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# The Direction of Leisure Industry Promotion in Okinawa

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## 1. Introduction

The government has tried to develop local economies by decentralizing industries, but most of its efforts have been unsuccessful. In the Fourth National Comprehensive Development Plan, issued in 1987, the government articulated for the first time the idea of developing local economies by fostering industries related to tourism and leisure. However, there are two conflicting views about how to link tourism and leisure with the development of local economies. One is to promote large-sized facilities, separated from daily life, to correspond to the presumed future direction of demand for tourism and leisure, which seeks expensive, extraordinary, artificial spaces. This means developing local economies through large-sized development projects based on large capital. The other idea is to maintain, as much as possible, the landscapes, history, and cultures unique to each region in their natural and ordinary forms, based on an accumulation of small-sized investments. In this article, I will discuss the association of tourism and leisure with regional development, taking Okinawa as an example.

My conclusion, which I state here at the beginning, is that Okinawa should combine the above two methods. I say this because I believe that in the future, there will be a predominant demand for more diversified, longer, and cheaper tourism and leisure. In addition, I think that Okinawa should focus on the development of small-sized, cheap accommodation facilities, because high-grade, large-sized hotels, etc., have already been promoted to some degree in the region. Okinawa will be able to respond to the future demand for tourism and leisure only when it can do this. I also believe that it is necessary for economic development to be led by local people.

## 2. The Vitalization of Tourism in Okinawa (from 1972 to the 1980s)

In 1972, Okinawa, which had been under the administration of the United States, was returned to Japan. The “Okinawa Promotion and Development Plan,” issued immediately after the return, proposed a regional development based on attracting industries. However, the aims of the proposal were not achieved, partly because of the shift of the world economy to a low-growth phase beginning in 1974. Through the 1975 Okinawa Ocean Exposition, Okinawa impressed people throughout Japan as a marine resort. The number of tourists going to Okinawa in the year of the Ocean Exposition was 1,560,000, or twice as many as that in the previous year. Since then, the number of tourists to Okinawa has steadily increased, totaling 1,800,000 in 1979, 2,050,000 in 1984, 2,670,000 in 1989, and 3,010,000

in 1991. The increase in the 1970s was mainly made possible by the construction of roads, airports, and harbors accompanying the Ocean Exposition, the building of new hotels, and Okinawa tourism campaigns promoted by airlines. It seems that the increase in the number of tourists in the 1980s was also based on the promotion of tourist facilities, led by the private sector.

In the “Second Okinawa Promotion and Development Plan,” issued in 1982, the administration of Okinawa Prefecture began to stress the promotion of tourism as a measure for regional development. This tourism-based policy was reinforced by the “Okinawa Tropical Resort Project,” which was approved under the “Resort Law” in 1991. However, a problem remains in that the prefectural government’s direction in tourism and leisure development simply aims to construct conventional, large-sized, high-grade facilities, without fully examining the problems of conventional development. This is a matter of some concern.

In the following section, I will briefly introduce the “Okinawa Tropical Resort Project,” discussing its problems.

### **3. The “Okinawa Tropical Resort Project”**

The basic aim of the “Okinawa Tropical Resort Project” was to make Okinawa into a resort level of international standards, thereby fostering the resort industry as a strategic industry for economic development.

#### **(A) Resort facilities to be newly constructed**

The Project proposed the new construction of the following facilities: As sport facilities, 13 golf courses with a total area of 808 hectares, 163 tennis courts, 6 marinas with a capacity of 1,567 boats, 5 gymnasiums, and 30 pools. As accommodation facilities, it proposed the construction of 18,800 rooms in the 10 years beginning in 1990. As of 1988, the number of rooms of accommodation facilities in the prefecture was 17,600, and the plan was to double this figure in the ensuing 10 years.

#### **(B) Operating body and operating expenses**

There was no description in the Project of the total amount of operating expenses. However, according to the “Resort Okinawa Master Plan,” the predecessor to the Project, the total amount of operating expenses for development plans operated by the private sector came to 510 billion yen, and that for government-led plans was 948 billion yen. The grand total came to 1,458 billion yen. The total outlays of the citizens of Okinawa Prefecture in 1989 came to 2,629.4 billion yen. Therefore, the resort development investment would have had a significant effect on the Okinawan economy had it been implemented.

### **4. Problems of the Project: Large-Scale Resort Development**

The wave of resort development, which swept throughout the country after the enforcement of the Resort Law, was based in one sense on a recognition of the limits of Japan’s postwar economic growth. However, it did not signify a change in lifestyles based on a careful examination of the contents of economic growth, but merely followed a wave of

the “conversion of the market from external demand to internal demand.” In other words, both resort development and the leisure industry are mere objects of investment for capital. Originally for consumers, resorts and leisure were positioned opposite the activities of the commodity economy. They were not supposed to be supplied under the goal of making profits by having consumers spend great sums of money.

The Project held up the following two points as goals for tourism and resort development in Okinawa. The first was to “aim at the achievement of an abundant life for the people.” The second was to convert Okinawa’s economy from one that depended on public finance to an abundant one that developed independently, through resort development and operation.

The problem is whether the development plan proposed in the Project could be effective in achieving such goals. In order to achieve an abundant life for the people, it is necessary to promote good quality, low-priced accommodation facilities. However, the basic direction of the Project in promoting accommodation facilities was centered on the construction of international resort hotels. Moreover, one requirement for achieving the goal of independence of a prefectural economy is that resort construction and operations must be led by the citizens of the prefecture and regional inhabitants. However, it does not appear that the construction plans in the Project, which centered on large-sized hotels, could have achieved this. For example, it cited the following problem regarding the current situation of Okinawan resorts: “Most leisure activities are performed within resort facilities, and the cultural resort spaces that provide opportunities for communing with regional culture or regional society have not yet been formed” (p. 12). However, it attributed this problem merely to the fact that “most tourists are short-stay visitors” without mentioning the fact that large-sized resort hotels by their very nature encourage visitors to spend money within facilities.

In order to form cultural resort spaces that provide opportunities for long-term visitors to commune with regional society, it will be necessary to change the current direction of resort formation, which is centered on large-sized resort hotels.

In addition, the Plan pointed out that creating “linkages with regional industries . . . is a great task” for “vitalizing the regional economy and society” through resort development. However, it only mentions the “promotion of the supply system” of the local area (*op. cit.*, p. 15), and does not say anything about problems on the demand side. It is certainly necessary to promote a supply system of locally-produced vegetables, fish, meat, souvenirs, etc. However, local foods will be utilized only to a limited degree if the hotels, as consumers, aim to provide “international standards of services.” It may be necessary, in addition to the promotion of the supply system, to foster “local” accommodation facilities, which can easily provide local dishes using local foods, as local product consumers.

The increase in the number of tourists in the 1980s was prompted by the construction of big hotels using large amounts of funds from mainland Japan. According to the Project, 18,000 new rooms would be newly constructed in the 1990s, but 14,257 of them would be supplied by 47 hotels. On average, each hotel would have 300 or more rooms, and therefore could be expected to be a large-sized hotel. In contrast, there were plans for only a single pension, which would have 54 rooms.

As of October 1992, the total number of rooms in accommodation facilities was 19,864. Among them, 7,597 were provided by large-sized hotels with capacities of 300 or more people, 4,784 by medium-sized hotels with capacities of 100 or more but less than 300 people, 4,033 by small-sized hotels with capacity of less than 100 people, 2,741 rooms by

tourist homes, and 709 by people's inns, etc<sup>1</sup>.

The total number of rooms in small-sized hotels and tourist homes came to 6,774, a relatively similar number to those in large-sized hotels. If the assumption is made that small-sized hotels and tourist homes are based on local capital, the share of local, small-sized facilities is now similar to that of external, large-sized facilities. However, considering that the average occupancy rate of hotel rooms in 1992 was 62.6% for large-sized hotels, 41.2% for small-sized hotels, and unknown but presumably lower for tourist homes, the share of large-sized hotels is in actuality larger than that of small-sized facilities.

The policy of the Project on accommodation facilities would actually greatly increase the rate of large-sized hotels. At present, approximately 20,000 rooms are accommodating 3 million tourists. Even if the number of tourists doubles by 2000, large-sized hotels will account for 75.8% of the number of rooms to be added. The above number, combined with the number of rooms covered by condominiums, 2,303, constituted 88.8% of the number of rooms to be added. As a result, the rate of small-sized hotels and tourist homes would decrease remarkably. If the policy actually led to such changes, it could not be said to be an advantageous choice in terms of either employment or any pervasive effect on other regional industries, as discussed above. Rather, it would be desirable to balance the increase in the number of large-sized hotels with an increase in the number of local, small-sized accommodation facilities, thus maintaining the ratio of small-sized hotels, pensions, and tourist homes within overall accommodation facilities. Following that, it would be desirable to build an organization and a support system led by municipalities for the enhancement of equipment and services as well as for the systematization of a structure for attracting visitors to middle- and smaller-sized accommodation facilities.

## **5. Trends in Tourist Demand and the Promotion of Accommodation Facilities in the Latter Half of the 1990s**

### **(A) Trends in tourist demand**

In 1994, the number of tourists entering Okinawa fell compared to the previous year, from about 3,187,000 to 3,179,000. After that, however, the numbers steadily recovered, growing to 3,279,000 in 1995, 3,459,000 in 1996, and 3,867,000 in 1997. The number surpassed 4,000,000 in 1998, and is expected to eventually reach at least 4,100,000, the goal of the prefecture, and even to exceed 4,200,000 at a maximum.

Some major factors behind the growth in the number of tourists were the increase in the number of airline routes as well as the reduction in airfares in July 1997<sup>2</sup>. Seizing this opportunity, major travel companies began to offer cheap package tours. The number of tourists entering the region increased dramatically in 1997 and 1998 because these cheap tour packages were supported by demand for low-priced travels.

In addition, the association of Okinawa with overseas travel must be considered as a reason for the increase in the number of travelers. Traveling to Okinawa has two meanings for tourists from mainland Japan: it is simultaneously domestic and overseas travel. Okinawa is located within Japan, but in terms of its natural conditions is comparable to Guam, Saipan, and Hawaii, all which provide island and marine-type overseas travels<sup>3</sup>. Okinawa also has unique historical and cultural aspects, which are different from those of Japan in general. Therefore, it is improper to look at Okinawa merely in connection with trends in domestic travel. Rather, it may be more appropriate to see current travel to Okinawa as

being linked with trends in the demand for overseas travel.

Therefore, it may be more appropriate to consider the increase in the number of tourists entering Okinawa beginning in 1995 to be a result of a general increase in overseas travel, supported by decreases in tour fees, as well as to improvements of the price competitiveness of Okinawa travel compared to overseas travels due to devalued yen. Traveling Okinawa had conventionally been expensive in airfares and accommodation expenses compared with overseas countries because it is a domestic region. It seems that the decrease in package tour fees accompanying the recent decrease in air fares has had a great impact on demand for Okinawa travel both in comparison with Guam and Saipan and in correspondence to the general orientation toward low-priced travel, which has become an established trend, whether domestic or overseas.

### **(B) Actual trends in the promotion of accommodation facilities in the 1990s**

According to a survey carried out in October 1996 (including some hotels that opened in 1997<sup>4</sup>), the total number of accommodation facilities at that time was 661 (668 in 1992; figures in parentheses are for 1992). Of them, 42 (33) were large-sized hotels with capacities of 300 or more, 73 (69) were medium-sized hotels with capacities of 100 or more and below 300, 165 (212) were small-sized hotels with capacities below 100 people, while tourist homes constituted 343 (318), and people's inns, etc., 38 (36).

The total capacity was 26,187 people (19,307) for large-sized hotels, 11,764 (11,508) for medium-sized hotels, 7,679 (9,631) for small-sized hotels, 8,599 (8,482) for tourist homes, and 3,410 (3,271) for people's inns, etc.

Thus, among accommodation facilities, large-sized hotels experienced great growth, the number of medium-sized hotels leveled off, and there was an obvious decrease in small-sized hotels. The number of tourist homes leveled off as well. The increase in the number of large-sized hotels was mainly due to the completion of projects that had been planned during the resort boom period, and which were carried on despite the collapse of the bubble economy.

The "Tropical Resort Plan" included plans for the construction of 47 hotels and an increase in the supply of hotel rooms by 14,257 between 1990 and 2000. The number of rooms of large-sized hotels in 1996 was 10,380, an increase of 2,783 from the 7,597 in 1992. Because the number of rooms in medium- and small-sized hotels fell, the total number of hotel rooms only grew by 2,719. This means that just under 20% of the goal was achieved. In terms of capacity, the share of large-sized hotels among all types of accommodation facilities, including tourist homes, increased by about 8%.

The number of tourist homes increased slightly in terms of both the number of operating facilities and capacity. This may be explained by the fact that many small-sized hotels dropped out of the competition, leading to an increase in tourist homes.

### **(C) Occupancy rates and sales volume of accommodation facilities**

In 1997, the average annual occupancy rate of hotels and inns in Okinawa was 60% on average, a 7.6% increase over the previous year. This rate reached 60% for the first time during the five years after 1992<sup>5</sup>. By size, the occupancy rate was 62.2% for large-sized facilities (300 or more people), 53.9% for middle-sized facilities (100–300), and 45.8% for small-sized facilities (less than 100). Tourist homes, etc. were not subjects of the survey.

However, sales volume did not keep up with the increase in the number of visitors. The number of tourists entering the region was 1.9 times larger in 1997 than in 1981. However,

according to a sample survey conducted by the Naha City Tourist Hotel and Inn Business Cooperative on five medium- or small-sized hotels in the city, the sales volumes of these hotels increased from 18,560,000 yen to 24,680,000 yen, meaning a mere 1.3-fold increase. The unit price of hotel rooms decreased even in large-sized hotels because of the increase in cheap tours.

#### **(D) Growing tourism income but decreasing amount of consumption per tourist**

Although total tourism income has increased because of the growth in the number of tourists entering the region, the amount of consumption per tourist in the prefecture, including accommodation expenses, has tended to decrease. Tourism income in 1997 exceeded 400 billion yen, growing by 11% over the previous year. However, the amount of consumption per tourist in that year was below that in 1996. The amount of consumption per tourist peaked in 1987, during the bubble period, and thereafter fell into a continuous decline. The amount was over 110,000 yen in 1991, but then fell, ranging between 100,000–110,000 yen in the years since then.

### **7. Evaluating the Low-price Orientation**

This low-price orientation in demand for travel should not be seen merely as a trend related with the problem economic performance in the immediate future, but rather as a long-term tendency. If travel and other leisure activities become ordinary and somewhat necessary, as seen in the expression “food, clothing, shelter, and travel (leisure),” it will be natural for people to make selections according to quality and price, as they do for general consumer goods. It is only because travel was considered extraordinary in the past that people could make selections regardless of price. In 1996, the Prime Minister’s Office conducted the “Public Opinion Poll on the People’s Life.” To the question, “What aspect of life do you want to emphasize in the future?” 36.6% of respondents, making up the largest group, answered “leisure and leisure life.” This response was much more frequent than the second most common response, “housing life” (25%). “Leisure and leisure life” are becoming ordinary in people’s lives but are poorly satisfied. Conversely, it can be said that there is large demand for “leisure and leisure life.”

Let us take a look at some of the factors that lead us to expect an increase in the demand toward long-term, low-priced travel.

#### **(A) Increase in lengths of stay**

First, people can travel at a much lower cost per day in European countries, which are already developed in terms of travel, than in Japan. This is partly because long vacation systems have already been established. I expect that the current situation in Europe as a matured travel market is an indicator of future demand for travel in Japan.

Lengths of stay in Okinawa are still 3 days/2 nights or 4 days/3 nights in most cases. This figure is limited largely by the package tours planned by major travel companies. Nevertheless, we can see signs of an increase. According to a questionnaire survey conducted in 1993, the length of stay was 2 nights in 37.9% of cases, 3 nights for 37.7%, 4 nights for 13.2%, 5 nights for 4.2%, and 6 nights for 1.7%. In a 1999 survey, the share held by 2 nights had sharply decreased to 27.1%, 3 nights remained almost the same at 39.4%, 4 nights had increased to 19.5%, 5 nights had increased to 5.6%, and 6 nights had also

increased to 3.7%. In other words, there was a general increase in lengths of stay, with a decrease in 2 nights and an increase in 4, 5, and 6 nights.

### **(B) Increase in family travel**

Second, as has already been seen in Western countries, family travel is becoming the dominant form of travel in Japan. According to a survey on the “actual conditions of tourism recreation” conducted by the Prime Minister’s Office in 1997, people on trips (including lodging) were most commonly accompanied by family members. Family members constituted 51.7% of all types of companions; in 12.9% the groups were “only husband or wife,” 24.5% were “other family members” (meaning family members including children), and 14.3% were “family members and friends or acquaintances.” “Friends or acquaintances” constituted 23.2% of all types of companions.

During the year-end and New Year holidays, which people tend to spend with family members, the ratio of family-type travel becomes even higher. According to a survey on “trends in travel during the year-end and New Year holidays (December 23, 1996, through January 3, 1997)” conducted by JTB (Japan Travel Bureau), 20.9% of people were traveling with their “husband or wife,” 31.0% with “children,” 10.0% with “others” (other family members), and 4.7% with “family members and friends or acquaintances.” A total of 66.7% were traveling with some type of family member. By contrast, 15.9% were traveling with “friends or acquaintances.”

A similar trend can be seen in visitors to Okinawa. In the 1993 version of the “Tourism Handbook” (Okinawa Prefecture), 10% of visitors were traveling with their “husband or wife,” and 8.2% with “family members.” Thus, a total of 18.2% were traveling with some form of family member. On the other hand, the percentage traveling with “friends or acquaintances” was 18.9%, a number slightly larger than that of those traveling with family members. Three years later, in the 1996 survey, 11.9% of visitors were traveling with their “husband or wife,” and 13% with “family members.” Thus, a total of 24.9% were traveling with family members. The figure was larger than the 23.3% who were traveling with “friends or acquaintances.”

### **(C) Increase in the percentage of repeaters**

Third, the ratio of visitors called repeaters, who visit Okinawa two or more times, has increased. According to the above-mentioned 1993 version of the “Tourism Handbook” (surveyed in 1991), 58.9% of respondents were visiting Okinawa for the first time, whereas repeaters, who had made previous visits, constituted 41.1% of all visitors to Okinawa. Repeaters who had made four or more visits constituted 16.4% of all visitors. In the 1996 version (surveyed in 1994), the percentage visiting for the first time was 54.4%, versus 17.5% who had visited four or more times. According to a survey conducted by the Tourism Section of Naha City in 1996, 42% of visitors to Okinawa were visiting Okinawa for the first time, a figure below the 58% who were repeaters. The percentage of repeaters who had visited four or more times had greatly increased to 27.6% of all visitors to Okinawa.

### **(D) Future direction**

As pointed out by Akira Toguchi, the above-mentioned trends — the increase in the length of trips, increase in family travel, and increase in the percentage of repeaters — has inevitably resulted in a decrease in the amount of consumption per tourist<sup>6</sup>. If this trend is a long-term rather than temporary one, it may be necessary to examine present problems and



formulate countermeasures to them based on an understanding of the orientation of consumers toward a diversity of combinations of price and quality, centering on “low-priced and high quality” travel.

Within the present situation of accommodation facilities, the unexpected “strong performance” of tourist homes may reflect the orientation of demand toward low-priced travel. It should be noted that tourist homes serve the need for low-priced accommodation facilities, and that such demand is increasing. Moreover, even large-sized hotels are finding it impossible to ignore the orientation of travelers toward low prices, and are accepting visitors on cheap package tours. The accommodation expenses of visitors per night have decreased to roughly 5,000 yen. This price does not allow the concept of “high cost and high quality” to be valid. Therefore, a reduction in the number of employees and a consequent decrease in quality may become inevitable in the long run in order to reduce costs. A questionnaire survey conducted by Okinawa Kankou Sokuhousya reported that some hotels in Naha City have accepted visitors at 3,000 yen per night. However, it seems that hotels are now covering the decrease in the unit price with increases in the number of visitors. It is said that there are plans to construct large-sized hotels in Naha City and the west coast of Okinawa, including Onna Village<sup>7</sup>.

Considering the present trends in demand, the proper direction to take in the promotion of accommodation facilities is to “diversify and increase options for travelers” by focusing on low-priced accommodation facilities, such as tourist homes, condominiums, and pensions, rather than to simply increase the number of luxurious, high quality, large-sized hotels. Creating a system that fits family-centered travel, increases in the percentage of repeaters, and long-stay visitors through the above measures seems to be an appropriate direction considering the current trends or needs of the time<sup>8</sup>. This direction would also be consistent with the approach of developing the region through local, small-sized capital as a measure for vitalizing the region.

## **8. The Medium and Long-term Development of the Tourism Industry (The example of Onna Village)**

In terms of the supply side, Okinawa’s tourist resort industry has developed centered on large-size, high-grade resorts and leisure, as shown in the supply of accommodation facilities. Moreover, although government entities have cited the trends toward “long-stay visitors” and “diversification,” and are aware of the necessity of low-priced accommodation facilities, there is no specific policy to promote low-priced accommodation facilities. However, the promotion of small-sized, low-priced facilities must be led by the prefecture and municipalities.

Let us take a look at the example of Onna Village, a beach and marine leisure center on the main island of Okinawa, with as many large-sized hotels as Naha (the prefectural capital). Half of all tourists in Okinawa stay in Onna Village. However, in the past there has been no cooperation or contact between villagers and hotel visitors. Consumption by visitors has been limited to inside hotels, as have their activities. To break out of this situation, the Onna Village Office planned a “resort participated in by villagers.”<sup>9</sup>

One project involved selling village products, such as *mozuku* seaweed, giant clams, and cultivated *umibudou* (seaweed), at hotels. The project was successful and demand for the products exceeded the supply capacity. However, it was difficult to respond to the great

demand by hotels for leaf vegetables, green peppers, etc., because they require small scale, diversified products.

Another project was to encourage hotel visitors to go to the village. Hotels in Onna Village receive a total of 6,000 students every year on school excursions. The project involved having the students have supper at villagers' homes to experience daily life in the village. The main purpose of the project was not to create economic effects but rather to promote mutual understanding and field study. So far, there are no plans to establish village-managed or villager-managed tourist homes, etc., based on this exchange project. However, there is a plan to organize 17 of the existing 47 tourist homes (most of which are managed by prefectural citizens but have no contact with villagers) into an association, and to link it with the exchange field study project. This project directed people's attention toward the need to improve village landscapes. A decision was made to make efforts to create a comfortable environment, by, for example, planting flowers, or to improve the total amenity of the village. These efforts in Onna Village provide important insights in considering how to develop a tourist resort industry led by inhabitants. First, it should be noted that the village has taken the initiative in pulling the pervasive economic effects of the tourism industry into the village by using local resources (Onna Village uses seaweed, such as *mozuku* and *umibudou*, and giant clams as marine specialties). Second, it is important that the village, again, has taken the initiative in making efforts to improve the amenities of tourist homes and construct a cooperative relationship between tourist homes and villagers by organizing them into an association. Third, the improvement of the total amenities of the village is necessary for projects for tourist homes, etc. Such improvement must be a project based on a comprehensive village plan and cannot be implemented individually.

To ensure that tourism and resorts lead to regional development, locals must take the initiative in promoting low-priced accommodation facilities, networking them, and linking them with the productive activities, life and culture of villagers. The efforts in Onna Village are a realistic beginning for such a path. I think it is necessary for the entire prefecture to make it into a model and support the efforts<sup>10</sup>.

It cannot be denied that at present in Japan, large-sized hotels mean high-grade hotels. It may be true that tourist homes, pensions, etc. are covering their low amenities mainly through low prices. However, tourist homes and pensions can be improved, and travelers themselves are abandoning their simple orientation toward high-grade hotels. Small-sized hotels are more common in European countries, which are a more advanced tourist infrastructure. In Switzerland, four-star and five-star super high-grade hotels with 100 or more rooms constitute only a small percentage of the total of 6,100 hotels (264,000 beds). Hotels with twenty or fewer rooms constitute the majority of all hotels. In addition, there are *pensiones* and *gasthouses* as well as lodge-like chalets for rent and apartments for rent for long-stay tourists, with 360,000 beds in total, as well as 73 youth hostels that can lodge 7,300 people<sup>11</sup>.

In order for Okinawa to promote tourism and resorts in a way that contributes to regional development, the local municipalities must take the initiative in trying to develop low-priced accommodation facilities, which are particularly important for receiving tourists entering the region, in addition to increasing the quantity of such tourists. Moreover, local municipalities must make efforts to improve their levels of services and amenities. In addition, it may be necessary to form networks linking these accommodation facilities and create a mechanism for drawing tourists entering the region into those facilities. Quantitative increases will not lead to regional vitalization if these points are not improved.

Fortunately, the tourism industry has a greater accumulation of human resource development and management techniques than other industries; what is needed today is a policy that makes use of these accumulated assets.

### Notes

- 1 Okinawa Prefecture, *Tourism Handbook*: 1993 Edition.
- 2 Okinawa Prefectural Bureau of Tourism and Culture, Tourism Promotion Department, *The Current State and Tasks of Okinawa's Tourism: As of October 1997*
- 3 Okinawa Prefecture, *The Mid-term Action Plan for Okinawa Prefecture's Basic Plan for Tourism Promotion, 1995–1997*, p. 11.
- 4 Okinawa Prefecture, *Tourism Handbook 1996*.
- 5 *Okinawa Times*, June 8, 1998.
- 6 Akira Tonaki, "Okinawa's Tourism Required to Turn into an Integrated Industry Attracting Five Million Tourists": Internet Edition (Okinawa Kanko Sokuhou Sha, 1995).
- 7 "Tourism and Economy," *Okinawa Tourism News*, no. 532, September 15, 1998 issue (Okinawa Kanko Sokuhou Sha, 1998).
- 8 Akira Tonaki, *op. cit.*, Chapter V.
- 9 Hearing survey by Onna Village Office, November 1997.
- 10 Aside from Onna Village, le Village, which is known for its "flower island of the evening sun and romance" project, is another notable example.
- 11 *How to Walk Earth: Switzerland*, 1998 and 1999 Editions.