

13th International Scientific Wadden Sea Symposium

A Dynamic Strategy Map Model for National Park Management

Tsung-Ting Ko

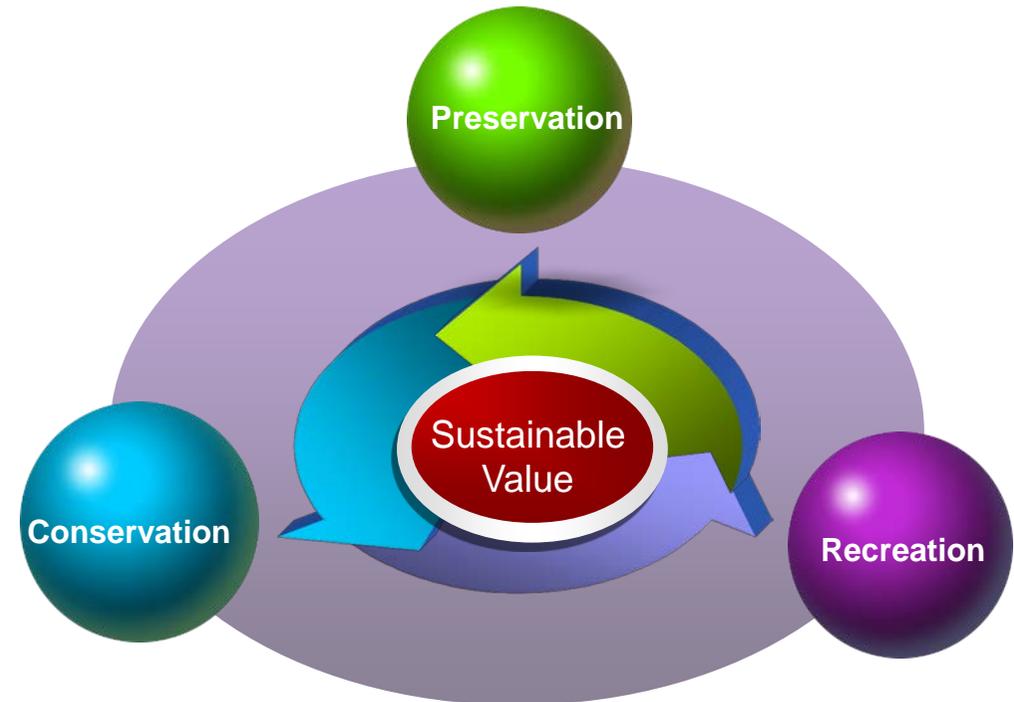
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Introduction

National Park Management Goals

- **Protect Ecosystems**
- **Serve Visitors**
- **Maintain Diversity**

How to strike a balance between conservation, recreation and preservation?

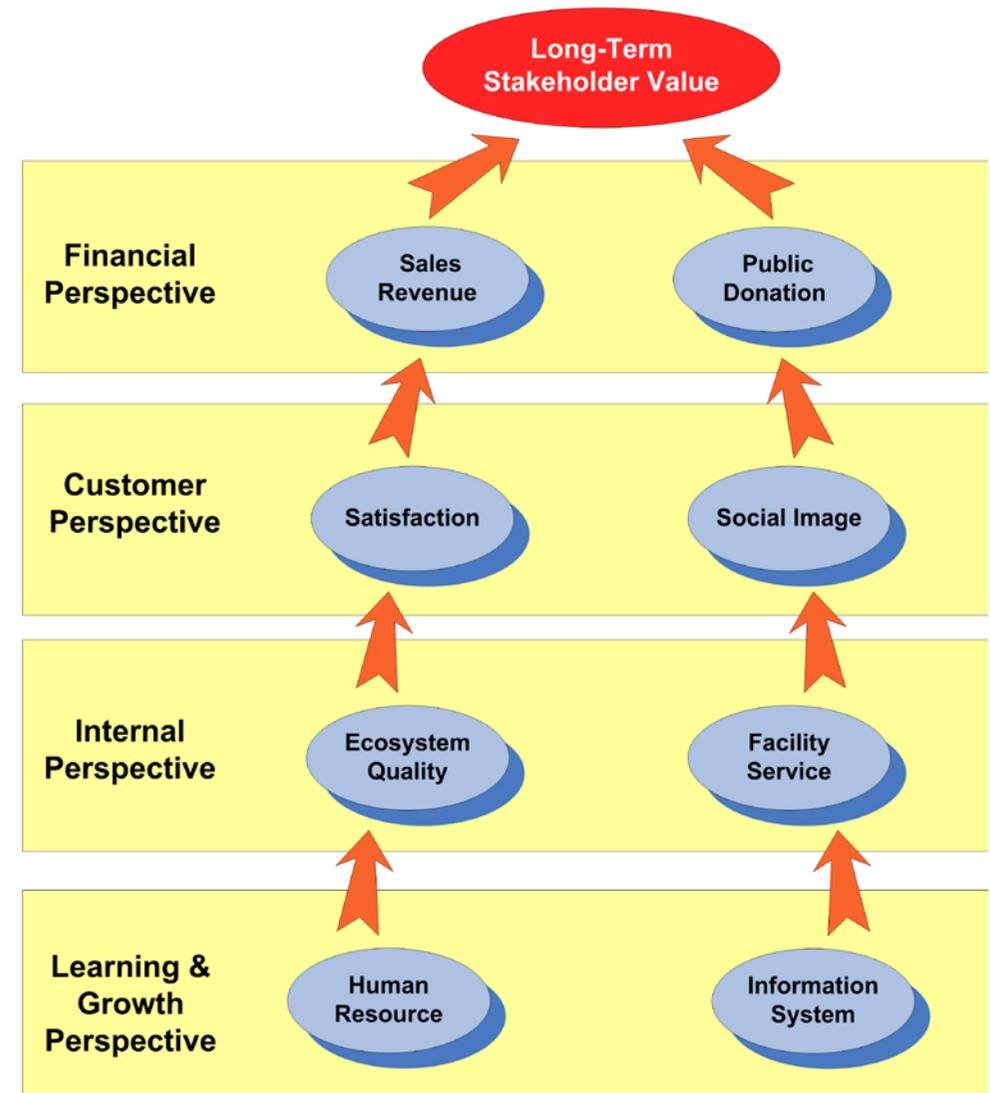


The objective of pursuing long-term sustainable value is similar to the operation of commercial corporations.

>> [Business management tools for National Park Management](#)

Balanced Scorecard Strategy Map

- Allow people to quickly visualize the performance of Balanced Scorecards which are used by managers to describe their goals to the companies.
- Provide a strategic performance management tool for national park managers
- Decision makers tend to
 - **Stress variation of short-term measurements**
 - **Neglect development of long-term strategies**
- Cannot express System Behaviours
 - **Non-Linear**
 - **Time Delayed**
 - **Complicated**



Conclusions

- The extinguished performance of one perspective usually does not reflect on the overall performance
- Strategies may turn out to be counter-intuitional owing to negative feedback loops that reduce the output of the system
- The effects of strategies may be detected after a long period due to time delay
- Managers could fail to make appropriate strategies to achieve the expectable goal without gaining insight into the management system
- DSM Model provides a useful tool for national park management
 - **Analyze the structure of complex dynamic systems**
 - **Evaluate the performance of various scenarios**
 - **Formulate composite strategies based on the preference data**
 - **Find key performance indicators (KPIs)**