

NEW TRENDS OF MASS TOURISM MANAGEMENT IN PR. CHINA, CASE STUDY OF XISHUANGBANNA DAI AUTONOMOUS PREFECTURE

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Abstract: *How to develop the mass tourism management been discussed among the scholars and experts within China and worldwide. As the government report announced (2016), China is moving into mass tourism era. The tourism management, especially culture based mass tourism management been serious focused. Xishuangbanna Dai Autonomous Prefecture (XSBN) as one of the first tourism destinations in China, tourism income yearly contributed over 60% to the local GDP. The Dai minority group, as the largest aboriginal group in XSBN, their way of life, traditional culture, etc. is the unique and valuable tourism resources for the tourists. Local government, as the major stakeholder, trying to apply different approaches managing the related tourism industry since the 1980s. The qualitative research with systematic literature review, participatory observation, and in-depth interview are applied which trying to discover the management approach of mass tourism in XSBN, to explore new trends of mass tourism management. The findings indicated that 'company + community' approach is applied as the new trend for the mass tourism management. For company, which could classify into 'stated owned company' and 'private company', both of which achieved a great success in satisfying the tourists, improving local people's living standard and tourism facilities, etc. The findings also indicated some conflicts between 'Tourism Company' and local residents, such as the inequality of sharing the visit fee, and the less discourse right in the decision-making section for the local residents.*

Keywords: *Mass Tourism Management, 'Community + Company' Approach, New Trends, Xishuangbanna Dai Autonomous Prefecture*

1. INTRODUCTION

Beginning form the 1950s, with the growth of global economic, the global tourism industry move into the rapid growth period as well, based on the UNWTO, international tourist arrivals grew by 5% in 2013 to 1.087 billion with the international tourism generated US\$ around 1.4 trillion in export earnings. Moreover, the report of UNWTO indicated the tourism industry as the largest industrial sector maintain the rapidly growth, UNWTO also predict the number of international tourists will be increased with the 4%-5% in the following years. The tourism development also highlighted the world, with the 'open door' policy

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made by PM Mr. Deng Xiaoping, tourism in China achieved the restructuring development from 'tourism-resourced country' into 'ASIA-power in tourism'.

According to the National Tourism Bureau database in 2014, the number of inbound tourism and the inbound tourism earnings in mainland China are both ranking No.3 worldwide. UNWTO predicted by the year 2020, China will become the top tourists receiving country and No.4 tourists exporting country worldwide. China national tourism bureau announced in the 2016, tourism industry in china moving into mass tourism era. In 2015, over 4 billion populations make the domestic tourism in mainland China. This number is predicted 10% increasing per year.

As one of the first tourism destinations in China, tourism industry been developed in Xishuangbanna (will use XSBN instead) area for over 50 years, which yearly contribute over 60% towards local GDP. With the rapidly development of domestic mass tourism, XSBN local government announced tourism industry as its strategic pillar industry. Since 2005, both Provincial government and local government announced several stimulate policies and regulations for the tourism development, which cause the tourists and tourism industry rapidly increased. However, the tourism management approaches are not well prepared for facing these rapidly increased tourists.

How to deal the mass tourism been focused by local government and experts for long time. For having a better understanding of mass tourism, this paper identified the tourism situation in both China and XSBN, clear the tourist flow and their interests under the mass tourism era. Then offered two case-study as the evidence to explore the new trend of mass tourism management.

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2. TOURISM IN CHINA

With the rapidly increase of domestic economy, travelling becomes popular among most of Chinese household (Haonan *et al.*, 2016; Peihai *et al.*, 2015; Ping *et al.*, 2006; Zhifei *et al.*, 2013). Mr. Wenxue WU, the vice director of China National Tourism Bureau announced that from the beginning of 2016, tourism will become the common way of life for the Chinese family, the frequency for travelling will increase from once a year (2010) into five times a year in the end of 2020⁴.

As predicted by the Chinese Government, Tourism industry will be the supporting industry in the following decades and the numbers of tourists will also rapidly increase.

In 2015, over 4 billion tourists travelled in the mainland China, 0.12 billion tourists made the global travelling. The average cost for the domestic tourism is 10,000 Yuan/person while the average spending for the international tourism is higher than 57,008 Yuan/person. The World Travel & Tourism Council announced the tourism earning in 2015 contributed over 10.2% to the China GDP. This contribution is higher than education and banking industry⁴.

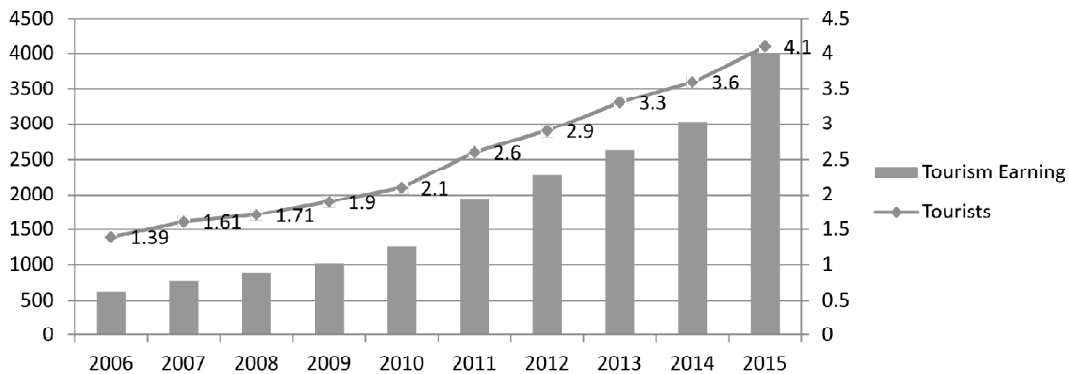


Figure 1: Tourists and tourism earning from 2006-2015 (Unit: Billion Yuan)

Based on the literature review of previous research, in recent years, the tourism flows in China mainly focus on the unpolluted nature environment, countryside, farm land, rural life and ethnic cultural scenery(L. Chen, 2010; X. q. CHEN, 2012; Z. Li et al., 2005; Liao, 2008; Ma, 2004; Tingbin, 2007; X. Yang, 2011; You et al., 2009; J. ZHANG, 2010; M. Zhang, 2011; Zuo, 2012). Therefore, the tourists flow mainly focus on the tourism attractions in Yunnan, Sichuan, and some other provinces located in the Southwest part of China.

For a better development of tourism industry, an increase in domestic demand, and stimulating consumption, the central government set one special policy in 2015 to ‘encourage tourism industries’. Some positive policy such as tax free, offer of financial loan to tourism operators, etc. was announced by each provincial tourism bureau. Until now, the average travelling frequency for the Chinese family is 2.98 per year, which is three times higher than 2010.

With the development of the domestic economic, the way of travelling was also changed (Xiangkun, 2003; Xiaofang *et al.*, 2016). Nowadays, only 20%-30% of the tourists travelling by general group tour compared with 2010 is over 60% of the tourists travelling with group tour. Moreover, the transportation selection was also changed; over 75% of tourists travelled to tourism attraction by self-driving, all these phenomenon indicated the mobility of Chinese tourists⁵.

International tourism is not a new phenomenon for the Chinese tourists (Corigliano, 2011; M. Li *et al.*, 2011), The national tourism bureau statistic

department also announced that the number of international tourists and international spending for the Chinese tourists are ranking top of the world, and the numbers of Chinese international tourists keep increasing. However, this also brings another question that decreasing of the tourism is competitive for the domestic tourism attractions. How to promote the tourism attraction for the Chinese tourists, especially under the mass tourism era, becomes the serious issues to be focused.

3. TOURISM SITUATION IN XSBN

XSBN is the one of the first tourism destinations in China, attractive both domestic and international tourists. XSBN is famous for its location, as the south-west part of Yunnan province, XSBN is also known as the gate facing Southeast Asia. Furthermore, XSBN is not only the gate towards ASEAN community, it is also the channel towards South Asia. With the development of 'Kunming-Bangkok highway', it stimulated XSBN to play an important role in this special location. Moreover, with the development of AEC+China and tourism cooperation within GMS countries, XSBN plays an important role in the regional cooperation and development (Lixia HUANG, 2013; JIE, 2009; Ma, 2004).

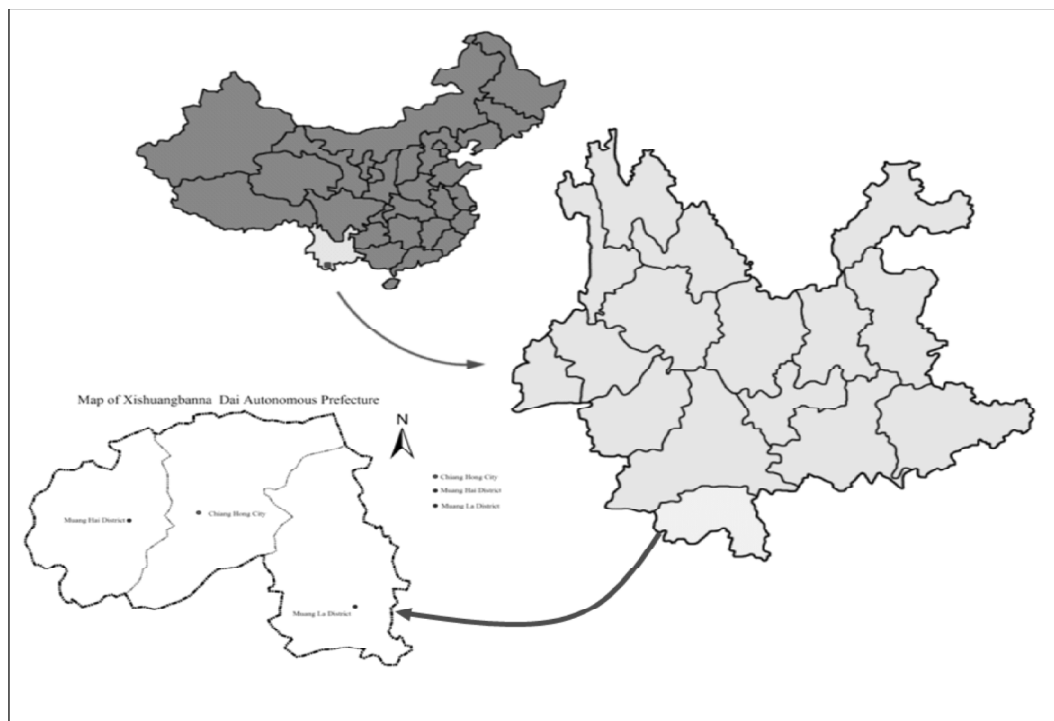


Figure 2: Xishuangbanna Dai Autonomous Prefecture, PR. China, Created by author

XSBN as the first group of tourism destinations in mainland China, with the unpolluted air quality, richness of aboriginal cultural, beautiful rainforest and border life, and variety of culture resources attracted 17.01 million tourists, with the domestic earnings around 22.80 billion (2014)⁶.

With the development of tourism, XSBN becomes one of the most popular tourism destinations nation-wide, also attract the tourists from neighboring countries such as Thailand, Malaysia, Japan, Korea, Hong Kong SAR. The increasing of the tourists and earnings will contribute towards the local GDP, increasing the local infrastructure and improve the quality of life. (Q. Li, 2011; Sun *et al.*, 2014; Wang, 2011).

As indicated above, XSBN is famous for the Dai ethnic cultural, Rainforest Park, Theravada Buddhism, wild Asia elephants, tea culture, and tea plantation. With such a unique tourism resources in XSBN, over 15 high-level tourism spots located in this area (fig. 2). Moreover, tourists who come to visit XSBN mainly focus on traditional way of life of different ethnic groups, historical towns, high mountain discovery, tea plantation, nature rainforest, cross border tourism, Theravada Buddhism tourism, etc. (Sun & Wang, 2014; Tian, 2007; Wang, 2011; L. Yang *et al.*, 2009; Y. Yang *et al.*, 2008; H. ZHANG *et al.*, 2006).

Tourism has been developed in XSBN for over 50 years, as one of the first tourism destinations in China, both culture resources and natural resources attracted millions of tourists come and visit in XSBN. Moreover, for better development of tourism industry under mass tourism ear, government set tourism

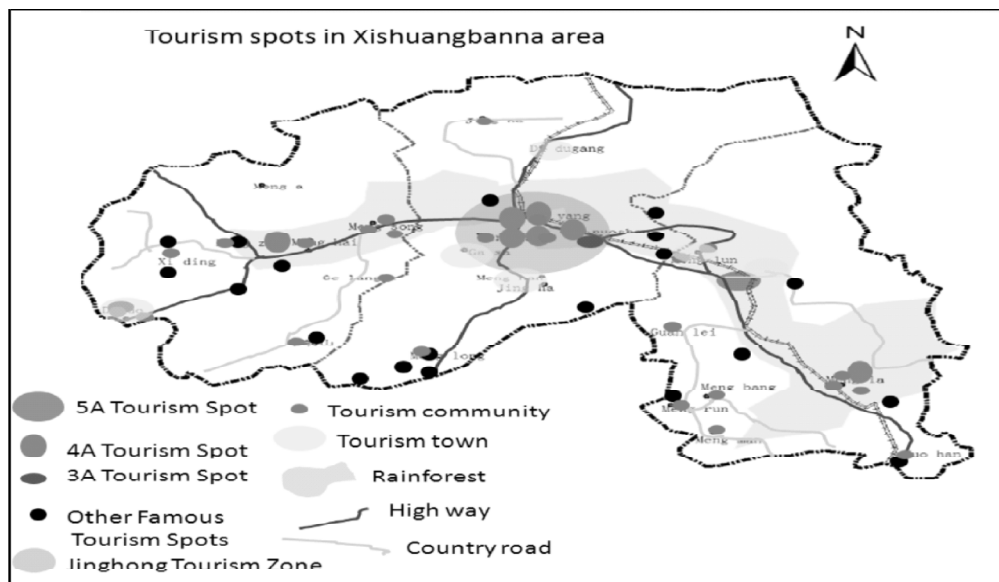


Figure 3: Tourism spots and tourism destinations in XSBN, created by author⁷

as their strategic pillar industry to be focused. Based on this steady growth, local government has been largely characterized and recognized its development policies and heavy promotional campaigns and strategies to promote domestic and international tourism as a major source of foreign exchange earnings, employment, opportunities, and protect both natural resources and unique cultural resources; this industry is particularly benefit for the lower income groups, and rural community. Tourism sector is the attractive characteristic in XSBN, also the 'name card' of it. Whether its success or not, it will directly affect the general development in XSBN.

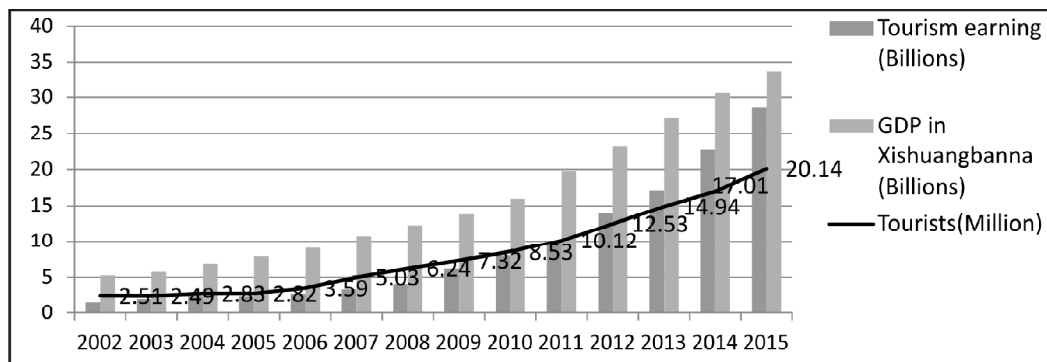


Figure 4: Tourists' number and tourism earning in XSBN

Seen from the fig. 3, which indicate that both tourists and tourism earning rapidly increased. In 2015, the tourism industry even contributed 85% towards local GDP (XSBN Tourism Administration). However, some weakness of tourism management under mass tourism era cannot be represented by figures or numbers,

a) Tourism destination development not meets the demands of tourists.

Due to the limitations of tourism regulations in planning and development, the tourism destination planning concerned more about the economic benefit instead of concerning on the demand from tourists, their tourism attractions management and production designing cannot meet the needs from the tourists market (Liang *et al.*, 2006; Likun, 2011, 2015; Lin *et al.*, 2012; Min, 2005; Weiwei *et al.*, 2015).

b) Damage the local environment, especially for the eco-system.

The rainforest is the selling point in XSBN tourism industry, with the mass tourism involved into the eco-system in the rainforest area, the acreage of the rainforest is decreasing; with the human involved into the wild animals living area, the biodiversity is also decreasing; the rubbish throwing in the local community, etc (Wang, 2011).

c) Tourism souvenir and tourism attractions are similar.

XSBN is famous for its rainforest, aboriginal cultural and border life, however, due to the similarity of tourism souvenir, it cannot stimulate the tourists shopping passion. Since most of the tourists buy the package tour from the domestic tour wholesaler, the similar tourism attractions damage the travelling experience and decreasing the travelling satisfaction (Y. Yang & Liang, 2008).

d) XSBN tourism's competitive decreasing

Besides the previous negative impact of tourism, local protection might also decrease the tourism competitive. Local travel agency use the lowest price to attract tourists, the travel agency from outside is not allowed to involve in the tourism of XSBN, the increasing ratio tourist is less than the previous periods, re-entry tourists are limited compare with the other tourism destinations in Yunnan province, such Lijiang and Dali(Tian, 2007).

To date, the problems appeared above also the characteristics of the mass tourism in China, due to the condition of the country, mass tourism is the most acceptable and stimulate way to operating the tourism⁸.

As the government report announced (2016), China is moving into mass tourism era. How to promote the tourism attractions and how to manage it under the mass tourism era become serious to be focused.

4. MASS TOURISM MANAGEMENT APPROACHES IN XSBN

Overview all the tourism attractions in XSBN area, the management approach could be classified into 3 categories; local government guiding approach, tourism company control approach, and academic supporting approach. Observation, secondary data and in-depth interview with stakeholders are applied in this part.

4.1. Local Government Guiding Approach

Government control is the major tourism managing approach applied in XSBN and the whole mainland China (Wu *et al.*, 2012), especially for the ethnic culture based tourism attractions (Wu & Li, 2012).

For this approach, the local government realized the unique tourism resources, calling the local villager to involve into tourism activities. All this tourism management relies on the trustable local leaders, so that an autonomous system is requested to be established.

The benefit from this government control approach is that local government as the local official representative could request for some special support from upper level government. The tourism attraction reconstruction, upgrade the

tourism facilities, applying some special budget are easier (Ai, 2007). Moreover, with the government involved it is easier to expand the social impact. 'Ban Jingfa Dai' village is the beneficiary for this managing approach. Before the government involved into this tourism attraction, few people realize the valuable of this Dai community. The local government brings the special policy to support the local facility, expand the social impact, and attract the performing arts companies to operate the local folk dance and performance. During the weekend and student's holiday season (February, and July-August) hundreds of tourists come to enjoy the local Dai culture, food, and local folk performance.

Moreover, as one of the souls of Dai community, the local government also encouraged the local people to maintain the traditional Dai building. For them, Dai building is the perfect place to operate the Dai home-stay, and daily activities with tourists. Over 50,000 tourists (2014) come to enjoy the local Dai home-stay in Ban Jingfa Dai village, which increase 5,384 Yuan per household.

Conserve the local ethnic culture is another major objective for the local government, as they understand that authenticity is the core component of the local community and the important direction towards the sustainable tourism development.

Local government control could guarantee the local villagers as the single stakeholder to share the benefit from the tourism activities. Moreover, local villagers could involve into the decision making process, to decide the development direction.

However, this 'Government control' approach also has the weakness, which is lack of financial support. Due to the condition of socialist government, tourism budget is unfixable set, which might prevent the development of tourism attractions. When compared with the other tourism attractions, local people's mobility will be decreased.

4.2. Company Control Approach

Company control is another tourism management approach, which contribute the nature based tourism attractions into commercial success.

Company, especially Tourism Company involved into tourism attraction in the 1990s, which is under the 'tourism industry transit period'. Tourism Company in XSBN plays an important role, for supporting the local tourism spots and destinations develop.

Tourism companies support the development of tourism attractions by offering the financial support. Over 76% of the tourism attractions in XSBN were constructed and maintained by the tourism companies. Such as Yunnan Provincial Tourism Investment Company, as the biggest tourism company in Yunnan province, support the two 'AAAA' level tourism spots in XSBN.

Table 1
Tourism spots and the supporting companies⁹

<i>Tourism Attractions</i>	<i>Tourism Company</i>
Dai Garden (4A level)	Chiang Hong city investment company+ Dai Park Co. Ltd.
Chiang Hong Manting Park (4A level)	
XSBN Manmaisangkang Park (3A level)	
XSBN Primitive Forest Park (4A level)	Yunnan Peacock Tourism Co. Ltd.
XSBN Wild Elephants Valley (4A level)	
XSBN Mongjinglai Dai Community Tourism Spot (3A level)	
XSBN Monglue Cultural Park (4A level)	XSBN Haoyuan Tourism Development Co. Ltd.
XSBN Monglue Buddhism Temple (4A level)	
XSBN Sky Tree Park (4A level)	Sky Tree Tourism Development Co. Ltd + Muang La government+ XSBN National park management bureau
XSBN Delamu Park (4A level)	Yunnan Agricultural Sciences Institute + XSBN Sunshine tea cultural Co. Ltd.
Daluo Single Tree Forestry (2A level)	Yunnan Jianlin Business Trading Co. Ltd.

Different from the ‘Government control’ tourism management approach, the company control approach is more fixable for the financial budget. As most of the tourism companies are the ‘State owned enterprise’, applying the government positive policy and tax support is much easier. Moreover, ‘company control’ approach is the ‘upgrade version’ from ‘government control’ approach, as they could have more freedom to use the tourism budget.

Furthermore, the ‘Company Control’ approach has been operating in the natural based tourism attractions in XSBN successfully, such as Wild Elephant Valley. The Wild Elephant Valley (will use WEV instead) was open for tourists in 1996, as the WEV located in the national natural conserve zone, this tourism attraction was operated by Forestry Bureau of XSBN government in the initial stage. However, due to the state owned enterprise condition, the investment budget is limited, the operating situation is not that good. The tourism company involved into WEV in 2004, which invest over 43 million Yuan to upgrade the tourism facility, build the tourists skywalk to observe the wild elephant, build the tree house for the scholars and experts to observe the daily life of wild elephant, etc. Those measurements stimulate the tourists’ interests to come and visit WEV, and upgrade the quality of WEV from elephant research center into 4A level comprehensive ‘elephant themed’ tourism attraction.

The stimulate financial support from tourism company that contribute one Asian elephant breeding center established in the WEV in 2008. This is also the first elephant-breeding center in China. As XSBN is the unique place for watching

the Asian elephants in China, WEV attracted every tourist who come and visit in XSBN. Especially for the youth, who are interested in the wild elephants willing to come and visit. With the purposed aims of this theme park, China Science Association certified WEV as the National Science Education Base.

4.3. Academic Institute Supporting

Academic institute supporting approach is the special experience which focus on the nature based tourism attraction. The aims of this academic institute supporting approach is offering the academic support for those scholars and experts who are interested in tropical weather, tropical plants, rainforest system, tropical medicines, etc. The most successful cases of this approach are XSBN Tropical Botanical Garden, and XSBN Medical Plant Garden.

As the tropical location of XSBN, the unique location supports the unique and valuable tropical system. Chinese Academy of Sciences (CAS) established the tropical botanical garden in the early of 1958, the aim of this garden is the base for scholars and experts to do the research on the tropical plants and rainforest system. The CAS offering some academic support for this garden, make it famous on the global tropical research¹⁰.

In 1998, as the pilot project, the Tropical Botanical Garden opens for tourism. The income of entrance ticket could contribute for the basic research fund. Moreover, along with the academic background, this tropical botanical garden mainly attracted the youth to come and study the tropical plants and rainforest system.

In 2011, the Tropical Botanical Garden awards the 5A level tourism attraction in China, also the only one 5A tourism attraction in XSBN. In 2014, over one million tourists come and visit this garden.

The academic institute supporting experience guaranteed the authenticity and scientific characteristic. As the only CAS supported tourism attraction, the scientific characteristic is obvious. With the superb location and rainforest environment, the CAS set doctoral degree courses of ecology and botany, several master degree courses of botany and biology in this garden. Until now, 142 master degree students, 98 doctoral degree students, and 9 post-doctor researchers working in this garden. Moreover, the unique rainforest system and tropical plants' database are recorded in this garden, the unique tropical plants' samples attract the youth and scholars to make the special purpose trip to visit this garden.

Moreover, as the biggest tropical botanical garden in China, tourists have to spend a whole day to visit. Over 137,000 kinds of tropical plants and Chinese traditional medicine plants are the attractive selling point. Different with the other plants gardens in the north part of China, the tropical characteristic with fresh air

and nature-based plants are the most attractive points for TBG. The beautiful place and enjoyable environment also attract the leaders from variety of countries to come and visit.

5. NEW TRENDS OF MASS TOURISM MANAGEMENT IN XSNB

Besides the traditional tourism management approaches, there is another tourism management approach in XSNB could be identified as the new trends for mass tourism management. Moreover, under the mass tourism era, this new trend of mass tourism management is unique and only happened in China.

‘Company + Villager’ management approach has been operated in XSNB area for over 15 years, which bring the tourism attraction, especially the ethnic tourism attractions into another commercial success (Jiana et al., 2011; Jun et al., 2012; Ping & Shaoying, 2006; Qinglei et al., 2010; Wen et al., 2011). ‘Company + Villager management’ tourism management approach is the new trend under the mass tourism era, mainly applied in the ethnic culture based tourism attractions, such as Dai Park, Muang Jinglai Dai community, Hani ethnic museum, etc.

5.1. ‘Company + Villager’ Management Approach

Company, specifically for the company that focus on the tourism development, tourism promoting, and tourism attractions management. Under China current situation, Tourism Company has two categories, ‘State owned Enterprise’ and ‘Private Tourism Company’. Offering the financial support to operate the tourism activities and maintain the tourism construction, upgrade the community public facility, and hire the local villager be a part of their tourism activities, etc. are the major operating method the tourism company.

State Owned Enterprise (will use SOE instead), due to the government background, has more advantages in dealing with the tourism attractions. In XSNB area, SOE Tourism Company controlled most of the ethnic culture based tourism attractions and natural based tourism attractions. Moreover, the advantage for this SOE tourism company is the policy support(Jizhen, 2013), such as free tax. the tourism attraction reconstruction, updates the tourism facilities, applying some special budget are easier(Ai, 2007; Dianting et al., 2003).

With the government involved into Tourism Company, it will benefit the development of tourism attraction under government supervision. With the support from government, the tourism attraction could expand the market awareness, to attract more tourists (Ruhui et al., 2009; Wenwen, 2006).

For the second category of ‘Tourism Company’, Private Tourism Company (will use PTC instead) also play an important role in tourism management at XSNB area. As XSNB is one of the first tourism destinations in China, tourism been

operated for over 50 years, for better stimulate the tourism development in XSBN, local government set some policy to encourage and guarantee private tourism company involved into tourism management(Shaohua, 2003). Compare with the SOE, PTC is more fixable for applying and using the financial budget(Shaohua, 2003).

Villagers, specifically for the one who stay inside the ethnic community of XSBN area. The villagers offer the landscapes, their traditional buildings as the tangible museum, the nature environment, traditional way of life, historical Theravada Buddhism religion, and colorful ethnic culture as the background for Tourism Company to operate the related tourism activities.

The scholars' research and tourism earning evidences all proved and indicated this 'Company + Villagers Management' approach as the most successful operating experiences in ethnic cultural Tourism and rural tourism in China (Ai, 2007; Liang Huang *et al.*, 2006; Wu & Li, 2012; H. ZHANG & TENG, 2006), also contribute to the local tourism industry.

5.1.1. Dai Garden under SOE Tourism Company

Dai Park is the most famous and must visit tourism attraction in XSBN, where tourism company involved in 1999. Before the tourism company involvement, Dai Park has already been famous among the scholars, anthropologists and sociologists. However, 'famous' does not mean the commercial success. Until 1999, after the SOE tourism company involved, Dai Park began to reach the commercial success from tourism.

The Dai garden managing history could be identified into 4 periods¹¹,

- 1998-1999, it was the initial period. As the selected well-conserved Dai community, Dai Garden draw lots of attention from the world. Local community receive the loan as the financial budget from the government. However, local villagers are lack of operating experiences, villagers cannot involved into tourism activities.
- 1999-2001, SOE Involved. Provincial Agronomic Group established one company help the local villagers to deal with the tourism activities.
- 2001-2011, Rapidly Developed. In 2001, National Tourism Bureau certified the Dai Garden as 4 A level tourism attraction. After that, millions of tourists come and visit this well-conserved Dai community.
- 2011-now, SOE Changed. In 2011, Yunnan Provincial City Investment Company (YPCIC) replaced Provincial Agronomic Group, to be the new manager. YPCIC is the SOE under provincial control.

The SOE as the main manager, for better conserve the Dai culture, they offer 20,000 Yuan for each household for supporting them maintain their traditional

Dai building¹², provide the stimulate policy for the local people to operate the Small-Medium-Enterprise, such as Dai Home-stay, Dai restaurant, etc. For those people whose farmland been requisitioned, tourism company will offer the living allowance and hire the victim who lost their farmland to be their employee. Moreover, the company share the 15% of the benefit from entrance ticket(Wu & Li, 2012)¹³. In 2010, the average income of Dai home-stay is 200,000 Yuan per year, which is 20 times compared with none-tourism company involved. In general, with the tourism company involved, stimulate this ethnic culture based tourism attraction into another summit¹⁴.



Figure 5: Dai Home-stay and restaurant

As the traditional culture is the core and soul of Dai ethnic group, for better conserved of these historical intangible heritage, SOE support these intangible heritage to apply the national level heritage certification. They also support local youth to study those intangible cultural heritage.



Figure 6: Dai historical intangible cultural heritage (National Heritage)

With the government background of the company, improving the local social welfare also important for this SOE company. Hiring the local villagers into tourism activities could help the villagers to improve their living standard, and have a better life.

Table 2
Number and percentage of local villagers involved into tourism activities¹⁵

<i>Department</i>	<i>No. of total positions</i>	<i>No. of local villagers</i>	<i>Percentage</i>
Office	34	16	47.05%
Management	99	57	57.57%
Environment conservation	98	70	71.42%
Tour guide	120	87	72.5%
Folk performance	258	198	76.74%
Total	609	428	70.27%

'I think the SOE help us a lot, especially for improving the living standard. Previous our life rely on the rice plantation and rubber tree plantation, now we could have another choice. Moreover, the SOE share the entrance fee with us, they hire some of the local villagers into management and folk dance that is also good for us'

Local villager, 75 years

'the tourism company help the local villager involved into tourism activities, it is a good phenomenon. I think it should expand to whole China.'

Tourists from Beijing, female

'the aim for this approach is we offer financial support, local villagers offer their living space. Then we cooperate with each other, to achieve win-win success.'

Manager of Dai Garden

Dai garden has been managing for over 17 years, the entrance fee changed from 10 Yuan/person in the beginning to 100 Yuan/ person (2015). The receiving tourists increased from 250,000/ year in the beginning to 600,000 /year. The villagers' income increased from 1,708 Yuan/year to 7,678Yuan/year (2015), which is the 'take-off' increasing¹⁶. Those statistic indicated the SOE approach involved into this tourism attraction, bring the tourism attraction into both commercial success and traditional culture conserved¹⁷(L. Chen, 2010; Likun, 2015; L. Yang et al., 2008; Zuo, 2012).

5.1.2. Muang jinglai Dai village with Private Tourism Company

Muang Jinglai Dai village (will use MJLDV instead) is a newly Dai community based tourism destination located in the Muang Hai district. Compared with the other Dai community based tourism destinations in XSBN area, the border location and the local Dai people's mobility for praying in the border between China and Myanmar are the attractive points in this village.

MJLDV is managed under the PTC, moreover this company is the biggest private tourism company in XSBN area. MJLDV open for tourists in the early of 2003, after the PTC involved into tourism management, National tourism bureau certified MJLDV as 3A level tourism attraction.

The MJLDV managing history could be identified into 4 periods:

- 2003-2004, Initial Period. Yunnan Peacock Tourism Company offer the financial support to this Dai community, trying to establish the Dai ethnic culture based tourism attraction.
- 2004-2010, Rapid Development Period. In 2005, MJLDV receive the 3A level award by National Tourism Bureau. In 2010, Yunnan provincial tourism bureau certified MJLDV 'Distinctive Tourism Village of Yunnan Province'.
- 2011-2014, Stagnation Period. Due to the PTC economic crisis, the tourism activities of MJLDV has been partly stopped.
- 2015-now, Rejuvenation Period. PTC invites the China famous real TV show to promote this MJLDV, the TV released in the July of 2015(peak season in China tourism industry). During the peak season, over 348,000 tourists come and visit. November of 2015, PTC sign another additional contract with local community, to extend the cooperation period. PTC guarantee to assist the local community to upgrade the drink water system and build a new classroom for local Theravada temple.

Compared with the SOE management, this PTC management has more freedom for the financial arrangement. Moreover, the PTC management received more than 82% of the local villagers into tourism activities, which could guarantee the authenticity of the ethnic people's way of life¹⁸.

Tourists evaluated MJLDV is the most original Dai village¹⁹, as most of the local residents still keep the traditional way of life, tourism is only a part of their life. Furthermore, in Aug 2015, one of the top show 'Dad, where are we going' filmed in MJLDV, which bring this village into another submit, hundreds of thousands families come and visit here to follow their stars.

To enhance the Dai culture and its related factors, PTV offered some projects for the local villagers, to teach them how to conserve the traditional tangible and intangible heritage.



Figure 7: Poster of TV show and local resident's daily life with tourism industry



Figure 8: Local peoples' folk dance and handmade pottery

Moreover, PTC also focuses on the Theravada Buddhist religion in this Dai village. As Muang Jinglai temple is the sun-center for Muang Hai district also the sub-center for the neighbor districts from Myanmar, which has the serious impact among the Theravada Buddhists. PTC offered the financial support for renewing the temple, making the classroom for the young monk, offering the scholarship for the talented monk to study aboard, etc. Due to the well-conservation of the temple, in Nov. 26, 2015, The King of Thailand offered the Buddha image and Kasaya to this temple and the monks, to appreciated the hard working and conserve the temple building.



Figure 9: Giving alms to Muang Jinglai temple

Moreover, TPC in MJLDV offered the 20,000 Yuan for each household who want to maintain their traditional house. For the one who want to operate the home-stay or Dai restaurant, TPC offer 30,000-50,000 Yuan as the micro loan without interests²⁰.

For the better understand of the local Dai traditional way of life, tourists could stay with the local residents. Different with the home-stay in Dai Garden, the home-stay in MJLDV offer the no bed stay, which is also the original sleeping style for local Dai people.

'for me, I like this MJLDV very much. In this attraction, the commercial atmosphere is not that obvious. The temple here is very beautiful, and local Dai people are friendly and kindly.'

Tour guide with 6 years experience

'I always talk to the local people, no need to compare with the other people or another tourism attraction. We are the unique one in the world, so we should focus on our own business. This PTC help us a lot, I think we could carry on doing this approach.'

Abbot of MJLDV temple



Figure 10: Distinctive tourism village logo and original sleeping home-stay

Furthermore, even MJLDV is located far away from Muang Hai district center, the road condition is not good, the authenticity ethnic culture attracted over four hundred thousand tourists come and visit here in 2015. The tourist population is predicted for over one million in the following 2016²¹.

To date, the positive impact for this 'Company + Villager' approach are outstanding and obvious, such as improving local people's living standard, upgrading basic facilities, conserve the ethnic culture and traditional way of life, etc. All those impact indicated the most successful approach for the cultural based tourism under mass tourism era (Ping & Shaoying, 2006; Ru, 2010; Zhenyu et al., 2012).

However, after been operated for 15 years, some of the negative impact also appeared. Local community as the host destination offering the tourism area, the residents as the mobility tourism resource should join the tourism development progress. However, both SOE and PTC do not treat the local residents equally, they believed that the local villagers are lack of tourism management idea, they can involve into the tourism activities by offering the labor work, the most of the conflict appeared in sharing the distribution, social infrastructure, cultural conservation, etc. Furthermore, the local villagers' behaviors should abide by company's regulations, otherwise the local villagers will be fined. Moreover, due to the local villagers' behaviors been strictly organized by tourism company, the

way of life is represented by commercialized rather than authenticity. This might guide the tourism management into the unsustainable direction.

6. DISCUSSION AND CONCLUSION

'Company+ Villagers' approach becomes popular since 1990s, the company offer the financial support, to maintain the tourism facilities and offer the employment opportunity for the local community; local villagers offer the living space, cultural heritage and traditional festival, etc. for attracting the tourists.

Based on the special tourism condition under nowadays China, this approach is unique and only practiced in China tourism industry, over 10 years of operating experience indicated the success of this approach in mass tourism management, 'Company + Villagers' approach achieved a great success in both commercial success and living standard. Moreover, this approach also set a great example for conserve the tangible and intangible heritage.

For the negative impact, no matter the SOE or PTC, when managing the tourism under mass tourism era, NGOs such as tourism association should involve as the supervisor to guide the tourism management. Tourism Association and some other NGOs should play as the agent between the tourism company and local villagers, speak for the local villagers to negotiate with the tourism company, also promote the company's regulation to the local villagers.

To date, the 'Company + Villagers' approach as the new trends under China's mass tourism era, the positive impact already obvious and outstanding. For managing the mass tourism, especially for the cultural based tourism and rural tourism, this 'Company + Villagers' approach should be promoted to apply.

Notes

1. http://cnews.chinadaily.com.cn/2016-04/20/content_24709643.htm
2. http://news.china.com.cn/2016-01/05/content_37457113.htm
3. http://xxgk.yn.gov.cn/Z_M_012/Info_Detail.aspx?DocumentKeyID=A444C37A03E84009B1CBC78FC73A41B2
4. Note: AAAAAA tourism spot is the top standard tourism spot in China, following by AAAA, AAA tourism spots. Those high standard tourism spots are evaluated by National tourism bureau. AA and A tourism spots could evaluate by local tourism bureau.
5. http://www.chinadmd.com/file/tzoc6cruzpwaiti3xsi3x6xw_1.html
6. Data from author's fieldwork
7. <http://www.xtbg.cas.cn/>
8. Data collected during Sept.2015 to Apr 2016.
9. <http://www.mypcera.com/xin/1/shengxiao/21/4286.html>
10. http://www.kuaida.net/menpiao/MenPiaoZiXun_239.aspx

11. <http://www.jhtravel.gov.cn/newshow.aspx?id=29325>
12. Data from author's field research in Spet, 2015-Apr. 2016.
13. The neighbor district's average income is 7,012. The yearly income in Dai Garden is higher than the neighbor district.
14. <http://2016cyfzdh.innyo.com/content.aspx?id=658072084737>
15. <http://www.banna.travel/bencandy.php?fid=4&id=5803>
16. Data collected during Sept 2015 to Apr 2016.
17. Data collected during Sept 2015-Apr 2016.
18. <http://www.mhtravel.cn/newshow.asp?id=1401>

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