

# A Study of Promoting and Developing Model for Leisure Farm

Hsiao-Ming Chang<sup>\*1</sup>, Fei-Hsuan Liao<sup>2</sup>

<sup>1</sup>Department of Kinesiology, Health, and Leisure Studies, Chienkuo University Technology, Changhua, Taiwan

<sup>2</sup>Department of Applied Foreign Languages, Chienkuo University Technology, Changhua, Taiwan

<sup>\*1</sup>cmchang9@ms23.hinet.net; <sup>2</sup>fhiao@ctu.edu.tw

**Abstract**-Taiwan enters the leisure society, and optimistically, many traditional farms are transformed into a leisure farm. However, a number of farms lack business philosophy and therefore, struggle in the severe competition in the industry. In this study, since the researchers have been involved in the leisure farm management counseling practical experience, they make an effort to sum leisure farm development model, with reference to tourism planning concepts and theories (tourist area cycle of evolution, tourism impact, social exchange theory, and resource based and key success factors). According to the model of operation process works, leisure farms can participate in tourism development together with local residents, integrate other local sightseeing source on the basis of its own resources, and develop each product positioning. Finally, the process of various leisure farm competition and cooperation is able to promote the development of the local economy.

**Keywords**- *Tourism Planning; Leisure Farm; Tourist Area Cycle; Development Model; Impact*

## I. INTRODUCTION

Recently, the leisure demand of Taiwanese people has diversified and thus various kinds of leisure business have spawned. A notable example is the "leisure farms", which is transformed from traditional farms through the guidance and training of the government. Taiwan leisure farm can be divided according to their management style: ecological hands-on agricultural experience type, vacation farm type, as well as rural tourism type [1]. Leisure farm general recreation areas, has a unique agricultural and cultural resources in rural areas, to become the most frequently chosen by the people during the holidays is different from the man-made natural rural landscape; but part of the leisure agricultural farm provides accommodation and catering services, and has become major destinations of tourists travel. Leisure farm provides people another recreational opportunity, but in recent years due to the leisure farm established industry in the lack of business management concept, not only into a competition between the same industry, but also with other leisure businesses (ex, resorts, B & Bs, theme park, etc.) to compete and face the challenges of operating.

Most of the leisure farm is in transition from a traditional farm, in this process of transition, industry resources to their own farms, mainly not to integrate other local agricultural products and tourism resources, the development of its own characteristics, and so caught the same industry in a competitive situation. Due to the development of the tourist areas, the industry self-development, only the support of local residents, but also the key operating factors. In addition, the position of the majority of leisure farms is in the countryside. On holiday, a large number of tourists pour into, and bring positive and negative impacts to the place. Counseling leisure farms between healthy competition, and according to their resources have developed their own product positioning; addition to integration of local tourism resources, promotion of local residents to participate in the development of tourism and to reduce due to the development of tourism brought about by the impact, leisure farm development. The research on the author the counseling experience leisure farm operators in recent years, with reference to relevant theoretical framework, to the leisure farm localized promote the development model to generalize, expectations for now and the future development of leisure farms and related leisure businesses reference.

## II. THEORY FOUNDATION

There are four important theories in the tourist district planning process, which can guide planning conducted. The main tourist area cycle of evolution, tourism impact, social exchange theory and resource based and key success factors, following are illustrative.

### A. Tourist Area Cycle of Evolution

Tourism development process, just as a product, with the development of life cycle, the same stage of development from the outset, walked recession. According to Butler, resort areas undergo an evolutionary cycle of six stages [2]. The first stage, exploration, is characterized by few individual tourists who secure their own travel arrangements. No marked seasonal visitation patterns exist, nor are there facilities designed specifically for tourists. Contact between local residents and tourists are important. In Stage Two, involvement, a seasonal pattern emerges, local residents increasingly provide facilities and services for visitors, tourists begin to make travel arrangements through agencies and facility operators initiate advertising. During Stage Three, development, a well-defined tourist market area appears. The now externally-owned facilities employ extensive advertising to attract tourists, as industry control leaves local hands.

In Stage Four, consolidation, rates of growth in tourist arrivals decline. The local economy depends heavily on tourism, and local residents may find themselves excluded from major attractions. Visitor numbers level off during Stage Five, stagnation. Few new resorts open and the resort's popularity wanes. At this time, the resort area tends to decline as fewer tourists arrive, facilities depreciate in value, and local ownership of tourist facilities increases. The resort may enter rejuvenation through the development of an artificial attraction by exploiting previously untapped resources or through renovation. Through this theoretical point of view, we can clearly understand the leisure agricultural farm development in the local stage on this basis for planning.

### *B. Tourism Impact*

Tourism development is widely considered being able to improve local economy [3]. Most studies encourage the development and promotion of tourism, which is believed to bring various advantages and profits to the local development [4]. A study on Jeju Island, Korea [3], showed that tourism development has positive impacts on economy, which includes the improvement of investment, development and infrastructure, the increase of employment opportunities, contribution to the local income and therefore the increase of the town's tax revenue. As for the impacts on the social and cultural aspects, it can enhance living quality, promote the efficacy of entertainment and pleasure facilities, advance the community/cultural understanding, demand for historical and cultural exhibits, facilitate various cultural activities, and elevate the quality of police force and fire protection. The impacts on environment include the preservation of environment, the increase of community popularity or image, and improvement of the living utilities and public facilities.

However, the native effects of tourism cannot be overlooked. As Huang and Stewart [5] pointed out that it changes the inter-relationship between local residents, tourists and communities and possibly causes negative impacts on the living quality of the local residents. The negative impacts on economy presents in the unfairly increased real estate cost and property taxes, the increased living cost and the price of goods and services. For the negative impacts on the social and cultural aspects, it increases traffic accidents, the rate of vandalism, the occurrence of gambling or illegal games, and possibly the increase of exploitation of local natives. The negative environmental impacts, on the other hand, include the damage of natural environment and landscape, the destroying of local ecosystem, and the environmental pollution, such as litter, water, air, and noise [4, 6]. So in terms of the above analysis, it can be clearly found that tourism in local development, not only has a positive impact, and also has a negative impact.

### *C. Social Exchange Theory*

The social exchange theory is frequently employed in the study of the local residents' attitudes toward tourism development [7]. And Leonard's study pointed out, residents the cognitive and views for tourism developing; they will affect the attitude of local tourism development [8]. The gist is to explicate that the interaction between individuals is an exchange behavior in nature and while people conduct this action, they take into consideration the involved profits and rewards. That is to say, during the exchange process, an individual will examine the benefits in their interaction behaviors with others, and if they cannot obtain satisfactory profits and rewards, exchange behaviors are regarded unnecessary. In tourism, supportive attitudes of local residents are considered as willing to conduct exchange behaviors. Nevertheless, their attitude relies on their recognition and evaluation of tourism. If they understand that the rewards and impacts are stronger than the cost, they will present positive attitude toward tourism. In contrast, if the negative impact of the higher, the residents that they would be less willingness to accept tourism development, and even took the attitude of passive resistance, preventing the development of tourism in the local.

Tourism development study also confirmed the attitude of social exchange theory valid interpretation of the residents of tourism development. The majority of residents believe that tourism would have a positive impact, but also have a negative impact, especially for residents not engaged in the tourism industry, will hold the cold-shoulder treatment attitude tourism development [9].

### *D. Resource Based and Key Success Factors*

Grant [10] that "resource input, the production process is also the basic unit of analysis"; financial resources, physical resources, human resources, technical resources, goodwill and organizational resources and resources are divided into six categories. Amit and Schoemaker [11] resource area is divided into two categories of having and doing. (A) Having: a company owned or controlled by elements of the stock, for the company belongings concept, including intellectual property rights, contracts, trade secrets, database and goodwill and other. (B) Doing: refers to the ability of company resource allocation, usually combined with organizational procedures to achieve the desired objectives, information-based, exclusive company, based on the information as the basis of an intangible asset, resources after long complex interactions after the development of the capabilities, such as competencies, skill, organizational culture, and the internet. Aaker [12] has pointed out that a successful business advantage of resources is the superior resources of the industry's key success factors.

Leisure farm, of Fang [13] study pointed out that the core of the leisure farm resources can be divided into two categories, (A) Having: physical resources (tangible assets), including geographical location, natural ecosystems landscape, animals and plants, agriculture, forestry, fishery, animal husbandry, production technology, farm size, buildings, recreational facilities, as

well as the use of internal and external funds. Another part is the intangible assets, including the farm's agricultural and cultural resources, corporate identity systems, service quality and efficiency, as well as corporate image. (B) Doing: including the ability of the staff as well as the ability of the organization. Chang [14] research casual farm key success factors, found that the most important factor for the quality of service, marketing promotion and the reputation of the brand.

### III. PROMOTE MODEL

I was invited to participate in academic institutions counseling leisure farm management plans, which are objective in the plan of the mentor role, with various leisure farms and no interest relationship exists between, the main task is to assist the management and development of leisure farms. In the context of this counseling program of leisure farms, are currently in operation, and most of the leisure farms in the tourist life cycle, have been part of consolidation stage, some even in the stagnation stage, so urgently needed on the academic units to operate advice and assistance. Leisure farms throughout Taiwan, but each region to promote leisure farms localized modes are not the same, this study was designed to examine the researchers participate in counseling several leisure farms experience, as well as theoretical framework, the push mode process, government, leisure farm, and counselor contents of the respective roles and work instructions.

#### A. *The Role of Government*

Government's main roles play leisure agriculture promoters as well as counseling operations. The establishment of the leisure farms needs to undergo the examination and verification of the government. The government will guide and train these farms of management although initially they only seek to transform their business. Accordingly, the government is expected to invite related local associations and local communities to investigate and integrate resources available. However, after the establishment of the government to assist local Leisure Agriculture Park, various leisure farm operators rely on their own efforts, the role of government departments, only at the counseling position, or the provision of subsidies for local farmers will help to improve the facilities, so operating phase, and the influence of the government departments. Because most of the leisure farms belonging to private operators, but also to promote local tourism and leisure industry is one of the promoters for the local agricultural economy contribute to the development. Therefore, the Government's agricultural sector based counseling positions are available each year in the budget, increasing the commission academic counseling program execution unit provides various leisure farms in operation management aspects of guidance and counseling, and help solve business on leisure farms some of the problems.

#### B. *The Role of Counselor*

Typically counselor programs by government departments in the implementation of the commission appointed units, and these are usually counseling professor at the University, the main task is to provide guidance and counseling concepts, and to assist in the operation and management of the farm. The counselor's role is very important, because they want to listen to a leisure farm operator on various issues, and even to coordinate various farm communication and coordination, to find out their own operations shortcomings and establish a specialty place. I participate in the counseling program, these are counseling leisure farms are located in government planning leisure agriculture park, I found that most of the results provided by the catering leisure farms are the same, nothing special, but also the lack of obvious differentiate between products. And some leisure farms in order to attract consumers come to their own farm consumption, even malicious to destroy other farms of the signs, or under false speech and information slander destroy the competition with their other leisure farms. Therefore, the role of counselor, first and foremost task is to help understand their leisure farm agricultural product features, combined with other local agricultural products, develop their own product characteristics. When each one has its own unique leisure farm products, tourists have a different choice, and may increase their consumption again the willingness of Leisure Agriculture Park. In addition, because each has a leisure farm product features, plus everyone's different products, resulting in unfair competition between them will be reduced.

The author mentioned in the previous paragraph, leisure farms need to understand the characteristics of their own agricultural products; the next important thing is to evaluate the farm itself with the resources available are those? For example, ecological resources, landscape features, offer specialty dining, or have a B and B so on. Furthermore reanalysis farm location can be combined with those of tourism resources, such as cultural resources, attractions, natural landscape, as well as other agricultural products. Because of this assessment, leisure farms can set up their own product features, learn farm itself has a core product resources involved, a further understanding can be run on the key success factors, in order to facilitate the formulation of product marketing strategies.

After the completion of the above stages, Leisure farm defined for itself farm positioning clear (such as belonging to the ecological education, leisure, or agriculture experiences, etc.), as well as set the perfect management and marketing strategies. In addition, leisure farms must be self-enterprise diagnosis, to understand the situation of their own products, whether the consumer favorite, as well as problems and other leisure farm product homogeneity. Transformation by local farmers because many farms are in operation and lack of concept, plagiarism happens it is sometimes the case, for example, some of the other farms welcomed by consumers, followed by other farms might launch the same product. So other local tourism resources can be included, you can achieve common development and maintenance of regional life.

### C. Community Development Association

In recent years, driven by government, the township areas in Taiwan are the establishment of the Community Development Association, to promote community affairs conducted. Leisure Agriculture Park, including the areas of tourism, in the tourism and leisure industry, after all, is one of the few; the majority of the residents did not participate. Because a large number of tourists come to leisure agriculture park is located, does not provide services to the residents did not participate in tourism bring real benefit, but is causing inconvenience to their lives.

Even environmental pollution caused by rising prices, as well as ecological damage. So, from the point of view of tourism impact, a large number of tourists came to the region of the Leisure Farm, will bring a positive and negative impact. Leisure Farm in the development process should be read in conjunction with the local residents together to reach a mutually beneficial purpose. Community Development Association is the government, leisure farm, one of the best bridge and counselor to communicate with residents.

Through the coordination of the government, counselor, community associations to assist with the assistance of local residents, leisure farms should be based on its own resources, and then integrate other resources to develop its own characteristics products. According to the author's practical experience of visiting a number of leisure farms, found that the services provided by leisure farms, mainly divided into the following: (a) providing tourists agriculture experience, (b) explain to tourists through good ecological conservation concepts, (c) the function of education, (d) to provide catering and accommodation (e) provides leisure and recreation activities, (f) maintenance of local traditional culture, and (g) provide tourists (such as family, friends, and company) have social interaction opportunities.

Therefore, the above description, the researchers will be to promote the process specific compiled as shown in Figure 1.

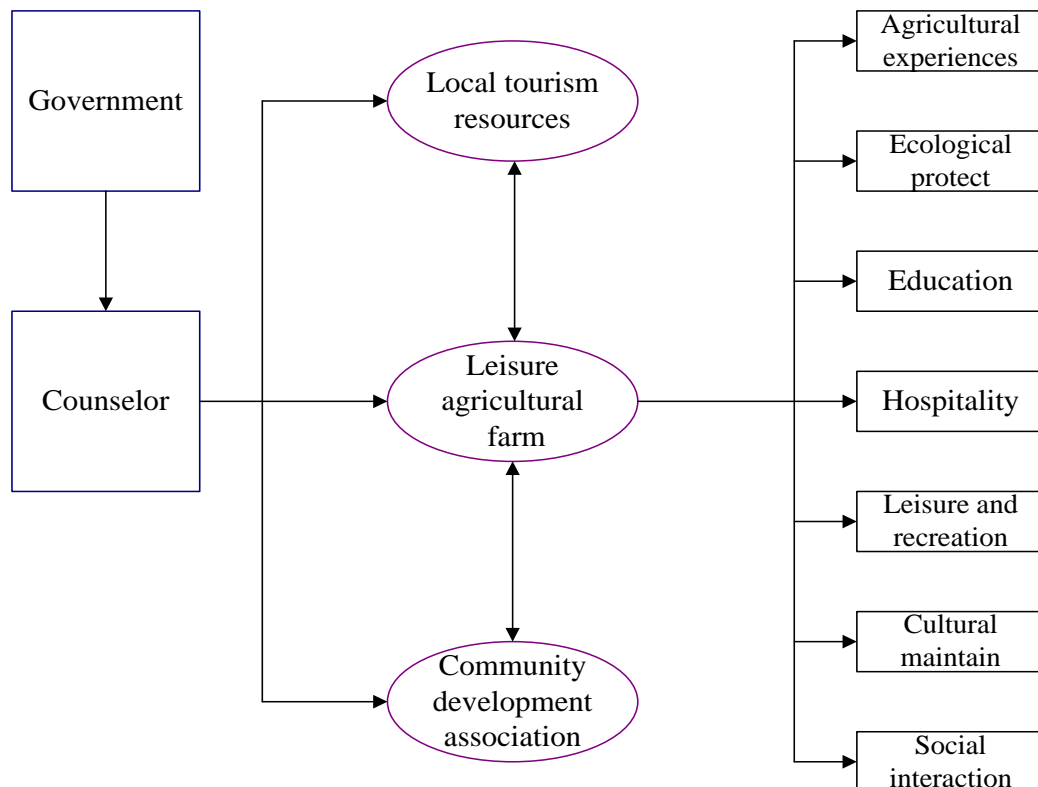


Fig. 1 The Promoting Model for Leisure Agricultural Farm

### IV. THE DEVELOPING MODEL FOR LEISURE AGRICULTURAL FARM

There may be more leisure farms in one tourist area, especially in a park. Due to the high homogeneity of the management pattern, competition or even vicious competition occurs. Competitors will deliberately sabotage the road signs of other farms or try to ruin the reputation of others. Although the government constantly encourages the development of tourist communities by means of providing necessary advice and subsidiary funding, the industry always hold different opinions, for their own individual benefits, toward the suggestions of the government. Furthermore, related community development associations or the chairmen of these associations sometimes are selfish and ignore the benefits of the whole community. Under this circumstance, the counsellors (objective third party), referring to related scholars and experts, becomes very crucial in that they are able to look into the problem in an objective point of view.

In the previous one, the researchers for the coordination of the government, counseling, community associations working content specific explanatory instance by being in this section to illustrate the role of the counselor.

#### *A. For Local Should Have a Full Understanding*

The counselor generation subsidies from the government counseling program, some of the research project commissioned by the local farm. As counselors in the counseling program carried out at the beginning, the whole region has been understood, including the number of leisure farms, local residents characteristics (number, location of residence, the leisure farm development), local opinion leaders (representatives of the people mostly), and Community Development Association, and the local customs and culture, and tourism resources, etc., so you can cut to the chase as soon as possible.

#### *B. Communication and Coordination*

Then come under the communication and coordination. However outset made the trust of each industry, even with a meeting to negotiate is not a simple thing. The researchers' work served as counselor beginning to consume first the various leisure farms, and private chat with industry that had come before, first obtain the trust of various leisure farms, in order to facilitate the work conducted. Then visit the Community Development Association, the first with local opinion leaders, that had come before, is also the first to recognize the local community on behalf of members, and then gains trust, in order to facilitate the work conducted. However, the above does not work for a short time to complete, with the author's experience, as the leisure industry counselor need to have patience and sincere, more importantly, to be able to listen to various views of the parties, and then put forward self views on issues and recommended to provide leisure farm industry reference.

#### *C. Assist in the Development*

Counselor to engage in counseling, the most important task is to start with the local leisure industry, community development associations, and local opinion leaders and get familiar with each other's trust after the initial counseling can begin. At this stage, counselor should begin counseling, and the most important thing is to be able to find time to invite everyone to work together to meet to discuss development issues. Typically this meeting at the Community Development Center, if feasible, should be invited to the government unit decision makers to attend the meeting, the first to be where the problem lies, and then discuss and resolve the problem. In this process, the most difficult stage of integration is not easy because there is competition between some leisure farms; others are not in favor of leisure farm development in the local Community Development Association and the residents there are different views. Counselor should be the reason why the development told everyone, and coordination of various farms to find their own characteristics, and how to reduce the impact of large crowds pour into.

#### *D. Counseling*

After communication and coordination, counselor counseling work various leisure farms to identify the characteristics and positioning of their products where. Of course, in this process, but also please with the participation of the Community Development Association, main objective is to integrate the development of the local residents' views of leisure farms, but also to local residents together to participate in the development of tourism. I have went to several community visited and counseling, found that after counselor counseling, and Community Development Associations to assist integration, not only to assist in planning of agricultural products to different places of leisure farm sales, and some use of leisure time local residents to join tourism service work, the results proved to be effective integration. In the above through the integration and coordination of local residents to participate in tourism services, including through training to become tour guides to assist the local cultural and ecological tour guide work. Moreover, some people are making local features arts and crafts, as well as the agricultural industry products sold through a numbers of leisure farm tourists, not only to increase revenue sources of local residents, but also to reduce the development of local tourism for the local residents in opposition.

According to actual experience in guiding the farms, the author would like to summarize the development pattern of local leisure farms in the following Figure 2.

In Figure 2, the role of the government is a consultant and their clients are leisure farms. As mentioned, in the development of these farms, a mutual understanding is required between communities, related associations and local residents. However, they always have very divergent opinions toward the local tourism development. As the author's experience goes, leisure farms, community association and local residents do not have faith in the government and some can even fight for the funding in malicious words and outrageous manners. Moreover, some residents do not support the tourism development and that attitude leads to an inconclusive outcome for negotiation meetings. Under this circumstance, the Counselor (objective third party) is very crucial in that he can unmistakably explain the developmental issues without any bias.

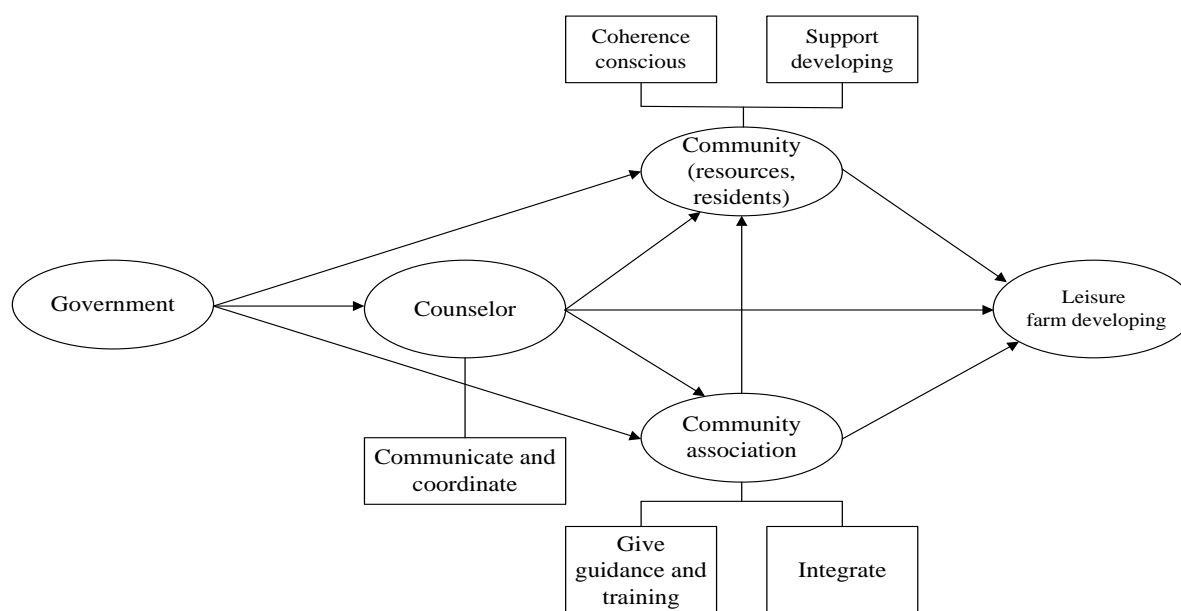


Fig. 2 The Developing Model for Leisure Farm

As the researchers have participated the communication and coordination, I would, first of all, analyze the importance and function of leisure farms for the local community development, then assist in investigating tourism resources, and integrate the participation of local residents. Through the assistance of community associations, local residents become an indispensable force. The negotiation requires each farm to re-examine their products and to differentiate their business characteristics from others' and consequently it can bring the vicious competition to an end. Furthermore counselor also need long-term and leisure farms operators to maintain good interaction, this relationship is not counseling and relationship counseling only, but a friendship when they face operational difficulties, these counselors can provide immediate advice for leisure farm operators.

## V. CONCLUSIONS

This paper explicitly illustrates the promotion and development pattern of leisure farms in a tourism area (or leisure agriculture park). As a matter of fact, it is not sufficient to present only one leisure farm as tourism attraction in order to develop a tourist area. Mere one development pattern and the competition within the industry, coupled with the negative impacts of tourist development, push a tourist area to the decline period of the tourist area cycle. As argued, the assistance of the government, communication and coordination by the Counselor (objective third party), the participation of local residents, and the negotiation of the industry can greatly benefit tourism development. Moreover, the cooperation in the industry and the exploitation of tourism resources can provide novel tourism products and sustainable development for the local area. In this study, based on theory and practice constructed model can effectively provide government departments on how to carry out tourism tourist areas counseling, however, is not static model. So I also suggest that future studies or counselor, upgrading again to practical experience of the proposed model, so that model can be more specific and perfect.

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**Hsiao-Ming Chang** (1969, Oct 10), Ph.D is Professor with the Department of Kinesiology Health and Leisure Studies, Chienkuo Technology University, Taiwan. R. O. C. He served as Head of the Department, the Secretary-General of the Chinese sports and leisure industries Management Society. He has written a total of six leisure professional books and published more than 130 academic papers.

The main research areas: the leisure consumer behavior, leisure management, tourism psychology and behavior, sports and adventure tourism.



**Fei-Hsuan Liao** (1965, June 11), Ph.D is an Associate Professor in the Department of Applied Foreign Languages, Chienkuo Technology University, Taiwan. R. O. C. She has been an English teacher for over 20 years and served as the Chairperson of the Department and the Director of Language Center from 2008-20012. Her main research interests are in the fields of Linguistics, English Language Teaching and recently Tourism English