

Research on the life cycle of NPOs related to World Heritage

—Focusing on activities after World Heritage registration

Shuta Yoshimura

Key Words : World Heritage, NPO, Organizational Life Cycle, financial ratio analysis, Mt. Fuji

1. Research background and purpose

The purpose of this study is to examine whether the life cycle of NPOs that aiming at World Heritage registration is related to World Heritage registration. The verification conducted mainly for "The Fujisan club" while referring to domestic researches on the life cycle of NPOs. In the second half, the focus is after World Heritage registration. I clarify the factors that NPOs related to World Heritage make survive by analyzing why the Fujisan club can continue its activities.

2. Research method

(1) Financial ratio analysis

Perform financial ratio analysis on the life cycle of the Fujisan club with the growth cycle model of the NPO in Baba & Yamauchi (2011). Additionally, perform supplementary verification based on an interview survey to the Fujisan club.

(2) Internal and external factors

The factors that made the Fujisan club's activities expanding without declining after World Heritage registration were examined, divided into internal and external factors. Specifically, I focus on (1) the success of management, (2) building relationships with governments, (3) the status of other NPOs.

3. Research results

(1) Financial ratio analysis

"Making Mt. Fuji a World Heritage Site" was an intermediate goal for the Fujisan Club, so they did not lose their role after registration. However, "world heritage" has a huge impact on the development of NPOs, which can lead to a rapid growth of organizations, but can cause a significant decrease in their income after registration.

(2) Internal and external factors

After the registration of Mt. Fuji as a World Heritage Site, business collaborations with governments have increased is the biggest factor of an increase in the Fujisan club's business revenue. Equal relationships with governments were brought the autonomy and professionalism of the Fujisan club, the quality of personnel in charge, and the absence of rivals.