

***City Marketing and Performance Evaluation
for Creative Cities***
Cosmopolitanism, Syncretism & Cultural Editing

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1

Outline

- Introduction: Creative Cities in Global Settings
- New Institutionalism & Practice Based View: Cosmopolitanism, Syncretism and Cultural Editing
- Creativity and City Marketing
- Balanced Scorecard (BSC): Another Syncretism and Fusion
- Conclusion

2

**Introduction:
Creative Cities in Global Settings**

3

Creative City

- Many attempts have been made to redefine urban spaces by using such terms as world cities, cultural cities, compact cities, creative cities, or endless cities (Sasaki 1997, Landry 2000, Sasaki 2001, Florida 2002, Burdett & Sudjic 2007).
- In the realm of urban governance, many cities have taken up "urban revitalization" as a theme of urban policy making and have begun various actions with the goal to be creative cities.

4

Stakeholders of Cities

- Global governance and public space, while touching upon the importance of cosmopolitanism, and from a consideration of the relationship between "cultural urban branding" and creativity (Lash and Lury 2007, Jensen 2007, Vanolo 2008, Long 2009).
- Stakeholders of cities, especially business enterprises as one of the important stakeholders of cities and the most influential entity for citizens (customers, employees, owner, etc.) living or working in cities (Okano 2009).

5

Objects of This Research

- Relationship between city marketing and performance evaluation for creative cities
- Fragmentation for each person
- Sources of Creativity: Cosmopolitanism, syncretism and cultural Editing (Design of Roofs: Terimukuri)
- The role of BSC to promote Creativity to attain the public and private sectors' collaborations: Finding out "various roles of each citizen"
- New Institutionalism and Practice Based View

6

New Institutionalism & Practice Based View: Cosmopolitanism, Syncretism & Cultural Editing

7

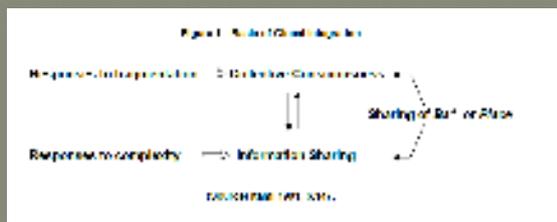
Cosmopolitanism, Syncretism & Culture

- Itami (1991) identifies the three aspects of the individual—consumer, earner, and member of the community and culture—and describes the “fragmentation or tearing apart” of each between countries, within countries, and within individual persons, as a result of globalization.
- It is necessary to move beyond the conventional discourse on “international” premised on the “Nation State.”

8

Glocal Integration

(Itami (1991))



9

Cosmopolitanism

- Cosmopolitanism is a fusion of *cosmos* (world) and *polis* (city), and suggests the possible existence of multiple perspectives on globalization that depart from a single identity (Tomlinson, 1999).
- Concept that goes beyond the traditional limitations.

10

Four Dimensions for Public Space

(Kang and Yohsimi 2001)

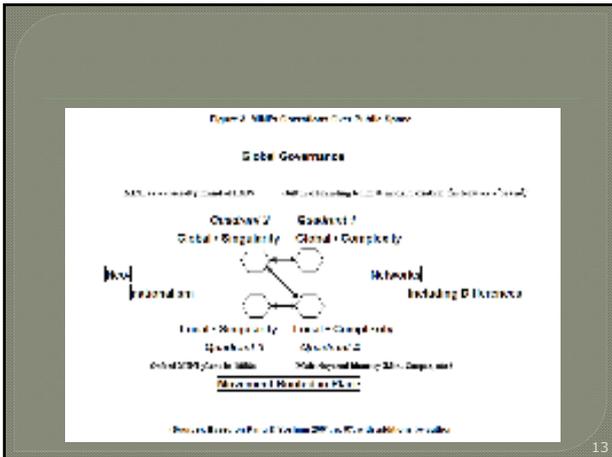
- **Local:** Public space rooted in the nature and memory of specific places.
- **Plurality of Identities:** Spatial dimension of multiple identities, which have been a concern of cultural studies in the context of globalization.
- **Singularity of Identities:** Public space that protrudes into the respective singularities of identity of “nation,” “people” and “race.”
- **Global:** Space of global governance that operates above and beyond the existing public nature of the nation state to cover the three public spaces.

11

Four Dimensions for Public Space



12



- In order to utilize the fourth public space, it is necessary to go beyond national differences to establish a system of evaluation and control from a global perspective.
- At the same time, it is necessary to understand issues and the dynamics of change at the global level, to prescribe effective solutions to the problems, and to train the human resources capable of doing so.

- ### New Institutionalism & Culture
- In the ideological background to the interpretation of (social and institutional) practice is the new institutionalism.
 - New institutionalism draws on several sociological schools of thought, and posits that reality is socially constructed by human relations.
 - This social reality, or that which constructs it, is regarded as "institutions," and the situation is seen as being "institutionalized" when social reality is "taken for granted."

- ### Conceptual Framework of New Institutionalism
- Scott (1995) proposes that institutions consist of regulative, normative and cognitive structures and activities that provide stability and meaning to social behavior.
 - These are transported by various carriers, such as cultures, structures and routines, and operate at multiple levels of jurisdiction.
 - Institutions are embedded in various types of "repositories" or "carriers." (Giddens 1984).
 - Cultures are carriers that rely on interpretative structures, i.e. on codified patterns of meaning and rule systems.

- ### Syncretism & Shinbutsu Shugo
- "fusion of practices from both Shinto and Buddhism"*
- Syncretism had been seen in all aspects of things (religion, literature, music, representational arts) all over the world.
 - Shinbutsu Shugo "fusion of practices from both Shinto and Buddhism" is a typical example.
 - When Buddhism was introduced from India through China in the 6th Century, it tolerated the coexisting beliefs in Shinto, the Japanese folk religion, Buddhist temples were attached to Shinto shrines and devoted to both Kami (Japanese Gods based on public belief in nature) and Buddha.

- ### Reconciling Shinto and Buddhism
- The first articulation of the difference between the two religions and the first effort to reconcile them is attributed to Prince Shotoku (574 - 622)
 - The first signs that the differences between the two world views were beginning to become manifest to the Japanese in general appear at the time of Emperor Temmu (673 - 86).
 - Accordingly, one of the first efforts to reconcile Shinto and Buddhism was made during the Nara period founding so-called *Jinguji* (神宮寺), that is "shrine-temples".

Fusion of practices from Shinto (FOX) and Buddhism



19

- Behind the inclusion in a Shinto shrine of Buddhist religious objects was the idea that the *kami* were lost beings in need of liberation through the power of Buddha.
- Beginning at the end of the Nara period, some promoted the view that *kami* were the tutelary gods mentioned by the Buddhist teachings.
- Syncretism facilitates co-existence and constructive interaction between different cultures.
- Shinto, the Japanese folk religion, is based on ordinary people's fear and awe to the nature, like mountain, sea and so on, and it is easy to combine with other religion.

20

Syncretism linked with Cosmopolitanism

- In 1868 as part of the Shinbutsu Bunri, a separation of Shinto and Buddhism during the Meiji period, **Temples** (tera) and **Shirines** (jinja) were separated, the former functioning for Buddhism, the latter for Shinto, but we can see lots of mixture both in temple and shrine.
- Japanese **Syncretism** linked with Cosmopolitanism: a fusion of *cosmos* (world) and *polis* (city), is the concept that goes beyond Eclecticism.

21

Toudaiji Nenbutsudou (in Nara Period), Chinese Style



22

Byodo-In Temple Hondo, Heian Period, 1053



23

Terimukuri Style Roof

- **Terimukuri** is the term for the distinctively Japanese lines of roofs in traditional architecture.
- **Teri** are curves that slope gently like the base of **Mount Fuji**, and **Mukuri** is the bulge that rises up at the peak.
- The harmonious blending of these two types of curves is the **Terimukuri style roof** seen on many Japanese shrines and temples, as well as on mikoshi (portable shrines), hearses, gate of public bath or car with coffin.

24

Use of Terimukuri:
Cultural Editing by Citizens



25

Terimukuri Style Roof

a roof with a convex curve in the upper part of the roof.
the roof of the Karahaku (唐破風)



26

Mixture 1



27

Mixture 2



28

History:
Daibutsuden without Terimukuri
(Todaiji Temple, Kara, 5th Century)



29

History:
Daibutsuden with Terimukuri
(Todaiji Temple, Kara, 13th Century)



30

Hyper Terimukuri by Carbon fiber
Ho' On-Kaku at Kuonji Temple



31

36 Terimukuri
Osaka Shin-Kabukiza 1958



32

Over 300 Terimukuri
Osaka Shin-Kabukiza 2010



33

Elephant Gate, Zoo Berlin
“Chinese Style?”



34

Practice-based View

- Practice based view
 - Focusing “Practice” “Habitus”(Bourdieu 1980)
 - Using “Verbs” (Chua 2007)
 - Cultural practice (Ahren & Mollona 2007)
 - Cultural Editing (Okano 2009)
- Common factors on the theory/practice of Japanese management accounting (Okano 2002, 2003)
 - (1) **Cross-functional management** (not divided into individuals)
 - (2) **Genchi-genbutsu** (production site based Kaizen, anti-HQ control) “Ba” (Shimizu, Nonaka)
 - (3) **Voluntarism** (QC Circle, Jishuken)
 - (4) **Tsukurikomi** (Quality, Cost, Delivery, Ecology, etc.)

35

Cultural Editing

- For creative cities, it is important to motivate people for implementing cultural urban branding by achieving a balance among the process of four public spaces.
- Cosmopolitanism, Syncretism and Fusion are the typical concepts for “**cultural editing**”.
- Cultural Design, Arts, Music etc. could have integration functions.

36

Creativity and City Marketing

37

Response to the Fragmentation

- In response to the fragmentation of individuals brought on by globalization, it is crucial to expand the positioning of the four quadrants of public space based on cosmopolitanism in order to establish creativity of cities.
- Okano(2009) points out a direction for the building of an urban strategic management system that will expand the city's capabilities.
 - Case 1 : Cultural urban branding at BMW•MINI which Borrowed by British culture "Mini"
 - Case 2: **Montreal's puppet theater** Japanese *Bunraku* for its manipulation of puppets.

38

Original Mini



39

BMW MINI



40

Mini 50 Years Anniversary Mayfair, Camden



41

Culture:Carriers of Creativity

- Culture is Carriers of Creativity.
- How to Categorize the process of Carrying Creativity?

42

Japanese Cultural Editing by Using Verbs

- Japanese have been used "cultural editing" (Matsuoka 2006)
 - AWASE** (patching, attaching)
 - KASANE** (piling up)
 - KISOI** (competing)
 - SOROE** (getting together)
- Japanese management accounting; Target costing, costing in R&D, not in production stage) (Okano 2008)
 - ZURASHI** (sliding, past/present, this world/that world, dead people's world)
 - SUMIWAKE** (Co-existing, Cohabiting)
 - TSUKURIKOMI** (Design for Quality, Cost, Delivery, Environment)

43

Byodo-In Temple, Heian Period, 1053 Representing heaven with water



44

Rock garden, Ryoanji Temple, Kyoto

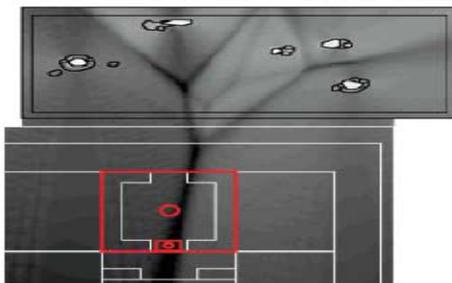


45

14 rocks visible out of 15 rocks



46



47

Tsukubai: 吾唯足知

"I have to know that I could make people including myself satisfied even in the shortage of eating, wearing, living."



48

Balanced Scorecard (BSC): Another Syncretism and Fusion

49

Balanced Scorecard (BSC)

- a strategic [performance management](#) tool - a semi-standard structured report supported by proven design methods and automation tools can be used by managers to keep track of the execution of activities by staff within their control and monitor the consequences arising from these actions.
- It is perhaps the best known of several such frameworks, and was widely adopted in English speaking western countries and Scandinavia in the early 1990s. Since 2000, use of BSC, its derivatives (e.g. [performance prism](#)), and other similar tools (e.g. [Results Based Management](#)) have become common in the Middle East, Asia and Spanish-speaking countries also.

50

The four perspectives

- The 1st Generation design method proposed by Kaplan & Norton was based on the use of three non-financial topic areas as prompts to aid the identification of non-financial measures in addition to one looking at Financial.
 - Financial
 - Customer
 - Internal Processes
 - Innovation and Learning

51

BSC: Another Syncretism and Fusion

- | American "BSC" | French "Tableau de Bord" |
|---|---|
| <ul style="list-style-type: none">• M. Porter's "Positioning strategy"• Cause and effect relationship• Top-down (no interaction between the levels)• Linked with rewards | <ul style="list-style-type: none">• No strategic framework• Linked with learning |

52

Japanese Applications of BSC

- Nagoya City (UNESCO Creative City)
- Hokkaido
- Kobe City (UNESCO Creative City)
- Mie Pref.

53

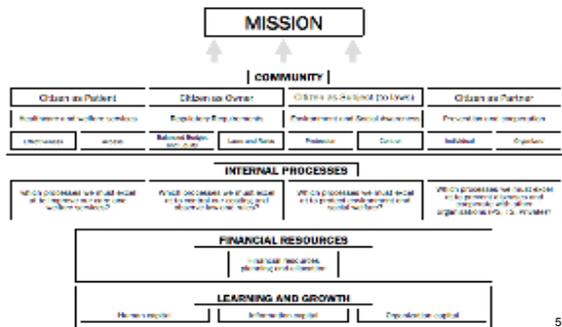
Difficulties in Introducing BSC in Japan

- Due to the difficulties in linking with Mid-Long Range Plan or Reform Plan (Difficult to find the adequate Criteria for Performance Evaluation)
- Too strong focus at Performance Evaluation System (Much attention on Policy Evaluation/Administrative appraisal)
- Due to the difficulties in implementing BSC (Setting evaluating cycle, linkage with budgeting process and personal appraisal system)

54

Multi-dimensional Approach

Bocci(2005)



55

Extended and Activity Based BSC (by using verb)

- Multi-actors
Customer ⇒ Global Citizen (Patient, Owner, Subject, Partner)
- Activity Based Scorecard
- Strategy free
Positioning, Resource base, Dynamic capability, Blue Ocean, Core-competence
- Reward free

56

Conclusions

57

Conclusions: Cultural Editing and Global Commons

- To establish social value and to find the way to share it
→ Cosmopolitanism
- Performance Evaluation: Ability → Performance → Learning without reward system
- Cultural Marketing → Cultural communication, Cultural editing
 - 1) Co-existing different thinks and activities
ZURASHI (sliding) **SUMIWAKE** (Co-habiting)
 - 2) Important factors are deducted (**SASHIHIKU**)
(Rock garden: Water is deducted, and by doing this, water is coming up: **Cultural editing**)
- Various stakeholders in each person
Extended BSC
- To prepare for Global Commons for Society (*City, Culture and Society*)

58

Chinese approach

- “Using western for China” Philosophy
- Revolutionary way (by emphasizing Discontinuity)
- Transformation
- Focusing cultural editing
- Balancing: Positive 陽 (Yang) & Negative 陰 (Yin)

59

Coping with “Tearing apart”

- Three aspects of the individual—consumer, earner, and member of the community and culture—and describes the “tearing apart” of each between countries, within countries, and within individual persons.
- Need hinges among lots of “public space” for one individuals
- Accountability for *Social Sustainability* (refers to policies and institutions that have the overall effects of integrating diverse groups and cultural practices in a just and equitable fashion)

60

Common Calculable Space

- “Ba” (Common Space) by H. Shimizu, I. Nonaka
- Common Space as only “communication arena”
- Calculable space **without** individual performance evaluation (Conventional Japanese MA)
- Calculable space **with** individual performance evaluation
- Calculable space by cost audit in India could cover Social (level of management) accounting for social sustainability
- Calculable spaces for International organizations, nation states, local government, companies, NGO/NPO, citizens

61



62

Siheyuan (四合院)

- A historical type of residence that was commonly found throughout China, most famously in Beijing
- Common Space Surrounded by four buildings
- Siheyuan composition was the basic pattern used for residences, palaces, temples, monasteries, family, businesses and government offices
- In ancient times, a spacious Siheyuan would be occupied by a single family, signifying wealth and prosperity.
- Today, however, most remaining Siheyuan are used as mass housing complexes, and suffer from a lack of modern amenities.

63

“Non-local” (cosmopolitan) (ultimate) spaces or arenas

- To use Syncretism, Cosmopolitanism & Siheyuan makes to finds out “arenas” for collaboration in Asia and other areas.
- To find “non-local” (cosmopolitan) (ultimate) space(s) or arena(s) among Asia, Europe, North & South America, Africa. (Dr. Hideki Yukawa, So-Ryoiki “Genuine Arenas”)

64

Thank you !

65



66