

Challenge!! Open Governance 2016 Application Form for Citizens/Students

Title of the Agenda (Note)	No.	Title	Name of Municipality
	64	Promotion of a shopping street in Fukuoka City	Fukuoka City, Fukuoka Prefecture
Title of the Idea (disclosed)	The plan to vitalize Tojinmachi Shopping Street: A two-stage project		

(Note) For the Title of the Agenda, please fill in the title of the agenda of the municipality that is applying for COG listed in the COG2016 website.

1. Applicant Information

Name of Team (disclosed)	Asaoka Seminar 14B (3 rd grade) & 15B (2 nd grade), Department of Business, Marketing, and Distribution, Nakamura Gakuen	
Team Style (disclosed)	<input type="radio"/> 1. Team of citizens <input checked="" type="radio"/> 2. Team of students <input type="radio"/> 3. Team of both citizens and students	
Information of the representative (only the name will be disclosed)	Name (disclosed)	Ayumu Yamaguchi
	e-mail (closed)	
	Tel#(closed)	
	Relationship in between the rep. and the municipality(closed)	

* About the conditions for the disclosure of information

What you are going to fill in in "2. Description of the idea" in the following pages will be reviewed and disclosed under the Creative Commons Attribution 4.0 International License (CC BY). However, if the applicant requests, it will be disclosed under the Creative Commons Attribution 4.0 International License (CC BY-NC). Please notify us when you apply if you prefer this. In either case, the credit will be given to the name of the team that applied.

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(Notes)

<Name of the file used for the application and where to send them>

1. Upon application, please name the file as COG2016_応募用紙[A1]_specific team name_relevant municipality name and send it to the following email address. The email address can be accessed from the “Application Acceptance Section” of the COG2016 website of the University of Tokyo, Graduate School of Public Policy. admin_padit_cog2016@pp.u-tokyo.ac.jp

<About Disclosure and non-disclosure>

2. The name of the idea, the name of the team, the team style, the name of the representative, and the “description of the idea” will be disclosed.
3. The above information will be disclosed after review. (For example, anything that is offensive to public order and morals or plagiarism will not be disclosed.)
4. “Self-evaluation of the screening items” will not be disclosed through the information provided in this application form. What has been determined to be excellent in content and can possibly be used for future reference may be disclosed after consulting with the applicant during the advice phase after the public screening.
5. Any parts of the sentences, photos, figures, and graphics used in the “Description of the idea” section whose intellectual property belongs to anyone other than the team should be noted in quotes in accordance with law or with an explanation that permission has been obtained from those who own the intellectual property rights. The same applies to the “Self-evaluation of the screening items” section.

<List of team members>

6. Please provide the list of the team members in a separate excel file and submit it with the application form. (The information of the members other than the name of the team representative, as described in 2. will not be disclosed by the office of COG. Please see the attached document for details.)

2. Description of the idea (disclosed)

Please tell us the story of the idea (public service) that will help concretize the agenda and solve related problems using data and information materials.

(1) Content of the idea (disclosed)

For the idea, it is recommended to think of who does what, where, when, and how, construct the content with each of these elements, and organize the story. Please provide the content within the following section. (You may use figures and tables as needed.)

Shopping streets in Fukuoka City are faced with problems, such as aging of the board members, a shortage of successors, and a lack of stores that play a key role in attracting customers [1]. The idea that we propose in this application is **a plan to vitalize Tojinmachi Shopping Street**. Tojinmachi Shopping Street has been selected to be included in Fukuoka City’s “shopping streets’ promotion project: ‘a project to discover partners with whom to vitalize shopping streets.’”

With this idea, (1) shoppers, (2) Hawks fans, [A2] and (3) foreign tourists are identified as targets of Tojinmachi Shopping Street. (2) Hawks fans, and (3) foreign tourists are newly identified targets in the vitalization project. The **“Promotion and vitalization of shopping streets” that the applicant pictures** is a state where an increase in the number of visitors leads to an increase in the sales and

profits for the shopping street and the stores, while Hawks fans and foreign tourists have active interactions with the shopping street and among themselves. It is also a state where the shopping street and stores have the ability to respond to the needs of the target customers in order to continue making progress. We defined the key concept for realizing this goal as a “shopping street where we can connect with people and the future.” The applicant is the Asaoka Seminar members (teacher in charge: Yumi Asaoka), who are learning service marketing. The seven students involved, who are currently in the third grade, were mainly involved in the activities up to 2016, but from 2017 onward, the 11 students in the second grade are mainly in charge of the activities.

[Tojinmachi Shopping Street Vitalization Story] – The vitalization idea consists of two stages –
 Stage 1: To vitalize the shopping street, the stores must appeal to the target customers. The stores--a few model stores at first--will work mainly on (1) creating appeal and values targeted at shoppers, and increasing the number of shoppers and sales in this stage.
 Stage 2: The applicant will play a main role in generating ideas targeted at (1) shoppers, (2) Hawks fans, and (3) foreign tourists that lead to increasing public recognition and an increase in the number of visitors and sales; the shopping center will then put the ideas into practice. Table 2 shows the plans agreed during the meeting held on December 9 with the shopping street--in terms of promoting the shopping street, we are only at the stage of presenting ideas. We agreed with the shopping street members that we will conduct the demonstration and verification (prototyping) of the core elements of the vitalization ideas among the plans by the end of March in terms of A), C) and E) and then formulate a specific action plan based on the results.

Table 1. Actions for vitalization, their implementers, and the schedule

Stage	T	A	Actions		
Stage 1	Several stores work on creating the appeal and values targeted at shoppers, and increasing the number of shoppers and sales				
	◎	◎	Check	1) Understanding the current situation through fieldwork and workshops	Completed (October to November 2016)
	◎	○	Check	2) Each store will understand the current situation using the “7P Sheet”	February 2017
	◎	○	Act	3) Work on creating appeal and values, and generate improvement measures	March 2017
	◎		Plan	4) The stores select ideas to implement from the above measures and build a plan	April 2017
	◎		Do	5) Put the plan into practice	May to July 2017
	◎	◎	Check	6) Verify the efforts	August to September 2017
	◎	○	Act	7) Work on creating fresh appeal and values and come up with new improvement measures	October 2017
Stage 2	As an effort of the entire shopping street, we will work on increasing public recognition and increasing the number of visitors and the sales targeting (1) shoppers, (2) Hawks fans, and (3) foreign tourists.				
	◎	◎	Check	1) Understanding the current situation through fieldwork and workshop	Completed (November 13, 2016)
		◎	Act	2) Creating the appeal and values of the shopping street, and exploring plans	Completed (December 9, 2016)
	◎	◎	Plan	3) The shopping street and the applicant select the ideas to implement and build a plan	March 2017
	◎	◎	Do	4) Put the plan into practice	April to July 2017
		◎	Check	5) By the end of October 2017	August to September 2017
◎	◎	Act	6) Work on creating fresh appeal and	By the end of October 2017	

			values and generating new improvement measures	
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Note: "T" in the table refers to Tojinmachi Shopping Street; "A" refers to Asaoka Seminar. © refers to the main implementer;

○ refers to implementer.

The schedule from April 2017 onward is the applicant's current proposal.

Table 2. Plans in Stage 2

1. Aimed at shoppers	2. Aimed at Hawks fans	3. Aimed at foreign tourists	4. Promotion by the shopping street
A) Leading us to the future! Children's PR team B) Reservation and store-hopping system	C) Social gathering of Hawks fans at the shopping street closest to the Hawks D) Central-Pacific interleague series?	E) Visit to Tojin-san and the eight temples F) Creation of customer-service cards to communicate with foreign tourists	G) Installing an advertisement of the shopping street within the subway Tojinmachi station H) Matching aprons I) Hawks winning sale J) Distributing information using SNS

Reference [1] Fukuoka City: Report of the status survey of shopping streets
<http://www.city.fukuoka.lg.jp/data/open/cnt/3/42610/1/zenntai.pdf>, etc.

(2) Basis of the idea (disclosed)

Please explain the basis of the idea (why this idea), including numerical data that supports the idea (what can be shown by numerical values, such as past results, statistics, or questionnaires) and evidence (information materials, plans, or existing measures, etc.) (hereinafter collectively referred to as "data materials"). Please indicate the sources of the numerical data or evidences. Make sure you completely explain the basis within the following two-page section.

Tojincho Shopping Street is an arcaded shopping street that has its roots in merchant houses that sold goods to people who passed through Karatsu Kaido, which was used by the Fukuoka Domain and the Saga Domain for *sankinkotai* (a system under which feudal lords in the Edo period were required to spend every other year in residence in Edo). There are **eight temples** located around the shopping street, which Fukuoka Domain supposedly built as forts to defend the city from the ocean. There are **Yafuku Dome** and **Hilton Fukuoka Seahawk** on the north side of the shopping street within the radius of a kilometer.

1. Process leading up to the finalization of the vitalization plans

The applicant first grasped the current situation by walking around the shopping street in the middle of October 2016. Using the **trade area analysis report** [2] as a reference, we **analyzed the current situation** together with a 4C analysis (customer, competitor, company=shopping street, and channel=distribution channels and partners) incorporating a 7P analysis (product[A3], physical evidence, participants, process, price, time and place, promotion). We carried out an **interview survey with the board members of the shopping street's promotion association** on October 27, and **interview surveys with shoppers at the shopping street** on November 7, 8, and 11 (Table 3). We then refined the results of the analysis (Table 4) and organized the vitalization plans after putting the results into

a SWOT (strengths, weaknesses, opportunities, and threats) framework via a **cross-SWOT analysis** (Figure 5).

We participated in the **“Tojinmachi Shopping Street workshop”** held by the Fukuoka Directive Council on November 13 and reported the results of the cross-SWOT analysis. On that day, an opportunity for fieldwork was provided by the board members of the promotion association and a brainstorming session was held among the participants (around 30 in total, with seven from the applicant team) where ideas were exchanged.

During the three-month process, we put together the final vitalization plans.

Table 3. Summary of the results of the interview surveys conducted with shoppers

1) Location, time, and place of the surveys (number of valid responses)	Location: Tojinmachi Shopping Street Time & place Nov. 7, 2016, ~4:30 pm (52) Nov. 8, ~4:30 pm (25) Nov, 11, ~ 11am (21); Total: 98
2) Attributes of the respondents (top five answers) (%)	Women in 60s/70s (15:3 respectively); Women in 40s (10.2); Women in 30s (9.2); Women in 50s/Men in 60s (8:2 respectively)
3) Frequency of use (%)	Almost every day (32.7); Once a week (23.5); 1–3 times a month/every other day (15.3); I do not use it (13.3)
4) Stores used (top five answers) (%)	Stores selling perishable goods, such as vegetables, meat, and fish (64.3); Grocery stores selling ready-made dishes, bento, and bread (49.0); Supermarkets (43.9); Clothing stores & sundries stores (12.2); Stationers (6.1)
5) Reasons for using them (top five answers) (%)	Because they are close to home (50.0); Because the products are fresh and taste good (15.3); Because the prices are cheap/Because I use them all the time (13.3 respectively); Because the people in the store are kind (11.2)

2. Basis for determining the target customers and the vitalization plans

2-1 Vitalization plans focused on shoppers

The essential service that shopping streets provide to the customers is the sales of goods through everyday shopping. Therefore, the most important customers are shoppers using the shopping street on a daily basis. The results of the interviews revealed that 30% of the customers used the shopping street “almost every day” and 15% used the shopping street “every other day,” while the most commonly used stores are “stores selling perishable goods, such as vegetables, meat and fish,” “grocery stores selling ready-made dishes, bento, and bread,” and “supermarkets”; these are the members of the promotion association in descending order. The results showed that customers **use the shopping street to buy things on a daily basis**. Therefore, we came to the conclusion that it was necessary for each store to review its range of products, price setting, exterior and interior of the store, merchandise displays, customer service, and store hours, and then create the appeal and values. Completing this will be **Stage 1**.

We were also able to find out from the trade area analysis report [2] that people of various ages from those in their twenties to those in their seventies live within the trade area, but there are many people in their thirties (17.3%) and in their forties (16.0%), and their children (under 10: 7.9%, teenagers: 7.7%). What we will do to encourage those in their thirties and forties and their children to develop “affection” for the shopping street is implement **A) “Leading us to the future” and “Children’s PR team” in Stage 2**.

2-2 Vitalization plans focused on Hawks fans

The subway’s Tojinmachi Station is the closest station to Yafuoku Dome, but many of the people use the exits that do not lead to the shopping street. The shopping street has been endorsed by the

baseball club as the “shopping street closest to the Hawks.” Therefore, we considered a plan to open the shopping street to Hawks fans: **C) Social gathering of Hawks fans at the shopping street closest to Hawks in Stage 2.**

2-3 Vitalization plans focused on foreign tourists

Tojinmachi Shopping Street has the atmosphere of a traditional downtown. In addition, there are eight temples built in the 17th century around the shopping street (Kisshoji, Myoanji, Zenryuji, Seidoji, Daienji, Shokoji, Myohoji, and Jokeiji). Daienji has a *gojunoto* (five-story pagoda). On the north side stands the Hilton Fukuoka Seahawk and a shuttle bus runs from near the entrance of the shopping street every 20 minutes. We believe we could attract foreign tourists here. By combining Tojin-san, which is the symbol of Tojinmachi Shopping Street, with “eight” temples (eight is a lucky number in Japan), we created a sightseeing route: **E) “Visit to Tojin-san and the eight temples” in Stage 2.** People can receive a *goshuin* (temple stamp) from the eight temples.

Table 4. Analysis of the current situation of Tojinmachi Shopping Street

External environment	1. Customer	<p>[Trade Area Analysis] Total: C, Size: C, Stability: B, Wealth: C, Immigration: D, Density: D, Growth: B [2]</p> <p>[Residents] Under 10: 7.9%; Teenagers: 7.7%; 20s: 15.3%; 30s: <u>17.3%</u>; 40s: <u>16.0%</u>; 50s: 12.2%; 60s: 11.4%; 70s and over: 12.3% [2] → There are residential areas nearby.</p> <p>[Access/location] Close to the subway station and the bus stop. There is a subway station and a bus stop with the word “Tojinmachi” included in the name.</p> <p>[Nearby facilities] Tojin Elementary School, Fukuoka Elementary School attached to the University of Teacher Education Fukuoka; eight temples; Omura Beauty Fashion College; Ohori Park; Yafuoku Dome; Hilton Fukuoka Seahawk; theatrical companies (theaters) → users of the dome and Hilton are not efficiently led to the shopping street. There are no large supermarkets or shopping malls nearby.</p>	
	2. Competitor	Nishijin Shopping Street, MaxValue (Arato), Tenjin, Hakata Station → no match for these in terms of size	
Internal environment	3. Company	Product	<ul style="list-style-type: none"> • A nice, old-fashioned shopping street with a <i>shitamachi</i> (old downtown) atmosphere with a history dating back to the Edo period. • There is a promotion association that has an office with full-time staff, and the board of directors is cohesive. • About 70% of the stores are members of the association: 12 eating, drinking & goods-selling stores, 13 eating & drinking establishments, seven perishable food stores, ten beauty & health-related stores, and ten others. → There are only a small number of stores selling products related to food, clothing and housing (convenience goods) or stores targeted at young people. Not enough stores serve as the core stores. The diversity of stores is insufficient; there are some vacant stores, although not many. • There are supermarkets, convenience stores, banks, clinics, theaters, and a community space within the shopping street and therefore we can host visitors for a variety of purposes. • Shopping street cheering for the Hawks. • The shopping street provides values, such as accessibility in terms of time and distance, reasonable prices, friendliness, safety and security, advice on how to choose products, a sense of nostalgia, and novelty.

	Physical Evidence	<ul style="list-style-type: none"> • There is a weather-free [A4]arcade, but it is shady inside. • Public viewing space has been established. • No resting spot (tables or chairs). It is hard to enjoy food-hopping[A5]. [A6]There is no place for a long stay. • No sense of unity. • No bicycle parking area; no free (or discounted) parking area.
	Participants	<ul style="list-style-type: none"> • Store staff are friendly and can communicate with the customers very well • Since there is no staff uniform, we cannot tell who the staff are.
	Process	<ul style="list-style-type: none"> • Person-to-person selling.
	Price	<ul style="list-style-type: none"> • Reasonable price setting compared to Tenjin and Hakata Station. • The point card system was discontinued.
	Time & Place	<ul style="list-style-type: none"> • No uniformity in store closing days and store hours. • Stores cannot be easily found (very few direction boards and signs).
	Promotion	<ul style="list-style-type: none"> • Service days (1st and 15th) • Events (events linked with the Hawks, public viewing, <i>chankonabe</i> (hot pot dish) during Kyushu Grand Sumo Tournament) • Website, Facebook, newspaper fliers • Tojin-san, the symbol of the shopping street
4. Channel	<ul style="list-style-type: none"> • Most stores are private operations and there are only a few chain stores → easy to work on improvement. 	

Table 5. Cross-SWOT analysis (owing to the width of the form, we omitted “strengths, weaknesses, opportunities, and threats” and listed the main actions derived from the SWOT)

	Strengths	Weaknesses
Opportunities	<ul style="list-style-type: none"> • Events and workplace experience sessions for elementary school students • Visit to eight temples • Solutions to enjoy food-hopping • Creating a system to encourage visitors to shop at several stores • Developing an app for introducing stores 	<ul style="list-style-type: none"> • Installing an information board at the subway station • Creating a route from the dome to the shopping street • Using vacant stores as resting space • Wearing matching aprons • Improving service to customers
Threats	<ul style="list-style-type: none"> • Differentiation through friendliness and communication 	<ul style="list-style-type: none"> • Planning events to attract young people or Hawks fans

Reference [2] Trade area analysis report: Tojinmachi 1-chome
http://www.f-takken.com/shotengai/pdf/town-report1_40133041001_1km.pdf

(3) The flow of activities leading up to the realization of the idea (disclosed)

Please explain briefly the general flow of activities leading up to the realization of the idea, including the body in charge of the realization of the idea, specific processes, milestones, etc. within the following section. (You may use figures and tables as needed[A7]).

1. Flow toward the implementation of Stage 1

“Actions toward vitalization, their implementers and schedule” in Stage 1 can be found in Table 1. 1) “Understanding the current situation through fieldwork and workshop” has been completed. Stores eager to work on improvement of their stores are the first to become model stores. The “7P Sheet” used in this project will be explained in the 4) “Others” section (Table 7).

2. Flow toward the implementation of Stage 2

“Actions toward vitalization, their implementers and schedule” in Stage 2 can be also found in Table 1. 1) “Understanding the current situation through fieldwork and workshop” and 2) “Creating the appeal and values of the shopping street and exploring plans” have been completed. The plans agreed by the shopping street can be found in Table 2. In terms of A), C) and E), we will conduct the demonstration and verification by the end of March, as described above. In terms of the promotion of the shopping street as a whole, we are only at the stage of ideas having been presented so far, and therefore they are not included in Table 6.

Table 6. Details of the plans in Stage 2

	1) Aimed at shoppers	2) Aimed at Hawks fans	3) Aimed at foreign tourists
Name of Plan	A) Leading us to the future! Children’s PR team	C) Social gathering of Hawks fans at the shopping street closest to the Hawks	E) Visit to Tojin-san and the eight temples
Content	A collaboration with Tojin Elementary School and other elementary schools in the neighborhood. The shopping street has provided lectures in the past to third grade students about the history of Tojinmachi and the shopping street, but we will extend this project to create connections with the children. Newspapers or fliers created will be posted or distributed in the shopping street and in the neighborhood. e.g., 1) For 3 rd graders: Lecture 2) For 5 th graders: Workplace visit and creating a shopping street newspaper 3) For 6 th graders: Creating fliers for the stores 4) For 8 th graders: Workplace experience	Encouraging more people to visit the shopping street during or after the games by providing a free “interaction space” to Hawks fans. One plan is to provide food and beverages by making the entire shopping street look like a food court; also consider having the shopping street set up stalls or a delivery system. Another plan is an event where the public can enjoy watching night games or families can enjoy viewing day games. A customer must become a member of the “Tojinmachi Takato Club” to participate. The membership fee will be around 300 yen and will be used as the fund for waste disposal and cleaning. We should consider allowing people to bring in their own food and beverages, but by if a ticket system is used, people will be able to freely purchase tickets at food and beverage establishments in the shopping street.	“Visit to eight temples” near the shopping street will be promoted as a sightseeing route. People will receive <i>goshuin</i> from “eight” temples (eight is a lucky number in Japan). We will sell <i>shikishi</i> (a square of heavily decorated paper) for around 1,000 yen to have <i>goshuin</i> stamped by the temple. The last stamp will be the one from Tojin-san which is the end of the route on the shopping street,. Also the shopping street map (written in English) will be distributed so that people can enjoy food-hopping and shopping. We initially target the guests at the Hilton or MICE participants. We will consider ways to promote this plan at the shuttle bus stop or inside the hotel and encourage people to participate. We can create photo-taking spots for Instagram and encourage word-of-mouth communications by planning an experimental menu.
Goal	<ul style="list-style-type: none"> To help elementary and junior high school students and their 	<ul style="list-style-type: none"> To increase the number of visitors To increase the number of 	<ul style="list-style-type: none"> To increase inbound visitors and tourists To create a buzz

	<p>parents develop affection for the shopping street</p> <ul style="list-style-type: none"> To create permanent connections with local people 	<p>stores that are open on Sundays</p>	
What to do	<ul style="list-style-type: none"> Arrangements with the elementary and junior high schools → We will ask Fukuoka City to participate 	<ul style="list-style-type: none"> Purchasing tables and chairs Negotiating with the food and beverage stores (creating menus appropriate for the plan) Providing information on how to become a member of Takato Club 	<ul style="list-style-type: none"> Negotiating with the temples Preparing <i>shikishi</i> and <i>goshuin</i> Creating the shopping street map
Schedule	We will complete the demonstration and verification by March 2017 and work on 1) and 3) during the first semester.	We will finalize a specific plan by February 2017 and carry out a trial during the pre-season matches.	We will complete the demonstration and verification by March 2017 and carry out a trial from April.
Name of plan	B) Reservations and store-hopping system	D) Central-Pacific interleague series?	F) Creation of customer-service cards to deal with foreign tourists
Content	A system where stores reserve the purchased goods and the customers pick them up before leaving. A point card system will be used. If a customer spends more than a certain amount of money at multiple stores, he or she gets (store-hopping) points.	Many shopping streets in Fukuoka cheer for the Hawks, but not many cheer for the teams in the Central League. Tojinmachi Shopping Street is associated with the founder of the team Yakult. So, we announce that the shopping street not only cheer for the Hawks but also cheer for Yakult. We will create an impression of the street as a mecca for Yakult fans.	Creating customer-service cards for simple greetings and for words such as “thank you” in English, Chinese, and Korean so that stores can see them or show them to the tourists at any time.
Goal	<ul style="list-style-type: none"> To increase the convenience of shopping and encourage store-hopping 	<ul style="list-style-type: none"> To increase public recognition and create new customers 	<ul style="list-style-type: none"> To deal with the inbound tourists and increase shopping convenience
What to do	<ul style="list-style-type: none"> We need to increase the number of stores that become members of the system. 	<ul style="list-style-type: none"> We need to persuade the store owners. 	<ul style="list-style-type: none"> We need to create the cards.
Schedule	We will finalize a specific plan by September 2017 and will carry it out from October.	We will finalize a specific plan by December 2017 and are considering carrying it out from 2018.	We will have the cards ready by September 2017 and will use them from October.

(4) Others (disclosed)

Briefly explain the selling points of the idea, restrictions upon realization of the idea if any, near-term solutions, and potential for the future (for example, “if the limitation of XX can be eliminated in the future, we can also do YY”) within the following section. [A8]

1. Selling points of the idea

There are four selling points here. The first is that **there are two stages**; stores'efforts to increase the number of shoppers and to increase the sales in Stage 1, and the efforts made by the entire shopping street in Stage 2. If the stores gain momentum, then the shopping street will also naturally gain momentum, and if the shopping street gains momentum, then the stores will also gain momentum. We believe these two stages will generate synergy.

The second selling point is that we **generated this project** by conducting fieldwork and interview surveys, and participating in a workshop to **collect qualitative data** while referring to statistical data. The applicant[A9] walked around not only Tojinmachi Shopping Street but also other shopping streets in Fukuoka City and conducted fieldwork and interview surveys with the store owners and shoppers. We carried out interview surveys and meetings with the board members of the shopping street's promotion association and studied the feasibility of the project. The ten plans presented here are all feasible.

The third selling point is that we are **trying to perform analysis from the viewpoint of service marketing and generating improvement measures** because retailing is a service activity. (1) Shoppers, (2) Hawks fans, and (3) foreign tourists have been identified as target customers and the plans generated appeal to these three target groups. Table 7 shows the "7P Sheet," which will be used when considering improvement measures. To present the appeal and values to the most important customers (i.e., the shoppers who use the shopping street on a daily basis), the applicant and the store owners will identify the strengths and items that require improvement of each store and work together on the improvement measures.

Table 7. Outline of the "7P Sheet"

	Items to be analyzed		Improvement measures
	Strengths	Items that require improvement	
Product (essential service products)			
Physical evidence (service products related to physical requirements)			
Participants (service products related to human requirements)			
Process (service products related to processes)			
Price (price and cost)			
Time and Place			
Promotion			

The fourth selling point is that we **created the project while receiving appropriate advice** from the board members of Tojinmachi Shopping Street's promotion association, the Economy, Tourism & Culture Bureau of Fukuoka City, and the Fukuoka Directive Council. We participated in the workshop held on November 13 by Fukuoka Directive Council, which was very meaningful as we were able to brainstorm with other members of the public, shift our perspective, and expand our views.

2. Restrictions upon realization of the idea

To realize this idea, it will be **essential in Stage 2 to gain cooperation from outside organizations**, such as elementary schools, temples, Fukuoka Softbank Hawks, Hilton Fukuoka Seahawk, and IT companies (described below). However, the shopping street has already worked together with

elementary schools in the past. We also spoke unofficially with some temples to hear their opinion. They were basically cooperative. We are looking to gain the cooperation of Fukuoka City and Fukuoka Directive Council toward realizing the idea.

We are also **looking into expanding businesses and increasing convenience using ICT** in each of the plans. Convenience can be increased using ICT, for example, by developing and using an app for “B) Reservations and store-hopping system” in Stage 2 or using tablets for “F) Creation of customer-service cards to deal with foreign tourists.”