

出國報告(出國類別：其他)

**參加亞洲生產力組織(APO)
「生態旅遊暨農業旅遊顧問師培訓課程」
(Training of Trainers on Ecotourism and
Agrotourism)**

服務機關：行政院農業委員會

姓名職稱：葉艾青技正

派赴國家：斐濟

出國期間：2018年10月20日至27日

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摘要

為期 5 日之「生態旅遊暨農業旅遊顧問師培訓課程(Training of Trainers on Ecotourism and Agrotourism)」計有 12 個會員國共 23 名人員參訓。課程主要目的是透過講師授課、分組互動研習與實作、各國作法分享、實地參訪等方式，瞭解：1.生態旅遊和農業旅遊的關鍵概念、原則和特徵；2.研究農村近期的旅遊趨勢，開發成功的旅遊產品和服務，並討論提高農村經濟效益和競爭力的戰略；3.提高對農村旅遊業者以消費者角度思考的認知，促進以人為本的永續發展。

授課專家及課程包括香港理工大學助理教授 Ksenia Kirillova 講授「生態旅遊與農業旅遊介紹」、「旅遊市場現況與未來方向」、「農業旅遊增值：利用當地農產品的美食之旅」及「數位化行銷」，澳洲格里菲斯大學商學院副教授 Alexandra Coghlan 講授「旅遊業永續發展的商業模式」、「生態旅遊與農業旅遊的永續發展制度系統」、「生態旅遊和農業旅遊的創新」及「將生活場所轉變成旅遊場域」，斐濟藍色星球(Blue Plant Stand Up Paddle)負責人 Egi Tikoi Dodd 女士講授「社區參與的增值旅遊產品/服務」，以及歐洲永續旅遊基金會(FEST)主任 Silvia Barbone 講授「以旅遊道德實踐責任旅行」、「發展遊客責任的紀律制度」、「以社區為基礎的生態/農業旅遊規劃和管理」，讓各國參訓人員瞭解生態旅遊與農業旅遊的發展趨勢、永續經營模式、策略制定運用的課題。

臺灣擁有豐富的自然生態及農業資源，休閒旅遊更促進了農產業的增值發展，也搭建了遊客與生態、農業之間的橋樑。行政部規劃管理、當地社區居民參與、尊重當地自然生態與社會文化、業者團體經營行銷，是推動旅遊永續經營的重要關鍵；如何善用在地資源、結合當地居民共同發展生態/農業旅遊，讓環境保育與商業經營兩者併存，除可參考 Egi Tikoi Dodd 女士經營實例外，推廣責任旅遊，運用科技產品延伸開發符合消費者需求的旅遊商品，均為提升臺灣生態/農業旅遊於旅遊市場競爭力，促進其永續發展的可行作法。

壹、目的

透過講師授課、分組互動研習與實作、各國作法分享、實地參訪等方式，瞭解生態旅遊和農業旅遊的關鍵概念、原則和特徵；研究農村近期的旅遊趨勢，開發成功的旅遊產品和服務，並討論提高農村經濟效益和競爭力的戰略；提高對農村旅遊業者以消費者角度思考的認知，促進以人為本的永續發展。

貳、課程基本資料

- 一、會議名稱：Training of Trainers on Ecotourism and Agrotourism
- 二、舉辦機構：斐濟國家培訓及生產力中心(NTPC)
- 三、日期：107年10月22日至26日
- 四、地點：斐濟楠迪 (Nadi, Fiji)
- 五、參加成員：本次訓練計有我國(1人)、巴基斯坦(2人)、印度(2人)、印度尼西亞(2人)、伊朗(1人)、柬埔寨(1人)、馬來西亞(1人)、泰國(2人)、斐濟(6人)、斯里蘭卡(1人)、越南(1人)、蒙古(2人)等12國共22名參訓者，我國由本會推薦輔導處葉艾青技正代表參加。各國參加成員相關資料如下：

Cambodia

Mr. Y. Thearin

Acting Director of Inter Sector Division Preah Sihanouk
Provincial Hall

Republic of China

Ms. Yeh Ai-Ching

Specialist
Council of Agriculture, Executive Yuan (COA)

Fiji

Ms. Akisi Ravai Mavoia

Acting Deputy Director Non-Formal Education
Fiji National University

Ms. Chand Deepika

Team Leader Talent Development
Fiji Development Bank

Ms. Jiokapeci Oila

Training Officer
Front Office & Customer Relations
National Training and Productivity Centre, Fiji National
University

Mr. Kelepi Komaisauvou Kubunameca

Senior Administrative Officer (Senior Trainer)
Ministry of Rural Development & Maritime Development
and National Disaster Management & Meteorological
Services

Ms. Lala Karolina Camari Rosawa

Senior Relationship & Sales Officer
Fiji Development Bank

Ms. Sheileshni Kamal

Training Officer
Travel and Tourism
Fiji National University, National Training and Productivity
Centre

India

Dr. Pawan Gupta

Assistant Professor (Selection Grade)
Indian Institute of Tourism & Travel Management

Prof. Sutheeshna Babu S.

Professor in Tourism
National Institute of Watersports, A center under Indian
Institute of Tourism & Travel Management
Ministry of Tourism, Government of India

Indonesia

Mr. Hibran Stephen Turangan

Chairman
Asosiasi Wista Agro Indonesia

Dr. Wawan Sujarwo

Head
Scientific Information and Services
Bali Botanical Gardens, Indonesian Institute of Sciences

**Islamic Republic
of Iran**

Mr. Taghi Akbarpour BaghiAbadi
Manager

Department Studies and Planning, Research and Publications
Unit
Eivan Emarat Consulting Engineers Co.

Malaysia

Mr. Zulkifli Bin Mohamad

Corporate Advisor
HELPHY Sdn Bhd

Mongolia

Ms. Erdenejargal Tumurbaatar

Project Manager, Integrated Livelihoods Improvement and
Sustainable Tourism in Khuvsgul Lake National Park
Protected Areas Management Department
Ministry of Environment and Tourism of Mongolia

Ms. Tsenddavaa Nasanjargal

Director
Khatgal Tourism Association for Tour Company and Tourist
Camp
Nanjin Khangai Travel Co. Ltd.

Pakistan

Mr. Khawaja Mudassar Mehmood

Consultant and Agriculturist
Al-Rafay Enterprises

Mr. Nadeem Asif

Agricultural Consultant and Trainer
CATSBPO Private Limited

Sri Lanka

**Mr. Weerasekara Mudiyanseelage Madduma Bandara
Weerasekara**

Commissioner General of Agrarian Development

Thailand

Dr. (Ms.) Nantawan Muangyai

Lecturer
Faculty of Humanities
Chiang Mai University

Mr. Sorawich Saeng-ngam

Operation Division Director
Designated Areas for Sustainable Tourism Administration

Vietnam

Ms. Minh Thao Nguyen

Director

Department of Business Environment and Competitiveness
Central Institute for Economic Management

六、講師資料：

- Australia** **Dr. Alexandra Coghlan**
Associate Professor
Department of Tourism
Griffith University
Sport and Hotel Management, Building G27, Parklands
Drive, Southport
QLD 4222
- Italy** **Ms. Silvia Barbone**
Director
FEST (Foundation for European Sustainable Tourism), Jlag
118 Pall Mall, SW1Y 5ED
London
- Hong Kong** **Dr. Ksenia Kirillova**
Assistant Professor
School of Hotel & Tourism Management, The Hong Kong
Polytechnic University
17 Science Museum Rd., TST East, Kowloon
Hong Kong
- Fiji** **Mr. Egi Tikoi Dodd**
Owner
Blue Plant Stand Up Paddle
Nadi

參、課程內容

課程內容包含生態旅遊與農業旅遊、旅遊產業的競爭策略、旅遊道德與責任旅行、各國參訓人員國家報告、實地參訪與分組報告等5大部分、13節課程，實施方式包括講師授課、參與者分享該國作法、分組互動練習以及實地考察與分組報告等，課程規劃如下：

Date/Time	Tentative Program	Tentative resource persons/ orgs
DAY 0 (Sunday, 21 October)		
Arrival of participants in the venue Nadi, Fiji		
DAY 1 (Monday, 22 October)		
08:40-09:00	Registration	
09:00-09:50	Opening Session: Opening remarks Director NTPC, NPO Head and APO Alternate Director for Fiji APO video playing Introduction of Resource Persons and Participants Traditional group photo	
09:50-10:10	Coffee break	
Session 1: Ecotourism and agrotourism in a global world		
10:10-11:30	Presentation 1 : Introduction to ecotourism and agro-tourism <ul style="list-style-type: none"> • Concepts, principles, and features of eco-/agro-tourism; what differentiate eco-/agro-tourism from other types of tourism 	Dr Ksenia Kirillova, SHTM, Hong Kong Polytechnic Uni.
11:30-11:45	Coffee break	
11:45-13:00	Presentation 2: Review on and future-oriented decisions in tourism industry <ul style="list-style-type: none"> • How to make foresighted directions in tourism market in line with consumer identification 	Dr Ksenia Kirillova, SHTM, Hong Kong Polytechnic Uni.
13:00-14:10	Lunch	
Session 2: Tourism enterprises with strategic competitiveness		
14:10-15:30	Presentation 3: Sustainable business models of tourism enterprises <ul style="list-style-type: none"> • Revenue-generating mechanism focusing on what to produce, who to target and how to deliver the eco-/agro-tourism services. 	Dr. Alexandra Coghlan, Associate professor, Griffith Business School, Griffith University, Australia
15:30-15:45	Coffee break	
15:45-17:30	Presentation 4: Institutionalized system to develop eco-/agro-tourism products and services <ul style="list-style-type: none"> • Public organizations for national tourism development; steps, process, systems and regulations in national tourism development 	Dr. Alexandra Coghlan, Associate professor, Griffith Business School, Griffith University, Australia
DAY 2 (Tuesday, 23 October)		
09:00-09:15	Ice breaking & Report of Day 1	
Session 2 continues		

Date/Time	Tentative Program	Tentative resource persons/ orgs
09:15-10:45	Presentation 5: Value-added tourism products/ services through community involvement <ul style="list-style-type: none"> Community-based/ stakeholder-involved project development and implementation; stakeholders' partnership/ cooperation at levels of value chains of tourism enterprises 	Egi Tikoi Dodd, Owner, Blue Plant Stand Up Paddle, Fiji
10:45-11:00	Coffee break	
11:00-12:30	Presentation 6: Innovations in ecotourism and agro- tourism <ul style="list-style-type: none"> Innovative practices and out-of-box thinking in tourism: i.e. ecological architecture and technology application 	Dr. Alexandra Coghlan, Associate professor, Griffith Business School, Griffith University, Australia
12:30-13:40	Lunch	
13:40-15:00	Presentation 7: Daily places that have become successful ecotourism sites <ul style="list-style-type: none"> Successful eco-tourism cases that transform daily living places to touristic sites as a main reason to visit 	Dr. Alexandra Coghlan, Associate professor, Griffith Business School, Griffith University, Australia
15:00-15:15	Coffee break	
15:15-16:30	Presentation 8: Value-added agrotourism: astrotourism with local agricultural products <ul style="list-style-type: none"> Utilization of agricultural resources in enhancing competitiveness through value-added food services 	Dr. Ksenia Kirillova, SHTM, Hong Kong Polytechnic Uni.
16:30-16:40	Coffee break	
Session 3: Conveying good-will through travel experiences.		
16:40-18:00	Presentation 9: Responsible travel through ethical tourism practices <ul style="list-style-type: none"> Concept of responsible traveling, tourism ethics; developing discipline/ system for responsible tourists and incorporating into management 	Ms. Silvia Barbone, Director, Foundation for European Sustainable Tourism(FEST), UK
DAY 3 (Wednesday, 24 October)		
Session 3 continues.		
09:00-09:15	Ice breaking & Report of Day 2	
09:15-10:45	Presentation 10: A new norm of promotion through digitized methodologies <ul style="list-style-type: none"> Promotion strategies and various marketing methods through recent online and mobile use 	Dr. Ksenia Kirillova, SHTM, Hong Kong Polytechnic Uni.
10:45-11:00	Coffee break	
Session 4: Country paper presentation		

Date/Time	Tentative Program	Tentative resource persons/ orgs
Sharing innovative ideas on tourism/traveling service development through eco-friendly utilization of pristine nature and local resources.		
Facilitated by Ms. Silvia Barbone All resource persons will join for support		
11:00-12:45	Country presentations	Appx. 3 countries
12:45-14:00	Lunch	
14:00-15:00	Country presentations	Appx. 2 countries
15:00-15:15	Coffee break	
15:15-16:45	Country presentations	Appx. 4 countries
16:45-17:00	Coffee break	
17:00-18:30	Country presentations	Appx. 4 countries
DAY 4 (Thursday, 25 October)		
09:00-13:00	Presentation 11: Community-based eco/agro tourism planning and management for designing and mapping a sustainable tourism project <ul style="list-style-type: none"> • An overview of a CBRT project life cycle. This presentation includes small-exercise to structure down a project to find the best final output 	Ms. Silvia Barbone, Director, Foundation for European Sustainable Tourism(FEST), UK
13:00-14:00	Lunch	
Session 5: Field visits		
14:00-17:00	1. Garden of the sleeping giant http://www.gsgfiji.com/ 2. Mud pool, relevant info here https://hotfiji.deals/mud-pools-therapeutic-hot-springs/ 3. Fiji Culture Village http://www.fijiculturevillage.com/	Will be consulted and arranged with local implementing orgs
DAY 5 (Friday, 26 October)		
08:30- 10:30 10:30-11:30 11:30-12:30 12:30-13:00	Group breakout session Presentation of group discussion output Program evaluation by participants, resource persons, and implementing organizations Formulation of follow-up action plans by individual participants Closing session	Planned and facilitated by Ms. Silvia Barbone, All resource persons and local staff will join for support
DAY 6 (Saturday, 27 October) - Departure of participants		

肆、培訓內容紀要

一、生態旅遊與農業旅遊

(一)生態旅遊

不同於一般性大眾旅遊重視供需、季節性、非地方取向、以經濟效益為優先，常被視為促進地方發展的備案，生態旅遊是小規模、僅局部發展、以供應自然與文化資源為導向、著重參與、當地居民和遊客互利互補的一種旅遊型態，需要具有環境意識、尊重當地自然生態及文化的高品質遊客。因此，生態旅遊與大眾旅遊，某層面上，是相對立的。

生態旅遊存在多種形式，其被定義為：前往相對不受干擾或不受污染的自然區域，學習、觀察、欣賞當地風景與野生動植物，以及該地區存在的各種文化。換言之，生態旅遊建構在遊客與環境(自然與文化)維護之間的一種錯綜複雜的關係上，包括：環境影響最小化、尊重地方最大化、經濟效益最大化、遊客滿意度及價值最大化。

生態旅遊的定義隨動機不同而異，例如對特定景點的自然歷史感興趣而到訪，此類遊程常結合教育性、娛樂性和挑戰性；另有單純受自然生態、歷史文化吸引(非為特定景點)而為的生態旅遊。縱然如此，生態旅遊所有定義都傾向強調：1) 以自然為基礎、2) 具保存性質、3) 具教育性、4) 可持續性、5) 互利、6) 道德/責任。

生態旅遊是以自然為導向、伴隨探索、探險性質的遊程，不是單純的文化或歷史古跡探索遊程，也不是環境機會主義、「漂綠」開發生態的發展型態；它必須是永續性的。當生態足跡越少與發展規模小，越符合生態旅遊的發展模式；當生態足跡與發展規模越大，將越傾向一般大眾旅行，如下圖：

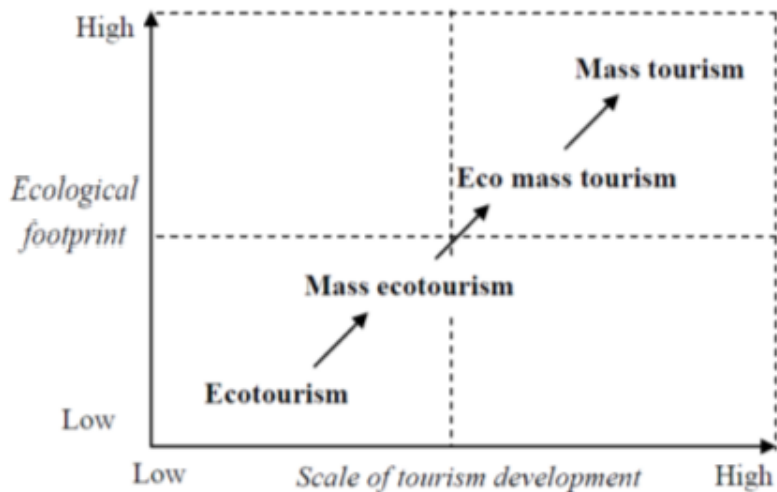


圖 1：生態旅遊與大眾旅遊轉換圖(來源： Ivanov & Ivanova, 2016)

因此，生態旅遊之發展概念為：

1. 對當地環境與居民負面影響最小化的使用。
2. 瞭解當地的自然和文化制度以及遊客參與的影響的議題。
3. 保存及管理依法受保護以及其他自然地區。
4. 當地民眾一開始、長期參與決策的過程。
5. 為當地帶來經濟等相關效益，彌補(非取代)傳統做法的不足。
6. 提供當地居民使用和參觀自然區域、瞭解遊客所需的機會。

(二) 農業旅遊

農業旅遊已在世界各地發展，源自消費者意識抬頭，想知道食物如何產生、欲瞭解農家生活、喜歡以活動為導向的遊程。農業旅遊是具有多元化組合及巨大潛力的活動與商品，效益可惠及農民(增加額外收入)、鄰近社區以及普羅大眾(教育層面)。因此，農業旅遊甚具經濟效益、社會性及環境永續性。

農業旅遊的定義各有不同，但其共通點都著重在農業活動(如栽種作物、餵養動物)與食物加工的活動體驗，並且是在特定的農場裡操作(非一般農場)，提供遊客直接的、間接的、被動的接觸，以及提供虛擬真實的場合或機會。因此，農業旅遊場域建構在工作農場(working farm)之中，型態依場地及性質可分為：

1. 無工作農場的農業旅遊—如：住宿在農舍轉型的設施中。

2. 在工作農場被動接觸的農業旅遊—如：農舍住宿體驗。
3. 在工作農場間接接觸的農業旅遊—如：享用農產品及其餐點。
4. 在工作農場直接接觸階段性的農業旅遊—如：一日農夫體驗。
5. 在工作農場直接真實接觸的農業旅遊—務農。

農業體驗是農業旅遊的重要元素，帶領遊客瞭解、親近農業與大自然，至住宿、餐飲雖屬服務商品選項，但非屬直接相關的服務，前者甚至無法達到讓遊客直接接觸農業的目的，故非農業旅遊必要存在的設施或項目。

(三) 消費者趨勢

現今旅遊市場趨勢逐漸朝向體驗經濟發展，遊客重視體驗過程帶來具有意義、多重感官刺激、情感連結而令人深刻難忘的記憶，超越旅遊所帶來的單純的愉悅感。消費趨勢包括：

1. 追求真實性—透過虛擬情境模擬實況，或將虛擬世界真實化，吸引遊客到訪，例如迪士尼即是虛擬世界真實化；休閒農場則是虛擬(模擬)農夫實境。
2. 共享消費—透過運具、住所的共享，達到低成本或無成本的旅遊。透過資訊的共享、散佈，例如運用部落格、IG 或 FB 等社群網站文章或照片分享，讓網友瞭解某地概況，進而吸引他人到訪。
3. 道德引發的抵制消費—潛在遊客對旅遊景點的評價、到訪消費與否，易受到該國形象影響，其可能因為環境保護、動物保護、人權、政治等議題，抵制消費；透過消費者行為影響國家的旅遊決策方向。

二、 旅遊市場競爭策略

(一) 永續發展模式與策略

為朝永續發展邁進，旅遊產業需要進一步改變對於旅遊商品與旅遊景點的管理方式，投入資金並促使它永續發展，進而促進國家效益。是以，規劃管理良好的旅遊業，可有助永續發展、各

部門之關係聯繫、創造更多就業與貿易機會。

旅遊永續發展的原則與指標有三：環境、社會文化、經濟。聯合國世界旅遊組織(UNWTO)更將永續旅遊定義為：充分考量當前與未來的經濟、社會和環境影響，並且滿足遊客、業者、環境和當地社區需求的旅遊型態。申言之，旅遊業永續發展模式主要有三個面向：

1. 充分利用環境資源—環境資源是旅遊業發展的關鍵要素，因此發展旅遊的同時，也須維護生態並協助保護自然遺產和美景。
2. 尊重在地社會文化—保存當地建築、生活文化遺產和傳統價值觀，並促進彼此文化的理解和寬容。
3. 確保長期可行的經濟活動—將旅遊發展所得的社會經濟利益分配給利害關係者，包括穩定就業、提供在地就業機會、位在地社區提供社會服務，以及為減輕貧困做出貢獻。

而就生態旅遊和農業旅遊商業發展模式，除了需要考量市場、產業、關鍵趨勢及整體經濟面外，尚需要考慮以下特殊因子：

- 旅遊景點可及其所有權的處理
- 技術、時間、財務規劃
- 環境脆弱性
- 風險管理與法律知識
- 季節性

講師 Alexandra 以故鄉澳洲為例，表示過去推廣農業旅遊曾遭遇許多問題，其中，缺乏技能是最大的問題。其遭遇問題與相應解決方案如下：

問題	解決方案/經驗成果
<ul style="list-style-type: none">● 缺乏消費者需求相關訊息，產品開發困難。● 缺乏產品和設施規劃指導● 無農村標誌設計協調、組織和聯合營銷不足	<ul style="list-style-type: none">● 產品品質控管並制定標準● 分析並建構成功的產品組合● 發展區域產品概念● 建立區域農產品品牌增值步驟● 開發、推廣區域產品品牌標示

<ul style="list-style-type: none"> ● 農業旅遊業者觀念建立與培訓不足 ● 缺乏技術援助和訓練 ● 經濟效益與報酬不足 ● 資源不足以吸引新的投資 ● 缺乏資金以開發資源和服務 ● 對農業經營產生負面影響 ● 公共安全及法律責任疑慮 ● 缺乏具吸引力的景點和設施 ● 不適當的設施規劃 	<ul style="list-style-type: none"> ● 建立聯合合作營銷模式 ● 建構農業社區溝通平台與農業旅遊模式 ● 農業旅遊業者正式培訓 ● 建立營運規模和銷售量的報告 ● 透過適當管控，減少對農場的負面影響 ● 分析為農業旅遊遊客帶來「區域拉動」的因素 ● 選擇最佳的農業旅遊點
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生態旅遊與農業旅遊的經營模式，與一般商業模式構想藍圖類似，須明確下列事項：

1. 客戶定位：提供產品與服務的目標對象。
2. 價值主張：解決客戶問題和滿足客戶需求。
3. 行銷通路與管道：與客戶溝通、銷售產品和服務的方式。
4. 客戶關係：與不同客戶群建立關係。
5. 現金流：公司各種收入來源。
6. 行銷資源：向客戶提供服務和價值主張的產品或項目。
7. 行銷活動：辦理對客戶主張其產品價值的活動。
8. 主要合作夥伴：外包廠商、企業外部資源供給方等。
9. 成本結構：建構健全完善的本益分析，適當分配資源。

旅遊業供應鏈甚為複雜，包括旅行社、旅遊經營者和批發商、運輸業、旅宿業、景點、政府、景點管理、貨運配送和後勤支援團隊等。而透過有效的內部組織整合、建立共通發展願景、發展穩定關係、管

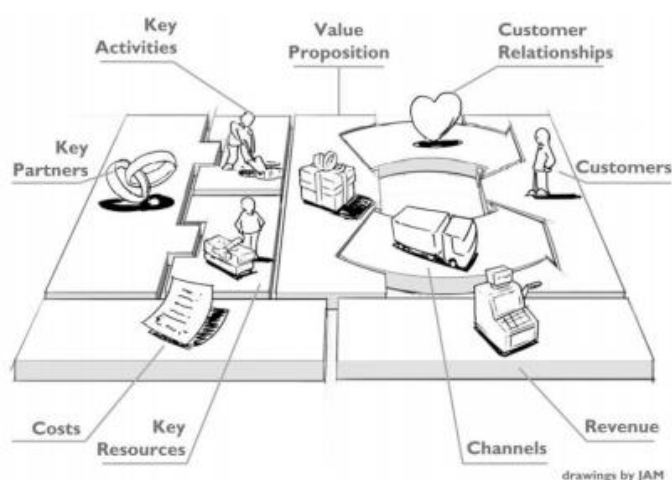


圖 2：市場供應鏈示意圖

理學習、技術感知/反饋等，可組成一個機敏的部門，進而產生競爭優勢。

(二) 加值的產品與服務

1. 社區居民共同參與

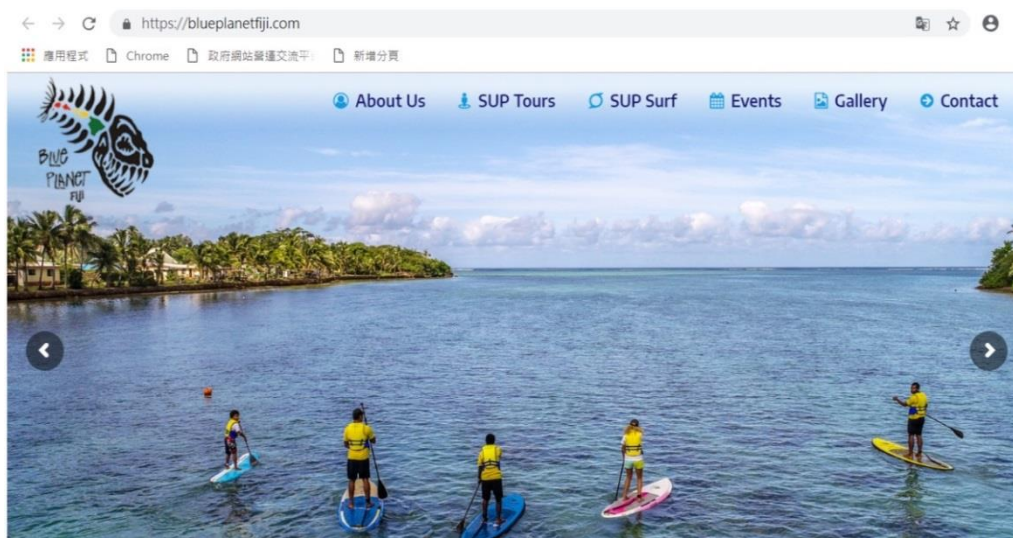


圖 3：藍色星球網站首頁(<https://blueplanetfiji.com/>)

斐濟為海島國家，擁有豐富的原始自然生態與海洋資源，50 多年前，斐濟第一間觀光度假飯店—香格里拉飯店 (Shangri-La's) 落成，但斐濟真正的休閒觀光事業是在 20~30 年前開始。Egi 女士學成歸國後發現，斐濟居民靠海維生，但並不熱衷海洋活動，但除了打撈漁獲外，與海洋的連接並不深。鑑此，為了促進當地發展與居民收入，結合休閒觀光發展，Egi 女士設立了「藍色星球 (Blue Planet Stand Up Paddle, Fiji)」，推動海洋生態旅遊，提供遊客海上立式划槳 (SUP) 活動教學及規劃。透過立式划槳活動設計，帶領遊客體驗、瞭解斐濟與海洋。主要有三種主題活動，包括：

一、划槳悠遊 (SUP Safari): 在近海的珊瑚礁保護區 (過去為傳統漁場¹) 瞭解斐濟居民過去捕撈漁獲的生活，體驗斐濟豐富

¹1980 年左右，由於密集商業捕撈，斐濟臨海魚類急劇下降。社區居民開始倡導加強對傳統漁場的保護，最終推動完全禁止商業捕魚並劃設保護區，保護其珊瑚礁和魚類資源，維護當地海洋資源與生物多樣性。

的海洋資源與自然生態。

二、村莊之旅(Village SUP)：沿著美麗海岸線，划槳觀看斐濟村莊與日常生活，觀察斐濟現今的傳統村莊。

三、尋找 Nemo 與他的朋友(Nemo & Friends)：結合擬人化的卡通，帶領孩子們在近海保護區中尋找、觀察各類海洋生物，此專為兒童設計，甚具教育意義。

Egi 女士認為，推動生態旅遊目的在於親近、瞭解自然，進而尊重自然生態，因此相關旅遊產品皆以環境變動及影響最小化為前提。目前藍色星球規模及資本額不算大，但她希望能透過此作法，行銷斐濟觀光之外，也能夠達到帶動當地的效果，進而逐步擴大。其執行作法包括：

- 建構小型海洋中心：強化當地生態保育與概念傳達散播。
- 推動社區參與：鼓勵當地居民加入，並加強與海洋的連結，進行相關海上活動。
- 人員培訓：培訓當地居民取得航海、潛水、救生員、導覽相關證照，創造當地就業機會。
- 向全球企業學習，爭取旅遊市場。
- 整合數位行銷。
- 以當地土著文化作為加值商品。

2.市場革新與創新工具

創新變動，被定義為組織內部的組織學習、新概念、新程序和產品的產生，也是企業的表現型態之一，以確保與社會趨勢同步，甚至領先；革新，則較常發生在產品，而不是服務，可採模仿、漸進或不連續的方式，直到「真正的」、「根本的」創新產生。

此外，消費市場發生了以下四種面向的變革，進而提升產品品質、效益及競爭優勢：

- (1) 產品或服務：讓消費者覺得新奇、看得見的。

(2) 過程：建構有效的經營機制。

(3) 行銷：重視與客戶溝通。

(4) 管理：以滿意度為目的。

面對消費行為與市場的轉變，共同創造、多元化體驗是生態旅遊與農業旅遊的重要關鍵，以及持續發展不可或缺的因子；提供消費者(遊客)客製化與彈性的遊程、運用網路與手機經營行銷、重視社會與在地性、連結與以價值為基礎等，都是生態旅遊與農業旅遊因應市場變動而可發展的新趨勢。以「慢活」為例，即為近來創新活動，回應快節奏的現代生活，適用層面甚廣，包括美食、旅遊、城市生活等，其重點在於透過「慢」，與周遭人事物建立連結、追求身心健康。

AgCache is a fun, exciting way to turn your business into an agritourism destination.

How can hosting AgCache benefit you?

1. AgCache connects you to your customers at your farm and allows you to build customer relationships.
2. AgCache allows you to tap into a new audience and expose your business to new partners and customers.
3. AgCache visitors give you instant feedback on what appeals most to your customers.
4. AgCache hosting provides an added product line to your product mix, i.e. agritourism activity during non-production seasons.
5. AgCache hosting gives you an opportunity to educate people about agricultural production realities.
6. AgCache requires very little time or money – select your site, choose your box (be creative!), include the log sheet, and check in every week to track your visitors!



圖 4：AgCache 功能說明

另一個結合電子科技發展農業體驗的創新活動是 AgCache。AgCache 是過去甚受歡迎的戶外活動 GeoCaching 的獨特轉折，GeoCaching 是種運用 GPS 高科技的尋寶體驗，尋寶者使用 GPS 坐標來尋找隱藏的寶藏。一旦找到了，尋寶者就會在網上發布圖片和評論。AgCache 則是使用地理藏寶網絡讓遊客體驗真正的財富：農業；AgCache 遊客有機會通過參觀經營農業企業和農場來瞭解農業的重要性和歷史，此一工具遊戲，不僅為農民或農企業提供創新的行銷工具，也提供遊客教育功能，還可

帶動 AgCache 業績²。

講師 Alexandra 也分享了其曾參與結合 AR³(Augmented Reality)與 VR⁴(Virtual Reality)技術開發產品的案例，讓上傳網路的照片或影片，透過其所研發的 APP 及工具，讓使用者產生臨場感。下圖為 Alexandra 課堂上與學員分享的 VR 眼鏡：



圖 5、6：Cardboard VR 眼鏡

3. 將生活元素轉為旅遊商品

(1) Daily Place 日常生活場域

將日常生活場域變成旅遊商品，需要考量的部分主要包括：

- 真實性—從真實的生活挖掘日常新奇的事物，有意義的故事經歷帶給遊客，作為旅遊產品素材
- 共同創造—價值並非單由服務者創造或提供，而是遊客、其他遊客，提供者和當地居民共同創造，此種價值是靈活、具有變化的。
- 體驗—邀請遊客一起參與當地生活，讓他們身歷其境，感受一切。
- 整體性—旅遊產品仍是需要有連貫的主題、巧妙的設計，重視細節，並確認雙方沒有認知落差，以確保遊客的愉悅感受。

² 資料來源：AgCache: An Innovative Marketing Tool for your Agribusiness

(https://pubs.ext.vt.edu/content/dam/pubs_ext_vt_edu/AAEC/AAEC-72/AAEC-72-pdf.pdf)

³AR：增強現實，通常與定位設備一起使用，以收集獎勵是旅遊（例如 Pokemon Go）的一部分，擷取有關景點或目的地的額外信息，或呈現不再存在的特徵。

⁴VR：虛擬現實，呈現尚未販售的旅遊景點或目的地，提供仿真的情境，重新創造不再存在或不能展示的人工製品；創造一個地方的故事；為行動不便或無法到達目的地的旅客提供身歷其境的機會。

(2) Gastro-tourism 食之旅

越來越多的人關心他們的食物來自哪裡，並希望從他們的餐飲中獲得快樂，因此，食之旅(Gastro-tourism)因應而生，它提供遊客獨特、難忘的體驗遊程，是突顯廚房文化和當地或區域飲食(食材及飲料)，與接待者或業者建立友好、真實、親身體驗的活動。而此類的遊客通常是美食家，想要在品嚐當地特定食品後，更進一步探索食物的細微差別，並走到幕後向專家們學習、瞭解食物獨特成分與烹飪技術；換言之，其旅遊目的在於休閒、體驗、探索、感受當地。

食之旅的主張是具有獨特性、傳統、在地性以及當地人推薦或準備的，因此不僅是在當地餐館吃美食，食之旅的遊客期待與當地或區域的廚師一起烹飪、覓食過程以烹飪及品嚐作結束、體驗收穫時間、產地到餐桌的過程、與餐廳廚師互動、發現新的食物與烹飪技術、特殊的食材烹飪加工技巧導覽、品嚐新的事物等。美食旅遊的倡議：具獨特性的、在地的、傳統的、當地人推薦或準備的

故就供給面而言，食之旅強化了遊程背後的連結、提升旅遊產品品質與當地經濟、創造對外的市場、是從點到面的遊程規劃、鄉村發展與地方治理的一個途徑；因此，食之旅的最佳發展模式是以地方資源為基礎、培養地方社區參與、小規模、效益擴散、具跨世代元素的。

至就需求面而言，食物是食之旅的重點，遊客透過在地美食瞭解當地風俗民情、追求與天然食材的連結、是食材、味蕾、胃與烹飪的旅行。此旅遊特色在於適合各年齡層、各世代與各收入階層，遊客教育程度普遍較高，食物的花費占全部旅費的1/3。旅遊動機包括家庭結構的改變、排斥速食、尊重多元文化且接受度高的遊客增加、受到主廚節目的宣傳與吸引目影響等。紅酒之旅即是食之旅的範例之一。

三、 旅遊的概念傳達

(一) 永續旅遊與責任旅遊

永續旅遊可作為消除貧困、保護環境、改善生活品質、賦予婦女與青年經濟權的重要工具，並且有助經濟、社會及環境的永續發展，特別是對發展中國家。

聯合國第 70 屆大會將 2017 年定為國際永續旅遊發展年，其被認為是提高公、私部門決策階層與社會大眾，對永續旅遊發展貢獻的認知，同時動員所有相關利益者共同努力，使旅遊業成為積極變革的催化劑。在「2030 年永續發展議程」和可持續發展目標（SDG）的背景下，國際永續旅遊發展年目的在支持一個致力推動永續發展的旅遊部門，在政策、商業慣例和消費者行為上所做出的變動；並將在以下五個關鍵領域促進旅遊業的發展：

- (一) 持續的經濟成長
- (二) 社會包容、就業和消除貧困
- (三) 資源效率，環境保護和因應氣候變遷
- (四) 維護文化價值觀、多樣性和文化遺產
- (五) 增進人們相互理解、與社會和平與安全

UNWTO 定義永續旅遊為：充分考慮其當前和未來經濟、社會和環境影響，並滿足遊客、產業、環境和當地社區需求的旅遊。

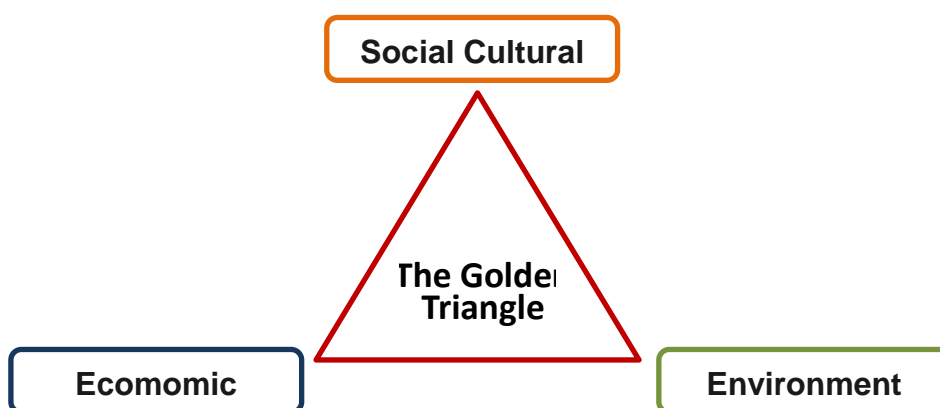


圖 7：永續旅遊原則和指標

永續旅遊是滿足當前需求的發展，同時不影響後代人滿足自己的需求—世界環境與發展委員會(WCED, *World Commission on Environment and Development*)

發展永續旅遊，是滿足現有遊客與業者的需求，同時確保並增加未來的機會。管理所有資源、維護文化完整性、基本生態過程、生物多樣性和生命支持系統，同時滿足經濟，社會和美學需求—世界旅遊組織(*World Tourism Organization*)

永續旅遊政策目的在於建立旅遊的道德準則與發展願景、制定旅遊策略與規劃作為領導執行依據外，也希望能藉此與當地建立信任與合作關係，呼應永續發展理念，並回應重視道德自律及永續發展的遊客需求，保存人與地等主要資產、提升旅遊品牌價值和聲譽，再者，減少不必要的浪費與環節以節省成本，提供有助進步發展的具體政策(有效計畫、評估進展、提供長期利益)。

推動永續的責任旅遊政策，提供了旅遊業者規劃及行動的道德框架，也描述了旅遊的核心願景和價值觀，並提供了一個永續發展規範架構，以發展短中長程目標及行動計劃的目標。歐洲永續和責任旅遊憲章亦揭示，應共同努力使歐洲旅遊業更具永續性，其主要參與及響應者包括：國際與歐洲機構、政府部門、旅遊業者、旅行社、旅遊貿易機構和商會、景點管理者、非政府組織、教育機構、媒體、旅遊集團組織；其行動方針包括：

- 1.讓所有利益關係者參與旅遊業的規劃和管理
- 2.尊重所有公民享有安全和充實假期和旅行的權利
- 3.確保旅遊業的競爭力和生存能力
- 4.提供廣泛的支持和滿意的工作
- 5.減緩和適應氣候變化
- 6.控制和管理自然，稀缺或有限資源的使用
- 7.慶祝和保護自然和文化遺產和多樣性
- 8.確保旅遊業尊重當地社區並使之受益

9.監測旅遊業的影響並尋求持續改善

10.提高對負責任旅遊業的認識和承諾

旅遊經濟的五個主要關係利益者		
1	公共部門	地方、區域和中央政府、旅遊局、公共景點（公園，博物館等），交通部門、當地發展機構等
2	商業部門	旅遊業者、旅行社、酒店和餐飲業、私人景點經營者、行業協會、商會等
3	知識團體	國際組織、學者、培訓機構、研究中心等。
4	當地社區	當地居民
5	訪客	各年齡層、不同興趣、收入的遊客

因此，推動永續旅遊，除了是讓旅遊業能持續發展、帶動全球各地經濟外，也包含了自然生態與保育、地方創生的概念；自然與文化資源是旅遊發展的根本，惟有尊重與保存維護，始能永續經營旅遊，並且透過旅遊業的發展，帶動地方經濟與就業，活絡農村經濟。故而旅遊環境(自然、人文、歷史、建築等)的維護，此不僅僅是旅遊業者的責任，也是遊客與當地社區居民應具備的道德責任：旅遊業者提供遊客正確觀念，遊客遵守規範並尊重當地的生態與文化，減少破壞與擾動，當地居民則需要學習接納遊客，並避免因經濟發展而犧牲了環境資源。

(二) 數位化行銷

數位科技逐漸成為多數企業的核心，並促使企業重新審視其商業模式，調整其產品和服務的價值主張，以及創新改革其銷售和經營方法。以移動互聯網為例，智慧型手機帶來網路便利性，提供銷售人員更多與客戶聯繫的機會，而消費者日漸依賴智慧型手機，也深深影響消費者行為與態度，消費者的要求越來越高，以滿足自我並使生活更輕鬆，而經營者與銷售人員必須不斷創新銷售手法，以為因應。

因此，電子商務的數位行銷規劃，首要的是設定目標與適當

的目標族群，進而在適當的地方、時間揭露行銷資訊，讓目標族群接收；整合不同平台的資訊，依據不同的目標族群，運用不同管道或方式，做到最適的行銷資源分配。



圖 8：電子平臺商務規劃步驟

如今的行銷模式(Marketing 4.0)透過數位化，讓供需雙方以線上與離線的方式交流，供給方結合虛、實的方式建立客戶，最後透過人與人之間的接觸彌補數位行銷-機器對機器的不足，從加強客戶服務與回饋。傳統行銷對於在提高品牌知名度和消費者興趣，仍然非常有效，而數位行銷則是讓客戶與品牌之間建立更緊密的關係，但不像傳統行銷著重與客戶互動。

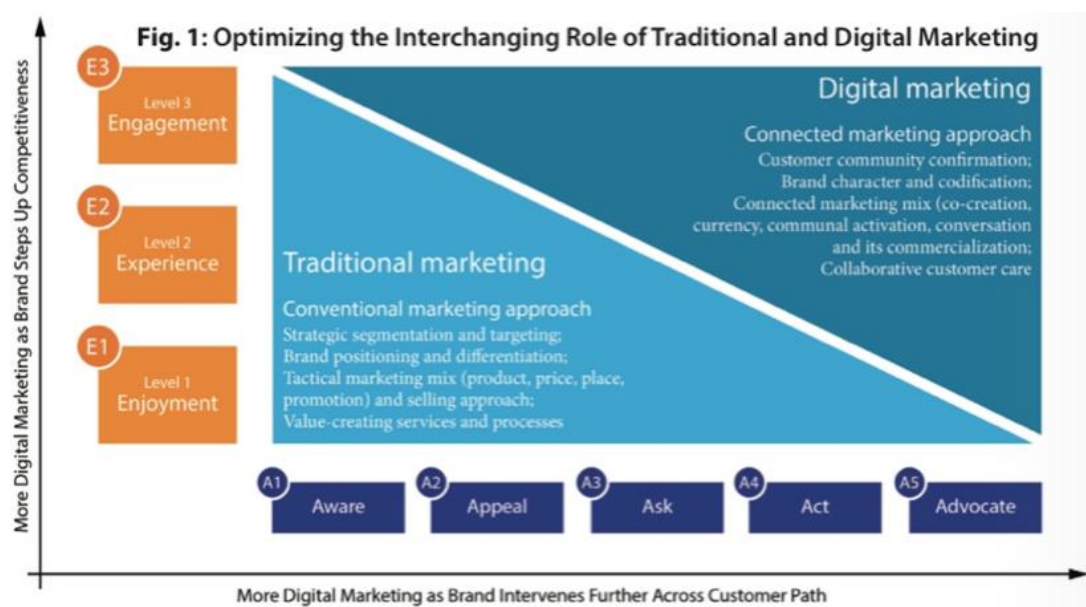


圖 9：傳統與數位行銷的轉換圖

數位行銷管道與工具包括：網站、搜尋引擎優化、搜尋引擎行銷、社交平台、手機。在數位領域，「網站」就是銷售的場域，可以隨心掌控，而能產生流量(=搜尋引擎優化+吸引力)、散佈訊息、促進轉換消費，才是有效能的網站，而確保行銷網站成功且

效能持久的方式，則是不斷地測試、優化搜尋引擎(SEO)、使用特定國家/地區的通用域名 (.com、.hk vs .org 或.com)、找個適合的雲端「主機」(付費的)、在目標市場的國家/地區設主機、設定有效的內容結構，包括關鍵字。

據調查，有 75%的網路用戶不會滾動瀏覽首頁搜索結果，因此在網頁版面占得露出先機，吸引消費者目光，是銷售的第一步；再者，部落格公司的索引頁面數量增加了 434%，顯示網站頁面擁有越多索引頁面，將獲得更多領先優勢；此外，搜尋引擎有 14.6%的轉換率，高於其他方式如直接郵寄或平面廣告的轉換率 1.7%，因此善用數位行銷，確可獲得更多商機；搜索引擎機器人以 www 來檢索和存儲當地及全球信息；最後，使用「種子」目標詞彙甚為重要，除了以消費者角度，設定適合且固定使用的關鍵詞彙外，必須是精簡、添加位置名稱，並減少不必要的視頻 (Flash、Java) 產生為佳。



圖 10：社交平台種類

企業使用社交平台作為行銷管道的原因與優點包括：獲得及流通資訊、瞭解並開發顧客、作為行銷搜尋工具、影響有影響力的人、培養品牌知名度，以及運用其廣大的傳播力。再者，移動

式行銷—手機行銷，預計將在 2018 超越電腦廣告行銷，如今約有 71 億人使用手機訂閱功能，約占使用手機的人口 97%，智慧型手機是具人性化的工具，手機行銷是注重消費者的體驗感受。政治大學企業管理系教授別蓮蒂指出：「智慧型手機在消費者生活中，已經翻轉了新的商業價值模式；同時，『視覺』也是五感經濟中，唯一創造了最廣泛且強烈的行銷應用。」



圖 11：移動式(手機)行銷類型

四、 國家報告

12 個會員國簡報介紹國內生態/農業旅遊推動規劃與執行概況。我國代表國家報告摘要、全文及簡報，詳附件 1~3。

五、 實地參訪與分組報告

(一) 實地參訪

1. 沉睡的巨人花園(Garden of the sleeping giant)

沉睡的巨人花園坐落於 Nausori 高地山腳，是楠迪(Nadi)最大的花園苗圃，占地約 20 公頃，距離市區約 10 分鐘車程。該花園原是為私人因熱愛收藏蘭花而設計搭建，多年之後，發展成為一個熱門景點，其擁有斐濟多項本土植物與蘭花，展示約兩千多種不同種類的蘭花，內部尚有大型的百合花生態池和原

生森林，維護當地生態與生物多樣性。

花園裡的本土植物與花苗，僅供參觀，不作販售，而業者為開發更多植物與蘭花品項，也會嘗試雜交育種，並培訓當地居民作為導覽及服務人員，創造當地就業機會與商機。行銷管道包括網站、宣傳手冊，另外也會提供到訪的遊客迎賓飲料及傳單贈品，加深遊客印象。



圖 12~14(左至右)：沉睡的巨人花園入口、負責人講解園內各類蘭花、園內原始生態

2. Sabeto 泥溫泉 (Mud Pool)

Sabeto 泥溫泉距離沉睡的巨人花園約 15 分鐘車程，其泥漿是溫泉水與火山灰結合形成，當地人認為溫泉中的硫磺具有緩解關節炎、感冒等療效，因此開發了 Sabeto、Tifajek 等 2 處泥溫泉，推廣泥浴與蒸汽浴，或者可將全身塗滿泥漿，然後在陽光下曬乾直至它變乾後，洗淨。

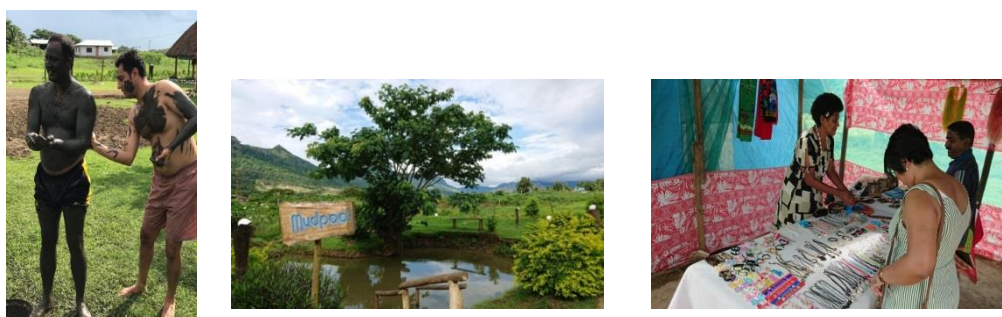


圖 15~17(左至右)：泥溫泉體驗、泥溫泉池、當地居民擺攤販售手工藝品

Sabeto 泥溫泉並未架設官網，其行銷方式主要是透過在地旅行社推廣、當地人口耳相傳與遊客經驗分享。參訪當天除了

部分學員親身體驗泥浴之外，現場尚搭建簡易棚架提供當地居民販售其手工藝品，此外，也提供按摩等服務，服務人員均為當地社區居民，提升當地社區居民的參與度，也創造了就業機會與收益。

3. 斐濟文化村(Fiji Culture Village)

斐濟文化村位於楠迪(Nadi)的 Nacaqara，展示了斐濟過去的歷史人文，包括土著生活方式、舞蹈儀式、習俗、雕刻、陶器、武器、塔帕、服裝、建築寺廟、手工藝品等。其保留了當地的土著生活場景，有助文化傳遞，也提供了遊客導覽解說及服務人員都是採用當地經過培訓的居民，除架設官網行銷外，也有雜誌報導宣傳，如：機上雜誌與 FIJI ME 旅遊雜誌，對到訪遊客也會給傳單贈品跟迎賓飲料。



圖 18~20(左至右)：斐濟文化村迎賓、傳統寺廟、傳統器皿製作

4. 小組心得報告詳附件 4

(二) 分組規劃報告—斯里蘭卡五天四夜探索之旅，詳附件 5。

(三) 培訓課程過程相關照片，詳附件 6。

伍、心得與感想

亞洲國家中產階級逐漸增加，人們愈趨重視工作與生活之間的平衡，因而促進了旅遊業發展。2017年，國際遊客總數增長了7%，是過去7年最高；根據聯合國世界旅遊組織統計，旅遊業是全球第三大出口，並將在2018年繼續成長。然而，隨著旅遊業的迅速發展，雖對振興經濟已有顯著成效，但同時也導致環境惡化等問題，對是，永續旅遊的概念因應而生，被廣泛討論並認為是解決環境問題的可行之道。

生態旅遊是永續旅遊之一，此旅遊型態預計將以每年20%的速度增長，是指參觀原始、未受破壞的自然區域，小規模且重視遊客道德責任的旅遊型態。此類旅遊常是當地生態保護的資金來源之一，也支持了當地經濟，政府甚至會將管理維護的權限授予社區居民，促進民眾參與，凝聚當地的環境保育共識。近年旅客偏好，已從純粹消費購買體驗，轉向尋求有意義且有助身心成長的知性旅遊活動，生態旅遊便是符合此消費取向的旅遊商品。

農業旅遊除與生態旅遊有共同的理念與價值觀，其場域主要建構在工作農場(working farm)上，與臺灣休閒農場以一級農生產為基礎，且須有60%以上農業經營面積之規範相符；其多數需要在地居民的共識和參與，將他們的日常生活與場域空間分享給遊客，因此，社區參與整體旅遊服務價值鏈，並將資源及所得效益，適當分配予在地社區居民與農村中小企業，對於成功發展農業旅遊也是重要關鍵。

臺灣與斐濟同為島國，擁有多元的生態與農業資源，而如何在活絡地方農村經濟的同時，促進環境的永續發展和生物多樣性，是我們須面對並深思的問題。斐濟以維護生態、減少擾動為前提，推動生態旅遊，積極培訓當地居民為主要導覽及工作人員，試圖達到促進觀光、環境保育、創造地方就業機會的三贏局面，斐濟藍色星球負責人 Egi Tikoi Dodd 女士便是最佳實例，值得我們學習與參

考。

近年遊客偏好走向追求「質」—獨特、真實的體驗，喜歡長時間停留在一個地方，探索當地傳統、日常生活與景觀，與當地居民互動，感受文化差異，而非追求旅遊景點的「量」，此型態在背包客等散客，最為明顯。而旅遊的普及與遊客高度自主性，也提高了世人對旅遊責任/道德的重視與認知，包括尊重當地、減少環境破壞與擾動等，綠色旅遊、無痕旅遊均是相應而生的旅遊商品；因此，如何透過旅遊體驗傳達此種意念、珍惜自然、以開放態度接受新文化與知識工具、扶助社區成長、從挑戰和冒險中體會旅遊的核心價值，都是能夠從生態旅遊和農業旅遊中發展並學習的課題。

附件

Agrotourism in ROC (Taiwan)

Yeh, Ai-Ching

Republic of China (Taiwan)

Agrotourism is a current trend in tourism in Taiwan. Initiating to nurture value-added agriculture, together with private-sector efforts to offer agrotourism, rural cuisine and agri-gifts and agricultural festivals, COA have led to growing interest in agrotourism. According to tourist behavior survey, the factors that attract tourists to visit Taiwan are the scenery, cuisine, local customs and the friendly people of Taiwan. agrotourism obviously has the aforementioned factors, which is very competitive to attract foreign tourists.

Recreational districts have been built up around farming and fishing villages by integrating their local specialty products, cultural festivals, and natural scenery. In every season of the year, growing numbers of domestic and foreign visitors now spend time at farms of many different styles; harvest fruit at pick-your-own fruit farms; go hiking or birdwatching in forest parks; or take boat trips for angling or whale-watching. Agricultural tourism gives people the opportunity to open up their senses and experience Taiwan's flavors to the fullest.

In short, we not only promote domestic tourism and inbound tourism also. And expanding foreign tourists to engage agrotourism is considered as important target. Moreover, to promote the internationalization of the agrotourism industry will help to enhance industrial competitiveness.

By the end of 2017, the COA had designated 82 recreational agricultural areas, and assisted 405 leisure farms to receive certificate. In 2017, about 26.7 million tourists, including 500 thousand foreigners, have visited Taiwan's agrotourism, creating NT\$10.7 billion (US\$356 million) for the industry.

Agrotourism in ROC (Taiwan)

Yeh, Ai-Ching

Republic of China (Taiwan)

Abstract

Agrotourism has been promoting in Taiwan since the 1980s to improve farmers' income as well as integrate production, food processing and service sectors of farming. To successfully promote agrotourism, the Council of Agriculture (COA) in Taiwan uses two key strategies to develop agrotourism. Firstly, "designated areas for agrotourism" (recreational agricultural areas) have been created, with respect to supply infrastructure such transport and tourist information. Secondly, many "agrotourism operators" are set up and encouraged to provide tourists with agrarian related activities such as eating, picking your own, accommodation or landscape amenity.

1. Introduction of Agrotourism in ROC

Land size of Taiwan is about one tenth of that of Japan, or less than 2% of Indonesia. There are two main features of farming sector in Taiwan: farmers whose average ages are above 62 and individual farm with an average land size of less than 1 hectare. The fact of small scale businesses make it difficult for farm households to be economic viable. Development of agrotourism is thus considered as a useful approach to overcome the difficulty and upgrade capacity of agriculture.

The agricultural development policy in Taiwan is governed by the Agriculture Development Ordinance. The closest to development of agrotourism in the Ordinance is the definition for "recreational agriculture" which is defined as "A kind of farming management that applies landscapes of countryside, ecosystem and environmental resources, integrate the production of agriculture, forestry, fishery and animal husbandry, agricultural activities, culture of farm villages and life of peasant families, provide citizen recreation and enhance the objective of experiencing agriculture and farm villages." Accordingly, the "recreational farm" is defined as "the farm that is managed for recreational agriculture activities." In article 63 of the Ordinance requires that the local government (the city or county/municipality) "in accordance with regional agricultural features, landscape resources, ecosystem and cultural heritage, shall schematize agricultural regions for recreational purposes that should be

submitted to central authorities for sanction.” The establishment of the recreational farm is required by the Ordinance to be examined by the competent authorities at city or county/municipality level. And after the examination, the application should be submitted to the central authority for approval. Based on the Ordinance, the Council of Agriculture is the authorized of “enacting regulations about recreational agricultural areas, such defining conditioned, procedures, assisting construction, minimum area, granting conditions, permit issuing and abolishment, land usage, managing construction behavior and other items should be complied with.” Such regulation is first enacted 1992 and amended several time since its enactment.

The COA had approved 82 recreational agricultural areas to help start-up of farm households diversifying from traditional farming into tourism activities. Meanwhile, there are over 400 recreational farms which have gained permissions from the government. These tourism operators are situated in the designated areas for agrotourism, where agrarian environment is the main attraction. Individual agrotourism farm operators take advantage of transportation, landscape amenities, tourist information center and so on.

The census on agriculture indicates that for farm household that engaged in some diversified operation on the value added activities such as food processing and other agrotourism activities tend to have on average a higher (2~8 times) return compared with farm households that only takes care of traditional agriculture productions. The activities include collecting or enjoying agricultural products, to farm for the public, to experience the rural life, to narrate the course of farming, meals services, board and lodging, and other creation activities. The top three most popular provisions for recreation activities for farms were meal services, collecting or enjoying agricultural products and lodging.

The ideal for farms to engage in agrotourism activities is initiated from generating supplementary farm income. But just as the commodity market, the world is changing from the insufficient to the ear of abundant supply. There is more than the intent to help farming household that matters for the survival of the rural community. But it has to resort to the consumers to accomplish the cycle of sustainability. agrotourism carry with it an important mission to revitalize the rural community and culture, even to educate the public about the heritage or even how did the food come about.

In order to attract tourists and introduce the ideal of agrotourism to the general public, efforts through media report, newspapers, travel guidebooks and through popular television shows and dramas. The tourists get interested about where the popular drama got filmed; eat the same thing as the actors and actress ate in the film, stay in the rural home-stay site to the film; tryout the activities on the farm; and even to act out.

2. Strategy & Result

Since set-up of recreational agriculture areas aim to help both tourists and farm tourism operators, there are some criteria to follow. The government has to ensure sufficient cultural and natural resource to attract visitors. So, there is an official restriction on proper land size for each individual area. When it comes to urban area, land size between 10 to 100 hectares is required, while in non-urbanized areas, land size between 50 to 600 hectares is accepted. Establishment of recreational agricultural area relies on close collaboration of residents in agricultural villages, farmers' associations, and local government. Each of them is eligible to propose a plan for setting up an recreational agricultural area. When a proposal is ready and received by the COA, the plan is being reviewed and then decided whether it is approved. As far as start-up of individual tourism farm is concerned, both traditional farm households, local businesses are qualified to apply for a license for a recreational farm. But these applicants have to consider how much the diversified business will cost to set up? How to finance the plan? How profitable it will be? How to market it? In Taiwan, agrotourism farm must be authorized and licensed by the COA.

Besides that, the COA works to create a tourist friendly environment, promotes value-added and creative uses for these farms, strengthens the quality of manpower and overall service capabilities in the rural leisure industry, and guides recreational farms to move in the directions of having themes, having unique characteristics, being "smart," and being regional. By the end of 2017, the COA had designated 82 "recreational agricultural areas," and licensed 405 recreational farms, as well as assisted 133 "Tian-Mama's cuisine units." We also selected 22 agro-gift or souvenir items, to enrich the unique elements of agro- tourism.

The COA also promoted 81 themed itineraries for rural travel, including fruit-picking, "Happy Farmer," and rural itineraries, and developed regional promotional activities like "Agro-Tour in Hualien/Taitung, Let's Go!" and the "Sea of

Flowers in Xinshe.” We also utilized online social networks and diversified integrated marketing to develop virtual-reality sales channels and strengthen cooperation with other industries, in order to deepen the domestic tourism market and broaden the tourism market for people from New Southbound Policy countries, Japan, and Muslims to come to Taiwan. In 2017, the agrotourism industry attracted 26.7 million tourists, including 500,000 foreigners with total production value of NT\$10.7 billion.

3. Issues and Impediments

One of the challenge in the agrotourism industry is majority of the scale operation of the agrotourism enterprises are small. The government implemented the evaluation system for conducting on-site evaluation (appraisal) of the recreational farms. Since many of the farms are small scale and that the concept to use customer data based marketing scheme is not attractive option for small farms that could offer only Limited options of onsite experience that re-visit during the same season is hardly likely. Therefore, in most cases, the recreation farms are visited by families and small groups.


Besides, the commonly weaknesses also included the items such as low sales revenue, aging farm managers and farm workers, the number of days working on the farm is limited, and unavailability of labor force. Other commonly raised weakness included low arable land area, low revenue from processing and agrotourism activities, the farms are too scattered, and too far away from major metropolitan areas.

In addition, the enterprise used the term of agrotourism but the context of the operations do not conform to the ideology of agrotourism defined in the regulations and some of the farm cannot be legalized because of the size of the operation and other violation of land use requirements set forth by related regulations such as zoning.

There is clearly strong desire for the legitimate agrotourism farms want to be clearly identified as such. The permits issuance and appraisal system is a good mechanism to be in the stratified segmented market for the consumers who believed in the certification as the basis for quality guarantee for this highly experience based activities. The hurdle of the entry serves as a burrier to increase the number of Agrotourism enterprises on the market and thus the competition in the limited tourism market.

4. Conclusion

For any successful farming business, awareness of local residents and farmers is the most important factor. To build an agrotourism area, the government carries out a bottom-to -up approach to encourage local people's ideas and asks tourism businesses to treat each other as partners, rather than competitors. This adds to the possibility of successful business span. To conclude the experience of agrotourism in Taiwan, macro approach (designated areas for agrotourism) and micro approach (agrotourism farm operators) carrying out at the same time has to be emphasized. Proper governmental intervention and reviewing laws and regulations continually to ensure that they are optimal are also critical to ensure the quality of tourism.



Agrotourism in ROC

Yeh, Ai-Ching
Specialist, Department of Farmers' Services,
Council of Agriculture, Executive Yuan,
ROC(Taiwan)


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Outline

- Overview of Agrotourism Development in ROC
- Issues & Challenges
- Solutions & Strategies
- Best Practice
- Conclusion

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An Overview of Agrotourism Development in ROC

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Natural Environments

23 millions
Population

36,194 km²

7,966 km²
Arable land (22%)



Tropical Zone
Subtropical Zone

The climate is complex and ever changing

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Development of the agrotourism has its legal foundation in the **"Agriculture Development Ordinance"**.

Recreational agriculture is a kind of farming management that applies landscapes of countryside, ecosystem and environmental resources, integrate the production of agriculture, forestry, fishery and animal husbandry, agricultural activities, culture of farm villages and life of peasant families, provide citizen recreation and enhance the objective of experiencing agriculture and farm villages.



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- **Agrotourism** is the agriculture combining **production, live** and **ecology**.
- In terms of operation, it is the rural tourism merging **agricultural production, manufacturing** of agricultural products and tourism **service** industry.

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Developing Process of Agrotourism in ROC

Agrotourism 1.0	Agrotourism 2.0	Agrotourism 3.0	Agrotourism 4.0
Traditional Agriculture	Quality Agriculture	Recreational Agriculture	Value-added Agriculture
Understand		Experience	Perceive & Feedback



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Recreational Agricultural Area

Urbanized Area: 10 ~ 100 ha
Non-urbanized Area: 50 ~ 600ha

The relationship between recreational agricultural area for agrotourism and agrotourism businesses


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The role of local & central government

- **The local government**
 - schematize recreational agricultural areas (in accordance with regional agricultural features, landscape, ecosystem and cultural heritage)
 - inspect each area every 5 years
- **The central government (COA)**
 - review & approve the proposal by the local government
 - supervise local government
 - provides job training and management skill for agrotourism operators

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Issues, Challenges and Solutions

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Issues & Challenges

- Aging and Lack of Labors
- Small scale operation
- Lack of specialized skill in managing recreation facilities
- Violation of land use requirements

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Strategies

The approach taken in ROC to enhance the competitive strength of agrotourism is focusing on :

- Human resource development
- Consulting(coaching) service for the industry
- Providing diversified options for tourists
- Integrated marketing platform
- Review relevant laws and regulations continually

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Fruit Travel Brochure

<https://ezgo.coa.gov.tw/>

Chinese	Japanese	English
Korean	Vietnamese	Thai

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Best Practice - Tea Tourism



Viewing the natural landscape is one significant feature of tea tourism.

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Tea leaves plucking is an important feature of tea farm tourism.



Tourists are experiencing tea making by themselves.

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Tea leaves plucking is an important feature of tea farm tourism.



Tourists are experiencing tea making by themselves.

15



Taiwan tea and relevant products are known worldwide.



Tea food is very attractive to tourists.

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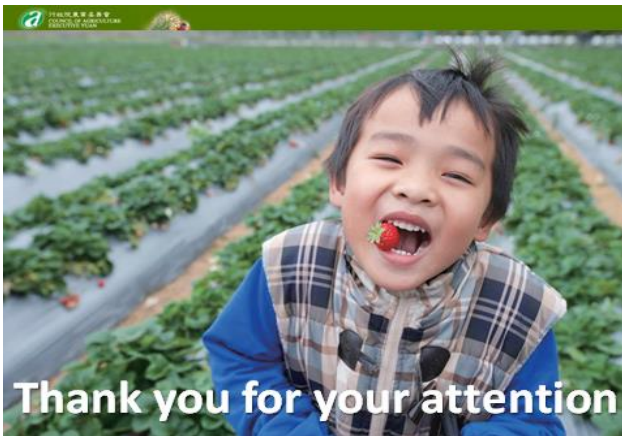


Conclusion

- Agrotourism is arising due to multifunctional use of farming areas.
- Ecology, production and residents' life are jointly promoted by agrotourism development.
- Create a new way of agriculture by diversifying it into tourism.

SMART Agriculture

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BRIEFING

- The garden of the sleeping giants is regarded as the biggest botanical nursery in Nadi which has vast variety of trees and plants.
- **Product Development**-Cross breeding of trees and plants,(Separate Nursery).
- **Community Engagement**-Local Employees ,Trained and natured.
- **Marketing Innovation**-Broachers and flyers giveaways, welcome drinks, Website.
- **Responsible Practices**-Nature Preservations.



BRIEFING

- The culture village is the most spectacular village experience of Fijian life style of the ancient days.
- **Product Development**-showcase the ancient Fijian lifestyle(nature, cooking, lighting fire, pottery making, weapons , mats, clothing ,chiefs Bure and the experience and village temple.
- **Community Engagement**-Local Employees ,Trained and natured.
- **Marketing Innovation**-Broachers and flyers giveaways, welcome drinks, Website, inflight magazines and Tourism magazines(Fiji ME)
- **Responsible Practices**-Cultural Preservations with a touch of entertainment.



BRIEFING

- Natural Setting with Scenic view of the Sleeping Giant in the background – Nature showing it's wonders – thermal heating caused by volcanic activity.
- **Community Engagement**-Health Benefits (Mud Pool, Steam Bath) – good for cold, body pains. Local Employees from the nearby villages.
- **Marketing Opportunities**- Inbound travel agents and Word of mouth.
- **Responsible Practices**-Income & opportunities for the villagers/ community.



OUR PRODUCT – AGRI & ECO TOURISM PROJECT

- A 4 night/ 5 days package

Day 1	Day 2	Day 3	Day 4
Whale & Dolphin Sightseeing (Eco – Tourism)	Cultural Events – Villages & Traditional Cooking (Eco – Tourism)	Tea Planting Hilly Areas (Agri – Tourism)	Pagoda and Kingdom Reservoirs (Eco – Tourism)
Coastal Area – Surfing & Fishing (Eco – Tourism)	Biodiversity & Chained Cultivation (Agri – Tourism)	Water Falls (Eco – Tourism)	Old Ruins & World Heritage – Sigiriya Heritage (Eco – Tourism)
	Visit Buddhist place & Events (Eco – Tourism)	Botanical Garden (Eco – Tourism)	

COMPOSITION

Details	Explanation
Accommodation	Cottages owned by hotel owners.
Travel	Bus Excursion, Boat, Safari Jeep, Push Bikes (Bicycle).
Restaurants	Hotel & Village Restaurants, Village House (Traditional Cooking Experience)
Activities	As detailed in the Daily Package



CUSTOMER EXPECTATION

- Knowledge of traditional Sri Lankan experiences.
- Fun & Family Time.
- Whale & Dolphin watching.
- Meet locals & learn their language.
- Villas and architectural gems (both ancient and modern) hidden from the usual tourist trail including Heritage Sites.
- Relaxation & Discovery.



TIMESCALE

- Approximately 3 months

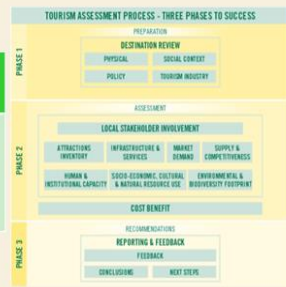
Project	Timing
Approvals	3 months (from the Local Government, Provincial Councils, Stakeholders)
Set Up	1 month (Colombo Office)
Connections	<ul style="list-style-type: none"> • (2 weeks) Advertise through local tour operators • (1 week) Program and timing of the trips with Bus & Boat Operators • (3 month) Buy in the Villagers into our "Explore Sri Lanka" idea, provide training & guidance to the Local Tour Guides • (1 month) Hotel Reservations & Special Deals for our Company • (1 month) Arrangement with Tea Factory on the Tour & Expectations (Variety of Teas, Harvesting Processing & Tasting). • (2 weeks) Miscellaneous & Others

PROJECT BUDGET

Particulars	Cost (USD)
Approvals – Licenses, Registration	\$1,000.00
Office Set Up – Rent, Furniture, Fixtures, Computers, Telephone, Fax, Internet	\$4,000.00
Insurance & Medical	\$2,000.00
Office Staff Salary – Executives, Senior Suppliers, Project Assurance, Project Manager, Project Support, Team Manager, Tour Guides, Trainer (6 months)	\$6,000.00
Advertisement & Marketing – Website Development, Social Media, Billboards, Banners, Brochures, SMS Marketing, Newspaper	\$4,000.00
Company Vehicle (on monthly rental)	\$6,000.00
Others	\$2,300.00
TOTAL START UP COST	\$25,300.00 USD

DEVELOPMENT SKILLS

Tour Guide (Professional)	Local Tour Guide	Company Staff
Hired & Trained according to Company Values, Quality & Standards	Villagers & Fishermen	Customer Service Experience, Project Management, Financial Management



KEY MILESTONES

1. Reach Breakeven Point in Year 1 of Operation.
2. 1,000 Customers of "Explore Sri Lanka" in Year 1.
3. 80% Customer Satisfaction Rate in Year 1.
4. 25,000 followers on Facebook in Year 1.
5. 10% increase in the Monthly Income of the Villagers part of our Project.

RISK!

- Natural Disasters
- Government Taxes
- Political Risk
- Credit & Liquidity Risk of Sri Lankan Rupees
- Marketing Outreach not maximized
- Competition from Similar Operators
- Accidents, Injuries & Death (Tourist Based) - Becoming Famous for the "wrong reason"
- Dangerous Animals (Leopards, Tigers, Snakes)
- Village/ Community (Lack of Engagement)
- Language Barrier
- Cultural Dilution





APO 代表(左 4、左 5)、講師(中、右 5、右 4)與全體參訓會員國代表合影



各國代表自我介紹



本小組成員(由左至右)：斯里蘭卡、印尼、臺灣、斐濟、巴基斯坦、斐濟等國代表



分組討論實況



APO 代表及講師一同授證