

Abstract

The conditions that foster sustainable development and management of resources for tourism at the government, investor, village and individual level were ascertained. This study employs qualitative methods, mainly documentary research, focus group and in-depth interviews. Primary data included: (1) a field study in Pai township in Maehongson province, (2) a rapid survey at Yomitan township, Okinawa prefecture in Japan; and, (3) observations of villages in Indonesia. The concept of globalization, localization, and the culture management are also used for the data analysis.

The present picture of tourism in Pai and Yomitan are opposite. The development of tourism in Pai is in the hands of a few large corporations. On the contrary, Yomitan which shared the same characteristic of peripheral ethnicity as Pai's in the past, is able to manage their own tourism business by themselves. This finding led to further investigations on the factors that influence tourism management through the analysis of the interactions of 3 main stakeholders, government, capital and the community.

1. Central government and local government. The central government of Japan intervenes in the development of local economies albeit it endeavors not to disrupt local cultural atmosphere. Although the central government has the capitalistic approach in development, the local government can still choose its own approach. As Japan's local government has formed good relationships with its villages, a sense of belonging and preservation of communal values has evolved. By comparison, local governments in Thailand arose only ten years ago in response to decentralization policies. Nowadays, resource management and town development follow capitalistic objectives as the central government, resulting in limited rural community involvement in tourism planning and development. Although local participation in sustainable tourism development has been widely advocated, motivating in Pai never been an easy task.

2. Capital penetration. The penetration of the capital in Japan and Thailand into the local touristic destination is much different in terms of scale. In general, the entry of capital in Japan tends to be of large scale while in Thailand it is small and medium. It is remarkable that Yomitan is successful in blending large scale capital with the local capital according to community planning. By contrast, capital penetration into Pai is from external investors looking for business opportunities, resulting in outflows of local capital continually.

3. Community Yomitan has one ethnicity, one race, one culture. Being isolated for centuries, sharing the memory of the World War II holocaust, citizens cling to a Ryukyuan rather than Japanese identity. A high level of community integration (community awareness, unity and power relationships) in Yomitan has led to greater socio-economic benefits from tourism for most residents. By comparison, Pai has several ethnic groups, races and belief systems. Globalization and tourism have created new types of relationships. Due to the mobility of several groups of people, Pai has been transformed into a place where foreigners and locals interact, in host-guest and entrepreneur-client relationships. Cross cultural marriage has eroded cultural barriers. Multiple ethnicity and fragmented social groups are hindrance to management of tourism in Pai.

In conclusion, the thought system and culture of locals including the social and cultural mechanisms are crucial in determining the success of tourism management in the community.

The implication for the local government and community to achieve sustainable tourism development is that local socio-cultural environment should be protected and community residents should be involved in all tourism development stages, particularly early in the process, and with broad-based participation encouraged. Empowerment of locals leads to a collective sense of community, the preservation of common heritage property, and the retention of local identity. Pai is an example of a local government's failure to initiate community integration and senses of locality among ethnic groups, making Pai vulnerable to external investors' exploitation of tourism resources. By

contrast, Japan's local government has empowered local residents thus successfully creating community integration and enabling sustainable tourism in Yomitan.