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研究課題名(和文) Quantitative model building and comparative research to evaluate the impact of different business and governance schemes on value creation by municipality enterprises in Japan and Germany
研究課題名(英文) Quantitative model building and comparative research to evaluate the impact of different business and governance schemes on value creation by municipality enterprises in Japan and Germany
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研究成果の概要(和文)：エネルギー、上下水道、交通等のインフラ系サービス、ごみ収集と廃棄物処理、医療や福祉、教育等に関連する様々なサービスは、国民の「生活権」や「生存権」の権利を守るために欠かせないものである。その故に、「公益性」や「公平性」といった観点に配慮された価値の創出が担保された経営の遂行がされるべき公共サービス事業や公営企業におけるガバナンスは学術的にも、社会的にも重要な課題である。

研究成果の学術的意義や社会的意義

The research contributes to "Public Value" theory and methodology by developing an integrated evaluation model to evaluate the contribution of public enterprises to the Common Good. The research contributes to the public discussion about improvements of governance of public enterprises.

研究成果の概要(英文)：Municipalities carry an important mandate to assure the availability of infrastructure-related services in such fields as energy, water, transport, sewage, waste, communication or recreation for its citizens to meet their basic necessities of living. It is a matter of debate whether these services should be provided by the municipality or private, profit-seeking enterprises. Arguments of public interest and social welfare contrast with arguments for commercial viability and economic welfare. The question is, how to integrate both views in a compatible, examinable manner to assess differing business schemes. This leads to the core of the proposed research project and the "key scientific question": "How to evaluate and compare in a quantifiable and integrated manner the impact of differing business and governance schemes for municipality-centered enterprises in respect to the generation of comprehensive value for citizens and communities?"

研究分野：business administration

キーワード：public enterprise governance Public Value Stadtwerke

1 . 研究開始当初の背景

Municipalities (cities, towns, villages) carry an important mandate to assure the availability of infrastructure-related services in such fields as energy, water, transport, sewage, waste, communication or recreation for its citizens to meet their basic necessities of living. It is a matter of debate whether these services should be provided by the municipality or private, profit-seeking enterprises. Proponents argue that these services possess typical attributes of “public goods” as well as “natural monopolies” which call for active municipality involvement. Opponents argue that municipality-controlled businesses are plagued by economic inefficiencies and poor customer service due to weak governance, political interference or budgetary constraints. Arguments of public interest and social welfare contrast with arguments for commercial viability and economic welfare, leading in practice to a rather narrow focus on individual business fields (e.g. water) and differing governance schemes as well as performance evaluation methods in respect to the contribution to the Common Good and public welfare.

2 . 研究の目的

The question is, how to integrate both views in a compatible, examinable manner to assess differing business schemes. This leads to the core of the proposed research project and the “key scientific question”: “How to evaluate and compare in a quantifiable and integrated manner the impact of differing business and governance schemes for municipality-centered enterprises in respect to the generation of comprehensive value for citizens and communities?” The objective of the research is to develop a theory-based, comprehensive, quantitative model for integrated performance measurement and evaluation of public utilities in respect to social outcomes, their contribution to the Common Good and public welfare.

3 . 研究の方法

Based on an extensive literature review on Public Corporate Governance theory, Public Value theory as well as methodologies for social impact assessment, an integrated, quantitative model has been developed that combines “inside-out” evaluation methods for financial and non-financial performance measurement (e.g., GRI, Integrated Reporting) with the “outside-in” evaluation approaches of the Public Value Atlas and Public Value Scorecard. The model allows for comparative testing and analysis of different municipality-centered business models and public corporate governance schemes in Japan and Germany with a focus on infrastructure-related services.

4 . 研究成果

The research developed a theory-based, comprehensive framework for integrated performance measurement and evaluation of public utilities in respect to social outcomes, their contribution to the Common Good and public welfare based on a comprehensive literature review on Public

Value, social impact, Integrated Reporting and Shared Value, and comparative analysis of methodological approaches to measures social outcomes and social impact. Specifically, a comparative analysis of international practices in Public Administration to incorporate the concept of Public Value into public performance measurement and governance was undertaken (e.g., Public Value measurement in UK, NZ, Australia, Citizen Value / Public Value Scorecard / Public Value Atlas in Germany, and Common Good Economy / Common Good Balance Sheet in Austria). The development of the model was backed by extensive field research and investigation of cases studies on the German “Stadtwerke” business model and governance modes in collaboration with the Wuppertal Institute in Germany.

The comparative analysis between Germany and Japan concentrated on the adoption of the Public Value Atlas methodology developed by Prof. Timo Meynhardt of University of St. Gallen/Switzerland and HHL Leipzig Graduate School of Management, Germany to Japan in order to evaluate the perceived contribution of public and private enterprises to the Common Good and their creation of Public Value. For Japan, the Public Value survey of 102 Japanese organizations with 8500 respondents was conducted and compared to results in Germany. The analysis demonstrated the robustness of the model and led to insights about differences of the perceived Public Value creation of public enterprises in Japan and Germany, as well as the relation with traditional methods of performance evaluation such as CSR ratings, reputation, or financial performance. Based on these results, the public value evaluation methodology framework was developed combining “inside-out” evaluation methods (e.g., GRI, Integrated Reporting) with the “outside-in” perspective of Public Value Atlas and Public Value Scorecard. The framework can be applied for comparative testing and analysis of different municipality-centered business models and public corporate governance schemes in Japan and Germany with a focus on infrastructure-related services.

In the course of the research, a full paper on Public Value and Public Corporate Governance of Stadtwerke was presented at Japan Association of Local Public Finance (日本地方財政学会), a series of Discussion Papers on Public Corporate Governance, comparative performance analysis of German and Japanese public utilities, as well as on Public Value theory were published. In total, 5 papers on “Stadtwerke” governance and Public Value were published in academic journals (4 in Japanese, 1 in an international, peer-reviewed journal); 3 of the papers were peer-reviewed.

The final results of the research were presented at online, international symposium on Public Value theory and methodology on February 24, 2021 in collaboration with Kyoto University and HHL Leipzig Graduate School of Management.

5. 主な発表論文等

〔雑誌論文〕 計2件（うち査読付論文 0件/うち国際共著 0件/うちオープンアクセス 2件）

1. 著者名 坂本 祐太	4. 巻 4
2. 論文標題 日本の公営企業と独シュタットベルケの財務分析比較	5. 発行年 2019年
3. 雑誌名 京都大学大学院経済学研究科 再生可能エネルギー経済学講座 ディスカッションペーパー	6. 最初と最後の頁 1-27
掲載論文のDOI（デジタルオブジェクト識別子） なし	査読の有無 無
オープンアクセス オープンアクセスとしている（また、その予定である）	国際共著 -

1. 著者名 ラウパッハ スミヤ ヨーク	4. 巻 5
2. 論文標題 Public Valueを織り込むPublic Corporate Governanceの在り方 - ドイツ・シュタットベルケの事例研究からの考察 -	5. 発行年 2019年
3. 雑誌名 京都大学大学院経済学研究科 再生可能エネルギー経済学講座 ディスカッションペーパー	6. 最初と最後の頁 1-50
掲載論文のDOI（デジタルオブジェクト識別子） なし	査読の有無 無
オープンアクセス オープンアクセスとしている（また、その予定である）	国際共著 -

〔学会発表〕 計1件（うち招待講演 0件/うち国際学会 1件）

1. 発表者名 ラウパッハ スミヤ ヨーク
2. 発表標題 Public Valueを織り込むPublic Corporate Governanceの在り方 -ドイツ・シュタットベルケの事例研究からの考察
3. 学会等名 日本地方財政学会（国際学会）
4. 発表年 2019年

〔図書〕 計0件

〔産業財産権〕

〔その他〕

6. 研究組織

氏名 （ローマ字氏名） （研究者番号）	所属研究機関・部局・職 （機関番号）	備考
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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8 . 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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