

B&B and Leisure Farms in the Diamond Model Analysis of Business Performance

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Abstract

Therefore, this study adopted Porter's Diamond Model Theory, identify the impact of the B&B and Leisure Farms in Miaoli critical success factors with competitive advantage, through the reliability analysis, descriptive analysis, the difference test, correlation analysis and other statistical analysis methods to obtain evidence of the findings and make recommendations and contribute to strategic. The empirical results show that the "accommodation services", "food service" and "agricultural business experience" as the main competitive advantage element of Miaoli County B & B and leisure farm. Currently, "consumer demand", "related and supporting industries", "human resource" and "corporate strategy structure and competition" are four of the key competitive sources with B&B and Leisure Farms in Miaoli. Elements of competitive advantage, "government support and promotion" were highly significant positive correlation with the various business performance

indicators, government guidance and support is a key competitive advantage element to improve the operating performance of the industry. In addition to government support and drive operational performance indicators as explanatory variables, regression analysis found human resources, infrastructure and financial management also exerting major influence. Government subsidies and counseling resources to develop Miaoli County in recent years yielded significant effect. If the industry becomes actively involved in various software and hardware facilities to upgrade quality of service personnel and pay greater attention to financial management, we should see the best revenue growth as well as an increase in hotel occupancy.

Keywords: Diamond Model, Competitive advantage, Business performance, Key Competitive Advantage

壹、前言

觀光產業又稱為「無煙囪工業」，被視為是21世紀的明星產業，根據世界觀光組織(World Tourism Organization, WTO)的統計，全球各國外匯收入，超過8%來自觀光休閒收益。我國交通部觀光局統計，2009年台灣觀光收入占GDP 3.3%，為台灣賺進2,253億外匯收入，2006年全球觀光人口超過8.4億人，帶來7.33兆的收入，觀光已成為許多國家賺取外匯的首要來源，世界觀光組織並預估2020年全球觀光人數將可成長至十六億二百萬人次，全球觀光收益亦將達到二兆美元，由此可知，觀光產業對全球經濟產值有極大的貢獻。2008年7月我國開放大陸觀光客來台旅遊，2009年平均每日團進團出1,661人，2010年增加為3,440人；2011年6月政府亦開放陸客自由行，三年來陸客來台旅遊為我國帶來很高的外匯收益。觀光產業除了可引進外匯收益，還可迫使政府重視並推廣觀光政策，並發展文化與休閒產業，活絡經濟，因此行政院早將觀光產業納入我國六大新興產業之中。綜上顯示，在中央和各地方政府努力推動國內旅遊之風潮下，觀光活動不僅已融入國人的日常生活之中，並且可以活絡地方經濟，促進地方產業發展，並增加就業機會。

要將台灣打造成為亞洲重要的觀光目的地，必須由「點」、「線」呈現風景區「面」的新風貌，加強觀光景點的特色，為此本文將以苗栗縣為主要研究對象，探討台灣觀光產業的可能性。根據交通部「觀光拔尖領航方案」顯示，北、中、南、離島地區各區的發展定位，其中中部地區定位為「產業台灣」，特別強調「茶園、花卉、咖啡」、「休閒農業」、「林業歷史、森林鐵道」、「自行車休閒」與「文化創意產業」，此五大項為中部地區發展重心。苗栗雖然不屬於定義中的