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**A changing tourism system in post-disaster recovery: Developing
anime tourism in the aftermath of the 2011 Great East Japan
earthquake in Oarai, Japan**

A thesis
submitted in partial fulfilment
of the requirements for the Degree of
Master of Applied Science in Tourism

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by
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Lincoln University

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Abstract of a thesis submitted in partial fulfilment of the requirements for the Degree of Master of Applied Science in Tourism.

A Changing Tourism System in Post-disaster Recovery:
Developing Anime Tourism in the Aftermath of the
2011 Great East Japan Earthquake in Oarai, Japan

by

Xiao Xu

Oarai is a coastal town in Ibaraki Prefecture, Japan, affected by the Great East Japan Earthquake in 2011. The disaster severely damaged local industries, and the local tourism sector faced a sharp decline followed the event. To overcome the conundrum, the local tourism businesses have taken the opportunity to collaborate with an anime called *Girls und Panzer*, which has been developed by an external animation production studio. This collaboration has resulted in huge success, and the drop in the local tourism industry had been largely reversed, but has resulted in a significant change to the tourism system. This thesis explores the activities and outcomes of this tourism industry reimagining.

A mixed-method approach was used to investigate the perception of local tourism businesses to the current Oarai tourism system, and examine the transformative effect of the disaster and its aftermath. Perceptions of disaster impact and anime tourism development were analysed through surveys (n=73) and interviews (n=2) which focused on tourism business operators, while participant observation was conducted to create the image of anime tourism operation in Oarai.

Results show that the development of anime tourism in Oarai successfully helped the local tourism businesses to recover from the disaster. As new agencies and organisations joined the anime tourism network, anime tourism increased communication between stakeholders, and improved the resilience of the community. The new tourism development has transformed the local tourism industry, to some extent, however. the future trajectory of anime tourism in Oarai is difficult to forecast, and there is scope for longitudinal research of this tourism system.

Keywords: Earthquake & tsunami, disaster impact, disaster recovery, popular culture, anime tourism, community resilience, social capital, transformation, Oarai, Japan

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Chapter 1

Introduction

1.1 Introduction

Natural disasters significantly affect human beings and the communities in which they live and work. For a tourism destination, the effect can be severe, including physical damage to facilities, a decline in productivity, and damage to mental health. In this context, improving a destination's resilience to nature's challenges before a hazardous event occurs, as well as developing effective strategies to manage the recovery process, are crucial to address in destination management. After a natural disaster, a significant transformation to a destination might be required to fulfil the task. For example, a decreased desire to visit the eastern coastal regions of Japan following the Great East Japan Earthquake in 2011 drove destinations to change their tourism strategies, including marketing approaches and tourism products (Hashimoto, Kaizu, & Aizawa, 2015). To better understand the outcomes of a recovery process, it is necessary to examine the implementation of these strategies and the attitudes of local stakeholders to the new situation.

Having suffered damage from the Great East Japan Earthquake in 2011, the tourism industry in the small coastal town of Oarai seems to have recovered quickly from the disaster by changing the local tourism strategy, promotion and products. The local stakeholders have had a crucial role in this success, from participating in tourism strategy development in the post-disaster period to applying the new tourism plan. However, the effect of the new tourism on building the resilience of the community in response to a disaster situation has not been widely known and needs to be investigated. Thus, the purpose of this research is to understand the impact of a disaster on a community and the development of anime tourism as the community's response. Additionally, this research considers whether the new tourism system in the destination triggers a transformation of the community by changing the fundamental structure of the tourism system. It also considers whether Oarai has been wholly transformed or just temporarily changed to adapt to the post-disaster situation. These issues

were analysed by researching the perception of local business operators to the post-disaster recovery and the changed tourism brand, markets and products in Oarai.

1.2 The significance of the current research

Oarai is a small coastal town which lived off the fishery, nuclear technology support and 'sun, sand and sea' (3S) tourism. It was severely damaged by the 2011 Great East Japan Earthquake. After the disaster, the tourism industry in Oarai faced hardship, with a sharp decline in tourist numbers due to damage to facilities and a negatively affected destination image. With the image of the coastal destination damaged, the local tourism industry sought new tourism resources to cope with this conundrum; the opportunity to develop anime tourism, a popular alternative tourism form in Japan in recent years, proved a boon to Oarai. After starting to cooperate with anime tourism organisations and linking it to the traditional local tourism in 2012, a new tourism form developed in the town, and the tourist numbers in Oarai started to recover.

A local tourism business community often plays a crucial role in the post-disaster recovery of tourism and economy. In a disaster context, a tourist destination is usually exposed and profoundly affected by disasters, including both the local community and tourists (Murphy & Bayley, 1989). As an essential part of a tourism community, the survival of local tourism businesses helps the recovery process in a disaster destination. However, the tourism system of destination experiencing a disaster may need to be changed to cope with the disturbance caused. In other words, tourism businesses, as part of the community, would face challenges as well. Therefore, for the case of Oarai, it is vital to research the process of recovering from the disaster impacts, including the development of new tourism forms, from a tourism business perspective.

The concept of resilience has been applied by previous literature to understand these processes and therefore needs to be discussed. Resilience is described as the ability of a system to successfully cope with internal and external disturbances (Adger, Hughes, Folke, Carpenter & Rockstrom, 2005; Cote & Nightingale, 2012). In a disaster setting, the different levels of system resilience have a significant influence on how the system will react to the disaster (Berkes, Colding & Folke, 2003; Folke, 2006).

With the different levels of resilience that one system has, organisations within the system can have different strategies to deal with the effects of a disaster. When a system encounters disturbance, a resilient system can absorb the impacts and keep its structure, or it can change itself to adapt to the new situation and live with the disturbances (Dovers & Handmer, 1992). However, when the disturbance is too great to be absorbed or adapted to, the fundamental structure of the system may collapse and be reorganised to a completely different system under the impacts. This process results in a transformation of a system (Walker, Holling, Carpenter & Kinzig, 2004).

In the case of Oarai, with the development of new tourism product, it is likely that the local tourism system had experienced many changes. Therefore, whether the tourism system in Oarai had been transformed into an entirely new system needs to be researched to understand the relationship between disaster recovery, system resilience and transformation.

1.3 Research objectives

As previously discussed, the research purpose is to examine whether the tourism system in Oarai has been transformed into a new system through the disaster recovery process since 2011. To address this purpose, six research objectives have been developed:

1. To research the tourism environment and destination image of Oarai in the aftermath of 2011 disaster;
2. To identify the role of anime tourism in the post-disaster recovery process of Oarai;
3. To examine the relationship between anime tourism and traditional 3S tourism in Oarai;
4. To evaluate the perception and experience of business stakeholders in Oarai on the changing tourism setting;
5. To analyse the effect of anime tourism on enhancing community resilience since the disaster;

6. To assess the long-term strategy of anime tourism in Oarai, and the extent to which this process marks a transformative change for the destination.

1.4 The approach of this research

Both primary and secondary research was conducted to fulfil these research objectives. The secondary research involved documentary analysis to understand the context of the case study and included the demography and economic structure of Oarai before the disaster, the disaster recovery strategies and related regulations, and the background and plan for the anime tourism development in Oarai in the aftermath of the 2011 disaster. The primary research included quantitative and qualitative research methods. The quantitative approach used a paper survey distributed to the tourism businesses in Oarai to gather information about the disaster impacts, the coordination between anime tourism and local businesses, and the perception of business operators on the changing tourism system and future development. The qualitative approach used face-to-face interviews, which helped the researcher understand the new tourism system in operation and provided complementary information to the quantitative methods. Participant observation was also undertaken during the fieldwork to understand the tourism industry and tourist experience.

1.5 Thesis structure

This thesis will be presented in seven chapters. Chapter One introduces overall information of this research such as research topic, conceptual frameworks and research objectives. Chapter Two provides a literature review, which discusses resilience thinking in a disaster setting and the transformation of a system as the theoretical background of this research. Chapter Three introduces the research contexts including the background of Oarai, the disaster and its damage, and the start of anime production and anime tourism in Oarai. Chapter Four discusses the methodology of this research including the research method design, the chosen research site and target groups, data collection and analysis, and limitations of the research. Chapter Five presents the results of the research from the fieldwork, survey and interviews. Chapter Six discusses the results of this research to answer the research questions. Chapter Seven offers a conclusion to the whole thesis.

Chapter 2

Literature Review

2.1 Introduction

This chapter outlines the theoretical background of the current research and focuses on aspects of tourism disaster, which is central to this research. The chapter starts by outlining the relationship between natural disasters and tourism destinations. Then it moves to a discussion of the concept of resilience, particularly as it relates to disaster recovery, and of the dual concepts of adaptation and transformation. The chapter concludes with a discussion on applying resilience in a tourism context, describing the possible outcomes of a destination under the impacts of a disaster.

2.2 Disaster and tourism

According to the International Federation of Red Cross and Red Crescent Societies (IFRC, n.d.), a disaster is defined as:

A sudden, calamitous event that seriously disrupts the functioning of a community or society and causes human, material, and economic or environmental losses that exceed the community's or society's ability to cope using its own resources.

Disasters pose a serious threat to all communities. however, tourist communities – especially those based on natural resources - are often more exposed to extreme events (Murphy & Bayley, 1989). Not only destinations but tourists too are vulnerable in a disaster. For example, several 3S tourism spots were severely damaged during the 2004 Indian Ocean tsunami because of their dependence on the sea and beach resources, and numerous tourists in those areas were killed or injured during the tsunami, or trapped in the disaster area. Thus, it is crucial to understand the impact of disasters on the tourism sector of a destination and the entire community.

A disaster can cause extensive damage to a tourist destination; this damage can be classified as physical or intangible. The physical impacts from a natural disaster can be severe, such as building and

facilities damage, injuries and deaths of people and animals. For example, during the 2017 Jiuzhaigou earthquake in Jiuzhaigou National Park, Sichuan Province, China, 24 people died, 493 people were injured and the natural attractions in Jiuzhaigou National Park were severely damaged (Leng, 2018; Hu, 2019). On the other hand, the intangible impacts can also be severe for a destination; these are mainly the long-term impacts on the local tourism marketing and development, such as damage to the destination's image. For example, the Great East Japan Earthquake in 2011 had a significant effect on Eastern Japan regions and triggered a nuclear crisis in the Fukushima nuclear power plant. In the aftermath of the disaster, the tourist numbers dropped dramatically due to a damaged destination image caused by the impacts of the earthquake, tsunami and the radiation exposure risk (Chew & Jahari, 2014; Handler, 2016).

In addition, the impacts of a disaster may also affect a destination in other ways: economic, ecological, and social. The economic impact of a disaster is usually direct and instant, such as damage to facilities and infrastructure, however a long-term economic impact can also be expected after a disaster. For example, the decrease in international student numbers and accommodation capacity in Canterbury, New Zealand, were still affecting the economy of the destination several years after the earthquake in 2011 (Wood, Noy & Parker, 2016).

Besides the economic impacts, as discussed earlier, a disaster can sometimes change the environment of the disaster area. It can also trigger social issues in a destination, such as the displacement of residents to other cities, as occurred to New Orleans residents in the aftermath of Hurricane Katrina in 2005 (Adams, Hattum & English, 2009). In this case, the hurricane not only affected the communities in New Orleans but also brought other issues, such as increasing crime rates, to the cities that received a large number of displaced residents (Varano, Schafer, Cancino, Decker & Greene, 2010). With different kinds of impact on a destination, recovering from a disaster is not easy, hence the reason why disaster risk and recovery is an important topic in tourism research. The following section will briefly discuss existing research of disasters in tourism studies.

2.2.1 Research into disasters in tourism studies

In the last two decades, disasters in a tourism setting have been widely discussed (Mair, Ritchie & Walters, 2016). In these studies, the topic has been divided into two parts: natural disasters (earthquake, tsunami, bushfire, etc.) and manmade disasters (terrorist attack, economic and political crisis, pollution, etc.). In discussing different types of disasters, these studies mainly focus on the response during disasters and in the post-disaster recovery period. According to Mair, Ritchie and Walters (2016), the nature of these disaster periods are:

...attempts by managers to minimise damages and maximise potential opportunities during a crisis or disaster, and to work towards a resolution, ideally an improved state, after the crisis or disaster is over. In tourism, this often includes crisis or disaster communication and recovery-marketing efforts in order to rebuild consumer confidence, and in the long term attract markets back to the destination and/or tourism businesses. (p. 2)

There are six main research themes in these studies: communication, the media, marketing strategies and messages, destination image and reputation, tourist behaviour, and disaster management/future preparedness (Mair et al., 2016).

Communication is essential to minimise disaster impact and any impact can be worse if there is a poor communication strategy in place (Marra, 1998). Research of disaster communication in tourism analyses the emergency information exchange process from two perspectives. First is the communication between different elements of the tourism system and wider community. Mair, Ritchie and Walters (2016) stated that this kind of communication is divided into three types: between emergency managers to stakeholders (Becken & Hughey, 2013; Hystad & Keller, 2008; Jones, 2016), between tourism stakeholders (Orchiston, 2013) and from the destination to the tourism market (Carlsen & Hughes, 2008).

The second perspective is the information sharing and guidance to customers during a disaster, as visitors are often more vulnerable than locals due to the lack of local knowledge (Ritchie, 2008). In terms of communication to wider populations, the media is an important method to communicate during a disaster and in the aftermath of a disaster, which is a double-edged sword. It can be a very

effective platform for sending emergency messages to the public and helping the local post-disaster recovery because of its large coverage (Ciocco & Michael, 2007; Schultz, Utz & Goritz, 2011; Yates & Paquette, 2011). On the other hand, it can be a tool to create sensationalism and spread negative publicity (Frisby, 2003; Ghaderi, Som & Henderson, 2012; Peralman & Melnik, 2008), which can hinder the recovery process in a destination. Additionally, as a type of communication, marketing strategies are crucial to the post-disaster recovery in a destination, which helps the affected destination to restore confidence and recover local tourism industry. Thus, it should be the top priority during the recovery process (Faulkner & Vikulov, 2001). A number of methods are used to help different destinations to achieve different goals after different disasters, including orchestrating persuasive advertising (Floyd, Gibson, Pennington-Gray & Thapa, 2004), correcting misperceptions (Armstrong & Ritchie, 2008; Carlsen & Hughes, 2008), securing safety images (Huang, Tseng & Petrick, 2008; Lehto, Douglas, & Park, 2008), and sharing emotions through marketing (Carlsen & Hughes, 2008; Chacko & Marcell, 2008; Walters & Mair, 2012). The core of post-disaster marketing is sending messages to the market and customers in order to help the local tourism industry recover efficiently and effectively. Thus, the messages have to be open, clear and consistent (Armstrong & Ritchie, 2008). All in all, the marketing strategies are varied by case, due to the differences among destinations' characteristics and different types of disasters.

As a result of a disaster, damage to the destination image often occurs alongside the physical damage. Different strategies are needed to deal with the various impacts in different timeframes because the disaster impacts from physical damage are more likely to be remediated in a short time period while intangible impacts on destination image and reputation need a long-term plan to recover (Mair et al., 2016; Santana, 2004). Furthermore, the reputational image damage will affect not only the destination itself but also the tourism businesses and organisations involved in local tourism (Niininen & Gatsou, 2008). Examples can be found in various cases such as the Great East Japan Earthquake in 2011 (Chew & Jahari, 2014), the Jiji earthquake in Taiwan in 1999 (Huang et al., 2008), and Hurricane Katrina in New Orleans in 2005 (Pearlman & Melnik, 2008). Therefore, in order for communication, media and marketing to be effective, it is important to take a quick response to minimise the disaster effect on

destination image and collaborate with a post-disaster marketing programme to restore the image (Henderson, 2003; Pearlman & Melnik, 2008).

As the consumers of tourism, tourists are also affected by disasters and their behaviours can be changed by disaster impacts. After a disaster, tourists will evaluate the risk to visit the affected destination and may cancel their travel plan to places if the perceived risk is too high (Huang & Min, 2002; Wang, 2009). Tourists may also change their travel timeframe, which may cause last minute bookings (Hystad & Keller, 2008), change their modes of travel (Fall & Massey, 2005; Smith & Carmichael, 2005), and change their behaviour as tourists in the destination (Tang, 2014). However, a negative and seismic image does not always decrease the motivation to travel to a destination as some people may want to visit the destination to assist the recovery (Prideaux, Coghlan & Falco-Mammone, 2008). Furthermore, the loyalty of tourists to a destination can ease the disaster impact, as regular visitors to a disaster-affected destination are more likely to re-visit the place – and sooner – than infrequent visitors (Walters & Clulow 2010; Walters & Mair, 2012).

Another focus of existing research relates to the theme of disaster management, and aims to research and develop a broader framework to cope with disasters in different timeframes. As one of the earliest and most influential frameworks for disaster management in tourist destinations, Faulkner (2001) introduced composite stages of a community response to a disaster through which the six stages were described as the disaster lifecycle:

- *Pre-event, where action can be taken to prevent disasters (e.g. growth management planning or plans aimed at mitigating the effects of potential disasters);*
- *Prodromal, when it becomes apparent that the crisis is inevitable;*
- *Emergency, when the effects of the disaster has been felt and action has to be taken to rescue people and property;*
- *Intermediate, when the short-term needs of the people affected must be dealt with — restoring utilities and essential services. The objective at this point being to restore the community to normality as quickly as possible;*

- *Long term (recovery), continuation of the previous phase, but items that could not be addressed quickly are attended to at this point (repair of damaged infrastructure, correcting environmental problems, counselling victims, reinvestment strategies, debriefings to provide input to revisions of disaster strategies);*
- *Resolution, routine restored or new improved state. (p. 140)*

This research will primarily focus on community response in the aftermath of a disaster, being the fifth stage (long term recovery) of this framework. The long-term recovery stage can be further divided into three sub-phases – recovery of damaged infrastructure, marketing responses, and adaptations to the new system (Scott, Laws & Prideaux, 2008). These phases are covered by the themes identified and discussed above, such as the communication among community members taking part in the rebuild process, the role of the destination's image and reputation in the tourism marketing response in the aftermath of a disaster in a tourist destination, and the potential changes to tourist behaviour due to adaptation to a new tourism system.

Overall, the role of disaster impact, response and management in tourism academic research is important as diverse research themes have been developed under different tourism settings and environment. As discussed above, while recovering from disasters, destinations often have different strategies to deal with the long-term impact so that the consequences may not always be the same. Furthermore, communities in the destination often build their strength to prevent and cope with potential future hazardous events; that is, they develop resilience. The following section is going to discuss the concept of resilience in the tourism context.

2.2.2 Conceptualising resilience

According to some ecology researchers (Holling, 1973, 1978, 1986; Holling, Schindler, Walker, & Roughgarden, 1995; Liu et al., 2007), resilience is a term to describe the ability of a system to maintain its structure under the influence of disturbance and to keep persisting. In contrast to stability, which Holling (1973) defined as the ability of a system to return to normal quickly with changes, a highly resilient system can be quite unstable due to the nature of change absorption. High levels of resilience help a system successfully adapt to significant fluctuations rather than remaining unchanged (Handmer

& Dovers, 1996). When natural disasters such as earthquakes occur, they often cause a significant change to the physical environment and is difficult or impossible to bounce back to the previous condition. For example, the nuclear leakage incident following the 2011 Great East Japan Earthquake forced residents in the surrounding area to move out, due to the high radiation levels (McCurry, 2019). In contrast, other natural hazards like cyclones mainly affect the infrastructure, which can be rebuilt. Thus, resilience is a useful concept for the post-disaster recovery of local ecological systems, depending on the location. There are different approaches to examining the resilience of a system; in this research we will discuss socio-ecological, community and organisational resilience, as they can all be classified as complex systems.

The different approaches to resilience

Based on the ecological definition of resilience, the term resilience was developed and applied in social science. Some early researchers (Bowden et al., 1981; Timmerman, 1981) discussed the resilience of society to climate change. It describes the capacity of a system to absorb and recover from disturbances. More recently, socio-ecological resilience has been highlighted (Adger, 1997, 2000, 2006; Cote & Nightingale, 2012; Cretney, 2014; Folke, Biggs, Norström, Reyers, & Rockström, 2016; Lew, 2014; Ruiz-Ballesteros, 2011). It discusses the concept of resilience as relating to both social and ecological aspects of a system. Previous research argued that it is urgent to bring together the analysis of different systems, such as ecosystem and society, to have a comprehensive understanding of resilience (Low, Ostrom, Simon & Wilson, 2003), and the discussion of resilience thinking in community development has become more prominent (Berkes & Ross, 2013; Chenoweth & Stehlik, 2001; Magis, 2010; Norris, Stevens, Pfefferbaum, Wyche & Pfefferbaum, 2008; Pfefferbaum, Reissman, Pfefferbaum, Klomp, & Gurwitch, 2005). Tourism organisations and tourism businesses often have key roles in a community, as they are using local resources and making an economic contribution. Thus, organisational resilience is also important to tourism disaster studies (Altinas & Royer, 2009; Boin & McConnell, 2007; Hollnagel, 2006; Meyer, 1982; Weick, 1993). However, with respect to the topic of this thesis, socio-ecological resilience has the most value to the research and will therefore be mainly discussed in this section, with a brief introduction of organisational resilience.

Socio-ecological resilience

Our natural system and social system are fundamentally complex systems, interacting with each other (Berkes et al., 2003). With the complexity of interactions between natural and social systems, it becomes more challenging to examine an issue in a system with a single disciplinary approach. When examining a community, especially a rural community, the connection between natural resources and the social aspect can be observed. According to case studies of coastal resources, Adger (2000) stated that a coastal community is dependent not only on a single resource but on the whole ecosystem. Thus, the discussion to link these systems together becomes necessary (Berkes, Folke & Colding, 1998). According to Berkes et al. (2003), the definition of socio-ecological resilience has three characteristics:

- *The amount of change the system can undergo and still retain the same controls on function and structure, or still be in the same state, within the same domain of attraction;*
- *The degree to which the system is capable of self-organisation; and*
- *The ability to build and increase the capacity for learning and adaptation.*
(p. 13)

By understanding the three characteristics, the definition of socio-ecological resilience is mainly discussed in two ways: as the capacity of absorbing the change or pressure within a system; and the capacity of a system to adapt to change. The first part is similar to the definition of ecological resilience, which describes the ability to bounce back to normal. However, as the nature of the socio-ecological system is complex, there is no overall equilibrium state to return to in socio-ecological resilience (Berkes et al., 2003). Instead, the system is going to reach a level where the multiple equilibria are achieved within the system. Therefore, when a resilient socio-ecological system faces changes, it may modify its internal equilibria such as social and economic sustainability to cope with the changes. In other words, the fundamental structure of the system has not been changed while absorbing the disturbance, but the system may have a different appearance by adapting to change. Thus, different levels of disturbance from a disaster can cause a community to have different responses (Berkes et al., 2003).

The second part of the definition of socio-ecological resilience discusses the capacity for this kind of adaptation, describing the idea of adaptability, or adaptive capacity (Smit & Wandel, 2006). Gallopín (2006, p. 296) defined overall adaptive capacity as “the system’s ability to adjust to a disturbance, moderate potential damage, take advantage of opportunities, and cope with the consequences of a transformation that occurs”. In this definition, adaptive capacity is the concept of measuring how much pressure and disturbance one system can handle. Thus, the higher the adaptive capacity of a system, the more resilient the system is, and the more it can withstand and deal with a disturbance through a process of adaptation. However, when the disturbance is too great to be absorbed, the system may change itself completely to fit into the new situation. This is the process of transformation, which will be discussed in Section 2.2.3. Moreover, adaptive capacity can be described as “the capacity of actors in a system to influence resilience” (Walker et al. 2004, p. 3). Based on Gallopín’s definition, this definition of adaptive capacity describes the function of the internal actors in building the resilience of a system. It is, therefore, a useful concept to discuss the personal effect of different actors in a system and their connections, which affects the resilience of the system.

In a system, internal effects can come from two parts: individual and collective. In other words, individual developments, such as experimentation from disturbance and internal interaction in the system like social capital (Aldrich, 2012; Aldrich & Meyer, 2015; Innes & Booher, 2003), are the critical components of adaptive capacity. Armitage (2005) described the experimentation process of learning to live with changes by experimenting with small-scale disturbance events before they increase to have a considerable impact. The experience gained from the experimenting and learning process helps the individuals and organisations in a system to be able to react to external disturbance such as natural disaster quickly and effectively. On the other hand, social capital is described as one of the collective resources and internal interactions in a system. By contrasting previous social capital studies, Adler and Kwon (2002) defined social capital as:

the goodwill available to individuals or groups. Its source lies in the structure and content of the actor's social relations. Its effects flow from the information, influence, and solidarity it makes available to the actor. (p. 23)

According to this definition, social capital covers a wide range of sectors in a community and involves various activities in the system; for example, the trust and connectedness among community members, the social network of individuals and organisations to access resources, the social norms or institutions to organise and regulate actions, and collective actions to achieve mutual goals. It is an essential factor for a community in general, however, in a disaster context it has been shown that social capital can engage different actors in a community to survive and recover from a natural disaster together by assisting each other (Aldrich, 2012).

With these internal effects, a system could reach a state of self-organisation, which is related to the characteristic of socio-ecological resilience. Self-organisation is described as “a collective process of communication, choice, and mutual adjustment in behaviour based on a shared goal among members of a given system” (Comfort, 1994, pp. 397-398). In a self-organising system, the actors can engage themselves to operate the system and cope with external disturbance with little or no guidance from authorities (Walker et al., 2002).

Finally, the last part of the definition describes adaptive capacity building and increasing the opportunity and ability to learn. Furthermore, in contrast to the first definition of socio-ecological resilience, which has an emphasis on keeping its fundamental structure, a system is changing all the time with the disturbances because it is impossible to be kept in “a steady-state for eternity” (Folke, Colding & Berkes, 2003, p. 356). It means that the adaption process occurs and is managed more efficiently and smoothly in a highly resilient system.

All in all, socio-ecological resilience describes the relationship and interaction between communities and natural events and systems. This concept links together the social and ecological systems as a complex system rather than viewing the two independently. However, community itself as a system also has its resilience to cope with any disturbance. The following section will discuss the concept of community resilience.

Community resilience

In addition to the overview of socio-ecological resilience discussed in the previous section, the concept of community resilience is important for this research. Originally, the resilience of a small community or the wider society is described as the social aspect of socioecological resilience in a social-ecological system (Folke et al., 2010; Gunderson & Holling, 2002). The external shocks are not always caused by natural disasters but any potential risks to a community such as financial crises, which can also be triggered by natural disasters (Cropp, 2017). When encountering such a conundrum, a community needs to find a way to overcome the problem, which relates to the role of community resilience. Aldrich and Meyer (2015, p. 255) describe community resilience as “the collective ability of a neighbourhood or geographically defined area to deal with stressors and efficiently resume the rhythms of daily life through cooperation following shocks”. As a complex system, a community is formed by various actors such as individuals, organisations and authorities. However, compared to socio-ecological resilience, the concept of community resilience focuses more on the socialised and collective nature of a community, and less on the ecosystem. Focusing on the nature of community, Dovers and Handmer (1992) conceptualised community resilience into three types, which describes different strategies that communities use to react to external changes:

Type 1: resistance and maintenance, which is characterised by resistance to change.

Type 2: change at the margins, which is characterised by incremental change - change which does not challenge the basis of societies, but which may lead to changes in emphasis at the margins.

Type 3: openness and adaptability, which is characterised by an ability to change basic operating assumptions, and thus institutional structures, and adopt new ones. (p. 270)

Beyond the theoretical discussion of community resilience, the question is ‘what makes a resilient community?’ Similar to socio-ecological resilience, social capital plays an important role in enhancing a resilient community (Aldrich, 2011). At the level of community, it helps building resilience through individual socialisation and developing trusting relationships, and then addressing issues together

(Adger, 2003; Paton, 2013). Therefore, when a resilient community is examined, six characteristics can be observed: knowledge, skills and learning; community networks; people-place connections; community infrastructure; diverse and innovative economy; and engaged governance (Maclean, Cuthill & Ross, 2014). In these characteristics, the bonds among individuals which form a community constitute the core of social capital (Adler & Kwon, 2002). Based on the various characteristics of a resilient community, Berkes and Ross (2013) stated that these features also enhance community resilience through the influence and effect on agency and self-organisation. In the socio-ecological section, the definition of self-organisation has been discussed, which describes the stage of achieving the communal goal by collective actions among the members in the system (Comfort, 1994). On the other hand, agency is defined as “the capacity of individual and corporate actors, with the diverse cultural meanings that they espouse, to play an independent causal role in history” (McLaughlin & Dietz, 2008, p. 105). It emphasises the diversity of individuals’ abilities and their roles in a particular group. Thus, when the effects of agency and self-organisation are combined, individuals are bonded as a community through diversity, while operating by collective actions. In other words, the concept of community resilience describes the diverse relationships which connect individuals in and to communities (Aldrich & Meyer, 2015; Magis, 2010).

Following these discussions, in a tourism disaster setting, the individual and corporate sectors such as tourism businesses are identified as key actors to build a disaster-resilient tourist community. During Ruiz-Ballesteros’s research (2011) of the relationship between community-based tourism and socio-ecological resilience in Ecuador, the involvement of community members in local tourism enhanced the social network inside the community and with visitors from outside and developed local tourism more sustainable with environment, which increased the resilience of the community to potential environmental issues. Thus, the resilience of local businesses in a community is also important for enhancing the collective community resilience. The following section will briefly discuss the concept of organisational resilience.

Organisational resilience

Like a broad ecosystem and a small community, an organisation can also be researched as a complex system (Dooley, 1997; Plsek & Wilson, 2001). Much like socio-ecological and community resilience, organisations operate and cope with disturbances and changes from external and internal events. Altinas and Royer (2009, cited in Gilly, Kechidi & Talbot, 2013) suggested that organisational resilience is the “capacity of an organisation to maintain or return to a dynamic stable state which allows it to continue its operations during and after a major incident or in the presence of continuous stress” (p. 267). In a disaster scenario, a resilient business can cope with an emergency more quickly and recover from the impacts more effectively. However, Westrum (2006) argues that an organisation might not necessarily be resilient to all disturbances, due to the requirements for different organisational mechanisms in different magnitudes and types of event. For example, the recent arson attack on the studio of Kyoto animation in Japan killed 34 employees of the company, despite a well-prepared fire emergency management plan (The Kyoto Shimbun, 2019). The criminal lit two cans, containing 40 litres of petrol in total, inside the building, thereby leading to a far more intense incident than a standard fire accident. In other words, the more unexpected an event is, the more potential damage it could cause. Likewise, natural disasters are often unpredictable. However, because of the effect of organisational learning from previous events and other organisations, an organisation located on an earthquake fault may be more resilient during an earthquake than one that never experienced any earthquakes. This then informs an essential part of organisational resilience. In previous studies (Burnard & Bhamra, 2011; Duchek, 2019; Westrum, 2006), the capacity of organisational resilience is defined by three stages: threat forecasting, responding and organisational learning. In these stages, organisational learning is a pivotal step to increase the resilience of an organisation by gaining experience from past events to forecast potential threats and more resiliently respond to future disasters.

Hence, it is important to consider what constitutes resilience in an organisation. Fiksel (2003) concluded that there are four characteristics of a resilient business:

- *Diversity*, engaging in creating diverse business strategies;
- *Efficiency*, existing in the enterprise decision processes and resource productivity;
- *Adaptability*, learning from the experience and having cash reserves for potential impacts;
- *Cohesion*, representing the collective organisational culture and internal and external networks.

While describing enterprises in general, Fiksel (2003) discussed these characteristics in terms of organisational resilience in the financial and social aspects of management. In contrast, Hall, Prayag and Amore (2018) identified three key factors: *people*, *processes* and *partnerships*. According to the authors, the *people* factor includes the wellbeing of employees, their sense of belonging through communication, a non-hierarchical organisational culture, and access to diverse resources. The *processes* factor is mainly related to business risk management and strategic planning of an organisation. The *partnerships* factor refers to the social capital of an organisation, which represents the network with fellow organisations, supply chain members and other stakeholders. Based on these characteristics, organisational resilience is created and enhanced not only with internal resources but importantly with external factors. Thus, the establishment of a social network is essential to organisations as they “can tap into their networks when responding to adverse events for needed insight and assistance” (Sutcliffe & Vogus, 2003, p. 105).

Overall, the different resilience approaches are based on similar recognition of the values and characteristics of resilience, but they also shape the system in different ways. They all address how a system copes with pressures under different levels of resilience while keeping their fundamental structures. However, when the disturbance is too great to absorb, or the current resilient system becomes undesirable, the fundamental structure of the system may need to be changed and shifted to another direction (Walker et al., 2004). In the adaptive cycle model of a system, this situation is described as one of the stages of the cycle (Holling, 2001, see Figure 2.1). From the exploitation to conservation stage, the connectedness of a system increases to a peak and become over-connected.

At this stage, the system becomes vulnerable to external disturbances. When the rigid system encounters a disturbance such as a natural disaster, the current system could collapse and then reorganise itself as a new system. This process of collapsing and reorganisation is called transformation; this will be discussed in the following section.

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Source: Resilience Alliance, n.d.

Figure 2.1 The adaptive cycle model.

2.2.3 Transformation in resilience theory

At times, a destination may reach the peak of its system development and find it difficult to move forward under the current systematic situation, which causes a lack of improvement or a decline. It could be caused by many dimensions, such as physical, political or social-environmental changes. Within the focus of this research, a disaster could be the main factor to cause the situation, as it may permanently change a destination's environment and destroy local industries and livelihoods. A destination may find it more efficient to transform to a new system to resolve the issue rather than being stuck in the current situation (Folke et al., 2010). Another scenario is that a resilient but undesirable system may also need to be broken up and transformed into a new system (Berkes & Ross, 2013; Walker et al., 2004). However, with time, the transformation of a system may start to follow a direction or pathway that is different from the original strategy (McLennan, Ruhanen, Ritchie & Pham, 2012). Therefore, the concept of transformation in resilience theory needs to be examined before being applied in a destination. In the following section, the characteristics of transformation will be discussed.

Characteristics of transformation

How likely is it that a system can break the dilemma and transform into a new and desirable one? Like the relationship between adaptive capacity and resilience, the transformability of a system can be usefully evaluated. Transformability is a term defined as:

the capacity to create a fundamentally new system when ecological, economic, or social (including political) conditions make the existing system untenable. Transformability means defining and creating new stability landscapes by introducing new components and ways of making a living, thereby changing the state variables, and often the scale, that defines the system. (Walker et al., 2004, p. 3)

With a high transformability, a system is more likely to change itself before it is stuck deep in an undesirable situation. Measuring the transformability of a system is similar to measuring the resilience of the system and includes “high levels of all forms of capital, diversity in landscapes and seascapes and of institutions, actor groups, and networks, learning platforms, collective action, and support from higher scales in the governance structure” (Folke et al., 2010, p. 5). In other words, like resilience, self-organisation is also a crucial aspect to determine the transformability of a system. Thus, a strong social network (social capital) within a system contributes to a high transformability of the system.

With the previous discussion of resilience in Section 2.2.2, transformation still relates to the level of resilience or adaptive capacity of a system. When a resilient socio-ecological system experiences an inevitable transformation, its resilience allows it to hold components for renewal and reorganisation (Folke et al., 2002). It means that a resilient system does not have to sacrifice all its systematic features to embrace new ones, meaning a sustainable development of the system is possible. However, sometimes a system can be locked in a resilient but undesirable situation (Berkes & Ross, 2013; Walker et al., 2004).

While the question of what affects the process of a systematic transformation has been addressed, another question is raised: how is a transformation initiated in a system? As the transformation process of a system is triggered by either external disturbances or internal dilemma, or even both, it can be started either deliberately or forcedly, depending on the transformability of the system (Folke

et al., 2010). A deliberate transformational change usually starts at a small scale because it is too costly and risky to implement such a transformation on a larger scale (Folke et al., 2010). A large-scale transformative change may occur by gaining experience from the transformation at the local level; this is described as a learning process. By changing at the local level first, the broader area can gain experience through the learning process and gradually transform the whole area. Towards the end of the local transformation, those actors and stakeholders may bridge the local to a larger social-ecological scale, which can then facilitate the process of a large-scale transformation (Olsson, Folke & Hahn, 2004). In other words, it generates a bottom-up effect. Thus, the effect of stakeholder communication and collaboration is crucial during a deliberate transformation process.

Another type of transformation is forced transformation, which is usually a top-down process. It means that forced transformation usually occurs on a larger scale, with effects higher than the effects of a small-scale system (Folke et al., 2010). For example, the rising sea level caused by climate change drives coastal nations and communities to have geopolitical feedback on the situation. Some may attempt to prevent the situation from getting worse by decreasing their greenhouse gas emissions, while others may choose to retreat to a high altitude or inland area. In this example, the first way is trying to absorb the impacts and keep the fundamental system structure and the second one is shifting from the current system to a new one to avoid the impact. However, the transformation in a small-scale system with a high transformability can be initiated deliberately as the consequence of forced transformations occurring on larger scales (Folke et al., 2010). For example, with the global climate change issue, some communities, regions or nations have deliberately started decreasing their carbon emissions to cope with the situation. Therefore, different types of transformation can occur on multi-scales in the same period under the same pressure.

These are some general concepts of resilience and transformation. As the focus of this research is a disaster and tourist destination, applying them to a tourism setting is necessary. The next section will connect the resilience theory to tourism and discuss the role of transformation in the setting of post-disaster tourism.

2.2.4 Connecting resilience to tourism

As tourist destinations and tourists are often exposed to disasters, resilience has been explored as a theoretical framework for discussion of tourism destinations' strategies to cope with the consequence of disasters (Farrell & Twining-Ward, 2004; Faulkner, 2001; Hall, Orayag & Amore, 2018; Lew & Cheer, 2017). Resilience is often carefully incorporated into discussion of disaster management; however, the resilience-related research in tourism has focused on case studies rather than theoretical construction. There are multiple approaches to applying resilience to tourism, for example, to research disaster impacts in destinations by linking resilience and vulnerability of a destination (Biggs, 2011; Calgaro & Lloyd, 2008; Larsen, Calgaro & Thomalla, 2011; Veeken et al., 2015); to analyse resilience of tourism businesses or destinations to cope with a disaster scenario (Becken, 2013; Biggs, Hall & Stoeckl, 2012; Cradock-Henry, Fountain & Buelow, 2018; Fountain & Cradock-Henry, 2019; Xu, Chen & Dai, 2017); and community resilience in a tourism setting (Burns, 2017; Herrschner & Honey, 2017; Miller, 2017; Ruiz-Ballesteros, 2010). As a complex system, a destination is constructed by various internal and external agents, such as community/communities, residents, tourism organisations, tourists, authorities, and the ecosystem. Based on the literature, the concept of destination resilience has been identified with multiple dimensions: ecological, socio-ecological, social-political, urban, organisational, community, and individual (Hall, Prayag & Amore, 2018). Thus, the application of resilience in tourism varies depending on the destinations and events.

Additionally, as per the previous discussion, a disaster is discussed more often at an enterprise level in a tourism context than at the destination level or the impact of disasters on the local ecosystem and the operation of the social system (Faulkner, 2001; Glaesser, 2003; Laws, Prideaux & Chon, 2007; Ritchie, 2004, 2009). For a business organisation, a disaster may lead to a negative outcome, but the potential for positive influence also exists (Faulkner, 2001). When a business faces a potential shock from natural disasters, a sound perception of disaster and management plans is necessary for the business to survive the hazard in the long term. According to the research on reef tourism enterprises in Phuket, Thailand (Biggs, Hall and Stoeckl, 2012), private sectors (i.e., self-actualisation and business conditions) and external sectors (i.e., community support and government policy) served as indicators

to help businesses handle and overcome unpredictable disasters. Thus, the organisational resilience of local tourism businesses and the community resilience of the destination are connected.

Following discussion of disaster management and different definitions of resilience in a tourism context, the next focus of this section is how to fill and build resilience in a tourist destination. Within the discussion of disaster recovery and resilience building, social capital is one of the critical factors (Aldrich, 2012). According to the vulnerability framework (Turner et al., 2003), three stages are included in the resilience-building process: *coping*, *impact*, and *adjustment and adaptation*. They cover the period from pre-disaster to post-disaster. Based on this framework, Calgaro and Lloyd (2008) investigated the case of the tourism community in Khao Lak, Thailand and the effects of the 2004 Indian Ocean Tsunami, and they described social capital as the key component of community resilience based on two elements. The first element is *governmental support*, which includes financial assistance, destination planning, and emergency warning and evacuation policies. On the one hand, for the short-term damage by a natural disaster, the researchers concluded that the government should assist the local tourism industry in rebuilding facilities and public infrastructures for physical recovery. On the other hand, the long-term damage to destination image by natural disasters needs to be changed by an efficient strategy (Mair et al., 2016).

The second part is *self-organisation*. Stakeholders can be a crucial element of post-disaster recovery and resilience building (Larsen et al., 2011). The cooperation among different local sectors aiming to improve the destination system is vital to enhance the resilience of a community. A robust local representation to deal with a disaster or crisis will be shown in a self-organised community. For example, Shiretoko in Japan was transformed from an important fishery site to a UNESCO World Heritage Site in order to mitigate the negative ecological effect of human activities and global climate change (Vlachopoulou & Makino, 2017). The local stakeholders worked together to design acceptable management plans for both the fishery and tourism industries, which have rapidly expanded since the nomination of the region as a World Heritage Site. They also implemented local regulations for the site since there is no such legislation at the national level. During the process of transformation of

Shiretoko, the collaboration and decision making with different local stakeholders were the key to achieving success.

The power distribution and opportunities among stakeholders and the government may not be equal (Susskind, Wansem & Ciccarelli, 2000). However, a stakeholder who has more power than others can lead the development and decisions of the post-disaster strategy (Dovers & Handmer, 1992). This means that the outcome of the tourism recovery plan may be centralised to the influential stakeholders, while the benefits for small stakeholders may be neglected. For example, Lijiang city in Yunnan Province, which is a famous multi-ethnic destination among Chinese tourists, has faced a problem where the local tourism industry started being taken over by external investors (Li, 2018). With their stronger financial and social appearance, the external investors have improved the local tourism but also encroached on the opportunities for the local ethnic groups. As a result, local tourism development has become imbalanced, which may have harmed community resilience since it potentially decreases the social network and a sense of belonging in the community. Furthermore, self-organisation requires coordination among different organisations; existing competition and rivalry can be an obstacle to cooperation (Comfort, 1990; Kouzmin, Jarman & Rosenthal, 1995). However, with insufficient resources under emergency conditions, different agencies are often forced to coordinate with others to overcome the difficulties during the emerging situation and in the aftermath of disasters (Granot, 1997), meaning that a disaster could be a chance to increase the communication and collective development of a community.

As the critical components of a tourist destination, tourism businesses and organisations are being widely researched in resilience studies. For a resilient business or enterprise, effectively applying their resources is necessary to survive catastrophes (Biggs et al., 2012; Biggs, Hicks, Cinner & Hall, 2015). For example, the Winnie Bagoes pizza restaurant in Christchurch has successfully survived through the impact of the 2011 Christchurch earthquake by increasing employee wellbeing and creating a network with customers and suppliers (Hall et al., 2018). In their case, they moved all the staff from the closed branch in the disaster area to a new one, which helped them to regain financial capital; the

improvement in employee wellbeing and the positive business culture increased the effect of human capital; the establishment of a social network with customers, suppliers and the community enhanced the social capital of the business. Thus, the work on these factors has strengthened its organisational resilience and contributed to a successful recovery from the earthquake.

The concept of resilience has been applied in diverse types of natural disaster events and locations, such as the destinations in Thailand after the 2004 Indian Ocean tsunami (Calgaro & Lloyd, 2008); Matsushima, Japan, after the 2011 Great East Japan Earthquake (Nguyen, Imamura & Iuchi, 2017); earthquake threats in New Zealand's Southern Alps (Orchiston, 2013); and the combination of economic conflict, climate change and natural hazard threats in the Franz Josef and Fox Glacier townships (Espiner & Becken, 2014). According to the post-disaster recovery research, however, the nature of the tourism industry in these cases has not dramatically changed, but has rather kept the current system or adapted to new conditions. For example, the lodging industry in Matsushima has self-engaged in the community disaster management plan since the 2011 Great East Japan Earthquake (Nguyen, Imamura & Iuchi, 2017). It increased the resilience of the community by creating social networks and resource engagement, but the local economy structure has not been changed. In other words, the community is learning from the previous experience and other destinations to strengthen the current system structure for future risks. Therefore, the tourism product and branding in the destinations and the characteristics of tourists have not been sharply and significantly altered as the result of natural disasters. Similarly, in the existing literature, it is hard to find a case in the tourism industry where a destination has entirely transformed itself. With the close relationship between adaptation and transformation, it is difficult to determine whether a destination is adapting to disturbance or transforming itself to avoid disturbance. Therefore, based on numerous studies on transformation theory, there are four key dimensions of transformation that have been primarily discussed: time, space, structure and institutions (McLennan et al., 2012). These dimensions include various research themes of a destination's transformation, from physical (time and space) aspects to socio-ecological (structure and institutions) aspects. They are all critical research angles for

understanding transformation; however, the socio-ecological aspects better cover the interests of this research, which focuses on the community response to the disaster impacts.

The structure dimension within transformation theory discusses the economic composition of a destination and its effect on the place. Different tourism destinations have various economic structures, which shape the involvement and development of tourism in the destination in different ways (Dwyer, Forsyth, & Spurr, 2004). Therefore, the strategy of tourism development can be varied in different destinations. In some cases, a destination especially a small-scale one can be developed into a bigger tourism system, such as a cluster network, which means that small businesses have been linked with each other to create a large economic body (McLennan et al., 2012). It is an effective way to bring different stakeholders together to minimise internal competitions and create more significant benefits for the whole community. In Pavlovich's (2003) case study of Waitomo Cave, New Zealand, the destination has evolved from a single attraction to a multicentre destination. Pavlovich emphasises the importance of cluster networks in tourism destination and the industry, which "are constructed from multiple supplier activities crossing many types of businesses and sectors" (2003, p. 215). In a post-disaster setting, the building of the resilience of a destination is closely connected to the collective actions of local stakeholders (see Section 2.2.2). Therefore, when a destination transforms and develops a network which connects different sectors in a region, it could become more resilient as the network increases the accessibility of resources.

On the other hand, according to Mantzavinos, North and Shariq (2004), institutions are defined as the collective rule to organise and manage human interactions among societies and communities. They include formal (e.g., statute and common laws, government regulations, business or industry norms) and informal (e.g., moral rules, social norms, cultural beliefs) rules to regulate the social system. In a tourism setting, informal rules like community norms and tourist behaviour are crucial to the local tourism development when the development is connected to the local community. Yamamura (2015) introduced an anime tourism case, *Ichigo Mashimaro*, whose story was set in Hamamatsu city, Shizuoka Prefecture in Japan. After the broadcast of the anime in 2005, fans started to visit the

destination. However, due to inappropriate behaviour of a fan around the local school which appears in the anime, anime fans have been told to refrain from those behaviours because the residents had been disturbed. In this case, the community norms shaped the community response to the new tourism and tourists. As a result, the change of local tourism industry has been restricted, which decreased the opportunity of transformation in local tourism system.

2.3 Chapter summary

As a social activity, tourism is closely connected to communities. When a disaster occurs in a destination, it often brings severe effects to the community, such as physical damage and a decrease in tourist numbers. Disaster response and recovery is therefore an important topic in academic research in tourism and has been discussed with respect to various research themes. The themes include different stages of a disaster, from preparation before a disaster to long-term recovery after a disaster. In these stages, recovering from a disaster is crucial to a destination, which needs not only to fix the physical damage in the short term but also to rebuild its reputation and brand in the long term.

In the recovery process, resilience – as the ability of a system to recover from a disaster – is used to inform various strategies that different systems applied. As a socio-ecological system, a tourist destination is built and operated under the influence from different aspects. Thus, the resilience of a destination is also shaped by various social, economic and environmental factors. On the other hand, as an important unit in a tourism system, tourism businesses and organisations are also affected by a disaster. To successfully recover from a disaster, a business organisation – like a broader system such as a destination community – needs to be resilient in terms of different types of resources it owns. With a high level of resilience, a system can cope with disturbances more effectively without changing its fundamental structure. In a disaster setting, a system can absorb the impact or slightly change itself to adapt to the new situation. However, when the disturbances from the disaster are too significant to be absorbed or to cope with, a system may collapse due to the impact and re-form into a new system – that is, a transformation of a system. Unlike adaptation, the transformation makes an entirely new resilient system based on the resources of the previous system. However, the process and outcome of

systematic transformation can be reversed, as the transferred system may fall back to the old system in some situations.

After outlining the resilience thinking and transformation concept in a tourism setting, the next step is to apply these theories to the case study of this research. However, in the case study destination, since the disaster, the tourism industry in Oarai is highly involved in the anime tourism products of Garupan, an alternative tourism product and a key method in the local post-disaster recovery process. Thus, the next chapter will introduce the background of Oarai, anime tourism in general, and the history of developing Garupan tourism in Oarai.

Chapter 3

Context

3.1 Introduction

This chapter introduces the background of the case study, which relates to anime tourism, coastal destination, natural disaster and destination recovery. Section 3.2 provides the background to the destination Oarai, followed by the details of the impacts of the Great East Japan Earthquake in the destination in 2011. Before introducing the history and details of developing Garupan tourism in Oarai, the brief context and background of anime tourism and its development in Japan will be introduced.

3.2 The destination, Oarai

Oarai is a small coastal town established in 1954. It follows the central coastline of Ibaraki Prefecture, which is about 100 km northeast of Tokyo (Figure 3.1). The total area of Oarai is 23.74 km², and the population was 17,071 in April 2018 (Oarai Town Office, 2018). Since 2005, the local population has continuously decreased, and population ageing has become an issue for the community because the number of elders (age 65 and above) is continuously increasing while both the working-age population (age 15–64) and youth population (under age 15) are gradually declining (Oarai Town Office, 2015).

Before the disaster, the economy of Oarai town was mainly based on fishing and agriculture, 3S tourism and hospitality, and nuclear technology support (Oarai Town Office, 2012). In the local fishery and agriculture industry, the secondary sector, such as fish processing, was significant. Thus, businesses related to seafood is an important sector in the local tourism industry, and includes seafood restaurants, hotels and *ryokans* (Japanese-style accommodation, which usually offers the Japanese-style dinner and breakfast, called *washoku* (Kashiwaya Magazine, 2014)), and seafood and fish product retail stores. During the winter season, the catching and cooking of anglerfish is a specific attraction in Oarai.

The community therefore faced two issues before the disaster. The first one was the change of the local economic structure, which was shifting from primary and secondary industries to tertiary industry and had started a long time before the disaster. The second one was the population ageing issue, that is, the lack of younger generation, especially in the primary and secondary industries, which was resulting in a transition of the local economic structure due to a lack of labourers and employees. Thus, the local development was facing multiple risks before the disaster in 2011. In a document from the Prefectural Government (2017), the shift in the proportion of the whole prefectural employment from the primary and secondary industries to the tertiary industry before the disaster was already evident. However, the earthquake and tsunami profoundly affected the local fishery industry of Oarai (Oarai Town Office, 2011). Also, with the population ageing issue, the total number of employed persons was decreasing, and the local fishery and agriculture industries were declining sharply due to the lack of younger residents to take over family businesses (Oarai Town Office, 2015).

With its developed seaside tourism attractions and facilities, Oarai is a popular coastal destination in the Ibaraki Prefecture. In 2010, 37.2% of all 3S tourists to the Ibaraki Prefecture came to Oarai Beach (Ibaraki Tourism and Local Products Division, 2011). However, due to the lack of tourism attractiveness in the whole Ibaraki Prefecture, the scale of local tourism was limited compared with popular tourist areas in Japan (The Nikkei, 2017). The main local tourism spots were Aqua World (Ibaraki Prefectural Oarai Aquarium), the Marine Tower, Oarai bathing beach, and Oarai Isosaki Shrine (Ibaraki Prefectural Tourism & Local Products Association, n.d.), as shown in Figure 3.2. Compared with other popular tourist destinations in Japan, they are quite ordinary tourism attractions. According to Ibaraki Tourism and Local Products Division (2011), about 79% of the total visitor number to Oarai before the disaster in 2011 were repeat day trip tourists, which was a similar percentage of the whole Ibaraki area (84%).



Figure 3.1 The location of Oarai (the bigger map shows the location from a wider view; the smaller map shows the location from a regional view, the rose-red area is Oarai)

In the annual prefectural GDP report (Ibaraki Prefectural Government, 2018), the economic value of the tourism-related industry (hospitality and retail) stood at approximately 29% of the total GDP in Oarai in 2016. The ferry line between Oarai and Tomakomai, Hokkaido, is a famous way to travel to Hokkaido with vehicles via the waterway (Rayclear55, 2019). Before 1999, the ferry line started from Tokyo, briefly stopped in Oarai and headed to Tomakomai (Megumi, 2018). Since then, the departure of the ferry line changed to Oarai, which attracted more tourists and passengers to the destination. However, the earthquake in 2011 heavily influenced and changed the small coastal town.



Image removed for Copyright compliance

Source: happy-go-lucky (Aqua World), Shupure news (the Marine tower); the author (the beach and shrine)

Figure 3.2 Oarai bathing beach (top left), the seaside torii of Oarai Isosaki Shrine (top right), the Marine tower (bottom left), and Aqua World (bottom right).

3.3 The 2011 Great East Japan Earthquake

On 11 March 2011, a magnitude 9.1 earthquake occurred 70 km east of the Oshika Peninsula of Tohoku, Japan and a follow-up tsunami hit the coast area of east Tohoku (The United States Geological Survey, 2011). It was the fourth largest earthquake in the world since 1900 (CBS News, 2011). In Oarai, they suffered from a magnitude 5.0 earthquake and five tsunami waves, with the highest wave about 4.9 m high (Oarai Town Office, 2015). During the disaster, there was one dead and six injured in Oarai town and about 2,000 properties damaged to different levels. More than 3,000 people were evacuated to 17 evacuation facilities. According to a disaster report on Oarai (Tamura, Ito & Haraguchi, 2011), the disaster caused much physical damage to the town (Figure 3.3). Being pounded by the five tsunamis, the coastal area was swamped. When the tsunami stopped, the coastal side of the town, included part of Magarimatsu shopping district, was flooded with the highest level being 1.3 m (Oarai Town Office, 2011). With an effective warning system, the number of casualties was kept to a minimum (Oarai Town Office, 2011; Tabe, 2012). After the disaster, with support from the nearby Self-Defense Forces' base,

victims were provided with food and water and a town clean-up occurred (Oarai Town Office, 2011). Further, inspections were conducted and financial support from central governmental agencies was provided, such as the subsidy programme for reconstruction after the 2011 earthquake and tsunami (Reconstruction Agency, 2016).

Image removed for Copyright compliance

Source: Oarai Town Office

Figure 3.3 The damage of the 2011 tsunami in Oarai (Top: Oarai Council building area; Bottom: Oarai Port and fishery area)

Because Oarai was a natural resource–dependent destination, the disaster caused severe damage to its economy. According to the Ibaraki prefectural report (2013), the damage of the tsunami on the prefectural fishery industry was immense (about 1.4 billion USD). Besides this massive economic effect, the disaster also affected the destination in different ways over time. When the disaster had finished, there was mainly physical damage to local buildings and the facilities of Oarai, which heavily affected

the economy of the town. For example, the damage to fishing vessels and facilities during the tsunami caused a considerable obstacle to the local fishery business (Ibaraki Prefectural Government, 2013). As there are many small family-owned fishery businesses, they found it difficult to recover from the disaster damage quickly and completely. According to the opinions of some locals, the cost of repairing or exchanging fishing vessels was high so that some local fishery business could not afford it. When the high cost combined with the issue of lacking young generation to take over, these small businesses were forced to quit the industry and find new opportunities.

The local secondary industry, the fish processing industry, was also affected by the disaster for two reasons. The first one was the damage to equipment during the disaster; an immediate physical impact of the disaster. The second reason was the nuclear leakage crisis in Fukushima, which was not an immediate impact but an effect which began a short time after the disaster. Oarai is located 132 km south of the damaged nuclear power plant on the same coastline. The radiation risk affected the Oarai fish processing industry in two ways. Firstly, the decline of ingredients provided from the Sendai area due to the radiation had decreased the production of fish products in Oarai. Secondly, because of the reputation risk from the nuclear leakage in Fukushima and the later accident at the Oarai Nuclear Research and Development Centre (Japan Atomic Energy Agency, 2017), the reputation of local fish processing industry had also been affected.

Besides the fishery and related industries, the local tourism industry was also seriously affected. According to the annual Ibaraki tourism report (Ibaraki Tourism and Local Products Division, 2012), the number of 3S tourists in Oarai in 2011 dropped by approximately 78% compared to 2010. Akira Osato (Garupan data collecting crews, 2014), who is the seventh-generation owner of a century-old historical hotel in Oarai town, said that most of the reservations for his hotel for the rest of 2011 were cancelled after the disaster, and it was empty in June, the start of peak tourism season in Oarai, due to the rumour of nuclear leakage. It slowly recovered at the end of 2011 and got back to about 70% of the normal summer figure in the summer of 2012. Therefore, the negative effect of the disaster in the

short term was massive and threatened the economy of Oarai town (Garupan data collecting crews, 2014).

In Japan, the comprehensive national disaster management and recovery policies (e.g., Disaster Relief Act) supported the disaster areas from emergency response to the infrastructure rebuild, and provided financial support and recovery process management (The Cabinet Office, Government of Japan, 2015; Oarai Town Office, 2011). It helped the disaster area to recover the damaged infrastructure and facilities relatively quickly (Figure 3.4). However, besides the support for physical damage recovery, the intangible impacts of the disaster on the destination was a key issue. It was urgent, due to the disaster damage, to recover the local tourism industry, and it provided an opportunity for the local tourism industry to seek and develop new tourism products in the aftermath of the disaster. For Oarai, the industry chose anime tourism, an alternative product from popular culture, as the possible solution for the predicament. The next section will explore the concept of anime tourism.

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Source: NEXCO EAST

Figure 3.4 The recovery of Joban Expressway in Ibaraki Prefecture after the disaster (Top: Photographed on March 11, 2011; Bottom: Photographed on March 17, 2011)

3.4 Popular culture and tourism

Following the discussion of tourism disaster, recovery and adaptation/transformation in Chapter Two, this section will discuss the theoretical aspects of popular culture tourism. In the context of the current study, anime tourism, which is a subset of popular culture tourism, has replaced 3S tourism as part of the recovery outcome in the case study; therefore it is valuable to discuss this form of tourism, first by briefly introducing the concept of popular culture, especially anime in the tourism context, before introducing the characteristics of anime tourism based on popular culture.

3.4.1 Characteristics of popular culture tourism

Having been first developed for the wealthy classes, tourism, historically, used to be a product of high culture. Since Thomas Cook introduced mass tourism into the industry in the 19th century, the working class and more popular culture attractions became more visible in the tourism industry. Thus, tourism is closely connected with human society, being described as a “sociocultural event for the traveller and the host” (Murphy, 1985, p. 117). As human culture changes, so too does tourism. Recently, more tourism products related to popular culture have been developed, such as film tourism (Beeton, 2005; Seaton, 2015), music tourism (Saldanha, 2002), and anime/otaku tourism (Seaton & Yamamura, 2015). Popular culture tourism has been researched globally, with instances in various countries including, for example, the movies *Lord of the Rings* and *The Hobbit* in New Zealand (Buchmann, Moore, & Fisher, 2010); music festivals in various destinations in Australia (Gibson & Connell, 2012); and the anime *Lucky Star* in Washimiya, Japan (Yamamura, 2015). Thus, popular culture tourism can be developed and promoted to different destinations with diverse cultural backgrounds. As the case study of this research is involved with anime tourism, I will mainly discuss characteristics of anime tourism.

In Japan, tourism based on popular culture is often called *contents tourism* (コンテンツツーリズム); a term originally used by the Japanese government to describe film tourism (Seaton & Yamamura, 2015). With the focus on the characters, storyline and locations of the media, contents tourism can be based on different media forms such as anime, comics, novels, dramas and video games. According to Urry and Larson (2011), the media creates different gazes or images, which could be real, partially real

or purely virtual, that are shown to the audiences. It inspires the audiences to visit the destinations related to the images portrayed by the media. Therefore, tourism related to anime has some similarities with other popular culture tourism forms such as film tourism. With different visual styles, the nature of anime and movies is to send messages via visual images. Also, the tourist behaviour of both tourism forms is quite similar. Couldry (2005) introduced the term “media pilgrimage” which is defined as:

Specifically journeys to points with significance in media narratives. Through media pilgrimages, not only is the abstract nature of the media production system “reembedded” in an encounter, for example, with a site of filming or a celebrity, but the significance of places “in” the media is more generally confirmed. The media pilgrimage is both a real journey across space, and an acting out in space of the constructed “distance” between “ordinary world” and “media world”. (pp. 63-64)

By making a “pilgrimage” to the destination related to the media, tourists fulfil themselves by connecting the reality to the media, for example, the tours of *Lord of Rings* and *The Hobbit* in New Zealand (Buchmann et al., 2010). It resembles the anime tourism industry with its so-called “anime pilgrimage” (聖地巡礼) (Okamoto, 2015), which is a very similar definition to “media pilgrimage”. The anime fanatics in Japan are called “otaku” (オタク) in Japanese (similar to the word “nerd” in English); thus, anime tourism is sometimes called “otaku tourism”. Being inspired by animes, fans started to visit destinations related to the contents of the animes. It could be a location, a character or simply an object (Figure 3.5). It increased the opportunity to optimise the usage of local tourism resources or even “create” attractions for anime tourism. Furthermore, anime tourism and anime pilgrimage have been put in a core position of Japanese governmental tourism strategy recently (Okamoto, 2015). Despite this interest, research focused on anime and anime tourism has only recently started, and systematic research on anime tourism is lacking (Yamamura, 2015). However, some concepts from film tourism can be applied to anime tourism too, because of their similar styles.

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Source: Tabi Channel (top left); Mizushima & Mr Mussel Stew (top right); the author (bottom)

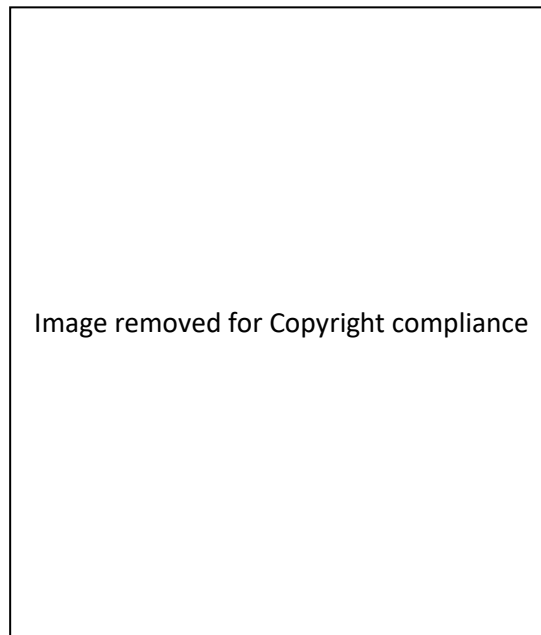
Figure 3.5 Examples of “anime pilgrimage”: location-based (top left), object-based (top right), and character-based (bottom).

There are many types of films being made globally, which create different contents and target diverse audiences. With their different natures, film tourism products are also developed differently. Referring to this, Beeton (2005) identified six basic types of film tourism forms with subset under each type (see Table 3.1). Although the forms of film tourism have been classified into diverse types, there are some overlaps among these forms, such as the commercial day tour to Mt Sunday, the site of Edoras city in the *Lord of the Rings* world, which can be combined with a film pilgrimage and part of a holiday. As a film-like arts representation, tourism products in film tourism could also be observed in the anime industry. For example, the Ghibli Museum in Tokyo is a constructed anime tourism attraction for the Ghibli studio, which is a commercial anime tourism experience for tourists. However, due to the distinctive art style, the images appearing in animes are different from the realistic shooting in films.

Thus, the way of representing information and message in anime is also different from that in films, which may create a different impression on the audiences (see Figure 3.6).

Table 3.1 Forms and characteristics of film tourism, adapted from Beeton (2005), pp. 10-11

<i>Form</i>	<i>Characteristic</i>	<i>Example</i>
<i>On-Location</i>		
Film tourism as a primary travel motivator	The film site is an attraction in its own right – strong enough to motivate visitation	Isle of Mull (<i>Balamory</i>)
Film tourism as part of a holiday	Visiting film locations (or studios) as an activity within a large holiday	
Film tourism pilgrimage	Visiting the sites to pay homage to the film, and re-enactments can be observed	Doune Castle (<i>Monty Python</i>); <i>Lord of the Rings</i> sites
<i>Commercial</i>		
Constructed film tourism attraction	An attraction constructed after the filming purely to attract/serve tourists	Heartbeat Experience (Whitby, UK)
Film/movie tours	Tours developed to various film locations	On-Location Tours
Guided tours at specific on-location set	Tours of specific sites, often on private land	Hobbiton



Source: npstoronto, (n.d.) (top); DestinationCAN, (2017, Sep 23) (bottom)

Figure 3.6 Toronto tourism promotion in anime style compared to the original site

On the other hand, some popular culture contents are one-off or short programmes such as movies and short anime series. Unlike the long-term TV series, they have a limited period of broadcast and may have less influence on tourism than long-running programmes. However, according to the research on twelve movie tourist destinations (Riley, Baker & Doren, 1998), the effects of movie tourism can last for at least four years and visitation can increase between 40% and 50% in some destinations. The authors concluded that the effects of movie tourism could last longer at some sites than other locations which were not identifiable or accessible. Thus, a very important factor for a film tourism destination is still the attractions, facilities and promotion. Without a clear identifiable

attraction related to popular culture contents, it is difficult to draw the attention of, and create motivation for, fans and tourists.

Besides the lifecycle of popular culture tourism, the level of tourism effects on a destination can vary significantly. As discussed in the last paragraph, if the connection between location and popular culture contents is not clear, popular culture tourism may not be developed well in the destination. However, by designing and marketing the destination, a place could still be developed as a popular culture tourist destination, such as the small town of Whitby in Yorkshire, England. As a fishing and 3S destination traditionally, Whitby rebranded and promoted itself as a “spooky” town related to the famous fictional character Dracula by using local heritage resources when traditional tourism faced the issue of changing tourist structure (Spracklen & Spracklen, 2014). With the development of the Whitby Goth Weekend music festival, first held in 1994, the brand of a “Goth” town is appearing and attracting more and different groups of tourists to the destination (Spracklen & Spracklen, 2012). The case of Whitby shows the effects of popular culture on the local identification and marketing brand. Similarly, in Parkes, Australia, the local destination brand has been transformed from a small agricultural town to “Elvis-town” in association the singer Elvis Presley, through Elvis-themed festivals, although Elvis had no association with the town (Brennan-Horley, Connell & Gibson, 2007). During the process of generating tourism, coordination among stakeholders and regional support is the key to achieve success (Gibson & Connell, 2016). In the context of Oarai, anime tourism was developed in response to the natural disaster. Thus, the next section will narrow the topic to anime tourism in Japan.

3.4.2 Anime tourism in Japan

Anime (アニメ) is the name for Japanese animated films (Cambridge Dictionary, n.d.). In Japan, anime is taking on an important role in the Japanese national development strategy and the media market (Okamoto, 2015). According to the annual report of the Association of Japanese Animations (2016), “Japanese Animation industry expands continuously, recording growth for six consecutive years and the highest revenues for three consecutive years” (p. 3). With the growing industry, there is an increasing number of animes being produced. In other words, the influence of anime is becoming one

of the main aspects of Japanese culture. Although this influence is still quite limited to Japan and Eastern Asia, some famous anime movies broadcast internationally and anime pilgrimage information is increasingly provided to fans from Western countries (Nakamine, 2017).

At the destination level, the development of anime tourism is closely related to stakeholders in the industry. To discuss those key players in anime tourism, Yamamura (2015) developed a model to describe their relationships. However, as there is a similarity between anime tourism and film tourism, more elements may be added to the model. Based on Heitmann's (2010) stakeholder groups in film tourism, an adapted model is shown in Figure 3.7. In the model, there are several roles in the production and practice of anime tourism, each with a different function. Nonetheless, the sectors and roles inside the network often overlap with each other. For example, an owner of a tourism business in one destination may also be involved in the local destination decision-making process. This individual will fall into both the tourism business and Destination Management Organisation (DMO) categories, but they can still function in the two roles simultaneously.

This section will mainly discuss four of the roles: *copyright holders*, *DMOs*, *community*, and *fans/tourists*. The *copyright holder* is the person who makes the final decision on the form of anime tourism in a place. *DMO* is the group that shapes the destination to an ideal place for tourists. *Community* is the platform where the anime tourism is developed, managed and consumed. *Fans/tourists* are the consumers of anime tourism. Tourism businesses can fall into either the DMO or community groups. Also, in this research, the focus at the community level will be the local business. Thus, the later discussion about *community* factors will be focused on the *business community*.

Copyright Holders

The copyright holder here is mainly involved in the production of anime content based on the resources that the destination provides. However, due to the large number of adaptations of novels and manga in animes, the copyright holder is not always the anime production company. In film tourism development, the film production company will need to be involved in the destination tourism

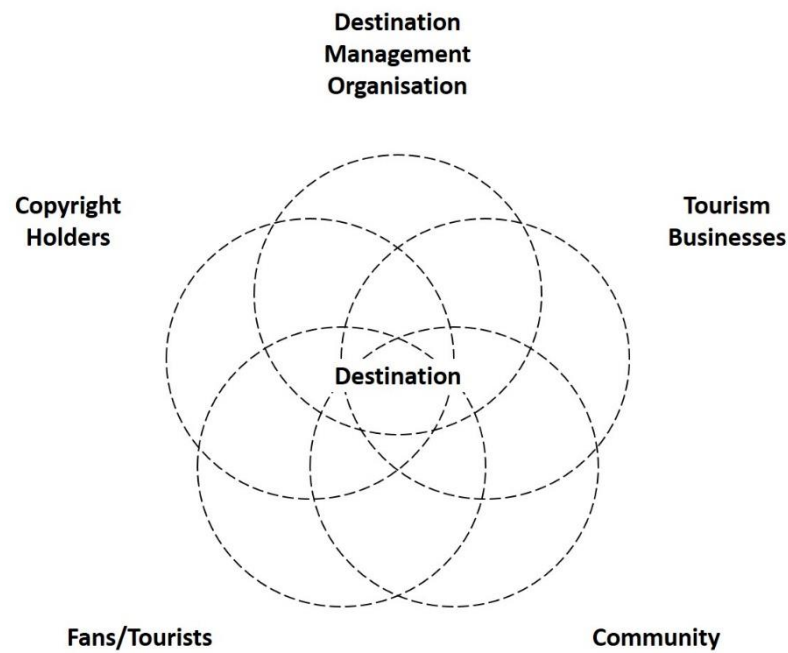


Figure 3.7 The model of stakeholders in anime tourism.

development strategy to make the film tourism development successful (Heitmann, 2010). For a film tourism development strategy, different film production companies may have different attitudes towards the strategy, which can be positive or negative. Normally, the negative attitude can lead film tourism development to fail in two ways: by the film production companies making destination images that differ from locals' expectation, and by the copyright holder lacking the enthusiasm to be involved in the tourism strategy (Beeton, 2005). It is the same in the anime tourism industry. For example, a poor relationship between the copyright holder of the anime *Higurashi when they cry* and the locals in the filming location, Shirakawa village in Gifu Prefecture, which is one of the UNESCO's World Heritage Sites, limited the opportunity to develop anime tourism in the destination (Kanda, 2012). This anime was set at Shirakawa village but had a murder mystery story and gory images. It made the locals uncomfortable, as they thought it was a negative image of their community, especially as the village was a globally famous destination. On the other hand, there are some cases in anime tourism where the copyright holder may not be interested in being involved in tourism strategy. However, it is slightly different from film tourism because the post-broadcasting anime themed activities and souvenir sales need to be approved by the copyright holder. In other words, even if the anime attracts fans to visit

the destination, the locals can do very little without the approval of the copyright holder. For example, the failed negotiation between the local community at Toyosato town, Shiga Prefecture and the copyright holder of the anime of *K-ON* has limited the development of anime tourism in Toyosato (Okamoto, 2012). Thus, the role of the copyright holder in the anime tourism system are extremely important and dominant.

Destination Management Organisations (DMOs)

Destination Management Organisations are crucial players in different types of tourism. They have power in the destination decision-making process at different scales of destination, which can be at small local community level or at the national tourism level (Blain, Levy & Ritchie, 2005). However, in the film tourism system, DMOs may have less power than in other tourism systems, because they cannot control or influence the contents and production process of films in some cases, which is important for the destination that aims to develop film tourism (Heitmann, 2010). Similarly, DMOs in the anime tourism system are in the same situation. In the case of anime *Higurashi when they cry* and Shirakawa village discussed in the last section, the story and images of the anime that offended some locals could not be changed by the DMO before it was broadcast. Some anime tourism even happens without the locals' knowledge, such as the very beginning of the anime *Lucky Star* pilgrimage by fans in Washimiya (Yamamura, 2015). In the first stage, fans started to visit the town by themselves and the local authorities did not know the reason for this tourism. A few weeks later, an anonymous online inquiry, worried about the local security with an increasing number of fans in Washimiya, posted to the council, which drew the attention of the local authority and DMO. Therefore, they started to negotiate with the copyright holder for approval to use copyright items. With the approval, the locals started to interact with anime fans and then to organise anime tourism-related activities. In this case, there was no specific tourism strategy in advance, according to the DMO, to cope with the potential anime fans visiting their place. However, the importance of DMO in the middle to late stage of anime tourism cannot be neglected. Like film tourism, anime tourism can be an effective way to promote a destination by the DMOs. For example, the heritage tourism in Shiroishi city, Japan, was revitalised through cooperation with video game and anime series *Sengoku Basara* (Yamamura, 2015).

Capitalising on the appearance of famous local historical people in *Sengoku Basara*, Shiroishi city promoted the local historical locations and created related events to attract fans. This promotion has had a positive effect on the destination.

On the other hand, due to the overlap between tourism businesses and DMOs, sometimes a tourism business can also serve the function as a DMO at the same time. According to Okamoto (2015), fans normally search for anime pilgrimage information after they watched an anime, and the information can come from two sources: tourism businesses/organisations and local community residents. In the tourism businesses/organisations category, which includes tourism agencies, hotels, restaurants, government agencies, newspaper/magazine or local shops, the anime pilgrimage information is provided in forms of books, magazines and booklets, which can be distributed widely (Figure 3.8). These businesses and organisations may be in different scales of development, but they have a very positive effect on anime tourism in general as they are the main source for anime pilgrimage information, especially with foreign language support, which could engage fans globally (Figure 3.9).

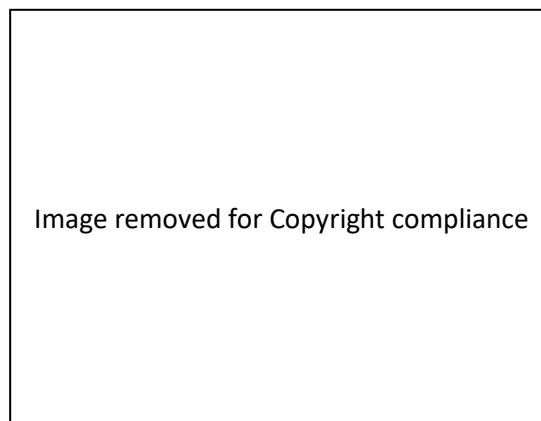


Figure 3.8 The booklets of anime pilgrimage information in Japan



Figure 3.9 The Japanese-based website that contains information in English about anime pilgrimage spots across Japan

Business Community

As a hospitality provider, the tourism business community is directly influenced by anime tourism. The experience that fans want to gain also comes from the business community, such as local stores and hospitality businesses. On the other hand, by continuously interacting with tourists, the business community in a destination will have impacts from visitors over a long period. Moreover, there are not only economic effects that anime tourism will bring to businesses but also sociocultural and environmental impacts. With a positive host–guest relationship, these impacts can be positive to the destination. However, if the host–guest relationship turns negative, this alternative tourism form can be unsustainable by losing support from the local business community (Inbakaran & Jackson, 2003). Based on Doxey’s Irritation Index Model (1975, cited in Zhang, Inbakaran & Jackson, 2006), the host–guest relationship gradually turns negative following the increase of visitor numbers in the destination. When the relationship becomes negative, the development of local tourism could be discouraged or could stop. Thus, appropriate destination management is the key to achieve benefits from anime tourism. In Japan, the anime/comic has been popular for decades, but anime tourism is still quite new to many destinations there.

Some destinations are not familiar with interacting with anime fans who visit their places, or the attractions from anime are not usually considered tourist spots such as schools and farms. For example, the conflict between *Silver Spoon* fans and the Hokkaido farm landlords' interests could lead a potential anime tourism development to fail (Yamamura, 2015). Some landlords were afraid that fans might carry disease or disturb the livestock, and especially that some fans might trespass on their farms. However, with appropriate preparation and tourism management, it is possible to have further development. Still in the *Silver Spoon* case, some other farm owners in Hokkaido welcomed the anime fans to visit their farms in the form of farm tours (Mason, 2016). They asked the participants to make a reservation and visit on scheduled days rather than coming without notice, which fulfilled fans' desires and decreased their unmanaged activities. As a result, the tours help the public to understand the life of working in the agriculture industry and the process of producing agricultural products. Many visitors are bringing their children to the farm to learn about agriculture. Also, some high school students who are keen to start their university studies and careers in agriculture were visiting these farms to understand the industry. Not only are economic benefits achieved by the farm owners, but a positive socio-cultural effect such as an educational outcome was also made in this case.

In a tourism setting, the local DMO often plays a leadership role to guide other stakeholders including tourism businesses in a network (Gartrell, 1994; Hystad & Keller, 2008). In the network, a business is normally the basic unit to function, such as one providing hospitality and experience. Thus, the trajectory of the tourism business in a destination needs to contribute and follow the destination management and development plan.

Fans/Tourists

In terms of the tourists themselves, the motivation of anime fans who visit an anime destination is similar to that of film tourists. As discussed in Section 3.4.1, there are various reasons for fans to visit an anime destination, such as a character, an object, a part of the story, a scene in the anime, or even a value created by the anime. A recent example is an anime called *A Place Further than the Universe*, which is a story about a group of high school girls who are dreaming of exploring Antarctica with a

civilian Antarctic expedition group. Since its broadcast in January 2018, it has become one of the most popular anime series of that year, and it earned the eighth International Show of the Year award by the New York Times (Poniewozik, Hale & Lyons, 2018, December 3). After the broadcast, numerous fans expressed their interests to visit Antarctica, and a few of them were able to take a cruise to Antarctica (Figure 3.10; Grape, 2019). Therefore, the desire to make an anime pilgrimage can be fulfilled with the products of traditional tourism. However, the quality of the anime is still the key factor affecting the desire of fans to take an anime trip. Furthermore, as discussed in relation to the business community, the host–guest relationship is important to sustainable local tourism development. It also has a significant impact on tourists, as tourism is a sociocultural event that happens between host and guest (Murphy, 1985). According to previous research, a host–guest relationship is a crucial factor in affecting the tourist’s on-site behaviour and experience (Pizam, Uriely & Reichel, 2000; Prentice, Witt & Wydenbach, 1994). A positive host–guest relationship helps to create a positive experience for tourists and affects their behaviour such as their travel choices (Su & Wall, 2010). Thus, the connections between the copyright holder, the business community and fans are very close and will influence one another.

Image removed for Copyright compliance

Source: Logipara_wata (2019)

Figure 3.10 Visiting Antarctica influenced by the anime *A Place Further than the Universe*

In conclusion, anime tourism has rapidly developed in Japan quite recently. Negotiation and collective planning are necessary to develop anime tourism in a destination. Also, tourist activities from anime tourism can be highly overlapped with traditional tourist activities. However, with different tourist behaviour, a changing tourism impact from fans to the destination could be expected. The next section will briefly introduce the development of anime tourism in Oarai, the destination of this case study.

3.5 The history of *Girls und Panzer* and the development of Garupan tourism

Girls und Panzer (ガールズ&パンツァー, the abbreviation is ガルパン, Garupan) is an anime franchise created by Actas, a Japanese animation studio. It tells the story of Japanese high school girls driving WWII tanks in a national competition. The story of Garupan takes place in Oarai town, and the main fictional characters in Garupan attend Oarai High School. However, according to Kiyoshi Sugiyama, the animation producer of Garupan, the connection between Garupan and Oarai was only made when he travelled around Japan after the 2011 disaster to find a place to locate the story (Garupan data collecting crews, 2014). This section will introduce the background of the production of Garupan and the development of Garupan tourism in Oarai.

3.5.1 The story behind the Garupan production

According to Sugiyama, the purpose of filming Garupan was not for tourism and anime pilgrimage, which had already been developed in Washimiya, as discussed previously. Instead, with the anime contents, which associate two elements – high school girls and sports – the studio team decided to film Garupan in a real destination rather than a fictional one. Based on the idea, Sugiyama started location hunting, and the earthquake occurred during the process.

Sugiyama is from Ibaraki Prefecture, and he had visited Oarai with his family in the past. After the disaster, he was eager to get more information from his hometown and found that there was very little news reported about Ibaraki and Oarai. The actual damage in the whole of the Ibaraki Prefecture was larger and had a wider influence than the information reported in the media (Tamura, Ito & Haraguchi, 2011). To draw more attention from outside, Sugiyama suggested to the animation director, Tsutomu Mizushima, that the story of Garupan be set in Oarai. After driving to Oarai himself, Mizushima agreed

with the idea because the town fitted the requirement of the Garupan story: a small high school in a rural town becomes a dark horse in the competition.

After deciding on the location, the staff planned to contact the Oarai tourism division to discuss the anime production, and Youichi Sekine, the music producer of Garupan who is from Oarai, helped to contact the Oarai Chamber of Commerce. The Chamber of Commerce chief met the production staff and introduced Yoshihiko Tokiwa, the owner of the company Oarai Creative Management and restaurant Cook Fan in Mito city, Ibaraki, to them. Tokiwa was not a fan of late-night anime series but still negotiated with the studio staff (Garupan data collecting crews, 2014). After he read the script of the fourth episode, the first episode where Oarai town makes its appearance in the anime, he found it interesting and agreed to be the agent to negotiate with local businesses for the studio.

There were many obstacles at the beginning (Garupan data collecting crews, 2014). During the negotiation, Sugiyama said that it was difficult to predict the economic benefits of the anime at the planning stage, so the locals could not expect too much financial return. For a destination in the aftermath of a disaster, it was not a good sign if there was little help from the anime. Also, as the anime is about a sport with tanks, there will be some local buildings being damaged in the anime. After the disaster, Sugiyama worried that the shop-damage scene might bring negative feelings for the owner. The locals' worries about the anime were common at the beginning. Akihiro Yamato (Garupan data collecting crews, 2014), the chairman of Magarimatsu shopping district committee and the owner of a kimono shop, remembered that he felt a little uncomfortable when he first heard the story was about high school girls. As a town with a large elderly population, Yamato worried that it might cause controversy in the community, although he was not against the anime at all. Fortunately, under multiple negotiations, both the studio and the local businesses had agreed on these issues, and production of the anime started then. During this period, Tokiwa founded a small group called Event Supporter KGO (Kattoni Garupan Oendan) with some regular customers of his restaurant to promote the anime in the cities and towns around Oarai. Then, came the broadcast date for Garupan.

3.5.2 The successful coordination between Garupan and Oarai

Garupan has drawn attention from anime fans since the first episode was broadcast on 9 October 2012. After the fourth episode on October 30, 2012, in which Osato's hotel appeared, there were increasing numbers of fans coming to Oarai to take photos of his hotel during November (Garupan data collecting crews, 2014). On the other hand, since the broadcast, the KGO group continued their promotion activities such as contacting the local transport companies to do bus and train advertising. During the process, Magarimatsu shopping district was the one local area which firstly started to promote and cooperate with Garupan. However, all these people had not foreseen the tremendous effect that the anime would contribute to Oarai's tourism.

The turning point of even wider publicity was the Anglerfish Festival in Oarai on 18 November 2012. Compared to about 40,000 attendees in 2010 and 30,000 in 2011, there were about 60,000 attendees who came to the one-day event, which was the highest number since the first event in 1998 (Ibaraki News, 2010, 2012). According to Sugiyama, the unexpected number of fans in Oarai completely shocked the locals, and even the mayor of Oarai town said "thank you very much" to him (Garupan data collecting crews, 2014). Sugiyama also mentioned that the locals' attitude towards the anime started to change from doubtful to supportive with such a positive result.

Since the 2012 festival, the collaboration between Garupan and Oarai town has strengthened. One month after the festival, another small organisation called "Covert Operation Headquarters" (コソコソ作戦本部) was established. It was composed of individuals from different stakeholder groups such as the copyright holder, the local Chamber of Commerce and local tourism association (Ishizaka et al., 2016). It aimed to discuss the development of Garupan activities in Oarai and organise Garupan-themed events. Since then, Garupan-themed events started to be organised in the destination. In January 2013, an event involving the collection of anime stamps from different shops in Oarai town started. It involved the local business operators in anime tourism directly for the first time (Garupan data collecting crews, 2014). From March 2013, life-size panels of 54 characters from Garupan were set in front of different Oarai shops (Garupan data collecting crews, 2014), and the number has

increased since this time with new characters shown in the story (Kosaido, 2018). A new event called “Kairaku Festa (海楽フェスタ)” was also held in March 2012 to attract tourists to Oarai during the spring season; it started cooperating with Garupan from the following year and became one of the biggest events in Oarai, attracting 80,000 attendees in 2017 (Ibaraki News, 2017). Besides the main events, there are also many small anime-themed events being held by the locals, such as the anime characters’ birthday parties. They are usually organised by business operators themselves, but some of them collaborate to create a larger event. Some business operators even held events only for fun and celebration, such as the New Year’s Eve All Night Barbecue Party in an Oarai butcher’s shop, which has a character panel and themed shop interior. It started after the broadcast of Garupan in 2013, and during the event, the butcher shop was open all night on New Year’s Eve selling barbecue food and providing free beer and sake. I participated in the event during my fieldwork in 2018 (Figure 3.11). During this event there were more than 100 participants; all of them were Garupan fans from Oarai and other places. According to locals, the reason for the event was to celebrate the New Year with Garupan fans and give thanks for the support that the fans had contributed to Oarai. Thus, the owners of the butcher shop, an older couple, had spent considerable energy and money to host the event.

Further, the influence of Garupan is not only limited to Oarai but has spread to a broader area. The use of Garupan elements in the promotion of Oarai and Ibaraki prefecture has resulted in a change to the local atmosphere there (Figure 3.12). Also, the image of Oarai started being changed to a “Garupan town” (Figure 3.13). The attraction of Garupan is becoming a new popular brand of Oarai because there is no other place that has the anime associated with it.



Source: The author (2018), the identity of participants is removed

Figure 3.11 One of the event halls at the New Year's Eve All Night Barbecue Party in 2018

Image removed for Copyright compliance

Figure 3.12 The 2017 summer season poster in Oarai (left) and the Garupan collaboration event at Ibaraki Airport, Omitama City (right)



Source: the author, taken in November 2017

Figure 3.13 The entrance of a local restaurant (top left), the interior of a local hardware store (top right), and one of the local trains (bottom)

Impact of Garupan on Oarai's tourist numbers

According to the annual Ibaraki Prefecture tourism reports from 2011 to 2016, the total tourist numbers in Oarai have been continuously increasing since the drop in 2011. However, in general, the number of 3S tourists has kept dropping, after increasing briefly from 2011 to 2013, and these types of tourists have never returned to the pre-disaster levels. The structure of tourism in Oarai has changed since more visitors come for anime tourism products, while the local traditional tourism industry has not fundamentally changed. For example, in 1998 when the Anglerfish festival was held for the first time, the organiser expected the event to attract several thousand attendees (Ibaraki News, 2018). In 2010, it attracted about 40,000 attendees to the small town and dropped to 30,000 in 2011 due to the disaster (Ibaraki News, 2011). However, the visitor numbers at the Anglerfish festival has continuously increased since 2012, and it reached a new peak of 140,000 participants in November 2019 (The Mainichi Newspaper, 2019). Compared with the population of only around 17,000 residents in Oarai, the number of attendees for a one-day event in the off-season could be extremely positive to the local and surrounding area's economy but could also bring negative impacts. Having started as an

agricultural festival originally, the Anglerfish Festival had added Garupan themes to the original coastal and harvest festival, thereby changing the meaning, which might be negatively received by some sections of the community (Figure 3.14). Also, during the latest Anglerfish Festival in 2019, several new anime character panels had been displayed by their owners, which attracted many fans to visit their shops.



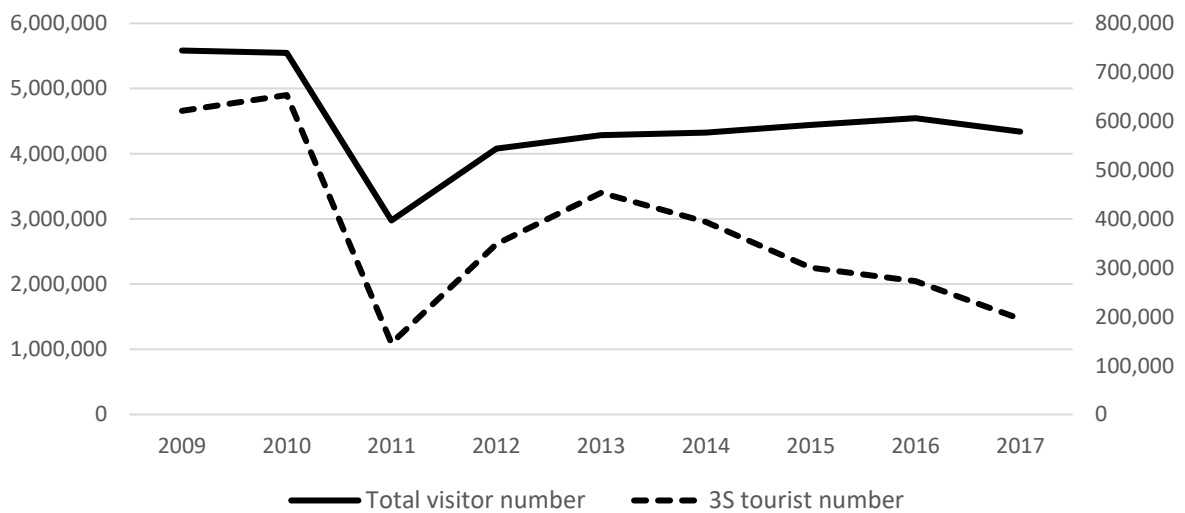
Source: the author

Figure 3.14 The Anglerfish festival in November 2018

Besides the economic benefit, a social benefit is also achieved by collaboration. According to Osato (Garupan data collecting crews, 2014), communication among Oarai business operators was developed and strengthened since the start of cooperation with Garupan. Also, the scale of organisational involvement and communication was continuously increasing, from limited town involvement, to involvement throughout the prefecture and cross prefectures (Ishizaka et al., 2016). These factors can help the destination to recover from the previous disaster and strengthen resilience to a potential crisis in the future. Furthermore, the role of the city council has recently become an

important element among the stakeholder network. As more than 100 Garupan fans had resided in Oarai since the broadcast of Garupan, Yuji Hirooka, who was the promotion producer of Garupan in Bandai, resigned his job and established his own business in Oarai (Dengeki Hobby Web, 2019). Behind the founding, the policy and financial support from the council were crucial as they provided resources for the people who were keen to reside or start a business in Oarai (Dengeki Hobby Web, 2019).

However, by developing anime tourism in Oarai, the local tourism industry has been changed from the coastal 3S tourism destination as it was before the disaster. For example, Figure 3.15 shows the annual visitor number and 3S tourist number from 2009 to 2017 (including day trippers and overnight visitors). According to the graph, both total visitor numbers and 3S tourist numbers dropped sharply in 2011 and recovered during 2012 and 2013. However, the total number of visitors in Oarai remained stable with some minor changes from 2013, while the 3S tourist number continuously declined after 2013.



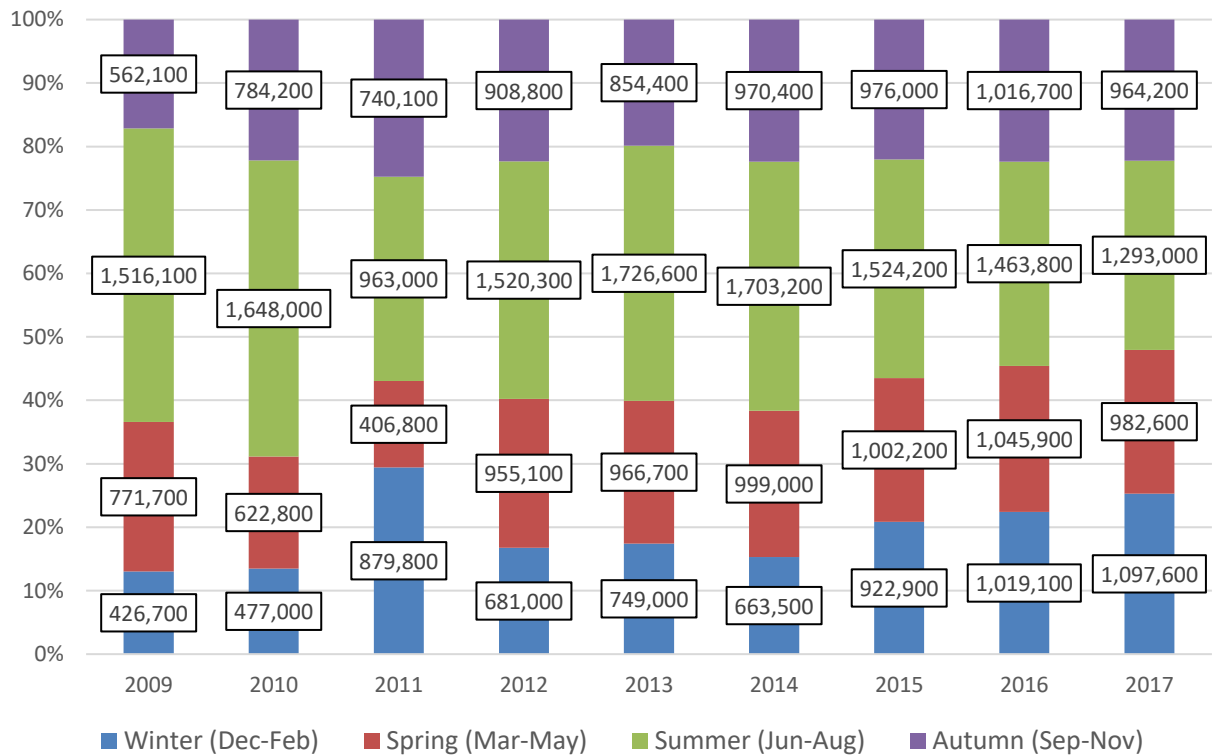
Source: Data from Ibaraki prefecture annual tourism reports the year 2010 to 2018. (Ibaraki Tourism and Local Products Division, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018.)

Figure 3.15 The annual visitor numbers and 3S tourist numbers in Oarai from 2009 to 2017

Furthermore, both the total number and 3S tourist number of Oarai did not bounce back to the pre-disaster level in 2010. As a result of reputation risk and changed tourist behaviour, the desire to come to a post-disaster destination could be negatively affected, which is showing in the decline of tourism and customer numbers.

The tourist pattern is also changing. According to the Ibaraki prefecture annual tourism reports (see Figure 3.16), the main influx of visitors in Oarai before the disaster was in the summer. Since the disaster, the visitor arrival in summer recovered and increased until 2013. Then it continuously decreased, and the distribution of visitor arrivals was gradually spread out all year round. In 2017, there was not much of difference among the visitor numbers in each season.

The development of anime tourism has also changed the types of tourists. In the destination, there is a historical museum in the east of the township. There is also a camping ground outside the museum. In the annual comparison of sales at the museum (entrance fee and literature sales) and camping ground (rates and rental charges), the sales for the camping ground were always more than those for the museum (see Figure 3.17). They both had a steep drop in 2011, due to the earthquake. However, the sales for the camping ground have had a continuous recovery since 2011, exceeded the pre-disaster sales in 2015, and continuously increased until 2017, while the museum sales remained stable after a short recovery in 2012 and have not come back to the pre-disaster levels. In short, the success of Garupan anime and Garupan tourism in Oarai cannot be assessed without considering the network and coordination between the different stakeholders. Over time, the system and network are also changing and expanding to cope with the increasing market, and therefore, the local tourism system after the development of Garupan tourism should be discussed.



Source: Data from Ibaraki prefecture annual tourism reports the year 2010 to 2018. (ITALPD, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018.)

Figure 3.16 The monthly tourist arrival from 2009 to 2017

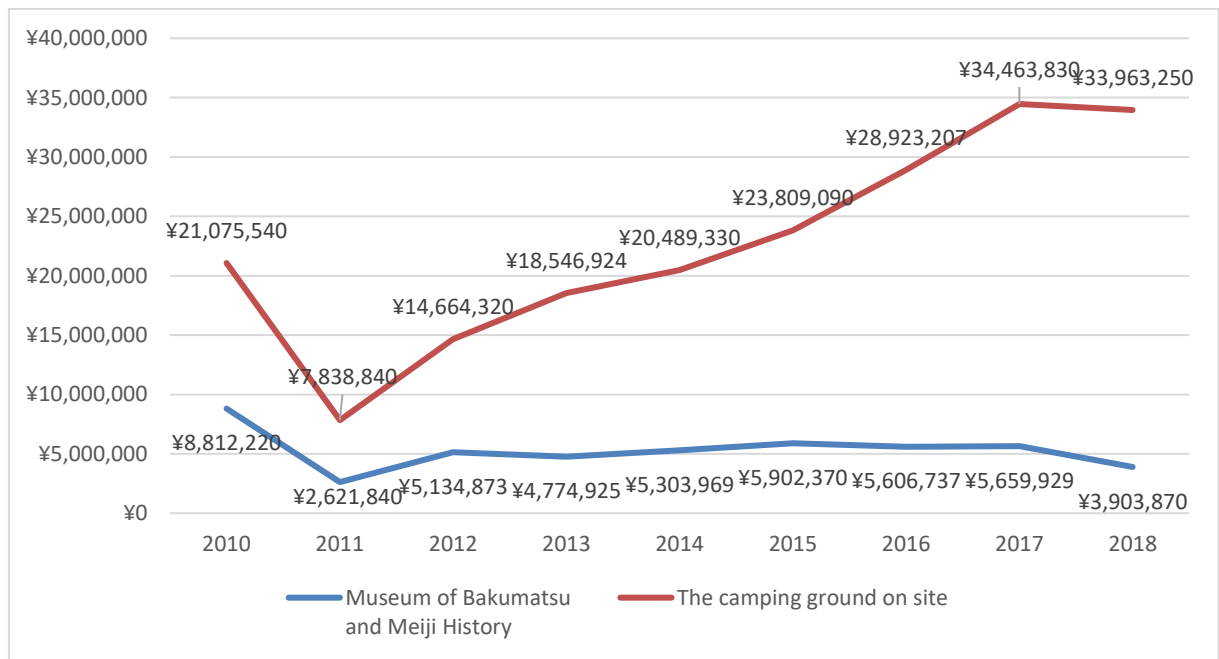


Figure 3.17 The comparison of annual sales of the museum and camping ground in Oarai

3.5.3 The current Garupan tourism system in Oarai

The previous literature (Heitmann, 2010; Yamamura, 2015) suggests that the typical anime tourism system includes five stakeholder factors: destination management organisations (DMOs), tourism businesses, copyright holders, community, and fans. In the case of Garupan in Oarai, all the factors are associated with making the system operate successfully. Thus, all the factors should be discussed to understand the operation of the Garupan tourism system in Oarai. This research focuses on the business community in Oarai, which overlaps with the DMOs and community factors. The following section outlines the interrelationship of the different stakeholder groups at the current time in Oarai.

DMOs

The DMOs factor in the Garupan tourism system plays an important role in organising and managing the local and regional resources. For example, the company Oarai Creative Management (OCM) and the Chamber of Commerce were the key agencies to contact and negotiate with different stakeholders in Oarai for the copyright holder during the production of the Garupan anime (Garupan data collecting crews, 2014). Under the negotiations, the use of local buildings to appear in Garupan was permitted. Also, the promotion of Garupan with the local public traffic company Ibaraki Traffic was ensured. These agreements provided crucial support to produce the anime. Since the broadcast, the role of the DMOs became essential. For example, the connection between local business operators and the copyright holder was maintained by the Chamber of Commerce. It helped locals to arrange anime-related events and provide anime-related souvenirs by getting permission from the copyright holder. Also, the support from the Japan Self-defence Forces in the local events was negotiated and ensured by the DMOs (Garupan data collecting crews, 2014). Furthermore, the local DMOs cooperated with the authorities on the tourism development strategy of Oarai. In May 2019, a committee was established to develop a joint coastal resort destination between Oarai and the nearby city Hitachinaka (Tokyo Web, 2019c). The committee includes the Ibaraki Prefectural Government, the city councils and the tourism associations of Oarai and Hitachinaka. The strategy of the joint resort development is to build a complex resort system on the coastline of the two destinations, which includes hospitality, sports,

music and anime, history and culture, and transportation (Tokyo Web, 2019c). These points show that the importance of DMOs in the local tourism system is extremely high.

Copyright holders

The copyright holder always has a strong effect on film tourism and anime tourism. They need to be involved in the destination tourism strategy to ensure the success of the film or anime tourism application (Heitmann, 2010). In this case of Garupan tourism, Bandai as a private company and the copyright holder was not involved in the local tourism master plan because Garupan was not planned to focus on destination development at the first stage. However, since the success of the anime and the start of Garupan tourism, Bandai holds the power to shape the form of Garupan tourism in Oarai. For example, the anime-related events and souvenirs are one of the basic anime tourism presentations, which must be permitted by Bandai. According to the producer of Garupan from Bandai (Garupan data collecting crews, 2014), some local people made and sold Garupan souvenirs without acknowledging Bandai at the very beginning of Garupan tourism due to their lack of copyright knowledge. However, Bandai did not ban the unapproved sales immediately, because they thought the community atmosphere was positive towards Garupan. Instead, they negotiated with the Chamber of Commerce to set up a copyright inquiry service for locals. Thus, the attitude of the copyright holder is a highly decisive force in the operation of Garupan tourism.

Local businesses

In this case study, the local business is the platform that provides hospitality and experiences to tourists, who bring economic benefits to the businesses. Meanwhile, by interacting with tourists, the inbound sociocultural impacts can be experienced among the local businesses. From the previous section, it is known that the local businesses not only attend the community-sized events but have also increased the number of the events organised since the disaster, either anime-related or not. Also, the organising of new events can be done by individuals or groups, which has increased communication among different local business operators. For example, the new DMO, Covert Operation Headquarters, was established by members from the copyright holder and local business operators to devise the future anime tourism strategy and organise anime events. With their leadership, some local businesses

were keen to continuously organise the events to create an eventful atmosphere, which strengthened the destination image of hospitality and the positive host–guest relationship. Also, the leadership in the business network introduced more new measures to the local community. For example, cashless payment methods in some Oarai businesses were introduced by a local *ryokan* owner, who is the chairman of the Oarai Tourism Association and a member of Covert Operation Headquarters, to improve the tourist experience and cope with the consumption tax rise (Minkei, 2018; Tokyo Web, 2019a).

Fans

As the consumers of anime tourism, the fans group brings both economic benefits and socio-cultural impacts to the destination. In Oarai, the recovering tourist numbers after the disaster mainly consisted of fans. Thus, the fans have contributed their efforts to the post-disaster recovery by keeping the local tourism industry operating. Furthermore, due to some previous incidents in other anime destinations (Yamamura, 2015; J-cast News, 2018, December 4), the host–guest relationship in anime tourism can be easily ruined if fans cannot follow the rules. Most Garupan fans maintain a polite and appropriate manner in Oarai, which shows respect to the local community (Garupan data collecting crews, 2014). Therefore, besides the economic benefits brought to Oarai by fans, the respectful behaviour of fans is the key to being accepted by the locals and maintaining a positive relationship with the community.

Through a discussion of each factor in the system, the operation of the current Garupan tourism network in Oarai has been shown. Based on this section, Figure 3.12 shows the detailed current Garupan system operation network. Compared to the network at the early stage, the current one has introduced more actors to the network at different scales and makes the network larger and broader. Overall, Garupan tourism in Oarai started organically, yet the success cannot be achieved without the collective efforts and plans by the stakeholders.

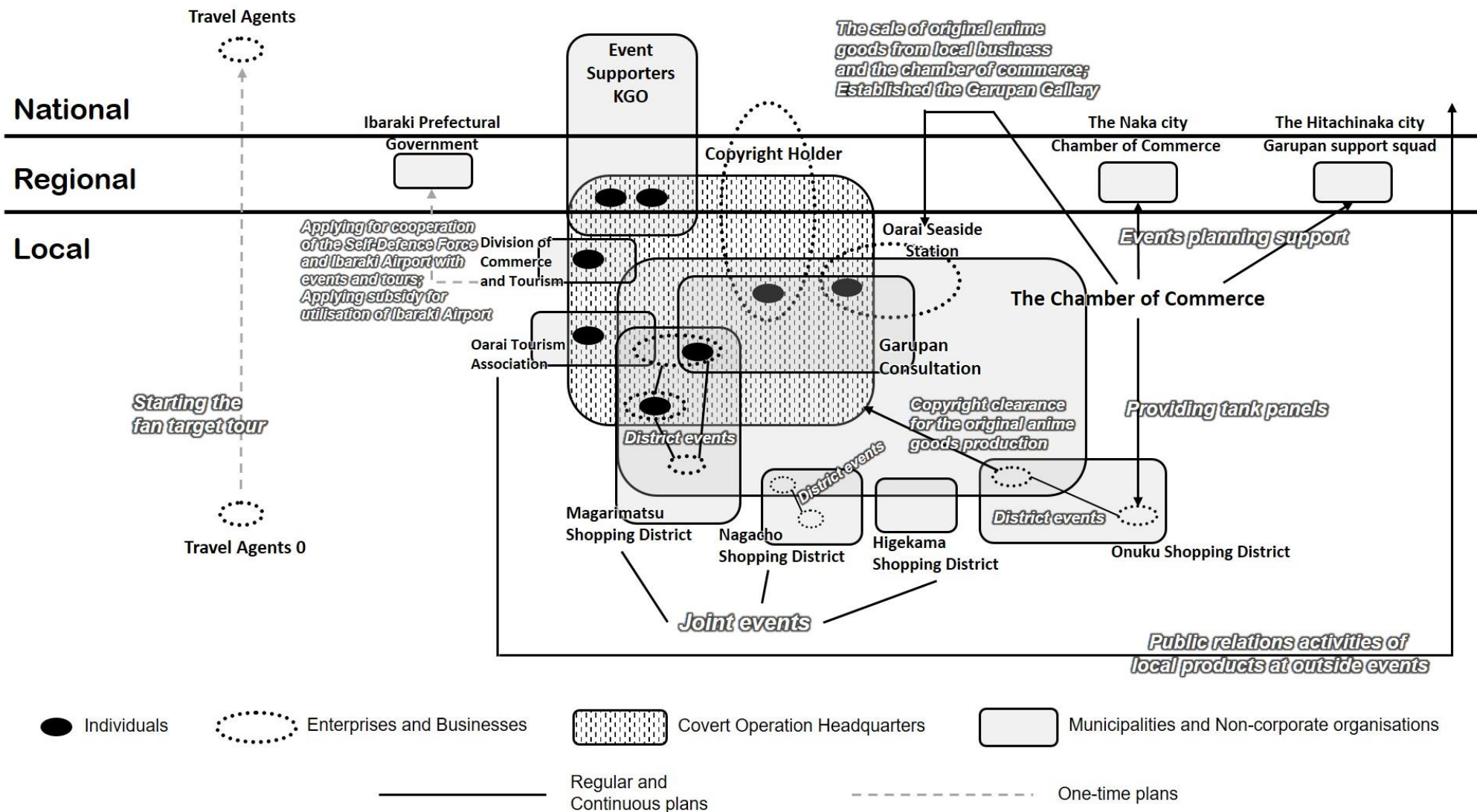


Figure 3.18 The Garupan tourism system after the broadcast of Garupan TV series (Apr 2013–May 2015), from previous Garupan research (Ishizaka et al., 2016; translated by the author)

3.6 Chapter summary

Oarai is a small coastal town about a two-hour drive from Tokyo. Traditionally, Oarai depended on the local fishery, 3S tourism and the nuclear tech-support industry. During the 2011 Great East Japan Earthquake, the local infrastructure and facilities were severely damaged. The local fishery and 3S tourism industry had suffered from the tsunami damage and the reputation risk from the Fukushima nuclear leakage. To cope with the disaster impact, the local community chose to cooperate with an anime production studio, which later formed the basis for developing anime tourism in the destination.

Anime is a form of popular culture, which has its influence mainly in East Asia countries. Similar to film, anime creates different types of “gazes” (Urry & Larson, 2011) for the audiences and encourages them to visit a specific location. In Oarai, the anime Garupan created animated images based on the real Oarai town, which drove fans to visit “the animated Oarai town” in reality. With assistance from local business operators, the anime has achieved success since the broadcast in 2012. At the same time, an increasing number of fans started visiting Oarai, which has eased the disaster’s impact on the local tourism industry. Throughout that time, the local business operators and organisations have developed Garupan tourism in Oarai from their experiences learned from fans’ behaviour. As a result, the connection in the community had been strengthened and formed into a network that includes various actors such as DMOs, the copyright holder, tourism businesses and fans. Currently, Garupan is an important component of the destination image of Oarai, and the network is continuously expanding, which has created a cluster network around the community in Oarai and the surrounding cities and towns. However, besides the economic boost, tourist types’ change was also observed, which necessitated the local tourism industry to adapt. With the changed industry structure, the benefits of different stakeholders on tourism has been changed as well, which is an important issue to understand. The next chapter will discuss the methodology to research the changed industry and the issues.

Chapter 4

Methodology

4.1 Introduction

This chapter introduces the research methods and describe the process of data collection. Firstly, it starts with an explanation of how the research methods for this research were chosen. Secondly, the research participants in the fieldwork are identified. Thirdly, the issue of how to collect and analyse data from field research will be outlined. The limitations of this research will be discussed in the last section of this chapter.

4.2 Research methods

In academic research, there are two broad approaches to obtain data: quantitative and qualitative methods. Overall, qualitative research is a general inductive approach to explore phenomena in different settings (Thomas, 2006; Jennings, 2010). It focuses more on interpretation and exploration skills to gather and examine subjective opinions and activities from research participants, which is useful to explain the circumstances of events (Onwuegbuzie & Leech, 2005). In qualitative research, methods such as interview and participant observation are commonly used to collect data (Fetterman, 2010; Jennings, 2010). However, the interpretation of qualitative data can be affected by bias and error of the researcher, which could happen with highly selective targets and small sample size (Amaratunga, Baldry, Sarshar & Newton, 2002; Sandiford & Ap, 1998). Therefore, multiple qualitative research methods shall be taken for triangulation, which is a process to decrease biases from the research (Bogdan & Biklen, 2006).

Quantitative research gathers and analyses statistical data to give a general description of an event or a place (Salehi & Golafshani, 2010). The statistical data can be achieved via multiple methods, such as survey/questionnaire, structured interview, and content analysis. Quantitative research is normally designed with structured and replicable methods and involves a large data collection from random

sampling (Jennings, 2010). This type of research uses an objective and systematic investigation from quantitative data to present a picture of a case (Burns, 2000). For example, a census as quantitative research gives general demographic information of a country rather than analysing opinions from different ethnic groups. However, this is also a limitation of quantitative research in that it is difficult to analyse the motivation behind the description of individuals' behaviours only with statistical data (Burns, 2000). A mixed methodology that combines both qualitative and quantitative research is therefore often a useful way to gather more diverse and complex data in a case.

By conducting mixed methodology research, different types of data from different research approaches can be collected and used to support the findings; this is called triangulation (Bogdan & Biklen, 2006). In this research, the perception of Oarai business operators on the disaster impact and the new tourism product in the aftermath of the disaster is a focus of this research, which includes ethnographic research and methods. However, the disaster occurred in 2011, and the disaster impacts on the community between 2011 and 2018 can no longer be observed. Also, in-depth interviews per se has limitations in understanding the broad scale of the disaster affecting the community as it requires a tremendous amount of work and time. In contrast, the statistical data from quantitative research methods helped construct a picture of the change over time and broaden the scope of understanding. This research was therefore conducted in two phases: research based on secondary data and fieldwork in Oarai to collect primary data.

Before doing primary research, documentary analysis was used to examine secondary data for the background to the disaster recovery and anime production. It is a cost- and time-efficient way to collect the desired information (Weaver & Lawton, 2014). Due to the limited scale and timeframe, this research could not cover a long-term fieldwork, which meant that the size of primary data could be limited. By using tourism databases in Japan, the general tourism development strategies in Oarai and Ibaraki prefecture were analysed by reviewing governmental reports from Oarai town office and the Ibaraki Prefecture council. There has been some research in Japanese previously done by other researchers which provided good information for framing the local background and general structure.

These documents in Japanese were translated by myself with support from one of my thesis supervisors who was fluent in Japanese.

Besides the secondary data, fieldwork was undertaken in Oarai to obtain the necessary primary data. For this research, I had chosen participant observation, questionnaires/survey and face-to-face interviews. Participant observation helped me to gather diverse information from the town. I have been Oarai for four times and the longest period I stayed there was the fieldwork for two months. The other three times were mainly attending local festivals from 2017 to 2019, which amounts to around two weeks in total. The observation focused on two aspects. The first aspect was events. Prior to the observation, I had experienced multiple events in Oarai, such as the Anglerfish Festival in 2017. During the observation, I have attended various Garupan events in Oarai including the Anglerfish Festival in 2017 and 2018, 13 Garupan characters' birthday parties from 2017 to 2019, and one New Year Barbeque Party. The second aspect was the daily life of tourism businesses in Oarai. During this observation, I chose three places to be the main spots of observing: a pub, a camping ground and a hostel. The pub was the social base I found when I visited Oarai for the first time. It is a character-panel-owned shop and the owner is a couple in their sixties. For the first two times that I visited Oarai in 2017, I have made friend and connection with the owner and some regular customers, which include locals and tourists.

The distribution of questionnaires/surveys is a common way to collect quantitative data. It included open-ended questions to get more in-depth information. There are diverse ways to do a survey; this research used a field distributed survey method. It is normally easier to perform a remotely delivered survey such as an online survey (Grimmer & Bialocerkowski, 2005). However, due to the large proportion of older residents in Oarai (Oarai Town Office, 2012), who are likely to be less familiar with using computers and mobile technology, a paper-based survey was used. Furthermore, the response rates of online survey are normally lower than paper survey for various reasons, such as being considered as spam by recipients (Jennings, 2010; Nulty, 2008). According to Nulty's (2008) research on eight different survey examples, the average response rate of paper surveys was much higher than

online ones (56% compared to 33%). Thus, a paper survey, delivered by the researcher, was chosen to be the method to obtain quantitative data, with the opportunity for participants to do the survey online if they desired. Door-to-door survey distribution was relatively straightforward because the location of business operators was quite centralised in Oarai town.

The language barrier was the biggest issue for designing the survey. In order to increase the response rate, proofreads in English and Japanese were required to make the survey questions clear and easier to understand. The translation was conducted initially by myself and reviewed by one of my thesis supervisors who was fluent in both languages. It is also helpful to increase the response rate by avoiding an overlong survey, as people may lose interest in answering the questions (Jennings, 2010). On the other hand, as the research focused on the business perspective, the survey respondents were mostly local businesses and organisations, who are busy with their daily operation and opening schedule. Compared with a remotely delivered survey, face-to-face guidance requires the respondent to answer the survey with the researcher, while the respondent may be busy at that time. It may decrease the interest of recipients in participating in the survey and so lower the response rate. Thus, the survey was delivered to the participants and they were asked whether they preferred to answer the survey face-to-face or at a convenient time, with the researcher returning to pick it up later.

The content of the survey included demographic information and five other sections. The first section was about the basic information of the respondent's business, which was used to classify opinions from different types of business. The second section was about the impacts of the disaster, to understand the magnitude and changes of disaster influence through time. The third section was about the status of collaboration between respondents and Garupan tourism, which can reveal the different types of involvement in Garupan tourism. The fourth section included statements about the influence of Garupan tourism from individual and community aspects and respondents' perceptions on different dimensions of Garupan tourism. The result of this section was the main source of information used to analyse the acceptance of Garupan tourism in the Oarai business community. The last section was about their opinion towards the future development of Garupan tourism in Oarai.

To find out the core information about the anime tourism system, a few key stakeholders were also interviewed. The interviews needed to be undertaken in English as the interpretation process from an interpreter may cause bias and misunderstanding (with the researcher's spoken Japanese ability being limited for conducting interviews in Japanese). However, because Ourai is a small rural town, it was relatively difficult to find many residents who could speak English. Also, the interviewees' understanding of English may be limited because of the second language issue. Therefore, there was an interpreter to assist me in explaining the situation, whether the interviewee or I did not understand. As the interview had been conducted in English, the major information was collected from the conversation without interpretation. It decreased the risk of interpreter bias and misunderstanding. The interviews were semi-structured, which is a style of interview without a set of detailed questions (Davis-Case, 1990). It is more flexible in the control of the interview process by allowing expansion on specific details that one interviewee says, to get more in-depth data. Also, the strategy and framework can be changed for different types of interviewees. Besides, the conversation during the interview can be improved by choosing suitable words and the way of asking questions (Barriball & While, 1994). After choosing the research methods, the research area in Oarai needed to be identified.

4.2.1 The site and respondent selection

Oarai is a small but long and narrow town. As the focus of this research is on the business community perspective, the research site was the centralised business area. Due to the Oarai landscape, the tourism industry and port facilities of Oarai are mostly located in the north to the central part of town (Figure 4.1). Thus, the research site was located in these two districts.

After deciding the site, it was necessary to identify the research participants. The samples were selected from the newest Oarai anime tourism promotion magazine (Kosaido, 2018). It introduces most of the local business operators and organisations that collaborated with the anime Garupan, while it also introduces other stakeholders without such collaboration. Among the list in the magazine, there are 152 anime-collaborative business operators and organisations, and 57 non-anime-collaborative business operators and organisations. According to the Ministry of Economy, Trade and

Industry (2014), there are approximately 200 business operators in Oarai area. It means that almost all the business operators in Oarai are listed in the magazine. 209 businesses were targeted to get a comprehensive view from different stakeholders of anime tourism and the recovery strategy. This population sample included 53 retailers, 69 restaurants and drinking establishment, 43 lodging, 23 customer service outlets, six public and industrial services, and 16 other businesses.

The interviewees were chosen by suggestions from locals. With their assistance, two eligible interviewees were identified, and the interviews were conducted. The next section will discuss the data collection and analysis process.



Figure 4.1 The selected site for field research. The green area is Oarai town, and the patterned area is the tourism and port area.

4.3 Data collection and analysis

After identifying the potential survey participants and interviewees, the next stage is to perform the fieldwork. The fieldwork was conducted from November to early January. The first method was

participant observation, which involved in two aspects: events and host-guest interaction. In the observation of the two times Anglerfish Festival, the appearance of the event hall and the town, the contents on the event schedule, and the appearance and behaviours of participants were observed. At the other events, mainly the scale, process and personnel for the organisation were observed. Also, the type and scale of each birthday event were researched. For the observation of host-guest interaction, three main spots had been chosen to observe (see section 4.2). I normally sat in the pub twice daily, once in the morning before I started the survey distribution and once in the afternoon after the distribution on weekdays. At the weekends, more time was spent at this location. For the two lodging facilities, the customers and usage during the night-time was majorly observed. For the rest of observation in other spots, it mainly concerned customer behaviours. Notes were taken during all the observations and the notes were transcribed in a Word file. In addition, photographs and videos were taken during all the observations and used as supportive data in this research.

For the survey, the operating schedule of the target businesses was checked to plan the distribution route and timetable. As a student researcher, the amount of budget was limited to do the research. Therefore, the interpreter option was limited to the interview section. However, with support from a Japanese colleague who has previously studied tourism in Lincoln, part of the survey distribution process had been assisted. Using the list of targeted businesses from the magazine, I had done the door-to-door distribution in Oarai. When approaching the business operators, I introduced myself and the brief content of the research to the potential participants. After asking for their willingness to participate in the survey and answering some recipients' questions about the project and the survey, I delivered the survey to those who agreed to respond and arranged a convenient pick-up time with them.

Another method is interviewing. From local contacts made from previous visits, I had sought advice to identify eligible interviewees (who can speak English and have been involved in Garupan tourism since the disaster) and be introduced to them, which is a polite way to process interviews in Japan. During the fieldwork, only two eligible interviewees were identified. While approaching the potential

interviewees, the self-introduction, purpose of the interview, the anonymous and voluntary nature of the interviews had been explained to them. After that, the potential interviewees were asked whether they were willing to participate in the interview and both the approached interviewees agreed to participate in the interviews. To increase the interviewees' comfort during the interviews, I arranged the interview places according to their preferences. Both interviewees were local business operators and involved in the cooperation between the Chamber of Commerce and Garupan tourism. One interview was conducted at the interviewee's store, and another one was done at a local *izakaya* (a type of Japanese bar), as that was the interviewee's preference. Due to the noise in that environment, I wrote notes on the interview contents instead of recording it. By choosing an English speaker and being assisted by interpreters, both interviews were conducted successfully and gave very rich details about the disaster impacts during different periods, the organising and effects of Garupan tourism, and details of changes in tourist demographics in Oarai. When I finished each interview, I transcribed the notes to a text file the next day. The coding process was done after I returned to New Zealand.

From the result, the number of collected sample was 73 surveys. During the process, the total number of businesses available to approach was 209. Of these, the researcher was able to approach 107 businesses in Oarai, successfully delivering 89 surveys and collecting 73 back. There were three reasons which limited the wider distribution of the survey. Firstly, many of the shops in Oarai operate for a relatively short period per day and are closed on different weekdays. Some businesses such as small restaurants are only opened during lunch and dinner time in a day, the period in which they were too busy to engage with the researcher. With other businesses, including financial institutions, transport agencies, large hotels, organisations, petrol stations and city council, it was not suitable to directly approach them without making an appointment in advance. In this situation I sent email contacts, but very few enterprises replied while most of those who did agreed to do the survey. Finally, the language barrier restricted the process of survey distribution. While my written Japanese is sound, I am limited in my spoken Japanese ability. My Japanese-speaking colleague was only able to assist me for one day, so for the rest of the project I had to carry out the research alone without an interpreter.

In the gap between the number of businesses approached and the number of surveys delivered were the businesses that were not willing to participate. As the fieldwork period was one of the peak tourism seasons in Oarai, the increasing number of tourists affected the interaction between the researcher and the potential survey respondents. Some *ryokan* (Japanese style hotel, normally small and family-owned) owners were not willing to complete the survey. During the conversation with residents, they said that the small hotels were normally busy during the period, as they were not only providing accommodation but also catering to guests. According to some locals' knowledge, being a family business and mostly run by middle-aged to elderly owners, the *ryokan* management was taking on a full-day schedule during the peak season, which decreased their interest in filling out the survey. Also, some elderly business owners claimed that they did not know about Garupan tourism and related information. However, according to the results, the response rate was acceptable at around 68% (compared with the whole number of contacted businesses) or 82% (compared with the number of businesses that received surveys).

After collecting data, SPSS software was used to analyse the close-ended questions. In the original questionnaire, the five-point Likert scale was used to design close-end questions, for which responses were "strongly disagree" (1), "disagree" (2), "neither agree nor disagree" (3), "agree" (4) and "strongly agree" (5). Due to the relatively small sample size, correlation and the chi-square tests were not significant. Open-ended questions were analysed by using content analysis. As all the original answers were written in Japanese, this section needed to be translated to English before processing. As most of the answers were short and simple, I was able to understand and translate them by myself. Some of the complex answers were translated with assistance from one of my thesis supervisors who was fluent in both languages. The results of the open-ended questions from the questionnaires were transcribed and coded to an Excel file, which helped to categorise different themes of contents. Further, the results of the interviews were transcribed to a Word file and coded to different themes as well. Then, the coded texts were analysed to gather useful information to complement the statistics results. The notes made during participant observation were used to support the survey results and interview notes.

4.4 Limitations

There were some limitations to different aspects in undertaking this research. In the methodology, besides the language issue, which was discussed in the previous sections, the difficulty in gaining trust from locals is another limitation. Due to the age of the participants and their cautious cultural values, it was difficult to get deeper insights from locals. How to gain their trust was a crucial process for the fieldwork. As mentioned before, my local contacts had helped me to identify and contact the interviewees. This social connection could help me to overcome the sociocultural obstacles by gaining the trust of the community in the future.

In terms of the research design, the scale of participation selection was also one of the limitations. Natural disaster as a broad disturbance affects a whole community rather than a specific group of people. In this case, business operators are the focus of the research, and all the information about the community level was gathered from them. As Dovers and Handmer (1992) described, there is one kind of community resilience that is built by potentially sacrificing the interests and benefits of marginal groups in a community. It remains unknown what other people, especially those who are not involved in the tourism industry, think of the disaster, the recovery process and changes that have taken place. Furthermore, those who closed their shops and have left the town since the disaster are not represented in this study, which increases the risk of survivor bias as they are likely to have a different perspective on disaster impacts and the local tourism regeneration and anime tourism development in Oarai. This issue will be discussed more in Chapter Six and Chapter Seven.

The other limitations can be found in the data collecting process. As the research involved in surveying and interviewing people about the situation that happened in the past, the information provided by the respondents may be based on a recall of memories and may not be an accurate record of what exactly happened. Specifically, the survey questioned the respondents about their perceptions of the situations in 2011, seven years prior to the research.. Therefore, the information from the respondents may not accurately describe the situation as it actually was in 2011.

4.5 Chapter summary

In this chapter, the research methodology and process have been discussed. In this research, the questionnaire/survey was the main research method supported by data from interviews and participant observation, with tourism businesses in the business districts selected as a focus of the research. After outlining the data collection process, the data analysis was explained, and the limitations of this research discussed. The next chapter will present the results of this research.

Chapter 5

Results

5.1 Introduction

This chapter outlines the result of this research in five sections. Section 5.2 covers the general description of the survey respondents. Section 5.3 shows the disaster impacts in a different period since the disaster occurred. Section 5.4 outlines the cooperation between local businesses and Garupan. Section 5.5 presents the respondents' perception of Garupan tourism in Oarai, which includes qualitative and quantitative responses on economic and socio-cultural impacts. Section 5.6 lists the relationship among the business types of respondents, some disaster impacts and their attitudes. Section 5.7 discusses the respondents' attitudes toward future Garupan tourism development in Oarai.

5.2 General information on the survey respondents

During the research, 73 surveys were completed with businesses (out of 209 suitable businesses in Oarai). However, three surveys were dismissed because they were unfinished and mostly blank. Due to the nature of the local business ownership, the gender of respondents could not be evenly selected as there was generally more male owners in the local community, based on my observation.

According to the 2015 Japan Population Census, 26.6% of the national population were 65 years old or above, which was the highest proportion in the world (The Ministry of Internal Affairs and Communications, 2015). By comparison, the age distribution of the survey respondents shows that 62.9% of respondents are 50 or above and 28.6% are between 30 and 49. Only 8.5% of them are younger than 30 (see Table 5.1). The population over 60 in Oarai accounts for more than 35% of the whole population, similar to the distribution of people over 60 in the local businesses (30% were aged 60–69 and 10% were over 70).

Table 5.1 Age Distribution of Research Respondents and Oarai Residents

Survey respondents (%)		2011 Oarai Census (%)	
		19 and under	16.2
18–29	8.5	20–29	9.6
30–39	14.3	30–39	11.6
40–49	14.3	40–49	12.4
50–59	22.9	50–59	14.3
60–69	30.0	60–69	15.4
70 and above	10.0	70 and above	20.5

The 2011 Oarai Census from “Oarai town highlights 2012”, by Oarai Town Office, 2012.

The education levels of the survey respondents are higher than the average Ibaraki Prefecture data (see Table 2). There are 54.3% of respondents graduated from high school and specialised training college (including upper secondary course), while 17.1% of them graduated from college of technology and junior college. About 25.7% of respondents had attended tertiary education (undergraduate only), compared to 14.5% in the prefecture (see Table 5.2).

Table 5.2 Education Levels of Research Respondents and Ibaraki Prefecture Residents

	Survey respondents (%)		2010 Ibaraki Prefecture residents (%)
Junior high school	2.9	Primary school and junior high school (age 15 and above)	15.8
High school and specialised training college (including upper secondary course)	54.3	High school and specialised training college (including upper secondary course)	45.9
College of technology and Junior college	17.1	College of technology and Junior college	11.6
Undergraduate	25.7	Undergraduate and postgraduate	14.5

The Ibaraki Prefecture data from “Basic Education Statistics”, by e-Stats, 2019.

Among the 70 survey respondents, there are five types of businesses that were included (see Table 5.3). There were 37 respondents (52.9%) from the retail business, 17 respondents (24.3%) from restaurant and drinking establishments, six respondents (8.6%) from customer service businesses, five

respondents from lodging businesses, and five respondents (7.1%) chose “others”. However, none of the respondents who chose “others” clarified their business type. In these categories, restaurant, drinking establishment, lodging and retail were directly involved in the tourism industry, while the rest of the businesses had an indirect relationship with the tourism industry.

Table 5.3 Business Types of Research Respondents

	Survey respondents
Restaurant & drinking establishment	17 (24.3%)
Lodging	5 (7.1%)
Retail	37 (52.9%)
Customer service	6 (8.6%)
Others	5 (7.1%)

The opening hours of retailers were generally between 9am and 5pm, with the afternoon being the busiest. For restaurants, there were many restaurants only open during lunch and dinner time. Among the 70 respondents, 34 of them gave reasons for involvement in their businesses. In these comments, 24 out of 34 respondents were managing family businesses. Of the remaining ten respondents, four of them are employees (manager), and six of them are the business founders. However, from observations during the survey delivery and chatting with locals, the proportion of family-owned – especially cross-generational – businesses seems to be higher than the research sample.

The origin of respondents and the established period of their businesses revealed that 64 of the respondents were locally born, and only six respondents had moved to Oarai from other places (see Table 5.4). When asked the reason for moving to Oarai, four of the six respondents said that their enthusiasm for Garupan and Oarai town was the key. For example, a bar owner answered: *“the reason was Garupan. Also, I like the food in Oarai for a long time, and I think I can enjoy them all the time if I move there”*. Both the enthusiasm for anime and Oarai town itself became the desire to drive an individual to move to the destination.

Most of the businesses (81.4%) were established before the 2011 earthquake and tsunami. For the businesses established after the 2011 disaster (18.6%), all six respondents who moved from other places to Oarai are in this category. Two respondents (one accommodation facility and one restaurant) started their businesses because of the popularity of Garupan in Oarai. There were no specific reasons for the remaining businesses in this group.

Table 5.4 Origin of Research Respondents and Established Period of Their Businesses

	Survey respondents
Local born	64 (91.4%)
Moved from outside	6 (8.6%)
Business established before the 2011 disaster	57 (81.4%)
Business established after the 2011 disaster	13 (18.6%)

Although general information of respondents was gathered and recorded, aggregate data has been used, analysed and presented in this chapter. During the data analysis process, different factors such as types of business and education levels had been used as independent variables, yet they showed no statistically significant trend. On the other hand, this research focused on the perception of local businesses to the impacts of the disaster and the changes in the perception over time. In addition, the research investigated the level of local businesses' involvement in the new tourism development in the post-disaster period and potential transformative effects on local businesses through the development. Therefore, the topic of disaster and recovery management by individual businesses was out of scope for this research.

5.3 The impacts of the 2011 Great East Japan Earthquake in Oarai

This section outlines the different levels of impacts of the 2011 Great East Japan Earthquake in Oarai at different periods of time following the disaster, based on their rating (1 "no effect at all" to 5 "a strong effect") on the pre-set potential impact categories.

5.3.1 The overall impacts since the disaster

In this research, eight questions were asked about the individual and community impacts of the disaster. Individual impacts include *payment hardship*, *physical damage*, *inbound stock access*, *decreasing customer number*, and *customer type changes*, while community impacts include *reputation risk*, *decreasing visitor number*, and *damaged tourist facilities*. Overall, the disaster had a complex impact on the destination. However, the level of multiple aspects of impact and their recovery was different in the months and years following the event (see Figure 5.1). For the category of *changed customer type*, the respondents were asked to compare with the period before the disaster in 2011.

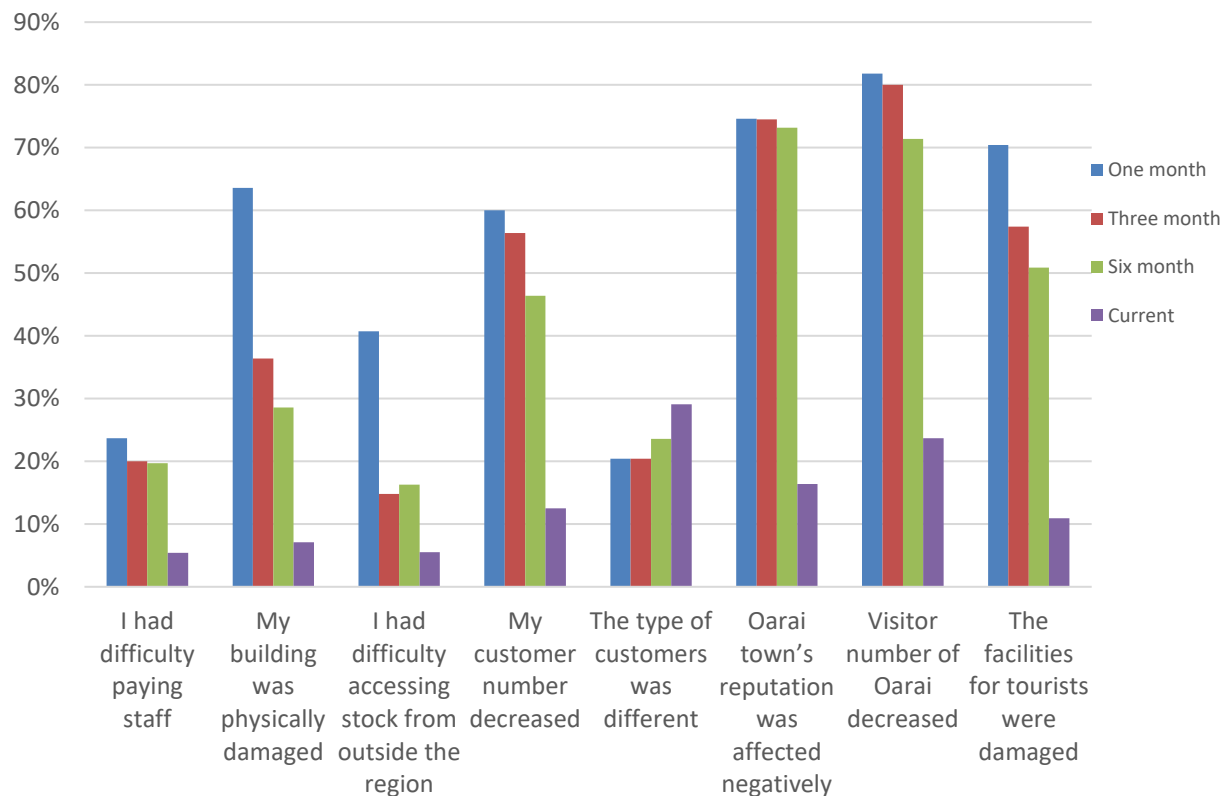


Figure 5.1 The change of the post-disaster impact through time, comparing the percentage of participants reporting a more than moderate impact.¹

¹ Note: The Y axis presents the percentage of people rating the issues over a medium impact.

In the comparison of impacts in all four periods, the physical damage was a big issue at the beginning but quickly recovered within the first year. On the other hand, the reputation risk did not recover and remained at a high level in the first year. Also, the tourist numbers and customer numbers were difficult to restore in the first year. However, they have been relatively restored in the longer term. Furthermore, although it was not reported as being as influential as other factors, the changing tourist type is keeping its influence in Oarai from short-term to long-term. Therefore, as the disaster has long-term impacts and they are still influential currently, the ongoing issues such as visitor number decrease and changing tourist type need to be analysed.

5.3.2 One month after the disaster

The disaster occurred on 11 March 2011. In the first month, the local shops suffered mainly from the physical damage of the disaster. At the community level, the impact of the disaster on the whole tourism industry in Oarai was intense (see Table 5.5).

At the business level, the most influential issue was *decreasing customer numbers*. Only 10.9% of respondents were not affected at all. Others all suffered customer decreases to different degrees. A medium effect was reported by 20% of respondents, and 60% of respondents had a decrease in customer number of their businesses at more than a medium level. The second most serious issue was the *physical damage*. 63.6% of respondents suffered building damage at different levels of effect from moderate to strong during the first month, while 20.0% of respondents did not suffer physical damage. The third issue was *inbound stock access*. For this issue, the mean value of the rest of the business-level impacts was lower than 3. In this category, 31.5% of respondents were not affected, and 24.1% had a medium effect, while 40.7% were highly affected. The fourth issue was *customer type changes*. Respondents who were not influenced at all represented 22.2% of the total, and 20.4% of businesses had been affected more than a medium effect, while 48.1% had a medium effect. The last one was the *payment hardship* on paying staff, which was not very often serious in the first month period: 47.3% of respondents rated it as “no effect at all” and 29.1% rated it “a medium effect”. Respondents who had suffered more than a medium level totalled 18.2%, and 5.5% experienced a strong impact in

payment hardship in the first month. As the respondents are mostly small and family-owned businesses, it might be unnecessary to pay for extra staff in these businesses.

Table 5.5 The impact of the 2011 Great East Japan Earthquake after one month in Oarai

Timeline	<i>One month</i>				
	No effect at all (%)	Between none and moderate (%)	A moderate effect (%)	Between moderate and strong (%)	A strong effect (%)
Visitor number of Oarai decreased	3.6	3.6	10.9	27.3	54.5
The facilities for tourists were damaged	5.6	1.9	22.2	38.9	31.5
Oarai town's reputation was affected negatively	10.9	5.5	9.1	38.2	36.4
My customer numbers decreased	10.9	9.1	20.0	34.5	25.5
My building was physically damaged	20.0	5.5	10.9	50.9	12.7
I had difficulty accessing stock from outside the region	31.5	3.7	24.1	29.6	11.1
The type of customers was different	22.2	9.3	48.1	20.4	0.0
I had difficulty paying staff	47.3	0.0	29.1	18.2	5.5

Overall, the impact of the disaster in the first month was wide-ranging. Most of the local businesses were being affected at different levels. Among these factors, direct physical damage and drop in customer number were the main effects of the disaster. For example, a hotel owner noted that “there was no customers at all” around the first month. Also, there are two retail shop owners who said that they had to move the shop to a new address due to the physical damage of the previous shop.

Furthermore, all the interviewees noted the physical damage during the first month after the disaster.

A food processing factory owner described the effect as:

Very serious, to be honest. My factory is located near the coastline, so it had been flooded during the tsunami. Since the wave is gone, we had no water and no electricity for about two months. Many businesses in our industry were shut down during that period because they couldn't afford the long-time stop.

He mentioned there were not only the physical damage and hardship caused by the tsunami but also some business closures, though it was impossible to record the opinions from those business owners during the research. Also, he clarified that his factory had returned to be fully operational between one to two years after the disaster. Further, one shop owner claimed that she had missed the application period for the disaster relief due to the peak business season. She said that missing the relief application caused difficulty for her building repair, but the situation was not too difficult because the physical damage of her property was not serious.

At the community level, the impact of the disaster in the first month was more serious than at the individual level. For example, 81.8% of respondents reported that the *decreasing visitor number* in Oarai was the biggest issue during that period (27.3% think it was an effect between moderate and strong and 54.5% think it was a strong effect). Also, similar to the physical damage factor, 92.6% of respondents indicated that the issue of *damaged tourism facilities* in Oarai was at a level from moderate to strong. Furthermore, 74.6% of respondents thought that Oarai town was suffering from *reputation risk* above the medium level.

Overall, the decline of visitor number was the biggest issue of the Oarai tourism industry during that period, even if the other two effects were also as serious as the visitor number dip.

5.3.3 Three months after the disaster

The next question investigated the damage to businesses and the destination after three months. During the period, it started recovering compared with the first month (see Table 5.6). However, the overall condition was similar to the previous timeline.

Table 5.6 The impact of the 2011 Great East Japan Earthquake after three months in Oarai

Timeline	In Three Months				
	No effect at all (%)	Between none and moderate (%)	A moderate effect (%)	Between moderate and strong (%)	A strong effect (%)
Visitor number of Oarai decreased	7.3	1.8	10.9	29.1	50.9
Oarai town's reputation was affected negatively	10.9	3.6	10.9	34.5	40.0
The facilities for tourists were damaged	9.3	3.7	29.6	35.2	22.2
My customer number decreased	14.5	10.9	18.2	38.2	18.2
The type of customers was different	22.2	9.3	48.1	13.0	7.4
My building was physically damaged	32.7	7.3	23.6	29.1	7.3
I had difficulty paying staff	47.3	0.0	32.7	16.4	3.6
I had difficulty accessing stock from outside the region	42.6	7.4	35.2	11.1	3.7

At the business level, *physical damage* and *inbound stock access* were the biggest changed factors. The 50.9% “between moderate and strong effect” and 12.7% “strong effect” on *physical damage* in the first-month respectively decreased to 29.1% and 7.3%. On the other hand, the percentage of medium effect on *physical damage* increased from 10.9% to 23.6%. Also, respondents who rated no effect on *physical damage* rose from 20.0% to 32.7%. In the *inbound stock access* category, 14.8% of respondents thought that it caused an effect over moderate to strong level (11.1% between moderate and strong and 3.7% strong effect) after three months, compared with 40.7% of respondents (29.6% between moderate and strong and 11.1% strong effect) had the same opinion after one month. These two factors carried less weight under the ongoing post-disaster recovery process.

However, the other three factors, *payment hardship*, *decreasing customer number* and *customer type change*, had little change compared with the first month. It shows that the situation during this period may not have eased. For example, a hotel owner commented that his business had to negotiate with staff to reduce their shifts and salaries due to the sharp drop in customer numbers in this period.

Another respondent, who is from a business beside the shore described the situation in this period as follows:

We restored and cleaned our facilities to reopen the business in the first month. However, since the reopening, our customer numbers dramatically declined due to the reputation risk. I could not do anything about it, and the year 2011 had passed like this.

Overall, the biggest factor affecting the businesses was still decreasing customer numbers, which is an ongoing problem. On the other hand, at the community level, the answers from respondents were also similar to the previous timeline. The reputation risk of Oarai was turning slightly more serious than the first month and the strong effect rose from 36.4% to 40% (see Figure 5.1). Meanwhile, the other two slightly recovered under the recovery process.

5.3.4 Six months after the disaster

The third timeline was six months after the disaster. During this period, the damage to the local businesses and the community were continuously recovering (see Table 5.7). However, the effect on the community level was still serious.

At the business level, all the factors were continuously recovering except for the *inbound stock access*, which was increasing a little compared with the last timeline. The percentage of people who had a moderate and higher than moderate effect increased from 46.3% (35.2% moderate effect and 11.1% higher than moderate effect) to 52.7% (38.2% moderate effect and 14.5% higher than mild effect).

Overall, the biggest factor affecting businesses was the decreasing customer numbers over different time frames.

Table 5.7 The impact of the 2011 Great East Japan Earthquake after six months in Oarai

Timeline	In Six Months				
	No effect at all (%)	Between none and moderate (%)	A moderate effect (%)	Between moderate and strong (%)	A strong effect (%)
Visitor number of Oarai decreased	7.1	8.9	12.5	33.9	37.5
Oarai town's reputation was affected negatively	10.7	7.1	8.9	37.5	35.7
The facilities for tourists were damaged	12.7	3.6	32.7	36.4	14.5
My customer number decreased	10.7	14.3	28.6	33.9	12.5
The type of customers was different	21.8	9.1	45.5	21.8	1.8
My building was physically damaged	41.1	7.1	23.2	23.2	5.4
I had difficulty accessing stock from outside the region	45.5	0.0	38.2	14.5	1.8
I had difficulty paying staff	48.2	0.0	32.1	17.9	1.8

At the community level, all three factors were slightly recovered over the previous period. However, comparing with the first month, only the factor of *damaged tourism facilities* had a substantial recovery. The other two factors, *reputation risk* and *decreasing visitor number*, still had a major influence on the Oarai tourism industry.

5.3.5 The current impact of the disaster (in 2018)

The previous time frame was six months after the disaster. During this period, *Garupan the anime* was in production and broadcast in late 2012. Therefore, the effect of *Garupan* on the post-disaster recovery in Oarai started around the time of the broadcast. It is important to examine the process and outcome (see Table 5.8).

Table 5.8 The current impact of the 2011 Great East Japan Earthquake in Oarai

Timeline	Current (2018)				
	No effect at all (%)	Between none and moderate (%)	A moderate effect (%)	Between moderate and strong (%)	A strong effect (%)
The type of customers was different	25.5	9.1	36.4	23.6	5.5
Visitor number of Oarai decreased	29.1	12.7	34.5	16.4	7.3
Oarai town's reputation was affected negatively	30.9	18.2	34.5	7.3	9.1
My customer number decreased	26.8	23.2	37.5	10.7	1.8
The facilities for tourists were damaged	49.1	5.5	34.5	10.9	0.0
I had difficulty paying staff	57.1	3.6	33.9	5.4	0.0
My building was physically damaged	57.1	12.5	23.2	7.1	0.0
I had difficulty accessing stock from outside the region	67.3	3.6	23.6	5.5	0.0

At the business level, the factor *decreasing customer number* and *changing customer type* had more influence on local businesses than others. Among the two, the situation of *decreasing customer number* had been eased compared with the first month. The percentage of respondents who reported an effect above medium level declined from 60% in the first month to 12.5%. On the other hand, the factor *changing customer type* is another story. Its effect had increased between the one-month timeline and the three-month timeline and kept stable for the rest of the time until this point. A total of 68.5% of respondents thought this factor had a moderate and higher effect after the first month, while the percentage dropped to 65.5% currently (2018). It seems that fewer people think this issue was as influential as the first month. However, the percentage of people who think it is a more than moderate effect currently (23.6% between moderate and strong and 5.5% strong) is higher than in the

first month (20.4% between moderate and strong and no one rated strong). Therefore, it shows that the customer structure has had some change since the earthquake and it still affects the customer structure among the local businesses at the same level nowadays.

At the community level, the weight of all three factors have been shifted substantially. The factor of *damaged tourism facilities* was the most recovered factor among the three, where 49.1% of respondents thought it was fully recovered. For *reputation risk*, 73.2% of respondents thought that it still caused a severe effect six months after the disaster (37.5% between moderate and strong, 35.7% strong effect), while it decreased in 2018 to 16.4% (7.3% between moderate and strong, 9.1% strong effect). Also, the impact of *decreasing visitor number* had a similar pattern to *reputation risk*. It had 71.4% of respondents rating as higher than the moderate effect (33.9% between moderate and strong, 37.5% strong effect) six months after the disaster, and declined to 23.7% in 2018 (16.4% between moderate and strong, 7.3% strong effect). However, they were not completely recovered. There was still 34.5% of respondents who thought that the three factors had a medium effect on the Oarai tourism industry.

5.4 The cooperation between Oarai local businesses and Garupan

This section outlines the cooperation between respondents and Garupan the anime. From the general involvement level to different types of involvement with Garupan at different time, the relationship between Garupan and the local business will be explored.

5.4.1 The general involvement of local business with Garupan

Due to the positive relationship between the local Chamber of Commerce and the copyright holder, the local business involvement with Garupan was high. Out of a total 70 shops, there were 68 shops which stated they were involved with Garupan at different levels, one shop which was involved with Garupan in the past but not doing it anymore, and one shop which had never been involved with Garupan. For the open-ended question, which asked about the reason for involvement in the Garupan project, 34 out of 70 respondents answered and their answers were coded and grouped by the author (see Table 5.9). From the 34 answers, eight respondents became involved in the Garupan project to

increase their sales, and ten respondents intended to help the revitalisation of Oarai town. Seven respondents were associated with or were suggested by the Chamber of Commerce and the city council, which shows the effect of industrial leadership. Five respondents said that they were doing this because they love the anime and love to interact with anime fans. Three respondents reported that other people had suggested they become involved.

Table 5.9 The reason for becoming involved in the Garupan project

Reason for involvement	Number of responses
Increasing sales	8 (23.5%)
Helping the revitalisation of Oarai	10 (29.5%)
Associated with the Chamber of Commerce and the city council	8 (23.5%)
The enthusiasm for the anime and communication with fans	5 (14.7%)
Being suggested by others	3 (8.8%)
Total number of responses	34

Garupan was first broadcast in 2012; seven years before this study. This anime is continuously making new series, seasons and episodes, which means that the series remains profitable. It is also one of the most popular anime products among fans and, in turn, the popularity of the Oarai has also remained high in fan groups. For example, the attendee numbers of the Oarai Anglerfish Festival are continuously increasing since it collaborated with Garupan in 2012 (Ibaraki News, 2018). According to respondents' comments, the local events were benefited from visits by Garupan fans since the disaster. With the high enthusiasm from fans, the development of Garupan tourism in Oarai is also increasing. However, according to the respondents, they did not all start the cooperation at the very beginning. Through time, more and more business operators became involved with Garupan. For example, when I asked a retail shop owner whether she was in the first group of people to start cooperating with Garupan in Oarai, she answered:

Actually, I was not in the first group of people to start doing Garupan project in the shop. I like the anime though, but I was not that interested in doing Garupan business at that moment. However, when those people have achieved a success to increase their customer number, I decided to follow it.

The reason she cooperated was the economic benefit that the project had brought to those who were first involved, even if she liked the anime series generally. Therefore, the benefit at the beginning encouraged more local business to be involved in the cooperation.

5.4.2 The business involvement in Garupan tourism through time

This section outlines the ways in which local businesses in Oarai are involved with Garupan. There were two questions in this section in the survey. The first asked if a business was involved in Garupan tourism. The second question asked how many ways of involvement the business had at the same time, which shows the different levels of business cooperation with Garupan tourism in Oarai. However, only two respondents were not cooperating with Garupan at the time of the survey. Thus, the focus here is on involvement methods.

From previous observations of the researcher, five ways to be involved in anime tourism had been identified. They are *outside poster presentation, interior decoration, themed merchandise, life-size cardboard* and *related events* (see Table 5.10). In the survey, respondents were asked about what kind of ways they were involved in Garupan tourism, both in the past and at the time of the survey. The result show that there were not many changes in involvement approach among the respondents over time. Therefore, the data for involvement at the time of the survey will be used to explain the distribution.

According to the results, the respondents were mostly taking multiple approaches to cooperate with Garupan tourism, since the least popular method, *themed merchandise*, was used by around three-quarters of the respondents (72.9%). The other methods were all associated with more than 80% of the respondents, and almost all of them had an *outside poster presentation* at their shops (92.9%). However, the difference in usage between these five methods was not high, and the general usage was high in the town.

Overall, compared with business involvement in the past, involvement was a slight increase in each category at the time of the survey. More than half of the respondents were involved in all five ways at their shops (57.1 %). When combined with the shops which had four ways of involvement in Garupan tourism (21.4%), it represents more than three-quarters of the respondents.

Table 5.10 The different approaches to involvement in Garupan tourism

	2018
	Yes
I have displayed Garupan posters in front of my business	65 (92.9%)
I have added Garupan elements in the interior of my business	62 (88.6%)
I have sold Garupan theme products in my business	51 (72.9%)
I have had Garupan life-size cardboard in front of my business	57 (81.4%)
My business has attended the Garupan events in Oarai	58 (82.9%)
Total	70

5.5 The respondents' perception of the impact of Garupan tourism in Oarai

This section presents the results of the survey respondents' perception of the different impacts of Garupan tourism in Oarai since it was introduced. Respondents were asked to rate 15 statements about the impacts of Garupan tourism on Oarai, from 1 "strongly disagree" to 5 "strongly agree". These impacts were at two levels: *individual-level impact* and *community-level impact*. Overall, the general opinion of local businesses on Garupan tourism was beyond neutral to positive. However, in the following open-ended questions, some issues about Garupan tourism were mentioned by the respondents.

5.5.1 Individual-level impact

Among the 15 statements, there were four statements which asked whether Garupan tourism affected the respondents' individual lives and businesses (see Table 5.11). A large majority of respondents (88.6%) agreed that Garupan had increased the number of customers to their businesses (20% agreed, and 68.6% strongly agreed). Despite the 7.1% neutral respondents, only 4.3% of respondents disagreed with the statement.

Table 5.11 The respondents' reception on individual-level impact of Garupan tourism

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)
Garupan has increased the number of customers to my business	0.0	4.3	7.1	20.0	68.6
Garupan has changed the type of customers to my business	1.4	7.1	18.6	20.0	52.9
Garupan is good for me and my family	2.9	5.7	27.1	30.0	34.3
Garupan is good for my business	0.0	4.3	11.4	40.0	44.3

This strongly suggests that the most of surveyed local businesses did gain economic benefits from Garupan tourism. On the other hand, the anime tourism product attracts different visitors to Oarai as well. Around three-quarters of respondents (72.9%) reported that Garupan tourism had changed their customer type (20% agreed, and 52.9% strongly agreed). Referring to the economic impacts, 84.3% of the respondents agreed that Garupan is good for their businesses (40% agreed, and 44.3% strongly agreed). However, when asked about the economic boost, the respondents' opinion about the impact of Garupan tourism on themselves and their family was not as positive as the attitude with their businesses; 64.3% of respondents thought that Garupan tourism was good for themselves and their family, 30% agree and 34.3% strongly agree, but 27.1% of respondents remained neutral on this

statement. In general, as with the economic impact statement, there was a positive attitude towards the personal impact of Garupan tourism. However, when compared with the economic impact, the percentage of respondents who thought Garupan had a positive personal impact was smaller. For example, a woman who owns a shop in the shopping district talked about the personal impact of Garupan tourism:

I don't know whether it's positive or negative. Due to the boost of Garupan fans in Oarai, we need to organise more events than before, and it takes a lot of time and energy. There are many elderly business owners here, so it has increased the pressure on locals. However, Oarai people love doing events so it may not be that serious.

This sentiment was supported in other open-ended responses. One of the survey respondents said that he was too busy to deal with Garupan fans due to their increasing number. From the participant observation of New Year Barbeque Party, when I returned to my hotel from watching the sunrise, the owner was still working with volunteers around 9 am. Therefore, a side effect of the positive economic impact is that the increasing Garupan tourism is also potentially placing a burden on the local businesses, especially in such an ageing community. However, with the economic benefits, the overall attitude towards Garupan tourism is still positive. Regarding the ageing issue, a local food processing factory owner commented that:

Although my factory is a local-focused business, the labour was difficult to find after the disaster because many people moved out. Garupan not only attracted fans visiting Oarai but attracted them moving to Oarai. I have two Garupan fans moved from other prefectures working in my factory right now.

He also said that there were more than 120 fans who had moved to Oarai and worked there since the disaster, which meant a lot to the small town because the decreasing population and the lack of employees became an issue for local businesses since the disaster. The resided fans have eased the problem at a relative level. Overall, the boom of Garupan tourism brought both positive and negative effects on the community.

5.5.2 Community-level impact

This section discusses the respondents' perception of the community-level impact of Garupan tourism. It covers three aspects: the impact on the local tourism industry, the impact on the communication between tourism businesses, and the impact on the whole community. The results show that almost all the respondents held a strongly positive attitude towards Garupan tourism and its effect on the town (see Table 5.12).

Garupan impacts on the local tourism industry

In response to the question about the role of Garupan tourism in the post-recovery of the tourism industry in Oarai, 80% of respondents had a strong sense that Garupan *has helped the recovery of the local tourism industry*. It shows that for these respondents at least, Garupan tourism has become an important element in the Oarai tourism industry. Also, 80% of respondents strongly agreed with the statement that Garupan *has attracted more tourists to Oarai* and no one disagreed with the statement, suggesting the impact of Garupan on the local tourism section was substantial. For example, when I asked a local business operator whose factory was damaged during the tsunami whether Garupan tourism had helped the post-disaster recovery of Oarai, he answered:

It not only did, but did a very good job. In the first year after the earthquake, the declined customer number was a big issue for lots of shops in Oarai. Since the [Garupan] broadcast, the visitor number was increasing with fans coming to Oarai, so did the customer number of my café, which helped me a lot.

He had a highly positive attitude towards the role of Garupan tourism in the post-disaster recovery process in Oarai, which could reflect the positive opinions of other respondents. Furthermore, when asked about the statement that Garupan *has become the central feature of tourism in Oarai*, 91.4% of respondents agreed with it (31.4% agreed and 60% strongly agreed). Thus, the change to the local tourism industry had already occurred and could be observed, reflecting an important step towards destination transformation. In answer to the question about the change in the economy, 97.1% of respondents agreed (35.7% agreed, and 61.4% strongly agreed) that Garupan *has changed the economy of Oarai*.

Table 5.12 The respondents' perception of community-level impact by Garupan tourism

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)
Garupan has helped the recovery of the tourism industry of Oarai	0.0	1.4	2.9	15.7	80.0
Garupan has attracted more tourists to Oarai	0.0	0.0	2.9	17.1	80.0
Garupan is now the central feature of tourism in Oarai	0.0	2.9	5.7	31.4	60.0
Garupan has changed the economy of Oarai	0.0	1.4	1.4	35.7	61.4
Garupan has transformed the tourism industry in Oarai for the better	0.0	2.9	8.6	41.4	45.7
Garupan has increased communication among the local tourism businesses	0.0	1.4	7.1	38.6	52.9
Garupan has increased competition among the local tourism businesses	10.0	7.1	55.7	15.7	11.4
The reputation of Oarai town has been positively affected by Garupan	1.4	1.4	4.3	45.7	47.1
Garupan has improved the appearance of Oarai	0.0	7.1	15.7	40.0	37.1
Garupan is good for the community of Oarai	4.3	1.4	11.4	54.3	28.6
Garupan had a negative impact on the way of life in Oarai	24.3	34.3	31.4	5.7	4.3

As a small rural town, the tourism industry is one of the key features of Oarai so that the change in the local tourism industry could have a huge effect on the local economy. Thus, for the statement that *Garupan has transformed the tourism industry in Oarai for the better*, 87.1% of respondents had a positive attitude towards it (41.4% agreed and 45.7% strongly agreed). However, one respondent answered the open-ended question, as he thinks “*it is not good that Oarai tourism relies on Garupan while the traditional tourism in Oarai is also important*”. Despite the economic benefits, it seems that

there may be some people who prefer the traditional forms of tourism to the new one when there is a conflict between the two different types of cultures, although this was not fully investigated in this study and would require a broader survey. It may be more important to some residents to keep the old tradition than to create more financial opportunities by changing the tradition.

Garupan impacts on the interaction between tourism businesses

Besides the effect of Garupan on the local tourism industry, it is also crucial to examine the potential impact of Garupan on the interaction within the community, especially within the tourism industry. For the statement that Garupan *has increased communication among the local tourism businesses*, a total of 91.5% of respondents strongly agreed (52.9%) or agreed (38.6%) with the statement. In other words, communication between local tourism businesses has improved with Garupan, which has helped to create a local network, which is crucial to building resilience in the destination (Larsen, Calgaro & Thomalla, 2011). Interestingly, when I asked a shop owner about the management of Garupan tourism and events organisation, he answered that the local Chamber of Commerce was in charge. He also pointed out that the Chamber of Commerce took the role of local Garupan tourism organiser after Oarai town council had refused the request from the copyright holder Bandai to be the organiser.

On the other hand, when the survey asked whether Garupan *has increased competition among the local tourism businesses*, 55.7% of respondents had a neutral opinion about it, while 27.1% of respondents agreed. The other 17.1% of respondents disagreed with the statement. The new tourism form could potentially increase competition within the local tourism industry, but more than half of the respondents thought it was not a big issue for the tourism industry in Oarai. From my observation, some shops that had Garupan character panels have closed in recent years. Then, the panels were transferred to another group of shops, which may have been a newly opened shop, or an existing one. Thus, the anime resources in Oarai were reused. Also, some businesses held small Garupan events by themselves, while some did events together. For example, the birthday events during my fieldwork period were different. Some business operators only provided a table in front of their stores for fans to list their birthday gifts to the characters. Others were holding activities during their characters'

birthday events, which were from half-day to full-day events. During each event, different local business operators cooperated to hold the event with the shop owner whose panel character was celebrating their birthday. In some of them, some agencies and organisations were involved in the events as well. The involvement included volunteering at the event, selling their goods at the event or holding a sub-event. This type of event attracted 100 to 1,000 fans to Oarai during my observation.

Garupan impacts on the community

This last section examines the overall effect of Garupan on the local community, and in particular, the reputation of Oarai, which was the most serious issue after the disaster. When the statement asked whether *the reputation of Oarai town has been positively affected by Garupan*, 92.8% of respondents had an affirmative answer (45.7% agreed, and 47.1% strongly agreed). It means that the recovery of Oarai's reputation in the aftermath of the disaster has been influenced by Garupan tourism. In the following statement, a respondent from a family business commented that the image of Oarai bound with Garupan is becoming famous all over Japan. She wrote an example in the comments:

I went to a town in Fukushima for a local event before. We had some Garupan merchandises sale in our booth. When I chatted with some locals who are older than me, they had known Oarai because of Garupan, which surprised and impressed me.

In the minds of these respondents, the new destination image had successfully promoted Oarai to other regions in Japan, which helped restore the destination reputation of Oarai.

The next statement is: *Garupan has improved the appearance of Oarai*. Here, 77.1% of respondents agreed with this comment, and 15.7% of respondents were neutral about it. During fieldwork, the change in appearance of Oarai was remarkable, with many Garupan-themed decorations, such as the life-size Garupan character panels and anime tank models (see Chapter Three). When the respondents were asked about the statement that *Garupan is good for the community of Oarai*, 82.9% of them agreed (54.3% agreed, and 28.6% strongly agreed). It was a general comment not restricted to a particular aspect of the impact. For example, a retail shop owner described Garupan fans in Oarai as:

Unlike ordinary tourists, Garupan fans are very keen to find some very local spots such as remote or small local restaurants. I think it helps the town a lot. There was one time that a group of fans came to my shop and chatted with me about the new Garupan film in 2015, trying to figure out the hill where Mika and Aki (characters in the anime) watched the match at the beginning. I told them that I knew that place, which is not far from my shop. Then I brought them to the spot, and they were very excited about it.

According to her experience, the different behaviour by Garupan fans was good for the community in both economic and sociocultural aspects because it gives opportunities to more local businesses, which are not a common group of beneficiaries from tourism. Also, the non-famous local attractions could be developed and promoted to the outside. Moreover, a member of the local Chamber of Commerce described the local community economy:

In the past, the council needed a budget from the central government to develop the local public infrastructures. Since the anime broadcast, with the increased profits of local ratepayers, there is more money coming to the council, which has been used to improve the public infrastructure such as evacuation facilities and roadwork. It means that we don't need to rely on the regional budget for public utility development anymore. Also, the council has more funds to invest and support Garupan related events and facilities, which makes more profits to the council and us. I think it is positive feedback for the economy of our community.

He thought that Garupan tourism in Oarai had helped the local community development by increasing community revenue. Another respondent commented that the local crime rates had decreased because of the bustling atmosphere with the increasing number of fans in Oarai.

Not surprisingly, then, when respondents were being asked whether Garupan *had a negative impact on the way of life in Oarai*, 58.6% of respondents disagreed with the comment and 31.4% of respondents were neutral with it. However, an owner from the local drinking establishment industry, who agreed that Garupan had a negative effect on the local lifestyle, expressed his worry in the comments section:

Recently, how to keep an appropriate manner becomes a problem with some fans, such as pushing the glass of my store's entrance door rather than using the handles and talking loudly in a group in my store. Maybe the Chamber of Commerce should make a brochure to talk about this.

According to this respondent, misbehaving fans had caused some social issues, however the positive attitude towards Garupan is still the trend overall. In contrast with the concern over the negative behaviour, a local hotel owner said that the residents of Oarai had accepted the new tourism and the new type of tourists because they have not brought many negative impacts to Oarai, only heavy traffic in summertime, even if residents did not get much direct benefit from Garupan; it is beyond the scope of this study to examine if the majority of residents agree with this statement. He also commented that Garupan fans generally have better behaviour than the normal “littering” tourists.

The development of Garupan tourism had also changed the behaviour of local businesses. When I asked a local café owner about his experience of organising an anime-related event, he commented:

We didn't have any experience about how to hold anime-related events before. The first thing was to make the character panels and distribute to some of the local shops. Since that, there were fans sending gifts to those shops which had panels at some specific dates, and the name of the recipient were all Garupan characters. Also, there were more fans who visited Oarai on those dates. In the beginning, we didn't have a clue about the situation, but we started to realise what was going on a year after. Then after two years, the Chamber of Commerce decided to hold the birthday parties for Garupan characters to satisfy fans' demand and attract more fans to come. For now, I will hold a birthday party for my café's character every year.

According to him, not only the business operators but the Chamber of Commerce had learned how to improve the operation of anime tourism from fans, which shows the learning and self-organisation process in the new tourism system.

Overall, the local business operators surveyed in this research perceived Garupan tourism and its impact on Oarai very positively. With such a positive attitude, what did these local business owners think of the future of Garupan tourism in Oarai? The next section addresses this question.

5.6 The respondents' attitude to future Garupan tourism development in Oarai

This section presents the respondents' interests in future Garupan tourism development in Oarai. It was rated by the respondents on a scale from 1 “I would like to see much less Garupan in Oarai” to 5 “I would like to see much more Garupan in Oarai”. According to the results, almost all the respondents

hoped to at least maintain the current Garupan tourism development (42.9% wanted to keep the current situation and 55.7% to increase the development). Compared with the positive perception of Garupan tourism from the local shop owners, the number of people who wanted levels of Garupan tourism to remain at current levels was high. Meanwhile, in the open-ended question of recommendations on future Garupan tourism in Oarai, six out of total of 21 answers said that it was very difficult to improve on the current Garupan tourism situation, so it was good enough to maintain the current arrangements.

Overall, these local business operators were willing to maintain or increase the degree of Garupan tourism appearance at the time of the survey. Very few people wanted to decrease Garupan tourism development. Oarai is an ageing community, and Garupan tourism had increased the work in their daily jobs. Not every elderly person will have much energy to do more for Garupan tourism. In the previous section, the increase in the labour force was mentioned by a respondent, which could help to ease the ageing issue. Besides the attitude towards the future of Garupan tourism, the sustainable development of this tourism form was also of concern. When I asked about the future development strategy for Garupan tourism, a member of the Chamber of Commerce answered:

Well, about the future ... It is sad to say that, but we all know it will come to an end. The anime will be over sometimes in the future. However, we attract many fans coming to Oarai and show the outside about the environment, spirit and hospitality of Oarai. It is a good chance to promote yourself when there are many people keen to know more about the place. Many regular fans return here not only because of Garupan but also being attracted by the friendly atmosphere. Even if the anime series is over, we can still benefit from the reputation and popularity built before.

According to his comment, the anime resource is not only used independently but combined with other local tourism resources to build loyalty among fans. By binding anime and the destination together in a certain way, long-term influence and tourist loyalty can be created. It has been shown by the media interview of Chiaki Kajima, who came back to Oarai from Tokyo after the disaster and is now the director of sales planning of her family seafood retail shop. She described the reason for the large proportion of returning fans in Oarai as:

Oarai people are friendly, generous and talkative, so I think fans are attracted by such a community characteristic. I've seen Garupan fans who came to our shop and felt like the dishes are delicious, so the next time they brought their family to Oarai and our store. I am so glad that I've firstly known my family shop from Garupan before I return home (V-Storage, 2019).

According to her interview, the local atmosphere is important to Oarai because it creates a positive impression and relationship to visitors. During my observation of the Anglerfish Festival I encountered an old lady who gave us a friendly greeting and said, "welcome to Oarai" to us on the way. It shows that the hospitable tradition is a key characteristic of local tourism. In fact, the strategy has achieved its success already. Based on some Garupan fans' tweets and the information from chatting with them, Oarai and their favourite local businesses were being referred to as "home", which is a metaphor to express their close connections and loyalty to the destination.

On the other hand, according to the comments, the overall reputation of Garupan fans was higher than the average tourist level. Another respondent commented about the organising of Garupan tourism, saying that he hoped to communicate with the anime copyright holder Bandai more frequently. Also, another respondent mentioned that Oarai town had not appeared in the latest episode of Garupan very often, so she hoped that the next episodes could show the town more. There are similar comments on the Garupan tourism system that locals may have different requirements and demands towards the copyright holder about the future Garupan tourism development.

5.7 Chapter summary

From the result, the population in the surveyed businesses is ageing, and more than half of the participants were over 50. In the surveyed businesses, most of them were locally born, and retail business represented more than half of the participants. The disaster impact section revealed that the major impacts were the building damage and decline in customer numbers in the first month after the disaster. However, six months after the disaster, the physical damage had been repaired more rapidly than customer numbers. On the other hand, at the community level, the damaged facilities also recovered faster than the damaged destination image and decreased visitor numbers, which were still serious issues six months after the disaster. However, the impact from the disaster had largely gone at

the time of the research except for the changed type of customers. According to respondents, there were an increasing number of different types of customers visiting their shops throughout the time because of the development of Garupan tourism.

In terms of cooperation with Garupan tourism, almost all the respondents were involved in Garupan tourism, and the general perception of Garupan tourism was positive. The effect of Garupan tourism on the economy and local tourism recovery in Oarai was confirmed amongst these respondents. Also, the development of Garupan tourism has increased communication within these members of the business community. Furthermore, with the different preferences and behaviour of Garupan fans from those of mass tourists, a wider range of businesses and organisations, which had not been involved in the traditional tourism industry, had been drawn into the network of Garupan tourism. However, there were also concerns raised about the socio-cultural impact of the Garupan tourism development, such as increasing crowds in the township, too many events for older people, and misbehaviour by some fans. Thus, the opinion on future development of Garupan tourism was almost equally divided into two parts: maintain or increase the development.

From the results of this research, it is clear that Garupan tourism has made a positive impression among the Oarai business operators surveyed. These respondents believe that Garupan has brought many benefits to the small town in the aftermath of the disaster. However, how exactly does Garupan tourism work in Oarai? Has it transformed the small town for good? Has the new tourism form and system helped the community to strengthen their resilience? The next chapter will discuss such questions behind the data.

Chapter 6

Discussion

6.1 Introduction

Chapter Five outlined the perception of 70 business respondents in Oarai regarding the economic and sociocultural impacts of 2011 Great East Japan Earthquake, the effects of the anime Garupan in the post-disaster recovery process, and the appropriate level of anime tourism development in Oarai in the future. This chapter will critically discuss these findings in light of existing literature. The first section will briefly summarise the impacts of the 2011 Great East Japan Earthquake in Oarai, and the disaster recovery process in the aftermath of the disaster based on the background information and the results of this research. The second section will examine the transformative effects throughout the impacts and recovery process on Oarai tourism system, the effort of the disaster recovery process on making the local business community resilient, and the future development of Garupan tourism in Oarai.

6.2 Impacts of the 2011 Great East Japan Earthquake in Oarai and the recovery process in the aftermath of the disaster

The 2011 Great East Japan Earthquake caused severe damage and brought various changes to the affected areas. Based on the background information and the results of this research, the impacts of the disaster in Oarai can be divided into two categories: tangible damage and intangible damage, particularly around reputational damage. It has taken years for the local tourism industry to recover from the impacts. To deal with the disturbance, Garupan tourism was developed when the opportunity was presented. Thus, this section will be divided into three parts, which briefly revisit the disaster impacts, the recovery process in the aftermath of the disaster, and the development of Garupan tourism.

6.2.1 Disaster impacts

The physical damage of the disaster was primarily spread along the coastal area of Oarai. From the survey results, buildings and infrastructure damages were the main issue in the first month after the disaster, with more than 2,000 buildings affected by the disaster. For local businesses, some buildings were damaged by the earthquake itself, while others were flooded by the tsunami. Similarly, some industrial facilities such as fishery vessels and production equipment were damaged during the tsunami, which had a huge negative effect on the local economy. Luckily, human casualties were minimised due to an effective emergency warning system, with only one dead and six injured.

On the other hand, the intangible influence of the disaster in Oarai was also a serious issue, with longer-term impacts. Being affected by physical damage and the nuclear leakage in Fukushima, the local destination image was severely damaged, which had further consequences on the destination. Referring to Section 5.3, customers at individual businesses dropped, and tourist numbers declined at the community level, resulting in a general decline in the local tourism industry. Furthermore, the local population decreased after the disaster due to the closure of some businesses through disaster damage and decline in visitor numbers. Combined with the existing ageing population problem, it aggravated the issue of a lack of suitable employees, which further impacted the local economy.

As a socio-ecological system, Oarai community has largely depended on the coastal resources, such as the fishing industry and 3S tourism, since its establishment in the 1950s. The 2011 tsunami caused a huge impact on the coastal resource-dependent industries. Due to the damage to fishing vessels, the number of operators in the fishing industry decreased because they could not afford replacements. Also, 3S tourism has been greatly damaged by the ecological impact of the tsunami. Additionally, both the fishery and tourism industries were still facing the ecological impact from the Fukushima nuclear crisis, with ongoing potential for seawater pollution from the nuclear power plant to damage the coastal resource and wider economy. Moreover, before the disaster, the local fishery as a production-based (primary and secondary) industry was already decreasing and shifting towards the retail-based

tertiary sector. Therefore, changes in the local fishing industry were already occurring, and a need to revitalise the local tourism industry had been acknowledged.

The local tourism business community have done many things to recover from the impacts of the disaster event in 2011. The damaged buildings and facilities have been rebuilt or repaired since the disaster, and some events had been held to attract tourists back to town, however tourist numbers had not been restored to pre-existing levels when the opportunity to develop Garupan tourism arose. Faced with this opportunity, some businesses willingly grabbed the chance, which has achieved success in recovering this section of the local economy, so that the disaster impacts in the destination have been largely eased and overcome. However, did the recovery process make the community more resilient to future disasters? This question will be answered in the next section.

6.2.2 Recovery process

The rebuild of local shops damaged in 2011 was undertaken quickly, especially in the first three months, and therefore, the damage to the respondents' buildings was overcome in a short time. Similarly, the damage to facilities in the community was repaired at a relatively fast pace. It is known that the physical damage from a disaster in a destination can be corrected in a short time frame (Mair et al., 2016), and with strong governance, a local community can rebuild their hometown successfully (Calgaro & Lloyd, 2008). The financial support for post-disaster recovery is a key factor due to the high cost of the infrastructure and facilities rebuild. Financial support from the government helped the local council and residents to quickly overcome the physical damage from the earthquake and tsunami; for example, the highway to Tokyo was restored within six days of the disaster (see Chapter Three). With the quick restoration of infrastructure, the issue of accessing inbound stock and getting stock to market was largely resolved. However, according to discussions with business operators in Oarai, some respondents revealed that there were still issues about the physical damage recovery process; for example the shop owner who missed the relief application schedule and the food processing business owner whose factory had returned to normal only around two years after the disaster. Thus, even with

the short-term urgent remediation of physical damages from the disaster, long-term physical reconstruction is still required.

The intangible impacts on the destination were not restored as quickly as the physical damage. Based on respondents' opinions, they thought the decline in customer numbers, including visitor numbers, while recovering to some extent, had more influential impacts for the destination than the physical damage in that period for individual businesses. On top of the impact on visitor numbers, the reputational risk to the destination remained at a moderate to high level six months after the disaster. Not only did the earthquake and tsunami produce a negative image of Oarai, but the nuclear disaster from the Fukushima Daiichi nuclear power plant created more reputational risk to the town. According to previous research (e.g., Mair et al., 2016), the recovery from intangible disaster impacts can take a long time, and can be more difficult to resolve than physical damage; drops in customers and visitors can be associated with this damaged destination image. The willingness of visitors to come to the destination may have decreased as a result of the damaged destination image because of the concerns of safety (Huang et al., 2008), thereby slowing the post-disaster recovery of the destination. For example, after Hurricane Katrina, New Orleans' destination image had been negatively affected so that the tourists chose to visit other destinations, causing a sharp decrease to local tourism revenue (Pearlman & Melnik, 2008). These results are reflected in Oarai. As shown by the comments from the respondents, the intangible impact of the disaster brought a huge issue for the local business operators to overcome in the short-term period, but it took a long time to restore reputation.

In the longer term, the average perception of all the impacts amongst business respondents was relatively low. Similar to the impacts in the short-term situation, the intangible negative impacts in the long-term were slightly more influential than the physical damage, which means that the disaster still had an on-going impact on the destination. Because of the Fukushima Daiichi nuclear disaster and the incident at the Oarai Nuclear Research and Development Centre in 2017 (see Section 3.3), the destination's reputation in terms of the safety of Oarai continues to face risk from the surrounding environment. Furthermore, the general domestic willingness to travel to the coastal destination may

have been affected by the tsunami. According to the Japanese national survey about the favourability of the seaside (Nomura, 2012, 2013), the proportion of respondents who hold a positive attitude towards the sea has declined since 2008 and dropped sharply in 2011. When the multiple consequences of the disaster combine, they could still be affecting the visitor number at the destination even seven years after the disaster. In this context, the local tourism industry, has developed Garupan tourism to deal with the impacts on the industry. This has brought many changes to the destination. The following section will discuss the development of Garupan tourism in Oarai.

6.2.3 Development of Garupan tourism in Oarai

As discussed in Chapter Three, the very beginning of the anime project was the negotiation between the copyright holder and local businesses for making the anime series. The role of the destination management organisation (DMO) was essential because they connected the copyright holder to the local community. While neither the copyright holder nor local businesses were guaranteed of the outcome, there were still individuals and businesses who were keen to be involved in the project. Thus, instead of being involved in the anime with the whole community from the beginning, the collaboration was started in just some of the shopping streets in Oarai, along the coastline, which was the area most impacted by the disaster. It was an experiment to test the potential outcome of the transformation (Geels & Kemp, 2006). It is possible that the small-scale nature of the early collaboration may reflect a lack of 'buy in' from the whole community, as some in the community that were outside the disaster area may not have been willing to change, unlike the communities directly affected by the disaster, even if the disaster impact was wide-ranging in Oarai. In this case, the coastal areas such as Magarimatsu shopping district, which suffered more physical damages than the inland areas, had to change and adapt to the new situation and it was this district which had early involvement in Garupan production and tourism development.

Garupan tourism in Oarai has achieved great success since the broadcast in 2012, and the economic benefit of Garupan tourism is significant. It stopped the trend of decreasing Oarai visitor numbers and brought customers back to the local shops. Although the visitor numbers have not yet returned to the

pre-disaster level, the overall positive perception from the survey respondents towards the economic benefits that Garupan tourism brought to their shops and the community show that the new tourism scheme eased their hardship. However, while the new tourism product has been developed, the local tourism system faces challenges, such as the shifting focus of tourism development in Oarai, and the focus of this study means the opinions of all stakeholders are not reflected here. Overall, the attitude of respondents towards this issue is still optimistic, and yet, there were respondents worried that the traditional local tourism would fade away due to the rapid development of Garupan tourism. Although Garupan tourism has developed the local economy at a community level, the risk of creating winners and losers in the new tourism industry still exists (Chapin et al., 2010). As the situation of relationship between traditional values and popular culture contents, the recent master plan of local tourism development will still be focused on the traditional coastal identification and tourism products, with added new tourism elements into the system, which is planning to create a cooperating environment for both culture values.

Overall, the development of Garupan tourism in Oarai has brought many changes on the local tourism system and the community. As a project focusing on disaster impacts and transformation of the local community, this research needs to analyse the transformative effects in the recovery process. The next section will examine the transformative changes of the local community after the disaster.

6.3 Transformation or not? Analysing the disaster recovery process and its future trajectory

As the last section discussed, the disaster recovery process in Oarai have made the community more resilient than the pre-disaster system. With the influence of the disaster and the community response, differences have occurred in the community. Therefore, it is necessary to examine the post-disaster system to see whether the destination has been transformed to a new system. In this section, the discussion will be divided into three parts. The first part is to analyse the transformative effects through the disaster impacts and the disaster recovery process since the disaster. The second part discusses the effort of building resilience in the community in the recovery process. The third part is the future discussion to forecast if the destination will fall back to the old system in the future.

6.3.1 Analysing transformative effects through the disaster impacts and the disaster recovery process

The recovery of Oarai in the aftermath of the disaster was not a tourism-only process. It involved multiple aspects of the destination as a whole system. When facing an external disturbance, a socio-ecological system may experience transformation if the disturbance is too great to absorb, resulting in the system becoming untenable and undesirable (Adger, 2000; Walker et al., 2004). In the case of Oarai, while it suffered from a major disaster, the impacts of which are still being felt, the disaster was also a factor that provided an impetus for the development of Garupan tourism as it was an outside opportunity presented to the community for easing disaster impacts. Under the external pressure and disturbance, changes in local system were observed. As a socio-ecological system, Oarai was influenced by various factors, which were related and interacted with each other. Thus, the changes throughout the time need to be analysed under a complex system idea.

Oarai has not had an immense change in the local environment; the direct, short-term ecological impacts of the earthquake and tsunami on the destination were barely visible during fieldwork in 2018. The strategy the local authority took to cope with this environmental disturbance was to strengthen defensive infrastructure such as the sea wall. However, the ecological impact also affected the local fishery industry, which was one of the main elements of the local economy at Oarai. Due to the damage to fishing vessels, the number of operators in the fishing industry decreased because they could not afford replacements. Additionally, both the fishery and tourism industries were still facing the ecological impact from the Fukushima nuclear crisis. The potential seawater pollution from the nuclear power plant could damage the coastal resource and lead to a falling economy. Thus, an urgent need to revitalise the local economy had been identified. As a result of the situation, when the opportunity of producing anime presented to locals, some of them were positively involving into the process and developing Garupan tourism in the later years. Moreover, before the disaster, the local fishery as a production-based (primary and secondary) industry was already decreasing and shifting to a retail-based situation (the tertiary industry). Therefore, changes in the local fishing industry already existed.

On the other hand, the distribution of disaster impacts in different areas in Oarai have resulted in differing local responses. Due to the disaster areas being located along the coastline, the damage was distributed unequally within the community. Therefore, the coastal area experienced more impacts than inland areas and were therefore more likely to do something to cope with the impacts. For example, the Magarimatsu shopping district, which was partially flooded during the tsunami, was the first shopping district to coordinate with Garupan and develop Garupan tourism, which was the beginning of Garupan tourism in Oarai. With a disturbance on a broader scale, a deliberate transformation may happen at small scales as a result of the external forces (Folke et al., 2010), with these local experiments providing impetus for future transformation at broader scales, such as a restaurant owner who became involved in Garupan tourism after he observed the tourist boom after the anime broadcast (V-Storage, 2018). This situation had introduced more businesses to the local tourism industry from wider areas, which has created a broader social network. From structural point of view, the tourism system in Oarai has been changed as more stakeholders have become involved in Garupan tourism development, which also expanded the coverage of the new tourism system as many new stakeholders were at regional scale.

Furthermore, besides the effect of providing for fans, the Garupan tourism network itself also introduced diverse types of businesses into the system. For example, during my observation, the businesses that cooperated with Garupan tourism included garages, heavy-duty hardware shops and gas suppliers. These types of businesses are normally more a local supply service than a tourism business. Therefore, even if the destination image of Oarai had not completely changed, there were already changes in the structure of the local tourism system. For this situation, not only did the traditional tourism businesses need to learn from fans' activities to improve the development of Garupan tourism, but those businesses that had no experience in general tourism expanded into this domain, which expanded and enhanced the communication in the local community. With the effort that the changed tourist types were putting on the communication network, the actors in the new tourism system were keen to learn and improve the system, such as by introducing a cashless payment method in Oarai (see Chapter Three).

Besides the effort on stakeholders in Garupan tourism network, fans group was also introduced into the network and had a great impact on the system. Their preferences and behaviours were different from the traditional mass tourists, which framed the local tourism development strategy. According to respondents, Garupan fans are keen to have a more local experience than traditional tourists. As evidenced by one of the interviewees, Garupan fans visit more local attractions and local hospitality businesses than those traditional tourism businesses. It creates a friendly relationship from the local business side because it brings a wide range of benefits to more people in the system. The interaction of anime fans and the community can be increased by the fans showing respect for local institutions and exploring more local experiences, which makes the local businesses more likely to accept the new tourism and new tourist groups. As the relationship between the local community and fans remaining positive, the economic benefits brought by the anime to the town can be continuous.

During the operation of the post-disaster tourism system, the role of political forces cannot be neglected. Although the development of Garupan tourism is a major process of self-organisation, the management and leadership from key personnel and organisations can be observed. For example, the new DMO constructed by people from various organisations which facilitates and manages almost all the events and promotion in Oarai since the disaster; and the role of the Chambers of Commerce which helps local businesses to negotiate with the copyright holder and manages local involvement. On the other hand, there were few governmental agencies involved in the Garupan tourism system, which reduced the potential for plans to become stuck in bureaucracy and 'red tape'. Instead, the local government agency has a supportive role in guiding the whole system under governmental regulations. As previously introduced in Chapter Three, the governmental support in attracting new residents and their employment or business establishment had been built on the effect of self-organisation. Although the tourism industry may face a lack of protection without a high level of government involvement, the self-organisation within diverse organisations in Oarai seems to have filled the role of supervisor. These effects from the political level made the tourism system different from the pre-disaster one.

Furthermore, the new tourism product has brought different tourists to the destination, who have a different interest in the local tourism resources. With changing tourist behaviour, the local tourism industry has faced a change as well, which will be an ongoing and gradual process. For example, the organising of new anime-themed events after the disaster, the anime-themed promotions for the destination, and the increasing number of anime character panels for local businesses, were the outcome of learning and adapting process to new tourist group and behaviour. As a result, the destination was slowly changed under the operation of the new tourism system.

After examining the disaster impacts and recovery process, various changes in Oarai's tourism system can be understood. As section 6.3 discussed, the post-disaster recovery has made the destination more resilient. All the elements which increased the local resilience are also contributing to its transformability such as social network and capital, collective action and self-organisation (Folke et al., 2010; Gallopín, 2006). As the concept of transformation is to shift to a new system when the previous one becomes untenable and undesirable (Walker et al., 2004), it is difficult to say that the traditional system of Oarai community is completely untenable. Although the fishery industry has been declined since the disaster, it is still an important industry and element in Oarai, as is the nuclear technology support. However, the changes in the tourism industry may be driving the community in a new direction. From the destination's structural operation to tourist behaviour, these elements are different from the pre-disaster 3S resort system. Even as 3S tourism still exists in the destination, there is an overlap with the new and alternative tourism product. As the community becomes more resilient to future disaster events, it is possible to keep some of the old elements for reorganising when a transformation cannot be avoided (Folke et al., 2002). Thus, although the current system of Oarai community has been greatly changed since the disaster, it is difficult to say that the whole socio-ecological system has been transformed, however transformation of the local tourism system can be observed, and with this transformation, resilience has been enhanced in the community. The next section will discuss the effort of building resilience in the recovery process in Oarai.

6.3.2 The effort of building resilience in the disaster recovery process of Oarai

As we examined the transformative effects in the recovery process in Section 6.3.1, multiple factors in the process have been involved into building resilience of the tourism community in Oarai. For a community, social capital plays a crucial role in building resilience in a community (Aldrich, 2012; Aldrich & Meyer, 2015). By definition, it is an important way to enhance a community's social capital by creating a collective network which connects the individuals in the system to share information, knowledge for learning, and resources accessibility (Adler & Kwon, 2002). Thus, building community network and strengthening the stakeholder connections is crucial to increasing the community resilience. According to the result from Section 5.5.2, more than 90% of respondents agreed that the development of Garupan tourism has helped the communication between local businesses. The information sharing network and a tightened relationship among network members can be observed in Garupan tourism network, which is a crucial factor of enhancing social capital in Oarai. Furthermore, the involvement of fans in the network provides opportunity of learning to the local tourism businesses due to the different behaviour of anime fans to mass tourists. Therefore, Garupan tourism network has helped increasing social capital in the tourism community in Oarai.

When high social capital exists in a community, the community could reach the stage of self-organisation (Berkes & Ross, 2013). In a self-organising system, the strong collective management engages the members in the system to cope with the external shock effectively, which makes the system resilient (Walker et al., 2002). As Section 6.3.1 mentioned, the process of self-organisation can be observed in the system through the enhanced communication between the tourism businesses. However, in a resilient community network, engaged governance is also required to operate and manage the system (Berkes & Ross, 2013). It involves leadership to strategically manage the system. In the case of Oarai, the establishment of the new DMO "Covert Operation Headquarters" and the management role of the Chamber of Commerce show a leadership in the system of Garupan tourism network as they shaped Garupan tourism development in Oarai and connected the local businesses to external stakeholders such as the copyright holder, travel and transport agencies, and prefectural government. In other words, this process has been managed by different stakeholders involved into

the network instead of being decided and pushed by the authority: a “bottom-up” effect rather than a “top-down” process (Sabatier, 1986). It makes the tourism community in Oarai resilient under the self-organisation network with appropriate governance.

Furthermore, compared with infrequent visitors in a disaster-affected destination, regular visitors of the place are more likely to re-visit the destination (Walters & Clulow 2010; Walters & Mair, 2012). It helps a tourism community become resilient because the royalty among tourists eases the impact of tourist market decline after a disaster. Also, it increases the accessibility of external resources from regular tourists, which is developing the tourism network and enhancing social capital of the community. From the interviews presented in Chapter Five and personal observation, a large proportion of Garupan fans were turning into regular visitors of Oarai. They often visited the destination multiple times per season and developed friendships with local businesses. To them, the reason to visit Oarai can be attending events or simply visiting local friends, which makes them more likely to return to Oarai even if a disaster occurs in the destination (add ref to this finding elsewhere). With loyal visitors, the community can be more resilient to future disasters.

A resilient community can accept and absorb some changes, which shows a characteristic of openness and adaptability (Dovers & Handmer, 1992). Since the development of Garupan tourism, the distribution of the visitor period across the year by Garupan fans represents a shift from summer-centred mass tourism in Oarai because fans are visiting the destination for different tourism resources. To attract more fans in the traditional tourist off-season, new anime-themed events such as “Kairaku Festa” was started, which was also a change from feedback to the local tourism operation. As a result, the adaptability in Oarai tourism community is evidenced.

Furthermore, a community is more resilient when the destination has a diverse economic structure (Berkes & Ross, 2013; Maclean et al., 2014). A complex structure of economy in a community creates and supports more opportunities for local business members and customers. Also, a community which has a multiple-resource dependent economy is more resilient than a single-resource dependent community (Freudenburg, 1992). Thus, not only the types of industries but the diversity of resource

usage is important in creating a resilient community. In Oarai, although the industries have been severely damaged, the economic structure in the destination has largely remained the same, consisting of the fishing industry, nuclear technology support and tourism. At this stage, the economic structure is still vulnerable to future disaster because there is no new industry being introduced into the system. However, the tourism industry has shifted from a coastal dependent industry to a multiple-resource dependent industry. From the comment of interviewees in Section 5.5.2, the socio-cultural value of Oarai is popular among anime fans, and more businesses were being introduced into the tourism network by fans' preference. Furthermore, the traditional elements of the destination's appeal, based on the sea, have been incorporated into local anime tourism promotion and the Anglerfish Festival (see Chapter Three). Therefore, rather than being in competition, the development of Garupan elements in Oarai offers symbiosis with traditional values. However, although the natural resources are still an important element in the local tourism system, it has started being less dominant in the new tourism system as other tourism resources such as a socio-cultural experience becoming more crucial. In the case of modifying popular culture elements into the joint coastal resort strategy, the increased usage of non-natural resources in the local tourism system has been shown. The anime had branded Oarai town as a complex destination rather than following the old coastal resort classification. As a result, not only the tourism industry but the local economic structure shifted from single-resource dependent to a complex economic system, which made the community more resilient than the sea-based destination system in the context of natural disaster.

After examining the resilience building in disaster recovery process in Oarai, the effort of the post-disaster development strategy has been revealed. The community has become more resilient compared to the pre-disaster system. However, whether the destination will return to its old system in the future is a question that needs to be answered. The next section will explore answers for the questions.

6.3.3 The future direction of Oarai tourism

As a coastal town, Oarai is closely connected to the sea and it is still exposed to future earthquake and tsunami risks. With the ecological impacts of the disaster, the local environmental situation has still not eased after the issue of nuclear leakage, as it is a long-term problem. How the authority copes with the nuclear disaster and ongoing risk will have a large influence on the local development, especially the strategy to process the radioactive waste disposal. In other words, Oarai as a socio-ecological system is still vulnerable to natural issues while it is continuously affected by the current environmental impacts and potential further environmental damage from the nuclear disaster. If radioactive waste is being discharged into the ocean, there may be more ecological damage to the small coastal town physically and intangibly, which will cause a huge impact on the local economic system. As a result, transformation not only in the tourism system but in a larger scale could happen if the ecological damage occurs.

With regards to the tourism system, as the last section mentioned, this has been transformed in Oarai since the development of Garupan tourism, which seems to be making the community more resilient. In the system, the roles of fans and local businesses were crucial as they made a major contribution to the recovery of the local tourism industry. Initially, it was fans who precipitated the local tourism business and agents to develop Garupan. Therefore, a positive host-guest relationship was important to a sustainable operation of Garupan tourism system. So far, the connection between fans and local business is very positive. However, with the increasing number of fans, the risk of damaging the positive host-guest relationship is increased. From the result in Section 5.5, some new fans behaved impolitely and inappropriately, which did not happen at the early stage of Garupan tourism. Like in some other anime tourism cases, the local perception of anime tourism can turn negative with misbehaving fans (Yamamura, 2015). Although the increasing number of fans has caused crowding issue during the summer time, the core of this issue is still about the guest behaviours because the overcrowding issue existed before the disaster (the pre-disaster visitor numbers were higher than the post-disaster levels, and the distribution of tourists in Oarai before the disaster was condensed in summer months).

According to Doxey's irritation index (1975, cited in Zhang, Inbakaran & Jackson, 2006), increasing visitor numbers could negatively affect the local community's response to tourism. In the case of Oarai, everyone was excited and surprised about the effect that Garupan brought to the town. Also, in developing anime tourism for the first time, the local businesses and DMOs were not prepared and knowledgeable to plan Garupan-related events, due to a lack of planning at that time. This phase in Oarai covers the very first stage of "Euphoria" in Doxey's irritation index. With a more detailed Garupan tourism strategy later, the number of Garupan fans who visited Oarai increased, and the index entered the "Apathy" stage. According to the result in Section 5.5, a respondent noted that the increasing number of fans increased the burden of local business operators especially elders. Interestingly, the average attitude towards the future of Garupan tourism in Oarai among local businesses is also neutral, which means that they prefer maintaining the current level of Garupan tourism development to expanding the development. Some respondents commented that it was better to maintain the current situation because it was good enough and it was risky to expand more.

Some respondents were already unable to cope with the increasing number of fans, so they stopped increasing their cooperation with the anime. Accordingly, there have been no new main Garupan-themed festivals held in recent years. Also, the focus of local Garupan tourism development seems to have moved to construction of tourist facilities and new business imports and support. Although the destination development strategy was trying to help the growth, according to some respondents, there were misgivings about the situation of Garupan tourism and future development recently. Thus, the situation in Oarai now could fall in between the stage of "Apathy" and "Annoyance", which is a sign of potential negative sociocultural impacts, deterring development, and falling back to the traditional 3S tourism system in the future.

On the other hand, some people have commented that it is not good to be overdependent on Garupan because the enthusiasm of fans will be gone one day. According to some respondents, the short-term boost has not completely changed the long-term development value of Oarai. Like the future regional tourism development plan (Tokyo Web, 2019b), with the support from anime resource, the main

development strategy still focuses on the coastal entertainment and resort. However, the joint tourism network strategy between Oarai and the neighbour city resembles a modified 3S tourism system because the newly established organisations and the strengthened communication are the outcomes from the experience of the Garupan tourism system. Therefore, the development of Oarai's tourism system may go down a different route than the traditional tourism system.

There remains the serious population ageing issue in Oarai, which might affect the development strategy for the future. According to the interviews and some comments, the appearance of anime events in Oarai has become a burden for some local business operators, especially the elders. Although as few businesses have stopped holding events, it is unlikely to become a common issue. However, the situation may be different in a few years' time, as some locals have commented on the shortage of young generation staff to take over the shops. They normally had to close their shops because of the nature of running a family business. Also, the local population is continuously decreasing each year, even if there are fans who have moved to the town. However, as most fans moving to Oarai are young, the population structure may be changed, and possibly new businesses will be set up in the future.

In conclusion, the future development of Garupan tourism may possibly completely transform the destination, as the current changes may lead to a transformation in the next generations (McLennan et al., 2012). As the system operating, it is gradually transforming the whole socio-ecological system especially the other industries are facing a decrease. However, although the new tourism system becomes resilient to natural disturbance, it is also vulnerable to sociocultural issues, which could make the development to be stopped. Thus, it is difficult to forecast the future development trajectory of Garupan tourism.

6.4 Chapter summary

This chapter has discussed the disaster recovery process in Oarai in order to analyse the effect of building resilience and creating a transformation in the community. Through the process, the community has increased its resilience to a natural disaster setting via the building of social capital, learning platform through an expanding network, and a multi-resource dependent system (Aldrich,

2012; Aldrich & Meyer, 2015; Folke et al., 2010). However, the new Garupan tourism system is vulnerable to sociocultural issues because the core of the tourism system is the positive connection between locals and fans. The potential decline of the current positive host-guest relationship may occur in the future.

Another topic is the examining of transformation. As the fishery and nuclear technology support industries were still in function, the whole socio-ecological system of Oarai has not been completely changed. However, the tourism industry in Oarai was transformed as the effect of Garupan tourism increasingly influenced the destination through the time. It did not only help the local economy but also change the systematic structure, create different operation methods and add alternative social values to the industry and community. With the building of resilience at the community level, it is possible that the tourism system facilitates the transformation in the whole socio-ecological system in the future by keeping some existed elements (Folke et al., 2010). Therefore, the traditional industries and values in Oarai were not lost but can be further reformed in the future. The next chapter will make a conclusion of this research.

Chapter 7

Conclusion

7.1 Introduction

This chapter will draw together the contents of this thesis. This research aimed to understand and analyse the changing tourism system via the disaster recovery process since 2011 in Oarai to see whether its tourism system has been transformed to a new system. It covers areas such as post-disaster recovery, building community resilience, and tourism planning and development. In this chapter, the research objectives will be revisited to clarify the research purpose and outcomes. A summary of the research findings will be presented in the following section. Then, the contribution of this research will be discussed. Also, the limitations of this research will be discussed. Finally, suggestions for future research will be offered.

7.2 Summary of the research findings

To describe the findings of this research, it is important to revisit the objectives of this research. The first objective was to research the tourism environment and destination image of Oarai in the aftermath of 2011 disaster. According to the background information and comments from respondents, the disaster had a significant impact on the destination image of Oarai. Due to the physical damage on the coastal attractions and the reputation damage by the nuclear leakage in Fukushima, Oarai had suffered from the damaged image of a coastal resort in the aftermath of the disaster. As a result, the number of tourists sharply decreased in the first year after the disaster. It was urgent to overcome the conundrum. Thus, when the opportunity of developing anime tourism was presented to the industry, some locals were eager to take the chance.

After understanding the situation of a damaged destination image in Oarai, the second objective, which is to identify the role of anime tourism in the post-disaster recovery process of Oarai, can be achieved. The role of anime tourism in Oarai has been to increase visitor numbers, while also aiding in

rebranding the destination and modifying and restoring its reputation as a tourist destination after the disaster. According to the research results, the appearance of the town, the promotion strategy, and the events organisation have been changed in association with the images of Garupan. According to the interviewees, the image of “Garupan town” has become well known in other regions. By developing Garupan tourism and this new destination image, the tourist arrival numbers have been restored from the decline caused by the disaster impacts. Additionally, Garupan tourism had attracted fans to reside in Oarai, which has eased to some degree the issues of ageing populations, decreasing population and decreasing young employees in Oarai.

As a new image has been created, the third objective, which was to examine the relationship between anime tourism and traditional 3S tourism in Oarai, needs to be explored. Instead of replacing the traditional 3S tourism, Garupan tourism became a marketing platform for the traditional values through a symbiosis with traditional 3S tourism. For instance, the local tourism industry has used anime elements to promote the summer beach season and events. Also, anglerfish as a traditional tourism symbol strongly features and appears in Garupan anime and Garupan events. For example, at the annual Anglerfish Festival, which is one of the largest festivals in Oarai, the element of anglerfish was still closely linked to the event even though there were anime-themed activities and elements becoming more prominent.

After summarising the relationship between anime tourism and traditional tourism in Oarai, the perception of local businesses on the development of the new tourism product is important to understand. The fourth objective was to evaluate the perception and experience of business stakeholders in Oarai on the changing tourism setting and product. It must be acknowledged that this research has surveyed a relatively small proportion of the business community in Oarai, and the viewpoints of the wider local community is not known, however generally the opinions from the respondents were positive towards the development of Garupan tourism. As it helped the local tourism industry to restore the tourist numbers and overcome the disaster impacts, most of the respondents were happy about the economic effects of Garupan tourism in Oarai. Also, some

respondents noted the changes that the new tourism product brought to the town. However, on the future development, the opinions varied. Some respondents were keen to see more Garupan tourism development in Oarai while others held a cautious attitude. In this latter group of people, some considered that it was too difficult to continuously expand on the current development as it would require more resources, and some worried about the negative impacts from being overdependent on anime tourism because the anime broadcasting would be eventually ended in the future. Based on these opinions, the future development of Garupan tourism in Oarai could be limited, which will be further discussed in relation to the sixth objective.

While the role of anime tourism in the post-disaster recovery process has been discussed, the fifth objective was to analyse the effect of anime tourism on enhancing community resilience since the disaster. By developing Garupan tourism, the community became more resilient to a natural disaster in four ways. First, the community was able to optimise the operation of local tourism system. It engaged stakeholders to set up new managing organisations and self-organised its post-disaster responses, which is an important element of a resilient community (Aldrich & Meyer, 2015; Berkes & Ross, 2013; Magis, 2010). Secondly, the development of Garupan tourism had increased the social network to access resources within the local business community as well as externally with fans and external agencies, which is an important element of social capital and the building of resilience in a community (Adler & Kwon, 2002; Aldrich, 2012). A third way in which community resilience has been improved is that Garupan tourism has provided a learning platform not only for local tourism businesses but also for other types of organisations to gain knowledge, and associate benefits, from new tourists. It helped the community to develop key resources and connections necessary to be more adaptable and responsive to future disturbances (Berkes & Ross, 2013). Also, the community in the coastal areas in Oarai, which were affected most by the disaster, was more deliberate to promote the changes, which is also a sign of a resilient community (Folke et al., 2010). Finally, the community has reduced the risk of resource dependency on a particular sector of the local tourism industry. In Oarai, the tourism system has been shifted from being single resource-dependent to being multiple resources-dependent, which made the tourism community more resilient (Freudenburg, 1992). Based

on these points, it is clear that the development of Garupan tourism helped building a more resilient community in Oarai.

The last objective was to assess the long-term strategy of anime tourism in Oarai, and the extent to which this process marks a transformative change for the destination. During the analysis of the disaster recovery process, several transformative changes can be observed in the local tourism industry: changes in the systematic structure and changes in tourist behaviours. However, a larger scale of transformation was not evidenced from this research yet can be re-examined in the future because it may take a longer time. Therefore, the future development strategy is an important aspect in understanding whether the whole system will be transformed or fall back to the pre-disaster one. According to respondents, many of them preferred maintaining the current development level of Garupan tourism to continuously expanding and increasing it in the future, as they regarded the current development level as 'good enough'. Also, at the time of this research, episodes of the anime have been still produced. When the anime production comes to an end in the future, the development of Garupan tourism is likely to be affected. However, through the joint destination development strategy, it is planned that the elements of anime tourism will be connected to the traditional tourism values, thereby generating a multi-form tourism complex in Oarai and its surrounding areas. Based on the plan, more changes can be expected in the future.

By achieving all the research objectives, the research can conclude that the disaster had a tremendous impact on Oarai's economy, community and tourism structure. Anime tourism was introduced into the local tourism system, and it played a fundamental part in the recovery and success of Oarai's tourism. As a result, the local tourism system and industry have been changed considerably by the development of anime tourism. However, as the traditional destination identification and the local economic structure were largely kept, the change in Oarai tourism and community brought by Garupan tourism was understood more like an adaptation than transformation. With the future development, it would be interesting to see whether the adaptation of the Oarai community leads to a transformation or falls back to the traditional system.

7.3 Contribution of this research

In this research, information and perceptions from 70 business operators were collected to analyse the changed tourism system in Oarai in the aftermath of the disaster. The previous research suggested that the recovery process could be slowed by competition among businesses in a community and they only would be forced to work collectively when there is insufficient resource in the community (Granot, 1997). Faulkner (2001) commented that the extent to trigger collective actions remains unknown. In this research, the local businesses did not collaborate after the disaster right away. It was found that the new tourism system produced a very positive environment for local businesses to collaborate. Thus, an effective leader, self-organising effort, and systematic changes could help to ease the competition among community members in an emergency. Also, the results showed that the intangible damage from a disaster is often the hardest issue to solve. It supports the assertion that it usually takes a longer time to recover from than physical damages (Mair et al., 2016).

On the transformation process, it is hard to find a case in which one destination successfully transformed its identities and destination images due to a disaster. Although the long-term transformation effect remains uncertain, the post-disaster recovery in Oarai nevertheless showed some interesting points in that one destination can adapt itself in such a disaster setting and achieve its success by embracing a new form of tourism products. In this sense, Garupan tourism in Oarai is a rare case where anime tourism has been successfully developed and has played a fundamental role in bringing tourists back to the region and reviving its economy. The research demonstrated how a cluster network developed through Garupan tourism functioned to enhance community resilience.

7.4 Research limitations

As in any research, there are limitations in this study, which can be largely categorised around two factors relating to methodological limitations. The first is the language barrier, which may have caused interpretation bias during the interview process. Due to the requirement of English-speaking interviewees, the usage of the second language by the interviewees may have resulted in miscommunication or misunderstanding. Also, the actual sample size was smaller than the original

target for the research of a small town with 17,000 people. However, due to the schedule issue, the fieldwork was conducted during a peak tourism season, which decreased the number of successfully completed or collected surveys.

Another methodological factor is the selection of participants. This research focused on the business perspective of disaster impacts and the changed tourism system. As a main stakeholder in the tourism industry, the local business is potentially the winner or beneficiary from the changed tourism system. As such, it may have offered a favourable view towards the development of anime tourism while the rest of the community, especially those who were not involved in tourism businesses, may have different perceptions on the same issues. Further, within the business group who participated, the respondents of this research were mostly highly involved with Garupan tourism. It means that there were other businesses which did not involve themselves in Garupan tourism and their voices were not reflected within the results. Furthermore, there were some businesses that had to close or leave the town since the disaster, and it was not feasible to collect data about their situations and opinions, so their opinions on the impacts of the disaster – particularly in the immediate aftermath of the event – are not heard

7.5 Future research avenues

As mentioned in the previous section, a broader sample would help future research to assess a comprehensive and accurate outcome about the changed system in Oarai. For example, future research can be extended to the businesses which did not cooperate with anime tourism as well as residents who are not involved in the tourism industry. As previous literature on disaster research insists, every actor of a community in tourism planning should be considered as a part of the system to increase the resilience of the community (Berkes & Ross, 2013; Magis, 2010). In this sense, it is pertinent for future research to address a question: ‘Have other groups such as residents in Oarai also received benefits from the changed tourism system?’ Also, as participated businesses in the sample had the high involvement rate with Garupan tourism, future research needs to attend to the opinions from the business that were not involved. Have they been a winner or a loser in the changed tourism

system? These questions need to be answered to assess a comprehensive understanding of the post-disaster recovery and tourism transformation in Oarai.

Furthermore, long-term effects of the anime tourism on the destination are another opportunity for future research. At the time of research in 2018, it had been seven years since the disaster, and changes – or indeed transformation – over a longer time need to be further assessed, especially after the production of the Garupan anime eventually ends. Previous literature warns that transformation can possibly fall back to the previous system with governance issues (Folke et al., 2010; Walters, 1997). Also, the influence of environmental issues such as the long-term impact of the Fukushima nuclear leakage remain to be uncertain for the local community. As a socio-ecological system, a community can be significantly changed by the disturbances and influences from the nature (Berkes et al., 1998). As one of the three major economic sectors in Oarai, nuclear technology support was not fundamentally damaged during the disaster, and according to the post-disaster local community development strategy, nuclear technology support is still going to be held as a key part in Oarai's economic structure. However, with increasing calls to phase out nuclear power nationwide, the nuclear technology support industry is also facing the challenge of decline. As a result, it may have to change in the future like the tourism industry where the disaster also created an opportunity for developing a new tourism system (Folke, 2006). Therefore, the revisit of the case study and long-term impacts on the destination are essential to understand the trajectory of transformation in the system.

Appendix A

Research Information Sheet

A.1 Research Information Sheet for Surveys

Research Information Sheet

You are invited to participate as a subject in a project entitled:

The changing role of tourism in a post-disaster recovery process: Developing anime tourism in Oarai, Japan

The aim of this project is to critically assess the changes to the tourism industry and market in Oarai since the 2011 Tohoku earthquake and tsunami.

Your participation in this project will be via a survey about your involvement in tourism, your business, and the impacts of the 2011 earthquake and tsunami on your business and tourism in Oarai in general. Your thoughts about the development of tourism in Oarai since this time will be investigated also, particularly the role of 'Girls und Panzer' in current and future tourism plans for the destination and your business. The survey should take about 15 minutes. In the performance of the tasks and application of the procedures, there are no foreseen risks of you participating in this research.

Your participation in this research is voluntary. You may refuse to answer any questions and may withdraw your participation and the information you have provided for the research by informing me prior to December 1, 2018 by telephone or email.

The results of the project may be published, but you may be assured of your anonymity in this investigation: the identity of any participant will not be made public or made known to any person other than the researcher, his supervisors, and the Human Ethics Committee, without the participant's consent. To ensure anonymity and confidentiality the following steps will be taken:

- Names and contact details will not be used as a part of data dissemination.
- Pseudonyms or code names will be used instead in any written or oral presentation.
- No individual identifying information will be presented in public.

The project is being carried out by:

Name of principal researcher: **Xiao Xu**

Contact details: 021-2945705

Email: Xiao.Xu@lincolnuni.ac.nz

He will be pleased to discuss any concerns you have about participation in the project, or you may contact his supervisors from Lincoln University (see below).

Name of Supervisor: **Joanna Fountain**

Contact Details:

Email: Joanna.Fountain@lincoln.ac.nz

Name of Supervisor: **Koji Kobayashi**

A.2 Research Information Sheet for Interviews

Research Information Sheet

You are invited to participate as a subject in a project entitled:

The changing role of tourism in a post-disaster recovery process: Developing anime tourism in Oarai, Japan

The aim of this project is to critically assess the changes to the tourism industry and market in Oarai since the 2011 Tohoku earthquake and tsunami.

Your participation in this project will be via an interview about your involvement in tourism, your business, and the impacts of the 2011 earthquake and tsunami on your business and tourism in Oarai in general. Your thoughts about the development of tourism in Oarai since this time will be investigated also, particularly the role of 'Girls und Panzer' in current and future tourism plans for the destination and your business. The interview should take about 30 minutes to complete and will be conducted in English with assistance of an interpreter. Ideally the interview will be recorded using a recording device with your consent. If you are not comfortable with the interview being recorded, short-hand notes will be taken during the interview instead. In the performance of the tasks and application of the procedures, there are no foreseen risks of you participating in this research.

Your participation in this research is voluntary. You may refuse to answer any questions and may withdraw your participation and the information you have provided for the research by informing me prior to January 1, 2019 by telephone or email.

The results of the project may be published, but you may be assured of your anonymity in this investigation: the identity of any participant will not be made public or made known to any person other than the researcher, his supervisors, and the Human Ethics Committee, without the participant's consent. To ensure anonymity and confidentiality the following steps will be taken:

- Names and contact details will not be used as a part of data dissemination.
- Pseudonyms or code names will be used instead in any written or oral presentation.
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The project is being carried out by:

Name of principal researcher: **Xiao Xu**

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He will be pleased to discuss any concerns you have about participation in the project, or you may contact his supervisors from Lincoln University (see below).

Name of Supervisor: **Joanna Fountain**

Contact Details:

Email: Joanna.Fountain@lincoln.ac.nz

Name of Supervisor: **Koji Kobayashi**

Contact Details:

Email: Koji.Kobayashi@lincoln.ac.nz

Appendix B

Research Survey

B.1 Research survey for business established before the disaster in 2011

Once you have had the project explained to you and you have had time to read the research information sheet, please complete the following:

I understand the nature of this project and on that basis agree to participate

1. What is your role in your current business? (please circle one)

Manager, but not owner	1
Owner	2

2. How would you describe this business? (please circle one)

Restaurant	1
Lodging (Hotel, Ryokan, etc.)	2
Drinking establishment	3
Customer service (e.g. Barber, Jewellery repair, etc.)	4
Retail (e.g. Groceries, Souvenirs, Clothing)	5
Public & Industrial Services (Bank, Post Office, etc.)	6
Other (Please specify: _____)	7

3. In what year did you become involved in, or started, this business? _____

4. Why did you decided to become involved in, or started this business?

5. How many full-time employees does this business currently have? _____

6. How many part-time employees does this business currently have? _____

7. What is the total number of full-time-equivalent (FTE) employees in this business in the high season (January, August & October)? _____
8. What is the total number of full-time-equivalent (FTE) employees in this business in the low season (The remaining months of a year)? _____
9. What effect did the tsunami have on your business and Oarai one month after the event?

	No effect at all			Neutral			A strong effect	
I had difficulty paying staff	1	2	3	4	5	6	7	
My building was physically damaged	1	2	3	4	5	6	7	
I had difficulty accessing stock from outside the region	1	2	3	4	5	6	7	
My customer number decreased	1	2	3	4	5	6	7	
The type of customers was different	1	2	3	4	5	6	7	
Oarai town's reputation was affected negatively	1	2	3	4	5	6	7	
Visitor number of Oarai decreased	1	2	3	4	5	6	7	
The facilities for tourists were damaged	1	2	3	4	5	6	7	

10. What effect did the tsunami have on your business and Oarai after three months?

	No effect at all			Neutral			A strong effect	
I had difficulty paying staff	1	2	3	4	5	6	7	
My building was physically damaged	1	2	3	4	5	6	7	
I had difficulty accessing stock from outside the region	1	2	3	4	5	6	7	
My customer number decreased	1	2	3	4	5	6	7	
The type of customers was different than before	1	2	3	4	5	6	7	
The reputation of Oarai town was negatively affected	1	2	3	4	5	6	7	
The visitor number of Oarai decreased	1	2	3	4	5	6	7	
The facilities for tourists was damaged	1	2	3	4	5	6	7	

11. What effect did the tsunami have on your business and Oarai after one year?

	No effect at all			Neutral			A strong effect	
I had difficulty paying staff	1	2	3	4	5	6	7	
My building was physically damaged	1	2	3	4	5	6	7	
I had difficulty accessing stock from outside the region	1	2	3	4	5	6	7	
My customer number decreased	1	2	3	4	5	6	7	

The type of customers was different than before	1	2	3	4	5	6	7
The reputation of Oarai town was negatively affected	1	2	3	4	5	6	7
The visitor number of Oarai decreased	1	2	3	4	5	6	7
The facilities for tourists was damaged	1	2	3	4	5	6	7

12. What effect does the tsunami have on your business and Oarai now?

	No effect at all			Neutral		A strong effect	
I had difficulty paying staff	1	2	3	4	5	6	7
My building was physically damaged	1	2	3	4	5	6	7
I had difficulty accessing stock from outside the region	1	2	3	4	5	6	7
My customer number decreased	1	2	3	4	5	6	7
The type of customers was different than before	1	2	3	4	5	6	7
The reputation of Oarai town was negatively affected	1	2	3	4	5	6	7
The visitor number of Oarai decreased	1	2	3	4	5	6	7
The facilities for tourists was damaged	1	2	3	4	5	6	7

13. Thinking about the different effects of the tsunami...what measures did you take to deal with the situation?

... in the first month:

... after the first month, but in the first year:

... after the first year:

14. Has your business collaborated with Garupan promotion any time in the last 5 years?

Yes, currently involved	1
Involved in the past but not now	2
Never involved	3

15a. In what ways have you ever been involved in Garupan? (select all that apply in the left-hand column)

15b. In what ways are you currently involved? (select all that apply in the right-hand column)

<i>Ways involved in Garupan</i>	15a	15b
I have displayed Garupan posters in front of my business		
I have added Garupan elements in the interior of my business		
I have sold Garupan theme products in my business		
I have had Garupan life-size cardboard in front of my business		
My business has attended the Garupan events in Oarai		

16. If you have ever been involved in the Garupan collaboration, why did you choose to be involved in this collaboration?

17. If you were involved in the Garupan collaboration in the past but not now, why did you cease your involvement in this collaboration?

18. If you have never been involved in the Garupan collaboration, why did you choose not to be involved in this collaboration?

19. Thinking about Garupan tourism in Oarai, to what extent do you agree or disagree with the following statements?

	Strongly Disagree			Neutral			Strongly Agree		
Garupan has helped the recovery of the tourism industry of Oarai	1	2	3	4	5	6	7		
Garupan has increased the number of customers to my business	1	2	3	4	5	6	7		
Garupan has changed the type of customers to my business	1	2	3	4	5	6	7		
Garupan has attracted more tourists to Oarai	1	2	3	4	5	6	7		
Garupan has increased communication among the local tourism businesses	1	2	3	4	5	6	7		
Garupan has increased competition among the local tourism businesses	1	2	3	4	5	6	7		
Garupan had a negative impact on the way of life in Oarai	1	2	3	4	5	6	7		
Garupan has changed the economy of Oarai	1	2	3	4	5	6	7		
Garupan is now the central feature of tourism in Oarai	1	2	3	4	5	6	7		
Garupan has transformed the tourism industry in Oarai for the better	1	2	3	4	5	6	7		
Garupan is good for me and my family	1	2	3	4	5	6	7		
Garupan is good for my business	1	2	3	4	5	6	7		
Garupan has improved the appearance of Oarai	1	2	3	4	5	6	7		
Garupan is good for the community of Oarai	1	2	3	4	5	6	7		
The reputation of Oarai town has been positively affected by Garupan	1	2	3	4	5	6	7		

20. What do you think of the future of Garupan tourism in Oarai?

I'd like to see much less Garupan in Oarai							I'd like to see much more Garupan in Oarai
1	2	3	4	5	6	7	

Why do you say that?

21. Do you have any comments about the future Garupan tourism in Oarai?

Finally, some questions to help us analyse our results:

22. What is your gender?

Male	1
Female	2

23. What is your age?

18-29	1
30-39	2
40-49	3
50-59	4
60-69	5
70+	6

24. What is your education level?

Junior high school	1
High school	2
Specialised training college	3
Specialized training college, upper secondary course	4
College of technology	5
Junior college	6
Undergraduate	7
Postgraduate	8

THAT IS THE END OF THE SURVEY

THANK YOU FOR YOUR TIME

B.2 Research survey for business established after the disaster in 2011

Once you have had the project explained to you and you have had time to read the research information sheet, please complete the following:

I understand the nature of this project and on that basis agree to participate

1. What is your role in your current business? (please circle one)

Manager, but not owner	1
Owner	2

2. How would you describe this business? (please circle one)

Restaurant	1
Lodging (Hotel, Ryokan, etc.)	2
Drinking establishment	3
Customer service (e.g. Barber, Jewellery repair, etc.)	4
Retail (e.g. Groceries, Souvenirs, Clothing)	5
Public & Industrial Services (Bank, Post Office, etc.)	6
Other (Please specify:	7

3. In what year was this business established? _____

4. In what year did you become involved in this business? _____

5. How many full-time employees does this business currently have? _____

6. How many part-time employees does this business currently have? _____

7. What is the total number of full-time-equivalent (FTE) employees in this business in the high season (January, August & October)? _____

8. What is the total number of full-time-equivalent (FTE) employees in this business in the low season (The remaining months of a year)? _____

9. Why did you become involved in this business after the 2011 Tohoku earthquake/ tsunami?

10. Were you involved in another business in Oarai before the tsunami in 2011?

Yes	No
-----	----

If yes, please indicate the type of business. If no, please skip to Q13

Restaurant	1
Lodging (Hotel, Ryokan, etc.)	2
Drinking establishment	3
Customer service (e.g. Barber, Jewellery repair, etc.)	4
Retail (e.g. Groceries, Souvenirs, Clothing)	5
Public & Industrial Services (Bank, Post Office, etc.)	6
Other (Please specify:	7

11. Did you change your business due to the tsunami?

Yes	1
In part	2
No	3

If yes or in part please continue, otherwise please skip to Q13

12. How important were the following factors in your decision to change your business?

	Not important					Extremely important	
I had difficulty paying staff	1	2	3	4	5	6	7
My building was physically damaged	1	2	3	4	5	6	7
I had difficulty accessing stock from outside the region	1	2	3	4	5	6	7
My customer number decreased	1	2	3	4	5	6	7
Governmental policy support (e.g. reconstruction subsidy)	1	2	3	4	5	6	7
The type of customers was different	1	2	3	4	5	6	7
Oarai town's reputation was affected negatively	1	2	3	4	5	6	7
Visitor numbers to Oarai decreased	1	2	3	4	5	6	7
The facilities for tourists were damaged	1	2	3	4	5	6	7
No specific reasons, I just want to start/change to a new business	1	2	3	4	5	6	7

13. Did you move to Oarai from other places after the disaster in 2011?

If yes, in which year did you move, and where did you move from?

Yes	No
Year _____	
Where from _____	

If no, please skip to Q15

14. If you moved since the disaster, why did you decide to move to Oarai after the disaster?

15. Has your business collaborated with Garupan promotion any time in the last 5 years?

Yes, currently involved	1
Involved in the past but not now	2
Never involved	3

16a. In what ways have you ever been involved in Garupan? (select all that apply in the left-hand column)

16b. In what ways are you currently involved? (select all that apply in the right-hand column)

<i>Ways involved in Garupan</i>	16a	16b
I have displayed Garupan posters in front of my business		
I have added Garupan elements in the interior of my business		
I have sold Garupan theme products in my business		
I have had Garupan life-size cardboard in front of my business		
My business has attended the Garupan events in Oarai		

17. **If you have ever been involved in the Garupan collaboration, why did you choose to be involved in this collaboration?**

18. **If you were involved in the Garupan collaboration in the past but not now, why did you cease your involvement in this collaboration?**

19. **If you have never been involved in the Garupan collaboration, why did you choose not to become involved in this collaboration?**

20. **Thinking about Garupan tourism in Oarai, to what extent do you agree or disagree with the following statements?**

	Strongly Disagree		Neutral			Strongly Agree	
Garupan has helped the recovery of the tourism industry of Oarai	1	2	3	4	5	6	7

Garupan has increased the number of customers to my business	1	2	3	4	5	6	7
Garupan has changed the type of customers to my business	1	2	3	4	5	6	7
Garupan has attracted more tourists to Oarai	1	2	3	4	5	6	7
Garupan has increased communication among the local tourism businesses	1	2	3	4	5	6	7
Garupan has increased competition among the local tourism businesses	1	2	3	4	5	6	7
Garupan had a negative impact on the way of life in Oarai	1	2	3	4	5	6	7
Garupan has changed the economy of Oarai	1	2	3	4	5	6	7
Garupan is now the central feature of tourism in Oarai	1	2	3	4	5	6	7
Garupan has transformed the tourism industry in Oarai for the better	1	2	3	4	5	6	7
Garupan is good for me and my family	1	2	3	4	5	6	7
Garupan is good for my business	1	2	3	4	5	6	7
Garupan has improved the appearance of Oarai	1	2	3	4	5	6	7
Garupan is good for the community of Oarai	1	2	3	4	5	6	7
The reputation of Oarai town has been positively affected by Garupan	1	2	3	4	5	6	7

21. What do you think of the future of Garupan tourism in Oarai?

I'd like to see much less Garupan in Oarai							I'd like to see much more Garupan in Oarai
1	2	3	4	5	6	7	

Why do you say that?

22. Do you have any comments about the future Garupan tourism in Oarai?

Finally, some questions to help us analyse our results:

23. What is your gender?

Male	1
Female	2

24. What is your age?

18-29	1
30-39	2
40-49	3
50-59	4
60-69	5
70+	6

25. What is your education level?

Junior high school	1
High school	2
Specialised training college	3
Specialized training college, upper secondary course	4
College of technology	5
Junior college	6
Undergraduate	7
Postgraduate	8

THAT IS THE END OF THE SURVEY

THANK YOU FOR YOUR TIME

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