

Innovation Strategy of Tourism Factory

- A case on Taiwan Tea Industry

LIN, SHAO-CHIEH

Asia University
Department of Business Administration
Taichung, Taiwan
ol2310@hotmail.com

WU, TAIN-FUNG

Asia University
Department of Business Administration
Taichung, Taiwan

Abstract—Tourism factories are combination of traditional industries, tourism, services and the experience economy. It is an industry innovation and value-added. This study analyzes the value activities of Tourism factory in Taiwan's tea industry. Identification and application of value chain activities and innovative thinking, in order to find the best strategy for Taiwan's tea industry value innovation. Taiwan tea industry processing technology excellent, to enhance and extend the value chain, enhance the tea industry, diversified development and added value. The wineries in Europe are as an example. Combine Tourism factory in Taiwan tea industry business model. Taiwan tea Tourism factory improve the economic value of agriculture, the development of agriculture experience economy, improve the quality of service activities. In Level 1 and Level 2 for the basic industries, the development of Level 3 travel services industries, the last is a combination of Level 6 industries' development. In this paper, we offer a common value chain analysis of the construction of tea factory Tourism industries, and through personal interviewing, case analysis, to understand Tourism factory industry value chain activities to achieve the value of innovation strategy. The study is Taiwan tea industry Tourism Factory owners. Findings provide Tourism factory and the specific approach by the tea industry innovation strategy as a future reference for the management plan.

Keywords—value chain ; innovation strategy ; Tourism Factory ; tea industry; Highlights tea factory

I. INTRODUCTION

Reason for the transformation of traditional agriculture will be: external demand industry, international trends; national policies: tourists doubling plan, the development of cultural and creative industries, high-value industries and factories began offering tourist services.[9] "Tourism Factory" is Taiwan's SMEs to face global competition policy as a guide, so that the industrial transformation from a simple manufacturing process for the tourism and leisure composite, and knowledge-based economy standards, accumulated knowledge in the real estate industry for the promotion of new high value-added industries.[7] Which includes sanitation management system, social care and environmental protection, preservation of cultural assets and industrial activation, focusing on agricultural production and processing-oriented manufacturing industry, but also profit from the traditional mode of thinking, start stretch of concern in agriculture in the production process are friendly, the final consumers eat at ease, sightseeing factory show presented, to create higher value chain for each point. [8]

Chinese tea culture has a long history, tea drinks and is an important economic crop in Taiwan, but also a representation of the product in the international arena. Review experience of foreign countries will carry out traditional industries Sightseeing, French wineries and tourism marketing, Canada to promote the local wine Tourism. [14] South Korean cabbage kimchi, sightseeing commercialization and carry forward the traditional Korean Kimchi experience cuisines successfully develop.

Most of Taiwan's tea industry is self-employed individuals, homegrown; they ignore the benefits of industry consolidation. Present traditional skills of tea factories are faced with competition. Preservation of traditional industries is a test. If the tea industry and tea culture spirit, combine Tourism, tourism experience through innovative activities to his value. Actually, enhance the Tourism competitive strategy in Taiwan.

In 2010, the Tourism Bureau of Taiwan tea leaves into the international. Tourism tea industry in Taiwan has been specifically designed. The Agriculture and Food Agency 2014 launched "Development of the highlights of the tea industry and tea service operations", commissioned by the various units of Asia University and Association for Agro and Rural Tourism of Taiwan, the service sector to enhance the combination of training Taiwan tea as "tea highlights" It has become the development of traditional benchmark.

In summary, the traditional Taiwanese tea industry needs to be repositioned. This is a emerging industry with local culture, resource characteristics as a basis, and combining innovative technology and sophisticated research and development capabilities in agriculture. It is great potential for development of Taiwan's Tourism highlights. Therefore, understanding this stage tea factories and industrial Tourism industry value chain, innovation and Tourism development potential of the business model, this is the background and motivation of the study.

Purpose of this study is:

- 1) Construction of factories Tourism tea industry value chain through literature review and personal interviewing.
- 2) For the value chain matrix, each value activity to study how the development of innovative model strategy.
- 3) Elaboration of Taiwan tea industry development plan Tourism factory reference and recommendations through research.

II. LITERATURE REVIEW

This research introduces the literature related to the Tea industry Tourism Factory, Business patterns and the problems they face. The construction of the value chain theory and strategic alliance will also be discussed.

A. Tourism Factory

In 2002, the rise of Taiwan by the Chinese market and the effects of globalization. Global competitiveness of Taiwan's traditional industries has been seriously challenged. Traditional industry is facing pressure industrial relocation and restructuring. Thus, in 2003 the Taiwanese government to encourage industrial history and has local characteristics, and traditional Factory willingness transformation; they can service through reengineering way manufacturing-based traditional industries to gradually transition to converged service experience, education and heritage local culture and Tourism Recreation Multi featuring "Tourism Factory." Ministry of Economic Affairs proposed "to promote the development of manufacturing, tourism and leisure industry plan" counseling foundation of traditional industries through the manufacturing through Factory visits, live commentary and experience to bring new elements to the traditional Tourism leisure production facility.

End of 2015, a total of 135 Taiwan Tourism Factory in Taiwan, more than 20 million tourists annually (Table 1)

TABLE I. TOURISM FACTORY DEVELOPMENT PROCESS INDICATORS

Time (Yyyy)	Appraisal Number	Excellent Number	Tourism revenue One hundred million	Tourism visitors Million
2007	NA	NA	0.04	90
2008	14	NA	4	110
2009	10	11	9	200
2010	21	10	14	500
2011	30	10	16.3	650
2012	9	9	20	1000
2013	21	5	23	1200
2014	16	8	33.2	1660
2015	14	4	40	2200
總計	135	25 ^a	159.54	7610

^a. Technology Research Institute Foundation, 2016. Note
^b. good for the three-year period, and therefore repeat winners

Tourism Factory because of a collection of 1,2,3 industry, a forward link agricultural production, the next link three business models of agricultural production as a spokesperson to directly face the consumer as a tourist sightseeing By. Reflect on the environment-friendly for farmers care, commitment to food safety; Factory as a showcase for Tourism, you can pass the knowledge industry, heritage and cultural life, can be linked to care for the disadvantaged, or even give the product more meaning Cultural & Creative Design[8], this is a corporate social responsibility.

B. Highlights tea factory

After the Factory Tourism through policies to promote research, create benefits Tourism tourists in 2008 was 1.1 million people, 400 million yuan of economic output, by 2014 to reach 16.6 million visitor arrivals, an increase of the rate reached 38%, Tourism output value exceeded 3.32 billion

yuan, annual the rate of increase of 43%. Tourism facilities in international development has also been for many years, with a variety of different types of well-known brands, such as: the Dutch Heineken beer Factory, silk Factory in Thailand, South Korea seaweed plants, Japan Ishiya Chocolate Factory, Germany Ville Roy & Boch porcelain Factory etc., they are successful cases.

Taiwan tea production area are located in the famous scenic spots, rich tourism and leisure resources.

Research and Analysis Reference French and Italian wineries of development, the development of Taiwan tea collation mode of operation. Development "Highlights Tea Factory" contains: the depth of tourism development as the theme of tea and tea-related suits run, research and development tea dining experience activities and gifts, and established tea brand of mark with the label.

C. Value Chain

The value chain, also known as value chain analysis, is a concept from business management that was first described and popularized by Michael Porter in his 1985 best-seller, *Competitive Advantage: Creating and Sustaining Superior Performance*[10].

Ketchen and Hult [5] study found that the traditional supply chain perspective is to focus only on a single element of velocity or costs. Value chain is a new generation of cost, quality, speed and flexibility are deemed necessary. The overall value of the value chain value activities and margin constituted. Source of corporate competitiveness is linked value activities, create value for themselves, but also create value for customers. In a common value chain, each type of activity to follow service quality, brand image, social image or leading technology, [2] and then broken down into more independent activities.

Establishing the agricultural value chain, with creating agricultural competitive edges in mind, aims at fulfilling the demands of consumers and planning, executing and managing the production and marketing process from the producer of agricultural products or services to the consumer. [10] [11]

D. innovation strategy

Innovation is the core strategy [12], innovation is to make the organization's resources to create a good performance capabilities. Which aims to allow enterprises to use resources to be able to achieve the greatest effect; and changing consumer's values? Innovation will also encourage enterprises to continuously change, seen as an opportunity to organize to seek development by innovation and improve the core capability in response to external competition in their career field. Therefore, as long as the organization is able to use existing resources to create value, it can be seen as an innovation. [6]

Innovation must be sustained and systematic. Innovation necessary provision regular budget. In business combinations, the core business and innovation should be mutually balanced and active management, the innovation proficiency into the organizational processes important to support the company's

operation. Construction Core Competitiveness depends on a series of innovative management procedures to develop. [12]

III. RESEARCH METHODS

This study literature analysis Construction of Taiwan tea industry Tourism factory value chain; through personal interviewing, understand the tea Factory Tourism industry value chain for each value activity of tea culture Tourism development strategy and targets content and competitive advantage.

A. Construction industry value chain

According Discussion Document can construct Table 2. Tourism Factory tea industry value chain matrix, each value activities and policies "of the six facets" intersect to form strategy point, by linking strategy between points, can develop practical program of action.

TABLE II. TEA INDUSTRY TOURISM FACTORY VALUE CHAIN MATRIX

Marketing and Sales	Reservation and on-site	Reception, line planning	Guided tours	experience	Tea food and beverage	Service before leaving	Strategic Alliance
A01	A02	A03	A04	A05	A06	A07	Scope and Characteristics
B01	B02	B03	B04	B05	B06	B07	Segmentation of the Target Market
C01	C02	C03	C04	C05	C06	C07	The Decision of Vertical Synthesis
D01	D02	D03	D04	D05	D06	D07	Relative Scales and Economies
E01	E02	E03	E04	E05	E06	E07	Geographical Range
F01	F02	F03	F04	F05	F06	F07	Advantages of Competition

B. Object of study

Documents and official website and search for "Factory Tourism" and "Highlights tea factory" status according to elect the current development scale of three tea industries oriented Interview with the object of study.

C. Design interview questions

This study was designed with three major directions problem:

- 1) Highlights Tea Factory (Tea Tourism Factory) completeness of content of value chain.
- 2) The value chain project activities are correct and complete.
- 3) The main difference between the value and innovation activities and other operations related to the tea industry.
- 4) Support activities include human resources management (recruitment, for selection, training, evaluation, salary, etc.), management (accounting, security, management, finance, and procurement), technology development, infrastructure and innovative ways.

D. Personal Interviewing

In order to ensure interviewees provided the information that the research group needed and to reduce invalid answers, an interview outline was prepared before visiting. We also established friendly relations to improve the spirit of the

interview. An explanation of the research was provided prior to the interview. The interviews were recorded in order to sum up the visit and discuss the results after interview.

E. Case Study

Case study refers to the knowledge of individuals, organizations, social or political phenomenon, there are many unique contributions. Stake et al., that the selection of individuals to be studied. The body must be a "function-specific" and not universal.

When an object of any study can be referred to an individual (such as people, organizations and countries), no matter what method (such as psychology experiments, surveys, economic analysis), can be regarded as a case study.

Through case studies in theory and industry operation status, to find the degree of fit, a case study of this study, view Object of study of the value chain activities and innovation policy from the point of view.

IV. CASE RESULTS, DISCUSSION AND SUGGESTION

Based on personal interviews, case studies and reference literature survey results, sorting out the tea Factory Tourism industry value chain each activity (Figure 1), and in support activities for human resource management, operations management and technical survey. Aggregated to reach out and build competitive advantage and innovative strategies.

A. Practice of the industry value chain and innovation activities

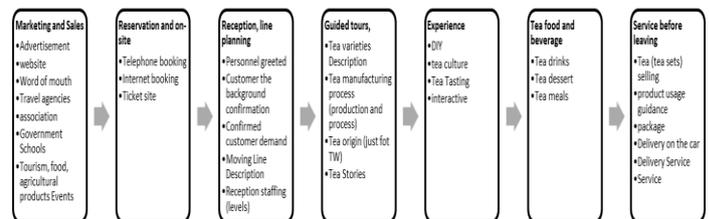


Fig. 1. Tea Factory Tourism industry value chain

1) Marketing and Sales

a) Marketing is not advertising but word of mouth marketing, the quality of tea within the plant to be controlled; and for the entire Factory service processes .

b) Take the initiative to participate in the exhibition of foreign markets, such as the International Food Exhibition, international tourism exhibition.

c) Gift package has its own brand design.

d) The Factory organized anniversary events.

e) Perfect official website.

2) Reservation and on-site

a) The appointment of clear specifications, such as the number of people in control; through its website and telephone, on-site so that visitors know orally must make an appointment to admission.

b) *On-site management and booking arrival visitors must leave a phone, can arrange tours or experience to ensure the quality of other people's experiences.*

c) *close track of time, travel and demand, call to confirm beforehand.*

d) *Does not require tickets, the number of control, climate control, and out of control.*

3) *Reception, line planning*

a) *Knowledge Commentary navigation and guidance, indicating the need to correct, accurate transmission of cultural spirit.*

b) *Future planning, guidance and control of entry and exit after admission must be classified.*

c) *Tourists level management, category management and navigation services.*

d) *teachings store's guest etiquette (do not wear slippers, no pets, wearing appropriate clothing)*

4) *Guided tours*

a) *Vivid Q & A game, to enhance the degree of interest. We hope this process can be mainly informative content of so that visitors have a rich harvest.*

b) *For internal staff training, must have a tour of the SOP process understanding.*

c) *The combination of digital information. With data Inheritance of, using video to tell the stories.*

5) *Experience*

a) *Experience knowledge core activities, activity is not just a game only, contains educational.*

b) *The five senses experience.*

c) *Allow visitors expected to expectations, the description and explanation of the process of attracting tourists.*

6) *Tea food and beverage*

a) *Tea related food and beverage*

b) *Local*

7) *Service before leaving: To the last minute*

B. *Support activities of innovative strategies*

1) *Human resources management*

a) *Education and training, the company planning the-job training (after work), training in English and Japanese tea ceremony.*

b) *For employees outside the industry and different sectors of the factory for Tourism.*

2) *Business management*

a) *A business-themed designs, including the image of the entrance, the overall design of the plant have a corporate style and characteristics; aesthetic space, life and beauty of the atmosphere, the staff must always create.*

b) *People are not afraid of science, innovation.*

c) *Record the guest preferences and target customers.*

d) *with the government, local organizations to interact well, cross-industry alliance.*

e) *Product Information disclosure and history proved.*

The purpose of this article is to understand the tea industry Sightseeing plant operations and management model. It also discusses the development and management of the highlights of tea in different situations attributes tea industry sightseeing factory.

According to the results, the industry value chain, analysis of innovation policy recommendations on the future development of the tea industry and tea for the tour highlights factory innovation and business strategy to become the reference in the future management.

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