

POTENTIAL FOR UTILIZING NATIONAL TRUST MOVEMENT TO PRESERVE  
TOURISM RESOURCES: A CASE STUDY OF THE UNITED STATES, JAPAN, AND  
SOUTH KOREA

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## ABSTRACT

The tourism industry should consider the preservation of natural and cultural resources because these resources are important as attractions or background to attractions in many popular travel destinations. Regarding environmental conservation and preservation, nongovernmental organizations (NGOs) such as national trusts (NTs) or land trusts (LTs) are playing a major role. Therefore, it was assumed that the members of the NT/LT movement and tourism entities may make good partners in natural and cultural resource preservation and sustainable tourism development. Unpublished secondary data review and in-depth interview skills were utilized to investigate detailed collaborative cases involving tourism entities and LTs in the U.S, and tourism entities and NTs in Japan, and South Korea.

The U.S. LTs, Japanese NTs, and Korean NTs mentioned various types of partnership with tourism entities. They explained the cases of partnership with the purpose of fundraising, public relations, direct land and cultural resource conservation, member's benefits, and mutual advocacy. NT/LT organizations have begun to consider tourism as their partner for promoting natural and cultural resource preservation. Moreover, tourism has begun to recognize the value in promoting natural and cultural resource awareness, as a means of preserving tourism resources. The results from this study emphasize the convergent needs and goals of LTs/NTs and tourism regarding natural resource conservation. In a cooperative arrangement, the partnership between LTs/NTs and tourism entities would diversify revenue sources and increase public awareness.

## TABLE OF CONTENTS

Chapter	Page
1. INTRODUCTION .....	1
Problem Statement .....	4
Purpose of Study .....	5
Research Questions .....	6
Limitations .....	6
Definition of Terms .....	6
2. REVIEW OF THE RELATED LITERATURE .....	9
The National Trust Movement .....	9
Land Trusts in the U.S. ....	10
National Trust Movement in Japan .....	13
National Trust Movement in South Korea .....	15
Collaboration and Partnership with the Tourism Industry .....	18
3. METHODS.....	21
Arrangements for Conducting the Study .....	21
Selection of Subjects for In-depth Interviewing.....	22
In-depth Interview Procedures .....	23
Data Analysis .....	25
4. RESULTS .....	27
Land Trusts in the U.S. ....	27
General Information of Study Participants .....	27

Land Trusts and Tourism .....	28
Collaboration with Tourism Entities .....	29
National Trusts in Japan .....	42
General Information of Study Participants .....	42
National Trusts and Tourism .....	42
Collaboration with Tourism Entities .....	43
National Trusts in South Korea .....	52
General Information of Study Participants .....	52
National Trusts and Tourism .....	52
Collaboration with Tourism Entities .....	53
5. SUMMARY AND DISCUSSION .....	57
Summary of Findings .....	57
Discussion of Research Question .....	57
Comparative Analysis .....	62
Conclusion .....	66
REFERENCES .....	68

CURRICULUM VITA

## LIST OF TABLES

Table	Page
1. Location of the participating land trusts (U.S.) .....	28
2. Types of tourism entities engaged in collaboration (U.S.) .....	29
3. Types of collaboration (U.S.) .....	30
4. Location of the participating national trusts (Japan). .....	42
5. Types of tourism entities engaged in collaboration (Japan) .....	44
6. Types of collaboration (Japan) .....	44

## **Chapter 1**

### **Introduction**

Sustainability is an increasingly important management issue within all industries, including various kinds of tourism activities and related environments (Clarke, 1997), so that the concept of sustainable tourism has been largely discussed for several decades. An exact definition of sustainable tourism does not exist yet (Saarinen, 2006), however, it is widely accepted that sustainable tourism aims to reduce the negative impacts caused by tourism development. The World Tourism Organization (WTO) defines sustainable tourism as "tourism which meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future" (1993, p.7). Muller (1994, p.133) noted that sustainable tourism development should aim for "economically productive, socially responsible, and environmentally conscious." Sustainable tourism is largely related to the concept of community-based tourism as well because all aspects of sustainable tourism are connected to residents' lives (Choi & Sirakaya, 2006; Scheyvens, 1999). Choi and Sirakaya (2006) noted that sustainable community development should provide a long-term economic linkage between destination communities and industries and also minimize the negative effects on the natural environment, and improve the sociocultural well-being of the destination communities. Scheyvens (1999) emphasized that a community-based approach to tourism should aim to recognize the need to promote both the residents' quality of life and the protection of resources. Therefore, promoting sustainable tourism is closely related to the local community and environment.

Regarding environmental conservation and preservation, nongovernmental organizations (NGOs) are playing a major role. A NGO is an entity or an association that works for the benefit of the general public without profit or shareholders (Eagles, 2009). The National Trust (NT)



movement originated in the United Kingdom (UK) in the late 19th century (Waterson, 1994) and has been widely accepted in many countries, such as the U.S., Japan, and Australia, as one of way to preserve natural and cultural resources (Lee, 2009). The NT movement protects environmentally, historically, and culturally important resources from the rapid development of natural areas. For example, the UK National Trust ([www.nationaltrust.org.uk](http://www.nationaltrust.org.uk)) preserves 1% of the entire seashore and is the biggest private landowner in the UK and in the United States (U.S.), the National Trust for Historic Preservation ([www.preservationnation.org](http://www.preservationnation.org)) works to save historic structures by the NT movement. Moreover, U.S. Land Trust Alliance ([www.lta.org](http://www.lta.org)), along with many national, regional and local land trusts, preserve private lands containing valuable natural areas through similar methods as the NT movement.

From a sustainable tourism perspective, the tourism industry should also consider the preservation of natural and cultural resources because these resources are important as attractions or background to attractions in many popular travel destinations. In particular, mechanisms that work to preserve important natural, historic, cultural resources are often vital to the longevity of a local industry. Consequently, collaboration that supports such resource preservation is increasingly important as state and federal assets since such projects are becoming more challenging to acquire. Jamal and Getz (1995) pointed out that collaboration may offer an effective tourism planning mechanism with community involvement, through selection of key stakeholders who can represent a variety of public interests. Gray (1989) noted that collaboration can effectively resolve conflict when stakeholders recognize the potential advantages of working together. Thus, it is assumed that the members of the NT movement and tourism entities may make good partners in natural and cultural resource preservation and may have similar goals and values. Furthermore, collaborative work for natural and cultural resource preservation between

environmental NGOs and tourism entities may minimize conflicts among parties and can benefit each other's activities.

U.S. land trusts (LTs) and Japanese NT organizations have shown successful cases of natural resource preservation. Unlike the NT movement in the UK, which is mainly executed by a single organization, U.S. LTs are mostly grassroots organizations that try to protect private land from development (Chancellor, Norman, Farmer, & Coe, 2011). Land trusts are among the growing environmental NGOs in the U.S. and more than 1,700 state and local LTs are currently protecting 47 million acres of land in the U.S. (Land Trust Alliance, 2013). The Land Trust Alliance (LTA) is the umbrella organization that exists to support the LT movement in general and the individual member LTs through lobbying and educational support. This organizational structure is similar to the NT movement in Japan where more than sixty local NT organizations in Japan endeavor to preserve natural resources (The Association of National Trusts in Japan, 2010). They constitute the Association of National Trusts in Japan to share expertise and collaborate. However, each local NT organization in Japan maintains their independence (Lee, 2009).

Chancellor et al. (2011) found that only 39% of U.S. LTs are currently working with tourism entities. Most of the LTs answered that local tourism entities did not oppose their resources protection efforts. Chancellor et al. concluded that LT managers think positively about partnerships with tourism entities.

In Japan, several NT organizations have a positive relationship with tourism. For example, the former name of the Japan National Trust was the Foundation of Tourism Resource Preservation. This organization has independently investigated the present condition of cultural

and heritage tourism resources over several decades and has nine special experts of tourism resource management on its board (Japan National Trust, 2013).

In comparison to the cases for countries where NT-tourism business partnerships are promoted, the Korean NT movement is still in the beginning stages of development. Many previous NT movements in South Korea were led by multiple local organization and most NT movements in South Korea were uniquely focused exercises by environmentalist groups. Thus, general public awareness was not yet broad enough to encourage the NT movement. In this respect, investigating successful movement cases in other countries could provide useful information that the NT movement in South Korea and elsewhere could utilize to gain a stronger foothold in order to establish partnerships.

Therefore, the following study was conducted to investigate detailed collaborative cases involving tourism entities and LTs in the U.S, and tourism entities and NTs in Japan, and South Korea. The study also suggests a desirable direction for the Korean NT movement and in particular recommends collaboration methods between NTs and tourism entities.

### **Problem Statement**

Some literature has paid attention to the relationship between the LT/NT movement and tourism (Chancellor et al., 2011; Chancellor, 2012; Kaizu & Yamaguchi, 2010; Turner, Miller, & Gilbert, 2001; Choi & Oh, 2008).

Chancellor et al. (2011) found that partnerships between LTs and tourism entities were primarily done for promotion of conservation (23%), promotion of land trust (21%), and protection of a specific area (18%). Furthermore, LTs showed a strong belief in the possibility of partnerships with tourism entities. Chancellor (2012) also investigated the intention of LTs to collaborate with tourism entities in the U.S and found that LTs are willing to work with tourism

entities. Kaizu and Yamaguchi (2010) found the possibility of sustainable tourism development in the case of UK NT properties. Since the main goal of the UK NT is to preserve and share the value of the natural environment and cultural resources with all, they explained that this kind of concept can be applied to the sustainable development of a region and tourism in general. Tuner, Miller, and Gilbert (2001) categorized three types of partnerships between UK charities and the tourism industry: charities operating (a) *outside* of the tourism industry but soliciting donations from it for fundraising purposes, (b) *within* the tourism industry to fulfill their education, scientific research, and conservation activity goals, and (3) *above* the tourism industry with the aim of affecting individual social values and public policy decisions. Choi and Oh (2008) explained that public institutions alone lack the practical means needed to preserve important Korean tourism resources so that the NT movement has a possibility to preserve important tourism resources.

However, little effort has been made to cover collaboration between the NT movement and tourism entities. Furthermore, it is difficult to find English-language articles about East Asian cases even though East Asian countries have been utilizing the NT movement to preserve natural and cultural resources for twenty to forty years.

### **Purpose of Study**

The purposes of this study was to: (a) to investigate various collaborations between the LTs/NTs and tourism entities in the U.S., Japan, and South Korea; and (b) to provide recommendations on how the NTs and tourism entities in South Korea can cement successful partnerships in order to preserve natural tourism resources.

## **Research Questions**

The following questions were investigated to increase understanding of collaboration efforts between NT organizations and tourism entities.

1. What types of collaborative work have been attempted between LT/NT organizations and tourism entities in the U.S., Japan, and South Korea?
2. What attitudes LT/NT professionals have regarding collaborative work with tourism entities?
3. What challenges do LT/NT professionals perceive regarding collaboration with tourism entities?
4. How can South Korea adopt other countries' collaborative methods in the future?

## **Limitations**

The results from this study were limited by the following factors:

1. Convenience sampling was utilized to select interview subjects.
2. To investigate U.S. cases, unpublished secondary data were used.
3. Interview questions and scripts were semi-structured and were not pretested.
4. Since different languages were used for interviews in each country, the meanings of terms may be interpreted in several different ways.
5. Only one Korean subject was interviewed.
6. To augment the paucity of Korean interview subjects, reviewing Korean news articles and organizations' homepages were also utilized.

## **Definition of Terms**

Definitions are included in alphabetical order to clarify the key terms in this research.

**National trust (NT).** The purpose of NT movement is “promoting the permanent preservation for the benefit of the nation of lands and tenements (including buildings) of beauty or historic interest and as regards lands for the preservation (so far as practicable) of their natural aspects features and animal and plant life” (The National Trust, 2005, p.3). The NT movement preserves important natural and cultural resources through the nation’s participation such as donation or volunteering. The definition applies not only to the official name The National Trust that denotes the NGO that oversees natural and cultural resource preservation, but also to the various NGOs that form a grassroots movement and their activities in each country aimed at natural and cultural resource preservation.

**Land trusts.** Land trusts are “private nonprofit organizations that protect land directly, by owning it” (Brewer, 2003, p.1). Land trusts are organizations dedicated to preserving open space on private land for conservation, recreation or other public benefits, through land acquisition or the tool of a conservation easement.

**NGO (Nongovernmental Organization).** Teegan, Doh, and Vachani (2004), quoting the United Nations (2003), describe an NGO as:

Any nonprofit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to Governments, monitor policies and encourage political participation at the community level. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Some are organized around specific issues, such as human rights, the environment or health (p.466).

**Tourism.** While the WTO defines tourism as “the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes” (WTO, 1998, p.18), this is, however, not the definitive definition of tourism. There are many definitions depending on the researcher’s conception. For this study, due to the different concepts of tourism that exist in each country studied, a more comprehensive meaning is chosen:

Tourism is a study of man away from his usual habitat, of the industry which responds to his needs, and the impacts that both he and the industry have on the host socio-cultural, economic, and physical environments (Jafari, 1977, p.8)

**Tourism entities.** Jafari’s tourism definition (1977) contains a holistic concept which considers the impacts on both traveler and environment. Therefore, every private, public, nonprofit, and government agency that is facilitating the tourism industry and providing a component of tourism services will be considered as tourism entities.

**Sustainable tourism.** The World Tourism Organization (1993, p.7) defines sustainable tourism as "tourism which meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future."

**Ecotourism.** Goodwin (1996) states that “ecotourism is low impact nature tourism which contributes to the maintenance of species and habitats either directly through a contribution to conservation and/or indirectly by providing revenue to the local community sufficient for local people to value, and therefore protect, their wildlife heritage area as a source of income” (Goodwin, 1996, p.288).

## Chapter 2

### Review of related literature

#### The National Trust Movement

The NT movement preserves environmentally, historically, and culturally important resources for future generation. Furthermore, the NT movement not only simply preserves land and buildings, but also keep the way of life of property owners and intact the entire social fabric of the countryside (The National Trust, 2005). The case of NT movement can be found in many countries as one of way to preserve natural and cultural resources. International National Trusts Organisation ([www.internationaltrusts.org](http://www.internationaltrusts.org)) which is a global coalition of NTs reported that fifty six member organizations from over fifty nations currently comprise the organization (International National Trusts Organisation, 2011).

Since each country has different ways to preserve their important natural and cultural resources, mechanisms that are utilized for preservation varied from country to country. In the UK, the National Trust Act was passed in 1907, giving the NT a unique power to declare its properties inalienable. This Act has ensured that potential donors' properties will be safe forever (The National Trust, 1973). A second National Trust Act was passed in 1937, which enables owners to transfer their properties to the NT while they and their designees can continue to live in them. This case is allowed when certain conditions are agreed upon such as opening their house or lands to the public on regular and specified days (The National Trust, 1973).

A number of countries have NT organizations to promote historic preservation. In the United States, for example, the National Trust for Historic Preservation is a nonprofit 501(c)(3) organization that is mainly funded through private contributions (National Trust for Historic Preservation, 2013). The U.S. NT acquires historic properties for preservation and promotes a



variety of nationwide historic preservation projects (Lee, 2009). Most NT organizations have membership programs with dues, which serve as yearly donations (The National Trust, 2013; National Trust for Historic Preservation, 2013; The Association of National Trust in Japan, 2013; The National Trust of Korea; 2013). Members usually receive benefits such as newsletters or free entry and parking at NT properties (The National Trust, 2013; The National Trust of Korea; 2013).

The UK NT launched the NT movement which is the conservation movement by owning important natural and cultural resources and is regarded as the best-known NT organization (Lee, 2009). The NT was founded in 1895 in UK as “The National Trust for Places of Historic Interest or Natural Beauty.” They protect historic houses, buildings, gardens, parks, nature, wildlife, coastline, countryside, collections, and monuments, and the UK NT opens these properties to the public and preserves them forever (The National Trust, 2013).

The UK NT reached 4 million members in 2011 the outcome of 117 years of the movement’s campaigning (The National Trust, 2012). The membership fee is the NT’s most important sources of income (The National Trust, 2012).

From a tourism perspective, it is important to note that the NT operates a wide range of travel attractions which comprise a major component of UK tourism, drawing 19.4 million visits to their pay-for-entry properties in 2011 (The National Trust, 2012). The NT protects over 350 historic houses, gardens, and ancient monuments and these are open to the public (The National Trust, 2013).

### **Land Trusts in the U.S.**

There are a variety of NGOs actively working for natural space preservation in the U.S. The Nature Conservancy is an international NGO which is dedicated to protecting biodiversity

(Brewer, 2003, p.186). Nation-wide domestic groups include the Trust for Public Lands and the National Trust for Historic Preservation, and the Trustees of Reservations in Massachusetts is an example of state-level organizations (Brewer, 2003).

Land trusts are one category of NGO in the U.S. and formed to protect private land (Gustanski & Squires, 2000). Land trusts began in Boston in 1891 with the formation of the Trustees of Public Reservations (Wright, 1993). The number of LTs began to increase significantly from the early 1980s along with rampant development (Wright, 1993) and now more than 1,700 state and local LTs are protecting 47 million acres of land in the U.S. (Land Trust Alliance, 2013). The vast majority of LTs now operate at the local, regional, or state level to protect lands that have significant ecological, recreational, agricultural, and historical value (Gustanski & Squires, 2000).

Land trusts are tax-exempt (501(c)(3) organizations) which is approved by the U.S. Internal Revenue Service and operate as charitable entities (Wright, 1993). Nonprofit 501(c)(3) organizations are distinguished from other organizations because they can receive the status of corporate income taxes exemption and also eligible for tax-deductible gifts (Internal Revenue Sources, 2013a; Herman, 1990). Conservation easement which is a mechanism that LTs mainly use, allows an income tax deduction to property owners who transfer a part of ownership to preserve their lands and buildings (Internal Revenue Sources, 2013b). Land trusts are usually working with private landowners to protect important natural resources.

There are several mechanisms that LTs mainly use for private land preservation: land purchases, land donations, and conservation easement placement (Brewer, 2003). Conservation easement placement is a decision that private landowners can make towards their lands that have specific ecological or cultural characteristics. If landowners place a conservation easement on

their land, they can ensure the protection of their land and gain federal, state and/or local tax benefits (Airey, 2009). Although the property's development rights are conferred, the landowner still holds the title exclusively, so it stays on the local governments' property tax listings (Gustanski & Squires, 2000).

The first conservation easement was established in late 1880's (Gustanski & Squires, 2000). Since then, because acquiring conservation easement is less expensive than fee-simple acquisitions for LTs, LTs have frequently used this mechanism. Conservation easements are also attractive to the public sector, as the land stays on the tax rolls, and landowners as they maintain ownership and usually enjoy financial incentives.

Lieberknecht (2009) investigated the public's access to U.S. LT properties and concluded that the majority of LTs (78%) allowed the public access to at least some portion of all of their lands, but did not consider public access to be a top priority. Lieberknecht emphasized that if LTs give more attention to public access on their properties, it will build public support for their activities, a desirable outcome according to the expressed desires of many LT professionals.

Several LTs are protecting natural resources for their scenic quality, which can benefit local tourism entities (Roe, 2000). From this perspective, Chancellor et al. (2011) examined the sustainable approach to natural resource conservation between tourism entities and LTs. They found that 39% of LTs currently work with tourism entities and only 4% of LTs reported that there was some opposition from tourism entities to their conservation efforts. Since their study found that many LTs are now operating in areas which are important for tourism, the authors concluded that collaboration between tourism entities and LTs can result in more natural areas being protected, especially places which contain attractive natural sights and enhance the location's image as a tourist destination.

Chancellor (2012) also investigated the intention of LTs to collaborate with tourism entities in the U.S. He found that LTs are willing to work with tourism entities and tourism entities can provide LTs financial support, marketing, and help increase public's awareness of the importance of natural areas.

### **National Trust Movement in Japan**

The NT movement in Japan was started in order to protect the Oyatsu Forest from a Kamakura city development plan in 1964 (Amemiya, 1995; The Association of National Trusts in Japan, 2010). This movement eventually purchased 1.5 hectare of forest that was scheduled for development from money donated from across the country (Amemiya, 1995; The Association of National Trusts in Japan, 2010). From this movement, "Kamakura Trust" was established by local leaders. The subsequent "Shiretoko 100m<sup>2</sup> Movement" in the Hokkaido region in 1977 is regarded as one of the best NT movement cases in Japan (Mitsuda, 1998). The nationwide development boom expanded to Shiretoko in the early 1970s. The mayor of Shari Town whose jurisdiction extends over Shiretoko, adopted methods of the UK NT movement by starting the "Shiretoko 100m<sup>2</sup> Movement" with local environmental groups. This movement fundraised about 50million yen (approximately equal to \$500,000) within two years (Mitsuda, 1997). The town of Shari purchased 459 hectares of land (98% of the desired preserve). From this movement, "Shiretoko National Trust Organization" was established in 1988 and began managing the Shiretoko natural environment. According to the Association of National Trusts in Japan (2013), there are 61 local NT organizations promoting the NT movement in Japan at present. Over half (34 organizations) now comprise the Association of National Trusts in Japan (the Association of National Trusts in Japan, 2013).

Japanese NT organizations are mostly managed as Public Interest Incorporated Associations, Public Interest Incorporated Foundations, or Nonprofit Organization (NPO) Corporate Body. In 2008, Japan has reformed the tax system in these incorporated associations and foundations (Ministry of Justice, 2012b). If an organization is designated as public interest incorporated associations or foundations, that organization can receive tax exemption when its activities are aiming at promoting public interest (Ministry of Justice, 2012b). Furthermore, contributions to public interest incorporated associations and foundations qualify for income tax and corporate tax deductions.

The NPO corporate body is more unconstrained form of organization that pursues the public interest without a profit. If the competent authorities certify the status of NPO corporate body, certified NPO corporate body is no longer under the government behavioral restrictions while having a minimum disclosure of obligation (Ministry of Justice, 2012a). Therefore, Japanese people can easily form a civic organization that pursues public interest. However, the NPO corporate body cannot receive tax benefits as much as public interest incorporated associations or foundations (Ministry Finance of Japan, 2013).

Amemiya (1995) pointed out that most of NT organizations have difficulties in direct purchasing lands and cultural resources due to the rising real estate costs. This situation has necessitated partnerships for revenue diversification between NGOs and the public sector. For example, Kanagawa Trust Midori is receiving subsidies from Kanagawa prefectures, so that the organization can better preserve natural resources. Several local governments promote urban-afforestation projects with these NT organizations at present.

Kanagawa (2000) studied the Japanese NGOs role in landscape conservation. The author argued that the UK's form of NT movement is difficult to be developed in Japan because of high

real-estate costs, insufficient tax incentives, and subdivided land ownership. Kanagawa categorized the Japanese NT movement into three types: government- led, civil-led, or a combination thereof.

Ide and Oishi (2005) conducted a study of conservation easement in the U.S. and determined that the same system should be applied to Japanese law and policy. Conservation easements are usually purchased at 5~20% of the actual land value. Consequently, if Japan adopts this concept, NGOs can preserve land at a lower cost. However, because a lot of Japanese NTs preserve commons, such as local forests or hills, it may be difficult to determine who should maintain the properties purchased through conservation easement. They noted that conservation easements are most effective when combined with various mechanisms for preservation.

### **National Trust Movement in South Korea**

The history of the NT movement in South Korea goes back almost twenty years. Recently, three nationwide NT organizations and several community-based NGOs are striving for the conservation of natural resources and heritage.

Korean government has adopted the greenbelt system in 1971 to slow down the rapid urban growth and expansion of cities (Bengston & Youn, 2006). Pendall, Martin, and Fulton (2002) noted that a greenbelt refers to tight bands of green space that surrounds a city or metropolitan area. It is considered a barrier to urban expansion. However, in 1998, the Korean government started to reform regulations on the green belts and several greenbelts have been lifted from development regulations (Bengston & Youn, 2006). The environmental advocacy groups suggested the NT movement as an alternative environmental movement to deal with this situation.

Several Korean articles noted that the first NT movement in South Korea was in 1994 and the first property designated as part of the Korean NT movement was Mudeung Mountain in metropolitan Gwangju (Seo, 2000; Cho, 2002; Lee, 2009). In the early 1990s, a local environmental organization led the “Buy 1 Pyeong<sup>1</sup> movement” to preserve the nature of Mudeung Mountain. Along with this movement, “Mudeung Mountain National Trust” was established to continue to preserve the natural environment in this area. In 2012, Mudeung Mountain was designated as the 21st national park in South Korea (Yonhap, 2012).

This grassroots volunteer activity to buy and protect regional natural landscapes and cultural heritage sites worthy of preservation was successfully expanded through diverse movements in other areas of South Korea in the late 1990s. Under this circumstance, the National Trust of Korea was founded in 2000 to conduct NT movement nationwide.

In South Korea, foundations or corporations which meet the proper criteria can be designated as contribution organizations by the Ministry of Strategy and Finance (Korea Ministry of Government Legislation, 2013). If an individual or corporate body makes a donation to a designated contribution organization, the contributor can receive an income or corporate tax deduction. Many environmental organizations such as NT organizations operate as foundations or corporations, therefore, they can apply for the designated status for the benefit of their contributor’s tax deductions.

In a separate incident, the National Trust Act Regarding Cultural Heritages and Natural Environmental Assets (National Trust Act) took effect in 2007. Many NT organizations welcomed the legislation because at the time they would benefit from the legislation.

Under Article 3 of the National Trust Act, the government established two juridical persons: the National Trust for Cultural Heritage and the National Nature Trust. The National

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<sup>1</sup> Pyeong is an indigenous Korean measurement approximately equal to 3.3 m<sup>2</sup>

Trust Act specified that these two organizations would carry out activities to preserve cultural heritages and natural environments, respectively (Korea Ministry of Government Legislation, 2011). However, the possibility of tax deduction benefits (Article 15) or financial support from the government (Article 16) was also limited to these two organizations.

Therefore, it was assumed that this act by establishing two state-supported NT organizations could widen the Korean NTs' field of activity. Nevertheless, this act failed to establish any support for civic NT organizations. Hence, there were some limitations as well because the National Trust Act could constrain civic organizations' activities.

Cho (2002) evaluated this early stage of Korean NT movements. The conclusion was that Korean NT movements still lag far behind those of other countries in terms of scope and effectiveness. The author also pointed out the necessity of aligning local NT organizations and constructing a Korean-style NT movement model. Choi and Oh (2008) examined the applicability of the NT movement in the tourism industry. The authors found that the NT movement has already emerged through actions for heritage preservation. Furthermore, they explained that public institutions alone lack the practical means needed to preserve important Korean tourism resources. In contrast, they noted that the NT movement is capable of preserving and managing tourism resources in systemic and sustainable ways. Lee (2009) studied the NT movement and related legislation. The author analyzed the origin and background of the NT legislation of South Korea which took effect in 2007 and concluded that it was poorly conceived and failed to meet its objectives. Lee called for its repeal or at least drastic revision. Lim (2011) conducted a study regarding the concept of commons and heritage sites, especially in regard to the terms specifying cultural properties preservation. The author used examples from the UK and Korean NT movements and argued that policies containing the concept of commons will be



needed to minimize conflicts among the various stake holders. Like Lee, Lim also suggested the amendment of the NT legislation because it limits the autonomy of NGOs.

### **Collaboration and Partnership with the Tourism Industry**

Gray (1989, p.11) explained that “collaboration involves a process of joint decision making among key stakeholders of a problem domain about the future of that domain.” Tourism and leisure services are major multi-disciplinary industries that often collaborate with various public and private institutions. Therefore, a lot of researchers have been interested in these collaborative works. (Erkus-Ozturk & Eraydin, 2010; Wilson, Neilsen, & Buultjens, 2009; Zapata and Hall, 2012; Coghlan, 2012; Bramwell & Cox, 2009; Kapera, 2012; Laing, Lee, Moore, Wegner, & Weiler, 2009). Most of all, many studies recently argued the importance of partnerships for sustainable and environmentally sensitive tourism. Erkus-Ozturk and Eraydin (2010) concluded that the main motivation for tourism agents to engage in partnerships was economic benefits. The authors emphasized that only few agencies consider the importance of environmental motivation in networking. Wilson, Neilsen, and Buultjens (2009) argued that most protected-area managers consider tourism operators to be “lessees” instead of “partners.” Zapata and Hall (2012) studied local tourism partnerships in Spain and they suggested that the public and private sectors need to blur their boundaries for successful partnership within the tourism industry. Coghlan (2012) developed a model to examine the collaboration between protected area management and tourism entities. Coghlan used input, output and outcome measures to define which component is important to produce higher tourist satisfaction. The results suggested that the tourism operators should strengthen those links through high service quality and effective interpretation. Bramwell and Cox (2009) examined stage and path dependence approaches to evaluate partnerships between the British national park system and tourism. These

approaches were used to reduce conflicts between tourism and conservation in the case of British national park. Kapera (2012) conducted a survey to understand partnerships between local governments and Gorce National Park in Poland. The results showed that both local government and national park authorities positively viewed their collaboration work. Laing, Lee, Moore, Wegner, and Weiler (2009) confirmed that social capital, environmental dispute resolution and network theories which have very different origins lead to a better understanding of successful partnerships between protected area agencies and the tourism industry. Their research suggested the necessity of considering a multi-theoretical and post-disciplinary approach for successful management of partnerships.

Social exchange theory includes relationships at the individual and each party including those pertaining to a partnership and can explain the condition to maintain the partnership. This theory describes relationships and interaction between parties and particularly focuses on reciprocity and exchange that occurs when transaction can bring the desired benefits (Blau, 1964; Thibault & Kelley, 1959). For example, individuals invest (exchange) their time, money, and knowledge to maintain the relationship with other people. If individuals earn some benefits from this relationship, they will invest their resources continuously to maintain the relationship. However, if individuals cannot see any benefits from the relationship, they will stop to invest their resource to this relationship.

Most studies generally emphasize the importance of partnerships among the leisure and tourism entities. Because tourism based on natural resources should achieve two goals (i.e., preservation and development), partnerships can be a solution to minimize the conflicts between the two goals. Furthermore, previous studies emphasized the necessity of blurring the boundary

between the public and private sectors. However, several cases also showed the lack of managerial oversight and strategic planning in collaboration work.

## **Chapter 3**

### **Methods**

Four main steps were taken to conduct this study: (a) arrangements for conducting the study; (b) selection of subjects; (c) in-depth interview procedures; and (d) treatment of data and data analysis.

#### **Arrangements for Conducting the Study**

The Indiana University Bloomington Institutional Review Board approved arrangements for this study (IRB study number: 1303010944). This study investigated the NT movement and current collaboration between NT organizations and tourism entities in the U.S., Japan, and South Korea. A qualitative method was utilized for the exploratory study of collaboration between NT organizations and tourism entities. Suggestions were made as well for improving partnerships between NT organizations and tourism entities.

**Unpublished secondary data analysis.** An unpublished secondary data set was used in order to better understand the current U.S. LT-tourism entity collaboration experience. Data was collected in 2012 through in-depth phone interviews with fifteen LT professionals, who were purposively chosen based upon their location and collaboration efforts. Respondents were recruited by contacting LTs in popular tourist destinations throughout the U.S. and inquiring about their collaboration efforts with tourism entities. Respondents represented LTs from ten states that operated in destinations with a variety of attractions. If collaboration had occurred the researcher requested an interview. The interviews were semi-structured in nature and approximately fifteen minutes in duration. The researcher thematically coded the data from the secondary data and developed a list of potential interview questions for Japanese and South Korean NT professionals.

**In-depth interviewing.** In-depth interviewing was utilized to augment the paucity of Japanese- and Korean-related material. In-depth interviewing is one of the primary methods of qualitative data collection (Marshall & Rossman, 1995). Interviews are a useful tool for exploratory research (Patton, 2002), and can also elucidate personal insights, emotions, and feelings (Malcomm, 2011). In this study, it was assumed that motivations, goals, and detailed process of partnership between NTs and tourism entities can be described during the interview because in-depth interview relies on detailed description and quotes from interview transcripts (Strauss & Corbin, 1998). Furthermore, since there seems a lack of research which actually explored partnership between NTs and tourisms entities, therefore, in-depth interview can gain a strong foothold to see a possibility of partnership between NTs and tourism entities. Japanese-, and Korean-language articles were also reviewed in order to understand the background of the NT movement within those countries.

### **Selection of Subjects for In-depth Interviewing**

Convenience sampling was used to select potential participants for the study. This is the most common sampling strategy in qualitative research (Patton, 2002). The number of potential interview subjects and interview questions were slightly modified considering each country's feature of the NT movement.

**Subject selection in Japan.** There are over 60 organizations presently promoting the NT movement in Japan (The Association of National Trust in Japan, 2010). Most are community-based organizations that work for environmental benefits by promoting the NT movement within local territory. To identify suitable organizations for interviews, the organizations' webpages, news articles, and the 2010 National Trust Guide Book were utilized. Participants were various NT organization professionals who took charge of collaborations in Japan. The interview was

discontinued once saturation was been met, and no new themes or ideas emerge with additional interviews (Guest, Bunce, & Johnson, 2006).

**Subject selection in South Korea.** The history of the NT movement in South Korea spans almost twenty years. Choi and Oh (2008) found that there were 13 organizations that worked for the Korean NT movement. However, some movements were one-off exercises which were done informal groups within community or local environmental organizations and few organizations were established for the sole purpose of promoting the NT movement in South Korea. For this study, only five organizations were identified as those organizations which have the sole purpose of promoting the NT movement.

Since there was an insufficient number of NT movement cases in South Korea, reviewing news articles and organizations' homepages was also utilized to augment the paucity of interview participants in South Korea.

### **In-depth Interview Procedures**

Interviews were semi-structured in nature and approximately 15 to 20 minutes in duration. The interview mainly focused on their organization's collaboration with tourism entities. At the initial stage, an e-mail was sent to the selected NT professionals to introduce the purpose of the research and the procedures, and to solicit their participation. Approximately one week after the initial mailing, the researcher made a follow-up phone call in order to encourage participation and arrange the interview schedule. Finally, interviews were conducted at the scheduled time via phone call. Study subjects were also allowed to answer some questions regarding the organization's background information via e-mail before conducting telephone interview. Notes and audio-recordings were taken during the interview based upon the participants' consent. All

interviews were conducted in Japanese or Korean by the tourism researcher who is fluent in both languages. All interview notes, transcripts, and recordings were translated into English.

**Interview questions.** Open-ended questions were constructed for the interview. This type of questioning allows participants to answer in any direction they chose and using their own words (Patton, 2002). An answer to an open-ended question indicates the way in which a subject has interpreted it and the motivations that have influenced the subject's orientation to the topic (Foddy, 1993).

- Does your organization own any of the lands or properties that you manage?
- What kind of mechanisms is your organization utilizing to preserve the natural/cultural resources? (Purchases or Donations or Partnerships..?)
- Are your properties open to the public?
- Do you operate in areas that are tourist destinations?
- Are any of the properties themselves attractions for tourists?
- Which organizations you usually collaborate with for preservation?
- Has your organization ever collaborated with tourism entities? (Yes or No)
- (Yes) What kinds of collaboration have been done between your NT organization and tourism entities? Please describe your National Trust's collaboration efforts with tourism entities.
- What type of tourism entities do/did your NT collaborate with?
- What were/are the goals and benefits of your collaboration with tourism entities?
- What barriers do NT professionals perceive regarding collaboration with tourism entities?

- How have other environmental organizations reacted to your collaboration with tourism entities? (For example, your partner organization or NGOs)
- How do you feel about tourism entities? Do you think your organizations can share the similar value with tourism entities for nature preservation?
- (No) Why hasn't your organization considered working with tourism entities? What barriers does your organization perceive regarding collaboration with tourism entities?
- How do you feel about tourism entities? Do you think your organizations can share the similar value with tourism entities for nature preservation?

### **Data Analysis**

The qualitative data was processed following phenomenological and comparative analysis. Phenomenological analysis is a suitable approach to determine how participants perceive particular situations and how they make sense of their personal and social world (Smith & Osborn, 2003). This research used primary phenomenological analysis steps (Moustakas, 1994).

First, the telephone interviews focused on NT activities related to tourism. A primary coder listened to audio files of the interviews and read the transcribed interviews to obtain a sense of the overall data. While doing so, the coder marked key answers to the interview questions. Each statement in the interview transcription was coded into distinct categories to help clarify the types of tourism entities involved in partnerships with LTs/NTs, as well as the types of partnership. The partnering tourism entities were categorized into public institutions, private institutions, and civil associations. The types of partnership were organized according to the goal of partnership, such as fundraising, public relations, or direct natural resource conservation. Each



category was then checked to determine whether it contained elements necessary for understanding the partnership experience in the original context. Clusters of themes, composed of core elements of the partnership experiences, were organized from the categories. For example, direct contributions, sponsorships, and grants were key elements in partnerships between the U.S. LTs and tourism entities for fundraising purposes. Finally, emergent themes were reviewed by comparing them with the original transcripts for cross-checking. To minimize researcher bias, the themes and original data were additionally cross-checked by another qualitative researcher (Creswell, 2006).

General information on the study participants, the inter-relatedness of LTs/NTs and tourism, and the challenges of partnerships were also identified through the analyses. Next, results for each country were processed by comparative analysis to obtain a “takeaway message” for each country. Comparative analysis can allow researchers to assess, evaluate, and contextualize similarities and differences between two or more types of practice or social policy (Malcomm, 2011). First, the types of partnerships between LTs/NTs and tourism entities in the U.S., Japan, and Korea were reviewed based on phenomenological analysis. The results for each country were compared with those of the other countries, particularly with regard to the frequency of collaboration in each category and subthemes of each partnership type. The similarities and differences among U.S., Japanese, and Korean cases were then explored to identify aspects to consider for improving the promotion of successful partnerships between LTs/NTs and tourism entities. Specific government policies that promote LT/NT movements were also stressed. Finally, on the basis of these comparisons, suggestions for each country were made.

## Chapter 4

### Results

This aim of this study is to gain a greater understanding of partnership cases between tourism entities and NGOs in the U.S. (especially LTs) and in Japan and South Korea (especially NT organizations). Moreover, based on the cases of each country, this study makes some suggestions for the future collaboration between the NT movement and tourism entities as well. Since the previous research offers little basic information regarding this topic, interviews were conducted with land trust and NT professionals in the U.S., Japan, and South Korea via phone calls in the years 2012 and 2013. This chapter presents findings derived from the coded interviews regarding (a) what kinds of collaboration have been done in each country and (b) LT and NT opinions regarding collaboration with tourism entities. Themes were found during transcript-based analysis.

#### **Land Trusts in the U.S.**

Land trusts that have worked with tourism entities were selected for the interview. Thus, all participants described the present condition of collaboration with tourism entities.

**General information of study participants.** Fifteen LT professionals participated in the interview and they all had collaborative experiences with tourism entities. Table 1 shows the location of the participating LTs. Only four participants answered that all of the lands that they preserve are open to the public. Since a lot of LTs usually preserve land by acquiring the conservation easement, most LTs mentioned that public access depends on the land owner's decision. However, the majority of LTs are trying to open lands to the public, and in reality, all but two of the LTs interviewed have some properties currently open.

Table 1

*Location of the participating land trusts*

<b>State</b>	<b>Number</b>
Colorado	3
North Carolina	3
Pennsylvania	2
Alabama	1
Main	1
Mississippi	1
Missouri	1
New York	1
Road Island	1
Texas	1
<b>Total</b>	<b>15</b>

**Land trusts and tourism.** Since LTs that are located in tourist areas were selected for the interview, most of the participants mentioned that tourism is related to their work in many ways. This economic circumstance might have facilitated these collaborations between LTs and tourism entities.

- We are a big tourist area. It's very much a tourist town also, so both of those communities very much see conservation as the key to their source of income.
- This is a very tourist-driven economy in this area. A lot of restaurants, a lot of, like I said, smaller lodgings, inns and B&Bs, a lot of shops.

In particular, some participants started to work with tourism entities to promote their hiking programs, tourist brochures, or maps. Several LT organizations protect portions of trails or rivers which can be good destinations for tourists, and consequently work to make their land holdings attractive.

- We created the brochure that would be a good public handout and we have a lot of inns that call us, wanting that for their desks, and when they run out they call us up

and tell us they need more and how their guests love it and they love being able to send their guests to beautiful places and the whole thing, so from that perspective, they get it.

**Collaboration with tourism entities.**

*Types of tourism entities engaged in collaboration.* During the interviews, 35 such entities were mentioned as partners. These tourism entities are categorized below (Table 2) into three parts: private institutions, public institutions, and civil associations. The most frequently mentioned category was private institutions (20) which have been split into five sub-categories: food & beverage, accommodations, outfitters, tourist attractions, and business alliances. Public institutions were the second largest partners and civil associations were third.

Table 2

*Types of tourism entities engaged in collaboration*

Category	Sub-category	Tourism Entities	Frequency
Private Institutions	Food & Beverage	Wineries, Short’s Brewery, Newport Harbor Corporation (has restaurants and inns), Newport Vineyards, Restaurants,	20
	Accommodations	Vail Resorts, Inc. Hampton Inn, Little Nell Hotel, Local Inns, Historic Hotel Restaurant,	
	Outfitters	Local Sporting Goods Equipment Rental Place, Hudson Valley Outfitters, REI, Regional Outdoor Shop,	
	Tourist Attractions	Strasburg Railroad, Kitchen Kettle Village, Turkey Hill Berry,	
	Business Alliances	Local Chamber of Commerce (2), Acme Business Association	
Public Institutions		Antrim County, Forest Home Township, Eagle County, Pennsylvania State Tourism Board, Tourism for the State of	10

	Alabama, City of Birmingham's Tourism Board, State-designated Scenic Byway, County CVB, Federal Scenic Byway program, Blue Ridge National Heritage Area	
Civil Associations	Colorado Scenic Byways Conservation Coalition, Local Off-road Biking Association, Friends of Fahnestock and Hudson State Park, Mississippi Wildlife Federation, Mississippi Gulf Coast Audubon Society	5
<b>Total</b>		<b>35</b>

*Types of collaboration.* Participants addressed various motivations, goals, and benefits while describing the collaboration with tourism entities. Through the interview process, four major goals were identified: fundraising, public relations, direct land conservation, and mutual advocacy.

Table 3

*Types of collaboration*

<b>Category</b>	<b>Sub-category</b>	<b>Number of Participants</b>	<b>Frequency of reported collaboration</b>
<b>Fundraising</b>	- Direct Contribution - Sponsorships - Grant	10	16
<b>Public Relation</b>		7	8
<b>Direct Land Conservation</b>	- Volunteering - Joint Projects	7	7
<b>Mutual Advocacy</b>		4	4
	<b>Total</b>	<b>28</b>	<b>35</b>

*For fundraising.* Fundraising is the most common goal of collaboration (15). Many tourism entities made direct financial contributions to aid LTs. As an NGO, fundraising may be one of the biggest concerns of LTs. Therefore, most LTs actively work to find funding sources.

Partnerships with tourism entities lead to three main types of fundraising: direct contribution, sponsorship, and grants.

- Direct Contribution

Private institutions related to the tourism industry contribute to the LTs by making direct monetary contributions from their proceeds. The participant below (LT 1) actively attempted to find ways to work with local tourism entities:

- LT 1: We do traditional fundraising, and we stepped back and said are there opportunities to create partnerships with businesses in Lancaster County that either have some connection to what we do, or benefit from what we do? That's where the tourism thing comes in, because about seven million people come to Lancaster County every year, tourists [I mean], and there are a lot of reasons.

This LT works with three local entities and these tourism entities make direct contributions to the land trust organization.

- LT 1's work with Strasburg Railroad:

They came right back at us and said what if we gave you five cents from every ticket we sell? We thought initially, how much can five cents be? It comes out to be, it has been about between 15 and 17 thousand dollars a year. (...) They wanted to make sure that the proceeds, the funding that they provided us was used to preserve farms along the railroad or immediately adjacent to those farms along the railroad.

- LT 1's work with Kitchen Kettle Village:

They were going to sell bricks that people could have their names engraved in, that would be part of the walkway, and they asked if we would be interested in taking, for every brick that was sold, there would be a small amount of proceeds from the brick would come to our Trust.

- LT 1's work with Turkey Hill Berry:

I'll tell you what. Why don't we feature your Trust on our carton of ice cream? We'll put your slogan, we'll put a little thing about farmland preservation, and we'll give you a portion of proceeds.

They sponsor a Pro-Am cycling race every year. It brings people from all over the country. We are the beneficiary of the proceeds that are raised from that race.

This participant (LT 2) described a special program that is held by the Little Nell Hotel. She explained that the LT and hotel have a common mission and interests regarding natural environment conservation.

- LT 2's work with Little Nell Hotel:

It's a ski-in, ski-out hotel, and they have this program called the Eco-Lux, where if you, as a guest, opt for that, it costs you like \$3.00 and the hotel adds another \$5.00 to that, so we really get like \$8.00 a room [per] night, and then the guest get like an organic snack and some organic wine and some little privileges in their room. (...) we get about \$30,000 a year. (...) We have such common interests, in conserving the natural environment there. It's our mission. It's their economics, and so it seemed like a natural fit.

The participant (LT 9) answered that they just started to work with one local restaurant. She explained their organization is located in a place with a lot of history that gained stature

from the conservation of land and resources. They hold a conservation night at least once a quarter with a restaurant, and a portion of the proceeds comes to the organization.

- LT 9's work with local restaurants:

We do collaborations with area restaurants when we do programming. Add a 1% or that's debatable, but a 5% dine out for conservation night in the area. (...) It was like a \$100.00 a plate dinner, and then proceeds, I think it was 5% from that came to us.

Then there was also a shop in the store, I think the proceeds from that were 10% or something, for just that night only.

Other than the above, two participants discussed the local businesses' contributions for LT organizations.

- LT 5's work with The Acme Business Association:

They threw fundraisers and attended many events and joined us in celebrations of success whenever we'd close on something.

- LT 15's work with Newport Harbor Corporation:

They made a substantial financial contribution to our Sakonnet Greenway Trail.

- Sponsorships

Three participants described sponsorship cases involving tourism entities. These collaborations were mostly made when the LTs hold one-time events such as a festival, sports event or annual meeting.

- LT 4's work with Hampton Inn:

Local hotels have given special rates for wine festival attendees, that weekend. We do have some businesses that sponsor, or help sponsor the event.

- LT 7's work with a historic hotels and restaurants:



When we have Battle on the Bayou, they will make a contribution, many of them will, towards the Battle on the Bayou, and we have received some funds. We utilize Battle of the Bayou as a fundraising event.

- LT 15's work with Newport Harbor Corporation

They are sponsors of other events that we do, like the annual meeting we just had. Just an interesting note, every year we do our annual meeting at a very large restaurant known as the Atlantic Beach Club, and they, every year provide that space free of charge.

- Grants

Public and private institutions sometimes offer a grant or funding source for LTs. Participants explained grants designed to promote projects for land conservation. Three were provided by national- and state-level public institutions and the other was private.

- LT 3's work with Vail Resorts, Inc.:

They provide grant funding for the land trust to do some projects, and they are very, very helpful.

- LT 9's work with Pennsylvania, the State Tourism Board:

The Pennsylvania, the State Tourism Board, we were awarded a grant to restore a Civil War cemetery, so we collaborated in that sense.

- LT 10's work with Tourism for the State of Alabama:

Director of Tourism for the State of Alabama, is a big supporter of the reauthorization of the Alabama Struck Wild Program. That is our only land acquisition funding source in the State of Alabama and it's up for renewal.

- LT 14's work with Blue Ridge National Heritage area:

This film that we got [was] funded with a grant through our heritage area (...).

The next participant described their local open-space fund. This was supported by their local community and was set aside from private property taxes. She explained that they have an open-space director in the county and they are actively working with the LT to help purchase conservation easement.

- LT 3's work with Eagle County:

We are very fortunate here locally to have a dedicated mill levy to an open space fund. The community voted in 2001 to set aside a portion of the mill from the private property taxes to a dedicated open space preservation fund. We have an open space director at the county level who runs an Open Space Department, and they are actively involved in purchasing open spaces, as well as working with us to help purchase conservation easements.

*For public relations.* Many participants answered that they work with tourism entities for the purpose of public relations/marketing. It seems that LTs want to inform people about the importance of land conservation because the more aware they are about its importance, the more likely they are to support to the LTs. Therefore, a lot of LTs are working with tourism entities to have more exposure opportunities.

- LT 1's work with Turkey Hill Berry:

Our literature is in everything that they hand out and mail out, so it gets pretty wide distribution.

- LT 4's work with wineries:

It gives us some good exposure, and we've gotten to know some of the wineries, and they've allowed us to put our literature in their wineries, about the conservancy and what we do.

- LT 5's work with Short's Brewery:

Short's has partnered with us extensively in promoting on the ground activities like the big trail building that we're doing up there and referring to it very openly as an economic driver.

- LT 7's work with historic Hotels and restaurants:

We talked to all of the businesses, the restaurants on the trail, to see if we could locate them on our map and identify them as a location for food and services. The trail begins at a historic hotel, and then it ends at a barbecue restaurant. We were just asking for permission to put the signs up. We were looking at this as a community relations project.

- LT 11's work with local off-road biking association:

They also help us with exposure to new groups of individuals that may not be aware of the land trust.

- LT 13's work with the Friends of Fahnestock and Hudson State Park:

Actually on our staff we have the president of the Friends of Fahnestock and Hudson State Park. We're also able to coordinate through her, but also through the park's staff different hikes and things, which raise the awareness in our community, because sometimes we find not even people living here are aware of the treasure they have just up the road.

- LT 13's work with Hudson Valley Outfitters:

We have worked with the Hudson Valley Outfitters in Cold Spring and this year we're hoping to do one of our hikes with the Storm King Adventure Tours. That's in Cornwall, which is on the other side of the river, so we try to make sure on both sides we get some publicity.

- LT 15's work with Newport and Bristol County CVB:

They promoted this map of ours.

*For land conservation.* Other than monetary contributions, tourism entities have made several land conservation efforts together with LTs. Two sub-themes emerged during the interview: volunteering and joint projects.

- Volunteering

Not only land acquisition but also the maintenance of properties are important and time-consuming. Many tourism entities provided resources for the maintenance of LTs' properties.

Two tourism entities lent some of their human resources for LTs' trail maintenance.

- LT 3's work with Vail Resorts, Inc.:

They have a program called Vail Resorts Eco and they have an Eco Day every year, and so we are actually a finalist right now for an Eco Day project where if we become the beneficiary, 200 Vail Resorts employees would come out and do trail maintenance on one of the trail systems on one our conservation easements that leads to the forest.

- LT 11's work with Local Off-road Biking Association:

It's an urban preserve, so it gets a lot of trash dumping, vandalism, so one of the primary goals was to find somebody that could help kind of curtail those activities,

and then also do maintenance that needs to go on in the property, brush clean up, invasive species control, just kind of overall upkeep of the property, to help us out.

Since outfitters' business largely relies on nearby pristine nature such as trails or rivers, they have worked with LTs to preserve the quality of natural environments.

- LT 12's work with Outfitters:

One, when we do our clean ups, they supply boats. We do this massive clean up in North Carolina every September that we do, I don't know how many miles of the river it is, over 16 or something like that, and the outfitters go along, and provide boats for free that day for anyone who is participating in the clean up, and then the State Parks provides dump trucks to come along and pick up the trash and take it to the dump.

- LT 14's work with REI:

They've also helped us out with volunteer work days when we've been doing trail development, so they've helped us on the grounds in that way as well.

- Joint Projects

For direct land acquisition, some LTs jointly worked with tourism entities on grant applications and other funding opportunities.

- LT 5's work with Forest Home Township and Antrim County:

We helped work with those two entities to secure natural resource trust fund grants to help Forest Township acquire 165 acres and Antrim County acquire 180 acres that was all part of a consolidation to create a 763 acre natural area.

- LT 6's work with Colorado Scenic Byways Conservation Coalition:

We in the past had applied for Federal Highways Administration funding through the Federal Byways program. A large portion of it is to go directly to land conservation. That would be conservation easements along the byways.

The participant below works with vineyards to conserve land together.

- LT 15's work with Newport Vineyards:

Newport Vineyards is the larger of the two and they get a lot of tourists there for wine-tastings. It's a property we've conserved together. They very much plug the conservation angle in their material.

*For mutual advocacy.* Most LTs are regionally based so that it is important to keep good relations with the local community. LTs can share their experience with and knowledge about land conservation and can help local communities reach common ground regarding land conservation. In this regard, LT organizations and tourism entities have worked together to create some social structures. Participants represent multiple forms of collaboration to construct social capital. The participant below describes collaboration with a local city's tourism board. They have common interests regarding natural resource preservation and know that it will have positive impacts on their community. They support each other as advocates.

- LT 10's work with The city of Birmingham's Tourism Board:

They give us the numbers. We talk about visitors to places, and they provide us numbers, and they have been big advocates for us.

The city of Birmingham's Tourism Board is hugely interested in the establishment of Red Mountain Park, which is a 1200-acre urban park. It's going to be one of the largest urban parks in any major city, and they talked about the numbers and what it

would mean economically. (...) Their information helped the Community Foundation lead a 15 million-dollar campaign to help all three of those parks.

The Tourism Board has worked with us to talk about the economic impact of connecting them by green ways, and we have launched our One Mile Green Way Initiative, and that is a comprehensive plan for all of Jefferson County to connect all of our green spaces with Rails to Trails, complete streets.

Local off-road biking association supports LT (LT 11) to maintain social relationship.

- LT 11's work with Local off-road biking association:

They're signing letters of endorsement and putting us in touch with community leaders so we can secure funding to do more kind of infrastructure, improve the property.

Finally, participants answered that they and local tourism entities share their knowledge and establish mutual support.

- LT 12's work with Tourism Development Committee in the Chamber of Commerce:

We definitely send people to the outfitters (member of chamber of commerce). People call us all the time wanting to know how they should plan their trip. Where is the best fishing? That kind of thing, so we definitely promote that and connect them and try to provide that kind of information to the Chamber so they can ensure that we're pretty much involved whenever there is an opportunity.

- LT 13's work with Hudson Valley Outfitters:

They bring their expertise, their enthusiasm to our hikes, which is very contagious [for] the people that go on the hikes. And then for them, they are able to showcase the types of services that they offer. It kind of gives a little tease.

**Challenges.** Most participants answered that they experienced no vocal opposition or real challenge to their collaborations with tourism entities since tourism entities were in large part supportive of their work. Only one LT mentioned that many tourist attractions did not understand the collaborative work with them.

- LT 1: Not everyone in the county is completely supportive of preservation. We've been rejected by a lot of tourist things. A lot of tourist attractions say to us, why would we work with you?

Some LTs mentioned the existence of tension, albeit minimal between other interest groups and LTs. LT 2 mentioned that open space programs sometimes have difficulty maintaining a balance between trail management and protection of wildlife habitat. Furthermore, LTs usually work with private landowners to conserve natural resources, and their efforts are sometimes challenged by interest groups pursuing restricting private property rights.

- LT 2: I mean, I think there is always this, a little bit of tension, not so much with us. There is a little tension between trails and wildlife, and that's always a challenge, to make the balance.
- LT 10: We did get some challenges from those numbers from some of the private property rights group, like U.N. Agenda 21 folks.

The participant below explained that users' perception towards LTs was the challenge because many people usually do not understand land trusts' mode of operation. As a result, LTs sometimes encounter difficulties when they undertake projects for land conservation.

- LT 11: The perception, the challenges we have is we have a considerable amount of users that don't understand who owns the property, and so there is the expectation that its owned by the City or its owned by a government entity, and so whenever there



is demand on the property for something to happen, it usually takes some explaining to say look, we're a nonprofit. We don't have unlimited resources to put into the preserve for upkeep and maintenance, and then there is also just kind of a lack of understanding of a land trust, which has, this isn't our sole specific mission, also is doing this also as a kind of community service.

### **National Trusts in Japan**

**General information of study participants.** Eleven NT professionals participated in the interview and ten organizations had collaborative experiences with tourism entities. Table 4 shows the location of the participating NTs. Eight NT organizations own land holdings or historic buildings for the purpose of preservation and others only maintain local properties without holding deeds to the lands. Only four participants answered that all of the properties that they preserve are open to the public, and three organizations open some of their properties to the public. The four remaining have no properties open to the public.

Table 4

*Location of the participating national trusts*

<b>Region</b>	<b>Number</b>
Hokkaido	2
Kanto	6
Kansai	2
Kyusyu	1
<b>Total</b>	<b>11</b>

**National trusts and tourism.** Six participants answered that they protect a portion of tourist spots. However, most of the participants do not consider their properties to be travel destinations.

- We don't think that our lands are tourist spots, but many people have been visiting here for a long time.
- Our properties are located in Hanno city and these are part of the main tourist spots in Hanno city, so we see some people here.

The participant below does not consider their lands to be overnight travel destinations but rather daytrip destinations.

- It takes only 40 minutes from downtown Tokyo and because our lands are located near a residential area of a town, they cannot be considered as tourist spots. But we can see a lot of people are enjoying their weekend here by walking, hiking, or picnicking.

In particular, several participants mentioned the concept of ecotourism during the interview. This concept pursues the conservation of the natural environment and considers resident's quality of life while promoting tourism. Two NT organizations coordinate eco-tours by themselves.

### **Collaboration with tourism entities.**

*Types of tourism entities engaged in collaboration.* During the interviews, 22 entities were mentioned as partners. These tourism entities are categorized below (Table 5) into three parts: private institutions, public institutions, and civil associations. The most frequently mentioned category was private institutions, which have been split into five sub-categories: accommodations, transportation, tourist attractions, travel agencies, and business alliances. Public institutions were the second largest partners and civil associations were third.

Table 5

*Types of tourism entities engaged in collaboration*

<b>Category</b>	<b>Sub-category</b>	<b>Tourism entities</b>	<b>Frequency</b>
Private Institutions	Accommodations Transportation Tourist Attractions  Travel Agencies Business Alliances	Hakone Kogen Hotel, Seibu Railway (2), Museum, Chichibu Muse Park, Saitama Souvenir Store, Teganuma Farms, JTB, Kinki Nippon Tourist Chamber of Commerce, Local Agricultural Cooperatives	12
Public Institutions		Saitama Prefecture, The Council for the Promotion of Ecotourism in Hanno City, Hamanaka Town, Shari Town, Tanabe City, Local Tourism Association (3)	8
Civil Associations		Abiko Guide Club, Association for Landscape Preservation	2
<b>Total</b>			<b>22</b>

*Types of collaboration.* Participants addressed various motivations, goals, and benefits while describing collaboration with tourism entities. Through the interview process, four major goals of partnership were identified: public relations, member's benefit, direct natural resource conservation, and mutual advocacy.

Table 6

*Types of Collaboration*

<b>Category</b>	<b>Sub-category</b>	<b>Number of Participants</b>	<b>Frequency of reported collaboration</b>
<b>Public Relations</b>	- Promotion through Ecotourism - Managing a visitor center - Others	6	8
<b>Member's Benefit</b>		2	3

<b>Direct Natural Resource Conservation</b>	2	2
<b>Mutual Advocacy</b>	1	2
<b>Total</b>	11	15

*For Public Relations.* Public relations appeared to be a goal of partnerships between NTs and tourism entities. This was the most frequently discussed goal (8 times) during the interviews. Several participants mentioned that they utilize ecotourism to inform the public about the importance of nature preservation. Other participants indicated using various promotions for natural resource preservation in order to have more exposure opportunities.

- Promotion through ecotourism

Three participants mentioned their eco-tour programs during the interview. One of the participants (NT 2) works with travel agencies to promote the eco-tour program in town. He mentioned that his organization receives a good public relations opportunity through this program.

- NT 2's work with JTB (travel agency):

We are promoting the "JTB Eco-tours" with JTB. They contacted us first for this project. We executed this tour program not only on our lands but also on city-owned land or to a temple to publicize the importance of environmental conservation. We are trying to let people know about the importance of their paying attention to these places. This program was quite successful and after joining the program, some participants joined our organization and became members. We can get these kinds of PR impact.

Two other organizations were also coordinating eco-tour programs by themselves. One participant (NT 5) mentioned that his organization collaborates with a local tourism association

and agricultural cooperatives to establish their program. Eco-tour participants join tracking or hiking in nature and experience farm life.

- NT 5's work with local tourism association and agricultural cooperatives:

We plan eco-tours by ourselves. Our town established a visitor center about 15 years ago, and we have managed that center for seven years. Based on this center, we attract school field trips or company workshops here. We are working with a local tourism association, a town, and local agricultural cooperatives to promote ecotourism. Monetary benefits are not the main purpose of this program. Because our mission is 'preserving wetlands for our children,' therefore, to reach this goal, we would like to make many people become fans of our wetlands and nature. This is the main goal of our eco-tour program.

The other of these two participants (NT 9) described a partnership with a city government. He explained that the city has an office for the sole purpose of promoting ecotourism. While he works as a board member, his organization also coordinates the eco-tour program by itself.

- NT 9's work with Hanno City:

There is an "Office of Ecotourism Promotion" in Hanno City. I am a board member. We plan eco-tours as part of the city's ecotourism project. The board reviews the local eco-tour programs that were planned by several entities and then approves them as Hanno City's eco-tour program. Our organization works with the city in that sense.

- Managing a visitor center

Many participants answered that they partnered with tourism entities to inform people about the importance of natural resource preservation. For example, in order to promote natural resource preservation, local- and prefecture-level governments commissioned NT organizations to manage local visitor centers on government properties. Participants explained that they could

have a chance to let more people know about their movement and nature by managing these visitor centers. (NT 5 & NT 10)

- NT 5's work with Hamanaka Town:

Our town established a visitor center about 15 years ago and we have managed that center for seven years.

- NT 10's work with Saitama Prefecture:

We are managing "Sayama Hill Flora & Fauna Interaction Center." This is a kind of visitor center on Sayama Hill and Saitama Prefecture founded the center a few years ago. Saitama Prefecture commissioned us to manage this center and we are receiving 25 million yen (≈247,000 dollars) a year from Saitama. 10 people are working in this center.

- Others

Several participants described separate partnership ways for their public relations. In particular, the participant below (NT 10) answered that because not many people know that much about their places, partnerships with tourism entities can provide more opportunities for publicity.

- NT 10's work with Seibu Railway and Kinki Nippon Tourist (travel agency):

Seibu Railway and we are doing events together. We usually hold this 'walking the trail' event in fall and Seibu Railway puts an advertisement in their trains like "Let's go picnic at a local forest." Usually Thousands, two thousand people come to our forest at one of those times.

Last year, Kinki Nippon Tourist visited us and they said they want to plan a day trip to Saitama Prefecture. They asked whether it is ok to designate our forest as one of their travel spots for their travel package, so we said yes. We are not sure how many people

came here on that package tour, but definitely I remember the attempt from the travel agency.

The final participant under public relations (NT 11) works with local governments. When local governments agree with the NT's mission and goals, NTs can utilize the local governments' resources through partnerships.

- NT 11's work with Tanabe city tourism office and local tourism association:

Tanabe city has a lot of good travel spots in their district and sometimes they, both the city and tourism association bring people to our lands and properties. At that time, we provide a guide for them for free. We don't have any regular meeting or something, but we collaborate with them in this sense. We usually explain about what kind of fauna or flora is living here or how the beautiful seashore was formed. Those kinds of things are what we explain when people come.

- NT 7's work with Shari town

The "Shari Nature Center" is owned by our town, and this center was established to inform tourists about Shari's nature and travel information. Our property is located nearby, five minutes walking, so we will open this place to the public to let them know about our movement.

*For member's benefit.* Two participants mentioned that they work with several tourism entities to provide more benefits for members. Members of NTs pay a certain amount of membership fee to the organization. By doing this, the common benefits for NT members were usually receiving newsletters regularly and opportunities to join regular meetings or lectures out in nature. Apart from these, two participants (NT 3, NT 6) are willing to provide more benefits for their members through the partnership.

- NT 3's work with Hakone Kogen Hotel and local businesses such as museums:

Some local businesses like hotels are willing to support us so that we and those businesses made an agreement regarding providing some benefits for our members. If our members visit those businesses such as hotels, galleries, or museums, they can get a little discount. This is not a big discount, but when we attract new member, we can say, "We can provide this kind of benefits for you if you become our member," so it is quite helpful when we attract potential members.

Last winter, we held a volunteer activity to cut flame grass in Hakone grassland. After that activity, we arranged that all volunteers and Kanagawa prefecture officials who actually manage the land, Hakone grassland, can enjoy the hot spring in the Hakone Kogen Hotel which is a very famous hot spring place. We think it was the kind of program which involves enjoying activities for both tourism and nature preservation. All the people enjoyed that.

- NT 6's work with Chichibu Muse Park and Saitama Souvenir Store:

We receive membership fees from our members, so we thought we want to provide some service for our members. Chichibu Muse Park and Saitama Souvenir Store want to increase visitors to their place so they provide some kind of benefits for members in several entities, so they also provide some benefits for our members. [a discount]

*For direct conservation.* NT organizations and tourism entities have made natural resource conservation efforts together. One participant below describes a partnership for World Heritage Site designation.

- NT 2's work with local tourism associations:



Currently, our organization is working for the designation of a World Heritage Site, so we are working with several local [tourism] organizations and are also in charge of the administration.

Another participant (NT 9) explained the partnership between the NT organization and Seibu Railway for property maintenance.

- NT 9's work with Seibu Railway:

Hanno city borrowed 3,000 square meters of land which are owned by Seibu Railway. Hanno city commissioned Eco Net Hanno [local civil association] to maintain these lands. We are also helping out with the maintenance because our 600 square meters of land are located just nearby. We are working together.

*For mutual advocacy.* Only one participant explained a partnership for mutual advocacy. This organization works with local civil associations which share their goals regarding nature conservation. They support each other as advocates.

- NT 8's work with Abiko Guide Club, the Association for Landscape Preservation, and Teganuma Farm:

In February, it was our 15<sup>th</sup> anniversary of the founding, so we held a symposium with Abiko Guide Club and Association for Landscape Preservation.

We are sharing our members with Teganuma Farm. Our members are mostly Teganuma Farm's members as well.

**Challenges.** Since tourism is a business which pursues monetary profit, there can be considerable conflict between the NTs and tourism entities regarding the balance between developments and natural preservation. Two participants revealed their thinking towards this conflict.

- NT 2: There are some people and businesses who think like “It’s ok if more and more people just come and spend money.” These people are usually not local people, just people who came from other places. Some restaurant, store owners and branch managers have these kinds of thinking. We think we don’t want to work with these people and businesses. We just want to work with people who care about our natural environment.
- NT 11: We are pursuing the preservation of natural environment the most, but sometimes we see some actions such as building facilities for tourism, widening roads in order to attract more people, these kinds of things. Tourism is a business, pursuing monetary benefits, but we don’t consider that.

The participant below showed concern regarding the preservation of rare plant species. However, because he understands the necessity for public relations and education as well, he is concerned about the opening of their lands to the public.

- NT 1: We preserve various rare plant species on our lands so if we open our lands, people may pick our flowers and can spoil the place. But recently, we are concerned about the opening for education purpose. Because even people who live nearby don’t know our place and we are worrying about a lot of floras that is disappearing.

Another participant mentioned that his organization does not have sufficient capacity to collaborate with tourism-related businesses.

- NT 6: Our events such as “mushroom hunting,” “bird watching,” and “craft making with natural materials” are quite popular, so many people want to join these events. But we can allow only a few people to participate. We don’t have enough resources to open these kinds of events to more people, as part of tourism.

## **National Trusts in South Korea**

**General information about study participants.** One NT organization which conducts nationwide activities participated in the interview. This organization is located in a metropolitan area and owns land holdings and historic buildings for the purpose of preservation. The participant answered that all of the properties that they preserve are open to the public. However, some of their properties are only open during a limited time period in order to carry out maintenance.

Reviewing news articles and organizations' homepages was also utilized to understand the collaborative case with tourism entities. Through these readings the activities of two more NT organizations which work with the tourism entities were discovered and included in this study. One opens their properties to the public (Ki, 2012) and the other organization opens some of their properties (Yu, 2013).

**National trusts and tourism.** The participant interviewed mentioned that his organization is utilizing tourism because they want to share their properties with the public. This organization promotes a variety of tour programs and accommodations utilizing their properties.

- We promote several activities such as eco-tours, volun-tour (volunteering & touring), artistic program, and traditional Korean accommodations in connection with our civic properties.

However, the participant stressed the following:

- Managing tour programs are not our main goal. We just want to secure the quality of cultural, environmental resources for future generations through citizen participation. However, because we think this kind of program will contribute to our goal, we perform several tour programs.

Three NT organizations manage the traditional Korean accommodations while maintaining cultural heritage by themselves (Ki, 2012; Yu, 2012).

### **Collaboration with tourism entities.**

*Types of tourism entities engaged in collaboration.* During the interview, the participant mentioned three tourism entities as partners: Traveler's Map (social enterprise/travel agency), Hwamunseok<sup>2</sup> town, and Naju city government. From reviewing of new articles, two collaborative cases were found: the NT organization that has worked with the Ministry of Culture and Tourism's Cultural Heritage Administration, and one other works with a local tourism association.

*Types of collaboration.* Through the interview and news articles, four goals of partnership were identified: public relations, fundraising, direct cultural resource conservation, and mutual advocacy.

*For public relations.* The participant explained that "Traveler's Map," one of their partners, was established by environmentalists, seeking to promote fair tourism. Therefore, this NT organization and the "Traveler's Map" could fully understand each other's mission and began to work together.

- NT 1's work with Traveler's Map

We have promoted several "eco-tour" programs with "Traveler's Map." Traveler's Map is a social enterprise and plans travel programs. Travelers use public transportation, purchase local foods and souvenirs, and also do some volunteer activities to help local people. The "Eco volun-tour" is also along these same lines. We plan these tour programs around maintenance activities in natural areas.

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<sup>2</sup> *Hwamunseok* is a traditional handicraft in Korea. This town was formed by nearby villages whose citizens want to promote rural tourism.

The participant explained that travelers can contribute to the residents' well-being by joining this tour package.

- NT 1's work with Hwamunseok town

We performed a tour program with Hwamunseok town. Travelers who joined this tour program stayed in local *minbak*<sup>3</sup> and participated in traditional handicraft and cultural activities. Travelers can contribute to the local community by this travel. *Hwamunseok* is a disappearing cultural asset so it is important to let people know about this culture.

The participant explained that they receive no major monetary benefits from these partnerships. However, he expects more people will be aware of the NT movement and the importance of nature preservation through such ties to tourism entities.

*For fundraising.* A public institution, Naju city government also financially supports the same NT organization whose representative was interviewed.

- NT 1's work with Naju city

Our organization established a social enterprise in Naju city as our branch office. Naju city provides us some grants to support personnel expenses and a portion of project development costs. Therefore, we manage the Korean traditional accommodations while maintaining the traditional buildings and houses, and distribute fresh local foods to the city residents as well. The results are yet insignificant. We still need more people's supports. However, we look forward to gain a foothold for our movement and public support.

*For direct cultural resource preservation.* From a news article (Ki, 2012), the collaborative work between a different NT organization and a tourism entity was also found.

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<sup>3</sup> Minbak refers to a modest local home in which a traveler can rent a room overnight.

This organization directly manages Korean traditional accommodation facilities while maintaining cultural heritage.

- NT 2's work with the Cultural Heritage Administration

This accommodation was built in the 1930s and had been used as shopping center. The Cultural Heritage Administration purchased this building in 2008 and commissioned the national trust organization to manage it. The national trust organization made an effort for restoration with their internal fund and civic donations. Now, this place is used as an exhibition area depicting life in the 1930s and traditional lodging.

*For mutual advocacy.* One other organization works with a local tourism association to develop local tourism industry (Park, 2013). The NT organization and local tourism association have common interests regarding environment friendly development of tourism. They made an agreement to support each other.

- NT 3's work with local tourism association

The national trust and Mallipo Tourism Association made an agreement regarding support for tourism development. Under the written agreement, the national trust will advise regarding the plant species and management methods, and the tourism association will support planting and maintenance.

Moreover, if customers who visited the restaurants which are registered to the tourism association visit the national trust property, they can get an admission discount.

**Challenges.** The participant mentioned his concern for the Korean NT movement. Since most Korean private companies and governments usually want to see immediate results from their contributions, he explained that the NT organizations rarely receive much support from these entities.

- Many people understand the necessity of nature preservation and our mission. However, we can't see any immediate change or results from this movement. It will take a long time and needs consistent effort. Because of this, many people, companies, and governments are unwilling to contribute to this movement although we need urgent support. Membership fees are our main source of revenue and we can't see much support from private companies and governments.

The participant also revealed concern about the legislation because no civic NT organization is a beneficiary of the Korean National Trust Act.

- The National Trust legislation was not well-conceived and only government-established national trust organizations can benefit from this legislation. Although we are a civil organization, which means an NPO, this situation limits our activities and growth. In the partnerships as well, we are limited in what we can do: usually we can't manage the partners and we spend too much energy on just one time events or publicity.

One other organization opened a part of their properties a few years ago. It became a popular place in which 200,000 people visit every year. However, several concerns were found as well (Yu, 2013).

- Many cases were found that visitors took rare plant species from the forest. Last month, a visitor was caught by police while taking maple tree limbs. The suspect said he believed it was a rare maple tree. Last year, a woman who stayed at lodging in the forest also was caught by an officer while taking plants from in front of the lobby. Employees were embarrassed because rather than showing any quilt, she said "people who steals books and flowers are not a thieves." [Korean Saying]

## **Chapter 5**

### **Summary and Discussion**

#### **Summary of Findings**

The main purpose of this study was to investigate the collaborative work between NT organizations and tourism entities in the U.S., Japan, and South Korea. The LT professionals in the U.S. and NT professionals in Japan and South Korea were chosen as interview subjects in this study to ask about their partnerships with tourism entities. Fifteen U.S. LT professionals, eleven Japanese NT professionals, and one Korean NT professional participated in this study. Interviews were conducted to understand: (a) what kinds of partnerships have been done with tourism entities; and (b) what were the motivations, goals, and benefits of the partnerships, and challenges.

The U.S. LTs mentioned 35 tourism entities as their partners. Private institutions were the most frequently mentioned tourism entities that worked with LTs. The four types of partnerships between LTs and tourism entities were identified: fundraising, public relations, direct land conservation, and mutual advocacy. Japanese NT professionals mentioned 22 tourism entities as their partners. The NTs' partnership with tourism entities had four purposes: public relations, direct natural resource conservation, member's benefit, and mutual advocacy. South Korean NT organizations showed several collaborations with tourism entities in order to promote their tour programs and accommodations although only few organizations were existed at the time of interview.

#### **Discussion of Research Question**

Four research questions were answered in this study. This section describes how each research question is answered.



**Research question 1.** *What types of collaborative work have been attempted between LT/NT organizations and tourism entities in the U.S., Japan, and South Korea?*

The types of partnerships between U.S. LTs and tourism entities were divided into four categories: fundraising, public relations, direct land conservation, and mutual advocacy. Fundraising was the most commonly discussed purpose of the partnership. Therefore, it was assumed that U.S. LTs were actively seeking financial assistance to reach their goals. Private institutions related to the tourism industry contributed to LTs by making direct monetary contributions from their proceeds. Local areas that considered natural resource conservation as their key source of income were most likely to support the activities of the LTs through the tourism industry.

Japanese NT partnerships with tourism entities have four purposes: public relations, direct natural resource conservation, members' benefits, and mutual advocacy. Most Japanese NT organizations work with tourism entities to promote their public relations and to inform the public about the importance of nature conservation. Additionally, some Japanese NT organizations provide additional benefits to their members through partnerships with tourism entities.

South Korean NT organizations have collaborated with the tourism industry; although, at the time of the interview, only a few of these organizations were in existence. Three Korean NT organizations directly managed traditional Korean accommodation facilities with an emphasis on cultural heritage, while another organization conducted tour programs. These types of partnerships with tourism are usually part of an effort to promote tour programs and specific accommodations.

In summary, LT/NT professionals should realize the importance of paying attention to the partnerships with tourism entities in other countries and try to adopt their best practice. For example, U.S. LTs can utilize the partnership with tourism entities to increase the publicity opportunities by adopting the Japanese cases. Japanese and Korean NTs should see the partnership with tourism entities as a way of revenue diversification by adopting the U.S. cases.

**Research question 2.** *What attitudes LT/NT professionals have regarding collaborative work with tourism entities?*

U.S. LTs positively think about the collaborative work with tourism entities. Since interviewed U.S. LTs were located in tourist areas, local community considered natural resource conservation as their key source of income. Japanese and Korean NTs noted if tourism entities understand the mission of the NT organization and perceive the importance of natural and cultural resource preservation, NTs can positively see the partnership with tourism entities.

**Research question 3.** *What challenges do LT/NT professionals perceive regarding collaboration with tourism entities?*

One of the challenges in developing new partnerships has been a lack of understanding of the mission and activities of LTs and NTs. For example, most Korean private companies and government offices did not fully understand the NT's mission; they expected to see immediate results from their contributions. For this reason, NT organizations rarely received much support from these groups. In the U.S., for example, some tourism entities did not recognize that they had to work together with the LTs. Due to a lack of cooperation, NTs and LTs sometimes experience difficulties when trying to promote natural and cultural resource preservation activities. The results of this study indicate that a variety of partnerships were used to improve public relations. Therefore, it is assumed that partnerships with tourism entities can play an

important role in improvement of public awareness, attitudes, and understanding towards LTs/NTs in each country.

The preservation of natural species is a concern to both Japanese and Korean NTs working with tourism. The tourism industry encourages large numbers of visitors, which may strain the natural resources of NT properties.

**Research question 4.** *How can South Korea adopt other countries' collaborative methods in the future?*

**Partnerships for fundraising.** The main purpose of the U.S. LTs' collaboration with tourism entities has been fundraising. In comparison with the U.S., Korean NTs hold very limited forms of partnerships with tourism for the purpose of fundraising. Cho (2002) emphasized that fundraising is an urgent problem in Korea's NT movement. He explained that land and cultural resources are usually costly and thus difficult to purchase using only donations. Cho also argued that support from government and private institutions is needed to diversify revenue sources. In particular, partnerships with tourism entities may be useful because tourism and NT organizations often share similar goals of natural and cultural resource preservation.

**Necessity of a national umbrella organization.** The U.S. LTs' organizational structure is similar to that of NT organizations in Japan. Both are locally based and constitute an alliance among grassroots organizations to support the LT/NT movement as a group, in addition to lobbying by individuals and the provision of educational support. The Korean NT professional mentioned that:

We are promoting network project to work with locally-based national trust organizations.

“Public subscription contest for new preservation area” is one of our network projects. If

new preservation area is selected through the contest, we carry out conservation activities with local national trust organization.

Although South Korea has several NT organizations promoting the nationwide NT movement, Korean NT organizations have yet to form a much needed alliance for networking. Lim (2011) emphasized that an umbrella organization plays an important role in cultural resource preservation. Cho (2002) pointed out the necessity of aligning local NT organizations and constructing a Korean-style NT movement model. Thus, a national umbrella organization is needed to support the grassroots NT movements in South Korea and to develop a Korean-style NT movement.

***Find diverse ways for public relation.*** U.S. LTs and Japanese NTs inform the public on the importance of nature preservation through partnership with tourism entities. Because tourism attracts many visitors, NTs hope that such partnerships will maximize public awareness of the importance of nature conservation. The Japanese NTs have utilized various ways of promotion using tourism. For example, several Japanese NT organizations, in collaboration with tourism groups, have conducted eco-tours or manage town-owned visitor centers that inform people of the importance of nature preservation, focusing on the natural areas in the vicinity. This partnership approach should be considered by Korean NT organizations to generate public awareness of the conservation efforts of the NT, as well as to provide better promotion opportunities.

***For sustainable tourism.*** Choi and Oh (2008) found that the NT movement has already emerged through actions for heritage preservation in South Korea. They noted that the NT movement is capable of preserving and managing tourism resources in systemic and sustainable ways. Similar to result from the previous study, it was determined that many Korean NT

organizations were involved with the tourism industry. Three of Korean NT organizations directly managed Korean traditional accommodation facilities, and several NT organizations conducted tourism related programs; open access was provided to their properties, taking care to preserve natural and cultural resources. If more NTs worked with the tourism entities, then more conservation land could be preserved and shared with the public in sustainable ways.

### **Comparative Analysis**

**Laws and policies.** Each country has different laws and policies to preserve important natural resources, which may affect the activities of NGOs engaged in natural and cultural resource conservation. For example, the U.S. has a “conservation easement” policy by which LTs can preserve private lands that have specific ecological and cultural characteristics without acquiring ownership of these properties.

In South Korea, although the National Trust Act took effect in 2007, the NT movement has been slow to develop because only government-funded organizations are recognized by the National Trust Act. This problem was noted in previous literature (Lee, 2009; Lim, 2011) as well as by the study participants.

Unlike the U.S. and South Korea, Japan does not have laws and policies specific to the conservation movement. However, NPO corporate body can be readily formed as a type of civic organization in Japan, which could encourage various grassroots NT movements at the community level. According to the Association of National Trusts in Japan (2013), there were 26 NT organizations formed as NPO corporate bodies.

**Forms of partnership with tourism entities.** Taken as a whole, the partnerships between LTs and tourism in the U.S. are more likely to be focused on direct land conservation, rather than the promotion of tourism. Many tourism entities in the U.S. appear to support LT

conservation in various ways. However, partnerships between NTs and tourism entities in Japan and South Korea are more likely to promote tourism based on natural and cultural resource conservation. Japan and Korean NT organizations have managed eco-tour programs, visitor centers, and traditional accommodations by themselves. Each country's unique partnership between the LT/NT organization and tourism may provide additional examples of how to improve future partnerships.

**Sharing natural and cultural resources with the public.** High quality natural and cultural resources preserved by LTs and NTs are travel destinations for many visitors and tourists. Lieberknecht's study (2009) showed that the majority of LTs (78%) allow public access to at least some portion of all their lands. The results from the present study are similar to those of Lieberknecht. The majority of LTs and NTs in the U.S., Japan, and South Korea are trying to open all or at least some portion of their properties to the public. This would allow visitors and tourists to have easy access to LT and NT properties, even though they may not belong to these organizations.

Lieberknecht also emphasized that if LTs gave more attention to public access to their properties, then the LT would build public support for their activities and create desirable outcomes, in line with the expressed desires of many LT professionals. However, because most of the LTs preserve land through conservation easement acquisition, U.S. LTs sometimes have difficulty in opening properties to the public. Therefore, the decision to open LT properties to the public can be a challenge in forming a partnership between LTs and tourism.

**Partnerships for fundraising.** The main purpose of the U.S. LTs' collaborations with tourism entities was fundraising. Jafari (1982) pointed out that the natural environment is a background element of tourism and an important component of a destination's identity as well.

Therefore, tourism entities, reliant on pristine forms of nature, provided financial support for the LT's natural resource preservation activities. Another way to financially support the LT's activities is through sponsorship. Sponsorship provides several benefits to corporate sponsors, including image enhancement, increased awareness, and greater sales opportunities (Stotlar, 2001). Additionally, Cornwell and Coote (2005) demonstrated that there was a positive relationship between consumers' organizational identification with NGOs and the consumers' intention to buy sponsors' products. Awareness of this kind of relationship may facilitate tourism's sponsorship of LT events.

In comparison to the U.S., fundraising partnerships were not as prominent for Japanese NTs. This difference may be due to different taxation systems, social capital, and/or the related laws of specific countries. For example, changing social perception regarding donation may be the most critical issue for the Japanese NT movement when trying to raise funds. According to the World Giving Index 2012 (Charities Aid Foundation, 2012), Japan ranked eighty-fifth in the world. Compared to the U.S. (fifth), UK (eighth), and South Korea (forty-fifth), the Japanese ranking was very low. Thus, tourism entities may be less likely to make financial contributions to NGOs in Japan. NT organizations, especially in Japan, should develop diverse revenue sources and find unique ways to promote fundraising.

**Partnerships for public relations.** The U.S. LTs and Japanese and South Korean NTs have used diverse ways of informing the public of the importance of nature preservation, through partnerships with tourism entities. For example, several U.S. LTs have their own hiking programs, tourist brochures, and maps, thus working with tourism to promote their related programs. Several Japanese and South Korean NT organizations have conducted informative

eco-tours with a focus on nature preservation. Japanese NT organizations manage town-owned visitor centers to provide information about natural areas in the vicinity.

**Partnerships for mutual advocacy.** Most LTs and NTs that participated in this study were regionally based; thus, it was important to have a good relationship with the local community. LTs and NTs can share their knowledge of the area's natural resources to help local communities reach common goals regarding land conservation. In this regard, LT/NT organizations and tourism entities have worked together to create social structures. According to Coleman (1988), social capital is defined by its function. He noted that "a variety of different entities consist of some aspect of social structures and facilitate certain actions of actors within the structure." Therefore, their collaboration effort may facilitate not only drawing attention from local communities but also establishing social capital.

**Challenges.** Because tourism promotes visitation to a particular region, the increasing number of tourists is a concern for conservationists. Japanese and Korean NTs that have pursued the protection of endangered flora and fauna species have voiced their concern over the preservation of rare plant species when they opened their properties to the public. This problem must be addressed for the partnership between the NTs and tourism to be successful.

Lack of awareness/perception with respect to environmental organizations can also be a challenge for LTs/NTs; U.S. LT organizations have cited this problem specifically. In particular, Korean NTs stated that most Korean private companies and governments wanted to see immediate results from their contributions, and did not have a good understanding of the NT movement. Thus, NT organizations rarely received much support from these groups. Several previous studies also indicated a lack of awareness and strategic planning with regard to the collaborations formed (Wilson, Neilsen, & Buultjens, 2009; Wegner, Lee, & Weiler, 2010). The



results of this study suggest that more diverse partnerships could improve understanding of the conservation movement.

Several U.S. LTs cited tension among interest groups as a limiting factor in the number of partnerships. Some conflict is to be expected, due to the pursuit of monetary benefits among tourism groups and environmental conservation promoted by NGOs. However, it is important to minimize these problems. Sustainable tourism and ecotourism offer a compromise for viable partnerships between tourism entities and LT/NT organizations.

## **Conclusion**

The results from this study emphasize the convergent needs and goals of LTs/NTs and tourism regarding natural resource conservation. In a cooperative arrangement, the partnership between LTs/NTs and tourism entities would diversify revenue sources and increase public awareness. Each organization's unique success could be applied to other organizations' collaborative projects.

In this study, several of the collaborations of U.S. LTs, Japan, and South Korean NT organizations were discussed. Several NT organizations have begun to consider tourism as their partner for promoting natural and cultural resource preservation. Moreover, tourism has begun to recognize the value in promoting natural and cultural resource awareness, as a means of preserving tourism resources. NT organizations could provide knowledge and skills for natural and cultural resource preservation, while tourism entities could contribute human resources, promotional skills, and financial support. Especially, Korean NTs should pay attention to the partnerships with tourism entities in other countries. Since Korean NT movement is still in the

beginning stages of development, effective partnerships with tourism entities can strengthen the Korean-style NT movement and help achieve the ultimate goal of the Korean NT movement.

Natural and cultural resource preservation involves many business disciplines and interest groups. The tourism industry should be part of the natural and cultural resource preservation effort, because these resources are important to tourism attractions. Sustainable tourism development should have two goals: preservation and tourism development. Partnerships should facilitate achievement of these goals by reducing conflicts among various parties in the decision-making processes. Therefore, the potential for partnerships between tourism entities and environmental organizations is very promising.

Thus, future research and practical application is needed to support successful partnerships among tourism and leisure entities with land conservation organizations. More research is needed to identify the key components required for a successful partnership between LTs/NTs and tourism for natural resource preservation in the future.

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## ◎Professional experience

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## © Scholarship

2002	Honor Student (Sookmyung Women's University)	\$610 (610,000won)
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2010	Outstanding employee	Sejong Center for Performing Arts
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