Dynamics of Community Development in Hot-spring Resorts:

How does Bonding and Bridging Social Capital Work?

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Community Development in Hot-spring Resorts

Promotional activities	Town planning

- Hold events and festivals

- Preserve well-established townscape

Drawing on rice field
(Onogawa spa)

Townscape of the traditional Japanese wooden architecture along a river
(Ginzan spa)

Requirements
for Community Development

Participation and contribution of many hotels in a community

New and innovative ideas on community planning

- Impose financial burden on each hotel
- Otherwise visitors will decrease in number
    (=> **social dilemma**)

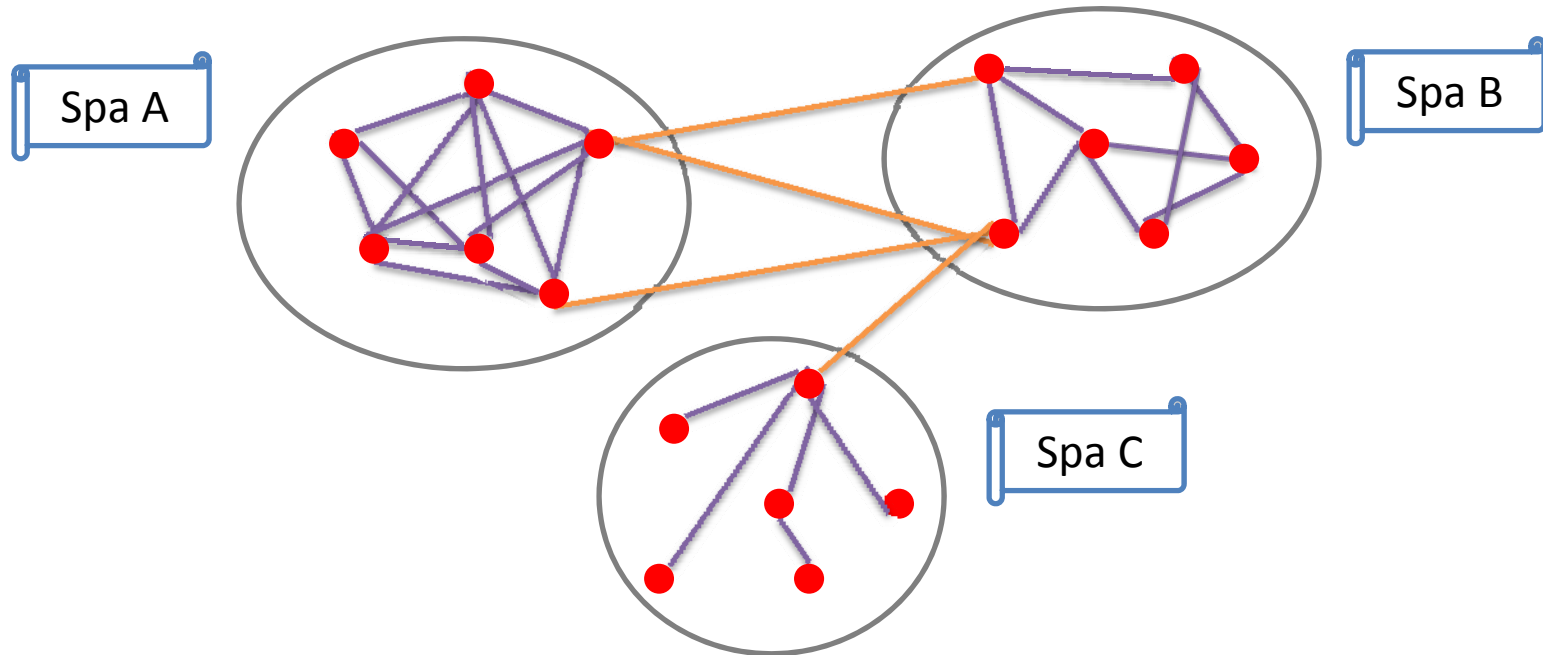- Often result from **outside**

    ex.) pioneering spa communities, experts on planning

Internal relationship

External networks

Theory of Social Capital

Spa A

Spa B

Spa C
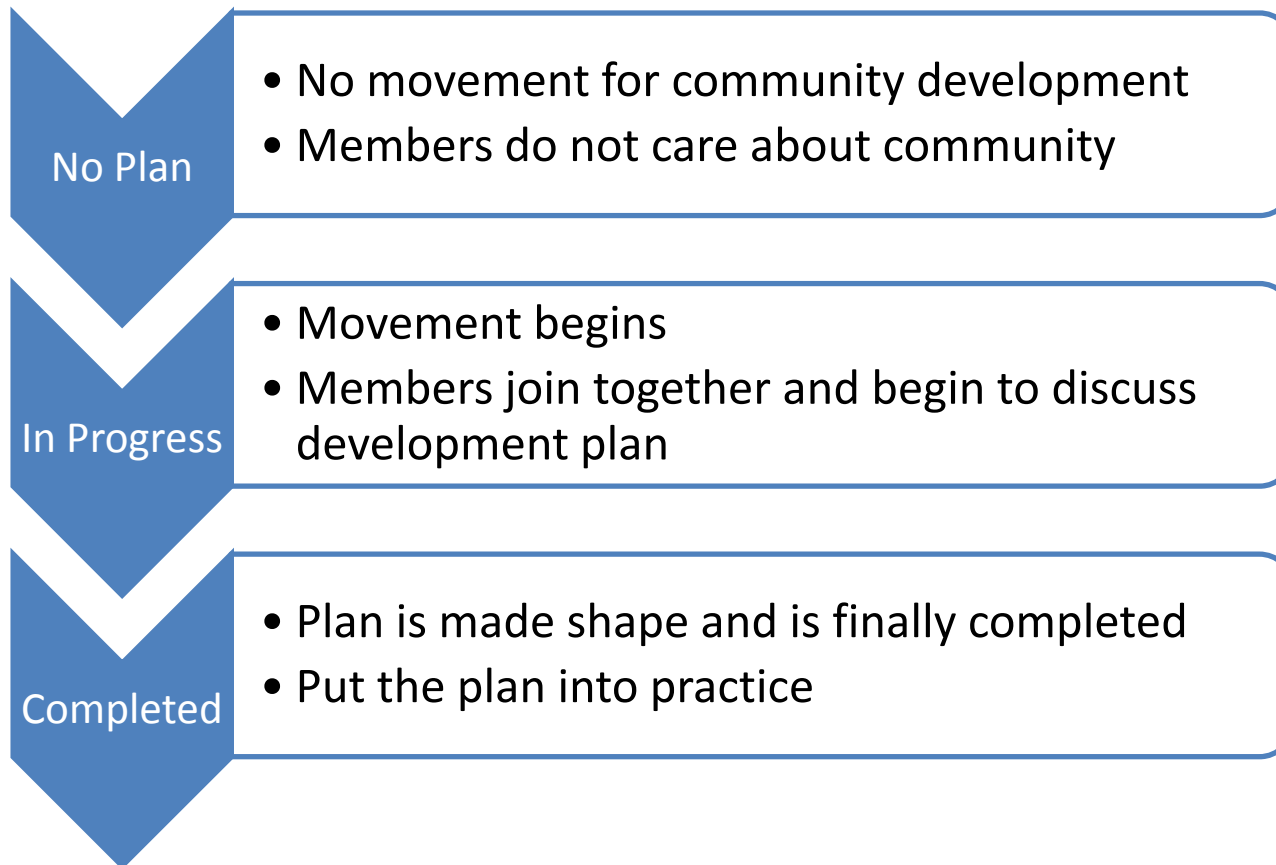
Bonding social capital

Bridging social capital

Relationship in one group

Networks among several groups

Which is **more important** for community development?

Dynamics of Community Development

Community development is not **one-shot** activity
but dynamical **process**

No Plan
- No movement for community development
- Members do not care about community

In Progress
- Movement begins
- Members join together and begin to discuss development plan

Completed
- Plan is made shape and is finally completed
- Put the plan into practice

Research Question

Which (or both) of
   bonding and bridging social capital
work for
   each transition phase
of community development?
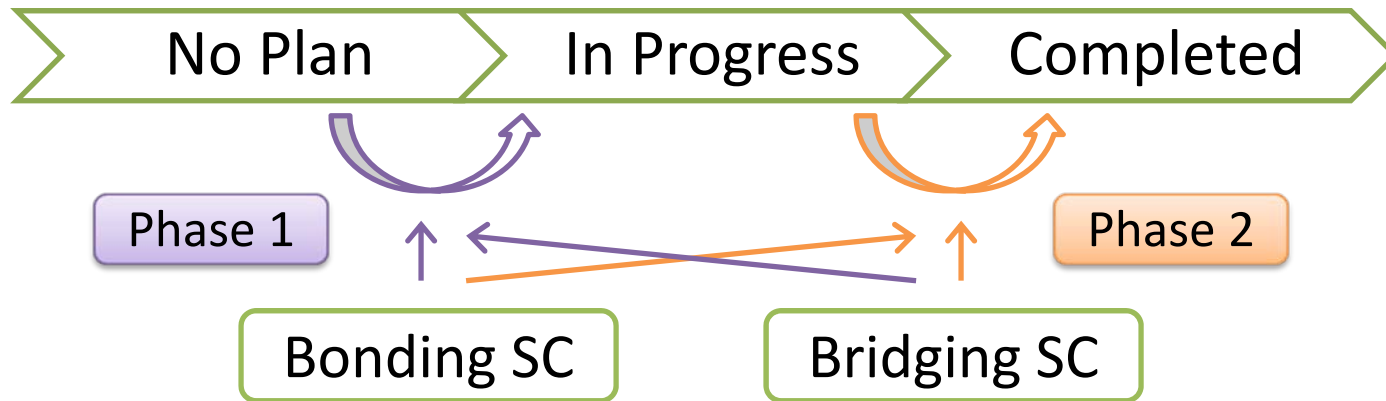
Data

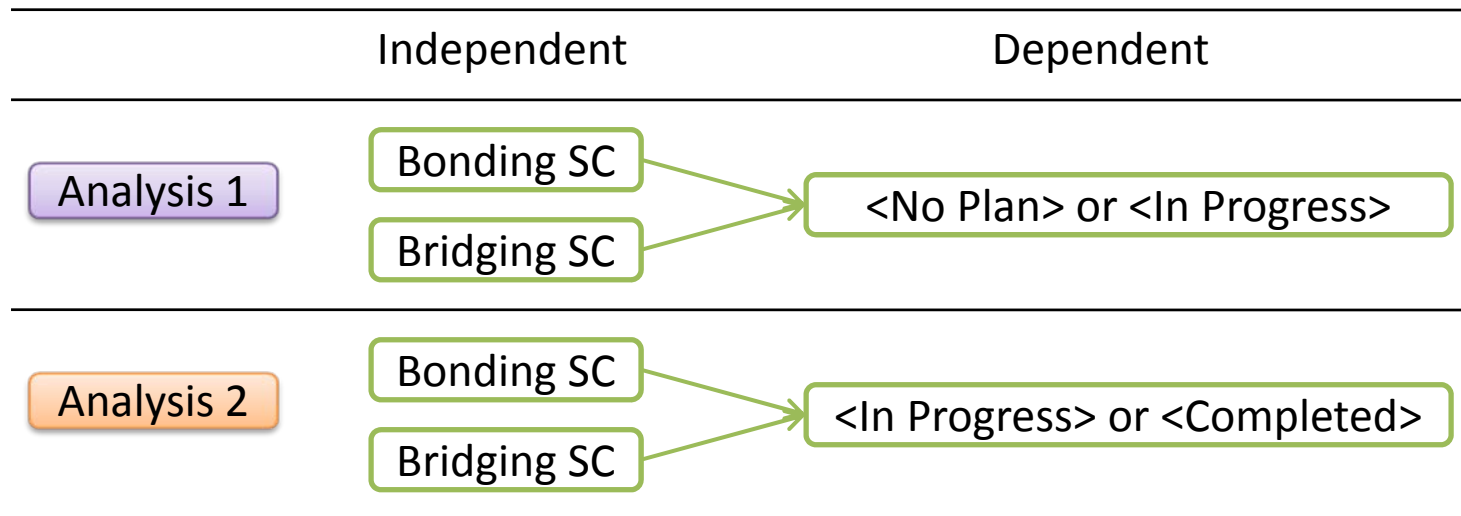Survey on Problems and Activities of Spa Communities

Sample	All hotel unions of hot-spring communities whose local hotel union consists of at least 10 hotels (in Nagano, Yamagata, Gunma, Niigata prefecture)
Period	January to February, 2007
Sample Size	56 communities
Responses	51 communities (91%)
Method	Self-administered questionnaire survey (by mail)

Model Specification

Qualitative Comparative Analysis (Ragin 1987)

No Plan — In Progress — Completed

Analysis 1

Analysis 2

	Independent	Dependent
Analysis 1	Bonding SC Bridging SC	<No Plan> or <In Progress>
Analysis 2	Bonding SC Bridging SC	<In Progress> or <Completed>

Dependent Variables

Q. (for hotel unions) Do you have a unique development plan for your own community?

Unique plan	Unions	Effective %
No Plan	10	20.8
In Progress	29	60.4
Completed	9	18.8
Total*	48	100.0

* DK/NA excluded

Analysis 1   Analysis 2

(N = 39)   (N = 38)
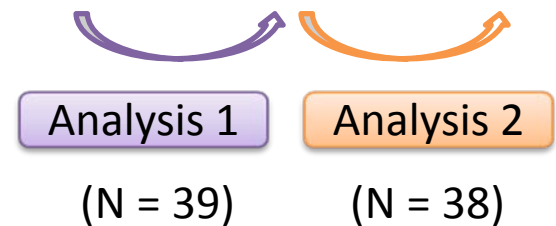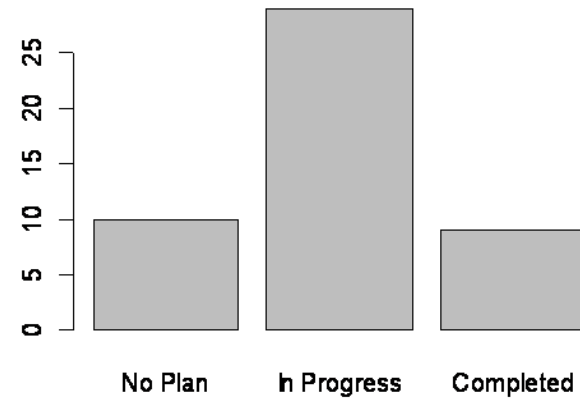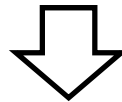
Independent Variables (1)

Bonding SC

Q. (for hotel-owners) How often do you hang out with other hotel-owners in your community? (5-point scales)

Average score for community	Communities	Effective %	Cumulative %
3.5 –	5	10.4	10.4
3.0 – 3.5	17	35.4	**45.8**
2.5 – 3.0	22	45.8	91.7
– 2.5	4	8.3	100.0
Total	48	100.0	

Having bonding SC

Not having bonding SC
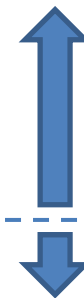
Independent Variables (2)

Q. (for hotel unions) How many times did you hold lectures by outside specialists in the year 2006?

Number of times	Unions	Effective %	Cumulative %
3 –	5	10.4	10.4
2	12	25.0	35.4
1	13	27.1	**62.5**
0	18	37.5	100.0
Total	48	100.0	

Having bridging SC

Not having bridging SC

Analysis 1: From <No plan> To <In Progress>

| No Plan | In Progress | Completed |

Analysis 1

Bonding	Bridging	Communities	In Progress	Proportion	In Progress?
Yes	Yes	13	12	.923	**TRUE**
Yes	No	5	5	1.000	**TRUE**
No	Yes	10	5	.500	FALSE
No	No	11	7	.636	FALSE
	Total	39	29	.744	

- **Having bonding** social capital
  is necessary for a community to move from
  <No Plan> to <In Progress>
- Whether having **bridging** social capital or not does **not** matter.

Analysis 2: From <In Progress> To <Completed>

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No Plan  >  In Progress  >  Completed
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Analysis 2

Bonding	Bridging	Communities	Completed	Proportion	Completed?
Yes	Yes	15	3	.200	FALSE
Yes	No	6	1	.166	FALSE
No	**Yes**	9	4	.444	**TRUE**
No	No	8	1	.125	FALSE
	Total	38	9	.237	

- **Having bridging** social capital
  and
  not having **bonding** social capital
  is necessary for a community to move from
  <In Progress> to <Completed>

Findings and Conclusion

No Plan	In Progress	Completed

Having bonding SC

Having bridging SC
and
Not having bonding SC

- It is necessary for community development to start that hotels establish good and close relationship with each other.
- It helps hotels to cooperate for community
- External networks are not necessary in this phase.

- Information and ideas from outside are necessary to carry a plan to completion.
- Excessively strong internal solidarity may prevent community members from striving to develop new external networks.