolic Image Concept
As Linkage between Port & City



PUBLIC: Symbolic Image Concept As Linkage between Port & City.

We have taken over 5,000 photos of the seven ports and cities we visited. The images of this "New Public" concept have been divided in the following way.

Image 1: The city ba (places) - govt. and private fusion scenes (intuitive selection)

Image 2: The port ba (places) - govt. and private fusion scenes (intuitive selection)

Image 3: Focus on city and port meeting points--visions of "new public" concept (intuitively)

Image 4: Videos and tapes of on-site interviews - to objectify the motivation of study survey

2-4. Symbolic Images of City and Port Matching

The A box lists key words of those place determinants for port and city that we have intuitively grasped and summarized through these photo images.

We have reduced all these structural aspects of the port and city to these seven place determinants of A-1 Distribution, A-2 Manufacturing, A-3 Market Area, A-4 Settlement, A-5 Health, Welfare, A-6 Scenery, Views, and A-7 Tourism, Leisure.

In the B box, we have tried to visualize this concept of linkage or symbolic image of

"New Public," where government and private fuse when coming together. These linkage concepts are: B-1 Architectural Beauty, B-2 New Residences, B-3 Commercial Zones, B-4 Nature Recovery, B-5 Giant Facilities, B-6 Traffic Innovation and B-7 Cross Cultures. These symbolic images for the linkage concept-building between Port and City are shown in the following photos.

In the C box, we have tried to point out the incentives and evolutionary relations for linking Port and City by depicting the changes in the behavior and values that have drawn the Ports and Cities together. The images from these photos search for the underlying psychology and inner sensitivities of these phenomena.

The study of these evolutionary changes between the Port and the City are based on direct interviews with the professional staff involved in these areas and examination of related resources and references. We have come to the conclusions that these changes between the Port and City can be explained in two key phrases: "Development Ideas" and "Changes in the People." The Development Ideas are C-1 Return to Heritage, C-2 Spreading Tie Points, C-3 Fantastic Places Made and C-4 Publicly Built, Privately Managed. Changes in the People are C-5 Daily Life Needs, C-6 Higher Quality Lifestyles and C-7 Need to Cross Boundaries.

2-5. Photo Images of U.S. Port and City Integration



B1 「Architectural Beauty」:
Fantastic Plan, Baltimore Harbor.



B1 「Architectural Beauty」:
The Scene of Light House, Baltimore Harbor.



B1 「Architectural Beauty」:
The Little Church on the San Francisco Bay,
healing the dead souls



B2. 「New Residences」:
Town Houses facing the bay, Seattle Harbor.



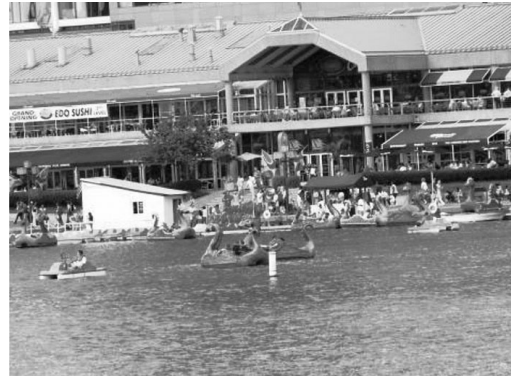
B2 「New Residences」:
New housing development on the pier,
Baltimore Harbor.



B2 「New Residences」:
San Francisco Bay area



B3 「Commerce Zones」:
Reformed Fulton Fish Market the river edge,
New York City.



B3 「Commerce Zones」:
The Land Mark Station building redesigned along at
the Bay Shore Shopping Center, Baltimore Harbor.



B3 「Commerce Zones」:
The network of piers converted to
a shopping plaza, Seattle Harbor.



B4 「Nature Recovery」:
The pier of sea lions, San Francisco Bay.



B4 「Nature Recovery」:
A human is also a fish, Baltimore Harbor.



B4 「Nature Recovery」:
The Green Park made with contaminated
dredging soil, Oakland Harbor.



B5 「Giant Facilities」:
The Queen Mary S.S. turned into
a floating hotel, Long Beach Harbor, LA.



B5 「Giant Facilities」:
The expanded waterfront space
for the Convention City, Seattle Harbor.



B5 「Giant Facilities」:
The Symbol of Freedom,
New York & New Jersey Harbors.



B6 「Traffic Innovation」:
After Waterfront Highway eliminated, then,
new walkway constructed. San Francisco Harbor.



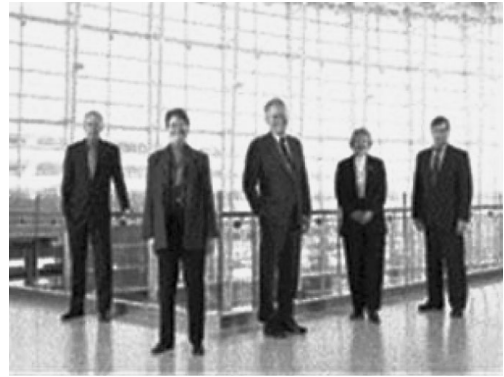
B6 「Traffic Innovation」:
Integrated transportationhub linking the sea,
air and land, Newark Harbor, New Jersey.



B6 「Traffic Innovation」:
The historical Cable Car in San Francisco preserved
as the linkage between the City and Harbor.



B7 「Cross Culture」: The Public Hearing Room in the Port Authority of Los Angeles, Democracy kept up by citizens' participation.



B7 「Cross Culture」: Port Authority of Seattle, Five Directors elected by citizens and appointed by Mayo

3. 'New Public' Meets Public Philosophy

3-1. Developing Strategies and Philosophies

We should not forget that management is also a science with philosophy. Sciences based upon both quantitative and qualitative approaches are definitely supported by their basic philosophies. Likewise, the concept of 'New Public' can be explained by our field researches on the U.S. ports and cities, and we must discover public philosophy to go with new public in the U.S. port and city in terms of glo-cal 'ba' management science.

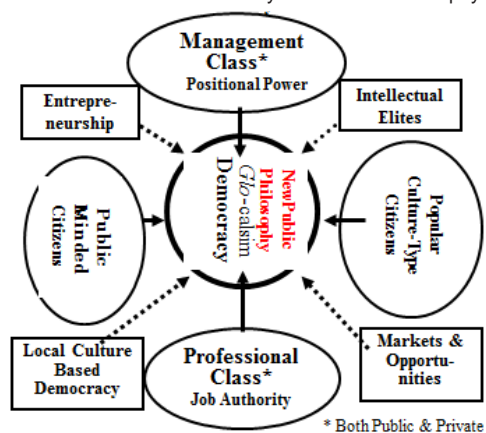
As we previously simplified the flow of Democracy-Citizenship-Marketing, this sort of glo-calization dynamism and glo-cal 'ba' management will progress toward the Market of 'New Public' by the support of Entrepreneurship and Intellectual Elites who assimilate the governmental and private sectors, while also developing glo-calization dynamism and diversity cultures with their own ways of localization and globalization processes. These interrelated networkings are summarized in Diagram 6. Glo-cal 'Ba' Management in the U.S. Port & City- 'New Public' Sciences Pulled by New Public Philoso-

phy.

Going back to the origin of civilization dynamism and cultural diversities, the most important drivers for glo-calization dynamism toward new public and new business in the U.S. ports and cities consists of the 'functioning' democracy and participative discussions which nurture their open minded communities.

Democratic societies will aim at flattening organizations with equal opportunities and human rights. Democracy is truly the public philosophy to develop the 'New Public' that

Diagram 6
Emerging *Glo-cal* 'Ba' Management in the US Port & City - 'New Public' Science Pulled by New Public Philosophy -



we are looking for. Even though this is an ideal theory, we cannot deny our communities consisting of the polar principles of North and South in the global earth.

In other words we must locally and globally pay attention to vertical, horizontal and slanting lines of relations in order to fuse the professional people's abilities and the leading class people's powers politically positioned in their institutions and organizational systems.

Part New Public Management - A Model of Public and Private Fusion in U.S.A -

4 . *Glo-calization* Dynamism in U.S. Port and City Integration

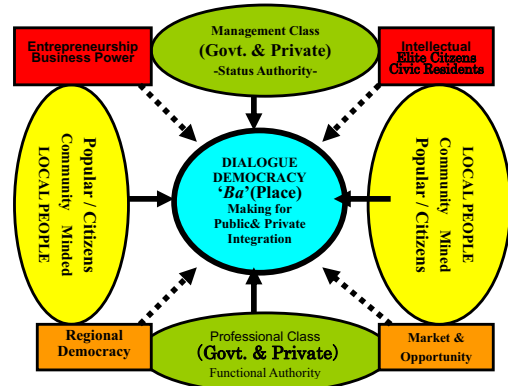
4-1. Management by Glo-cal 'Ba' Theory - case studies of 7U.S. ports

Now let's set aside the heretofore visual identity explanations of port and city relations and discuss their underlying patterns of port-city management development. Regarding the aforementioned C box of "Development Ideas" and "Changes in the People" (Diagram 4/Incentives for Linkage), we have noted the underlying change phenomena.

Now we would like to deepen this analysis of these aspects that draw government and citizens to come together at these tie up points. Looking at the U.S. ports and city relations from the perspectives of an open market system, on the firm foundations of a civil society and secularization of democracy; we can perceive the formation of places set up for dialogue-type democratic meetings---places which are unthinkable in Japan.

If we change the perspective of the Ameri-

Diagram 7
Glo-cal 'Ba' Theory for Acculturating Port and City.
- Birth Moment of 'New Public' Science and Its Philosophy -



can-type public hearing, it becomes the fusion process of government and private. Then again thinking about the American-type port authority, it has removed the ceiling in the superior/subordinate relations in the authority chain; thus professional capability and ability serve to flatten the walls between government and private.

Diagram 7 . Glo-cal 'Ba' Theory for Acculturating Port and City. - Birth Moment of Its Public Science and Philosophy, draws out this concept of "new public" from visual images to a philosophical and scientific perspective. This concept of "new public" (fusion of government and private) with its underlying "new public" philosophy and science can serve to explain this American-type port culture.

Now in this Diagram 7, between the Management Class (Govt. and Private), the relations are not authoritarian power perpendicular, public administration versus private citizen based but are in vertical authority relations in a fusion of different abilities and capabilities.

"Authority Power of Position" and the "Authority of Professional Ability" are in a "dialogue-type democracy" of government/

private fusion and develop exchanges that transcend the boundaries.

But we have to note here that the original principles of private and government are not lost and that on the contrary, there are movements and patterns that try to make private and government stronger. Making improvements to this new public system, which government and private must synchronize together, are the basic preconditions in the philosophy and science underlying the concept of "new public."

Culture has a structure, which usually does not change, so in order to maintain the evolution in that unchanging quality, we must use 'acculturation.' We can say this in another way: In the structure of culture there is that part that doesn't change (unchanging structure) and that part that can change so that structural part that can change can 'acculturate.'

At any rate, culture has that structural character to maintain itself as it evolves, so regarding American port culture, what is the reality of this acculturation? This was of great interest to us.

Recognizing this acculturation leads to the understanding of the wavering at the base of the phenomena. So we must search for this wavering and its underlying springs (magma) and its patterns (spirals).

5. Culture Change Spiral.

- Localization and Globalization

In Diagram 8. Management Globalization of U.S. Port Culture & Public Facilities, we have diagrammed the concept of the management globalization of U.S. port culture and public facilities.

Regarding this proposal of the changing U.S. port culture, we can reflect it in the

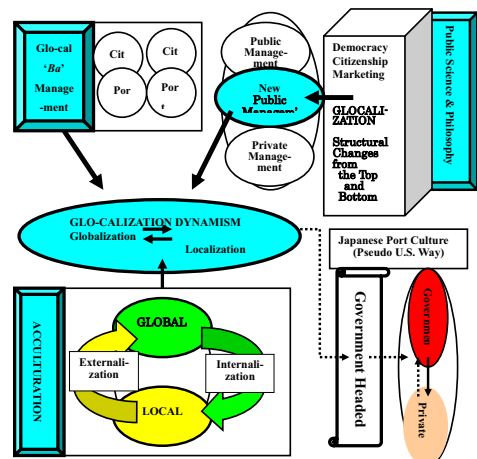
Chiba School Research Methodologies guided by the academism and practice bonding that involve: living through battle and calmness; the self-identification process of confrontation and contradiction; no chaos but chaos is within cosmos which indeed becomes the beautiful order; and self-envelopment of that different other.

Using these as guidelines, we will proceed to analyze these changing phenomena and the underlying changing well-springs of the American-type port culture and have intuitively come up with the following globalization trends toward an appropriate global ba-making dimensions.

1. The wrestling between globalization forces and localization forces
2. The spiral-like movements of internalization and externalization

Here we must note that the management vision of dualism-type monism of globalization and localization is linked with the management vision of the spiral movement of the internalization and externalization. The con-

Diagram 8
Management Globalization of U.S. Port Culture & Public Facilities



frontation concept of globalization/localization and internalization and externalization, while implementing the management creativity to fine-tune them become the central themes in the evolving theory of port culture.

In a word, "internalization" is that ability to encompass those external aspects. And "externalization" is that ability to allow an outward flow of those internal aspects.

Consider that those ability aspects are resources, then the flow of resources over the boundaries become the two polar spirals of internalization and externalization. In the pro-baseball world, the internalization and externalization spiral exercises develop the capable athlete outwardly. These spiral exercises bring out the high power development ability of the pro-athlete.

The pro-baseball athlete can jump outward to the global outer world from these local (ie: Japan) internalization and externalization spiral exercises and become entwined into those transcendent internalization and externalization spiral exercises.

Indeed these internalization/externalization spiral exercises can begin to overlap these globalization/localization wrestling matches. This reality can be seen in the pro-world of soccer, and likewise the American-type port culture resembles this type of pro-sports management culture.

The mutual action of internalization/externalization and localization/globalization tend to move together. However, when the time interval in acculturation is considered, the stage of internalizing the local and the stage to externalize the local is dependent on each port culture.

Especially between the internalizing of globalization and its externalizing, there is a time lapse in the acculturation. These different time lapses in the acculturation can be

traced to the diversity in the local and global proposals and the uniqueness of each regional management configuration.

Now let's consider the origin of "localization" and "globalization," then local (local concepts and national culture) and global (global-level thought processes and behavior patterns) overlap and this fusion process of "glo-calization dynamism" with glo-calism philosophy is the American-type port culture model.

So in the American-type port culture, regarding the management of the port's public facilities and public spaces there is a globalization dynamism on the basis of glo-calism philosophy which is integrated in the previously mentioned concepts of market doctrines and entrepreneurship in conjunction with citizenship and people. And there are the following three pillars in this structure:

- Construction of public science with its public philosophy
- Port and city glo-cal ba management (ba-making)
- Acculturation spiral

6 . Public Sciences and Philosophies of *Glo-calism*-based Management

Returning to Diagram 2 regarding the relations between "government" and "private" and "new public," we must analyze "public science" and "public philosophy" in their original vision.

(1) Theory of democracy

The theory of democracy consists of democratic principles, freedom, sense of equality in activating proposals and basically respects human rights; and underlying these theories is the national government authority via

which international relations are conducted and this democratization is interwoven into the port culture.

(2) Theory of citizenship

The theory of citizenship consists of a port culture that expands through the relations and activities of an intellectual as well as professional elite strata; there the stress is on ability and capability, it is respectful of and accepts foreign cultures with not only a resulting equality but it is an egalitarian-based system with equal opportunities for advancement.

(3) Theory of the market

The theory of the market consists of a port culture which serves to harmonize the balancing processes of modernization and government/private fusion, amidst the consumers and those users of port services with those entrepreneurial-spirited business activities of various port-service providers.

(4) Glo-calism of "new public" management

The port-culture-activity patterns consist of a glo-calism (meeting point of globalism and localism) "new public" management, which is made up of govt./private fusion and public administration/citizen solidarity. The port culture's existence is based on these well-springs of reforms and patterns of evolving. There are two well-springs of port culture changes and reforms as noted in the following:

- i) Structural changes from above are based on political and economic decisions. In the regional relations, a toleration to and future vision of entrepreneurial spirit and intellectual professional elite can be determinants of port culture reforms.
- ii) Structural changes from below are based on the globally open local residents (those who accept popular cul-

ture, i.e. professional base-ball games held in the big stadium near by the port) and the energy of regionalism that is passion for future by democratizing multi-cultures. These determinants to reform port culture exist in the independent (from government) citizens society and business vitality. So the people who are open to globalism are strong variables to structural changes of the port culture.

7. Pseudo Privatization and Government-Coordinated Capitalism

7-1. Government-Controlled Port Authorities in Japan

Has the American model of port culture been transferred to Japan? In Diagram we have charted the Japanese-type port culture next to the American model. In this process, we discovered that the Japanese model lacks the glo-calization dynamism patterns of vitality in the port - city networking management.

The Nagoya Port Commission superficially using the American Port Authority model has the following Japanese-type port authority organizational culture.

According to Japan's Port Law, port management and regional public organizations have an underlying port control system and are strictly regulated therein, thus port development, uses, management, etc. are all restricted by this legal system. And Nagoya Port also comes under this law-regulated system.

In 1907, Nagoya Port was opened. In 1951, Nagoya Port Management Commission, was formed under the name of Regional and Central Government Control Partnership (RCGCP). In Japan there are 23 specified

important ports and among them there are three ports with that designation RCGCP. They are Nagoya Port, Yokkaichi Port and Tomakomai Port.

The Nagoya Port Management Commission's organization consists of a Chief Executive Officer and an Assembly (decision making body). According to regulations, the Aichi Prefecture Governor and the Mayor of Nagoya take turns in terms of name only and are appointed as Chief Executive Officer, superficially serving in two year terms.

Under the said Chief Executive Officer, there are three Vice Executives. One full-time Executive Vice President sent from the Central Government, and two part-time Vice Presidents who are the Aichi Prefecture Vice Governor and Nagoya City Vice Mayor.

The Nagoya Port Management Commission Assembly is made up of 30 members selected from the Aichi Prefectural Assembly and the Nagoya City Assembly.

The actual day-to-day operations of Nagoya Port are all carried out by the Executive Vice President appointed and sent by the Central Government, who works full time. In other words, The Executive Vice President at Nagoya Port, is always a bureaucrat sent from the Central Government Transportation and Construction Ministry. The other employees of the Nagoya Port Management Commission have been hired from the local public and have not been outsourced from the prefecture or city departments.

The leadership and guidance is provided by the Transportation and Construction Ministry in the Central Government, which consists of the following:

1. The Minister of the Transportation and Construction Ministry, after listening to the opinions at the Port Management Meetings, will decide the funda-

mental policies regarding Port development, usage and protection.

2. Although on the surface the Port plans are decided by the Port Management Meetings and proceed accordingly, there is strong leadership by the Central Government in the planning-development process. This guidance and interference is done in an undercover way.
3. At each port, Government-controlled businesses are directed to conduct port servicing and maintenance.
4. Due to financial weaknesses of regional public bodies and such businesses that provide port maintenance and servicing, there is a strong tendency to become dependent on the Central Government for funds.

7-2. Local Residents, Intellectual Elite and Entrepreneurial Spirit

As noted before, the local residents in Nagoya do not meet up with the Port culture. So is this an acceptable pattern of the Port administration to refuse to encompass the regional elite public with its corporate entrepreneurial vitality?

In Japan, the historically rooted-type local public citizen generally looks up to the Government administrative strata; so the general public harbors a type of long-seething resentment in their supposedly subordinate positions. However, in contrast to this traditional type of local public, there is a movement among many people to open up to these ubiquitous, popular-culture-type democratic influences in an open society giving birth to a regional globalization in Japan.

And the popular-culture-accepting-type public consists of the elite public and democratic citizenship in the region with their

intellectual overseas experiences and deepened liberal art knowledge. Furthermore, this new-type public transcends the heretofore historically rooted tacit consciousness of subordination and resentment; indeed closing the gaps between vertical social status relations, in a democratic egalitarian-type opening up to the outer world to live in "club society-type relations."

The potential for change here is that this new-type public forms the intellectual human resources to actively change Nagoya Port and the city culture.

The public image to democratize port culture, to bring it closer to the public, to create markets is akin to the image of those loosely linked baseball and/or soccer fans who gather at giant event stadiums.

These sports fans usually belong to or rotate around a set club society and congregate there collectively. Where they live is where their spirit beckons, and they yearn for that pride in their home region.

In the same way, when diverse individuals gather at a big sports event (popular culture rite), for example at a N.Y. Yankees game or a Seattle Mariners game, when all are enveloped in the same emotional cheering (perception), within each individual his/her regional pride and citizens' pride unite and this "popular-culture-type" citizen mind switches to a globally open "popular culture /citizens society" member as he/she becomes enwrapped within this joy in life, living and brotherhood as all root in unison for the home team.

To sit in the stands at Yankee Stadium in New York City or Safeco Stadium in Seattle, is a moving drama, and these same emotional feelings of community mindset can be aroused at these "dialogue-type democratic sites" as when one participates in a public-

hearing drama. So from those kinds of popular-culture rites and citizen participation in govt./private fusion dramas the intellectual elites are "fermented" and corporate entrepreneurial spirit is revitalized.

There is a deep relation between dialogue-type democracy, which tie the places where the intellectual elite and corporate entrepreneurial spirit can function, and the popular culture and public participative-type port and town. Said in another way, the space and time existence of dialogue-type democracy opportunities is the birth moment of that "new public" concept that lies between government and private.

The market essentially offers an open place/site and freedom time for leisure where opportunities can happen. The original meaning of "market" and "opportunities" is linked to the globalization of the open democratic-type public culture - including popular and marginal culture. Then again, the globalized market and public culture are linked, and at the focal point, the club societies and regional pride pull out the citizens' actions and behavior while underlying and rooting all this to the American-type regional democracy principles.

7-3. Relations between Government and Civil Society (in Japan)

Comparing the American and Nagoya Port cultures, we have recognized the following problems facing Nagoya Port and the City composition.

- 1) Nagoya-type corporate entrepreneurial spirit and its intellectual elite citizens unfortunately have little interest to vitalize the port culture.
- 2) The "glo-calization dynamism" to tie together Nagoya City Metropolis and her city culture with the Nagoya Port's

environmental reformation has not been systematized.

- 3) These dialogue-type democracy principles, which can tie together Nagoya's Port and City, are not an integral part in the thinking patterns within the general public consciousness.
- 4) There are no symbolic visual models that can link government administration and private citizens.
- 5) The development of fusion-type models of hard resources and soft resources have not been reported nor promoted.

The transcendent-type strategic alliances between port and city have not been promulgated in diverse ways; also marketing methodologies have not been developed.

Regarding this comparative study in construction of port culture, we have discovered a great difference in the governments and civil societies of America and Japan. This difference is rooted in the consciousness of the two peoples, and this relates to the idea of whether it is right or wrong for the civil society to become one with government administration.

Americans believe that for citizens to become one with government is wrong; they believe that the civil society must be independent from the government. Reversely, what is right in Japan is for the civil society and government to become "as one body" (this is like a catch phrase, understood by most traditional oldsters) - "mutual penetration is the right way."

So in Japan, that type of Japanese character to be dependent on the government, to become "as one" with the government, is still there. The intellectual public who are independent thinkers (not dependent on government), are in a thin stratum; indeed they are often cut down by the underdeveloped tradi-

tionalists, but unfortunately that is the reality in Japan.

8 . Future Changes in Port and City Integration in Japan

8-1. Global Competition and Multicultural Human Resources

Capitalism is beginning to change to a competitive and cooperative pattern. And that competitive principle is a market principle. But we must not forget that, the competitive principle is supported by the acculturation of multiculturalism.

The vitality of acculturation is simultaneous with the management reform's vitality. This means that the competitive principles and market principles are overlapping. These relations of America's port culture and city economy actively reach out to intercultural exchanges and encompass them into the acculturation of multiculturalism; thus they are not only constructing an open popular culture-based 'civil society' but at the same time creating the power to revitalize the diversified metropolitan economy.

In this American study, we met port management staff who were Asian (up to now in our American on-site studies, we have encountered only Euro-American management staff). We were introduced to a port management of multicultural diversity.

In a global port management, there is a return to the original culture of the port that is open to the world, creating diverse cultural exchanges and strategically evolving to bring down the walls for those citizens who have ability and capability.

8-2. Public Commitment and Management Democracy

The short cut to resolve these problems of

the Japanese port administration is to return to the functional origin of the port. The port's essence is dependent on market mechanics. This market origin has given birth to the rhythms and configurations of the city.

There is a leader-type citizen in this birth of the market. He/she was a merchant and at the same time an intellectual elite with rich knowledge of liberal art. And that merchant sensitivity (business entrepreneurial spirit) is that new public/third government conception underlying marketing and the marketplace, which has embodied dualistic-monism of the north-south polarity in our living earth.

This leader-type citizen is not that average regional citizen. Transcending that regional person and average citizen, standing on a foundation open to the general public (popular culture), having a business entrepreneurial spirit, he/she is an intellectual elite with liberal art knowledge seeking equality, freedom and peace in the metropolitan life-styles and the global citizen's philosophies.

These leader-type citizens consist of those who can rebuild contemporary civic society; they are creative innovators, aiming toward the bottom-up democracy principles and establishing market places for a civil society while utilizing their business entrepreneurial spirit; they are the intellectual elite and renaissance men.

Said in another way, at the origins of the idea of citizenship, this business entrepreneurial spirit is within the management foundation underpinning the accumulated liberal art knowledge and global market economy. And the revitalization of this business entrepreneurial spirit has served to reform contemporary American-type port and city culture from the perspective of a "business

servant mind."

In short, this professional manager is a pro-citizen who can spread this govt.-private fusion/public marketing principles concept. He/she represents the regional leader image, which is the American-type leader citizen image. So regarding the leader hero image that the Japanese port relations require, we must set our focus on this above image.

As there are corporate brands, the development of a Nagoya City Brand is related to creation of a port management global image. So this process must start from creating a port culture leader, a port hero.

8-3. Safety Net for Nationalism and Regional Federation (e.g., East Asia)

In conclusion, regarding the theme, "turning the reality of Nagoya City into a new global brand image of a world product," there is a related item to this proposal which is the construction of a new regionalism safety network.

The regionalism safety network for linking ports to cities is designed for protection against various types of misled NGO/NPO groups who will protest and bring pressure against the inevitable self-centeredness that globalization movements possess.

Toward developing a greater Nagoya Metropolis that can form new bonds between the city and the port, strategic restructuring is necessary. The planning must harmonize the regional community leaders, create government and private fusion, vitalize business entrepreneurial spirit and implement citizen-type regional elite while encompassing cooperative relations with public administrative alliances. For such a purpose, this philosophy and strategy becomes the management philosophy of this "new regionalism," which leads to the globali-

zation strategy of regional alliances.

This philosophy and strategy is the bulwark against the global whirlwind waves of privatization and at the same time transcending borders, works to create alliances with East Asia; it can be a stepping stone toward Nagoya leadership.

Regarding these proposals for a new regionalism and regional alliances, on the Chubu-region level and encompassing the East Asian economic zones, please note the following points.

This regional-alliance-type community proposal consists of a globalism and nationalism acting as mid-intermediary switches for regionalism.

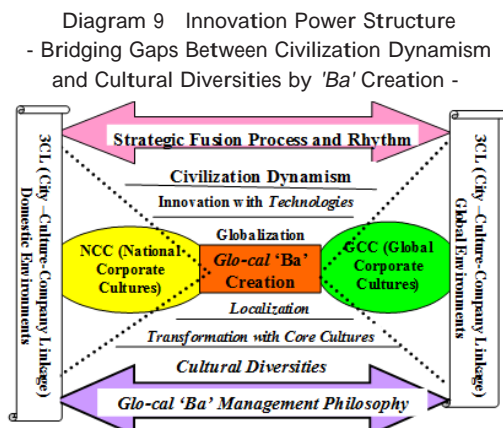
- 1) This Nagoya-type glo-calism (new-regionalism declaration) consisting of port culture and new public management becomes a safety-net that can connect the world and nation.
- 2) The Nagoya-type glo-calism theory (new-regionalism theory) via globalization to an open economy, and at the same time with protection via nationalism, has while using these two risk controls for globalism and nationalism, developed another globalism strategic philosophy.

This risk control management philosophy with nation and civil society combined consists of:

- 1) developing a Nagoya Port-type port culture model and its re-structuralizing process of new public management to result in globally needed facility inputs.
- 2) the socio-ecologically developed model of the port and city revitalized bonds act as a catalyst to promote the development of regional alliance models and the transcending-type govt./private fusion of new public management.

The regionalism-based govt./private fusion in the ways of Public Financial Initiatives (PFI) or Public and Private Partnership (PPP) lead to expanding more global market opportunities. Then as the hometown alliances settle down and expand outwardly throughout the nation and outside the nation - found therein are the glo-calism seeds in these developing regional alliances and government /private fusions.

In this paper we tried to fill the growing gaps between capitalism and democracy. The concept of "new public" in the way of public and private fusion and ba glo-calization dynamism illustrated in the studies of U.S. Ports and Cities could be a solution to respond to fill up the aforementioned gaps between cultural diversities (changing and unchanged human values) and civilization dynamism (speeding multiple advancement in technologies) as shown in the following Diagram 9. Innovation Power Structure Bridging Gaps Between Civilization Dynamism and Culture Diversities by Glo-cal 'Ba' Creation or グローカル場 (ば)づくり.



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