

# A dynamic strategy map model for national park management

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Strategy maps are diagrams that allow people to quickly visualize the performance of balanced scorecards which are used by managers to describe their goals to the company. Such method could also provide a strategic performance management tool for national park managers to serve park visitors and protect heritages. Although national park management do not manufacture substantial products, the objective of pursuing long-term sustainable value is similar to a corporation. Using the concept of enterprise operations, the management of national park consists of four perspectives (i.e. finance, customs, internal processes, learning and growth) which have directly or indirectly casual relationships between each other. While the strategy of one perspective will impact on other perspectives, the extinguished performance of one perspective usually does not reflect on the overall performance of the management. In some cases, the properties of behaviours are counterintuitive so that an improving policy brings about negative results. Since the relationship among these perspectives is complicated and time delayed, it is difficult for managers to make correct decisions. This research aims to build a dynamic strategy map model to derive management strategies for national parks under constraints of sustainable development. Combining with the approach of System Dynamics, the model will analyze the dynamic relationship among these perspectives and simulate the predicated performance of the strategy. It not only finds the key performance indicators which allocate limited resources on suitable places to achieve the operational goals, but assists the managers to take proper measures for sustainable management instead of emphasizing short term performance. The model is applied to a case study from Kenting National Park in Taiwan, which is famous for its diverse coral species and attracts millions of tourists every year, to conduct sustainable management strategies.

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